

**Neighborhood Planning
for Community
Revitalization**

**Seward Neighborhood and
Community Oriented Policing (COP):
Comparison to Best Practices**

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Executive Summary

Seward Neighborhood Group and the community have actively developed their community policing efforts over the past two years. In fact, it has been a significant part of their NRP plan. They have taken a great deal of political and active involvement and have succeeded. In July, Minneapolis Police Department promised Seward two beat officers. August through November, Seward had strategic meetings with MPD and in December the first beat officer was hired. The second one was hired in January 1999.

During the program development process, the community developed a strong definition of community-oriented policing. This is their concise definition: "Community policing is a philosophy of full service personalized policing, where the same officer patrols and works in the same area on a permanent basis, from a decentralized place, working in a proactive partnership with citizens to identify and solve problems."

Seward Neighborhood Group hired Rainbow Research to be an evaluator of the community-oriented efforts over the three-year life span of the project. As part of the evaluation, a CURA intern researched the best practices of community-oriented policing (COP). The two major components of COP are community partnership and problem solving. Three principles of COP are: 1. Be guided by Community priorities 2. Focus on long-term problem resolution 3. Take a collaborative team approach. There are three criteria for assessment: effectiveness, efficiency and equity.

The CURA intern compared Seward's COP efforts to the "Best Practices". She looks at the Big Six, community partnership and problem solving. She breaks community partnership and problem solving into three sections: what Seward has accomplished, what Seward needs work on, and what she did not know was accomplished or needed work on.

History and Development of Community-Oriented Policing in Seward

Seward Neighborhood is located between highway 94 on the North side, the river on the East side, the Soo railroad tracks near 27th street on the South side, and Hiawatha Avenue on the West side. It has 7000 residents and has a mix of industrial, single family homes, four high rises, and several apartment buildings.

In 1997, Seward became among the first neighborhoods in the nation to embark on a grassroots collaboration for community policing. With \$100,000 in NRP funds allocated towards crime prevention, Seward has clearly made crime prevention a neighborhood priority, and acted on this priority. 1997 was not the first time community policing was mentioned in Seward, in fact at a meeting in July of 1996, the idea of community policing was first discussed at a neighborhood meeting. A neighborhood subcommittee was formed to determine how NRP funds would to be allocated toward crime prevention.

A SNG subcommittee researched other community policing programs around the country. Interviewed law enforcement officers, cop shop directors and city officials who specialized in community policing. Based on their research, they determined that they would hire off-duty officers (from the buyback program) to patrol hot spots.

From April to October 1997 a "buyback" program was being implemented. The Buyback program grew out of graffiti problems Seward experienced the previous spring. After discussion with CCP/SAFE and Seward beat cops, SNG decided to explore the idea and contacted Irv Olson at third Precinct. In the summer of 1997, SNG received patrols who worked mostly in the business area hot spots (26th Ave/27th Avenue and Franklin Avenue).

This area received 38% coverage from fourteen different officers from May to October 1997. Most officers were on foot and two of the patrols occurred on bicycle. It cost Seward \$13,737 in NRP funds for 351 hours of service, of which they only received 240 hours. The results were not as positive as Seward Neighborhood Group anticipated. Thus, they strategized another way of providing community oriented policing as discussed below.

In the fall of 1997, several meetings were held to clarify the mission regarding what the officers provided to Neighborhood residents and what they want the officers to do. This was the beginning of organizing a COP (Community Oriented Policing) task force, which purposefully included two residents from Seward neighborhood. It also included MCPI (Minnesota Community Policing Institute) training and project commitment by them.

SNG held a Community Policing meeting on January 14th' 1998, at the Anne Sullivan School. Over 70 participants came to the meeting, discussed possibilities and filled out a questionnaire that addressed, "What can be done?" Participants were most concerned about burglary of homes and business.

When asked, "I'm most concerned (on a scale of 1 to 5--five being the highest) the following crime will affect me;" *Theft from auto* was second and *vandalism* was third with *robbery of person* and *auto theft* fourth and fifth.

