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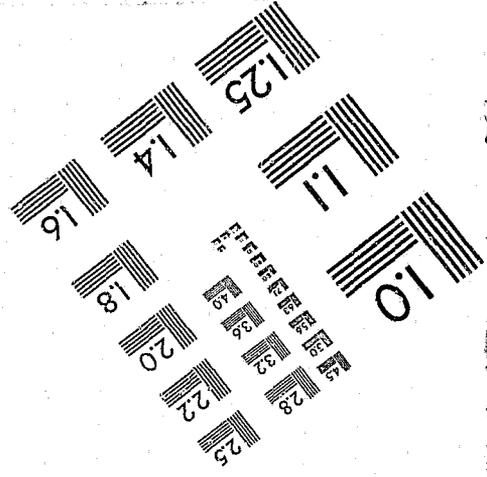
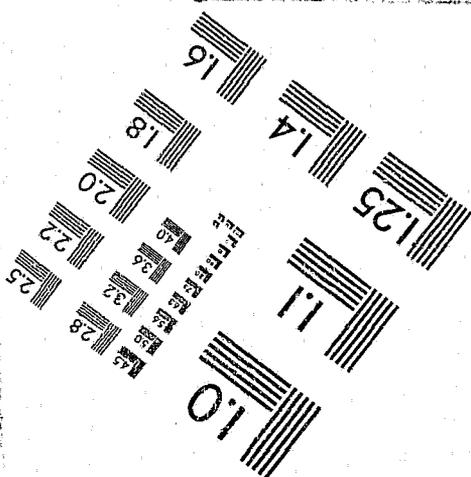
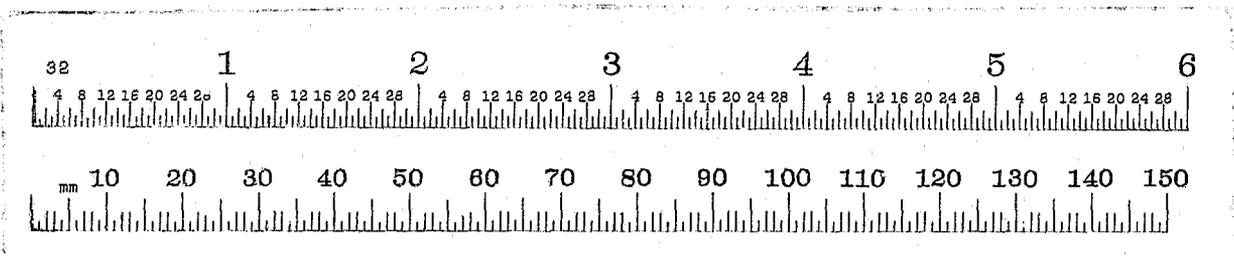
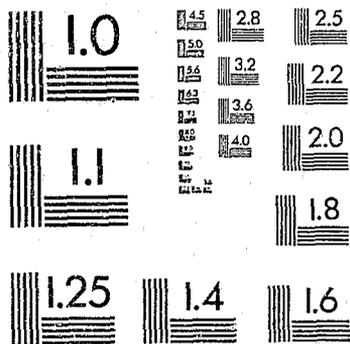
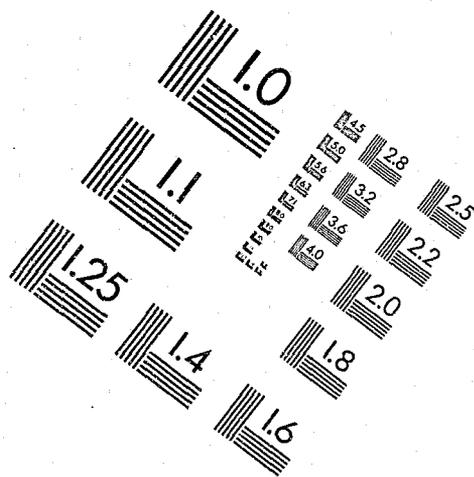
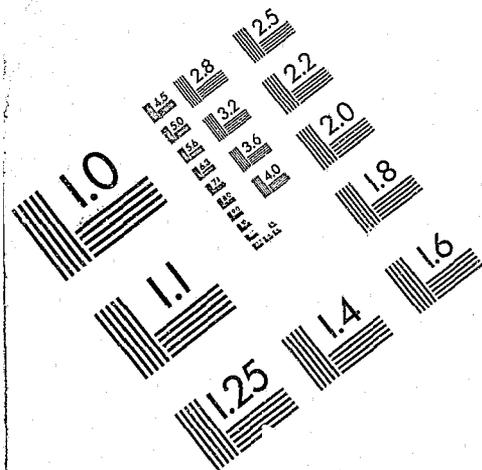
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Police Chief

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Since 1963, when then-President John F. Kennedy signed the legislation establishing National Police Week and National Peace Officers' Memorial Day, the law enforcement community has set aside time each May to reflect on the sacrifices of those who have given their lives in the line of duty. We extend our deepest appreciation and sympathies to the families, friends and co-workers left behind. Photo © George Godoy Photography.

# The Police Chief

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# Community-Oriented Policing



## A Blueprint for Police- Community Partnerships

**Chief William B. Berger,  
Lt. Linda Mertes and  
Detective Alan Graham,  
North Miami Beach Police  
Department, Florida**

Community policing in North Miami Beach, Florida, began in the mid-1980s when then-Chief Buford Whitaker assigned a lieutenant and two officers to "ride, walk and talk" in one particular neighborhood of the city. To prepare the officers for their new assignment, Whitaker sent them to a 40-hour community relations course given at the local police academy. Following this training, the officers set up a small office within a condominium recreation center and started handling calls for police service in their assigned neighborhood. The officers walked through the assigned area, spoke with residents and merchants, and handled all calls for police service, both emergency and non-emergency. After six months of operation, however, the program was suspended due to manpower shortages within the department.

In April 1986, the department reinstated its community policing program, patterned this time after a highly successful neighborhood policing program in Flint, Michigan. As before, Whitaker decided to institute a formalized "Neighborhood Police Patrol" program in two troubled areas within the city. He created a Community Patrol Unit (CPU) and assigned a police officer to each area. These officers were directed to work in their neighborhoods every day by rotating their hours and days off. They were allowed to make their own work schedules and were told to open their own offices within the neighborhoods. The goal for these officers was to reduce high burglary rates, curtail thriving drug sales and prostitution, and resolve feuds between neighbors.

Very quickly, the Community Patrol Officers (CPOs) learned the names of almost everyone in their assigned neighborhoods. They responded to calls for police service, took the neighborhood children on field trips to Metro Zoo and football games, coached softball teams, distributed crime prevention tips, posted job opening notices and helped area residents link up with local and state social service agencies. At the same time, these officers made arrests, usually with the support of the majority of the residents.

The increasing popularity of the community policing initiative created a dilemma within the city, forcing changes in the CPU's staffing, direction and function. Citizens clamored for more

CPOs, for example, but balked at talks of a tax increase to fund the program's expansion. The dilemma was resolved by reassigning two detectives to work in the CPU.

At the same time, the original two officers were directed to devote two hours of their workday to criminal investigation, especially property crimes that occurred in their areas. Additionally, the CPOs were given the responsibility of making the initial on-site inspection for incidents involving city code violations. The program's goals were now focused on crime reduction, citizen contact and the prevention of neighborhood decay.

### Program Improvements

Although we had a *working* community policing program in North Miami Beach, tailored to meet the needs of our city, we wanted something more—a modernized, *dynamic* community policing program.

The evolution began in 1989, with a change in departmental leadership. Chief William Berger envisioned a community policing program that would create partnerships between the community, the private sector and the police department to resolve neighborhood problems and improve the city's quality of life. Under his direction, the CPU was restaffed and revamped, with its methodology formalized into a separate standard operating procedure (SOP).

