COMMUNITY POLICING STRATEGIES

DRAFT FINAL REPORT
TO THE
NATIONAL INSTITUTE OF JUSTICE

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I. PROJECT OVERVIEW AND SUMMARY

This report summarizes the findings from a national survey conducted in 1993 to determine the number of departments in the United States that currently are implementing community policing or are planning to do so. The survey also sought to determine how community policing is defined operationally by the departments that espouse it and how it differs from more traditional forms of policing.

A random, stratified sample of 2314 municipal and county police departments and sheriffs departments was selected to participate in the survey, the instrument for which was a 19 page self-administered questionnaire (Appendix A). A response rate of 71 percent resulted in 1606 usable questionnaires. The project methodology is described in Chapter III of this report.

The study did not attempt to impose a strict definition of community policing beyond stating in an introduction to the first question that "In its most general sense, community policing seeks to increase interaction between police and citizens for the purpose of improving public safety and the quality of life in the community." After that, respondents were instructed to "think about community policing as you understand it" while reading each of the survey statements.

At no point in the presentation of data does this report attempt to say which responses represent "real" community policing and which do not. The implementation of community policing can take different paths. One agency might begin its implementation by attempting simultaneously to change numerous internal and external aspects of its operations in order to accomplish the most fully developed manifestation of community policing the organization

can visualize. Another might start by changing internal structures and practices to support the eventual external efforts at community policing. Still another might begin by working to increase positive contacts with the community, either understanding fully what the next steps will be or not being entirely clear. To say that one of the agencies is undertaking community policing while the other is not is to deny the complexity and the multiple possible forms of the change process. Nor is this meant to suggest that different forms of change should lead different agencies to the same outcome. The form that community policing should take in any given community should depend on the conditions and the needs of that community. For example, decentralization of field services might be a crucial component of community policing in a large city and irrelevant in a small town.

Although we discuss theoretical meanings and operational implications of community policing in Chapter II, essentially respondents in this study describe and define the conditions and aspirations they choose to identify as community policing.

Executive Attitudes Toward Community Policing

The first section of the questionnaire was addressed to agency executives. It explored their attitudes toward community policing generally, their views on issues associated with implementing it, their perceptions of the potential costs and benefits of community policing and their opinion about which personnel should be involved in its implementation. These attitudes are reported and analyzed in Chapter IV of this report.

Regardless of the precise definition they might choose, police chiefs and sheriffs in our sample almost universally agree that "The concept of community policing is something that law enforcement agencies should pursue." Across categories of agency size and type,

from 96 to 100 percent[1] of agency heads either agree or strongly agree with this statement. Ninety-three percent of these respondents agree or strongly agree that "Community Policing is a high effective means of providing police service."

Seventy-three percent of respondents feel that all personnel in the agency should be responsible for implementing community policing. Only about 10 percent feel that it should be the responsibility of only patrol personnel; similar percentages feel it should be the responsibility of some designated officers or of a special unit. Despite this commitment to involving all personnel, 47 percent of the respondents said it is unclear just what community policing means in practical terms.

This uncertainty may affect views about whether community policing is an organizationally complex undertaking. Only 48 percent agree or strongly agree that "Community policing requires major changes of organizational policies, goals, or mission statements." However, 83 percent agree that "Performance evaluation should be revised to support community policing."

In considering possible implementation problems, 56 percent expect that rank-and-file employees will resist changes necessary to accomplish community policing.

Eighty-nine to 100 percent of the executives expect that community policing will produce positive outcomes that include: reduction of problems that citizens care about, improvement of the physical environment in the neighborhood, a more positive feeling on the part of citizens toward the law enforcement agency, reduction of potential for conflict

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[1] Throughout this report percentages are reported for weighted data, that is, data that have been statistically manipulated so that the sample of agencies represented in the survey accurately reflects the population of agencies from which it was drawn.

between citizens and police, increase in officer/deputy satisfaction, and decrease in crime rates.

When asked about potential negative consequences, 43 percent of the executives believe that the ability to respond to calls for service will decline. Only 15 percent feel that officer or deputy corruption will increase while 81 percent feel that crime could be displaced to a non-community policing area.

Implementation of Community Policing

Data about the extent and nature of reported implementation are summarized in Chapter V. Across sizes and types of agencies 19 percent report having implemented community policing; another 28 percent report they are in the process of doing so. Altogether, 47 percent report that they are "now in the process of planning or implementing a community policing approach" or they "have implemented community policing." This figure varies greatly by size and type, from a high of 86 percent for municipal police agencies with more than 100 sworn personnel to a low of 30 percent for sheriffs departments with from 10 to 49 personnel. Implementation also varies significantly by region of the country. For example, in the West 93 percent of municipal police agencies with 100 or more sworn officers say they are implementing or have implemented community policing, compared to 79 percent in the Northeast. In the West 60 percent of sheriffs departments with more than 100 personnel report implementation while, in the Midwest only 29 percent in the same size category report implementation.

All agencies that responded to the survey were asked to describe their organizations in terms of organizational programs and practices, organizational arrangements, responsibilities

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of first line officers, responsibilities of mid-level field operation managers, and citizen participation. In Chapter V the responses of those agencies that report implementing community policing are compared with those that say they are not implementing community policing. The differences between the groups help identify the operational patterns of community policing.

Programs and Practices

In terms of programs and practices, community policing agencies are more likely than non-community policing agencies to report:[2]

- Citizen surveys to determine community needs and priorities

- Citizen surveys to evaluate police service

- Permanent, neighborhood based offices or stations

- Designation of some officers/deputies as "community" or "neighborhood officers"

- Foot patrol as a specific assignment

- Foot patrol as a periodic expectation

- Regularly scheduled meetings with community groups

- Specific training for problem identification and resolution

- Building code enforcement to remove crime potential

- Use of regulatory codes to combat drugs and crime

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[2] The differences between community policing and non-community policing agencies reported here are summarized by the arbitrary criteria of a statistically significant difference between the two groups (p $\leq$.01) and a separation of fifteen percentage points between them. More items met the criterion of statistical significance than met the second criterion. All items are discussed in the text of the report.

- Interagency involvement in problem identification and resolution.

Organizational Arrangements

With respect to organizational arrangements, community policing agencies are more likely to report:

- Command or decision-making responsibility tied to neighborhoods or geographically defined areas of the jurisdiction

- Beat or patrol boundaries that coincide with neighborhood boundaries

- Physical decentralization of field services

- Specialized problem solving unit

- Specialized community relations unit

- Specialized crime prevention unit

- Multidisciplinary teams to deal with special problems such as child abuse.

Patrol Officer/Deputy Responsibilities

The responsibilities of officers and deputies in community policing agencies differ from those in non-community policing agencies. Community policing agencies are more likely to report that patrol personnel are expected to:

- Develop familiarity with community leaders in area of assignment

- Work with citizens to identify and resolve area problems

- Assist in organizing the community.

Mid-Level Manager Responsibilities

The responsibilities of mid-level managers also differ. Those in community policing agencies are more likely than their counterparts in non-community policing agencies to be expected to:

- Maintain regular contact with community leaders

- Elicit input from officers/deputies about solutions to community problems

- Manage crime analysis for geographic area of responsibility.

Citizen Participation

Citizens relate differently to the two types of agencies. In community policing jurisdictions, citizens are more likely than citizens in non-community policing areas to:

- Participate in Neighborhood Watch Program

- Serve as volunteers within the agency

- Attend citizen police academy

- Serve in citizen patrols coordinated by the agency

- Serve on citizen advisory councils at neighborhood level

- Serve on citizen advisory councils at city-wide level

- Work with police to identify and resolve community or neighborhood problems

- Help develop policing policies.

Perceived Effectiveness

Finally, community policing agencies were asked to report their perceptions of effectiveness of their approach to policing. Among the agencies that reported having implemented community policing for at least a year at the time of the survey, 99 percent said

that it had improved cooperation between citizens and police; 80 percent believed it had reduced citizens' fear of crime; and 62 percent said it had reduced crime against persons.

All of these issues related to implementation are analyzed by size and type of agency and discussed in Chapter V. Additionally, Appendix B consists of a table which, for all of the agencies reporting implementation of community policing for at least a year, identifies selected characteristics of their approaches. Cities are listed alphabetically within states. This table may be a useful reference for agencies that are seeking others from which to learn about the implementation of specific aspects of community policing.

Lessons About Change

Respondents were asked, "What lessons has your department learned in the process of making changes in organizational policies or practices that you think would be useful to other agencies?" The most frequently mention comments had to do with the need to train all personnel before beginning implementation, the importance of taking a long range view of the change process, the need for support from politicians and other city agencies, and the need to listen to and involve the community. These responses are summarized in Chapter VI and are presented in their entirety in Appendix C. The very thoughtful and often extensive comments should provide insight, guidance, and some comfort to other managers who are attempting similar changes.

Implications

Finally, Chapter VII discusses the implications of these survey findings for the field of policing, providers of training and technical assistance, researchers, and research funders.

Implementing Agencies

There is a great deal of intellectual and psychological support in the profession for community policing. The fact that 47 percent of executive respondents report being unclear about the practical meaning of community police is probably a reflection of reality rather than confusion. The data in this report suggest there is no single model of community policing; it takes many forms that vary across types and sizes of agencies. There are a number of ways to accomplish community partnership and problem solving, the two core components of community policing; the means selected should fit the needs of the community and the resources of the agency. Information in this report about the approaches of 734 agencies that report implementing community policing for more than a year will help interested agencies identify other departments to contact for ideas and advice.

Providers of Training and Technical Assistance

Eighty-three percent of the executives who responded to the survey said they believe that "At present, the various police training institutions in this country do not provide adequate training in community policing." There is a large market waiting for this kind of training. Professional organizations and training institutions should make it a priority to develop curricula to address multiple issues associated with the implementation of community policing.

Researchers

This is a rich data set which researchers should obtain from the National Institute of Justice and explore in detail. They should do so, however, with some cautions in mind. These data do not differentiate between the agencies that are "really" doing community policing and those that are not. The labels are self-reported and the real distinctions are

almost certainly more blurred than the labels suggest. Even if the distinctions were clean, cross-sectional data such as these cannot identify the "true" community policing agencies. Implementation is a very lengthy process which, in the early stages, may not bear strong resemblance to later stages. To categorize and judge individual agencies prematurely will do a disservice to both the agency and to the development of community policing. This will be especially true if global outcome measures (whether theoretically appropriate or inappropriate) are used in any analysis that does not distinguish carefully among the various contents and structures of the forms of community policing represented in these data. Journal reviewers should be alert to these kinds of global and uninformative analyses which will, nevertheless, be tempting for some researchers to do because of the size of the data set and the number of variables included in it.

Research Funders

This survey provides baseline data which should be periodically updated and expanded. An advisory panel should be instituted to make sure the survey stays abreast of developments in policing and that it captures potentially important distinctions among types of agencies.

Means might be considered of including in the survey, on a volunteer basis, implementing agencies that are not drawn into the random sample. While data from these non-sample agencies would not be used for estimation purposes, it could be included in a national reference directory of implementing agencies.

Analysis of this first survey will produce many ideas for important research projects on community policing that NIJ might wish to fund.

II. COMMUNITY POLICING IN THEORY

This study did not attempt to impose on survey respondents a definition of community

policing beyond stating:

> In its most general sense, community policing seeks to increase interaction between
> police and citizens for the purpose of improving public safety and the quality of life in
> the community. (Police Foundation, 1993)

While respondents were asked to respond to the survey in terms of their own

interpretations of community policing, the researchers themselves were guided in their choice

of questions and response categories by statements of the community policing philosophy that

exist in the literature and among police practitioners. Some of these are reproduced in this

chapter.

Among the many articulations of the philosophy of community policing, we have

found the most useful to be those that focus on the central concepts of the approach. These

general statements provide a theoretical umbrella for a number of operational definitions that

legitimately and of necessity may vary from community to community.

In the 1980s, David Sitz (Oettmeier and Wycoff, forthcoming) then a lieutenant with

the Houston Police Department, formulated Neighborhood Oriented Policing in Houston in

terms of developmental stages; his thinking has helped shape the thinking of this research

team for a decade. The stages he outlined are:

- contact

- communication

- trust

- information exchange.

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The Community Policing Consortium (1994) defines community policing as consisting of two complementary core components: community partnership and problem solving.

Together the Consortium definition and the Houston model suggest a series of implementation steps:

- Police Outreach: means by which police make themselves accessible to the community.

- Police and Community Interaction: police and citizens meeting together to discuss issues and problems

- Development of Trust: a product of the first two steps and other efforts the police may make

- Increased Communication: a product of the first three steps and other efforts the police may make

- Increased Information: a product of the first four steps

- Problem Identification: police and citizens together identifying community or neighborhood problems that contribute to disorder and crime

- Problem Solving: police and citizens working together to reduce or eliminate the conditions that contribute to the problem.

The California Department of Justice (1993) developed a definition that emphasizes changes internal to police organizations as well as changes in external orientation.

Community Policing is a philosophy, management style, and organizational strategy that promotes pro-active problem-solving and police-community partnerships to address the causes of crime and fear as well as other community issues. (p. 3)

Implicit in this definition is the recognition that the implementation of community policing takes more than adopting the philosophy. It also requires a new management

approach as well as new ways of interacting with the community. With respect to the management issue, the California model states:

> First-line supervisors and management staff must be charged with creating an entrepreneurial atmosphere–conditions that encourage individuals to experiment, create, develop and test their intellectual and creative capacities, and take risks without fear of being punished for innocent mistakes. Bureaucratic roadblocks that hamper getting the job done must be minimized.

> To reinforce the new direction and priorities, internal evaluation and reward systems, including promotions, must be revised to reflect community development and problem-solving accomplishments in addition to the more traditional achievements.

As a result of observing community policing nationally and internationally, David Bayley (1994) has concluded that the four common operational elements are Consultation, Adaptation, Mobilization, and Problem Solving (CAMPS).

> Consultation means asking communities regularly and systematically what their security needs are and how the police might more effectively meet them. Adaptation involves command devolution so that precinct and subdivisional commanders can decide how police resources should be mixed in order to meet the needs of specific areas. Mobilization refers to the active enlistment of non-police people and agencies, public as well as private, in address community security problems. Problems solving means remedying conditions that generate crime and insecurity. It involves conditions-focused prevention at local levels. (p. 279)

Like the California definition, Bayley's operational definition recognizes the need for a different style of management to support external efforts.

The Madison Police Department has identified community policing in terms of getting closer to the people, a customer orientation to service delivery, and continual improvement of the delivery system. In the Madison framework, there is no end point for community policing–no point at which you ever really can say you have implemented it except by creating an organization that listens to and responds to the citizens. An organization that accomplishes that is one that will be in a permanent state of transition as problems and

conditions in the community change and as the agency increases its capacity to recognize and respond to those changes. (See Couper and Lobitz, 1991; Wycoff and Skogan, 1993.)

Dr. Timothy O. Oettmeier, a lieutenant in the Houston Police Department, developed a model to used in discussing new role expectations with officers. Referred to as the "Community Policing Continuum," it includes three components:

Reactive Policing–Proactive Policing–Coactive Policing.

Community oriented policing or Neighborhood Oriented Policing did not call for officers to abandon traditional approaches; rather it asked them to think in terms of expanding their role.

> The reactive function is most commonly associated with the traditional responsibilities of maintaining order and responding to requests for service.
> ...
> The Proactive Function required officers to develop directed or structured patrol strategies in response to various crimes....
> ...
> The coactive function required officers and the department to actively reach out and systematically work to build relationships with citizens.
> ...
> The utility of this perspective rests on the assumption that the demographic divergence found in cities defies categorical application of a single style of policing. Instead, an officer's role involves the performance of a multiplicity of functions, any of which can be required at any given time, in any given area. Although there may be times when a particular function may be emphasized, this in no way diminishes the importance of the other functions. (Oettmeier and Wycoff, 1993, pp. 5-6)

An operational component of the community policing philosophy that many departments have regarded as critical to implementation is the sense of "ownership" (Braiden, 1991) of an assigned area by first line officers and, in some places, by higher level personnel as well. This importance of ownership was expressed by Officer George Hogwood in Houston. When we were trying to design an officer survey that would reflect the work of

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neighborhood oriented officers, George Hogwood said that what we really wanted to know could not be captured on paper. What mattered most were not the activities he performed, but what was going on in his head between activities. Where once he would have driven around between calls thinking about personal business, he now was likely to be thinking about his neighborhood and what he needed to do next. It was the thinking and the concern and the planning of activities that mattered. The behaviors would not always look that much different on their face, but now they were purposeful behaviors chosen to accomplish definite goals in an area for which he felt personal responsibility.

All of these ideas, simmered in a cognitive stew, shaped the data collection instrument that is the basis of this project.

III. METHODOLOGY[3]

The data for this study were collected in a stratified, random sample survey of all police and sheriffs' departments in the United States that have full policing powers. The questionnaire was a nineteen page, self-administered document, a copy of which is included as Appendix A of this report. The survey was managed by the Police Foundation's Director of Survey Research.

The Sample

Sampling Frame

The sampling frame was based on the Law Enforcement Sector portion of the 1990 Justice Agency List developed by the Governments Division of the United States Bureau of the Census. It contained a listing of 17,542 police and sheriffs' departments. Excluded for purposes of this study were State police, special police agencies, and agencies with fewer than five sworn officers. Agencies with less than five officers were excluded from the universe because it was felt that most would lack the resources to undertake community policing activities or would be in jurisdictions so small that problems of separation of police from community would be unlikely to occur. The revised universe from which the sample was selected contained 15,603 agencies.

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[3] This chapter is drawn from the methodological report for this study (Annan, 1994) which contains complete details of sample design and selection, questionnaire design, data collection and preparation, and analysis.

Sample Selection

Excluding agencies with fewer than five sworn personnel left a universe of 11,824 agencies from which a stratified random sample of 2,337 agencies was selected. The sample was designed to select larger agencies at higher rates than smaller ones. All municipal and county law enforcement agencies with 100 or more sworn personnel were included in the sample because it was anticipated that the larger agencies would have more resources to implement community policing and might also have greater need to do so. Agencies with 50 to 99 sworn personnel were selected at a 50 percent rate; agencies with 10-49 sworn personnel were selected at a rate of 10 percent; and agencies with 5-9 sworn personnel were selected at the rate of 5 percent. The subsequent sample is presented in Table III-1. Twenty-three agencies in this sample were removed prior to the initial mailing of the questionnaire because: ten agencies were determined not to be full service law enforcement agencies; seven were duplicates; and six no longer existed.

TABLE III-1

THE SAMPLE

Number and Percentage of Agencies by Type and Size

SWORN PERSONNEL	Agency Type			
	Municipal	County	Sheriff	Total
100 and Over Sworn	607 (38.5)	37 (88.1)	339 (47.2)	983 (42.1)
50-99 Sworn	383 (24.3)	3 (7.1)	182 (25.4)	568 (24.3)
10-49 Sworn	471 (29.8)	1 (2.4)	194 (27.0)	666 (28.5)
5-9 Sworn	116 (7.4)	1 (2.4)	3 (0.4)	120 (5.1)
Total	1,577 (100.0)	42 (100.0)	718 100.0)	2,337 (100.0)

Note: Numbers in parentheses represent column percentages

The Questionnaire

The purpose of the survey was to gather detailed information about practices and experiences of law enforcement agencies as they pertain to community policing.

The survey instrument, created cooperatively by the Police Foundation and the National Institute of Justice, was designed to collect information about the attitudes and perceptions of chief executives with respect to community policing; information about organizational programs, practices, and structures; and information about the roles of first line officers, field managers, and citizens. The questionnaire was redrafted several times as researchers, practitioners, and NIJ staff members revised and refined it.

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line officers, field managers, and citizens. The questionnaire was redrafted several times as researchers, practitioners, and NIJ staff members revised and refined it.

A draft questionnaire was pretested on a sample of 25 law enforcement agencies. The final version of the questionnaire was ready for mailing in the third week of May, 1993.

Data Collection

Survey Activities

After address labels were prepared for the sampled agencies and the final questionnaire was printed, a survey package containing a questionnaire, cover letter, a postcard, and self-addressed, stamped envelope was mailed to the chief executive of each selected agency. The initial mailing in late May, 1993 was completed in four days. Four follow-up efforts were made to attempt to motivate non-respondents to participate. The first occurred approximately three weeks after the initial mailing and consisted of a letter designed to serve as a "thank you" note for agencies that already had returned the questionnaire and a reminder for the others. These letters were faxed to emphasize the importance of prompt return of the survey.

Nine weeks after the initial mailing, a second survey package, including a new cover letter, a questionnaire, and a self-addressed stamped envelope was mailed to 1,217 agencies which had not yet responded. Early in September, a third follow-up effort was made to persuade 800 agencies to participate. This follow-up consisted of a short letter re-emphasizing the importance of the study and urging participation. A response form was included that allowed agencies to respond even if they chose not to complete the questionnaire. Respondents could indicate whether their agency was in the process of

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completing the questionnaire, was unable to locate it and wished to receive another, did not have the resources to complete the survey, performed duties that made the survey irrelevant, or whether the subject of the survey was of no interest to the agency. The letter and response form were faxed.

The fourth and final follow-up was conducted during the 21st. week of the survey, about six weeks after the third one. It consisted of the same letter and response form distributed during the third follow-up. The third and fourth follow-ups were designed to reduce nonresponse bias by reducing the number of unresolved cases. This was accomplished when 420 of the nonresponding agencies completed and returned the response form.

Survey Results

Figure III-1 presents a classification of the sampled units into responding, nonresponding and out-of-scope units. The total sample represents those agencies selected for the study before the survey process began. The *Total Sample* (Box 1) is divided into two main categories: *Resolved Units* (Box 2) and *unresolved Units* (Box 3). Resolved units are those whose status as belonging or not belonging to the target universe was known by the cutoff date of the survey data collection. Unresolved Units are those whose status could not be determined by the end of data collection period.

The Resolved Units are divided into two main components; i.e. *In-Scope Units* (Box 4) and *Out-of-Scope Units* (Box 5) to provide two complementary rates: 95.8 percent In-Scope Rate and 4.2 percent Out-of-Scope Rate. The Out-of-Scope Units are split into two categories; *Non-Existent Units* (Box 8), and *Ineligible Units* (Box 9). The Non-Existent

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CLASSIFICATION OF SAMPLE UNITS FOR
COMMUNITY POLICING SURVEY

1. Total Sample
2337

3. Unresolved
365

2. Resolved
1972

5. Out-of-Scope
83

8. Non-Existent
17

9. Ineligibles
66

4. In-Scope
1889

7. Non-Respondents
263

10. Refusals
206

11. Other
77

6. Respondents
1606

21
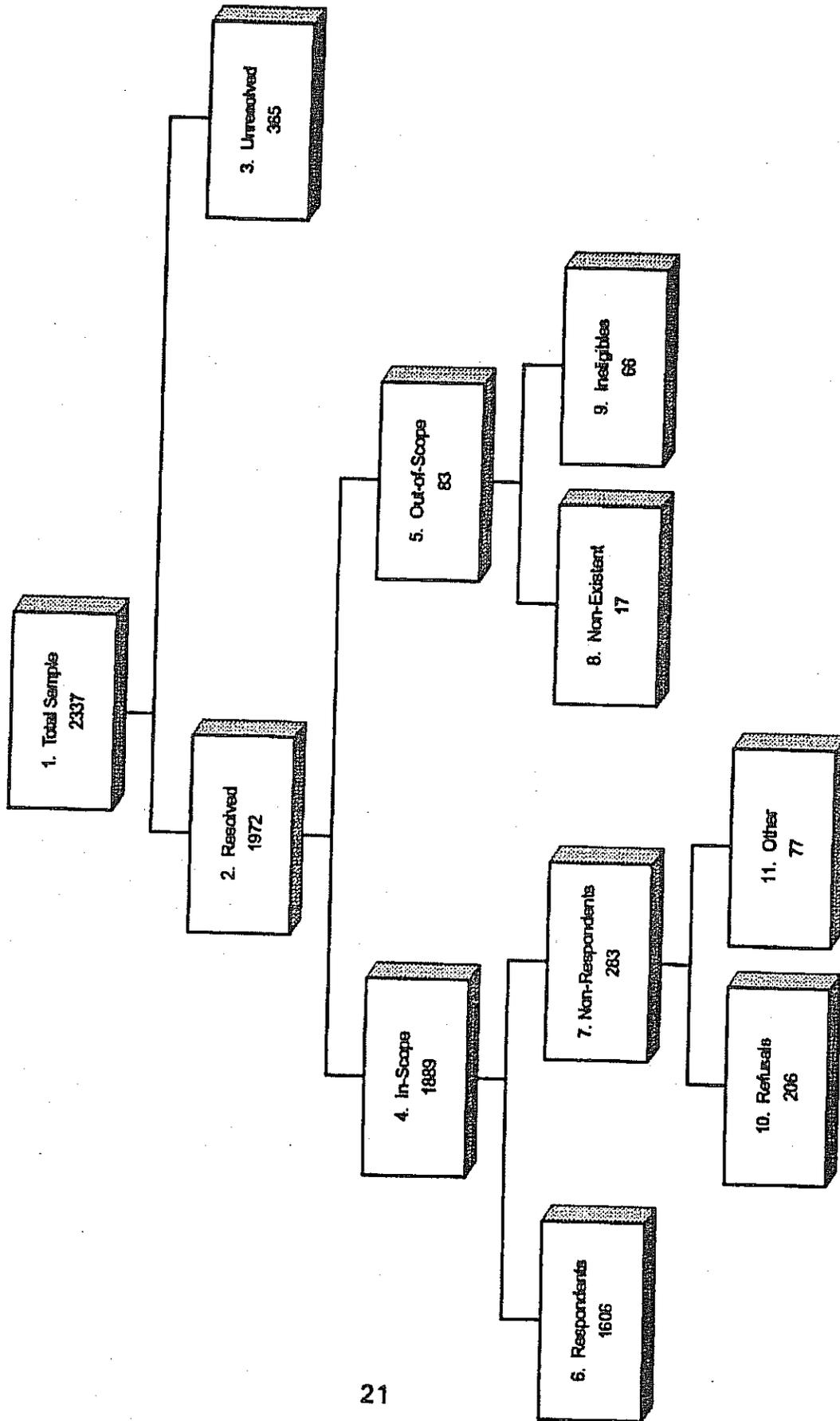
Units include agency death, that is, agencies that no longer exist as well as those that were duplicates. The Ineligibles include special police and sheriffs' agencies that do not perform patrol duties and thus should not have been included in the sample. The In-Scope Units (Box 4) is broken down into *Respondent Units* (Box 6) and *Nonrespondent Units* (Box 7). The Respondent Units include all agencies that have responded by the cutoff date for the data collection and have provided "usable information". The Response Rate for the survey is calculated as a ratio of the number of Respondent Units to the number of In-Scope and Unresolved Units. We feel this ratio is a conservative measure of the quality of the sample frame and the data collection procedure, since some of the Unresolved Units may be actually Out-of-Scope.

The *Nonrespondent Units* are the remainder of the In-Scope Units. They are split into two categories; *Refusals* (Box 10) and *Other Nonrespondents* (Box 11). The Refusals represent agencies that either sent back the questionnaire with a note saying they did not wish to participate, or returned the Response Form indicating they did not have the resources available to complete the survey or that the subject of the survey was of no interest to them. The Other Nonrespondents include those agencies which did not provide usable information, as well as those which requested another follow-up questionnaire that was not subsequently received in the office.

The overall response rate was 71.3 percent which Babbie (1990:182) considers very good for analysis and reporting. There were 1606 completed, usable questionnaires. Table III-2 presents the final survey completion rates by agency type and size.

TABLE III-2

SURVEY COMPLETION RATES BY AGENCY TYPE AND SIZE

SWORN PERSONNEL	AGENCY TYPE			
	MUNICIPAL POLICE DEPT.	COUNTY POLICE DEPT.	COUNTY SHERIFFS' DEPT.	TOTAL
100 AND OVER	528 (87.0)	22 (59.5)	220 (64.9)	770 (78.3)
50 TO 99	311 (81.2)	2 (66.7)	112 (61.5)	425 (74.8)
10 TO 49	279 (59.2)	1 (100.0)	75 (38.7)	355 (53.3)
5 TO 9	55 (47.0)	1 (100.0)	0 (0.0)	56 (46.7)
TOTAL	1173 (74.4)	26 (61.9)	407 (56.7)	1,606 (68.7)

Note: Numbers in parentheses represent percentage of
the sample that responded to the survey.

Completion rates are determined by dividing the number of completed questionnaires with usable information by the number of agencies selected. This rate is a conservative measure of the quality of the sample frame and data collection procedures, since some of the sample was out-of-scope, i.e. the agency either did not exist or was ineligible and should not have been selected for the study.

Completion rates for the four agency size groupings ranged from a high of 78.3 percent for agencies with 100 or more sworn personnel to a low of 46.7 percent for agencies with between 5 and 9 sworn personnel. The wide difference in completion rates between the largest and smallest agencies supported the results of the third and fourth follow-ups which showed that smaller agencies were more likely to cite "lack of resources" as reason for not participating in the survey.

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Data Preparation and Processing

A detailed coding and editing manual, including specifications for range and logic checks for each item, was developed. Data editing and coding functions were combined into one operation. All coding done in the first two days was verified by the Survey Director.

Data entry was subcontracted to a data processing firm that was required to perform 100 percent key verification.

All data records were edited by computer. The process involved checking each record to identify illegal entries, out-of-range values, and inconsistent response patterns.

Data Analysis

Analyses in this report are largely descriptive, presenting percentages of agencies responding to items or sets of items with controls for agency size and type. T-tests are used to examine the significance of differences between agencies that identify themselves as implementing community policing and those that do not. When appropriate, large theoretical clusters of items were factor analyzed to provide more efficient and conceptually "tighter" means of summarizing the data. All analyses are based on weighted data which have been adjusted statistically so that each complete case assumes its correct percentage in the sample, thus correcting for disproportionate sampling and for any bias in response rates. Cases are weighted separately by both agency type and by size to produce a data set that takes the same shape as the initial sample.

Weighting corrects for two factors; the differential response rate for different types and sizes of agencies, and the different rate at which agencies of various size were sampled. The weighting process was begun by adjusting for non-response by agencies in the sample.

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A correction factor was calculated for each type and size category that adjusted the questionnaire data to match the distribution of the original sample. Data were then adjusted for the different sampling proportions used to select sample agencies of different size. (For example, questionnaires were mailed to all agencies with 100 or more officers and to only 5 percent of the agencies with 5-9 officers. The final weight for each responding agency's questionnaire combined these two components. Table III-3 details the case weights used for each agency category.

TABLE III-3

WEIGHTS AND WEIGHT COMPONENTS FOR SURVEY DATA

Agency Type

AGENCY SIZE	MUNICIPAL	COUNTY	SHERIFF
100+	1.16	1.68	1.54
50-99	2.46 (1.23 X 2)	3.00 (1.5 X 2)	3.28 (1.64 X 2)
10-49	8.40 (1.68 X 5)	5.00 (1.0 X 5)	12.95 (2.59 X 5)
5-9	42.6 (2.13 X 20)	20.00 (1.0 X 20)	No responses

In this report, all percentages are based on analysis of the weighted data. All means and t-test scores are calculated with the unweighted data.

IV. EXECUTIVE ATTITUDES TOWARD COMMUNITY POLICING

The first section of the questionnaire was designed to be completed by the agency executive and was intended to gauge the attitudes of agency heads about the desirability or undesirability of community policing, issues associated with its implementation, and the possible impacts of it. All respondents were encouraged to complete this section, regardless of whether their agencies were engaged in community policing. They were asked to think in terms of agencies similar to their own that might be planning to implement the concept.

The Desirability of Community Policing

In the first question, respondents were presented with a series of nineteen statements for which they were asked to indicate whether they were in strong agreement, agreement, disagreement or strong disagreement. They also had the option of a "don't know" response. When responses to these items were subjected to oblique factor rotation, three factors or clusters of items were clearly identifiable. The first, consisting of four items, concerned the desirability of community policing. The second, another four-item factor, deals with organizational requirements for community policing. The third, containing three items, involves potential pitfalls of community policing. Tables IV-1 and IV-2 present, first for agencies grouped by type and then by size within type, the percentage of respondents agreeing with each item in the factor.

As discussed in Chapter III, the data used in these and all analyses in this report are weighted so that the percentages reported accurately reflect the percentages that would occur in the universe from which the sample was drawn.

TABLE IV-1

EXECUTIVE ATTITUDES
CONCERNING THE DESIRABILITY OF COMMUNITY POLICING

Percent Who "Agree" or "Strongly Agree" With Statement
By Type of Agency

STATEMENT	TYPE OF AGENCY			
	MUNICIPAL	COUNTY POLICE	SHERIFFS' DEPTS.	ALL
The concept of community policing is something that law enforcement agencies should pursue.	99	100	99	98
Citizens would respond to community policing efforts in sufficient numbers to permit police and citizens to work together effectively.	80	92	79	80
Community policing is a highly effective means of providing police service.	93	93	92	93
Every aspect of law enforcement work would benefit from a community policing approach.	73	79	80	72

TABLE IV-2

EXECUTIVE ATTITUDES
CONCERNING THE DESIRABILITY OF COMMUNITY POLICING
Percent Who "Agree" or "Strongly Agree" With Statement
By Agency Type and Size

STATEMENT	AGENCY TYPE AND SIZE											
	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPTS.			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
The concept of community policing is something that law enforcement agencies should pursue.	98	96	99	100	100	100	100	100	98	100	99	NA
Citizens would respond to community policing efforts in sufficient numbers to permit police and citizens to work together effectively.	88	84	82	76	90	100	100	NA	87	83	75	NA
Community policing is a highly effective means of providing police service.	91	88	92	96	91	100	100	NA	89	90	93	0
Every aspect of law enforcement work would benefit from a community policing approach.	79	67	68	79	81	0	NA	100	71	75	69	NA

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Across categories of agency type and size, executives are in strong agreement that community policing is a desirable approach to policing. These data would appear to confirm the observation of Eck and Rosenbaum (1994) that "community policing has become the new orthodoxy for cops." And these findings remind us that nearly a decade ago George Kelling (1986) argued that the reform era of policing was already dead; the body was simply being laid to rest. There is little doubt that police executives agree about the need to explore a new professional paradigm. They are much less certain, however, about how the philosophy should be expressed in practice than they are about the merits of the general concept. One item that did not cluster with any others read: "It is not clear what community policing means in practical terms." Table IV-3 and IV-4 examine responses to this statement.

TABLE IV-3

EXECUTIVE ATTITUDES
CONCERNING THE PRACTICAL DEFINITION OF COMMUNITY POLICING

Percent Who "Agree"or "Strongly Agree" That "It is not clear
what community policing means in practical terms."
By Agency Type

TYPE OF AGENCY	% AGREE
MUNICIPAL POLICE	45
COUNTY POLICE	21
SHERIFFS' DEPTS.	56
ALL	47

TABLE IV-4

EXECUTIVE ATTITUDES
CONCERNING THE PRACTICAL DEFINITION OF COMMUNITY POLICING

Percent Who "Agree"or "Strongly Agree" That "It is not clear
what community policing means in practical terms"
By Agency Type and Size

TYPE OF AGENCY	100+	50-99	10-49	5-9
MUNICIPAL POLICE	40	52	47	42
COUNTY POLICE	23	50	0	0
SHERIFFS DEPTS.	38	50	64	0

Overall, 47 percent of respondents "agree" or "strongly agree" that they are unclear about the operational definition of community policing. This is a sense that is shared, to varying but substantial degree, across categories of agency type and size. This is a perspective that needs to be probed beyond the data provided in the survey. Does this level of uncertainty suggest that respondents believe there is one legitimate operational expression of community policing and that they are not sure they have heard what it is? Does it mean that they cannot think of ways to translate the philosophy to practice? Or, that they can think of ways but are not sure whether these are the most effective means of operationalizing community policing in their jurisdictions? Or, that they can think of ways but are not sure whether others in the profession would classify their practices as community policing? Unfortunately, we can only pose the questions; the answers will depend on additional research.

Organizational Requirements for Community Policing

Executives also are not sure that the implementation of community policing requires major changes in organizational policies, processes and structures. Tables IV-5 and IV-6 examine attitudes toward organizational requirements for community policing.

On the average, 83 percent of executives believe that performance evaluations should be revised to reflect community policing, reflecting their understanding that community policing calls for different types of activities on the part of officers and deputies. However, only about one-half of respondents feel these different activities need to be supported by major changes in training or by major changes of organizational policies, goals, or mission statements. Less than one-third believe that police agencies will need to undertake extensive reorganizations.[4]

One explanation for this apparent sense that community policing does not require much serious organizational adjustment could be a belief that community policing is just an "add-on" element of service, perhaps a special service to be performed by only a few officers or a special unit. Such an arrangement would require little internal change. However, when asked who should be responsible for conducting community policing (i.e., all organizational personnel, all patrol personnel, some specially designated patrol officers, a community relations bureau or unit), a large percentage of all executives indicated that the responsibility should be shared by all organizational personnel. From 70 percent of sheriffs

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4 One can only speculate whether the responses would have been different had the items used wording less dramatic than "major changes" and "extensive reorganization."

TABLE IV-5

EXECUTIVE ATTITUDES
CONCERNING ORGANIZATIONAL REQUIREMENTS
FOR COMMUNITY POLICING

Percent Who "Agree" or "Strongly Agree" with Statement
By Type of Agency

STATEMENT	AGENCY TYPE			
	MUNICIPAL POLICE	COUNTY POLICE	SHERIFFS' DEPTS.	ALL
Community policing requires major changes of organizational policies, goals, or mission statements.	48	45	48	48
Performance evaluation should be revised to support community policing.	83	83	83	83
Community policing requires extensive reorganization of police agencies.	24	20	36	27
Community policing requires a major change in the approach to law enforcement training.	52	53	55	56

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TABLE IV-6

EXECUTIVE ATTITUDES
CONCERNING ORGANIZATIONAL REQUIREMENTS FOR COMMUNITY POLICING

Percent Who "Agree" or "Strongly Agree" with Statement
By Agency Type and Size

STATEMENT	AGENCY TYPE AND SIZE											
	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPTS.			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Community policing requires major changes of organizational policies, goals, or mission statements.	61	47	43	50	50	50	0	NA	46	47	49	NA
Performance evaluation should be revised to support community policing.	87	83	83	82	86	50	100	NA	80	79	85	NA
Community policing requires extensive reorganization of police agencies.	34	30	24	20	27	50	0	0	29	28	41	NA
Community policing requires a major change in the approach to law enforcement training.	70	62	55	51	77	50	100	0	63	59	49	0

to 76 percent of county police chiefs and from 72 percent of chiefs of the smallest municipal agencies to 82 percent of chiefs in the largest agreed that community policing should be done by all personnel. In addition, 94 percent of all respondents agree that "Some form of participatory management is necessary for the successful implementation of community policing."

If chiefs and sheriffs believe that everyone should do community policing and participate, at least to some degree in decision-making, the data in Tables IV-5 and IV-6 suggest they may not fully appreciate the kinds of organizational efforts that will need to be made in order to turn these ideals into realities. There is another sense, however, in which they see the change as organizationally difficult. Sixty-three percent of all respondents agree that "In the long run, implementing community policing requires an increase in police resources." Among executives involved in the implementation of community policing, this latter is a debatable issue. While an increase in personnel might make implementation of the philosophy easier, many executives will argue that the philosophy can be implemented under any manpower conditions. An organization could perhaps implement community policing approaches more extensively or more effectively with additional personnel, but the inclusion of citizens in working relationships with the police is one way of maximizing insufficient resources.

Potential Pitfalls

Tables IV-7 and IV-8 reflect executive views on conditions that might be considered impediments to implementation or potential pitfalls of community policing.

