

Community Oriented Policing - One Step Beyond Major Crime Problem Solvers - The Evolution of Investigations for the 21st Century

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Abstract

This article examines key components of agencies that employ successful Community Oriented Policing (COP) practices and outlines how the investigative unit fits into the organization's transition. Project recommendations demonstrate the benefit for police agencies to enhance successful COP strategies by dismantling the traditional methodology and restructuring and incorporating the resources into a major crime problem solving mode. A background overview of the North Miami Beach Police Department's Community Policing practices will set the tone for the evolution of the investigation unit.

Background

Community policing commenced in North Miami Beach in the mid 1980's. The first initiative involved the assignment of two investigators. The original unit consisted of two officers, two investigators, and a lieutenant. The initial two officers were directed to devote two hours of their workday to criminal investigation, in particular the property crimes that occurred in their areas. Although North Miami Beach had a working Community Policing Unit, a newer dynamic approach evolved in 1989 with a change in departmental leadership (Berger, Loizzo, & Graham, 1994).

Chief Berger's vision for the future of Community Policing pioneered policing and programs that could be taught to agencies throughout the United States (Loizzo, 1994). Through bold leadership, community support and officer enthusiasm, North Miami Beach Community Policing increased its scope and direction doubling in size to include five officers and administrative support.

The unit supervisor recruited officers who were creative, imaginative, self motivated, flexible, self directed, and possessed positive social skills. A Standard Operating Procedure (S.O.P.) orientation manual was created. Training consisted of orientation (a one-week program in-house), an accredited community policing course provided by a statewide agency, and on-site training with successful community oriented programs at other agency sites (Berger, et al., 1994). North Miami Beach developed and implemented over 25 innovative programs aimed at improving the quality of life in the community, some of which have received national acclaim. Many of these programs have been taught to and replicated by law enforcement personnel throughout the U. S., Canada, South America, and Europe (Berger, et al., 1994).

The investigative section maintained the traditional structure, although an ongoing communication existed between the units. In 1990, the department community policing model was expanded to permeate the philosophy to the entire department. The team policing methodology was designed to empower all officers to take part in ownership of community concerns. Investigators were assigned a specific zone and given the responsibility for monitoring all person and property crimes in their zone in order to track developing crime trends and patterns.

In January 1994, the community patrol unit doubled again to include 10 officers, 2 additional supervisors, the traffic unit, a community liaison, and additional administrative help. The unit embarked on a new mission to investigate property crimes that were in

the assigned areas. The COP officers were trained by the Investigative Division and the Crime Scene Division. The training included interview and interrogative techniques, and a one-week training course with the Investigative Bureau working a case from beginning to end.

The COP Unit was enthusiastic about developing the skills to enhance their policing. Investigators were grateful for the assistance with their case load. Two of the officers assigned to increase the COP Unit came from the Investigative section.

Currently the thefts and burglaries that are assigned to the COP Unit are classified as "C" cases. These are cases that normally have little or no leads and have traditionally required minimal follow up. Usually these cases are suspended for lack of leads. There is a reported success rate of 85% clearance on assigned cases. Cases that had no leads, and were assigned for minimal follow-up, were cleared as community contacts turned up leads that COP officers developed. The investigative section could now direct attention to major crimes such as home invasions, robberies, homicide, and sexual assaults. Although this theory had marked success, it clearly demonstrates a reactive approach from the investigative section.

While major cases could be given a concentrated effort, resources were depleted to cover an increase in violent crimes. This reactive approach credited investigators with expeditious, proficient results but did not involve the causation and conditions that created criminal opportunities.

This article will introduce a revolutionary and replicable approach to the investigative function in policing. It examines the integrated links that mark successful COP programs throughout the United States. The application of these traits to encompass the highly skilled investigative resources within the agencies takes the Community Policy Problems Solving Philosophy One Step Beyond.

