



COMMUNITY POLICING PROGRAMS

A Twenty-Year View

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(#) denotes endnote numbers

Introduction

The National Neighborhood Foot Patrol Center, housed in the School of Criminal Justice at Michigan State University and sponsored by a grant from the Charles Stewart Mott Foundation, has four main objectives:

- Training of police administrators, politicians, and community residents in the principles, management and operation of community policing programs.
- On-site technical assistance to communities interested in initiating a community policing program.

- Research into all facets of the policies and procedures affecting community policing programs.
- Dissemination of information relating to community policing.

This report is part of a series of publications that have resulted from information gained about community policing from the National Center's technical assistance, training, and research efforts.

There are two sections to this report. *Section I* provides a sampling and synopses of various community policing programs and strategies nationwide. The survey period is from 1965 to 1986. All of the programs and strategies were gleaned from articles appearing in *The Police Chief* which is published by the International Association of Chiefs of Police.

Not all programs listed are still in existence; however, a survey currently underway by the National Neighborhood Foot Patrol Center will provide updated data concerning each program's status. This information will be disseminated in a future publication in the Community Policing Series. The questionnaire being used in the telephone survey is presented in Appendix A.

The goal of this publication is to provide the broadest possible range of programmatic strategies, so that any community interested in initiating a similar program can read the synopsis and then contact the appropriate police department directly to elicit feedback concerning the program's success or demise.

For easy reference, the programs and strategies have been organized into four broad topic areas: Community-Oriented Programs, Youth Oriented Programs, Programs Targeted at Other Special Groups, and Programs Targeted at Specific Problems or Employing Limited or Unique Means.

The index in the back lists, by topic, the specific bibliographic information regarding the issue of *The Police Chief* in which the pertinent article appeared. Programs covered in this section may, but more likely may not, also be reflected in the listing of community policing programs in *Section II*.

Section II lists, by state, those police departments that have specifically been identified by the National Neighborhood Foot Patrol Center as having a community policing program. These departments were identified by several different methods; participant attendance at one of the training programs conducted by the Center, a technical assistance visit to the department by Center staff, or response to a survey included in one of the publications distributed by the Center.

Community policing series publication number three, *The Status of Contemporary Community Policing Programs*, also provides a listing of programs identified as of the date of that publication. Section 11 provides an updated listing with over two hundred programs having been identified.

Please refer to publication number three for a discussion of such programmatic aspects as the geographic area of the city where most community policing programs operate, the impetus for the beginning of programs, and the usual source of funding.

SECTION I

Community-Oriented Programs

1. *Community Police Liaison* (Winston-Salem, North Carolina)

Goals: To provide a 24-hour a day liaison between police and the community to prevent crime. To change the image of police, so they would be viewed as people who can help those in trouble and as people who can be trusted.

Strategies: The concept involved setting up a single sector of the police department, the Community Services Unit, to investigate parental neglect, attack the causes and conditions that lead to crime and delinquency, find truant kids, and work in the recreational facilities kids use.

2. "I Would Like To Help You" Approach (Wauwatosa, Wisconsin)

Goals: Crime prevention and citizen education.

Strategies: The Police/Community Relations program used a slide program for community education. A special program was instituted to teach retailers how to spot shoplifters. They also provided a speaker's bureau and provided crime prevention information and materials they developed for use in other communities.

3. People's Anti-Crime Effort (PACE) (Monterey, California)

Goals: Improve police/citizen interactions as a result of riots in Los Angeles, increase community security, personal freedom and decrease crime and disorder.

Strategies: First step involved having one person per district invite neighbors to a meeting (churches were especially helpful). The meetings recruited volunteers for nomination to the task force. At each meeting, police provided handouts on personal and residential security. Four times a year, citizen chairpersons meet with police to discuss new developments and review specific incidents. Police seek input on how problems should be handled. Films are also made available that the citizen representatives can use in their communities.

4. Unit Beat Policing (England, United Kingdom)

Goals: To promote closer contact, deliver better service, improve information flow, overcome the shortage of officers by combining resources, and create a new challenge for officers, particularly younger officers.

Strategies: Thirty beat units were established, with each unit consisting of a car patrolling the beat 24 hours a day, one man in the car dealing with incidents and performing normal duties. In addition, two area constables were assigned, along with one officer to investigate crime and work with uniformed officers involved in crime investigation. Each beat is supervised by one sergeant.

5. Community Crime Prevention (Salt Lake City, Utah)

Goals: To develop a comprehensive crime prevention program and to develop more meaningful communication and rapport between police and community.

Strategies: The police department works with an Advisory Council as well as a Businessman's Executive Council to develop and implement downtown preventive foot patrol, crime prevention centers throughout the city, citywide athletics and special staff training. The foot patrol strategy relies on visual enforcement and personal contact. Besides offering a new link to the community, the crime prevention center strategy offers

walk-in service for the community; it also serves as headquarters for community activities and as a clearinghouse for the officers' speaker's bureau.

6. Mini-Town Meetings

(Philadelphia, Pennsylvania)

Goals: In response to a wave of riots and vandalism, the meetings were called to promote and maintain public interest and participation in law enforcement.

Strategies: Each district captain publicized, through invitation and through local media, that a mini-town meeting was coming up in his station house. A guide for these Police-Community Workshops was developed, so they could provide programs on crime prevention, explanations of police techniques, tours, as well as community education programs on such problems as juvenile glue sniffing, rats, other pest control, drugs. Citizen turnout was so high, steering committees of 5 to 25 citizens were formed to guide each workshop. These committees invited speakers and set up panels. Meetings were later held in YMCAs, malls, schools, and other large auditoriums.

7. Turning Policemen Into Social Scientists

(Binghamton, New York)

Goals: To establish a 'human' renewal program to coincide with urban renewal in response to the changing city environment.

Strategies: The police sensitivity training program began with a planned "weekend of confrontation" between 60 citizens and police. Two social scientists administered the "confrontations" so police would become sensitized to their image and their role as well as the needs of others. Next was a basic three-hour orientation for all members of the police department, which allowed them to discuss their feelings and reactions.

Phase two consisted of three all-day sessions for more intensive exploration of feelings and attitudes, using role reversal and confrontation, using citizen role-players.

The third phase consisted of identifying 10 police officers for advanced sensitivity training, with a weekend marathon encounter related to group conflict, problem solving, and counseling. These ten then constituted the community action task force that meets with community leaders monthly.

8. One Crime-Free Day

(Memphis, Tennessee)

Goals: To involve citizens in the control of crime, by showing the benefit of concerted action.

Strategies: A group of realtors funded the program to encourage companies and civic-minded individuals to work with the police to stamp out all crime for one day. The tactics employed were bumperstickers and pamphlets announcing the upcoming crime-free day, reinforced by publicity in local media. The publicity blitz culminated in a march. Statistics for the day were gathered, as well as for the day after, showing a decrease in certain kinds of crimes.

9. Talking Slides for Community Communication

(Columbus, Ohio)

Goals: To find a cheap and effective way to communicate with the general public.

Strategies: The special apparatus allows the officer to insert slides and record a script to go with them, so that if one slide is removed, the script for that slide is automatically eliminated. This allows flexibility, because officers can insert a few slides to localize the program, then switch to other slides later without total re-recording. The programs provided include drug abuse, camps for underprivileged kids run by churches, home security, pedestrian traffic safety for seniors, and self-protection for women. Funding was from the local Kiwanis.

10. Bikes for Easy Access

(Baltimore, Maryland)

Goals: To provide selective enforcement, specifically targeted to reduce burglaries in districts with narrow back alleys. Also to put officers in closer contact with citizens.

Strategies: In an experimental program, two officers were assigned to patrol a six-block straightaway on bikes. The tactic effectively reduced burglaries, because culprits could no longer escape down back alleys where patrol cars could not go. Also, kids in the area began riding with the officers, improving community relations. Officers on bike patrol carry a walkie-talkie, baton, citation book, warning bell, and tire repair kit.

11. Beat Commander Concept

(Detroit, Michigan)

Goals: To provide a decentralized authority and team identification with a small neighborhood area to improve police-community relations and achieve better crime control.

Strategies: A pilot program, it involved two scout cars in the 20th precinct being given a quarter-mile area to patrol as a team. The two sergeants in charge of the team solicited volunteers, enlisting 24 patrolmen, most young and black. The beat commander in charge was responsible for whatever happened in his territory, and officers assigned could only leave the territory in an emergency. Later, three detectives were added. Unlike regular sergeants, the two assigned had additional duties, including analyzing crime information. Patrolmen were encouraged to concentrate on public contact and communication. The program evolved into using foot patrol and motor scooters. Of note is that commanders took such personal responsibility they extended their work hours voluntarily.

12. Community Sector Team Policing-Personalized Patrol

(Cincinnati, Ohio)

Goals: To improve effectiveness by strengthening the relationships between individual officers and the public, one-on-one and in groups.

Strategies: Community Sector Team Policing began as an experimental program, later expanded by a grant from the Police Foundation. A team was headed by a lieutenant and three sergeants on a 24-hour-a-day basis, with an average of 32 other members involved. Teams were assigned according to neighborhood need, with mandatory specific training designed to promote citizen-police contact.

13. Paraprofessionals: Precinct Receptionist Program

(New York City, New York)

Goals: Involving the community in the delivery of non-police services.

Strategies: Initiated in three precincts, the program involved selecting and training women who represented block clubs and community groups to act as volunteer receptionists. Inside each precinct, the female community volunteer receptionist had her own desk, by the door, so she could greet people and evaluate their need for assistance. She acted as a referral agent to non-police agencies, freeing up police time. Also, her training made her more adept as a community ombudsman, directing citizens to agencies that could help. Training included information on the history of the NYPD, police functions, police-community relations, interviewing techniques, referrals, use of local and citywide social service directories, and recordkeeping. Two special consultants were made available to assist receptionists as needed. Reaction by police and community was favorable.

14. Individualizing Policing To Meet Neighborhood Needs

(Montgomery County, Maryland)

Goals: To individualize service to different segments of the community.

Strategies: The Community Services Unit provided different services, in different neighborhoods, taking into account the character and composition of the neighborhood served. In a minority neighborhood, the unit established a modified storefront where they held "rap sessions" for black youths. In the Latin area, they provided a series of lectures and films in Spanish. The unit also established "Code-a-phone" messages, pre-recorded public service announcements available to all who dialed the phone number, publicized on local TV. The unit also published articles in the county newspaper, prepared a videotape for use in secondary schools, offered a speaker's bureau, held "coffee and chats" where officers provided free coffee to cold shoppers at the holidays, and sponsored a ride-along program for youth.

15. Police Social Workers Act as Community Brokers

(Multnomah County Sheriffs Department, Oregon)

Goals: To provide counseling services through the police after regular business hours without overburdening police.

Strategies: The department recruited three students of social work from Portland State University and assigned one student and one volunteer uniformed officer each night to act as a counseling team. The team was dispatched on calls that seemed appropriate: family fights, attempted suicides, neighborhood disputes, etc. Initial success allowed the program to expand, adding a psychiatric social worker. He patrolled at night and followed up on contacts during the day. However, this stretched the service too thin, so the program was transferred and limited to one unit dealing only with juveniles.