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TABLE IV-7

EXECUTIVE ATTITUDES
CONCERNING POTENTIAL PITFALLS OF COMMUNITY POLICING

Percent Who "Agree" or "Strongly Agree" With Statement
by Type of Agency

STATEMENT	AGENCY TYPE			
	MUNICIPAL POLICE	COUNTY POLICE	SHERIFFS' DEPTS.	ALL
Rank-and-file employees are likely to resist changes necessary to accomplish community policing.	56	63	53	56
Conflict among different citizens groups would make it difficult for police and citizens to interact effectively.	25	38	25	25
Community policing may lead law enforcement personnel to become inappropriately involved in local politics.	27	45	22	26

TABLE IV-8

EXECUTIVE ATTITUDES
CONCERNING POTENTIAL PITFALLS OF COMMUNITY POLICING

Percent Who "Agree" or "Strongly Agree" With Statement
by Agency Type and Size

STATEMENT	AGENCY TYPE AND SIZE											
	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPTS.			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Rank-and-file employees are likely to resist changes necessary to accomplish community policing.	58	65	61	47	52	50	0	100	61	49	52	0
Conflict among different citizens groups would make it difficult for police and citizens to interact effectively.	16	19	23	31	14	0	0	100	17	20	30	100
Community policing may lead law enforcement personnel to become inappropriately involved in local politics.	19	22	23	35	27	0	0	100	18	19	25	NA

Fifty-six percent of all respondents believe that "Rank-and-file employees are likely to resist changes necessary to accomplish community policing." There certainly are executives who have struggled with the problem of selling personnel on the philosophy of community policing; yet, there also is reason to question whether executives are overly apprehensive about the reactions of personnel. Personnel surveys administered in Houston during 1988 found rank-and-file employees to be very supportive of the philosophy of neighborhood oriented policing; what they questioned was the department's ability to implement it under the conditions of personnel shortage that the organization was experiencing at the time. Weisel and Eck (1994), in a series of case studies in six agencies in the process of implementing community policing found that at least two-thirds of the employees in each department believed that community policing would continue to be the approach to policing in their agency. In a non-random survey of members of police and sheriffs fraternal organizations in Texas and California, 78% of the respondents reported feeling "somewhat" or "very positive" about community policing (Law Enforcement News, 1994). Employee support for community policing may be related to the way in which employees are involved in the change process (e.g., Wycoff and Skogan, 1993), but there is no inherent reason why the concepts of community policing should be less compelling to other employees than they are to chief executives.

Respondents are less likely to be concerned about other impediments to implementation. They tend not to see conflict among community groups as a problem, and they tend not to fear that officers will become inappropriately involved in local politics.

Potential Positive and Negative Outcomes

In Question 2, a series of nine items listed potential positive and negative consequences of implementing community policing. Respondents were asked how likely they thought it was that an agency or community that implemented community policing would experience each potential outcome. Responses were "not at all likely," "somewhat likely," "very likely" and "don't know." The items factored into two clusters, one of positive outcomes and one of negative outcomes. Tables IV-9 and IV-10 present results about the desirable consequences of community policing. Across sizes and types of agencies,

Across sizes and types of agencies executives believe almost unanimously in the potential positive outcomes.

Tables IV-11 and IV-12 examine attitudes about potential negative outcomes of community policing.

Responses to items that reflect potentially negative outcomes are less strong and less commonly held. Overall, fewer than 50 percent of executives believe that the ability of their agency to respond to calls for service would decline. However, this attitude is directly related to agency size, with 55 percent of the executives in the largest agencies believing response would be affected while only 36 percent in the smallest agencies believe this would be the case. The difference probably is a function of call load. The differences on other items were small. Very few respondents felt that corruption would increase. Most thought that crime would be displaced to non-community policing areas.

TABLE IV-9

EXECUTIVE ATTITUDES
ABOUT POSITIVE OUTCOMES OF COMMUNITY POLICING

Percent Who Believe This Outcome is "Somewhat Likely" or "Very Likely"
by Type of Agency

STATEMENT	TYPE OF AGENCY			
	MUNICIPAL POLICE	COUNTY POLICE	SHERIFFS' DEPT.	ALL
The problems that citizens of the community care about most would be reduced.	94	100	92	94
The physical environment of neighborhoods would improve.	91	97	96	92
Citizens would feel more positive about their police/law enforcement agency.	98	100	100	98
The potential for physical conflict between citizens and police would decrease.	89	100	89	89
Officer/deputy job satisfaction would increase.	93	96	96	94
Crime rates would decrease.	93	95	91	92

TABLE IV-10

EXECUTIVE ATTITUDES
ABOUT POSITIVE OUTCOMES OF COMMUNITY POLICING

Percent Who Believe This Outcome is "Somewhat Likely" or "Very Likely"
by Agency Type and Size

STATEMENT	AGENCY TYPE AND SIZE											
	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPTS.			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
The problems that citizens of the community care about most would be reduced.	97	95	96	90	100	100	100	NA	96	96	90	NA
The physical environment of neighborhoods would improve.	97	93	91	89	94	100	NA	100	93	95	97	NA
Citizens would feel more positive about their police/law enforcement agency.	99	100	98	96	100	100	100	100	99	99	100	NA
The potential for physical conflict between citizens and police would decrease.	91	94	87	90	100	100	NA	NA	89	92	88	NA

STATEMENT	AGENCY TYPE AND SIZE											
	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPTS.			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Officer/deputy job satisfaction would increase.	98	96	94	90	95	100	100	NA	97	95	95	NA
Crime rates would decrease	90	93	92	94	90	100	100	100	94	93	90	NA

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TABLE IV-11

EXECUTIVE ATTITUDES
ABOUT NEGATIVE OUTCOMES OF COMMUNITY POLICING

Percent Who Believe Outcome is "Somewhat Likely" or "Very Likely"
by Type of Agency

STATEMENT	TYPE OF AGENCY			
	MUNICIPAL	COUNTY POLICE	SHERIFF'S DEPTS.	ALL
The ability to respond to calls for service would decline.	43	56	49	44
Officer/deputy corruption would increase.	15	16	14	14
Crime would be displaced to a non-community policing area.	81	95	84	81

Summary

Across sizes and types of agencies, executives are overwhelmingly supportive of the

concept of community policing although almost half of them say they are unclear about its

practical application. While they tend to believe that all personnel should be involved in

implementation, they do not feel implementation requires major organizational changes.

Although more than half believe that employees are likely to resist the necessary changes,

respondents show little concern about other impediments or pitfalls that sometimes have been

associated with ideas about community policing. They believe strongly in several potential

positive outcomes of this approach to policing.

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TABLE IV-12

EXECUTIVE ATTITUDES
ABOUT NEGATIVE OUTCOMES OF COMMUNITY POLICING

Percent Who Believe This Outcome is "Somewhat Likely" or "Very Likely"
by Agency Type and Size

STATEMENT	AGENCY TYPE AND SIZE											
	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPTS.			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
The ability to respond to calls for service would decline.	59	54	42	35	47	0	0	100	48	52	48	NA
Officer/deputy corruption would increase.	12	13	17	15	22	0	0	NA	14	9	16	NA
Crime would be displaced to a non-community policing area.	89	90	81	75	89	100	100	100	85	81	85	NA

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V. IMPLEMENTATION OF COMMUNITY POLICING

Community Policing Agencies

Among all respondents to the survey, 47 percent[5] report that their agency either has

implemented community policing or is in the process of implementing it. Nineteen percent

report that they actually have accomplished implementation. Table V-1 reports percentages

within sizes and types of agencies that report being in the process of implementing or having

implemented community policing. Table V-2 isolates from this larger group the agencies

that report having achieved implementation.

TABLE V-1

COMMUNITY POLICING AGENCIES

Percent of Agencies That Report Currently Implementing
or Having Implemented Community Policing
Within Categories of Agency Size and Type

SIZE	MUNICIPAL POLICE	COUNTY POLICE	SHERIFFS' DEPARTMENTS
100+	85.9	72.7	45.9
50-99	62.3	50.0	35.7
10-49	46.4	100.0	29.7
5-9	40.0	NA	NA

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5 As with the analyses in Chapter IV, all percentages presented in Chapter V will be based
on weighted data so that resulting percentages take on the values they would have in the
universe from which the sample was drawn. Because of the use of weighted data, raw
frequencies seldom are reported. They would cause percentages to appear, at first glance, to
be inaccurate. However, means and tests of significance presented in these tables are based
on unweighted data.

TABLE V-2

COMMUNITY POLICING AGENCIES

Percent of Agencies That Report
Having Implemented Community Policing
Within Categories of Agency Size and Type

SIZE	MUNICIPAL POLICE	COUNTY POLICE	SHERIFFS' DEPARTMENTS
100+	39.8	22.7	20.0
50-99	22.8	0	11.6
10-49	15.5	0	13.5
5-9	18.2	0	NA

Large municipal agencies are about twice as likely to be involved in community policing as either sheriffs' departments of the same size or small municipal agencies.

Implementation is related to region of the country. The regions into which states were coded for this study are pictured in Figure V-1 and are listed in Figure V-2. Table V-3 reports implementation by region, agency size, and agency type.

Western municipal police departments of any size are more likely to be engaged in community policing than are municipal departments elsewhere in the country. The same is true for the two largest groups of sheriffs' departments. The South is the region with the second highest percentages of implementing departments.

Agencies are less likely to have implemented community policing than might have been suggested by the level of support their executives voice for the concept (Ch. IV).[6]

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6 This question about the adoption of community policing was not located in the same section of the questionnaire as the executive attitudes and may have been answered by someone other than the head of the organization.

REGION 1
NORTHEAST

REGION 2
MIDWEST

REGION 3
SOUTH
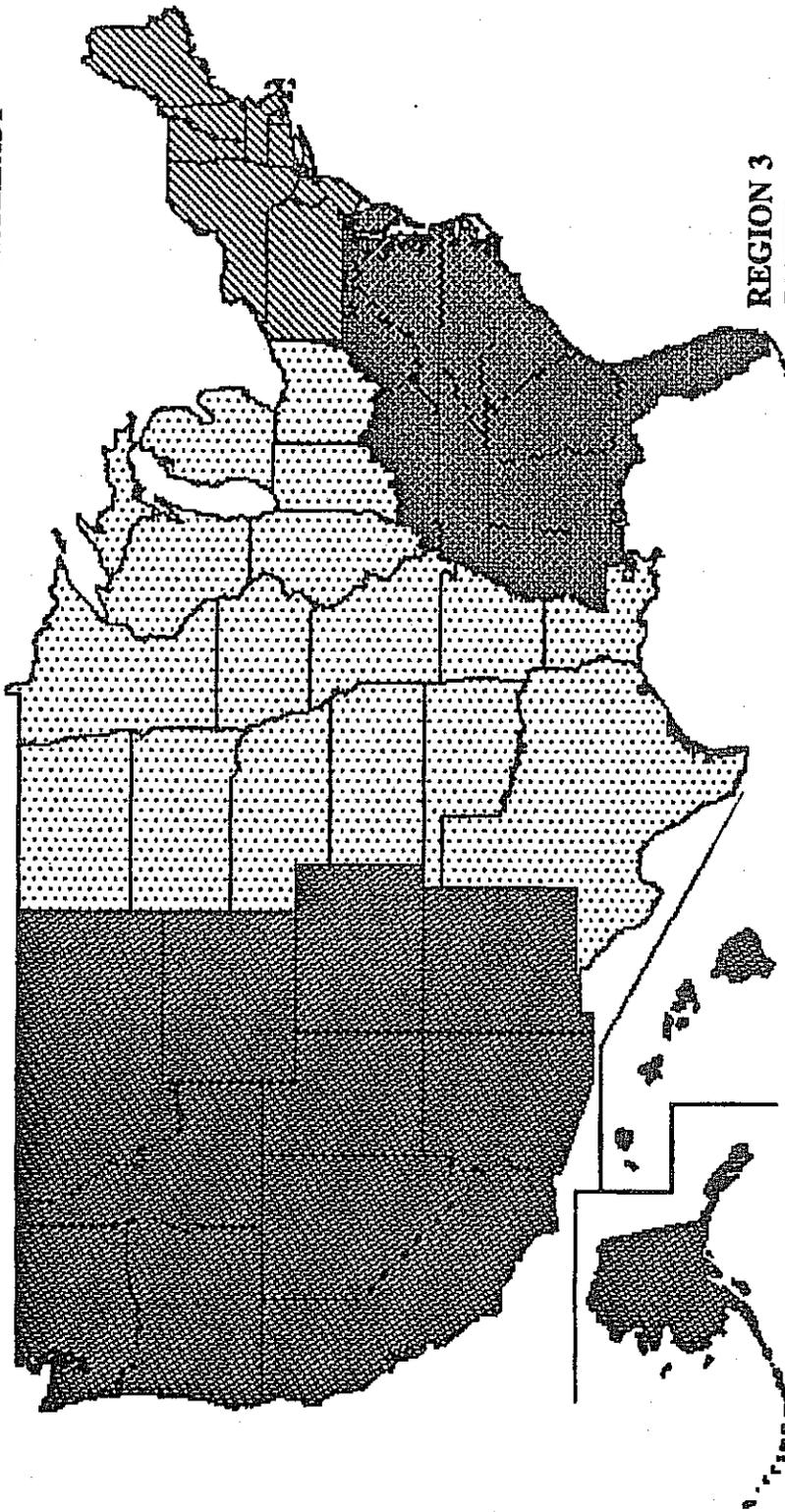
REGION 4
WEST

FIGURE V-2

STATES BY REGION

REGION 1 - NORTHEAST

Connecticut
Maine
Massachusetts
New Hampshire
New Jersey
New York
Pennsylvania
Rhode Island
Vermont

REGION 2 - MIDWEST

Illinois
Indiana
Iowa
Kansas
Michigan
Minnesota
Missouri
Nebraska
North Dakota
Ohio
South Dakota
Wisconsin

REGION 3 - SOUTH

Alabama   North Carolina
Arkansas   Oklahoma
Delaware   South Carolina
District of Columbia Tennessee
Florida   Texas
Georgia   Virginia
Kentucky   West Virginia
Louisiana
Maryland
Mississippi

REGION 4 - WEST

Alaska
Arizona
California
Colorado
Hawaii
Idaho
Montana
Nevada
New Mexico
Oregon
Utah
Washington
Wyoming

TABLE V-3

COMMUNITY POLICING AGENCIES
Percentage of Departments Reporting
The Implementation of Community Policing[7]
By Region, Type and Size of Agency

REGION AND AGENCY SIZE	MUNICIPAL AGENCIES	COUNTY POLICE AGENCIES	SHERIFFS' AGENCIES
NORTHEAST			
100+	78.8	0.0	33.3
50-99	56.3	N/A	18.8
10-49	44.4	N/A	33.3
5-9	30.8	N/A	N/A
MIDWEST			
100+	81.3	100.0	28.8
50-99	53.4	N/A	41.2
10.-49	29.4	100.0	36.0
5-9	33.4	N/A	N/A
SOUTH			
100+	86.2	82.3	51.7
50-99	67.0	50.0	26.6
10-49	48.9	N/A	28.6
5-9	58.4	N/A	0.0
WEST			
100+	93.0	N/A	60.4
50-99	82.0	N/A	76.9
10-49	78.4	N/A	20.0
5-9	50.0	N/A	N/A

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7 Includes departments that report they are "now in the process of planning or implementing a community policing approach" or they " have implemented community policing."

In describing their organization's situation with respect to the adoption of a community policing approach, respondents chose among the following responses:

- We have not considered adopting a community policing approach.

- We considered adopting a community policing approach but rejected the idea because it was not the appropriate approach for this agency.

- We considered adopting a community policing approach, and liked the idea, but it is not practical here at this time.

- We are now in the process of planning or implementing a community policing approach.

- We have implemented community policing.

Thirty percent of all respondents reported that they had not considered adopting such an approach; 3 percent said they had considered the approach but rejected it as inappropriate to that particular agency; and 21 percent reported having considered and having liked the approach although it was impractical at the present time. The smallest agencies are three times as likely as the largest to say they have not considered the approach and about twice as likely to say they like it but find it impractical at this time.

Elements of Community Policing

While it is one thing to know which departments report the implementation of community policing, it is another to know the programmatic, structural, and behavioral aspects of implementation. This section of the report deals with the specific things departments say characterize their organizations. To obtain this information, several clusters of questions were developed that dealt with organizational programs and practices, organizational arrangements, patrol officer/deputy responsibilities, responsibilities of mid-level field operation managers, and citizen participation. While most of these items are

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reflective of activities or arrangements that theoretically might be found in a community policing context, all agencies responding to the survey were asked to answer these questions. This was the only way to compare community policing and non-community policing agencies, but it also was recognized that many of the activities or arrangements that we may think of as characterizing a community policing approach can be found in organizations that do not label themselves in that way. The goal of the study was to learn what is happening in policing in this country, regardless of the label an agency might use to describe its approach.

Among the 1606 respondents to the survey, 632 selected one of the first three answers to the question above about implementation, indicating that–for one reason or another–the agency is not currently involved in community policing. The remaining 974 chose either the fourth or fifth response, indicating that the agency is in some stage of implementation of community policing. For the purpose of the analyses in this chapter, those 974 were divided into two groups of respondents: 734 who said their agencies had been implementing community policing since at least January 1992 (approximately 18 months prior to the survey) and 240 who said their agency had been involved in implementation for a shorter period. Unless otherwise indicated in the following tables, "community policing agencies" are those 734 that were reported as implementing community policing for more than a year. "Non-community policing agencies" are the 632 that have not begun to adopt the philosophy. Tables that include the 240 other departments identify them as implementing community policing for less than one year.

The requirement of more than one year's experience with implementation was imposed in order to provide a list of agencies that might be able to serve as sources of

information and guidance to others that are interested in implementing similar aspects of community policing. It was reasoned that an organization with at least a year's worth of implementation experience would be more likely still to have community policing elements in place several months later when another agency might wish to make contact than would one that was only beginning the implementation process. The criterion was used also to provide a sharper contrast between community policing and non-community policing agencies than might occur if the first category included those agencies that began implementation only weeks or months prior to responding to the survey.

The 734 that reported that they had been involved in community policing for more than a year at the time of the survey are classified in Table V-4 by size and type. These 734 agencies are identified by state and city (or county for sheriffs' departments) in Appendix B which consists of a table indicating which of these agencies reports implementation of any of sixteen selected aspects of community policing. The 16 aspects each represent one of four more general elements of a community policing approach: police-community involvement; interagency cooperation; specific programs or strategies; and organizational arrangements in support of community policing. The 16 programs or characteristics were selected from among 74 items to which agencies were asked to respond in Questions 14-18. This means that any given agency listed in Appendix B might be engaged in many more aspects of community policing implementation than are reported in the table. The 16 items reported

TABLE V-4

CLASSIFICATION OF AGENCIES IMPLEMENTING
COMMUNITY POLICING FOR AT LEAST ONE YEAR
BY AGENCY SIZE AND TYPE

Percentage* and Number of Agencies in Each Category

Size	Municipal Police	County Police	Sheriffs' Departments
100+	16 (N=370)	1 (N=13)	4 (N=70)
50-99	12 (N=132)	0 (N=0)	3 (N=25)
19-49	29 (N=91)	0 (N=0)	8 (N=16)
5-9	27 (N=17)	0 (N=0)	0 (N=0)

* In this table, the number of agencies is the actual unweighted number in the sample. The percentage is the weighted percentage that reflects the actual proportion of this grouping in the universe of agencies from which the sample was drawn.

there were chosen because they are indicators of one of the four general categories of

community policing involvement and because they are aspects of implementation about which

we frequently find other departments seeking information. For this limited number of items,

Appendix B can serve as a reference manual for agencies seeking others from which to

obtain information and advice. The appendix cannot be used to determine which

departments are more actively engaged in community policing than others since the table

reflects engagement on only a limited number of variables.

Presentation of Data

In the following sections that examine what police agencies are doing, how they are structured, and how they interact with citizens, data are presented in three ways:

(1) For each of the three types of agencies, all of the survey items for a given question are presented to show the percentage of agencies that are characterized by the activity or conditions identified by each item. Percentages are shown for all 1606 respondents, the 734 that report implementing community policing for more than one year, and the 632 that claim no involvement in community policing. The 240 agencies that had been implementing community policing for less than a year are included in the "All" category, but are not identified separately in these tables. The results of tests of significance of differences between the implementing and non-implementing groups are reported. At the risk of being redundant, the percentages in these tables are based on weighted data so that they give an accurate picture of the distribution of responses in the population represented by the sample. The means and tests of significance are based on unweighted data.

(2) This first "overview" table is followed by a second that examines responses to each item within categories of agency type and size and within categories of community implementation status. The responses from all agencies are compared with those from the 734 that report implementing community policing for more than a year, the 240 that report implementation for less than a year, and the 632 that report they are not implementing the concept.

(3) A third table for each question (set of items) identifies those items that separate the 734 agencies that report they are implementing community policing from the 632 that

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report they are not. The items that are checked as distinguishing items are those for which there was a difference of fifteen percentage points in the responses of community policing and non-community policing agencies. For the sake of simplification, these differences are presented for only selected size categories of agencies. For municipal and sheriffs agencies, data are reported for agencies with 100 or more sworn personnel and those with 10-49 personnel; for county police only the largest category is reported since the numbers in the other size categories were too small for analysis. The criterion of 15 percentage points difference is an entirely arbitrary one, chosen among other alternatives for its ability to differentiate without excluding too many items. The size of the gap is simply a tool for simplifying the presentation of data; it has no substantive meaning in itself.

Organizational Programs and Practices

Question 14 in the survey contained 26 statements of program elements or organizational activities that departments might have enacted as service delivery manifestations of the community policing philosophy. The list of items is presented in its entirety in Table V-5 which reports their prevalence among all 1606 respondents, among the 734 that report implementing community policing for more than a year, and among those 632 that claim no involvement in community policing.

PROGRAMS AND PRACTICES
OF COMMUNITY POLICING AND NON-COMMUNITY POLICING AGENCIES

Percent[1] of Agencies Reporting Practice with Item (Means)[2]

PROGRAM OR PRACTICE	STATUS OF AGENCY			SIGNIFICANCE OF DIFFERENCE
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	
Classification and prioritization of calls to increase officer time for other activities	39	43 (1.39)	39 (1.13)	.000*
Alternative response methods for calls (e.g., telephone reports, mail-in reports, scheduled appointments for some calls)	34	46 (1.31)	28 (.81)	.002*
Citizen surveys to determine community needs and priorities	24	44 (1.32)	13 (.55)	.077
Citizen surveys to evaluate police service	24	43 (1.24)	12 (.55)	.117
Victim assistance program	49	56 (1.42)	45 (1.22)	.000*
Permanent, neighborhood-based offices or stations	19	32 (1.09)	12 (.33)	.000*
Mobile, neighborhood-based offices or stations	5	8 (.44)	4 (.13)	.000*
Drug-free zones around schools, parks, or churches	53	65 (1.44)	49 (1.21)	.000*

*Significance ≤ .01

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[1] Based on weighted data

[2] Based on unweighted data

55

PROGRAM OR PRACTICE	STATUS OF AGENCY			SIGNIFICANCE OF DIFFERENCE
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	
Police/youth programs (e.g., PAL program, school liaison program, mentoring program)	50	67 (1.65)	40 (1.19)	.000*
Drug education program in schools	80	91 (1.92)	71 (1.79)	.000*
Drug tip hot line or Crime Stoppers program	55	66 (1.66)	49 (1.35)	.000*
Fixed assignment of patrol officers to specific beats or areas	39	53 (1.54)	30 (.93)	.000*
Designation of some officers as "community" or "neighborhood officers," each of whom is responsible for working in areas identified as having special problems or needs	24	46 (1.33)	10 (.44)	.000*
Foot patrol as a specific assignment	30	49 (1.15)	20 (.42)	.000*
Foot patrol as a periodic expectation for officers assigned to cars	43	68 (1.36)	29 (.72)	.000*
Regularly scheduled meetings with community groups	44	69 (1.73)	31 (1.02)	.000*
Specific training for problem identification and resolution	24	34 (1.25)	21 (.73)	.001*
Training for citizens in problem identification or resolution	13	22 (.88)	8 (.41)	.001*

PROGRAM OR PRACTICE	STATUS OF AGENCY			SIGNIFICANCE OF DIFFERENCE
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	
Regular radio or television programs or "spots" to inform community about crime, criminals, and police activities	24	40 (1.03)	15 (.61)	.116
Landlord/manager training programs for order maintenance and drug reduction	7	13 (.73)	4 (.21)	.000*
Building code enforcement as a means of helping remove crime potential (e.g., drug dealing or prostitution) from an area	27	40 (1.35)	18 (.58)	.696
Use of other regulatory codes to combat drugs and crime	37	50 (1.49)	31 (.93)	.000*
Geographically based crime analysis made available to officers at the beat level	35	52 (1.43)	25 (.93)	.000*
Interagency involvement in problem identification and resolution	49	64 (1.59)	42 (1.17)	.000*
Integration with community corrections programs	19	27 (.69)	15 (.50)	.000*
Integration with Alternative Dispute Resolution (ADL)	9	11 (.53)	7 (.27)	.000*

Among the 26 items in this list of programs and practices, for all but four of them there is a statistically significant (p ≤ .01) difference between community policing and non-community policing departments. Interestingly, the items dealing with citizens surveys for determining community needs and for evaluating police service separate the two types of agencies by 30 percentage points, but the difference is not statistically significant. It is not surprising that most of these items differentiate between community policing and non-community policing agencies since they were selected for the questionnaire with the expectation that they would. What is more surprising is the fact that several of the items that differentiate the two types of agencies nevertheless do not represent practices that are being used by large numbers of community policing departments. For example, only 34 percent of community policing departments provide their officers with specific training for problem identification and resolution and 22 percent provide such training for citizens. Only 27 percent integrate their efforts with community corrections programs. Forty-six percent employ alternative response methods for calls. Forty to 50 percent is the more common range of positive responses by community policing departments to most of the items. This raises the question of what the other agencies are doing that report themselves as implementing community policing. It is possible that any one of them is engaged in only a small number of these practices, thus keeping the percentage for any given item low. The majority of law enforcement agencies in this country are in small communities where there may be no need for surveys to determine community needs or for neighborhood-based stations or alternative responses to calls for service. In these communities, neighborhood

meetings to discuss problems and concerns and ways of addressing them may be all that is needed to achieve community interaction and problem solving.

Table V-6 examines the prevalence of these programs and practices within categories of type and size of agency and their status of implementation of community policing. Tables like this one are quite complex and not easily reduced to summary statements. Many readers may study them in terms of individual items of interest. The tables have been laid out in 12 columns of data, four size categories within each of three type categories. It was decided that reading across the table would be facilitated by keeping all type and size categories in the table, despite the fact that almost all responding county police agencies were in the largest category (100+ sworn personnel) and there were no responses from sheriffs agencies in the smallest category (5-9 sworn personnel).

For almost all items, there are large differences related to size of agency, independent of type. For some, there are substantial differences by type of agency. For example, it is not surprising that sheriffs' departments, which are more likely to serve rural areas and larger geographical areas than are municipal departments, are less likely to have implemented fixed assignment of deputies to specific beats or area, less likely to have designated some deputies as neighborhood officers, and less likely to engage in foot patrol.

Table V-7 represents the effort to reduce the complexity of Table V-6. The check marks represent items that separate community policing (N=734) and non-community policing (N=632) agencies by at least 15 percentage points. Comparisons are made within type of agency for the largest organizations (100+ personnel) and those with between 10 and 49 sworn personnel.

TABLE V-6

PROGRAM AND PRACTICES
Percent of Agencies Reporting Implementation of Program or Practice by Agency Type and Size and Reported Community Policing Status

PROGRAM OR PRACTICE AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.14a. Classification and prioritization of calls to increase officer time for other activities												
All	67.2	45.0	37.4	25.5	63.6	0.0	0.0	0.0	58.6	41.4	42.7	NA
Implementing 1 year or more	69.4	50.4	34.1	29.4	76.9	0.0	0.0	0.0	60.0	41.7	43.8	NA
Implementing less than 1 year	50.6	40.3	21.1	0.0	33.3	0.0	0.0	0.0	54.8	28.6	33.3	NA
Not Implementing	73.4	41.4	43.6	27.3	50.0	0.0	0.0	0.0	58.8	43.8	43.4	NA
Q.14b. Alternative response methods for calls												
All	63.8	33.2	23.4	34.5	77.3	0.0	0.0	0.0	49.5	26.8	37.3	NA
Implementing 1 year or more	69.5	39.7	33.3	41.2	92.3	0.0	0.0	0.0	55.7	40.0	56.3	NA
Implementing less than 1 year	45.6	32.3	10.5	40.0	66.7	0.0	0.0	0.0	51.6	28.6	33.3	NA
Not Implementing	55.7	26.5	20.7	30.3	50.0	0.0	0.0	0.0	45.4	21.9	32.1	NA
Q.14c. Citizen surveys to determine community needs and priorities												
All	51.6	36.5	19.7	21.8	45.5	0.0	0.0	0.0	27.7	14.3	13.5	NA
Implementing 1 year or more	60.3	49.6	36.3	41.2	53.8	0.0	0.0	0.0	50.0	28.0	37.5	NA
Implementing less than 1 year	32.1	29.0	13.2	0.0	0.0	0.0	0.0	0.0	22.6	21.4	16.7	NA
Not Implementing	30.4	25.6	11.3	15.2	50.0	0.0	0.0	0.0	16.0	8.2	5.8	NA

PROGRAM OR PRACTICE AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.14d. Citizen surveys to evaluate police service												
All	48.8	37.3	19.4	21.8	63.6	50.0	0.0	0.0	31.4	11.6	14.9	NA
Implementing 1 year or more	53.5	47.0	31.9	47.1	76.9	0.0	0.0	0.0	51.4	28.0	43.8	NA
Implementing less than 1 year	36.7	33.9	18.4	20.0	33.3	0.0	0.0	0.0	19.4	14.3	33.3	NA
Not Implementing	38.5	28.2	12.1	9.1	50.0	100.0	0.0	0.0	22.7	5.5	3.8	NA
Q.14e. Victim assistance program												
All	67.8	55.9	51.8	32.7	72.7	50.0	0.0	100.0	69.1	55.9	52.0	NA
Implementing 1 year or more	71.5	60.6	48.4	47.1	69.2	0.0	0.0	0.0	75.4	76.0	56.3	NA
Implementing less than 1 year	63.3	41.9	45.9	40.0	100.0	0.0	0.0	0.0	76.7	30.8	33.3	NA
Not Implementing	55.1	58.1	55.3	24.2	66.7	100.0	0.0	100.0	63.6	53.4	52.8	NA
Q.14f. Permanent, neighborhood-based offices or stations												
All	48.6	19.3	9.7	18.2	63.6	0.0	0.0	0.0	43.6	18.0	14.7	NA
Implementing 1 year or more	60.4	32.6	15.4	29.4	84.6	0.0	0.0	0.0	65.7	32.0	18.8	NA
Implementing less than 1 year	30.4	11.3	2.6	0.0	33.3	0.0	0.0	0.0	35.5	38.5	33.3	NA
Not Implementing	11.4	8.5	8.0	15.2	33.3	0.0	0.0	0.0	32.8	9.6	11.3	NA
Q.14g. Mobile, neighborhood-based offices or stations												
All	18.4	4.8	1.8	5.5	18.2	0.0	0.0	0.0	10.5	5.4	4.0	NA
Implementing 1 year or more	21.4	8.3	3.3	5.9	23.1	0.0	0.0	0.0	15.7	12.0	0.0	NA
Implementing less than 1 year	12.7	3.2	0.0	0.0	0.0	0.0	0.0	0.0	12.9	7.1	0.0	NA
Not Implementing	10.3	1.7	1.3	6.1	16.7	0.0	0.0	0.0	6.8	2.8	5.7	NA

Program or Practice and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.14h. Drug-free zones around schools, parks, or churches												
All	68.3	58.1	54.5	46.3	72.7	50.0	100.0	100.0	56.6	45.9	54.1	NA
Implementing 1 year or more	70.5	60.3	58.2	75.0	76.9	0.0	0.0	0.0	67.1	36.0	62.5	NA
Implementing less than 1 year	56.4	56.5	47.4	20.0	100.0	0.0	100.0	0.0	73.3	42.9	16.7	NA
Not Implementing	69.6	56.4	54.0	36.4	50.0	100.0	0.0	100.0	46.2	50.0	55.8	NA
Q.14i. Police/youth programs (e.g., PAL program, school liaison program, mentoring program)												
All	83.3	68.8	49.8	38.2	81.8	50.0	100.0	0.0	60.9	50.0	40.0	NA
Implementing 1 year or more	88.3	72.7	52.7	64.7	76.9	0.0	0.0	0.0	71.4	64.0	68.8	NA
Implementing less than 1 year	68.4	67.7	42.1	40.0	100.0	0.0	100.0	0.0	64.5	50.0	16.7	NA
Not Implementing	74.4	65.0	50.0	24.2	83.3	100.0	0.0	0.0	53.8	45.2	34.0	NA
Q.14j. Drug education program in schools												
All	96.6	94.2	83.9	60.0	90.9	50.0	100.0	100.0	92.7	86.6	82.7	NA
Implementing 1 year or more	96.8	96.2	84.6	88.2	92.3	0.0	0.0	0.0	94.3	92.0	100.0	NA
Implementing less than 1 year	96.2	91.9	84.2	60.0	66.7	0.0	100.0	0.0	96.7	92.9	83.3	NA
Not Implementing	96.2	93.2	83.3	45.5	100.0	100.0	0.0	100.0	90.8	83.6	77.4	NA
Q.14k. Drug tip hot line or Crime Stoppers program												
All	88.1	68.8	51.6	40.0	90.9	100.0	0.0	100.0	79.9	66.1	53.3	NA
Implementing 1 year or more	90.3	69.7	57.1	52.9	92.3	0.0	0.0	0.0	84.1	68.0	68.8	NA
Implementing less than 1 year	86.1	74.2	48.6	20.0	100.0	100.0	100.0	0.0	90.3	57.1	50.0	NA
Not Implementing	79.7	65.0	49.0	36.4	83.3	100.0	0.0	100.0	74.8	67.1	49.1	NA

Program or Practice and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.14l. Fixed assignment of patrol officers to specific beats or areas												
All	75.2	57.2	33.7	27.3	81.8	50.0	0.0	0.0	63.2	46.4	78.0	NA
Implementing 1 year or more	80.5	74.2	39.6	35.3	76.9	0.0	0.0	0.0	80.0	40.0	56.3	NA
Implementing less than 1 year	59.5	43.5	28.9	40.0	100.0	0.0	0.0	0.0	64.5	42.9	33.3	NA
Not Implementing	65.8	45.3	31.3	21.2	83.3	100.0	0.0	0.0	52.9	49.3	18.9	NA
Q.14m. Designation of some officers as "community" or "neighborhood officers"												
All	54.5	37.3	21.5	14.5	59.1	0.0	0.0	0.0	33.6	14.3	21.3	NA
Implementing 1 year or more	65.1	56.1	39.6	35.3	84.6	0.0	0.0	0.0	61.4	32.0	50.0	NA
Implementing less than 1 year	30.4	24.2	18.4	20.0	66.7	0.0	0.0	0.0	32.3	14.3	33.3	NA
Not Implementing	29.1	23.1	11.3	3.0	0.0	0.0	0.0	0.0	17.6	8.2	11.3	NA
Q.14n. Foot patrol as a specific assignment												
All	56.8	33.8	36.6	30.9	45.5	0.0	0.0	0.0	11.4	6.3	53	NA
Implementing 1 year or more	65.4	47.0	53.8	52.9	53.8	0.0	0.0	0.0	21.4	16.0	12.5	NA
Implementing less than 1 year	35.4	30.6	28.9	0.0	33.3	0.0	0.0	0.0	12.9	0.0	16.7	NA
Not Implementing	38.0	20.5	28.0	24.2	33.3	0.0	0.0	0.0	5.0	4.1	1.9	NA
Q.14o. Foot patrol as a periodic expectation for officers assigned to cars												
All	56.2	53.1	48.4	49.1	40.9	0.0	0.0	0.0	26.9	14.3	13.3	NA
Implementing 1 year or more	63.0	67.4	62.6	94.1	53.8	0.0	0.0	0.0	40.6	24.0	37.5	NA
Implementing less than 1 year	37.2	43.5	39.5	20.0	33.0	0.0	0.0	0.0	22.6	7.1	16.7	NA
Not Implementing	43.0	41.9	42.0	30.3	16.7	0.0	0.0	0.0	20.2	12.3	5.7	NA

Program or Practice and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.14p. Regularly scheduled meetings with community groups												
All	78.8	62.4	38.4	40.0	72.7	0.0	0.0	0.0	65.0	42.0	28.0	NA
Implementing 1 year or more	87.0	78.8	58.2	64.7	92.3	0.0	0.0	0.0	85.7	68.0	56.3	NA
Implementing less than 1 year	55.7	50.0	34.2	20.0	0.0	0.0	0.0	0.0	64.5	35.7	16.7	NA
Not Implementing	63.3	50.4	27.3	30.3	66.7	0.0	0.0	0.0	52.9	34.2	20.8	NA
Q.14q. Specific training for problem identification and resolution												
All	41.9	34.5	21.6	20.0	50.0	0.0	0.0	0.0	31.4	20.5	20.0	NA
Implementing 1 year or more	49.3	43.2	35.2	17.6	61.5	0.0	0.0	0.0	47.1	32.0	31.2	NA
Implementing less than 1 year	22.8	24.2	5.3	0.0	33.3	0.0	0.0	0.0	16.1	7.1	16.7	NA
Not Implementing	26.6	30.2	17.4	24.2	33.3	0.0	0.0	0.0	26.1	19.2	17.0	NA
Q.14r. Training for citizens in problem identification or resolution												
All	24.8	18.8	11.1	9.1	9.1	0.0	0.0	0.0	23.3	13.4	12.0	NA
Implementing 1 year or more	29.2	22.9	16.5	17.6	7.7	0.0	0.0	0.0	27.5	24.0	43.8	NA
Implementing less than 1 year	12.7	12.9	5.3	0.0	0.0	0.0	0.0	0.0	22.6	14.3	16.7	NA
Not Implementing	16.5	17.2	9.3	6.1	16.7	0.0	0.0	0.0	21.0	9.6	1.9	NA
Q.14s. Regular radio or tv programs or "spots" to inform community about crime, criminals, and police activities												
All	41.6	28.6	20.8	16.4	63.6	0.0	0.0	0.0	39.7	28.6	26.7	NA
Implementing 1 year or more	45.8	32.6	31.9	41.2	53.8	0.0	0.0	0.0	47.8	40.0	56.3	NA
Implementing less than 1 year	27.8	25.8	18.4	0.0	33.3	0.0	0.0	0.0	32.3	35.7	33.3	NA
Not Implementing	35.4	25.6	14.7	6.1	100.0	0.0	0.0	0.0	37.0	23.3	17.0	NA

