



# On the Beat

Community Oriented Policing Services

WINTER 1999, NO. 12

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## "What Works" Conference Showcases Community Policing Successes

More than 750 police and community leaders from around the world shared their successes — and challenges — at the Office of Community Oriented Policing Services (COPS) and the National Institute of Justice's (NIJ) recent "What Works: Research and Practice" conference in Arlington, Va.

"This conference provided a unique opportunity for policymakers, community leaders, and researchers to come together and hear about effective problem solving and community building strategies," said COPS Office Director Joseph E. Brann. Added NIJ Director Jeremy Travis: "In every community around the country, researchers and practitioners are developing useful knowledge about effective responses to crime, fear, and disorder. The conference provided the opportunity to share that knowledge with a national audience."

Participants reviewed research, shared effective prevention efforts, and discussed the future of community policing at more than 45 panel discussions, training workshops, and research presentations. Topics included:

- Kids and Guns: What's Working;
- TechnoCops: Employing Crime

Mapping and Computer Automated Dispatch Systems for Community Policing; and

- The Ethics of Policing: Predicting and Addressing Police Integrity.

Kicking off the conference was a thought-provoking panel moderated by Frank Hartman of Harvard University's Kennedy School of Government.

It featured: Susan Herman, Executive Director of the National Victims Center; Police Foundation President Hubert Williams; San Diego Chief of Police Jerry Sanders; Rutgers University Professor George Kelling (known as the father of the "Broken Windows" theory that has propelled community policing); Melinda Haag of the U.S. Attorney's Office in southern Indiana; St. Petersburg, Fla. City Administrator Darrel Stephens; and Barry Webb, head of the Police Research Group of the Home Office in London, England.

Associate Attorney General Ray Fisher also addressed the audience, outlining the Justice Department's continued commitment to community policing.

Northwestern University Professor Dr. Wesley Skogan provided the keynote address on "Community Policing — Chicago Style." ■

## COPS Launches New Internet Site

A world of information on community policing is just a click away by visiting the redesigned and easier to use Internet site ([www.usdoj.gov/cops/](http://www.usdoj.gov/cops/)) — a comprehensive on-line resource for information on COPS services and programs.

Download application forms, training schedules, success stories, and research from COPS customer-friendly site, which has a brand new look and simplified navigation links. Most information is just a few clicks away, including lists of COPS grantees, news releases, and up-to-the-minute details on grant announcements.

Check out "Community Policing Resources," where you can tap into a library of data and information on community policing and find links to dozens of other related sites. Click on "Grantee Toolbox" to find grant applications as well as the new COPS retention tool kit. "Grants Programs & Activities" lists opportunities for funding and training.

"COPS is committed to improving customer service and the new Internet site is a shining example of accomplishing this," says COPS Office Director Joseph E. Brann. "It is designed to be easy-to-use and comprehensive 'one-stop shopping' for information on community policing."

New material is posted to the Internet daily. Check it often for news updates, new reports, and other COPS materials. ■

## Director's Column

### PLANNING FOR COMMUNITY POLICING IN THE 21<sup>ST</sup> CENTURY

If you happened to see a tv newscast on January 14, it's likely you saw President Clinton, surrounded by a sea of blue, talking about COPS. The news was good: the President is proposing a "21<sup>st</sup> Century Policing Initiative," which, among other things, would renew the COPS program. The five-year, \$6 billion package is a testament to the excellent work being done by so many agencies to advance community policing. Hiring new officers is still a piece of the proposal, and the package includes over \$600 million for more officers and other related programs. Just as importantly, the plan would also provide \$350 million for the latest crime-fighting technologies. These are some of the things you have told us you need, and we have listened. In addition, the plan also includes funds for community-based prosecution and community-wide crime-prevention.



Joseph E. Brann

What is especially gratifying in the President's announcement - beyond the fact that he wants this program to continue - is the acknowledgement that community policing works. Many of us have long known this; but it demonstrates that the rest of the world is catching on. And the President's proposal confirms something else we've been hearing for the past five years - the COPS program has played an important role in this success and it needs to continue.