When the participants were asked "if you had an extra officer in your neighborhood, what types of things would you have them doing?" *Get to know the neighborhood, engage the neighborhood and act as a resource* received the most responses (19). More follow-ups on reported incidents/investigation was second with six responses. *Foot patrols* and *more problem solving* had two responses and *engage in activities with kids* had one response. *Bike patrol, door knocking* and *be more proactive* did not have any responses.

From February to May 1998 SNG COP Task force met several times and discussed mission statement, possible resources and philosophy of Community Policing, as well as, adopted a strategic plan.

In May 1998, SNG sent a letter to council members Thurber and Campbell, Inspector Indrehus, Pierre Willette. This letter had overview/chronology of Seward COP initiative, rationale for COP pilot project and rationale for Seward as a pilot neighborhood.

In July 1998, the COP task force tabulated results of phone surveys. They entertained the idea of a COP shop at Holiday and prepared postcards for residents. Residents of Seward gave a very strong message to Indrehs and Council members by bombarding them with postcards. The postcards stated the need and want for community police in Seward neighborhood.

By September 1998, SNG finalized job description for COP officer and strategized on ways to guarantee deployment of officer. They believed that building a relationship with Inspector Indrehs, and being sensitive to police perspective of COP would encourage a community-oriented police officer to be stationed in Seward. Public campaign and support from Mayor's office/council, media to publicize and "lock in" beat cop would further solidify a beat officer. They also discussed getting an evaluator at this time and considered Upper Midwest Community Policing Institute.

SNG and residents sent letters to Inspector Indrehs, Chief Olson, Mayor Sayles-Belton, Council Members Thurber and Campbell. The letter notified, described, and sent a job description of the COP officer and asked for review-comments.

All SNG's efforts were successful; by the end of September, SNG was notified that Indrehs is requesting officers and they will get them at the end of October. SNG met with Inspector Indrehs. He stated that SNG can have two beat officers for six month trial basis, w/ hopes from SNG for long-term relationship. They discussed interviewing process for beat officer and Indrehs stated residents should not be involved in the interview process.

Rainbow Research was hired, in October 1998 to start in November, as the evaluator for the project. They will provide a formative evaluation over the three years, which will include surveys, focus groups and observation.

In November 1998, Kurt Mencil was the first beat cop hired to begin work December 1st during 6-2 shift. Understanding by Inspector Indrehs that evaluation is not of officer, but of COP program. January 1st the second officer was hired, Ko Xiong.

In December 1998, Michele Milinis was hired from NPCR, as a graduate assistant, to work with Eric Guida of Seward Neighborhood Group and Dimitri Andowsky (spelling). She researched best practices of community-oriented policing, worked on drafts of the survey and provided a preliminary evaluation all of which is included in this report.

In January, Rainbow Research facilitated a meeting called Theory at Work. This group of thirty individuals was a mix of Seward's regular community building committee with the invitation of several other important stakeholders. The purpose of the meeting was to come up with activities, outcomes and indicators of the community-oriented policing efforts in Seward neighborhood.

The month of January, Milinis researched and compiled best practices of community-oriented policing. The month of February she worked on the survey and this report. March ended with compiling all the information.

Definition of Community-Oriented Policing

Seward Neighborhood defined Community-oriented Policing as: Community policing is a philosophy of full service personalized policing, where the same officer patrols and works in the same area on a permanent basis, from a decentralized place, working in a proactive partnership with citizens to identify and solve problems.

Best Practices

Community policing has become a new and effective way to police. Neighborhoods, cities and towns all over the nation are asking for community policing. Even President Clinton has included \$1.3 billion dollars in his budget in the year 2000 for the new 21st Century Policing Initiative to help communities build on their successful efforts begun under the COP's program.

There have been many books and articles written about effective community oriented policing. Many of them have provided a foundation of successful community-oriented policing.