Program or Practice and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.14t. Landlord/manager training programs for order maintenance and drug reduction												
All	27.5	15.2	5.7	1.8	31.8	0.0	0.0	0.0	10.0	4.5	2.7	NA
Implementing 1 year or more	30.9	21.2	9.9	0.0	53.8	0.0	0.0	0.0	20.0	12.0	6.3	NA
Implementing less than 1 year	17.7	11.5	2.6	0.0	0.0	0.0	0.0	0.0	6.5	0.0	16.7	NA
Not Implementing	21.5	10.3	4.0	3.0	0.0	0.0	0.0	0.0	5.0	2.7	0.0	NA
Q.14u. Building code enforcement as a means of helping remove crime potential from an area												
All	69.5	49.5	31.2	16.4	40.9	0.0	0.0	0.0	19.5	3.6	6.7	NA
Implementing 1 year or more	75.4	65.2	36.3	23.5	61.5	0.0	0.0	0.0	31.4	8.0	12.5	NA
Implementing less than 1 year	54.4	37.1	26.3	20.0	0.0	0.0	0.0	0.0	19.4	7.1	0.0	NA
Not Implementing	57.0	38.5	29.3	12.1	16.7	0.0	0.0	0.0	12.6	1.4	5.7	NA
Q.14v. Use of other regulatory codes to combat drugs and crime												
All	72.2	58.8	37.3	25.5	54.5	50.0	0.0	0.0	41.8	29.5	29.3	NA
Implementing 1 year or more	77.6	70.2	42.9	35.3	69.2	0.0	0.0	0.0	50.0	44.0	43.8	NA
Implementing less than 1 year	51.9	46.7	26.3	0.0	0.0	100.0	0.0	0.0	32.3	21.4	50.0	NA
Not Implementing	67.1	52.1	36.7	24.2	50.0	0.0	0.0	0.0	39.5	26.0	22.6	NA
Q.14w. Geographically based crime analysis made available to officers at the beat level												
All	61.2	48.9	33.0	29.1	59.1	0.0	0.0	0.0	51.4	33.0	24.0	NA
Implementing 1 year or more	63.8	59.1	42.9	58.8	84.6	0.0	0.0	0.0	58.6	48.0	25.0	NA
Implementing less than 1 year	53.2	32.3	26.3	20.0	0.0	0.0	0.0	0.0	54.8	35.7	50.0	NA
Not Implementing	57.0	46.2	28.7	15.2	33.3	0.0	0.0	0.0	46.2	27.4	20.8	NA

Program or Practice and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.14x. Interagency involvement in problem identification and resolution												
All	68.8	59.0	50.7	43.6	59.1	50.0	0.0	0.0	65.9	43.2	36.0	NA
Implementing 1 year or more	72.6	71.8	63.7	58.8	76.9	0.0	0.0	0.0	65.7	64.0	56.3	NA
Implementing less than 1 year	55.7	46.8	29.7	40.0	0.0	0.0	0.0	0.0	61.3	46.2	16.7	NA
Not Implementing	64.1	51.3	48.0	36.4	50.0	100.0	0.0	0.0	67.2	35.6	32.1	NA
Q.14y. Integration with community corrections programs												
All	22.1	13.9	14.0	16.4	18.2	0.0	0.0	0.0	43.8	31.3	23.0	NA
Implementing 1 year or more	25.9	19.1	22.0	29.4	30.8	0.0	0.0	0.0	37.7	48.0	37.5	NA
Implementing less than 1 year	12.7	9.7	5.3	0.0	0.0	0.0	0.0	0.0	38.7	21.4	50.0	NA
Not Implementing	13.9	10.3	11.4	12.1	0.0	0.0	0.0	0.0	48.7	27.4	15.4	NA
Q.14z. Integration with Alternative Dispute Resolution (ADL)												
All	18.5	15.3	9.7	3.6	13.6	0.0	0.0	0.0	12.7	11.6	4.1	NA
Implementing 1 year or more	20.2	16.9	7.7	5.9	15.4	0.0	0.0	0.0	20.0	28.0	6.3	NA
Implementing less than 1 year	16.5	13.1	18.4	0.0	0.0	0.0	0.0	0.0	6.5	0.0	0.0	NA
Not Implementing	12.7	14.7	8.7	3.0	16.7	0.0	0.0	0.0	10.1	8.2	3.8	NA

TABLE V-7

PROGRAMS AND PRACTICES THAT CHARACTERIZE COMMUNITY POLICING AGENCIES

By Agency Type and Size

PROGRAM OR PRACTICE	MUNICIPAL POLICE		COUNTY POLICE	SHERIFFS' DEPARTMENTS	
	100+	10-49	100+	100+	10-49
Classification and prioritization of calls to increase officer time for other activities			✓		
Alternative response methods for calls (e.g., telephone reports, mail-in reports, scheduled appointments for some calls)			✓		✓
Citizen surveys to determine community needs and priorities	✓	✓		✓	✓
Citizen surveys to evaluate police service	✓	✓	✓	✓	✓
Victim assistance program	✓				
Permanent, neighborhood-based offices or stations	✓		✓	✓	
Mobile, neighborhood-based offices or stations					
Drug-free zones around schools, parks, or churches			✓	✓	
Police/youth programs (e.g., PAL program, school liaison program, mentoring program)				✓	✓
Drug education program in schools					✓
Drug tip hot line or Crime Stoppers program					✓
Fixed assignment of patrol officers to specific beats or areas	✓			✓	✓
Designation of some officers as "community" or "neighborhood officers," each of whom is responsible for working in areas identified as having special problems or needs	✓	✓	✓	✓	✓

PROGRAM OR PRACTICE	MUNICIPAL POLICE		COUNTY POLICE	SHERIFFS' DEPARTMENTS	
	100 +	10-49	100 +	100 +	10-49
Foot patrol as a specific assignment	✓	✓	✓	✓	
Foot patrol as a periodic expectation for officers assigned to cars	✓	✓	✓	✓	✓
Regularly scheduled meetings with community groups	✓	✓	✓	✓	✓
Specific training for problem identification and resolution	✓	✓	✓	✓	
Training for citizens in problem identification or resolution					✓
Regular radio or television programs or "spots" to inform community about crime, criminals, and police activities		✓			✓
Landlord/manager training programs for order maintenance and drug reduction			✓	✓	
Building code enforcement as a means of helping remove crime potential (e.g., drug dealing or prostitution) from an area	✓		✓	✓	
Use of other regulatory codes to combat drugs and crime	✓		✓		✓
Geographically based crime analysis made available to officers at the beat level		✓	✓		
Interagency involvement in problem identification and resolution		✓	✓		✓
Integration with community corrections programs			✓		✓
Integration with Alternative Dispute Resolution (ADL)					

The programs and practices that differentiate community policing from non-community policing agencies within at least three of the five type and size categories include:

● Citizen surveys to determine community needs and priorities

● Citizen surveys to evaluate police service

● Permanent, neighborhood based offices or stations

● Designation of some officers/deputies as "community" or "neighborhood officers"

● Foot patrol as a specific assignment

● Foot patrol as a periodic expectation

● Regularly scheduled meetings with community groups

● Specific training for problem identification and resolution

● Building code enforcement to remove crime potential

● Use of regulatory codes to combat drugs and crime

● Interagency involvement in problem identification and resolution.[8]

It should be pointed out that the fact that these items differentiate community policing and non-community policing agencies does not mean that these activities are never conducted by non-community policing agencies; in fact, for every differentiating item there are non-community policing agencies that say they have implemented the particular program or practice. In the case of fixed assignment of patrol officers to specific beats or areas, for

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8 The types of program and practices found among community policing agencies in this survey are similar in nature and frequency of occurrence to those identified in a 1993 national survey of police agencies in cities over 25,000 (Zhao and Thurman, forthcoming) and in a 1989 study of community policing departments in Florida (Greene, 1993).

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example, 30 percent of agencies that say they are not implementing community policing report they assign officers to specific areas.

Organizational Arrangements

Question 15 contained a series of 14 items that identified organizational arrangements or structures; agencies were asked to indicate whether they currently had this arrangement, planned to have it, or had no plans for such an arrangement. Table V-8 presents the percentages for all agencies, for community policing agencies, and for non-community policing agencies of respondents who currently report having each arrangement in place. Mean values on each item are presented for the community policing and non-community policing agencies, along with significance values for the tests of statistical difference between the two groups. As with the previous tables, the percentages are based on the weighted data and the means are calculated from the unweighted data. For 11 of these 15 items there are statistically significant differences between community policing and non-community policing agencies.

Table V-9 examines the prevalence of these arrangements within categories of type and size of agency and their status of implementation of community policing.

Type of organization does not appear to be a strongly differentiating variable in this table; size of agency and implementation status are much more important. Smaller departments are less likely to be characterized by most of these arrangements and, in most cases, agencies that report they are not implementing community policing are less likely to report these arrangements. Although Table V-8 reported 11 significant differences between community policing and non-community policing agencies, the percentages differences on most items, within size and type categories, are not very large. Notable exceptions are the

TABLE V-8

ORGANIZATIONAL ARRANGEMENTS
OF COMMUNITY POLICING AND NON-COMMUNITY POLICING AGENCIES

Percent[1] of Agencies Reporting Practice with Item (Means)[2]

ORGANIZATIONAL ARRANGEMENT	STATUS OF AGENCY			SIGNIFICANCE OF DIFFERENCE
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	
Command or decision-making responsibility tied to neighborhoods or geographically defined areas of the jurisdiction	21	37 (1.09)	12 (.45)	.000*
Beat or patrol boundaries that coincide with neighborhood boundaries	31	51 (1.30)	19 (.69)	.000*
Physical decentralization of field services	10	18 (.76)	4 (.22)	.000*
Physical decentralization of investigations	10	18 (.50)	5 (.19)	.000*
Means of accessing other city or county data bases to analyze community or neighborhood conditions (e.g., school data, health data, parole/probation records, tax records, licensing data)	29	41 (1.14)	22 (.73)	.107

*Significance is ≤ .01

[1] Based on weighted data

[2] Based on unweighted data

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ORGANIZATIONAL ARRANGEMENT	STATUS OF AGENCY			SIGNIFICANCE OF DIFFERENCE
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	
Fixed shifts (changing no more often than annually)	37	39 (1.01)	38 (.91)	.000*
Centralized crime analysis unit/function	27	42 (1.38)	18 (.83)	.000*
Decentralized crime analysis unit/function	6	9 (.30)	4 (.14)	.000*
Specialized problem solving unit	11	20 (.69)	6 (.28)	.000*
Specialized community relations unit	26	43 (1.29)	16 (.75)	.858
Specialized crime prevention unit	38	53 (1.57)	29 (1.06)	.000*
Multidisciplinary teams to deal with special problems such as child abuse	33	41 (1.17)	29 (.87)	.218
Interagency drug task force	65	76 (1.79)	58 (1.54)	.000*
Interagency code enforcement	20	28 (.78)	15 (.41)	.000*

TABLE V-9

ORGANIZATIONAL ARRANGEMENTS

Percent of Agencies Reporting Implementation of Organizational Arrangement by Agency Type and Size and Reported Community Policing Status

ORGANIZATIONAL ARRANGEMENTS AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.15a. Command or decision-making responsibility tied to neighborhoods or geographically defined areas of the jurisdiction												
All	44.7	24.4	18.4	16.4	40.9	50.0	0.0	0.0	40.0	19.8	14.7	NA
Implementing 1 year or more	53.2	38.6	26.4	35.3	53.8	0.0	0.0	0.0	58.6	36.0	37.5	NA
Implementing less than 1 year	21.5	11.3	10.8	20.0	33.3	100.0	0.0	0.0	32.3	28.6	16.7	NA
Not Implementing	29.1	15.4	15.4	6.1	16.7	0.0	0.0	0.0	31.1	12.5	7.5	NA
Q.15b. Beat or patrol boundaries that coincide with neighborhood boundaries												
All	59.7	50.6	27.8	25.5	40.9	50.0	0.0	0.0	43.8	27.7	18.7	NA
Implementing 1 year or more	64.0	61.8	37.4	58.8	61.5	0.0	0.0	0.0	58.6	40.0	25.0	NA
Implementing less than 1 year	44.3	33.9	32.4	20.0	0.0	100.0	0.0	0.0	32.3	21.4	33.3	NA
Not Implementing	55.1	47.0	20.8	9.1	16.7	0.0	0.0	0.0	38.1	24.7	15.1	NA
Q.15c. Physical decentralization of field services												
All	31.0	11.3	5.4	5.5	45.5	0.0	0.0	0.0	34.7	9.0	5.3	NA
Implementing 1 year or more	38.1	21.2	6.6	11.8	69.2	0.0	0.0	0.0	50.7	12.0	12.5	NA
Implementing less than 1 year	21.5	1.6	2.8	20.0	0.0	0.0	0.0	0.0	45.2	21.4	0.0	NA
Not Implementing	7.6	5.1	5.4	0.0	16.7	0.0	0.0	0.0	22.7	5.6	3.8	NA

ORGANIZATIONAL ARRANGEMENTS AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.15d. Physical decentralization of investigations												
All	15.4	6.4	7.6	10.9	31.8	50.0	0.0	0.0	21.4	10.8	5.3	NA
Implementing 1 year or more	19.2	10.6	14.3	23.5	46.2	0.0	0.0	0.0	31.4	8.0	12.5	NA
Implementing less than 1 year	6.3	1.6	5.4	20.0	0.0	0.0	0.0	0.0	29.0	21.4	0.0	NA
Not Implementing	6.3	4.3	4.0	3.0	16.7	100.0	0.0	0.0	13.4	9.7	3.8	NA
Q.15e. Means of accessing other city or county data bases to analyze community or neighborhood conditions												
All	43.5	35.8	28.4	21.8	50.0	100.0	0.0	100.0	40.9	23.2	25.3	NA
Implementing 1 year or more	48.4	43.9	35.2	41.2	61.5	0.0	0.0	0.0	44.3	40.0	43.8	NA
Implementing less than 1 year	27.8	31.1	25.0	20.0	33.3	100.0	0.0	0.0	35.5	28.6	0.0	NA
Not Implementing	36.7	29.1	25.0	12.1	33.3	100.0	0.0	100.0	40.3	16.4	22.6	NA
Q.15f. Fixed shifts (changing no more often than annually)												
All	51.5	37.3	31.8	34.5	50.0	0.0	100.0	0.0	52.1	44.6	40.0	NA
Implementing 1 year or more	52.6	37.1	19.8	41.2	53.8	0.0	0.0	0.0	55.1	44.0	62.5	NA
Implementing less than 1 year	42.3	30.6	32.4	20.0	33.3	0.0	100.0	0.0	41.9	50.0	16.7	NA
Not Implementing	55.7	41.0	38.9	33.3	50.0	0.0	0.0	0.0	52.9	43.8	35.8	NA
Q.15g. Centralized crime analysis unit/function												
All	71.5	48.9	23.7	12.7	72.7	50.0	0.0	0.0	49.5	32.1	16.0	NA
Implementing 1 year or more	75.3	55.3	27.8	35.3	76.9	0.0	0.0	0.0	64.3	40.0	12.5	NA
Implementing less than 1 year	62.0	45.2	24.3	0.0	66.7	100.0	0.0	0.0	45.2	35.7	16.7	NA
Not Implementing	63.3	43.6	21.1	3.0	66.7	0.0	0.0	0.0	42.0	28.8	17.0	NA

ORGANIZATIONAL ARRANGEMENTS AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.15h. Decentralized crime analysis unit/function												
All	9.5	5.8	5.8	5.5	27.3	0.0	0.0	0.0	7.3	0.9	4.0	NA
Implementing 1 year or more	11.5	6.1	9.0	11.8	38.5	0.0	0.0	0.0	12.9	4.0	0.0	NA
Implementing less than 1 year	6.3	3.3	2.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA
Not Implementing	3.8	6.8	4.7	3.0	16.7	0.0	0.0	0.0	5.9	0.0	5.7	NA
Q.15i. Specialized problem-solving unit												
All	32.3	16.5	9.4	3.6	22.7	0.0	0.0	0.0	20.0	3.6	12.0	NA
Implementing 1 year or more	36.3	25.2	12.1	11.8	38.5	0.0	0.0	0.0	25.7	8.0	37.5	NA
Implementing less than 1 year	24.1	8.1	5.4	0.0	0.0	0.0	0.0	0.0	25.8	0.0	0.0	NA
Not Implementing	21.5	11.2	8.7	0.0	0.0	0.0	0.0	0.0	15.1	2.7	5.7	NA
Q.15j. Specialized community relations unit												
All	64.6	51.3	20.2	12.7	77.3	50.0	0.0	0.0	52.3	33.0	16.0	NA
Implementing 1 year or more	68.9	57.6	29.7	29.4	76.9	0.0	0.0	0.0	68.6	44.0	50.0	NA
Implementing less than 1 year	60.8	45.9	13.5	0.0	66.7	0.0	0.0	0.0	51.6	21.5	0.0	NA
Not Implementing	48.1	47.0	16.1	6.1	83.3	100.0	0.0	0.0	42.9	31.5	7.5	NA
Q.15k. Specialized crime prevention unit												
All	84.8	67.5	38.8	16.4	81.8	0.0	0.0	0.0	65.9	45.5	21.3	NA
Implementing 1 year or more	86.7	71.2	47.3	23.5	92.3	0.0	0.0	0.0	78.6	64.0	50.0	NA
Implementing less than 1 year	83.5	64.5	40.5	0.0	66.7	0.0	0.0	0.0	71.0	42.9	0.0	NA
Not Implementing	77.2	65.0	33.1	15.2	66.7	0.0	0.0	0.0	57.1	39.7	15.1	NA

Organizational Arrangements and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.15l. Multidisciplinary teams to deal with special problems such as child abuse												
All	57.1	39.5	35.5	14.5	59.1	50.0	0.0	0.0	49.8	44.6	41.3	NA
Implementing 1 year or more	61.8	40.9	42.2	17.6	69.2	0.0	0.0	0.0	55.7	44.0	62.5	NA
Implementing less than 1 year	45.6	37.1	27.0	0.0	33.3	0.0	0.0	0.0	51.6	50.0	50.0	NA
Not Implementing	46.8	39.3	33.6	15.2	50.0	100.0	0.0	0.0	45.8	43.8	34.0	NA
Q.15m. Interagency drug task force												
All	90.7	81.4	66.4	41.8	86.4	100.0	100.0	100.0	86.8	84.8	69.3	NA
Implementing 1 year or more	93.5	82.6	76.9	58.8	100.0	0.0	0.0	0.0	90.0	92.0	75.0	NA
Implementing less than 1 year	82.3	79.0	56.8	20.0	66.7	100.0	100.0	0.0	83.9	92.9	83.3	NA
Not Implementing	86.1	81.2	62.4	36.4	66.7	100.0	0.0	100.0	85.7	80.8	66.0	NA
Q.15n. Interagency code enforcement												
All	35.8	23.5	24.3	12.7	18.2	100.0	0.0	0.0	19.6	9.8	18.7	NA
Implementing 1 year or more	39.0	30.3	29.7	17.6	30.8	0.0	0.0	0.0	21.4	12.0	37.5	NA
Implementing less than 1 year	27.8	21.0	32.4	0.0	0.0	100.0	0.0	0.0	22.6	7.1	16.7	NA
Not Implementing	29.1	17.2	18.9	12.1	0.0	100.0	0.0	0.0	17.8	9.6	13.2	NA

items reporting command or decision-making responsibility tied to geographic areas and physical decentralization of field services.

Some of the differences that occur across agencies of different size may be reflections of community need and agency capacity. For example, large organizations in large cities may have much greater reason to decentralize geographically than smaller organizations in small communities. The fact that large organizations are more likely to have specialized units may reflect the fact they have sufficient personnel to staff these units.

Table V-10 summarizes the differences among community policing and non-community policing agencies. The check marks represent items that separate community policing (N=734) and non-community policing (N=632) agencies by at least 15 percentage points. Comparisons are made within type of agency for the largest organizations (100+ personnel) and those with between 10 and 49 sworn personnel.

The organizational arrangements on which community policing and non-community policing agencies are separated by at least 15 percentage point within at least three of the five type and size categories include:

- Command or decision-making responsibility tied to neighborhoods or geographically defined areas of the jurisdiction

- Beat or patrol boundaries that coincide with neighborhood boundaries

- Physical decentralization of field services

- Specialized problem solving unit

- Specialized community relations unit

- Specialized crime prevention unit

- Multidisciplinary teams to deal with special problems such as child abuse

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TABLE V-10

ORGANIZATIONAL ARRANGEMENTS THAT CHARACTERIZE
COMMUNITY POLICING AGENCIES

ORGANIZATIONAL ARRANGEMENT	MUNICIPAL POLICE		COUNTY POLICE	SHERIFFS' DEPARTMENTS	
	100+	10-49	100+	100+	10-49
Command or decision-making responsibility tied to neighborhoods or geographically defined areas of the jurisdiction	✓		✓	✓	✓
Beat or patrol boundaries that coincide with neighborhood boundaries		✓	✓	✓	
Physical decentralization of field services	✓		✓	✓	
Physical decentralization of investigations			✓	✓	
Means of accessing other city or county data bases to analyze community or neighborhood conditions (e.g., school data, health data, parole/probation records, tax records, licensing data)			✓		✓
Fixed shifts (changing no more often than annually)					✓
Centralized crime analysis unit/function				✓	
Decentralized crime analysis unit/function			✓		
Specialized problem solving unit	✓		✓		✓
Specialized community relations unit	✓			✓	✓
Specialized crime prevention unit			✓	✓	✓
Multidisciplinary teams to deal with special problems such as child abuse	✓		✓		✓
Interagency drug task force		✓	✓		
Interagency code enforcement			✓		✓

Patrol Officer/Deputy Responsibilities

Question 16 included 11 items identifying responsibilities that patrol officers and sheriffs' deputies might assume in a community policing context. Respondents could indicate whether the function was not relevant in that agency, was the responsibility of a special patrol unit, was the responsibility of some officers or deputies, or was the responsibility of most officers or deputies. Table V-11 reports the percentages of agencies among all departments, community policing agencies and non-community policing agencies that report each responsibility as belonging to any of their first-line employees.

It is only the item "Conduct crime analysis for area of assignment" for which there is not a significant difference between community policing and non-community policing agencies. Even on this item, there is a gap of twenty percentage points between the two types of agencies. This is a set of items for which fairly high percentages of non-community policing agencies report that at least some officers or deputies have these responsibilities; the difference between community policing agencies and non-community policing agencies may be significant, but it is not stark.

Table V-12 poses the question more stringently. It identifies the percentage of agencies of each type that say most first line employees have these responsibilities. Response categories were designed to differentiate between agencies that made these responsibilities special assignments for a few officers and those that held them as expectations for most officers and deputies.

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TABLE V-11

RESPONSIBILITIES OF PATROL OFFICERS/DEPUTIES
IN COMMUNITY POLICING AND NON-COMMUNITY POLICING AGENCIES

Percent[1] of Agencies Reporting Practice with Item (Means)[2]

RESPONSIBILITY	STATUS OF AGENCY			
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	SIGNIFICANCE OF DIFFERENCE
Make door-to-door contacts in neighborhoods	63	81 (.80)	50 (.51)	.000*
Develop familiarity with community leaders in area of assignment	77	90 (.91)	66 (.67)	.000*
Work with citizens to identify and resolve area problems	82	93 (.96)	74 (.73)	.000*
Assist in organizing community	60	80 (.86)	45 (.47)	.000*
Teach residents how to address community problems	62	81 (.84)	45 (.53)	.000*
Work regularly with detectives on cases in area of assignment	74	85 (.85)	67 (.77)	.000*
Conduct crime analysis for area of assignment	45	56 (.62)	36 (.39)	.320

*Significance ≤ .01

[1] Based on weighted data

[2] Based on unweighted data

| RESPONSIBILITY | STATUS OF AGENCY | | | SIGNIFICANCE OF DIFFERENCE |
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	
Meet regularly with community groups	10	15 (1.06)	7 (.65)	.000*
Enforce civil and code violations in area	41	46 (1.02)	40 (.86)	.000*
Work with other city agencies to solve neighborhood problems	36	39 (1.26)	36 (.84)	.000*
Conduct surveys in area of assignment	12	19 (.76)	7 (.35)	.001*

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When analyzed in this way, the gaps between the two types of agencies narrow but remain significant. Perhaps most telling are the things not done by most officers in non-community policing agencies: community organizing, teaching residents how to address problems, crime analysis for the area, regular meetings with community groups, and the conduct of surveys in the area of assignment. In fewer than 12 percent of non-community policing agencies do most officers/deputies have responsibility for these functions.

Table V-13 examines the responsibilities of most officers and deputies within categories of agency types and size and implementation status.

Even among those that report implementing community policing for more than a year, fewer than 50% of large municipal agencies (100+ personnel) report that most officers have any of these responsibilities. There are three items (develop familiarity with community leaders, work with citizens to identify and resolve problems, and work regularly with detectives) for which at least 50% of the largest sheriffs agencies report most deputies having responsibility. The agencies with fewer than 50 personnel are more likely to report that all patrol personnel have these responsibilities. For 11 of the items, the smallest municipal agencies that report implementing community policing for more than a year are more likely to say that all patrol officers have these responsibilities than are the largest implementing municipal agencies. Indeed, on 5 items the smallest non-implementing agencies are more likely to report that most patrol officers have these responsibilities than are the largest implementing agencies. The majority of agencies, across size and type, assign responsibilities typically viewed as community policing responsibilities to special units or

RESPONSIBILITY	STATUS OF AGENCY			
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	SIGNIFICANCE OF DIFFERENCE
Meet regularly with community groups	70	83 (.89)	58 (.60)	.000*
Enforce civil and code violations in area	62	68 (.67)	57 (.53)	.000*
Work with other city agencies to solve neighborhood problems	75	86 (.90)	65 (.61)	.000*
Conduct surveys in area of assignment	42	55 (.64)	29 (.30)	.000*

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TABLE V-12

RESPONSIBILITIES OF MOST PATROL OFFICERS/DEPUTIES
IN COMMUNITY POLICING AND NON-COMMUNITY POLICING AGENCIES

Percent[1] of Agencies Reporting Practice with Item (Means)[2]

RESPONSIBILITY	STATUS OF AGENCY			SIGNIFICANCE OF DIFFERENCE
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	
Make door-to-door contacts in neighborhoods	36	47 (1.13)	27 (.77)	.000*
Develop familiarity with community leaders in area of assignment	46	56 (1.35)	41 (1.00)	.000*
Work with citizens to identify and resolve area problems	46	57 (1.43)	40 (1.05)	.003*
Assist in organizing community	17	27 (1.04)	11 (.54)	.000*
Teach residents how to address community problems	17	25 (1.04)	10 (.61)	.000*
Work regularly with detectives on cases in area of assignment	45	55 (1.31)	39 (1.20)	.001*
Conduct crime analysis for area of assignment	11	12 (.76)	11 (.47)	.887

*Significance ≤ .01

[1] Based on weighted data

[2] Based on unweighted data

Responsibility and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.16h. Meet regularly with community groups												
All	17.7	7.4	7.6	12.7	9.1	0.0	0.0	0.0	8.2	7.1	10.8	NA
Implementing 1 year or more	21.4	9.1	4.4	23.5	7.7	0.0	0.0	0.0	14.3	16.0	25.0	NA
Implementing less than 1 year	15.4	9.7	13.5	0.0	33.3	0.0	0.0	0.0	16.1	7.1	0.0	NA
Not Implementing	2.5	4.3	8.1	9.1	0.0	0.0	0.0	0.0	2.5	4.1	7.7	NA
Q.16i. Enforce civil and code violations in area												
All	33.9	30.5	39.3	51.9	31.8	50.0	0.0	0.0	26.8	23.4	41.9	NA
Implementing 1 year or more	33.5	35.6	45.6	62.5	30.8	0.0	0.0	0.0	30.0	24.0	50.0	NA
Implementing less than 1 year	29.1	25.8	27.0	40.0	33.3	100.0	0.0	0.0	16.1	53.8	33.3	NA
Not Implementing	40.5	27.4	38.5	48.5	33.3	0.0	0.0	0.0	27.7	17.8	40.4	NA
Q.16j. Work with other city agencies to solve neighborhood problems												
All	31.5	26.4	34.7	46.3	22.7	0.0	0.0	0.0	20.5	17.9	40.5	NA
Implementing 1 year or more	36.6	35.6	40.7	43.8	15.4	0.0	0.0	0.0	32.9	20.0	43.8	NA
Implementing less than 1 year	26.6	22.6	29.7	40.0	100.0	0.0	0.0	0.0	19.4	21.4	16.7	NA
Not Implementing	12.7	17.9	32.2	48.5	0.0	0.0	0.0	0.0	13.4	16.4	42.3	NA
Q.16k. Conduct surveys in area of assignment												
All	10.2	7.4	11.9	18.2	13.6	0.0	0.0	0.0	5.0	8.9	4.1	NA
Implementing 1 year or more	12.5	10.6	15.4	35.3	7.7	0.0	0.0	0.0	7.1	12.0	6.3	NA
Implementing less than 1 year	8.9	6.5	18.9	20.0	66.7	0.0	0.0	0.0	9.7	7.1	0.0	NA
Not Implementing	1.3	4.3	8.1	9.1	0.0	0.0	0.0	0.0	2.5	8.2	3.8	NA

officers. Officers in small community policing departments apparently are more likely to be "full service" officers than are their colleagues in large organizations.

Certainly part of this difference is due to the demands on larger agencies for a variety of services in sufficient number to have resulted in the development of specialized assignments for first line employees. But these differences give support to the argument sometimes heard from smaller agencies that they have been doing community policing all along and that what larger agencies are trying to do is replicate the benefits of small town policing.

Table V-14 summarizes the differences among community policing and non-community policing agencies. The check marks represent items that separate community policing (N=734) and non-community policing (N=632) agencies by at least 15 percentage points.

There are 3 of the 11 items that differentiate community policing and non-community policing, at least in this summary fashion:

- Develop familiarity with community leaders in area of assignment

- Work with citizens to identify and resolve area problems

- Assist in organizing the community.

It should be reiterated here that these responsibilities of first-line personnel have been reported in terms of whether they are the responsibilities of most officers or deputies. Analyzing responses in this way reflects a bias in the community policing literature and of this research staff toward the belief that community policing should be the job of all organizational employees. This does not mean, however, that these responsibilities are not

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TABLE V-13

RESPONSIBILITIES OF MOST PATROL OFFICERS/DEPUTIES
Percent of Agencies Reporting That Most Officers/Deputies
Have Specified Responsibility
by Agency Type and Size
and Reported Community Policing Status

RESPONSIBILITY AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.16a. Make door-to-door contacts in neighborhoods												
All	27.3	24.8	34.8	48.1	27.3	0.0	0.0	0.0	33.6	33.0	25.3	NA
Implementing 1 year or more	27.9	33.6	37.8	75.0	23.1	0.0	0.0	0.0	38.6	44.0	56.3	NA
Implementing less than 1 year	27.8	21.0	43.2	60.0	100.0	0.0	0.0	0.0	38.7	21.4	50.0	NA
Not Implementing	24.1	17.1	30.9	33.3	0.0	0.0	0.0	0.0	29.4	31.5	13.2	NA
Q.16b. Develop familiarity with community leaders in area of assignment												
All	34.0	36.3	46.9	53.7	36.4	0.0	100.0	0.0	37.0	34.8	52.7	NA
Implementing 1 year or more	37.4	43.9	51.6	75.0	23.1	0.0	0.0	0.0	50.0	44.0	75.0	NA
Implementing less than 1 year	31.6	35.5	45.9	60.0	100.0	0.0	100.0	0.0	40.0	35.7	50.0	NA
Not Implementing	20.3	28.2	44.3	42.4	33.3	0.0	0.0	0.0	28.6	31.5	46.2	NA
Q.16c. Work with citizens to identify and resolve problems												
All	38.6	37.9	44.8	56.4	27.3	0.0	0.0	0.0	38.2	38.4	43.2	NA
Implementing 1 year or more	42.9	50.8	52.7	70.6	23.1	0.0	0.0	0.0	51.4	48.0	68.8	NA
Implementing less than 1 year	39.2	37.1	45.9	40.0	66.7	0.0	0.0	0.0	45.2	42.9	50.0	NA
Not Implementing	17.7	23.9	39.6	51.5	16.7	0.0	0.0	0.0	28.6	34.2	34.6	NA

RESPONSIBILITY AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.16d. Assist in organizing community												
All	15.2	8.0	16.7	24.1	4.5	0.0	0.0	0.0	11.4	10.7	16.2	NA
Implementing 1 year or more	17.0	13.6	23.1	43.8	30.8	0.0	0.0	0.0	18.6	24.0	31.2	NA
Implementing less than 1 year	20.3	6.5	11.1	40.0	33.3	0.0	0.0	0.0	25.8	7.1	33.3	NA
Not Implementing	1.3	2.6	14.1	12.1	0.0	0.0	0.0	0.0	3.4	6.8	9.6	NA
Q.16e. Teach residents how to address community problems												
All	16.5	10.3	20.9	18.5	9.5	0.0	0.0	0.0	11.4	12.5	10.8	NA
Implementing 1 year or more	19.2	18.2	30.8	31.3	0.0	0.0	0.0	0.0	18.6	16.0	18.8	NA
Implementing less than 1 year	16.5	6.5	24.3	40.0	66.7	0.0	0.0	0.0	19.4	35.7	16.7	NA
Not Implementing	3.8	3.4	14.1	9.1	0.0	0.0	0.0	0.0	5.0	6.8	7.7	NA
Q.16f. Work regularly with detectives on cases in area of assignment												
All	38.0	40.2	55.1	35.2	40.9	50.0	100.0	0.0	55.0	51.8	50.0	NA
Implementing 1 year or more	38.2	43.9	59.1	62.5	53.8	0.0	0.0	0.0	61.4	60.0	62.5	NA
Implementing less than 1 year	32.9	41.9	67.6	20.0	33.3	100.0	100.0	0.0	58.1	57.1	66.7	NA
Not Implementing	41.8	35.0	49.7	24.2	16.7	0.0	0.0	0.0	50.4	47.9	44.2	NA
Q.16g. Conduct crime analysis for area of assignment												
All	12.7	5.8	10.9	12.7	13.6	0.0	0.0	0.0	11.4	8.9	13.5	NA
Implementing 1 year or more	15.4	8.3	11.1	11.8	23.1	0.0	0.0	0.0	17.1	12.0	12.5	NA
Implementing less than 1 year	6.3	3.2	10.8	20.0	0.0	0.0	0.0	0.0	12.9	14.3	16.7	NA
Not Implementing	6.3	4.3	10.7	12.1	0.0	0.0	0.0	0.0	7.6	6.8	13.5	NA

TABLE V-14

PATROL OFFICER/DEPUTY RESPONSIBILITIES THAT CHARACTERIZE COMMUNITY POLICING AGENCIES

By Agency Type and Size

RESPONSIBILITY	MUNICIPAL POLICE		COUNTY POLICE	SHERIFFS' DEPARTMENTS	
	100+	10-49	100+	100+	10-49
Make door-to-door contacts in neighborhoods					✓
Develop familiarity with community leaders in area of assignment	✓			✓	✓
Work with citizens to identify and resolve area problems	✓			✓	✓
Assist in organizing community	✓		✓	✓	✓
Teach residents how to address community problems	✓	✓			
Work regularly with detectives on cases in area of assignment			✓		✓
Conduct crime analysis for area of assignment			✓		
Meet regularly with community groups	✓				✓
Enforce civil and code violations in area					
Work with other city agencies to solve neighborhood problems	✓			✓	
Conduct surveys in area of assignment					

being performed in some way by most of the 734 agencies for whom these data are reported (See Table 12). Nor does it mean that they are not serving their communities effectively if these particular tasks are assigned to a minority of officers. It might mean that, for a particular agency, community policing has not yet spread beyond a few areas of the city. Or, it might mean that community policing is being provided citywide but under a model that calls for these activities to be assigned to specially designated officers. There are no data that demonstrate that neighborhoods or communities are served more or less effectively by one model of community policing than another.

Field Manager Responsibilities

Question 17 listed 8 managerial responsibilities that, theoretically, might be the jobs of mid-level field operation managers in a community policing context. Respondents were asked to indicate whether each was a current responsibility, a planned responsibility, or a responsibility that was not planned for mid-level managers. Table V-15 compares responses for community policing and non-community policing agencies.

For six of these eight items there are statistically significant (p ≤ .01) differences between community policing and non-community policing agencies. The largest percentage differences occur for the items that deal with maintaining regular contact with community leaders, establishing inter-agency relationships and eliciting input from officers/deputies.

Table V-16 reproduces responses for the various sizes and types of agencies. This is a rather mixed set of responses. Across sizes and types of agencies, mid-level managers are most likely to be expected to elicit input from officers or deputies, establish

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TABLE V-16

AUTHORITY AND RESPONSIBILITIES
OF MID-LEVEL FIELD OPERATIONS MANAGERS
Percent of Agencies Reporting That Managers
Have Specified Responsibility
by Agency Type and Size
and Reported Community Policing Status

RESPONSIBILITY AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.17a. Redesign organization to support problem-solving efforts												
All	39.3	38.1	27.9	20.4	40.9	50.0	0.0	0.0	41.0	31.2	25.7	NA
Implementing 1 year or more	44.1	51.1	37.1	28.6	38.5	0.0	0.0	0.0	52.2	50.0	33.3	NA
Implementing less than 1 year	24.4	32.3	27.0	20.0	66.7	0.0	0.0	0.0	38.7	23.1	33.3	NA
Not Implementing	31.6	26.5	22.6	16.7	33.3	100.0	0.0	0.0	35.0	26.4	22.4	NA
Q.17b. Maintain regular contact with community leaders												
All	63.0	56.1	49.6	40.0	86.4	100.0	0.0	0.0	60.8	51.8	50.0	NA
Implementing 1 year or more	71.2	69.5	66.3	73.3	100.0	0.0	0.0	0.0	73.9	66.7	86.7	NA
Implementing less than 1 year	39.7	38.7	37.8	20.0	66.7	100.0	0.0	0.0	71.0	35.7	50.0	NA
Not Implementing	48.1	50.4	42.5	26.7	66.7	100.0	0.0	0.0	50.4	50.0	38.8	NA
Q.17c. Establish inter-agency relationships												
All	73.3	70.7	60.3	40.0	68.2	50.0	0.0	0.0	73.1	65.1	50.0	NA
Implementing 1 year or more	76.0	77.9	73.0	73.3	69.2	0.0	0.0	0.0	72.5	66.7	80.0	NA
Implementing less than 1 year	60.3	65.6	37.8	0.0	66.7	100.0	0.0	0.0	74.2	71.4	66.7	NA
Not Implementing	73.4	65.2	58.2	30.0	66.7	0.0	0.0	0.0	73.3	63.4	62.5	NA

Responsibility and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.17d. Make final decision about which problems are to be addressed in geographic area of responsibility												
All	61.9	52.3	43.9	26.5	68.2	50.0	0.0	0.0	59.4	50.5	40.0	NA
Implementing 1 year or more	63.0	58.8	49.4	35.7	84.6	0.0	0.0	0.0	62.3	50.0	40.0	NA
Implementing less than 1 year	50.0	45.2	51.4	20.0	66.7	100.0	0.0	0.0	51.6	42.9	83.3	NA
Not Implementing	68.4	48.7	38.6	23.3	33.3	0.0	0.0	0.0	59.8	52.1	34.7	NA
Q.17e. Make final decision about how to handle most community problems												
All	54.3	48.9	41.2	32.0	72.7	50.0	0.0	0.0	51.6	37.3	35.7	NA
Implementing 1 year or more	57.6	58.0	48.3	40.0	84.6	0.0	0.0	0.0	55.1	54.2	33.3	NA
Implementing less than 1 year	44.9	50.0	43.2	20.0	66.7	100.0	0.0	0.0	61.3	42.9	50.0	NA
Not Implementing	48.1	37.9	36.3	30.0	50.0	0.0	0.0	0.0	47.0	30.6	34.7	NA
Q.17f. Make final decision about application of agency resources to solve problem in geographic area of responsibility												
All	47.0	43.2	34.4	24.0	63.6	50.0	0.0	0.0	47.9	33.6	31.4	NA
Implementing 1 year or more	52.7	48.9	42.7	40.0	69.2	0.0	0.0	0.0	49.3	50.0	13.3	NA
Implementing less than 1 year	30.8	45.2	35.1	20.0	66.7	100.0	0.0	0.0	54.8	21.4	50.0	NA
Not Implementing	36.7	35.9	29.2	16.7	50.0	0.0	0.0	0.0	45.3	30.6	34.7	NA
Q.17g. Elicit input from officers/deputies about solutions to community problems												
All	77.5	77.1	71.6	54.0	86.4	100.0	100.0	0.0	77.4	73.6	67.6	NA
Implementing 1 year or more	81.8	80.2	84.3	86.7	100.0	0.0	0.0	0.0	87.0	91.7	80.0	NA
Implementing less than 1 year	61.5	74.2	64.9	20.0	66.7	100.0	100.0	0.0	77.4	78.6	83.3	NA
Not Implementing	73.4	75.2	65.5	43.3	66.7	100.0	0.0	0.0	71.8	66.7	62.0	NA

TABLE V-15

AUTHORITY AND RESPONSIBILITY
OF MID-LEVEL FIELD OPERATIONS MANAGERS
IN COMMUNITY POLICING AND NON-COMMUNITY POLICING AGENCIES

Percent[1] of Agencies Reporting Practice with Item (Means)[2]

RESPONSIBILITY	ALL	STATUS OF AGENCY		SIGNIFICANCE OF DIFFERENCE
		COMMUNITY POLICING	NON-COMMUNITY POLICING	
Redesign organization to support problem-solving efforts	28	39 (1.11)	22 (.69)	.796
Maintain regular contact with community leaders	49	72 (1.59)	38 (1.07)	.000*
Establish inter-agency relationships	58	75 (1.64)	51 (1.39)	.000*
Make final decision about which problems are to be addressed in geographic area of responsibility	42	50 (1.34)	36 (1.08)	.000*
Make final decision about how to handle most community problems	40	49 (1.27)	34 (.89)	.000*

*Significance is ≤ .01

[1]Based on weighted data

[2] Based on unweighted data

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RESPONSIBILITY	STATUS OF AGENCY			SIGNIFICANCE OF DIFFERENCE
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	
Make final decision about application of agency resources to solve problem in geographic area of responsibility	34	43 (1.16)	27 (.79)	.012*
Elicit input from officers/deputies about solutions to community problems	67	84 (1.77)	59 (1.49)	.000*
Manage crime analysis for geographic area of responsibility	36	48 (1.08)	29 (.83)	.315

RESPONSIBILITY AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.17h. Manage crime analysis for geographic area of responsibility												
All	41.4	37.7	37.5	34.0	54.5	0.0	0.0	0.0	44.2	30.0	32.4	NA
Implementing 1 year or more	42.2	43.5	46.1	53.3	69.2	0.0	0.0	0.0	56.5	25.0	53.3	NA
Implementing less than 1 year	34.6	38.7	32.4	40.0	33.3	0.0	0.0	0.0	35.5	35.7	50.0	NA
Not Implementing	44.3	30.8	33.6	23.3	33.3	0.0	0.0	0.0	39.3	30.6	24.0	NA

inter-agency relationships, and maintain regular contact with community leaders. Not surprisingly, they are least likely to be expected to redesign the organization to support problem-solving efforts and to make final decisions about the application of agency resources. The largest agencies are likely to expect more of their mid-level managers than are the smallest, perhaps reflecting the greater tendency of the large agencies to be physically decentralized.