The role and expectations of law enforcement have changed radically since I entered the profession 30 years ago, and the numbers show that the

move toward community policing is making an impact. Crime is at a 25-year low and has decreased for the past 6 1/2 years. In addition to that - and perhaps more importantly - public confidence and support for police is at an all-time high. This is truly unprecedented and none of it could have happened without the commitment of local law enforcement agencies to changing the way they do business.

Because of this commitment, we have ushered in a new era in policing. This Administration strongly supports the philosophy and agenda of community policing; local agencies are increasingly embracing the concept; and community members are among the most vocal supporters.

The credit for this rightfully belongs to you. We provide the assistance, but you do the work. It is on the street where theory actually becomes practice, and that's where you will find officers all across this country doing things differently and getting incredible results.

Thirty years ago, there was a belief that the police alone could do very little to influence crime. That's what the experts were espousing, and there seemed to be a blind acceptance of that.

And there's some truth to that. Police alone can do very little. But we are showing that by working hand-in-hand with the community and other service providers, police can achieve far more than we ever dreamed.

I look forward to our continued partnership in our relentless fight against crime and promise to keep you updated on the future of the COPS program.

## COPS Closing in on 100,000 Goal

Under budget and ahead of schedule, the COPS Office recently announced its latest round of Universal Hiring Program and COPS MORE grants to reach the milestone of having funded 92,000 officers.

"We're real excited about that, especially since we can see the tangible difference that's being made in the lives of families and communities across America," said Vice President Al Gore in making the recent announcement of COPS grants.

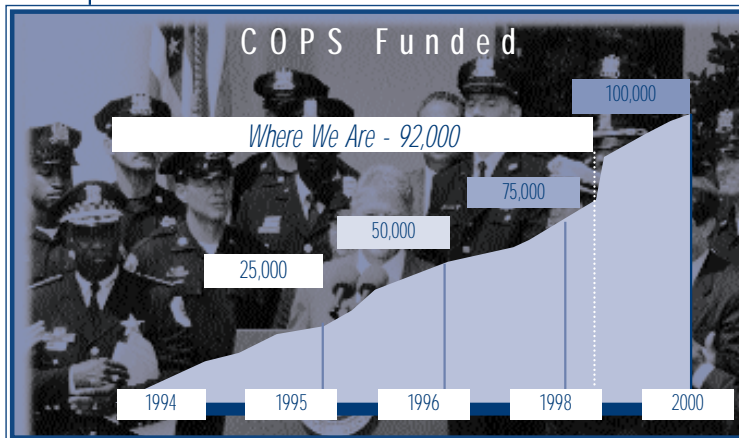
"By hiring more community police officers, and by putting powerful new resources into the hands of those police, we will bring the crime rate down even lower and build the stronger, safer future that our families deserve."

Thanks in part to community policing, serious crime was down five percent in the first half of 1998, the F.B.I. recently announced. Crime has dropped for six and a half years in every region of the country, in cities, suburbs, and rural areas, and in nearly every category.

The rates of all seven major crimes were down, led by declines of 11 percent for robberies and eight percent for homicides. Violent and property crimes were down significantly.

These numbers come just weeks after the F.B.I. announced that the national murder rate is at the lowest point in 30 years.

With an additional round of COPS MORE grants expected to be announced soon and the continuation of grant announcements under the COPS Universal Hiring Program, it is expected that President Clinton's goal of funding 100,000 police officers will be met in late spring or early summer. ■



## What Works: Community Policing Strategies to Stop the Spread of Graffiti

Raspberries may be a nice summer treat for most folks, but in Fort Wayne, Ind. they are making a difference in the fight to eradicate graffiti. Vandals and graffiti artists forced the city to repaint a popular riverwalk wall area plagued by graffiti vandals 10 times in six months. "We couldn't catch them," says Deputy Chief for Administration Nancy Becher. "We tried foot patrols. We tried bike patrols. They didn't work."

Using an "environmental design" approach, the city planted 30 thorny raspberry bushes along the riverwalk. "We haven't had any problems since," Becher says. "And the bushes provide berries that are made into pies."

