

133524

U.S. Department of Justice  
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this [redacted] material has been granted by  
Public Domain/OJP/NIJ  
U.S. Department of Justice

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the [redacted] owner.

# COMMUNITY POLICING IN SEATTLE

## A Descriptive Study of the South

## Seattle Crime Reduction Project

### Management Summary

May 1, 1991

Prepared by:

Planning Section  
Seattle Police Department

133524

This research project was funded by the National Institute of Justice, Office of Justice Programs, U.S. Department of Justice, Grant Number 88-IJ-CX-0050. Points of view or opinions expressed in this publication are those of the authors and do not necessarily represent the official position or policies of the U.S. Department of Justice.

## ACKNOWLEDGEMENT

The authors, the National Institute of Justice, and the Seattle Police Department wish to thank the many people who helped with and participated in the completion of this project. Numerous people associated with the South Seattle Crime Prevention Council unselfishly gave their time and energy throughout the study. Many others in the community, in the City administration, and within the Police Department assisted with the necessary interviews and data collection activities. Staff from the Rainier Chamber of Commerce, the East Precinct Crime Prevention Coalition, and the Neighborhood Crime and Justice Center also contributed to this project. Finally, all citizens within the City of Seattle should thank those responsible for the initial efforts to get the community and Police working together on neighborhood problems, and should be proud of the progress which has resulted from the work of people in the Southeast area of Seattle.

## INTRODUCTION

This is the Management Summary of the final report of the South Seattle Crime Reduction Project.\* This research project, which was funded by the National Institute of Justice, U.S. Department of Justice, was intended to "document the Seattle experience in police/community partnerships" and provide useful and appropriate information to other programs around the nation.

Background of the Project

The South Seattle Crime Prevention Council (SSCPC) was created through the effort of citizens in the area encompassed by the South Precinct of the Seattle Police Department (SPD). The citizens wanted to "reclaim" their neighborhood from the criminal element and the effects of urban decay, and formed the SSCPC to demonstrate their commitment to this objective. At the same time (approximately 1986-87), the command staff from the South Precinct was engaged in specific efforts to reduce crime. The major thrust was the organization of the Anticrime Team (ACT), which was to target drug-related crime in the area. This seed of community activism, coupled with cooperation with the SPD, eventually led to a new direction in the provision of police services in all areas of the City of Seattle.

In May 1988, a proposal to formally evaluate the South Seattle Crime Reduction Project was submitted by the SPD to the National Institute of Justice (NIJ) as part of their national research program on public safety and security. NIJ provided the funding to conduct a "descriptive research project." The evaluation effort began in early 1989, and the issuance of the final report and this summary constitutes the completion of the project.

Scope of the Project

The descriptive research project was intended to:

- o Document the process by which the Seattle program came into being, including "how it was planned and implemented and how it is being maintained."
- o Identify the factors that "promoted or constrained the development of this kind of citizen/police community anti-crime effort and what this approach suggests for other communities."

\* Community Policing in Seattle, A Descriptive Study of the South Seattle Crime Reduction Project: Fleissner, Stotland, Fedan and Klinger, May 1, 1991.

NCJRS

DEC 10 1991

ACQUISITIONS

- o The objective of this type of analysis was to focus on the lessons learned from the Seattle experience that would provide guidance to others.

The project was not intended to be either an exhaustive review of all community-oriented programs or a complete literature search.

Included in the scope of this study was a review of other cities around the country involved in similar "police/community partnerships" in an attempt to "reduce crime, disorder, and fear." In cooperation with NIJ staff, five other cities were selected for study, including Los Angeles, California; Savannah, Georgia; Portland, Oregon; Minneapolis, Minnesota; and St. Louis, Missouri.

The complete final report provides a detailed account of the Seattle experience as well as the community-oriented programs in other cities. The recommendations in the final report are general in nature and are intended to provide guidance to interested police and government agencies throughout the country. Nevertheless, as with most research projects, suggestions are made which apply to the city program under review. This summary report deals specifically with the Seattle experience and provides recommendations to improve the community policing program throughout the city.