Table V-17 summarizes the differences among community policing and non-community policing agencies. The check marks represent items that separate community policing ($N=734$) and non-community policing ($N=632$) agencies by at least 15 percentage points.

In this summary, three items differentiate community policing and non-community policing agencies across at least three categories of agency type and size:

- Maintain regular contact with community leaders

- Elicit input from officers/deputies about solutions to community problems

- Manage crime analysis for geographic area of responsibility.

These questions about the responsibilities of mid-level managers were difficult to frame. Respondents were asked to think about mid-level field operations managers as being lieutenants and captains. Not only will the responsibilities of these two ranks be different within the same agency, but the responsibility of either of the ranks will differ across agencies. We were looking for indicators of increased responsibility among area-level

TABLE V-17

MID-LEVEL MANAGER RESPONSIBILITIES THAT CHARACTERIZE COMMUNITY POLICING AGENCIES

By Agency Type and Size

RESPONSIBILITY	MUNICIPAL POLICE		COUNTY POLICE	SHERIFFS' DEPARTMENTS	
	100+	10-49	100+	100+	10-49
Redesign organization to support problem-solving efforts				✓	
Maintain regular contact with community leaders	✓	✓	✓	✓	✓
Establish inter-agency relationships		✓			✓
Make final decision about which problems are to be addressed in geographic area of responsibility			✓		
Make final decision about how to handle most community problems			✓		
Make final decision about application of agency resources to solve problem in geographic area of responsibility	✓		✓		
Elicit input from officers/deputies about solutions to community problems		✓	✓	✓	✓
Manage crime analysis for geographic area of responsibility			✓	✓	✓

managers, but this is one set of items that probably would benefit from additional input from practitioners before this survey is replicated.

Citizen Participation

Fifteen items in Question 18 explored the role of citizens in relation to the police agency. Respondents reported whether in their agencies these things were currently being done, were planned, or not planned for the future. Table V-18 reports the percentages of community policing and non-community policing agencies stating that these currently are responsibilities of citizens and the statistical differences between the two groups.

For 14 of these 15 items there is a statistically significant difference between community policing and non-community policing agencies. It should be noted, however, that for 7 of these items less than 20 percent of community policing agencies report this type of citizen involvement. The item that stands out most dramatically is "Work with police to identify and resolve community or neighborhood problems" for which participation is reported by 73 percent of community policing agencies but "only" 37 percent of non-community policing agencies. While this gap of 36 percentage points is substantial, it is nevertheless interesting to note that more than a third of non-community policing agencies report being involved in problem solving with citizens.

It should also be noted that some of the statistically significant items are not particularly interesting in terms of the percentages for either group or the differences between them. This is especially true of the last five items in the table that can be grouped conceptually as "participation in internal agency processes" (e.g., help review complaints, participate in promotional process). No more than 23 percent of either group report any

TABLE V-18

CITIZEN PARTICIPATION

WITH COMMUNITY POLICING AND NON-COMMUNITY POLICING AGENCIES

Percent[1] of Agencies Reporting Practice with Item (Means)[2]

TYPE OF PARTICIPATION	TYPE OF AGENCY			
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	SIGNIFICANCE OF DIFFERENCE
Participate in Neighborhood Watch Program	63	72 (1.88)	57 (1.57)	.000*
Serve as volunteers within the police agency	37	51 (1.43)	30 (.92)	.000*
Attend citizen police academy	7	11 (.66)	4 (.22)	.000*
Serve in citizen patrols coordinated by your agency	12	18 (.65)	9 (.29)	.000*
Serve on citizen advisory councils at neighborhood level to provide input/feedback on department policies and practices	21	39 (1.10)	10 (.48)	.000*
Serve on citizen advisory councils at city-wide level	22	40 (1.04)	13 (.46)	.000*
Participate in court watch program	10	12 (.39)	10 (.25)	.000*

*Significance is ≤ .01

[1] Based on weighted data

[2] Based on unweighted data

TYPE OF PARTICIPATION	TYPE OF AGENCY			
	ALL	COMMUNITY POLICING	NON-COMMUNITY POLICING	SIGNIFICANCE OF DIFFERENCE
Serve on advisory group for chief or other agency managers	19	29 (.86)	12 (.46)	.000*
Prepare agreements specifying work to be done on problems by citizens and police	12	19 (.58)	8 (.25)	.000*
Work with police to identify and resolve community or neighborhood problems	51	73 (1.76)	37 (1.06)	.000*
Help develop policing policies	16	21 (.54)	13 (.27)	.000*
Help evaluate officer performance	12	15 (.38)	13 (.25)	.000*
Help review complaints against police	13	14 (.37)	15 (.27)	.000*
Participate in selection process for new officers	21	23 (.41)	19 (.36)	.034
Participate in promotional process	16	19 (.42)	16 (.34)	.001*

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participation of this type. While these items appear to distinguish between community

policing and non-community policing agencies, in fact, neither group can be said to be

characterized by the involvement of citizens in these processes.

Table V-19 examines these items by type and size of agency and by categories of

implementation status.

The most common forms of citizen participation, across sizes and types of

organizations, are participation in Neighborhood Watch programs, working with police to

identify and resolve community or neighborhood problems[9], and serving as volunteers within

the police agency. In the case of the first 8 indicators in the table, all of which can be said

to be related to the service delivery functions of the agency, the largest departments are

substantially more likely to report these forms of citizen participation than are small ones.

The picture is different for the last five items that relate to citizen participation in internal

organizational processes. Although the percentages of agencies involving citizens in these

ways tend to be less than 20, in almost every implementation category the smallest agencies

are somewhat more likely to include citizens in these processes than are the large ones. We

cannot know whether this reflects the political life of small towns or the deliberate efforts of

smaller agencies to promote community policing through this type of citizen involvement.

The other notable feature of this table are the similarities across types of agencies.

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9 While this percentage is very impressive, it should be pointed out that we cannot know the
extensiveness of problem solving activity in any agency. It may involve one geographic
area, more than one area, or all of the community or jurisdiction. It may address one
problem or many.

TABLE V-19

CITIZEN PARTICIPATION

Percent of Agencies Reporting Type of Participation by Agency Type and Size and Reported Community Policing Status

TYPE OF PARTICIPATION AND REPORTED CP STATUS	MUNICIPAL POLICE				COUNTY POLICE				SHERIFFS' DEPARTMENTS			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.18a. Participate in Neighborhood Watch Program												
All	95.4	88.4	62.1	37.7	90.9	100.0	100.0	100.0	87.6	84.8	64.9	NA
Implementing 1 year or more	97.8	92.4	70.3	41.2	100.0	0.0	0.0	0.0	92.8	96.0	81.3	NA
Implementing less than 1 year	86.1	82.3	70.3	20.0	100.0	100.0	100.0	0.0	90.3	92.9	50.0	NA
Not Implementing	93.7	87.1	55.0	38.7	66.7	100.0	0.0	100.0	83.9	79.5	61.5	NA
Q.18b. Serve as volunteers within the policy agency												
All	67.0	46.6	36.1	22.2	63.6	0.0	0.0	0.0	64.2	47.3	37.3	NA
Implementing 1 year or more	71.8	56.1	42.9	35.3	84.6	0.0	0.0	0.0	78.3	56.0	62.5	NA
Implementing less than 1 year	58.2	41.0	32.4	0.0	66.7	0.0	0.0	0.0	71.0	42.9	16.7	NA
Not Implementing	53.2	38.8	32.9	18.8	16.7	0.0	0.0	0.0	54.2	45.2	32.1	NA
Q.18c. Attend citizen police academy												
All	25.4	10.3	6.1	0.0	13.6	50.0	0.0	0.0	17.4	9.8	2.7	NA
Implementing 1 year or more	30.1	12.1	8.8	0.0	23.1	0.0	0.0	0.0	26.1	20.0	6.3	NA
Implementing less than 1 year	16.5	9.7	2.7	0.0	0.0	100.0	0.0	0.0	19.4	21.4	0.0	NA
Not Implementing	12.7	8.6	5.4	0.0	0.0	0.0	0.0	0.0	11.9	4.1	1.9	NA

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Type of Participation and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.18d. Serve in citizen patrols coordinated by your agency												
All	23.2	14.2	9.4	7.7	27.3	0.0	0.0	0.0	21.1	16.1	12.0	NA
Implementing 1 year or more	27.9	17.4	13.2	12.5	46.2	0.0	0.0	0.0	34.8	24.0	25.0	NA
Implementing less than 1 year	12.8	9.7	5.3	0.0	0.0	0.0	0.0	0.0	25.8	21.4	0.0	NA
Not Implementing	11.4	12.9	8.1	6.5	0.0	0.0	0.0	0.0	11.9	12.3	9.4	NA
Q.18e. Serve on citizen advisory councils at <u>neighborhood level</u>												
All	45.1	27.2	19.4	15.4	40.9	0.0	0.0	0.0	29.4	20.5	14.7	NA
Implementing 1 year or more	52.7	36.6	28.6	43.8	53.8	0.0	0.0	0.0	44.9	56.0	25.0	NA
Implementing less than 1 year	24.1	19.4	18.4	20.0	0.0	0.0	0.0	0.0	35.5	21.4	16.7	NA
Not Implementing	30.4	20.7	14.1	0.0	33.3	0.0	0.0	0.0	18.6	8.2	11.3	NA
Q.18f. Serve on citizen advisory councils at <u>city-wide level</u>												
All	46.9	30.7	22.1	17.3	36.4	0.0	0.0	0.0	21.6	8.9	16.0	NA
Implementing 1 year or more	52.8	38.9	39.6	37.5	46.2	0.0	0.0	0.0	29.0	24.0	31.2	NA
Implementing less than 1 year	26.6	21.0	18.9	0.0	33.3	0.0	0.0	0.0	25.8	0.0	0.0	NA
Not Implementing	39.2	26.7	12.2	9.7	16.7	0.0	0.0	0.0	16.1	5.5	13.2	NA
Q.18g. Participate in court watch program												
All	15.4	8.4	7.9	9.4	13.6	0.0	0.0	0.0	13.8	11.6	9.5	NA
Implementing 1 year or more	18.2	8.4	6.6	12.5	7.7	0.0	0.0	0.0	18.8	20.0	12.5	NA
Implementing less than 1 year	7.6	1.6	5.4	0.0	33.3	0.0	0.0	0.0	10.0	7.1	0.0	NA
Not Implementing	10.1	12.1	9.4	9.4	16.7	0.0	0.0	0.0	11.9	9.6	9.6	NA

Type of Participation and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.18h. Serve on advisory group for chief or other agency managers												
All	35.5	22.3	14.5	15.7	36.4	0.0	0.0	0.0	32.7	19.6	16.0	NA
Implementing 1 year or more	38.5	26.7	17.8	26.7	38.5	0.0	0.0	0.0	42.0	44.0	43.8	NA
Implementing less than 1 year	22.8	17.7	16.2	20.0	33.3	0.0	0.0	0.0	51.6	21.4	0.0	NA
Not Implementing	34.2	19.8	12.1	9.7	33.3	0.0	0.0	0.0	22.2	11.0	9.4	NA
Q.18i. Prepare agreements specifying work to be done on problems by citizens and police												
All	17.7	7.4	11.2	15.1	18.2	0.0	0.0	0.0	13.4	9.0	6.7	NA
Implementing 1 year or more	21.7	9.9	15.4	25.0	23.1	0.0	0.0	0.0	23.2	20.0	18.8	NA
Implementing less than 1 year	6.4	4.8	8.1	20.0	0.0	0.0	0.0	0.0	6.5	0.0	0.0	NA
Not Implementing	10.1	6.0	9.4	9.4	16.7	0.0	0.0	0.0	9.4	6.8	3.8	NA
Q.18j. Work with police to identify and resolve community or neighborhood problems												
All	75.1	64.8	48.7	41.5	81.8	0.0	0.0	0.0	61.0	44.6	34.7	NA
Implementing 1 year or more	86.2	78.0	70.3	58.8	100.0	0.0	0.0	0.0	85.5	68.0	87.5	NA
Implementing less than 1 year	41.8	54.8	43.2	0.0	33.3	0.0	0.0	0.0	48.4	42.9	33.3	NA
Not Implementing	57.0	55.2	36.9	38.7	66.7	0.0	0.0	0.0	50.0	37.0	18.9	NA
Q.18k. Help develop policing policies												
All	18.2	6.1	12.3	22.6	18.2	0.0	0.0	0.0	11.5	11.6	12.0	NA
Implementing 1 year or more	22.0	11.4	19.8	31.3	15.4	0.0	0.0	0.0	13.0	16.0	12.5	NA
Implementing less than 1 year	7.6	4.8	10.8	0.0	66.7	0.0	0.0	0.0	12.9	7.1	16.7	NA
Not Implementing	11.4	0.9	8.1	21.9	16.7	0.0	0.0	0.0	10.2	11.0	11.3	NA

Type of Participation and Reported CP Status	Municipal Police				County Police				Sheriffs' Departments			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Q.18l. Help evaluate officer performance												
All	9.5	7.1	10.1	17.0	13.6	0.0	0.0	0.0	11.9	11.6	18.7	NA
Implementing 1 year or more	9.8	12.9	14.3	12.5	15.4	0.0	0.0	0.0	15.9	24.0	31.2	NA
Implementing less than 1 year	7.6	3.2	8.1	20.0	33.3	0.0	0.0	0.0	6.5	7.1	16.7	NA
Not Implementing	10.1	2.6	8.1	18.8	0.0	0.0	0.0	0.0	11.0	8.2	15.1	NA
Q.18m. Help review complaints against police												
All	12.2	6.1	10.8	17.0	13.6	0.0	0.0	0.0	11.9	13.4	18.7	NA
Implementing 1 year or more	13.8	6.8	12.1	12.5	7.7	0.0	0.0	0.0	17.4	24.0	31.2	NA
Implementing less than 1 year	11.5	6.5	5.4	0.0	33.3	0.0	0.0	0.0	6.5	7.1	0.0	NA
Not Implementing	5.1	5.2	11.4	21.9	16.7	0.0	0.0	0.0	10.2	11.0	17.0	NA
Q.18n. Participate in selection process for new officers												
All	14.3	17.1	19.9	24.5	4.5	0.0	0.0	0.0	13.3	14.3	16.0	NA
Implementing 1 year or more	14.6	18.9	27.5	25.0	0.0	0.0	0.0	0.0	13.0	20.0	37.5	NA
Implementing less than 1 year	9.0	14.5	10.8	0.0	33.3	0.0	0.0	0.0	9.7	14.3	0.0	NA
Not Implementing	17.7	16.4	17.4	28.1	0.0	0.0	0.0	0.0	14.4	12.3	11.3	NA
Q.18o. Participate in promotional process												
All	16.3	18.1	16.6	15.1	9.1	0.0	0.0	0.0	13.8	13.5	16.0	NA
Implementing 1 year or more	16.0	23.5	20.9	12.5	7.7	0.0	0.0	0.0	15.9	16.7	31.2	NA
Implementing less than 1 year	15.4	11.3	10.8	0.0	33.3	0.0	0.0	0.0	6.5	7.1	0.0	NA
Not Implementing	19.0	15.5	15.4	18.8	0.0	0.0	0.0	0.0	14.4	13.7	13.2	NA

Table V-20 summarizes the differences among community policing and non-community policing agencies. The check marks represent items that separate community policing (N=734) and non-community policing (N=632) agencies by at least 15 percentage points.

The items that differentiate community policing and non-community policing agencies across at least three categories of agency type and size are:

- Participate in Neighborhood Watch Program

- Serve as volunteers within the agency

- Attend citizen police academy

- Serve in citizen patrols coordinated by the agency

- Serve on citizen advisory councils at neighborhood level

- Serve on citizen advisory councils at city-wide level

- Work with police to identify and resolve community or neighborhood problems

- Help develop policing policies.

Reported Effects of Implementation

Only those 734 departments that reported implementing community policing for at least a year were asked to assess whether their agency's approach to community policing had had any of the effects listed in Table V-21 which reports responses by type of agency. Table V-22 examines the same items within agency size and type categories. Responses to these items were "yes," "no" or "don't know."

TABLE V-20

TYPES OF CITIZEN PARTICIPATION THAT CHARACTERIZE COMMUNITY POLICING AGENCIES

by Agency Type and Size

TYPE OF PARTICIPATION	MUNICIPAL POLICE		COUNTY POLICE	SHERIFFS' DEPARTMENTS	
	100+	10-49	100+	100+	10-49
Participate in Neighborhood Watch Program		✓	✓		✓
Serve as volunteers within the police agency	✓		✓	✓	✓
Attend citizen police academy	✓		✓	✓	
Serve in citizen patrols coordinated by your agency	✓		✓	✓	✓
Serve on citizen advisory councils at neighborhood level to provide input/feedback on department policies and practices	✓	✓	✓	✓	
Serve on citizen advisory councils at city-wide level		✓	✓		✓
Participate in court watch program					
Serve on advisory group for chief or other agency managers				✓	✓
Prepare agreements specifying work to be done on problems by citizens and police					✓
Work with police to identify and resolve community or neighborhood problems	✓	✓	✓	✓	✓
Help develop policing policies	✓	✓	✓	✓	✓
Help evaluate officer performance			✓		✓

TYPE OF PARTICIPATION	MUNICIPAL POLICE		COUNTY POLICE	SHERIFFS' DEPARTMENTS	
	100+	10-49	100+	100+	10-49
Help review complaints against police					
Participate in selection process for new officers					✓
Participate in promotional process					✓

*Significance is ≤ .05

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TABLE V-21

PERCEIVED EFFECTS OF COMMUNITY POLICING

Percent of Agencies Reporting That Community Policing
Has Had Specified Effect
by Type of Agency

EFFECT	TYPE OF AGENCY			
	MUNICIPAL	COUNTY POLICE	SHERIFF'S DEPTS.	ALL
Improved cooperation between citizens and police	99	100	100	99
Increased involvement of citizens in efforts to improve the community	95	100	99	96
Improved citizens' attitudes toward the police	98	100	100	98
Increased volunteer activities by citizens	68	100	83	70
Increased officers' level of job satisfaction	83	88	96	85
Increased response time	27	9	32	28
Reduced crime against persons	61	73	67	62
Reduced crime against property	64	82	63	64
Reduced citizens' fear of crime	79	92	81	80
Increased citizens' calls for service	65	70	73	66

TABLE V-22

PERCEIVED EFFECTS OF COMMUNITY POLICING

Percent of Agencies Reporting that Community Policing
Has Had Specified Effect
by Agency Type and Size

EFFECT	MUNICIPAL				COUNTY POLICE				SHERIFFS' DEPTS.			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Improved cooperation between citizens and police	99	100	98	100	100	NA	NA	NA	100	100	100	NA
Increased involvement of citizens in efforts to improve the community	98	95	90	100	100	NA	NA	NA	99	95	100	NA

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EFFECT	MUNICIPAL				COUNTY POLICE				SHERIFFS' DEPTS.			
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Improved citizens' attitudes toward the police	98	99	96	100	100	NA	NA	NA	100	100	100	NA
Increased volunteer activities by citizens	86	73	53	69	100	NA	NA	NA	79	83	85	NA
Increased officers' level of job satisfaction	88	89	74	87	88	NA	NA	NA	90	92	100	NA
Increased response time	25	16	25	36	9	NA	NA	NA	33	27	33	NA
Reduced crime against persons	54	57	57	73	73	NA	NA	NA	57	50	78	NA

AGENCY TYPE AND SIZE

EFFECT	AGENCY TYPE AND SIZE												
	MUNICIPAL				COUNTY POLICE				SHERIFFS' DEPTS.				
	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9	100+	50-99	10-49	5-9
Reduced crime against property	61	60	56	75	82	NA	NA	NA	65	56	63	NA
Reduced citizens' fear of crime	87	87	73	79	92	NA	NA	NA	84	86	78	NA
Increased citizens' calls for service	61	63	65	67	70	NA	NA	NA	60	69	82	NA

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The perceived benefits of community policing were substantial. Between 95 and 100 percent of these agencies reported: improved cooperation between citizens and police; improvement in the attitudes of citizens toward police; and increased involvement of citizens in efforts to improve the community. Seventy-nine to 90 percent reported improvement in officer's attitudes and 55 to 75 percent reported crime reduction. Two-thirds reported increased calls for service, but less than a third reported increases in response time. The smallest departments were more likely to report crime reduction. Otherwise the reported benefits were highly similar across sizes and types of agencies.

In addition to being asked about specific outcomes, these 734 agencies were asked whether either the progress or success of their community policing approach was measured on the basis of published goals or objectives. One-third of municipal and one-third of sheriffs' agencies responded affirmatively; 46% of county police agencies said "yes." Future research efforts should identify the goals and objectives specified by these experienced agencies.

Summary

This section reviews the survey items that differentiate community policing and non-community policing agencies across at least three categories of agency type and size. Again, these are items for which there is a statistically significant difference (p ≤ .01) between the two types of agencies and which are separated by at least fifteen percentage points.

Programs and Practices

In terms of programs and practices, community policing agencies are more likely than non-community policing agencies to report:

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- Citizen surveys to determine community needs and priorities

- Citizen surveys to evaluate police service

- Permanent, neighborhood based offices or stations

- Designation of some officers/deputies as "community" or "neighborhood officers"

- Foot patrol as a specific assignment

- Foot patrol as a periodic expectation

- Regularly scheduled meetings with community groups

- Specific training for problem identification and resolution

- Building code enforcement to remove crime potential

- Use of regulatory codes to combat drugs and crime

- Interagency involvement in problem identification and resolution.

Organizational Arrangements

With respect to organizational arrangements, community policing agencies are more likely to report:

- Command or decision-making responsibility tied to neighborhoods or geographically defined areas of the jurisdiction

- Beat or patrol boundaries that coincide with neighborhood boundaries

- Physical decentralization of field services

- Specialized problem solving unit

- Specialized community relations unit

- Specialized crime prevention unit

- Multidisciplinary teams to deal with special problems such as child abuse.

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Patrol Officer/Deputy Responsibilities

The responsibilities of officers and deputies in community policing agencies differ from those in non-community policing agencies. Community policing agencies are more likely to report that patrol personnel are expected to:

- Develop familiarity with community leaders in area of assignment

- Work with citizens to identify and resolve area problems

- Assist in organizing the community.

Mid-Level Manager Responsibilities

The responsibilities of mid-level managers also differ. Those in community policing agencies are more likely than their counterparts in non-community policing agencies to be expected to:

- Maintain regular contact with community leaders

- Elicit input from officers/deputies about solutions to community problems

- Manage crime analysis for geographic area of responsibility.

Citizen Participation

Citizens relate differently to the two types of agencies. In community policing jurisdictions, citizens are more likely than citizens in non-community policing areas to:

- Participate in Neighborhood Watch Program

- Serve as volunteers within the agency

- Attend citizen police academy

- Serve in citizen patrols coordinated by the agency

- Serve on citizen advisory councils at neighborhood level

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- Serve on citizen advisory councils at city-wide level

- Work with police to identify and resolve community or neighborhood problems

- Help develop policing policies.

Perceived Effectiveness

Among agencies that reported having implemented community policing for at least a year at the time of the survey, 99 percent said that it had improved cooperation between citizens and police; 80 percent believed it had reduced citizens' fear of crime; and 62 percent said it had reduced crime against persons.

Comment

Several things stand out in even this cursory analysis of these data. Perhaps the first is the sense of the validity of the data. Although the fact that virtually all executive respondents support the concept of community policing could be interpreted as a "politically correct" response, the fact that 47 percent say they are uncertain what it means in practical terms is a disarmingly genuine response. More significantly, the patterns of responses across categories of implementation are what we would expect, as are many of the patterns across sizes of agencies. Items for which there should be logically interpretable differences (e.g., foot patrol for municipal and sheriffs agencies) do, in fact, yield these differences. Upon first handling, these data "feel" right, giving that sense of relief for which survey researchers hold their breath until the confirmatory patterns begin to emerge from the analysis.

We also noted that, although there are 632 agencies that define themselves as not implementing community policing, many of these are engaged in practices that are similar to those that characterize community policing agencies. Certainly, self-labeling blurs

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distinctions in a number of ways. There are departments that say they are doing community policing in which structures and operations look more like those of non-community policing departments than those of community policing agencies. Maybe they are only beginning their community policing efforts, and maybe they are misapplying the label. There are departments that–for a variety of reasons–do not use the label but which are consciously trying to accomplish community partnerships and problems solving.

One of the things that needs to be done to clean up the distinctions is much more complicated analyses than have been used for this report that will examine clusters of practices, organizational arrangements, roles and responsibilities that portray community policing better than can be done by examining individual items.

Beyond this, the next survey needs to inquire in depth about an organization's goals and objectives. Many of the things we have asked about in this first survey could be done by a law enforcement agency for a number of purposes. As Eck and Rosenbaum (1994) point out, the reasons for doing the things can be the important distinction between community policing and non-community policing agencies. Goals and objectives by themselves, however, are only indications of good intention. There would also need to be practices and structures in place to demonstrate that the organization actually is moving down the road to those good intentions.

VI. LESSONS ABOUT ORGANIZATIONAL CHANGE

In a final question, respondents were invited to discuss the lessons their departments had learned in the process of making changes in organizational policies or practices. Two hundred and ninety separate respondents reflected on the experiences of their organizations.

This section of the report summarizes and reflects on those statements. They are reproduced in full in Appendix C where the reader may both benefit from the thoughtful substance of the comments and find sympathetic company during some of the more challenging hours of the change process.

The comments can be grouped roughly into three categories: the change process in general, the internal change process, and the external process. Each of these areas will be summarized in turn, but it may be of interest to note in Figure VI-1 the most frequently offered comments. This table is not meant to suggest that repeated comments are necessarily the most useful. In some cases they may be the most obvious, while less common observations may provoke the reader to consider an important issue that otherwise might go unattended. That is one reason Appendix C merits the reader's time. This is not to suggest, however, that Appendix C addresses all the major issues that need to be taken into account in the change process; the ones discussed there and below are those that stand out in the experiences of the survey respondents as "lessons learned."

FIGURE VI-1

MOST FREQUENTLY OFFERED COMMENTS ABOUT CHANGE

Number of Respondents	Comment
40	Educate all personnel in the agency. Train and educate them prior to implementation.
32	Go slowly. Take advantage of windows of opportunity but realize change may take years. A culture is being changed.
20	Get support from local government, elected officials, and criminal justice system. Provide training for them.
18	Listen to the community.
13	Include citizens and community groups in earliest discussions and planning sessions.
10	Include employees and employee organizations in earliest discussions and planning sessions.
10	Community policing is a philosophy, not a program.

THE CHANGE PROCESS

The most frequent comment in this category was that this kind of change takes a long time. It is a matter of changing a culture, something that cannot occur quickly. Writers cautioned against allowing political leaders to set unrealistic timetables and urged that police leaders educate the politicians and other city leaders about the realities of community policing before making a commitment to accomplishing it. Some said that the organization should not be expected to absorb too many new ideas and processes at once. They spoke of long-term timetables that might be 3, 5, 10 or 15 years in duration. These tended to be the same people who spoke of community policing as "a philosophy rather than a program;" they saw

the implications of changing internal systems and external relationships to support the philosophy.

There were discussions of the need for clear definition of mission, goals and objectives. There were comments about the need to begin by researching the change process itself and to develop a long range plan. Some recommended looking to the literature and other agencies for ideas: "don't reinvent the wheel." Many respondents emphasized the need to include citizens and employees (and employee organizations) in the planning process; one discussed the value of including critics in this process. Some who saw the need for broad-based change nevertheless advocated some specialized, isolated efforts as a means of "kick-starting" the process. Linked to this was the repeated recommendation to acknowledge and build on successes, however small.

Several writers spoke of the importance of supporting the change effort with data (e.g., citizen surveys), as well as the need to monitor the change process with data. Some pointed out that it was important not to be bound by a bad idea; be flexible and prepared to change courses when you find that something isn't working. One respondent said that organizational flexibility and the capacity to adjust to a changing environment is an important aspect of community policing itself. Changing course without creating confusion requires close attention to communication, and respondents emphasized the importance of open communication—both internally and externally.

Several writers discussed the need for strong leadership. This can be a point of confusion for police executives who are committed to participatory management and to encouraging the flow of ideas upward through the organization and inward from the

community. They may feel that participation calls for weaker leadership. However, new concepts and processes do not promulgate themselves in an organization. The executive needs to be a firm, directive supporter of them and of community policing. He or she needs to champion the organizational processes (e.g., training, organizational restructuring) that will support the changes; needs to delegate responsibility for seeing that the processes are set in motion; and needs to check regularly to make sure they remain in motion. The executive needs to provide both vision and constant energy for the change. And as one writer put it, the leader "must hold course in the face of people who don't understand or support you." Participation does not supplant strong leadership.

INTERNAL CHANGE

Under this heading, the most frequent observations (approximately 50) had to do in one way or another with training. Forty respondents urged training all personnel in the organization about community policing, and several commented on the need to accomplish this before beginning implementation. Some noted that this required a large investment but believed it to be essential. The need for training in problem solving, communication skills, human behavior and community relations was noted as was the need for training for first line supervisors.

A number of respondents addressed the introduction of the philosophy of community policing to the organization, suggesting that the emphasis should be on building upon the traditional culture, not abandoning it. Community policing can be logically and persuasively presented as an effective crime reduction strategy.

Some writers commented on the problems of gaining the commitment of mid-level managers and the critical need to win the commitment of first line supervisors. They perhaps had the experience of some other agencies with which we are familiar of beginning the change process with the first-line officers, only to have to backtrack months later to attempt to bring supervisors and managers into it. Supervisors and managers have the challenge of translating the community policing philosophy into new management and supervisory roles that have not yet been well articulated in the literature. As they try to do this, they must at the same time fulfill their responsibilities for the day-to-day operations of the organization. Theirs are precarious positions. Organizational leaders need to work with managers and supervisors to define these new roles and to provide appropriate training for them. One respondent suggested that, in addition to relying on the traditional chain of command to carry the message about community policing, change managers identify informal leaders in the agency and give them considerable time and attention.

With respect to the issue of commitment, it has been noted that several respondents wrote of the need to include employees and employee organizations in the earliest stages of the planning process. Others discussed the need, generally, to empower officers to make more decisions. Some emphasized the need for open communication during the change process, pointing out that officers had needs to know how the changes would affect them on a daily basis. ("The philosophy is great, but will it change my days off?") While the executive may see that as a trivial issue in the grand scheme of change, managers' sensitivity to those kinds of concerns can be critical to winning the support of officers. Several writers

noted the positive benefits of community policing for first-line officers and the importance of explaining and demonstrating those benefits.

In discussing the structure of the change, eight respondents urged that the change should be department-wide and should not result in a split force. Without knowing precisely what each meant by "department-wide" or "split force," it can be noted that all officers can have responsibility for certain facets of community policing while there still might be officers designated as neighborhood or beat officers. Some respondents commented about the importance of selecting the right personalities (i.e., outgoing, communicative) for these positions. Another suggested that rotating officers through neighborhood teams or neighborhood officer positions was a useful approach to training.

Several respondents wrote about issues of internal systems. Some mentioned 911 specifically and communications systems generally as problems to be addressed. Some wrote of the need to change all internal systems so that they would be aligned with, and supportive of, the philosophy and one argued that these alterations should be made before external operations were changed. Five wondered how to accomplish community policing with limited resources and four wrote of the need for additional personnel. One suggested flattening the organization in order to increase personnel for field operations. Two addressed these concerns by arguing that an agency should begin by focusing "on what you can do with what you have—not on what you could do with more." This last point is worth reiterating since our data demonstrate that community policing has many elements and can take many forms. There is no one model; an agency does what it can do to improve interaction with citizens and other entities for the purpose of solving problems and reducing crime. There

are many ways to approach this objective and then many more ways with which to keep expanding the effort.

EXTERNAL CHANGE

Most of the comments in this category dealt with the community, but some mentioned other parts of the external environment. Five writers stressed the importance of working with agencies in the private sector and of encouraging the participation of volunteers. Another emphasized the value of educating the media and involving them in the planning process. Another said that, especially in tight budgetary periods, it is important to explain expenditures associated with changes and explain sources of funding for them. One respondent discussed the hazards of conducting problem solving or community policing in only certain troubled areas of the jurisdiction, suggesting it could cause problems for a sheriff at election time.

In writing about the community, eighteen respondents stressed the need to listen to the community, some of them pointing out that the things the agency may assume to be of urgent concern may not be the highest priorities on citizens' agendas. Five specifically urged sensitivity to different areas of a jurisdiction and different ethnic groups.

Thirteen urged the involvement of citizens and community groups from the earliest discussion and planning stages of community policing. Nine stressed the need to educate the community or communicate with it about the philosophy. Some advocated marketing the ideas. Five more emphasized the importance of honesty in this process and the dangers of over-promising benefits or timelines.

Six respondents said their organizations had learned how much the public wants the police in their neighborhoods and how much they want to cooperate with police. These comments echo those we have heard repeatedly from individual officers who have become involved at the neighborhood level; it is one measure of the need for community policing that police find it remarkable that citizens want their presence. Five more writers said their agencies learned what valuable partners citizens could be in reducing crime and resolving problems.

Eight respondents talked about the difficulty of organizing neighborhoods or getting them involved, especially if there were no serious crime problems in the area. An organized neighborhood that had become activated might lose interest when the particular problem that brought them together had been resolved. We could suggest here that some of the most successful community organizing we have seen has not relied on crime problems as its focus. Community meetings might feature speakers or programs about any number of issues of interest to citizens (e.g., reducing their utility bills, retirement planning, health screening, etc.) with community problems and local crime being regular but secondary issues at the meetings.

Once the police agency is interacting with the community, there is a question of the form the continuing interaction should take. Three respondents stressed the need for police to learn to serve as community facilitator who could help the community solve their problems. Police should not put themselves in the position of trying to solve all problems; the most efficient and effective approach is to strengthen the problem solving capacity of citizen groups.

Other comments about the community included the importance of involving the business community, the need to identify informal community leaders, and the value of improved relations with the youth of the community.

COMMENT

In addition to valuing the substance of these "lessons," we appreciated them in two other ways:

- as indicators of the extent to which agencies are grappling with real attempts at change, and

- as a measure of the commitment agencies have to sharing their insights and experiences with each other.

The commitment to sharing information is one of the significant changes we have witnessed in policing over the past two decades. Information exchanges once tended to be of the "dog-and-pony-show" variety in which only good news was reported. Agencies now are much more open to providing full accounts of attempts to implement new programs or change their organizations, expecting to get as good as they give, thereby avoiding some pitfalls and contributing to a common body of knowledge. It is this openness--matched by the eagerness of agencies to seek information--that, more than anything else to date, is promoting the growth of community policing across the country.

VII. IMPLICATIONS

The findings from this first national survey on the extent and nature of community policing in this country have implications for agencies that are implementing or planning to implement community policing, for the providers of technical assistance and training, for researchers, and for research funders.

Implementing Agencies

There is a great deal of intellectual and psychological support in the profession for this movement in policing. The vast majority of executives who responded to the survey feel this is the right philosophical direction for policing and that there will be substantial benefit from implementing it–whatever "it" is. If members of an agency feel confused about the exact shape community policing should take in their organization, this is a not uncommon feeling among law enforcement executives, 47 percent of whom said it is not clear what community policing means in practical terms. Judging from the data presented in this report, this lack of clarity is a reflection of reality and not of confusion. Community policing takes many patterns that vary across types and sizes of agencies and almost surely across differences in other variables (e.g., whether a community is urban or rural, whether it is a "free-standing" community or is part of a larger configuration of contiguous communities, the demographics of the community, etc.) that have not been taken into account in this analysis.

This is not to suggest that the term "community policing" is such a broad umbrella that it can legitimately cover any kind of new program that an agency wants to describe with the label. If we accept that the core components of community policing are community

partnership and problem solving, then the programmatic approaches and organizational changes that are labeled community policing should be designed to accomplish these objectives. There may be several different ways to accomplish them; which of them is most appropriate may depend on the needs and character of the community, the resources of the law enforcement agency and the community it serves, and the readiness of the organization to implement various approaches to community policing. How does an agency know which approaches to use? There is no pat formula, but guidance to the decision can come from looking at what departments in similar communities are doing--a form of exchange that is increasingly popular in policing and which can be aided by the information provided in Appendix B of this report. Once a new approach is implemented, the agency needs ways of assessing whether it is improving relations between the police and the community, whether it is engaging the community and other service providers in working to identify and resolve conditions of crime and disorder in the community, and whether these efforts are reducing the problems that have been identified. If the answer is "no," heed the advice of one of the survey respondents who advised colleagues to be ready to give up a bad idea for the sake of another one. The fact that one approach to partnership and problem solving may not prove effective in a particular time and place is not necessarily evidence that community policing is not appropriate for the community; it may mean that the agency and community have not yet found the approach that is the best one for the place and time. The reference to time here is to suggest that the forms of community policing not only vary across types of agencies and communities but probably should vary within one location over time as community needs and conditions change and as the agency becomes better positioned to meet these needs. A

community policing approach that is static in nature is almost, by definition, an approach that

cannot respond effectively to community needs.

