

**THE INFLUENCE
OF
COMMUNITY POLICING
IN
CITY GOVERNMENTS**

A 281-City Survey



April 2001

The United States Conference of Mayors

The United States Conference of Mayors

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FOREWORD

This is a report on the implementation of community-oriented policing in the nation's cities. It is a look at the extent to which the principles of community-oriented policing have been adopted by our cities' law enforcement agencies, and at the extent to which they have influenced the ways other city agencies, and city governments overall, are delivering their services.

The survey on which this report is based has confirmed what mayors have been saying to one another since the Community Oriented Policing Services Office was established six years ago: COPS funding is having a positive impact in our cities – on our ability to deploy more officers where they are needed, on our ability to train and equip these officers to be more effective, and on our ability to involve the community in our crime-fighting efforts.

The survey gave mayors, police chiefs and other city officials an opportunity to describe the many ways their COPS funding has been invested and the changes it has produced. They responded to this opportunity by describing: the support given community policing by elected officials and city managers; new city departments and other special units created to implement community policing; specific, targeted programs launched with COPS support; examples of community policing's impact on a wide range of city agencies; examples of its government-wide impact; and examples of significant accomplishments which COPS support has made possible – accomplishments such as the opening of neighborhood sub-stations, the development of domestic violence initiatives and school initiatives, the effective deployment of community service officers and, of course, the reduction in crime and the resulting improvement in quality of life for city residents.

Our thanks go out to all who responded to our survey, to all who shared their views on the many ways that community policing is making cities safer and local governments more responsive to their citizens.

J. Thomas Cochran
Executive Director

BACKGROUND

Since its creation through the Violent Crime Control and Law Enforcement Act of 1994, the Office of Community Oriented Policing Services (COPS) within the U.S. Department of Justice has been responsible for the advancement of community policing in the nation. Its mission has included the addition of 100,000 community policing officers to the ranks of local law enforcement agencies and the provision of grant funds to enable these agencies to acquire new technologies and equipment, to hire civilians for administrative tasks, and to promote innovative approaches to fighting crime.

Through its Mayors' Institute for Community Policing and with the support of the COPS Office, The U.S. Conference of Mayors has actively encouraged:

- adoption and refinement of community policing strategies,
- integration of community policing with other local government activities, and
- broadening of the underlying principles of governance within community policing so that they may become part of the fabric of all local government.

In January 2000, in an effort to gauge movement toward these goals, the Conference of Mayors surveyed the mayors of more than 1,000 cities throughout the U.S. – most of them cities of 30,000 and larger which are eligible for membership in the Conference. The survey sought information on how community policing was being implemented in their city, how COPS philosophy and funding were influencing individual agencies and city government overall, and which of their community policing initiatives had realized the greatest success.

Specifically, the survey sought information from the cities on:

- the number of years community policing practices have been in place;
- whether community policing is practiced city-wide or is targeted to certain neighborhoods;
- whether it has been implemented police department-wide or focused in specific sections or divisions;
- the ways in which COPS Office funding has been invested, including the most significant accomplishment made possible by the funding; and
- the extent to which community-oriented policing has influenced or altered service delivery by city agencies other than the police department, or by the city government overall.

By the end of February 2000, responses had been received from 281 of the cities surveyed; as a group, the respondents included cities of all sizes in all regions of the country.

SURVEY FINDINGS

1. Years Community Policing Employed – Survey cities reported that, on average, their police departments had been employing community policing practices for 7.7 years. About 83 percent of the respondents indicated that community policing had been present for 10 years or less; half of this group said it had been present for four, five or six years – a finding that is not surprising given the passage of the Violent Crime Control and Law Enforcement Act in 1994 and the community policing funding which was initiated at that time.

2. Scope of Community Policing in Community – Only 15 percent of the survey respondents reported that community policing was limited to specific neighborhoods; all of the others indicated that community policing was practiced throughout their city.

3. Scope of Community Policing in Department – Just over one in four (26 percent) of the survey respondents said that community policing has been implemented only in specific sections or divisions of their police departments; all of the others indicated that community policing has been implemented department-wide.

4. Use of COPS Funding – Ninety-six percent of the survey cities received financial assistance from the COPS Office.

- Nearly nine in 10 of these cities (89 percent) used the funding to hire additional police officers;
- 61 percent used it to upgrade their police department’s technological capabilities;
- 58 percent used it to redeploy existing officers in community policing; and
- 39 percent used it to target specific problems.

Examples of specific problem areas most often cited by respondents as community policing targets were domestic violence, distressed neighborhoods and drugs.

5. Impact on City Agencies – More than three in four of the respondents (77 percent) indicated that the community-oriented approach they had demonstrated in their police department had influenced or altered service delivery by other city agencies. Most of these respondents identified one or more of the agencies affected. Leading the list was code enforcement/inspection; 80 of the respondents – by far the largest number – named this agency in some form. Second on the list was public works, with 45 of the respondents citing it. Other frequently-cited agencies were:

- community development/neighborhood services – by 31 respondents;
- parks and recreation – by 27;
- planning/zoning and health – both by 22;
- fire service – by 21;
- city attorney/district attorney – by 19;

- public schools/board of education – by 17;
- housing – by 13;
- buildings – by 11; and
- city administration/finance – by 11.
-

Other agencies identified by smaller groups of respondents included criminal justice, engineering, traffic/transportation, senior services, and animal control.

6. Impact on City Government – More than three in four of the respondents (76 percent) also said the community-oriented approach they had demonstrated in their police department had influenced or altered service delivery by their city government overall.

INFLUENCE OF COMMUNITY-ORIENTED APPROACH

Many of the survey respondents provided examples of how the community-oriented policing approach that had been taken in their city had influenced or altered service delivery by city government overall and/or by individual agencies other than the police department. Several of the examples included specific references to the roles of elected officials and city managers. Others included specific references to the creation of new departments in city government, and of new teams and task forces. There also were references to specific programs which have been launched. Among the examples:

Roles of Elected Officials and City Managers

Scottsdale, AZ: The City Manager supports community-based government which assists in promoting a holistic look at any issue that citizens bring forward.

Alameda, CA: As evidence that basic community policing tenets are finding their way into community government overall, the City Manager's office recently provided training to all City department managers in "community engagement," that is, involving the community in devising solutions to problems.

Anaheim, CA: The need to work together and get the community involved is a clear message being sent out from the City Manager's Office. As a result, many barriers have come down and the Police Department has been given direct access to other City departments which play significant roles in long term problem solving.

Livermore, CA: A recently completed strategic plan, coupled with strong City Council and City Manager support, has established a program to train all departments within the City. While limited at this point, the City is expecting the implementation of this training and development plan to produce big changes.

Monterey, CA: All departments are working cooperatively to address specific concerns throughout the City. This partnering is providing more lasting solutions to continuing problems. The City Council and City Manager are the biggest supporters of this concept.