*Contact: Deputy Chief Nancy Becher,  
Fort Wayne Police Department, 219-427-1422*

Police in Reno, Nev. have developed a "solution-on-wheels" for the problem of graffiti. The department purchased a high-tech paint truck to patrol the streets. Using only a sample taken directly from the vandalized area, the truck can instantly mix the exact color of the original paint so that the graffiti can be instantly removed. Volunteers operate the truck and the Junior League of Reno raised \$80,000 for the truck, solving a problem without any cost to the department.

*Contact: Lt. Jake Wiskerchen,  
Reno Police Department, 702-322-8555.*

In Redmond, Wash., the police department was receiving in excess of 60 complaints of graffiti a month. Traditional responses had no impact. Utilizing a problem-solving approach, the police began interviewing a number of youths they suspected to be involved in the graffiti. They learned that unlike offenders in other areas, many of Redmond's perpetrators viewed the van-



dalism as a form of artistic expression. In exchange for a graffiti cease fire, the city agreed to erect a wall for graffiti art. Since the construction of the wall, graffiti complaints have dropped to an average of four a month.

*Contact: Chief Steven R. Harris,  
Redmond Police Department, 425 -556-2528*

Sometimes it just takes a little "Magic." Los Angeles County's Multi-Agency Graffiti Coalition (better known as "Magic") spearheaded an effort to enact legislation that prohibits the sale of spray paints to juveniles. The law arose from a cooperative effort between the police, community groups, and local merchants.

California has had the legislation in place for several years now and many observers feel that it has been an important component in preserving the appearance of its neighborhoods. Three states and more than a dozen cities quickly enacted similar ordinances based on LA's strategy.

*Contact: Los Angeles County Multi-Agency  
Graffiti Coalition, 310-603-7462 ■*

## Questions and Answers – Audits

**Q** What is the relationship between the Office of the Inspector General (OIG) and the COPS Office?

**A** Both offices are separate agencies within the Department of Justice. The COPS Office is the program office that awards COPS grants. The Office of the Inspector General is responsible for auditing the implementation of COPS grants by grantees.

**Q** How does the Inspector General's Office choose COPS grantees as audit sites?

**A** Most are selected randomly. Some are referred to the OIG by COPS while others are in response to citizen complaints via the OIG Fraud Waste and Abuse hotline.

**Q** How many Inspector General audits of COPS grantees are conducted each year?

**A** Depending upon the annual appropriation for the Inspector General, the total number of audits ranges from 75 to 150.

**Q** What areas of grant compliance does the Inspector General audit?

**A** Non-supplanting, retention, allowable costs, time saving tracking under COPS MORE grants, reporting requirements, and implementation of community policing plans as submitted in the grant application. When conducting an audit, they review all DOJ grants that are received, including those from other offices and bureaus.

**Q** What is the role of the COPS Office in the Inspector General audit process?

**A** The COPS Office provides the IG with copies of grant materials for each of the audited grantees, responds to policy and grant condition interpretation questions, reviews grantee objections to the audit report, assists grantees in coming into compliance, and coordinates with OIG if the allegation of noncompliance in the audit report is determined to be unsubstantiated. ■

## Additional COPS MORE Grants To Be Announced

**M**ore than \$321 million in grants to help more than 1,100 agencies utilize technology and civilians to free up police officers to be on the streets were recently announced by the COPS Office, with at least one additional round of grants from the COPS MORE '98 program expected in early 1999.

COPS Deputy Director Ben Tucker said the overwhelming response to the COPS MORE '98 program, which received more than twice as many applications as the previous year, led to multiple rounds of announcements during late 1998. The first round included \$229 million to 604 law enforcement agencies. A mid-December announcement included \$92.8 million in grants to 531 police and sheriff's departments nationwide.

"Because we still have a large number of applications that deserve funding, we have extended the COPS MORE '98 program into the next fiscal year," notes Tucker. "Rather than having agencies re-apply, we will continue to fund worthy applications from last year's program."

Additional announcements are expected later this winter and in early spring. For this reason, no new applications are being accepted for the grant program.

