

ALBANY, NY
Mayor Gerald D. Jennings

ALBANY HOUSING AUTHORITY/ALBANY POLICE PROGRAM

- 1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.***

The city of Albany, Albany Housing Authority, Albany Police Department, and the Albany Police Officers Union have an agreement that provides for off duty Albany Police Officers to be employed by the Authority on a part-time basis to patrol all Authority sites. Uniformed Police Officers and supervisors work the voluntary detail on a rotational system based on hours worked during a three-month period. They are employed by the Authority, but are accountable and supervised via the on duty Albany Police Department chain of command.

- 2. *When was the program created and why?***

The program was created in 1991 in response to discussions with Tenant Associations individual residents, staff and resident surveys. Increased crime, drug use, and overall security on Authority property was a top priority.

- 3. *How do you measure the program's effectiveness?***

The program's effectiveness is measured by reviewing crime and arrest reports, tenant surveys, quality of life reports from officers working the detail, Tenant Association meetings, and ongoing contact with the Department of Public Safety. Success of the program is evidenced by a 50% reduction in Part 1 crimes and a 48% reduction in overall crime reported during the past five years. Also, the communication between the officers on foot patrol at Authority sites and residents have improved the trust between the tenant population and the police officers.

- 4. *How is the program financed?***

The program is funded from the HUD Public Housing Drug Elimination Program (PHDEP) and Comprehensive Grant Program (CGP).

- 5. *What other city agencies are involved in the program? How is the community involved in the program?***

The program is an extension of the city of Albany Community Policing Program, which includes every city agency as needed, the lead agency being the Department of Public Safety. Community involvement is provided by Tenant Associations, the Tenant Leadership Council, neighborhood groups in adjacent communities, the Albany Community Police Council and Authority staff, and Public Safety personnel educate the community about the program. These groups are also members of the Public Housing Drug Elimination steering committee.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

- A. The local Housing Authority should have a staff member with experience from local law enforcement and established contacts within the community and other law enforcement agencies (federal, state, county, and municipal).
- B. This staff person should be part of top management of the Authority with direct access to the Housing Authority Executive Director and Chief of Police. This brings the image to the community that the City Administration, Police Department and Authority are serious about the program.
- C. Dual employment of officers (Authority and Police) improves accountability and continuity of the program.
- D. Police supervision on each shift of the detail.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Have tenants and neighborhood associations, community program persons, police officers, housing authority staff and local political leaders involved in the planning of the program. The operational plan should be designed by the Authority and Police Administrators.

8. *Contact persons:*

Honorable Gerald D. Jennings
Mayor
City of Albany
City Hall
Albany, New York 12207
Tel. (518) 434-5100
Fax (518) 434-5013

John C. Nielsen
Commissioner of Public Safety
165 Henry Johnson Blvd
Albany, New York 12210
Tel. (518) 462-8013
Fax (518) 447-7801

Jay Cunningham
Director of Security
Albany Housing Authority
4 Lincoln Square
Albany, New York 12202
Tel. (518) 445-0775
Fax (518) 445-0737

ALEXANDRIA, LA
Mayor Edward G. Randolph, Jr.

COMMUNITY POLICING OUTREACH PROGRAMS

1. *Briefly describe your policing program designed to outreach hard-to-serve and/or underserved populations.*

A. Guardian Calling - automated system that completes daily “okay” calls to *elderly* and *homebound* individuals. This system asks if they are “okay,” and instructs them to enter their “okay” code. Brochures explaining the program was distributed throughout the city and a police representative went to each applicant’s home to explain the process in detail.

B. Citizens’ Academy - six week long course, meets one hour weekly, no charge. Instructs citizens on the basics of how the police department is “run” using demonstrations and citizen participation. Citizens have the opportunity to “test” our radars, they see K-9 demonstrations as well as an intro to our records management system.

C. Citizen Contacts - each officer, on each shift is required to make at least one citizen contact per shift he/she works. To date Alexandria Police Department has made over 5,000 contacts since September 2000 when we began our database.

D. Official Website - information is available to citizens about each of our programs as well as safety tips, how to report a crime, stats, ordinances, etc. They may also download forms such as “Safe Street” Logs, “Personal Property Record” sheets, etc. Anonymous contact forms and online reporting of crime is also available.

E. Reverse 911 - automated system that sends pre-recorded phone messages to the community based on their geographic location. This system is utilized by Neighborhood Watch Leaders to announce their meetings, City Councilmen to announce public meetings, by Detectives to notify the community of dangerous activity that may affect public safety as well as activities of the Police (i.e. Bicycle Rodeo, Halloween Safe Treats, etc). It can also be used to aid in the search for missing children and elderly.

2. *When was the program created and why?*

The philosophy (aka program) our department operates under is Community Policing. It was implemented in 1996, when a “Community Police” Division was formed. This was very successful and welcomed in many of the neighborhoods we concentrated our efforts in. Due to increased popularity and community demand, in September of 2000, our Chief implemented “Community Policing” department wide. Our Community Policing effort strives to improve the quality of life, break down barriers and form partnerships within the community.

3. *How do you measure the program's effectiveness?*

One of the ways we measure program effectiveness is how the different neighborhoods react to officers, are they comfortable enough to report crime/suspicious activity? Is crime going unreported because they are not comfortable? Are the children comfortable approaching officers assigned to their community? We also measure our effectiveness in the increase of active participation in Neighborhood Watch groups and the formation of more Neighborhood Watch groups. In 1996 Alexandria had one (1) Neighborhood Watch group, as of September 2001, Alexandria has 28 Neighborhood Watch groups.

4. *How is the program financed?*

Our Community Policing program is funded, in part, by the Department of Justice's COPS Office.

5. *What other city agencies are involved in the program? How are these agencies involved? How is the community involved in the program?*

All city government agencies are involved in various capacities. They help us to assist the Neighborhood Watch groups and citizens to address non-traditional police concerns (i.e. addition of speed bumps, stop signs, street lights out, etc). Citizens take an active role in reporting incidents by participating in Neighborhood Watch groups, Safe Streets, etc - by learning the proper reporting of crime and suspicious activity.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Be very open minded. Find out the needs of each specific community, recognize that all communities *do not* have the same needs and that their needs can often change. Do not base your philosophy (or program) on the needs seen through your eyes, but rather through the needs seen through the eyes of that specific community. For example, you may believe their biggest problem is abandoned vehicles - they may be more concerned about the loud parties and vagrants hanging around their area park. It's far better to start out addressing the needs each community feels the strongest about - work from the largest to the smallest.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

See answer to No. 6.

8. Contact person:

Sgt. John Parker, Assistant Commander
Community Services Division
Alexandria Police Department
1000 Bolton Avenue
Alexandria, Louisiana 71301
Tel: (318) 441-6409/6485
Fax: (318) 441-6419
eMail: webmaster@alexpolice.com

ARVADA, CO

Mayor Ken Fellman

COMMUNITY RESOURCE UNIT: RUSSIAN LANGUAGE PROGRAM

1. Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.

The Arvada Police Department recognized that there was a large population of Russian immigrants residing within the city. In addition, this population was increasing as the area churches were supporting this influx into the community. The area churches assisted these immigrants by offering free housing and support for a year. The stipulation for the provided support is that these Russian families are required to find employment and demonstrate an ability to function positively within the community.

As the Community Resource Officer assigned to an area supporting the largest group of Russian residents, I recognized that I was responding to neighborhood disturbances, traffic altercations, ordinance violations and was unable to communicate with these people. My only available option was to have the children translate for their parents and me.

This option was not optimal for several reasons. First, the level of understanding from the children presented some translation problems. Second, this populace is typically untrusting of government officials. Third, the language barrier created officer safety concerns for our employees and community.

2. When was the program created and why?

After discussing these concerns with the Community Resource Unit, we decided to initiate a Russian language course in order to better serve these immigrants, our community, and ourselves. After interviewing three individuals who taught Russian, we selected a teacher from one of our local high schools and began our language lessons in July 2000. This program lasted six months, requiring our attendance two days a week, two hours each day.

3. *How do you measure the program's effectiveness?*

This area has been the most difficult to evaluate. The main reason for this complexity is the relative newness of the program. The Russian language course ended in December 2000. Once the course ended, we have had relatively little time to develop our language relationship with this community. Therefore, with regards to statistical data we have little to evaluate at this time.

However, we graduated six officers from the course; three community resource officers, two police officers assigned to patrol, and one school resource officer. These officers and myself have had personal successes throughout the implementation of the program using the language skills acquired to negotiate conflicts with these immigrants as well as providing further understanding of the Russian culture to our peers and other members of the community.

For example, in responding to a neighborhood dispute between a Russian woman and another woman who had lived in the neighborhood her entire life, a community resource officer was able to speak a few sentences of Russian and was able to observe a noticeable decrease in tension in the Russian woman. In addition, this officer was able to explain some cultural differences between the women that were compounding the disturbance.

In another example, another one of our community resource officers was able to build a working relationship with one of the local Russian youths living in the homeless shelter. This young male provided some valuable information about other Russian individuals within the city who posed an officer safety risk. Finally, one of our school resource officers established several valuable relationships with Russian high school students.

In summary, the evaluation of the program has been currently determined by personal success stories. Our contact with the Russian community has been appreciated as expressed by these immigrants. In addition, we believe the program has fostered a better level of trust than was originally felt by this community.

4. *How is the program financed?*

The cost of the program was just under \$2000.00 for the instruction. This program was financed through the general fund in the police department's budget. There were no additional costs for the facility as we were able to offer the course at the City Hall. Officers' salary is not factored in the final costs.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

When we originally started the program, we invited other police agencies to attend our training. We also opened the class to other departments within the city. There was no response. This lack of response appeared to be the length of time and commitment required by the program as well as the immediacy of the program. The program was conceptualized within a three-month period.

However, once the Russian language course was complete other departments within the city have asked for the assistance from these officers who have employed this unique language. I have also had requests from these departments to provide another Russian language course. In addition, I have been contacted by one agency interested in the success of our program. This agency is also attempting to reproduce the program within their jurisdiction.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and other trying to implement a program similar to yours?*

The most important lesson learned as the program coordinator was I neglected to include the Russian population when initiating the language lessons. Approximately three months into the lessons, I realized that I could have had an additional course offered at the same time where some Russian community members could learn English. With that in mind, we could have combined classes to enhance our learning and further relationships in the community. We would, essentially, build trust between cultures.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Perhaps the best advice is to include some members of the Russian community to learn English with officers learning Russian. It is critical to bring these individuals to the table to build bridges within this community. It is necessary to demonstrate to these immigrants that they are as responsible in communication as law enforcement. This involvement can allow the Russian population to feel some empowerment within their community.

8. *Contact person:*

Community Resource Officer Ginger Charles
Arvada Police Department
8101 Ralston Rd.
Arvada, CO 80002
Tel.: 303.435.4097
Fax: 303.463.6890
GCHARLES@ci.arvada.co.us

BAYONNE, NJ
Mayor Joseph V. Doria, Jr.

POLICE COMMUNITY PARTNERSHIP PROGRAM
COPS IN SCHOOL

1. Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.

The City of Bayonne, is located in the southernmost portion of Hudson County, New Jersey. It is situated on a peninsula bound by water on three sides with Newark Bay to the west, Upper New York Bay to the east, and the Kill Van Kull to the south. The City is approximately 5.39 square miles in size, in both upland and underwater acreage. The city's northern border is shared with Jersey City, New Jersey, and bridge connections link Bayonne to Staten Island, New York to the south and the cities of Newark and Elizabeth, New Jersey to the west. Manhattan, New York lies directly to the east and is connected to Bayonne by the New Jersey Turnpike spur. The City is slated in the near future to take control of the Military Ocean Terminal (M.O.T.), which was an active military installation. Decisions were made by the federal government to close it as a result of a study, which was undertaken by a military reuse committee. This will require a number of city services to run and patrol the base substantially increasing our land acreage.

The purpose of the Bayonne Police Community Partnership Program is to work cooperatively with residents on matter of mutual concerns. Quality of life concerns are of paramount importance to all stakeholders. Additional resources address concerns of both adult and juvenile crime, in a 30 square block area of the Midtown portion of the City. The Police Community Partnership Program is a comprehensive multi-agency approach to combating violent crime, drug use and gang related activity in our neighborhoods. The aims of this program are to reduce crime, the perception of crime, social and physical disorder, and physical decay in the target neighborhoods. The program is divided into four components:

- A. Community Oriented Policing
- B. Violent Offender Removal Program (V.O.R.P.)
- C. Safe Haven
- D. Neighborhood Revitalization / Quality of Life Improvements

The "weeding" phase of this 4-part strategy involves the use of coordinated community policing and violent offender interdiction efforts to remove and incapacitate violent criminal and drug traffickers from the target area. The "seeding" has revitalized the community by establishing a new Safe Haven and neighborhood revitalization / quality of life improvements enhance housing, economic, educational and social opportunities in cooperation with federal, state, county and local agencies and community organizations.

The City of Bayonne's Quality of Life component for the Police Community Partnership Program is viewed as a particularly vital component of the city's overall strategy involving a coordinated oversight and leadership of a Steering Committee. It is designed to strengthen the

community structure through the implementation of programs and initiatives that impact on the daily quality of life of citizens. The Steering Committee is Co-Chaired by our Mayor Joseph V. Doria, Hudson County Prosecutor Fred Theemling, and members include our Law Enforcement Director Mark Smith, Police Chief Frank Pawlowski, Project Director Captain Ralph Scianni, City Directors include representatives from our Health Department, D.P.W., School System, Community Development, Quality of Life Management Specialist, State of New Jersey Juvenile Justice Commission, Municipal Prosecutor, Business Leaders, Clergy and Civic Leaders.

Throughout the planning, implementation and assessment process of the Bayonne Police Community Partnership Program, there is active and continuous community participation from residents, schools, community-based organizations, civic groups and individual citizens that has enabled the program to succeed. The program is a targeted, neighborhood-based strategy, which is intended to complement other existing community policing, and safe haven efforts, which are already underway in other sections of the city, including the downtown and uptown areas.

The midtown target area was chosen because of an inordinate number of calls for police service as compared to other areas of the city. The midtown target area for the Bayonne Police Community Partnership Program contains the highest concentration of Section 8 assisted housing, as well as three large public housing complexes as well as scattered public housing complexes.

COMMUNITY ORIENTED POLICING PROGRAM

The community policing officers assigned to this program interact with residents on matters of mutual concern especially quality of life concerns encompassing a multitude of problems. Our officers receive formal community policing training at police academies as part of in-service training and training, which the State of New Jersey Division of Criminal Justice coordinates. Our officers have also received training at the University of Delaware and Michigan State University.

- Specifically, our officers work cooperatively with residents attempting to reduce citizen's feelings of separation from the police, and the mistrust that this fosters.
- Increase the resident's perception of safety.
- Using problem-solving techniques after identifying and addressing citizen concerns. S.A.R.A. model of problem-solving.
- Create a constructive, systematic contact between citizens and police.
- Create a constructive, systematic contact between the C.O.P. Program and the police department.
- Establish a clear link between themselves, anti-drug, civic, community and juvenile programs with the emphasis placed on self-help efforts.
- Reduce citizens' feelings of mistrust or reluctance when addressing community crime problems.
- Increase police visibility in the perception of the public as this relates to the underlying problems within the community, which ultimately become police enforcement problems.

The Bayonne Police Department's Community Policing department wide philosophy has enabled us to partnership with members of our community to assist people in outreach and hard-to-serve populations. Specifically, we have developed partnerships with the Bayonne Community Mental Health Center which is a division of Bayonne Behavioral Health to serve all segments of our community assisting diverse age groups from youths to elderly senior citizens. We have also developed working relationships with Bayonne Hospital and their mental health specialists to assist people in Bayonne who are in crisis and who are in need of either medical or mental health assistance.

We also serve another hard-to-reach population in our community that being senior citizens. As a result of community policing efforts of one Bayonne Police Officer, we had a retired senior citizen who had medical problems and became a recluse in his one bedroom apartment not coming out of his apartment for five years. As a result of this officer's tireless efforts he was able to procure a wheelchair from the company the senior retired from and persuade the senior to leave his apartment with the help of a visiting nurse and attend a picnic for other seniors. The senior stated he felt that he was reborn again and loved talking and interacting with other residents of his high-rise public housing complex.

Using approaches to maximize our exposure to the various populations in our community, the Bayonne Police Department through its COPS IN SCHOOL UNIT has assigned officers to various schools throughout our city instructing in anti-drug and violence initiatives as well as interacting with students, parents and academia in non-confrontational atmospheres.

Community Policing initiatives in and around BAYONNE HOUSING AUTHORITY properties continue to be one of the department's priorities. Our officers are assigned to steady areas of responsibilities in and around these public housing complexes. They interact with the residents on matters of mutual concern and work cooperatively to solve problems. Our officers also participate in after school Drug Elimination Programs at various public housing sites scattered throughout our city.

VIOLENT OFFENDER REMOVAL PROGRAM (V.O.R.P.)

- This component identifies, targets, and apprehends violent criminals in the target zone. This component includes members of the Hudson County Prosecutors Office and aggressive prosecutions are undertaken by special Assistant Prosecutors assigned to our program.

SAFE HAVEN

- Offers a comprehensive group of programs and services including but not in anyway limited to tutoring, homework assistance, computer education, story telling, young children's play groups, arts and crafts, recreation and educational field trips. Certified counselors are available for both group and individual counseling sessions on an as needed basis.

NEIGHBORHOOD REVITALIZATION

- This component encompasses a comprehensive “Quality of Life” approach, which coordinates timely responses to physical improvements, and maintenance needs with service improvements targeted to the midtown area.

2. *When was the program created and why?*

Community policing initiatives were started in the Bayonne Police Department in September 1991 as a conduit for the department and its officers to better understand the needs and wants of members of our community and for our officers to provide services in a timely, efficient and effective manner.

The Police Community Partnership Program was started on May 5, 1998. It was created to address quality of life issues in the midtown area of the city. It was also created to address an inordinate number of calls for police service in this area as compared to other parts of the city.

Our Cops In School Unit was started in 1999. This has allowed our officers to interact with students, parents and academia. Due to tragic events in schools throughout our nation our officers are primarily concerned with the safety of students and teachers while helping to ensure safe learning environments throughout our city. Our Cops In School officers also instruct in anti-drug and violence programs.

3. *How do you measure the program’s effectiveness?*

The gauge used concerning measurements of effectiveness are reflected in citizen satisfaction expressed in letters to the editor of a local newspaper, calls to the governing body, the police chief, commander of the unit, reduction in crime stats, an increase in the number of telephone calls coming into our tips telephone line, people and children sitting on their stoops at night, children playing in parks, cleanliness of the neighborhoods and new businesses opening up in our shopping districts.

4. *How is the program financed?*

Funding from the Division of Law and Public Safety, State of New Jersey with the City of Bayonne providing a 25% match finances the Police Community Partnership Program. This is an Edward Byrne Formula Block Grant. Additional funding for our community policing initiatives and our Cops In School Program are funded by the federal government.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The Bayonne Police Department, the Hudson County Prosecutor’s Office, State of New Jersey Division of Criminal Justice, City of Bayonne’s Health Department, Community Development, Quality of Life Management Specialist, Environmental Officer, Building

Department, D.P.W., School System, Office on Aging, Finance Department, Fire Department and the Bayonne Municipal Utilities Authority.

The officers interact with the community on a daily basis. The officers are assigned to steady areas of responsibility and have “ownership” in their areas. They work cooperatively with residents on matters of mutual concern or matters that are impacting our neighborhoods in some way employing the S.A.R.A. model of problem solving.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and other trying to implement a program similar to yours?*

Before attempting to implement a program of this magnitude, establish a community policing philosophy in your respective police departments. Allow your officers to interact with the business leaders, clergy, civic leaders, residents and others establishing working relationships and partnerships for at least three years, so that your credibility can be established. This will allow you to show your constituents that you and your police department as well as other city agencies are truly committed to this philosophy and are giving it the old college try, to make it succeed.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

It is my opinion that if any of the mayors are interested in replicating an award winning program such as ours, that they establish a department wide community policing philosophy in their police departments. The mayors also need to take an active role in these programs and support them 100%. The results are astounding. As a direct result of the Bayonne Police Department’s department wide community policing philosophy, Bayonne has earned the distinction of being rated the 3rd best city overall in this state to reside. This fact was recognized by New Jersey Monthly Magazine, March 2001 edition. All of this could not have been possible if not for the tireless efforts of the Honorable Mayor Joseph V. Doria Jr. who supports these programs 100%. Mayor Doria has crystallized city services chairing city Directors meetings twice a month. He also utilizes an intra-city E-Mail system to expedite city services in an efficient and effective manner. Communication between all stakeholders is of paramount importance and is evidenced by the City of Bayonne’s successes to date.

8. *Contact Person:*

Law Enforcement Director Mark Smith
630 Avenue C
Bayonne, New Jersey 07002
Tel.: 201-858-6915

Police Chief Frank Pawlowski
630 Avenue C
Bayonne, New Jersey 07002
Tel.: 201-858-6905

Captain Ralph Scianni
Project Director, Police Community Partnership Program
Tel.: 201-858-7888
Fax: 201-858-2825

BEDFORD HEIGHTS, OH
Mayor Debora A. Mallin

**BEDFORD HEIGHTS POLICE DEPARTMENT SENIOR CITIZEN
POLICE ACADEMY**

1. *Briefly describe your policing program in outreach to hard-to-serve and/or underserved populations.*

This is a new program aimed at senior citizen awareness and safety. The Bedford Heights Police Department Senior Citizen Police Academy is a crime prevention/informational program designed to meet the interests of the senior citizen. The Senior Citizen Police Academy covers a variety of subjects including crime prevention, safety, self-defense, victim awareness and other informational topics. It is envisioned that the graduates will gain an understanding of the operation of the Bedford Heights Police Department and develop an awareness of crime and its alleged victims. In addition, we expect a greater sense of citizenship towards the community as well as personal security instilled in senior participants as they see how they can be an active part of community awareness.

The senior population is hard-to-serve due the inability to connect on a “one to one” basis. We strive to enhance their ability to feel safe in their own environment. The connection with this segment of the population fulfills the Bedford Heights Police Department Mission Statement to make every resident feel secure in our community.

The Bedford Heights Police Academy will be held in an on-site classroom in the Bedford Heights Police Department weekly, for 2 hours in the afternoon for a total of ten weeks. During the ten-week period, students will be exposed to a variety of police topics and safety issues in a classroom session.

Basic requirements for enrollment are:

1. Student must be a minimum of 55 years of age
2. Student must be a resident of Bedford Heights and/or a business owner in Bedford Heights

The Academy is free, with no costs incurred by the students for any related supplies or materials. At the culmination of the Academy, a graduation ceremony and photo session will take place for those who regularly attended the classes.

2. *When was the program created and why?*

The program was conceived by Mayor Debora Mallin, who also serves as the city’s Safety Director. After a number of meetings with police department personnel (who serve as the Academy instructors/presenters) the program was introduced in Spring, 2001. The Academy was designed to serve as a crime prevention informational program geared to the interests of

senior citizens and to give the attendees an overview of how the police department accomplishes policing in the community, as well as how they as individuals can empower themselves to appropriately and more actively participate in the community.

3. *How do you measure the program's effectiveness?*

Each participant was asked to complete an evaluation form after completing the Academy, rating the instructors & subject knowledge, session topics, convenience of class schedules, effectiveness of lessons, assessing the value of time spent and information gained. The response was overwhelming positive, and the enthusiasm was such that many of the students wanted to stay beyond the regular class hours. We expect to have full capacity for the subsequent Academy. Tremendous impact is indicated by the strong perpetual cohesion of this group in not only demonstrating their newfound personal empowerment but also in volunteering to serve the community in whatever way possible. Spontaneous endorsement was mutual with both program participants and presenters.

The program coordinator noted that an unexpected dividend of the Academy was the positive reinforcement that the instructors (police personnel) got back from the seniors. The program really motivated the officers that were involved in it. In a profession with a high "burn-out" factor, this was a definite plus.

4. *How is the program financed?*

The Academy was funded through the city's Police Department general operating expenses. We will be applying for federal grant(s) in the future from the Tri-state Regional Community Policing Institute to help offset a portion of the costs.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

As a partnership between the Mayor, Senior Citizens/Special Assistance Office and Police Department publicized the program was publicly announced at several of the seniors regularly scheduled meetings, as well as in the local newspapers and other media. The office's Social Worker also participated in the classes. Other city departments involved included Corrections, Fire Department, the City Prosecutor's office along with representatives from our municipal court. The Corrections division's nurse provided CPR training; the Fire Department offered fire safety instruction; the Prosecutor and court personnel covered various legal issues including civil and victims rights as well as constitutional law updates. Although the goal was information sharing, the real strength of the program came from the personal relationships and rapport that developed in more personally delivering this learning.

With respect to community involvement, we have a sizeable relatively active senior population. By enrolling and completing the 10 week course, the seniors who participated gained first-hand knowledge of how the safety forces function and how the departments can best serve them. The information and training received may someday help save a life or just provide that additional knowledge to know whether to go forward in a difficult situation with an

interaction.

The recent graduates have remained involved with the community at large, having assisted at the annual community Home Days, Community Safety Day and Kid-Care identification program. They will also be helping prepare food baskets at Christmas and participating in the Shop with a Cop program during the holiday season.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Most of us have an underutilized resource in our senior citizens who can benefit themselves and the community when they are recognized, form relationships and are empowered with the skills such as the program addresses. Giving some consideration to our senior citizen population as far as providing basic police instruction and their other areas of interest, you create a much better understanding of the importance and need for police working together with its citizenry for the betterment of the community at large. The interaction between the seniors and police officers also created a strong volunteer base for police related community activities.

7. *What specific advice do you have for mayors interested in replicating a program or programs similar to yours?*

Details that were helpful to our program delivery include:

Registration at one site, (not unlike the civil service process) where individuals are offered participation on a “first come, first served” basis. Amongst other benefits, this allows you to best schedule people who may need to register for the same session in the event they depend on sharing a ride to attend.

Special logo program shirts for all participants enhanced the empowerment, sense of cohesion as well as providing an enticement for others to enroll.

Programs are kept at two-hour blocks a week, specific to senior safety concerns.

Participant manuals are provided at the beginning of the term with information on each topic specially marked with a notebook tab indicator for the senior’s easy reference. This assisted both in class and as a keepsake reference after the sessions.

8. *Contact Person:*

Executive Lieutenant Mark Kwiatkowski, Program Coordinator
Bedford Heights Police Department
5661 Perkins Road
Bedford Heights, OH 44146
Fax: 440-786-3279
E-mail: ltswatski@yahoo.com

BELLINGHAM, WA
Mayor Mark Asmundson

CITY OF BELLINGHAM COMMUNITY POLICING PROGRAM
EXPANDED OUTREACH PROGRAM

1. Briefly describe your policing program in outreach to hard-to-serve and/or underserved populations.

The city of Bellingham has implemented numerous initiatives to promote a comprehensive community-policing program. Our focus has been to use an approach based on improving the quality of services to our community. We recognize that the success of our approach has been founded through diligent efforts promoting partnerships. By working side by side with our citizens, through understanding and supporting one another, we have improved our opportunities to enhance the quality of life and safety of our community. Our “philosophy of inclusion” is the result of a leadership initiative with its basis set in a cross-functional team development approach... seeking new ways to include and communicate with all segments of our community.

Our strategy for expanding the implementation of our community policing philosophy is based on a multi-level approach. In addition to an aggressive involvement in traditional approaches such as neighborhood block watch programs, it includes: a Community Interaction Council; a High School and Middle School Student Advisory Council with students of different ethnicity’s; participation in community sponsored diversity fairs; fostering close relationships with key community organizations such as, the Whatcom Hispanic Organization, Whatcom Human Rights Task Force, and the NAACP; Web page information a new police services pamphlet “A Community in Partnership...Strengthened by It Diversity”; a career law enforcement recruiting team made up of police officers of different nationalities, and a targeted initiative...our “Expanded Outreach Program.”

The cornerstone of our Expanded Outreach Program is the commitment from individual volunteer “outreach officers,” to promote involvement by all segments of our community. Each outreach officer first made a concerted effort to identify the different ethnic segments of our community then developed and maintains that relationship. This includes attending a wide variety of community meetings and events such as: Cultural Diversity Fairs, Whatcom Hispanic Organization Scholarship and Benito Juarez Award ceremonies and meetings, Northern Puget Sound NAACP meetings, Department of Health & Social Services Information Fairs, SEA MAR Community Health Center/ Bellingham School District Family Resource Program participation and an established outreach relationship with the School District English Second Language (ESL) program representatives. Another resource for promoting a sense of community and involvement is the fact that Bellingham is the home of Bellingham Technical College, Whatcom Community College and Western Washington University.

A basic success principle in our approach is empowering officers at the lowest echelon of the organizational structure. Our Outreach Officers are provided with business cards identifying themselves as contacts for citizens who may have a question that may involve a specific groups or culture. In turn, our outreach officers are provided with the citizen inquiries and follow-up. With the advent of the rapidly changing diversity in our community, we find that in some instances new citizens from other backgrounds are hesitant and unfamiliar with community policing. Consequently, they may be hesitant to complain when they are not satisfied with police service, or on the other hand are unfamiliar with the fact they can express their appreciation for the service provided. To encourage this discourse we have, for example, developed complaint/commendation forms in Spanish.

As part of our outreach initiative, the message we sent to our community had to be clear and compelling. To be certain in getting our message out we re-created our Community Police Services Pamphlet to reflect our community policing philosophy message of “inclusion, participation and representation.” It is entitled, “A Community In partnership...Strengthened By Its Diversity.”

Our police department currently has outreach officers for the following richly diverse segments of our community:

Hispanic/Latino	African-American	Russian/Ukrainian
Asian-Pacific	Native American	East Asian
Jewish	Gay/Lesbian/Transsexual	Faith Based Organizations

Cultural sensitive officers are an important part of promoting an informed and involved community voice. As part of this initiative our goal is to raise awareness and sensitivity levels when dealing with people whose experiences may be unlike our own. As a part of each officer’s on going professional development, we have invited community leaders to speak to our officers. As well, during in-service training our police officers participated in training on cultural diversity. In conjunction with the training, each officer is issued a two volume “Culturgram.” It is a reference book that provides information on daily customs, lifestyles, political systems and economic structure of 174 countries.

2. *When was the program created and why?*

Bellingham, Washington is a growing and changing community of approximately 60,000 citizens. Recent trends revealed a tremendous growth in the ethnic minorities segments of our community. For Bellingham, this included a threefold increase in Hispanic, Asian Pacific and Russian/Ukrainian citizens. In addition, Bellingham has many Native American citizens as the result of being located next to the Lummi and Nooksack Indian Nation Reservations. To that end, in February, 1998 we organized our “Expanded Outreach Program.” Our objective is to encourage participation from all the diverse segments of the community in addressing their needs and concerns. Our police department’s philosophy is one of promoting understanding, working together and supporting one another to build a community... enhancing the quality of life for all our citizens. For Bellingham, this is an unparalleled opportunity because of its recent and dramatic changes in ethnic and religious groups.

3. *How do you measure the program's effectiveness?*

This initiative is on going and has unequivocally contributed to Bellingham being a healthy, positive and safer place to live. An accurate measure of the impact of outreach officers in our community is best reflected in the comments from our citizens. During a recent Community Interaction Council meeting, one citizen leader made the comment “it is refreshing to see that anyone of our citizens is able to approach and speak to a Bellingham police officer and feel comfortable about it.” The effectiveness of our program is best measured by our on-going and continuous contact with the various community leaders and organizations. These contacts have resulted in regularly scheduled meetings within the community, whether sponsored by our police department, community organizations or groups. An important aspect of measuring success includes follow-up reports by outreach officers, citizen comments and participation in community forums.

4. *How is the program financed?*

Program is financed primarily within existing budget constraints and some augmentation from the U.S. Department of Justice (COPS). We have been able to use some COPS grant funding for the purchase of officer training material (Culturgrams). COPS funding was also key in providing necessary funding for development of our department information pamphlet “A Community in Partnership...Strengthened by It Diversity.” As well, community volunteers donated their time to a variety of the different aspects of the program. For example, the photographs in our pamphlet were taken and donated by a citizen with a background in photography, another citizen assisted by donating their time and language skills to translate different documents into Spanish.

5. *How is the community involved in the program, if at all? What other city agencies are involved in the program?*

Our Department of Human Resources is involved as a functional team member providing our police department recruiting team with guidance in hiring process. However, the Police Department is the exclusive sponsor of our Expanded Outreach Program.

6. *What are the major lessons learned that would be helpful for others trying to implement a similar program?*

Key community leader and organization involvement in outreach initiatives is essential.

Community contacts should be documented for future use.

Community attitudes toward law enforcement can be accurately measured by police officers in the field, citizen comments/ correspondence, and community organization contacts.

Community meetings are very effective as a platform for developing partnerships.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

Cross-functional team approach is key in capturing the many facets involved in developing a community program. The team should include members from all levels of the organization.

Developing such an initiative is an on-going effort and requires a commitment from all levels within your organization.

Volunteer outreach officers should be given wide latitude in developing and promoting their community contacts during their normal work hours.

The success of such a program lies in volunteer outreach officers who set the foundation for a philosophy...that every police officer in the department is an outreach officer.

It takes time disseminate the philosophy to the community and then more time for the community to accept the concept that... citizen involvement is an essential element to a community partnership.

The focus of your outreach program is to stimulate community involvement, with the goal of promoting a safe community environment.

When outreach officers participate in public talks or other events, not scheduled during normal duty time, officers should be paid overtime. When evaluating the cost to benefit factor the cost is considered to be minimal in comparison to the value/benefit.

Actively seek opportunities to speak at various community meetings.

8. *Contact Person:*

Lieutenant Todd G. Ramsay
505 Grand Ave.
Bellingham, Wa 98225
Tel.: (360) 676-6920
Email: TRamsay@cob.org

BLOOMINGTON, IL
Mayor Judy Markowitz

SENIOR TRAINING OUTREACH PROGRAM

1. *Briefly describe your policing program designed in outreach to hard to serve and/or undeserved populations.*

The Bloomington Police Department, in partnership with PATH (the local representative for the Illinois Department on Aging) created the Senior Training Outreach Program (STOP). STOP is an innovative crime prevention informational outreach program designed to meet the interests of individuals 50 years of age and older. Crime prevention, safety, and lifestyle training were included in our STOP program was developed to protect senior citizens and improve the quality of life in our community.