Moreno Valley, CA: The City Council has embraced, and supports, the Community Oriented Policing philosophy. This has led to quicker investigation of complaints from Council constituents and increased personal contact with the parties involved to address their complaints in a timely fashion.

Mountain View, CA: Community policing is supported throughout government, starting with the City Council and extending to all City agencies and departments. Every aspect of City government complements the approach to community policing.

Redondo Beach, CA: The City Council and Mayor and other department heads have bought into the COPS concept. All work closely to focus on crime in the City.

Denver, CO: Police officials say the Mayor has provided the thrust for the City's inter-agency cooperation, and that the City's community policing initiatives coincide with the Mayor's efforts.

Manchester, CT: The Board of Directors, bolstered in part by positive responses from the community, has been very supportive of the community policing initiatives being implemented.

Jacksonville, FL: A new Mayor elected shortly after the first COPS grant was awarded focused on both community and individual neighborhood needs. The Mayor identified neighborhoods in need of "intensive care," created a Neighborhoods Department specifically to coordinate and enhance the delivery of city services to neighborhoods, and began a neighborhood grants program to assist communities that were trying to improve the quality of life in their neighborhoods.

Independence, MO: The City Manager is a strong proponent of sector meetings in which representatives of most of the City's departments discuss problems in the community. Initiated by the Police Department, the meetings examine problems such as nuisance houses, health threats, code or fire violations, unsafe houses or roads, and possible drug houses. All of the departments then work in concert to eliminate the problem in a manner that also eliminates calls for service in the future.

Akron, OH: The numerous citizen complaints about neighborhood problems received by City Council members are forwarded to their respective community policing officers. Some Council members attend block watch meetings, actively assisting in solving community problems and, where possible, contributing other City resources.

Chattanooga, TN: Shortly after his election, the Mayor created a Neighborhood Enhancement Team comprised of representatives from all City agencies. The Team's agenda was to create better working relationship among all agencies and to improve the quality of life for all residents. As a result, agencies which basically had only acknowledged one another's existence are now better utilizing their resources for the good of people and the health of the community.

GreenBay, WI: In addressing neighborhood issues, the Mayor and the Alderpersons are dealing directly with neighborhood policing teams. They have supported a new website that is dedicated to providing a prompt response from the City administration, traffic officers, neighborhood officers and zone lieutenants who are responsible for implementing the problem-solving approach community-wide.

New City Departments, Teams, Task Forces

Anaheim, CA: With COPS support, the Police Department was able to form and expand the Community Policing Team which directs its community policing efforts.

Bell, CA: The City has added protection in parks and has created special problem task forces to address gang issues, narcotics, and other high incidence crime problems.

Livermore, CA: The City's Housing Authority, Building Department, Planning Department and Fire Department have formed a Housing Enforcement Team. The formation of this Team, which addresses problems collectively and takes a broad and long-term approach to them, represents a significant change.

Moreno Valley, CA: COPS support made it possible to expand the successful Problem Oriented Policing Team; current staffing includes one sergeant, nine officers and two community service officers.

Salinas, CA: Multi-department problem-solving teams with the authority to make critical decisions in the field are deployed to address often complex community-oriented police service situations which require immediate action. The City refers to the COPS program as "Community-Oriented Public Service" which is applicable to all departments.

San Marcos, CA: The City has formed a Multi-Agency Task Force which meets monthly. It includes COPS Deputies and representatives of the City staff, Fire Marshal, Alcohol Beverage Control, County Health Department, Hazardous Waste Materials, Postmaster General, and Code Enforcement. The meetings examine nuisance areas which have been detected and, based on their expertise, agency representatives propose solutions.

Westminster, CA: The City has developed a Code Enforcement Task Force which includes representatives of City and County agencies. Members meet monthly to discuss problem areas within the City and to develop plans to resolve the problems. In taking enforcement action on problems, Task Force members frequently operate as a team.

Norwalk, CT: A City Task Force comprised of members of the Police, Fire, Health, Code Enforcement, Planning and Zoning Departments meets on a regular basis to identify and address community "quality of life" issues, many of which are brought to the attention of the Task Force by community police officers meeting with residents, tenants, and businesses in their neighborhoods. Through the Task Force, issues ranging from abandoned cars and buildings to the presence of unlicensed businesses are brought to the attention of the appropriate City agencies.

Miami, FL: Community policing in Miami has evolved into a form of community government which has introduced decentralized municipal services to Miami's neighborhoods and more personal police services to residents and merchants. Through the Neighborhood Enhancement Team initiative, "mini-city halls" foster a team approach to the identification and resolution of neighborhood problems. Staff from various City departments are assigned to each NET service center, and each team works to address complaints and identify problems that contribute to crime, disorder or decay.

North Lauderdale, FL: The City has established a Community Action Team which includes representatives of the Police, Community Development, Waste Management, Code Compliance, Public

Works, Parks and Recreation, and Community Planning and Zoning Departments. Service delivery is approached with greater sensitivity, based on the knowledge that how citizens' concerns are handled affects all divisions of City government.

Augusta, GA: Specialty units established within the patrol division have enabled the City to increase law enforcement activity in high crime areas. As a result of more time being devoted to pro-active law enforcement, residents in the target areas have become more responsive and supportive.

New Orleans, LA: Each of the City's eight police districts have a Neighborhood Policing Team (NPT) comprised of a Quality of Life Officer, Crime Prevention Officer and School Resource Officer. The NPTs collaborate with neighborhood, faith-based and business entities to identify problems and to solve them with the assistance of the appropriate municipal agencies. Abandoned housing has been identified as a significant problem to be addressed. The NPT officers, along with neighborhood representatives, meet with representatives from municipal health and housing agencies to map short-term and long-term strategies to solve abandoned housing problems and to provide feedback to both municipal and neighborhood representatives.

Tupelo, MS: Additional COPS officers made it possible to form a five-officer Special Operations Group which works closely with citizens in specific problem areas of the City, and a four-officer Bike Patrol Unit which works with citizens to eliminate daytime criminal activity.

Independence, MO: A Community Services Unit includes four Housing and Urban Development officers who are assigned to three Independence Housing Authority developments, three K-9 officers, and four substation officers who work out of a local shopping mall. Established in July 1998, the Unit is active in the Crime Free Multi-Housing Program, Neighborhood Crime Watch, Police Explorer Post, Child Identification Program, Disorderly House Tracking and Prosecution Program, K-9 demonstrations and the Police Command Post.

Lincoln, NE: The City has implemented a Problem Resolution Team which applies problem-oriented policing concepts to projects requiring the participation of a number of City agencies.

Rochester, NY: The Neighborhood Empowerment Team concept includes six decentralized NET offices serving neighborhood planning sectors which are based on existing community group boundaries. Each NET office includes a police lieutenant, two crime prevention officers, a city administrator and code enforcement officers, all working together to address problems in the neighborhoods they cover.