16. Neighborhood Teams Increase Job Expectations

(Multnomah County, Oregon)

Goals: To develop neighborhood team policing as a means of increasing job expectations for deputies, using existing resources.

Strategies: Formed a special division by combining uniformed and detective divisions into an Operations Division, with five lieutenants chosen as team managers. All attended a 40-hour live-in training program and all could indicate their preference in team assignment. Model used provided a "full service" decentralized method of policing. Next step was to develop neighborhood profiles, with input from residents, to identify problems and assign resources. Program in 1976 was in the planning stages.

17. Beat Policing Uses Generalists

(Arlington County, Virginia)

Goals: To provide emphasis on crime prevention.

Strategies: Initially set up 12 beats, with a beat team composed of well trained generalist officers assigned regularly to a beat from each of five patrol sections. The district supervisor (sergeant) acts as coordinator to provide a broad range of services, including canvassing preventive patrol, premises inspections, community meetings, and countercrime clinics. Each beat has patrol priorities, including target hardening, citizen cooperation, and increased familiarity with the beat officer.

18. Mobile Family Services Unit

(Regina, Saskatchewan, Canada)

Goals: To increase efficiency of officers' time in dealing with social service type complaints on a 24-hour basis.

Strategies: Working with the Department of Social Services, the region formed the Mobile Family Services Unit that works out of a police building, employing a radio-equipped van. The unit (all civilian) consists of a director, crisis workers, stenographer, and psychiatric nurse. When in the van on call, they are in direct radio contact with police. Staff deals in emergency counseling, referrals to other agencies, abandoned children, emergency accommodations, etc. Unit also responds to requests from officers on patrol. Unit also provides follow-up on phone calls.

19. Neighborhood Police Teams in the Big City

(New York City, New York)

Goals: To provide neighborhood team policing services to various neighborhoods in New York City to improve police-community relations.

Strategies: Seventy teams operated out of various precincts in the initial experiment, with each team headed by a sergeant in command who was responsible for conditions in his team area. High priority was given to visiting civic, religious, and social groups to explain the program to the community. The article examined one team, Neighborhood Patrol Team #4, 77th Precinct, housed in what would otherwise have been an abandoned police station. The team launched programs to reduce crime, eliminate fear, improve community relations, and promote a broad community service concept.

20. Team Policing of a Melting Pot/Transient Student Area

(New Brunswick, New Jersey)

Goals: To affix responsibility for a small area, furnish a visible presence, combine foot and motor patrol, combine patrol and investigative duties, overcome police boredom, and bring police closer to the community.

Strategies: The team (one captain, two sergeants, four officers, and a secretary) was in charge of a 14-block area, ethnically mixed and populated with students from Rutgers. All team members wore uniforms, with one officer on foot and the rest motorized. Patrols made a special effort to visit businesses. Program resulted in an increase in reported crime, a drop in index crime figures, and also attendance at nighttime activities increased during the initial six months of the program.

21. Volunteers Aid Police

(Maricopa County, Phoenix, Arizona)

Goals: To involve interested, qualified citizen volunteers in some of the critical functions of law enforcement.

Strategies: Recruited volunteers who filed applications and have a background check done. Volunteer must be able to do the work he volunteers for, have no felony convictions, and be of good moral character. About 3,000 have volunteered, to assist in crime watches, posses, public speaking, writing, building and carpentry, organizing, phone answering, prisoner transportation, staffing switchboards, assisting in records and identification bureau, and serving as chaplains. Training in a wide number of areas is made available by the Sheriffs Department.

22. Calgary Adopts District/Zone Policing

(Calgary, Canada)

Goals: To impact juvenile crime and improve attitudes toward police.

Strategies: Calgary was divided into five districts, with each district broken down into a zone. The zone sergeant was responsible for his area, including initial investigation of all crimes and traffic control. Zone officers could call on specialized units, such as the tactical squad or detective division. To increase community involvement, special programs were developed, including K-9 demonstrations, station tours, drug education, gathering news for media, meeting juveniles to discuss crime prevention, recreational programs for youth, referring citizen complaints to appropriate agencies, and assisting students with assignment to some aspect of police work.

23. Citizens Active Participation Through Utilization of Relevant Education- CAPTURE

(San Mateo, California)

Goals: To develop a citizen crime prevention program coordinated and run by civilians.

Strategies: With an 18-month LEAA grant, the San Mateo City Police Department initiated the program, with direct citizen participation in planning, development, and implementation. For two months, a mass media blitz made the public aware of crime prevention. The remaining 16 months were used to establish programs and deliver services. CAPTURE was made up of a number of advisory boards, both police and citizen. Each Citizen Crime Prevention Committee worked with police to establish programs such as Home Alert (neighborhood watch), Operation ID (engraving valuables), Junior Crime Prevention Office (home and personal security aimed at children), Silent Witness (anonymous tip and reward system), and Judicial Forums (educational workshops on justice agencies for citizens).

24. Satellite Police Facilities

(Stockton, California)

Goals: To develop a closer communication link with the community.

Strategies: Initially, one satellite station was housed in a racially mixed area of Stockton. Later, three in total were established, with one located next to the biggest low-income housing project, and the other two in Community Centers. Police advisory boards, composed of citizens and police, meet monthly. Community Service Officer personnel were selected from residents of the area, and this provided jobs for area youths, who gained valuable experience as CSO'S. This also freed officers from many non-enforcement tasks, improving efficiency.

25. Volunteers Share Burden of Police Mission

(Dayton, Ohio)

Goals: To involve volunteers in police work to increase police efficiency and build rapport with the community.

Strategies: A Neighborhood Assistance Officer recruited the approximately 100 citizen volunteers, assigned to four police department districts. Volunteers provide non-enforcement duties to free officers for more critical police business. Volunteer tasks range from directing traffic to answering complaint calls on loud stereos, and accompanying police in burglary stakeouts. Volunteers attend Dayton Police Academy and then receive uniforms and radios. The dispatcher assigns them; they must volunteer for at least 16 hours a month. Despite initial suspicion on the part of police, the volunteers have since proved themselves; now the program is well accepted by both police and citizens.

26. Team Policing in Dayton

(Dayton, Ohio)

Goals: To attack the twin problems of an increasing crime rate and alienation between police and community.

Strategies: An experimental district was chosen because it represented a broad cross-section of socioeconomic classes. Previous police training had emphasized specialties, while team policing training emphasized creating a 'generalist/specialist.' Team members received four weeks of training, which in part consisted of getting acquainted with business and social organizations in the area, as well as how to use outside consultants who could be trained in identifying psychological factors that can lead to conflict between police and community. The program established a CSO program, with community volunteers. Results of the experiment showed no change in the number of offenders apprehended, but officers responded to more calls for assistance than other officers. In 1972, the program was being evaluated to see whether it would be continued, because of internal organization/ administration problems within the department itself.

27. Project Neighborhood Watch

(Scarsdale, New York)

Goals: To increase public awareness and vigilance in fight against crime (specifically residence and business burglaries and robberies).

Strategies: Initially directed toward retail businesses. Police department selected and recruited community groups, then produced a presentation and film, literature, and a newspaper ad (Ten Point Burglary Prevention Measures). Information was disseminated through meetings. Also approached post office and local cab company so that 50 mail vehicles and 15 private cabs became part of the effort. All vehicles bore a special logo, and later a local CB group joined this effort. Operation Identifax encouraged citizens to mark valuables with a number stored on file with police. A Tactical Squad of police officers volunteers to patrol in plain clothes and in unmarked vehicles.

28. "Territorial Imperative" Motivates Community

(Los Angeles, California)

Goals: To make citizens feel responsible for their "turf" in efforts to deter crime.

Strategies: Police Department used the Basic Car Plan to foster this feeling of geographic responsibility, stabilizing uniform patrol officer assignments in 83 different Basic Car districts throughout the city. The Neighborhood Watch Program evolved out of the Basic Car Plan, to take crime prevention into the home, combining the efforts of police, media, and neighborhood groups. Later, police changed to a line decentralization philosophy, instituting team policing, with 65 teams, consisting of uniform and investigative personnel headed by a lieutenant. Other programs initiated included Police-Community Councils, Police-Clergy Councils, Deputy Auxiliary Police, Explorer Program, Law Enforcement Officials Groups, and Reserve Police.

29. Citizens Engaged in Anti-Crime Effort CEACE

(West Covina, California)

Goals: To educate the public about crime problems.

Strategies: Through the CEACE plan, programs were conducted in burglary, child molestation, auto theft, drugs, youth safety, and juvenile law. Educational programs were conducted through school districts, with PTA assistance. Begun in 1966, ten years later, the program was expanded, requiring officers to extend information to residents and businesses in their respective areas. Residential burglary was targeted as the biggest problem, so the Neighborhood Saturation program sent burglary prevention letters to each home in target areas, explaining how teams of police and citizens would start working together to distribute booklets on home security, arrange security checks, develop Operation ID. The Neighborhood Meetings Program called on residents to host home meetings where individual officers would appear. The Junior Women's Club of West Covina assisted in funding.

30. Mobile Eye Patrol

(Morton Grove, Illinois)

Goals: To involve citizens in crime prevention.

Strategies: Volunteers received eight hours of training, through lectures, movies, and a test. ID and rules were issued, then they were made members of Mobile Eye Patrol. Patrol is essentially an individual patrol, where volunteers are on the lookout for suspicious incidents. Volunteers complete activity sheets and notify police, if necessary, through CB channel 9 to a volunteer base station that relays information to the department. All activity sheets and logs kept by the base are turned into the police department. A weekly bulletin tells members the location of special watches. Patterns are predetermined by the Crime Prevention Bureau, based on area crime rates. For instance, the bureau would target extra patrols around schools at Halloween. The Mobile Eye Patrols also issue Crime Opportunity Warning Tickets, to notify residents of specific problems, such as open garage doors.

31. Civilian Crime Prevention Unit

(Scott County, Minnesota)

Goals: To form a citizen crime prevention unit.

Strategies: Six police chiefs from six communities in the county formed the Scott County Law Enforcement Council to administer the civilian crime prevention unit, through a state grant. All crime prevention unit officers were initially outfitted in grey slacks and blue blazers and drove specially marked cars to promote visibility. Duties included visiting businesses and promoting Operation ID. Also gave presentations on shoplifting, controlling vandalism, preventing check and credit card fraud, preventing burglaries, controlling employee theft, and reducing personal assaults such as rape. The program was then extended into schools. CPU officers also conducted security checks of residences and businesses. A uniformed officer accompanied the unit members in most activities and reportedly they worked together harmoniously.

32. Rural Citizen Crime Prevention CB Unit

(Belleville, Illinois)

Goals: Initial goal was to reduce vandalism to crops and fields caused by four-wheel-drive vehicles, expanded to broader crime prevention effort.

Strategies: Southwestern Illinois Law Enforcement Commission provided simultaneous crime prevention training for citizens and officers, with citizens receiving one day of instruction and officers five days. Citizens then patrolled in their own vehicles, communicating with the Sheriffs Department via CB radio.

33. Operation Crime Alert

(Stafford Township, Manahawkin County, New Jersey)

Goals: To broaden the efforts of the police-staffed Crime Prevention Unit, the police department established Operation Crime Alert to combine efforts by police and public.