The approach used in this study was to gather information about the police/community partnership programs in personal interviews with people throughout the city and the police department. Rather than numerous statistics, this report provides a story of what happened in Seattle and five other cities, and attempts to explain key issues and lessons learned from their experiences in this new community-oriented policing strategy.

## FINDINGS AND CONCLUSIONS

This section begins with some historical information about "community policing," discusses some of the relevant issues of this new strategy, and presents findings and conclusions about Seattle's experience.

### Historical Perspective of Community Policing

The initial ideas that served as the foundation of the community and problem-solving policing concepts come from a number of research articles about the need for a new perspective in policing (for example, Wilson and Kelling (1982) and Goldstein (1979), respectively published pieces on these subjects about ten years ago). These ideas appear to have influenced both citizens in Seattle and members of the SPD, as well as numerous others throughout the country. A more recent article by Kelling and Moore (1988) puts these concepts in a historical perspective. Introducing some of the key ideas from these researchers provides

important background on the community policing approach and its development in Seattle.

In their article "Broken Windows," Wilson and Kelling introduced a number of ideas typically associated with the community/police model. These ideas included the perceived link between urban decay/civil disorder and crime, the fear of crime and its effect on people, and the results of experimental "foot patrol" programs. Goldstein discussed a problem-solving approach which consisted of a multi-step strategy for directing police resources to attack crime problems.

The Kelling and Moore article identified a number of historical periods of policing, including:

- o The Political Era, prior to 1900 during which the police were controlled by local politicians. This situation had its strengths, including a neighborhood orientation and delivery of social services/order maintenance to citizens. However, this style of policing also led to abuse of immigrants' civil rights and was susceptible to widespread corruption.
- o The Reform or Professional Era, which lasted from about 1900 to 1970, is best represented by Sgt. Friday of television's "Dragnet" who wanted "only the facts" of the crime. During this period the police became very professional and dealt only with crimes -- other types of community problems were the responsibility of some other city agency. The police relied on new technology (radios and 911 emergency telephone systems) and rode around in cars responding to call after call for help from citizens.
- o The current Community Problem-Solving Era, which began in the 1970s, has attempted to address some of the problems with the Professional Era style of policing. The traditional reactive rapid response to all 911 calls (regardless of their urgency) was a poor use of resources and there was little time for in-depth investigations to solve crimes. The police lost ties with citizens, who typically have the information needed to solve crimes, and relations with some minority communities were poor. Accordingly, based on research and field experiments (such as the use of foot patrols and problem-oriented policing projects), a new community-oriented focus began to develop. This strategy included decentralization of police services, the police working with other city agencies to resolve problems (such as the parks or utility departments), and the development of closer ties with community and neighborhood groups.

In many respects this new style of policing is similar to the new management approach used in private sector companies, which dictates that "the customer knows best" and that the more

information known about the customer's needs an organization has, the better the services will be. Also, the "partnership" aspect of the community and police working together is similar to current trends in education and medicine. Teachers are saying that they cannot educate children without help from parents, and physicians are saying that people must take responsibility for their health; the new community-oriented strategy for policing involves a concept of shared responsibility between the police and the citizens.

A sincere interest in working to improve their neighborhood and these new ideas apparently influenced south Seattle area residents as well as police personnel, and helped to set the stage for a variety of community policing programs in Seattle. This new strategy is still under development, and there are many unanswered questions which will need to be addressed. Some of these issues are discussed in the next section in the context of the South Seattle Crime Reduction Project.

Community/Police Partnership Issues

In the course of this research project a number of issues relevant to community/police partnerships were identified. The issues, which fall into three general categories, include:

ENVIRONMENTAL

- o The Police Function: Base of Authority/ Legitimacy
- o The Nature of the Relationship Among Decay/ Disorder, Crime, and Fear
- o The Role of the Community
- o The Demand for Police Services

ORGANIZATIONAL

- o The Role of Police Officers
- o Links With other Government Agencies
- o Organizational Configuration of the Police Department
- o Police Accountability

PROGRAMMATIC

- o What is Community Policing?
- o Definition of the Community
- o Evaluating Community Policing

An explanation of these issues, and their relevance to the SSCPC, is covered in the following sections. Many of these issues are interrelated and the discussion of some points overlaps with other sections. Also, it should be noted that current answers to

many of the questions raised by these issues are lacking; additional research and/or coordinated planning will be needed in order to find workable solutions. However, this discussion of these issues is not intended as a barrier to exploring this new model for policing.

o What is Community Policing?