Review of the Literature

Preliminary research was conducted on agencies recognized for their community policing efforts through extensive reading of current publications. There are three basic components that link the documented successes throughout the United States. The recruiting and hiring practices, training, evaluation and reward systems for the personnel and programs, form the foundation for a proactive policing culture.

In addition, departments that embrace the philosophy department-wide appear to have tentacles for acceptance both internally and externally. Human collective creativity can achieve dimension beyond today's technology (Meese, 1992). Recruitment should encompass selecting persons who have qualities such as leadership, good interpersonal skills, and the ability to motivate and persuade others. These personal attributes have traditionally been associated with staff level personnel. Recent studies demonstrate college educated police potentially address problem solving with a proactive approach rather than a reactive mode (Meese, 1992).

A pitfall of COP is false advertising, whereupon some cities make major commitments and others use the name but only make surface changes. The fabric of the agency's culture must be modified to embrace the philosophy department-wide. Reward and evaluation systems and criminal investigative techniques should correspond with the priorities of the COP practices.

Recruiting

Although COP programs have been in place for over a decade, until recently the recruitment of officers who are adept at performing COP assignments had not been addressed. Newly appointed officers who do not possess the personal traits that are compatible with COP quickly grow frustrated, creating resistance (Dolan, 1994). A COP agency's new hires should reflect the ethnic diversity of the community and have the ability to work with all community groups (Austin, 1992). Hayward, California Police Department targeted the recruitment and hiring process as one of the first tools to implement a successful systems change in the organization (Whalley, 1992).

Recruitment and selection of new officers must incorporate more than hiring officers who possess problem solving skills. Officers should be able to analyze, plan, and take initiative instead of react within the scope of their position.

Training

Police academy training must go beyond arrest procedures to include COP skills (Anyatt, 1993). Academy training is notoriously deficient in instruction that emphasizes discretionary application of a range of skills that apply to real world circumstances (Kelling, Wasserman, & Williams, 1988).

Much academy training is undermined in the field. This is the reason a change to a community policing philosophy and its corresponding organizational changes must be taught to senior members of the department. The Field Training Officer (FTO) program needs to be modified to put an emphasis on ethical problem solving and decision making to migrate the culture of the agency toward a COP philosophy (Overman, 1994).

Research has demonstrated that properly trained and motivated officers who are given the freedom to make decisions, will be enthusiastic about the COP concept (Goldstein, 1993). According to Couper and Lobitz (1992), training is a primary factor in order to put theory into action. The management team should be the first to be trained in the new style of leadership.

The training that is most effective is not in a training setting, but daily interaction of personnel adopting the change consciously. In addition, it is important to reward supervisors who practice their new problems policing skills or they will be put it aside and return to the traditional methods (Malone, 1994).

Rarely has the entire department been trained as in Port St. Lucie, where the North Miami Beach agency trained all personnel including the civilian support staff (Saitz, 1991). Currently, there has been a deficit in advance training needs which creates stress for officers who are committed to the philosophy but not always equipped to address certain challenges. Portland reports that it was the first major city in the United States to train all employees in the implementation of COP (Kuechled, 1992). The Portland Police Bureau has incorporated COP into its advance officer academy, in service school, and FTO program, reflecting a proactive approach (Austin, 1992).

Traditionally, law enforcement has spent 90% of their time training officers to do what they spend 15% of their time doing. They need to learn techniques of problem analysis and strategies for solutions. More attention is needed for conducting follow-up training regarding practical applications in the area of public speaking, peer mediation, mental health issues, and creative problem solving. Supervisory training should be designed to provide skills to facilitate the problem solving process.

Evaluations and Measurement

There is a definite need for measuring the effectiveness of all community policing efforts which includes modification of performance evaluation and reward systems. Academic studies talk about what should be measured but do not address how to implement the measurement. Before a COP program is implemented for a long duration, it is vitally important that new measures capture the progress and successes so baseline data can be collected (Brown, 1992). Bonnie Bucquero of the National Center for Community Policing has commented on how there is no "cookie cutter evaluation process that can be applied to every agency." People, particularly politicians, feel more comfortable with countable items (Clark, 1994). An evaluation process should be a realistic assessment of how well a call is handled and what problem solving approaches were utilized. It should incorporate a lot of input from the employee (Whalley, 1992).

The effectiveness of new responses must be evaluated so results can be shared among the department and the community. The problem oriented policing philosophy requires police to develop skills, procedures, and research techniques to evaluate effectiveness (Goldstein, 1992). Citizen surveys which can gauge the strengths and weaknesses of community policing can be costly. Ongoing "Community Forums" give citizens direct access to upper ranks. This affords residents a chance to be heard and gives police staff opportunities to evaluate program effectiveness (Clark, 1994).

Most evaluations of community policing have focused on describing a program and its impact on crime or a quality of life concern. Reports from these evaluations have described goals, methods and activities, but have proven to be selective and fail to provide an understanding of the daily activities of the personnel involved (Mastrofski, 1992).

If the idea of COP reform is to modify the way police do their daily activities, then the daily activities being done must be addressed to interpret the findings of impact evaluations. Equally important is measuring the perception of individual officers as to their effectiveness. The Core of the National Institute of Justice evaluation of COP programs is providing police officers with the results to help ensure successful approaches are replicated and failures are not repeated. Some of the traditional performance evaluations have been a mechanism to combat lawsuits or unfair dismissals. The trend is away from a rigid performance evaluation that puts supervisors and officers at odds.

In Houston, a study completed by the National Institute of Justice (1994) found that officers who were treated as team players instead of subordinates had a more positive attitude toward their assignment and a closer relationship with the citizens. Less obvious indicators include the level of citizen complaints against officers such as the ability of youth to "trick or treat" for the first time in 25 years in a "bad" neighborhood (Clark, 1994).

There are four areas for measurement and evaluation in order to assess community policing. These areas are internal changes in institutional processes, monitoring project implementation, measurement of police and community output, and quantitative and qualitative impacts.

Research Methodology

The goal of this research was to examine law enforcement agencies throughout the United States that had published documented successes on established community policing practices and evaluate the hiring, training, and evaluation methods they employed.

A telephone survey was conducted of a cross section of 27 recognized police agencies of various sizes from the COPP 1992 (Community Oriented Police & Problem Solving) publication by the California Department of Justice Attorney General's Office. The publication is currently used as a training guide for the North Miami Beach agency.

Twenty-one agencies completed the survey. The other six agencies had either abandoned their program or contact information was not available at the time of the survey. For example, the California Avocado Commission, a listed reference, discontinued their program because they were able to stop the theft of avocados which was the focus of their special program from 1989 to 1993.

The survey addressed three components that the literature review demonstrated as key ingredients to successful implementation of COP. The survey was designed to analyze current practices and add dimension to what plans can be developed to go beyond what agencies are emphasizing today. A telephone survey was chosen as a method of personal contact designed to induce honest responses from practitioners who were familiar with the COP philosophies and objectives.

All of the respondents were requested to send samples of their documentation on projects and publications relating to their agencies. Although the survey was an informal analysis of over 20 agencies nationwide, varying in size and scope with their COP practices, there were similarities among agencies reporting long term success. Successful COP programs had addressed hiring, training and evaluation components.

Investigations

Investigators' perception of their position will remain as a crime solver until they are separated from the group that reinforces this view. Their goals will remain the same until their professional domain is redefined. It has been recommended they be assigned segments of the community and encouraged to work closely within neighborhood policing units. In addition, investigators need to feel crime prevention is their primary focus instead of the job of patrol or another unit. The investigators' professional territory should be extended beyond that of reported crime (Sparrow, 1988).

