

**NLWJC - Kagan**

**DPC - Box 010 - Folder 007**

**Crime - COPS Program [1]**



Crime-cops program

U.S. Department of Justice  
Office of Community Oriented Policing Services

Communications Division

1100 Vermont Ave., NW  
Washington, DC 20530

## Q&A on the COPS Program

- Q:** The *USA Today* recently ran an editorial which is critical of the President's COPS program. Is this program working?
- A:** I don't think there is any question the COPS program works. In fact in a piece that ran alongside the editorial [Attached], Tom Frazier, the police commissioner in Baltimore and the head of the Police Executive Research Foundation, says the COPS program works. I would defer to the judgement of Commissioner Frazier and the rest of the law enforcement community on the COPS program.
- Q:** The COPS program is not the only reason we have seen such a drop in recent years. Isn't the Administration taking too much credit for the drop in crime?
- A:** Of course, the COPS program is not the *sole reason* for the drop in crime, but it has played an important role. By getting guns and drugs off the street and putting more cops on the street, this Administration has developed a crime fighting strategy that works.
- Q:** What kind of progress has the President's COPS program made?
- A:** The COPS program is ahead of schedule and under budget. To date, more than 92,000 additional community policing officers have been funded.

**Q:** How many of these officers are actually on the street?

**A:** More than 50,000 officers are on the beat fighting crime.

**Q:** Why is there a discrepancy between the two numbers?

**A:** Once COPS awards a grant, an agency must recruit, hire and train suitable candidates. Training alone can take several months. The COPS program encourages communities to take the time they need to find and train qualified police officers. Everyday more COPS-funded officers are graduating from the academy and hitting the streets to fight crime.

**Q:** Will all of the officers funded be additional hires?

**A:** No, the innovative COPS MORE program provides law enforcement agencies with funds for technology and the hiring of civilians to get officers out of the stationhouse and back on the street fighting crime. Approximately 30,000 officers have been redeployed to the streets under this program.

**Q:** How does this work?

**A:** For example, an officer who has a laptop in his patrol car can file reports from the field instantaneously without driving back to the station and filing them by hand. This allows them to spend significantly more time on the street working with the community to fight crime.

**Q:** There have been reports in the news about audits of COPS grants by the Office of the Inspector General. Does this indicate a flaw in the program?

**A:** The COPS Office and the Inspector General work together to monitor COPS grants to ensure that funds are being spent properly. Many of the audits posted on the internet have already been certified as closed by the Inspector General. In every other

case, the COPS Office is working with the local agency to resolve any outstanding issues. The audit reports posted on the internet represent less than one percent of all COPS grants.

**Q:** What happens when the three year grant period ends?

**A:** Every agency knows from the outset that they are expected to make an effort to pick up the COPS officer with local funding when the grant expires. The COPS Office offers assistance and training to grantees to help them retain their officers.

**Q:** Does the COPS program work?

**A:** If you talk to police chiefs, mayors, and community members from across the nation, they will tell you that the Clinton / Gore Administration and the COPS Office has provided an unprecedented level of resources and support in the fight against crime.



# Baltimore Police Department

COMMUNITY POLICING

*The move to excellence in the 1990's*



KURT L. SCHMOKE  
Mayor

THOMAS C. FRAZIER  
Police Commissioner

In 1994, elected officials met <sup>with</sup> all of the major law enforcement professional association leaders to develop the best strategy for delivering much needed public safety resources directly to local agencies. The COPS program emerged from those discussions to do the two things those of us in law enforcement saw as critical to winning the war against crime – adding officers to the street and implementing community policing.

This commitment to fighting crime is paying big dividends. In Baltimore, violent crime has fallen more than 25 percent since 1995 and continues to drop. Crime across America has decreased for 6 1/2 consecutive years in every category, and in every region of the country. In fact, the crime rate is currently at its lowest point in a quarter of a century.

Make no mistake about it, the COPS program has been an important part of the success in Baltimore and nationwide. Putting more officers on the street and implementing community policing cuts crime. I know this from my 32 years in law enforcement and my colleagues around the country will tell you the same thing.

This program works. That is why those of us in the policing community have been such big supporters. Our Federal government has provided communities with the resources to develop their own long-term solutions to crime and violence. If we are going to continue to drive crime rates down and keep them down in the next century, we need to keep doing what works.

## Feds tie cities' hands on crime-fighting funds

Fri., Dec. 15, 1995

FINAL EDITION

Section: NEWS

Page 13A

When Louisville police Detective Ray Franklin was elected to the Fraternal Order of Police's national board in August, he got a personal call from the chief. Not his city's chief of police, but the nation's commander in chief, Bill Clinton.

The call's purpose: enlist Franklin's support for Clinton's program to put 100,000 more police on the street by 2000 through federal grants. Franklin demurred. He preferred more flexible block grants.

Unfortunately, Clinton vows that'll never happen. Last week, he waved his veto pen at a GOP bill that would let communities spend the money - \$7 billion over five years - on any crime-fighting activity they choose. Cops on the beat are too vital, Clinton argues, to allow such choices.

He's wrong.

Community policing - Clinton's goal - may be worthy in some places. San Diego, New York and Portland, Ore., have found that concentrating more police on beats in high crime areas can cut crime.