Rather than rely on the traditional approach of educating citizens about police procedure, STOP will: orient the participants about policing and judicial procedure; address all forms of elder abuse, neglect, financial exploitation, and fraudulent practices directed toward our aging population; discuss important age-related issues; encourage community awareness on a variety of safety and quality of life issues; and promote volunteerism.

This program is an 11 - week course covering a wide variety of topics. Our format is one 3 hour class each week. The STOP program is offered twice annually, once in the spring and once in the fall. The spring session is offered on Thursday afternoon (1 p.m. to 4 p.m.). The fall session meets Thursday evenings from 5:30 p.m. to 9:30 p.m. Since a large number of senior citizens are currently in the workplace during the daytime, an evening session of STOP was warranted.

The Senior Training Outreach Program was created not only for protection of senior citizens and to improve the quality of life in our community, additionally it enhances our philosophy of Community Policing as “a way of life” and demonstrates Bloomington’s commitment to excellence.

2. *When was the program created and why?*

STOP was created in the fall of 1997. Since its inception, two hundred and seventy two individuals have graduated from the program. STOP was created as an informational program to educate our older population on the working mechanisms of the various departments within the Police Department along with the numerous social service agencies that cater to the special needs of our aging population. Since our senior population is the fastest growing segment of our population, the decision to create STOP was easy.

3. *How do you measure the program's effectiveness?*

After each STOP session, the participants complete an evaluation on the instructor and topic. Upon the completion of the STOP program, STOP participants are asked to evaluate the entire program and to make recommendations for different topics or issues they would like future STOP programs to address.

4. *How is the program financed?*

The STOP program is financed equally between the City of Bloomington Police Department and PATH (the local agency for the Department on Aging).

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Currently the STOP program consists of 29 different topics representing 20 different local agencies. Each agency contributes a speaker to address the STOP participants and to discuss their area of expertise. The following is a sample of the agencies involved in the STOP program:

Bloomington Police Department	Bloomington Fire Department
PATH	Better Business Bureau
Pontiac National Bank	Illinois State Police
Illinois Department on Aging	DJR Tax Service
RSVP (Volunteerism)	Alzheimer's Association
McLean County States Attorney's Office	

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

With any successful program there has to be flexibility to adapt to the class participants.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

The mayor of the city of Bloomington is an active participant in our program. Mayor Markowitz addresses each new class and assists in the presentation of awards at the conclusion of each session. This program is a win - win for the city of Bloomington. By being proactive, the STOP program is hopefully reducing the victimization of our senior population by education.

8. **Contact person.**

Rick Barkes
Director of Public Affairs
305 S. East Street
Bloomington, Illinois 61701
Tel.: (309) 434-2355
Fax: (309) 434-2845
rbarkes@cityblm.org

CAGUAS, PR
Mayor William Miranda Marin

CREOLE CENTERS

1. **Briefly describe the structure of your program.**

The *Creole Centers for Information, Security and Community Self-Development*, (CCISAC, for its Spanish name), constitutes a citywide project which integrates three departmental outreach initiatives throughout various communities in Caguas. As implied by the name the three areas of services are:

A. Information – This service is managed by the City’s Education Department and its primary objective is to assist in the goal of bridging the digital divide through the “*technology for the people*” initiative of the Mayor. In a local building, a computer network is established with either wireless or fixed line connections to the city’s electronic infrastructure, which in turn provides connections to the Internet. An electronic library service is available to assist the community’s students in their school homework. Tutoring is provided after school for children with academic needs, in coordination with their regular teachers. Computer literacy courses are offered to adults in order to capacitate them in the basic use of computers and in accessing the Internet. Personnel, equipment and materials, (including software) are provided by the city.

B. Security – A City Police station is manned on a 24 hours, seven days service to provide vigilance and security to the facility as well as to serve as a community service police. Their functions are not necessarily related to crime intervention but to coordinate its prevention within that sector. Volunteers from the community are identified, trained and qualified to assist in the monitoring and use of radio communications to minimize the manpower requirements and stimulate their active participation in the prevention effort.

C. Community Self-Development – City “promoters” are deployed from this facility to promote, coordinate, and assist in any event or activity that will improve the quality of life for that community and help to diminish their dependency on government. The use of cooperative models is stimulated and the city becomes a facilitator in the process. Volunteer service is encouraged so as to enhance the services and community involvement.

2. *When was the program created and why?*

The first of ten *CCISAC*'s to be built was inaugurated in 1999. To this date four (4) more have been built and inaugurated with the remaining five (5) in different stages of construction and due for completion and inauguration during year 2002. The Centers were conceived as a key element in the "*technology for the people*" initiative of the Mayor, William Miranda Marin. The city government's physical presence in each community and the need for site security made the need for the other services mandatory, and created this unique model which converted the program into an awesome success from its inception.

3. *How do you measure the program's effectiveness?*

Different criteria are used to measure the program's effectiveness. Statistics are carefully maintained on the use of the electronic library, tutoring and training services. The City Police Commissioner maintains statistics on crime activity within each community and comparisons are made as soon as historically valid data is obtained. The Community Self-Development Department maintains detailed data of the events and programs being promoted for each sector. The community involvement in volunteer service is also an excellent standard of measure which indicates its effectiveness. A recently inaugurated *CCISAC* surprisingly revealed over 20 volunteers willing to help the manning of the police desk as well as more than 50 children involved in school patrol training and service. Also, a resident's association received symbolically the key to the Center from the Mayor, as evidence of their support and commitment to its success.

4. *How is the program financed?*

The city, so far, has provided funding in its entirety. At present we are looking at a variety of funding sources in order to complete or assist in the completion of the remaining *CCISAC*'s. We actually receive funding from the COPS Program, under the Universal Hiring provisions, for the hiring of additional police officers.

5. *What other city agencies are involved in the program?*

In addition to the Education and Self-Development Departments, as previously described, the Public Works Department participates in the design, building and maintenance of the structures; the Information Systems Department provides all technical support on electronic communications as well as in systems integration and support; the Sports and Recreation and the Cultural Development Departments provide valuable resources for all community sports and cultural events. The *CCISAC*'s are a key project for the Mayor and a primary objective within the City's Strategic Plan thus requiring complete support from all city agencies when requested.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Get the community involved from the outset. Our first *CCISAC* was established with minimal if any community involvement and was rejected immediately by actions as gun shots being fired at the structure by local hoodlums that only saw a police station coming to attack them. Huge efforts have had to be made to turn that rejection into favorable community

acceptance. Afterwards, other CCISAC's have been incorporated to the local communities with positive acceptance as leaders and representatives of the community have participated in their planning, including site selection, priority of services, and collaborative partnerships with existing community organizations. Funding becomes a major concern and partnerships should be established as well as state and federal funds tapped in order to make the centers feasible.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

First of all there must be a commitment from the mayor's office to support the establishment of the necessary infrastructure to support this program and to make it available to the people. Then, an assessment, with the necessary community participation, should be made in order to plan an effective program that will meet identified needs by providing for them totally or complementing existing services. Finally, the Centers should be deployed as much as possible within the most deprived or remote areas of the city, making an honest effort to diminish the digital divide while reaching out to serve those less capable or in greater need.

8. *Contact person:*

Wilfredo A. Puig Perez
Vice-Mayor and City Administrator
P.O. Box 907
Caguas, Puerto Rico 00726
Tel. (787) 258-3060
Fax (787) 258-2910
E-Mail: wpuig@caguas.gov.pr

CAGUAS' SCHOOL CADETS

1. *Briefly describe the structure of your program.*

The School Cadets, of the City of Caguas, Puerto Rico, is a citywide project which integrates various Municipal departments: 1) The Municipal Police, 2) Department of Education, 3) Sports and Recreation, 4) Social Development and Empowerment Department and 5) the Healthy City Department. This program is a local initiative developed to address the problem of increasing school desertion and the anti-social problems associated with it.

The Municipal Police is the primary department responsible for developing this program. As this is a favorite municipal project, monthly meetings are held to maintain close supervision of the implementation process. The commissioner also presents a status report of the Program in weekly meetings with the Mayor, William Miranda Marin. The commissioner designated one full-time employee as the program's Coordinator. He is responsible for the daily development of the program, and regularly meets with teachers from the 6 participating public schools. In addition, weekly meetings with Municipal staff members are held to maintain intra-municipal coordination.

In Caguas, these cadets are known as “Patrulleritos Escolares”, as we provide them with uniforms resembling state and municipal officers. They wear this uniform in school and for other official activities. Because of the training they receive, and the other experience obtained, they have become models in discipline, school work, and cooperation in their schools and their communities, also serving in traffic control and participating in community affairs. Their transformation is based on the premise that something more is expected from them.

They are enrolled for one school year, after which they become permanent members of each school’s Security Committee, at which time other youth are enrolled for the next school year. The program’s aim is to increase the number of schools participating until the total of 36 elementary and intermediate schools in Caguas are served. Fifteen (15) new Cadets will be enrolled from each of the 36 schools, for a total of 540 participants.

2. *When was the program created and why?*

This program was established in the first quarter of the present year, as an initiative of the Municipal Police Department. Statistics gathered by the Municipal Police revealed an increase in school violence and police intervention with youth, in part due to substance abuse.

In addition, a survey by the Commonwealth’s Education Department revealed a 45 percent school desertion rate within the Caguas School District. School desertion is linked, according to the report, to the economic and social conditions of households. The state of the households of disadvantaged youth are in turn associated with an increased rate of alcoholism and drug addiction accompanied by few, if any, activities to stimulate young people during the after school hours. Caguas recognized also that by providing more after school programs is a more effective strategy to combat youth delinquency than merely hiring more police officers or prosecuting more juveniles as adults.

3. *How do you measure the program’s effectiveness?*

The effectiveness of the program is being measured by the following criteria:

- a) A decrease in the amount of police intervention in the schools and communities where the program is being implemented.
- b) An increase in the school assistance of those students participating in the program. The teachers maintain records of student assistance. These records are used to determine whether the student has modified his attitude toward school and education.
- c) An increase in the grades obtained by the student cadets. The school teachers provide this information.

4. *How is the program financed?*

This program is entirely funded with municipal funds. Funding is being requested to the Edward Byrne Memorial Act Assistance Program of the Federal Department of Justice to expand the amount of disadvantaged youth served and the scope of the program. We actually receive funding from the COPS Program, under the Universal Hiring provisions for additional hiring of police officers.

5. *What other city agencies are involved in the program? How is the community involved in the program?*

The following Municipal Departments collaborate in the implementation of the School Cadet Program:

The Municipal Police Department – The Municipal Police is the municipal department responsible for the administration, evaluation and coordination of the Cadet Program. Among its responsibilities is the coordination with other municipal departments and the Commonwealth’s Education Department and Correctional Department. It oversees the implementation of the entire Program. The Municipal Police also carries out the workshops and field trips to different recreational sites in Puerto Rico. The workshops are geared to educate youth about the negative consequences of substance abuse, drug trafficking, and violent behavior. At least four workshops are offered per semester for a total of eight (8) per year at each school. Some of the topics covered in the workshops are adapted and offered to the parents to help them identify non-constructive behavior in their children. At least two workshops per semester are scheduled for the parents at each school. One of the field trips is coordinated with the Puerto Rico Correctional Department. The purpose is to have these young cadets meet and talk with incarcerated youth, less than 18 years old and receive their experiences.

The Municipal Department of Education- This department provides students, after regular school hours, with tutoring and assistance in the completion of their homework. In addition, recreational activities are provided to enrich the student’s experience. The recreational activities are organized according to the students’ preference, which are revealed through a survey. Among the activities offered are art classes, dancing, theater, and music lessons.

Sports and Recreation Department – At the city’s recreational facilities, the students have the opportunity to engage in sports, such as, swimming, volleyball, basketball, track team, and baseball. A coach organizes the teams, and schedules the games with the schools.

The Caguas’ Healthy City department- This Department offers a series of workshops on topics relevant to the students. The objective is for them to receive information about healthy lifestyles, on how to prevent certain infections and the risk associated with other behavior, like early pregnancy. Health professionals that have experience working with youth and adolescents assist with the workshops. At least, three health topics are covered per semester.

Social Development and Empowerment Department – This Department has the responsibility of informing local community organizations and residents about the efforts that the city is developing. The organizations and residents, jointly with the schools, assist the Municipal Police in the process of identifying at risk youth in need of services offered by the Program.

The State Education Department -The schools in Caguas allow the Municipal Police to develop the Program in their facilities and have authorized the teachers (student authorization is also required) to provide information regarding student academic records and behavior during the implementation of the one year Cadet Program. Periodically, meetings are held among the Municipal Police, Caguas' Department of Education and the schools to assess the student's changes of attitude and consequently the effectiveness of the Caguas Cadet Program.

The community assists the Municipal Police and the schools in the identification of at risk youth in need of service and are very supportive.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Gaining parent's and community support is crucial to guarantee youth commitment to the program and increase their retention. Also, obtaining parent involvement is very important.

The Police Chief must reinforce the relevance of the Cadet Program among other police members. The program coordinator needs to meet at least weekly with the Police Chief to maintain his/her leadership and gain a feeling of "ownership" within the police force. Weekly staff meetings are needed to monitor program implementation. Maintaining coordination with other city departments is a relevant and crucial task that has to be worked on. Communication with the schools must be considered, given the teacher workload and Program requirements.

Police officers will need additional and continuous training regarding the nature of community policing and crime prevention strategies within the framework of any school program.

Sufficient time is needed for the planning of the program design and for the selection of an adequate staff, particularly the program coordinator, and the training instructors in the different phases of the program.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

When working with disadvantaged youth with at risk behavior it is important to establish programs that target on the quality of the service offered, with a time frame of no less than a year.

Greater program effectiveness requires a higher degree of coordination with other service providers.

Consider that more resources should be invested in youth programs as this, which will more effectively benefit the community in providing long-term results, than in adopting hard-line intervention policies.

8. *Contact person:*

Wilfredo A. Puig Pérez
Vice Mayor and City Administrator
P.O. Box 907
Caguas, PR 00726
Tel. (787) 258-3060
Fax: (787) 258-2910
E-Mail: wpuig@caguas.gov.pr

CAROLINA CITY, PR
Mayor José E. Aponte De La Torre

**PROGRAMA de REFERIMIENTO Y AYUDA A MUJERES
MALTRATADAS Y ABUSADAS (RAMA)**

MALTREATED AND ABUSED WOMEN PROJECT

1. *Briefly describe the structure of your program.*

The Autonomous Municipal Government of Carolina has created the Maltreated and Abused Women Program (Programa de Referimiento y Ayuda a Mujeres Maltratadas y Abusadas (RAMA)) to help maltreated and abused women providing the necessary tools to free them. The program offers emotional support in social work areas and psychology. It also gives legal advice. This program has been saving the life of abused women and their children by moving them from their homes to substitute homes.

2. *When was the program created and why?*

The RAMA Program was created in the year 1997. Our Municipal Government, having in mind the lifestyle of our female citizens and worried by the increase of maltreated and abused women cases, created the program to assist and protect them.

3. *How do you measure the program's effectiveness?*

The effectiveness of this program is measured based on the number of cases reported by our personnel. Last fiscal year 2000-2001, nine out of ten cases had left the violent conditions they lived. Because of the support given by our group of professionals, the maltreated and abused women have entered a new life style with higher self-esteem and a better view of the future for them and their children.

4. *How is the program financed?*

The program is financed with funds from the Autonomous Municipal Government of Carolina, the Commonwealth of Puerto Rico's Department of Justice and the Federal Government. Also, the Senate of Puerto Rico assigned funds for the Program.

5. *What other city agencies are involved in the program?*

Along with the creation of this program, the Municipal Government created a specialized unit for the Carolina Municipal Police to deal with violent and abuse crimes to work together with the program.

6. *What are major lessons learned from the program that would be helpful for mayor, police chiefs and other trying to implement a program similar to yours?*

Violence makes no distinction for race, religion, social condition or political affiliation. No matter the social condition, education or economic conditions of our female citizens may be maltreated or abused. We have learned that by orienting female citizens, including the younger ones, we may prevent any critical situations.

7. *Contact person:*

Mr. Luis R. Jiménez Pérez
Director
Departamento de Servicios al Ciudadano
P.O. Box 8
Carolina, PR 00986
Tel. (787) 757- 2626 Ext. 195; 413

PROGRAMS OF SERVICES TO THE HOMELESS AND HOMELESS PREVENTION

1. *Briefly describe the structure of your program:*

The Autonomous Municipal Government of Carolina has established a program to help homeless citizens and for the prevention of it, Program of Services to the Homeless and Homeless Prevention. The program consists of helping homeless citizens living on the streets with room and board, food and opportunities of rehabilitation. Also there is the Homeless Prevention Program which helps homeowners or tenants, that are in danger of loosing their property or being dismissed. The Homeless Prevention Program pays past due rents, water and electricity bills to citizens that have income reductions due to different reasons as job loss.

2. *When was the program created and why?*

The program was created in 1987 to fill the necessities of the homeless citizens of Carolina living on the streets and for the prevention of this situation.

3. *How do you measure the program's effectiveness?*

The program has been very effective since at the present time the city of Carolina doesn't have any homeless citizens at the streets. The Municipal Government hires "Hogar Crea La Quinta" which is in charge of giving the homeless room and board. The citizens are then referred to different municipal programs to be rehabilitated.

4. *How is the program financed?*

The program is financed with Federal funds from the Emergency Grant Shelter (ESG).

5. *What other city agencies are involved in the program?*

The Municipal Police and the Municipal Housing Department are two of the Municipal Agencies that are most involved with the program.

6. *What are major lessons learned from the program that would be helpful for mayor, police chiefs and other trying to implement a program similar to yours?*

Helping homeless citizens has been one of the goals of our Municipal Government. The life style of our citizens has improved.

PROYECTO ESPECIAL LLAVE

1. *Briefly describe the structure of your program.*

The Autonomous Municipal Government of the city of Carolina, has created programs to satisfy the necessities of citizens, among them the "Proyecto Especial Llave". This Program consists on assisting the basic necessities of those citizens that have been law offenders. Its purpose is to provide services directed to focus the habitual behavior of the offenders helping them with housing, studies, jobs and social support so they can be able to develop into a new citizens useful to their community.

2. *When was the program created and why?*

After many investigations performed, we found out that law offenders, such as drug addicts and/or dealers, once they were released from jail or any other institution, they used to fall again in the same habits. This behavior is due because of the lack of programs for rehabilitation and other programs to help them to fill their basic needs. Many of the law offenders are married and have children. On September, 2000, the Autonomous Municipal Government of Carolina

created “Programa Llave” to fill the needs of these law offenders referred by the Drug Court, so they can radically change their lives and start again a new and prosperous life.

3. *How do you measure the program's effectiveness?*

“Proyecto Llave” has proven that if the right tools are offered to the citizens that really want to be rehabilitated, they can be able to stay away from drugs and delinquency. Three out of five participants of this Program have stayed away from drugs for one year, receiving the assistances offered in by “Proyecto Llave” Program.

4. *How is the program financed?*

The program is financed by the Autonomous Municipal Government of Carolina. In addition, the Commonwealth of Puerto Rico Legislature assigned funds for \$15,000.00 to increase the services offered to the participants.

5. *What other city agencies are involved in the program?*

The Carolina Municipal Police collaborates directly with this Program. Also, the City Housing Department helps in providing housing to rehabilitated citizens. The Local Area W.I.A. Carolina is one of the agencies involved in this program, assisting the participants by offering education facilities so they can at least finish their high school and finding them jobs, according to their education and previous experience.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and other trying to implement a program similar to yours?*

With the implementation of this program, the Municipal Government has helped the law offenders, specially the youth sector. Many of the citizens has been rehabilitated and are now in the right direction, many of them has returned to school, and others are working. One of the major lessons learned from the implementation of the program is that we can help with the rehabilitation of the citizens offering the right tools at the right time.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

It would be a pleasure to receive the mayors at Carolina so they can learn more interviewing our personnel and the participants of the Program. This way they can see by themselves the goals we have reached in the implementation of the program.

Carolina is Land of Giants and we are Giants in Services to our Citizens.

8. Contact Person:

Mr. Luis R. Jiménez Pérez
Director
Departamento de Servicios al Ciudadano
Municipal Government
P.O. Box 8
Carolina, PR 00986
Tel. (787) 757- 2626 Ext. 195; 413

CLEARWATER, FL
Mayor Brian Aungst, Sr.

**CLEARWATER POLICE DEPARTMENT’S HISPANIC OUTREACH
INITIATIVE: APOYO HISPANO**

1. Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.

Clearwater’s burgeoning Hispanic population has increased dramatically in the past decade, today comprising up to 15 percent of the city’s 109,000-resident population. But because of language barriers, cultural misconceptions and social ethnocentrism, this significant segment was being under-served – in effect, disenfranchised - by government. The Clearwater Police Department’s Hispanic outreach initiative, called Apoyo Hispano, was designed to reach out to the Hispanic population by bridging communication gaps, by creating platforms of service and assistance, building mutual trust and by resolving law enforcement-related issues. The department increased its complement of bilingual officers, worked with private and public sector service agencies to establish programs and “safety nets,” and assumed a high-profile, proactive approach to inclusion. Apoyo Hispano is a comprehensive, multi-faceted program designed to encompass everything from crime concerns, to economic opportunity to subtle social issues. Among its key components are an interpreter program (staffed by bilingual officers and citizen interpreters) to assist police officers at crime scenes and traffic accidents; the recruitment of bilingual officers; a victim advocacy outreach program; and a domestic violence component structured specifically for non-English speaking Hispanic residents and families. In the near future, we will be deploying a new mobile command bus, equipped as a community policing substation on wheels, to take crime prevention and police services to our Hispanic neighborhoods and soccer fields.

The Regional Community Policing Institute at St. Petersburg College produced a video documentary of our Apoyo Hispano program for distribution to other law enforcement agencies nationwide.

2. *When was the program created and why?*

Clearwater's official Hispanic population nearly tripled since the last census (1990), from nearly 3% to 9% of the city's population; most experts agree that this still represents a significant undercount. The Clearwater Police Department developed Apoyo Hispano in May 1999 in conjunction with the city's newly formed, inter-departmental Hispanic Task Force. The Police Department launched a community-policing program of grand scope to reach out to the city's ever-increasing Hispanic population – a novel program designed to serve as a model for law enforcement agencies nationwide – and to assist the department in providing effective police services to this segment of the population.

3. *How do you measure the program's effectiveness?*

Since the program is comparatively new - and additional components are constantly being adopted - it is difficult to measure scientifically the overall effectiveness of the initiative. However, reports by program partners such as the YWCA, information compiled by the Police Department and anecdotal feedback provided by the Hispanic community has been used to define what is working and what is not. The conception embraced by all factions involved is that this program has opened new vistas to the Hispanic community, and provided it a platform of inclusion and opportunity.

We have been able to quantifiably measure the effectiveness of the interpreter program. Since its inception in February 2001, the program has sent interpreters out to 60 crime scenes and accidents. Written critiques of each call-out both by the investigating officer and the interpreter have been uniformly positive indicating true progress towards social justice.

4. *How is the program financed?*

Among the major partners committed to Apoyo Hispano are the U.S. Department of Justice's [Executive Office of "Weed and Seed,"](#) the [Regional Community Policing Institute](#) at St. Petersburg College, the [YWCA of Tampa Bay](#), the Pinellas County School Board's Adult Education Center, and the Allegeny Franciscan Foundation. The Clearwater Police Department will partner with other organizations, businesses and groups as the program continues to evolve. Additional funding for "Project Next Step," a mobile command center used as a community outreach tool, was obtained through the 2000 Substance Abuse Advisory Board/Drug Control and System Improvement Grant Program.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Apoyo Hispano encompasses nearly every city department, to one degree or another; department's having public contact - such as the Fire, Police, Solid Waste, Sanitation, Developmental Services, Water Pollution Control, Human Resources and Human Relations - are all intimately involved. The communing contributions of city departments are crucial to the success of the long-term goals of the initiative. By involving all departments having contact with the citizens enables the initiative to have a direct focus on working toward providing better

service to the Hispanic citizens of Clearwater. The community is involved in the program through providing feedback as to how the programs are being received; the programs' effectiveness; and offering additional ideas and suggestions for the expansion and effectiveness of Apoyo Hispano. Focus groups comprised of Hispanic citizens and business leaders meet to identify and address the issues, problems, wants and needs of the city's Hispanic citizens.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

The primary realization – one that was anticipated – was the mandate of community involvement and “buy-in”; city leaders recognized the Hispanic population was increasing exponentially, and that the city had to pro-actively address and resolve that segment's parochial concerns. But in order to determine the best and most effective approach to such needs, the city needed a comprehensive understanding of those issues facing the Hispanic community. Another, rather sobering, revelation was that the city of Clearwater did not have resources in place to address all of the needs and issues of the Hispanic citizens and that public-private- partnerships were a necessity. Reaching out to public organizations such as the YWCA was extremely beneficial in getting the program started.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

A municipal leader must have a clear understanding of the complexities of such cultural and language conflicts, both from the viewpoint of the government and its citizens. The Police Department believed it was necessary to have an intimate understanding of the cultural and economic background of its Hispanic citizens. The city sent a delegation to Hidalgo, Mexico to get a first-hand view of the living conditions and political climate. This enabled the city of Clearwater to better prepare and respond to social and demographic issues, such as the widespread mistrust of government generally by Mexican residents.

8. *Contact person:*

Deputy Chief Dewey M. Williams
Clearwater Police Department
645 Pierce Street
Clearwater, Florida 33756
Tel.: (727) 562-4344
Fax: (727) 562-4339
E-Mail: dwilliams@clearwaterpolice.org

DALLAS, TX
Mayor Ronald Kirk

EAST DALLAS ICP STOREFRONT

1. Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.

Through the vision of Dallas Mayor Ronald Kirk, Police Chief Terrell Bolton, and Deputy Police Chief Danny Garcia, the *East Dallas ICP Storefront* has evolved into an aggressively proactive community policing operation that assists hard-to-serve and underserved citizens through more than twenty innovative services, support groups, and a mobile police unit.

Translators proficient in Vietnamese, Thai, Cambodian, Laotian, Mandarin, Cantonese and Spanish are, perhaps, the most valuable service offered by the *East Dallas ICP Storefront*. Moreover, collaborative efforts between various organizations have been instrumental to the Storefront's success. Citizenship classes, ESL classes, IRS tax preparation assistance, and after-school tutoring are provided in partnership with the Dallas Independent School District and the local Internal Revenue Service office. Likewise, public-private partnerships have also proven to be vital components of *East Dallas ICP Storefront's* long-term success. Private entities regularly donate food, clothing, fans, heaters, and blankets to the Storefront. These items are then redistributed throughout the East Dallas community. The private not-for-profit support group, "Friends of the East Dallas Storefront," has also been instrumental in gathering donations from the larger Dallas community and providing funding for a number of the Storefront's programs.

The Storefront's dynamic leadership departs significantly from traditional modes of reactionary policing in its emphasis on creativity in preventative strategies. For example, in an effort to prevent young inner-city East Dallas males from becoming involved in gang activity, the *East Dallas ICP Storefront* developed a "Self-Esteem Center" that offers after-school training in boxing. Launched during May 2001, the first summer quarter served 50 to 90 at-risk youth. Additionally, a variety of programs serving youths ages 7 to 21 are offered with a particular emphasis on scouting. Beginning at age 7, youths may join a Cubs pack and are offered advancement toward a Police Explorer Post.

Furthermore, the Storefront's leadership understands the necessity of evolving and adapting with the changes in the East Dallas community and its unique challenges. As such, continuous efforts are made to develop effective programs that promise substantive results. Each program is initially offered as a pilot project to test its potential success. Currently, one such program will target eight East Dallas high school photography students to tour the historical Police and Courts building and other sites significant to the Kennedy assassination. The *East Dallas ICP Storefront* officers will teach the adolescents about the building's history and the sequence of events on November 22, 1963. These students will be given the opportunity to experience a moment in history and provide us with their personal insight through developing a contemporary theme in their photographs. These photographs will then be submitted for publication in *Prosecutor Magazine*. Should this pilot project prove to be beneficial, the

program will be expanded to include more inner-city youth with an emphasis on field trips that will accentuate their individual talents.

2. *When was the program created and why?*

More than fifteen years ago, the *East Dallas ICP Storefront* opened its doors to assist non-English speaking Southeast Asian immigrants and refugees who arrived in the East Dallas community. However, due to language barriers and a culturally based mistrust of police, these new citizens refrained from seeking police assistance in times of need. Moreover, these citizens experienced tremendous difficulties in securing community and social services. The unique constraints upon this group of citizens required a transformation in traditional policing activities. Thus, the *East Dallas ICP Storefront* was designed to address the needs of this particular population.

Over time, however, it became evident that a growing number of Spanish speaking citizens in the East Dallas community faced similar obstacles to those of the Southeast Asian Americans. Language barriers and the inability to secure community and social services became a prominent concern to the officers of the Storefront. As a result, Spanish translators were provided to these groups and a number of programs have since evolved from the unique needs of this constituency.

3. *How do you measure the program's effectiveness?*

In its infancy, the primary goal of the Storefront was to gain the trust of the non-English speaking Asian community. This required high visibility of officers performing acts of goodwill. Linking constituents to services and providing food, clothing, fans, heaters, and blankets to the needy from the Storefront were effective in gaining this trust. This was evident from the number of non-English speaking Asians who arrived at the Storefront with family members who were in need of assistance. As this trust was gained, the Storefront expanded its services and outreach into the community.

Today, the effectiveness of the *East Dallas ICP Storefront* is measured by the ratio of the number of reactive citizen contacts made to the number of proactive citizen contacts made. The data is gathered on an on-going basis and documented in annual ICP activity reports. These reports are then analyzed for problematic areas. The analyses direct further intervention strategies, leading to the development and implementation of innovative community policing practices that are strategically aligned with the needs of a diverse and traditionally hard-to-serve community. This “double-loop” learning approach has been instrumental to the tremendous success of the *East Dallas ICP Storefront*.

4. *How is the program financed?*

The *East Dallas ICP Storefront* is financed by City of Dallas General Funds with some supplemental financing for special programs through state grants and funding from local foundations.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Given the variety of services offered, a number of city and community organizations are involved with the *East Dallas ICP Storefront*. The Storefront serves as a community liaison and information and referral service for the East Dallas Health Center (Parkland Hospital), East Dallas Coalition Low Incoming Housing (EDCO), Baylor Hospital Agape Center, and Dallas County Juvenile Probation. The Dallas City Attorney's Office is working in partnership with the Storefront to develop the project involving East Dallas photography students. Dallas Independent School District and the Storefront also work in partnership to offer citizenship classes, ESL classes, and after-school tutoring. Additionally, the local Internal Revenue Service office assists the Storefront in providing assistance with filing income taxes. Currently, the Department of Justice has awarded a Community Prosecution Planning grant to the City of Dallas Attorney's Office. These funds will be used in the East Dallas community to break the cyclical and downward spiral of neighborhood deterioration by reducing the number of low-level crimes and public nuisance violations occurring in these neighborhoods.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

In order to assure a successful program, community police officers should proportionately reflect the ethnic make-up of the community. Moreover, officers must be sensitive to and knowledgeable about the differences in cultural values. Traditional modes of community policing that are oriented toward reactionary strategies are not effective in outreach to hard-to-serve communities. Therefore, implementing proactive prevention outreach programs are necessary to sustain a healthy community.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Site visits to police departments that have been successful in implementing viable projects in outreach to hard-to-serve and underserved populations would avoid the pitfalls of replicating efforts that have proven to be ineffective in other departments.

8. *Contact person:*

Sergeant Ray Ball
East Dallas ICP Storefront
4545 Bryan Street
Dallas, TX 75204
Tel.: (214) 670-5514
Fax: (214) 670-7888

EAST POINT, GA
Mayor Patsy Jo Hilliard

YOUTH ALTERNATIVE PREVENTION PROGRAM

1. Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.

The East Point Police Department Youth Alternative Intervention Program (Y.A.I.P.) is a Weed & Seed initiative. The Y.A.I.P. objective is to proactively minimize juvenile crime and delinquency by targeting troubled youth from the ages of 10 to 16 years of age.

The participants' misbehavior range from unruliness, being disrespectful at home and/or school, curfew violations, truancy violations, runaways, disobedience, skipping class and minor criminal infractions. Y.A.I.P components are behavior modification, mentoring, classroom activities, peer court, labor consciousness, physical training and drill instruction. Participants have weekly homework assignments on topics of interest discussed in class. In additions, select jail inmates are allowed to enter the classroom to discuss and answer questions on their incarceration experience and other aspects of their criminal behavior that resulted in their fate. This was shown to be an effective tool in response to program objectives.

Y.A.I.P incorporates the ideology of booth camp, big brother/big sister, father, mother, and mentoring and other positive reinforcement fundamentals in an effort to get troubled youths thinking in the right direction and making the correct choices. Y.A.I.P has partnered with local schools (elementary through high school) to provide an alternative to school board disciplinary remedies for students with behavior problems. The Youth Services Unit works closely with school officials and resource officers to address the issue of student misbehavior and recommendations for enrollment in Y.A.I.P as a corrective measure.

Parents, school officials and police officers make enrollment referrals to program. The Y.A.I.P staff consists of East Point Police Officers from the following areas: Community Policing, Criminal Investigations, Special Operations, Field Operations and Weed & Seed Strike Force. A lesson plan is prepared for each week's session and officers are assigned as needed to precipitate the needs of the activities.

Upon enrollment in program, participants are expected to avoid trouble and unacceptable behavior. Youth Services detectives monitor participants behavior at home and school by ongoing dialogue with parent(s)/guardian and school officials. Parent(s)/guardian are provided written behavioral problems experienced with their child during Saturday program session. Also the parent(s)/guardian submit to Y.A.I.P, documented information on any behavioral problems experienced at home to be addressed during weekly session. Parents can also contact Youth Services Investigator during the interim period between Saturday sessions on participant's behavior issues. School official contact Youth Services Investigators if student enrolled in program display any behavioral problem during the course of the school day.

Y.A.I.P. meet every Saturday from 7:45 a.m. until 5:45 p.m. for twelve consecutive weeks. The program is designed to redirect the mindset and delinquent behavior of these young people before they find themselves in real trouble with the law. The program is not punishment by reinforcement of the qualities needed to get the troubled youth back on the right path and maturing into respectful law abiding citizens.

