COMMUNITY POLICING AS A PART OF THE FUTURE

Harrison Jenkins
Eastern Michigan University School of Police Staff and Command Program
Ypsilanti, MI

An applied research project submitted to Mr. Gerald V. Lawver as part of the Police Staff and Command Program.
ABSTRACT:

Some five years ago the Detroit Police Department received a grant to initiate a study of community policing. At the time, the Tenth Precinct was one of the precincts selected to setup a pilot program to study if community policing was a viable program for the City of Detroit. The immediate problems that went wrong was as follows:

- Management’s vision on how to implement the program were to clear
- They created a pamphlet with good information, but no resources to make it work.
- The officers selected for the pilot program were never empowered to interact with the community in solving problems.
- Management based on top down management principles rejected the officer’s suggestions. Rapport with the community, and the police was never established.

The purpose of this research is to significantly change the perception of the community toward the Detroit Police Department. To remind every citizen of the city of Detroit of its past history, and encourage all citizens to work toward the future. So many times we hear a few politicians at election time talk about how they will work to make changes come about to no avail. Instead, we are then stuck for the next four years with bureaucratic filibustering where professionals are concerned with their philosophical differences. As results, all branches of government suffer especially the police department. This research is focused on creating a partnership with the community. The police department has to deal with people within a society that no one else cares to deal with. In doing so
we’ve been ill equipped with officers untrained for the task. This research is intended to show how we can develop a rapport with this special group of people and make them a part of the solution.

This research will show just how simple problem solving can be when we empower all citizens even the criminals to be responsible and find other alternative ways of solving their problems.

What methodology will we use regarding this research will be based on a hypothesis that given questionnaires with:

- The Business Community
- The Churches
- Block Clubs
- News Media and
- Detroit City Council

The community and police can become…a true partnership.

**QUESTIONNAIRE**

Name of the Research: Community Policing as a Part of the Future
Author: Harrison Jenkins

This questionnaire asks for your opinion on the author’s vision of a true partnership between the police and community. Given a positive response from the following groups: The Business Community, the Church, Government, Block Clubs, and Social Organization. Please indicate your response to each item using the following scale:

5=strongly agree  
4=agree  
3=neither agree nor disagree  
2=disagree  
1=strongly disagree

1. The groups agree that all people within the community should be productive in terms of employment or other productive services. ___

2. It would be appropriate for government to allow the use of various residential properties to the church on conditions that these properties would be used to support certain community based programs. (Ownership would remain with Gov’t) ___

3. It would be appropriate for the business community to provide funds to cover utilities such as Water, lights, gas and telephone services. ___

4. It would be appropriate for the church to maintain the books for accounting, repairs, and paying of bills that may be needed from time to time. ___

5. Block clubs agree to maintain the beautification of these properties, to employ several citizens to provide services such as taking police reports and assisting in solving community problems. ___

6. Should social clubs agree to provide for community activities that support the improvement of activities for the youth, teenagers, senior, and the homeless? ___

7. Community Policing Officers should go door to door to raise the community confidence levels by seeking their input ___

8. As a citizen of the City of Detroit, I believe that every scout car area does not need a police sub-station, this depends upon the environmental needs of the community? ___

9. I believe that we learn from what we do wrong rather than what we do right? (Not a trick question!) ___
What part of this vision do you feel is most useful?

As a citizen of the City of Detroit what would you be willing to do to make this research a reality:

Would you be willing to mention this questionnaire to your church, block club, social club, and your neighborhood party store? Is there any other persons not previously mentioned that might support a program of this nature:

Name:_________________________________
Address________________________________
Type of business or Organization__________________

Phone #____________________

This questionnaire can be duplicated and mailed to the attention of:

Sgt. Harrison Jenkins
8551 Greenfield Road
Detroit Metropolitan Police Academy
Detroit, Michigan 48228

Signature option______________________________________

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INTRODUCTION

After several years of community service as the organizer of a boys club in the Tenth Precinct better known as the KOTSON BOYS (Kids Organized To Save Our Neighborhoods) the positive result of this work with the community has been a force behind this study. The kids you see in this photo (see appendix A) are adult young men today. These young men today are forever telling me of how important the relationship was between the police and the youth. Today Community policing is becoming the topic around the dinner table regarding law enforcement throughout the United States. The question then becomes how does it work for your community? There are many communities if asked, would respond in a particular way regarding their police department. The answer to the aforementioned question is a primary measure on the working relationship between a community and its police force.