Providers of Training and Technical Assistance

Eighty-three percent of the executives who responded to this survey said they believe

that "At present, the various police training institutions in this country do not provide

adequate training in community policing." When asked about the importance to them of

various training topics, between 86 and 100 percent of them rated each of seven topics listed

in the questionnaire as "very important." The training topics included: training in how to

organize groups and communities; training in community relations; cultural diversity

training, training about how to do problem-solving; training about concepts of community

policing; training in communication skills and training in human resources management (i.e.,

selection, training, evaluation, discipline, awards promotion).

These responses combined with the fact that almost all respondents describe

community policing as a concept that law enforcement agencies should pursue, while nearly

half of them say its meaning is unclear in practical terms, suggest a profession eager for

information about the nature and forms of community policing and the training to support it.

Professional organizations and training institutions should make it a priority to develop

curricula that address these issues. The table provided in Appendix B will make it possible

to identify agencies that are implementing community policing that may be able to contribute

to the development of such curricula and contribute trainers to help present it. Professional

conferences could regularly present panels consisting of representatives of experienced

departments who could discuss what they are doing and answer questions from colleagues who are beginning implementation in their own agencies.

The Community Policing Consortium in Washington, DC, funded by the Bureau of Justice Assistance, is delivering training and technical assistance designed specifically for agencies planning and implementing community policing. Interested agencies should contact the Consortium at:

Community Policing Consortium
1726 M Street, NW
Suite 801
Washington, DC 20036

Phone: 202/833-3305
FAX: 202/833-9295

The Consortium wants to identify agencies that are seeking training but also would like to hear from experienced community policing agencies that can recommend personnel who could share their implementation experience with colleagues in other departments.

Researchers

Researchers are encouraged to obtain the data set for this survey from the National Institute of Justice and begin to produce articles from it. Analysis for the purpose of this report has only begun the job of plumbing these rich data for insights into the planning and implementation of community policing.

Researchers should know in advance of requesting the data that they will be made available in two files. The first file corresponds to Section One of the questionnaire which contains information about executive attitudes for which respondents were assured confidentiality. It also will include, from Section Eight of the questionnaire, data about the

demographics of the agencies and the communities they serve. It will not, however, contain any information with which individual agencies can be identified. The second file will contain data from all the remaining sections of the questionnaire, including Section Eight, and individual agencies can be identified from the codes associated with them which can be used in combination with a Master Code List. This will be especially useful for identifying agencies with which researchers may wish to do case study analyses.

Along with the encouragement to publish from these data must come a cautionary admonition to researchers. Weeks of immersion in these data have sensitized us to ways in which they could be used that would have unintended but serious negative consequences for individual departments and for the development of community policing itself. Before using these data, please read the remainder of this chapter.

The National Institute of Justice

The research team feels strongly that this survey should be re-administered periodically–perhaps every three years–as a means of assessing the development of, and the support needs for, community policing in this country.

If this were to be done, we recommend that funding be provided for an advisory panel for the survey that would include representatives of various types and sizes of agencies implementing community policing, community representatives, and researchers who are knowledgeable about community policing issues. The purpose of this panel would be to guide the revision of the instrument so that it captures relevant issues (some of which may emerge or change between surveys) in ways that are most meaningful to both practitioners and researchers.

This initial questionnaire was developed by a small group of people whose exposure to community policing is, of necessity, limited to those agencies they have observed directly- primarily a relatively small number of municipal agencies with more than 100 sworn personnel. Experience with the other types of agencies that responded to this survey was even more limited. The questions that were asked and the allowable responses were framed by that experience. The result is an exciting data base that will serve well as base line, but we are not certain of the extent to which its breadth and depth is truly representative of the current experience in the field. Perhaps we were wise enough or lucky enough to produce a nearly ideal instrument, but the involvement of a well structured advisory panel would tell us whether that is so.

The experience of analyzing the data has made us aware (as is always the case with surveys) of information we wish had been collected. We do not, for example, have the capacity to distinguish readily between rural and non-rural agencies. We wish we had asked more detailed questions about training such as: What types of relevant training have experienced agencies received? Who provided the training? Would the respondent recommend it to other agencies? We would have liked to know, for example, which agencies have provided or received training for first line community policing supervisors. We also wish we had asked which agencies actually have revised their performance measurement process to reflect community policing. Obviously, the "wish list" for such a survey could get lengthy; one function of the advisory panel would be to assign priorities to the questions or to devise different forms of the questionnaire for subsets of respondents.

We suggest that NIJ consider publication of a separate document–The Reader's Guide to Community Policing, perhaps–that would be based on the model provided in Appendix B. There we identify only sixteen activities, organizational arrangements, officer and citizen responsibilities that might characterize agencies that report having implemented community policing. A complete book could report on all 74 items that are included in the survey and could further provide some basic information about the responding agency, such as size and type, that could help the reader identify appropriate experienced agencies to look to for guidance. The creation of such a book would not a difficult task, simply a time consuming one that was beyond the funding scope of the current project.

Because this survey was based on a random sample of agencies, there are many that are implementing community policing that were not represented in it. If the survey becomes institutionalized, it might be worthwhile to publicize its availability and to invite "volunteer" agencies who could request the opportunity to complete a survey as a means of being included in a national community policing data base. These volunteer responses would be kept separate, for purposes of statistical analysis, from those resulting from the random sampling process but the data could be included in the proposed Reader's Guide and could be used for other research purposes.

One of the things this survey cannot tell us is "Who is really implementing community policing?" The question, as frequently asked, has several variations. Some questioners want to know which agencies are implementing practices and arrangements that, a priori, have been defined as being the operational representation of the philosophy. Others want to know whether the agency is doing these in an isolated or experimental way or

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whether it already has moved the entire organization in a new direction. Others want to know whether agencies know what they are talking about when they say they are implementing community policing: are they "really" doing community policing or do they just think that they are? And some want to know whether agencies are being honest: do they really believe they are implementing community policing (regardless of how their efforts might be gauged against some implementation model), or are they just saying they are in order to increase their popularity in the community or, perhaps, to gain federal funding?[10]

The existing data could be used to construct various operational models of community policing, combining programs and practices, organizational arrangements, managerial and first line personnel responsibilities, and types of citizen participation and responding agencies could be evaluated in terms of the extent to which they fulfill the expectations of the model. There will be analysts who do that with these data and that may be useful for some purposes. However, we were not comfortable attempting to do that for this report for a number of reasons. In the first place, it is clear that there are a number of models that could be constructed. Which is "right" or "true"? Are any of them complete, given that there are almost certainly things we could have asked about that were not included in the survey? The model that is "right" for a given agency will depend to some degree on the needs of the community and the resources available to the agency. An agency serving a large, diverse community with a number of different kinds of problems may need to implement several

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10 Wes Skogan (1994) has pointed out that even when the use of the label is largely a matter of rhetoric, the rhetoric itself can have value. In fact, we have observed agencies in which generation of leadership used the community policing label to define changes that were more symbolic than substantive. The next generation of leaders, having committed themselves to the ideal (rhetoric), moved to develop the approach much more fully.

different approaches to community involvement and problem solving. A different kind of community may be well served with only one or two types of approaches. Is the agency that is responsive to the needs of the second kind of community any less engaged in community policing than the agency that is responsive to the more complex community? We are not prepared to make that judgment and would argue that it should not be made in the absence of extensive analysis of varying community conditions.

There is no apparent value in "certifying" agencies as "truly" community policing or non-community policing. In fact, it is not hard to imagine the dysfunctions of such an effort. If a department is engaged in only the earliest efforts to reach out to the community and increase interaction and trust but has not yet developed problems solving skills, it could do serious harm to the potential evolution of the agency to brand it at this early stage as "non-community policing."[11]

On the other hand, it could do great harm to the potential evolution of community policing if researchers were to attempt to evaluate the effects of the approach with some very broad-based evaluation effort that would combine outcome data from some sample of all agencies that report they are implementing community policing. The National Institute of Justice would not take this uninformed approach to evaluation, but it is not unlikely that some less informed researchers could attempt to determine whether agencies that report they are implementing or not implementing community policing differ in term of some grossly

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11 Mark Moore (1994) argues against researchers being "arbiters" of community policing. Rather than narrowly defining, channelling, or trying to systematize the changes that are occurring, researchers should encourage the current "binge of innovation" by continuing to take "stock of developments in the field."

global outcomes (e.g., arrest statistics or crime rates). If journal reviewers are not highly alert to the limitations and potential dangers of such an approach, the extensiveness of the data and the seemingly sophisticated statistical analysis that they could support could result in journals being full, a year or two from now, with dangerously misleading analyses of the possible impacts of community policing.[12]

More positively, this data set could be used to define some highly valuable and sophisticated evaluations of process and outcome. There is the possibility of identifying agencies that report implementation of a number of different dimensions of community policing. Follow-up surveys or site visits to these agencies would allow researchers and funders to determine the extent and the stage of implementation, identifying in this second stage of research a number of agencies of varying size and type, serving with different characteristics and needs, as long-term laboratory sites for examining more closely both the implementation issues associated with community policing and its various potential impacts on the communities involved.

While this initial survey should not be used in cross-agencies efforts to assess outcomes, it can be very effectively used as a basis for designing deliberate, detailed, informative evaluations.

And it can be used for a long list of other research purposes, only a few of which have been suggested here.

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12 Herman Goldstein (1994) has argued against both inappropriate and premature evaluation of community policing.

We thank the National Institute of Justice for having identified and funded this project and for giving us the opportunity to field the survey and to enjoy the excitement of the first look at the results. We hope the Institute will feel significantly rewarded for its efforts and its patience as it uses the data as an empirical basis for identifying and funding a host of research projects that will expand our knowledge of community policing.

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APPENDIX A:

QUESTIONNAIRE

ID No. _____

Community
POLICING
A NATIONAL SURVEY

POLICE
FOUNDATION

1001 22nd Street, NW • Washington, DC 20037
Telephone (202) 833-1460 • Fax (202) 659-9149

May 1993

General Information

This questionnaire is divided into nine sections. The first is designed to be answered by the head of the agency. The remaining sections may be delegated by the executive.

The questions in Section One are largely reflective of the attitudes of the executive, and we guarantee confidentiality for those responses. No reader or other researchers will be able to identify the agency or the individual associated with these responses.

The information to be gathered in Sections Two through Nine is designed to be shared with the law enforcement profession. We believe the data from this survey can be the basis for a network among agencies that wish to learn about community policing.

This survey includes agencies of all sizes; therefore, the questionnaire is designed to be generously inclusive. This means that many respondents will encounter questions that may not be relevant to their organizations. For this reason many questions contain a "Not Planned" or "Not Applicable" response, and it is expected that such response categories will be frequently used by some agencies.

Finally, the sample includes both police and sheriffs' departments. For the latter, the term "community policing" is not entirely appropriate since sheriffs' departments are not "police" agencies but are, rather, law enforcement agencies. In an early draft of this questionnaire, we attempted to acknowledge this difference by using the label "community policing/community-oriented law enforcement." With apologies to our sheriff colleagues, we hope you will understand our reviewers' vote for the more economical — if less universal — term "community policing." Labels aside, we are deeply interested in what you do.

Thank you for your time, your commitment, and your thoughtfulness in completing this questionnaire. We will work to translate your effort into a valuable service to the law enforcement community.

If you have any questions or comments, please contact
Sampson Annan or Virginia Burke
at (202) 833-1460.

Please provide the name and rank of the person completing the questionnaire whom we may call to clarify answers if necessary.

Agency Name: _____

City and State: _____

Name and Rank: _____

Telephone: _____

Section One

Executive Views

This first section should be completed by the
head of the agency. Information in this section
will be held in confidence by the researchers;
data from these questions will not be identified
by specific departments or administrators.

Introduction

Community policing is a philosophy that has received considerable attention during the last
few years. In its most general sense, community policing seeks to increase interaction
between police and citizens for the purpose of improving public safety and the quality of life
in the community.

1. As you read each of the following statements, think about community policing as you understand it.
   [Please circle the response code for the category that most closely represents the extent to which
   you (4) strongly agree, (3) agree, (2) disagree, (1) strongly disagree with each item, or (8) don't
   know.]

		Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	
a.	The concept of community policing is something that law enforcement agencies should pursue.	4	3	2	1	8	8
b.	It is not clear what community policing means in practical terms.	4	3	2	1	8	9
c.	In the long run, implementing community policing requires an increase in police resources.	4	3	2	1	8	10
d.	Other government agencies (non-police) are unlikely to commit sufficient effort to make community policing work.	4	3	2	1	8	11
e.	Most government officials and political leaders will support community policing.	4	3	2	1	8	12
f.	Rank-and-file employees are likely to resist changes necessary to accomplish community policing.	4	3	2	1	8	13

e 2

I. Continued

		Strongly Agree	Agree	Disagree	Strongly Disagree	Don't Know	
g.	Community policing requires major changes of organizational policies, goals, or mission statements.	4	3	2	1	8	14
h.	Performance evaluation should be revised to support community policing.	4	3	2	1	8	15
i.	There is no conflict between close police-citizen cooperation and enforcing the law.	4	3	2	1	8	16
j.	At present, the various police training institutions in this country do not provide adequate training in community policing.	4	3	2	1	8	17
k.	Community policing requires extensive reorganization of police agencies.	4	3	2	1	8	18
l.	Citizens would respond to community policing efforts in sufficient numbers to permit police and citizens to work together effectively.	4	3	2	1	8	19
m.	Conflict among different citizens groups would make it difficult for police and citizens to interact effectively.	4	3	2	1	8	20
n.	Community policing is a highly effective means of providing police service.	4	3	2	1	8	21
o.	Community policing may lead law enforcement personnel to become inappropriately involved in local politics.	4	3	2	1	8	22
p.	Some form of participatory management is necessary for the successful implementation of community policing.	4	3	2	1	8	23
q.	Community policing requires a major change in the approach to law enforcement training.	4	3	2	1	8	24
r.	Some communities are not suited for community policing.	4	3	2	1	8	25
s.	Every aspect of law enforcement work would benefit from a community policing approach.	4	3	2	1	8	26

2. Listed below are several possible impacts of community policing. Assume that your agency, or one similar to it, plans to implement community policing. How likely do you think it is that the agency or community would experience each potential outcome? [Please circle the appropriate code to indicate how likely you think it is that each of the following will occur.]

		Not at all Likely	Somewhat Likely	Very Likely	Don't Know	
a.	The problems that citizens of the community care about most would be reduced.	1	2	3	8	27
b.	The ability to respond to calls for service would decline.	1	2	3	8	28
c.	The physical environment of neighborhoods would improve.	1	2	3	8	29
d.	Citizens would feel more positive about their police/ law enforcement agency.	1	2	3	8	30
e.	Officer/deputy corruption would increase.	1	2	3	8	31
f.	The potential for physical conflict between citizens and police would decrease.	1	2	3	8	32
g.	Officer/deputy job satisfaction would increase.	1	2	3	8	33
h.	Crime rates would decrease.	1	2	3	8	34
i.	Crime would be displaced to a non-community policing area.	1	2	3	8	35

3. Assume again that your agency, or one similar to it, plans to implement community policing. Who in the agency do you believe should be responsible for conducting community policing? [Please circle only one response code].

Community policing should be the responsibility of: 36

All organizational personnel   1

All patrol personnel   2

Some specially designated patrol officers   3

A community relations bureau or unit   4

Other (please specify) _____   5

4. What is your estimate of the number of questionnaires, including this one, that your agency has received since January 1, 1992?

Number _____   37-38

e 4

The remaining sections of this survey may be completed
by someone other than the head of the organization.
Please provide below the name and rank of the person
who will complete the remainder of the questionnaire,
whom we may contact to clarify answers if necessary.

Respondent name: _____

Assignment/rank: _____

Telephone: _____ Fax: _____

Section Two

Organization's Experience with Community Policing

5.   Which of the following statements best describes your agency's current situation with respect to the
     adoption of a community policing approach? [Please circle **only one** response code.]

a.	We have not considered adopting a community policing approach.	1	39
b.	We considered adopting a community policing approach but rejected the idea because it was not the appropriate approach for this agency.	2	
c.	We considered adopting a community policing approach, and liked the idea, but it is not practical here at this time.	3	
d.	We are now in the process of planning or implementing a community policing approach.	4	
e.	We have implemented community policing.	5	

6. To what extent has your agency made use of the following resources in formulating its current approach to policing/law enforcement? [Please circle the response that indicates whether the resource was (1) not used at all, (2) used somewhat, or (3) used substantially.]

		NOT USED AT ALL	USED SOMEWHAT	USED SUBSTANTIALLY	
a.	Other police/sheriffs departments	1	2	3	40
b.	Federal agencies	1	2	3	41
c.	State planning agencies	1	2	3	42
d.	Journal articles or books	1	2	3	43
e.	U.S. Government publications	1	2	3	44
f.	Academic courses/seminars/conferences	1	2	3	45
g.	Law enforcement professional organizations/meetings	1	2	3	46
h.	Talents and expertise of own departmental personnel	1	2	3	47
i.	Consultants	1	2	3	48
j.	Government grants	1	2	3	49
k.	Other (please specify)	1	2	3	50

_____

_____

7. If your department, or one like it, were implementing or planning to implement a community policing approach, how important do you feel it would be to obtain or provide each of the following types of training? [Please circle the response code that most closely represents the importance of each type of training.]

		VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT AT ALL IMPORTANT	DON'T KNOW	
a.	Training in how to organize groups and communities	3	2	1	8	51
b.	Training in community relations	3	2	1	8	52
c.	Cultural diversity training	3	2	1	8	53

7. continued

		VERY IMPORTANT	SOMEWHAT IMPORTANT	NOT AT ALL IMPORTANT	DON'T KNOW	
d.	Training about how to do problem-solving	3	2	1	8	54
e.	Training about concepts of community policing	3	2	1	8	55
f.	Training in communication skills	3	2	1	8	56
g.	Training in human resources management (i.e., selection, training, evaluation, discipline, awards, promotion)	3	2	1	8	57
h.	Other (please specify) _____	3	2	1	8	58

8. Now consider the training list again. What priority would you assign each type of training? [Please rank order the types of training, assigning each a number from 1 to 8, such that 1 = highest priority and 8 = lowest priority. Please use each number only once.]

	TYPE OF TRAINING	RANK	
a.	Training in how to organize groups and communities	_____	59
b.	Training in community relations	_____	60
c.	Cultural diversity training	_____	61
d.	Training about how to do problem-solving	_____	62
e.	Training about concepts of community policing	_____	63
f.	Training in communication skills	_____	64
g.	Training in human resources management (i.e., selection, training, evaluation, discipline, awards, promotion)	_____	65
h.	Other (please specify) _____	_____	66

If your agency is not implementing community policing and has no plans to do so, please proceed to Section Three on page 10. Thank you.

9. As your agency planned its approach to community policing, did any other agencies serve as models or provide your organization with useful information?

	YES	NO	
	1	2	67

a. If "YES," please identify the agencies:

_____	68–70
_____	71–73
_____	74–76
_____	77–79
_____	80–82

10. Has your agency developed, or is it in the process of developing, new __written__ policies concerning the following?

		YES	NO	
a.	Police interactions with other government agencies	1	2	83
b.	Police interactions with citizens, citizen groups, or private institutions	1	2	84
c.	Procedures to deal with neighborhood problems	1	2	85
d.	Other (please specify)	1	2	86

_____

11. Have new ordinances or new legislation been created to support your community policing approach?

	YES	NO	
	1	2	87

If your agency has not been implementing community policing since January 1992, please proceed now to Section Three on page 10. Thank you.

If your agency has been implementing community policing since January 1992, please continue with question 12. Thank you.

8

12.   Is the progress or success of your community policing approach measured by your agency on the basis of published goals or objectives?

	Yes	No
	1	2

88

13.   Has your agency's approach to community policing had any of the following effects?

		Yes	No	Don't Know	
a.	Improved cooperation between citizens and police	1	2	8	89
b.	Increased involvement of citizens in efforts to improve the community	1	2	8	90
c.	Improved citizens' attitudes toward the police	1	2	8	91
d.	Increased volunteer activities by citizens	1	2	8	92
e.	Increased officers' level of job satisfaction	1	2	8	93
f.	Increased response time	1	2	8	94
g.	Reduced crime against persons	1	2	8	95
h.	Reduced crime against property	1	2	8	96
i.	Reduced citizens' fear of crime	1	2	8	97
j.	Increased citizens' calls for service	1	2	8	98

Section Three

Other Organizational Programs and Practices

14. Please indicate which of the following organizational programs and practices your agency has implemented or plans to implement. [For each item listed below, please circle the appropriate code to indicate whether your agency (1) has implemented this program or practice, (2) plans to implement this program or practice or (3) has no plans to implement this program or practice. Please circle the code for "no plans to implement" if the item is not applicable to your agency.]

		YES IMPLEMENTED	PLANS TO IMPLEMENT	NO PLANS TO IMPLEMENT	
a.	Classification and prioritization of calls to increase officer time for other activities	1	2	3	99
b.	Alternative response methods for calls (e.g., telephone reports, mail-in reports, scheduled appointments for some calls)	1	2	3	100
c.	Citizen surveys to determine community needs and priorities	1	2	3	101
d.	Citizen surveys to evaluate police service	1	2	3	102
e.	Victim assistance program	1	2	3	103
f.	Permanent, neighborhood-based offices or stations	1	2	3	104
g.	Mobile, neighborhood-based offices or stations	1	2	3	105
h.	Drug-free zones around schools, parks, or churches	1	2	3	106
i.	Police/youth programs (e.g., PAL program, school liaison program, mentoring program)	1	2	3	107
j.	Drug education program in schools	1	2	3	108
k.	Drug tip hot line or Crime Stoppers program	1	2	3	109
l.	Fixed assignment of patrol officers to specific beats or areas	1	2	3	110
m.	Designation of some officers as "community" or "neighborhood officers," each of whom is responsible for working in areas identified as having special problems or needs	1	2	3	111
n.	Foot patrol as a specific assignment	1	2	3	112

14.   continued

		YES IMPLEMENTED	PLANS TO IMPLEMENT	NO PLANS TO IMPLEMENT	
o.	Foot patrol as a periodic expectation for officers assigned to cars	1	2	3	113
p.	Regularly scheduled meetings with community groups	1	2	3	114
q.	Specific training for problem identification and resolution	1	2	3	115
r.	Training for citizens in problem identification or resolution	1	2	3	116
s.	Regular radio or television programs or "spots" to inform community about crime, criminals, and police activities	1	2	3	117
t.	Landlord/manager training programs for order maintenance and drug reduction	1	2	3	118
u.	Building code enforcement as a means of helping remove crime potential (e.g., drug dealing or prostitution) from an area	1	2	3	119
v.	Use of other regulatory codes to combat drugs and crime	1	2	3	120
w.	Geographically based crime analysis made available to officers at the beat level	1	2	3	121
x.	Interagency involvement in problem identification and resolution	1	2	3	122
y.	Integration with community corrections programs	1	2	3	123
z.	Integration with Alternative Dispute Resolution (ADL)	1	2	3	124

Section Four

Organizational Arrangements

15. This question asks about organizational arrangements/structures that your agency has or plans to have. [For each item listed below, please circle the appropriate code to indicate whether your agency (1) currently has, (2) plans to have or (3) has no plans to have this arrangement/structure. Please circle the code for "no plans to have" if the arrangement/structure is not applicable to your agency.]

		CURRENTLY HAS	PLANS TO HAVE	NO PLANS TO HAVE	
a.	Command or decision-making responsibility tied to neighborhoods or geographically defined areas of the jurisdiction	1	2	3	125
b.	Beat or patrol boundaries that coincide with neighborhood boundaries	1	2	3	126
c.	Physical decentralization of field services	1	2	3	127
d.	Physical decentralization of investigations	1	2	3	128
e.	Means of accessing other city or county data bases to analyze community or neighborhood conditions (e.g., school data, health data, parole/probation records, tax records, licensing data)	1	2	3	129
f.	Fixed shifts (changing no more often than annually)	1	2	3	130
g.	Centralized crime analysis unit/function	1	2	3	131
h.	Decentralized crime analysis unit/function	1	2	3	132
i.	Specialized problem solving unit	1	2	3	133
j.	Specialized community relations unit	1	2	3	134
k.	Specialized crime prevention unit	1	2	3	135
l.	Multidisciplinary teams to deal with special problems such as child abuse	1	2	3	136
m.	Interagency drug task force	1	2	3	137
n.	Interagency code enforcement	1	2	3	138

Section Five

Patrol Officer/Deputy Responsibilities

16. This question asks about some of the things patrol officers/deputies in your agency might be expected to do or for which they might be held responsible. [For each function or activity, please circle the appropriate code to indicate whether it is: (1) not practiced or not applicable to patrol officers/deputies, (2) the responsibility of a special unit of patrol officers/deputies, (3) the responsibility of some patrol officers/deputies, or (4) the responsibility of most of the patrol officers/deputies in your agency.]

		No/ Not Appl.	Special Patrol Unit	Some Patrol Officers/ Deputies	Most Patrol Officers/ Deputies	
a.	Make door-to-door contacts in neighborhoods	1	2	3	4	139
b.	Develop familiarity with community leaders in area of assignment	1	2	3	4	140
c.	Work with citizens to identify and resolve area problems	1	2	3	4	141
d.	Assist in organizing community	1	2	3	4	142
e.	Teach residents how to address community problems	1	2	3	4	143
f.	Work regularly with detectives on cases in area of assignment	1	2	3	4	144
g.	Conduct crime analysis for area of assignment	1	2	3	4	145
h.	Meet regularly with community groups	1	2	3	4	146
i.	Enforce civil and code violations in area	1	2	3	4	147
j.	Work with other city agencies to solve neighborhood problems	1	2	3	4	148
k.	Conduct surveys in area of assignment	1	2	3	4	149

Section Six

Authority and Responsibility of Mid-Level Field Operation Managers

17. This question asks about the authority and responsibility of mid-level managers (e.g. captains and lieutenants) serving in field operation functions. [For each item listed below, please circle the appropriate code to indicate whether this is (1) a current responsibility, (2) a planned responsibility or (3) not a planned responsibility of mid-level managers in your agency.]

		CURRENT RESPONSIBILITY	PLANNED RESPONSIBILITY	NOT PLANNED RESPONSIBILITY	
a.	Redesign organization to support problem solving efforts	1	2	3	150
b.	Maintain regular contact with community leaders	1	2	3	151
c.	Establish inter-agency relationships	1	2	3	152
d.	Make final decision about which problems are to be addressed in geographic area of responsibility	1	2	3	153
e.	Make final decision about how to handle most community problems	1	2	3	154
f.	Make final decision about application of agency resources to solve problem in geographic area of responsibility	1	2	3	155
g.	Elicit input from officers/deputies about solutions to community problems	1	2	3	156
h.	Manage crime analysis for geographic area of responsibility	1	2	3	157

Section Seven

Citizen Participation

18. This question asks about different ways in which your agency works or plans to work with citizens in the community. [For each item listed below, please circle the appropriate code to indicate whether it is: (1) currently being done by citizens in your jurisdiction, (2) something that is planned for the future, or (3) not planned to be done by citizens in your jurisdiction.]

		CURRENTLY BEING DONE	PLANNED TO BE DONE	NOT PLANNED TO BE DONE	
a.	Participate in Neighborhood Watch Program	1	2	3	158
b.	Serve as volunteers within the police agency	1	2	3	159
c.	Attend citizen police academy	1	2	3	160
d.	Serve in citizen patrols coordinated by your agency	1	2	3	161
e.	Serve on citizen advisory councils at neighborhood level to provide input/feedback on department policies and practices	1	2	3	162
f.	Serve on citizen advisory councils at city-wide level	1	2	3	163
g.	Participate in court watch program	1	2	3	164
h.	Serve on advisory group for chief or other agency managers	1	2	3	165
i.	Prepare agreements specifying work to be done on problems by citizens and police	1	2	3	166
j.	Work with police to identify and resolve community or neighborhood problems	1	2	3	167
k.	Help develop policing policies	1	2	3	168
l.	Help evaluate officer performance	1	2	3	169
m.	Help review complaints against police	1	2	3	170
n.	Participate in selection process for new officers	1	2	3	171
o.	Participate in promotional process	1	2	3	172

Section Eight

<div align="right">

Organizational Information

</div>

19. What was the total number of full-time sworn and civilian personnel in your agency as of December 31, 1990 and as of December 31, 1992?

	1990	1992	
a. Full-time sworn personnel	_____	_____	173-177 178-182
b. Full-time civilian personnel	_____	_____	183-186 187-190

20. What was the total number of part-time sworn and civilian personnel in your agency as of December 31, 1990 and as of December 31, 1992?

	1990	1992	
a. Part-time sworn personnel	_____	_____	191-193 194-196
b. Part-time civilian personnel	_____	_____	197-199 200-202

21. In a typical week, what was the average number of hours worked by a part-time employee in 1992?

a. Part-time sworn personnel	_____ hours/week	203-204
b. Part-time civilian personnel	_____ hours/week	205-206

22. How many personnel performed patrol duties in 1992?

a. Number of sworn personnel	_____	207-211
b. Number of civilian personnel	_____	212-214

23. How many personnel served in an investigative division in 1992?

    a. Number of **sworn** personnel   _____   215-217

    b. Number of **civilian** personnel   _____   218-220

24. How many personnel were assigned to support units that perform planning and research and/or crime or problem analysis in 1992?

    a. Number of **sworn** personnel   _____   221-223

    b. Number of **civilian** personnel   _____   224-226

25. How many employees (including the chief/sheriff) held a first-line supervisory rank or higher in 1992?

    Number of officers   _____   227-230

26. Does your agency have an internal affairs unit/division?

	YES	NO
	1	2	231

27. What was the 1992 population of the jurisdiction(s) you serve?

    1992 Population   _____   232-239

28. What do you estimate to be the daytime population of your jurisdiction, including non-resident employees and visitors?

    Daytime population of community   _____   240-247

29. Does your agency provide 24-hour patrol service to the jurisdiction?

	YES	NO
	1	2	248

Section Nine

Other Approaches

30. What is your agency currently doing or planning that is not reflected in this survey but which you wish to share with the law enforcement community? [Please describe below.]

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

31. What lessons has your department learned in the process of making changes in community organizational policies or practices that you think would be useful to other agencies [Please describe below.]

_____

_____

_____

_____

_____

_____

_____

_____

_____

Section Ten

Reactions to This Survey

We appreciate your taking the time to complete this questionnaire. Please use the space below for any comments you wish to make concerning any of your responses to the questions or about the survey in general.

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Thank You

APPENDIX B:

IMPLEMENTATION TABLE

This appendix is intended as a reference source for agencies that are interested in locating others that have implemented 16 selected aspects of community policing. It identifies by state and city (or county for sheriffs' departments) 734 agencies that reported in the summer of 1993 that they had been implementing community policing for at least one year. The requirement of at least one year's experience with implementation was used because it was reasoned that an organization with at least a year's worth of experience would be more likely still to have community policing elements in place several months later when another agency might wish to make contact than would one that was only beginning the implementation process. Table B-1 describes these 734 agencies by size and type.

TABLE B-1

CLASSIFICATION OF AGENCIES IMPLEMENTING
COMMUNITY POLICING FOR AT LEAST ONE YEAR
BY AGENCY SIZE AND TYPE

Percentage* and Number of Agencies in Each Category

Size	Municipal Police	County Police	Sheriffs Departments
100+	16 (N=370)	1 (N=13)	4 (N=70)
50-99	12 (N=132)	0 (N=0)	3 (N=25)
19-49	29 (N=91)	0 (N=0)	8 (N=16)
5-9	27 (N=17)	0 (N=0)	0 (N=0)

* In this table, the number of agencies is the actual unweighted number in the sample. The percentage is the weighted percentage that reflects the actual proportion of this grouping in the universe of agencies from which the sample was drawn.

The 16 aspects of community policing chosen for inclusion in the following table each represent one of four general elements of a community policing approach: police-community involvement; interagency cooperation; specific programs or strategies; and organizational arrangements in support of community policing. These items were chosen also because they are aspects of implementation about which we frequently find other departments seeking information. These 16 were selected from among 74 items to which all agencies were asked to respond in Questions 14-18. This means that any given agency listed in Appendix B might be engaged in many more aspects of community policing implementation than are reported in the table.

While this appendix can serve as a reference document for agencies seeking others from which to obtain information and advice, it **cannot** appropriately be used to determine which departments are more actively engaged in community policing than others, since the table reflects engagement on only a limited number of community policing elements.

While there are departments among the 734 that are engaged in more aspects of community policing than are reported in this table, it is also the case that there are agencies among the 1606 in the total sample that are implementing many of the elements listed in the table and, perhaps, other elements as well. At the time of the survey, they simply had not been involved in community policing for one year. Were the survey conducted today, those agencies would be included in the table. They will be included in the future if this survey is replicated.

It also should be remembered that, in addition to those departments included in the survey, there are many more agencies around the country that are engaged in these elements of community policing; they simply were not selected into the survey sample.

Due to space limitations of the table, a key is provided in Figure 1 that permits the reader to interpret the column numbers and the symbols in the table.

COMMUNITY POLICING STRATEGIES
TECHNICAL REPORT
IMPLEMENTATION TABLE COLUMN DEFINITIONS

COLUMN #

INDICATORS OF POLICE/COMMUNITY INVOLVEMENT:

1   Citizens work with police to identify and resolve neighborhood or community problems.

2   Citizen surveys are used to determine community needs and priorities.

3   Citizens help develop policing policies.

4   Citizens help evaluate officer performance.

INDICATORS OF INTERAGENCY COOPERATION:

5   There is interagency involvement in problem identification and resolution.

6   There is integration with community corrections programs.

7   There is integration with alternative dispute resolution.

INDICATORS OF PROGRAMS/STRATEGIES:

8   Patrol officers make door-to-door contacts in neighborhoods.

9   Foot patrol is a specific assignment.

10   Patrol officers assist in organizing community.

11   There are permanent neighborhood-based offices or stations.

12   There are landlord/manager training programs for order maintenance and drug reduction.

INDICATORS OF ORGANIZATIONAL ARRANGEMENTS:

13   There are alternative response methods for calls.

14   Command or decision-making responsibility is tied to neighborhoods or geographically defined areas of the jurisdiction.