A written contract is signed by the parent(s)/guardian, child and Y.A.I.P Administrator, all of which agree to comply with policies and rules of conduct set forth in program. The incidents reported are not forwarded to the Juvenile Court if participant successfully complete the twelve-(12) week intervention program.

The Saturday sessions include the following topics, however the component or concept for each topic may vary in its substance.

Judicial Review- all participants attend a regular court session to familiarize themselves with how suspected criminals are processed through the criminal justice system. Oral discussions in the classroom are conducted and participants prepare written reports.

Mentoring- During this activity, participants will discuss ways to improve their present behavior. Informal and formal participation and dialogue with guest speakers such as local ministers, professional role models such business executives, counselors, public officials, police officers and firefighters. Police officers compete with youth in various activities.

Behavior Modification- various means of behavior modification (discipline) is used when participants do not follow instructions, directions or program requirements.

Team Work- Various activities are addressed to demonstrate working together to achieve common goal.

Physical Exercise- Each youth will perform physical exercise routinely.

Drill Instruction- Each youth will perform drill exercises through drill instruction.

Classroom Participation- Each youth will be given homework assignments, view videos on applicable topics. Guest speakers talk with youths about various life challenges etc.

Labor Consciousness and Responsibility- Each youth will become familiar with the responsibility of performing work tasks assigned and supervised by police personnel. Teamwork is also a component of this activity.

Peer Group Discussion- All participants will be required to discuss teen problems such as peer pressure, illegal sale and consumption of drugs, teen sex, personal goals, each participant personal experiences leading to their enrollment in program, etc. Parent(s)guardian is required to participate in the first group discussion activity.

Peer Court Proceeding- Participants will be required to participate in peer court proceedings involving his or her peers in program. "Peer Court is held in classroom. Youth disrupting any activity will be subject to peer court proceeding. Six peer members of program will act as jury, peers will act as prosecutor and defense attorney and program supervisor will act as presiding judge. If youth is determined to be guilty by his or her peers, youth will be subject to disciplinary action to include but not limited to additional physical exercise and drill instruction, additional homework, tedious labor activity, and detention in facility youth holding cell and/or suspension from program.

Essay Presentation- each youth is required to submit an essay prior to graduation on a topic provided by the program administrator.

2. *When was the program created and why?*

The program was created in May 2001 and implemented on July 28, 2001. The program was created as a result of numerous parents plea for help with their troubled youths that was not answered by traditional means (Y.D.C, Police, Courts, Probation, State Representatives). The program is a comprehensive outreach to deal with the problem of juvenile crime and delinquency. A special written message received by my office from a divorced single parent in need of help for her troubled teen son prompted the formation of the program.

Secondly, the program was created as a proactive means to minimize juvenile crime and delinquency by application of program, which includes the community-policing concept. The mentoring aspect of the program enables police officers and the community of troubled youth to establish a positive relationship. With this relationship, the troubled youth can be converted to additional eyes and ears for the police in their community and schools.

3. *How do you measure the program's effectiveness?*

The program's effectiveness is measured by the progress made during course of program, number of participants who graduate program and its recidivism rate of dysfunctional behavior. Each youth participant is assigned a police officer as a mentor upon enrollment. The mentor evaluates participant progress and behavior on a weekly basis, to include report from parent and school. This information is used too determined whether participant graduate from program or is retained for the next session.

The same process is used for post graduation. The mentor officer will track the progress of participant after graduation through school administrators, parents and program participant dialogue. If graduate resume dysfunctional behavior after graduation, he or she will be subject to repeating program.

4. *How is the program financed?*

Criminal investigators assigned to regular duty on Saturdays finance the program, uniform patrol and special operation officers volunteer their services. A definite commitment by

the officers to the program was consummated prior to implementation of program. Program uniforms for youths and private donations and the Weed & Seed Program provided supplies. A lesson plan is prepared for each week's session and officers are assigned as needed to precipitate the needs of the program. Guest speakers donate their time to talk with the youths during classroom mentoring sessions.

5. *What are the major lessons learned from the program that would be helpful for police chiefs trying to implement a program similar to Y.A.I.P.?*

Y.A.I.P. is a proactive means to minimize juvenile crime and delinquency. Y.A.I.P. establishes a positive relationship between police and the youth community. Y.A.I.P. builds a mutual bond between youth, school officials, community and police. Y.A.I.P. affords the police the opportunity to redirect the lives of troubled youths in the following ways; instilling discipline, respect for themselves and others, ways to cope with negative peer pressure, goal setting and means of obtainment, self motivation, and most of all feeling good about themselves. The experience with program provided and outlet for the different race of people to come together works together as a team to accomplish program goals and objectives. Language barriers were not a problem because participants learned to work as a team to help each other.

6. *What specific advice do you have for chiefs interested in replicating the East Point Police Department Y.A.I.P.?*

A program similar to YAIP is needed in every police department as a proactive community oriented law enforcement component to address the issues of juvenile crime and delinquency. The program can be implemented on a small scale with volunteers from the police department and the community. The most important factor in the volunteerism is commitment.

7. *Contact person:*

Major Luther J. Graham
East Point Police Department
Criminal Investigation Division
2727 East Point Street
East Point, Georgia 30344
Tel.: 404-765-1113
Fax: 404-765-1078
E-mail lgraham@eastpointcity.org

EDISON, NJ
Mayor George A. Spadaro

EDISON TOWNSHIP COMMUNITY POLICING BUREAU

Edison Township is the fifth largest municipality in the State of New Jersey with a diverse population in excess of 100,000. The largest population growth in recent years has been in the elderly, youth and Asian populations. While Edison contains the largest corporate park on the east coast within its 32 square miles, the community still retains a mostly suburban mentality. Edison deals with many issues that big city's face including over populated schools, high traffic congestion, and heightened security concerns due to Edison's access to major transportation including 3 train stations and 4 major highways. This requires the Edison Police Department to play a dual role as a suburban department with the capabilities of an urban department.

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

The Police Department's Division of Community Policing has a strong presence in our schools, Senior Complexes and Asian and other minority neighborhoods.

2. *When was the program created and why?*

In 1994, the Edison Township Police Department; the Director of Public Safety Mayor George A. Spadaro; and Chief Edward Costello, Jr. instituted: a Community Policing Bureau; a "Civilian Policing Academy"; an "Advanced Civilian Policing Academy"; a four-officer unit Bicycle Patrol Unit; a Mounted Horse Patrol; a two unit Motorcycle Patrol Division; a "Youth Civilian Policing Academy", an "Advanced Youth Civilian Policing Academy" and, most recently, a "Senior Citizen Civilian Policing Academy". Further, Edison's all-volunteer Auxiliary Police Department and Police Explorers Unit are among the largest and best equipped and trained groups in the region.

No less than nine Civilian Policing Academies; one Advanced Civilian Policing Academy, one Senior Citizen Civilian Policing Academy, three Youth Civilian Policing Academies, one Advanced Youth Civilian Policing Academy have been conducted. Thus far, over one thousand residents have successfully completed training under these programs.

3. *How do you measure the programs' effectiveness?*

In addition to a reduction of crime in Edison, visitation to Police Sub-Stations has increased since our community policing programs have been instituted. Our increased visibility in neighborhoods as well as at events through our Mounted Patrol and our Bicycle Unit has been well received at township meetings.

Singularly, each of these programs has received praise, support and recognition from all levels of government, local businesses, civic, cultural, religious and the educational communities, as well as from other law enforcement agencies and departments.

This reflects the effectiveness of our programs in providing one of the key ideals of Police and Law Enforcement: serving the community.

4. *How is the program financed?*

Edison can justifiably boast that each of the “Civilian Policing Academies” have been conducted by police officers who volunteer their time and expertise to the programs. Neither tax dollars nor grant monies are used to finance and conduct these programs. All other programs are volunteer or subsidized by local tax revenues.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The Community Policing Program in Edison derives help from several city agencies. The Board of Education, Edison Recreation Department and Senior Citizens Center each serve not only as a location to hold classes and events, but also as a prime source for reaching out to these populations.

The Office of Mayor George A. Spadoro provides great assistance to the Community Policing Program, not only in their unwavering support of community policing, but also in the areas of public relations. The mayor’s office provides a conduit to local news as well as to the Township’s award-winning World Wide Web site that receives over 1.6 million hits per year.

The Edison Municipal Alliance, a local organization devoted to the reduction of drug use and violence, assists in funding the Community Policing Program’s DARE unit, and works hand-in-hand with our division to increase visibility of programs and events.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

The lesson learned time and time again by the Community Policing Program is that those involved at all levels with the program need to be dedicated to the idea of community policing. This enthusiasm carries through not only to the programs, but ensures success in reaching out to the community.

None of our programs would have been successful without this key ingredient of personnel who are not arbitrarily assigned to community policing, but rather those who are genuinely interested in these programs.

Additionally, when designing programs, it is important to keep in mind how staff interacts with different members of your community. Different team members may work better

with children, while other excel with the elderly. It is important to recognize these differences and create effective teams for each program.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Community policing programs that reach diverse groups require flexibility in the programs. Needs are different in each group, and the key is to garner as much input from those you are reaching as possible. You should further extend your input not only to the community but also your staff to find special skills they may possess.

Much of our success we can attribute to the flexibility in our programs, and the effective targeting of them. Having separate programs for children, adults and senior citizens allows us to tailor the classes to these groups.

Finally, enable constant communication between team members, to help maintain an enthusiastic, cooperative, and positive attitude toward their Police Department and the community policing initiatives.

8. *Contact person:*

Lt. Robert J. Dudash, Sr.
Edison Police Department
100 Municipal Boulevard
Edison, NJ 08817
Tel: 732-248-7472
Fax: 732-287-0268
E-Mail: rdudash@edisonnj.org

EVANSTON, IL
Mayor Lorraine H. Morton

SENIORS ON SAFETY

1. *Briefly describe your policing program in outreach to hard-to-serve and/or underserved populations.*

Seniors on Safety (S.O.S.) operates under the direction of a Spring 1998 graduate of the Citizens Police Academy. As an alumna, and while volunteering in the police department's crime prevention bureau, she attained certification as a specialist in the prevention of crime against seniors. A year later, Crime Against the Elderly (CATE) funding became available from a private source and she became the department's paid (20 hours/week) specialist.

With the assistance of two volunteers (also graduates of the Citizens Police Academy), the specialist phones all victims/complainants aged 60+ who are named in incident reports but

neither are involved in an ongoing investigation nor are being assisted by the department's victim outreach bureau. During these follow-ups, the specialist and her assistants offer free home security surveys and obtain information that might be relevant in an emergency, i.e., changes in medication, recent surgeries, where a disabled senior's room is located in the residence, etc. This information is recorded in the department's 9-1-1 system.

The specialist delivers large-print crime-prevention literature for seniors to locations that cater to their activities (senior centers, the YWCA, retirement communities, etc.) The literature is in a format that is simple to utilize when needed. She also presents programs about crimes that typically target the elderly, e.g, scams, cons, home repair fraud, and encourages listeners to allow her to check into the legitimacy of organizations or businesses *before* the seniors do business with them. Finally, she explains utilization of Illinois' strengthened Elder Abuse Law, which mandates the reporting of abuse.

2. *When was the program created, and why?*

Late in 1998 the police department, along with other direct-service elements of municipal government, recognized that Evanston seniors (who number 10,394, nearly one-third of them low- to moderate-income) require special strategies and programs relating to their physical, financial and emotional needs. What's more, the elderly often are vulnerable because they lack knowledge about Internet safety, the prevention of identity theft, investment scams, etc. In addition, they recover slowly from victimization. S.O.S. was launched in the spring of 1999 to teach these seniors how to protect themselves, to serve them as information resource, to be their liaison within the police department, and to refer them to appropriate agencies outside it.

3. *How do you measure the program's effectiveness?*

Elder abuse, like domestic violence, tends to be underreported. However, the specialist receives increasing reports of such abuse. The department believes this is due, in part, to the program's having fostered with the community a better understanding of what constitutes elder abuse under the Illinois criminal code, and also acceptance of the specialist and trust in S.O.S. as a "comfortable" place to report incidents of such abuse.

Referrals to S.O.S. are steadily increasing. Similarly, referrals by the specialist to other areas of the department, community programs, and other agencies are increasing. Other indications that the program is effective include heightened media coverage, numerous requests for information about the program from police departments that are considering such a program, requests for the specialist to conduct training for police officers and others who work with seniors, including outreach workers.

4. *How is the program financed?*

Thus far, the program has been privately financed by grants from the Joseph Levy Foundation. The initial grant (one year in duration) was \$10,000 for salary, \$3,000 for printing costs, \$2,000 for discretionary funds (training and miscellaneous expenses), and \$2,000 for mileage. (The specialist used her personal vehicle.) At the end of the first year, the

foundation extended the S.O.S. grant for two years and provided the specialist with a vehicle. Money for mileage was not included in the grant.

Nearly \$5,000 in donations have been received from individuals who, after attending one of the specialist's presentations, chose to contribute financially to the S.O.S. program.

Beyond this private funding, additional funding is being sought from the Community Block Grant program in order to expand the program. Action on this request will be forthcoming in December.

No city monies are allotted to S.O.S., nor is the program funded through the COPS Office of the U.S. Department of Justice.

5. *What other city agencies are involved in the program? How are they involved? How is the community involved?*

Initially, the specialist introduced herself and her program to directors/ administrators of the city's senior-citizen organizations and related groups, explaining senior crime prevention and scheduling programs for seniors. On the basis of these contacts, she created a resources database.

Within the police department, the specialist receives and acts upon referrals from patrol officers. She also interfaces with the police department's Victim Outreach Bureau and its Bureau of Investigations.

Externally, the specialist interacts with Evanston/Skokie Valley Family Services, two county housing facilities for seniors, the Evanston Senior Service Providers, the Levy Senior Center Advisory Board, the Evanston Commission on Aging, the Meals on Wheels program, and Evanston's largest residential retirement community, the Presbyterian Homes.

6. *What major lessons learned from the program would be helpful for mayors, police chiefs, others trying to implement a similar program?*

Participation is relevant for the elderly. As age increasingly erodes their physical skills, many silently shut themselves up in their homes. Isolated, they become less and less able to advocate for themselves and, simultaneously, more and more distanced from the support of the social network. The cumulative result is an ever-increasing variety of problems—some mental, others physical. Ultimately, these seniors are at-risk for emergency safety services—often years earlier than is necessary.

Seniors can enhance their margin of safety—and diminish their need for emergency safety services

- By being prudently cautious—which is not the same thing as being fearful;
- By developing trust in themselves and a healthy skepticism toward others—which is not the same thing as being paranoid
- By realizing that people 65 and older are the victims of crime less often than younger people—and seldom are the victims of violent crime.

Crimes to which the elderly are more vulnerable are theft, burglary, and—most especially—fraud.

Knowledge is power. Seniors who know they can do much to avoid being victimized—who know what, specifically, to do to avoid victimization and who know how to get assistance if their best efforts fail to get the whole job done—have the power to maintain quality lives. Isolation, on the other hand, steals their quality of life as surely as any thief might steal their valuables.

Staying involved keeps a person “savvy,” no matter what his age. A savvy senior is not naïve. He’s self-protective. He trusts himself, and so he refuses to be rushed into anything. He also checks things out with his support network—friends, lawyers, the police department, the Better Business Bureau, the local consumer affairs department.

7. *What specific advice do you have for mayors interested in replicating such a a program?*

Acknowledge that the elderly tend to silence, and that their silence isolates them just as certainly as, so often, they choose to physically isolate themselves. Human beings respond to stimulus. Isolated, the elderly are *not* stimulated. As a result, they become passive—reluctant and/or unable to advocate for themselves, vulnerable to having their needs overlooked. But a need overlooked is not, thereby, eradicated. Indeed, unattended, it grows: The “pebble” that today is “in the shoe” of a senior, transforms tomorrow into a “rock” in the shoe of *society*. Unless we choose to limp comfortably, it behooves us to *remove rocks from our shoes*.

Sitting back and letting other people solve our problems and exercise their imaginations on our behalf, diminishes civic entities no less than it does the individual citizen. Evanston’s style of community problem-solving policing encourages a social responsibility that demonstrates the rewards inherent to broadened horizons. Not the least of these is being spared the disappointment of living with consequences brought about by unilateral choices and ideas invoked by others—choices perhaps less satisfactory than our own!

The way we respond to older victims today creates the conditions we will live with, for good or ill, tomorrow. Through combining tradition and innovation—police culture with social

service resources—hybrid programs and solutions evolve that are tailored to the elder community being served—thereby serving the larger community as well.

8. Contact person:

Frank Kaminski
Chief of Police
Evanston Police Department
1454 Elmwood Avenue
Evanston, Illinois 60201
Tel.: 847-866-5005
Fax: 847-866-968 6
fkaminski@CityofEvanston.org

FORT COLLINS, CO
Mayor Ray Martinez

POLICE LOWRIDER PROGRAM

1. Briefly describe your policing program designed in outreach to hard to serve populations.

This program seeks to gain involvement in a community-oriented project being undertaken by Fort Collins Police Services in Fort Collins, Colorado. This project is the construction of a lowrider police vehicle to be used as a public relation tool. Custom automobiles always elicit interest and communication. This project is geared towards bringing together law enforcement officers and members of the community we serve. By increasing interaction in non-enforcement settings, we will promote cooperation and understanding.

2. When was your program created and why?

The lowrider project has been an idea of Officer Marc Neal for approximately four years.

The goal of this project is to increase the connection and interaction with the community served by this police agency. It is our desire to use this vehicle as an introduction tool with young people who, too often, see the police as adversaries.

3. How do you measure the program effectiveness?

This program is hard to quantify. We believe the success of this project will be best measured in the recognition of the car by the community, and the increased interaction with segments of our community. Several police agencies in Colorado and throughout America use similar police vehicles for public relations. This is not unique. We have seen the success they have enjoyed with their endeavors and wish to share in it.

4. *How is your program financed?*

On August 14, 2001, the Tommy E. Short Charitable Foundation presented Fort Collins Police Services with a grant in the amount of \$10,500 dollars, to be used in the construction of a lowrider police vehicle. Other local businesses have donated both materials and monies to this project.

5. *How is the police and community involved in the program?*

Fort Collins Police Services has donated a used Chevrolet Astro van, a popular vehicle used for customizing. The van will have a hydraulic set up, spoke rims, custom paint, and a high-end stereo system.

We have secured the support of several key community business groups. Cactus Rose Construction has pledged support. J. R. Cirillo, manager of Pedersen's Toyota auto body shop has donated a paint job in the amount of \$3,000.00 dollars for the vehicle. Car Toys has shown interest in providing a high-end stereo this project. Colorado Customs Wheels has pledged a large amount of support for the overall completion of the project.

Since we will be receiving cash donations, and in kind donations, we requested to have an appropriation for cash donations in the police budget. The City of Fort Collins finance department approved this request and we will have access to the cash in the clean up ordinance in early October.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Major lessons learned from the program are that there are many organizations that would like to assist in a community-oriented program that involve the police and the community. Never give up on an idea that will benefit your community. Inform your executive police staff and city staff of your program and try to sell it throughout your agency and city government. Inform the news media of the program and its benefits to your community. Think about programs that are not considered police related. Sometimes ideas that are popular with the community will best serve the police too.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

We believe that community involvement in this project is vital to its success. The positive interaction and connection for all involved will transcend the sometimes-strained relationship we now have with some segments of our community. It is our enthusiastic belief that this program will assist in building a more cohesive, supportive community. Give enthusiastic support to the program or project.

8. **Contact person:**

Lt. John Pino
Fort Collins Police Services
300 LaPorte Avenue
Fort Collins, CO 80522-0580
Tel.: (970) 221-6542
Fax: (970) 416-2145
E-mail jpino@fcgov.com

Officer Marc Neal
300 LaPorte Avenue
Fort Collins, CO 80522-0580
mneal@fcgov.com
Tel. (970) 419-3380

FORT WAYNE, IN
Mayor Graham A. Richard

HISPANIC LIAISON OFFICE
FORT WAYNE POLICE DEPARTMENT

1. ***Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.***

The Hispanic Liaison Office was established to form a direct link between The Hispanic Community and the Fort Wayne Police Department. This office established and maintained open lines of communication with Hispanic Community groups, organizations, leaders, and private sector representatives. This office was also instrumental in developing and successfully implementing a Survival Spanish course for officers. The Hispanic Liaison office has also maintained communications with media, such as radio, television, and print. This includes Hispanic media groups. We have also developed departmental programs and/or operations designed to improve relations between the Fort Wayne Police Department and the Hispanic Community we serve.

2. ***When was the program created and why?***

The Hispanic Liaison Office was created in August of 2000. With the high influx of Hispanics moving into our city, we were finding it difficult to provide these individuals with service due to the language barrier and culture. Most of the Hispanics that have come here, come from countries where police are under trained, under paid and mistreat the people they are suppose to protect. The Hispanics that have had unfortunate encounters with this type of police officer assume that our officers are the same. With the establishment of the Hispanic Liaison Office, we have been successful in overcoming most of their fears and misunderstandings.

3. *How do you measure the program's effectiveness?*

The Hispanic Liaison Office has provided training opportunities for officers through verbal presentations and written material. This training has included Survival Spanish and Cultural understanding. We have successfully trained over 320 law enforcement officers, which include local police, sheriff, DNR, FBI and State Police. Our program is not mandatory, but every class that we provide is usually full. Recently we have trained dispatchers, juvenile probation officers and city water employees. Our success can be measured by the increase in reporting of crimes within the Hispanic community. We are gaining their trust. Our officers are able to communicate in Spanish with little or no assistance of an interpreter. We are still in the infancy stage, and we have to overcome obstacles on a daily basis.

4. *How is the program financed?*

We are financed through the Regional Community Policing Institute of Fort Wayne. (Taylor University) Funding is provided by COPS Office of the U.S. Department of Justice.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Other city agencies involved include, Fort Wayne Fire Department, City Utilities, City Parks, Catholic Charities, Center for Non-Violence. These agencies involvement include sending employees to our training courses, and implementing procedures for dealing with non-English speaking citizens. The community involvement has been through more Hispanic citizens assisting officers with translations. Community leaders and media informing the Hispanic community that we are attempting to bridge the gap.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

One major lesson we learned is that just having individuals that can speak a different language is only a quick fix to a major issue. You need to understand their culture and be willing to teach them ours. Our program continues to climb a mountain that increases in height every day. Another lesson learned was that you could never please everyone. Within every culture, ethnic group there are numerous dialects within a specific language. This means you have to find ways of bridging that gap and that will require training your officers on a continual basis.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Be willing to not only educate your officers but you must also be willing to educate yourself. By doing this you will gain the trust of your Hispanic community.

8. **Contact person:**

Hispanic Liaison Officer
Caesar B. De Jesus
1320 E. Creighton Ave.
Fort Wayne, IN 46803
Tel (219) 427-5842
Fax (219) 427-1374
Email: caesar.dejesus@ci.ftwayne.in.us

FORT WORTH, TX
Mayor Kenneth L. Barr

MINISTERS AGAINST CRIME VALUES-BASED CENTER

1. ***Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.***

Building on the department's highly successful Citizens Police Academy, a 12-week police academy was designed specifically to suit the needs of ministerial volunteers from inner-city neighborhoods. In May, 1996, twelve graduates of the Ministers Police Academy formed a Ministers Against Crime (MAC) program. Goals of this program include assisting police officers in non-traditional roles, assisting in domestic situations where a minister is requested or needed, offering victim assistance, calming crowds before they escalate to violence, and restoring peace and tranquility to neighborhoods.

The communities served by MAC have several target areas that contain an inordinate number of youth at risk to violence, gang membership and drug use. In addition to partnership between the police and MAC, they will work with grass roots organizations to provide specialized training for at-risk youth on a consultant basis.

As with the Citizens on Patrol program, MAC members were provided identification, radios, and distinctive clothing to identify their relationship with the department. Officers were similarly educated on the purpose of MAC activities and encouraged to welcome their presence.

The Ministers Against Crime Values-Based Center is a natural progression of the program. The center will establish one church in the target community to serve as a training and resource center, with the creation of a satellite center. A principal goal was to expand the membership to 32, drawing from remaining underserved areas of the city.

The program also placed an administrative assistant at the principal site, Pilgrim Valley Baptist Church, in the city's East Division. The site is used as a meeting site for MAC and police department representatives to exchange information, a training center for individuals wishing to join Citizens on Patrol, and a staging site for MAC and COPs activities.

MAC members patrol neighborhoods to spot potential trouble spots and assist officers in keeping the peace, participate with schools in bringing a high visibility of members on campus and preventing violence during crises, and provide a spiritual connection to members of the police department and the community. The Community Liaison Office of the department serves as liaison to MAC and works with the MAC board and Neighborhood Police Officers (NPOs) in the communities being served.

2. *When was the program created and why?*

The MAC Values-Based Center began in October, 2000, with the awarding of grant funds to the program.

3. *How do you measure the program's effectiveness?*

Quarterly grant reports are submitted as required. The number of MAC members has expanded to twenty-two, as of October, 2001.

4. *How is the program financed?*

Original funding was obtained through the Office of Community Oriented Policing Services (COPS) in the amount of \$126,709 for the period of October 1, 2000, through September 30, 2001. Funding for the program has been extended through January 31, 2002. All materials for training of COPS members is provided by the department. Member churches, at no cost to the grant, provide space for the training centers.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

MAC members themselves are volunteer representatives from the community. As previously noted, the churches donate space for meetings and training sessions at no charge to the city or the grant.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

The MAC began in a specific area of the city where the population is largely African-American. Ministers are active in the daily lives of the community, whether through church, school or other neighborhood activities. A core group of dedicated and determined ministers is responsible for maintaining the membership and the MAC presence. Expansion into other areas of the city has not been as successful.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

Strong leadership among the ministers is a key to the success of the program. For liaison officers, understanding faith-based priorities is essential. Departmental commitment must be extended to officers as a requirement, and communication among the ministers and officers must be encouraged on a daily basis.

8. *Contact person:*

Officer Sharron Neal
Community Liaison Office
350 West Belknap
Fort Worth, TX 76102
817/877-8385 (office)
817/781-5130 (cell)
817/877-8270 (fax)
neals@ci.fort-worth.tx.us (E-mail)

SPANISH CITIZENS POLICE ACADEMY

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

Patterned after the highly successful Citizens Police Academy (CPA), the program consists of thirty-six hours of instruction over a twelve-week period. The classes are conducted in the evening at the Police Training Center, a centrally located, city-owned facility. Parking is free, mobility-impaired access is present and a variety of presentation formats are available. The program will be conducted in Spanish and limited to those members of the community who are most comfortable in the Spanish-language environment.

2. *When was the program created and why?*

The first CPA in Fort Worth began in 1992; 29 have been conducted to date. The first Spanish-language CPA is scheduled to begin in December, 2001.

3. *How do you measure the program's effectiveness?*

Attendance for CPAs remains strong. Members of the Citizens on Patrol (COP) program are routinely participants in the CPA, and a CPA Alumni Association has been formed to give graduates a means to participate in other activities that benefit of the department. The Spanish-language CPA will, of course, draw upon previously underrepresented members of the community and has yet to reach enrollment deadline.

4. *How is the program financed?*

No outside funding is used for the upcoming CPA. Departmental funding is used to compensate departmental employees who serve as instructors.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

District Judge Sharen Wilson is a dependable contributor to all Citizens Police Academy classes, answering questions and presenting a representative of another facet of the criminal justice system.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

Establish a rapport with the Spanish-speaking community on as many levels as possible. Many of the citizens still do not trust police officers due to personal reasons, including prior negative experiences and the language barrier. Recruiting for the CPA is more difficult if no sincere departmental efforts have been made to include Spanish-speaking residents in prevention and awareness programs.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

Plan and recruit as early as possible. Establish guidelines for attendance and have the logistics (including dates and times) firmly set before recruiting begins.

8. *Contact person:*

Lieutenant Marty Salinas
FWPD Training Division
1000 Calvert Street
Fort Worth, TX 76107
817/871-6559 (office)
817/994-3410 (cell)
817/942-9127 (pager)
817/871-6555 (fax)
E-mail: salinama@ci.fort-worth.tx.us

SPANISH FOR LAW ENFORCEMENT

- 1. Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.***

The Fort Worth Police Department incorporated Spanish language training at the recruit level. Recruits are taught Spanish twice a week and receive a total of 80 hours of Spanish classes. In-service training was offered to officers who wished to learn or enhance their Spanish-language skills. Officers are taught in a traditional classroom setting and have the opportunity to practice Spanish before it is required in an on-duty situation.

- 2. When was the program created and why?***

The program began in 1998 as the result of a recognized shortage of officers to act as translators. For many officers, even routine tasks, such as completion of traffic citations, required third-party participation. In emergency incidents, summoning, awaiting, and briefing another officer as a translator was a time-consuming and potentially dangerous situation. The Spanish-speaking community was frustrated by their inability to communicate with officers on a personal level. Regardless of their need to work with police officers, they were stymied by the language barrier until and unless a translator appeared. Bilingual citizens were occasionally pressed into service with no assurance that information was being accurately transferred.

- 3. How do you measure the program's effectiveness?***

All recruits and officers who participate in the Spanish training receive individual assessments of their proficiency. Only anecdotal information has been received as far as the field applications of the language. Consideration is being given to a more formal means to gauge the success of the effort.

- 4. How is the program financed?***

Outside financing was not required for the Spanish training. Classes are incorporated into the recruit training, and usual city compensation is given to officers who participate in the in-service training. The program itself is taught under the auspices of Texas Wesleyan University, which provided both the instructor and the program itself. The city provides monthly "incentive pay" for employees who are designated as bilingual.

- 5. What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?***

Texas Wesleyan University is the major community partner in supplying instructor(s) and the Spanish-language course.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

Spanish, like any other language, requires more than a one-time exposure to be learned. It requires a significant amount of classroom instruction and practical exercise. As the student's proficiency increases, so does the need for reinforcement and evaluation. To be effective as a long-term strategy, academy and in-service instruction must be only the beginning of a comprehensive program including evaluation, refresher courses, and community input.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

Determine the priorities for material to be learned to set the direction for lesson plans. Emphasize these priorities and allow enough classroom time for the program to be effective. Individual oral assessments are time-consuming, particularly for the instructor, but they are the most effective evaluation of a student's proficiency. Secure an instructor who is comfortable teaching adult students, has experience teaching Spanish, and shares experience or an interest in law enforcement.

8. *Contact person:*

Lieutenant P. N. Jwanowski
FWPD Training Division
1000 Calvert Street
Fort Worth TX 76107
817/871-6549 (office)
817/871-6555 (FAX)
E-mail: jwanowp@ci.fort-worth.tx.us

HAYWARD, CA
Mayor Roberta Cooper

SPANISH SPEAKING COMMUNITY COLLABORATIVE

1. *Briefly describe the structure of your program.*

The Community Collaborative is an innovative approach to citizen involvement in the affairs of the community. Our primary focus is to assist all of our citizens in their problem solving efforts through understanding of responsibility and partnership between members of the community, the Police Department and other service organizations. The sixteen-hour collaborative is spread over an eight week period. Ten hours are devoted to general information that all Community Collaborative participants receive, and the remaining six hours are specifically dedicated to address particular neighborhood concerns. This design allows the flexibility to deliver both general and group-specific information. The information provided

includes educating residents about community resources, city government, city employment openings, emergency services and other community issues. The collaborative also provides training in problem solving and community organization skills. Each participant receives a workbook containing data to solve many neighborhood problems. After the first collaborative the Police Department received information that several neighborhood communities were not able to participate due to language obstacles. The diversity of our community suggests that we explore all avenues of communication to properly address concerns, and to elicit community participation. With this feedback, the Hayward Police Department developed a Spanish-speaking community collaborative. We took the workbooks and translated them into Spanish, and provided both English and Spanish information for the members. We invited members of the Spanish-speaking community to assist as facilitators, for guidance, clarification and as resources. The Hayward Unified School District identified fifty-seven different languages spoken in the public schools, and thirty percent of our 145,000 residents are of Hispanic/Latino descent. The term 'Community Collaborative' implies inclusiveness and it was very important to include this segment of the community. The changes we made in our collaborative format, has generated favorable feedback that bodes well with such diversity.

2. *When was the program created and why?*

The Community Collaborative (formally known as the Citizens Academy) was initiated in 1999. Its purpose was to present information to the community with a focus of developing problem-solving skills. It also promoted a non-traditional and non-enforcement relationship between the Police Department and the community. The Spanish-speaking collaborative was instituted in January 2000. It is an inclusive measure to address a portion of our citizens, often neglected due to language barrier. This barrier prevented necessary information sharing between this segment of the community and the police. A goal of the Spanish-speaking collaborative was to strengthen the relationship between non-English speaking under-represented citizens and the police. It also allowed for an integral part of society to engage in a city-sponsored activity, that English-speaking member had access to.

3. *How do you measure the program's effectiveness?*

Diversifying the collaborative has been very effective. The bilingual component has diminished some of the distrust of police, common in many Latino countries. It has laid a foundation for open non-threatening dialogue and expanded lines of communication formally closed to both sides. It demonstrates the Hayward Police Department's stand on valuing diversity and our commitment to community involvement. The satisfaction of the program's participants, although intangible measure, is clearly evident by regular feedback.

The tangible measures of effectiveness include an increase in the number of calls for police service in the areas highly populated by Spanish speakers. In the past many crimes went unreported because of lack or trust in law enforcement, lack knowledge on how to report an incident, and lack language translators. There's been an increase of Neighborhood Alert groups formed in the same area. Neighborhood problem solving has occurred to address blight, educational and employment opportunities in the area. There has been extended and continued interest in Spanish speaking collaborative throughout the city. Recent inquiries from

neighboring agencies soliciting information on our collaborative model suggest a growing interest by other jurisdictions to do similar programs.

4. *How is the program financed?*

A portion of the Hayward Police Department's annual budget is dedicated specifically to programs, events, and training that enhance the Community Oriented Policing philosophy.