Strategies: The first step asked concerned citizens to complete an application form and pledge assistance in crime prevention. Each who responded received an ID card, with an identifying number they could use to report a crime, suspicious activity, or complaint. Citizens could remain anonymous, to avoid fear of retaliation, with the goal of increasing crime reporting. Medical information could be recorded on the back of the card, targeted to aid senior citizens. An evaluation showed crime reporting increased and citizen-police relations improved.

34. Buffalo Community Services Unit

(Buffalo, New York)

Goals: To promote citizen-police cooperation in crime prevention.

Strategies: First the police commissioner developed a Community Relations Committee. Then community relations training sessions were held through the Buffalo Human Relations Commission and the Police Department, designed to open up communication between police and citizens. Then the Police/Community Relations Unit was established, with federal funding. The unit organized Precinct Community Councils in each of the 14 precincts. In addition, a city organization, made up of members of each Precinct Community Council, as well as police and city representatives, was formed to set citywide objectives. These included crime prevention programs targeted at burglary prevention, holdup prevention, operation identification, and neighborhood watch. Also, one officer from each precinct was specifically designated to perform tasks that were strictly community relations, working with the Precinct Community Councils.

35. Foot Patrols in Residential Neighborhoods

(Kalamazoo, Michigan)

Goals: To prevent crime, detect and apprehend criminals, and improve police-community relations.

Strategies: The Neighborhood Foot Patrol Officer program placed foot patrols in densely populated inner-city neighborhoods. The program originated from citizens' requests, through community meetings and police department surveys. U.S. Department of Housing and Urban development grant funded six officers initially. The program reduced residential burglaries, increased crime reporting to police, and improved community relations. Citizens were positive about the program and indicated they would be willing to be taxed to continue support.

36. Stop and Talk Program

(Coral Gables, Florida)

Goals: Because of the geographic area to be covered, foot patrol was not feasible, so the police chief instituted a "stop and talk" program to encourage police-citizen communication.

Strategies: Each officer is required to spend ten minutes of each hour on patrol talking with residents, businessmen, and students, concerning their views on the city's crime problems.

37. Volunteers Reflect Response to Changing Times (Colorado Springs, Colorado)

Goals: To involve volunteers of all ages and socioeconomic backgrounds in expanding the police effort.

Strategies: Approximately 100 volunteers are trained by the police department, both in-service and in the classroom. For example, the senior victim assistance team receives regular training over a three-month period in such techniques as crisis intervention, communication skills, and making referrals. A full-time, paid volunteer services coordinator then assigns them to all major bureaus, including Operations (traffic hit and run, robbery, narcotics, juvenile, check fraud, fugitives, etc.), Support Services (victim support, crime prevention, chaplains, senior victim assistance team, youth/ volunteer services, etc.), and Staff Services (communications, business office, etc.).

38. Neighborhood Security Patrols (Anne Arundel County, Millersville, Maryland)

Goals: To eliminate the opportunity for crime to occur.

Strategies: The Neighborhood Security Patrols were supervised and staffed by citizens on a county-wide basis, operating from 7 pm to 3 am, using patrol, surveillance, and security checks. Citizen patrols were marked and used a CB to communicate with each other. Officers made periodic visits to patrols on duty to maintain contact and communication.

39. Police-Community Comprehensive Crime Prevention Program (Evanston, Illinois)

Goals: To provide a stable partnership between citizens and police to reduce frequency of target crimes, reduce fear of crime, and enhance public safety.

Strategies: For residents, the police conducted security surveys, operation identification, and provided a residential crime prevention information packet featuring 911 information. Collective strategies included neighborhood watch, senior citizens program, newsletter ALERT, and resident crime prevention committee. For businesses, a directed retail foot patrol program provided regular beat officers. Beats were determined through crime analysis. Officers provided security surveys and distributed crime prevention packets. Police also provided crime prevention lessons for Evanston schools.

40. Organizing Neighborhood Watch Through Realtors (Cypress, California)

Goals: To reduce crime in targeted high-crime areas.

Strategies: Working with realtors, asked them to assist in organizing the 221 Neighborhood Watches targeted for high-crime areas (one area reported a 58 percent drop in crime in six months). While realtors coordinated, actual supervision was done by block captains, and police officers often attended meetings to distribute information packets and decals. Police also published a bimonthly Neighborhood Newsletter, delivered to local captains. Police also provided a recognition program for outstanding service.

41. Joint Foot Patrol/Border Patrol Effort

(El Paso, Texas)

Goals: To reduce crime and apprehend illegal aliens.

Strategies: The El Paso Police had previously offered foot patrol in downtown business areas, then they joined with the US Border Patrol to provide an expanded and coordinated effort to reduce crime and apprehend illegal aliens. Patrols worked between 10 am and 6 pm, with as many as seven teams operating at one time. In a four-month period in 1982, more than 4,500 illegal aliens were apprehended and 575 criminal arrests were made. An evaluation showed the program was not only successful but more cost-effective than single efforts.

42. A Return to Neighborhood Policing

(Tampa, Florida)

Goals: To return to strategies that had promoted closer police-community interaction in the past, to deter crime.

Strategies: In 1983, Tampa Police initiated the Tampa Sector Patrol System, an experimental program used in one city district. Officers were assigned to patrol squads that were permanently assigned to specific areas. Sector commanders had latitude in designing their own deployment system, in conjunction with squad leaders. A neighborhood police office was initiated in each sector, with the office staffed 18 hours a day. All personnel were required to familiarize themselves with pertinent organizations within their sector. Semi-foot patrol beats were set up near housing projects (using small, motorized vehicles). Results showed a small drop in crime and improved community relations.

43. Combined Selective Patrol

(North St. Paul, Minnesota)

Goals: To make the officer visible to the public (improved police community relations) and to the criminal (as a deterrent and to detect crimes in progress).

Strategies: With a federal grant, the police department set up small foot patrol beats which were not permanent for any one officer. Designated patrol strategies were split between motor and foot patrol, "selective patrol," depending on the nature and extent of criminal activity. A consultant analyzed past records and designated waiting areas, with approval of the police chief, so that the best strategy-motor or foot patrol-could be tailored to the proper areas.

Youth-Oriented Programs

1. Kaplan-Lodge Proposal- Teaching Respect for Law

(New York City, New York)

Goals: To teach young people respect for law and order and to countermand apparent lack of respect for authority exhibited by children.

Strategies: Called Kaplan-Lodge Proposal (named for NYCPD administrator Kaplan and Bronx principal Lodge), the program mechanics involved tours of local police stations for teachers as well as seminars for police and teachers so they could learn about each other.

2. Block Parent Program

(Port Hueneme, California)

Goals: To attack increase in child molestation.

Strategies: Adapted from a preventive program for child molestation used in Omaha, Nebraska, parents banded together with law enforcement. Participating parents are screened by police, issued a block Parent card for their windows that alerts children the home is a safe refuge if someone bothers them, then parents are instructed to notify police if an incident occurs.

3. Project PAL

(People and Law) (Lincoln, Nebraska)

Goals: To teach respect for law enforcement among youth.

Strategies: Initiated by Lincoln Junior Chamber of Commerce, the program focused on:

1. A monthly award to a full-time law enforcement officer who resides in the community. Winners receive a \$25 US Savings Bond, a picture of the presentation, complimentary meal for officer and family at area restaurant. Candidates are nominated by department.
2. Bulletin distributed to schools, PAL members, and LE agencies in Lincoln, published by Chamber during school months, features pictures and brief, informative articles on local law enforcement.
3. PAL dues (\$2 adult/\$1 child) fund a scholarship of \$125 for most deserving high school senior planning a career in law enforcement.

4. Saturday With the Police

(Stockton, California)

Goals: To promote positive attitudes about police among youth.

Strategies: Developed by Police-Community Relations detail, the program chose high school sophomores because they are easy to work with and many lifelong attitudes are developed at this age. Teen participants visited regional police training center on Saturdays. Among the planned activities: films on juvenile problems, pistol team and canine corps demonstrations, use of radar, etc. Each Saturday one youth wins the "lottery," which entitles him or her to patrol with a sergeant in an unmarked car the following weekend.

5. Adopt a Deputy

(Los Angeles, California)

Goals: To generate understanding, friendship, and rapport between grade school children and Los Angeles County Sheriffs deputies.

Strategies: Either by a request from the school or at the initiation of the deputy, the school "adopts" a specific deputy. That means he spends time at the school with kids on an informal basis, so that both the deputy and the kids learn about each other. A total of 96 schools participated in the program.

6. Targeting Delinquents

(San Leandro, California)

Goals: To change "cop hating" attitudes among delinquent youth.

Strategies: Previously, the Student Tour Program, that also included having young people ride on patrol one night, targeted non-delinquent youth, but results showed this had no impact on community troublemakers. Project Communications instead selected delinquent boys (wards of the court living at home on probation). Goal was to select boys who were "leaders" among their peers. Important as well was the program objective that these boys would not be made into informants, so they would maintain their peer status. The boys patrolled one night a week for six weeks with officers who volunteered. The program was directed by a committee including a county probation officer, a patrolman, juvenile section commander, and a clinical psychologist. Results showed youths and officers enthusiastic about the program; both used the psychologist and probation officer for assistance.

7. Gang Youth & Police Live-In (Philadelphia, Pennsylvania)

Goals: To defuse violent relations between gang youth and police.

Strategies: The Tioga area of Philadelphia's Tioga Community Youth Council, with a grant from Sears Roebuck Company, worked with the Philadelphia Police Department initially to set up a series of night meetings at locations outside the area (a community center, a bank, a computer company) to discuss issues, including which police officers were hated by gang youth and why. Invited police were from the police units (gang and narcotics squads) most likely to come into contact with gang youth. Next phase was the "youth-police live-in" where 25 youths attended a conference at a center several miles out of town. Theme was Definition of Manhood, with activities including discussion, sports, role playing, etc. During the weekend live-in, girls from Tioga, accompanied by members of the youth council, were bussed in to attend a dance. Feedback was positive from both police and gangs.

8. Michigan State Police Go Juvenile (MSP Headquarters, East Lansing, Michigan)

Goals: To involve state police officers in racially integrated schools located near urban centers.

Strategies: Initially limited to Beecher School System north of Flint, the program was then expanded to Benton Harbor. One Michigan State Police liaison officer set up an office in each school, working with school counselors and investigating crimes occurring within or around the school and assisting other officers on investigations involving students enrolled at the school or crimes committed against students. The officer had no disciplinary authority over school codes. The officer also assists in counseling, holds meetings with student groups, acts as a resource person, confers with parents when necessary, maintains files on students he has contact with, and acts as community liaison with local groups.

9. Sensitivity Training/Rap Sessions/"Mock Bust" (Wayland, Massachusetts)

Goals: To reduce problems between police and high school students (exacerbated when a park and local hangout were closed by police).

Strategies. A police youth officer first held meetings with teachers and other interested parties at the high school and junior high. The police then staged a "mock bust" of a junior high teacher, followed by having police and teachers return for a lengthy question-and-answer session that included addressing the park closing.

10. Delinquency Patrol (Washington, DC)

Goals: To increase community involvement in public schools and recreational facilities simultaneously with a crime prevention program.