As is typical with major policy shifts or changes in direction about management philosophies, there is currently a good deal of confusion about what community policing is. The terms community policing and problem-solving policing are often used interchangeably, and most of the new programs (regardless of their names) incorporate both ideas. Both terms have been used in scholarly articles over the past decade, and it appears that the emerging definition is as follows: Community policing is a philosophy or orientation towards the police task that stresses cooperative working relations among the residents of the area, the police who work there, and other governmental agencies as the optimal strategy to devise practical solutions to the problems of crime, fear, and disorder. Under this definition the problem-solving concepts are incorporated in the community policing approach.

This perspective stresses:

- an operating philosophy (values and attitudes) rather than specific tactics.
- cooperation between the police, the community, and other government agencies.
- a problem-solving approach to get at the underlying correctable causes of the situation.
- a crime prevention orientation.
- a proactive complement to the traditional (reactive) approach of answering emergency calls.

The 15-Point Plan originally submitted to Chief Fitzsimons by the Rainier Chamber of Commerce (from which the SSCPC was organized) was revised in dialogue with the chief and SPD planners. The resulting document contained all of the above points and, as a statement for a new policy direction, was a comprehensive and well written document. This "seed" of community-oriented policing set the stage for the subsequent development of many cooperative programs in Seattle over the last few years. Despite the general confusion about the most appropriate terminology for this new strategy of policing, it appears that this concept is well founded in management theory as well as practical application, and should be strengthened and encouraged throughout the city.

## o Definition of the Community

This issue is definitely a concern for sociologists and researchers, but does not seem to be much of a problem in an operational sense. There are legitimate questions about whether "the community" is a group of people with common interests or those from a particular neighborhood area. However, in reality every person in Seattle is a potential "citizen customer" for the police. Even people arrested for a crime are still citizens and fall into this category, and deserve to be treated with respect.

In the course of looking at Seattle and other cities, it appears that in the case of community groups' relationships with police agencies there are several developmental stages through which groups pass. These stages begin with acrimonious behavior and progress through the formation of a core group of interested and committed people to a final setting where a stable coalition is able to work with the police in a mutually trusting manner. It appears that there are several things that the police or city can do to encourage community groups. These include having patience during the early stages, providing information about current programs and city resources, and, if possible, offering funds to handle basic administrative chores. Also, there are still some aspects of dealing with the community, such as how to foster community spirit in low income and/or minority neighborhoods and dealing with the inevitable "turf" battles and conflicting needs/objectives of different groups, that remain as problem areas and have no easy solutions.

## o The Role of Police Officers/The Police Function

The role of the police officer and the police function in the "profession model" of law enforcement was exactly that -- they were expected to enforce the law and their authority was based in statutory law. This was opposed to a role involving solving crime-related community problems in coordination with citizens or other government employees. Their legitimacy was founded in the law and this was their focus, including responding to emergency calls, investigating crimes, and arresting suspects.

As opposed to what might be expected under the community policing strategy, a community-oriented approach does not mean that officers "disregard" certain laws, turn into social service providers or that they adopt "softer" tactics. The programs visited in this study did not exhibit any signs of a decreasing emphasis on enforcing the law. In fact, some communities strongly supported aggressive police action to solve drug-related crime problems. It appears that there are no problems or inconsistencies in expecting police officers to continue to enforce the law at the same time that they adopt a more community-oriented approach.



## o Evaluating Community Policing

A key question about the new community-oriented approach to policing is "does it work?". A closely related question is how to define what "success" means. The early foot patrol experiments revealed that although the citizens were more satisfied about police services, there were no noticeable effects on the crime rate. Most police agencies in the country are grappling with the evaluation issue, and to date there seem to be few answers.