Community policing has many facets to it. In order for it to be effective, the implementation process should be discussed. Trojanowicz emphasizes that community policing should have the support of:

1. The police department
2. The community
3. Elected civic officials
4. The business community
5. The media
6. Other agencies

He calls this the Big Six. When each of these are implemented in community policing it ensures a more efficient, effective and equitable effort of community policing.

Trojanowicz states, "Before implementing a community policing strategy, the agency should communicate the concept of community policing to its own personnel and to the community, including political and business leaders and the media. Different emphases and images may be appropriate for different audiences; however, a message to one group should not contradict or neutralize an equally valid message to another... The media must be included early in the implementation process to market successfully the idea of community policing. Media involvement ensures a wide dissemination of the community policing message and encourages the media to stay involved in future community policing efforts...."

As community policing is being implemented, many activities, philosophies and behaviors affect community policing. According to Bureau Justice Association, they can be lumped into two core components: Community partnership and problem solving. I have included a number of activities and ideas in each component to give a better understanding of effective community policing. Integrated into the two core components are these three principals:

1. be guided by Community priorities
2. focus on long-term problem resolution

3. take a collaborative team approach

It is important to keep these three principals in the forefront of community-oriented policing efforts, activities and vision to provide a well-rounded community policing effort. It could be very easy to slide into the traditional policing format when these principals are not upheld.

Community partnership includes:

- Establish and maintain mutual trust between police and the community.

One can build trust by being sensitive and respectful.

Activities that would establish this include:

- Speak to neighborhood groups
- Participate in business and civic events
- Work with social agencies and provide emergency social services and referrals to those at risk (adolescent runaways, the homeless, the intoxicated, and the mentally ill)
- Take part in educational and recreational programs for school children/youth
- Help accident or crime victims
- Provide emergency medical services
- Help resolve domestic and neighborhood conflicts (family violence, landlord-tenant disputes, or racial harassment)
- Work with residents and local businesses to improve neighborhood conditions by identifying problems and concerns.
- Control automobile and pedestrian traffic
- Protect the exercise of constitutional rights (guarantee a person's right to speak, protecting lawful assemblies from disruption)
- Provide a model of citizenship (helpfulness, respect for others, honesty, and fairness).
- Visit residents in their homes to offer advice on security
- Help organize and support neighborhood watch groups (Sherman states that this does not work) and regular community meetings.
- Canvass the a few blocks for information about a particular crime and then follow up with those residents to inform them when the criminal is caught.
- Become integral part of the community culture
- Community police officers should be affiliated with a neighborhood organization
- A formal relationship between the police department and the community organization should be established, where both parties are responsible for planning and prioritizing crime, livability problems and allocate resources.
- Equal numbers of community members and police representatives should be included in the "*regular meetings.*" (example, Task force members, Community Building meeting)
- Meet regularly to define or refine priorities, strategies and activities, and to minimize conflicts within the community or between the community and police.
- Task force members should also seek guidance through various "windows" into the community.
- The person chosen as group leader should know or be trained in how to maintain order, resolve conflict, and defuse power struggles among group members. Group members

should also receive training on conflict resolution, especially in the beginning of the project.

- The police dept should create conditions where patrol cops can interact with community resident one-on-one in non-emergency situations.
- The Task force members should work closely with other police including, precinct squads and special unit police.

Problem solving includes:

- Community members bring problems and priorities to police.
- Conditions are addressed that cause several incidents.
- Officers should work closely with other community development, human service, and criminal justice agencies to solve problems and utilize appropriate resources.
- The Task force members should focus on prevention and long term resolution of problem by approaching issues on multiple levels, interconnecting related problems and coordination multiple resources.
- A balanced mix of perspectives from the community and police is important to discover the context of crime in the neighborhood, so that underlying problems of crime and livability issues are unearthed.
- The local police department should provide adequate support to police members of the Task force members, so they have sufficient supplies to do their job effectively.
- The Task force members should actively work to organize residents to form block clubs and homeowner associations, and encourage the formation of business associations.
- The Task force members should help the community increase its anti-crime skills and crime prevention capacity including Operation I.D. and restorative justice efforts.
- Redefine what constitutes "police work" from short-term quantitative indicators to indicators which look at long-term impact on crime and other problems in the community.
- Training of Task force members should emphasize long-term problem resolution strategies rather than incident driven responses to crime.