Strategies: The Metropolitan Police Department's Youth Division conducted a 30-day pilot program where a delinquency patrol was organized to enforce truancy statutes and patrol in high crime areas with special emphasis on youth. Truants were returned to school, where officials, then parents, were notified. Juvenile crime declined sharply, so the program was expanded, involving the Recreation Department of the Public Schools and ACT (Action for Children in Trouble), a group that tries to reduce recidivism among offenders by working with parents. In conjunction, the department initiated Car Alert, that involved having local radio stations broadcast descriptions of stolen cars, an offense that often involves juveniles.

11. Community Resource Program for Youth (Pleasant Hill, California)

Goals: To curb juvenile drug abuse and crime.

Strategies: With half the population in the area under 21, juvenile crime was a big problem and there had been no organized effort to curb drug abuse. The police department developed a new job, to coordinate efforts among local law enforcement agencies. The three-year program was funded by the City Council and an LEAA grant. Two patrolmen were assigned as school liaison officers, with regular office hours at the school. They conducted a variety of programs (drugs, bicycles, etc.) and used a psychiatrist at request of local youth (determined through results from a police department survey). Two women were picked as community service aides who counseled students on everything from birth control to drugs. A weekly newspaper column by the youth services staff answered young people's questions. A Ride-Along Program was also established. Efforts were underway to coordinate efforts by other community groups, to have them refer problems to this program.

12. Pilot 100: Improving Relations With College Students (Buffalo, New York)

Goals: To allow "Longhairs" to ride along with police to see problems police encounter and to allow "pigs" to learn many students are serious about their academic work.

Strategies: The School of Management/ SUNY Buffalo, through a liaison with Marine Midland Bank, secured cooperation of Amherst Police Department, Buffalo Police Department, and SUNY-Buffalo campus police. All program participants were screened and female students could ride only if accompanied by a male student. The pilot program anticipated 100 students, but in two and a half months, 250 students had participated. Both sides called the program a success, except that students expressed interest in riding only with City of Buffalo police.

13. Omaha Police Community Relations Camp (Omaha, Nebraska)

Goals: To use a camp to enhance community relations between police and youth.

Strategies: The YMCA maintains the camp set-up, while the Omaha PD develops the program and operates the camp. Campers (boys and girls) are recruited through the Police Community Relations officer and social service agencies. Seven or eight one-week camps are run throughout the summer. At camp, police (recruited from volunteers) and campers live together, with police as counselors who are also assigned specific tasks. Camp is rigidly structured, including swimming, horseback riding, and canoeing. Discipline is maintained by a 'dunk' in the lake, following a procession of all campers to the site. Mayor and other public figures visit camp. Many youths return later as junior counselors.

14. Keeping Non-Students Out of Schools

(San Diego, California)

Goals: To eliminate non-student loitering around city schools and improve understanding and acceptance of a uniformed officer by youth.

Strategies: A task force of six officers and one sergeant from the Patrol Division focused on Central Division's six high schools and nine junior highs. Officers worked in two-man teams, responsible for specific schools. The program lasted six months, until the loitering problem was eliminated. Police mixed with students, ate lunch with them, and let students know they were available to talk at any time. The officers wore uniforms and an effort was made to insure that students knew these weren't "special" (i.e., nicer) cops. The program was subsequently reactivated each semester.

15. Boys Camp Experiment

(Louisiana State Police)

Goals: To improve relations between potentially troubled youth and police.

Strategies: The experimental program involved a one-week camp for 40 boys selected by need by State Police, using lack of money, proper environment, and need of counseling or guidance as criteria. The Louisiana State Police Troopers Association financed the program, with six troopers from across the state volunteering vacation time to act as counselors. Activities included exercise, ceremonies, classes on drug abuse and police techniques, swimming, boating, fishing, softball, and movies. The program was re-funded and expanded for 600 boys the following year.

16. Police Assisting Youth Section-PAYS

(Phoenix, Arizona)

Goals: To improve attitudes about police among youth.

Strategies: In cooperation with the Phoenix Union High School District, one officer (federally funded) served for one semester as a resource officer on criminal justice subjects in targeted schools. The program consisted of a sergeant and seven officers who received special training. Program emphasis was on classroom presentation and student counseling. Each morning, the program was announced on the school public address system, and officers visited every class. Officers did not enforce school disciplinary codes, but assisted the school counselor in law-related situations. A test given to students before the program uncovered negative feelings toward police, but at the end of the semester, few negative feelings were expressed.

17. Collegians Fight Delinquency- Police Action Service Team

(PAST) (Tuscaloosa, Alabama)

Goals: To involve college students in the fight against delinquency.

Strategies. Initially, as part of the 1974 University Year for Action Program at the University of Alabama, 40 college students were hired through a federal grant to ride along with police assigned to juvenile problems in addition to regular beat coverage. That program failed because some officers had little interest in juvenile problems and did not want to ride with college students. The program was revised to develop several teams of one officer with two university students (one male, one female). All three worked the same day and night shifts, processing cases involving juvenile offenders and developing delinquency prevention programs. Teams were dispatched by radio when an incoming incident involved a juvenile. The team established a voluntary probation

program, information service for parents of runaways, and bicycle registration program. An evaluation showed improved relations between university students and police as well as between local youth and police.

18. Kalamazoo Kids Camp

(Kalamazoo, Michigan)

Goals: To promote understanding between kids and police.

Strategies: Three camps for different age groups were organized by the Police Community Relations Unit, using camps owned by the National Guard, the Boy Scouts, and 4-H. Initially camps were funded through a local media campaign for public contributions; now camps are city funded. Camp is free for all kids who attend. At the National Guard and 4-H camps, police personnel were counselors only. At the Boy Scout Camp, police also acted as camp directors. Supplies and staff were donated. Kids were made aware of the program through local media, juvenile court, schools, and the police's Youth Bureau.

19. Kids, Cops and Responsibility

(Montclair, California)

Goals: To prevent alienation and help kids develop new, responsible methods for changing community and personal problems.

Strategies: A team consisting of one youth division officer and one detective teaches classes at the high school and two junior highs. Officers are encouraged to talk about feelings and introduce issues, discussion, and role-playing.

20. School Resource Officer

(Saginaw, Michigan)

Goals: To discourage dropping out of school, prevent delinquency, promote safety education, and improve cooperation between school and community.

Strategies: The Liaison Officer Program was set up to serve Saginaw's two high schools, five junior highs, and 27 elementary schools. Two officers were assigned, stationed at Central Junior High and North Intermediate schools. Seven years later, the program was expanded to five School Resource Officers, stationed in the junior highs. Each officer had his own car, with standard police equipment, and each wore a uniform. Officers also focused on safety education and classroom presentations.

21. Rhymes Against Crime

(Kelso, Washington)

Goals: To promote close relations between police and youth.

Strategies: The department conducted a contest for the best "rhyme against crime" from three grades in local elementary schools. The three grand prize winners received a 10-speed bike and other winners received prizes of their choice (dolls, hot wheels, etc.). Prize money came from the Kelso Junior Woman's Club and the club also arranged for discounts at local stores to purchase prizes.

22. Firefighters Assist in Fighting Juvenile Crime

(Los Angeles, California)

Goals: To involve firefighters in efforts to promote civic harmony after the civil unrest of the Sixties and to assist in the overload burdening probation officers.

Strategies: The Firefighter Counselor Program (later funded by the California Youth Authority) recruited firefighters willing to volunteer to work with juveniles on probation. Each volunteer attended a training session of program mechanics, counseling guidelines, and how to establish working relationships with youth referred by police. Parents accompany youth to the first meeting, then firefighters provide counseling and also activities based on their own interests, such as trips and sports.

23. Vandalism Awareness Poster Program

(Montville, New Jersey)

Goals: To reduce juvenile vandalism, especially on Halloween Night.

Strategies: Two-fold program, with the first phase a poster contest for kids in elementary, middle, parochial and high schools, with a \$25 cash prize and a certificate to winners from each grade (K-8). The Youth Resources Commission also provided funding for first, second, and third place slogans developed by high scholars, since posters were not deemed suitable for that age group. Top posters were then displayed around the township. And in conjunction, parents were mailed a flyer about the seriousness of the vandalism problem, encouraging them to provide supervision, especially on Halloween.

24. Child Safety Program

(San Diego, California)

Goals: To restore public respect for law enforcement, unify existing crime prevention and public education programs, and provide direction and motivation of children.

Strategies: The Crime Prevention Unit of the Sheriffs Department originally used a federal grant to recruit 25 civilian crime prevention specialists, trained in a five-week academy that emphasized residential and commercial security, robbery prevention, and basic criminal law. Duties included home security checks and engraving of personal items. The unit also conducted programs for grades K-6 in county schools, using a show with seven puppets and a recorded script and lecture materials, offered to other law enforcement agencies for a fee.

25. Cops and TOPS (Teens on Patrol)

(Rochester, New York)

Goals: To provide summer employment for tough, minority youth in jobs that also enhance public safety and build rapport.

Strategies: Funded for 15 years by Eastman Kodak, the program provides minimum wage jobs for 25 hours work per week. The teens patrol in neighborhoods, at recreational facilities, and at a center for the retarded and a senior citizens housing project. (Despite initial skepticism by police, the program proved successful, and several teens involved later became police officers.)

26. Operation K. ID-A Community Approach to Child Protection

(Edmond, Oklahoma)

Goals: To reduce the number of missing children and aid in identification of missing or lost children.

Strategies: One tactic involved using police officers in grades 2-6 providing classroom presentations on child molestation, stressing that normal-looking people can be child molesters. The second part of the program was Operation K. ID (Kids Identification) to educate parents on what they can do. Police volunteers did mass fingerprinting and handed out information packets that included fingerprint cards, dental records, and other pertinent physical information that could be updated in the future.

Programs Targeted at Other Special Groups

Senior Citizens

1. Senior Citizen Crime Prevention Programs

(Cottage Grove, Oregon)

Goals: To improve the safety of senior citizens.

Strategies: The department recruited four senior citizens who went through training to acquaint them with local police and other city departments, to promote a working relationship between city government and other community groups. The program's primary emphasis was on having seniors visit other seniors through Operation Identification, a home security program. Seniors undertook a door-to-door campaign, to point out use of proper locks, etc., to harden homes against crime. They also became involved in business security checks. Files were kept on all contacts. Workers were also allowed use of department vehicles and equipment.

2. Senior Power Neighborhood Watch

(Mansfield, Ohio)

Goals: To involve seniors in crime prevention and reduce victimization of the elderly.

Strategies: The police department set a goal of recruiting 600 senior volunteers, during a one-day registration period where 11 booths manned by seniors would be set up throughout the city. This was the first time such an attempt had been made in the area, and 2,200 seniors signed up. All senior volunteers received certificates of participation from local Fraternal Order of Police. Department representatives trained seniors on how to look for, describe, and report problems to police. On all main thoroughfares leading to the city, signs were posted, saying, "Warning: this city protected by Senior Power Neighborhood Watch." The program also included specialized workshops for seniors and police on crime prevention; providing home security inspections; reducing crime by public awareness.

3. Senior Home Security Program

(St. Louis, Missouri)

Goals: To make homes safer for seniors.