Rome, NY: The Neighborhood Enforcement Team combines the efforts of several City departments, neighborhood residents, Oneida County human services agencies, the court system and other community organizations to identify and address specific neighborhood problems. Working with City code inspectors and the Fire Department, for example, the Police Department has obtained valuable information which has provided the foundation for numerous arrests. The initiative's success in reversing blight in the

targeted neighborhoods and other areas is serving as the basis for an application for grant funds that would expand it to a full-time operation.

Canton, OH: The City's Safety Director chairs a Housing Task Force that includes community police officers and City agency heads. The group meets monthly to address problems of neighborhood decay and deterioration.

San Antonio, TX: Various City agencies have been consolidated in a Neighborhood Action Department which coordinates neighborhood sweeps in conjunction with the Code Compliance, Public Works and Planning Departments and with the Housing Authority.

Warwick, RI: The Community Policing Unit has become a centralized point of contact and a resource for virtually all City agencies and branches. The Community Policing Unit has had the effect of pulling unaffiliated agencies together into centralized City services.

Chattanooga, TN: While the Community Oriented Policing (COP) policy has changed methods in use in all City government departments, it has been most strongly identified with the newly-created Department of Neighborhood Services; the new agency which deals with housing codes and related issues and has increased citizen involvement in addressing neighborhood problems and concerns. Since the COP policy has been introduced and implemented by the Police Department, agencies throughout City government are less reactive, more proactive in serving citizens.

Sandy City, UT: All City departments work together, frequently using Community Action Teams to prevent and solve problems. The City's neighborhood watch and mobile watch programs interface, serving as "eyes and ears" on several fronts.

Madison, WI: Neighborhood Resource Teams are responsible for dealing with the multitude of issues that affect a neighborhood, and with providing services to improve the quality of life in that neighborhood. Teams consist of police personnel and representatives from a variety of other City agencies; among them: Health, Building Inspection, Community Services, Community Development, Equal Opportunities, Fire and Zoning. The City is now looking to broaden this concept and apply it to service delivery City-wide. The City continues to be committed to decentralizing its police services, physically locating community policing efforts in neighborhoods and creating better opportunities for the police and community to work together.

Specific Programs

Claremont, CA: A City-wide youth master plan is a collaborative endeavor involving various City staff members, community organizations and individuals, and joint operating procedures have been developed by the City and the School District.

Merced, CA: A Police Department/Public Works neighborhood clean-up program designed to keep blight out of high-crime neighborhoods is maintained by Code Enforcement. Public Works provides dumpsters and garbage trucks; police and code enforcement personnel, community groups and residents provide the labor.

Monterey, CA: The majority of all managers and supervisors in every City department have been given eight hours of community-oriented policing training. The goal was to provide each department (Public Works, Parks and Recreation, Finance, Harbor Master, etc.) with the philosophy of total government commitment to resolving community concerns and issues.

Santa Barbara, CA: The Community Development Department coordinates with police patrol officers who identify overcrowded and poor housing conditions. Building inspectors follow up with physical inspections and landlords are forced to make corrections which improve living conditions.

Sarasota, FL: Police officers finding properties that are in an advanced stage of deterioration or in gross violation of codes call Code Enforcement; inspectors respond immediately, after normal working hours, if necessary. In turn, Code Enforcement inspectors going into areas in which there is concern for personal safety call police officers to accompany them.

Augusta, GA: Additional personnel have been added to the Code Enforcement Division and efforts to address issues affecting areas with run-down conditions have increased. Owners of properties which have been neglected and which attract drug or other criminal activity are being confronted and required to repair and clean up their properties. Some buildings and houses have been condemned and torn down; abandoned vehicles, litter and trash are being vigorously targeted for elimination; and violators are being vigorously prosecuted.

Reno, NV: The City is currently involved in a project which will reestablish its neighborhoods based on demographic and cultural factors rather than crime data. This will give the neighborhoods their own identity, and officials believe that services to neighborhoods by all City departments will improve greatly.

Albany, NY: The Code Enforcement for Quality of Life Issues Program, designed by members of the Police Department, Fire Department, Code Enforcement Division, Department of General Services and members of the Common Council, gives non-police agencies the tools to deal with quality of life code violations and to ensure compliance in a timely manner. When a violation is discovered, the owner or occupant of the property involved can be issued a court appearance ticket. The ticket is issued by a police officer; a representative of the non-police agency serves as the complainant.

Kettering, OH: Interaction between residents and police officers has improved, especially following the implementation of the Citizens Police Academy and "Fun Days" in the area of the Kettering Square Apartments. The success of the Kettering Square Apartment Community Oriented Policing Project has led to the opening of another substation at the Greenmont Village Housing Development.

Tulsa, OK: City government has become more responsive to citizens. Initiatives include landlord training and the Mayor's Action Center (MAC) which provides residents a single contact point for all complaints and non-emergency requests for information and service. The MAC forwards the requests to the appropriate City department and tracks the status of the request.

Beaumont, TX: In addition to monitoring neighborhoods through citizen patrols which report high weeds, unclean areas and other problems requiring City services, the Police Department distributes complaint forms to the general citizenry, directly and through neighborhood organizations. All complaint reports are funneled through City management and each complaint is investigated and acted upon. Reports on actions taken are then returned to the citizens involved.

Denton, TX: The City of Denton recently began the "Raise the Bar" campaign, an interactive process with citizens to identify and prioritize quality of life issues, adapt services to provide the most effective response, and then mobilize both City staff and citizens to implement the response. A survey of citizens identified their primary concerns; these were categorized and assigned to the appropriate City departments which then developed immediate, short-term and long-term responses to them. The responses are now being implemented.

Duncanville, TX: With a goal of improved quality of life in the community, Code Enforcement, an agency of the Public Works Department, works closely with the Police Department to abate nuisances. Through a working agreement which has been designed to quickly achieve voluntary compliance by violators, solutions to problems are discussed and needed resources are identified in an expeditious manner.

Vancouver, WA: Vancouver Police Services (VPS) and the City's Community Mediation Services (CMS) have a strong partnership that has fostered a series of continuing collaborations, including a full-time mediator-police liaison staff member who works with VPS to facilitate a closer relationship and enhance the community-oriented plan. The most visible extension of this partnership has been a Restorative Justice Initiative which was developed through an inter-local agreement between CMS and the Clark County Juvenile Court. Through this initiative, which seeks to meaningfully address the harms done to victims, offenders are encouraged to take responsibility for their actions and are held directly accountable to victims.

Huntington, WV: City officials work closely with neighborhood organizations to ensure that problems are solved. A complaint form has been made available to the organizations; when the forms are returned to the Mayor's Office the Mayor assigns the requests for service they contain to the appropriate agency. The service requests are then tracked, through completion, by the Mayor's Office.

Other Examples of Impact on City Government Overall

Other descriptions of community policing's impact on city government overall, while more general in nature, were consistent in their assessment of the positive contribution made by COPS support. Key

words appearing throughout these descriptions include “communication,” “coordination,” and “responsiveness.” Among the statements made by survey respondents:

Fairbanks, AK: It is now understood that the City’s police agency is viewed differently by the community. This is evidenced by the fact that 70 percent of voters recently approved a new police station.