The new SOP charged the CPU with the responsibility of maintaining an ongoing awareness of community needs and enhancing the quality of life for those who lived and worked in the community. CPU officers were directed to maintain liaison with city residents and merchants, identify and resolve community problems, and design and implement innovative projects that addressed quality-of-life issues.

The SOP outlined the work responsibilities of the CPOs, the CPU supervisor and the division commander who monitored the CPU. In addition, the chief mandated an annual review of CPU activities. This assessment, designed to help the department determine the need to add, delete or continue community policing programs, was to be based on information and comments gathered from community leaders, departmental personnel and crime analysis reports.

Between 1989 and 1992, three additional

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July 12-15	<i>SWAT Supervisors' Tactics and Management*</i> Worcester, MA
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"community patrol" areas were established: Eastern Shores, Government Center and Uleta, which is predominantly a middle class residential property. With Chief Berger's new blueprint for a dynamic community policing program, the CPU supervisor started to actively recruit officers who displayed creativity, imagination, self-motivation, self-direction, flexibility and positive social skills. These officers were then sent to other agencies that had successful community policing programs for training; some even attended community policing courses in other states. When they returned, they attended NMB's Community Policing "Orientation" Program (CROP), a one-week program developed by the department to standardize the training of its newly assigned CPU officers.

Through bold leadership, community support and officer enthusiasm, NMB's community policing program changed its scope and direction, increasing in size from two areas, two officers and one supervisor to five areas, five officers, one supervisor, a full-time civilian secretary and a division commander with oversight responsibility.

### The CPU Mission

One of the major strengths of NMB's community policing program is its ability to maintain close ties with the community. This connection is accomplished at different levels of contact with neighborhood and homeowners' associations, crime watch groups, condominium associations, business groups, civic organizations, voters' councils, religious and fraternal organizations, media representatives, city officials and a special police department advisory group.

The CPOs attend most community and group meetings as either interested observers or guest speakers. Their presence at these meetings not only emphasizes the department's interest in community affairs, but provides a means of gathering useful information on which the police department can base future law enforcement strategies.

The CPOs also meet regularly with community groups and organizations to help identify and resolve neighborhood and community concerns, problems, needs and wants. Cooperative efforts produce a plan of action that is mutually beneficial to the police, city officials and the community.

CPOs routinely handle calls for police service involving speeding vehicles, feuds between neighbors, barking dogs, abandoned cars and loud noise or music that disturbs the peace of the neighborhood—attempting to identify the root of the problem in order to come up with a long-term solution.

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For more details, contact Chuck Peltier, LEIM Section Liaison, IACP, 515 N. Washington St., Alexandria, VA 22314-2357.

To date, NMB's CPU has developed and implemented 23 innovative programs aimed at improving the quality of life in the community—some of which have received state and national acclaim. Many of these programs have been replicated by law enforcement agencies throughout the United States, Canada, South America and Europe. A brief description of each program is provided below.

"A Brush with the Law" utilizes adjudicated defendants' sentences to perform community service hours to paint over graffiti.

"Bike Fix-up and Give Away" makes use of discarded and abandoned bicycles, repairing them to working order and distributing them to needy citizens.

"Book Exchange" provides paperback books to city residents at the neighborhood level on an exchange basis.

"Camp for Kids" obtains community funding to send needy children of the city to summer camp sessions.

"Cellular Citation" warns cellular phone owners of the dangers of leaving their phones inside their vehicles.

"Civil Remedies" explains the civil remedies available to assist citizens with public and private nuisances.

"Club Law and Order" brings together community leaders and police staff in a forum to resolve community issues and concerns.

"Crime Victim Emergency Assistance" supplements existing county and state victim assistance programs when normal services are unavailable.

"CRUNCH" provides seasonal crime prevention tips to shoppers.

"Flowers for Friends" provides free flower arrangements to citizens who deserve or need special recognition by the police.

"Footprints" provides proactive residential inspections while the homeowner is not at home.

"GED" provides teachers and a classroom facility to conduct preparation instruction for high school diploma equivalency exams.

"Holiday Party" provides the city's needy children with a traditional holiday season party, complete with toys and a full-course supper.