5. *What other agencies are involved in the program? How is the community involved in the program?*

The basis of the collaborative is to provide the community with information to solve many of their issues. Several community agencies and business collaborate with the Police Department. The facilitators are pooled from city government, city employees, and city residents. We have used Spanish-speaking members of the Fire department to present Disaster Preparation. Spanish-speaking domestic violence advocates; members from the District Attorney's Office and members from the banking community have all contributed by sharing relative information. We used the services and teachers of the Hayward Unified School District, to support our efforts by distributing fliers in Spanish to students explaining the program's benefits. To kick off the start of our third Spanish-speaking collaborative, Sara Lee, a nationally known business donated supplies and provided a breakfast and barbecue at a recent community cleanup. The Police Department's dispatch translators explained the 9-1-1 emergency line; a concept that is foreign to many non-English speaking groups. The community contributions to the collaborative include translators, physical facilities, participants, innovative ideas, and the willingness to allow law enforcement into their lives as partners.

6. *What are the major lessons learned for the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

We learned several useful lessons for the Spanish-speaking collaborative. They include the following:

- Spend time in the community. High visibility transmits sincerity and gains residents trust.
- Take time to realize cultural differences. It was very helpful to understand that some residents fear law enforcement in their native lands, and their only experience with law enforcement has been based on corruption and fear. These fears can be addressed by using culturally diverse community organizers.
- Work side-by-side in all phases of community activities. This will translate into respect, equality, commitment, and shared appreciation of talents and accomplishments.
- Educate residents about law enforcement's limitations. Do not enter into an arrangement that are unrealistic, and keep arrangements to which you have committed.
- Make everyone feel important and useful. Include the residents, the guest speakers and the officers. If people feel needed, they are more likely to attend future meetings.
- Use the media to help promote your program. Spanish-speaking television stations and local newspapers can reach large numbers of your target audience.

7. *What specific advice do you have for the mayors interested in replicating a program or programs such as yours?*

Our advice to city leaders would be to stay abreast on current trends within your city, county or region. Demographics are an important source to help track your governing population. Diversity is a virtue. Embrace it and its language as you would your own. The benefits will outweigh the energy expended. Involve young people; they are the future leaders. Measure success by quality, not quantity. Involve residents, regardless of the number, to effectively solve problems. Remember that all voices need to be heard, and the communication is only a barrier if you allow it to be one.

The Spanish-speaking Community Collaborative is an excellent example of under-represented community members and police working in a true partnership to solve crime and quality-of-life issues.

8. *Contact person:*

Sergeant Sheryl L. Boykins
Hayward Police Department
300 West Winton
Hayward California 94544
Tel.: (510) 293-7073
Tel.: (510) 293-7272
Fax: (510) 293-7114

**HOFFMAN ESTATES, IL
Village President William McLeod**

COMMUNITY RESOURCE CENTER (C.R.C.)

1. *Briefly describe your programs designed in outreach to hard-to-serve and underserved populations.*

The Community Resource Center (C.R.C.) is an outreach program designed to enhance the quality of life for a predominantly Hispanic apartment complex. The goal of the Hoffman Estates Police Department was to join in a cooperative effort with the other Village Departments to coordinate resources, educate, empower and promote health and safety. Early resident surveys indicated that basic English skills were needed. English as a second language (ESL) was soon implemented for adults, average class size was between 10-15. Free childcare was provided for the children of adults in attendance. Early childhood development programs had already been in progress yet lacked a consistent class location. Monthly bilingual seminars are offered with topics ranging from Domestic Violence to the purchase of a new home. The literacy program provides the vast resources of a large suburban library to these residents, and transportation is also included in this service. The Hoffman Estates Park District provided summer programs such as dance, crafts and karate. Both the Boy Scouts of America and the Girl Scouts provide services utilizing the CRC.

The Village's Health and Human Services Department consistently offers immunizations, clinics and referrals for other health related information. Management of the complex played an intricate role in this partnership approach by providing the apartment to run these programs from.

2. *When was the program created and why?*

The program began in May 2000. The Village of Hoffman Estates recognized that this complex was in overall poor condition. Economic problems of these residents along with quality of life issues were the Villages main concern for its involvement. Informal surveys of residents willing to respond told of problems with public drinking, loitering, and parking. Unsanitary conditions were also reported in stairwells where human waste was found. Meetings involving management, police, and code enforcement created tenant rules, which had never been in place before. Ordinances were developed regarding balcony storage, window treatments, etc. These ordinances were not only to be enforced at this complex, but all multi-family rental properties. Clear responsibilities were issued to residents and management alike.

3. *How do you measure the program's effectiveness?*

The measure of success in this program is by providing residents with the proper "tools" needed to access education, job training and opportunities, resources and referral services. Although we lose residents in these programs (by moving out), it is hoped that the information gained will help them to obtain the "American Dream".

4. *How is the program financed?*

The financing of this project is from the Village of Hoffman Estates and a corporate sponsor. The management of the complex has allowed use of the apartment without a monthly rental fee.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The Village of Hoffman Estates Code Enforcement Department, Health and Human Services and the Park District are currently involved. The Code Department has been instrumental with the implementation of tenant rules, ordinances involving multi-family housing and responding to tenant concerns over living conditions. The Villages Health and Human Services routinely provides immunizations, health clinics and information on obtaining other health related services. The Hoffman Estates park district has implemented summer activities (karate, dance, crafts) along with providing free sports field time for a summer soccer league. The community has been involved by providing children's books for a small lending library. The CRC has also been "adopted" by a local senior citizen group who donates toys for Christmas.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Joining forces in a cooperative effort is the key to a successful program. Empowering employees involved with the latitude to make decisions, experiment with programs and use their imaginations to make the program a success.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

The advice would be to be as flexible with ideas, accept other viewpoints and act on the needs and concerns of the residents rather than what you believe to be the problem. Understand that some cultures have “mistrust” for governmental agencies, especially when they become involved with everyday life. These programs take time, gradual changes happen but not as fast as some would like.

8. *Contact person:*

Officer Kevin O. O’Keefe
Problem Oriented Policing Unit (P.O.P.)
Hoffman Estates Police Department
1200 Gannon Drive
Hoffman Estates, IL 60194
Tel.: (847) 882-1818
Fax: (847) 882-8423

HONOLULU, HAWAII
Mayor Jeremy Harris

HONOLULU POLICE DEPARTMENT
PROJECT WEED AND SEED

1. *Briefly describe your policing program.*

“Weed and Seed” is a federally funded project designed to *weed* out criminal elements from a selected neighborhood and to *seed* it with prevention, intervention, and treatment programs. It is a collaborative effort among federal, state, and city agencies; businesses; private and non-profit social services organizations; and the community. The goal of Project Weed and Seed is to improve the quality of life and to provide self-sustenance within the community.

2. *When was the program created and why?*

In 1997, the United States Attorney’s Office sensed a need for a project or initiative that would target neighborhoods hardest hit by crime, violence, and economic instability.

In January 1998, the Honolulu Police Department embarked on Hawaii's first Weed and Seed project. The project site chosen was the Kalihi-Palama/Chinatown area in downtown Honolulu, encompassing police District 5 (Kalihi) and District 1 (Central Honolulu). The neighborhood is a diverse low- to medium-income area consisting of public housing, residential houses and apartments, light industrial businesses, a community college, and a Chinatown area.

3. *How do you measure the program's effectiveness?*

To measure the effectiveness of Project Weed and Seed, crime statistics were compiled for the Kalihi-Palama/Chinatown site from 1997 through 2000. The effectiveness of Project Weed and Seed has been reflected in the favorable reduction in crime and calls for police service. Since the inception of Project Weed and Seed, the neighborhood has experienced a 68 percent reduction in Part I crimes, 71 percent reduction in Part II crimes, and an overall 46 percent reduction in other calls for service. Drug trafficking decreased by 82 percent.

4. *How is the program financed?*

The first year of funding was provided through the Executive Office of Weed and Seed established by the United States Department of Justice. Subsequent funding was provided through Federal Bureau of Investigation/Drug Enforcement Administration asset forfeiture funds.

5. *What other city agencies are involved in the program?*

Other city agencies involved with the Weed and Seed project are the Department of the Prosecuting Attorney, Department of Parks and Recreation, and Department of Community Services. The Office of the Mayor and various state and federal agencies are also involved.

6. *How is the community involved in the program?*

The main concept of Weed and Seed is determining the concerns of the community and addressing those issues. A survey conducted among the residential and business communities indicated that their primary concern was illegal drug dealing in the neighborhood. The police responded with several major drug-related investigations and arrests in the site that virtually cleared the neighborhood of drug dealing activity.

Businesses and the community college offered in-kind services, educational services, donations of food for community events, and meeting facilities. They are also involved in graffiti paint-outs and street cleanups and in a citizen patrol for the Weed and Seed neighborhood.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

One of the major lessons learned from the program is that for various reasons, initial promises and commitments made by well-intended agencies and organizations are not always followed through as originally planned. The program requires a strong collaborative effort by all the elements to make the program work successfully.

Another lesson is that the agencies should coordinate their programs to prevent the duplication of services, especially when the area served is relatively small.

7. *What specific advice do you have for mayors interested in replicating a program or programs like yours?*

They will need a community or target site that qualifies for the federal Weed and Seed program. All agencies and organizations, public and private, must support and commit themselves to the Weed and Seed effort.

The Honolulu Police Department's Project Weed and Seed has experienced great success with significant results. Other mayors and cities interested in replicating such a program need considerable dedication and commitment from the police force, other government agencies, and the community for the program to work.

A determined and tenacious enforcement effort for weeding out crime is essential. Just as importantly, a contingent of police officers thoroughly trained in the community policing concept is strongly recommended to bridge the gap between the weeding and seeding efforts. To complete the process, diligent maintenance patrols by Weed and Seed and patrol officers are necessary to address the concerns that may arise in the project site.

Finally, our Weed and Seed effort has strong support and commitment from our mayor, police chief, and their staffs. That is paramount to the Weed and Seed program in order for it to be successful.

8. *Contact Person:*

Sergeant John Kauwenaole
District 5
Honolulu Police Department
801 South Beretania Street
Honolulu, Hawaii 96813-5790
Tel: (808) 845-1220
Fax: (808) 847-6253

HOUSTON, TX
Mayor Lee P. Brown

HOUSTON POLICE DEPARTMENT 9C40 INITIATIVE

1. *Briefly describe the structure of your program.*

This multi-discipline initiative enlisted cross-divisional and interjurisdictional teams conducting proactive and reactive tactics in concert with a single goal of breaking the stranglehold a consolidated gang had on the community in Houston's 9C40 beat.

2. *When was the program created and why?*

Three area gangs had consolidated into one. These gang members engaged in a wide variety of criminal activities. Citizens in this growing Hispanic community were unwilling to prosecute due to a fear of retaliation. These gangsters had a history of not informing on each other. They had also developed a communications network to thwart police efforts in the past. Fueling this gang activity was a major narcotics ring. The police had identified the possible leader of this major narcotics ring.

The 9C40 Initiative began after a series of brainstorming sessions between patrol officers and criminal investigators concluded that traditional police practices such as uniform presence and follow-up investigations would not deter or displace organized criminal activity in this area. The plan of action was first implemented in the summer of 2000. The 9C40 Initiative's primary objective was to build RICO or penitentiary cases against the narcotic ring. The secondary objective was to build organized crime or penitentiary cases against known gang members and their associates.

3. *How do you measure the program's effectiveness?*

During a four-month period, a total of 259 criminal cases were made against 187 defendants. Of these cases, 157 were penitentiary cases. In addition, the narcotics ringleader was charged with Capital Murder along with two codefendants.

Beyond the number of penitentiary cases were testimonials. Post arrest comments from drug dealers included: "I used to make \$600 a night, I can't make a hundred now," and "I don't know what you (the police) did, but you did it right". An area merchant commented, "my business has tripled since the gang members left." And most significantly, a 9C40 patrol officer said, "I see more and more citizens walking around and children playing in the complexes."

4. *How is the program financed?*

Existing divisional budgets and divisional sharing of resources, such as undercover officers and surveillance equipment, were used to facilitate the bulk of this initiative.

5. *What other city agencies are involved in the program?*

Harris County's Special Crimes District Attorneys, HUD, and the FBI teamed-up with Houston's Patrol, Auto Theft, Robbery, Vice, Homicide, Narcotics, Major Offenders, and Criminal Intelligence Divisions for this endeavor. Furthermore, a comprehensive database was developed to coordinate tactical operations between divisions, and track arrests of targeted crime figures.

6. *What are major lessons learned from the program that would be helpful to others trying to implement a similar program?*

The standard uniform patrols and follow-up investigations had proven ineffective in remedying the crime issues in the 9C40 community. Therefore, it became necessary to clearly identify the various problems that fostered this sustained crime trend.

The initial move of having informal meetings between patrol personnel and the investigative divisions was unprecedented and critical. These early meetings focused exclusively on *tactics* and *targets*, and resisted being distracted by any other issues.

This organized crime problem was defined with intelligence collected from patrol officers and criminal investigators having years of experience with this community. It did not stem from Uniform Crime Report statistics.

Long-term proactive tactics proved better than reactive tactics for building penitentiary cases against organized criminals. Investigators with the most proactive experience suggested the best proactive tactics.

There is no substitute for quick access to knowledgeable district attorneys when combating organized criminals. Having skilled members of the prosecutor's office assigned to the 9C40 Initiative was essential.

Lastly, high levels of police visibility coupled with the reduction in gang activity achieved by this initiative helped restore community confidence throughout the neighborhood. It became evident that a community police storefront in the 9C40 area would continue to foster this renewed spirit of cooperation. The Northeast Patrol Division worked diligently with local business leaders and congressional leaders to realize this goal. The groundbreaking ceremony for the new storefront is scheduled for October 2001.

7. *What specific advice do you have for other city managers interested in replicating your program?*

City managers as well as department heads need to fully embrace problem-oriented-policing. The success of the 9C40 Initiative was due to the interaction of several divisions addressing specific problems. These divisions utilized their various investigative disciplines toward a common objective. Diversity and coordination brought to fruition the goals of reduced crimes against individuals living in Houston's 9C40 community and incapacitated the gang that

formerly ruled that area. Continued use of multi-discipline approaches to solve crime problems in targeted areas can be effectively sustained. This will occur, in part, as a natural by-product of the inter-divisional relationship that officers developed during such a project. However, Command Level support and emphasis will be required to sustain such multi-divisional efforts.

8. *Contact person:*

Lieutenant R. E. Wizinsky
Robbery Division
9455 West Montgomery
Houston, TX 77088
Tel. (281) 405-6501
Fax (281) 405-6530

**HOUSTON POLICE DEPARTMENT
CRISIS INTERVENTION TEAM (CIT)**

1. *Briefly describe the structure of your program.*

The Crisis Intervention Team (CIT) is a multi-agency program founded and coordinated by the Houston Police Department (HPD). HPD has trained 466 patrol officers, 200 civilian employees in the Emergency Communication Division (ECD) and 27 patrol officers from outside agencies about mental illness. These law enforcement entities work with health care professionals and mental health officials of Greater Houston and Harris County. These groups work together to provide services to people with mental illness.

2. *When was the program created and why?*

The logistics of the program were discussed in 1998. The program was, officially, created in July of 1999 with a pilot program in HPD's Central Patrol Division.

The program was created because HPD sought a need to improve in this area of service. CIT was implemented not in response to an incident but as emphasis on improvement.

3. *How do you measure the program's effectiveness?*

The program is measured qualitatively and quantitatively.

Qualitatively through:

- Verbal feedback received from officers, consumers, health care professionals, and family members of consumers

Quantitatively through:

- Forms submitted by officers
- Data captured from HPD's computer aided dispatch system
- Data captured from HPD officers' laptop computers

4. *How is the program financed?*

The program is financed with one federal grant and three local grants.

- Federal Grant - Substance Abuse Mental Health Services Administration Center for Mental Health Services: Community Action Grant Program
- Local Grants – Meadows Foundation (Dallas, Texas)
Swalmm Foundation (Houston, Texas)
Kelly Gene Cook, Senior Charitable Fund (Houston, Texas)

5. *What other city agencies are involved in the program?*

- Mental Health Mental Retardation Authority of Harris County
- Mental Health Association of Greater Houston
- Ben Taub General Hospital; Harris County Medical District
- Harris County Probate Court
- Baylor College of Medicine

6. *What are major lessons learned from the program that would be helpful to others trying to implement a similar program?*

When dealing with the mentally ill, there is and should always be an efficient and professional manner by officers rendering services to citizens in crisis. There should be an understanding of mental illness by law enforcement.

7. *What specific advice do you have for other city managers interested in replicating your program?*

City managers interested in replicating this program must have consensus from all levels within its law enforcement agency. There must be commitment by all involved. The community and health care professionals must be willing to work with law enforcement. Instructors must be willing to educate law enforcement.

8. **Contact person:**

Frank Webb, Police Officer; CIT Coordinator
Training Division
Houston Police Academy
17,000 Aldine-Westfield
Houston, Texas
Tel.: 281-230-2456
Fax: 281-230-2314

INDIANAPOLIS, IN
Mayor Bart Peterson

**SUCCESSFUL FUNDING OF COMMUNITY POLICING
WEED & SEED - THE BACKBONE FOR COMMUNITY POLICING**

1. ***Briefly describe the structure of your program.***

The city of Indianapolis is the home of nationally renowned Weed & Seed Sites. While there are many sites across the country that are successful and have made a difference, IPD, using both a federal and local Recognition, has used a coalition of funding to enhance the Weed & Seed Initiative throughout the entire city. The technique of the Weed & Seed designation has given all of the inner city communities stability in both structure and the resources. The Weed & Seed Initiative brings everyone together in an organizational structure that allows residents to plan the total vision to reshape their neighborhoods. This approach has given all City, Federal, non-for-profits agencies, businesses, schools and churches a connection to the neighborhoods as well as a positive venue for accountability to the residents.

The Weed & Seed Initiative has four components: Law Enforcement/Community Policing (combined in the IPD model), Housing and Economic Development (Neighborhood Restoration) and Social Services (Prevention, Intervention and Treatment). Within each neighborhood, a Steering Committee is composed of stakeholders in the community - church, school business and agency representatives who work or worship in the neighborhood. The Steering Committee must consist of at least 51% residents. Their role is to develop the work plan and strategy, oversee the implementation of the plan and authorize program expenditures. Subcommittees review proposals, develop tasks, take their recommendations to the Steering Committees for review and approval and then implement approved projects.

While this is the standard for the Weed & Seed Initiative, what makes Indianapolis unique is the blending of funding to accomplish more than the Weed & Seed Federal Grant could finance. Building on the success of the first neighborhood site, the initiative has been duplicated over and over again. There are now six federally recognized sites and in January 2002, a plan is in place for funding and implementing multiple locally recognized sites. The goal is to use this

initiative throughout each neighborhood - partnering at the table to take back their neighborhoods.

2. *When was the program created and why?*

The city of Indianapolis received the first Weed & Seed grant in 1993 in the WESCO neighborhood. This community was historically known as the home of violent crime and drug lords. Close to the heart of a downtown that was re-energizing and an ever-growing satellite college campus, the City realized that something had to be done with this neighborhood. IPD also has just implemented *community policing*, although was not quite sure what it was or how to do it. At the time, the relationship between the community and the police was miserable. *Any* police action was immediately followed with civil unrest and criticism from all areas - even from the pulpits on Sunday mornings. While the rest of the country was enjoying a decline in crime, Indianapolis crime rates, especially the homicide rate, were skyrocketing. A final incident involving a teenager dying in the back of a police vehicle prompted a casket being placed in front of Police Headquarters with residents marching for days around the building. This brought to light how critical the situation was. The Weed & Seed Initiative seemed to fit both needs - a plan for the clean up of WESCO, a neighborhood with the highest crime rate in the city and a format to follow for community policing.

3. *How do you measure the program's effectiveness?*

Even IPD was not prepared for how this Initiative would take hold of the neighborhood as well as the Police Department. First the WESCO neighborhood has a 70% reduction in homicides. As residents developed trust in the police and other city agencies, there were more calls for service, more information exchanged. All other crimes had tremendous reductions. Officers knew residents and residents knew the officers by name. There were other successes not related to crime. Infant mortality which at one point was as high as 21% was reduced to 3.5%. Realizing success, other large federal initiatives were awarded to this community including a youth initiative for \$3.5 million and a HUD grant of \$30 million for renovation of one of the worst housing communities in the city.

The Executive Office of Weed & Seed realized what was happening in Indianapolis. Acknowledging that this federal program really did work, the city was encouraged to apply for expansion sites. There are now six federally recognized sites in Indianapolis, with 37 designated safe havens. Upon his recent election, the new mayor, Bart Peterson, immediately acknowledged the value of this Initiative in his plan for the city. In January 2002, a plan will be in place for funding and implementing multiple locally recognized sites. The goal is to use this initiative throughout each neighborhood - duplicating this plan over and over to revitalize residents to take back their neighborhoods.

4. *How is the program financed?*

First, the mayor expected everyone in city government to do their jobs. Immediate response was expected when issues on city services were unveiled. Second, the city took advantage of every federal and state dollar available. The Executive Office of Weed & Seed

provided the first federal grant. Additionally, the city applied for 24 COPS positions under the Universal Hiring Program. Each police district was assigned six COPS positions for the development of the Neighborhood Resource Unit. These units were not the typical community policing officers. While they attend meetings and collect information on issues, they were also expected to respond to the problems in these neighborhoods within 24 hours. So they became the immediate response neighborhood roving teams. Long term issues were turned over to the appropriate investigative units, but NROs track the progress and report back to the community. In 2002, a second shift of NROs will be hired to respond to community issues on the middle-late shifts.

Seizing another opportunity with the COPS Office, the Justice Based After School Initiative (JBASI) was awarded to the City for the Police Athletic League. Instead of using this funding to establish a single PAL site, IPD chose to partner with eight of the safe havens inside Weed & Seed sites. More COPS Officers were hired under the Universal Hiring Grants. The Youth Services/PAL Unit was created with 13 officers working primarily in the Weed & Seed sites with the youth. Through funding from the Bureau of Alcohol, Tobacco, and Firearms, all officers assigned to the Youth Services Unit are trained in Gang Resistance Education and Training (G.R.E.A.T). This cross training allows for a broader utilization of manpower. The COPS JBASI funding provided overtime funds for the 'beat' officers to work in the PAL Centers or develop their own youth initiatives in the districts.

Through the State of Indiana, additional funds were allocated for youth programs. Local police budget supports the initiative with the normal police costs ie. Vehicles, benefits, office space, utilities etc. Under the local designation, Community Development Block Grant Funds and HUD New Approach Anti Drug Funds will support the growth of the Weed & Seed Initiative throughout other neighborhoods.

As shown above, many sources of funding are dedicated to those neighborhoods which are committed to revitalization. One federal grant could not accomplish all of the work that has been done. While it looks like Indianapolis has large amounts of federal dollars, each year these dollars have been reduced while the work has increased. Federal dollars started the process--blending of resources has funded the successes.

5. *What are major lessons learned from the program that would be helpful to mayors, police chiefs and others trying to implement a program similar to yours?*

No one knows better what is needed in a community than the residents themselves -- the residents are our constituents. While city governments especially police agencies spend so many resources on the 'big' crimes, the small crimes terrorize a neighborhood. Immediate and consistent response can empower residents to trust and communicate with law enforcement. Information from this level will always lead police to the more dangerous criminal element. Example: The West District NRO Unit was doing a routine probation sweep. One particular probationer was not at home and his father directed the police to a nearby motel where he might be staying. After a three-hour surveillance, a friend of the felon came back and allowed the officers in the room. Leaving the room, a resident in the next room came out as the police were leaving, saw the officers and dropped his 400 grams of crack. After further interrogation, a

major drug dealer was arrested with two kilos of crack. A routine check on probationers in the Weed & Seed neighborhood, to make felons accountable and neighbors feeling safer developed into a major federal drug case. A popular book out now is Don't Sweat the Small Stuff. In Indianapolis, IPD does not 'sweat' it - the department responds to it.

6. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

A city does not need large federal grants to do the Weed & Seed Initiative. Most of the resources needed are already in place - all that is needed is a coordinated effort with the residents leading the way. The barriers must be broken down between the residents and city government, not just in one neighborhood but as a philosophy of government. A mayor must first believe in the process. More importantly, learn to think 'outside the box' and follow initiatives that work such as Weed & Seed. One of the wisest residents in Indianapolis, Mr. Olgen Williams, Director of Indianapolis Weed & Seed, says that if you leave race, religion, politics and egos at the door, concentrate on better schools, sidewalks, and a safe neighborhood, mountains can be moved.

7. *Contact person:*

Liz Allison, Grant Manager
Indianapolis Police Department
50 N. Alabama
Indianapolis, IN 46220
Tel: 317-327-3452
Fax: 317-327-3171
E-mail: A3663@indygov.org

IRVINE, CA
Mayor Larry Agran

SENIOR SAFETY ACADEMY

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

The Irvine Police Department, in response to current and projected community needs, developed the Senior Safety Academy to address the growing needs of our community's 55-plus population.

Because the City of Irvine is a relatively new city and started with a young population base, only 12.7% of Irvine's population was in the 55-plus category in 1990. However, by the year 2020, 28% of the city population is expected to be over 55. Where today there are approximately 21, 000 residents over the age of 55, in 25 years, that number is expected to grow to over 60,000.

The Senior Safety Academy is a twelve-hour program, spread out over a four-week period. It offers participants an opportunity to increase their knowledge of, and lower their vulnerability to, a variety of crimes that affect seniors. Topics such as Telemarketing Fraud, Fiduciary Abuse and Senior Driving Safety are covered, in addition to more generalized information including personal safety, use of 9-1-1, how to safeguard one's home and emergency preparedness. The classes are taught by both sworn and civilian staff employed by the police department.

At the end of the four-week program, approximately 30 participants come away with the knowledge and tools they need to practice good personal safety and protect their assets from scam artists. The last day of the program concludes with an informal graduation ceremony. Since its inception in 1998, 215 residents have graduated from this program.

2. *When was the program created and why?*

The Irvine Police Department's Senior Safety Academy was designed to identify and meet the ever-changing public safety needs of our community's growing senior population. Originally designed for residents participating in one of Irvine's two senior centers, the program has since expanded to include Irvine's assisted living facilities, senior apartments and residential board and cares (there are 15) in addition to two 55-plus mobile home parks.

According to the 2000 census, 29.8% of the city's current population is made up of people 45 years of age or older, representing the largest demographic age group. It would be a disservice to our community if we neglected to offer a program of this nature.

3. *How do you measure the program's effectiveness?*

The program's effectiveness is measured through participant feedback from collected surveys.

4. *How is the program financed?*

This program is financed using City funds budgeted for the Public Safety Department's crime prevention unit. The approximate cost to fund this program is \$275.00 per 4-week academy (30 participants at 12 hours). This figure only accounts for supplies costs and does not account for time dedicated by various department staff to teach the program. There are no costs associated with overtime, as the program is taught during participating department staff's regular work hours.

SENIOR SAFETY ACADEMY BUDGET OUTLINE:

Folder w/educational materials and handouts	\$90
Weekly refreshments	\$40
Graduation Costs:	
Cake/refreshments	\$30
Paper goods/plastic utensils	\$10
IPD badge lapel pins	\$90
Graduation Certificates	\$15
<hr/>	
Total Cost	\$275 per class

5. *What other city agencies are involved in the program? How are these agencies involved? How is the community involved in the program?*

We partner with the city's two senior center's to offer this program to their membership, in addition the various senior care housing facilities that request our services. Our goal is to reach as many senior residents as possible with information on how they can protect themselves and their assets.

The community becomes involved in this program through self-initiated program participation. As stated earlier, the department has graduated 215 senior residents in this program since 1998.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Implementing a program of this nature demonstrates to the senior segment of your community that you care about their welfare, that what they have to say is important and that you welcome their feedback not only on this program, but also on your agency and delivery of services. It opens up an entire dialogue with community members that, unfortunately, are often overlooked.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

The benefits of this program far outweigh the nominal personnel and supplies costs associated with its operation.

Whereas senior residents will learn about various precautions they can take to protect themselves and their assets, in return, your public safety personnel will learn how to better meet the diverse needs of their 55-plus population through open dialogue that takes place during the course of this program. One cannot put a dollar figure on this valuable exchange of information.

8. **Contact person:**

Laurie De Mars, Preventive Services Supervisor
Irvine Police Department
P.O. Box 19575
Irvine, CA 92623-9575
(949) 724-7152
(949) 724-7153 (FAX)
ldemars@ci.irvine.ca.us

JACKSON, MS
Mayor Harvey Johnson, Jr.

JACKSON POLICE DEPARTMENT CITIZENS POLICE ACADEMY

1. Briefly describe the structure of your program.

The Jackson Police Department's "Citizens Police Academy" is sponsored and facilitated through the Community Affairs Section of the Jackson Police Department. The goal of the Academy is to provide opportunities for citizens to understand their police department and how it functions to carry out the mission of public safety and crime prevention. The underlying urgent agenda of the Citizens Police Academy is to develop cooperation and a strong partnership with the community.

Participating citizens come from all age groups, economic status and walks of life, are employed and retired, young and old. For example, out of the twelve Citizens Police Academies that the Jackson Police Department has implemented, twenty-two (22) percent of the participants live in Jackson's Enterprise Community, the most impoverished area of the City. The last three (3) Citizens Police Academies have consisted of at least fifty percent senior citizens. One Citizens Police Academy was specifically provided for our senior citizens and consisted of forty-five seniors recruited through our Neighborhood Watch Block Clubs, Neighborhood Associations and the City of Jackson's Senior Citizen Centers. City Community Affairs personnel provided transportation for those who needed that service. Classes were held both during the day and evening hours.

Participants are often recruited through graduates (who become our "ambassadors"), community associations and media coverage. A significant number are members of neighborhood watch block clubs or neighborhood associations. For logistical purposes, each academy is generally limited to about thirty participants.

The Citizens Police Academy curriculum includes: an overview and tour of the Jackson Police Department; a ride-along program with officers; listening to calls for service and emergency calls in our Public Safety Communications Center; an overview of the Internal

Affairs Division, Identification Unit, Centralized Investigations Division (Juvenile, Narcotic, and Sex Crimes), Crimes against Persons and Property (especially crimes against the elderly such as fraud and consumer protection) and Mobile Crime Lab (Crime Scene Investigations); firing of weapons at the Pistol

Range; and review of the S.W.A.T and Bomb Squad operations. Information is also presented about our Domestic Violence Unit and crisis intervention process. A graduation ceremony, with certificates presented by the Mayor and Chief, conclude the Academy.

We have also provided a Citizens Police Academy specifically designed for youth. The Academy took place during three eight-hour days while the youth were out of school. The curriculum for this special Citizens Police Academy of 21 youth included: a welcome by the Mayor and City Council; presentations by the Crime Prevention and Crisis Intervention Units; a trip to the Hinds County Youth Court with presentations by two (2) youth court judges; a tour of Jackson Police Headquarters (including Public Safety Communications Center, the Identification Unit and the Mobile Crime Lab); a tour of the Jackson Fire Departments Headquarters and a fire safety education class; presentations by the Narcotics and K-9 units; and a trip to the city's Planetarium where they enjoyed a laser show. The Academy was closed with a graduation ceremony in City Council Chambers.

2. *When was the program created and why?*

In February of 1993, the Jackson Police Department sought to expand the partnership between the community and the police, going beyond their regular Neighborhood Watch Block Club meetings. The result is an intensive educational program and an avenue for direct communication with each division of the Jackson Police Department.

The Jackson Police Department's Community Affairs Section has implemented a total of twelve (12) Citizen Police Academies - five (5) Academies during 1993, three (3) during 1994, one (1) during 1999, one (1) during 2000 and two (2) during 2001. The frequency of the Citizens Police Academies is contingent upon the importance placed on community policing by the Chief of Police and Mayor. Because our Interim Chief of Police, James French and Mayor Harvey Johnson, Jr., place a great value on community policing and community involvement, we have implemented two (2) Academies in the past four (4) months. Chief French has directed the Community Affairs Section to implement a Citizens Police Academy every two (2) months. Focus will continue to be placed on participation of the elderly, youth, and citizens in high crime and underserved communities.

3. *How do you measure the program's effectiveness?*

The effectiveness of the Citizens Police Academy is measured by the level of active and knowledgeable participation of each participant in his or her respective communities. With better understanding of the laws that police officers abide by and enforce, of the policies and procedures of the Jackson Police Department and of the judicial process that takes place after an arrest, our graduates go back to their communities ready to provide leadership. They bring to

their community an increase in respect for the police department as well as increased knowledge and problem-solving ability.

The program's effectiveness is also measured by the growth of Neighborhood Watch Block Clubs and Neighborhood Associations, from which police academy participants are chosen. The graduates go back to their respective communities and take an active role in the community policing effort. They also recruit more participants in their neighborhood for the next Citizens Police Academy. The overall impact is evidenced by a reduction of criminal activity in their communities and citywide.

4. *How is the program financed?*

The Citizens Police Academy is financed by the Jackson Police Department. Expenses include training materials, graduation certificates, reception refreshments, and a "Citizens Police Academy."

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The Office of the Mayor is directly involved in this program by welcoming the participants and presenting them with certificates upon the completion of the Academy. The Office of the Mayor is also directly involved in the media coverage of each Academy. The community is involved through community association and neighborhood block club assistance in recruiting and recommending potential participants.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

One major lesson learned is that citizens are willing and able to form a partnership with the police if that partnership is sincerely desired and communicated by the police leadership. There must be a substantial level of trust with the community, built gradually through education, personal interaction and mutual respect.

Overall, we have learned that we must create a proper environment in order for community policing efforts to be successful and to create positive change. The environment must include open communication, mutual respect, acceptance and support for differences of opinion, and working together for the common good of the City. This environment has allowed our Citizens Police Academy to face and honestly address the difficult issues raised in law enforcement and crime prevention.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

It is important to target neighborhood and community associations as vehicles to recruit Citizens Police Academy participants. This approach builds knowledgeable leadership in those

organizations, and utilizes the existing community-based structures to communicate what is learned to others.

The Citizens Police Academy provides an important avenue to build trust and understanding, especially in vulnerable communities. To be effective, the Academy should provide opportunities for personal contact between citizens and police officers and police leadership. Police presenters should display an open and flexible approach to potentially challenging questions from citizens.