To be eligible for a COPS MORE grant, agencies must demonstrate that technology, equipment, or support staff funded will increase the number of officers deployed for community policing. The grants cover up to 75 percent of the total cost of technology, equipment, or civilian salaries for one year. ■



Vice President Al Gore, Attorney General Janet Reno, and Arapahoe County Sheriff Patrick Sullivan (center) announced the latest round of COPS MORE grants at the White House.

## COPS Launches Two Programs to Promote School Safety

Two new initiatives to promote school safety are quickly becoming among the most popular grant programs offered by the Office of Community Oriented Policing Services.

The \$60 million "COPS in Schools" initiative, designed to assist communities in hiring police officers to combat school-related crime, disorder, and violence, provides funding for full-time, sworn officers to serve in schools. Part of the Clinton Administration's initiative to add 100,000 officers to the beat, the program requires police departments to work in concert with schools and utilize community policing strategies to prevent school-related crime and violence.

"While schools are still among the safest places for America's young people, we know that crime continues to plague a number of our schools," said President Clinton in announcing the program at the White House Conference on School Safety. "This initiative provides communities with a new tool to tackle crime and violence in our schools."

To be eligible, law enforcement agencies must devote the officer to community schools and retain the officer after the three-year federal grant expires. COPS is waiving the local match (up to \$125,000 for each officer) for the program. Funding guidelines are similar to those of the COPS Universal Hiring Program.

The School-based Partnership Program is providing \$16.5 million to 155 law enforcement agencies to address crime and disorder programs in schools through innovative, community-based projects. The COPS Office is providing one-year grants to fund a variety of strategies such as:

- In Moscow, Id., officials will focus on the problems of bullying and intimidation in the Mason City Community Schools. Students, the police department, and school officials will analyze data, review environmental designs, and identify the at-risk behaviors of victims and offenders to develop a strategy.
- In Union City, N.J., putting an end to date-related violence will be the goal of a partnership between the Board of Education, schools, and local domestic violence groups.
- And in San Diego, Calif., student groups, the Sheriff's Department, and school officials in the La Mesa-Spring Valley School District will address violence that stems from racial, cultural, and economic differences that are spilling over to schools.

"Both the School-based Partnerships Program and COPS in Schools demonstrate our commitment to working with the education and law enforcement communities to make sure our children are safe," says COPS Office Director Joseph E. Brann. "With teachers spending more and more time on discipline, children missing school because of fear of physical harm, and a disturbing trend of more firearms in classrooms, we are anxious to help communities design solutions to school safety issues."

Copies of the new brochure on COPS school safety programs are available through the COPS Communications Office at 202-616-1728 or at the COPS website [www.usdoj.gov/cops](http://www.usdoj.gov/cops). ■



The COPS in Schools initiative provides funding for a sworn officer to be actively involved in primary and secondary schools, working with students to reduce crime and disorder.

### Applying for a COPS in Schools Grant

Here are some tips for applying for a COPS in Schools Grant

- ✓ **Retention Plan** — Written plans on how your department will retain its COPS-funded position after the grant period ends must be submitted with the application.
- ✓ **Partner** — You are required to have a school(s) as a partner to receive a grant. Your application must include a statement on how you will work with your partner to combat school disorder and violence.
- ✓ **Budget Sheet** — If your proposed total project costs are less than \$125,000, there is no local match requirement for this program. If costs exceed that figure, you must pay the difference with state or local funds.
- ✓ **Time in Schools** — New officers must work in schools on a full-time basis. If 40 hours is considered full time by the department, for example, the COPS-funded officer assigned to the school must be assigned for 40 hours.
- ✓ **Problem Identification** — Crime and disorder problems that the COPS-funded officer will address need to be included in the application. Departments should submit corroborating data if possible.



## COPS PPSE Division: Moving Community Policing Forward

This will be a busy year for the COPS Program/Policy Support and Evaluation Division (PPSE). For much of the past three years, the division has been busy funding and conducting studies and assessments of community policing nationwide to help law enforcement agencies — and the COPS Office — promote effective strategies. Now, says newly-appointed PPSE assistant director Pam Cammarata, "It's time to spread the word."

"The COPS Office is dedicated to finding out what works to reduce crime and disorder, enhance partnerships between police, communities, and other government agencies, and support organizational transitions to agency-wide community policing," notes Cammarata. "We've gathered a wealth of cutting edge information to disseminate as quickly as possible that we think will be essential reading for everyone in the law enforcement community."