North Little Rock, AR: All employees of City government have become very responsive to all citizen needs and pay a great deal of attention to each citizen request.

Azusa, CA: City-wide, the overall focus has shifted toward a more participatory system of operation.

Costa Mesa, CA: Through COPS, the Police Department has established better working relationships with other City agencies and, with them, has established common approaches to solving community problems.

Covina, CA: The City government as a whole is far more responsive to the needs of the community and looks for ways to permanently resolve problems and issues brought to its attention.

Gardena, CA: There is an increase in the coordination of all City resources when addressing public safety needs. Information and strategies to address problems are coordinated to provide the best overall City response to an issue.

Hayward, CA: Throughout the City, there is a coordinated focus on neighborhood issues and problems.

Merced, CA: Officials say they are more aware of the relationship between neighborhood issues and the larger community, and more aware that the way problems are addressed in a neighborhood affects surrounding neighborhoods and the City as a whole.

Monterey Park, CA: Officials say the City has changed, acquiring a greater customer orientation.

Richmond, CA: The City is involved in the implementation of “Community Oriented Municipal Government,” a community-oriented approach to delivery of services city-wide.

Salinas, CA: The COPS philosophy of “customer” service has resulted in the re-engineering of the City’s approach to internal and external service, making it more responsive and capable of bringing resources to bear within a minimum amount of time.

San Bernardino, CA: Interaction among City departments has been altered. The City now accommodates approaches to problem-solving which cut across department boundaries.

San Rafael, CA: All City departments communicate and approach community problems as a team; this includes evaluating the problems, developing action plans, and taking action.

Santa Barbara, CA: City departments and government officials look to the Police Department to take the lead in the identification and mitigation of community issues that could develop into police problems. The goal is to resolve the issues prior to their resulting in 911 calls.

Vista, CA: A community-oriented policing approach has been used in consortia and partnerships which are bringing citizens' concerns to the City's attention. The City is responding with construction and redevelopment projects that improve the citizens' sense of ownership, security and safety.

Bridgeport, CT: The success of the community-oriented approach in the City, coupled with enhanced technology, has enabled the City government to concentrate on areas beyond policing that need improvement. The significant strides made in winning the confidence of citizens contributes to the ability of the City to concentrate on solving other problems.

Altamonte Springs, FL: The COPS program has produced a significant change in the City's operations. Residents are viewed not just as citizens; rather, they are the City's customers and are treated as such.

Tampa, FL: The City administration has recognized the importance of all City agencies, law enforcement agencies and neighborhood groups working in partnership to address quality of life issues and criminal activities adversely affecting the community and has issued policies and procedures that support these partnerships and initiatives.

East Point, GA: Prior to implementation of community-oriented policing, most City agencies operated independently. As the Police Department began to implement community-oriented policing, there was a need to develop collaborations and operational partnerships with various agencies. As a result, these agencies have altered their approach to service delivery and have gone from independent to collaborative operational planning and implementation.

Smyrna, GA: There is an increased awareness in City government that the citizen is both a customer and a partner in the City's success.

Bolingbrook, IL: Village officials, when they become aware of problems in the community, now routinely refer them to COPS officers. Officials realize that officers, in handling problems, will often seek an alternative to a law enforcement solution.

Cicero, IL: To ensure neighborhood complaints are acted upon, information on problems in neighborhoods received from community groups is forwarded by the Police Department to the appropriate City department. The police officer involved reports to the community group the action taken, reinforcing good communication between the police and the community.

Rockford, IL: The City is adopting a team-oriented, one-stop shopping approach to dealing with citizen complaints – a pro-active approach to handling the public’s perception of crime in their neighborhood and the City.

Schaumburg, IL: The Police Department adopted the SARA (Scanning, Analyzing, Response and Assessment) approach to problem solving and developed strong working relationships with the community and Village government departments. The amount of red tape previously required to make contact with government agencies was significantly reduced. An officer or beat team that has identified a problem on their beat now can make direct contact with the person or persons that can respond or assist in the problem-solving effort.

Reno, NV: The City has adopted a community-oriented approach to providing services. For example, neighborhood sub-stations have evolved into community centers providing police, parks, licensing and other public services.

East Orange, NJ: The overall level of cooperation within the City has increased dramatically with the implementation of the community policing approach. Notable is a devotion on the part of all involved to seeing projects through to their successful completion.

Fort Lee, NJ: The Borough government has increased support of police-associated activities, backing programs and community-related initiatives.

Franklin Township, NJ: COPS has produced a local government more responsive to citizen issues. Responses to problems are more expeditious.

New Brunswick, NJ: The COPS partnership has provided better communication and quicker responses to problems. This has led to a decrease in crime and a strong perception in the community that the City is safer.

Auburn, NY: The COPS Program has improved the City’s ability to organize neighborhood residents in cooperative partnerships to reduce drug trafficking, disorder and petty crimes against persons and property.

Carolina, PR: Because citizens now are able to tell the community officers about their needs and concerns, the officers can function as public relations officers, directing these concerns to the appropriate department at City Hall.

Nashville, TN: As a result of the Metro Nashville Police Department’s leadership in the development of community government in Nashville, all City government is much more neighborhood-oriented.

Beaumont, TX: City officials are now much more aware of the number of problems citizens experience, and more problems are being corrected. The use of a program which emphasizes citizens' needs has also expedited the correction of problems.

Houston, TX: City departments now collaborate to solve common problems. This has resulted in a seemingly better response to neighborhood issues that are not clearly within the scope of a particular department or agency, and in an overall improvement in the quality of life in many communities.

Temple, TX: The entire City is starting to adopt the community-oriented philosophy. This started when the COPS officers joined in a partnership with other City services to combat problems such as dilapidated houses, trash in empty lots, poor lighting and lack of activities for youth.

Newport News, VA: Many City departments utilize information gathered through community policing to better tailor their services to citizen needs. There have been numerous meetings with multiple agencies represented to discuss the state of the City, and there is a close link between the Police Department and the City government.

Norfolk, VA: The community-oriented approach has affected service delivery by the City. Problems are attacked using a multi-disciplinary approach. The partnerships which have been nurtured have resulted in significant improvements in problem-solving, prevention and consistency in overall City operations.

Vancouver, WA: Staff members from many City service areas have begun to participate in meetings that involve Vancouver Police staff and the community working together on solutions to problems. These meetings provide a way for other City staff to learn about issues which are active in the community. They also provide an opportunity for City staff to network with the community participants, to identify community needs and implement ways for their agencies to better serve citizens.

La Crosse, WI: Changes have been made in intra-agency cooperation and problem-solving efforts. Where problem areas or issues relate to several City agencies, COPS officers have devoted more time and effort to deal with them.