"Job Assistance" educates job seekers on how to look for jobs, where to find jobs, how to prepare for job interviews and much more.

"Night Eyes" provides proactive business property inspections during those hours when the business is closed.

"Pedal Patrol" involves community residents in a "ride-along on bicycle patrol" with their CPO.

"Private Property Tow-Away" authorizes police offices to remove abandoned, derelict and illegally parked vehicles from private property.

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## REQUEST FOR PROPOSALS

The City of Overland Park, Kansas, is seeking proposals from qualified parties for a management study of its Police Department. This study will focus on two primary areas of interest: (1) the recent restructuring and reorganization of the Department, and (2) the ability of the Department to meet the challenges of growth now facing it.

Overland Park is located in the southwest quadrant of the greater Kansas City metropolitan area, with a population of approximately 125,000 persons. The Police Department currently has 158 commissioned personnel and 54 civilian employees.

Interested persons may obtain a detailed Request for Proposals from the Department. The deadline for submission of proposals is June 15, 1994. To obtain a copy of the Request for Proposals, or for other information regarding this study, contact:

Captain Tim Lynch, Overland Park Police Department  
8500 Antioch Road, Overland Park, Kansas 66212  
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# UNIVERSITY OF PITTSBURGH DIRECTOR OF PUBLIC SAFETY

SEARCH EXTENDED

Reporting to the associate vice chancellor for business, the director is responsible for managing a service-oriented law enforcement department composed of 67 fully commissioned police officers and 25 non-commissioned employees, operating a budget of \$3.6 million and consulting with the university's regional campus safety and security administrators. The director must be sensitive to the needs of a culturally diverse university community population situated in an urban setting. The university seeks an energetic and experienced professional capable of establishing effective relationships with local, state and federal officials and with demonstrated abilities in managing a complex law enforcement and security organization. The successful candidate will have demonstrated experience in program planning, execution and evaluation; decisiveness; and organizational team building.

Minimum requirements: A bachelor's degree in a behavioral science, police or public administration program is preferred. At least ten years of law enforcement management experience is required, with preference given to those with combined campus law enforcement experiences, for example municipal police managers responsible for law enforcement at colleges within their jurisdiction or public safety officials in charge of sworn police officers at large urban colleges or universities.

The University of Pittsburgh, a member of the Association of American Universities, is located in the educational and cultural district of the city of Pittsburgh. The campus is comprised of over 90 buildings on 140 acres; has a daily population of students, staff and faculty in excess of 40,000; and has a resident student population of over 6,000.

The university will offer a competitive salary and fringe benefit package. The Search Committee will begin reviewing applications May 9, 1994, and will continue until the position is filled. Please send all resumes and nominations to Dr. James H. Watters, Chair, Search Committee for the Director of Public Safety, University of Pittsburgh, 124 Cathedral of Learning, Pittsburgh, PA 15260. The University of Pittsburgh is an Equal Opportunity and Affirmative Action Employer.

"Police Hotlines" provides a pre-recorded telephone message to the community in multiple languages, outlining criminal and general information, crime prevention messages and notice of city activities and events.

"Safety Fair" provide a safe, fun-filled weekend of amusement rides and games for the entire family, and brings additional funding to the police department.

"Safety Troll" provides seasonal crime prevention tips to shoppers.

"SMART" provides marine patrol services through the use of loaned personal watercraft.

"Stamp Out Crime" provides crime awareness cards and photo stamps to school children, tying in personal appearances at selected locations of a national food chain.

"Super Citizen Citation" provides school children with reward cards that are redeemable for food items at a selected location of a national food chain.

### *Another Innovation: Team Policing*

In January 1993, the department's community policing model was expanded with the addition of the team policing concept. The idea was to spread the problem-oriented policing methodology to all officers of the department, and to have all officers take part-ownership of community problems. This approach has forever changed the way police work is accomplished in North Miami Beach.