8. *Contact person:*

Linda Woolley
Director of Community Affairs
Jackson Police Department
P.O. Box 17
Jackson, MS 39205
Tel.: 601.960.1389
Fax: 601.960.1387
lwoolley@city.jackson.ms.us

**KNOXVILLE, TN
Mayor Victor Ashe**

THE KNOXVILLE PUBLIC SAFETY COLLABORATIVE

1. *Briefly describe your policing program in outreach to hard-to-serve and /or underserved populations.*

The Knoxville Public Safety Collaborative was created to bring proactive and coordinated treatment and supervision services to high-risk/high-needs offenders, and their families, living in our community. Twenty-six agencies from the law enforcement, community corrections, criminal justice and human services communities joined together to reach out to this traditionally hard-to-reach and generally underserved population in a way that could maintain and enhance public safety for all Knoxvilleans. The Collaborative uses information from all of the participating agencies to identify high-risk/high-needs offenders and assess offender and family strengths, weaknesses, treatment needs as well as supervision needs. The group then designs a case management plan based on those treatment and supervision needs, implements and modifies the plan as necessary and finally evaluates the plan to determine effectiveness and identify possible future strategies.

2. *When was the program created and why?*

Community policing, as practiced by the Knoxville Police Department, seeks to serve all the citizens of Knoxville by involving them in the design, implementation and evaluation of police services meant to maintain and enhance public safety. Population groups that have been

traditionally hard to reach include minorities, non-English speaking people, the elderly, the gay community and others. In 1997, many of Knoxville's citizens, participating in community crime-control meetings, identified chronic repeat offenders as a group that was not being adequately or appropriately served. These offenders, because of their multiple treatment and supervision needs and their general mistrust of the criminal justice, law enforcement, community corrections and human service systems, had long been a difficult population to serve in a meaningful or effective way. This group has also disrupted public safety by continuing to commit all sorts of crimes in the community. These chronic offenders, their families and support groups, are also often members of the other hard-to-serve or underserved populations mentioned before. In 1998, through the leadership of Phil Keith, Knoxville's Chief of Police, Jim Cosby, then the District Director of the Tennessee Board of Parole and many others, The Knoxville Public Safety Collaborative was created as a response to those citizen concerns.

3. *How do you measure the program's effectiveness?*

Traditionally, programs dealing with offenders have used recidivism as the primary measure of effectiveness and our evaluation indicates that there has been a substantial reduction in recidivism. Some 45% of our program participants, recidivated within two years while 89% of our historical comparison group recidivated in a similar time period. While recidivism can be an important indicator of program effectiveness, it cannot adequately serve as the primary measure of effectiveness for this type of treatment and supervision program. If an offender is returned to prison before he or she can disrupt public safety and create new victims, has the program failed? We don't think so. Therefore, other measures of effectiveness, along with the traditional recidivism measure must be used to gauge overall program effectiveness. The Knoxville Public Safety Collaborative looks at a number of indicators to determine program effectiveness. Some of those indicators reflect process measures, such as team contacts, case plans developed, referrals to treatment and the like. Outcome measures, such as number of successful days out of prison, negative drug screens, compliance with curfew and other conditions of supervision resulting in the successful completion of the program are also measured. Finally, satisfaction surveys and focus groups of both offenders and their families and agency participants have been used to further measure program effectiveness.

4. *How is the program financed?*

The Knoxville Public Safety Collaborative was initially funded with a Demonstration Center grant from the COPS Office of the U.S. Department of Justice. That funding ended September 30, 2001. Additional funding is being provided through a Byrne grant. This funding is scheduled to last for the next four years. State and local agencies have also provided in-kind services in support of the collaborative.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

City, county and state agencies that traditionally deal with human services, law enforcement or community corrections issues are all participating. For example, the local community action agency that provides vocational and other social services participates in

offender case management planning, accepts referrals and shares information regarding compliance with treatment. Both public and private agencies participate in the case staffings and reviews that are routinely done. Local departments concerned with housing, health, utilities and others have participated in the collaborative either as consultants, treatment referral sources or as advocates. Grassroots community groups, such as the Phillip Moore Outreach Center and Lonsdale Grassroots Community Group have participated in the Collaborative by having offenders do community service projects in their communities and sponsored parenting classes taught by collaborative staff for community members. They have also held community forums with collaborative partners to increase understanding and communication between government and citizens. Private business has also contributed to the collaborative by donating resources to the community service projects and by hiring offenders to work for them.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

First, we have learned that there must be willingness among all potential partners to adequately invest in the collaborative process. This means that there must be a sharing of resources, of information and an acceptance of shared responsibilities. Secondly, citizen input to help clearly define the target population and the mission and goals for the program is vital if the initiative is to be successful. Finally, adequate planning on the front end is also critical.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Study the literature developed from this and other programs. If possible, visit those jurisdictions that are operating successful collaborative initiatives. It might be helpful to visit those communities that most resemble your own community. Identify and involve the critical players early on in the development process. Finally, look to those non-traditional groups or agencies that may already be working with your target population. Establishing ties to those groups may not be easy, but may be essential if you are to adequately serve your target population.

8. *Contact person:*

Lee M. Ragsdale III
Community Corrections Program Manager
Knoxville Police Department.
PO. Box 3610
Knoxville, TN 37927
Tel.: (865) 215-1296
Fax: (865) 215-1295
lragdale@ci.knoxville.tn.us

LANSING, MI
Mayor David Hollister

“IN TOUCH”
NEIGHBORHOOD STABILIZING DATA IMPROVING LOW-INCOME
CITIZENS QUALITY OF LIFE

Lansing Police Department began their Community Policing efforts in 1990. As the program and philosophy evolved the Department recognized a critical need to better communicate crime and health as well as basic social service needs to community members. Therefore, in 1998, under the direction of Mayor David Hollister, the Police Department reviewed the various experiences it had learned implementing Community Policing and created a method to better facilitate communication to the citizens of Lansing. The method developed was a seamless network between the police problem solving teams, various service providers and community members. A digital link was developed which provides all Lansing and Tri-County area residents access to information related to the following: crime and neighborhood problems, health care, and basic needs such as food, housing and clothing.

We identified three specific areas that this project needed to address.

1. Crime and Neighborhood Problems

There was a substantial need for expanding communication between residents, Lansing Police Department problem solving teams and service providers. Each of these entities were networked for seamless interaction and communication among the various users and service providers. This enables residents to directly communicate with the police problem solving teams and identify resources readily available to them.

2. Health Care

Provide easy access to identifiable health care including environmental, nutritional and behavioral health. Information on local hospitals, health care agencies, State and Federal programs along with community based health centers were all included in the Information and Referral database.

3. Basic Needs

There was a need for all Tri-County families to easily access essential services and information concerning basic needs such as food, housing and clothing. These service providers had no viable resource to reach the low income families they wished to serve. In addition, service providers had needs in terms of volunteers, donated food, household furniture, etc. Individuals seeking to serve and be served at various agencies are now able to access a system that links them to service providers.

The way we increased communication was by constructing a City wide Internet accessible e-mail system and made it searchable by the Community, Police, City and County web sites. To coordinate and increase accessibility of service providers, we implemented an

Information Referral Database available through the Internet. This allows anyone with Internet access the ability to connect to nearly all Tri-County services.

In order to enhance the users ability to identify neighborhood problems we implemented a Geographic Information System. This data system was populated with reported crime locations, parks locations, parcel mapping for identification of registered rental properties, and County health data such as births and deaths, and various environmental hazard layers.

The City collaborated with numerous government and private agencies to provide Lansing area residents with democratized data, which puts public information on the Internet for community members to use. Two web sites were built for the community using grant funding from the U.S. Department of Commerce and Kellogg Foundation. Intouchlansing.com features information on both the City of Lansing and Ingham County and provides the following information:

- Information and Referral (I&R) database - This attaches users to resources by allowing them to search over 600 agencies that provide basic services such as food, shelter and clothing. Search criteria include agency name, keyword and service provided. Each listing provides contact information, agency hours and exact services provided. Users are then able to map directions from their address to the agency.
 - Geographic Information System (GIS) mapping
- A) For Crime Data - Residents are provided with contact information, including phone number and e-mail to Police Problem Solving Teams. Citizens can contact their teams to provide information that may lead to the solving of a crime in their neighborhood resulting in a stronger partnership between residents and problem solving teams. Residents can search for crime information by street address, police problem solving team area, neighborhood watch area and proximity to a nearby school. Data is also searchable by date and type of crime committed.
- B) For Health Data - Citizens can search for information on births or deaths by street address, specific date, population or cause of death.
- Links to City and County Government - this includes links to Lansing and Ingham County government departments and tourism information.

Capital Area Community Voices (cacvoices.org) was developed by several area corporations, agencies and government departments. Some of these include the Ingham County Health Department, Sparrow Health System, Ingham Regional Medical Center and the City of Lansing. CACVoices shares many of the same features of intouchlansing.com, including crime and health mapping and the information and referral database, but is focused on the health and well being of residents in the tri-county area.

Features unique to cacvoices.org include:

- Indicators of Well Being - This utility compares trends in indicators of access to the following health areas:
- Access to Health Care - Includes the number of uninsured in the community, and
- Access to medical and oral health services.
- Environmental Health - Examines community perceptions of environmental quality.
- Nutritional Health - Includes community nutritional data.
- Behavioral Health - Contains charts for risk factors for chronic disease in the community.
- Community Forum - Site users can participate in online chats concerning community and environmental health, and can view comments other users have made.
- Community Data- Provides links to intouchlansing.com 's crime and health mapping utility and Information & Referral database, and also includes vital statistics and surveys for the community and links to numerous other health organizations.
- Document Warehouse - Users can search for articles posted on the site by title using author and date added.
- Community Voices - Contains articles related to African American health as well as other health issues.
- Site developers anticipated several outcomes from both sites:
- The building and strengthening of relationships and communication between citizens and government.
- An increased sense of community involvement for residents of the Lansing area.
- Improved economic vitality of neighborhoods.
- An awareness of community health issues and improvement in access to health care. Citizens without access to a computer may use any of the 48 computers that have been distributed to the community. (The computers and printers were placed within low income, high residential neighborhoods so residents would have free access to the various resources of the two web sites.)
- As a result of implementing this community network, residents have improved their quality of life by assisting the Police in the identification and resolution of neighborhood problems. Additional outcomes include:
- Facilitated new partnerships between the police, residents and area service providers.
- There has been increased positive communication between residents and police problem solving teams.
- The Building Safety and Code Compliance Division as well as other City Departments are also using this site to improve communication with residents.
- We have increased accessibility of police services to residents, awareness of community police problems, such as quality of life reduction of suppressible crimes and strengthened community and police relations.
- We also provided effective communications, increased the sense of community for more residents and are improving the overall economic vitality in our neighborhoods.

1. Briefly describe your program designed in outreach to hard-to-serve and/or underserved populations.

The Lansing Police Department is a leader in community based policing. In 1998 we moved from a Community Policing specific department (one officer assigned to a small geographic area) to a Community Policing operationalized department also referred to as team based policing. We divided the City into 18 geographic team areas and assigned officers, command and investigators to work those areas. They use technology tools such as GIS crime mapping to assist in identifying problems and responding to them for the purpose of eliminating future crime and disorder. We identify problems and place resources in those areas and work toward a resolution. We are also engaged in several collaborative efforts with schools, neighborhood groups, State, County and Local Governments. Collaboration has been a key to our crime reduction success.

2. When was the program created and why?

In 1998, under the direction of Mayor Hollister, the Police Department reviewed the various experiences it had learned implementing Community Policing and created a method to better facilitate communication to the citizens of Lansing. The Police Department recognized a critical need to better communicate crime and health as well as basic social service needs by community members.

3. How do you measure the program's effectiveness?

The evaluation plan of the project provides measurable questions, related strategies, collection methods, analysis measures, specific evaluator and necessary resources. The evaluation provides information on whether the goals of the project were met in a timely and satisfactory manner.

Documentation Plan

The three main components of the In Touch system are Webpage-Internet development, GIS Mapping development and E-mail setup. A detailed log of all activities, time spent on projects, monies spent and any changes to the implementation was documented. An evaluation of the partnerships was conducted to assess variations in the roles of the partners.

Dissemination Plan

The In Touch system will display our design plans and a progress report on the continuing development of the system. In addition, information will be provided at national conferences based on evaluation outcomes, end user surveys, statistical data, and neighborhood association data on the impact of the increased access and communication between low income residents and service providers. Organizations targeted include municipalities, counties, and local areas with low income or other residents unable to easily access services, information, and interactively communicate with needed entities.

4. *How is the program financed?*

Funding for the project was received from two grantors, the U.S. Department of Commerce and the Kellogg Foundation. The COPS office provided initial stimulus for us in 1997 by allowing us to build our in-house crime mapping GIS system. The maps created were used as a basis for our community Internet mapping system.

5. *What other agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Organizations that have contributed significant financial or human resources to Intouchlansing or cacvoices include the City of Lansing through the Lansing Police Department, Ingham County through the Ingham County Health Department and Management Information System, Capital Area United Way, the Eaton County Human Services Collaborative Council, and Clinton County United Way.

Every partnership agency is involved in giving data to the various systems. Some agencies focus on technical support of systems, some on providing direction to future enhancements and some in training the community to use and create more sustainable communities. Again, the community focus groups define the data and information available to them. We respond to their needs and they push the correct political buttons to allow us to accomplish our goals.

6. *What are the major lessons learned for the program that would be helpful for mayors, police chiefs and others trying to implement a program such as yours?*

The single most important factor that allowed us to succeed are collaborations with other agencies. Second, mayors and police chiefs must be a part of the solution and provide direct assistance to and unfiltered access from the project directors of these programs. Organizational layers between a project director and the mayor or chief will quickly remove the success of these large efforts. Finally, allow the project director access to the resources they need to complete the project and be prepared to tactically change those needs throughout the life of the project.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Be prepared to eliminate old repetitive work from the project director and implementation group. Projects like this are very time consuming and cannot be completed successfully by an already overwhelmed employee(s). Be prepared to allow your project director to make requests of other City departments which “take precedence” over their current work efforts.

8. *Contact Person:*

InTouchLansing: Lt. Steve Person
Lansing Police Department
Tel.: (517) 483-4647
sperson@lansingpolice.com

CACVoices: Marcus Cheatham
County Health Department
Tel.: (517) 887-4476
hcacheatham@ingham.org

LONG BEACH, CA
Mayor Beverly O' Neill

**OUTREACH TO ETHNIC/LINGUISTIC MINORITY WOMEN AND
VICTIMS OF SEXUAL/DOMESTIC VIOLENCE**

1. *Briefly describe your program designed in outreach to hard-to-serve and/or underserved populations.*

The Long Beach Police Department (LBPd) is committed to actively engaging the ethnic and linguistic minority women of Long Beach, as well as all women who have been victims of sexual or domestic abuse. To perform this outreach, the Chief of Police has created a Women's Advisory Group and two special units within the police department: the Sexual Abuse Response Team (SART) and Domestic Abuse Response Team (DART).

The Women's Advisory Group's organizers meet monthly, and consist of members from the LBPd Community Relations Division, directors and administrators of local women's shelters and legal services groups, and interested citizens. The group aims to empower women to improve both themselves and their families through quarterly educational presentations on domestic and sexual abuse, substance abuse, utilizing Legal Aid, securing welfare benefits, and any other topic deemed important. These presentations are often held at Head Start meetings, local schools or public parks, and are scheduled during the afternoon so as to be convenient for mothers who are picking up their children from school. Refreshments are provided, as are activities to occupy the children, such as "Robbie," the mini robot car, and "Herbie," the talking police vehicle. All presentations are attended by LBPd language translators, and local beat officers and substation representatives attend whenever possible. The Women's Advisory Group also meets quarterly with the Chief of Police to provide feedback on how well the program is doing and how best the LBPd can succeed in assisting the underserved communities of non-English speaking women and those that have been victims of abuse.

To deal specifically with women who have been abused or are victims of sexual assault, the LBPd created the Sexual Assault Response Team (SART). SART is a response team comprised of a sex crimes detective and an abuse counselor who are dispatched to a local hospital to interview the victim. This way the victim only has to tell her story once, to a specially trained detective and with the help of a counselor, rather than retelling a painful story many times over to different officers and investigators.

The Domestic Abuse Response Team (DART) was created to serve victims of domestic abuse. When calling to report domestic abuse, the victim is given the option of having a counselor come along with the domestic abuse detective. Even if the victim does not request a counselor, one will follow up the next day to assess the situation and provide advice related to filing charges, women's shelters, social services for children, and all other available resources.

2. *When was the program created and why?*

The Women's Advisory Group was created in 1993 to play a significant role in the Long Beach community, namely to effectively disseminate information about the important resources available to all women, specifically the traditionally underserved populations of non-English speaking women and those women who are victims of abuse. SART was established in 1992, and DART in 1997, to provide immediate and better care for victims of sexual abuse and domestic violence.

3. *How do you measure the program's effectiveness?*

We measure the success of the Women's Advisory Group both in tangible and intangible terms. Community participation in our seminars is one measure, and attendance at presentations ranges from a small group of five to a large gathering of over thirty. Second, but more difficult to track, is the importance of information being spread by presentation participants among the women of their diverse communities. Because some women do not feel comfortable coming to a public meeting to discuss issues of abuse, and others cannot make presentations because of work conflicts, we actively encourage attendees to go out into their respective communities and spread what they have learned. Success of the SART and DART teams is based upon the number of women whom we help get proper medical and social service assistance.

4. *How is the program financed?*

The program's financing comes out of the regular departmental budget.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

As our programs are multi-faceted, we liaise with a number of other Long Beach city and community entities. Since the Women's Advisory Group presentations are often held during Head Start meetings at local schools, the school administrators and parents are involved, as are representatives from numerous local domestic violence women's shelters, Legal Aid, and support groups such as Preserving the Family. SART and DART also interact with Long Beach's social services and with a host of abused women's advocacy and support groups.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

One positive lesson we have learned is that actively engaging the community, as the Women's Advisory Group does, can be very successful. Besides educating the public on what resources are already there, engaging Long Beach women has given them a forum to tell us what needs to be improved, with successful programs such as SART and DART being the result.

One problem that we have encountered is attendance at our Women's Advisory Group presentations. Many women do not come because they fear the implications of being seen there,

but many also cannot come because they are working during the day. In order to reach those who either choose not to attend or cannot because of other obligations, training more community representatives to go out and teach others what they have learned is imperative.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

It is very important that an effort is made to understand the cultural and linguistic diversity of the community one is trying to reach, and the LBPB makes it a point to advertise in English, Spanish and Khmer, and to have both Spanish and Khmer translators at all Women's Advisory Group presentations. It is also important that participants engage with locally assigned police officers, to overcome their fear of the police authority. Having women's advocates, police representatives, and departmental translators helps put participants more at ease, more clearly presents the information, and increases the likelihood that the knowledge of how the police and community can help protect non-English speaking and abused women will be spread and utilized.

8. *Contact person:*

PSA Dinna Chupinghong	Tel: (562) 570-7091
Long Beach Police Department	Fax:(562) 570-7040
Community Relations Division	Email: dichupi@ci.long-beach.ca
333 West Broadway	
Long Beach, CA 90802	

OUTREACH TO THE LESBIAN, GAY, BISEXUAL AND TRANSSEXUAL (LGBT) COMMUNITY

1. *Briefly describe your program designed in outreach to hard-to-serve and/or underserved populations.*

The City of Long Beach is home to a large number of gay and lesbian citizens, and Long Beach hosts some of the largest gay pride festivals and parades in the country. As members of the LGBT community are at risk for victimization based upon their sexual orientation, and as the LBPB is dedicated to providing equal protection of human rights and dignity for all Long Beach residents, the LBPB has undertaken extra efforts to coordinate with the LGBT community. Our goals are to develop strategies for officer and community awareness, ensure proper reporting of hate crimes, and to increase the trust and communication between the LBPB, the LGBT community, and Long Beach residents as a whole. To facilitate these goals, the Chief of Police has created a Gay and Lesbian Advisory Group.

The Gay and Lesbian Advisory Group draws its membership from Long Beach's LGBT community, local LGBT organizations, both gay and straight liaisons from the LBPB, as well as all interested Long Beach residents regardless of sexual orientation. The Group meets monthly to organize events and discuss current issues, and meets quarterly with the Chief of Police to

update him on the Advisory Group's activities and whatever concerns or suggestions they may have.

The LBPB has found the Gay and Lesbian Advisory Group, and its work with local LGBT organizations to be very beneficial. As with other minority groups, there is often mistrust and misunderstanding that exist between the LGBT community and the police. It is through our coordination with local LGBT groups that the Department is making it known that harassment and hate crimes are taken very seriously, and that a victim should not hesitate to call the LBPB to report a crime. However, for those uncomfortable with calling the police directly, the Gay and Lesbian Community Center of Greater Long Beach has established a Hate Crimes Hotline which the LBPB helps monitor. Either way, reports of harassment will be investigated. Also, it is often through word of mouth that members of our Advisory Group hear of hate crimes and report them to us for further investigation. Without our proactive coordination with LGBT groups and their representatives through the Advisory Group, such incidents might have gone unreported and uninvestigated.

The LBPB, in its effort to create a police force that reflects the community it protects, has also taken steps to show that law enforcement in Long Beach is an attractive career path for gays and lesbians. Given the size of Long Beach's gay and lesbian festivals, the police department is integrally involved in their planning. At recent LGBT Pride events, the LBPB has set up booths to advertise not only the Gay and Lesbian Advisory Group, but also to recruit prospective officers from the LGBT community. Moreover, LBPB officers, both gay and straight, marched in the Long Beach Pride Parade demonstrating that the police department works for, and is made up of, entire cross-sections of Long Beach's population.

2. *When was the program created and why?*

The Gay and Lesbian Advisory Group was created in 1989 to foster a better relationship between the LBPB and the LGBT community, to enhance officer understanding of gay and lesbian issues, to demonstrate to the greater Long Beach community that harassment of gays and lesbians will not be tolerated, and to ensure proper reporting of hate crimes so that justice can be carried out. Gays and lesbians are often targets of hate crimes, and the LBPB has a mandate to provide a safe and secure environment for all Long Beach citizens. Thus, we cannot stand by as a large section of Long Beach residents are harassed and feel as though they are not being protected.

3. *How do you measure the program's effectiveness?*

The program's effectiveness is measured in many ways. The number of people who attend monthly meetings is always larger than the official membership count, as additional interested citizens and victims attend to voice their thoughts and ask questions about how the LBPB and the LGBT community are doing. There has also been an improvement in the reporting of hate crimes, so that the LBPB has a more accurate count of what risks the LGBT community faces. Moreover, the number of LBPB officers who are serving openly as gays and lesbians has increased, as have their activities to bring the law enforcement and LGBT communities closer together.

4. *How is the program financed?*

The Gay and Lesbian Advisory Group is funded from departmental finances, with meeting spaces provided by the Gay and Lesbian Community Center of Greater Long Beach.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Long Beach has numerous city government-sponsored efforts to promote equal rights for all its citizens, including Project Human Dignity, the Human Relations Commission, and the City's own domestic partnership benefits legislation. The LBPD, in helping organize security for the pride festivals, coordinates with all representatives from the City, as well as the Pride organizers, the Community Center, and other smaller groups throughout the city.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

The work that the LBPD has done in coordinating with the LGBT community in Long Beach has been significant, though the work is ongoing. Great effort must be made to connect with the LGBT community, to get their leaders and organizations, as well as the police, to broadcast the message that law enforcement is here to protect all citizens, regardless of sexual orientation, and that all harassment and hate crimes will be taken very seriously. Trust can be slow in forming, as can making sure victims know they need not be embarrassed about reporting a crime and utilizing the support resources that are there for them.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Specifically, it has been advantageous to have openly gay and lesbian officers serve as liaisons to the LGBT community, both in building trust between law enforcement and gays and lesbians, and particularly in recruiting new officers. Maintaining a departmental environment where officers need not hide their sexual orientation is the first internal step that must be taken, and will reflect greatly upon the department's commitment to being a law enforcement agency made up of, and dedicated to, all members of society.

8. *Contact person:*

The Gay and Lesbian Advisory Group liaison is:
Officer Kimberly Pernell
Long Beach Police Department
Community Relations Division
333 West Broadway
Long Beach, CA 90802
Tel: (562) 570-7215
Fax:(562) 570-7040
Email: kiperne@ci.long-beach.ca

LOS LUNAS, NM
Mayor Louis F. Huning

**BIKE PATROL, NEIGHBORHOOD WATCH, CONCENTRATED RADAR
AND SCHOOL RESOURCE OFFICERS**

1. *Briefly describe your policing program designed in outreach to hard-to serve and/or underserved populations.*

Policing Programs include Bike Patrol; Neighborhood Watch; Concentrated Radar; Neighborhood Surveys and School Resource Officers.

The Community Policing Program concentrates on areas of population that, according to statistics, have a high crime rate of drug traffic; burglaries; animal control issues; gang violence, etc.

The Bike Patrol is used heavily in problem neighborhoods and areas where contact with police officers is more reactive than pro-active. The Bike Patrol brings information to citizens in a pro-active manner with up-close and personal contact. Neighborhood Watch is an example of how such personal contact can assist citizens in solutions to their problems.

2. *When was the program created and why?*

The Bike Patrol and School Resource Officer was created in 1998.

The creation of these programs were largely due to the existing and continuing problems of drug traffic; burglaries; gang violence and problems within the High School that could not be handled effectively by school administrators.

3. *How do you measure the program's effectiveness?*

Feedback from surveys filled out by citizens in areas, such as Carson Park, have indicated a positive response to the Bike Patrol's presence. Statistics have proven a decrease in the crime rate in this area due to the visible presence of officers; the Neighborhood Watch areas established; and the problem solving of areas of concern that citizens indicate on the surveys.

4. *How is the program financed?*

The program(s) are funded by COPS for one year in partnership with Youth Development Incorporated.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Other city agencies involved, including the Los Lunas Police Department, are the Los Lunas Fire Department, Planning and Zoning, Animal Control, and the Sanitation Department.

Department Heads from each city agency meet once a month to discuss problems and their solutions and then take an active role in completing the tasks.

Community Town Hall meetings are held to give citizens the opportunity to express their concerns and to assist the police and other agencies in finding solutions to their problems.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

There must be incentive for tenured officers to change their way of thinking and defining their “police work”. This coupled with the lack of training available creates a cultural barrier to the successful implementation of Community Policing efforts.

Before attempting to implement any type of Community Policing Philosophy, officers must be provided with the training to accomplish this change in what is perceived as “normal” police work.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

The governing body of each city must be committed to change. They must provide the funding for adequate training in Community Policing. Without a commitment from the city officials, police chiefs cannot implement a successful program for the community. Officials should attend training also so they are better informed of the philosophy governing these programs.

8. *Contact person:*

Chief Nick Balido
P.O. Box 1209
Los Lunas, NM 87031
Tel. 505-865-9130
Fax:505-866-2105
nbalido@ci.los-lunas.nm.us

MADISON, WI
Mayor Susan J.M. Bauman

**POLICE/CITIZEN PARTNERSHIP IMPROVES NEIGHBORHOOD
LIVABILITY**

1. *Briefly describe your policing program designed in outreach to hard-to serve and/or underserved populations.*

Recently the Madison Police Department publicly recognized the outstanding work of two of its neighborhood associations. Emerson East Neighborhood Association and the Eken Park Neighborhood Association worked with police officers and detectives on chronic complaints of drug use and prostitution activity in their neighborhood, which was a mix of homes and businesses. For the last two years homeowners in that area, were routinely finding discarded needles and used condoms in their yards and typically seeing five to six prostitutes standing or passing in front of their residences. Female residents of the neighborhood couldn't take an evening walk in the neighborhood without being harassed, eyed, whistled at, or propositioned by motorists seeking sex for sale services. The "stroll" belonged to other women of the evening.

An interested group of 30 residents we dubbed the "North Street Observers" attended a two-hour training session on how to report suspicious activity and the requirements necessary to enforce the city ordinance for loitering for purposes of prostitution. These volunteers organized into teams of 2-3 people, carried a cellular phone and reported suspicious activity immediately to a police officer for follow-up investigation and appropriate action. The teams worked designated days and times in walking through the neighborhood recording specific suspicious behavior on a special form developed by officers. The completed form expedited the interview of the witness and permitted the officer to contact the prostitute, obtain an explanation of their behavior, and issue a city ordinance citation.

The Dane County Judicial System supported our efforts by imposing a bail condition prohibiting individuals we arrested from being present in a six-block area. The Wisconsin Department of Corrections, Division of Probation and Parole also placed the same restriction on their clients who were convicted of prostitution.

2. *How do you measure the program's effectiveness?*

We have succeeded in discouraging many of the known prostitutes from returning, under fear of instant physical arrest and incarceration, to the area. We have now advanced to a stage where we are turning our efforts to concentrate on the men seeking their services. We have developed a letter that is mailed out to registered owners of vehicles repeatedly seen cruising the area. The letter is not accusatory, so even if it goes out to someone having legitimate business in the area they should not feel offended. The letter states:

“Your vehicle was observed driving through the residential area on three or more occasions within a short period of time. Because the area has developed a reputation that draws the interest of outsiders, we are hoping you may have observed suspicious behavior or criminal activity that may help police and citizens improve safety in this neighborhood.”

A phone number to call with information is included in the letter.

Their efforts serve as the model for how police and the community can effectively work together to solve serious problems that lessen their quality of life. The goal of providing harassment free living environment is a goal we all share and hope to achieve. We believe this problem solving effort provides for a lasting solution to an age-old problem because it involves the principal stakeholders, our citizens, in developing a response to solving the problem.

3. *How is the program financed?*

Citizen volunteers and police officers working their normal patrol duties. No special funding is necessary.

4. *What are major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

The community is a valuable untapped resource for problem solving. They turn to the police, often in frustration, in search of answers. They want to get involved in solving crimes and dissuading behavior that lessens neighborhood livability. Government can't be expected to solve all problems alone. Citizens have an important stakeholder role to play in working with police and other agencies to help eliminate or reduce problems in their neighborhoods. Citizens want to get involved. The police department must take the initiative to train and educate it's citizens on the requirements for enforcement of statue statute violation concerning prostitution (crime) and elements necessary to enforce ordinance violations for loitering for purposes of prostitution. Police must also articulate rules regulating observations and personal conduct to ensure integrity of special initiative, constitutional rights of prostitutes are protected, and personal safety of citizen observers and responding officers is never compromised.

5. *Contact person:*

Captain Mike Masterson
2033 Londonderry Drive
Madison, WI 53704
Tel. 608.245.3652
Fax 608.245.3677
mmasterson@ci.madison.wi.us

NORTHPORT CORRIDOR RENTAL PROPERTY OWNERS/MANAGERS COALITION

1. *Briefly describe your policing program.*

The coalition is made up of Northport Drive area rental property owners/managers, two City Alders, State of Wisconsin probation & parole officers, North District Police Officers, and a building inspection representative. The group meets each month to discuss issues that affect the entire group, in different ways. Each member discusses issues regarding specific properties, persons or city services. It has been found that rather than becoming an adversarial relationship, the members are able to learn from the experiences and training of the group as a whole. Landlords are able to discuss issues they have with problem tenants, and the group brainstorms possible solutions.

2. *When was the program created and why?*

The program was started in June of 1999, with the intention of bringing together the different stakeholders in order to address mutual concerns and ongoing neighborhood problems by sharing information and working on solutions. Initially, the coalition included a city Alder, Probation agent, Neighborhood Police Officer and one property owner. After very few meetings, it was agreed that the program should be expanded. And more property owners and landlords should be included. Topics generally include ongoing neighborhood problems, eviction law, effective tenant screening, and ways that The City of Madison can better provide service.

3. *How do you measure the program's effectiveness?*

Meetings are held every other month to share information. Solutions to previously identified problems are reviewed and emerging problems are called to the attention of the group. The group then discusses the possible solutions. By having representatives from both government and private entities, a wide variety of backgrounds and experience can be brought forth to examine the issues. Because we all recognize the value of every ones time, very little out of meeting paperwork is asked of the participants. The meetings are purely voluntary, and a good indicator of the success is the growing participation by area landlords and property managers.

4. *How is the program financed?*

No financing is required. The meetings are held at a neighborhood center, and each participant schedules themselves accordingly.

5. *What are major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

A great deal depends on effective communication between the persons involved. All the government representatives must guard against an 'us versus them ' mentality, and need to recognize that all parties involved can benefit from the meetings. The neighborhood-based, integrated service model is an effective way of helping to keep neighborhoods safe and livable.

6. Contact person:

Captain Michael F. Masterson
North Police District
Madison Police Department
2033 Londonderry Drive
Madison, Wisconsin 53704
Tel. 608.245.3652
Fax 608.245.3677
Preferred: email mmasterson@ci.madison.wi.us

DESIGN AND IMPLEMENT USE OF ELECTRONIC COMMUNITY NEWSLETTER

1. Briefly describe your policing program.

Communication is essential to operating a successful police agency. The physical decentralization of our department with three independent district stations has provided new challenges on how we share information internally and with our community. Since we no longer have face-to-face daily contact, it is imperative we find ways to exchange information and intelligence that affects the safety of our citizens and officers and the livability of our neighborhoods. The advent of interactive technology not only enables us to increase our communication but also enhances our problem solving abilities as citizens contribute solutions to the problems and become involved. Our employees, citizens, neighborhood association leaders, school administrators, neighborhood resource team members, rental property owners and managers, business owners, elected city and county officials, other command staff with the Department, and Police Chiefs of adjacent communities have greater confidence in police department operations when they are kept apprised of information, activities and events that have the potential to directly affect them. Community Policing, and its tenet of citizen cooperation, mandated we develop a communications means that would inform and involve participants in a partnership to improve safety and enhance our quality of life.

The North Police District Newsletter is distributed electronically to district employees, area alder persons and other elected officials, business associations, north side planning council members, neighborhood association leaders, North Neighborhood Resource Team members, East Neighborhood Resource Team members, interested citizens and command staff of the Madison Police Department. The purpose of this newsletter is to provide information about activities, events, incident reports and criminal cases occurring in the district and to share insight with people outside the organization about our policies and procedures with an emphasis on how and why decisions are made affecting safety, government's capacity to deal with problems, and neighborhood livability.

There are 25 neighborhood associations and 3 business associations represented in the North District. Some of the information shared in the newsletter is intended to serve as feedback to those associations on enforcement or problem solving efforts. A primary goal of decentralized police service is that police will be more attentive, and responsive to the small matters before they become a major crisis. Some of the information shared may seem to be very minor to some readers who may live in another neighborhood. We don't minimize complaints of any neighborhood be it noise, trash, traffic, animal related, parks closed violations, parking or serious crime. We also will not neglect the serious cases that have the potential to erode the perception of safety in our neighborhoods, leaving residents in fear.