15   Investigations are physically decentralized.

16   Geographically based crime analysis is made available to officers at the beat level.

COMMUNITY POLICING STRATEGIES
TECHNICAL REPORT

IMPLEMENTATION TABLE LEGEND

✓ Most Patrol Officers Perform This Function

✱ Special Unit Performs This Function

✢ Some Officers Perform This Function

ALASKA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Anchorage Police Dept. Anchorage, AK 99507	✓				✓				✓		✓		✓			✓

ALABAMA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
4	Birmingham Police Dept. Birmingham, AL 35205	✓	✓			✓	✓	✓	✓		*	✓		✓	✓		✓
5	Decatur Police Dept. Decatur, AL 35602								*		†	✓	✓	✓	✓		✓
6	Dothan Police Dept. Dothan, AL 36303	✓	✓	✓		✓			*	✓		✓	✓	✓			✓
979	Florence Police Dept. Florence, AL 35630	✓	✓		✓	✓	✓		✓		*	✓	✓		✓		
7	Gadsden Police Dept. Gadsden, AL 35901	✓							*		*	✓	✓				

1

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
8	Huntsville Police Dept. Huntsville, AL 35804	✓		✓	✓	✓			✓	✓	+	✓	✓		✓		✓
9	Mobile Police Dept. Mobile, AL 36606	✓		✓	✓	✓			*	✓	*	✓	✓	✓	✓		
1553	Sylacauga Police Dept. Sylacauga, AL 35150				✓				+	✓	+	✓			✓		✓
13	Tuscaloosa Police Dept. Tuscaloosa, AL 35401		✓			✓	✓		+	✓	*	✓	✓	✓			

ARKANSAS

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
16	Little Rock Police Dept. Little Rock, AR 72201	✓	✓			✓			*	✓	*	✓		✓	✓		✓
2209	Marked Tree Police Dept. Marked Tree, AR 72365	✓			✓	✓			+	✓	+	✓	✓	✓		✓	✓
17	North Little Rock Police Dept. North Little Rock, AR 72214								+	✓	+	✓	✓		✓		
19	Texarkana Police Dept. Texarkana, AR 75504	✓				✓	✓		✓		*	✓					✓
991	West Memphis Police Dept. West Memphis, AR 72301	✓	✓			✓	✓	✓	*	✓	*	✓	✓		✓	✓	✓

2

ARIZONA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
21	Chandler Police Dept. Chandler, AZ 85225	✓	✓			✓		✓	✓		✓		✓	✓	✓		✓
1567	Florence Police Dept. Florence, AZ 85232	✓					✓		✓				✓				
24	Glendale Police Dept. Glendale, AZ 85301	✓	✓			✓			†	✓	†	✓	✓	✓		✓	✓
26	Mesa Police Dept. Mesa, AZ 85201		✓						†				✓	✓			
1569	Payson Police Dept. Payson, AZ 85541	✓	✓	✓	✓	✓											
28	Phoenix Police Dept. Phoenix, AZ 85003	✓	✓	✓	✓	✓				✓	*			✓	✓		✓
1570	Williams Police Dept. Williams, AAZ 86046	✓	✓	✓	✓	✓			✓		✓	✓			✓	✓	✓
29	Yavapai County Sheriff's Dept. Prescott, AZ 86301	✓	✓	✓		✓			✓		†	✓			✓	✓	✓

3

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
30	Scottsdale Police Dept. Scottsdale, AZ 85258	✓	✓			✓			✓		✓	✓	✓	✓	✓	✓	
31	Tempe Police Dept. Tempe, AZ 85281	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓		✓
33	Tucson Police Dept. Tucson, AZ 85702	✓	✓	✓		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓
35	Yuma Police Dept. Yuma, AZ 85364	✓	✓			✓			✓		✓	✓		✓	✓	✓	

CALIFORNIA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
36	Alameda Police Dept. Alameda, CA 94501									✓	*						✓
993	Azusa Police Dept. Azusa, CA 91702	✓				✓			✓		+	✓	✓	✓	✓		
994	Bell Gardens Police Dept. Bell Gardens, CA 90201	✓	✓			✓	✓		*		+	✓		✓			✓
43	Beverly Hills Police Dept. Beverly Hills, CA 90210	✓							+	✓		✓				✓	
44	Brea Police Dept. Brea, CA 92621	✓	✓			✓			✓		✓	✓		✓	✓		
45	Buena Park Police Dept. Buena Park, CA 90622	✓	✓			✓			✓		✓	✓		✓	✓	✓	

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
46	Burbank Police Dept. Burbank, CA 91510					✓	✓			✓				✓			✓
996	Carlsbad Police Dept. Carlsbad, CA 92008	✓	✓			✓	✓		†	✓	†				✓		✓
49	Concord Police Dept. Concord, CA 94519	✓	✓						†	✓	*		✓				✓
50	Corona Police Dept. Corona, CA 91718	✓				✓			✓		✓		✓	✓	✓		
51	Costa Mesa Police Dept. Costa Mesa, CA 92626	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
55	Daly City Police Dept. Daly City, CA 94015	✓	✓			✓			*		*	✓	✓		✓		
57	El Cajon Police Dept. El Cajon, CA 92020	✓	✓			✓		✓	✓	✓	✓		✓				✓
1574	El Cerrito Police Dept. El Cerrito, CA 94530	✓				✓	✓	✓	✓	✓		✓		✓			✓
59	El Monte Police Dept. El Monte, CA 91734	✓				✓	✓	✓	†	✓	*	✓		✓	✓	✓	✓
1575	El Paso De Robles Police Dept. El Paso De Robles, CA 93446					✓			✓		†		✓	✓			✓
997	El Segundo Police Dept. El Segundo, CA 90245	✓							*	✓	*						✓
1576	Emeryville Police Dept. Emeryville, CA 94608	✓	✓		✓						*						✓

5

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
60	Escondido Police Dept. Escondido, CA 92025	✓	✓			✓	✓		✓		†	✓	✓				✓
63	Fairfield Police Dept. Fairfield, CA 94533	✓	✓			✓			✓		†			✓			✓
64	Fontana Police Dept. Fontana, CA 92335	✓	✓	✓		✓			*	✓	*	✓	✓	✓			
1577	Fortuna Police Dept. Fortuna, CA 95540	✓	✓		✓	✓	✓		✓	✓	✓		✓				✓
67	Fresno Police Dept. Fresno, CA 93715	✓	✓			✓	✓		*	✓	*		✓	✓	✓	✓	✓
68	Fullerton Police Dept. Fullerton, CA 92632	✓	✓			✓	✓			✓	✓	✓		✓	✓		✓
70	Gardena Police Dept. Gardena, CA 90247	✓	✓		✓	✓		✓	†	✓	*	✓	✓	✓	✓		✓
999	Gilroy Dept. of Public Safety Gilroy, CA 95020	✓	✓			✓	✓				*		✓	✓			
74	Hayward Police Dept. Hayward, CA 94544	✓	✓	✓		✓		✓	✓		✓	✓		✓	✓		✓
75	Huntington Beach Police Dept. Huntington Beach, CA 92648	✓	✓			✓			†	✓	†	✓		✓	✓		✓
76	Inglewood Police Dept. Inglewood, CA 90301	✓				✓				✓							✓
77	Irvine Police Dept. Irvine, CA 92713	✓				✓			†		†		✓				✓

6

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
78	La Habra Police Dept. La Habra, CA 90631	✓		✓		✓		✓	†	✓	†		✓	✓	✓		
1005	Lodi Police Dept. Lodi, CA 95240	✓	✓		✓	✓	✓		✓		†			✓			✓
1006	Lompoc Police Dept. Lompoc, CA 93436	✓				✓			†		†						
79	Long Beach Police Dept. Long Beach, CA 90802	✓	✓	✓			✓		†	✓	†	✓	✓	✓	✓		✓
80	Los Angeles County Sheriff's Los Angeles, CA 90012	✓	✓	✓		✓	✓		†	✓	†	✓	✓	✓	✓	✓	✓
81	Los Angeles Police Dept. Los Angeles, CA 90012		✓					✓	*		*			✓		✓	
1008	Merced Police Dept. Merced, CA 95340										†		✓	✓			✓
1009	Montclair Police Dept. Montclair, CA 91763					✓	✓				†		✓	✓	✓		✓
86	Montebello Police Dept. Montebello, CA 90640	✓				✓											✓
87	Monterey Park Police Dept. Monterey Park, CA 91754	✓	✓		✓	✓			†		†			✓	✓		✓
1011	National City Police Dept. National City, CA 91950	✓	✓			✓			✓		✓			✓	✓		✓
1013	Novato Police Dept. Novato, CA 94945	✓		✓	✓	✓			✓		*			✓			✓

7

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
92	Oakland Police Dept. Oakland, CA 94607	✓	✓	✓		✓			†	✓	†	✓	✓	✓			✓
93	Oceanside Police Dept. Oceanside, CA 94607	✓	✓			✓	✓		†	✓	†	✓	✓	✓	✓		
94	Ontario Police Dept. Ontario, CA 91764	✓	✓			✓	✓				†			✓	✓		✓
96	Oroville Police Dept. Oroville, CA 95966								†		†			✓	✓		✓
97	Oxnard Police Dept. Oxnard, CA 93030	✓	✓			✓	✓				*	✓		✓			✓
99	Palo Alto Police Dept. Palo Alto, CA 94301	✓	✓			✓		✓	✓	✓	†	✓		✓			✓
100	Pasadena Police Dept. Pasadena, CA 91101	✓		✓		✓	✓	✓	†	✓	†	✓					
104	Redding Police Dept. Redding, CA 96001	✓	✓			✓	✓		†		†			✓			✓
106	Redwood City Police Dept. Redwood City, CA 94064	✓	✓			✓	✓		†		*			✓			✓
1016	Rialto Police Dept. Rialto, CA 92376	✓	✓			✓			✓		*	✓	✓	✓			✓
115	Salinas Police Dept. Salinas, CA 93901	✓				✓					*	✓	✓	✓			✓

8

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
117	San Bernardino Police Dept. San Bernardino, CA 92401	✓							✓			✓		✓			
119	San Diego Police Dept. San Diego, CA 92101	✓	✓	✓		✓					✓	✓	✓	✓	✓	✓	✓
120	San Francisco Police Dept. San Francisco, CA 94103	✓	✓	✓				✓	†	✓	*	✓	✓	✓	✓		✓
1022	Sanger Police Dept. Sanger, CA 93657	✓				✓	✓		†		†	✓				✓	
123	San Jose Police Dept. San Jose, CA 95103	✓	✓	✓		✓				✓	†	✓		✓	✓		✓
129	Santa Ana Police Dept. Santa Ana, CA 92701	✓		✓		✓			✓	✓	✓	✓	✓	✓	✓	✓	✓
131	Santa Barbara Police Dept. Santa Barbara, CA 93102	✓	✓			✓			†	✓	†			✓			✓
133	Santa Cruz County Sheriff's Dept. Santa Cruz, CA 95060	✓					✓		✓		†			✓			
134	Santa Cruz Police Dept. Santa Cruz, CA 95060					✓			✓	✓	✓			✓	✓		

9

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
136	Santa Monica Police Dept. Santa Monica, CA 90401	✓	✓			✓		✓	+	✓	*	✓		✓	✓		
1588	Seaside Police Dept. Seaside, CA 93955	✓	✓						*	✓	*	✓		✓		✓	✓
141	South Gate Police Dept. South Gate, CA 90280											✓		✓	✓		✓
142	San Joaquin County Sheriff's Stockton, CA 95201		✓						*		✓	✓					
143	Stockton Police Dept. Stockton, CA 95202	✓				✓	✓		*	✓	*	✓		✓			✓
145	Torrance Police Dept. Torrance, CA 90503	✓		✓		✓	✓		*	✓	*	✓					✓
147	Upland Police Dept. Upland, CA 91786	✓	✓			✓			+	✓	+	✓	✓				✓
148	Vallejo Police Dept. Vallejo, CA 94590	✓	✓			✓	✓		+	✓	*	✓	✓	✓	✓		✓
149	Ventura County Sheriff's Dept. Ventura, CA 93009	✓					✓	✓			+	✓		✓	✓	✓	✓
152	Visalia Police Dept. Visalia, CA 93291	✓	✓			✓	✓			✓	*			✓	✓		✓

10

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1024	Walnut Creek Police Dept. Walnut Creek, CA 94596	✓	✓			✓		✓	+	✓	✓	✓			✓		✓

COLORADO

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
158	Arvada Police Dept. Arvada, CO 80001	✓	✓		✓	✓			✓	✓	✓		✓	✓	✓		✓
159	Aurora Police Dept. Aurora, CO 80012	✓	✓			✓	✓		+	✓	*	✓	✓	✓	✓		✓
1025	Broomfield Dept. of Public Safety Broomfield, CO 80038	✓			✓	✓			✓		+			✓	✓		✓
164	Colorado Springs Police Dept. Colorado Springs, CO 80901	✓	✓			✓			✓	✓	+	✓	✓	✓	✓	✓	✓
1591	Conejos County Sheriff's Dept. Conejos, CO 81129	✓				✓			✓	✓	✓			✓	✓		
1592	Delta Police Dept. Delta, CO 81416	✓				✓	✓		✓	✓	✓						✓
1026	Eagle County Sheriff's Dept. Eagle, CO 81631	✓	✓			✓			✓	✓	*	✓		✓	✓		✓
167	Englewood Police Dept. Englewood, CO 80110	✓	✓		✓	✓		✓	✓		*			✓			✓
168	Fort Collins Police Dept. Fort Collins, CO 80521	✓				✓			+					✓			✓

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
169	Larimer County Sheriff's Dept. Fort Collins, CO 80522	✓			✓	✓			†		†		✓		✓		✓
170	Jefferson County Sheriff's Dept. Golden, CO 80401	✓	✓	✓	✓	✓	✓		†		*			✓			✓
174	Greeley Police Dept. Greeley, CO 80631	✓	✓	✓		✓			✓					✓			✓
175	Lakewood Police Dept. Lakewood, CO 80226	✓	✓	✓	✓	✓	✓		†		†		✓	✓			✓
176	Arapahoe County Sheriff's Dept. Littleton, CO 80120		✓	✓			✓		†	✓	†			✓	✓	✓	✓
177	Longmont Police Dept. Longmont, CO 80501	✓							✓	✓	✓			✓			✓
1027	Loveland Police Dept. Loveland, CO 80537	✓	✓			✓			✓		†	✓					✓
178	Pueblo County Sheriff's Dept. Pueblo, CO 81003	✓	✓			✓			✓	✓	†				✓		✓
179	Pueblo Police Dept. Pueblo, CO 81003					✓					✓				✓	✓	✓
180	Westminster Police Dept. Westminster, CO 80030	✓	✓						†	✓	*			✓	✓		

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CONNECTICUT

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
182	Bristol Police Dept. Bristol, CT 06010	✓												✓			
183	Danbury Police Dept. Danbury, CT 06810									✓	✝						
184	East Hartford Police Dept. East Hartford, CT 06108	✓	✓		✓	✓		✓	✝	✓	*	✓			✓		✓
187	Hamden Police Dept. Hamden, CT 06518	✓	✓			✓					✝	✓				✓	
189	Hartford Police Dept. Hartford, CT 06120	✓	✓	✓		✓	✓		✓	✓	✝	✓	✓	✓	✓		✓
190	Manchester Police Dept. Manchester, CT 06040	✓	✓			✓			✝	✓	✝	✓					✓
192	Middleton Police Dept. Middleton, CT 06457	✓	✓						✓	✓	✓	✓			✓		✓
194	New Britain Police Dept. New Britain, CT 06051	✓	✓			✓			*	✓	*	✓		✓	✓	✓	✓
195	New Haven Police Dept. New Haven, CT 06519	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	
196	Norwalk Police Dept. Norwalk, CT 06852	✓	✓						✝								

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
197	Norwich Police Dept. Norwich, CT 06360	✓				✓	✓	✓	✓	✓	+			✓	✓		
199	Stratford Police Dept. Stratford, CT 06497	✓	✓		✓	✓			+	✓	*	✓					
200	Waterbury Police Dept. Waterbury, CT 06702	✓	✓			✓	✓		*	✓	*	✓			✓		✓
1600	Wilton Police Dept. Wilton, CT 06897	✓	✓			✓			*	✓	+	✓	✓	✓			
1041	Windsor Police Dept. Windsor, CT 06095	✓	✓			✓			✓	✓	+						✓

DISTRICT OF COLUMBIA

| 204 | Metropolitan Police Dept. Washington, DC 20001 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

DELAWARE

| 1042 | Newark Police Dept. Newark, DE 19711 | | ✓ | | | | | | + | ✓ | + | | | | | | |
| 205 | New Castle County Police Dept. New Castle, DE 19720 | ✓ | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ | + | ✓ | | ✓ | | | |

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FLORIDA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
206	Wilmington Police Dept. Wilmington, DE 19801	✓	✓			✓		✓	†	✓	*	✓		✓			

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
207	Altamonte Springs Police Dept. Altamonte Springs, FL 32701		✓					✓	✓	✓	✓		✓				✓
208	Polk County Sheriff's Dept. Bartow, FL 33830-3998	✓	✓						†	✓	†	✓				✓	
209	Boca Raton Police Dept. Boca Raton, FL 33432	✓				✓			†		†			✓	✓		✓
210	Boynton Beach Police Dept. Boynton Beach, FL 33435	✓				✓			*	✓	*	✓		✓			
211	Manatee County Sheriff's Dept. Bradenton, FL 34205-7722	✓	✓			✓					*	✓	✓	✓	✓		✓
213	Cape Coral Police Dept. Cape Coral, FL 33915	✓	✓			✓					†			✓			✓
1046	Casselberry Police Dept. Casselberry, FL 32707	✓	✓					✓	✓	✓	✓				✓		✓
214	Clearwater Police Dept. Clearwater, FL 34616	✓	✓						*		*	✓		✓	✓		
216	Coral Springs Police Dept. Coral Springs, FL 33065	✓	✓			✓			✓		†	✓		✓	✓		✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12`	13	14	15	16
1048	DeLand Police Dept. DeLand, FL 32720	✓				✓			†	✓	*	✓					✓
219	Delray Beach Police Dept. Delray Beach, FL 33444	✓	✓		✓	✓			✓	✓	†	✓	✓	✓	✓		
220	Fort Lauderdale Police Dept. Fort Lauderdale, FL 33312	✓	✓			✓			†	✓	†	✓	✓	✓	✓		✓
221	Fort Myers Police Dept. Fort Myers, FL 33901	✓	✓			✓	✓		†		†	✓	✓	✓	✓		
224	Lee County Sheriff's Dept. Fort Myers, FL 33901-3093	✓	✓			✓					†	✓	✓	✓	✓	✓	✓
1051	Fort Pierce Police Dept. Fort Pierce, FL 34954	✓	✓	✓					✓		✓	✓	✓	✓	✓	✓	✓
222	St. Lucie County Sheriff's Dept. Fort Pierce, FL 34954-2148	✓				✓			✓		✓	✓					
1052	Fort Walton Beach Police Dept. Fort Walton Beach, FL 32548	✓								✓							
225	Alachua County Sheriff's Dept. Gainesville, FL 32602-1210	✓							*		*	✓					✓
226	Gainesville Police Dept. Gainesville, FL 32601		✓	✓		✓	✓		*	✓	*	✓	✓	✓	✓		✓
228	Hallandale Police Dept. Hallandale, FL 33009										†				✓		
229	Hialeah Police Dept. Hialeah, FL 33013							✓						✓			

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
230	Hollywood Police Dept. Hollywood, FL 33021	✓	✓			✓	✓	✓	✓	✓	*	✓		✓			✓
1610	Indian Shores Police Dept. Indian Shores, FL 34635	✓				✓		✓	+	✓					✓		✓
2211	Jupiter Inlet Colony Police Dept. Jupiter Inlet, FL 33458	✓					✓		✓	✓	✓	✓		✓	✓	✓	✓
233	Monroe County Sheriff's Dept. Key West, FL 33040	✓							✓		✓	✓			✓	✓	✓
236	Lakeland Police Dept. Lakeland, FL 33801	✓	✓	✓		✓	✓		*	✓	*	✓			✓	✓	✓
239	Margate Police Dept. Margate, FL 33063										*						
240	Melbourne Police Dept Melbourne, FL 32935	✓	✓						+	✓		✓		✓			✓
241	Metro Dade Police Dept. Miami, FL 33172	✓	✓	✓		✓	✓	✓	+	✓		✓	✓	✓	✓	✓	✓
242	Miami Police Dept. Miami, FL 33101	✓				✓		✓	✓	✓	*	✓		✓	✓	✓	✓
243	Miami Beach Police Dept. Miami Beach, FL 33139	✓	✓	✓		✓	✓	✓	+	✓	+	✓	✓	✓	✓	✓	✓
246	Collier County Sheriff's Dept. Naples, Fl 33962	✓	✓		✓	✓			✓		+			✓	✓	✓	✓
1057	Naples Police Dept. Naples, FL 33940	✓	✓			✓			✓		✓				✓		✓

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
247	Pasco County Sheriff's Dept. New Port Richey, FL 34654	✓				✓	✓		*		*	✓		✓	✓		
1059	North Lauderdale Public Safety North Lauderdale, FL 33068	✓	✓			✓			✓	✓	*	✓			✓		✓
245	North Miami Beach Police Dept. North Miami Beach, FL 33162	✓	✓	✓	✓	✓		✓	✓		*	✓		✓	✓	✓	✓
251	Ocala Police Dept. Ocala, FL 32678	✓	✓		✓	✓					✝	✓			✓		✓
252	Orange County Sheriff's Dept. Orlando, FL 32802-1440	✓	✓			✓			✝		*	✓		✓	✓		✓
253	Orlando Police Dept. Orlando, FL 32801		✓			✓	✓	✓	✝	✓	✓	✓		✓	✓		✓
1618	Palatka Police Dept. Palatka, FL 32177	✓				✓	✓	✓	✝		✝	✓					
259	Escambia County Sheriff's Dept. Pensacola, FL 32523	✓						✓			*		✓	✓	✓		✓
1062	Pinellas Park Police Dept. Pinellas Park, FL 34665	✓	✓			✓		✓	✝		✓	✓					✓
261	Plantation Police Dept. Plantation, FL 33317	✓				✓		✓	✓	✓	✝	✓	✓	✓			✓
262	Pompano Beach Police Dept. Pompano Beach, FL 33060	✓	✓						✓		✝	✓	✓	✓		✓	✓
1064	Port Orange Police Dept. Port Orange, FL 32129	✓	✓			✓		✓	✓		*			✓			✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1055	Quincy Dept. of Public Safety, Quincy, FL 32351	✓	✓		✓	✓	✓	✓	†		*		✓	✓	✓	✓	✓
264	Riviera Beach Police Dept., Riviera Beach, FL 33404	✓				✓			*	✓	*	✓			✓		
265	Seminole County Sheriff's Dept., Sanford, FL 32773-9399	✓	✓			✓	✓	✓	*		*	✓		✓	✓		✓
266	Sarasota County Sheriff's Dept., Sarasota, FL 34230-4115	✓	✓				✓	✓	✓	✓	✓	✓		✓	✓		✓
267	Sarasota Police Department, Sarasota, FL 34237	✓	✓			✓	✓		*	✓	*	✓		✓	✓		✓
268	Highlands County Sheriff's Dept., Sebring, FL 33871-0071		✓				✓		†	✓	†	✓		✓			✓
271	St. Petersburg Police Dept., St. Petersburg, FL 33705	✓	✓	✓		✓			†		*	✓		✓	✓		✓
274	Leon County Sheriff's Dept., Tallahassee, FL 32302-0727	✓	✓		✓	✓	✓		✓	✓	*		✓		✓		
275	Tallahassee Police Dept., Tallahassee, FL 32303	✓	✓						✓	✓	†	✓	✓	✓			✓
276	Hillsborough Cnty Sheriff's Dept., Tampa, FL 33601	✓	✓			✓	✓		✓	✓	✓	✓		✓	✓	✓	✓
277	Tampa Police Dept., Tampa, FL 33602		✓	✓		✓			✓	✓	✓	✓		✓	✓		✓
1066	Tarpon Springs Police Dept., Tarpon Springs, FL 34689	✓	✓						†		†						

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
279	Brevard County Sheriff's Dept. Titusville, FL 32780	✓								✓		✓			✓		✓
1067	Vero Beach Police Dept. Vero Beach, FL 32960	✓				✓					*						
281	Palm Beach County Sheriff's West Palm Beach, FL 33416-4681	✓	✓		✓	✓	✓	✓	+		+			✓	✓	✓	✓
282	West Palm Beach Police Dept. West Palm Beach, FL 33402	✓	✓	✓		✓	✓		+		*	✓		✓	✓	✓	✓
283	Winter Park Police Dept. Winter Park, FL 32789	✓							✓	✓	*				✓		✓

GEORGIA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
284	Albany Police Department Albany, GA 31703		✓						✓	✓	*	✓					
285	Athens Police Dept. Athens, GA 30613	✓		✓		✓			+	✓	✓			✓	✓		✓
287	Fulton County Police Dept. Atlanta, GA 30303	✓	✓		✓	✓			✓	✓		✓	✓	✓	✓		✓
288	Atlanta Police Dept. Atlanta, GA 30335	✓					✓		+	✓	+	✓		✓	✓		
290	Augusta Police Dept. Augusta, GA 30910			✓		✓			+	✓	✓	✓	✓		✓		

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1622	Cairo Police Dept. Cairo, GA 31728						✓		✓	✓	✓	✓		✓			✓
1073	Carrollton Police Dept. Carrollton, GA 30117	✓				✓			*		*	✓	✓		✓		✓
292	Muscogee County Sheriff's Dept. Columbus, GA 31902	✓	✓														
293	Columbus Police Dept. Columbus, GA 31994	✓				✓			✓								✓
1627	Crisp County Sheriff's Dept. Cordele, GA 31015	✓				✓	✓		✓	✓	†	✓	✓	✓	✓	✓	✓
295	DeKalb Dept. of Public Safety Decatur, GA 30032	✓	✓			✓			†		*	✓	✓	✓	✓	✓	
1076	Forest Park Dept. Public Safety Forest Park, GA 30050								*		†						
1633	Kingsland Police Dept. Kingsland, GA 31548	✓				✓			†		†				✓		
302	Gwinnett County Police Dept. Lawrenceville, GA 30246	✓	✓		✓	✓	✓		†	✓	†	✓	✓	✓	✓	✓	✓
304	Macon Police Dept. Macon, GA 31207	✓	✓						✓	✓	*	✓		✓	✓	✓	
305	Cobb County Sheriff's Dept. Marietta, GA 30090-9650	✓				✓			*	✓	*			✓	✓	✓	✓
310	Savannah Police Dept. Savannah, GA 31412	✓	✓	✓		✓		✓	✓	✓	✓	✓		✓	✓	✓	✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1639	St. Marys Police Dept. St. Marys, GA 31558	✓				✓	✓		✓	✓	✓			✓	✓	✓	
311	Valdosta Police Dept. Valdosta, GA 31601								✓	✓	✓			✓		✓	✓
1087	Warner Robbins Police Dept. Warner Robbins, GA 31099	✓	✓						‡		*	✓		✓			✓

HAWAII

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
313	Honolulu Police Dept. Island of Oahu, HI 96813	✓	✓			✓	✓		‡	✓	✓	✓		✓	✓		✓
315	Maui Police Dept. Wailuku, HI 96793	✓	✓	✓		✓	✓		‡		‡	✓	✓	✓	✓	✓	✓

IDAHO

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
325	Ada County Sheriff's Dept. Boise, ID 83704					✓			✓		*			✓	✓		✓
326	Boise Police Dept. Boise, ID 83704	✓				✓		✓					✓	✓	✓		✓
1667	Moscow Police Dept. Moscow, ID 83843	✓				✓			‡	✓	✓			✓	✓		✓
2222	New Plymouth Police Dept. New Plymouth, ID 83655	✓	✓	✓	✓				✓	✓		✓				✓	

22

ILLINOIS

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
327	Arlington Heights Police Dept. Arlington Heights, IL 60005		✓			✓				✓	*						
328	Aurora Police Dept. Aurora, IL 60506	✓	✓			✓			*	✓	✓			✓			
1098	Bellwood Police Dept. Bellwood, IL 60104	✓	✓			✓				✓				✓			
331	Bloomington Police Dept. Bloomington, IL 61701	✓	✓						*	✓	*	✓					✓
1100	Blue Island Police Dept. Blue Island, IL 60406	✓				✓			*	✓							
1671	Carpentersville Police Dept. Carpentersville, IL 60110	✓				✓			✓	✓	†	✓		✓			
333	Champaign Police Dept. Champaign, IL 61820	✓		✓		✓	✓		✓		✓	✓	✓	✓			✓
334	Cook County Sheriff's Dept. Chicago, IL 60602	✓				✓	✓		*	✓	†	✓	✓	✓	✓	✓	✓
335	Chicago Police Dept. Chicago, IL 60605	✓	✓						✓	✓			✓	✓	✓	✓	
338	Decatur Police Dept. Decatur, IL 62523	✓	✓						✓					✓			✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1104	Macon County Sheriff's Dept. Decatur, IL 62532					✓					†						
1108	Downers Grove Police Dept. Downers Grove, IL 60515	✓	✓			✓			✓	✓	*	✓		✓	✓		✓
342	Elgin Police Dept. Elgin, IL 60120	✓	✓	✓	✓		✓					✓	✓	✓			✓
1109	Elk Grove Police Dept. Elk Grove, IL 60007	✓	✓			✓			†		†						✓
343	Evanston Police Dept. Evanston, IL 60201	✓	✓			✓			*	✓	*	✓		✓	✓		✓
1114	Highland Park Police Dept. Highland Park, IL 60035	✓				✓			✓	✓	*						✓
1115	Homewood Police Dept. Homewood, IL 60430					✓	✓		*		*				✓		✓
346	Will County Sheriff's Dept. Joliet, IL 60431								†		†	✓			✓	✓	
347	Joliet Police Dept. Joliet, IL 60431	✓	✓		✓	✓			✓		†	✓			✓		✓
1686	Lagrange Police Dept. Lagrange, IL 60525	✓	✓						†		✓						✓
1687	Lincolnshire Police Dept. Lincolnshire, IL 60069	✓		✓		✓			✓		*					✓	✓
1117	Lombard Police Dept. Lombard, IL 60148	✓	✓							✓	✓						

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1689	Clay County Sheriff's Dept. Louisville, IL 62858	✓					✓		✓		†						
2229	Marquette Heights Police Dept. Marquette Heights, IL 61554		✓														✓
1118	Williamson County Sheriff's Marion, IL 62959	✓		✓	✓	✓	✓		*		*						
349	Naperville Police Dept. Naperville, IL 60540	✓	✓	✓		✓			†	✓	*			✓	✓		✓
350	Niles Police Department Niles, IL 60648					✓				✓							✓
352	Oak Park Police Dept. Oak Park, IL 60302	✓			✓	✓			*	✓	*	✓					✓
1121	Palatine Police Dept. Palatine, IL 60067	✓	✓			✓					†		✓				✓
1695	Park Forest Police Dept. Park Forest, IL 60466	✓	✓			✓		✓	†	✓	*	✓					✓
354	Peoria Police Dept. Peoria, IL 61602	✓	✓			✓			*		*			✓	✓		
2233	Rochester Police Dept. Rochester, IL 62563					✓											
355	Rock Island Police Dept. Rock Island, IL 61201	✓				✓		✓	†		*	✓		✓	✓		✓
357	Rockford Police Dept. Rockford, IL 61101	✓				✓			†	✓	†			✓			

IOWA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
358	Rolling Meadows Police Dept. Rolling Meadows, IL 60008	✓				✓			+	✓	*	✓	✓		✓		✓
360	Skokie Police Dept. Skokie, IL 60077	✓	✓	✓		✓		✓		✓	*			✓			✓
1127	Tinley Park Police Dept. Tinley Park, IL 60477		✓			✓		✓	+		+						
1129	Villa Park Police Dept. Villa Park, IL 60181	✓	✓			✓	✓				+		✓	✓	✓	✓	✓
365	Waukegan Police Dept. Waukegan, IL 60085	✓				✓	✓		*	✓	*			✓			
1705	Kendall County Sheriff's Dept. Yorkville, IL 60560	✓					✓		✓		+	✓		✓			✓
1648	Des Moines County Sheriff's Burlington, IA 52601	✓	✓	✓	✓				✓		*				✓		
317	Cedar Rapids Police Dept. Cedar Rapids, IA 52404	✓				✓	✓	✓	✓		✓		✓	✓			✓
322	Des Moines Police Dept. Des Moines, IA 50309	✓				✓	✓	✓	*	✓	*		✓	✓	✓		✓
323	Sioux City Police Dept. Sioux City, IA 51101		✓						✓		✓			✓			✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1663	Storm Lake Police Dept. Storm Lake, IA 50588	✓	✓			✓				✓				✓	✓		✓

INDIANA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1710	Delphi Police Dept. Delphi, IN 46923		✓	✓		✓			✓	✓	✓						
371	Elkhart Police Dept. Elkhart, IN 46516	✓	✓			✓	✓		*	✓		✓		✓			
374	Fort Wayne Police Dept. Fort Wayne, IN 46802					✓	✓		†			✓	✓	✓			✓
377	Hammond Police Dept. Hammond, IN 46320	✓	✓			✓			*	✓	*	✓	✓	✓	✓		✓
378	Indianapolis Police Dept. Indianapolis, IN 46204	✓	✓	✓		✓			†	✓	†	✓	✓	✓	✓		✓
1714	Newton County Sheriff's Dept. Kentland, IN 47951	✓	✓		✓				✓	✓	✓	✓					
380	Kokomo Police Dept. Kokomo, IN 46901	✓	✓			✓			✓	✓	✓	✓		✓			
1138	Marion Police Dept. Marion, IN 46952					✓			✓			✓					
384	Muncie Police Dept. Muncie, IN 47305	✓									†	✓					
385	Richmond Police Dept. Richmond, IN 47374	✓	✓			✓			†		†						

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KANSAS

Seq.	Agency Name City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1727	Morton County Sheriff's Dept. Elkhart, KS 67950					✓	✓				✝				✓		
1728	Lyon County Sheriff's Dept. Emporia, KS 66801	✓				✓	✓		✓		✓				✓		
1729	Garnett Police Dept. Garnett, KS 66032						✓										
1143	Garden City Police Dept. Garden City, KS 67846	✓	✓						✓								
390	Kansas City Police Dept. Kansas City, KS 66101	✓				✓			✓	✓	*	✓		✓		✓	✓
391	Lawrence Police Dept. Lawrence, KS 66044	✓	✓			✓			*	✓	*			✓			✓
2240	Neodesha Police Dept. Neodesha, KS 66757	✓		✓		✓	✓		✓	✓	✓			✓			
396	Topeka Police Department Topeka, KS 66603	✓							✝	✓	✝						✓
2241	Westwood Police Dept. Westwood, KS 66205		✓						✝								

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1151	Ashland Police Dept. Ashland, KY 41105	✓				✓			✓	✓	✓				✓		✓
1152	Bowling Green Police Dept. Bowling Green, KY 42102	✓	✓				✓		+	✓	+	✓		✓	✓		
2243	Edgewood Police Dept. Edgewood, KY 41017	✓	✓			✓			✓	✓	+				✓		✓
1737	Hardin County Sheriff'sDept. Elizabethtown, KY 42701	✓	✓	✓	✓	✓	✓							✓			
1740	Hopkinsville Police Dept. Hopkinsville, KY 42240	✓				✓			+		✓						
402	Jefferson County Police Dept. Louisville, KY 40202	✓							+		*	✓					
403	Louisville Police Dept. Louisville, KY 502-588-3560	✓	✓			✓			✓	✓		✓			✓		✓
1741	Madisonville Police Dept. Madisonville, KY 42431	✓	✓			✓			✓	✓	+						✓
2244	Mount Washington Police Dept. Mount Washington, KY 40047	✓															
1745	Daviess County Sheriff's Dept. Owensboro, KY 42303	✓				✓					+			✓			

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1156	Paducah Police Dept. Paducah, KY 42002					✓			✓		+	✓			✓		✓
1750	Taylor Mill Police Dept. Taylor Mill, KY 41015		✓	✓						✓	+	✓					
1751	Winchester Police Dept. Winchester, KY 40391	✓		✓	✓	✓			✓	✓	✓			✓		✓	✓

LOUISIANA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
409	Baton Rouge Police Dept. Baton Rouge, LA 70821	✓	✓			✓	✓		*		*	✓	✓	✓	✓	✓	
411	St. Bernard Parish Sheriff's Dept. Chalmette, LA 70043	✓	✓			✓			*			✓	✓	✓			✓
1161	Hammond Police Dept. Hammond, LA 70401	✓	✓				✓		✓		+						✓
419	Lafayette Police Dept. Lafayette, LA 70501	✓	✓			✓			✓		+	✓	✓				✓
420	Calcasieu Parish Sheriff's Dept. Lake Charles, LA 70602								+		+	✓					
428	New Orleans Police Dept. New Orleans, LA 70119	✓	✓			✓	✓		*	✓	*	✓		✓	✓		✓
429	Pointe Coupee Parish Sheriff's New Roads, LA 70760	✓							✓		+	✓		✓			

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1760	Port Allen Police Dept. Port Allen, LA 70767	✓							†	✓	†						
1166	St. Martin Parish Sheriff's Dept. St. Martinville, LA 70582	✓	✓	✓		✓	✓				†			✓			✓
433	Caddo Parish Sheriff's Dept. Shreveport, LA 71101-5410	✓	✓		✓	✓	✓		✓	✓	✓						✓
434	Shreveport Police Dept. Shreveport, LA 71161	✓	✓			✓	✓		✓	✓	†				✓		✓
1165	Slidell Police Dept. Slidell, LA 70458	✓				✓	✓			✓	†			✓	✓		✓

MAINE

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1780	Bar Harbor Police Dept. Bar Harbor, ME 04609	✓							†	✓	✓					✓	
1785	Kennebunk Police Dept. Kennebunk, ME 04043	✓	✓		✓				†	✓	*			✓	✓		
1208	Lewiston Police Dept. Lewiston, ME 04240		✓			✓				✓	✓	✓	✓				
488	Cumberland County Sheriff's Portland, ME 04101	✓							†	✓	*	✓			✓		
489	Portland Police Dept. Portland, ME 04101	✓	✓	✓		✓	✓			✓	†	✓	✓	✓	✓		✓
2252	Richmond Police Dept. Richmond, ME 04357	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓		✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1787	Skowhegan Police Dept. Skowhegan, ME 04976	✓		✓	✓	✓	✓		+	✓		✓		✓		✓	✓
1211	Somerset County Sheriff's Dept. Skowhegan, ME 04976		✓	✓					+		+	✓					✓

MARYLAND

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
474	Annapolis Police Dept. Annapolis, MD 21401	✓	✓						+	✓	*	✓					✓
475	Baltimore Police Dept. Baltimore, MD 21202	✓	✓			✓			✓	✓	+	✓		✓	✓		
476	Harford County Sheriff's Dept. Bel Air, MD 21014-0150	✓	✓			✓			+	✓	*	✓	✓		✓		
1775	Cheverly Police Dept. Cheverly, MD 20785	✓				✓			+	✓	+	✓					✓
1198	Cumberland Police Dept. Cumberland, MD 21501	✓	✓	✓		✓			+	✓	+	✓					✓
1199	Frederick Police Dept. Frederick, MD 21601	✓				✓			✓	✓	*	✓		✓			
479	Frederick County Sheriff's Dept. Frederick, MD 21701		✓			✓	✓		+		+	✓					✓
1777	Gaithersburg Police Dept. Gaithersburg, MD 20877	✓	✓			✓	✓		+		+	✓	✓	✓	✓		✓
1200	Hagerstown Police Dept. Hagerstown, MD 21740	✓	✓	✓		✓			+	✓	+	✓			✓		✓

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
480	Washington County Sheriff's Hagerstown, MD 21740								*	✓							
478	Prince Georges' County Police Landover, MD 20785-4122	✓	✓	✓		✓	✓	✓	✓	✓	*	✓	✓	✓	✓	✓	✓
482	Anne Arundel County Police Millersville, MD 21108	✓				✓			+	✓	*			✓	✓	✓	
483	Ocean City Police Dept. Ocean City, MD 21842	✓							+	✓				✓			✓
1778	Calvert County Sheriff's Dept. Prince Frederick, MD 20678	✓				✓			*	✓	*	✓	✓	✓	✓	✓	✓
484	Montgomery County Police Dept. Rockville, MD 20850	✓							*	✓	*	✓	✓	✓	✓	✓	✓
2250	St. Michaels Police Dept. St. Michaels, MD 21663								✓	✓							
486	Baltimore County Police Dept. Towson, MD 21286	✓				✓	✓	✓	+	✓	*	✓	✓	✓	✓	✓	✓
2251	Westernport Police Dept. Westernport, MD 21562	✓				✓	✓		✓		+						

MASSACHUSETTS

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1167	Andover Police Dept. Andover, MA 01810	✓	✓			✓			+		*	✓	✓		✓		✓
438	Boston Police Dept. Boston, MA 02116	✓	✓			✓			+	✓	+	✓		✓	✓		

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
440	Brockton Police Dept. Brockton, MA 02402	✓				✓		✓	†	✓	†			✓	✓		
442	Cambridge Police Dept. Cambridge, MA 02139		✓						†	✓	*				✓		✓
1171	Chelsea Police Dept. Chelsea, MA 02150	✓		✓	✓	✓			*	✓	*	✓			✓		
448	Framingham Police Dept. Framingham, MA 01701	✓	✓			✓	✓		†	✓	†			✓	✓	✓	✓
1175	Harwich Police Dept. Harwich, MA 02645	✓								✓							
449	Haverhill Police Dept. Haverhill, MA 01831	✓				✓			*	✓	*			✓	✓		✓
450	Holyoke Police Dept. Holyoke, MA 01040					✓				✓			✓	✓			
455	Malden Police Dept. Malden, MA 02148	✓	✓		✓	✓			*	✓	*	✓			✓		✓
457	Methuen Police Dept. Methuen, MA 01844	✓					✓				✓						
1181	Milton Police Dept. Milton, MA 02186	✓	✓			✓	✓		✓	✓	✓			✓			✓
460	Pittsfield Police Dept. Pittsfield, MA 81201	✓	✓	✓	✓	✓			†	✓	†						

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1772	Southborough Police Dept. Southborough, MA 01772	✓				✓	✓		✓								
468	Springfield Police Dept. Springfield, MA 01105		✓							✓							
1773	Wellfleet Police Dept. Wellfleet, MA 02667	✓		✓	✓	✓				✓	✝						
471	Newton Police Dept. West Newton, MA 02165	✓	✓	✓	✓	✓		✓	✓	✓	✓				✓	✓	✓
1193	West Springfield Police Dept. West Springfield, MA 01089	✓		✓	✓				✝	✓	✱			✓	✓	✓	
1774	Williamstown Police Dept. Williamstown, MA 01267								✝	✓							

MICHIGAN

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
492	Ann Arbor Police Dept. Ann Arbor, MI 48104		✓			✓		✓	✓	✓	✓	✓				✓	✓
1215	Shiawassee County Sheriff's Corunna, MI 48817			✓		✓	✓	✓		✓						✓	✓
495	Wayne County Sheriff's Dept. Detroit, MI 48226	✓	✓	✓	✓	✓	✓	✓	✓		✝				✓	✓	
1218	Ferndale Police Dept. Ferndale, MI 48220	✓				✓			✝		✝		✓				✓
499	Genesee County Sheriff's Dept. Flint, MI 48502	✓				✓	✓		✓	✓	✓	✓	✓	✓			✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
500	Flint Police Department Flint, MI 48502	✓	✓	✓	✓	✓	✓	✓	*	✓	*	✓	✓	✓	✓	✓	✓
1220	Inkster Police Dept. Inkster, MI 48141	✓	✓			✓	✓		*		*	✓	✓	✓	✓		✓
505	Jackson City Police Dept. Jackson, MI 49201	✓	✓	✓		✓			†	✓	*		✓	✓			
506	Kalamazoo County Sheriff's Dept. Kalamazoo, MI 49001						✓				†			✓			
507	Kalamazoo Dept. of Public Safety Kalamazoo, MI 49007	✓	✓	✓	✓	✓	✓	✓	*	✓	*	✓	✓	✓	✓		✓
508	Lansing Police Dept. Lansing, MI 48933	✓	✓	✓		✓		✓	†		†	✓	✓	✓	✓	✓	✓
1223	Marquette Police Dept. Marquette, MI 49855	✓	✓		✓	✓		✓	✓	✓	†	✓	✓	✓			
510	Ingham County Sheriff's Dept. Mason, MI 48854	✓	✓		✓			✓	✓		*	✓	✓		✓		✓
1226	Muskegon Police Dept. Muskegon, MI 49440	✓				✓	✓	✓	*	✓	*	✓	✓		✓		
514	Oakland County Sheriff's Dept. Pontiac, MI 48341	✓							✓	✓	✓	✓			✓	✓	✓
515	Pontiac Police Dept. Pontiac, MI 48342	✓							†		†	✓		✓	✓	✓	✓
517	Royal Oak Dept. of Public Safety Royal Oak, MI 48067										†						

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
518	Saginaw County Sheriff's Dept. Saginaw, MI 48602					✓					+	✓					
520	Southfield Dept. of Public Safety Southfield, MI 48076	✓				✓		✓				✓	✓	✓			✓
1231	Grand Traverse County Sheriff's Traverse City, MI49684					✓		✓	✓		*						
524	Troy Police Dept. Troy, MI 48084	✓				✓		✓	✓		✓			✓	✓		✓
525	Warren Police Dept. Warren, MI 48093	✓									*	✓		✓			
1807	Whitehall Police Dept. Whitehall, MI 49461	✓				✓	✓	✓		✓	*						✓
1235	Ypsilanti Police Dept. Ypsilanti, MI 48197	✓	✓			✓	✓	✓	✓	✓	*	✓	✓		✓		