There are a number of methodological problems in evaluating the new community-oriented strategy. Because most community/police programs use specialized units or operate in various parts of a city, it is difficult to isolate the effects of the effort. Another problem is that most programs are still in the developmental stages and it could reasonably be expected that the new approach will require some time before the results can be detected. Finally, it is possible that the community policing approach will help solve many of the urban decay/disorder problems that cause fear in citizens, but will not have a great impact on the serious crimes, many of which are impossible to prevent.

Nevertheless, in terms of evaluations, Seattle is doing as much or more than other community policing programs. The city council has requested a formal study of the SPD community/police teams that includes an analysis of specific projects (i.e., did the effort achieve its goals?) as well as tracking crime rates. The results of this evaluation will be available in the fall of 1991.

## o The Relationship Among Decay/Disorder, Crime and Fear

The "Broken Windows" article noted above proposed that there is a link between deteriorating neighborhoods, crime, and fear. Whereas this idea intuitively seems to have merit, there is little research data to back this up, and any cause and effect relationship is difficult to prove.

Despite the lack of knowledge about these factors, it appears that neighborhood clean-up efforts are valuable in their own right and have many benefits. Graffiti "paint-outs" and getting rid of abandoned cars generally increase the quality of life, enhance a sense of community control, and are often a beginning point in organizing a neighborhood group to address crime issues.

It also appears that there are some basic economic factors which must be considered. If housing prices are falling in a period of general economic recession, even the most intensive efforts to involve citizens in clean-up efforts as part of a community policing program may be difficult to get off the ground. However, it also appears that the potential financial rewards of either improving or maintaining the livability of neighborhoods

is an important factor in citizens' interest in participating in community groups to attack urban decay and crime-related problems.

o Links with Other Government Agencies

A basic idea of the community policing approach is that crime-related and urban decay problems can best be addressed by a cooperative effort of the police working with other city agencies. Whereas this is certainly logical and is consistent with sound management theory about effective use of scarce resources and coordinated planning, there are a number of questions about how to put this idea into action.

The fact that police officers are "on the street" 24 hours a day makes them a handy contact for citizens in need of help. But the police are sometimes viewed as an "unfriendly" group by some community people. Also, for the police to act as the first point of contact for a wide variety of public services, it will require a coordinated city-wide plan to ensure that all departments of the city are involved and that efficient arrangements to handle such needs are agreed upon.

o Organization of the Police Department

The questions with regard to community policing in this issue relate to how officers are deployed under the new approach and the need for revised "command and control" structures. Officers can be deployed in certain geographical areas of a city, in special teams which cover the entire city (as in Seattle), or in other variations. The concerns about command and control revolve around officer safety and the ability to respond to 911 calls and other emergencies. The extent to which the department should decentralize organizationally and geographically are also questions that require further analysis.

o Police Accountability

This is a very important issue with the implementation of the community policing model. As police departments decentralize and encourage innovative problem-solving behavior and as officers on foot beats communicate with citizens about local needs, there is a risk of reverting back to the problems associated with the political era of policing. Potential problems include corruption, excessive use of force, and "bending" the rule of law in response to citizens' demands to stop crime.

Because these are extremely important issues, it is imperative that police departments maintain high levels of accountability for all police personnel. Adequate levels and types of supervision need to be maintained, and policies and procedures must be kept current and responsive to the operational needs of the community policing approach. In the process of implementing community/police programs in Seattle, there were problems in

accountability. A number of personnel actions resulted, and there appears to be lingering ill feelings in the community and within the department about perceived supervisory and procedural gaps. Because problems in this area can quickly erode years of progress in community/police partnerships, accountability safeguards will always be of concern to police agencies.

#### o Role of the Community

Whereas the community's role in community policing might seem to be a simple question, there are a number of complex aspects of this issue. For example, the idea of "citizen patrols" involves a number of legal problems, including the notion that a "citizen arrest" is an option. In fact, the use of this procedure typically places the citizen at risk of being injured as well as being liable for a wide range of damages.

There are also questions about the type of information that is appropriate for community groups to provide to the police. Likewise, the "micro-management" problem is related to the community's obvious interest in finding out the results of actions taken against suggested targets. The potential for political influence by various community groups is also a constant concern.

The community policing projects reviewed in this study revealed a tremendous range of community involvement. Seattle's targeting process is actually fairly innovative. Other types of citizen involvement ranged from common assistance with neighborhood clean-ups to the provision of crime prevention services by specific community groups. One critical factor in the effectiveness and acceptance of community groups is the constancy of their membership over time and their willingness to volunteer their time. It appears that the extent of involvement and the nature of the working relationships will differ in each locale, and will no doubt change over time.

#### o Demand for Police Services

There is a basic concern that the demand for public safety and other governmental services always exceeds the resources available to provide the services. Also, it appears that the promise of the new community policing approach will possibly lead to inflated expectations about what can be achieved.

To date, the community policing programs have generally resulted in more citizen interest and involvement, and demands for wider implementation of such programs. Despite the potential for an unquenchable increase in the work load, the benefits of the community policing approach (including the partnership with the public) appear to outweigh such drawbacks.

## CONCLUSIONS - LESSONS LEARNED

In Seattle and within the SPD, the community policing approach has become a vital and important part of the evolution toward an improved departmentwide, quality-oriented concept of providing professional police services. This evolution took place over approximately five years, and did not occur without dissension within the department itself and tension between the citizens and the department. In addition, as might be expected in the context of a pilot project such as the SSCPC, there was no comprehensive vision of how all the various components of the community policing concepts and the need for traditional police tactics would fit together.

A number of actions have taken place, not necessarily connected or even planned, that have resulted in what appears to be an extremely promising and comprehensive approach to the effective and efficient delivery of police services to the citizens of Seattle. These include:

- o The formation by capable and dedicated citizens in the southeast Seattle area of a community group, the South Seattle Crime Prevention Council, to save their neighborhood from the ravishes of crime and decay. These people were "fed up" with crime problems and planted the seed of joint community/police problem-solving behavior. This group persevered through numerous meetings and early resistance by police personnel, and their efforts led to a commitment and openness to working with community groups throughout Seattle on solving problems related to crime, fear, and disorder.
- o The publication and availability of articles on a number of issues related to effective policing, including the problem-solving concept, the fear-of-crime concerns, the connection with urban blight ("Broken Windows"), and the community policing approaches being implemented in other locations throughout the country and in other nations.
- o SPD command staff and supervisors in the South Precinct who emphasized a problem-oriented approach to dealing with crime problems in the precinct's communities. However, in the process of developing appropriate procedures for prioritizing and dealing with problems, coordinating with the community, and ensuring officer accountability, there were numerous problems and differences of opinion which resulted from "working out the bugs" of the new problem-oriented methods. An important issue for the police was that the new programs would be conducted using existing resources. This resulted in key changes to the original 15-point plan. The new community-oriented programs subsequently took hold and were expanded.
- o SPD's innovative efforts such as the Block Watch Crime Prevention Program, mountain bicycle patrol, foot patrol and

other specialized units set the stage for additional contacts with the community to solve crime problems.

- o The recommendations of two management studies indirectly contributed to the implementation of a professional quality-oriented concept in the SPD. The first was a comprehensive management study of the department that strongly supported the extension of the community/police teams to the other three precincts of the city (in addition to the effort in the South Precinct). The Public Safety Action Plan, a ballot measure for special funding for the SPD and other law and justice agencies, directly resulted from this management study's recommendations. This measure, which was approved by the citizens, provided some of the resources to meet the public's increasing demand for services. Part of the funds approved for the police department led to the preparation of the Department's long-range plan, which involves a detailed survey of community priorities and ideas for service needs.

The other study looked at the internal investigation and complaint-handling process, and resulted in adoption of a "quality assurance" approach to handling complaints from the public. This program, similar to what private sector corporations are implementing throughout the country, is based on "the customer knows best" idea. It draws on the notion that all information from customers is valuable and should be used to design the product better (or service in the case of public safety) or to add training or other management initiatives to address the identified problems.