Among the upcoming publications are reports on problem-solving approaches to reducing robberies, case studies on the problem-solving efforts of 16 police departments, tools for crime mapping, and a "tool kit" on restorative justice.

Cammarata, who joined the COPS Office as a Social Science Analyst before being promoted to Regional Supervisor in the Grants Administration Division before moving to her current post, formerly was with the Justice Department's Office of Juvenile Justice and Delinquency Prevention. Her background also includes six years with the Anne Arundel County (Md.) Police Department as a Police Management Analyst and a stint with the Maryland State's Attorney's Office. Cammarata holds a Master's degree in Criminal Justice with a concentration in Police Administration from the University of Baltimore and a Bachelor's degree in Criminology from the University of Maryland.

This local level community justice experience, she says, drives home the fact that law enforcement agencies depend on research and assessments of other programs to see what can be adapted to their departments. "The rapid growth of community policing is resulting in many agencies trying to analyze and solve problems without the benefit of knowing how other departments have experienced similar issues," she says. "A large part of our mission is to make sure that a long-term look at what practices are working in the field can be shared so departments don't have to reinvent the wheel with each new problem they face."

To that end, the Program/Policy Support and Evaluation Division recently cosponsored the "What Works"

conference with the National Institute of Justice (see page one for details). Cammarata says the evaluations and reports that will be made available also will be useful to support community policing practices that are effective.



Pam Cammarata (right) and her colleagues in the PPSE Division plan to release a wide variety of publications in 1999.

The division's job doesn't end there, she notes. PPSE also provides assessments of COPS programs to determine their effectiveness for COPS management. Recent projects include a grantee customer satisfaction survey and assessments of the Distressed Neighborhoods Pilot Project, the Problem Solving Partnership Program, and the COPS Methamphetamine Initiative. ■

### Did You Know?

You can download grant applications directly from the COPS internet site? Click on [www.usdoj.gov/cops](http://www.usdoj.gov/cops) and navigate to Grants, Programs, and Activities. Go to the program you are interested in and view the application form. A complete form will be displayed. It's quick and easy!

## Retention "Tool Kit" Available

During the past four years, the COPS Office has awarded more than \$5.2 billion in grants to more than 12,000 local law enforcement agencies to hire community police officers to fight crime. With the federal share of grants beginning to expire, communities are beginning to have to make good on their commitment to keep these officers on the streets.

This month, the Office of Community Oriented Policing Services is releasing a "Retention Tool Kit" to assist local law enforcement agencies with their plans to pick up the full cost of these officers. Included in the kit are:

- Answers to the most common questions about retention, including a description of the penalties if agencies fail to meet the retention requirement;
- Details on the retention provisions of COPS grants agreements; and
- Reports from more than 16 successful jurisdictions ranging in size from the small town of Frankfort, Ky. to Seattle, Wash. on how they have planned to retain their officers. The kits are being mailed to more than 10,000 agencies that have received

COPS hiring grants. (The information also is available on the Internet: [www.usdoj.gov/cops](http://www.usdoj.gov/cops).)

Only a small fraction of the agencies that have received COPS hiring grants have reported difficulty in keeping their officers on board, notes COPS Director Joseph E. Brann. Most of those, he says, have been in communities facing financial hardships natural disasters, severe economic downturns caused by the closure of facilities by large local employers, or unexpected costs of other services that have affected local budgets.

"The overwhelming majority of grantees have planned well in advance for the time when the federal share of the grant runs out and are well positioned to absorb the costs of their investment in providing for a safe community," says Brann. "This Tool Kit will help grantees with their retention plans and provide future applicants with assistance in the planning process."

*Additional copies of the Retention Tool Kit are available on a limited basis from the COPS Communication Division at 202-616-1728. ■*



The new COPS Retention Toolkit (above) features first-hand accounts from police chiefs on how their retention plans work.