The very first step involved in developing the newsletter was to include a list of north police district employees, the five alderpersons, the mayor and her assistants, the public information officer and members of the Management Team in a new group name designated as NPDNEWS. I then added names of citizens requesting to receive a copy of the newsletter. This has been a slow evolution to where 160 people directly receive the weekly news with a secondary distribution to another 400 north side citizens.

Our ability to communicate with our employees and citizens through district newsletters presents a unique opportunity to pursue our mission “to work in partnerships to create safer neighborhoods and preserve our special quality of life.” Fostering that communication through a district newsletter is an important first step.

2. *When was the program created and why?*

February 2000, while recovering from back surgery as I walked in my own neighborhood for up to four miles a day. One morning, I was asked by the early morning walkers why three police cars with emergency lights were at the entrance to the neighborhood. I didn't know, but called to find out. I discovered our night officers, while patrolling the neighborhood at 5 a.m., were contacted by walkers who complained about the excessive speeds of drivers delivering newspapers. One officer positioned his squad in Squire's Landing and watched the fast-moving headlights quickly moving up and down the residential streets and directed two other marked squads with radar into positions to clock the offending vehicle. They were successful and the offending motorist was cited for doing 14 mph over the speed limit. I was pleased to hear the officers were responsive to complaints by our residents. Many ideas as to why three police cars with emergency lights activated were in our neighborhood danced through my mind. Did something major happen? Should I be worried about my house? Myself? My Family? We all tend to think the worst when we don't know for sure.

In response to that experience, I identified a need to create a North Police District Newsletter to share those types of stories with others. My intent is to keep employees and the community better informed of the events that occur in the district. The better informed our community is, the better prepared they will be in assisting us to report suspicious activity, solve crime and to maintain our high quality of life.

In addition to the personal observation previously mentioned, I listened to nearly 150 citizens attending the district community input meetings on their suggestions to improve our

working relationships and ways we could better serve their needs. They told us there was a greater need for two-way communication. They emphasized the point that in order to provide information to police, they had to know what was going on. We also heard complaints from citizens that they were hesitant to leave a message and expressed a desire to “talk” to someone in person. They were often frustrated by not finding a person to speak with at the time they called.

3. *What benefits/improvements resulted?*

First, it provides me the opportunity to communicate directly with the 46 district employees, many of whom worked different work rotations and hours. I notify them of citizen-identified problems such as traffic enforcement requests during certain hours, graffiti, trespassing and runaway juvenile complaints. I expect a more timely response to citizen-identified problems.

Second, the newsletter informs the community, and in particular, individual businesses and neighborhoods, the types of calls and crime occurring in their area. The local media predominantly focuses on the reporting of significant crime issues occurring within the City. The North Police District newsletter reports the types of activities, i.e., BB gun damage to a window or mailbox vandalism that goes unnoticed in local media news.

Third, the weekly sharing of news and activities with command staff allows for significant savings of time during check-ins at Operations and Management team meetings.

Fourth, several other city departments are providing, via inter-departmental correspondence, a list of current activities of interest to the community. For instance, I share information from the Traffic Engineering Department on the Sherman Avenue road re-design; permits and hours approved for District Parks; special activities in the Parks, i.e., Monday concerts at Warner Park; and free public events at Monona Terrace.

Fifth, other Department teams are providing information on their activities that affect the community we serve in the North Police District. The Traffic Enforcement Safety Team furnishes routine updates on its seduction and enforcement activities.

Sixth, there are multiple levels of distribution of the newsletter so it now reaches over 300 people. This list continues to grow. There are at least two citizen requests each week to receive the newsletter. [The Northside Planning Council, Northside Neighborhood Resource Team and the Northside Business Association receive a copy of the newsletter and forward it to their members.]

Seventh, the newsletter provides an opportunity to educate the public on policies and procedures that impact our ability to respond to their calls. (Example)

Noise Complaints

Summer activity generates a higher number of calls for service and occasionally exceeds our capacity to respond to some calls in a timely manner. One category of calls likely to fall into this area because of higher priorities are noise complaints. The policy the 911 Communication Center follows, as directed by the Department, is that if officers are unable to respond to a noise complaint within an hour the call is "dropped" and an officer isn't dispatched to investigate further. The citizens calling to complain are generally unaware of this practice. An officer *would not* typically be sent unless we received another call complaining about the noise. (I checked two days last week and ten calls per day were dropped). If a person continues to be bothered by noise, please pick up the telephone and call in a repeat complaint. We will also be examining the dropped calls in the north district to see if we can develop alternate ways of servicing those complaints possibly through a warning letter, etc. If you have ideas please don't hesitate to send them to us.

Finally, the newsletter is a timely forum to provide crime prevention advice to help people avoid becoming victims of crimes.

Beware of Scams

If you are a business owner please be aware of two scams currently going on in Madison and Milwaukee. First, for new car dealerships beware of the ignition key switch scam where a prospective buyer has the salesman start a luxury model car parked in the lot like a BMW or jaguar under the guise of wanting "listen to the engine". While a companion distracts the salesperson with questions, the other person switches keys, turns off the engine and returns the key to the salesperson. A few hours later, the suspect returns with the correct vehicle key and steals the vehicle. This happened twice in Milwaukee the last two days. We have notified new car dealerships on High Crossing Blvd to be aware of this scam.

The second scam involves Canadian travelers checks. A person purchases \$1,000 worth of Canadian Travelers Checks and then begins to make purchases at area businesses. The store employees accept the checks at face value for the purchase. A week later the store discovers each Canadian dollar is actually 62 cents because of the exchange rate. The suspect makes a 38% profit on their money, the store loses, as they should have requested \$1.38. If you are a business and accept traveler's checks please educate your employees on how to recognize various checks and their exchange rates to the dollar.

You will find prior newsletters posted at this site. <http://www.ci.madison.wi.us/police/north.html>

4. How is the program financed?

No cost to create and publish newsletter as it is done through existing resources.

5. **Contact person:**

Captain Michael F. Masterson
Madison Police Department
North Police District
2033 Londonderry Drive
Madison, WI 53704
Tel.: 608.245.3652
Fax: 608.245.3677
Preferred: email mmasterson@ci.madison.wi.us

MICHIGAN CITY, IN
Mayor Sheilla Brillson

MICHIGAN CITY POLICE DEPARTMENT C.O.P.S OFFICERS

1. ***Briefly describe your policing program design in outreach to hard-to-serve and underserved populations.***

The Michigan City Police department has three C.O.P. Officers. Each assigned to an area of town, which has a high number of poor, elderly, and minority residents. Most of the residents cannot afford to move out of these areas. Our Officers not only work in their neighborhood daily talking to people and assessing their needs, they also attend meetings that the neighborhood groups conduct. Problems are discussed and ideas are exchanged on how to best tackle their problems. Along with the neighborhood meetings, two business groups have organized meeting which two of our Officers attend. At the end of the month, a round table meeting is held at City Hall where members from the various business and neighborhood groups, the C.O.P. Officers, the Mayor and all of her department heads sit down and discuss any problem, big or small, and how to best handle them.

2. ***When was the program created and why?***

The program was started approximately six years ago to address the needs and concerns of the citizens of our city's westside. The Westside is the poorest section of our community. They felt as though they were left out and powerless in the decisions and activities that affected their community. Since then, two more neighborhoods have been added to our program along with the two business organizations that operate businesses in the above mention C.O.P. neighborhoods.

3. ***How do you measure your program's effectiveness?***

Through the work that is accomplished. Physical things such as brush getting cut, lots mowed, bus stops marked, new sidewalks, and the demolition of condemned buildings etc. We

also see a reduced number of complaints due to the fact the citizens have a resource where they can ask questions and get them answered in an effective manner.

4. *How is the program financed?*

Through the city's budget.

5. *What other city agencies are involved? How is the community involved in the program?*

The Mayors Office, City Attorney, The Prosecuting Attorney, Zoning, Inspection, Health Department, Planning Department, The Board of Public Works just to name a few.

They take an active role in communicating their needs and by inviting us to their community meetings. They are our eyes and ears in the neighborhood and we develop our service to meet their needs.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to ours?*

Break way from the traditional stereotypes and empower your employees and community to become part of the solution. Listen to the community and respect their opinion and give them a forum to be heard.

7. *What specific advice do you have for Mayors interested in replicating a program or programs such as yours?*

Empowerment. Give the community a forum to be heard and be a part of solving their problems. Give your employees the latitude they need to work with one another and the confidence to try new problem solving techniques.

8. *Contact person:*

Sgt Matthew Zolvinski
102 W 2nd St.
Michigan City, In 46360
Phone 219-873-1487
Fax 219-873-7590
e-mail mccoummity@attbi.com

NEW BEDFORD, MA
Mayor Frederick M. Kalisz, Jr.

MAYAN COMMUNITY OUTREACH EFFORT

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

The Mayan Community Outreach Effort is led by Mayor Frederick M. Kalisz, Jr. and incorporates the efforts of several city agencies and many members of the community. Its goals are to encourage Mayans in New Bedford to seek assistance from city agencies in addressing various problems they face and to reduce the victimization suffered by members of this underserved Native American population. Confirming that the problems faced by the Mayan community required action by the City was the first step in the implementation of this program. The Outreach Effort incorporates door-to-door advertisement of community meetings, presentations by police officers at community events that Mayans attend, education of the Mayan community in the distinction between criminal and immigration investigations, the availability of interpretation services for Mayans, and comprehensive responses to problems reported by the community.

2. *When was the program created and why?*

Mayans from Guatemala have been living and working in New Bedford for more than a decade. Only recently has it come to the attention of City government that members of this community are often victims of serious crimes, such as robbery and assault. The Mayans living in New Bedford are a population vulnerable to crime and abuse. Their consistent victimization is partially explained by their reluctance to report crimes to the police or to testify in court, for fear of abuse and deportation. Most Mayans in New Bedford speak their native Indian language, K'ichee, making it difficult for them to communicate with police officers and others who could offer them assistance.

The Mayan Community Outreach Effort seeks to eliminate the barriers to justice faced by this Native American group and to address the many pressing problems they face.

3. *How do you measure the program's effectiveness?*

Success of the Outreach Effort is assessed partially by the willingness of the Mayan population to report crimes to the police. The program's effectiveness is also measured by the swiftness and quality of the police department's response to issues faced by the Mayan community. One example of the success of this ongoing program is the recent arrests for robbing and assaulting Mayans. With the Mayans' new trust in the police, members of that community reported to police an increase in muggings experienced by Mayans in New Bedford. With the police department's new understanding of Mayan culture and behaviors, officers caught and arrested two suspects in the act of committing these crimes.

4. *How is the program financed?*

City of New Bedford and state community policing grant funds financed the efforts of police officers to attend community meetings and investigate crimes against the Mayan community. New Bedford is the recipient of a number of COPS grants. Among them are a COPS in Schools grant that funds 10 school resource officers and several COPS More grants that fund civilian positions and equipment upgrades.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The Office of Mayor Frederick M. Kalisz, Jr. coordinates the efforts of the New Bedford Police Department, Human Services Department, School Department, and state social service agencies to implement the Mayan Community Outreach Effort. The community also has a vital role in the success of this program. New Bedford's North End Business Association served as the first contact between the police department and members of the Mayan community. City representatives spoke with Mayans through interpreters at North End community meetings, and these discussions led the Mayans to establish their own representative organization.

6. *Contact person:*

Steve Furtado, Office of the Mayor
133 William Street
New Bedford, MA 02740
Tel.: (508) 979-1410
Fax: (508) 991-6189

NEW BERLIN, WI
Mayor Ted Wysocki

FIND A WAY FUND

1. *Briefly describe the structure of your program.*

The Find A Way Fund provides immediate, one time assistance to people in need. Target populations are senior citizens, adults with disabilities and the financially challenged. A person experiencing a fluke hardship may receive assistance regardless of their financial situation. A referral may come from any source, but most often comes from the police department. Three community members oversee the program, with two of the three needed to authorize a payment and sign a check. Assistance may be in the form of a certificate, voucher or a direct payment. The need may be for food, clothing, financial assistance or medical assistance (i.e., a voucher at a store, direct payment of a utility bill, payment for medication or a doctor bill, or taxi fare).

2. *When was the program created and why?*

The Find A Way Fund was established in spring of 2001. Service organizations have always been willing to help at Thanksgiving and Christmas. We found people in need at all different times of the year and no means to quickly and effectively meet those needs. After a particularly frustration situation where a need went unmet, we decided to establish the fund.

3. *How do you measure effectiveness?*

Effectiveness is measured by the thanks you get from people, by the number of people who believe in the concept and contribute money, by the number of times you are invited to speak before service organizations and by the fact that the balance in the checkbook goes down!

4. *How is the program financed?*

The entire program is financed by donations that are not tax deductible. A bank provided an interest free checking account with free checks. They also made a monetary contribution to open the account. The police union made a contribution. Letters were sent to every service organization soliciting donations. We chose not to become a not-for-profit with 501 (c)(3) status because of the expense and time involved in applying for it.

5. *How are other city agencies and the community involved in the program?*

Other agencies are involved by contributing money. It's a melting pot of help. Rather than any one agency doing all or none of the helping, all agencies have the opportunity to contribute to a benevolent fund to do what most of them have as one of their missions anyway. It's just a more efficient way to do it. Also, referrals of people in need can come from any where. One recent referral came from a constituent of an alderman. So the community looks out for the community.

6. *What are the major lessons learned?*

The major lesson is that it should probably be a tax deductible fund. That way you can solicit funds from anywhere. We only solicit funds from service organizations and don't 'market' the program. One reason is we don't have enough money to help everyone if we had 'publicity' and we don't want to give the impression that we have free money available to whoever wants it. It's a method of controlling the program.

7. *What advice would you give?*

You have to have someone who is willing to stay on top of the donations, send the thank you notes, balance the account, keep the records, give feedback to the donors and

be willing to assess the referrals. You also have to be willing to go back to the same organizations for more money as the need arises, and you have to be willing to revisit the organizations that did not contribute.

8. *Contact person:*

Patt Kure
Police Social Work Supervisor
New Berlin Police Department
16300 W. National Avenue
New Berlin, WI 53151
Tel. 262-780-8111
Fax: 262-780-8134
kure@nbpolice.org

POLICE SOCIAL WORKER

1. *Briefly describe the structure of your program.*

The Police Social Worker program provides a master's level, professional social worker responsible for providing individual and/or family counseling, crisis intervention, assistance with sensitive crimes and death notifications, mediation, information, referrals, assistance to citizens and victims of violent crimes, programs and presentations, coordination of county services, consultation, and training. Follow-up services are offered to juveniles, families, adults, senior citizens and persons with disabilities referred by police officers. Requests for service may also come from citizens, other departments within the city, public or private agencies, schools, clergy and community groups.

2. *When was the program created and why?*

The Police Social Worker program was created in 1979. It was a two-year grant position, after which it was funded completely as a budget item with the police department. The main purpose of the program is to provide professional social work services to citizens to alleviate calls for service to the police department that could be handled in other ways, to provide short term counseling or referrals for service to best match a persons need with the means to meet that need, to assist police officers in carrying out their duties in areas such as death notifications, sexual assault, child abuse, suicide risk assessments, critical incidents, elder abuse, domestic violence and vulnerable citizens.

3. *How do you measure effectiveness?*

Effectiveness is measured by the number of cases assigned, proper utilization of existing programs and services, feedback from citizens, officers, other service agencies and fluid creativity to provide programs, projects or services to the community as it changes.

4. *How is the program financed?*

From 1979 -1981 the program was funded by a grant with matching funds from the city. Since 1981 the program has been funded 100% by the police department budget.

5. *How are other city agencies and the community involved in the program?*

Other agencies can utilize the services themselves or make a referral to the program. The PSW program also makes referrals to other agencies (ie: police respond to an elderly person who has fallen; PSW would assess the elderly person's situation for safety, food, transportation, chore services, social outlets and medical care; PSW may refer to a county agency, to a local senior citizens club for a social outlet, and perhaps provide short term counseling to facilitate a safer living space)

Mutual referrals happen between the following agencies: churches, schools, Department of Senior Services, Mediation Center, The Women's Center, Department of Health and Human Services, Park & Recreation, the Mental Health Association, Addiction Resource Council, District Attorney's Office, YMCA, YWCA, Salvation Army, the Food Pantry, La Casa de Esperanza, not-for-profit charitable organizations, local hospitals and counseling agencies.

The community is involved as the recipient of services, the audience of speaking engagements, as taxpayer support and may also volunteer their assistance.

6. *What are the major lessons learned?*

The major lesson learned is that police officers and social workers CAN work side by side toward a common goal. For a police officer to help a citizen via a social worker makes the officer's job that much easier. Some police officers are not trained or are not interested in providing the social service they are often called upon to do, whether they want to or not. This allows each discipline to be more effective and to do the job they are best trained to do. The ultimate goal is to provide the best service to the citizen. Once a police officer and social worker can trust one another, it's a symbiotic relationship with a win-win outcome.

7. *What advice would you give?*

Hire an open-minded social worker, preferably with a Master's degree, who can handle the rigors of police work, who understands that the officer has final decision making power if you are working a case together and who will also provide compassionate service. Confidentiality is a must.

Educate your officers on the benefits of a PSW program and give it a good year to get established. Provide opportunities for the PSW to ride along with officers and to provide

services that will enhance the officer's repertoire. The PSW should also plan to visit other service agencies in the community and county to be aware of services that are available as well as gaps that exist in service delivery.

8. **Contact person:** Patt Kure
Police Social Work Supervisor
New Berlin Police Department
16300 W. National Avenue
New Berlin, WI 53151
Tel.: 262-780-8111
Fax:: 262-780-8134
E-mail: kure@nbpolice.org

TEDDY BEAR PROGRAM

1. ***Briefly describe the structure of your program.***

The Teddy Bear program is designed to give comfort and solace to anyone in need of a hug. Young children, accident or fire victims, victims of violent crime, the elderly, lost or missing persons, abuse victims, medical transports, the homeless, persons with mental health issues, victims of domestic violence, witnesses, or a person who helps the police are all potential recipients. Stuffed animals are kept in plastic bags in the trunks of squads or on ambulances/fire trucks. Officers and firefighters distribute them at their discretion.

2. ***When was the program created and why?***

The program was started in 1990 with the generous donation of the first stuffed animals from the Milwaukee Police Department. Their success and positive feedback from the public encouraged other departments to start teddy bear programs.

3. ***How do you measure effectiveness?***

Effectiveness is measured by the positive feedback from recipients and feedback from the officers and firefighters who give them out. The officers and firefighters feel great doing it and the recipients love getting the animals. The effectiveness is also supported by the number of service agencies, individuals, clubs, schools, churches and organizations who hold 'drives' and donate animals to the cause.

4. ***How is the program financed?***

The program is funded 100% by donations.

5. *How are other city agencies and the community involved in the program?*

Service clubs, schools, churches, individuals from the community, families, and local businesses all get involved in collecting clean and new stuffed animals. It's a great project for schools, churches and clubs!

6. *What are the major lessons learned?*

Lessons learned are that a small act of kindness goes along way. This whole project has only winners and the only outcome is a good feeling!

7. *What advice would you give? Do it!*

8. *Contact person:* Patt Kure
New Berlin Police Department
16300 W. National Avenue
New Berlin, WI 53151
262-780-8111
Fax: 262-780-8134
E-mail: kure@nbpolice.org

OMAHA, NE
Mayor Mike Fahey

COMMUNITY EDUCATION TRAINING PROGRAM (CETA)

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

We have implemented a training program for citizens who reside within the geographical area of the police precinct called Community Education Training Program (CETA). The program consists of four three-hour evening training sessions presented by sworn police officers and civilian support staff. The precinct conference room located in the precinct assembly is utilized for accessibility. Areas of concern include an overview of the entire police department and 911 operation. Gang and narcotics investigations are discussed along with the use of police force. Practical and realistic information is provided through the use of police videos, electronic presentations, "shoot don't shoot" exercises and ride-along tours. Each of the mini -citizen academies has concluded with a question and answer session with the Police Chief, evaluations and a graduation ceremony. Approximately 15 to 20 citizens enroll in the four-week and commit to the entire experience.

2. *When was the program created and why?*

The program began in 1998. The Omaha Police Training Unit provides an eight to ten week Citizen's academy approximately one to two times per year at a location in western Omaha. The CETA program was developed to augment a greater number of citizens who do not have the resources to commit to ten weeks or may not have transportation to an outlying police facility. Historically, many citizens were placed on waiting lists to participate due to limited class size. The Community Education Training Program expanded the number of citizens that could be reached.

3. *How do you measure the program's effectiveness?*

At the conclusion of each session written anonymous evaluations provide feedback for each session and provide feedback on various instructors and subjects. Question and answer sessions also provide information on the priority of neighborhood concerns.

4. *How is the program financed?*

There has been minimal cost to this program because a concerted effort has been made to use on-duty instructors and officers providing ride-along trips. There has been minimal cost for some refreshments and certificates that has been absorbed by the general precinct budget. There has been no use of federal grant or DOJ funding.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The Omaha Police Department is the prominent agency involved in this program. During the course of instruction information on support agencies within the community is provided with the use of pamphlets, information sheets, brochures and other written material or oral presentations.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

The direct contact and education effort has created better communication among the citizens and police who have experienced these sessions.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

The first effort was publicized and community leaders were encouraged to promote participation. It was so well received that word of mouth and community discussion has since provided participants for subsequent classes.

8. **Contact person:**

Omaha Police Department
Northeast Precinct Captain Pitmon Foxall
505 South 15 St.
Omaha, NE 68102
Tel.: 402-444-3751
Fax: 402-444-5648

Omaha Police Department
Southeast Precinct Community Prevention Specialist Ofelia Robles
505 S. 15 St.
Omaha, NE 68102
Tel. 402-444-7743
Orobles@ci.omaha.ne.us

PALATINE, IL
Mayor Rita Mullins

PALATINE POLICE DEPARTMENT

1. ***Briefly describe your policing program designed in outreach to hard-to-serve and under-served populations.***

In the philosophy of community policing, the Village of Palatine's Police Department is involved with three intensive programs to reach out and provide services designed to improve the quality of life among the Hispanic community of northeast Palatine. This outreach is three-fold in approach:

- Police Officer Youth Mentoring Program
- Police Summer Day Camp
- Hispanic Police Social Worker Services

POLICE OFFICER YOUTH MENTORING PROGRAM

This program is designed to redirect the lives of youth between the ages of 12 and 14 who are at-risk for gang and criminal activity. The Police Department with the assistance of the Edgebrook Community Center coordinator identified about twenty youth residing in the Baldwin Greens apartment complex who met these criteria. Every Friday evening throughout the school year, selected officers met for about three hours with these youth. Throughout the program year there were consistently 15 to 17 youth present on each Friday evening.

From the onset of the program, it was emphasized with the participating youth that they were to maintain certain standards. The standards included maintaining regular attendance,

being respectful of the officers and Edgebrook Community Center coordinator, working at two, four hour clean-up days in the Baldwin Greens Apartment complex, resisting gang and criminal activity, having no adversarial police contacts, and finally, participating fully in the Friday evening programs. Full participation meant taking part in the discussions with the police officers as well as attending the various events planned for Friday evening. To entice the youth into maintaining the established standards, a camping trip to the Wisconsin Dells was planned for June, after the end of the school year.

Friday evenings involved a discussion time with the police officers. As relationships were established between the officers and the youth, the youth began to communicate openly with the officers about concerns and problems they were facing at school and at home. These serious discussions were always followed with some recreational activity for the participants: pizza parties, movies, bowling and skating parties.

POLICE SUMMER DAY CAMP

This program was established to provide a summer day camp experience for the underprivileged Hispanic youth in the northeast quadrant of the Village of Palatine. Officers supervised and mentored the 100 youth, between the ages of 11 and 15, who participated. Camp activities were designed to provide recreational and educational opportunities for the participants. Camp activities included days of sporting competition, visits to Chicago area museums and zoos, taking in major and minor league baseball games and days spent at area water-parks.

HISPANIC POLICE SOCIAL WORKER SERVICES

With programs in place for reaching out to help the children of the mostly Hispanic northeast Palatine quadrant, the Village hired an Hispanic Police Social Worker to supplement the ongoing Police Social Worker Program. The Hispanic Police Social Worker, through an office located at the Northeast Palatine Community Center, is able to provide crisis intervention, family counseling and assistance to the Hispanic community as they acclimate to life in the Chicago area.

2. *When were the programs created and why?*

The population of northeast Palatine was recently annexed to the Village, in late 1999. This area is both residential and commercial. The residential community is mainly high-density, multi-family housing complexes, while the commercial areas are mainly retail with such businesses as Home Depot and Target along with numerous restaurants and smaller businesses scattered along the main thoroughfares. Census statistics have shown that the northeast quadrant of the Village of Palatine has a population ranging between 8,000 and 10,000 residents. The population of this area is 40% Hispanic, compared to the Village as a whole which is 14%.

Crime is disproportionately high within this one square mile area with gang activity being prevalent. There were 830 Part 1 crimes and 1328 Part 2 crimes¹ between October 1, 2000 and September 30, 2001. This accounts for 37% of the Part 1 crime and 33% of the Part 2 crime of the Village of Palatine. Yet, this area, the northeast Palatine quadrant, only accounts for about 10% of the population.

The population of this area is highly transient compared to the rest of the Village of Palatine. Many of the residents are young families with children. This area is also home to many new immigrants. One housing complex in particular has a population which is 45% Russian.

With these facts and the pressing need they illustrate before the Village and Police Department the decision was made to reach out to this area to make a difference and improve the quality of life for these residents.

3. *How do you measure the programs' effectiveness?*

Each program's effectiveness is measured differently. The number of youth in the Youth Mentoring Program who successfully met the program's standards and were eligible to participate in the Wisconsin Dells camping trip was used to determine how effective the program was in reaching the participating youth. There were twelve youth who met all the rigorous standards and went on the camping trip. This was the first time any of these youth had been outside of the Chicago area and tent-camping was something totally foreign to them. Each of the youth expressed how much they enjoyed the trip.

The Police Summer Day Camp's effectiveness is measured by the tremendous outpouring of support for the program and the number of youth who wish to participate. The program has now completed its third year and each year there are many more interested children than the program is able to accommodate. In addition, the effectiveness can readily be seen when the children are willing to approach the officers who they now know and share their problems and concerns.

The effectiveness of the Police Social Worker program is measured by assessing the number of contacts received from the community and the various situations for which assistance of the social worker is sought. Many families in crisis reach out to the social worker for assistance, counseling and intervention. Individuals, couples and families also regularly seek out the short-term counseling services offered by the social worker's office.

4. *How are the programs financed?*

The Youth Mentoring Program and the Police Summer Day Camp are funded through a local law enforcement block grant known as Project B.A.D.G.E. which the Village receives from the Cook County Board of Commissioners' Judicial Advisory Council. The Police Social Worker is funded entirely by the Village.

¹ Part 1 Crime: Murder, Criminal Sexual Assault, Robbery, Aggravated Assault and Battery, Burglary, Theft, Auto theft and Arson. Part 2 Crime: Simple Assault and Battery (including domestic battery), Deception, Vandalism, Sex offenses, Offenses involving children, Cannabis and Controlled Substances violations, Liquor Act, DUI and serious motor vehicle offenses, etc.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The Police Summer Day Camp enjoys participation from other Village Departments. Employees from throughout the Village, including the Mayor and the Assistant Village Manager, have volunteered their time to work with the Day Camp youth. In addition, there are a number of local government agencies and corporations which also make donations: Palatine Township Offices, Palatine Park District, the Northeast Palatine Resource Network and Harris Bank among others. Transportation for the Summer Camp is provided at cost by the local School District.

Edgebrook Community Center of Baldwin Green Apartments hosts the Friday Night Youth Mentoring Program which is coordinated by an employee of the Palatine Park District.

The Police Social Worker has an office, provided at no charge, at the Northeast Palatine Community Center which is operated by the Northeast Palatine Resource Network.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Generally, it is easier to coordinate programs in housing complexes that are managed and operated by a single management company or individual. The hard-to-serve and under-served communities, such as the northeast quadrant of Palatine, where the population is 40% Hispanic, are willing and ready to participate in programs that benefit them as families. When an overture is made to this community the initial interest will be slow. Palatine police officers have spent a great deal of time walking through these residential housing complexes and just getting to know the residents. As the residents come to see the police as part of their community and as individuals interested in helping to improve their quality of life, it will be easier to work with them. Palatine also found it helpful to work with and through well-established community organizations such as the Northeast Palatine Resource Network and the Edgebrook Community Center which were already serving the targeted population.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Work cooperatively with community organizations and programs that are already serving the targeted community and establish relationships with the residents of the community to open doors.

8. *Contact person:*

Rita Mullins, Mayor
Village of Palatine
200 E. Wood Street
Palatine, IL 60067

Fax: 847-359-9094
rmullins@palatine.il.us

Jim Haider, Commander of Planning & Research
Palatine Police Department
200 E. Wood Street
Palatine, IL 60067
Tel.: 847-359-9012
Fax: 847-359-9021
jhaider@palatine.il.us

PASADENA, CA
Mayor Bill Bogaard

PASADENA POLICE DEPARTMENT
YOUTH ACCOUNTABILITY BOARD

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

The Youth Accountability Board provides an alternative to the traditional courtroom process to minors arrested for the first time. Its mission is to establish a diversion program that avoids prosecution while requiring strict accountability on the part of participants.

Specifically, the Youth Accountability Board serves as a hearing body for juveniles arrested for their first offense. At the conclusion of the hearing, the panel deliberates and structures a contract, which is then discussed with the minor and his/her family. The contract is likely to involve a combination of community service, restitution, and counseling. If all involved parties agree, the juvenile will enter the proposed contract, and then spend the ensuing six months fulfilling its requirements.

If successful, the juvenile is deemed to have graduated, and all record of the initial offense is expunged. Should the minor fail to meet his/her contractual obligation, it will be construed as a breach of contract, and the initial case will be forwarded to the District Attorney for appropriate filing through the juvenile justice system.

2. *When was the program created and why?*

The Pasadena Police Department has historically placed a premium on its handling of youth offenders, and has regularly searched for ways in which to better serve this constituency. In the first instance, the Department has launched, and has collaborated with others in a series of programs aimed at preventing youth from becoming involved with the juvenile justice system. The department has also engaged in significant outreach efforts to rehabilitate the habitual juvenile offender.

But these approaches, which have enjoyed their measure of success, was not addressing a significant portion of the juvenile population, namely minors arrested for the first time who, if approached effectively, might avoid subsequent arrests.

The purpose of the Youth Accountability Board, created on November 14, 1997, is to offer a specific approach to help young people correct their conduct and return to being constructive community members.

3. *How do you measure the program's effectiveness?*

The results of the Youth Accountability Board process to this point have been extremely gratifying. Only 11% of those minors who have graduated from this program have been rearrested subsequent to their exposure to the Board. This is a powerful result when one considers that a sampling of those juveniles arrested over the same period, who were not eligible for the program, revealed that 93% have been arrested again.

Additionally, it is the responsibility of the Police Department to continually track the successes and failures of the Youth Accountability Board program participants. The tracking of participants, as well as spot-checking former participants, is done on a monthly basis. Such a tracking mechanism allows the Police Department to immediately record and analyze its successes and failures in order to create program alterations or changes when necessary.

4. *How is the program financed?*

The COPS Office of the U.S. Department of Justice does not fund the Youth Accountability Board, nor does the Police Department receive any monies from the COPS Office. However, the section of the Police Department that is responsible for the management of the Youth Accountability Board program has one police corporal and one staff assistant funded by the Local Law Enforcement Block Grant (LLEBG) from the federal government.

The Pasadena Police Foundation (a non-profit organization that assists the Police Department) has secured a grant from the Huddo-Patterson Charitable Foundation in the amount of \$180,000 to be used to assist in providing important elements of the program, including a two-day camping trip for the graduates to assist in the development of "teamwork" and "self-reliance".

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Once the first time offender portion of the juvenile population was identified as offering a special opportunity for constructive action, the Police

Department canvassed various public safety agencies for suggestions on a response. The Youth Accountability Board emerged from this analysis, comprised of citizen graduates from Pasadena's Citizens Police Academy, administered by the Pasadena Police Department in partnership with the District Attorney's office, the Probation Department, the Juvenile Court, and the Health Department.

One of the core elements of the Youth Accountability Board is its connection with community members and their dedication to working on the board. All of the board members are graduates of the Police Department's Citizen Police Academy and either live or work in the City of Pasadena. These citizens are seen as stakeholders in the program and beneficiaries of the

program's success. A successful program translates into a safer community where they either live or work.

The Pasadena Mental Health Association is a partner in the Youth Accountability Board program. This organization provides counseling to the participants and their family members in an attempt to deal with long standing mental issues that may have a significant impact on causing the youth to become a re-offender.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

While the effects of the Youth Accountability Board appear to be quite profound to this point, its greatest potential may lie in the future. Its unique blending of resources from the police, community, and other governmental agencies results in a powerful systemic partnership capable of forging lasting solutions. A blending of the empirical and subjective data to this point would seem to clearly support the position that the Youth Accountability Board has a measurable and readily discernible effect on those juveniles who have taken part in the program. In successfully impacting those minors who fall in the gray area between non-offender and habitual offender, this process reaches a historically underserved population of our youth, and provides an alternative to the rigors of the criminal justice system.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

It is easy for any organization to make the claim that their particular program or project is valid and "making a difference" in the lives of others. The determination that the Youth Accountability Board is successful and merits recognition is supported not only by the Pasadena Police Department, but also through the sources outside the Police Department. The program works with various private organizations, public agencies, and non-profit groups that have sighted this program as being a "model" for others to replicate. By partnering with these other groups to create a successful program and having them recognize the program as being effective and impactful provides legitimacy to the program's validity.

8. *Contact person:*

Bernard Melekian
Chief of Police
207 North Garfield Avenue
Pasadena, California 91109
Phone (626) 744-4545
Fax (626) 744-3781
bmelekian@ci.pasadena.ca.us

PEMBROKE PINES, FL
Mayor Alex G. Fekete

COMMUNITY AFFAIRS UNIT

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

In the early 1990's the Police Department embraced the Community Oriented Policing Philosophy by creating a COPS office with two officers. In 1999 it expanded its commitment and created the Community Affairs Unit (C.A.U.) to address not only criminal activity, but to build a partnership with the community and provide a venue for the exchange of concerns and information on current crimes and perceptions of crime.

Six police officers, one police sergeant and one police service aide are completely dedicated to the needs of the underserved and at risk segments of the community, especially that of the aging population. The philosophy the Community Affairs Unit holds toward our aging population is promoting empowerment, preventing victimization, and implementing coordinated interventions.

As active members of S.A.L.T (Seniors and Law Enforcement Together) and TRIAD, the Community Affairs Unit promotes a unified partnership with elder/retired citizens to work towards the reduction of criminal victimization of senior citizens and enhances the delivery of law enforcement services to the City's burgeoning growing elderly population. The goals and objectives of this involvement is to provide: an advisory group for the exchange of information between seniors and law enforcement and to increase awareness of public safety concerns through education and seminars, one such venture is the joint thespian group with the Pembroke Pines Fire Department. This group presents "plays" on personal safety for seniors, acting out many current telephone scams and other financial fraud activities, which can be seriously debilitating element in the lives of many seniors. The Community Affairs Unit also provides a Victim's Assistance Program to render reassurance services for older people to reduce fear and provide moral support.

2. *When was the programs created and why?*

In the fall of 1999, the Pembroke Pines Police Department established the Community Affairs Unit to meet the culminating programmatic structure of the community policing philosophy that began in the early nineties.

3. *How do you measure the program's effectiveness?*

The City of Pembroke Pines and its police department recognize that our mission cannot be accomplished without input and support from those we serve. Therefore, through a partnership with residents and businesses, we will continue to maintain an open and honest dialogue directed towards identifying and eliminating public safety problems. The program measures effectiveness, but is not limited to the following: number of concerns reported and

addressed, follow-up citizen surveys, referrals, and law enforcement actions taken by attending monthly meetings, speaking engagements and presentations, and special events organized.

4. *How is the program financed?*

The Community Affairs Unit is currently budgeted in the City's General Funded budget. Monies also awarded from the COPS MORE '95,'96, and '98 grants as well as the Victims of Crime Act (VOCA) grant, indirectly enhance the Units operational activity.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The City of Pembroke Pines Community Services Department is devoted to providing quality services to our residents 60 years of age and older. The Community Services Department staffs the Southwest Focal Point Senior Center, the central location for senior services in Pembroke Pines. Our 52,000-square-foot facility offers a multitude of services geared to the elderly residents of southwest Broward County. This City entity also provides transportation services for seniors to and from a number of locations. The Transportation Division is staffed by licensed and trained employees who are sensitive to the changing needs of the elderly.

Crime Watch, a City sponsored entity, also works to bring law enforcement and elderly components of our community together as a team to reduce crime in all areas. It is impractical to place a policeman in each neighborhood and business location. The practical solution is to utilize those who live and work in our city. Residents in their neighborhoods and merchants around their businesses know who belongs there and who does not. Citizens literally become the eyes and ears of the police by reporting suspicious activity immediately to them. They know that they cannot be everywhere at the same time. The police realize that they need all facets of our community to assist them in their efforts to protect and serve. Crime Watch has opened new channels of communication between the police and the elderly residents and merchants of our city.

Every city has a vision of its growth and its future. It is the task of the Growth Management Department to measure, plan and guide the City's growth, helping the people of Pembroke Pines to realize their vision. Further, it is the pledge to constantly examine computerized demographics, analyze trends, and apply skills toward providing useful information that will help the Community Affairs Unit better serve targeted areas such as the elderly population.

Community involvement continues to be the core of the Community Policing strategy. Without the direct input from the community, the viability for the Community Affairs Unit would not be readily apparent.

6. *What are major lessons learned from the program that would be helpful for mayor, police chiefs, and other trying to implement a program similar to yours?*

“We exist to solve all problems”

- The allowance of the officers to perform a very broad policing role in the community. This allows the community to have sustained contact with the police department through the Community Affairs officer. Officers and citizens now work as a team for the improvement of the overall quality of life. Major concerns of communities are not always the robberies and traditional major crimes, but more with the small quality of life issues that effect their day to day life.

“The perception of crime is very important to the community”

- Police department concerns now deal with the perceived criminality in an area, and find solutions to change this perception. This was evident in the Herons Landing community where residents expressed a feeling of being unsafe, though the crime in the area was very low. A simple change of the sodium lighting to halite bulbs made the residents feel safer because of the brighter light and full color spectrum of the halite lighting made the area “look safer.”

“Residents want to be heard and have input into the policing of their community.”

- Giving the residents input in the policing process created mutual accountability and respect. This also gave residents the venue to initiate a community concern with an area officer known to them, have an officer talk directly to them about the problem, and receive feedback as to the progress and conclusion of the problem. This also gives the community affairs officer “ownership” and “accountability” of their area of the city.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Researching and networking are vital to the success of any type of program(s).

8. *Contact person:*

Major Patrick Lynn, Support Services Bureau
Pembroke Pines Police Department
9500 Pines Boulevard
Pembroke Pines, Florida 33026
Tel.: 954-436-3269
Fax: 954-436-3203
plynn@ppines.com

PHILADELPHIA, PA
Mayor John F. Street

CRIMES AGAINST THE RETIRED AND ELDERLY (C.A.R.E.)

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

The Philadelphia Police Department has a unit devoted to the Crimes Against the Retired and Elderly (C.A.R.E.)

I. MISSION

The mission of the CARE Unit is to enhance the quality of life of our seniors through the identification, arrest and prosecution of those individuals and groups who criminally prey on the elderly.

Investigation: The CARE Unit investigates and works with Divisional Detectives regarding the following crimes:

1. Home Invasion and Utility Impostor Burglaries involving elderly victims, patterns of crime of violence targeting elderly victims, for example: robberies and thefts occurring near banks involving Social Security and pension checks.
2. Complex frauds (Credit Cards, Advance Fee, Check, Insurance, Power of Attorney, Forged Financial Instrument, Identity Theft, ATM) involving elderly victims.
3. Confidence games (Pigeon Drops, Stop Back as Police Officer, Distressed Foreign Visitor, Spanish Prisoner et al) and home improvement and consumer frauds targeting the elderly.
4. Bank Examiner, Badge Player, Bail Bond Schemes.
5. Personal Care, Boarding Home, Nursing Home Abuse and Deaths. Home Companion/Health Care Theft, TakeOvers (held hostage in their own home).
6. Fortune Tellers, Psychic Readers, Faith Healers

Cooperation: The CARE Unit maintains a National liaison with all Law enforcement groups that investigate and/or prosecute crimes against the elderly. Joint investigations to be conducted where applicable – particularly due to the transient nature of certain groups that prey on the elderly. They monitor the activity of the non-traditional criminal element.

Prevention: The CARE Unit disseminates information necessary to combat the Incidence of crimes against the elderly, through community meetings, Senior Citizens' groups, varied Victims Assistance Groups and the District Victim Assistance Officers.

2. *When was the program created and why?*

Pennsylvania has the second highest elderly population in the United States and is continuing to grow. The Philadelphia Police Department responded to the needs of this segment of our society, and on March 2, 1992, it formed the CARE Unit.

3. *How do you measure the program's effectiveness?*

The CARE Unit has brought about a new awareness within the senior citizen groups of our city. CARE has educated the elderly and their families in the way of protection, and prosecution. The effectiveness can be measured by the fear of the elderly being reduced and the willingness of the victim to report the crime in addition to being a cooperative witness.

4. *How is the program financed?*

The program is funded through the department's fiscal budget. When the program was first established, the department received a grant which purchased two vehicles for the unit.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The CARE Unit has established liaisons with all federal, state, local and private organizations who share their mission to protect and serve our senior citizens. The community is involved through community meetings and self help work shops.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Through its public appearances at neighborhood meetings and senior citizens groups, CARE has opened the scope of its impact to reach far beyond that group of people over 60 years of age. Through the education of the elderly, and the friends and family of those people it has been instilled in them the fact that the elderly do not have to hide in their homes to be safe.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

The most important message to pass along that would be helpful to mayors, Chiefs of police and others is education. Education not only of the elderly through community meetings, but also the education of the officers who first respond to crimes of the elderly. Next the detectives who will investigate the crime once it has been committed. The education needs to include not only about the specific crimes, but how to handle the special needs of the elderly. In many cases, they will need special assistance and referral to agencies who will provide them with

assistance. Law enforcement personnel have to deal with the elderly with patience and understanding. Senior citizens will cooperate and tell you what they know, but it will be on their terms and within their time frame.

8. *Contact person:*

Sergeant Grace Wischum-Smith #263
Detective Rose DiLacqua
Police Officer Lou Sgro
3900 Lancaster Avenue, 2nd floor
Philadelphia, PA 19104
Tel: (215) 685-9486 / 9487

ROCHESTER, NY

Mayor William A. Johnson, Jr.

ROCHESTER POLICE DEPARTMENT “HOMELESS DETAIL”

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

The name of our program is the “Homeless Detail”, and we meet monthly at a central location late at night in the central business district downtown. Our committee consists of several agencies with expertise in dealing with the homeless and volunteers from the community. In a collaborative effort we go out into the places that the homeless live--subway beds, ramp garages, highways overpasses, etc., and triage the homeless people we encounter. Utilizing the combined talents of the members of the team, our goal is to reduce the number of homeless people living in the City of Rochester and offer them a suitable place to live.

2. *When was the program created and why?*

The program was created in January of 1999. At that time there were a number of homeless people living in the parking garages and old subway beds in downtown. Largely due to their lifestyle, and the petit crimes that accompany it, the police department was receiving a high volume of service calls for homeless people. Rather than arrest, or sending them packing into the sub-freezing weather with nowhere to go, the Homeless Detail was conceived as means to offer the shelter and services needed to address the root of the problem.

3. *How do you measure the program’s effectiveness?*

Although the failure rate is high, we have successfully placed many homeless people permanently on public assistance, and some have found employment. We measure our success rate by tracking those who are placed and by monitoring their progress through the Department of Social Services.

4. *How was the program financed?*

We currently have no financing.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

- **Two police officers from the Neighborhood Empowerment Team (NET) Sector 5 Office**--Provide security for members of the detail and check individuals encountered or warrants.
- **The NET Administrator from Sector 5**--Provides clean up in areas where the homeless live for extended periods, provides moral support, and additional counseling.
- **Monroe County Department of Social Services**--Two caseworkers are members of the detail. They provide immediate housing for the homeless people the detail encounters on a sweep. Additionally, DSS is responsible for subsequent follow up, usually the next day. Through DSS, the homeless are offered detox programs, emergency housing, and permanent residency.
- **The Strong Hospital Crisis Intervention Team**--Evaluates mental and physical health, checks on medications--many have mental health issues.
- **St. Mary's Church located in the heart of our community**--Father Bill Donnelly--provides spiritual support and transportation to area hotels and emergency housing units. We also utilize his facilities for briefing and debriefing our details.
- **Volunteers from the community**--There is always an interest in getting involved in the Homeless Detail. We do utilize volunteers on a rotating basis.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

Make sure that there are beds available in the shelters and hotels before transport. Ensure that record checks are completed on scene--before transporting. Many people encountered are accustomed to their lifestyle and will refuse assistance. Your committee must be vigilant in their efforts and continue to persuade those in need to accept the services available.

7. *What specific advice do you have for mayors replicating a program such as yours?*

You must have the appropriate agencies involved in your program in order to serve the many needs of the homeless. Never underestimate the numbers you may encounter on a given night--provide a bus or large van for transportation. Do your homework--gather intelligence from police officers and other sources to determine where the homeless are living.

8. Contact Person:

Lieutenant Thomas Belcher
Rochester Police Department
107 Liberty Pole Way
Rochester, New York 14605
Tel.: (716) 428-7175
Fax: (716) 428-7160

SAN PABLO, CA
Mayor Shirley R. Wysinger

SAN PABLO POLICE KIDS TO CAMP PROGRAM

1. Briefly describe the policing program designed for outreach to hard to serve and / or underserved populations.

For the past ten years, the City of San Pablo Police Department has identified through our patrol officers, children between the ages of 10-12, who might benefit from a wilderness experience. These children are frequently from poverty level homes, single-parent families, and with languages other than English used at home. These children, both male and female, are taken on a no-expense camping experience with off-duty officers from our agency.

2. How was the program created and why?

In 1991, Officer Redman decided that the children in our community and the officers that serve them needed to find a “place” where they interact in a safe, positive venue. He gathered a core group of five other officers and we decided on a camping trip, entirely funded by the community, that has proven to be very successful. We wanted the kids to see that we are people also, with families and friends, and fully capable of having fun. On our side, we needed to see that beyond the toughness of these children, they were frightened and in need of attention.

3. How do you measure the program’s effectiveness?

Although we do not approach the program empirically, with specific objectives, to our knowledge only one child out of the 130 we have taken on the camping trips over the past ten years has been arrested. In addition, three of the officers in the program were honored as citizens of the year in our community for their efforts in this program. The improved community / police relationship is not measurable, except by the positive comments on the program from our citizens and the media.

4. How is the program financed?

The program is financed entirely by individual donations from members of our community. One fraternal organization has been the primary fundraiser. We receive no state or federal funds for the Kids-to-Camp program.

5. ***What other city agencies are involved in the program? How is the community involved in the program?***

The City of San Pablo Police Department is the sole participant in this program. 100% of our funding comes from individual donations.

6. ***What major lessons were learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?***

Smaller is better! As soon as the program was recognized as a success, we came under intense pressure to expand the program. We stood firm, believing that a small group provided a unique, intense, wilderness experience that would be diluted if expanded.

7. ***What specific advice do you have for mayors interested in replicating a program such as yours?***

This program has been successful for several reasons. We kept it a small, quality operation for a city with a population of 30,000. It may not be applicable to a larger city. We continue to have a core group of officers who continue to champion the program.

8. ***Contact person:***

Officer Trevor Redman
Tel: (510) 215-3130.

**SAN PABLO POLICE DEPARTMENT " P.I.S.T.O.L. " PROGRAM
POLICE IN SCHOOLS TO OFFER LIFE**

1. ***Briefly describe your policing program designed in outreach to hard-to-serve and /or underserved populations.***

For the past 9 years, the San Pablo Police Department gives presentations to grade school children at the schools in our community. The presentation focuses on the dangers of drugs, gangs, and violence. In addition, the program is designed to encourage and provide positive interaction between children and Police Officers, and to help build a child's self-esteem. These goals are accomplished by talking with school aged children honestly and treating them with respect. Contact is made with students in a positive setting, on at least (4) occasions before they reach high school. This position also includes crime prevention, personal safety information and community awareness for business owners and the citizens of San Pablo.

2. ***How was the program created and why?***

In 1992, a nineteen year old gang member was killed on the streets of San Pablo. Out of the anguish from the inability to respond to cries for help from the deceased victim's mother, the

P.I.S.T.O.L. Program was born. As of August 1997, a full time Officer has been dedicated to the position of School/Community Resource Officer. The primary responsibility of that Officer will be working within the schools as a means of intervention and prevention to drugs/gangs. This will include a gun safety class for first graders, introduction to the dangers of drugs/gangs for third graders, and drug/gang avoidance for fifth graders.

3. *How do you measure the program's effectiveness?*

In the 9 years this program has been in effect, we have spoken to at least one thousand, one hundred, and twenty-five children, (1,125). Educators have noted an increase in positive behavior. Crimes of juveniles involved in gang activity and homicides have decreased. Positive comments by parents are continually noted, and there has been a strong Juvenile/Police relationship built over the past few years.

4. *How is the program financed?*

The program personnel costs originally were financed through the police department's overtime budget. Later grant funding was acquired and has continued to varying degrees for the life of the program. Any personnel costs not grant funded are financed through the annual police budget from the City General fund revenues.

All non-personnel costs, which include awards, some program materials, and dinner banquet expenses, are funded by public donations.

5. *What other city agencies are involved in the program? How is the community involved in the program?*

The City Council supports the program by fundraising. One Council member hosts an annual BBQ at her personal residence free of charge. Donations are solicited and a drawing is held. All City of San Pablo employees are invited and all citizens are welcome. Other Council members and City officials contribute time and money and solicit contributions to the program.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs, and other trying to implement a program similar to yours?*

The individual selected to implement the program is critical to the success of the program. It is recommended that the individual implementing the program be a local role model for the student population. The individual must be enthusiastic, but disciplined enough to work independently to bring the program to completion with positive results.

The program requires a broad base of community support and involvement. Primary stakeholder buy-in is paramount; educators and public officials should be courted prior to program initiation. Successes must be praised to build community involvement.

7. ***What specific advice do you have for mayors interested in replicating a program or programs such as yours?***

Find the right “SPONSOR” to initiate and promote the program in your community.

8. ***Contact person:***

School/Community Resource Officer Sandi White
Tel: (510) 215-3157
San Pablo, CA

SAN RAFAEL, CA
Mayor Albert J. Boro

**SAN RAFAEL POLICE DEPARTMENT’S RESTORATIVE POLICING
PROJECT**

1. ***Briefly describe your program.***

In November 1999, the City of San Rafael, located in Marin County, CA developed an innovative interagency collaborative utilizing Community Oriented Policing (COP) philosophy in response to the growing concern among San Rafael merchants and citizens about the impact the mentally ill homeless population was having on the community. By advocating for the reintegration of mentally ill homeless persons into the community the police department shifted the law enforcement and community focus from arresting the mentally ill offender to challenging the treatment status quo and engaging treatment providers in a unique interagency collaborative which prevents arrest.

San Rafael Police Officer, Joel Fay Psy.D., developed an inter-agency collaborative specializing in mentally ill persons who frequently contact law enforcement. This program has two primary components. The first is a collaboration of law enforcement agencies called the Mental Health Liaison (MHL) program. In the first phase of the program every police jurisdiction in Marin County assigned a police officer as a MHL officer. Using a community-policing model, these officers became familiar with the team’s clients and their treatment plans. They assist treatment providers by locating clients, checking in on their placements and becoming a visible extension of the treatment team. Clients and mental health professionals have come to rely on the MHL officers as a resource and frequently call on the services of the MHL officers to assist them. Families with a mentally ill member are also aware of MHL officers in their community and frequently ask to speak with the officers when traditional efforts to engage a mentally ill relative have failed.

The second component is the Forensic Multi Disciplinary Team (FMDT). The FMDT consists of community based and public service agencies including criminal justice, mental health, homeless advocacy and others. The team meets monthly to review law enforcement’s

requests for client outreach and develops individualized intervention and treatment plans cutting through interagency barriers.

2. *When was the program created and why?*

During the three-year period from January 1997 until December 1999, four hundred and twenty-two people with histories of mental health treatment were arrested in San Rafael, one hundred and seventy-one had serious mental health conditions and experienced multiple arrests. Most of these arrests were for “survival crimes” such as petty theft, failing to appear for court appointments, crimes associated with mental health crisis episodes or the effects of substance abuse accounted for sixty-four percent of arrests, only 6% of the crimes could be classified as seriously violent. San Rafael’s mentally ill offenders do not “age out” of the criminal justice system in their late 20’s or early 30’s like non-mentally ill offenders. The frequency of arrest for most mentally ill offenders peaks in their late thirties and does not decline significantly until persons reach their early to middle 50’s.

As Mental Health programs lost funding, outreach projects withdrew from the streets. Law enforcement, traditionally the first responders in mental health crisis situations, became the primary community crisis intervention service for homeless mentally ill citizens. Patrol officers regularly contacted mentally ill persons in their communities and gradually assumed the role of community case managers for frequently contacted mentally ill citizens. The Marin County jail became one of the county's largest mental health treatment facilities spending approximately ninety thousand dollars on psychotropic medications during the 1999-2000 fiscal year. The breakdown of inter-agency cooperation due to budget cuts and resource shifting developed a reactive system that no longer supported the best interest of the clients or community it was chartered to serve. Instead of coordinated mental health and criminal justice services, mentally ill citizens were often treated or “managed,” through frequent incarceration and containment in the county jail. For many mentally ill persons incarceration became the primary avenue to adequate shelter, medical services and long-term mental health care.

In November 1999, under the direction of Officer Fay the police department began the Mental Health Liaison (MHL) and Forensic Multi-Disciplinary Team (FMDT) programs.

3. *How do you measure the programs effectiveness?*

There are two ways to measure the success of this program. The first is by reviewing the status of individual clients and the second is by recognizing the systemic change. A successful intervention means the client is no longer being arrested and the primary treatment agency is outside the criminal justice system. To date the FMDT has treated 41 clients. Two clients left the area and have not been located. One client was sentenced to prison. Of the remaining 38 clients, 21 have been successfully diverted to treatment. The remaining 17 cases are still active with clients in varying stages of their treatment plan. Adopting a “no-give-up” policy, the FMDT never rejects a referral and keeps open clients on the roster until their case is resolved. As a result of the collaborative efforts many other clients have been engaged and successfully treated without the need to be referred to the FMDT.

The systemic change is inspiring. The dynamics within the meetings, which began as cautious collaboration, have developed into partnership. Agencies that two years ago would not speak with each other now coordinate treatment plans and combine resources. News of the program has expanded well beyond the local area with request for program information coming from Washington DC, numerous California Counties and Australia. The interagency collaboration was instrumental in our successful efforts to receive two grants.

4. *How is the program financed?*

The MHL program began with no additional funding sources and with each agency donating their time and resources. Since the inception of the program we received two grants to work with the mentally ill homeless and the mentally ill offender populations. These grants allowed for additional mental health workers, law enforcement officers, housing, and medical treatment.

We are currently writing a grant to receive money to send two police officers to graduate school to receive advanced degrees in Psychology and to expand this effort into other areas / domains within the community.

5. *What other agencies are involved?*

There are currently twenty-three agencies working under the umbrella of the FMDT. Participants in the FMDT include the District Attorney and Public Defender's Office, Probation, Community Mental Health, patient rights programs, National Alliance for the Mentally Ill, homeless advocacy organizations and every law enforcement agency in the county.

6. *What are the major lessons learned from the program?*

The most important lesson is that individuals who have been considered "untreatable" can be successfully treated when a community works together.

The primary barriers to successful replication of this program are a lack of interagency cooperation and trust. Long standing cultural tensions between criminal justice and mental health and within the mental health treatment system must be reduced and successful partnerships must be developed.

Active inclusion of law enforcement personnel in a mental health treatment process is likely to be resisted by some mental health professionals on an ideological basis alone. We recognize that redefining the traditional nature of mental health outreach is likely to meet resistance. The mental health and treatment staff involved must represent themselves assertively and honestly describe what they are legally able to do and what legal limits must guide their practice. Law enforcement staff must be willing to adopt a new perspective and set aside some of the cultural assertiveness they are trained to rely on.

7. *What specific advice do you have for mayors interested in replicating the program?*

Communities interested in developing similar programs should identify primary participating agencies to become part of the solution. These agencies need to agree that they will continue in the process despite unavoidable obstacles. It is important to ensure that the people involved in the process are the individuals doing the job on the streets. Administrators need to provide permission for these individuals to be creative and to operate outside the traditional agency boundaries.

The best way to determine if this program will work in your community is to start with a small group of dedicated personnel and find a client. The inclusion of additional agencies occurs naturally during treatment plan implementation. The shape and personality of the team evolves during the progression of each case, developing partnerships and nurturing the growth of a cohesive group.

It is important to remember that interpersonal and interagency relationships make the system work. The goal is a comprehensive interdisciplinary approach that blurs the traditional boundaries between involved agencies thereby assisting clients in overcoming the traditional barriers to care.

8. *Contact person:*

Officer Joel Fay, Psy.D.
San Rafael Police Department
1400 Fifth Avenue
San Rafael, CA 94901
Voice Mail: (415) 485-5773 ex 111366#
Fax : (415) 485-3043
Joel.fay@srpd.org

**SANTA BARBARA, CA
Mayor Harriet Miller**

CITIZENS ADVISORY COMMITTEE (C.A.C.)

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

The Santa Barbara Police Department has a long history of working under the philosophy of Community Oriented Policing and Problem Solving. Over the years, the evolution of our problem solving philosophy emphasized that citizens of our community should work with police to be part of the problem-solving format in a variety of ways. This year, we formed the Citizens Advisory Committee (C.A.C.) which is a group of community members that serve in an advisory group to the Chief of Police.

The purpose of the C.A.C. is to address quality of life issues within the City of Santa Barbara. In the spirit of Community Oriented Problem Solving, members of the C.A.C. participate in the problem solving process to improve the neighborhoods of Santa Barbara. This collaborative effort teamed members of the community with members of the Police Department to further our Community Oriented Problem Solving endeavors. The committee is comprised of twenty members. We have six beat areas in Santa Barbara and each beat is represented by two C.A.C. members who live or work in that beat. The remaining members serve as at large participants and represent a variety of business and community perspectives.

The first step for this group was to identify six quality of life issues for the C.A.C. to focus on. The following will describe the six areas of interest and the current focus.

Youth – Organizing neighborhood carnivals where youth organizations will participate. These carnivals will provide an opportunity for youth to learn and participate in these programs in their own neighborhoods. Many of these youth would not otherwise learn about the programs that exist in the Santa Barbara community.

Traffic Safety – Developing a volunteer program for parents to watch over children who wait for school busses on busy streets.

Neighborhood Development – Examining the issue of chronic parking problems in neighborhoods that follow the idea of “Fixing Broken Windows”. The approach is to visit neighborhoods with numerous vehicles parked for long periods on streets and discuss the impacts of leaving such vehicles in public.

Personal Safety – Revamping our handouts and information guides that include multiple language translations and identifying multiple distribution locations throughout the cities. We are also working to create a speakers bureau to increase public safety discussions and presentations.

Communication – Creating alternative means for community groups to contact the police department other than the 911 system. This includes updating the SBPD website for easier access of community policing projects and outreach.

Homeless Management – Developing a program to properly evaluate homeless people and refer them to the appropriate assistance agencies or programs.

2. *When was the program created and why?*

The C.A.C. was an idea brought to our department by Chief Camarino Sanchez who was sworn in as our newest chief of police in November 2000. He experienced success with a similar group at the San Rafael Police Department and wanted to develop a similar group but reflective of the goals and ideas of the Santa Barbara community. The C.A.C. would serve as the community eyes and ears of the chief.

3. *How do you measure the program’s effectiveness?*

Our early success is seen in the problem solving activities of this group. Members are taking ownership in the various projects and activities with advisory assistance from police officers. They are developing solutions that provide alternative view than those attempted in the past. The participation of city departments is broader than what we have relied on in the past. It allows for us to expand the resources available to address issues and improve our community.

4. *How is the program financed?*

There are no costs to the program other than the normal salary expenses for the officers assigned to our Community Policing detail.

5. *What other city agencies are involved in the program? How are these city agencies involved in the program? How is the community involved in the program?*

We requested every department of the city to identify a contact person for the C.A.C. during the creation of this committee. Representatives of each city agency are invited to attend general meetings of the group to be informed of ongoing outreach projects. Information shared at these meetings allows for networking of services to provide support and to avoid duplication of efforts.

Members of the C.A.C. are all community members that have a vast network of community contacts. There are twenty members of this committee that represent a variety of race, gender, economic and educational backgrounds.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs and other trying to implement a program similar to yours?*

The key to success of this committee is to allow them to identify issues and develop their own solutions. Our experience is that the C.A.C. will identify issues that are similar to problems we face as a law enforcement community, but the solutions and successes are different from those developed in the law enforcement framework.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Recommendations made by the committee will be advisory only, but will help the Chief of Police in strategic planning efforts and in prioritizing the uses of police resources. The committee will provide the Chief of Police with an additional mechanism for quality control, which will help ensure a superior level of service to the community.

8. *Contact person:*

Sergeant Michael Aspland
Santa Barbara Police Department
215 E. Figueroa Street
Santa Barbara, CA 93101
Tel. (805) 897-3701
maspland@sbgpd.com

SPOKANE, WA
Mayor John Powers

SPOKANE C.O.P.S.

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

Spokane C.O.P.S. substations are “Community Driven” meaning they are operated, staffed and managed by citizen volunteers. This nonprofit organization has five paid staff that provides technical assistance and resources to the neighborhood groups. Spokane C.O.P.S. is responsible for being the liaison between the Police Department and their clients, the community. The mission statement is to “Assist the Spokane Police Department in providing services to the neighborhood for the betterment of the entire community.” The substations are a direct extension of the Spokane Police Department. The intent is to train, educate, and empower the community to assume primary responsibility for those conditions in the neighborhood, which provide security or have the potential to result in crime. Spokane Police Department provides funds for support staff, substation phones, security systems and rental agreements for all substations. They have representation at the C.O.P.S. Board and supply the required training professionals for C.O.P.S. volunteers. SPD supplies C.O.P.S. with 7 Neighborhood Resource Officers and a Sergeant to focus on neighborhood issues and maintain communication from Law Enforcement to the community through substation operations. Workstations were established in most substations for the officers while out in the neighborhoods.

2. *When was the program created and why?*

In 1991 two girls were abducted in broad daylight from their neighborhood. This tragedy sparked the West Central Neighborhood in Spokane, Washington to take control of the conditions that would allow this crime to take place. With the help of the neighborhood community, center a neighborhood task force was developed. The task force included 5 subcommittees to address specific issues in the neighborhood. One of the committees, Police/Community Relations, had two major agenda items to address: 1) Lack of Police Presence and 2) Better Dissemination of Information Regarding Sexual Predators.

Item one led to the research and conclusion that the entire city had a lack of police presence. At that time, the Spokane Police Department was operating at 1.2 officers per 1,000 citizens. Spokane’s Police Department opened three police substations in the business districts of the city in 1986. These storefronts were there to show a presence and to use the stations to drop in, write reports and make phone calls. They were not staffed full-time. The public could not walk in and access the police, but the presence of the storefront made an impact on the crime in the three areas they were established. Looking at this model, the West Central Committee decided they needed a substation in their neighborhood “to create a presence”. The citizens then decided that they would recruit citizen volunteers from the neighborhood to operate the substation on a daily basis. The police department trained volunteer citizens on basic “Complaint Desk” operations, including taking reports and attaching the necessary resources for

the community to resolve many of it's own problems. The first volunteer staffed neighborhood substation, C.O.P.S. West, opened May 1, 1992, just 8 months after the girls were abducted.

The substations, through it's volunteers and professional affiliations, bring residents to the point where they assume primary responsibility for the security of their neighborhood and this reduces the potential for crime. This has been evident in the development of a R.S.O. (Registered Sex Offenders) program. New strategies to notify neighborhoods of registered sex offenders in partnership with law enforcement has led to being named one of 19 national demonstration sites by the Federal Government in 1998-2001. Remember the number two concern for the West Central Committee...better dissemination of information regarding sexual predators!

In 1995 the police department sponsored the application for non-profit status. This has grown to be 10 neighborhood police substations and 187 programs and projects that take place in the City of Spokane through Spokane C.O.P.S.

3. *How do you measure the program's effectiveness?*

Washington State University's Department of Political Science, has conducted a number of mail surveys of the citizens of Spokane at the behest of the Spokane PD over the past six years. The first of these surveys was conducted in 1992, and serves as a baseline for comparison. Additional surveys were conducted in 1994, late 1995, and most recently in December/January 1997/8. From the latest survey in a letter dated July 6, 1998 to Police Chief Roger Bragdon from Dr. Nicholas Loverich, Director, DGSS at WSU he writes, "*...our studies of citizen attitudes toward the Spokane PD over the course of the past six hers indicate clearly that the agency is held in high regard by the public. In every area of our questioning there has been improvement... it is clear that the Spokane PD is seen as among the most trusted to do the right thing with respect to citizen expectations.*"

4. *How is the program financed?*

The first building was purchased by a neighborhood business owner and it was remodeled with volunteer labor. The owner then leased the building to the City of Spokane and the Spokane Police Department for \$1.00 per year. The Spokane Police Department also pays the insurance and taxes on the property. The annual cost for this shop is approximately \$2,400.00 per year.

SPD contracts with Spokane C.O.P.S. for \$225,000 to support 5 full-time staff and training material. The total for the program operations is approximately \$300,000. It is important to note that this was a 10-year evolution and growth. We started with 2 staff and \$50,000 contract; with total program costs of \$100,000. Each substation is responsible for their daily operations expenses of cleaning and office supplies. They raise this money from neighborhood fundraising events and other donations.

The amount of return to the community in donations and services is four-times the amount of the investment. Volunteers have give back in time and service the equivalent to 24 full-time city staff.

5. ***What other city agencies are involved in the program? How are these agencies involved? How is the community involved? (Answered this one previously.)***

Department of Corrections – N.B.S.: Neighborhood Based Supervision is the decentralization of community corrections officer into the neighborhood police substations. DOC has representation on the C.O.P.S. Board.

Juvenile Justice: Juvenile probation officers are decentralized into three of our C.O.P.S. Substations. This has also increased resource sharing and communication.

Registered Sex Offender Management Team: The City of Spokane was selected as one of 19 demonstration cities by Janet Reno to showcase how we deal with our community registered sex offenders. SPD has one of the best registration/tracking systems in the nation. This process combined with the dissemination of information to the community makes our city unique in how the community deals with the issue.

C.P.T.E.D. Crime Prevention Through Environmental Design: Spokane C.O.P.S. provides a volunteer and staff member to assist the SDP Crime Prevention Unit in the process of provided CPTED services to the community.

Community Emergency Response Team: Spokane C.O.P.S. is a partner with the Spokane County EMS in providing volunteers who have been trained to act in the event of local emergency/natural disaster. This includes C.O.P.S. volunteers from Neva-Wood, Southeast and East Central C.O.P.S./NOP groups.

Community Justice Site Councils: Spokane C.O.P.S. is a member of the team that developed the restorative justice model. This program is designed to divert DWLS 3rd Degree, 1st time offenders, from the criminal justice system to local community teams that will assist the offender in becoming a legal, licensed, insured driver.

Community Mental Health: To provide information to the mentally ill at the street level. This includes the development of a release form which allows C.O.P.S. volunteers to talk directly with treatment provider rather than calling police.

Code Enforcement: Frequents the substations and sharing neighborhood information.

Fire Marshals: Assists with resolving alleyway passage, smoke alarm inspections and all other safety inspections in some of our neighborhoods problem areas.