- o The need for additional training has been a priority issue for the department over the last few years. Staff recommendations from the mayor's office, city council and the Seattle Women's Commission, in addition to departmental initiatives, have resulted in not only increased levels of training but also several specific programs addressing cultural diversity. The objective of these training programs is to prepare all members of the department, civilian and sworn, to handle interactions with Seattle's myriad cultural and minority populations.
- o The mayor's office conducted an internal study of how the city coordinates with the long-range strategic planning processes of all departments and the citizen involvement process. The conclusions focused on improving coordination of these efforts, and called for links among all city resource agencies to better serve the community. The report specifically noted the importance and success of the Community Crime Prevention Section of the SPD.

All of these factors have combined to provide the needed atmosphere for the growth of a departmentwide approach to the implementation of the community policing strategy in Seattle. While the SSCPC was obviously not involved in some of the above

activities, this group's initial and ongoing work (and the subsequent efforts of other groups, such as community crime prevention councils and coalitions) has helped to foster a positive atmosphere of cooperation among the police, the community, and other government officials. This atmosphere appears to have facilitated the growth of problem-solving behavior between the police and citizens and provided an orientation to improved police services.

Regardless of how new community policing programs are defined or named (community policing or problem-oriented), the basis for these efforts is the application of sound management practices to the provision of public safety services. Being responsive to the customer (i.e., citizen), taking a planning perspective, and coordinating all police and other city resources to resolve problems are fundamental steps toward improved delivery of public safety services. The key to new programs should be the identification of a clear purpose with defined and measurable goals and objectives. Because the demand for ideas about new programs can come from a multitude of sources (other city departments, the law enforcement agency, or the community), following some basic guidelines concerning the definition of purpose will facilitate flexible and innovative programs.

There is also evidence that the new community-oriented approach has resulted in a decrease in crime in parts of the South Precinct. However, the limited data available did not indicate any definitive conclusions to be drawn about the entire target area of the SSCPC activities. The impact of this new model of policing is of interest to the police and others, and will be monitored in the future.

The community-based and problem-solving approaches have provided the structure for the department to adopt a new, more decentralized style of organization that is open to multiple sources of input and capable of addressing numerous projects, missions, and assignments simultaneously. Tasks that need to be initiated to reflect this new organization and style of policing include:

- o Development of new police accountability/command and control procedures.
- o A management perspective that fosters innovative and creative programs linked to an ongoing assessment of needs (from community and departmental views) and rigorous evaluation standards.
- o Recruitment of staff with a demonstrated set of skills, including the ability to operate more independently and professional sensitivity in dealing with a diverse public in a problem-oriented manner.

- o A series of training programs will be needed to prepare recruits and current staff in the requirements of the new quality-oriented management approach.

The evolution of the community-oriented approach adds to the complexity of the traditional demand-for-service operations of the police department. The demand to respond to 911 calls-for-service and the needs of other types of crimes and crowd-control activities is somewhat predictable, and general trends can be identified. But, once the process of community input becomes ingrained throughout the department and community, the "demand" for a variety of services will probably increase dramatically. This surge, which is in addition to calls-for-service from the 911 emergency telephone system, typically comes from community hotlines and suggestions from community groups. And as opposed to discrete incident-based calls, this demand for service is often comprised of "projects," some of which can require significant resources over an extended time frame.

As the community policing and problem-solving concepts are being defined and implemented with respect to how police, the community, and other departments of Seattle work together, it is expected that there will be periods where the police receive too much input from the community and other city staff and elected officials. This phenomenon can result in two problems, as follows:

- o The first problem is simply information overload, which creates a situation where the police department cannot handle all of the community/departamental ideas, suggestions, or crime-related problems. The end result is that almost all parties are unhappy and frustrated, and the intended cooperation and problem-solving actions do not happen as desired.
- o The second problem, which is from the police perspective, is that information overload can easily be construed as "micro-management" by people outside of the department. Police agencies are to a large extent reactive to emergency situations, and this basic responsibility cannot be overlooked. Even with the best intentions on the part of all parties, the burden of too much information and the related tasks of processing and reporting back to the providers on actions taken can result in the opposite effect than intended.