In a 1989 publication, Lee Brown (former Commissioner of the New York City Police Department) reported that criminal investigations were not as successful as previously believed because the resolution of crimes related to the timeliness of data received by witnesses and the type of evidence obtained. He recommended incorporating the problem solving perspective in centralized and decentralized levels (Brown, 1989). In a later interview, he advocated giving detectives neighborhood responsibilities rather than placing them in special units.

Research has indicated that detectives feel they have more expertise and experience to solve crimes and will resist the changing culture longer than any other group within an agency. As agencies empower patrol officers and steer their ability to investigate crimes, detectives will be more directly involved in serious unsolved crimes.

In 1986, an alternative approach to the investigative function was embarked upon by Citrus County Sheriff's Department in Florida (La Casse, 1986). An analysis of the traditional method of case assignment and standard productivity indicated that investigators had developed an "assembly-line" approach to their investigations. The individual clearance rate statistics prompted a competitive atmosphere and because some investigators chose to work independently, valuable exchange of information was inhibited. The assignment monitoring system was employed. This approach involved assigning cases to an entire unit, not individual investigators. A major factor in the success of the program is the first line supervisor. This method of investigations requires an above average aggressive, enthusiastic first line supervisor who is the lead investigator on each case.

An analysis of the unit investigative method revealed it fostered team spirit, communication, and cooperation while it took full advantage of a consolidated approach to problem solving. The supervisor has the responsibility in this method for screening, assignment of specific investigative activity, and monitoring case progress. A six-month evaluation of the program revealed a significant increase in quality and quantity of the clearance rate and the esprit de corp of the section (La Casse, 1986).

The Reno Police Department trained the detectives in the COP philosophy in order to break down the "us versus them" attitude. After developing a community action team to respond to gang and narcotic activity, they assigned a full-time gang activity investigator to the unit (Weston, 1992).

According to Kelling (1988), John Eck of the Police Executive Research Forum (PERF), states that productivity of detectives can be enhanced if patrol officers carefully interview and pass on information to investigators. The abundance of literature that was reviewed demonstrated two examples of innovative proactive approaches to the investigative process. In Edmonton, Canada, the COP approach focuses on problem recognition and elimination. Investigators are working in partnership with the community to seek solutions. The Edmonton initiative is a proactive approach that utilizes investigators to identify opportunities and behavior that lead to criminal acts, and find ways to reach potential criminals and eliminate criminal opportunities. Most of the other agencies have assigned investigators to specific COP areas. Some of the agencies have investigators from specialized units such as the gang or narcotic unit assigned to a specified area or task force.

Project Recommendation

The principle behind the problem solving approach is for all agency personnel to apply the problem solving principle to daily tasks. Problem solving involves looking at problems and making a determination as to what changes would reduce reoccurrences. The traditional approach for the investigation unit is to "solve crimes" after they occur. Detectives rarely look at causation and conditions that create criminal opportunities, nor can they effectively impact major crime problems or reduce their extensive case load.

The Dade County Courts system is a prime example of the failure of the traditional law enforcement approach in reducing major crime problems. Documentation reveals that the system is unable to cope with the tremendous volume of cases. The Miami Herald reports that Miami has the highest crime rate in the nation, yet the courts send

convicted felons to prison at a lower rate than any other comparable U. S. city. Even Dade County's innovative Drug Court is favored by criminals as a mechanism to avoid stiff prison sentences.

Fragmented and reactive approaches of traditional investigation methodology minimize problem solving effectiveness. Community policing and crime prevention programs are unable to address the problems alone. They need the highly skilled expertise of the investigators to provide a synergistic approach instead of transforming the problems to a peripheral unit. Detectives must expand their role to include crime analysis, focused major crime problem solving, public awareness campaigns, and educating the judiciary about major crime problems.

This can be accomplished by the development and implementation of a proactive integrated response which would identify and target major crime problems. This approach will assist crime victims and neighborhoods plagued by crime. It is a direct contrast to the current nationwide reactionary practices employed today.

Project Goal and Objectives

Goal:

To reduce the impact of major crime problems on the community and region through the employment of a proactive, integrated problem solving methodology.

Objectives:

Through this demonstration project, the North Miami Beach Police Department will be able to:

- Reduce the incidence of violent crimes and their corresponding case loads within the city of North Miami Beach by 15-25% in each identified major crime problem category.
- Identify opportunities leading to criminal events through partnerships with the community, businesses, the judiciary, and law enforcement agencies.
- Suppress and eliminate crime through problem recognition and community education.
- Alter those circumstances and questioned behaviors which lead to criminal acts.

Relationship to other Disciplines and Problems

Since major crime problems aren't limited in location and tend to affect an entire region, this project will involve partnerships with all law enforcement agencies of the region (Dade, Broward, Palm Beach, and Monroe counties). In addition, participation from major businesses will directly address their loss prevention problems and concerns. Private sector participation will not add to the cost of the project.

This project will support and complement the efforts of the following law enforcement agencies in their effort to reduce major crimes in South Florida: HIDTA, U. S. Attorney's Office, Dade County State Attorney's Office, U. S. Probation, Florida Department of Probation and Parole, Florida Department of Law Enforcement, Federal Bureau of Investigation, DEA, ATF, U. S. Customs, and all regional municipal and county law enforcement agencies.

Approach

The North Miami Beach Police Department plans to shift from the reactionary investigative operational method to a regional, community-wide, integrated problem solving approach focusing on major crime problems. This proactive investigative role is completely different from the traditional investigative model employed by police agencies today. The present day job description for a detective will be replaced by a new role - the Major Crime Problem Solving Specialist. All units within the police department will participate in this project. This change in the operational approach will be accomplished through the creation of six integrated Major Crimes Problem Solving Task Forces:

- Auto Crimes (including theft, burglary, and carjacking)
- Gang and Juvenile Crimes
- Domestic and Family Violence
- Robbery Crimes (including tourist and home invasion)
- Vice Crime (including narcotics and substance abuse)
- Economic Crimes (including computer, phone solicitation, con games, and other frauds)

Detectives will function as "Major Crime Specialists" and will serve as task force coordinators. These detectives are highly skilled investigators who have extensive training and experience in their field. They will be responsible for leading their respective task force in the identification of major crime problems, arriving at viable solutions, coordinating task force efforts, and training task force members in their assigned responsibilities. Each task force will be ongoing, not ad hoc in operation. They will be interlaced with each other to provide continuity and sharing of information. The task forces will draw participation from all of the various units within the department and through partnerships with the state and federal judicial systems, the Dade County State Attorney's Office, public and private education, selected businesses, such as the insurance and banking industry, and community leaders and civic organizations. This staffing approach will create a "think tank" model for each task force. Additional resources and assistance for each task force will be sought from regional municipal, state, and federal agencies

Each task force will meet on a regular, but not less than monthly, basis to identify problems and solutions, develop strategic planning and operations aimed at reducing their major crime problem, and assign various operational tasks to each member, such as crime prevention, education, enforcement activities. In addition to the agency's involvement, the planned composition of each task force includes, but is not limited to, representation from the following agencies and organizations:

Auto Crimes Task Force

- North Miami Police Department
- Hollywood Police Department
- Broward County Sheriff's Office
- Metro-Dade Police Dept. (Auto Theft Task Force)
- Metro-Dade Police Department (Regional Station 6)

- Local Auto Insurance Companies
- State Attorney's Office
- National Crime Insurance Bureau
- Florida Department of Law Enforcement
- National Automobile Theft Bureau
- Metro-Dade Port Authority
- Local Auto Leasing and Sales Dealerships