This research was about Detroit in particular, and we attempted to narrow the problems down to a Detroit’s problem. The relationship among the business community, the church, news media, and its citizens is not favorable. The Black population of Detroit was reported as being 80% by the Detroit News. The Detroit News stated “Detroit is the most segregated city in the nation”. It would appear that a minority of officers who live outside the community is policing that community. We attempted to show through the community-policing concepts, that where you live does not matter, providing your efforts are toward solving community problems. This research demonstrates the direction we need to
dispense our resources. This research shows how we must empower all citizens to have a voice and participate in their government. The church has always been a pillar of the community, the neighborhood mom and pop store, and the block clubs, which represented the smallest part of government. This research answered two basic questions, (1) we the citizen of the City of Detroit are not going to live in the past, (2) we are going to build a strong relationship between the police and the citizen of the City of Detroit.

Community Policing is not something new, however we attempted to push the idea of creating the Neighborhood Network Center down into the community away from the main thoroughfare, given the perception that the police are next door.
BACKGROUND

There has been numerous studies or experiments to justify various vision used in law enforcement. The one that first come, to mind is the Kansas City Experiment, the Kansas City Missouri, Police Department and the Police Foundation. “The general hypotheses of preventive patrol were tested dividing the southern portion of the city into 15 police beats. These 15 beats were then divided into five groups, each group having three matched beats. For these matched groups, there was one in which patrol was greatly increased, a second beat in which patrol was eliminated altogether except for calls for service, and a control beat, in which patrol continued at the same pace as before the experiment. The results were as follows: After a year, no substantial differences among the three areas were observed in criminal activity, amount of reported crime, rate of victimization as revealed in the follow-up survey, level of citizen fear, or degree of citizen satisfaction with the police.

The Traditional Model. A majority of a police officer’s time is still spent on patrol and responding to calls for services. Police managers are increasingly looking for alternative ways of providing services. A major question in police management is how to control certain calls so that they do not overwhelm scarce police resources. The rest of patrol time is designated as administrative. Tasks of this nature include prisoner transport, writing reports, appearance in court, and vehicle maintenance. Administrative tasks consume large blocks of time during all shifts, especially during normal working hours of 9:00 A.M. to 5:00 P.M. since most administrative work occurs during this time period.
The Rand Study. The value of the traditional investigative division in terms of crime in a study conducted by the Rand Corporation in 1976. In reviewing the operations of 23 police departments, the researchers found in part:

- Many reported felonies receive no more than superficial attention. In reality, minor property crimes are not even investigated.
- Too much time is spent locating witnesses and reviewing reports on cases that will never be solved. There is also considerable time that cannot be accounted for in the daily tour of duty, which leads to suspicion that too much time is spent on personal errands.
- Too much physical evidence is collected. Most items of evidentiary nature cannot be processed in the crime laboratory.

The conclusions raised by this study point out that perhaps investigators, in the traditional sense, may not really be all that effective in solving crimes. Is this to say that all investigation units should be disbanded? Not really, but the Rand study shows the need for reappraising the tasks performed by investigative divisions.

Perhaps we can take this business of community police from a historical prospective and initiate a vision of understanding on how we can be more productive of doing the business of the community, who by the way, are our clients. The question becomes what can we do for you.
LITERATURE REVIEW

The Detroit Police Department vision is as follows: The Detroit Police Department’s Mission is to Provide a Safe Environment through Efficient, Cost effective, Professional Community Based Services to our Residents, Businesses and Visitors.