As the community policing and problem-solving concepts are implemented within the police department and throughout other city departments, organizational conflicts (i.e., turf battles) are almost inevitable. Numerous public service providers have obvious needs to deal directly with the citizens, but the "listening/helping" nature of police contacts under community policing can easily be perceived as attempting to take over the functions or impact the priorities of other departments.

Another common sense notion that certainly applies to all types of community policing efforts is that the new program should be tailored to meet the local conditions. Simply because a program, or specific tactic, has been used successfully in other locales, it is not safe to assume that it is the proper approach in a given city or neighborhood. It has been the case in Seattle that various sections of the city require completely different community-oriented programs to address the unique needs of the citizens or identified problems.

## RECOMMENDATIONS

The recommendations, which are explained in detail in the Final Report, are summarized in this section. They cover operational areas as well as suggestions for further research. The operational recommendations roughly follow the environmental, organizational and programmatic categories noted in the previous discussion of partnership issues, and their order is not intended to reflect any priority.

### Operational Recommendations

- o The combined community policing and problem-solving approach that was started through the efforts of the South Seattle Crime Prevention Council and is currently being implemented throughout the department and the City of Seattle, should be facilitated and expanded to the maximum extent.
- o The SPD should be prepared to work with a wide variety of community and business groups.
- o The "partnership" nature of the community-oriented police services approach should be established in the early stages of working with community and business groups.
- o Police agencies and city officials should develop an extremely flexible, integrated, and comprehensive plan to coordinate the various components of the community-oriented and problem-solving concepts.
- o Reasonable goals and time schedules should be developed for the establishment of departmentwide community/police programs.
- o Secure the commitment of city and elected officials in the early stages of community-oriented police programs to the fundamental changes that occur.
- o Develop community-oriented police service programs in coordination with other city departments and service delivery groups as appropriate.



- o As part of the early planning with other departments, establish communications mechanisms with agency representatives.
- o Police department human resource policies should be reviewed with respect to their impact on implementing the community and problem-oriented police services.
- o As police resources (including facilities and staff) become more decentralized and act in a more independent problem-oriented manner, new command and control accountability procedures will be needed.
- o Police departments or jurisdictions should invite other local and regional governmental and educational agencies to participate in the community policing program.
- o The police and city officials should coordinate with local media to publicize the efforts and successes of community and business groups.
- o Clearly define the goals and objectives of the community-oriented program components.
- o The provision for program evaluation should be part of the initial planning.
- o Cities should facilitate the formation of community and business crime prevention coalitions with the provision of technical assistance and seed funds for administrative purposes.
- o Police agencies should work with community and business groups to develop issue/problem prioritization and tracking procedures.
- o The police and community should work together to develop programs which are based on local needs and conditions.

#### Research Recommendations

- o The relationship between decay, disorder, fear, and crime needs additional research attention.
- o Improved evaluation methodologies are needed for community/police programs.
- o The overall financial impact of the community-oriented approach to police departments and cities should be determined.
- o The issue of displacement of crime as a result of community-oriented programs should be explored.

- o Definitive guidelines and suggestions about facilitating community groups are needed.
- o There are numerous questions related to the internal organizational structure and management style of police agencies which need to be addressed.
- o The need for fundamental revisions in police human resources systems will need to be reviewed.
- o The adoption of community policing concepts by small police departments should be researched.
- o The use of and need for advanced technology under the community policing approach should be studied.
- o The mechanisms and media for communication between the police and city agencies and community groups needs to be studied.
- o The required coordination among the police and government departments in the delivery of services needs to be reviewed.
- o The potential benefits and costs of police coordinating with private security services should be investigated.
- o The partnership concept from the perspective of the community needs to be researched.
- o The potential for increased levels of corruption or the abuse of power should be researched.

Copies of the full report are available in all branches of the Seattle Public Library.