Gang and Juvenile Crimes Task Force

- North Miami Police Department
- Metro-Dade Police Department SRO (Regional Stn. 6)
- Metro-Dade Police Department Gang Task Force
- Dade County Public School Police Department
- Dade County Public Schools
- DHRS/Division of Youth Services
- State Attorney's Office Adult & Juvenile Divisions
- Florida Department of Transportation
- Local School Principals

Domestic and Family Violence Task Force

- State Attorney's Office
- Metro-Dade Victim Advocates Program
- Florida Dept. of Health and Rehabilitative Services
- United Way of Dade County
- Job Services of Florida
- Locktowns Mental Health Services
- Parent Resource Center of Dade County

Robbery Crimes Task Force

- Metro-Dade Police Department (Robbery Unit)
- North Miami Police Department
- Hallandale Police Department
- Hollywood Police Department
- Broward County Sheriff's Department
- Florida Department of Law Enforcement
- South Florida Investigative Service Center
- Robbery Intervention Detail (RID) Clearinghouse
- State Attorney's Office
- Greater Miami Convention and Visitors Bureau
- North Miami Beach Chamber of Commerce

Vice Crimes Task Force

- Metro-Dade Police Dept. (North End Narcotics Unit)
- North Miami Police Department (VIN Unit)
- State Attorney's Office
- U. S. Attorney's Office

- Drug Enforcement Agency (DEA)
- Alcohol, Tobacco, and Firearms (ATF)
- U. S. Secret Service
- Federal Bureau of Investigation
- Florida Department of Law Enforcement
- Local package delivery service providers

Economic Crimes Task Force

- State Attorney's Office
- Metro-Dade Police Dept. Gypsy Task Force
- Metro-Dade Police Department (Economic Crimes Unit)
- State of Florida Controller's Office
- Local Banking Institutions
- State of Florida Insurance Commissioner's Office
- Southern Bell Telephone

The Auto Crimes Task Force will work with insurance companies to help their loss reduction programs; will work with the State Attorney's Office and state legislators in their efforts to prosecute offenders and strengthen sentencing guidelines; work with the judiciary to establish creative sentencing and restitution programs; work with local and regional law enforcement agencies and other community resources to target "chop shops"; work with Port Authority and U. S. Customs officials to search incoming and outgoing international shipping containers; and perform other tasks that are consistent with and related to reducing auto crimes.

The Gang and Juvenile Crimes Task Force will work with local and regional school officials to help identify gang members and to suppress school based gang recruiting and other related activities which occur while school is in session; work with local and regional law enforcement agencies to help reduce gang related violent crimes; work with legislative officials to implement the Street Terrorism Enhancement Program (STEP); establish gang network and database links for the region; targeting and surveillance of key gang leaders and members; establish proactive anti-violence diversion programs for "at risk" youths; work jointly with the State Attorney's Office on truancy reduction; and perform other tasks that are consistent with and related to reducing gang and juvenile crimes.

The Domestic and Family Violence Task Force will work with local and regional community resources to access affordable housing, emergency sheltering for battered victims, emergency counseling services, emergency clothing, emergency transportation and assistance in obtaining emergency restraining and protection orders; work with individuals and families on the issues of mental and physical abuse, anger control, and family constellations; work with the State Attorney's Office and legislative officials to implement a mandatory "cooling off period" for offenders; and perform other tasks that are consistent with and related to reducing domestic and family violence.

The Robbery Crime Task Force will work with local and regional law enforcement agencies and other community resources on various "robbery intervention" details; targeting and surveillance of known violent robbery subjects and repeat offenders; work with the local convention/tourist bureau and Florida Department of Transportation to

establish safe routes to and from area airports to area motels and hotels; work with the local Chamber of Commerce to provide robbery deterrence and personal safety education; provide support services for tourists and visitors to the area; and to perform other tasks that are consistent with and related to reducing robbery crimes.