Other Examples of Impact on Individual City Agencies

Many of the more general examples of the impact that community policing was having in the respondents' cities included references to specific agencies, very often those responsible for code inspection and enforcement.

Gilbert, AZ: The Police Department now works very closely with Code Enforcement and Neighborhood Services on problems in the community.

Scottsdale, AZ: Community-based problem solving efforts are not complete unless Code Enforcement and the Fire Department are part of the team. These departments have been instrumental in

dealing with problem business establishments. The City also has an Office of Dialogue and Diversity that has helped in facilitating more dialogue with citizens.

Alameda, CA: Prior to the partnership with the Police Department afforded by the COPS funding, the Community Development Department had focused on community issues and outreach. Since the partnership was formed with the police, there has been more collaboration, a demonstration of the value of community input through meetings and survey instruments, and tangible evidence that focused, collaborative efforts can result in positive changes in the community.

Azusa, CA: The Community Improvement Division has demonstrated greater responsive-ness to community needs and has shifted its focus from strict enforcement to a more cooperative spirit of helping citizens to achieve their goals and make needed repairs or improvements.

Bell, CA: City maintenance crews are being called upon more frequently to paint out graffiti, repair streetlights, pick up discarded items from sidewalks, and attend to similar needs in neighborhoods.

Burbank, CA: The community-oriented approach has had a significant effect on the City. The Police Department has had success partnering with other City agencies such as Public Works, Public Service, Redevelopment, and the City Attorney to improve blighted areas.

Claremont, CA: By taking a problem-oriented approach, police interact with other City departments' staff to facilitate a more complete and effective resolution of problems. Primary interaction is with the Community Development Department (for engineering, code enforcement and planning) and the Human Services Department (for youth services).

Covina, CA: The Code Enforcement Department has become more aggressive in ensuring that properties and buildings meet the standards set by the City. This increased activity improves the quality of life within the community.

Lompoc, CA: The Public Works Department is much more in tune with law enforcement and crime prevention efforts. Training has been provided for utility services staff and several public works employees have attended and graduated from the Lompoc Citizens' Police Academy.

Moreno Valley, CA: As a result of the implementation of the problem-oriented policing team and its regular contact with City staff, the communication lines between the Police Department and Code Compliance, Parks and Recreation, Community Development, Public Works, the City Attorney and other City agencies is vastly improved. This line of communication has made for a more cohesive bond with the various agencies in the City and reduces response times by cutting through red tape. Lines of communication which previously were not available on a regular basis are now open, continuous and welcomed.

Mountain View, CA: Staff members from the City Attorney's Office and the Community Development, Code Enforcement, Fire and Police Departments meet monthly to identify problem issues

and problem locations. The departments then collaborate to develop strategies which will lead to lasting solutions. Each department supports and assists the actions of the others.

Newark, CA: The Code Enforcement function has moved to the Police Department from the Public Works Department, a move which should allow officers easier access to resources for problem solving in residential neighborhoods.

Oxnard, CA: Various other components of the criminal justice system (including Probation and Parole), Health Services and Code Enforcement are partners with the Police Department in the City's core community policing efforts.

Riverside, CA: The Code Compliance Division increased significantly in size and scope of responsibility as the result of the workload generated by problem-oriented policing projects. In 1989, the first year of operation, the Division handled 1,800 complaints; it now handles over 13,000 complaints annually. The group has seen significant growth in demand for services, has taken on a lot of new tasks, and has dealt with a variety of new City ordinances.

San Marcos, CA: Once the community policing philosophy became operational, police personnel were able to work with City personnel much more easily – without going through a “chain of command.” Community policing flattens the chain of command, and empowers frontline officers to handle community policing issues without going through their respective supervisors. The City Manager's Office, the City Attorney's Office, and the Finance, Planning, Code Compliance and Human Resources Departments have all been very responsive to officers' needs and inquiries.

Westminster, CA: The Orange County District Attorney has assigned a full-time Deputy District Attorney to the City's Family Protection Unit. This DDA works out of an office in the Police Department solely on Westminster cases.

Aurora, CO: As a direct result of the City's community policing efforts in neighborhoods, the City Attorney's Office has located an office in a troubled section of the City in order to afford residents convenient and easy access to an attorney's services.

Denver, CO: The City's Neighborhood Inspection Services has created a police liaison position; as a result, the two agencies are in daily contact on solutions to neighborhood problems.

Clearwater, FL: On an agency-wide basis, all of the community policing teams and officers have utilized the enforcement arm of Code Enforcement. This has enabled them to condemn crack houses, clear overgrown lots, and better maintain area residences and businesses.

Delray Beach, FL: Of particular note in the City's transition to a community government approach to solving problems is the partnership developed by the Police Department with the Code Enforcement and Neighborhood Improvement Departments.

Tampa, FL: The Community Oriented Policing Program and its officers have developed partnerships with other City departments – Code Enforcement, Sanitation, and Parks and Recreation, among them – to address quality of life problems that affect neighborhoods. Partnerships also have been formed with other outside agencies such as Probation and Parole, the State Attorney, and local drug courts to provide a systematic, comprehensive approach to crime in the community.

Margate, FL: City government supports the collaborative efforts of all departments, and cooperation between the Police Department and other City departments has increased. Public Works, Parks and Recreation, and Engineering are among those working closely with the Police Department.

Sarasota, FL: Building, Zoning and Code Enforcement are among the City departments that now meet on a regular basis with neighborhood residents, civic leaders, members of the clergy, police officers, and others in the community to identify problems and concerns and to find solutions for them.

Lihue, HI: The Department of Education now gives police access to students in various grade levels to teach them about the threat of gangs and drugs. Police information on gangs has also helped school administrators initiate policies that make it difficult for teens to form gangs or for gangs to conduct business on school campuses.

Bolingbrook, IL: Through working together on specific neighborhood problems, police officers and Code Enforcement Division personnel developed strong cooperative relationships. This resulted in the Code Enforcement Division being transferred from the Building Department to the Police Department so that services could be more closely integrated and new ways to approach problems could be found.

Cedar Rapids, IA: City departments have been asked to partner with beat officers and, in many cases, officers' requests to specific city departments for assistance are given a higher priority by those departments. The Streets Department has been very cooperative in neighborhood cleanups and in making minor street repairs, and projects often are initiated by contacts between beat officers and street department employees assigned to their areas.

Lexington, KY: The Police Department now uses a multi-disciplinary approach to solving problems encountered in neighborhoods. Resources used by officers include those of the Fire Marshal and the Code Enforcement and Health Departments.

St. Paul, MN: Working with the City's Planning, Economic Development and Public Works Departments, crime prevention through environmental design principles have been applied in City projects to decrease the likelihood of criminal activity in or around the targeted project areas.

Tupelo, MS: The City's community-oriented policing approach has altered service delivery by all departments. Employees of Tupelo Water and Light, Public Works, Parks and Recreation, and Planning Departments have accompanied police officers to neighborhood meetings. By participating in these

meetings, police officers, city government employees, private investors and residents have worked together collaboratively to resolve public safety and quality of life issues.