Strategies: A grant from the National Council on Aging was used to install burglar-proofing equipment in senior citizens' homes and to train individuals to install the equipment. Police officers made security checks of homes, forwarding a copy to the Mayor's Office on Senior Citizens. The office then made an appointment for a staffer to visit, to explain the cost of materials and make arrangements for the work to be done. If approved, a crew did the work. Staff were also used to cut grass at some seniors' homes and painting and renovation was done at the city's 30 Senior Centers. A phone-calling (reassurance) program was set up for senior shut-ins.

Another program, in cooperation with the fire department, was initiated to check homes for fire safety and install smoke detectors.

4. Using Seniors as Police Volunteers

(Jacksonville, Florida)

Goals: To involve citizens (primarily seniors) in a volunteer program to reduce crime.

Strategies: Using the Integrated Criminal Apprehension Program, the department put volunteers in the crime analysis unit. A 27 percent increase in arrests was reported. Volunteers also participated in the uniformed police auxiliary, community posse, CB Watch, motorcycle escort, mounted police, and marine posse. Non-uniform programs included a home security survey, victim advocate program, drug abuse speakers bureau, and Police Athletic League. Volunteers were also used to assist personnel in the robbery office, crime lab, photo lab, missing persons section, hit and run, fugitive section, etc. The department advertised for people to fill various positions, then interviewed candidates and conducted computerized background checks.

Minority, Low-Income, or High-Crime

1. Crime Prevention in Low-Income Areas

(Atlanta, Georgia)

Goals: To prevent crime in low-income areas and to counsel and assist persons on the brink of crime.

Strategies: Recognizing that 70 percent of an officer's time is spent in social service, the program assigned police to neighborhood centers established by the citizens' commission, Economic Opportunity Atlanta. The officers organized general activities and special programs and functions designed to identify areas where crime was likely to occur and to take appropriate preventive action.

2. Developing Police Leadership in the Indian Community

(Scottsdale, Arizona)

Goals: To help provide the Indian community with officers from their ranks and to change somewhat the restrictive social system of the American Indian.

Strategies: The Scottsdale Police Department selects young Indians between 16 and 20 years of age from reservations to train them in the fields of law enforcement and community service. The 10-week course offers training with experience. The program also served to deter delinquency.

3. Foot Patrols in Minority, High-Crime Areas

(Fort Worth, Texas)

Goals: To act as a deterrent to crime and enhance personal contact with citizens.

Strategies: Areas targeted for foot patrol were identified by selecting those with the highest crime rate, then surveying the demographic make-up of the area, evaluating economic and cultural resources, then projecting population trends and probable crime rates. Two-person teams were selected, and one man from each team had to be a minority of a group in the area to be policed (for example, one white officer and one black officer). Six men were picked after scoring high on an attitudinal survey, then they were given orientation and placed into

the area. At the end of year, an evaluation showed a dramatic decrease in Part I offenses though no other police practices had been changed. A private consultant also found residents were favorable, so the program was extended another year and expanded to three additional areas.

4. Newton Boosters Deter Crime in Young Black/Hispanic Neighborhood

(Los Angeles, California)

Goals: To involve blacks and Hispanics in crime prevention in their neighborhood and promote police-community relations.

Strategies: LAPD enlisted management personnel from major industry firms in the area to form the new Newton Boosters Association in the Newton Street Division, as area mostly dominated by blacks, with some Hispanics, half of whom are under 18 years old. Both equipment and employee time were donated. Along the lines of the LAPD Basic Car Plan the Basic Car Plan Athletic League was formed, with basketball, football and baseball teams. Besides competitions, NBA held three awards banquets at a nearby college for the kids and their parents. Other projects include the Area 13 Women's Auxiliary and Summer Cinema Program, where officers brought movies to playgrounds. Since Spanish-speaking residents were not getting involved because of the language barrier, Spanish-only crime prevention programs were added.

5. Enlisting Black Youths in Ride-Along Programs

(Menlo Park, California)

Goals: To improve community relations.

Strategies: A ride-along program in the Belle Haven area, 95 percent black and relatively poor, failed, though ride-alongs were successful in other areas in the city. Police interviewed parents to find out what had hampered participation. They uncovered that the sight of a black kid in a patrol car signaled to the community he was either a snitch or he was under arrest. Changes were made, allowing as many as three youths to ride together and the department also used a black officer. Modifying the program produced success.

6. Improving Attitudes About Police in a Densely Populated Black Area

(Dade County, Miami, Florida)

Goals: To address serious community-police problems.

Strategies: Fifteen personnel (12 officers and three sergeant supervisors) were selected on the basis of educational background, past level of performance, attitudes toward police, community service, interview results, and psychiatric evaluations. Then they were trained in sensitivity training, mental illness, human relations, and family crisis intervention. Personnel assigned to this unit worked in juvenile guidance, community service, and family crisis intervention, in cooperation with existing social service agencies in the area.

7. Concerned Citizens Action Hotline Enlists Black Support

(Youngstown, Ohio)

Goals: To focus a hotline on house break-ins, theft, and drug dealing.

Strategies: Enlisting the promotion and support of the Youngstown Black Broadcasting Coalition (a citizen group organized to promote and support black input into the mass media), the police department established a hotline, promoting it through public service announcements from the deputy chief of police on radio stations.

The hotline produced a number of good leads, with several leading to direct felony arrests. In contradiction to what they had expected, few calls were worthless.

Victims

1. Victim Advocate-Programmed Police Response for Victims

(Fort Lauderdale, Florida)

Goals: To assist crime victims who cannot help themselves.

Strategies: Funded by an LEAA grant for victim assistance, the police provided special training for qualified personnel assigned to the department who would then act as victim advocates and community facilitators. Victims who suffer an emotional, physical, or property loss as a result of crime and who have no self-help through personal assets, insurance, friends, relatives, employees, or who are incapacitated are eligible for help. Besides acting as a liaison to assistance, the advocates acted as a buffer between victims and the media and assisted in locating relatives, etc. Overall response was positive.

2. Women Volunteers Assist Elderly Victims

(Aurora, Colorado)

Goals: To aid elderly victims of simple and sexual assault.

Strategies: The department recruited 35 female volunteers for the Victim Care Unit, on call 24 hours a day. They are dispatched to the scene of a crime and also provide follow-up visits. Main qualification for volunteers was a strong desire to help others in need, as well as the ability to complete successfully the recruit training program.

Programs Targeted at Specific Problems or Employing Limited or Unique Means

1. Policing Crowded Beaches

(Carlsbad, California)

Goals: To maintain order on overcrowded beaches.

Strategies: The Police-Community Liaison Patrol consisting of four nonpolice personnel dressed casually observed and advised youths in violation of city ordinances, etc. The civil youth patrol, funded by the city, used persuasion rather than intimidation. They warned violators they were breaking the law and were therefore under threat of police attention. Most heeded the warnings without need of police assistance. Patrols were highly visible, provided better use of officers' time, and also relieved officers of this dreaded duty.

2. Landlord-Tenant Dispute Settlement Program

(Oakland, California)

Goals: To involve police in what had previously been only a civil matter, to prevent escalation of minor grievances into serious offenses.

Strategies: By involving officers most competent to deal with the problem, the officer attempts to act as a mediator. If tempers rise, the officer can use threat of a criminal sanction to deter actions that could lead to violence.

3. Reducing Residential Burglaries

(Northbrook, Illinois)

Goals: To use PACT, Police And Citizens Together, to combat residential burglaries.

Strategies: PACT volunteers, who had been involved in a ride-along program, were used to combat residential burglaries. They used a Service Observation Form to identify property conditions that could increase the potential for burglary at a given residence. Then police officers contacted citizens who were issued a memo regarding problems around their homes. If citizens wanted further security checks, they could write police.

4. Operation CB/ID

(Springfield, Illinois)

Goals: To reduce CB thefts.

Strategies: The Sangamon County Sheriff's Department began a crime prevention program targeted as CBs, beginning with having CB clubs hold coffee breaks in public places on weekends to raise money and raise consciousness about the problem. The department had a table at these sites, so citizens could have their CBs engraved, with information recorded for the police files. The program is credited with a 20 percent drop in CB thefts, as well as with opening up communication between police and citizens. At the same time, a related program was developed, using CBers on a 24-hour-a-day basis on mobile patrol to assist police with observation and in emergency situations.

5. Crime Stoppers-Paying for Tips

(Albuquerque, New Mexico)

Goals: To generate information leading to arrest and indictment of offenders.

Strategies: The local ABC affiliate each week reenacted an unsolved crime, offering a reward (up to \$1,000) for information leading to arrest and indictment. The effort was backed up by radio and newspaper publicity. In the first five months, 124 cases were cleared as a direct result of the program. Callers can remain anonymous, through use of a special code number. Funding came from donations from individuals and businesses, and many who were eligible did not collect their rewards.

6. Rewarding Officers Who Promote Crime Prevention

(Elgin, Illinois)

Goals: To encourage officers to assist in developing a security conscious citizenry.

Strategies: First, the program identifies the need for officers to work with citizens on crime prevention. Second, the program is totally voluntary and officers who do not participate are not penalized. Third, specific apprehensions and crime opportunities are assigned point values. Fourth, each participating officer fills out a status card describing the nature of his efforts, time, location, and name of citizen contact. After points are

calculated from the cards, the patrol officer with the highest total is named Officer of the Month and receives a day off. Officers of the Quarter receive two days off. The Crime Prevention Bureau does all tallying.

7. Free Use of Automatic Light Timers

(Forest Grove, Oregon)

Goals: To increase home security for people when they are away, at the same time promoting energy conservation.

Strategies: Previously, the police had joined with neighborhood communities to sponsor a roving burglary prevention/investigation team. This led to the additional step of enlisting the Forest Grove Light and Power Company to provide free use of automatic light timers to residents who would be away from home.

8. Shield of Confidence Prevents Home Burglaries

(Littleton, Colorado)

Goals: To prevent home burglaries.

Strategies: Instead of conducting home security checks before residents make improvements, this program certifies homes after recommended changes have been made, through information provided in special mailings. When the resident calls to have such a check done, if the home passes muster, it is awarded a Shield of Confidence window sticker and a letter of participation. The program has been used by home building companies, and one local insurance agency offers discounts to program participants.

9. Targeting Burglaries for Citizen Action

(Claremont, California)

Goals: To reduce citizen fear of burglary and reduce the number of burglaries.

Strategies: The program recruited 450 members, including 380 block captains who maintain liaison with the police department through the local community relations police officer. The program involved Neighborhood Watch, with individual neighborhoods holding meetings in addition to citywide meetings. Three reserve police officers also gave formal presentations to Watch groups on home security, identifying belongings, and how burglars operate. The program reduced burglaries and increased citizen reporting of crime and suspicious activity. Plans for the future included providing a newsletter containing crime statistics and crime prevention information.

10. Street Patrol Reduces Burglary and Auto Theft

(Ardmore, Pennsylvania)

Goals: To decrease residential burglaries and auto thefts.

Strategies: The department used a selective patrol saturation program, with assistance from 700 volunteers from the Community Watch program. Watch members applied to participate in this special program and were then trained in written rules, regulations, etc. Members observe for the police and notify them of suspicious incidents or persons. Patrols are organized around the location and number of incidents reported by Watch members. Not only did auto theft and home burglary figures drop, but those for all major crimes as well.