"What works, what doesn't and what's promising"

Although the checklist above may give a better understanding of what is involved in community policing, it is helpful to read what also prevents crime, what does not work and what could be promising. Lawrence Sherman wrote an article that had well researched crime prevention practices. In this article, there were not very many details or explanation on why he felt certain things did or did not work. However, I felt they were helpful to keep in mind. Below are the practices Sherman supports.

Police can prevent crime when:

1. Extra police patrols are in high-crime spots.
2. There is repeat offender units-that reduce the time on the streets of known high-risk offenders by monitoring them and returning them to prison more quickly.
3. They arrest domestic abusers.

Practices that do not work:

1. Neighborhood watch program organized with police
2. Arrests of juveniles for minor offenses
3. Arrests of unemployed suspects for domestic assault
4. Increased arrests or raid on drug markets
5. Storefront police offices
6. Police Newsletters with local crime information.

Practices that are promising:

1. Community policing with meetings to set priorities.
2. Police show greater respect to arrested offenders.
3. Polite field interrogations of suspicious persons.
4. Make arrest warrants to domestic violent suspects who leave scene before police arrive.
5. High numbers of police officers in cities.
6. Community workers, probation and police officers monitor gangs.

In Other Words

Bureau of Justice Assistance has lots of input regarding best practices for community policing. It states the essence of community policing is to have the police work closely with all the dimensions of a community who has identified concerns and the most effective solutions.

"Community policing does not imply that police are no longer in authority or that the primary duty of preserving law and order is subordinated. However, tapping into the expertise and resources that exist within communities will **relieve police of some of their burdens** [bold is added]. Local government officials, social agencies, schools, church groups, business people- all those who work and live in the community and have a stake in it development-will share

responsibility for finding workable solutions to problems that detract from the safety and security of the community."

"The goal of community policing is to reduce crime and disorder by carefully examining the characteristics of problems and then applying appropriate problem-solving remedies. The "community" for which a patrol office is given responsibility should be a small, well-defined geographical area. Beats should be configured in a manner that preserves, as much as possible, the unique geographical and social characteristics of neighborhoods while still allowing efficient service."

The whole reason communities are interested in community policing is because they want to prevent crime. Crime prevention and community policing have many things in common including the following.

- Both deals with the health of the community
- Both seeks to address underlying causes and problems
- Both deals with the combination of physical and social issues that are at the heart of many community problems.
- Both requires active involvement by community residents
- Both requires partnerships beyond law enforcement to be effective
- Both is an approach or a philosophy rather than a program."

Assessment

If a community follows the above recommendations for community policing that community should have an excellent community policing experience. However, how is a community to know if their COP's strategy is working? Many of the policing books recommended three criteria for assessment. The criteria are effectiveness, efficiency and equity. To give a better understanding there is an expanded version below.

Effectiveness is:

- Reduced crime
- Enhanced quality of life
- Good customer satisfaction
- The perception of progress from the community
- The number, depth and productivity of community partnerships that have been formed.
- The number and type of problems solved; and the creativity, scope and sensitive handling of the solutions.
- Increased level of community participation in crime reduction and prevention efforts.
- Commitment of an increased level of community resources devoted to crime reduction efforts.

- An increased willingness of citizens to walk to schools and parks, patronize stores, and go to restaurants and movies, especially in areas where citizens were afraid to leave their homes.
- Provide services that have traditionally been outside police role.