Henderson, NV: Through the COPS Program, lasting partnerships have been created between the Police Department and other City departments such as Code Enforcement, Building, Planning, and Parks and Recreation.

Kettering, OH: Community policing has been aided by the City's Planning and Development Department and Transportation Engineering Department.

Tulsa, OK: Code enforcement personnel and the staff of the Mayor's Office for Neighborhoods work in a much closer and more cooperative manner with the Police Department to answer complaints from residents and solve neighborhood problems. This has reduced crime and increased the residents' perception of safety.

Portland, OR: The Police Department is working with a) the Bureau of Buildings to deal with locations which pose dangers or lower livability standards in neighborhoods, and the Bureau is giving classes for landlords in an effort to stop problems before they get started; b) the Office of Neighborhood Involvement and neighborhoods to solve crime and livability problems; c) the Bureau of Licenses and permit requestors to outline, in permits, designs that will result in the most desirable outcome for peace and livability; and d) the transportation agency to correct structures or situations that contribute to problems and to aid in the enforcement of traffic laws in problem areas.

Warwick, RI: Because the most significant issues faced by the City on a daily basis concern quality of life, not crime, a strong, cooperative working relationship has developed between the Police Department and Minimum Housing. Police officers have learned to utilize the broad powers of Minimum Housing to respond to the needs of "customers," and the housing agency has used police powers and functions to enhance its effectiveness.

Dallas, TX: Many quality of life issues have been identified and exposed and improvements have been made as a result of collaboration among City functions such as Police, Fire, Health, Streets and Sanitation, Public Works, Housing and Code Enforcement.

Houston, TX: In general, police officers have developed good working relationships with other municipal departments in their efforts to resolve common problems that negatively affect quality of life. As one example, patrol officers work closely with the Health Department and the Public Works Department to eliminate the abandoned buildings which, as shelters for illegal drug use and other activities, often breed neighborhood crime.

SIGNIFICANT ACCOMPLISHMENTS

Because nearly nine in 10 of the survey respondents cited the use of COPS funding to hire additional police officers, and more than six in 10 cited the use of the funding to upgrade technological capabilities, it was not surprising that many of the examples of COPS accomplishments provided by the respondents referred to hiring and/or technology upgrading. Many others, however, described what they considered to be significant accomplishments made possible by COPS funding in additional specific target or operational areas. For example:

Community Beats

- **Fargo, ND** moved away from a shift-based patrol operation to a geographic-based operation with permanent beats and shifts – “a basic cornerstone” in community-oriented policing.
- **Waco, TX** implemented permanent beat and shift assignments for patrol officers, and the patrol beat boundaries were realigned to match the 24 neighborhood association boundaries within the City.

New Sub-Stations

- **North Little Rock, AR** now has 10 sub-stations in operation and has deployed 20 officers in neighborhoods throughout the City.
- **Arvada, CO** opened a full-service Community Outreach Police Services station in a densely-populated area of multi-family dwellings and assisted-living housing for the elderly.
- **Fort Collins, CO** now has a District One sub-station in which officers focus on community issues and problems and work with citizens and business owners to solve them.
- **Edgewater, FL** has opened a Citizens Assisting Police Program storefront office to assist the community as needed; services range from providing information to addressing neighborhood needs such as patrols in problem areas.
- **Moline, IL** staffed satellite police offices at remote sites with histories of chronic demand for police services.
- **Ann Arbor, MI** opened four district sub-stations, each of which is staffed by police officers and a civilian assistant.
- **Marion, OH** opened two neighborhood sub-stations in high crime areas.

Domestic Violence Initiatives

- **Lompoc, CA** established a Domestic Violence OASIS (Officers and Advocates Sharing Intervention Services) Program, an additional investigative effort and advocacy program which has produced a reduction in domestic violence.
- **Westminster, CA** increased domestic violence prosecutions and sentencing/diversion activity and has decreased the number of domestic violence incidents.

- **Bellevue, NE** used additional officers to form partnerships with City departments and County agencies; one such partnership has produced the State's most aggressive, coordinated domestic violence response team.
- **Teaneck, NJ** trained community residents to serve on crisis intervention teams, assisting officers with paperwork and explaining the domestic violence complaint process to victims.
- **La Crosse, WI** formed a Domestic Abuse Response Team which has targeted repeat domestic abuse cases; the initiative garnered the Wisconsin Attorney General's 1998 award for innovative law enforcement.

School/Youth Initiatives

- **Burbank, CA** focused on creating opportunities for youth, providing monetary assistance to the schools, and turning around run-down districts.
- **Bridgeport, CT**, primarily through the School Resource Officer program, took a team approach to the education of the City's students: The police and school system introduced "Criminal Incident Management" instructional classes for Board of Education staff, SROs, and school security personnel.
- **Manchester, CT** put community officers in its high school and middle school.
- **Cape Coral, FL** concentrated core officers and resources in youth programs in schools and in the community.
- **Hialeah, FL** has police officers working directly with the schools in their community policing areas and implementing seasonal programs in those schools.
- **Joliet, IL** developed a safe schools initiative and has targeted gang and drug activity.
- **Helena, MT** used funding for four School Resource Officers to build strong working partnerships with the school district and the students.
- **Fort Lee, NJ** used funding to enable officers to spend more quality time with youth.
- **Centerville, OH** used School Resource Officers to address juvenile crime problems and increase opportunities to interact with students on a daily basis.
- **York, PA** focused on working with youth in order to provide positive relationships and promote healthy lifestyles.

Community Service Officers

- **Mount Vernon, NY** established a Special Operations Division containing community affairs officers, school resource officers and DARE officers. Chosen for their unique personal and organizational skills, the senior officers in this division are responsible for meeting with neighborhood watch, merchant and other community groups, and for operating a civilian police academy.
- **Reno, NV** hired community service officers to work in neighborhood stations and in the field on non-investigative reports (they currently handle 66 percent of these), crime scene investigations and traffic accidents. As a result, uniformed officers have been redeployed for other community policing activities.

- **Westlake, OH** hired community service officers to handle non-priority calls for service, inspect child safety seats, and represent the Police Department at parades, block parties and other events, thus freeing sworn officers for patrol duties.
- **Midwest City, OK** added a community action officer to assist in mediation and in resolution of on-going or recurring problems in target areas.
- **Brownsville, TX** established a community service officer program to handle routine information and clerical duties, to handle minor complaints, and to assist in community programs such as Christmas for Kids and Child Fingerprinting. Freed of these tasks, sworn officers are redeployed in the community.