MINNESOTA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1236	Brooklyn Park Police Dept. Brooklyn Park, MN 55443	✓				✓		✓	*	✓	+	✓	✓		✓		✓
530	Duluth Police Dept. Duluth, MN 55802	✓						✓	+	✓	✓	✓				✓	
533	Minneapolis Police Dept. Minneapolis, MN 55415	✓	✓	✓		✓	✓	✓	+	✓	*	✓	✓	✓	✓	✓	✓
1238	Richfield Police Dept. Richfield, MN 55423					✓		✓	+		+				✓		

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
535	Ramsey County Sheriff's Dept. St. Paul, MN 55102	✓				✓			✓		†	✓			✓		✓
536	St. Paul Police Dept. St. Paul, MN 55101	✓	✓			✓			†	✓	†	✓	✓	✓	✓	✓	
1824	Shakopee Police Dept. Shakopee, MN 55379	✓	✓		✓	✓	✓				†				✓		
1242	Stearns County Sheriff's Dept. St. Cloud, MN 56302	✓	✓	✓	✓	✓	✓		†	✓				✓			

MISSISSIPPI

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
552	Jackson Dept. of Public Safety Jackson, MS 39205	✓		✓						✓	†	✓		✓	✓		
1842	McComb Police Dept. McComb, MS 39648		✓								✓						✓
1843	Adams County Sheriff's Dept. Natchez, MS 39120	✓	✓		✓	✓			†		†		✓	✓	✓		✓
554	Pascagoula Police Dept. Pascagoula, MS 39568								†	✓	*						
1846	Starkville Police Dept. Starkville, MS 39759	✓				✓			†		†	✓				✓	
1847	Tunica County Sheriff's Dept. Tunica, MS 38676	✓							✓	✓	†						

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MISSOURI

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
537	St. Louis County Police Dept. Clayton, MO 63105	✓							+		+	✓		✓		✓	✓
1247	Boone County Sheriff's Dept. Columbia, MO 65202	✓	✓		✓	✓	✓		✓		*			✓			✓
538	Columbia Police Dept. Columbia, MO 65201		✓			✓			*	✓	*	✓		✓			
1248	Ferguson Police Dept. Ferguson, MO 63135	✓				✓	✓		✓		*		✓		✓		✓
1249	Gladstone Dept. of Public Safety Gladstone, MO 64118					✓			+	✓	✓				✓		✓
1833	Grain Valley Police Dept. Grain Valley, MO 64029	✓	✓						✓	✓							✓
540	Kansas City Police Dept. Kansas City, MO 64106	✓	✓			✓	✓	✓	✓	✓	+			✓		✓	✓
1836	Perryville Police Dept. Perryville, MO 63775					✓			✓		*						
1257	Raytown Police Dept. Raytown, MO 64133								✓		*			✓			✓
541	Springfield Police Dept. Springfield, MO 65802	✓	✓			✓	✓		*	✓	*	✓	✓	✓		✓	✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
542	St. Joseph Police Dept. St. Joseph, MO 64501	✓	✓			✓			✓		+		✓	✓			
543	St. Louis Police Dept. St. Louis, MO 63103	✓	✓	✓		✓	✓	✓	+	✓	+	✓	✓	✓	✓	✓	✓
545	St. Charles Police Dept. St. Charles, MO 63301	✓							+			✓		✓	✓		

MONTANA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
555	Billings Police Dept. Billings, MT 59101	✓	✓			✓			*	✓	*			✓			✓
1266	Butte-Silver Bow Sheriff's Dept. Butte, MT 59701				✓				✓	✓		✓					

NEBRASKA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
587	Omaha Police Dept. Omaha, NE 68102	✓	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓		

NEVADA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
667	Clark County Sheriff's Dept. Las Vegas, NV 89101-2984	✓	✓			✓		✓	✓	✓	+	✓	✓	✓	✓	✓	✓
1341	Sparks Police Dept. Sparks, NV 89434								✓	✓			✓	✓		✓	✓
670	Reno Police Dept. Reno, NV 89505	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓

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NEW HAMPSHIRE

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1299	Dover Police Dept. Dover, NH 03820	✓	✓	✓		✓			+	✓	*	✓	✓				✓
1300	Goffstown Police Dept. Goffstown, NH 03045	✓	✓			✓		✓	+		*			✓			
1879	Lee Police Dept. Lee, NH 03824	✓	✓	✓	✓	✓	✓		✓		*			✓	✓	✓	✓
591	Portsmouth Police Dept. Portsmouth, NH 03801					✓				✓	+			✓			

NEW JERSEY

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
593	Atlantic City Police Dept. Atlantic City, NJ 08401	✓				✓	✓		+	✓							✓
594	Bayonne Police Dept. Bayonne, NJ 07002	✓			✓				+	✓	+				✓	✓	✓
595	Gloucester Township Police Dept. Blackwood, NJ 08012	✓					✓				*			✓	✓		
599	Bridgeton Police Dept. Bridgeton, NJ 08302								*	✓	*	✓		✓			

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1303	Bridgewater Township Police, Bridgewater, NJ 08807	✓				✓					†						✓
601	Camden Police Dept., Camden, NJ 08103	✓	✓			✓	✓	✓	✓	✓	✓	✓		✓	✓		✓
602	Cape May County Sheriff's Dept., Cape May Courthouse, NJ 08210	✓	✓	✓		✓	✓	✓	†	✓	✓	✓	✓	✓	✓		
603	Cherry Hill Police Dept., Cherry Hill, NJ 08002	✓				✓		✓			†			✓	✓		✓
1307	Dover Town Police Dept., Dover, NJ 07801					✓			†	✓	*						
606	East Orange Police Dept., East Orange, NJ 07019	✓	✓	✓		✓			†	✓	†		✓	✓	✓		✓
609	Elizabeth Police Dept., Elizabeth, NJ 07201	✓	✓	✓		✓	✓		*	✓	*	✓	✓	✓	✓		✓
1308	Englewood Police Dept., Englewood, NJ 07631	✓								✓	*						
615	Hoboken Police Dept., Hoboken, NJ 07030	✓	✓						*	✓	*	✓	✓	✓	✓		
616	Irvington Police Dept., Irvington, NJ 07111	✓	✓						*	✓	*	✓			✓		
619	Jersey City Police Department, Jersey City, NJ 07302	✓							†		*			✓		✓	
620	Kearny Police Dept., Kearny, NJ 07032								†	✓	*						

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1894	Kenilworth Police Dept. Kenilworth, NJ 07033					✓				✓				✓			✓
1316	Lawrence Township Police Dept. Lawrenceville, NJ 08648					✓	✓	✓		✓				✓			✓
622	Linden Police Dept. Linden, NJ 07036	✓		✓		✓	✓		*		*	✓	✓	✓	✓	✓	✓
623	Long Branch Public Safety Long Branch, NJ 07740					✓			✝	✓	✝	✓					
1315	Manchester Township Police Manchester, NJ 08733	✓	✓		✓	✓			✝	✓	*	✓		✓	✓	✓	✓
1321	S. Brunswick Township Police Monmouth Junction, NJ 08852	✓				✓			✓	✓	*						✓
625	Montclair Police Dept. Montclair, NJ 07042	✓				✓			*	✓	*	✓		✓	✓		✓
627	Morristown Police Department Morristown, NJ 07960	✓	✓						*	✓	*	✓					
629	New Brunswick Police Dept. New Brunswick, NJ 08903	✓							*	✓	✝	✓					
632	Newark Police Dept. Newark, NJ 07102	✓	✓			✓	✓		✝	✓		✓		✓	✓	✓	
633	North Bergen Police Dept. North Bergen, NJ 07047	✓				✓			*	✓	*	✓			✓		
1323	Nutley Police Dept. Nutley, NJ 07110	✓	✓	✓	✓	✓			*	✓	✝					✓	✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
635	Orange Police Dept. Orange, NJ 07050	✓							*		*						
640	Paterson Police Dept. Paterson, NJ 07505	✓				✓			*	✓	*			✓	✓		✓
2278	Pennington Police Dept. Pennington, NJ 08534					✓	✓		✓	✓	✓						✓
641	Pennsauken Police Dept. Pennsauken, NJ 08109	✓								✓					✓		
642	Perth Amboy Police Dept. Perth Amboy, NJ 08861					✓				✓	*						
1325	Pequannock Police Dept. Pompton Plains, NJ 07444									✓							
643	Plainfield Police Dept. Plainfield, NJ 07060	✓	✓			✓			*	✓	*	✓		✓	✓		✓
1331	Passaic Township Police Dept. Stirling, NJ 07980	✓	✓		✓	✓			†	✓	†	✓		✓	✓		✓
649	Trenton Police Dept. Trenton, NJ 08609	✓	✓			✓	✓	✓	*	✓	*			✓	✓		✓
650	Union Dept. of Public Safety Union, NJ 07083	✓							†		*				✓		✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
652	Vineland Police Dept. Vineland, NJ 08360	✓				✓				✓							✓
654	West New York Police Dept. West New York, NJ 07093		✓							✓							

NEW MEXICO

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1913	Aztec Police Dept. Aztec, NM 87410	✓	✓			✓			✓		†						
662	Farmington Police Dept. Farmington, NM 87401	✓	✓		✓				†	✓	†	✓		✓	✓		
1337	Dona Ana County Sheriff's Dept. Las Cruces, NM 88005	✓							✓		✓	✓		✓	✓		✓
1916	Los Alamos Police Dept. Los Alamos, NM 87544		✓			✓					†						

NEW YORK

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
673	Amherst Police Dept. Amherst, NY 14228	✓				✓		✓	†		*		✓		✓	✓	
674	Broome County Sheriff's Dept. Binghamton, NY 13902-2047	✓		✓	✓	✓	✓		†		†	✓	✓	✓	✓	✓	✓
675	Binghamton Police Dept. Binghamton, NY 13901	✓	✓			✓			†		†				✓		

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1358	Broome County Sheriff's Dept. Binghamton, NY 13902-2047	✓				✓	✓	✓	†	✓	†		✓		✓		
2284	Chagrin Falls Police Dept. Chagrin Falls, NY 44022		✓			✓			✓	✓	*	✓		✓	✓	✓	✓
680	Cheektowaga Police Dept. Cheektowaga, NY 14227		✓						†		*						✓
681	Freeport Police Dept. Freeport, NY 11520	✓		✓	✓	✓	✓	✓	✓					✓	✓		✓
1352	Fulton Police Dept. Fulton, NY 13069							✓	†		†						
1355	Hamburg Police Dept. Hamburg, NY 14075	✓				✓	✓	✓	✓		†				✓		✓
684	Hempstead Police Dept. Hempstead, NY 11550	✓						✓	†		*						
1932	Hyde Park Police Dept. Hyde Park, NY 12538					✓			†	✓	*			✓			
1933	Irvington Police Dept. Irvington, NY 10533	✓				✓			†	✓				✓			✓
1357	Ithaca Police Dept. Ithaca, NY 14850	✓						✓	*	✓	*						
686	Jamestown Police Dept. Jamestown, NY 14701	✓	✓			✓			*		†			✓			✓
687	Ulster County Sheriff's Dept. Kingston, NY 12401	✓							*			✓		✓			
1364	Newburgh Police Dept. Newburgh, NY 12550	✓	✓	✓		✓			✓	✓	✓	✓	✓	✓	✓		✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
694	Rockland County Sheriff's Dept. New City, NY 10956	✓									*				✓		
697	New York Housing Authority New York, NY 10029	✓				✓			†	✓	†	✓				✓	✓
698	New York City Police Dept. New York, NY 10038	✓	✓			✓	✓		†	✓	†		✓	✓	✓		✓
1944	Old Westbury Police Dept. Old Westburg, NY 11568					✓			✓	✓	✓			✓	✓		✓
1946	Ossining Village Police Dept. Ossining, NY 10562		✓						*	✓	*	✓					
1947	Pleasantville Police Dept. Pleasantville, NY 10570			✓				✓	✓	✓							
1366	Port Chester Police Dept. Port Chester, NY 10573	✓				✓			†	✓	†		✓		✓		✓
706	Rochester Police Dept. Rochester, NY 14614	✓	✓	✓		✓		✓	✓	✓	†	✓		✓	✓	✓	
708	Schenectady Police Dept. Schenectady, NY 12305	✓				✓			✓	✓	✓	✓					✓
709	Southampton Town Police Dept. Hampton Bays, LI, NY 11946	✓				✓			✓	✓	*						
711	Syracuse Police Dept. Syracuse, NY 13202	✓	✓						*	✓	✓	✓		✓	✓		
715	White Plains Police Dept. White Plains, NY 10601	✓	✓			✓		✓	*	✓	*	✓		✓	✓		✓

NORTH CAROLINA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
716	Greenburgh Police Dept. White Plains, NY 10607	✓	✓			✓		✓	✓	✓	*	✓			✓		
718	Yonkers Dept. of Public Safety Yonkers, NY 10701	✓		✓				✓	✓	✓	†			✓	✓		

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
556	Buncombe County Sheriff's Dept. Asheville, NC 28803	✓	✓	✓		✓			✓	✓	*		✓		✓		
557	Asheville Police Dept. Asheville, NC 28802	✓	✓			✓			†	✓	*			✓			✓
1271	Chapel Hill Police Dept. Chapel Hill, NC 27514	✓				✓			✓	✓		✓					✓
561	Charlotte Police Dept. Charlotte, NC 28202	✓	✓			✓		✓	†	✓	†	✓		✓	✓		✓
563	Durham Police Dept. Durham, NC 27701	✓	✓			✓	✓		✓	✓	*	✓	✓		✓		✓
565	Fayetteville Police Dept. Fayetteville, NC 28301	✓	✓		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓
566	Gastonia Police Dept. Gastonia, NC 28053								✓	✓	†			✓			

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NORTH CAROLINA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
568	Greensboro Police Dept. Greensboro, NC 27402	✓	✓						†	✓	†	✓	✓	✓	✓		✓
569	Greenville Police Dept. Greenville, NC 27835	✓				✓		✓	†		*	✓	✓	✓	✓	✓	✓
570	Hickory Police Dept. Hickory, NC 28601	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓		✓
571	High Point Police Dept. High Point, NC 27260	✓	✓			✓			✓		✓	✓		✓	✓		
1280	Orange County Sheriff's Dept. Hillsborough, NC 27278	✓						✓	✓		*	✓			✓		✓
1283	Kinston Police Dept. Kinston, NC 28501	✓	✓						†	✓	†	✓		✓		✓	✓
573	Davidson County Sheriff's Dept. Lexington, NC 27292	✓				✓	✓		†		†	✓		✓	✓	✓	✓
1284	Lexington Police Dept. Lexington, NC 27293		✓			✓			*		*				✓		
1285	Lincoln County Sheriff's Dept. Lincolnton, NC 28093-0506	✓							✓		*				✓		
1286	Lumberton Police Dept. Lumberton, NC 28359	✓	✓			✓			*	✓	*				✓		✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1867	Maiden Police Dept. Maiden, NC 28650	✓	✓			✓			*	✓	*						
1289	Morganton Dept. of Public Safety Morganton, NC 28655	✓	✓		✓	✓			✓	✓	*	✓		✓			
1868	Mount Olive Police Dept. Mount Olive, NC 28355					✓	✓		†	✓	†					✓	
1290	New Bern Police Dept. New Bern, NC 28563	✓	✓			✓			†	✓	*	✓					
577	Raleigh Police Dept. Raleigh, NC 27602	✓	✓	✓		✓	✓		†	✓			✓	✓			✓
578	Rocky Mount Police Dept. Rocky Mount, NC 27801	✓	✓			✓	✓		†		†	✓		✓			✓
581	Wilmington Police Dept. Wilmington, NC 28402	✓	✓	✓	✓		✓			✓		✓		✓	✓		✓
1873	Williamston Police Dept. Williamston, NC 27892								†		†						

NORTH DAKOTA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
585	Lincoln Police Dept. Lincoln, ND 68508	✓	✓	✓		✓			†	✓	✓	✓			✓	✓	✓
1874	Mandan City Police Dept. Mandan City, ND 58554	✓	✓			✓	✓			✓	†					✓	✓
1295	Minot Police Dept. Minot, ND 58701	✓	✓			✓			†								

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1379	Barberton Police Dept. Barberton, OH 44203										†						
721	Clermont County Sheriff's Dept. Batavia, OH 45103	✓	✓			✓	✓	✓	✓		*	✓		✓			
1959	Logan County Sheriff's Dept. Bellefontaine, OH 43311		✓						†		†			✓			
1380	Wood County Sheriff's Dept. Bowling Green, OH 43402	✓				✓	✓				*			✓			
723	Hamilton County Sheriff's Dept. Cincinnati, OH 45202	✓	✓			✓		✓	✓	✓	✓	✓			✓	✓	
724	Cincinnati Police Dept. Cincinnati, OH 45214	✓	✓	✓		✓		✓	✓	✓	✓	✓			✓	✓	✓
726	Cleveland Police Dept. Cleveland, OH 44113	✓	✓						✓	✓	✓	✓		✓	✓	✓	✓
730	Montgomery County Sheriff's Dayton, OH 45422-2427	✓	✓			✓			*		†					✓	✓
731	Dayton Police Dept. Dayton, OH 45402	✓	✓	✓	✓		✓	✓	†	✓	†	✓	✓	✓	✓		✓
732	East Cleveland Police Dept. East Cleveland, OH 44112							✓	✓		*						

Seq.	Agency Name City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
735	Euclid Police Dept. Euclid, OH 44123	✓				✓	✓				*						✓
738	Hamilton Police Dept. Hamilton, OH 45011	✓	✓		✓	✓	✓		†	✓	†	✓		✓	✓	✓	✓
1385	Kent Police Dept. Kent, OH 44240					✓			✓	✓	†	✓			✓		✓
739	Kettering Police Dept. Kettering, OH 45429	✓	✓			✓			✓		*						✓
740	Lakewood Police Dept. Lakewood, OH 44107	✓	✓			✓			*	✓	*	✓			✓		✓
742	Mansfield Police Dept. Mansfield, OH 44902	✓				✓			*		*	✓					✓
1975	Marietta Police Dept. Marietta, OH 45750								✓	✓			✓	✓	✓		✓
1978	Marysville Police Dept. Marysville, OH 43040		✓						✓	✓							
743	Middletown Police Dept. Middletown, OH 45042	✓							*	✓	*			✓	✓		
1987	Poland Police Dept. Poland, OH 44514	✓				✓		✓		✓	✓				✓	✓	
746	Shaker Heights Police Dept. Shaker Heights, OH 44120	✓	✓	✓		✓		✓		✓	✓			✓	✓		✓
750	Toledo Police Dept. Toledo, OH 43624	✓						✓		✓	*			✓	✓		✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1394	Upper Arlington Police Dept. Upper Arlington, OH 43221						✓	✓			*			✓			✓
1398	Wayne County Sheriff's Dept. Wooster, OH 44691	✓				✓	✓		✓		†			✓	✓	✓	✓
753	Youngstown Police Dept. Youngstown, OH 44503	✓							*	✓	*			✓			✓

OKLAHOMA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
755	Lawton Police Dept. Lawton, OK 73501	✓							†		*	✓					
757	Norman Police Dept. Norman, OK 73069	✓				✓		✓	✓		†				✓		✓
2007	Purcell Police Dept. Purcell, OK 73080										†						
2008	Dewey County Sheriff's Dept. Taloga, OK 73667-0247	✓		✓		✓		✓			✓			✓			✓
759	Tulsa County Sheriff's Dept. Tulsa, OK 74103	✓				✓	✓			✓	*				✓		
760	Tulsa Police Dept. Tulsa, OK 74103	✓	✓	✓		✓	✓	✓	*	✓	*	✓		✓	✓	✓	✓
2011	Warr Acres Police Dept. Warr Acres, OK 73122	✓	✓							✓				✓			

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OREGON

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
2012	Astoria Police Dept. Astoria, OR 97103	✓	✓	✓		✓			✓	✓	✓	✓		✓	✓		
762	Eugene Dept. of Public Safety Eugene, OR 97401	✓		✓	✓	✓	✓		†	✓	†	✓	✓	✓			
2016	Florence Police Dept. Florence, OR 97439	✓				✓				✓	†	✓		✓			
1404	Josephine County Sheriff's Dept. Grants Pass, OR 97526	✓				✓	✓				†	✓	✓				
1405	Gresham Police Dept. Gresham, OR 97030	✓	✓	✓		✓		✓	†	✓	✓	✓	✓	✓	✓		
2017	Morrow County Sheriff's Dept. Heppner, OR 97836	✓	✓		✓	✓			✓	✓	✓	✓	✓	✓		✓	
763	Washington County Sheriff's Hillsboro, OR 97124	✓				✓		✓	✓					✓			
1407	Lake Oswego Police Dept. Lake Oswego, OR 97034	✓	✓			✓			✓		†				✓	✓	✓
2018	Lebanon Police Dept. Lebanon, OR 97355	✓				✓			✓		✓						✓
764	Jackson County Sheriff's Dept. Medford, OR 97501	✓	✓			✓		✓	✓		✓	✓		✓	✓	✓	✓

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1408	Medford Police Dept. Medford, OR 97501	✓				✓			✓								
2019	Monmouth Police Dept. Monmouth, OR 97361	✓			✓				+		+		✓		✓	✓	
1409	Lincoln County Sheriff's Dept. Newport, OR 97365	✓					✓		✓		✓			✓			
765	Clackamas County Sheriff's Dept. Oregon City, OR 97045	✓	✓			✓	✓				*	✓		✓			✓
766	Multnomah County Sheriff's Portland, OR 97230	✓	✓			✓	✓	✓	*		*	✓	✓	✓	✓		
767	Portland Police Bureau Portland, OR 97204	✓	✓	✓		✓	✓		+	✓	+	✓	✓	✓	✓	✓	
2022	Prineville Police Dept. Prineville, OR 97754	✓	✓	✓		✓	✓		+		✓	✓	✓				✓
769	Marion County Sheriff's Dept. Salem, OR 97308	✓	✓			✓					✓	✓	✓		✓	✓	
770	Salem Police Department Salem, OR 97301	✓	✓	✓		✓	✓			✓	✓		✓	✓			✓

PENNSYLVANIA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
771	Abington Police Dept. Abington, PA 19001	✓	✓			✓			+	✓	✓						✓
772	Allentown Police Dept. Allentown, PA 18101	✓		✓		✓		✓			+	✓		✓	✓		

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
774	Bethlehem Police Dept. Bethlehem, PA 18018	✓							†	✓	†	✓	✓		✓		✓
2046	Uwchlan Township Police Dept. Exton, PA 19341	✓				✓			†		†						✓
777	Harrisburg Police Dept. Harrisburg, PA 17101	✓	✓						*	✓	*	✓		✓			
778	Lancaster Police Dept. Lancaster, PA 17602	✓	✓						†	✓	†	✓					
1415	Lebanon Police Dept. Lebanon, PA 17042	✓								✓	*	✓			✓		
1416	McKeesport Police Dept. McKeesport, PA 15132	✓				✓				✓	*			✓			
2049	Cranberry Township Police Mars, PA 16046	✓				✓		✓			*			✓			
781	Philadelphia Police Dept. Philadelphia, PA 19106	✓	✓			✓			†	✓	†	✓		✓	✓	✓	✓
784	Pittsburgh Police Dept. Pittsburgh, PA 15219	✓	✓	✓					*	✓	*	✓		✓	✓	✓	
785	Reading Police Dept. Reading, PA 19601	✓				✓				✓		✓		✓			✓
2061	Lower Gwynedd Town Police Spring House, PA 19477			✓					✓		*						✓
2066	N. Franklin Town Police Dept. Washington, PA 15301	✓		✓		✓			✓		†			✓	✓		✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
2068	Hanover Town Police Dept. Wilkes-Barre, PA 18702-1293								+		✓			✓			
789	York Police Dept. York, PA 17405	✓	✓			✓			+	✓	*	✓		✓			

RHODE ISLAND

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
790	Cranston Police Dept. Cranston, RI 02920	✓				✓											✓
1422	Narragansett Police Dept. Narragansett, RI 02882		✓						+	✓	+	✓					
792	Newport Police Dept. Newport, RI 02840	✓	✓			✓	✓		✓	✓	✓	✓	✓	✓	✓		✓
1423	North Providence Police Dept. North Providence, RI 02904	✓	✓			✓			✓	✓	✓	✓		✓	✓		✓
793	Pawtucket Police Dept. Pawtucket, RI 02860	✓	✓				✓		*	✓	*	✓	✓	✓		✓	✓
794	Providence Police Dept. Providence, RI 02903	✓	✓			✓			*	✓	*						

SOUTH CAROLINA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1427	Aiken Dept. of Public Safety Aiken, SC 29802	✓			✓				+		✓						

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
797	Beaufort County Sheriff's Dept. Beaufort, SC 29901	✓				✓			✓			✓			✓		
799	Charleston Police Dept. Charleston, SC 29403		✓			✓			✓	✓	*	✓				✓	✓
801	Columbia Police Dept. Columbia, SC 29202	✓	✓						†	✓	†	✓	✓	✓	✓		✓
2074	Conway Police Dept. Conway, SC 29526	✓		✓					*	✓	*	✓			✓		
1430	Florence Police Dept. Florence, SC 29501	✓							†	✓	†	✓					
1431	Georgetown Police Dept. Georgetown, SC 29440	✓				✓					†						✓
803	Greenville County Sheriff's Dept. Greenville, SC 29601	✓	✓						✓		✓	✓	✓	✓		✓	✓
804	Greenville Police Dept. Greenville, SC 29601	✓	✓			✓			*	✓	*	✓	✓	✓	✓		✓
805	Lexington County Sheriff's Dept. Lexington, SC 29072	✓	✓			✓			✓		†	✓		✓	✓		✓
806	North Charleston Police Dept. North Charleston, SC 29411										†	✓		✓	✓		
808	Spartanburg Dept. Public Safety Spartanburg, SC 29301	✓	✓	✓		✓	✓			✓	*	✓	✓	✓			✓

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SOUTH DAKOTA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
2303	Lemmon Police Dept. Lemmon, SD 57638	✓							✓	✓	✓	✓			✓		
1439	Minnehaha County Sheriff's Dept. Sioux Falls, SD 57104-2497	✓										✓					

TENNESSEE

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
2090	Athens Police Dept. Athens, TN 37303	✓										✓					
811	Hamilton County Sheriff's Dept. Chattanooga, TN 37402		✓	✓		✓	✓		✓		+					✓	✓
812	Chattanooga Police Dept. Chattanooga, TN 37406	✓	✓		✓	✓				✓	+	✓		✓	✓		✓
1444	Gallatin Police Dept. Gallatin, TN 37066				✓				*		*	✓					
814	Jackson Police Dept. Jackson, TN 38301	✓				✓			+	✓	*						✓
815	Johnson City Police Dept. Johnson City, TN 37605		✓			✓	✓				*	✓					✓

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
819	Memphis Police Dept. Memphis, TN 38103	✓	✓			✓	✓	✓	‡	✓	‡	✓				✓	✓
820	Murfreesboro Police Dept. Murfreesboro, TN 37130									✓							

TEXAS

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
823	Abilene Police Dept. Abilene, TX 79604	✓				✓			✓								✓
825	Amarillo Police Dept. Amarillo, TX 79101	✓	✓			✓						✓	✓	✓			✓
827	Arlington Police Dept. Arlington, TX 76004	✓	✓			✓		✓	‡	✓	‡		✓	✓	✓		✓
829	Austin Police Dept. Austin, TX 78701	✓	✓			✓		✓	‡	✓	‡	✓	✓	✓	✓		✓
830	Baytown Police Dept. Baytown, TX 77521	✓		✓		✓	✓		*	✓	*	✓	✓	✓	✓	✓	✓
835	Brownsville Police Dept. Brownsville, TX 78520	✓								✓	*				✓		
1454	Brazos County Sheriff's Dept. Bryan, TX 77803	✓		✓	✓		✓		✓		*			✓	✓	✓	

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
836	Bryan Police Dept. Bryan, TX 77805								†		*		✓	✓			✓
837	Carrolltown Police Dept. Carrolltown, TX 75011	✓	✓			✓					†						✓
1455	Randall County Sheriff's Dept. Canyon, TX 79015					✓		✓									✓
1457	College Station Police Dept. College Station, TX 77840	✓	✓						✓	✓	*	✓		✓	✓		✓
2096	Crane Police Dept. Crane, TX 79731	✓		✓		✓	✓	✓	✓	✓		✓		✓	✓		
842	Dallas Police Dept. Dallas, TX 75201	✓		✓		✓	✓	✓	†	✓	†	✓	✓	✓	✓	✓	✓
844	Denton Police Dept. Denton, TX 76201	✓							✓	✓	✓	✓		✓	✓		
1461	Duncanville Police Dept. Duncanville, TX 75138					✓			†		†			✓	✓	✓	✓
1463	Euless Police Dept. Euless, TX 76039	✓				✓		✓			*		✓	✓	✓	✓	✓
2101	Ferris Police Dept. Ferris, TX 75125									✓	*			✓			
849	Fort Worth Police Dept. Fort Worth, TX 76102	✓	✓			✓	✓		✓	✓	†	✓		✓	✓	✓	✓
851	Galveston Police Dept. Galveston, TX 77550	✓	✓	✓		✓	✓		✓		*	✓		✓			✓

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
2105	Giddings Police Dept. Giddings, TX 78942	✓				✓			✓	✓	†						
853	Grand Prairie Police Dept. Grand Prairie, TX 75051	✓	✓	✓	✓	✓			†		*	✓		✓	✓		✓
1465	Haltom City Police Dept. Haltom City, TX 76117					✓		✓			†	✓		✓			
1466	Harlingen Police Dept. Harlingen, TX 78550	✓	✓			✓			*	✓	*				✓	✓	✓
1459	Highland Park Public Safety Highland Park, TX 75205	✓	✓		✓	✓		✓	*	✓	*					✓	✓
1468	Hurst Police Dept. Hurst, TX 76054	✓	✓			✓		✓	†			✓	✓	✓			✓
857	Killeen Police Dept. Killeen, TX 76541	✓				✓			†	✓	*	✓		✓			✓
860	Longview Police Dept. Longview, TX 75606	✓	✓			✓			*		*	✓		✓			✓
2117	McKinney Police Dept. McKinney, TX 75069	✓												✓	✓		✓
866	Midland Police Dept. Midland, TX 79702	✓									✓	✓		✓	✓		
1474	New Braunfels Police Dept. New Braunfels, TX 78130	✓	✓			✓					†						

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
869	Odessa Police Dept. Odessa, TX 79760		✓			✓			†	✓	†	✓	✓	✓			✓
1476	Paris Police Dept. Paris, TX 75460									✓			✓				
873	Richardson Police Dept. Richardson, TX 75083	✓				✓								✓			✓
877	San Antonio Police Dept. San Antonio, TX 78207	✓					✓		†	✓	†	✓		✓	✓		✓
878	Temple Police Dept. Temple, TX 76501		✓						✓			✓	✓				
880	Tyler Police Dept. Tyler, TX 75702	✓				✓			✓		✓	✓		✓	✓		✓
883	Waco Police Dept. Waco, TX 76702	✓				✓					*			✓			✓
2133	Weatherford Police Dept. Weatherford, TX 76086	✓	✓			✓	✓		†	✓	†			✓			✓
2135	Wharton Police Dept. Wharton, TX 77488	✓				✓			*		*						
2136	Willis Police Dept. Willis, TX 77378	✓		✓	✓						*						

UTAH

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
886	Ogden Police Dept., Ogden, UT 84401	✓	✓			✓	✓		✓	✓	+	✓		✓			
890	Salt Lake County Sheriff's Dept., Salt Lake City, UT 84111	✓		✓				✓				✓		✓	✓		✓
891	Salt Lake City Police Dept., Salt Lake City, UT 84111	✓	✓			✓			+	✓	*	✓	✓	✓	✓		✓

VERMONT

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
924	Burlington Police Dept., Burlington, VT 05401	✓					✓		*	✓	*	✓		✓	✓		
2158	Essex Police Dept., Essex Junction, VT 055452	✓	✓			✓			✓		✓				✓	✓	
2160	Milton Police Dept., Milton, VT 05463	✓				✓	✓		✓	✓	*						
2312	Dover Town Police Dept., West Dover, VT 05356			✓		✓			✓	✓				✓	✓		✓
2164	Windsor Police Dept., Windsor, VT 05089	✓				✓			+	✓	+			✓			

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VIRGINIA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
893	Alexandria Police Dept. Alexandria, VA 22314	✓	✓	✓	✓	✓			†	✓	†	✓	✓	✓			✓
895	Arlington County Police Dept. Arlington, VA 22201	✓	✓			✓	✓		*	✓	*	✓		✓			✓
1486	Bristol Police Dept. Bristol, VA 24201	✓				✓	✓		†	✓	†		✓	✓			✓
896	Charlottesville Police Dept. Charlottesville, VA 22902	✓	✓			✓	✓		✓	✓	†	✓	✓	✓	✓		
899	Chesterfield County Police Dept. Chesterfield, VA 23832	✓				✓			✓	✓	†	✓		✓			✓
1489	Montgomery County Sheriff's Christiansburg, VA 24073						✓		†	✓	†			✓			
900	Danville Police Dept. Danville, VA 24543	✓	✓			✓			✓	✓	✓	✓		✓	✓	✓	✓
902	Fairfax County Police Dept. Fairfax, VA 22030	✓	✓						*	✓	*	✓		✓	✓		
1490	Fredericksburg Police Dept. Fredericksburg, VA 22404	✓							†	✓					✓		
903	Hampton Police Dept. Hampton, VA 23669	✓	✓			✓			†		*	✓	✓	✓			✓
1492	Hanover County Sheriff's Dept. Hanover, VA 23069	✓	✓			✓					✓						✓

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
905	Lynchburg Police Dept. Lynchburg, VA 24505	✓	✓	✓		✓			+					✓			✓
913	Prince William County Police Manassas, VA 22192-9201	✓	✓			✓			+		*	✓	✓	✓			✓
907	Newport News Police Dept. Newport News, VA 23607	✓				✓			✓		✓	✓	✓	✓	✓		✓
909	Norfolk Police Dept. Norfolk, VA 23510	✓	✓		✓	✓			✓		✓	✓	✓	✓	✓		
2150	Orange Police Dept. Orange, VA 22960			✓		✓			✓	✓	✓			✓	✓		✓
910	Petersburg Police Dept. Petersburg, VA 23804	✓	✓		✓	✓	✓		✓	✓	*	✓	✓	✓	✓		✓
2152	Pulaski Town Police Dept. Pulaski, VA 24301	✓								✓	*						
915	Henrico County Police Dept. Richmond, VA 23273	✓	✓	✓					+	✓	+	✓	✓	✓	✓		✓
917	Richmond Police Dept. Richmond, VA 23219	✓				✓			✓	✓	✓	✓		✓	✓	✓	✓
919	Roanoke Police Dept. Roanoke, VA 24011	✓	✓			✓			+	✓	+			✓	✓		✓
1501	Winchester Police Dept. Winchester, VA 22601		✓						*	✓	*				✓		✓
2157	Wise Police Dept. Wise, VA 24293	✓	✓			✓			+	✓							
923	Virginia Beach Police Dept. Virginia Beach, VA 23456	✓	✓	✓		✓			+		*	✓	✓	✓	✓	✓	

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WASHINGTON

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1503	Auburn Police Dept. Auburn, WA 98001	✓							✓	✓	✓	✓		✓			✓
925	Bellevue Police Dept. Bellevue, WA 98009	✓	✓						+	✓	+					✓	✓
926	Bellingham Police Dept. Bellingham, WA 98225	✓	✓			✓			✓	✓	+			✓	✓	✓	✓
2168	Ellensburg Police Dept. Ellensburg, WA 98926	✓	✓			✓			✓	✓	+				✓		
928	Everett Police Dept. Everett, WA 98201	✓	✓			✓	✓		✓	✓	*		✓	✓			✓
1506	Kennewick Police Dept. Kennewick, WA 98336	✓	✓		✓				✓	✓	+	✓	✓	✓			
929	Kent Police Dept. Kent, WA 98032												✓				✓
1507	Longview Police Dept. Longview, WA 98632	✓	✓	✓					✓	✓	+		✓	✓	✓		
2171	Monroe Police Dept. Monroe, WA 98272		✓				✓	✓	✓	✓	✓						
1508	Skagit County Sheriff's Dept. Mount Vernon, WA 98273	✓	✓	✓	✓	✓			✓		+						✓

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
930	Thurston County Sheriff's Dept. Olympia, WA 98502	✓	✓	✓	✓			✓	+		+	✓		✓	✓		
1509	Clallam County Sheriff's Dept. Port Angeles, WA 98362	✓	✓			✓	✓	✓	+		✓		✓	✓			✓
932	King County Public Safety Seattle, WA 98104	✓	✓						+		+	✓		✓	✓		✓
933	Seattle Police Dept. Seattle, WA 98104	✓	✓			✓	✓		+	✓	+	✓	✓	✓		✓	✓
2172	Sedro Woolley Police Dept. Sedro Wooley, WA 98284		✓			✓	✓										
935	Spokane Police Dept. Spokane, WA 99260	✓	✓			✓		✓	+		✓	✓	✓	✓	✓	✓	✓
927	Snomish Dept. of Public Safety Snomish, WA 98290	✓	✓	✓	✓			✓	+	✓	+	✓		✓			
937	Tacoma Police Dept. Tacoma, WA 98402	✓								✓	*			✓	✓		
2315	Tenino Police Dept. Tenino, WA 98589	✓	✓	✓		✓			✓		✓			✓			✓
938	Clark County Sheriff's Dept. Vancouver, WA 98666	✓	✓		✓		✓		✓		+	✓	✓	✓	✓		✓
1512	Vancouver Police Dept. Vancouver, WA 98668	✓						✓		✓	+		✓	✓	✓		
1513	Walla Walla Police Dept. Walla Walla, WA 99362				✓	✓			+		✓					✓	✓

WISCONSIN

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1514	Chelan County Sheriff's Dept. Wenatchee, WA 98801					✓	✓		*		+	✓			✓		✓
940	Yakima Police Dept. Yakima, WA 98901	✓	✓	✓					✓		+			✓			

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
941	Appleton Police Dept. Appleton, WI 54911	✓	✓						✓		✓			✓	✓		✓
2177	Brillion Police Dept. Brillion, WI 54110	✓		✓	✓	✓				✓			✓	✓			✓
1516	Eau Claire County Sheriff's Dept. Eau Claire, WI 54703-5499	✓			✓	✓		✓	+		✓			✓	✓		
942	Eau Claire Police Dept. Eau Claire, WI 54702	✓	✓			✓		✓	✓		+			✓			
945	Green Bay Police Dept. Green Bay, WI 54301					✓	✓		*	✓	*			✓			✓
1522	Janesville Police Dept. Janesville, WI 53545	✓				✓	✓		+	✓				✓	✓		
949	La Crosse Police Dept. La Crosse, WI 54601	✓		✓		✓			✓	✓	✓	✓				✓	
951	Madison Police Dept. Madison, WI 53703	✓	✓	✓		✓	✓		+	✓	+	✓	✓	✓	✓	✓	✓

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Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1526	Menomonee Falls Police Dept. Menomonee Falls, WI 53051								✓		*			✓			
953	Milwaukee Police Dept. Milwaukee, WI 53201	✓	✓			✓	✓	✓	✓	✓	†	✓		✓	✓		✓
957	Racine Police Department Racine, WI 53403	✓				✓	✓	✓	†	✓		✓					
962	Marathon County Sheriff's Dept. Wausau, WI 54401	✓			✓	✓											
964	West Allis Police Dept. West Allis, WI 53214	✓	✓			✓			†		*		✓	✓			

WEST VIRGINIA

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
966	Charleston Police Dept. Charleston, WV 25301								†	✓	†	✓		✓			✓
967	Huntington Police Dept. Huntington, WV 25701	✓							*	✓	*	✓		✓		✓	✓
1537	Morgantown Police Dept. Morgantown, WV 26505	✓	✓			✓			✓	✓	†			✓	✓		✓
2190	Oak Hill Police Dept. Oak Hill, WV 25901	✓	✓							✓	†			✓			
1538	Parkersburg Police Dept. Parkersburg, WV 26102	✓							*	✓	*						

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WYOMING

Seq.	Agency Name, City and State	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
970	Casper Police Dept. Casper, WY 82601	✓	✓			✓	✓		✓		+						✓
972	Cheyenne Police Dept. Cheyenne, WY 82001	✓				✓			✓		+			✓			✓
	TOTALS	606	382	136	92	510	201	128	587	389	618	353	178	416	339	133	430

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APPENDIX C:

COMMENTS ABOUT CHANGE

APPENDIX C

In this section, 290 respondents discuss the lessons they feel their organizations have learned in the process of planning and implementing community policing. These comments are unedited. They are presented in full both because the substance is too rich to condense and because summary statements would not do justice to the thoughtfulness of many of these writers. Although the comments address the general process of change and the more specific topics of internal change and external change, they are not categorized under these headings since many respondents reflected on multiple issues and we preferred to leave the statements in tact.