☒ As part of the initial phase of the COPS Office sunset plan for the year 2000, the Police Corps has moved to the Justice Department's Office of Justice Programs (OJP). All grants and information requests should be directed to: Mr. Robert Cole, Program Manager, Office of the Police Corps and Law Enforcement Education, Office of Justice Programs, 810 7th Street N.W., Washington DC 20531, 202-307-0467.

☒ Vice President Al Gore recently announced \$10 million in grants to 44 agencies in 28 states to help law enforcement officials combat domestic violence. Funded through the Community Policing to Combat Domestic Violence Program authorized in the Crime Control and Safe Streets Act, the grants will fund a variety of innovative community-based projects to reduce domestic violence. \$7.5 million is targeted to 19 demonstration projects while \$2.5 million is being provided for domestic violence education and training programs.

☒ Thirty Regional Community Policing Institutes (RCPIs) received a total of \$25 million to continue providing training in community policing. For a complete listing of the Institutes, which are located throughout the nation, check the COPS Internet page at [www.usdoj.gov/cops](http://www.usdoj.gov/cops).

☒ During FY 1999, the COPS Monitoring Division will visit 900 agencies across the nation to assess their compliance with Federal grant regulations, offer technical assistance, and observe their community policing activities. Most of these agencies have not been visited before. For more information about grant monitoring activities by COPS and DOJ, check the COPS Internet page at [www.usdoj.gov/cops](http://www.usdoj.gov/cops).

☒ COPS Office Director Joseph Brann is serving as Vice Chair of the 1998 Combined Federal Campaign for the Department of Justice. The Combined Federal Campaign (CFC) is the charitable fundraising that enables federal employees to give back to their communities by contributing to charitable organizations. The Office of Community Oriented Policing Services raised more than \$37,000 with 78 percent of employees contributing.

Look for more information at the COPS Internet site [www.usdoj.gov/cops](http://www.usdoj.gov/cops)

COPS News & Information

## COPS Calendar

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| <b>February 7-10</b> Juvenile Justice Training Center Project, The Governor's Conference in Best Practices in Juvenile Justice<br>Ft. Mitchell, Ky.<br>Contact: JJTCP (606) 622-2324 | <b>February 10-12</b> The University of Oklahoma<br>Eleventh Annual Substance Abuse Conference<br>Tulsa, Okla.<br>Contact: CCFDE 1-800-522-0772 ext. 1446                         |
| <b>February 8</b> California Police Chiefs Association, 1999 Annual Conference<br>Center Plaza Holiday Inn, Fresno, Calif.<br>Contact: Marty West (209) 454-2678                     | <b>February 15-20</b> American Academy of Forensic Sciences<br>51st Annual Scientific Meeting<br>Orlando, Fla.<br>Contact: AAFS (719) 636-1100                                    |
| <b>February 8-10</b> California Association of Alcohol & Drug Program Executives<br>Annual Public Conference<br>Sacramento, Calif.<br>Contact: CAADPE (916) 442-3520                 | <b>February 22-25</b> National Association of Police Organizations, Inc., Eleventh Annual<br>NAPO Pension and Benefits Seminar<br>Las Vegas, Nev.<br>Contact: NAPO (202) 842-4420 |
| <b>February 8-10</b> BJA/SEARCH 1999<br>Symposium on Integrated Justice<br>Information Systems<br>Washington, D.C.<br>Contact: SEARCH (916) 392-2550                                 | <b>March 3-6</b> National Crime Prevention Council,<br>12th National Youth Crime Prevention<br>Conference<br>Denver, Colo.<br>Contact: NCPC (202) 466-6272                        |
| <b>February 9-10</b> Dispatcher Copps Conference<br>Embassy Suites, Napa, Calif.<br>Contact: COPS Training & Technical Assistance<br>(202) 633-1495                                  | <b>March 9-13</b> Academy of Criminal Justice Sciences,<br>1999 Annual Meeting<br>Orlando, Fla.<br>Contact: ACJS (800) 757-ACJS   |

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1100 Vermont Avenue, Washington, DC 20530, or visit our Website at [www.usdoj.gov/cops](http://www.usdoj.gov/cops)*

*You can also call the US Department of Justice*

*Response Center at 1-800-421-6770.*

*Within the Washington area, call 202-307-1480.*



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