Efficiency is:

- Available resources used to their fullest
- Decentralized police organization makes more timely decisions and is influenced by first hand knowledge.
- Staunch partnerships within community
- Roles and responsibilities of the police department are altered.
- Community assists with crime prevention (this relieves some of the strain of tight police budgets).
- Redefine job roles within police department.
- Lower and prioritize police calls (done with 911 and delayed response)
- Technology is used and available.
- Issues/problems are resolved in a short time.
- Appropriate referrals are made to community members

Equity is:

- Equal access to police services
- Equal treatment under the constitution
- Equal distribution of police services and resources among communities.

Seward and Best Practices

This is a comparison of the Seward's COP efforts and the best practices. Through my research of best practices, I got a good idea of what community-oriented policing effort should be. I will compare Seward to that ideal. I will use the best practices described in this paper to do that.

It is difficult to compare a new program that is first developing to best practices because new programs can not possibly have everything in order and practiced. Within the first three months, new programs are still developing their vision and trying to implement it. People are still trying to figure out what direction the program will take.

I also found it complicated to evaluate a program as a graduate assistant because programs are complex and information may not have been received accurately. Due to the above complexities, the method in which I will compare this new effort will be consistent with a formative evaluation. I will evaluate the efforts according to my perspective, and then receive feedback from Rainbow Research and Seward Neighborhood Group and incorporate it into the comparison.

As I said, I have not been involved with all the activities surrounding the Community-Oriented Policing (COP) efforts. I have met the officers once and have not spoken to them individually. I have been to only one task force meeting, as well as, the Theory at Work meeting. This is limited involvement. I have received most my information regarding the COP's efforts through Eric Guida, the Community Resources Coordinator at SNG. Guida and I met or spoke on a regular basis. I will first compare Seward to the Big Six.

The Big Six

According to Trojanowicz, community policing should have the support of six groups of people, the police department, community, elected civic officials, business community, media and other agencies. Seward Neighborhood Group (SNG) and its community have done an excellent job soliciting the support of the Big Six. As you saw, in the history and development section of this paper, it took more than two years to solidify community policing in Seward Neighborhood. Throughout the process, SNG strategically gained the support of the community, which then bombarded city officials with postcards to notify them of their support of community-oriented policing. SNG also met regularly with the police department to negotiate beat officers for their neighborhood. While doing this, the local neighborhood paper, The Profile, had several articles notifying residents of the process to get community-oriented policing beat cops into their neighborhood.

The business community and other agencies have been in support and informed regarding the whole process. In fact, at the Theory at Work meeting, a Holiday owner, the principal of Transitions school, the director of Anishawbe and staff from Matthews Park were represented at the meeting. Although business and other agencies have been included in the process, I would encourage SNG to have strong business representative on their task force who would be the spokesperson for many of the other businesses in Seward.

I will compare Seward to the best practices by using the community partnership and problem solving activities listed in the best practices. I will include three sections, what I know Seward has done, what I think Seward needs to work on and what I do not know has been done.

Community Partnership

Accomplishments

Seward has done an excellent job accomplishing most of the best practices, especially since it is a new effort. The main goal of community partnership is for the beat officers to establish and maintain mutual trust between police and the community. From my brief experience, I believe the relationship between the beat officers, SNG and the community is solid and well grounded to establish trust. One can build trust by being sensitive and respectful. The beat offices provide a model of citizenship (helpfulness, respect for others, honesty, and fairness). The rest of the activities of the community-oriented policing efforts add to and support the mutual trust between police and the community.

The beat officers have *spoken to block clubs and neighborhood groups* and frequented Matthews Park and the school, Transition Plus. This builds a sense of trust with the community, especially amongst young people. The principal of Transition Plus, even commented on how much he likes the beat officers being at the school at a meeting. Because of their attendance at community meetings and their presence in the school, the beat officers provide an opportunity for residents to meet one-on-one in non-emergency situations.