11. Reducing Residential and Commercial Burglaries

(Tustin, California)

Goals: To reduce burglaries and improve community relations.

Strategies: The department initiated a crime analysis program to pinpoint key areas for burglaries and officers were deployed based on crime information reported to police. In addition, officers were encouraged to become involved in the community. Department representatives talked with homeowners' associations, civic clubs, Chamber of Commerce, etc. All members of the department, sworn and unsworn, were trained to improve communication skills. Information from the effort was compiled and distributed to officers weekly, bimonthly, and monthly. Results included a reduction in citizen crime complaints and increased satisfaction with the police department.

12. Crime Line Rewards Citizens for Information

(Lubbock, Texas)

Goals: To encourage citizens to come forward with information on crimes.

Strategies: Newspaper ads described specific crimes, provided available information on suspects, listed the award, and the phone number to call. Rewards were also offered for qualifying information regarding unadvertised crimes. Amounts were determined by the crime line governing board, all volunteer, consisting of 25 citizens, 13 businessmen, three attorneys, two newspaper employees, one TV executive, one minister, and one educator. Board members also designated crimes to use, based on compilations selected by a police department sergeant. Citizens were paid from a fund from contributions when their information led to a grand jury indictment or to certification by the district attorney that the evidence supplied was sufficient for indictment. "Drop offs" were used in many cases to those who wanted anonymity.

13. Strategies To Reduce Fear of Crime

(Houston, Texas)

Goals: To reduce fear of crime in four experimental neighborhoods.

Strategies: A task force spent time developing community relations, identifying concerns. Through the Community Organizing Response Team (CORT), communities were enlisted into crime prevention programs and Community Police Stations were established. The program also included victim follow-ups, police service response follow-up cards (mailed to citizens), and establishing neighborhood information networks through newsletters, flyers, etc.

14. Coping With Graffiti

(Philadelphia, Pennsylvania)

Goals: To reduce graffiti problems on unguarded buildings.

Strategies: A special "graffiti squad" of 20 patrol officers and detectives headed by a sergeant conducted successful stakeouts, mostly at buildings with freshly painted walls. To solve the problem requires catching potential culprits in the act. The squad discovered the majority of vandals were 14 to 17 years old. Once a youth was caught, parents were contacted to arrange for restitution. (In many cases, juveniles ended up washing walls.) Parents were reportedly cooperative. The squad discovered little opportunity for preventing graffiti artists from securing materials. The program acted as an effective deterrent.

Notes

All references are from the professional publication, *The Police Chief*. Each reference cited, by section, provides the title, issue date, and page number of the article from which information was extracted and summarized.

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27. *Project Neighborhood Watch*, March 1978, pp. 28-29.
28. *Community Mobilizations-A Strategy for Crime Prevention*, March 1978, pp. 30-32.
29. *C.E.A.C.E. Citizens Engaged in Anti-Crime Effort*, March 1978, pp. 33-35, 47.
30. *The Morton Grove 'Mobil Eye Patrol,' March 1978*, pp. 36-37.
31. *A Progressive Approach to Crime Prevention*, March 1978, pp. 40-41.
32. *A Police/Citizen Cooperative Training Venture*, March 1978, pp. 42-43.
33. *Operation Crime Alert*, March 1979, pp. 47-48.
34. *Buffalo Police Department's Police-Community Services Unit, (March) 1980*, pp. 14-16, 67.
35. *A Welcomed Sight: Neighborhood Foot Patrols*, April 1980, pp. 54-55, 86.
36. *Stop and Talk Program*, March 1981, p. 10.
37. *Volunteerism: A Police Department's Response to Changing Times*, May 1982, pp. 27-31.
38. *Neighborhood Security Patrols Are Working in Anne Arundel County, MD*, May 1982, pp. 42 43.
39. *Community Crime Prevention: Fulfilling Its Promise*, February 1983, pp. 29-31.
40. *Neighborhood Watch: A Community Resource*, February 1983, pp. 32-35.
41. *Joint Foot Patrols Succeed in El Paso*, April 1983, pp. 49-51.
42. *A Return to Neighborhood Policing: The Tampa, FL, Experience*, December 1985, pp. 39-44.
43. *Combined-Selective Patrol*, August 1971, pp. 32-34.

Youth-Oriented Programs

1. *The Police and the Schools*, November 1965, pp. 32-39.
2. *Block Parent*, November, 1967, pp. 44-45.
3. *PAL (People and Law)*, November 1967, pp. 46-47.
4. *Saturday With the Police*, June 1968, p. 45.
5. *Adopt a Deputy*, November 1968, pp. 36-37.
6. *Bridging the Gap*, May 1970, pp. 34-37.
7. *Gang Youth & Police Live-In*, October 1970, pp. 26, 233-235.
8. *Michigan State Police Go Juvenile*, October 1970, pp. 46-52.
9. *Sensitivity Training/Rap Sessions for Police and Pupils*, September 1971, pp. 63-65.
10. *Methods to Combat Juvenile Crime*, November 1971, pp. 54-56.
11. *A Community Resource Program for Youth*, March 1972, pp. 36-39.
12. *Pilot 100: An Innovative Approach to Improving Police/Student Relations*, March 1972, pp. 42-43.
13. *The Omaha Police-Community Relations Camp*, October 1972, pp. 62-63.
14. *San Diego: Secondary Schools Task Force*, June 1973, pp. 28-30.
15. *Conservation of Youth: Louisiana State Police Boys Camp Experiment*, June 1973, pp. 68-69.
16. *Police Assisting Youth Section (PAYS)*, August 1973, pp. 28-29.
17. *PAST-The Tuscaloosa Police Action Service Team*, June 1974, pp. 42-43.
18. *Kalamazoo Invests in Kids*, October 1974, pp. 26-27.
19. *Kids, Cops & Responsibility: The Montclair Police School Project*, October 1974, pp. 244-247.
20. *The School Resource Officer in Saginaw, MI*, June 1975, pp. 56-58.
21. *Rhymes Against Crime*, March 1976, pp. 54-55.
22. *Firefighters Assist Police in Reducing Juvenile Crime*, June 1976, pp. 30-31, 90.
23. *Vandalism Prevention: One Successful Project*, March 1981, pp. 21-23.
24. *Special Program for Kids: San Diego Sheriff's Department Develops Child Safety Program*, March 1981, pp. 24-25.
25. *COPS and TOPS: A Program for Police and Teens That Works*, May 1982, pp. 45-56.
26. *Operation K. I.D.: A Community Approach to Child Protection*, February 1984, pp. 35-36.

Programs Targeted at Other Special Groups

Senior Citizens

1. *Senior Citizen Crime Prevention Program*, February 1976, pp. 16-17.
2. *Senior Citizens Turn Cop Spotters*, February 1977, pp. 34-37.
3. *Senior Home Security Program*, February 1977, pp. 60-61.
4. *Utilization of Community Resources in Crime Prevention*, March 1984, pp. 140-142.

Minority, Low-Income or High- Crime

1. *Prevention Is the Only Way To Go*, June 1967, pp. 28-43.
2. *Developing Leadership Potential*, July 1968, pp. 48-49.
3. *Foot Patrols-The Fort Worth Experience*, April 1972, pp. 46-48.
4. *What Can I Do? How Can I Help?* July 1972, pp. 36-37.
5. *Changing Attitudes of Black Youths*, March 1973, pp. 42-45.
6. *Our Safe Streets Unit*, July 1973, pp. 42-48.
7. *Concerned Citizens' Action Hotline*, June 1974, pp. 18-19.

Victims

1. *The Victim Advocate:- Programmed Police Response for Crime Victims*, April 1975, pp. 50-51.
2. *A Program to Help the Victims of Crime*, March 1976, pp. 36-38.

Programs Targeted at Specific Problems or Employing Limited or Unique Means

1. *On the Beach-Low-Key Law Enforcement*, March 1972, pp. 22-23.
2. *Landlords and Tenants*, March 1972, pp. 32-34.
3. *Reducing Residential Burglaries-Northbrook's PACT Program Works*, June 1976, pp. 59-60.
4. *Operation CB/ID: Crime Prevention's Answer to CB Radio Thefts*, April 1977, p. 62.
5. *Crime Stoppers in Albuquerque*, June 1977, pp. 64-65.
6. *The Elgin Crime Prevention Alternative (C.P.A.)*, July 1977, pp. 66-67.
7. *Forest Grove Supplements Its Crime Prevention Effort With an Innovative Service*, March 1978, p. 27.
8. *Shield of Confidence-Littleton Police Department Adopts Security Plus Program*, March 1981, pp. 18-20.
9. *Burglary Prevention: A Citizen Initiated and Operated Neighborhood Watch Program*, February 1983, pp. 36-38.
10. *Street Patrol Does Work*, December 1983, pp. 42-43, 46.
11. *Crime Reduction: The Tustin Experience*, December 1983, pp. 47-49.
12. *Bridging the Information Gap Between Police and the Public*, April 1984, pp. 29-31.
13. *Strategies To Reduce the Fear of Crime*, June 1984, pp. 45-46.
14. *The Graffiti Problem: How Philadelphia Is Coping With It*, July 1972, p. 28.

SECTION II

Contemporary Police Departments With Community Policing Programs

The reader should be cautioned that in many cases the numbers given for officers in the program were best estimates at the time of the interview. The operation of the program often was dependent on the amount of manpower available that day. So, community policing deployment fluctuated. Where an asterisk (*) appears, it means that the manpower fluctuated extensively or that the interviewee was unable to even make an estimate.

The activities identified with community policing programs include foot patrol, park and walk, motorcycle-scooter-walk, team policing, special purpose vehicles, horse patrol, the use of auxiliary-reserve-volunteer citizens, and neighborhood response units.

Police Department Identifying Data

Symbols and numbers used in designated columns on the following chart are to be interpreted as follows:

*Designate that information is lacking or greatly fluctuates.