Other Specific Initiatives

- **Lompoc, CA** was able to assign officers to develop its “Lompoc Police Beat” television program which airs live one hour per week. The program focuses on crime prevention and fields call-in questions.
- **Edgewater, FL** assigned officers to its Community Policing Unit; they, in turn, recruited 13 citizen volunteers who assist with traffic control, business checks, house watch and City park patrols.
- **Bolingbrook, IL** assigned two veteran officers to two high-density townhouse areas rife with drugs, gangs, fights and shootings. The trust which developed between the officers and the community significantly reduced gang and drug activity, and citizens now patrol their subdivisions to keep crime out.
- **Holyoke, MA** established a zero tolerance initiative in the community and mapped the City’s illegal drug “hot spots.”
- **Madison Heights, MI** created a multi-jurisdictional task force which has been highly effective in addressing the needs of the cities represented.
- **Gloucester Township, NJ** has established 68 neighborhood watch programs which involve 6,800 households.
- **Akron, OH** is helping to solve citizens’ problems with an interactive web page which presents crime statistics, lists meetings and offers other useful information.
- **Beaumont, TX** has trained more than 350 citizens for Citizens on Patrol. Patrolling all areas of the City, participants use radios to communicate among themselves and with police officers.
- **Brownsville, TX** established a Community Network Center in what had been a problem area of the City. As a result of community policing strategies employed through the Center, the area is now thriving with new businesses and visible neighborhood pride.
- **Denton, TX** used COPS funding to redeploy experienced officers as area coordinators to support community-oriented initiatives of district teams. One was specifically assigned to consult with businesses to identify problems and set mutual goals.
- **San Antonio, TX** created San Antonio Fear Free Environment (SAFFE) officers who are assigned to each of the City’s six decentralized sub-stations. Their responsibilities include reducing crime and fear of crime, empowering neighborhoods, and reducing the physical signs of disorder which ruin neighborhoods.

Crime Reduction

In citing their accomplishments, many of the survey respondents referred specifically to crime reduction coupled with improved quality of life in their cities.

- **Alameda, CA** reports that its target area has experienced a reduction in calls for service and landlord-tenant disputes, improvement of properties, and a greater sense of community.
- **Mountain View, CA** says concentrating resources in high density areas has resulted in a major decrease in crime problems and a substantial increase in the quality of life for residents.
- **Richmond, CA** reports a continuing, on-going reduction in crime and greater involvement of citizens in crime-fighting efforts.
- **Vista, CA** says COPS funding has resulted in a reduction in crime and improvement in the quality of life in a target area.
- **Fort Myers, FL** reports a reduction in crime and enhanced community relations.
- **North Lauderdale, FL** cites improved safety and an increase in rental income of approximately 35 percent in high-crime target neighborhoods.
- **Augusta, GA** says increased enforcement in high crime areas, with a heavy focus on drug activity, has yielded an approximately 15 percent increase in arrests.
- **Lihue, HI** says both property and violent crime have been decreasing over the past four years – down nearly 30 percent in some areas.
- **Lowell, MA** credits police-community partnerships for a 60 percent decrease in Part One crimes since 1993.
- **Manchester, NH** credits a total integration of the community and the Police Department with a significant reduction in crime.
- **New Brunswick, NJ** cites a 35 percent reduction in crime overall since 1991 and a City-wide feeling of increased safety.
- **Hempstead, NY** says assigning new police officers exclusively to community policing has been largely responsible for a substantial drop in the overall crime rate.
- **Harrisburg, PA** says it has seen a significant reduction in crime.
- **Rapid City, SD** says assigning community police officers to specific areas has, over a one-year period, reduced calls for service and crime by up to half, and has gotten community residents more involved in policing their neighborhoods.
- **Clarksville, TN** says it has experienced a reduction in crime.
- **Knoxville, TN** reports crime reduction of 40 percent and police officers more responsive to community problems and problem solving.
- **Alexandria, VA** says it has developed and expanded its residential police officer program and school resource officer program and that its crime rate is at a 30-year low.

Broad Impact

In describing specific accomplishments, many of the survey respondents also included broad and enthusiastic statements of what they had been able to accomplish city-wide with the support of the COPS Office. Among these:

- **Miami-Dade County, FL:** “The program allowed for the establishment of pro-active partnerships between police and citizens to better identify and solve neighborhood problems. The COPS program has allowed the Department to deliver police services consistent with community needs, increased community involvement in policing activities, improved communications, reduced citizens’ fear of crime, and increased community awareness, education, and the coordination of resources within the community.”
- **Tampa, FL:** “COPS Office funding has allowed for the rapid hiring and training of community policing officers. This has significantly improved the Department’s ability to meet the needs of the community. It dramatically improved relations between the Department, its officers and the community. It improved the quality of service that each officer brought to the community.”
- **Amesbury, MA:** “The single most significant accomplishment made possible by the receipt of a COPS grant has been the ability to reach and maintain proper staffing levels to accomplish the integration of community-based policing into our Police Department on a full department-wide basis and to involve broad based segments of our community in various activities that are no longer viewed as police activities, but rather community activities organized by the Police Department.”
- **Buffalo, NY:** “One of the most significant accomplishments within the Buffalo Police Department, made possible through assistance we received under the COPS MORE ‘95 grant, was the upgrading of the Department’s technology and the opportunity to hire civilians in order to redeploy police officers from desk duties back into patrol and community policing efforts, thus strengthening them. Based on a survey of 143 patrol officers and on empirical data that has been collected over the last few years, the impact of the Department’s acquisition of mobile computer terminals has been significant. With regard to the hiring of report technicians, the Department was able to replace sworn officers performing clerical desk duties with skilled and properly trained civilians, allowing officers to return to the community to address citizens’ concerns as visible, interactive and responsive law enforcement personnel.”

Appendix A

SURVEY CITIES

Fairbanks	AK	Santa Barbara	CA	Augusta/Richmond Ct	GA
Dothan	AL	South San Francisco	CA	East Point	GA
North Little Rock	AR	Thousand Oaks	CA	Smyrna	GA
Gilbert	AZ	Upland	CA	Honolulu	HI
Scottsdale	AZ	Vista	CA	Lihue	HI
Alameda	CA	Watsonville	CA	Cedar Falls	IA
Anaheim	CA	Westminster	CA	Cedar Rapids	IA
Azusa	CA	Arvada	CO	Coralville	IA
Bell	CA	Aurora	CO	Polk City	IA
Burbank	CA	Denver	CO	Waterloo	IA
Camarillo	CA	Fort Collins	CO	Boise	ID
Concord	CA	Bridgeport	CT	Alton	IL
Costa Mesa	CA	Fairfield	CT	Arlington Heights	IL
Covina	CA	Hamden	CT	Bartlett	IL
Escondido	CA	Manchester	CT	Berwyn	IL
Fountain Valley	CA	Norwalk	CT	Bolingbrook	IL
Gardena	CA	Altamonte Springs	FL	Carol Stream	IL
Hayward	CA	Cape Coral	FL	Chicago	IL
Indio	CA	Clearwater	FL	Cicero	IL
Inglewood	CA	Delray Beach	FL	Evanston	IL
Livermore	CA	Edgewater	FL	Harvey	IL
Lompoc	CA	Fort Myers	FL	Hoffman Estates	IL
Long Beach	CA	Hialeah	FL	Joliet	IL
Merced	CA	Hollywood	FL	Moline	IL
Monterey	CA	Jacksonville	FL	Oak Brook	IL
Monterey Park	CA	Margate	FL	Oak Park	IL
Moreno Valley	CA	Miami	FL	Palatine	IL
Mountain View	CA	Miami-Dade	FL	Quincy	IL
Newark	CA	North Lauderdale	FL	Rantoul	IL
Oakland	CA	Palm Bay	FL	Rockford	IL
Oxnard	CA	Panama City	FL	Schaumburg	IL
Pasadena	CA	Pembroke Pines	FL	Springfield	IL
Redondo Beach	CA	Port St. Lucie	FL	Wheaton	IL
Richmond	CA	Sarasota	FL	Wheeling	IL
Riverside	CA	South Pasadena	FL	Columbus	IN
Salinas	CA	Tallahassee	FL	Hammond	IN
San Bernardino	CA	Tampa	FL	Kansas City	KS
San Marcos	CA	Titusville	FL	Topeka	KS
San Rafael	CA	West Palm Beach	FL	Covington	KY