The beat officers made it a point to stop in at all the businesses in Seward. I also heard them talk about assisting a business owner in crime prevention strategies after the owner had been robbed. By helping the owner of the business prevent future crime and offer a solution, the beat officers are identifying problems and concerns and working to improve them. This meets one of the best practices. I would also encourage a proactive approach rather than a reactive approach. The best practices states, "*work with residents and local businesses to improve neighborhood conditions by identifying problems and concerns.*" Robbery is a concern and a problem, I suggest that businesses and the beat officers plan a strategy to prevent this problem from occurring as frequently. This is consistent with the crime prevention and problem-solving philosophy of community-oriented policing.

A best practice states, *the beat officers should help organize and support neighborhood watch groups (Sherman states that this does not work) and regular community meetings.* I do not know what Seward is doing regarding neighborhood watch groups, but I do know they work hard on establishing strong block clubs. I believe the strong block clubs have been very effective in watching the neighborhood and strategizing solutions on blocks. The beat officers have

organized regular community meetings at Matthews Park, as well as, attending several other meetings sponsored by SNG.

The community police officers are strongly affiliated with Seward Neighborhood Group. The officers and staff from SNG meet regularly. Because of their close affiliation with SNG, I think the officers are well on their way to becoming an integral part of the community culture. Their involvement with the schools, businesses and park also support this.

A formal relationship between the police department and the community organization is established. They regularly meet and discuss problems and concerns and there are equal numbers of police and community members. The beat officers are consistently in the neighborhood from 10am-6pm and occasionally in the evening for community meetings. However, there have been a couple of times when the beat officers have been called out of Seward. This has caused concern but was resolved.

Task force members should also seek guidance through various "windows" into the community. I understand this best practice to mean seeking different perspectives of different groups through different means. SNG and the task force have accomplished this through several means. One is by having community members on the task force. Another "window" is the survey, which will receive responses from volunteers once yearly over the three-year pilot period. SNG has residents lead focus groups of other residents to provide continual feedback. The block clubs, community meetings and accessibility to the police are several other "windows" that SNG has planned. Rainbow research also provides a different perspective, adding to the many "window" SNG has established.

Last but not least of the accomplishments of Seward's community oriented policing effort is that task force members should work closely with other police including, precinct squads and special unit police. The beat officers are the link to the police department. They have stated that other officers are becoming more familiar with community policing since they have been involved. They work with other squads on an as-needed basis.

Needs Work

Seward has accomplished many of the best practices early in the development of this effort. New programs can not possibly accomplish everything within the first three months. Following are some of the best practices that Seward community-policing efforts needs work on.

I suggest that both parties define or refine priorities, strategies and activities. This is more difficult, yet more productive in the long run. Since it is a new program, it is really easy to fall into the traditional policing model by being more reactive than proactive. However, I give SNG and the police department credit for establishing the relationship, in the first place, so they can work on a solid community-oriented policing effort that plans and prioritizes crime, and livability problems.

SNG has acknowledged the following best practice. *The person chosen as group leader should know or be trained in how to maintain order, resolve conflict, and defuse power struggles among group members. Group members should also receive training on conflict resolution, especially in the beginning of the project.* In fact, Guida, thinks it is a good idea. However, as far as I know, training has not taken place. It appears that there has not been any **major** conflicts or power struggles as of yet. There have been minor conflicts over roles and communication. I believe these issues can become a major conflict if they are not addressed and group members are not trained in conflict management. I suggest trainings on conflict management/resolution and program development. It is an overwhelming, stressful experience to plan, develop and implement a new program. Both of these trainings can give insight to group members and provide common program-development strategies, ground rules, and language.

Don't know

The best practices listed in this section are particularly specific. Some of them may have been accomplished through regular job duties, however, I have not seen or heard of instances where these best practices have been accomplished, thus, the reason why I have included this section.

The following best practices are examples of what the beat officers probably have done throughout their day and are included in their job duties, but I do not have evidence that they have been done. *Help accident or crime victims, provide emergency medical services, help resolve domestic and neighborhood conflicts (family violence, landlord-tenant disputes, or racial harassment), control automobile and pedestrian traffic, and protect the exercise of constitutional rights (guarantee a person's right to speak, protecting lawful assemblies from disruption).*

This best practice is an important one to community-oriented policing efforts, *canvass the a few blocks for information about a particular crime and then follow up with those residents to inform them when the criminal is caught.* This may be within the job duties of regular police, but I have not heard of it being done in Seward neighborhood by the beat officers. It is particularly important for community oriented policing efforts because it informs the members of crime that has occurred near their homes. It provides a sense of community and safety when the police gathers information from neighbors and then follows up with information regarding the crime.

Two other best practices that help the beat officers establish relationships and trust in the neighborhood are to *participate in business and civic events, and work with social agencies and provide emergency social services and referrals to those at risk (adolescent runaways, the homeless, the intoxicated, and the mentally ill.* Again, I do not know if these have been accomplished or established.

One of the best practices includes the *officers visiting residents in their homes to offer advice on security.* This is a good activity but it might overlap the CCP-SAFE officer's position. I believe the community-oriented police (beat officers) would probably do this activity, but it should be clear whether or not they will or the CCP-SAFE officer will or a team effort between them both.

Problem solving

Accomplished

Seward and its community have successfully *organized residents to form block clubs and homeowner associations, and encourage the formation of business associations*. This is one of Seward's strengths, the active and involved block clubs. Seward relies on the block clubs to watch the neighborhood and to solve problems. The beat officers have been invited to several block club meetings. I am unaware of the homeowner and business association's activities.

During the week, SNG staff and beat officers meet to discuss issues and concerns in the neighborhood. This meets this best practice, *conditions are addressed that cause several incidents*.

Since SNG, worked closely with the Minneapolis Police Department, *the local police department provides adequate support to police members, so they have sufficient supplies to do their job effectively*. MPD pays the officers and supplies everything the beat officers would need as if they were not working only in the Seward Neighborhood.

Needs Work

Seward has accomplished a great deal of the following best practice but not all of it. *A balanced mix of perspectives from the community and police is important to discover the context of crime in the neighborhood, so that underlying problems of crime and livability issues are unearthed*. Several perspectives from the community and the police are available, but an adequate perspective on crime in the neighborhood and the underlying problems of crime and livability issues has **not** been unearthed. The Theory of Action meeting in January 1999 attempted to gain perspectives from the community and police regarding these issues, but complete communication was compromised because members at the meeting had varying degrees of information regarding community-oriented policing. This made it difficult to have a successful, smooth and productive meeting. Yet, this still needs to be done in order to establish the community's priorities and concerns.

Two other best practices that need work relate to the fact that the community has not adequately given their perspective, priorities, problems, and strategies of crime and community oriented policing. These best practices are: *Community members bring problems and priorities to police and officers should work closely with other community development, human service, and criminal justice agencies to solve problems and utilize appropriate resources*.

The following best practices are interconnected because they focus on long-term problem resolution.

- *The Task force members should focus on prevention and long term resolution of problems by approaching issues on multiple levels, interconnecting related problems and coordination multiple resources.*
- *Redefine what constitutes "police work" from short-term quantitative indicators to indicators which look at long-term impact on crime and other problems in the community.*
- *Training of Task force members should emphasize long-term problem resolution strategies rather than incident driven responses to crime.*

These best practices are the foundation of community-oriented policing. If the task force members focused on prevention and long-term resolution using all the available resources to them they will successfully prevent crime and increase safety and livability in the neighborhood. As mentioned in the community partnership section it is difficult when a program is new to accomplish these best practices. I encourage the task force members to work on these after they have clearly uncovered the community's priorities.

Seward Neighborhood has diligently informed the community regarding Operation ID. Seward is unique in that other neighborhoods have not done such a thorough job. *The Task force members should help the community increase its anti-crime skills and crime prevention capacity including Operation I.D. and restorative justice efforts.* The reason this best practice needs work is because the restorative justice efforts have not been fully developed or implemented.

Don't know

SNG, the community, and beat officers have either accomplished or needed work on the problem solving activities; therefore, no activities are included in this section.

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