As in most police departments, NMB's Patrol Division officers had always bid for their preferred work shift on a seniority basis. With the advent of team policing, they bid not only for their shifts, but for the zones in which they want to work for that assignment period. All routine, non-emergency calls are then assigned to the officer who bid the zone in which they are located. The premise for this change was simple: if an officer works in a particular zone every day for four months, he will get to know the residents and merchants in that zone and will help identify and resolve community problems; if not, he will keep responding to the same problems until they are resolved.

At the same time, the officers were empowered to make direct contact with other police and city employees to resolve city-related problems in a timely manner.

Each detective in the Investigations Section was also assigned to a specific zone and given the responsibility for monitoring all person and property crimes in that zone in order to track developing crime trends and patterns.

The role of the CPO expanded under the team policing concept to that of neighborhood resource specialist (NRS)



for the other officers in the police department, assisting them in accessing city, county and state government and social service agencies.

A lieutenant was assigned to each zone to ensure adequate coordination of the officers and detectives assigned to that zone. These lieutenants were charged with monitoring all police and community-related activities within their zones.

The patrol officers, detectives, CPOS, all sergeants and the lieutenant assigned to a particular zone constitute a team. With six distinct patrol zones in the city, this means six teams work on resolving community and crime problems.

The department's electronic mail memo system was used to create discrete team groupings, with the names of all sworn personnel assigned to a zone placed in that team's group file. If anyone in the police department became aware of a problem in that zone that required the attention of the team in a particular zone, an E-Mail message could be sent to the entire team with one computer keystroke.

Team policing has permitted the provision of department-wide, proactive police services to the community. Within months of its implementation, the benefits of team policing became visible: increased police-community interaction, increased departmental communication, fewer repeat calls for service and increased customer satisfaction.

### **Training Others in Community Policing**

For the past three years, the officers of NMB's community policing unit have been sharing the methods and strategies of their successful community policing initiative with other law enforcement agencies throughout the United States. A modular training program has been developed to teach the "how to's" of community policing both within the department and to other law enforcement

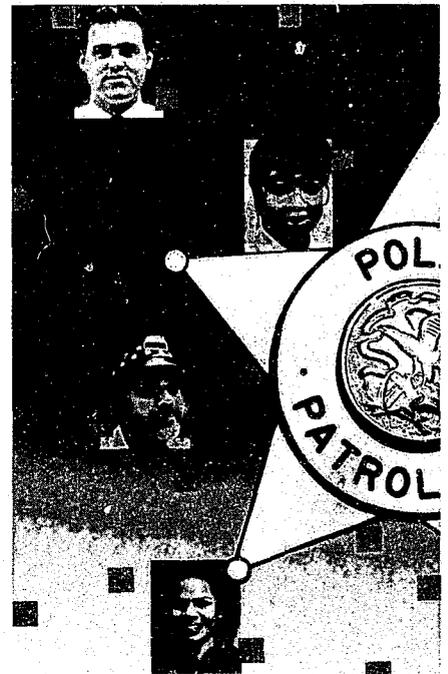
agencies. The curriculum contains a core of information on community policing concepts, as well as various modules of information that are inserted into the course to meet the particular training needs of the requesting agency.

To date, NMB community policing material has been presented to various Florida law enforcement agencies through Valencia Community College, Rollins College and Miami-Dade Community College. In addition, specialized courses were prepared and presented to the following Florida law enforcement agencies at their request: the Broward, Lake, Seminole, Orange and Osceola county sheriffs' offices; and the Port St. Lucie, Palm Beach Gardens and Eatonville police departments. Many law enforcement agencies have sent their officers and supervisors to NMB for on-site training in NMB's community policing program, some from as far away as Amsterdam and Portland, Oregon.

### **The Future of Community Policing in NMB**

Community policing, like other aspects of police work, is dynamic, changing with the ever-changing needs of the community. In North Miami Beach, all police officers, communications officers and civilian staff help monitor these changes, and offer suggestions in order to improve the department's delivery of police services.

In North Miami Beach, community policing is here to stay. The police department has learned that community policing and problem-oriented policing can work effectively together to identify and resolve community problems. Our community leaders tell us we are on the right track, and we plan to stay on course. ★



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