Lexington	KY	University City	MO	Troy	NY
Louisville	KY	Greenville	MS	Akron	OH
Alexandria	LA	Hattiesburg	MS	Bedford Heights	OH
Lake Charles	LA	Laurel	MS	Canton	OH
New Orleans	LA	Natchez	MS	Centerville	OH
Amesbury	MA	Tupelo	MS	Franklin	OH
Boston	MA	Helena	MT	Hamilton	OH
Everett	MA	Concord	NC	Kettering	OH
Holyoke	MA	Gastonia	NC	Lima	OH
Lowell	MA	Wilson	NC	Marion	OH
Methuen	MA	Fargo	ND	North Olmstead	OH
New Bedford	MA	Bellevue	NE	Springfield	OH
Pittsfield	MA	Lincoln	NE	University Heights	OH
Plymouth	MA	Manchester	NH	Westlake	OH
Somerville	MA	Clifton	NJ	Midwest City	OK
Annapolis	MD	East Orange	NJ	Tulsa	OK
Baltimore	MD	Fort Lee	NJ	Yukon	OK
District Heights	MD	Franklin Twp.	NJ	Hillsboro	OR
Frederick	MD	Gloucester Twp.	NJ	Portland	OR
Bangor	ME	Hackettstown	NJ	Allentown	PA
Lewiston	ME	Hope	NJ	Bethlehem	PA
Ann Arbor	MI	Irvington	NJ	Harrisburg	PA
Dearborn	MI	New Brunswick	NJ	York	PA
Dearborn Heights	MI	Pemberton Twp.	NJ	Caguas	PR
Farmington Hills	MI	Piscataway Twp.	NJ	Carolina	PR
Hamtramck	MI	Prospect Park	NJ	Cavey	PR
Lansing	MI	Teaneck	NJ	Coamo	PR
Madison Heights	MI	Los Lunas	NM	Lares	PR
Midland	MI	Santa Fe	NM	Morovis	PR
Pontiac	MI	Henderson	NV	Yauco	PR
Southfield	MI	Reno	NV	Pawtucket	RI
Westland	MI	Albany	NY	Woonsocket	RI
Wyoming	MI	Auburn	NY	Charleston	SC
Apple Valley	MN	Binghamton	NY	Rapid City	SD
Brooklyn Center	MN	Buffalo	NY	Chattanooga	TN
Brooklyn Park	MN	Hempstead	NY	Clarksville	TN
International Falls	MN	Irondequoit	NY	Henderson	TN
Maple Grove	MN	Mount Vernon	NY	Jackson	TN
Moorhead	MN	New Rochelle	NY	Knoxville	TN
Plymouth	MN	Niagara Falls	NY	Nashville	TN
Saint Paul	MN	North Tonawanda	NY	Beaumont	TX
Columbia	MO	Rochester	NY	Bellmead	TX
Independence	MO	Rome	NY	Brownsville	TX
St. Joseph	MO	Syracuse	NY	Dallas	TX

Denton	TX
Duncanville	TX
El Paso	TX
Eules	TX
Grand Prairie	TX
Haltom City	TX
Harlingen	TX
Houston	TX
Lewisville	TX
Longview	TX
San Antonio	TX
Temple	TX
Waco	TX
Sandy City	UT
Alexandria	VA
Chesapeake	VA
Newport News	VA
Norfolk	VA
Bellevue	WA
Bellingham	WA
Olympia	WA
Seattle	WA
Vancouver	WA
Eau Claire	WI
Green Bay	WI
La Crosse	WI
Madison	WI
Manitowoc	WI
New Berlin	WI
Sheboygan	WI
Clarksburg	WV
Huntington	WV

Appendix B

City, State _____

COMMUNITY POLICING SURVEY

1. For how many years has your police department employed community policing practices? _____ years
2. At this time, is community policing
_____practiced throughout your city or
_____limited to specific neighborhoods?
3. Within your city's police department, has community policing been implemented
_____department-wide or
_____only in specific sections or divisions?
If implemented only in specific sections or divisions, please list them.

4. Has your city received financial assistance from the COPS Office in the U.S. Department of Justice? _____Yes _____No

If yes:

Has that assistance been used to:

_____hire additional officers?

_____redeploy existing officers in community policing?

_____upgrade the department's technological capabilities?

_____target specific problems? Please specify _____

_____undertake other initiatives? Please describe _____

Please describe briefly the most significant accomplishment – either within your department or citywide – made possible by the assistance you received from the COPS Office.

5. Has the community-oriented approach you have demonstrated in your police department influenced or altered service delivery

A. by other city agencies? _____Yes _____No

If yes, please identify these agencies and, for one, describe briefly the most significant or visible change which has occurred in its operations.

B. by your city's government overall? _____Yes _____No

If yes, please describe briefly the most significant or visible change which has occurred in your city's operations.

6. On an attached page, please provide a brief description (approximately 500 words) of what you believe to be your city's best example of a community policing initiative which successfully addressed a specific problem. In your description, please include the formal title given to the initiative and information on:

A. the nature of the problem addressed;

B. the police department's response to the problem, including how the community was involved, any formidable barriers that were encountered, and how these barriers were overcome;

C. the most significant or visible results of the initiative;

D. the elements of your approach which you believe contributed most significantly to the success of the initiative and the lessons learned which you believe would be most helpful to officials in other cities;

E. any evaluation results (on outcomes such as crime control, community satisfaction with police services, fear of crime in the community, job satisfaction among police officers, etc.);

F. the name, title, address, and phone and fax numbers of an official in your city who can be contacted for further information.

Person Completing Survey:

Name/Title _____

Agency _____

Address _____

Phone/Fax Numbers _____

Please fax your response to this survey to Kathy Amoroso of the Conference of Mayors at (202) 293-2233 by Friday, February 18, 2000.