The Vice Crimes Task Force will work with local and regional law enforcement agencies and other community resources on a "back to basics" approach to drug enforcement, which includes the targeting and surveillance of specific individuals dealing in street level, open air drug sales; work with Federal agencies on higher level drug operations involving multijurisdictional and international drug interdiction; targeting and surveillance of business fronts used for organized crimes, such as prostitution, pornography, child pornography, exploitation of children; work with the U. S. Postal Service and various package delivery services to reduce their use for the distribution of controlled substances; and perform other tasks that are consistent with and related to reducing vice crimes.

The Economic Crimes Task Force will work with local and regional law enforcement agencies and other community resources to reduce illegal telemarketing schemes, credit card fraud, organized crime schemes, exploitation of the elderly, counterfeiting, con games and gypsy frauds; work with local check cashing services and banking institutions to develop uniform policies on banking (check cashing) transactions; work with citizen groups to increase public awareness about the latest scams; work with local and state legislatures on business licensing issues; and perform other tasks that are consistent with and related to reducing economic crimes. All task forces will emphasize a multiple case clearance concept. This concept will determine possible linkage of violent crime offenders for differing violent crimes in an attempt to identify, arrest, and bring stiffer prison sentences for multiple violent crime offenders. In addition, each task force will attempt to locate and arrest subjects who are identified through the Metro Dade Criminal Justice Information System as having current outstanding felony and misdemeanor warrants, including subjects who are wanted on outstanding parole violations. All task forces will employ a public awareness and crime prevention education component involving the local news media, crime watch groups, neighborhood patrol groups, area businesses, and community groups. Intelligence information will be gathered and disseminated on a regular basis to all regional law enforcement agencies through the South Florida HIDTA Investigative Support Center and by other means. This ongoing communication will help maximize task force effectiveness in the sharing of information and ideas, and should help other law enforcement agencies in reducing crime in their jurisdictions.

North Miami Beach Uniform Crime Reports (UCR) for 1993 will serve as the major crimes problem "baseline" for each respective task force. Crimes commonly associated with the functioning of each task force will become the target figures to be reduced through this project.

Nationwide Training

Upon the completion of the project, the North Miami Beach Police Department will help train other law enforcement agencies nationwide in this approach to major crime problem solving. The training will be accomplished through the Law Enforcement Television Network (LETN), program manuals, computer software, and on-site visits.

Project Timeline

The project staff will initiate all project activities, beginning with the assembly of the identified major crime problem task forces. Each task force will arrange a regular monthly meeting schedule and will set about its work. Crime intelligence and statistical data will be provided to each task force on a regular but not less than monthly basis. Individual task force operations will be planned and executed each month. The project staff will meet on a weekly basis to review the status of all project activities, and evaluate the project's effectiveness in meeting project objectives. The following information outlines by month the project timeline for FY95:

October 1994:

- Initiation of Project
- Formation of Task Forces; formation of strategies

November 1994 through August 1995:

- Analysis of crime intelligence and statistics
- Weekly project staff meeting
- Monthly Task Force strategic planning meetings
- Monthly Task Force operations

September 1995:

- Analysis of project
- Preparation of training material
- Preparation of final report

Conclusion

As the pace of our changing society accelerates forward into the 21st century, law enforcement should focus on the revolutionary methods proactive problem solving approach resources. Currently, agencies employing the COP philosophy have addressed three vital components which will assist in the transition from traditional thinking into the COP methodology:

- Recruiting
- Training
- Evaluation

As agencies are able to reconstruct these components to fit into the COP model, employees will feel comfortable with their role in the future direction of law enforcement endeavors. Recognizing that investigators are one of the best trained, highly skilled resources that an agency contains, administrators would be remiss if they did not utilize their capability to encompass problem solving practices with the major crimes facing communities today. Investigators traditionally take the lead in major cases such as homicides. Therefore the reassignment to the role of a major crime task force leader will be a natural transition.

As with any changes within a policing agency, there will be an abundance of networking that will be needed within the agency to successfully accomplish this revolutionary concept. The most important shall be the ongoing support from the top administrators.

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