RESPONSES TO QUESTION:
"WHAT HAS YOUR DEPARTMENT LEARNED IN THE PROCESS OF MAKING CHANGES IN ORGANIZATIONAL POLICIES OR PRACTICES THAT YOU THINK WOULD BE USEFUL TO OTHER AGENCIES?"

Make only sincere promises to community.

Need strong support from local government. Include other city departments as planning partners from beginning. Include community through meetings and surveys.

Do not present canned information at community meetings. Listen to priorities of neighborhood. Give them tools to solve their problems.

911 is a major roadblock; communication system is county-wide and department has little operational or administrative control over it.

Move slowly; change in philosophy takes time. Education of personnel is a major problem. Set priorities and make them known to officers.

Need clear communication within organization and between organization and community.

Hands-on training eases officer into community policing. Having officers work on projects while "shadowing" members of a temporarily dedicated community policing teams is effective. District community policing teams made up of sergeant and 4 patrol officers, it seems to be an effective approach. Teams serve to prove COP works and team members are used to train patrol officers.

Training officers in COP concepts needs to precede implementation. Officers must understand the need for change.

COP takes time. All projections will be too short. Give the process time. Be patient and persistent. Constantly fine tune. Be spontaneous. Constantly train.

Personality of COP officers important—must be outgoing and be energetic self-starters.

Need "customer service" attitude.

Entire organization must be trained because COP is a department-wide approach.

Officers need training in problem solving and community relations.

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COP is a slow process that can't be hurried.

Officers must be free to act without prior approval of management.

Include employee organization and community in earliest discussions of why change is needed.

Public and city officials must understand COP concepts and practical implementation. Officers need to know how it will affect them on daily basis.

Identification of community leaders can be difficult. Public "spokesperson" may not be actual community leader.

Don't rush; resist political pressure to move without having involved and educated employees and community.

Establish that community residents are eager to get involved.

Any COP programs have to be understood in the context of the philosophy which must have strong commitment from top administration.

The more community involvement, the better the police department's relationship with citizens.

Train entire department in COP concepts.

How do you accomplish the changes with minimum resources?

Citizens want to be involved. Must change mindset of officers. Changes will take several years.

Involve all personnel in the planning process.

COP not a panacea. If not properly planned and supported, it can be a disaster.

Easier to develop vision and involvement of citizens that internal mid-managers.

Know where you are and where you're heading. Have hard numbers to verify experience; don't just measure after the fact.

Change will be difficult because not everyone will be committed to the new goals. Approach should be broad-based in agency but some short-term specialization may

be required to "kick start" process. Early changes must be made to support program, e.g., training, hiring practices and criteria, aware/reward system, promotional and evaluation criteria, etc.

Role of policing must change to fit the community served.

Community policing is an organizational philosophy that must involve not only the entire police agency, but needs to be supported by local government leaders, allied public agencies and criminal justice system. It is not a program but rather a reflection of organizational goals and mission statement.

If there are resources for only a few special officers in selected areas, other areas can feel slighted. This can cause problems for sheriff at election time.

Community must be involved and share responsibility and effort must be a joint one with other local government units.

Neighborhoods that don't perceive a serious crime problem are not likely to participate.

COP is an evolution; the more we do it, the more we learn.

Need annual survey of community for feedback. This reveals needs and provides performance indicators.

There will be significant resistance from mid-level managers and supervisors.

COP really helps relations with public and youth.

Must work cooperatively with all public and private sectors. Volunteers can be very beneficial.

Never enter into community policing without proper research, surveys, training, community input, organizational structures and preconceptions.

Statistics, charts and graphs will support the need for personnel, specialized units, high crime areas. All will be reflected "realistically" rather than estimated.

Involve all branches of government, local interest groups and the media. Allow personnel to adapt slowly to the changes.

Recent budget cuts have caused majority of community policing team to be returned to personnel.

Change will require substantial internal training and more personnel to allow for time to be spent with community.

Don't rush. Allow personnel to talk about changes and move a little at a time. Don't create unrealistic expectation for public. Regularly point out successes to personnel and public.

Be sensitive to needs of various ethnic groups and cultures.

Don't forget that the main job is to enforce the law and "provide police services."

Make department open and keep citizens advised on everything you are doing. Monthly meetings with citizens should be attended by chief and top personnel.

Residents want us out there.

Officers need to be educated to the benefits of COP.

Need constant open communication between citizens and police department. Personnel need communication skills training and problem solving training.

Must get officer buy in. Hard to implement without additional staffing. Everybody (citizens and politicians) want COP but few understand what it is.

Union leadership can be obstacle. Take a slow evolutionary approach. Involve officers and community. Make sure elected officials support concepts. Be prepared for lots of training hours.

Police leaders must listen to citizens and community leaders; feedback is essential to making changes.

Support from chief and elected leaders essential. Training of all personnel is essential. Takes time to get "buy in" of command staff, supervisors and patrol level personnel. Detectives, investigators and civilian employees have to be included. Change is expensive in time, dollars and personnel resources.

Always allow neighborhood feedback.

Community can be police department's most powerful tool.

This is a department project. Everyone in the department must play some role and government leaders must buy into the project.

Hard to get middle managers and patrol officers to understand new roles. Once

the agency adopted COP, mid managers were responsible for identifying problem areas and encouraging creative alternatives and resources to resolving those problems. At the same time, officers were challenged to adopt a new perspective to criminal activity in considering creative and (legitimate) alternative responses to crime. Policing is no longer a simply case of filing an incident report, but of identifying the contributing factors to that incident and seeking means of discouraging subsequent and progressive offenses. Instead of simply patrolling an area, watching for criminal activity in progress, they are now challenged with looking for those circumstances that lead to the commission of criminal acts. This is as difficult a concept to "teach" as it is to learn.

Working with the community can result in lots of input.

COP is very hard.

It is vital to listen first. What police professionals see as a paramount need is sometimes not even a priority with citizens. We have to communicate.

The name changes but the game remains the same.

Identify and focus on informal leaders; invest large amounts of both positive and negative discipline in this group. COP philosophies must be woven throughout the entire fabric of the department. Generate community information from community instead of internal department sources. Recruit, hire, train and reward individuals more for the spirit of service than solely the spirit of adventure. Adjust department missions, goals and objectives from traditional approaches of reacting by increased enforcement actions to solution strategies. Clarify popular misconceptions of law enforcement myths, villains, and heros. Cautiously select a wise community steering committee with members that are genuine (vocal community activists may not be the real leaders). Do systematic and frequent monitoring from demonstrable results.

Community policing staffing must be in addition to full time patrol staffing levels.

Carefully choose officers for placement in any program that deals with community leaders. The "wrong" personality can clash and set your programs back.

Community policing works. Having law abiding citizens working with a police officer to solve community problems has eliminated apathy and replaced it with a positive optimistic attitude since residents see results in a reduction of crime.

Community policing is a return to the community of officers who have been just responding or reacting to calls.

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Get to know the people and their problems which will result in their support of your needs.

Don't make the same mistakes other agencies make; ask what they do and don't do. Also, pick your instructors carefully. Be seen, be heard, be available.

COP really works!

Demands on manpower are much greater with community policing.

Perhaps the most significant aspect in the process of making community organizational policies has been the gains in improving the attitudes and work performances of those officers who are actively engaged in full-time CPR work. Evidence indicates the responsibilities associated with community policing has a very positive effect on involved officers such as developing communications skills, self initiative, resourcefulness, and credibility among other police personnel. Interest in the program is self perpetuating as more officers realize and employ the resource skills that accompany such an assignment.

All members of the department must be introduced to the ideas.

Increase customer input in decision-making. Increase employee input in organizational decision making. Customer focus—be sensitive to needs of community as partner in public safety. Continuous improvement—strive for excellence, using technology, training and innovation. Continuing comprehensive review of service. No challenge means no reward.

Move to participatory management has helped change process. Every little bit helps the overall picture. You need not jump full scale into community policing, but rather implement small pieces at a time.

Get input from patrol officers and use it.

We cannot do all COP we have developed because of severe personnel shortages. But, even the small scale community policing program we have been able to put in place has received an overwhelmingly positive and enthusiastic response.

Do not move too quickly. It will take a long term commitment by department and community to accept COP philosophy.

Continue friendly contact, open communication and collaboration with citizens and agencies for an improved relationship and increased cooperation.

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It takes time. Officers will respond if you take work away from them. Streamline.

Problem oriented policing is extremely time consuming when involving large, long term projects. Our efforts have proven to have been well directed. Our relationship with the community has improved and the crime reduction has been significant.

Keep community and department informed and involved in the planning process.

Have a lot of input from community organizations when starting community policing. Explain the concept of community policing and what is expected from the officer and the community. Explain that it takes time to implement community policing and that some communities will be first and some will be last to get an officer. Try to give neighborhoods a timetable.

Stay in constant contact with watch commanders and liaisons. Do not slack off of watch programs; always keep the neighborhood watches updated on ongoing investigations in their areas. The satisfaction gained through community policing is worth any aggravation that may be encountered when first starting out.

The community needs to be involved in all plans, at every level of action. Our experience was that there was always a vocal group of nay-sayers (both police and citizens). Our department continues to move forward, maintaining communication with friends and foe alike. We find that our toughest critics help us build our strongest plans.

We made mistake initially in planning for COP to be done by only Master Police Officers—we are now planning to train virtually everyone in department.

There has been a 98% reduction in 911 calls in low income housing areas since instituting housing authority policing/community relations activity.

Make sure city's governing body understand principles of COP and that your entire department receives training.

Input, coordination, and involvement by community members and other city agencies are very important for success of such change.

Specialized units have high potential for burnout. Officers must be rotated.

Extensive research into change process for COP is essential. You must establish an action plan with goals, objectives and a time line for action that all members of the organization can refer to during change process.

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You can't look at the community as one single unit. Different areas require very specific and different responses. Too many agencies try to implement a policy across too large an area.

Breaking the traditional expectations of immediate response to calls is going to be difficult.

Need support from top down to include all areas of enforcement personnel. Supply training before starting program.

Don't try to operate on "gut feelings" about what community wants or needs. Go to residents and interact in a positive way that will build trust and rapport.

Community members who are getting involved are becoming more sensitive to the police organization.

The learning curve for entry level employees is slower than planning processes. Supervisory support, encouragement, and performance evaluation criteria are important in implementing change in direction.

Accreditation has been very helpful in our community policing efforts by providing planning and assessment frameworks, improved written directives, and departmental image improvement both internally and in the community.

The community as a whole, regardless of cultural and racial differences, have the opportunity to see the police in non-adversary condition. As with any group, if people know each other better, more confidence and trust is built in the relationship.

During times of financial hardships of entire city, be prepared to explain expenditures and sources of funding.

Flatten staffing pattern to have less "weight" at the top and provide more employee empowerment.

Departments must work very closely with neighborhood, community, business and civic groups so that the average citizen understands the complex nature of police work. Law enforcement must be aware of and respond to the concerns of the community but also must educate them as to the many legal restraints placed on law enforcement.
Usually requires some issue that will motivate citizens to take an active role.

Must deal with preconceptions and fears of officers about community policing. There must be a philosophical belief that it will work and your staff have to be loyal

The division was reorganized and a special operations bureau was created. The new bureau contained all drug enforcement and SIU units, crime prevention, dare and community policing. This put all units necessary for a "Weed and Seed" approach in one bureau to allow a quick, coordinated response to problem plagued neighborhoods which has worked well for our agency.

Take your time. Make changes slowly but deliberately. Ask the community what they want, as an agency will only be as good as the community will allow it to be. Encourage all department employees to be involved in community activities, e.g., Little League, Boy Scouts, Cub Scouts, church groups.

A better understanding of the department has occurred. The isolated feeling of the officers has been diminished, as they have found that many residents really do support them, and their efforts are noticed and appreciated. We broke enough barriers that existed between a dense, problem area and the rest of the city. As a result, many other community resources became involved. Significant improvements resulted. The city administration and this community recognized the accomplishments of the police department which gave the department a great sense of pride. The officers felt they had made a difference in a new and positive way.

We learned how hard it is to get the citizens involved; they are reluctant to take a stand against the criminals for fear of retaliation and seeing little or nothing happen to them in the court.

Have a definite focus on areas to be addressed or small community factions tend to dwell on their personal agendas.

Don't reinvent the wheel. See what others are doing first before you go out and try to make it on your own.

Look for reasons to support non-traditional styles and forget making excuses why things can't be done. If it's legal, safe, and not too costly, do it.

There is a noted reluctance on the part of police personnel to accept this approach because of their mistaken belief that they are being required to become more like sociologists, recreation counselors or similar professions rather than "law enforcement" personnel. They see a reduction in their law and order role and question the effectiveness of this approach. Instilling the philosophy of this type of policing strategy is the most critical step in the process—if officers buy into the program they will labor to ensure that it is successful.

The most difficult problem facing agencies attempting to encourage and implement this philosophy is to ensure that police personnel and community members

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recognize that the role of police officers in resolving "community problems" is that of facilitator. Police officers are not janitors, refuse collectors, carpenters or plumbers. They are law enforcement officers who are willing to work with the community to resolve problems which adversely affect public safety and good order.

Officer perceptions of the public have ben improved. Citizen feedback is positive.

We have super ideas but budget and manpower hold us to a standstill. With 5000 square miles to patrol, the tax dollar just never reaches. We have found the D.A.R.E. program to be our best shot.

It is difficult to sell to top management/final decision makers, but it is worth the effort and is well received by community.

Community policing as a concept is a major change in the way we do business. Therefore, the change takes time to accomplish it. It requires much training, information, conversation and exposure to the concepts before yo can hope to change police officers' behavior and point of view.

Politicians do not understand what is currently done, how to proceed to implement the concept, and have unrealistic expectations of current levels of staff. Elected officials do not really understand the need to maintain emergency delivery system in balance with community based policing activities. Buzz word usage with new understanding of service delivery impacts.

Take more time in the planning process.

Need to better train officers and civilian employees in the concepts of community policing.

Not only is there a great deal of misunderstanding within a police organization about what community policing may mean to the service delivery system, but there is also a great deal of misunderstanding in the community at large as well as among city administrators and elected officials. Examples: (1) expectations for success measures; (2) resistance to changes in service delivery for non-emergency police services; (3) perceptions that COP will provide a "quick fix" or "panacea" for troubling community problems; (4) tendency to associate COP with not being tough enough on crime, thereby contributing to worsening crime problems.

Open lines of communication with department members, public, and administration are the most important factors. Make every facet of the operation open to suggestions and input. Admit failures and improve.

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Changes are good, but should be reasonable and implemented over a period of time long enough to allow for acceptance. Radical changes or changing too quickly can be detrimental.

Must be open, up-front and totally honest with the community. If you act like a politician, you'll get no help or concern. Police personnel also have to be willing to open up and accept community input as well as support.

Every city is different and policies and practices must be tailored to unique conditions. We worked to get buy-in from all ranks before we took it to the community, though we've been working with the community in a variety of ways since the late 70s. Training in new skills not traditionally provided for officers is crucial, e.g., planning program management, community empowerment, communication. Specialty units can be dangerous. It could send the message that only that unit does community policing, instead of a department-wide practice.

You have to allow for significant input from neighborhoods so the action plans actually achieve the individual objectives of the respective neighborhood. Patience. Patience. Patience. Changes occur more slowly than anyone wants. Community policing policies/approaches will be different for each community. Strong emphasis on diversity training will greatly assist implementation of COP strategies.

It is critical to define the policies and procedures, requesting input from all personnel. First line supervisors must be committed 110%. The chief must make their support and commitment known to all.

It is important to define mission, goals and objectives, and to be clear about existing community resources and clearly define where both formal and informal lines of community leadership and influence lie.

People are more likely to help police solve their community problems and assist in crime identification of offenders and have greater trust in the police because they get to know them personally.

Without vocal and active support of community and its leaders, many initiatives will fail. It is imperative that elected officials recognize the extent of community support and desire for strong public safety components.

It is very important to involve the supervisory staff of the entire department in the planning from day one. Also, it is very important to keep the "rank and file" informed on the progress being made in the transition—helps negate rumors.

We have learned that positive community relations are the key to effective law enforcement. The relationship between the police department and the citizens of

the community it serves is absolutely paramount to the successful achievement of law enforcement related goals and objectives. We have learned also that the police department must aggressively initiate and pursue positive community relations and, once achieved, strive to maintain this relationship.

It is difficult to get officers to buy into the program. It seems that the wise chief would somehow get the programs to originate with the officers actually performing the programs as a way to reduce their workload.

We have learned that not everyone is ready for the changes which are occurring in policing, and the change process will be long term, not short term. You cannot change attitudes and traditional practices overnight. Many mid-managers are not ready for empowerment because they are used to being told what to do. Patrol officers are taking the problem oriented policing and community policing concepts as a challenge. They seem to like having the ability to work out solutions to the problems and having the ability to be flexible.

(1) It is a slow process. (2) It takes planning and commitment. (3) It requires training for all employees. (4) It is best accomplished when top management is sold on the process and pushes change downward. (5) It involves committee work to get more input.

Community policing requires a full effort by all members of the city government. It is very important to develop citizen/government partnerships as soon as possible. It is extremely important to make communities safe before attempting other ventures. You must give officers as much authority and responsibility as they can handle. You must make time to permit officers to problem solve. Continued evaluation and modification are necessary.

Our COP program is a semi-Community Oriented Policing program. Our manpower and geographic areas do not allow a full program. It has, however, taught our deputies problem resolution and they have seen several times over that it works. Our program has also tuned the deputies in to the public more so than with our traditional methods.

Make sure you clearly state the goals an objectives to the organization. Getting understanding from your personnel is of utmost importance. Community policing is not the job of administration; it is the philosophy of the entire organization.

Provide adequate education and training efforts for the community as well as within the police agency. Lack of a proper understanding by either party of the philosophy will doom the effort to failure.

(1) A total commitment from the organization is essential. (2) Training is essential.

(3) Local government support is important. (4) Community support is necessary.

It must be department-wide endeavor. Ongoing training is essential. The change must be slow and gradual with little or no disruption of service.

Problem areas: "controlling" 911 call for service and getting city-wide citizen involvement. (It's easy to get a neighborhood with problems involved.)

This change is a major one. I would urge cautious movement, experimentation in COP based programs, bring plenty of people on-board early in the planning effort and implement group identified changes when feasible to build upon their "success" image.

In order to engage community members significantly in the partnership and problem solving concepts, there must be sincere and genuine commitment (long lasting) from police and government service agency personnel.

(1) A clear mission statement is a must; it must be articulate on a practical, day-to-day level. (2) Change will be resisted both internally and externally. Officers need to be convinced of the practical utility of community policing and that it does not obviate the need to arrest and prosecute law violators. Citizens must be persuaded to play a much larger role in their own public safety.

Centralized consolidation of the community policing effort is very important during the early implementation phase. This coordination will ensure a degree of uniformity and will avoid duplication of effort between the various projects. This will provide also for better grant management.

Majority of civilian population support the police. There has been an increased civilian support due to special projects instituted by the Department:

> (1) call-in T.V. show (chief and officers)
> (2) police presence at neighborhood meetings
> (3) special housing project patrols
> (4) department safety programs (D.A.R.E. and school lunch program)
> (5) civilian ride-along program and citizens police academy.

The general population has become more vocally supportive of the police.

Go slow and involve everyone in plans and the program. Don't be afraid to try something new. The officers have to "buy in" or it won't work. Research many other departments and take from them what might work for your department and community.

We have found it critical to include all members of the agency in the community policing concept. The premise of community policing is to form a working relationship, or partnership, with the community. This goal can best be accomplished by having a complete indoctrination for all department members on the community policing philosophy. Through this total department involvement, the success of the program can be shared by all agency members.

What we are finding out by changing some of the old policing practices is that there is a big demand for police participation in the community. The sad thing is we lack the resources to fill all the requests of our community. The lack of resources is what locks police departments into traditional policing styles.

Go slow and have a continuous process. At the start, we were moving rather fast, then we felt we had to slow down. This was perceived by the employees as "just another fad" with which management wanted to impress the City. We also found that this concept is not 100% accepted by the work force, but that is "okay" and we move forward. We realize the concept is a "life" endeavor. So, if you really do not want to make the commitment, don't start.

Even though we are in the early stages of the formal adoption of community policing within the organization, we re finding a tremendous amount of enthusiasm and excitement from many members of the organization. It appears that members of the organization recognize this as a non-traditional way of policing and with the high level of education of many of the employees in the police department, they now realize that they may be able to use their academic talents to address the law enforcement issues within our community.

Strategic planning is critical. Community surveys are vital to planning and problem solving. Emphasize a department-wide approach. First-line supervisor training is critical to success. Neighborhood Advisory Groups are very useful as sounding boards and resources for volunteer program. Changing the agency culture is difficult; attention to hiring, promotion, evaluations, awards, and academy is very necessary. Change is a long-term process requiring continual attention and effort by all members. City-wide commitment is necessary.

The public must be informed. Change comes slowly in government. We need to identify the right people for the planning process and use them correctly.

Go slowly. Officers like to be involved in the changes. Celebrate small wins and a lot of them. From the chief, encourage this change but only guide it. Let the officers develop the policies themselves.

In working with the youth of our community, we know that the major key to

success mandates that youth run the program while police are the resource people. The pleasant surprise is that kids who are committed to a program will perform beautifully.

Training for all department personnel is essential before implementation.

Because of recent problems within the law enforcement community (i.e., Rodney King, increased liability, civil disorder, etc.) nationwide, the general public wants and expects changes in the way we deliver police services. We need to be more understanding of problems and more innovative in the way we deal with these problems.

High impact, high visibility public relations at large community gatherings, and crime or public relations literature placed on car windshields have been effective for us.

Need to select and train personnel who are service-oriented as well as law enforcement minded. Provide training for elected officials and city management.

Based on 25 years experience in a major department and reading the literature, I would say that the recognition of the need to remove the officer from the vehicle (Flint Foot Patrol experiment), or the use of special purpose vehicles is absolute. More important, the incorporation of the program through the patrol function vs. "special units" is essential to success, provided persons are selected on the basis of interest and belief in the concept and their ability to carry out specific goal oriented objectives.

The public is much harder to motivate into proper crime prevention, Neighborhood Watch, and shared decision making than you would think. The public will react to major incidents, then go back to normal life and not want to be bothered. The public is more interested in Quality of Life than crime prevention.

We realize we are in the people business and that without people, we do not exist. Also, people are concerned about safety for themselves and every individual concern is of paramount concern for them.

Include all levels of the organization in the policy development stage.

In departments our size, "community policing" concepts have been applied for decades. I have been in law enforcement for almost 30 years. Although technology has caused many changes and social conditions have changed in some respects, the relationship problems between the police and public have been constant. The solutions or programs have not changed in substance, only in form.

Several years ago we had a rash of burglaries and we instituted the "Neighborhood Watch" program. Our citizens were active and our burglaries were reduced. With the reduction of crime, our citizens are not as concerned with our crime prevention programs, and thus we have minimal participation from the citizens.

Be more assertive in leading community advisory groups. If not, they tend to drift apart.

You must be patient with the change process but, at the same time, take advantage of windows of opportunity.

(1) Citizens really appreciate police in the police role. They are much more impressed by return visits and shows of concern about crime. Your relationship with the community in the long run will largely be a function of how they perceive your effectiveness in addressing the crime issue. (2) Efforts at community policing that go beyond the traditional concerns of police (removing garbage, recreation programs for youth, etc.) will result in extensive animosity toward the department by other municipal agencies. It often will result in political counterattacks. (3) Officers goof off in community assignments unless watched. (4) Officers do not generally like community policing; expect more resistance from rank and file.

Community policing programs must be tailored to the individual department and to the uniqueness of the community.

Without hiding behind "community policing" I believe that a smaller community like ours is partially adhering to the concept as the officers avail themselves to the community on a more personal basis. By getting out and conversing with the people, the lines of cooperation are already forming a positive bond. Hiring qualified individuals from the town is a very positive method of assuring that these lines of communication are nurtured.

Community policing in my own view is just plain "good police presence." The interaction with the citizens has to be natural—not forced. If the police can prove or demonstrate to the citizens that they genuinely care, then these lines of communication will improve. The images of police as perceived by television are at times highly negative and can only be overcome by the officers themselves. By providing block watch programs, DARE instruction, and other departmental presentations, we can provide our community a more acceptable version of what our officers represent. One must not forego enforcement to obtain these goals, but instead juggle these issues to provide the best service possible. Easier said than done.

By placing bicycle officers in problem area of the county, we have increased visibility, response time and intelligence information in those areas. The

department has also experienced much positive public relations both in the media and from individual citizens.

Teach academy recruits human behavior. Provoke their minds to continue to study methods of dealing with people in various mental and emotional states of mind, developing their own people skills and maintaining a positive attitude. That will create a better relationship and bring back the trust, respect, and authority police deserve.

Learn to treat the malcontents and people whose minds are in neutral. Involve members of government that do not understand police planning but think they do, and be prepared for criticism and demeaning of your attempts to make things better, and hold your course.

Planning is vital to be successful with COP. Efforts to remove resistance pay off. Keep the first line supervisors and line officers involved and informed. Both need a sense of ownership during the change process. Department heads must be informed of what is expected from them relating to COP. Work with the media to help educate citizens. Solicit funds.

Any department, even small size departments, can increase services to communities with little or no increase in cost by utilizing supportive/proactive managers to develop, implement and maintain programs and use sworn personnel to their best ability.

This process must be a bottom up idea where the officers and first line supervisors feel more must be done to head off increased calls for service. If it is a program thought of by the chief, it will fail. It must be a process where the rank and file want to do it as part of their everyday work. (Note: This observation was made by a chief.)

Our initial experience in community policing is that it resulted in an increased level of calls for service. Additional staffing is needed to be more effective. Generally, community policing requires more personnel.

1) Involve community during development and implementation as much as possible. (2) Don't expect immediate success. Change takes time and some expect immediate results. (3) Implement as a philosophy, not a program. (4) Customize programs to fit the community. (5) Design a system to monitor your progress and correct deficiencies.

We have found it takes time for some officers to embrace the community policing philosophy, but once they experience the benefits, they become true believers.

Maintain good communications with neighborhood groups. Misunderstandings or imagined lack of service leads to crisis management instead of problem resolution.

Don't make changes for sake of change alone. Don't be afraid to try new approaches. Use someone else's program if it is good; you don't have to invent it. Participation and interaction work. Community policing is a philosophy more than a planned program and must be adapted to a particular community. You have to know your clientele.

Training is the most important aspect that affects success of program. Second most important function is communication—both up and down the organization.

A key element to our success has been collaboration. We've found any reasonable goal is obtainable by bringing together all community resources and focusing our efforts on a common goal.

We have learned we cannot control crime without community support. It takes a total commitment from city government and the community to get involved. Community policing by itself is not enough. It must be followed by problem-oriented policing, getting to the source of problems in your community. Bring in programs about crime prevention, self esteem, education, and develop programs to help people become self-sufficient.

If we have learned anything, we now know that there is an inherent resistance to the community policing philosophy and its perceived departure from traditional policing. It will take considerable time to work through this problem.

First and foremost, don't rush; Move slowly. You must lay the groundwork, articulate your vision and commitment, get mayoral and council support at the beginning stages, bring top management on board and then work downward and laterally. Train. Train. Train—all personnel, passive, active, etc. Use all personnel to accomplish the development of values statements, mission statements and vision statements. Remember. community policing is not simply a project—it is a philosophy and commitment to members of the community that they are valued partners who are empowered to affect quality of life issues and the manner in which they are policed.

The importance of training and getting the support of your council, manager, and other department heads. The education of the community is just as important as the education and cooperation of the line level officers.

The challenge we must entertain is how to empower certain segments of the community which represent a substantial population that has not yet taken interest in matters.

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A strong commitment on the part of the police chief toward community involvement will result in a better, cost effective organization. Departmental goals, such as training, drug abuse, crime prevention are greatly supported by public opinion during budget preparation. The cost of community programs may be compared to the cost of crime reduction and apprehension.

Grant funded community policing programs lack consistency because of exhaustion of grant money. This can sometimes do as much harm as good.

Do not move any faster than necessary so you have time to evaluate and adjust before moving into the next phase.

1) Bring your unions into the planning phase of community policing to avoid problems. 2) Restrict specialization; use a broad-based approach.

Small towns, by nature, have been informally doing "community policing" for years. It is our belief and experience that the greatest problem with larger departments is that they have "specialized" so much by assigning officers to this swat team or that bomb unit or this IA division, juvenile division, hot check division, etc., that the street officers on patrol in neighborhoods are understaffed and considered "grants" that simply secure a scene and then call in "specialists" to take over. Dividing large towns into much smaller areas, each with its own officers assigned to handle only that community's problems is what we consider "community policing."

Community policing is not a panacea. It will not solve all problems with all groups. The key to making it work is selection, training and retention of competent personnel.

The community policing seminar held in Portland was of great help. Successful programs should be packaged and shared.

Citizens are highly supportive and willing to work to solve mutual problems.

Community policing is staff intensive. People need to recognize this and be supportive. More training should be conducted for city managers and council.

Community policing should not be sold for cost saving possibilities but because of benefit to community/quality of life.

Need to train and orient all personnel on the basic fundamentals of community oriented policing and the critical elements in order to obtain "buy in" by line officers and supervisors. This agency has met with strong resistance from traditional reactive supervisors.

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All officers should be involved in community policing. More manpower may be needed. Should have a department-wide commitment. Supervision must be flexible and decentralized.

Community involvement at all levels (tenant organizations, church groups, representatives of the business community) is essential for success. Some law abiding citizens may resist a higher police presence in their neighborhoods.

You must involve the entire agency in community oriented policing.

The task of changing internal attitudes and predispositions is important, critical and needs constant reinforcement. If not done well and thoroughly, the concept will not achieve or realize its potential and will be short-lived.

The best one we know is to get to know the people in the community.

(1) It is most important that commitment comes from the sheriff/chief. (2) That the flow of ideas, solutions be allowed to come from the rank-and-file up. (3) That failure or problems from an idea are recognized and the individual afforded another opportunity. Don't punish; promote the idea that your best ideas may fail but it's O.K. when you are trying your best. (4) Must be agency-wide, with slow format to incorporate everyone. Patrol is the best place to start.

Community Policing requires good communications between the community and law enforcement agency. "Community Policing" should be a policy and not a procedure or program.

Communities and neighborhoods are more likely to "buy into" the programs and strategies for reducing crime if they have input into needs assessment and planning. Information on proposed plans must be given to the Department's rank and file. The must become a part of any change.

A large number of the problems/concerns voiced by our community are not always inherent only to law enforcement.

It is sometimes difficult to get an appreciation of the benefits of community policing concepts from the citizens, police staff, and community leaders during the initial stages of implementation.

I feel it is extremely important to get the message out that no two departments are alike. You can't take a "program" or "model" from one city and implement it in another. Community policing (for lack of a better term) is more than programs and models. It's a living interaction, a mind set, between the police and many other

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groups and individuals. Everyone wants to know how to "do" it. But it depends on the people, needs and resources of the specific location and it continues in process "evolution." (If you can do anything, get extra funding for local police departments and agencies to educate and inform the rank and file and politicals to the concepts and philosophy of community policing.

With the citizens and the police working together from pre-school to nursing care facility, our department can and does make a difference.

Establish vehicles for the input of a large number of police personnel. By doing so, the excitement and anticipation of this change has carried us through some difficult decisions. Trust your personnel to have good ideas and thoughts that deserve consideration.

Community and line level employee input, while often not easy to obtain, is essential for both community and employee support of department practices and policies. As a specialized community policing unit we operated in local housing projects, the unit still operates but not in the community policing function. The unit is overwhelmed with arrests required by the prevalence of crack cocaine in these areas. It is now a full time street level drug interdiction team operating out of our Narcotics units. We are in the process of deciding how to best integrate community policing department-wide in light of manpower shortages, high volume of calls for service, and budget cutbacks.

We approached community policing as a generalized way of doing business as opposed to a specific program per se. It has been our experience that employees are less receptive to announced programs than to the gradual introduction of and eventual incorporation of the problem solving approach.

The public is very interested.

Be sure to include your critics in whatever changes you are proposing. It's hard to criticize when you have input.

Publicize, make the community aware of basic changes in patrol techniques, e.g., foot patrol saturation—caused some concern in out community.

Community oriented policing requires more personnel and funds. We are having difficulty due to lack of money to hire additional personnel.

In the switch from a "legislative" oriented department to a "service" oriented department, citizens complaints on officers have decreased over 50%. Letters of appreciation have increased 1000%.

The officers feel that we do not have time to do the community policing "stuff" due to call load. We have implemented several programs to reduce the call load in order to free up the beat officer to devote more time to community policing.

We are currently exploring the concepts of community policing and have come to realize that administrators have to synthesize strategies into a comprehensive response to crime.

Every department, especially the chief, must determine the most effective approach to the implementation of COP. I would suggest we did not get in this mess overnight and we have a long way to go. Build the foundation skills and support mechanisms first. Build strong pods of community collaborative efforts, then consolidate. Let COP be the result of other people's ideas, but never lose sight of your goals.

The officers build such a tight bond that when you attempt to rotate them, the citizens are up in arms. When the new officers are assigned, they have to build many new bridges. The officers also resist change and will attempt to get the public to write letters to stop the transfer.

Train your supervisors first. When you have them truly committed, the rest will follow. Don't be afraid to try new ideas. Break the 911 cycle and get the street cop out of the car and talking to the citizens. Back to basics is probably the answer. Cultural sensitivity training is a must. Sell the idea to you mayor/manager, elected officials and union. Community oriented policing costs money.

COP implementation requires time. It is absolutely essential that departments conduct condition analysis to determine: (1) where they are today; (2) where they plan to go, and (3) what barriers exist to prevent them from achieving their goal. you must recognize that COP is a major change in police philosophy, and that the organization will have to change its values/culture. Additionally, COP may require managers to work harder on more complex, diverse issues/problems.

COP requires departments to develop a new philosophy in delivering police services. Total Quality Management, in my opinion, is the appropriate management/leadership style needed to implement and maintain COP in all departments.

We need to ask questions about employee empowerment as well as the level of participation of officers in making policy decisions.

COP requires departments to become problem solvers using all the problem solving tools available.

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Improper funding of community policing in the long term can make the program collapse.

Go Slow. The faster you try to change and the less time you take to prepare and train you personnel, the more problems and resistance to change you encounter internally.

If the officers volunteer for community policing, they buy into it and reap better job satisfaction.

Projects have shown COP highly effective in reducing fear of crime and victimization. Our agency is now exploring ways to translate that to agency-wide approach. Also noted is that there is almost an irrational resistance on part of officers to the COP concept. Our belief is that the agency must make structural changes to accommodate COP mindset transition on the part of officers and management.

Agency is just now embarking on an 18 month, grant-funded self analysis facilitated by P.E.R.F.—to lead to strategic plan.

With decreasing funding for budgets, changes must be made to address the crime problems of the community. Since the resources for law enforcement to "fight" crime are not increasing, community involvement in some form will be necessary. This fact requires a new line of thinking that is not accepted readily by some members of the law enforcement community. The "show me" state of mind currently exists, and it probably will take some significant success stories (examples) to persuade many agencies to accept a "community policing" concept. Everyone in the department needs to be on-board with the program to make it work.

Simple—involve the community—as appropriate. Makes sense.

What the department has come to understand is that with the implementation of community policing is the real need for all resources of city government to make a commitment.

Most citizens are concerned about crime but their highest priorities may be problems a police department cannot handle. An officer can attend a community meeting and discuss what a neighborhood can do to decrease crime and we may successfully move the problem. As soon as the problem is resolved that neighborhood's desire to maintain a high level of intensity tapers. High energy levels as far as making other city agencies as responsive they hold police seems to be a real problem.

Police departments in general seem to be the most responsive to citizen complaints but the least able to solve the woes that currently plague our citizens—i.e., economy, housing, jobs which in turn creates the crime trend.

Overcoming the political aspects of planning and implementation is one of the greatest obstacles. I would recommend a "strong sell" prior to any commitment or promises to the community. Also, the generation of strong community support may help overcome the obstacle.

The need to convince line officers that community policing isn't just business as usual under a new name. The need to empower officers and to be willing to accept the resultant mistakes. Ensure line supervisors that they haven't lost control, status, or position in the process.

There is a need for training in problem solving techniques that can be used on a small scale. We need training on public meeting facilitation.

1. You must first get community support.
2. Changes come about slowly both in the community and inter-departmentally.
3. It takes a great effort on the part of law enforcement to gain community support and to feel comfortable dealing on the same level as citizens.

The Community Police Academy program for citizens has been very favorably received by employees as well as citizens. We are starting an educational lecture series to help fill the desire for information and access to the office that the Community Police Academy developed and/or revealed.

It is the Chief's job to spearhead an effort to make law enforcement a community effort, not just rely on the police department to solve the problems of the world.

Start from within. Community policing is more than a word. It is a totally new concept of policing which focuses on pro-active prevention and community partnership.

Community policing is a philosophy which must be understood and implemented both within the department as well as in the community.

To introduce the philosophy requires sound planning, organizational goals, and training.

In the "ROPE" neighborhoods, reported incidents of crime actually went up for a period of time, as citizens began to trust "their" officer and report incidents which before were not reported to our department.

ROPE officers do more than just normal police duties; they have also taken on the duties of marriage counselor, social worker, and employment agency as they work with their neighborhoods.

Officers must be provided training in your community policing project as to what your goals and ideas are.

1. Decentralize the department.
2. Physical presence in community storefront offices or substations.
3. Line officers on team plan—no rotation.
4. Flexible schedules for sergeant and lieutenant.
5. Turf ownership vs. a piece of the clock.
6. Listen to line officers and community on how the job should get done.
7. Encourage appropriate risk taking in new/innovative approaches to problems/duties.

Community oriented policing requires viewing law enforcement's role from a citizen's perspective. While problem solving as a big part of COP, law enforcement should not try, nor be expected to, solve all of the problems. Instead, we should work as a catalyst facilitating the problem solving process in partnership with the community. This requires a more flexible approach from law enforcement agencies both internally as well as externally. While traditional law enforcement tactics will always be important "tools," COP is a "tool box" full of tools which make a department far more adaptable to the needs of the community it serves.

Continue friendly contact, open communication and collaboration with citizens and agencies for an improved relationship and increased cooperation.

Involvement with total community allows a better, clearer understanding of law enforcement.

Do not try to overdo the process and assume everyone will follow. It takes time and patience and a clearly established plan to make community oriented policing a reality. Building on the small successes seems to work in addition to setting up a rewards/evaluation/supervision plan that covers COP.