The Detroit Police Department provides a pamphlet titled “About Community Policing”. The story begins with what is community policing? It’s bringing police and citizens together to prevent crime and solve neighborhood problems. The police become part of the neighborhood and this helps police get a better sense of residents’ needs and helps the police as people to work together to achieve a common goal, a safer neighborhood. In community policing, the emphasis is on stopping crime before it happens. When the police and community establish a relationship the police are more effective when they can depend on residents for help. Community policing gives citizens more control over the quality of life in their community. Residents as well as police share many of the same concerns and fears, i.e., these may be issues of drugs, vandalism, robberies, violent crime, and their children’s safety in and out of school, noise, traffic and parking problems”.

Conditions often go from bad to worse and residents become isolated from each other and forget the power they have as a group. They give up control of their neighborhood and become ”prisoners” in their own homes. When residents close their doors on neighborhood problems, they also close their doors on solutions and crime rates may rise. When this happens isolation increases the residents may start to lose hope that things will ever change in their neighborhood. Community policing can help break this cycle by getting to know the people in the community, the merchants, the block club
presidents, and various governmental agencies. In working with community groups, residents learn how to prevent crime, and work with young people. Community police officers are teachers, as well as law enforcers. When the police and the community take advantage of the aforementioned it create better communication, less fear in the community, a better understanding of what police do, and ultimately, an improved quality of life.

We turn to *The National Center for Community Policing*, Michigan State University, author Dr. Robert Trojanowicz. “No longer are police the experts with all the answers” Community Officers are part of the community, generalists who do whatever it takes to help people help themselves. He talks about establishing a liaison with various social service agencies develop mutual programs to address the root causes of crime and disorder, support teen and youth dances, basic and advanced women’s self defense courses. All of which improve the self-esteem and sense of control within an area where 70% of the residents are single mothers, neighborhood watch groups, men’s night programs (18 and over providing basketball, general fitness, clinic, and weight-lifting facility, field trips for youth with the boy’s and girl’s club. Community policing and neighborhood network reforms make it clear that the ultimate responsibility rests with the people trapped in troubled areas to have the most to lose and the most to gain. The police must be part of the solution, since they are the only public servants whose options range all the way from patting a youngster on the back for a job will do to the use of deadly force. Many minorities view police as the oppressor. Community policing offers minority children the chance to experience positive interaction with the police at an early age when their crucial first impressions are formed. When youngsters know the
officers on their beat on a first name basis they can see that police officers don’t just make arrests, give tickets, or beat and shoot people. Community policing shows both children and adults that the police are there to help them make the community better, whether by handling specific complaints about crimes, dealing with disorder, or assisting in organizing community activities.

The result the questionnaires sent out reflects clearly that Detroit’s citizen share the aforementioned views, and given the opportunity, they would build a strong commitment with the local leadership to make a Detroit based program successful. Mayor Kwame Kilpatrick own words, makes it clear that we must not look to the pass but “Start our Future Right here Right Now”.

Mayor Kwame Kilpatrick
PROCEDURES

This research is intended to tell the story of the economic inequality over the years that brought us to this point of community policing. This business of community policing just may be the last frontier of law enforcement. Community policing is not necessary for every neighborhood in the city of Detroit. Consider the notions that a block club is probably the smallest unit of government. An well-organized block club will dictate what will be tolerated on their block. Most importantly, when a group of people identify problems and collaborate to solve these problems as a group, things get done.

The bottom line in this research comes down to the creation of a ” Neighborhood Network Center” whereas we can learn from our pass, and work toward out future, ”Right Here Right Now”.

In theory we all want to be productive in society. The businessperson, managers, chief executive officers, and finally the branches of government who goes to work on daily bases and open his/her store, shop, factory, or office and provide a product or service to the consumer for a price. People who are employed by the aforementioned groups follow the same pattern. Therefore, in most cases the police and the community are mostly concerned with the elements in society who for various reasons do not participate in what we see as the norm activities of society? Our target groups in this perspective is the unemployed, the homeless, the drug dealers, and a selected few who are incarcerated they to must be shown that they too can become productive citizen. When we create the neighborhood network centers we provide a vehicle to channel resources we receive from the federal government, state government and local government to make everyone productive. Community service is alive and working
throughout the United States, surely it can work in the city of Detroit on a much larger scale.