Key to type of Program: 1 = Foot Patrol

2 = Park and Walk

3 = Motorcycle-Scooter-Walk

4 = Team Policing

5 = Special Purpose Vehicle

6 = Horse Patrol

7 = Auxiliary, Reserve, Volunteer Citizens

8 = Neighborhood Response Unit

State and Department Number (City)	Number of Officers in Department	Number of Officers in Program	Type of Program	Telephone Number
AL (Alabama)	241	*	1,2	(205)532-7203
1. Huntsville	21	2	1	
AK (Alaska)	50	1	1	(907) 586-
1. Juneau	1,609	20	1	5211
2. Fairbanks	559	85	1	(907) 452-
AZ (Arizona)	145	2	1	1527
1. Tucson	NA	1	1	
2. Phoenix	47	24	1,2	(602) 791-
3. Glendale	33	2	1	4822
4. Flagstaff	136	2	1	(602) 262-
CA (California)	39	2	1	7626
1. Cypress	6,886	*	1,2	(602) 931-
2. Eureka	39	*	1	5528
3. Hayward	625	30	1,3,5,6	(602) 774-
4. Laguna Beach	83	2	1	1414
5. Los Angeles	247	4	1	
6. Los Gatos	1,376	12	1	(714) 828-
7. Oakland	1,923	130	1	9390
8. Palm Springs	48	43	2	(707) 442-
9. Riverside	304	13	1	4545
10. San Diego	143	4	1,7	(415) 881-
11. San Francisco	253	6-8	8	7501
12. San Luis Obispo	67	36	2,6,7	(714) 497-
13. Santa Ana	178	6	1	3311
14. Santa Monica	156	6	1	(213) 485-
15. Stockton	NA	6pt/tm	1	3294
16. Walnut Creek	1,355	14	1,2	(408) 354-
17. Glendale	82	45	1	5257
18. Berkeley	382	*	1	(415) 273-
19. Oxnard	320	15-17	7	3958
CO (Colorado)	NA	3	1	(619) 323-
1. Denver	46	1	3	8123
2. Fort Collins	353	*	1,2	(714) 787-
3. Colorado Springs	28	*	2	

4. Aurora	30	*	1	7959
5. Longmont	98	6	1	(619) 236-
CT (Connecticut)	443	31	1	6566
1. Glastonbury	NA	3	1	(415) 641-
2. New Haven				8827
3. Rocky Hill	3,847	*	1,3	(805) 549-
4. Watertown	191	1	1	7310
5. West Haven	2,219	*	2,4	(714) 834-
6. Hartford	431	20	2,3,6	4211
7. Meriden	98	2	1	(213) 394-
DE (Delaware)	67	2-3	1	5411
DC (District of Columbia)	83	*	1,2	(209) 944-
1. Washington	1,045	*	1	8217
FL (Florida)	93	2	1	(415) 943-
1. Clearwater	430	11	1	5894
2. Dade County (Metro)	74	3	1,2	(818) 956-
3. Fort Lauderdale	149	126	2	4840
4. Fort Myers	42	2	1	(415) 644-
5. Lake Worth	687	26	5	6671
6. Melbourne	40	25	1,3,7	(805) 486-
7. Miami	159	*	1,2,3	4311
8. North Miami Beach	NA	*	1	
9. Orlando	NA	*	1	
10. Palm Beach	1,315	40	1	(303) 575-
11. Pompano Beach	69	69	1,2,3	3632
12. South Miami	NA	8	2,3	(303) 221-
13. Tampa	1,584	30	1	6555
14. Tampa (Univ. of Fl.)	NA	2	1	(303) 632-
15. West Palm Beach	26	*	1,7	6611
16. Daytona Beach	23	6	1	(303) 344-
17. Hallandale	16	*	2	2455
GA (Georgia)	85	*	1	(303) 651-
1. Atlanta	12,353	*	1,2	8542
2. LaGrange	94	3	1,3	
3. Gainesville	34	*	NA	(203) 633-
HI (Hawaii)	146	*	1,2	8301
1. Honolulu	35	29	2	(203) 787-
2. Wailuku	49	*	1,2	6966
ID (Idaho)	19	3-4	1,2	(203) 563-
1. Caldwell	249	*	1,2	1451
2. Coeur d'Alene	80	4	2	(203) 274-
IL (Illinois)	192	2	1,6	2533
1. Cairo	38	6	2	(203) 932-
2. Champaign	25	17	2	5711
3. Chicago	NA	6	1	(203) 527-
4. Elgin	NA	3	1	6300
5. Elmwood	NA	4	3	(203) 238-
6. Evanston	236	*	1	1911
7. Homewood	316	15	1	
8. Park Ridge	269	19	1,2	
9. Rantoul	30	32	1,2	(202) 727-

10. Rockford	74	6	1	4321
11. Rock Island	235	160	1,4	
12. Springfield	49	18	2	(813) 462-
13. Wheeling	27	20+	2	6330
14. Winnetka				(305) 638-
15. Peoria	96	*	1	6721
16. Carol Stream	82	2	1,2	(305) 761-
17. Downers Grove	597	12	1	2415
IN (Indiana)	1,875	*	1	(813) 334-
1. Evansville	45	2	1	4155
2. Fort Wayne	3,056	24	1,2	(305) 586-
3. Gary	NA	1	1	1618
4. Goshen	1,450	45	7	(305) 259-
5. Richmond	24	2	1	1211
6. South Bend	NA	45	1,2	(305) 579-
IA (Iowa)	NA	1,500	3	6668
1. Iowa City	1,846	*	1,2	(305)948-2956
2. W. Des Moines	39	1	1,2	(305) 849-
KS (Kansas)	33	6	1	2422
KY (Kentucky)	89	18	1	(305) 659-
1. Covington	54	54	2	1600
2. Fort Knox	43	1	1	(305) 786-
LA (Louisiana)	103	3	1	4020
1. Baton Rouge	6	1	1	(305) 667-
2. New Orleans	3,808	*	1	7571
ME (Maine)	10	10	2	(813) 225-
1. South Portland	64	3-9	1	5870
MD (Maryland)	14	*	2	(813) 974-
1. Baltimore	14	1	1	2628
2. College Park	26	4	2	(305) 837-
3. Towson	49	*	1	4000
4. Rockville	75	2	1	(904) 255-
5. Baltimore County	188	4	1	1431
6. Pikesville	13	0	7	(305) 921-
MA (Massachusetts)	238	2	5	3518
1. Boston	3	1	2	(404) 658-
2. Danvers	1	1	1	7830
3. Gardner	232	2	3	(404) 883-
4. Holyoke	31	4	8	2603
5. Lexington Town	24	1(27 reserves)	1	(404) 534-
6. Stoneham	7	1	2	5251
7. Weymouth Town (E)	NA	*	3	(808) 943-
MI (Michigan)	29	*	1,2	3111
1. Chelsea	29	1	1,2	(808) 244-
2. Detroit	37		1	7811
3. Eaton Rapids		*		(208) 455-
4. Farmington Hills	48	8pt/tm	2	3122
5. Grand Ledge	178	2	1	
6. Greenville	53	70	1	
7. Grosse Pointe	145	*	2	
8. Holland	32	1	1,2	

9. Jackson	30	3	1	(208) 667-
10. Kalamazoo	227	*	1	9529
11. Lake Orion	544	2	1,2	
12. Lansing	8	2	1	(618) 734-
13. Leslie	NA	6-8	1	2131
14. Plymouth Township	706	24	1	(217) 351-
15. Warren	28	*	2	4545
16. Marquette	56	16 reserves	2,5	(312) 744-
17. Traverse City	32	2	3,7	5000
18. South Lyon	85	14	1	(312) 695-
19. Canton	147	20	1	6500
MN (Minnesota)	102	2	1	(309) 742-
1. Albert Lee	126	28pt/tm	8	7121
2. Austin	37	*	1	(312) 866-
3. Winona	93	9	2	5014
MS (Mississippi)	47	5	1	(312) 798-
MO (Missouri)	54	28	1	3000
1. Raytown	1,100	60	1	(312) 399-
2. University City	93	20	2	5252
MT (Montana)	128	2	2	(217) 892-
1. Missoula	41	18	1	2103
NE (Nebraska)	29	9	1,2	(815) 987-
1. Fayetteville	101	20	1	5911
2. Hastings	137	23	1	(309) 793-
3. Kearney	85	8	1	3425
4. Lincoln	22	13	2	(217) 788-
5. Omaha	NA	All	1	8325
6. Crete	NA		2	(312) 459-
7. Papillon		9		2632
NV (Nevada)	138	220	1	(312) 446-
1. Las Vegas	23,339	*	1,2	9143
NH (New Hampshire)	151	3	2	(309) 672-
1. Laconia	42	1	3	8774
2. Portsmouth	598	15	1	(312) 668-
NJ (New Jersey)	433	6	1,2	2167
1. Eatontown	50	1	1,7	(312) 719-
2. Fort Lee	NA	5	2	4601
3. Irvington	128	*	1,2	
4. Lakewood	21	5	1	(812) 426-
5. Linden	57	2	1	5535
6. Lodi	53	*	1	(219) 423-
7. Middletown	21	*	2	7156
8. Millville	99	7	1	(219) 881-
9. Morristown	319		1	1254
10. Newark		*		(219) 533-
11. Orange	39	2	1	8661
12. Plainfield	185	10	8	(317) 966-
13. Scotch Plains	967	66	1,2,3	5577
14. Verona	1,912	33	7,8	(219) 284-
15. W. New York	58	2	2	
16. New Brunswick	81	2	1,2	

17. Long Branch	24	20	1	9311
18. Wycoff Township	43	36	7	
19. W. New York	51	3	2	(319) 356-
20. N. Arlington	100	*	4	5271
NM (New Mexico)	NA	3	1	(515) 223-
NY (New York)	648	*	1	3200
1. Binghamton	139	1-2	1,3	
2. New York	71	8	8	
3. Niagara Falls	8	4	2	(606) 292-
4. Ossining	141	*	2	2222
5. Rochester	7,218	59	1	(502) 624-
6. Syracuse	90	2-3	1,2	4335
7. Valley Stream	42	*	1,2	
8. Cohoes	NA	*	2	(504) 389-
NC (North Carolina)	NA	25	1	3874
1. Asheville	NA	*	1	(504) 821-
2. Fayetteville	NA	5	1	2222
3. Hickory	146	1	1,2,3,4,8	
4. Salisbury	43	12	1	(207) 799-
5. Shelby	217		1	5511
6. Wilmington		4		
7. Winston-Salem	29	*	2	
ND (North Dakota)	2,084	17	1	(301) 496-
OH (Ohio)	774	3	1	2525
1. Barberton	158	24	5	(301) 454-
2. Canton	3,716	*	1	4915
3. Cincinnati	162	*	1,5	(301) 494-
4. Cleaveland	1,210	1	1	2325
5. Cuyahoga Falls	148	25	1	(301) 340-
6. Mansfield	29	3	2	7300
7. Marietta	103	4	1	(301) 494-
8. North Olmstead	63	1	1	2120
9. Norwood	36	*	1	(301) 653-
10. Springfield	NA	*	1,2	4233
11. Kent	241	17	1,2	
OK (Oklahoma)	593	44	1,6,7	(617) 247-
1. Tulsa	44	2	1,2	4200
OR (Oregon)	224	5	3,8	(617) 774-
1. Eugene	261	11-17	1	1212
PA (Pennsylvania)	NA	35	1,2	(617) 632-
1. Bensalem Township	NA	*	1	5600
2. Clarion	171	15	1	(413) 536-
3. Harrisburg	NA	*	1	6431
4. Philadelphia	86	1-4	1,4	(617) 862-
5. York	164	2	1	1212
6. Lebanon	83	7	1	(617) 438-
7. Altoona	298	1-2	1,8	1212
8. Allentown	52	9	1,6	(617) 335-
9. Uniontown	11	33	2	1212
10. Williamsport	40	16	8	
RI (Rhode Island)	23	*	2	(313) 475-