Office of Neighborhoods: Always sharing training opportunities and is sharing office space at the Neva-wood substation location. We have many of the same citizens participating in maintaining and improving the quality of life in all of Spokane's 27 neighborhoods.

Alzheimer's Association: Volunteers are trained to assist with information about registering with the Alzheimer's Association.

Red Cross: Information about emergency preparedness is used at substation events and available at all substations.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

One major lesson learned was that we had the citizen buy-in and the police department upper brass partnered, but we didn't include middle administration of the police department. It took much longer to get the buy-in of patrol and immediate supervisors to realize this new form of policing with the community.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

The difference between "community driven" and "community based" is really very simple. Driven programs are owned by the community. Based means the system planted the seed. To have an entity say to a community "this is what we are going to do to make it safe for you" will result in the community sitting back with their arms folded waiting for the system to repair the damage. When the system realizes that they cannot fix all the problems the community blames the system for not being effective. When the citizens develop the vehicle for resolution and/or change they take great pride and ownership in seeing the process result in positive change. They also recognize their own faults and quickly compensate to correct them.

8. *Contact person:*

Marilyn Saunders, Director
Spokane C.O.P.S.
901 N Monroe, #320
Tel. 509.835.4591
Fax 509.625.4432
msaunders@spokanepolice.org

INTERNATIONAL SAFETY PROGRAM

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

International students, and their families, are encouraged to explore our city and eastern Washington, to experience the recreational, cultural and commercial richness of our area. While away from their campus settings we want them to feel safe. Education through videotape

presentations relating to personal and property safety, and to pedestrian driving safety are shared with the students and families.

In addition, students receive a small wallet-sized “HELP” card, designed to be shown to merchants, police and others who are in position to provide assistance. These are produced in a variety of languages with the same phrase written in English on the opposite side of the card.

Videotapes and cards are done in:

- Arabic
- Cantonese
- Korean
- Mandarin
- Russian
- Spanish
- French
- German
- English
- Japanese

2. *When was the program created and why?*

This program was first designed by the Spokane Police Department to be shared as a model for other universities to copy and make specific for their city. In 1997 the National Association of Foreign Student Advisors recognized this “Foreign Students Safety Project”. On any given day Spokane is host to more than 1,300 students representing more than 70 nations from around the world. These visitors have selected 1 of six institutions of higher education in this city to further their education and to broaden their horizons. Spokane is fortunate to welcome the visitors, some for a few months, many for several years. For some of our guests their visit represents a cultural challenge: many of our customs and our laws vary from their own experience.

3. *How do you measure the program’s effectiveness?*

This program has not been researched. It is a prevention/education program. Individual university crime statistics after implementation have not been measured to date.

The project was selected as Best of Region 1 in 1997, comprising of the northwest United States. As such, it was featured at the N.A.F.S.A. convention in New Orleans where about 4,000 student advisors from across the nation and from several foreign countries attended. This was the first time the colleges in the Northwest were selected as Best of the Region.

4. *How is the program financed?*

Spokane Police Department finances the majority while working with volunteers from the Universities.

5. *What other city agencies are involved in the program? How are these agencies involved? How is the community involved?*

This program was developed jointly with the City's International Development department and the International Student Advisors from our seven area colleges. (The City's International Development department is no longer in operation.)

Spokane C.O.P.S. substations have a full set of these videotapes to use a tool for outreach to new foreign neighbors.

6. *Contact person:*

Marilyn Saunders, Director
Spokane C.O.P.S.
901 N Monroe, #320
Tel. 509.835.4591
Fax 509.625.4432
msaunders@spokanepolice.org

TOLEDO, OH

Mayor Carleton S. Finkbeiner

RETIRED SENIOR VOLUNTEER PATROL (RSVP)

1. *Briefly describe your policing program designed to reach hard-to-serve and/or underserved populations.*

The Retired Senior Volunteer Patrol (RSVP) Program is a collaboration between the Toledo Police Department and the Area Office On Aging of Northwestern Ohio, Inc. Older adult volunteers (50 years of age or older) go out into the community to check on seniors and other homebound individuals. These volunteers visit their 'clients' during daytime hours Monday through Friday, checking up on them, much as a good neighbor would. During each visit the volunteer provides companionship and conversation while determining the needs of the client and making any necessary referral. Volunteers are equipped with a cell phone to enable the summoning of emergency medical or police assistance should it become necessary.

These volunteers also check the homes of citizens who are away on vacation or other extended absence.

2. *When was the program created and why?*

The program officially began in September of 2000, and is modeled upon a similar program in San Diego, California. The San Diego initiative was observed first-hand by our Chief of Police, whereupon he immediately recognized a similar need here in Toledo.

Additionally, the mayor of Toledo had earlier expressed the desire to utilize volunteers in service to the community, and this program fit nicely into that criterion.

3. *How do you measure the program's effectiveness?*

The program's effectiveness is measured by the number of clients visited, the number of referrals made, as well as with data garnered through a satisfaction survey of the clients.

4. *How is the program financed?*

The program is primarily funded through the police department budget. However, the Area Office On Aging provides reimbursement to volunteers for mileage and meals.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The only other agency actively involved with the RSVP program is the Area Office on Aging. This agency provides expertise on elder needs and issues, as well as financial reimbursement for volunteer mileage and meals. Other city agencies become involved when a referral is made to that agency by the RSVP program, and conversely, when an employee of one of those agencies becomes aware of an elderly/homebound need and makes a referral to the RSVP program.

The community becomes involved in the program in much the same way. The coordinator of the RSVP program regularly participates in activities designed to advertise the existence of the program, both to solicit clients and to attract volunteers.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

Implementing the program takes a considerable amount of time. A full-time coordinator may be necessary depending upon the scope of the program and the size of the community. Researching the needs of both the community and the department, and including in the early-stage planning those stakeholders who will be affected by the program, will ensure a successful implementation.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

Collaborate with other agencies to utilize their expertise and avoid duplicating services.

8. Contact Person:

Officer Anita Madison
Coordinator, RSVP
Scott Park District Station
2301 Nebraska Ave.
Toledo, OH 43607
(419) 936-3720
(419) 936-3696 – fax
Web address: www.toledopolice.com

TRENTON, NJ
Mayor Douglas Palmer

CITIZEN POLICE ADVISORY COUNCIL

1. Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.

The City of Trenton has embarked on a bold new initiative to promote the community policing philosophy to all of the city's residents and business partners. This new initiative geographically divides the city into four wards (North, South, East and West). Each ward has formed a Citizen Police Advisory Council, also known as CPAC. Each of the Citizen Police Advisory Councils are comprised of citizens from their respective ward. The Council members include residents, clergy, business owners and various city agencies, such as members from the Housing and Building Inspections, Public Works, Health Department, etc.. Extra attention is also given to assure that all groups within a ward are represented, such as the gay and lesbian association, Latino and non-English speaking residents, senior citizens and our city's youth. The members of CPAC work in a united effort on a variety of issues, with the intention of improving the "Quality of Life" within their community. Police intervention occurs when a group reaches an impasse during the resolution process and/or situation. Representatives of the police department who work within each respective ward, including ranking officers and beat officers, act as facilitators to assist and guide the members to reach closure of a particular issue. The police officer still maintains a proactive approach in the enforcement of any and all laws and ordinances. It is the police officer's responsibility to keep the lines of communication open between the police department and the Citizen police Advisory Council, ensuring a united effort to address all issues and concerns of the citizens within each respective ward.

2. When was the program created and why?

In March 2000, the City of Trenton engaged in a major change in its policing philosophy. After an open election, the position of Chief of Police was replaced by a civilian Police Director. The Police Director was appointed by the mayor, to serve as a Cabinet member and to head the day-to-day operations of the police department. This task called for a total

review of the department's operations, which resulted in determining that the relationship between the department and the citizens of Trenton was in need of more successful interactions and open communications. A transition from traditional policing to a full service community policing department commenced, which included the formation of the Citizen Police Advisory Councils. During this transitional period, all parts of government and the community were called upon in this effort, with the goal of an improved "Quality of Life" for the citizens of Trenton.

3. *How do you measure the program's effectiveness?*

A constant line of communication is maintained between the police department and the CPAC leadership. Other city departments have accessed this open line of communication at the urging of the Mayor's Office and the Police Director. This is an attempt to move the community policing concept into a community government approach.

District Captains attend scheduled monthly meetings for each of the four CPAC groups. District Captains are also accompanied by support personnel from their command. These include supervisors and beat officers from the ward, and members from the narcotics and investigative bureaus when necessary.

Feedback and open dialogue during these monthly meetings allow all shareholders to express their issues and concerns, but more importantly permits the community to become involved in the decision-making process. During this process it is encouraged of the CPAC leadership to involve all neighborhood associations, residents, and business owners. As previously mentioned, extra attention is also given to address the non-English speaking residents, gay and lesbian associations, senior citizens and youth groups within our city.

4. *How is the program financed?*

Education is an important part of the community-police relationship in the City of Trenton. All police officers receive training in the philosophy of the community policing. For our police department to succeed in working closely with our CPAC members, we have included members of CPAC and other city residents and agencies with training in community policing. The Trenton Police Department co-hosts classes with the New Jersey Regional Community Policing Institute throughout the year, to address the total concept of community policing. Funding for this program is provided to the police department and the community by the COPS Office of the U.S. Department of Justice.

Additional costs for operations of each CPAC are addressed by individual fundraising, departmental budget and other programs available to the residents as members of the CPAC group. Several members have attended leadership initiative courses sponsored by the Community Foundation of New Jersey. Upon successful completion of the course, individuals are given the opportunity to write grants to offset charges for programs created to address community issues within their ward.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

As has been previously stated, the City of Trenton, through the Office of the Mayor, has urged all city departments to commit to the community policing philosophy and to do so with constant interaction with citizens, specifically through the Citizen Police Advisory Councils. Success for this philosophy and success of the CPAC groups can only be obtained by a concentrated collaborative effort.. Inclusion of all associations and citizens, regardless of age, race, gender, sexual preference and beliefs, is mandatory for our city to move forward progressively.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

The implementation of this philosophy and the creation of a Citizen Police Advisory Council enhances the highest quality of life for each specific neighborhood. It is imperative that during the process of problem solving, representation of all residents be included, including the hard-to-serve and/or underserved populations. In addition, concentrated attempts should be made to bridge the gap between non-English speaking citizens and the CPAC members. This could be accomplished by working closely with civic and neighborhood associations located within these neighborhoods, utilizing interpreters. The importance of including these citizens becomes apparent when attempting to introduce police related and other city related programs within non-English speaking neighborhoods. The necessity of gaining trust is only accomplished when the line of communication has no obstacles and dialogue is unrestricted.

Conflict resolution and problem solving, initiated by the CPAC groups, can best be accomplished utilizing the S.A.R.A. model. This technique, when introduced into the community policing philosophy, addresses each problem in an organized and committed manner. In the S.A.R.A. model, long-term solutions are sought by the CPAC members, rather than quick temporary remedies. This type of problem solving allows all parts of the community to be included in the process with equal input.

While utilizing the S.A.R.A. model, each situation is dissected by initially SCANNING the problem and its causes, and ANALYZING possible actions to be taken to rectify the problem. During the RESPONSE stage of the model, the decided plan of action is implemented. The final stage is ASSESSMENT, the evaluation of the effectiveness of the plan initiated. This stage allows all participants to determine whether or not the plan of action has resolved the issues and concerns of all the participants, or if an alternative plan of action is necessary to correct the problem/conflict.

7. *What specific advice do you have for mayor's interested in replicating a program or program such as yours?*

Today, although we face a more complex world, the police community has realized the need to get back into our neighborhoods. The formation of a Citizen Police Advisory Council

allows a city to work in a united effort to address all issues and concerns which affect the “Quality of Life” for its residents. The CPAC groups ensure that all members of the city, regardless of age, race, gender, sexual preference and beliefs are represented and their voices heard.

There are three basic elements, which are key for success in implementing a Citizen Police Advisory Council. These elements are education, communication, and dedication. Education and training in the process of problem solving and the philosophy of community policing. Communication between citizens and the city agencies. Dedication of the members of the CPAC, police department and other stakeholders to work in a collaborative effort to achieve success for all.

8. Contact person:

Police Director James B. Golden, Jr.
Trenton Police Department
225 North Clinton Avenue
Office of Public Affairs
Lt. Joseph S. Juniak
P.O. Joseph Nocera
Tel.: (609) 989-3908
Fax: (609) 989-4270
E mail: jjuniak@trentonpolice.net

WALNUT CREEK, CA
Mayor Kathy Hicks

PEDESTRIAN SAFETY PROGRAM

1. Briefly describe your policing program designed in outreach to hard-to-serve and/or under-served populations.

The PEDESTRIAN SAFETY PROGRAM, is a comprehensive approach to pedestrian safety. While the program has been designed to be applicable to all members of the community, one of the primary focuses is on the elderly community within the city of Walnut Creek.

The program employs *enforcement* and *education* to promote pedestrian safety and to *prevent* accidents, injuries and fatalities.

The program is a comprehensive approach to pedestrian safety, tying a number of elements together into a more effective overall program. It reflects a more aggressive strategy, but emphasizes *education* over *enforcement*. The program includes the following elements:

- Pedestrian warning notices that can be issued in lieu of a citation. The warning notices contain valuable information regarding violations, as well as the monetary fine associated with each violation. The warning notice also contains pedestrian safety tips.
- A diversion program, (Pedestrian Safety Class), offered to anyone issued a notice to appear citation, in lieu of going to court and/or paying a fine. This no cost class is designed to educate pedestrians, as well as vehicle operators that violate pedestrian right of way. (Diversion is not an option for subsequent violations.)
- Pedestrian safety presentations at senior citizens functions. The presentations include a power point presentation that has photos and videos.
- Increased public awareness through use of media, installation of “safety tip” signs at key locations, and dissemination of printed materials on pedestrian safety.

2. *When was the program created and why?*

The program was created in September of 2001, because of the following:

- The senior citizen population in the city of Walnut Creek is large, and fairly isolated.
- The senior citizen population of the city of Walnut Creek, as well as nationwide is involved in a large portion of our pedestrian accidents.
- Our standard operating procedure related to pedestrian issues was not effective.

The city of Walnut Creek has a senior citizen population that accounts for approximately one-quarter of the total population. Additionally, senior citizens comprise the fastest growing segment of the population within Contra Costa County.

The senior citizen population in Walnut Creek is also relatively isolated. Approximately fifteen thousand senior citizens live in a retirement community that is self-contained (Rossmoor). Rossmoor has only one entrance and one exit. In addition, Rossmoor is located on the outskirts of the City of Walnut Creek.

According to the National Highway Traffic Safety Administration (NHTSA), more than 85,000 pedestrians were injured nationwide in the year 2000. Another 4,906 pedestrians were killed in traffic crashes last year (a statistic that makes pedestrians 1.6 times more likely to get killed by a car, than by a gun). Nationwide pedestrians are the second largest category of motor vehicle deaths, after vehicle occupants.

Elderly people face a higher risk of death as pedestrians. Twenty-two percent of all pedestrians killed were over sixty-five years old, even though only thirteen percent of the population is elderly.

During the year 2000, according to the California Highway Patrol Statewide Integrated Traffic Records System (SWITRS), Walnut Creek investigated fifteen accidents involving pedestrians. All of these accidents resulted in injuries or death. The pedestrian accidents during this time period resulted in fourteen injuries and one fatality. For the year 2000, 5.4% of the injury accidents reported in Walnut Creek involved pedestrians and 33% of the fatal accidents involved pedestrians. Additionally, sixty percent of the pedestrians involved in accidents were 54 years or older. A review of the pedestrian statistics for Walnut Creek revealed that the pedestrian was found at fault in approximately six percent of the injury/fatal accidents and the vehicle driver was found at fault ninety-four percent of the time.

The Walnut Creek Police Department's past approach to pedestrian safety consisted of infrequent enforcement. Citations were occasionally issued to the operators of vehicles who violated the pedestrian's right of way, but were rarely issued to pedestrians who violated the law.

On a few occasions, the Department's Traffic Team would saturate a problem area and these would have a temporary result of reducing violations in those specific areas. Not long after the saturation enforcement ended the violations would increase.

No safety presentations were made to schools, business groups or the elderly. Due to lack of enforcement and education the walking and driving public in Walnut Creek could be observed on a daily basis ignoring laws that were enacted to protect pedestrians from injuries and death.

Due to all of the above information, specifically the fact that **thirty-three percent of our fatal traffic accidents involved senior citizen pedestrians**, we decided that sporadic *enforcement* was not enough. Thus, the development of the Pedestrian Safety program.

3. *How do you measure the program's effectiveness?*

The program was approved by staff in October of 2001, and is being implemented now. The effectiveness will be determined by statistical analysis, as well as through feedback from participants.

4. *How is the program financed?*

The program is financed by the City of Walnut Creek Police Department. The Community Policing Team administers the program.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Other city agencies are brought into the program on an as needed basis. Traffic Engineering has been utilized by the Community Policing team in the past to deal with traffic areas that are determined to be problematic due to design.

The community is involved through presentations and classes. Additionally, we depend on the community to help identify problem areas. These are received via complaints.

6. *What are major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

The biggest lesson has been the fact that we realized our standard operating procedure as it applied to pedestrian violation enforcement was not working. We needed to take a hard look at how we could prevent future violations, and more importantly, how we could prevent accidents/injuries/fatalities. We strongly believe that by utilizing the two-pronged fork approach of *enforcement* and *education*, we will ultimately realize success in *prevention*.

Another lesson learned was this program offers a unique opportunity for positive interaction between the community and the police department. With this program, even enforcement actions such as issuing pedestrian violation citations result in a positive spin centered on *education*, and *prevention*. We believe the public perceives this program as a benefit, and not a punitive action (i.e., *enforcement*).

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

Get started as soon as possible! The interaction between the police department and the public has traditionally been one of giving and receiving enforcement / punitive actions. This program has created an environment that fosters cooperation between the police department and the community toward a positive solution to an issue effecting all of us...*Preventing* pedestrian accidents / injuries / fatalities.

8. *Contact person:*

Officer Jack Sage
1666 N. Main St.
Walnut Creek, CA 94596
Tel. (925) 943-5844
Sage@WalnutCreekPD.com

Sergeant Tim Schultz
1666 N. Main St.
Walnut Creek, CA 94596
Tel. (925) 943-5844
Schultz@WalnutCreekPD.com

WHITTIER, CA
Mayor Allan Zolnekoff

LOWER UPTOWN PROJECT

1. *Briefly describe your policing program designed to outreach to hard-to-serve and/or under served populations.*

The Lower Uptown Project area is modeled after the Community Oriented Policing Philosophy (COPP's) model that has been demonstrated and taught by Washington. Two officers were assigned to a specific area that had been plagued by criminal activity, gang activity and was populated primarily by Hispanic, non-English speaking residents. The renters inhabited the majority of the properties. This is a high density, highly transient neighborhood encompassing 28 square blocks. The vast majority of this area is apartment buildings, with some multiple residential, triplex, duplex and a few single-family homes. This area has a small retail / commercial district that dominates 4 blocks, on one side of the district. There are also 2 churches in this portion of the city.

The police and the residents met to identify the issues that the residents felt were causing the problems. At this juncture it is important to include that because of the transient nature of the area, the vast majority of those involved in these meetings are no longer in the area. Law enforcement then utilized internal data to determine what the police department's problems were and what criminal elements there were in the area. Once the problems plaguing the area were identified, and the individual's causing the problems were identified, priorities were established, long-term solutions were created and put into place and work began eradicating problems and rebuilding the neighborhoods.

2. *When was the program created and why?*

The project was begun in 1994.

The Lower Uptown Project was created because a new type of policing was needed to deal with the unique problems being identified and created in these neighborhoods. When funding became available through the COPS AHEAD Grants from the Federal Government it was possible for the City to dedicate 2 sworn officers to this neighborhood on a full-time basis.

Traditional policing was not having an impact on crime in the area, or on the public's impression of feeling safe in their neighborhood. The area has been plagued with gang violence for decades and was deteriorating.

3. *How do you measure the program's effectiveness?*

The effectiveness of the program is measured in traditional and non-traditional means. The traditional means are; statistically how have Part I, II, and III crimes been affected. Has there been an identifiable, quantifiable increase or decrease in criminal activity in the area.

Another measurement is the number of known gang members living in the neighborhood. Their current status, e.g. working, parole, probation, school, etc. The number of homes in need of repair, and the ability of the homeowner to repair them. We also included information on the perception of how safe the residents felt in their homes.

4. *How is the program financed?*

The program was funded 100% by the U.S. Department of Justice. These monies expired approximately 2 years ago. The positions are now funded entirely by the city of Whittier.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Since implementation the vast majority of city agencies have been included in projects in this area, including Parks and Recreation, Transportation, Building and Safety, Code Enforcement, Planning, Redevelopment, Public Works, and the City Managers Office.

Agency involvement has been:

Parks and Recreation – A city park is adjacent to the target area. This was a new facility and was developed at considerable expense bore almost solely by the city. It was primarily designed as a baseball park, but included playground equipment in one section. The entire park facility was fenced, locked and closed to use except when baseball games were planned and permitted by the department. After negotiating with P & R the officers assigned to this area were able to get the playground section of the park opened after school and on the weekends, staffed by a P&R person.

Transportation – This area was not included in a plan designed to provide residents of the city with public transportation. After pointing out the oversight the Transportation Department established a bus route that included pick up and drop offs in and around the area.

Building and Safety – Because this was a virtual no mans land for many years, no department, other than the Police Department, ventured within its borders unaccompanied, or without being accompanied by an officer. Many illegal, unsafe building additions and conversions had been conducted that needed to be corrected. This would reduce many of the illegal multiple unit conversions that were built, reduce the number of residents, and eliminate some of the problems in the community. By way of observation, homeowners take better care of their property than renters. By reducing the number of renters living in illegal conversions, we reduce the number of complaints, the demand on city services, and improve the overall appearance of the properties and quality of life.

The majority of projects in this area are law enforcement driven. We are rarely, if ever, contacted by other city departments to assist in a project.

6. *What major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

In order to make any program work and be effective it is necessary to have cooperation between city departments, and to work together toward a common goal. Unfortunately, without city manager / mayor “buy-in” many departments do not participate. Most programs are police department driven which often drives a wedge between department heads, further eroding inter-department cooperation.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Train all of your department heads and managers on the program first so they are familiar with how they work and what the ultimate, common, goal is. Once you have agreement, and buy-in, from department heads, train the line level supervisors so they can work cooperatively with other city departments. Create a newsletter highlighting projects that involve multiple departments.

8. *Contact person:*

Sergeant Jeff Heintz
Whittier Police Department
7315 Painter Ave
Whittier, CA 90602
Tel. (562) 945-8299
Fax: (562) 945-8247
jheintz@whittierch.org

LAMBERT ROAD PROJECT

1. *Briefly describe your policing program designed in outreach to hard-to-serve and/or underserved populations.*

The Lambert Road Project area is modeled after the Community Oriented Policing Philosophy (COPP’s) model that has been demonstrated and taught by Washington. Two officers were assigned to a specific area that had been plagued by criminal activity, gang activity and was populated primarily by Hispanic, non-English speaking residents. The property owners, rather than renters inhabited the majority of the properties.

The police and the residents met to identify the issues that the residents felt were causing the problems. Law enforcement then utilized internal data to determine what the police department’s problems were and what criminal elements there were in the area. Once the problems plaguing the area were identified, and the individual’s causing the problems were

identified, priorities were established, long-term solutions were created and put into place and work began eradicating problems and rebuilding the neighborhoods.

2. *When was the program created and why?*

The project was begun in 1996.

The Lambert Road Project was created because a new type of policing was needed to deal with the unique problems being identified and created in these neighborhoods. When funding became available through the Cops Grants from the State of California it was possible for the City to dedicate 2 sworn officers, and one non-sworn Community Service Officer to this neighborhood on a full-time basis.

3. *How do you measure the program's effectiveness?*

The effectiveness of the program is measured in traditional and non-traditional means. The traditional means are; statistically how have Part I, II, and III crimes been affected. Has there been an identifiable, quantifiable increase or decrease in criminal activity in the area. Another measurement is the number of known gang members living in the neighborhood. Their current status, e.g. working, parole, probation, school, etc. The number of homes in need of repair, and the ability of the homeowner to repair them. We also included information on the perception of how safely the residents felt in their homes.

4. *How is the program financed?*

The program is funded 100% by the State of California. These monies are slated to run out in 2 years, however there is a bill currently on the Governor's desk to extend the funding.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

Since implementation the vast majority of city agencies have been included in projects in this area, including Parks and Recreation, Transportation, Building and Safety, Code Enforcement, Planning, Redevelopment, Public Works, and the City Managers Office.

Agency involvement has been:

Parks and Recreation – A city park is adjacent to the target area. This was a new facility and was developed at considerable expense bore almost solely by the city. It was primarily designed as a baseball park, but included playground equipment in one section. The entire park facility was fenced, locked and closed to use except when baseball games were planned and permitted by the department. After negotiating with P & R the officers assigned to this area were able to get the playground section of the park opened after school and on the weekends, staffed by a P&R person.

Transportation – This area was not included in a plan designed to provide residents of the city with public transportation. After pointing out the oversight the Transportation Department established a bus route that included pick up and drop offs in and around the area.

Building and Safety – Because this was a virtual no mans land for many years, no department, other than the Police Department, ventured within its borders unaccompanied, or without being accompanied by an officer. Many illegal, unsafe building additions and conversions had been conducted that needed to be corrected. This would reduce many of the illegal multiple unit conversions that were built, reduce the number of residents, and eliminate some of the problems in the community. By way of observation, homeowners take better care of their property than renters. By reducing the number of renters living in illegal conversions, we reduce the number of complaints, the demand on city services, and improve the overall appearance of the properties and quality of life.

6. *What major lessons learned from the program that would be helpful for mayors, police chiefs, and others trying to implement a program similar to yours?*

In order to make any program work and be effective it is necessary to have cooperation between city departments, and to work together toward a common goal. Unfortunately, without city manager / mayor “buy-in” many departments do not participate. Most programs are police department driven and often drive a wedge between department heads, eroding intra department cooperation.

7. *What specific advice do you have for mayors interested in replicating a program or programs such as yours?*

Train all of your department heads, and managers on the program so they are familiar with how they work and what the ultimate, common, goal is.

8. *Contact person:*

Sergeant Jeff Heintz
Whittier Police Department
7315 Painter Ave
Whittier, CA 90602
Tel. (562) 945-8299
Fax (562) 945-8247
jheintz@whittierch.org

YORK, PA
Mayor Charles Robertson

YORK CITY POLICE COMMUNITY POLICING UNIT

- 1. Briefly describe your policing program designed in out reach to hard-to-serve and/or underserved populations.*
- 2. When was the program created and why?*

The York City Police Community Policing Unit was originally created in 1988 in response to an increase of drug-related crime in the south central part of the City of York. As funding became available through the U.S. Department of Justice, a small unit was created consisting of four officers and one supervisor. These officers primarily conducted highly visible foot patrol operations in this area of the city. This area is predominantly a low income housing area with a mix of private homes as well as government funded housing. The racial make-up of this neighborhood is predominantly African-America with a smaller population of Hispanics.

For the first few years of the unit's existence, the officers assigned took on a highly proactive approach toward law enforcement in this area, with an emphasis on problem-solving. These officers were responsible for making a significant number of arrests. A major accomplishment of this unit was the closing of a neighborhood bar which contributed significantly to overall crime in the area.

With a change in police administrations, came an overall change in the mission status of the Community Policing Unit. The unit was re-organized and placed under the direction of the Community Services Division. The emphasis of the unit became more towards building partnerships with the community and less towards proactive law enforcement. Police outposts were established and located throughout the cities high crime areas. These outposts included the South George Street Area, Walnut Street Area, West Princess Street Area and the two main public housing areas of the city, Parkway Homes and Wellington Homes. These areas are all lower income with a large minority population residing throughout. Officers assigned to these areas were empowered to develop a working relationship within these neighborhoods. Most of the activities of the Community Policing Officers assigned to these areas was directed towards developing a better relationship with the youth living there. Officers organized and continue to organize youth activities including a Summer Youth Bowling Program, trips to local minor league baseball games, hockey games as well as NFL football games.

During the existence of the CPO Program, some of the outposts such as the South George Street Area, Parkway and Wellington Homes Area have remained while other areas such as West Princess Street and Walnut Street Area have been either scaled back to part-time staffing or totally eliminated. Currently, the Community Policing Unit consists of four officers each assigned to an outpost and one supervisor. Current outpost locations include; South George Street Area, South Pine Street Area, Parkway and Wellington Homes.

As previously stated, the majority of Community Policing activity is directed towards building better relationships with the community via predominantly youth-related programs. There are currently no specific outreach programs developed or implemented to build relationships with specific groups such as the non-English speaking community, the elderly or the gay community.

Populations that are sometimes viewed as a “hard-to-serve” and/or “underserved” are in fact quite the opposite within the confines of the City of York. A significant amount of additional resources is directed towards the same high crime/lower income/minority neighborhoods served by the Community Policing Unit. A variety of overtime foot patrols are directed to provide increased police presence and service to these areas where overall police resources are frequently stressed to the breaking point. Areas defined as “underserved” are in fact most often over-served in comparison to other low crime, higher income areas.

3. *How do you measure the program’s effectiveness?*

Although Community Policing is frequently cited as a major contributing factor credited with the decrease in crime, there are currently no established methods to measure the unit’s effectiveness or lack thereof. Crime within the CPO areas continues to occur accounting for a disproportionate amount of citywide drug-related activity and violent crimes.

4. *How is the program financed?*

Funding for two of these positions (Parkway and Wellington Homes) is provided by the federal government and administered through the York Housing Authority. Funding for the George & Pine Street Outposts is provided by the City of York.

5. *What other city agencies are involved in the program? How are these agencies involved in the program? How is the community involved in the program?*

The South George Street Area outpost is markedly the most successful in terms of developing a community/police partnership. This office is staffed by volunteer civilian personnel in addition to a full-time community policing officer. A small pseudo-bureaucracy has been established in the area involving community groups and local business which has developed into the South George Street Partnership. This group oversees the economic development of the area and has been responsible for bringing a community health treatment center, health education center and satellite offices of two local colleges into the neighborhood.

Development in the area continues under the oversight of the Partnership and is to include shops and entertainment facilities. A sub-group of the Partnership in which the community policing unit is directly involved is the TALL (Target Area Local Leadership) Team. The TALL Team is composed of local area leaders including council members, neighborhood activists, community minded citizens and the police. The overall goal of the TALL team is to develop an on-going working relationship between the police and community to improve public safety.

The South Pine Street outpost is one of the more recent additions to the Community Policing program. This office is staffed with a Community Policing Officer as well as several community-based Probation Officers. The outpost provides the probation officers with an off-site location to meet with their clients who live within the confines of the Pine St. area. In addition to the Probation Department, the Pine St. outpost works closely with a recently formed community group known as the Ole Towne East Neighborhood Association. This group is composed of community activists and area residents who are interested in becoming involved in unifying their neighborhood to reduce criminal activity as well as quality of life issues.

Both outposts located within the public housing areas of the city exist primarily due to the fact that funding is received from outside resources thus continuing the requirement for staffing. The overall effectiveness of these locations has been limited at best due to a lack of interest on the part of area residents to become involved in the community policing process.

6. *What are the major lessons learned from the program that would be helpful for mayors, police chiefs and others trying to implement a program similar to yours?*

In order for a Community Policing Program to be successful administrators must be willing and able to support the program at all levels. From the onset, administrators must be willing to accept that the program will only be as successful as the component parts want it to be. If there is a lack of interest or commitment from either the police or the community the program will not succeed.

Additionally, administrators must acknowledge that Community Policing is an operations function not a specialized unit and not a part of community relations. Although ultimately community policing methods should contribute positively to police/community relations, in order for it to be accepted department-wide, it cannot be isolated and staffed as a “specialized unit” outside the realm of regular patrol operations.

Special consideration should be given to how the unit is established initially within the community. Although community policing “outposts” or sub-stations may be initially popular within the neighborhood they are located their existence can lead to counter-productive police activity. The basic premise of community policing is to free patrol officers from answering routine calls for service and to meet face-to-face with community members to address and hopefully solve the problems that they are encountering. Since this cannot be accomplished by officers driving through these neighborhoods going from call to call, they are placed in small geographic areas and given unlimited opportunity to meet with the community in an attempt to solve the root problems associated with criminal activity. The existence of an outpost gives officers a place to hide and/or avoid contact with the very public they are directed to develop relationships with.

7. *What specific advice do you have for mayors interested in replicating a program such as yours?*

Community Policing is a department-wide operation not a specialized unit, as such it cannot be isolated from regular patrol operations. Community Policing IS NOT Community Relations!

Community policing officers should be assigned to their neighborhood either on foot or bicycle patrol, permanently if practical given geographic considerations to help facilitate police/community interaction.

Acknowledge that in order to empower police officers to develop positive community relationships they must be independent and self-reliant. Officers looking for an “easier” assignment, or an assignment where arrests are not required should not be assigned to community policing. Officers selected for assignment to engage in community policing should consistently exhibit a positive work ethic and above average level of job performance.

Avoid creating outposts or sub-stations within community policing neighborhoods. Their existence is not required to conduct community policing and may in fact contribute to an ineffectiveness of such operations.

The ultimate goal of community policing is to reduce crime while expanding community involvement and developing positive relationships. A police officer’s job is to combat crime whether assigned to work directly with the community or independently while assigned to routine patrol. As a result, community policing officers must be highly proactive and be willing to look towards the causes of crime in their areas to be successful at problem solving. With that said, police officers cannot be expected to solve all problems within society that directly contribute to crime. The best method for officers to perform their jobs is in a thorough, professional and caring manner. Acknowledge also that cops are cops, not social workers, foster parents, teachers or preachers.

Although all of these traits may at time be called into play in an officer’s routine, a police officer is not a substitute for these community members that are not otherwise present in some people’s lives. The community must be willing to step up to the plate and except it’s responsibility in eliminating the social causes, i.e. single parent homes, drug/alcohol abuse, lack of spirituality, etc. that inevitably lead to crime.

8. *Contact person:*

Sergeant Kevin Girling
York City Police Department
50 West King Street
York, PA 17401
Tel.: (717) 846-1234
Fax: (717) 849-2332