We would like to spend a little time on the overall mission of the City of Detroit as it relates to its subjects. Taken from the *Organization Charts on Missions & Goals of the City of Detroit Planning and Development*, it states in part “the mission of the planning and development is to efficiently provide timely, high-quality, revenue generating cost effective services and resources, which promote housing, neighborhood development that ensure the public health, safety and welfare of the people who live, work, visit and conduct business in the City of Detroit”. One of the main goals are to identify and promote activities that eliminate blight and public safety hazards and that improve the quality of life in neighborhoods. One of the goals of the Senior Citizens and Homeless Coordinator for the City of Detroit is, “advocate federal, state and local policies and partnerships that will maximize the health, safety and welfare of Detroit’s elderly citizens”. A goal of the City of Detroit’s Youth Department is “Develop and/or sponsor joint venture programs with youth serving entities. This research hopefully can convince the Citizen Review Committee and the legislative body of the City of Detroit to provide a residential property that we can rejuvenate and ultimate establish as the very first Neighborhood Network Center. In community policing, the neighborhood network center is a decentralized entity of the precinct sometimes referred to as substation, mini station, or neighborhood city hall. It does not matter what we call it. The purpose is for community policing officers having a place and staff that’s accessible to the community
Dr. Trojanowicz completed his work on his manuscript shortly before his death in February of 1994. He was a pioneer in the area of community policing, having founded the National Center for Community Policing after 15 years’ service as the head of Michigan State’s School of Criminal Justice, he stated “The Neighborhood Network Center evolved from community policing. Dr. Trojonowicz stated that the approach that stations officers should be permanently in defined beat areas, so that these officers and the citizens they serve can work together to make their neighborhoods better and safer places in which to live and work. The community officer serves as the informal leader of this new group of community based problem solvers for many reasons. First he knows the community’s strengths and weaknesses intimately; second, he has already established a bond of trust with the law-abiding members of the community, which can serve as a foundation for the other service providers. Third, he acts as the protector for the other professionals. Fourth, he has the broadest range of options ranging from a pat on the back for a job well done to the use of deadly force in dealing with the problems faced by the community.” Dr. Trojanowicz goes on to state “It is important to remember that early experiments with what has come to be called community policing were once criticized as nostalgic attempts to return to a romanticized past. While today’s community officer does indeed function as a full-fledged law enforcement officer, he/she is also charged with soliciting the involvement of average citizens in identifying, prioritizing and solving problems in the neighborhood. This often means recruiting citizen volunteering from inside and outside the neighborhood who are willing to donate their time and talents, as well as reaching out to the local business community.”
Simply put when we form a partnership, problems can be solve on a local level and avert matters from coming before our local government. Community policing empower the community to address their needs to their local government at the lowest level of government and receive the services that generate a positive quality of life that the community seeks.

A good community policing officers must have a good working relationship with the business community e.g., party stores, various repair services, cooperate managers because these people provide jobs, and in some cases they provide fund, to support a local program. The business community would like to put something back into the community. Business people want proof and credit in some cases that it’s legal and supported by local government. The business community welcomes the opportunity to provide funds for a worthy program. Therefore, as we move forward on this program we ask the business community to cover the following cost of utilities made in the name of the Neighborhood Network Center such as: (1) water, (2) telephone service, (3) lights, and (4) gas. For a matter of record the following list of business people in the community indicated that they would favor a program in the community that addresses the quality of life and would be willing to donate funds through the local churches within the community.

How do we get started? Information garnetered from the consortium title “About Community Policing” states that law enforcement does not offer a quick fix. It requires a long-term commitment by police to work with community members to reach mutually agreed-goals. Its about effective use of the talents and resources available within
Communities will help extend severely strained police resources. As police interaction with the community becomes more positive, productive partnerships will be formed, leading to greater satisfaction with police services and increased job satisfaction among officers. Reduced levels of crime will allow more police resources to be allocated to services that have the greatest impact on the quality of community life. The report goes on to state that there is no single recipe for successful community policing implementation. The appropriate implementation strategy will depend, in part, on conditions within your law enforcement agency and your community. However, common to all community policing strategies are the three core components of problem solving, community partnership and change management.

Community Policing Officers should be empowered to operate as informal leaders once they are trained all phases of their responsibilities. This concept is supported by information provided by sage publications Inc 1994, author by. Wycoff, Mary Ann, Skogan, Wesley G, source “Crime & Delinquency”, who stated in part “Community Policing hold that an operational approach that depends on expanded decision making by first-line officers cannot exist within the context of a traditional command and control style of management. They argue that community policing requires a facilitative approach to management in which managers are viewed as part of the support system for field operations. The perceptions, ideas, and needs of officers are as important to the decision making process as are those of managers”. It appears that the author is saying efficiency should be in the hands of the managers, and effectiveness of the program should be left with the first line officers on the street. The publication discussed the
Madison Wisconsin Police Department plan as they moved along number paths toward a
closer relationship with the community and a greater involvement of employees in
organizational decision making. The ultimate goal of the internal change in management
style was better service to the public. The Wisconsin Project came up with 12 quality
projects that increased internal quality leadership management principles:

- Believe in, foster, and support teamwork
- Be committed to the problem solving process; use it and let data, not
  emotions, drive decisions.
- Seek employee’s input before you make decisions.
- Believe that the best way to improve the quality of work or service is to ask
  and listen to employees who are doing the work.
- Strive to develop mutual respect and trust among employees.
- Have a customer orientation and focus toward employees and citizens.
- Manage on the behavior of 95% of employees and not on that of the 5% who
  cause problems.
- Improve systems and examine processes before blaming people.
- Avoid “top down.” Power-oriented decision making whenever possible.
- Encourage creativity through risk taking and be tolerant of honest mistakes.
- Be a facilitator and coach. Develop an open atmosphere that encourages
  providing and accepting feedback.
- With teamwork, develop with employee’s agreed-on goals and a plan to
  achieve them.
Reviewing Dr. Trojanowicz manuscript a decentralized detective could be designated to monitor each Neighborhood Network Center and prepare out of custody felony warrants needed. To do follow-up field investigation on various incidents.

To begin a partnership with the community, the community-policing officer must first seek input. Input is derived from surveys/questionnaire. Dr. Trojanowicz provides a Community Input Questionnaire that attempts to garner the information;

This is an *anonymous questionnaire produced by the Detroit Police Department*. Its purpose is to determine the concerns and views of the residents of the city about the police department and how it can best serve the needs of the community. Your views concerning the following are of utmost importance.

Remember that your responses are completely anonymous. Please answer each question carefully, and return the completed questionnaire in the enclosed envelope, give it to your community policing officer, or mail it to your Neighborhood Network Center if you so desire.

1. What activities would you like to see your police department concentrate their efforts on? (Obviously the police will deal with the most serious crimes like homicide and rape.)

Check only one column for each item: 1 2 3

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<td>b) Property destruction</td>
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<td>c) Auto theft</td>
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<td>d) Traffic law violation</td>
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<td>e) Robberies</td>
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<td>b) Property destruction</td>
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<td>c) Auto thefts</td>
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<td>h) Larcenies</td>
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<td>i) Loud Parties</td>
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<td>j) Drug law violations</td>
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<td>l) Gambling</td>
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<td>m) Assaults</td>
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<td>n) Other specify</td>
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2. Please prioritize the offenses that you would like your police department to work on by marking a number 1 for the highest priority, and 2 for the next priority and so on.

   a) Burglaries        _____
b) Property destruction

c) Auto thefts

d) Traffic law violations

e) Robberies

f) Prostitution

g) Juvenile curfew violations

h) Larceny

i) Loud parties

j) Drug law violations

k) Abandoned cars

l) Gambling

m) Assaults

n) Other specify

3. The following is a list of service types of activities performed by the Detroit Police Department. Which of these do you feel are most important? Check only six (6)

a) Pick up found property

b) Home security checks for vacationers

c) Assist people locked out of their cars

d) Investigation of all vehicle accidents

e) Deliver personal messages

f) School truancy checks

g) Vehicle safety checks
h) Business building security inspections
i) Teaching grades K-6 pedestrian safety
j) Teaching rape prevention programs
k) Assisting people locked out of their homes or vehicle
l) Checking the welfare of senior citizens
m) Assisting stranded motorists

4. What is your responsibility as a citizen in relation to dealing with crime?

a) Avoiding involvement with victim
b) Assisting victim needing help
c) Reporting suspicious activity
d) Avoiding involvement with police
e) Reporting crime
f) Assisting police officers needing help

5. With which of the following offenses would you be willing to help the police?

a) Burglaries
b) Property destruction
c) Auto thefts
d) Traffic law violations
e) Robberies
f) Prostitution
g) Juvenile curfew violations
h) Larceny
i) Loud parties
When we speak of making everyone productive we vision that the social responsibility of the police and the community should be to make those people that causes the crime productive. The so call “80-20 Rule” suggests that 20% of the population commit 80% of the crime. We also know that it cost approximately $30-40 thousand dollars per year for the upkeep of just one prisoner inmate. If we believe that there is some validity to these observation the question should become why don’t we invest in keeping people out of jail by setting up certain programs that would keep them productive doing the hours that crime is most prevalence. Surely it would not cost as much as we spend for the loss that the community and business suffer from stolen goods, destruction of property, and insurance premium just to name a few. The Neighborhood Network Center would work to work with different civic groups, social agencies, business, the community, and work with government in abatement programs that would allow the business community to employ a portion of the 20%. In this model, it may appear that government would lose needed revenues. Not necessary it may cut down on overtime in a lot of areas of government by taking making more unproductive people more productive. We know that we will never stop all of the crime, therefore the only
alternative is to try and reduce it by identifying the hot spots within the community and identifying that 20% group that’s unproductive.

A effort to educate the police department in community policing will be the very first initiative for management. The second initiative will be to educate the community. Given the opportunity to gain some valuable experience with problem solving within the community the general public will recognize the effort of their labor. Dr. David L. Carter from the School of Criminal Justice, Michigan State University, speaks of community policing and politics. Dr. Carter states “community policing requires significant changes in law enforcement philosophies and practices, because crime and crime prevention are such hot political issues, police administrators must be prepared to respond to elected officials and their own employees. Several axioms, which may help in maneuvering through the political terrain, are suggested. (1) Community policing may generate initial opposition because it challenges traditional policing at many levels (2) Politicians who may only vaguely understand the community policing concept will jump on the bandwagon without recognizing its complexity or the depth of change it requires, (3) The media, politicians, and the public are accustomed to receiving information encapsulated in simple "sound bites" (4) Focusing on a small art of the community policing effort such as foot patrols, bike patrols, or neighborhood watch programs may enhance political backing for the larger project, (5) Administrators may package new programs as responding to particular high priority issues, rather than focusing on the broader implications, as a way to generate support, (6) Sharing credit, even if unwarranted, can build political support, key policymakers can be credited with leadership roles in order to solidify their sponsorship”. There are exception for the City
of Detroit, change is not easily receive especially by politician. Dr. Carter speaks of how we overcome these problems. “The leader with the vision must take the first step in challenging the status quo and must make that effort both vigorous and widespread. The change must be grounded in logical, defensible criteria, the people at all levels must provide input, and finally change takes time to implement, therefore major organizational and behavioral changes like the shift to community policing require resocialization by long term endeavor. Instilling patience and outlining a realistic time frame can reduce frustration and impatience”.

It is important to consider some of the backlash that the department will probably get from the community and possible politician. *Harry P. Dolan Chief of Police in Lumberton, North Carolina developed a short paper on just how he overcame a “Cultural Backlash within their community.* Chief Dolan speaks of the classic resistance to change, and the professional jealousy and staff development crisis. He states “That the community policing philosophy places emphasis on the decentralized generalist. Those members of a department who have finally found a nitch in a specialized unit suddenly find themselves back out in the trenches. First line supervisors and middle managers find this situation to be the most threatening and they resist primarily. We have always done it this way and I like doing it this way”. One of the first warning signs that the department is experiencing the mourning state can be observed in comments such as “officers walking beats, riding bicycles, and straying away from their cars will get hurt.” The truth of the matter is that we will always have motor patrol cars responding to random calls for service. Jealousy in police work comes in all forms. The officers who are left to answer 911 calls and file reports feel left out. “We do all the work while they ride bicycles and
get the credit” becomes a common cry. Interesting is police chiefs implementing community policing are becoming very popular leaders in their respective communities. Citizens applaud their programs with the chiefs some politicians and community leaders become jealous of the popularity. Chief Dolan having endured much of the backlash submits the following recommendations for any chief considering implementing the community policing philosophy:

1. Train the entire department in the community policing philosophy from the very beginning. This will serve to limit confusion and misunderstanding. Include both sworn and civilian employees.

2. Develop management style and organizational structure which embraces input from all members of the department. We cannot stress solving problems at the beat level and have the officer’s struggle with numerous levels of bureaucracy and autocratic leadership.

3. Constantly stress to both the department and community that the agency will always perform traditional police duties. Emphasize that we are now adding a dimension to the service delivery program, which will bring us closer to the community.

4. Go slowly! Community policing is a philosophy, not a program. In most cases it will take ten to twenty years to change our current incident driven response to a community oriented partnership. Strategic plans are fine. However, guard against unreasonable time tables and steps which are too canned for street cops. The strategic plan should be developed through the rank and file and written in understandable language.
5. Stay focused on fundamentals. Review and implement-hiring procedures, which complement the selection of community, oriented police officers. Develop performance evaluations, which emphasize community-policing objectives, not bean counting.

6. Involve community and political leaders throughout the process. Let them benefit from the positive, and they may support you when you need them most.

7. Don’t take it personally when members of the department demonstrate backlash. Work through the tough critical times with them. Remember that most of that resisting change is good street cops who care and are feeling threatened.

8. Most importantly, role models what you expect to see. Chiefs and managers have to literally walk the beat. We have to demonstrate to our officers that what they are doing is important and that we are all in the transformation together.

This research started out with a goal of establishing a true partnership between the Police and the community. Throughout this research we have used a dependent variable “Community Policing as a Part of the Future”, and certain independent variables, such as the Business Community, the Church, Government, Block Clubs and Social Organization. Clearly, one does not expect success of an ideal as such to work without clear objectives of the people who will be tasked to do the job. Writer takes a sample from Dr. Trojanowicz’s manual on community policing that that offer a variety of duties that community policing officer will be responsible for but not limited to:
1. Perform the duties of a police officer assigned to the Uniform Patrol Bureau as necessary.

2. Gather and report intelligence-related information in reference to the officer’s assigned neighborhood.

3. Provide a sense of security for business and citizens within the assigned neighborhood.

4. Become acquainted with the merchants, business, citizens within the neighborhood and assist them in identifying problem areas or concerns.

5. Enforce local and state laws, particularly those related to, or specifically drafted for, the assigned neighborhood.

6. Respond when available to all calls for service within the assigned neighborhood.

7. Respond when available and investigate reports of criminal offenses within the assigned neighborhood.

8. Be responsible for building security, where applicable particularly vacant or temporarily closed businesses and residences.

9. Develop and conduct speaking presentations on topics that have been identified as concerns and/or problems within the neighborhood.

10. Research and develop materials for preparing outlines, newsletters, and citizen training programs, as well as in-service training programs.

11. Conduct interviews with representatives of the media.

12. Serve as a member of various organizations and committees at the direction of the administration.
13. Conduct security surveys, complete crime risk reports, and provide follow-up contacts on commercial/residential burglaries and armed robberies that occur within the assigned neighborhood.

14. Prepare and coordinate the tasks to be accomplished within the neighborhood on a weekly basis.

15. Prepare weekly evaluation reports describing task accomplishments related to program goals and objectives.

16. Coordinate the services of various governmental and private agencies in an effort to resolve identified problems within the neighborhood.

17. Organize resources of the community, the police department and other agencies to reduce crime and meet the appropriate needs of the community.

EVALUATION CRITERIA:
This research used the results of interviews and questionnaires to achieve the outcome of this research. In a real world situation obviously a larger population of people would be used to draw from. The demographic was limited to the City of Detroit which has an approximately population of 955,000 peoples. One of the main items this research went out to find was as following: (1) among the groups that made up the partnership, did they feel that all people within the community should be productive. Overwhelmingly the data show that those poled strongly agreed. The second concern was should government and business provide additional monies through donation to improve the quality of life in a community that both government and business derive most of its revenues and business profits. Overwhelmingly the data show that those poled a vast majority agreed and some strongly agreed.

To do a comprehensive analysis of the data collected and recapping the result of interviews made. We did in fact, do interviews most people we spoke to be very supportive of the Neighborhood Network Centers. They felt with the creation of such a proactive move within the community would have a profound effect on the community ability to feel empowered to be part of the solution that we face within our community.

RESULT:
This research clearly shows that community policing is perhaps the last frontier of law enforcement. A reminder that much work has been done on community policing in the United States. Almost every major police department in the United States is involved in some form of community policing. This research demonstrated how the police department can use the limited resources they have available and create Neighborhood Network Centers within the community and bring the necessary forces together and form partnerships. Within that partnership we recognize how we exchange ideas and examine alternative to solving community problems and individual problems. In every aspect of community policing the research was directing its effort toward some specific group within the community. Therefore, it became very clear that community policing could not work without this partnership with the community.

We discovered both internal and external forces would be working against the concept of community policing. Nevertheless, when we provide inclusion eventually those against you will begin to work toward the common goal of solving problem. This research showed that community policing can be reactive as well as proactive and we must begin by educating everyone including the civilian personnel as to what role they will play.

**DISCUSSION IMPLICATIONS:**
Community policing has been a concept in the back of my mind for years. It was my intention in this research to rehash some old ideas that temporarily sulfured in the pass and bring them back to life. There is an old saying that “there is nothing under the sun that has not been tried”. Surely community policing is no innovation to law enforcement. However, in reality it has made its cycle. In the beginning of law enforcement it was a private concern for business people who felt they needed personal security to keep people from stealing their merchandise. Individuals had the rights to bare arms to protect life and property.

The questions we provided for this research was tailored to select a direct response to those concerns which showed police and community working together. We feel that the responses to those questions was strongly in agreement with what we predicted. We are convinced that this business of community policing can be a viable force within the Detroit community if government would take the initiative by providing the first Neighborhood Network Center and allowing the other payers to make their contribution and then give hope a chance to work. It was our intention to show that the leader of the police department must set the tone and have the insight to empower those informal leaders who must bring business, the community, social agencies, media, and civil officials to the table for the concerns of the community. We hope this message has been conveyed to the reader.
RECOMMENDATIONS:

This research has provided us with the know how of getting community policing off the ground. My recommendation would be for the Chief of Police to meet with all the concerned community organizations and outline his program to initiate community policing for the City of Detroit. Request to speak at a membership meeting of the Detroit Police Officers Association, and the Lieutenants & Sergeants Association and outline his plan and ask for suggestion. The next recommendation would be to call for a news conference and lay out the program to the community in principle. All key personnel such as business, church, government, community activist, DPAO & LSA members should be at the news conference. The chief will then advised the public that community policing is the direction for the future of the Detroit Police Department. Explain the concept behind community policing and remind the community that they must be patient with community policing simply because its not a program, its it’s a process that must be developed and refined. And it must begin right here right now.

We then begin by providing the proscribed community-policing program to new recruits, and continue the process with en-service training for veteran officers.
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6. Publication of the Madison Wisconsin Police Department, 12 quality projects that increased internal quality leadership management, page 19

APPENDIX

KIDS ORGANIZED TO SAVE OUR NEIGHBORHOODS