Less than 10 years after the 1994 Crime Act set commu- 
nity-oriented policing in motion, two-thirds of U.S. 
local police departments and 62 percent of sheriffs’ offices 
have full-time personnel 
performing community polic­ 
ing.\(^1\) Much has been written 
about community policing in 
the Nation’s major cities, but 
community policing has also 
been implemented in smaller 
cities and rural counties. A 
recent study sponsored by 
the National Institute of Just­ 
tice examined community 
policing in these areas. Re­ 
searchers worked closely 
with eight law enforce­ 
ment agencies in small- to 
medium-sized cities and 
surrounding rural districts 
that were implementing com­ 
community policing (see “Law 
Enforcement Agencies 
Studied”).\(^2\)

The study focused on innova­ 
tive problem-solving initia­ 
tives and how these can 
progress to more advanced 
stages of community polic­ 
ing. Some insights emerged 
that are relevant for adminis­ 
trators, planners, and policy- 
makers:

- Community policing was 
most successful when 
front-line officers tried inno­ 
vative approaches directed 
at specific local problems in 
tandem with residents and 
members of the community.

This summary is based 
upon “COPS: Innovations 
in Policing in American 
Heartlands,” by Marcia R. 
Chaiken, Ph.D., final 
report to the National 
Institute of Justice (2001), 
available at 
http://www.ncjrs.org/ 
pdffiles1/nij/grants/ 
194604.pdf. Dr. Chaiken 
is Director of Research at 
LINC, an interdisciplinary 
criminal justice and social 
policy research center in 
Ashland, Oregon.
The police chief or sheriff must be fully committed to community policing and drive its implementation, or it will not take hold, let alone advance.

Departments that reached the higher stages of community policing were also supported by local elected officials that were committed to its success.

Researchers identified five progressive stages of community policing. These can be useful guidelines for evaluating a department’s progress in implementation (see exhibit 1). The key to advancing through these stages appears to be winning the support of local and State policymakers and civic leaders.

Only one jurisdiction in the study was considered to have reached the highest stage. Police officials in that city worked closely with local and county officials to incorporate such community policing initiatives as addressing neighborhood blight and youth programs into the jurisdiction’s annual strategic plans.

The study found that strong “topdown” leadership commitment not only legitimizes community policing in the eyes of line officers, but also fosters innovation that breaks through entrenched local problems.

Innovative strategies

There is no one right way of implementing community policing. Approaches can be as diverse as the communities in which they are implemented. Many of the problems faced by officers in small- and medium-sized cities are similar to those in large cities.

Thus, the initial strategies adopted by the cities and other communities in the study were fairly standard, such as providing storefronts within problem neighborhoods and increasing officers’ face-to-face contacts with business owners and residents.

Strategies became more innovative, however, as officers formed problem-solving liaisons with residents, community groups, schools and youth organizations, and/or other government agencies—for example:

- In an area where youth skateboarding on sidewalks and streets was a problem,
officers led the community in transforming a vacant lot into a skateboard park. Results were not only increased safety, but also improved relations between the police and the community.

- One county sheriff’s office cooperated with police and the courts to create the position of Juvenile Court Deputy. This deputy serves on a daily basis as liaison with the court, police, schools, and juvenile probation. Results were improved communications and coordination between agencies and police and improved services for youths.

- Another sheriff whose jurisdiction includes a tribal reservation worked closely with county criminal justice system agencies to help the community and tribal police address such chronic problems as domestic violence. Results were empowerment of the tribal police through cross-deputizing and the forging of alliances between tribal and county agencies.

- One jurisdiction held cross-agency weekly meetings to review incidents of

---

**Exhibit 1. Progressive stages of community policing**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Police activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Establishing a special unit, neighborhood center, or other community policing initiative. Community policing is handled as special assignments, not part of regular patrol. Departmental priority remains rapid response to citizen requests.</td>
</tr>
<tr>
<td>2</td>
<td>Getting the community more involved. Outreach and targeted response to reduce high rates of particular crimes in particular neighborhoods are departmental priorities.</td>
</tr>
<tr>
<td>3</td>
<td>Solving problems through coordination and cooperation. Officers collaborate with residents on short-term projects to address specific local concerns. Problem-solving initiatives are given priority.</td>
</tr>
<tr>
<td>4</td>
<td>Broadening collaboration to prevent crime and delinquency. Cross-agency/communitywide coalition plans of action include police. High priority is placed on collaboration through long-term programs.</td>
</tr>
<tr>
<td>5</td>
<td>Institutionalizing community policing in city and county strategic planning. Community policing activities are practiced throughout the department. Priority is given to sustained, community-based approaches.</td>
</tr>
</tbody>
</table>
delinquency and the status of students involved. Results were a reduction in school expulsions by more than half and a more than fivefold reduction in expulsions for assaults.³

Community policing and sheriffs

Many sheriffs’ jurisdictions include disparate communities such as small incorporated towns and pockets of remote but densely populated unincorporated areas (e.g., trailer parks or upscale suburbs of vacation homes). Strategies that work in cities may not be feasible in such jurisdictions as Shasta County, California, where the sheriff polices 3,850 square miles with 49 sworn officers. Yet, rates of demand for police services in these areas can be similar to demand in urban areas.

Two strategies used by sheriffs in the study stood out. In the first case, the sheriff selected three widely distant towns for concentrated problem solving. Officers were required to live in or near the town and work directly with residents to solve local problems. In the second case, no special assignments were made by area—the sheriff made it clear that applying innovative forms of community policing throughout the county was an integral part of the job. Here, problemsolving approaches worked well in dealing with the frequent jurisdictional issues that arose between county deputies and tribal law enforcement officers.⁴

Advanced community policing

In advanced stages of community policing, officers have gained the confidence of community leaders and elected officials as well as community residents. This, in turn, encourages them to develop innovative cooperative projects with other criminal justice agencies, local businesses, and faith-based organizations. Chiefs and sheriffs who advanced to higher stages tended to use budget negotiations with local officials as opportunities not only to promote their department’s accomplishments, but also to develop collaborative initiatives.
At the highest stage, community-oriented policing is institutionalized within the department, the community, and as part of city and county strategic planning. Sustained support from city, county, and State decisionmakers is an essential element of that success.

Notes


4. For descriptions of sheriffs’ community policing activities and their approaches to improve officer morale and performance, see ibid.: 19–21; 31; 34–35; 37; 45; 50–51; and 56–57.

5. For a detailed discussion of how departments overcame internal and external barriers to achieve higher stages of community policing and some of the results within their jurisdictions (e.g., reduction of citizen complaints), see ibid.: 72–76. Outcomes for specific activities undertaken during the study are discussed throughout the report.

Additional reading


The National Institute of Justice is the research, development, and evaluation agency of the U.S. Department of Justice. NIJ provides objective, independent, evidence-based knowledge and tools to enhance the administration of justice and public safety.

Findings and conclusions of the research reported here are those of the authors and do not reflect the official position or policies of the U.S. Department of Justice.

This research was supported by the National Institute of Justice under grant number 95–IJ–CX–0047. Additional support was provided through a transfer of funds from the Office of Community Oriented Policing Services.

NIJ is a component of the Office of Justice Programs, which also includes the Bureau of Justice Assistance, the Bureau of Justice Statistics, the Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime.