

Community Policing and Its Effects on Our Communities

Roderick Looney

Abstract

Every community deals with their own unique problems and not all communities deal with these problems in the same manner. Herman Goldstein developed the concepts of community policing. Goldstein believed that officers need to get away from just responding to calls, which is known as traditional policing, and start proactively policing in an attempt to reduce or stop crime from occurring. This research paper also talks about and explains (4) important elements that could be used in any community policing initiative: accountability, collaboration, decentralization, and problem solving. Also, past and present members of the Community Oriented Policing and Problem Solving Squads (COPPS) at the Tallahassee Police Department were surveyed to gauge their thoughts and feelings on COPPS. Other agencies in Florida were interviewed to obtain current trends and other ideas on COPPS. This paper focuses on community policing and how its philosophies can assist law enforcement agencies to address problem areas within their communities.

Introduction

For many years now, community policing has become a favorite strategy to combat serious crimes in American policing. Researchers have learned that community policing has also become popular amongst urban police departments across the country (Connell, Miggans, & McGloin, 2008). Traditional policing focuses primarily on reacting after a crime has occurred or after a person has been victimized. Whereas, community policing focuses on being more proactive and preventing crime from occurring (Xu, Fiedler, & Flaming, 2005).

Many law enforcement agencies across the country have experienced an increase in violence and other serious crimes within their communities. One could place blame on staffing issues, budget cuts, the economy, gang violence, or just plain old crimes of opportunity. Do police departments need to look at what strategies they are using to police their problem areas and how they are communicating with the community? I will attempt to look at how community oriented policing can be implemented within police departments and its effect on violent and other serious crimes.

Literature Review

Community Policing

In 1987, Herman Goldstein developed the concept of Community Oriented Policing (COP) and Problem Orient Policing (POP). Goldstein felt that police officers were devoting most of their time and resources responding to calls for service, which is called traditional policing. Police officers were spending very little time and energy being proactive to reduce or to prevent crime in the community (OJJDP, n.d). Under the COP concepts, when officers are not answering calls for service, they need to be proactively policing in an effort to prevent crime and trying to develop relationships within the community they work (Cordner, 1995). Goldstein felt that officers should take a look at the communities they are assigned and come up with solutions to solve crime and other issues. By embracing the concepts of COP, this would broaden the options for officers to police within their communities (OJJDP n.d). This broader way of policing may include many non-enforcement duties. For instance, it could be contacting city electric to replace street lights, cutting back some bushes, cleaning up a vacant lot, or developing a community clean-up. The officers don't have to physically do any of these duties. It's all about the officer reaching out to available resources to make sure the job gets done (Cordner, 1995).

Over the years, there has been much disagreement amongst our policy makers, and criminal justice practitioners on whether or not community policing really works (Xu, Fiedler, and Flaming, 2005). We must remember, for community policing to be successful, we must have the support of public and private agencies and the community. COP is not all about strategy and tactics; whereas, COP is more of a philosophy because each community must come up with their own strategies and solutions that work for their particular community (Stephens, 2001)

For instance, researchers developed a full description of a community oriented policing model developed in a major metropolitan city (City not named). There were several categories involved starting with the intervention. In this particular city, in 1996 a local youth was murdered, which caused the community to come together. It also helped bridge communication gaps between the community and police. The police department developed what they called a "crack down" in the intervention area. This strategy was a heavy show of police presence in the problem areas for 90 days. The police department soon realized that, due to lack of resources; this strategy wasn't going to work. A year later, the city reconstructed their districts. Within the new districts, sergeants were given the opportunity to choose 4 out of 6 officers he/she would supervise. The sergeants choose officers that shared the same feelings toward community policing as they. In this scenario, the line officers initiated the intervention within the area they worked. This was very important to a lot of smaller agencies because they relied on the grants from the Office of Community Policing Services to support their efforts (Connell, Miggins, & McGloin, 2008).

The "buy in" was also important amongst the officers chosen. It was very important that the officers be involved from the beginning and throughout the entire process. Researchers learned that officers that wanted to be there and embraced the community policing concepts were the ones who developed new plans to combat issues

within their assigned areas. There were (4) core elements used in their initiative: accountability, collaboration, decentralization, and problem solving (Connell, Miggins, and McGloin, 2008).

Accountability

Officers were assigned to certain geographical areas in the city. They were responsible for all crime that occurred in their assigned area. Even if they weren't on duty when the crime occurred, it would be assigned to them to follow up. This was done in an effort for the officers to have and show ownership for their assigned areas. Sergeants had weekly meetings and they kept stats on officers to make sure they were effectively applying problem-solving and community policing efforts within their areas (Connell, Miggins, & McGloin, 2008).

Collaboration

Part of their community oriented policing efforts was meeting with business owners, service providers, and schools within their assigned areas. Officers also kept close tabs on all reported repeat offenders living in their areas. Close relationships were also built with probation and parole. Anytime a repeat offender would be found in violation of their court appointed conditions, a call was made to probation and parole to get the subject violated (Connell, Miggins, & McGloin, 2008).

Decentralization

Sergeants and officers who worked within these hot spots didn't have to rely on upper management to make decisions within their assigned areas. The officers were given the authority to come up with solutions to problems without the approval of higher ranking officials. This was also another way of allowing the officers to develop a sense of ownership with their assigned areas (Connell, Miggins, & McGloin, 2008).

Problem Solving

The officer also worked on problems that were present and important to some citizens, but weren't necessarily obvious to the eye. The example given was a group of kids trespassing by riding motorcycles on a construction site when security wasn't present. The officers assigned to the area planted trees and had guardrails installed in the paths that gave the kids access to the property. They also gave another example where they had received complaints about drug selling occurring at a bus stop. The officers decided to conduct surveillance to develop probable cause and they conducted foot patrol in the area to combat the problem. This initiative is an example of a community oriented policing model where creativity and analytical problem solving is used. Problem solving is a very important piece in community policing and problem-oriented policing. It's also important to get the community's involvement with what the officers are doing within the community. Officers involved with the initiative learned that

communicating with the community provided valuable information that lead to identifying and preventing issues from occurring (Connell, Miggins, & McGloin, 2008).

Other Community Policing Models

In New York, the Community Patrol Officer Program (CPOP) focused on making the officers more accessible to citizens. The officers were placed in a specific area where they got to know criminals and citizens that lived within their assigned areas. This was a way to build better relationships between the officers and the citizens. The CPOP program also focused more on the quality of life issues with the community. There was one officer making several drug arrests in a park within his assigned area. They noticed that they weren't being effective by making the arrest. The drug dealers were still there. The officer then gained the trust of some of the elderly residents who would call in anonymously and advised where the dealers were hiding their drugs. The officer would then walk past the dealer and seize their drugs. Financially, this started hurting the dealer and they vacated the park (Goldstein, 1990).

In Baltimore Co., MD., they had the Citizen Oriented Police Enforcement (COPE) program. In Baltimore they focus primarily on quality of life issues within the communities they were assigned. Officers meet with management of apartment buildings in an effort to establish better lighting around the buildings, make repairs, and improved the appearance of the buildings. The officers also served as mediators for the tenants and management and made sure both sides lived up to their bargain of the lease. They helped improve relationships between fire, building inspection, zoning and health departments, and officers assisted residents to connect with other social service agencies. In return, this method of community policing helped to reduce crime and reduce repeat calls for service. It also helped curb the fear of the residents living in some of these apartment complexes. They realized that putting more officers on the street wasn't going to solve the problems their communities were facing. Therefore, they changed the way they were policing, which improved the citizen's quality of life and reduced crime. Researchers analyzing community policing realized that officers face an array of different problems and issues with the communities they work in and the law is but one way to attack these issues (Goldstein, 1990).

Most upper management in police departments and citizens feel that hiring more officers will reduce crime. However, researchers have shown that there's little evidence that supports the fact that putting more officers on the streets prevents or reduces crime. The evidence did show that crime reduction in major cities had very little to do with putting more officers within the community. Evidence also proves that it's not the number of officers used to control violent crimes, but the strategy used by the officers to prevent the crime from occurring (MacDonald, 2002).

Policing Hot Spots

Crime doesn't happen evenly throughout our communities. The large majority of crime occurs in clusters within small areas. Besides locations, certain crime occurs during certain times of the day. Researchers have shown that by focusing on these hot spots it reduces crime and calls for service within these areas. Some researchers

believe that implementing hot spot policing really doesn't work. They believe that it only displaces crime to other areas. However, researcher, David Weisburd, has done extensive studies on hot spot policing and he has shown that this strategy does work without displacing crime to other areas. Weisburd believed that by introducing crime prevention strategies within the hot spots this would create a "diffusion of benefits" (Weisburd) in the surrounding area, which would assist in reducing crime. His studies also revealed that crime not only depends on criminals, but policing in designated places and other factors like placement of fences, alleys, and other environmental features (NIJ, 2009).

Intelligence Led Policing (ILP)

Intelligence Led Policing (ILP) can be defined as a combination of threat assessment, information collection and analysis, consistently applied to our daily decision-making. Many law enforcement executives feel that because of the increase concerns for counterterrorism ILP will take resources away from community policing. Overtime, community policing has formed skills within law enforcement officers that directly support ILP responsibilities. Some of these responsibilities are:

- Scientific approach to problem solving
- Environmental Scanning
- Effective communication with the public
- Fear reduction
- Community mobilization to deal with problems

For several years, the federal government has been developing initiatives in an attempt to improve intelligence gathering. However, community police officers have been gaining intelligence from citizens for years, due to the relationship they built with the community. The positive nature of police/citizen relationship nurtures a continuous and reliable exchange of information from one to another. (Carter, 2009)

In several ways, ILP is a new area of community policing, building on tactics and methodologies. Community policing and ILP depends on the following activities:

- Information Management
- Two way communication with the public
- Scientific Data Analysis
- Problem Solving

Methods

Surveys were sent out to 56 members of the Tallahassee Police Department (TPD) who had experienced working on a Community Oriented Policing and Problem Solving Squad (COPPS) or who currently worked on a COPPS squad. The purpose of the survey was to:

- Gauge their thoughts and feelings regarding community oriented policing
- Solicit their thoughts on how community policing affected crime in the areas they worked
- How other law enforcement agencies in the area supported community policing
- How staffing and other resources affected the effectiveness of their efforts
- Collect their thoughts on Intelligence Lead Policing and how it plays a role in community oriented policing
- Find out if officers felt they had received the adequate training and equipment in order to do their jobs

I also conducted telephone interviews with two other agencies here in Florida who had established COPPS squads with their agencies. I chose agencies from Florida because most of these agencies are likely to be experiencing some of the same crime trends and dealing with similar quality of life issues as the Tallahassee Police Department. My goals for talking to these other agencies were to find out:

- What type of training was offered to their COPPS officers
- If the community were offered any type of programs through their agency
- What's being done to promote better police/community relations
- How do they decide priorities within the community
- Types of strategies being used within their high crime areas
- Things that they would do differently when forming a COPPS squad

Some of the strengths of my survey were:

- Conducting it with a small group of officers within the Tallahassee Police Department
- The smaller survey group gave me the chance of a higher return rate
- I addressed a core group of officers that have extensive knowledge about the COPPS program within the Tallahassee Police Department

The only weakness I observed with the survey is that some of the younger officers being surveyed didn't have the historical knowledge about the COPPS program when it was first established at TPD. Therefore, their knowledge base would be limited for that time period and the effects the program had on the community.

Results

I chose to send out surveys to a select group of Tallahassee Police Dept. (TPD) officers. I chose officers who were currently working on a COPPS squad or who had previously worked on a COPPS squad. I wanted to get their feeling on community policing and its effects on the community. There were 56 members that fit this criterion. Of the 56 surveys sent out, 43 were received back for a 76.78% return rate. The first 7 questions they had to rate 1 through 5, 1 being strongly disagree and 5 being strongly agree. Questions 7 through 10 were multiple choice. The survey revealed the following:

1. Question # 1, based on your experience, a well-executed community policing program is effective at reducing crime. 43 officers answered the question.
 - 46.51% strongly agreed
 - 32.56% agreed
 - 9.3% in the middle
 - 11.63% disagreed
 - 0% Strongly disagreed
2. Question # 2: Tallahassee area law enforcement agencies commendably support community policing in our area. 43 officers answered the question.
 - 9.3% strongly agreed
 - 25.58% agreed
 - 44.19% in the middle
 - 13.95% disagreed
 - 6.98% strongly disagreed
3. Question # 3: Community policing programs are feel good programs and have no real impact on crime rates. 43 officers answered the question.
 - 4.65% strongly agreed
 - 4.65% agreed
 - 23.26% in the middle
 - 27.91% disagreed
 - 39.53% strongly disagreed
4. Question # 4: If additional staffing for your agency's community policing initiatives would increase their effectiveness. 43 officers answered the question.
 - 69.77% strongly agreed
 - 9.30% agreed
 - 9.30% in the middle
 - 6.98% disagreed

- 4.65% strongly disagreed
5. Question # 5: If TPD's community policing associated equipment and resources are appropriate for the mission. 43 officers answered the question.
- 4.65% strongly agreed
 - 32.56% agreed
 - 34.88% in the middle
 - 20.93% disagreed
 - 6.98% strongly disagreed
6. Question # 6 defined Intelligence Led Policing (ILP) as a combination of threat assessment, information collection and analysis, consistently applied to our daily decision-making. Then it asked if ILP and community policing complimented each other and should go hand in hand. 43 officers answered the question.
- 41.86% strongly agreed
 - 44.19% agreed
 - 9.30% in the middle
 - 0% disagreed
 - 4.65% strongly disagreed
7. Question # 7: I have received suitable training in the area of community policing. 43 officers answered the question.
- 37.21% strongly agreed
 - 41.86% agreed
 - 16.28% in the middle
 - 0% disagreed
 - 4.65% strongly disagreed
8. Question # 8: How many years of their career have they spent pursuing community policing efforts either directly or indirectly. 43 officers answered the question.
- 32.56%, 14 officers were 1-5 years
 - 25.58%, 11 officers were 6-10 years
 - 11.63%, 5 officers were 11-15 years
 - 30.23%, 13 officers were over 15 years

9. Question # 9: How many years ago was the best effort of community policing at the agency. 41 officers answered the question; 2 skipped the question.

- 17.07%, 7 officer said 1-5 years
- 19.51%, 8 officer said 6-10 years
- 41.46%, 17 officers said 11-15 years
- 21.95%, 9 officers said 16-20 years

10. Question # 10: How many years of law enforcement experience. 43 officers answered the question.

- 9.30%, 4 officer had 0-5 years
- 6.98%, 3 officer had 6-10 years
- 25.58%, 11 officers had 11-15 years
- 58.14%, 25 officers had over 15 years

I also spoke to two agencies in Florida about their community policing program to learn about their training methods, programs offered to the community, and to see if they were doing anything different than TPD. The following are the agencies I spoke to and the information I learned about their community policing program.

Pinellas Park Police Department

Pinellas Park P.D. offers a Basis Economics 101 class to their community policing officers. This class is designed to teach the officers the fundamentals of how businesses are ran before they go out making contact with business owners. They also offer a similar class teaching their officers about rental properties. They also put their officers through a series of classes offered through the Florida Attorney General Office. The officers take a class on residential properties, commercial properties, and basic introduction to crime prevention. Once they have completed these classes, they become certified crime prevention practitioners. This allows the officers to go out and do surveys of businesses and residences to give suggestions to prevent crime and limit victimization. They are also certified in Crime Prevention through Environmental Design (C.P.T.E.D.).

In an effort to get their citizens more involved, Pinellas Park offers a Citizen Police Academy so the citizens can learn more about their department. They also have an Apple Program. This program teaches the citizens about the whole city government and departments. They have neighborhood watch groups and once a year they have a symposium; at which time, they bring together all of their neighborhood watch groups for a meeting/training session. They also have a Business Exchange Program where they invite all business owners in to talk about crime trends and other issues. They also have a National Night Out where they partner with Target.

Pinellas Park used their method of dress and their mode of transportation to try to promote positive police/community relations. They wear shorts and polo shirts to give them that more approachable image. For mode of transportation, they use bikes, smart

cars, and segways. They found that by doing these things it opens the dialog with the citizens within their target area.

When asked how they prioritize their complaints, I learned that on many occasions complaints come through city hall and usually they become priority. However, many times priorities are determined by talking to citizens to find out their problems and then addressing those issues. (Captain R. Kevin Riley, Personal Communication, July 3, 2013)

Pinellas County Sheriff Office

The Pinellas County Sheriff's Office community oriented policing squads are split between a north and south district. They don't require any specific courses for their deputies to become community policing officers; however, deputies do go through a basic Community Oriented Policing School once selected. The sheriff's office also put their community policing officers through the International Police Mountain Bike Association (IPMBA) course. They also train their officers how to get out of certain dangerous situations while riding the bike and they conduct firearms training from the bike. Due to traffic issues in some of their assigned areas, they certify some of their deputies to operate radar and lasers.

Due to budgetary cuts, the Pinellas County Sheriff's Office no longer has a Crime Prevention Unit. This duty now falls upon the community oriented policing squads. They sent their deputies to the crime prevention classes offered through the Florida Attorney General Office. At the completion of these classes, they are certified crime prevention practitioners. They conduct crime prevention surveys, attend neighbor watch meetings, neighborhood association meetings, and deal with other crime prevention related issues.

The Pinellas County Sheriff's Office also contracts out the law enforcement services to small cities within the county. Because of this, the Sheriff started community forums and meeting with the city commissioners to discuss the problem occurring within these smaller communities. They started using this information to prioritize how they handled the complaints. In some of the areas where they are getting drug complaints and other quality of life issues, they send in undercover officers to form probable cause of suspects. They also readjust their schedules to work during the time period when certain crime is occurring.

Corporal Chris Mantzanas advised that if he could change one thing about their community oriented policing program, he would require all deputies to go through some type of crime prevention related course. Mantzanas advised that these type courses are great for any community policing officer and he believes these types courses will make the officer more diverse in their community policing efforts. (Corporal Chris Mantzanas, Personal Communication, July 29, 2013).

Discussion

After evaluating the results from the survey, I feel that the majority of the officers at TPD believe in the community policing philosophy and have confidence that it's an effective means to reduce crime. In question # 1, the 79.07% of officers that strongly agreed and agreed collectively proves this. However, I believe sufficient manpower plays a big part in making any community policing program work and be successful.

With question # 2, I learned that there was 65.12%, collectively, that was in the middle, disagreed, and strongly disagreed. This is a good indicator that a large portion of these officers don't feel that local law enforcement support the community policing philosophy.

Question # 3 revealed that there was 32.56%, collectively, that was in the middle, agreed, or strongly agreed. These numbers showed me that a big percentage of these officers either don't think or borderline don't think that community policing is having a real impact on the crime rate. These numbers could be related to Question # 8 and # 9.

Question # 8 asked the officer how many years of their career have they spent pursuing community policing efforts. Question # 9 asked how many years ago was TPD's best efforts at community policing. Question # 8 revealed that over half the officers that were surveyed had only done community policing within the last 10 years. Question # 9 revealed that 63.41%, 26 officers collectively, feel that the most effective community policing at TPD occurred 11-20 years ago. This indicated to me that this could be TPD's more senior and experienced officer that believes that the more effective years of community oriented policing at TPD occurred during the later years. It also could mean that the younger officers weren't around during that time period and don't have the historical perspective put forth during that era. It could also indicate that the younger generation of police officers at TPD may not know much about community policing philosophies.

Question # 5 revealed that there was 62.79%, collectively, that was in the middle, disagreed, or strongly disagreed that they didn't have the appropriate equipment and resources to accomplish their jobs. This is an area that TPD definitely needs to look at to verify the validity of these numbers and needs to take the appropriate actions to rectify the issues, if they find the numbers to be valid.

There was also another area that drew some attention, Question # 7 dealing with training. There was 95.35%, collectively, that was in the middle, agreed, or strongly agreed that they had received adequate training to accomplish their jobs. These numbers indicate to me that TPD is providing the necessary training to their officers in an effort to assist them in doing their jobs better.

TPD adopted the community orient policing model in the earlier 1990s. There were three Community Oriented Policing and Problem Solving (COPPS) squads placed in hot spots throughout the city. As a COPPS officer, I personally observed the effect those squads had on the communities where they were assigned. These Squads helped bridge communication gaps with the community, community partnerships were developed, quality of life issues addressed, and violent criminals were arrested. TPD now has one COPPS squad that works the entire city. However, I believe they are not as effective because they aren't assigned to certain geographical areas (hot spots) as the three COPPS squads before them. Therefore, this makes it hard for them to

establish ownership for any particular area. To make any community policing program work, it must be an area that's winnable so the COPPS squads' presence is felt within the target areas.

Intelligence Led Policing (ILP) also plays a big role in community policing. The survey revealed that the majority of the officers that participated in the survey believe that ILP and community policing goes hand in hand. Most law enforcement agencies today have Criminal intelligence Units, Crime Analysis Units, countless search engines available, and computers in our patrol vehicles with most of this information right at our finger tips. This is a very valuable and important piece when it comes to fighting crime and reducing crime rates.

From my phone interview with Pinellas Park P.D. and The Pinellas County Sheriff's Office, I like the fact that they had all of their community policing officers certified as Certified Crime Prevention Practitioners. When dealing with a resident or a business owner in reference to crime prevention tips, the officers can provide that information without passing it off to their Community Relations Unit. Sometimes when we delegate jobs for others to do they don't always get them done in a timely manner. This can sometimes prove badly for any community policing squad that's trying to build relationships with the citizens within their target area. I also like Pinellas Park P.D.'s Apple Program which helps teach the citizen about the whole city government and how it works. This program gives the citizens another bank of resources to tap into when issues arise within their community.

While working on my research paper on community policing, my agency, the Tallahassee Police Department (TPD), has developed a community oriented policing strategy for one of its "hot spots". In an attempt to curtail the crime and the quality of life issues in the N.W. part of Tallahassee, FL (Frenchtown/Griffin Heights Area) and to teach the community policing philosophy department wide, TPD has developed a strategy that incorporates the community oriented policing philosophies. One of the main concepts of this strategy is to get the community to adopt the concept of "Guardianship". TPD defines "Guardianship" as the inter-relations between the police and the community. Over time, TPD would like to see the criminals in the targeted areas fear the citizens just as much as they fear police or more. To accomplish this goal, TPD must partner with the citizens of the community. By doing this some things TPD will accomplish are:

- They will involve all residents in helping to develop solutions to the problems in their community
- This will encourage citizens to call the police when they witness a crime
- It will assist in developing trust between the community and the police
- It will help the police to get to know the residents and business owners

TPD will start their strategy by having community meetings with the business owners and citizens to get that "buy in". TPD will also provide them with a point of contact in case problems or concerns arise. The police will also partner with other departments like electric, streets and drainage, park and recs, and code enforcement. By partnering with these other entities, this will assist TPD in cleaning up trash, remove abandoned vehicles, cut grass, trim trees, cut back over grown right of ways, replace

broken lights, and place lighting in places where needed. This will help beautify the target area and make it feel more like a neighborhood and community to the residents.

After speaking with Major Chris Connell with TPD, I learned that some of the quality of life issues that will be addressed will be drugs, prostitution, Traffic issues, burglaries, gang/teen violence, and gun issues. TPD already has a community oriented policing and problem solving (COPPS) squad in place that will be used to deal with these issues. TPD has also asked the city commission for an additional (1) sergeant and (5) officers to form another COPPS squad. One squad will be placed in the N.W. side of town and the other squad will work the South side. About 75% of their time will be spent in their designated areas; however, when the other squad is off the other squad will float between the two areas so that the COPPS squad's presence is always there. Part of the enforcement phase will be:

- Code Enforcement (Abandoned vehicles, abandoned residences, illegal trash dumping, etc.)
- Traffic Enforcement
- Enforce Trespass Warnings
- Allow no Loitering Around Convenience Stores
- Street Level Drug Enforcement
- Arrest Wanted Persons
- Monitor Career Offenders

Another important part of this initiative is developing stakeholders. Some would include, but not limited to:

- Local Churches
- Neighborhood Associations
- Tallahassee Housing Authority
- 50 Large (A local youth outreach program)
- NAACP Local Chapter

Recommendations

Having worked on a community oriented policing squad and conducting research on the subject, I realize that each community faces different issues. Because of this, each agency must develop their own community oriented policing strategy to fit the need of their community. These are some recommendations I suggest for the Tallahassee Police Department:

- Work on forming (3) full time COPPS squads with each one assigned to permanent designated target areas
- Develop programs to get the citizens within the target areas more engaged
- COPPS squads need to get to know the citizens and business owners within target areas

- Allow the citizens to be a part of the solution
- Allows follow through with citizen complaints
- Place proactive sergeants and officers on COPPS squads
- Conduct some type of community policing training quarterly
- Keep detailed documentation on efforts within target areas
- Incorporate ILP within your community policing efforts
- Periodically go back and evaluate efforts within the target areas
- Involve some of your senior officers with community policing experience
- Community policing philosophies should be taught department wide
- Implement new community policing initiative
- Train members of the COPPS squads to be crime prevention practitioners

I believe if these recommendations are implemented TPD will soon see a drop in the crime rate and a reduction in violent crimes. Research has proved if these community policing philosophies are applied correctly within a particular community positive change will occur. These philosophies will make Tallahassee a safer place to work, play, and live.

Lieutenant Roderick Looney has been with the Tallahassee Police Department for 21 years. He started his law enforcement career in 1992. He has worked in the Patrol Division, Community Oriented Policing Squad, and General Narcotics Unit, Drug Interdiction Unit, Career Criminal Unit, and TAC Team Sniper. He was promoted to Sergeant in 2005. He has supervised in the Patrol Division, General Narcotics Unit, and the Drug Interdiction Unit. He was then promoted to Lieutenant in 2011. After his promotion, he took over as Assistant Division Commander in CID over the Property Unit. He now serves as the Section Commander in Special Investigations. Rod has a Bachelor's of Science Degree in Forensic Science from Jacksonville State University.

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Appendix A

TPD COPPS Officers Survey

1. Based on your experience, a well-executed community policing program is effective at reducing crime.

- Answered: 43
- Skipped: 0

	Strongly Disagree	(no label)	(no label)	(no label)	Strongly Agree	Total	Average Rating
(no label)	0%	11.63%	9.30%	32.56%	46.51%	43	4.14
	0	5	4	14	20		

2. Tallahassee area law enforcement agencies commendably support community policing in our area.

- Answered: 43
- Skipped: 0

	Strongly Disagree	(no label)	(no label)	(no label)	Strongly Agree	Total	Average Rating
(no label)	6.98%	13.95%	44.19%	25.58%	9.30%	43	3.16
	3	6	19	11	4		

3. Community policing programs are feel good programs and have no real impact on crime rates.

- Answered: 43
- Skipped: 0

	Strongly Disagree	(no label)	(no label)	(no label)	Strongly Agree	Total	Average Rating
(no label)	39.53%	27.91%	23.26%	4.65%	4.65%	43	2.07
	17	12	10	2	2		

4. Additional staffing for your agency's community policing initiatives would increase their effectiveness.

- Answered: 43
- Skipped: 0

	Strongly Disagree	(no label)	(no label)	(no label)	Strongly Agree	Total	Average Rating
(no label)	4.65%	6.98%	9.30%	9.30%	69.77%	43	4.33
	2	3	4	4	30		

5. My agency's community policing associated equipment and resources are appropriate for the mission.

- Answered: 43
- Skipped: 0

	Strongly Disagree	(no label)	(no label)	(no label)	Strongly Agree	Total	Average Rating
(no label)	6.98%	20.93%	34.88%	32.56%	4.65%	43	3.07
	3	9	15	14	2		

6. Intelligence Led Policing (ILP) can be defined as a combination of threat assessment, information collection and analysis, consistently applied to our daily decision-making. ILP and community policing complement each other and should go hand in hand.

- Answered: 43
- Skipped: 0

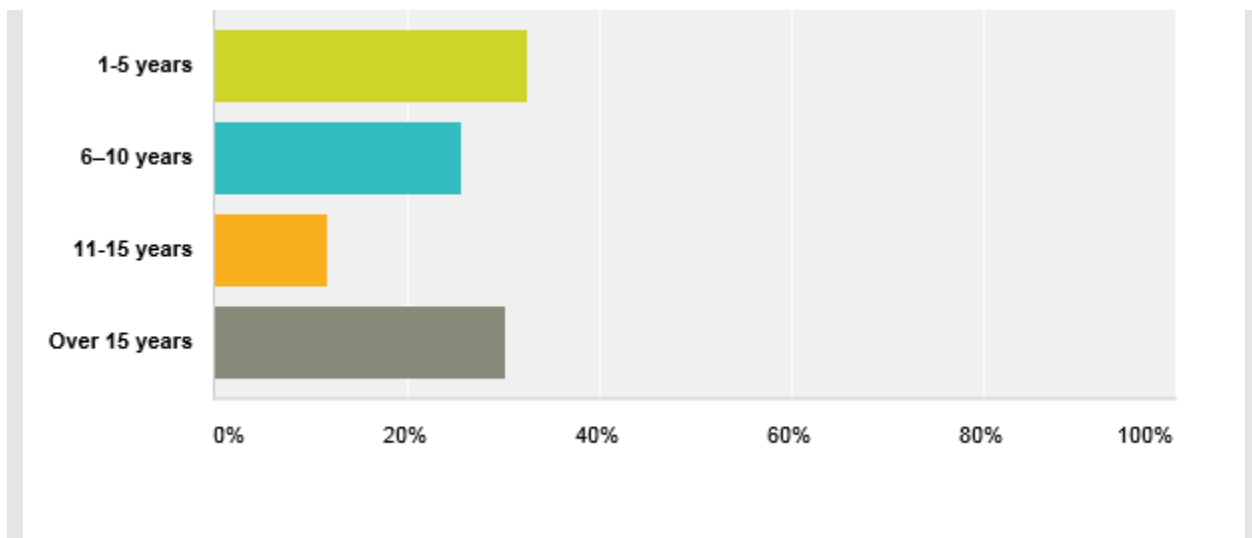
	Strongly Disagree	(no label)	(no label)	(no label)	Strongly Agree	Total	Average Rating
(no label)	4.65%	0%	9.30%	44.19%	41.86%	43	4.19
	2	0	4	19	18		

7. I have received suitable training in the area of community policing.

- Answered: 43
- Skipped: 0

	Strongly Disagree	(no label)	(no label)	(no label)	Strongly Agree	Total	Average Rating
(no label)	4.65%	0%	16.28%	41.86%	37.21%	43	4.07
	2	0	7	18	16		

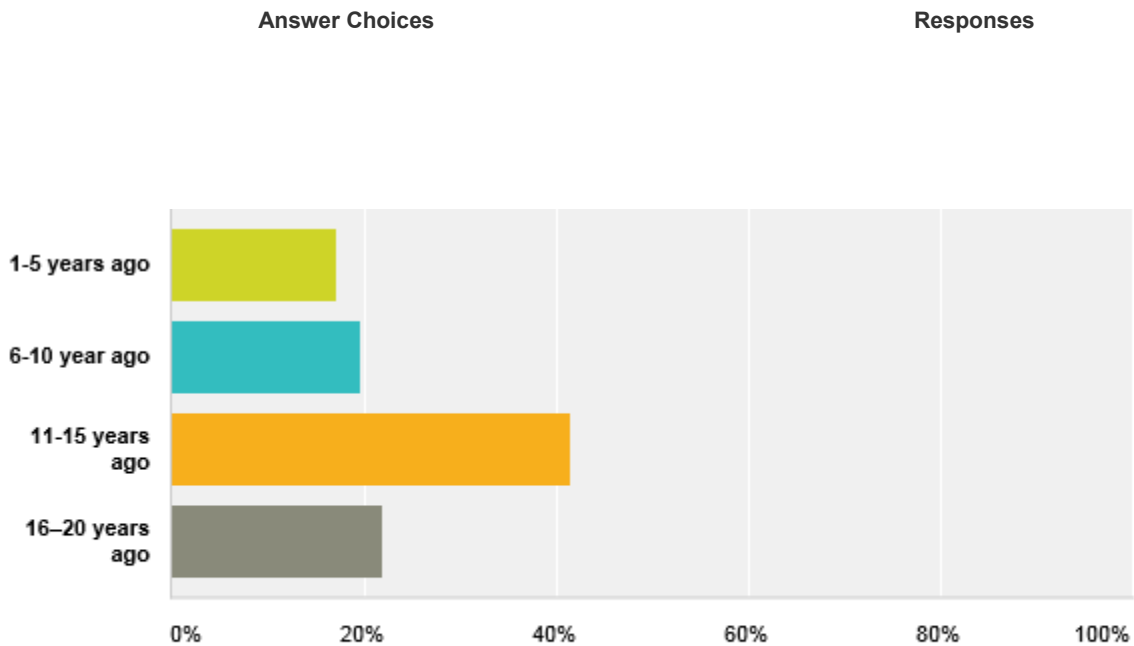
8. I have spent approximately ____ years of my career pursuing community policing efforts either directly or indirectly.



Answer Choices	Responses
1-5 years	32.56% 14
6-10 years	25.58% 11
11-15 years	11.63% 5
Over 15 years	30.23% 13
Total	43

9. My agency's best effort at community policing was _____ years ago.

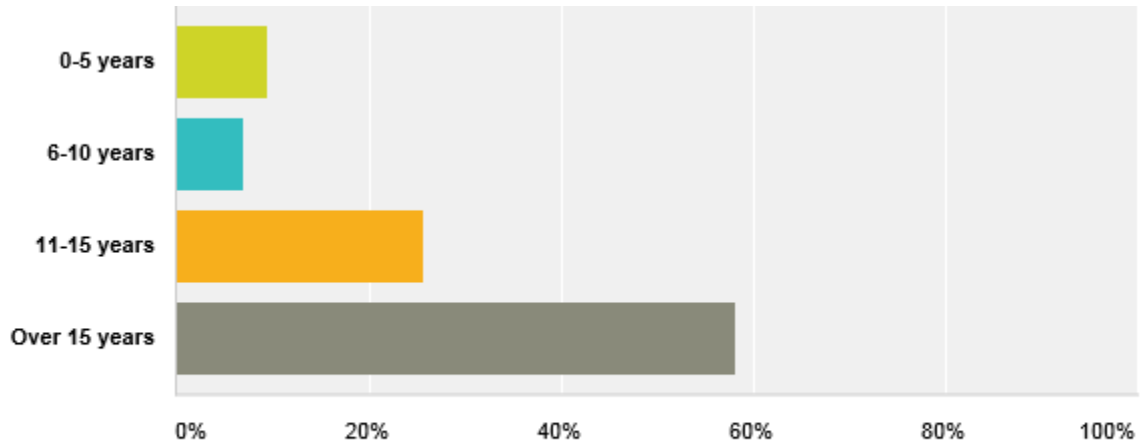
- Answered: 41
- Skipped: 2



Answer Choices	Responses
1-5 years ago	17.07% 7
6-10 year ago	19.51% 8
11-15 years ago	41.46% 17
16-20 years ago	21.95% 9
Total	41

10. My law enforcement experience is

- Answered: 43
- Skipped: 0



Answer Choices	Responses
0-5 years	9.30% 4
6-10 years	6.98% 3
11-15 years	25.58% 11
Over 15 years	58.14% 25
Total	43

Appendix B

Agency Interview Questions

1. What type of training does your agency offer officers working on your community oriented policing squads?
2. What kind of programs does your agency offer that involves the community?
3. What is your agency doing to promote positive police/community relations?
4. How does your agency decide community priorities?
5. What are some strategies used in your “hot spots” to deal with drug complaints, prostitution, gangs, and other violent crimes?
6. Is there anything else you want to tell me that I haven’t asked?
7. Is there anything you would do differently when setting up your COPPS unit?