1. Pawtucket	NA		1	9122
2. West Warwick		20		(313) 224-
SC (South Carolina)	1,130	58	1,2	4480
1. Charleston	*		1	(517) 663-
SD (South Dakota)				1111
TN (Tennessee)				(313) 472-
1. Tullahoma				0911
TX (Texas)				(517) 627-
1. Dallas				7877
2. Fort Worth				(616) 754-
3. Garland				7101
4. Houston				(313) 885-
5. Waco				2100
6. San Antonio				(616) 392-
7. McAllen				1401
UT (Utah)				(517) 788-
1. Bountiful				4131
2. Ogden				(616) 385-
VT (Vermont)				8101
1. Burlington				(313) 693-
2. Rutland				8321
3. Brattleboro				(517) 372-
VA (Virginia)				9400
1. Alexandria				(517) 589-
2. Richmond				9700
3. Staunton				(313) 453-
4. Newport News				8600
WA (Washington)				(313) 574-
1. Tacoma				4709
2. Everett				(906) 228-
3. Kent				8200
WV (West Virginia)				(616) 941-
1. Charleston				2304
2. Parkersburg				(313) 437-
WI (Wisconsin)				1773
1. Appleton				(313) 397-
2. Green Bay				3000
3. LaCrosse				
4. Madison				(507) 373-
5. Menominee Falls				6408
6. Ripon				(507) 433-
7. Stevens Point				3401
8. Whitefish Bay				(507) 454-
9. Milwaukee				6100
WY (Wyoming)				
CANADA				
1. ALBERTA/Edmonton				(816) 353-
NEW ZEALAND				8137
Wellington				(314) 862-

				4555
				(406) 721-4700
				(919) 323-1500
				(402) 472-4161
				(308) 237-2104
				(402) 471-7751
				(402) 444-5868
				(402) 826-4311
				(402) 339-3196
				(702) 386-3401
				(603) 524-5252
				(603) 436-2145
				(201) 542-0100
				(201) 592-3527
				(201) 399-6532
				(201) 363-0200
				(201) 486-0087
				(201) 473-7600
				(201) 671-3300
				(609) 825-7000
				(201) 538-3818
				(201) 733-6190
				(201) 266-4116

				(201) 753-3088 (201) 322-7100 (201) 239-5000 (201) 854-1700 (201) 745-5200 (201) 222-1000 (201) 891-2121 (201) 854-1700 (201) 991-4400 (607) 772-7091 (212) 374-5000 (716) 278-8009 (914) 941-5700 (716) 342-4991 (315) 425-6108 (516) 825-1684 (518) 237-5333 (704) 255-5225 (919) 323-1500 (704) 324-2060 (704) 637-3312 (704) 487-4311 (919) 762-3311 (919) 773-
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				7700
				(216) 745-2181
				(216) 489-3116
				(513) 352-3572
				(216) 623-5084
				(216) 928-2181
				(419) 526-2318
				(614) 373-4141
				(216) 777-3535
				(513) 396-8220
				(513) 324-7721
				(216) 672-3111
				(918) 588-9311
				(503) 687-5135
				(215) 639-3726
				(814) 226-9140
				(717) 255-3131
				(215) 231-3131
				(717) 846-1234
				(717) 272-6611
				(814) 944-7131
				(215) 437-7767
				(412) 437-3430

				(717) 327-7540
				(401) 722-0750
				(401) 822-9232
				(803) 577-7434
				(615) 455-0530
				(214) 670-5496
				(817) 870-6000
				(214) 494-7513
				(713) 222-3632
				(817) 752-5555
				(512) 299-7484
				(512) 631-7111
				(801) 295-9435
				(801) 399-8266
				(802) 658-2705
				(802) 773-1816
				(802) 257-7946
				(703) 838-4744
				(804) 780-8780
				(703) 886-0037
				(804) 247-

				8441
				(206) 591-5655
				(206) 259-8765
				(206) 872-4174
				(304) 348-6460
				(304) 424-8444
				(414) 735-5525
				(414) 497-3833
				(608) 782-1790
				(608) 266-4248
				(414) 251-6063
				(414) 748-5347
				(715) 346-1500
				(414) 962-3830
				(414) 344-5656
				(403) 421-3460

Conclusion

Policing is entering an era of increased use of officers in community policing programs. Motorized patrol is no longer viewed as the "only way to go." Foot patrol and other community policing techniques are being recognized as important law enforcement tools-though they are by no means a panacea for crime prevention and control.

A wealthy suburban community with large houses and large lots may have little need for a foot patrol program. Disorder is rare in such an environment and when it does occur, it often receives the rapid response of motorized patrol.

Conversely, other communities may turn to foot patrol to control a host of problems. Densely populated neighborhoods and downtown areas with high crime rates can be very effectively policed using foot patrol. Similarly, areas with high pedestrian traffic such as shopping malls, beach resorts, and theater districts are natural places to station officers on foot.

It is, however, worth emphasizing that the central feature of community policing-that of encouraging direct cooperation between citizens and the police-has the widest applications. Direct contact leads to better police/community relations, increased information exchange, and a more realistic assessment of and solution to community problems.

One of the major functions of the National Neighborhood Foot Patrol Center is to serve as a clearinghouse for information on community policing. Departments will be continually surveyed for information on community policing. Any significant changes will be included in an updated roster of departments that are using a community policing approach.

Appendix A

Police Survey

Date _____

Interviewer _____

Interview # _____

Name of Agency _____ Telephone _____

Address _____ Zip _____

1. Name of Program _____

2. What is the rank and title/position of the respondent?

3. What was the *primary* focus of the program? (*Check Only One*)

- Training Approaches
- Educational Incentives
- Emergency Services
- Community Service
- Crime Prevention
- More Efficient Use of Patrol Personnel
- Traffic Management and Control
- Criminal Investigation
- Juvenile Justice Administration
- Child Protection
- Juvenile Relations
- School Liaison

- Police-Community Relations
- Race Relations
- Media Relations
- Police Recruitment/Selection
- Personnel Deployment (Generally)
- Personnel Enrichment
- Personnel Exchange With Other Agencies
- Other (Specify)

4. What, if any, was the *secondary* focus of the program? (Check *Only One*)

- Training Approaches
- Educational Incentives
- Emergency Services
- Community Service
- Crime Prevention
- More Efficient Use of Patrol Personnel
- Traffic Management and Control
- Criminal Investigation
- Juvenile Justice Administration
- Child Protection
- Juvenile Relations
- School Liaison
- Police-Community Relations
- Race Relations
- Media Relations
- Police Recruitment/Selection
- Personnel Deployment (Generally)
- Personnel Enrichment
- Personnel Exchange With Other Agencies
- Other (Specify)

5. What year did the program start? 19_____

6. How long did the program last? (Check *Only One*)

- Less Than 1 Year
- 1-3 Years
- 3-5 Years
- More Than 5 Years
- Unknown

7. About what percentage of the police departments sworn personnel were involved in the program? (Check *Only One*)

- Less Than 2%
- 2%-5%
- 6% - 10%
- 11%-25%
- More Than 25%

8. Did the program use departmental civilian personnel in the program (other than for clerical purposes)?

- Yes

- No
- Unknown

9. How is (was) the program received by:

	Very Poor			Very Good	
	1	2	3	4	5
Officers Involved in the Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Officers Not Involved in the Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Police Administrators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Citizens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Associated Non-Police Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. How was the program funded? (*Check Only One*)

- Predominantly by the Police Department Budget
- Predominantly by a Federal Grant
- Predominantly by a Private Grant
- Predominantly by a Special Budget Appropriation
- Predominantly by Another Agency
- Shared Departmental Monies and Other Sources
- Other (Specify).....
- Unknown

11. Is the program still being used?

- Yes
- No
- Unknown

IF THE PROGRAM IS NO LONGER BEING USED, ANSWER THE FOLLOWING THREE QUESTIONS:

IIa. What was (were) the main reason(s) the program was terminated? (*Check All That Apply*)

- Funding Source Was Terminated
- Program Not Effective
- Program Cost Too Much To Operate
- No or Little Officer Support
- No or Little Support From Administrators
- No or Little Citizen Support
- No or Little Support From Public Officials
- Other (Specify)
- Reason for Termination Is Unknown

IIb. What is your "best guess" on the chance that the program will be reinstated?

- Very Good
- Good
- Possible
- Unlikely
- Very Unlikely

No Idea

11c. Explain any unique reason or circumstances surrounding the program's termination

12. Who/what group was *primarily*, responsible for evaluating the program's effectiveness? (NOTE: Do not confuse this with who was responsible for the decision to terminate or continue the program.) (*Check All That Apply*)

- The Department's Planning/Research (or Similar) Unit
- Police Administrators
- Grant Source Personnel
- External Evaluators Contracted by the Police Department
- Personnel From the City Administration
- Personnel From Another Police Agency
- Personnel From Another Non-Police Agency
- No Formal Evaluation Occurred
- Unknown

13. Did the program have an effect on citizen's fear of crime?

- Yes
- No
- Unknown

13a. Explain what effect the program had on fear of crime or speculate why there was no effect.

14. Does it appear that the program prevented crime?

- Yes
- No
- Unknown

14a. Explain why it appears that the program (did) (did not) prevent crime.

15. Are any other "innovative" programs currently being used or planned by the police department?

- Yes
- No
- Unknown

15a. If yes, please briefly describe:

THE FOLLOWING QUESTIONS DO NOT SPECIFICALLY APPLY TO THE PROGRAMS DISCUSSED THUS FAR. THE QUESTIONS ARE CONCERNED WITH POLICE TRAINING IN GENERAL.

16. In what areas are there specific needs for police training *which are not currently being adequately met?* (*Check All That Apply*)

- Criminal Law

- Criminal Procedure
- Law of Liability
- Civil Rights
- Defensive Tactics
- Use of Force
- Firearms Training
- Patrol Procedures
- Arrest Procedures
- Investigation Procedures
- Juvenile Procedures
- Report Writing
- Interviewing
- Human Relations
- Police Community Relations
- Police Pursuit Driving
- Driver Safety
- Traffic Accident Investigation
- Traffic Law Enforcement
- Crime Prevention
- Conflict Resolution
- Interpersonal Communications
- Making Referrals to Social Agencies
- Diagnosing Community Problems
- Public Speaking
- Other (Specify)_____

17. What subjects/topics do you think should be included for training the ideal police officer of the 1980's and beyond?

THANK YOU FOR YOUR COOPERATION.

*Assistance in the development of the questionnaire was provided by Professor David Carter.

NATIONAL NEIGHBORHOOD FOOT PATROL CENTER

Publications

Books

An Evaluation of the Neighborhood Foot Patrol Program in Flint, Michigan
 A Manual for the Establishment and Operation of a Foot Patrol Program

Articles

Perceptions of Safety: A Comparison of Foot Patrol Versus Motor Patrol Officers
 Job Satisfaction: A Comparison of Foot Patrol Versus Motor Patrol Officers
 The Status of Contemporary Community Policing Programs
 The Impact of Foot Patrol on Black and White Perceptions of Policing

Uniform Crime Reporting and Community Policing: An Historical Perspective
Performance Profiles of Foot Versus Motor Officers
Community Policing: A Taxpayer's Perspective
Implementing a Community Policing Model for Work with Juveniles: An Exploratory Study
Community Policing: Training Issues
Community Policing Programs: A Twenty Year View
The Foot Patrol Officer, the Community, and the School: A Coalition Against Crime
Community Policing: Defining the Officer's Role
Foot Patrol: Some Problem Areas
An Evaluation of a Neighborhood Foot Patrol Program

If you wish to receive a copy of a Center publication, please contact us at the address or telephone numbers given below:

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