But that doesn't make it right for all. Where courts are stretched thin, adding cops isn't the smartest way to fight crime. Yet some communities will take the money just because it's there. When it runs out, so will the extra policing. Clinton's Community Oriented Police Services program adds to that waste by failing to focus scarce federal resources on the highest crime areas.

A General Accounting Office study this fall found crime rates had no bearing on which communities got COPS grants. Low-crime areas with under 25 crimes per thousand people were as likely to get grants as those with three times as much crime.

Spreading COPS money around that way means more bucks are needed to take a smaller bite out of crime. And that from a federal government that must borrow money to pay for the extra police anyway.

The virtue of the GOP block grants is that they would put more money in communities with the most violent crime as well as let communities use it as they see fit.

Republicans, though, also waste billions by giving everyone a shot at the money. If the GOP really wants to shrink federal spending and stop piling on future generations, then crime-fighting funds should go only to the crime-prone areas.

Better yet: Butt out. All but 5% of crime is handled by state and local authorities. They should decide what's needed. And they should pick up the tab.

The Republicans won't do that because they've calculated that being "tough on crime" wins more votes than being tough on spending. Clinton won't do it because his more-cops-on-the-beat mantra, repeated since the 1992 campaign, vaccinates him against charges of being soft on crime.

So the Treasury will be raided. With luck, the Republicans will win, reducing the crime to a misdemeanor.

## When assigning police, Washington can't be chief

Fri., Feb. 17, 1995

FINAL EDITION

Section: NEWS

Page 12A

An Arizona Senate committee last week voted to do something strange. It moved to prohibit state and local police agencies from taking federal money. And not just any federal money - money for police.

The reason? Freedom.

"More people are in the spot where they have to have federal money to keep their programs going and they have to dance to the federal tune," Senate Majority Leader Tom Patterson said in pushing for rejecting money from President Clinton's "Cops on the Beat" program.

Exactly.

Clinton this week threatened to veto a GOP bill altering last year's crime law because it would replace his \$8.8 billion program for hiring police with block grants.

There's not a lot of good in the overall Republican crime package. It mugs people's rights. It spends too much on prisons. It has its own set of jungle gyms for communities to crawl through to get money.

But putting a kibosh on the Clintonian notion that the answer to crime is more police is a saving grace.

What's wrong with more cops? Nothing, in the right situation. But by themselves they aren't the answer to crime. If they were, Washington, D.C., with three to four times the national average number of police officers, would be the safest city on earth rather than among the deadliest.

As any cop will tell you, communities need other things to make law enforcement work. Most notably, more courts and prosecutors. Otherwise, arrested crooks walk through a revolving door -- picked up one hour, out on the street the next.

There's little money in Clinton's program for them. Indeed, each cop added under "Cops on the Beat" may come at their expense. More cops mean more cost, even with federal aid.

First, communities will have to match funds to pay the salary and benefits for the new officers -- 25% the first year, 100% by the end of four. Then they'll have to pay for training. Then for equipment

-- radios, patrol cars, guns, ammunition.

That's why Knoxville, Tenn., plans to take only about half as much as Uncle Sam is offering for more police. To do more would bust its budget. That's why other communities, such as Clark County, Ind., will tell their hires they may be around only until federal money runs out. Clinton's cops on the beat then would be cops on the street, collecting unemployment.

The Arizona Senate committee knows the score -- 95% of crime is state and local, and it's different for each community.

Federal aid that dictates a single solution -- such as more cops

-- will only create more problems than it solves.

Changes in police force size

How the number of police officers in the 10 largest cities has changed:

1983 1993

New York 23,339 29,327

Los Angeles 6,886 7,637

Chicago 12,353 12,093

Houston 3,716 4,734

Philadelphia 7,218 6,225

San Diego 1,376 1,861

Detroit 3,808 3,860

Dallas 2,084 2,807

Phoenix 1,635 1,978

San Antonio 1,159 1,662

Source: Federal Bureau of Investigation

cc: Marin  
Stene  
Reed  
Sosnik

- **IRS Citizen Advocacy Panels (CAP):** On March 16, the fourth CAP will begin operations in Brooklyn, NY. The CAPs, panels of local taxpayers, were created in response to recommendations of the Vice President's NPR customer service task force. The panels are designed to provide area citizens with independent monitoring of the quality of IRS customer service and make recommendations to improve service. Other CAPs are operational in Seattle, WA, South FL, and Milwaukee, WI.

DEPARTMENT OF JUSTICE

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- **COPS Grants:** On March 11, DOJ will announce the next round of Community Policing grants. This announcement will fund approximately 357 officers in 130 jurisdictions for a total of \$25,205,023. It is anticipated that DOJ will reach the goal of 100,000 new officers funded in May.
- **Headwaters:** On February 28, the U.S., the State of CA, and Pacific Lumber Co. agreed to the final details of a transaction in which the Federal government will acquire the Headwaters Forest of old-growth redwoods in Northern CA. The \$380 million transaction involved the purchase from Pacific Lumber of 7,500 acres of redwoods in the Headwaters Forest, which includes about 3,000 acres of old-growth redwoods, many of which are more than 1,000 years old and more than 300 feet high. In addition, the parties agreed to a habitat conservation plan that establishes restrictions on Pacific Lumber's logging on 210,000 acre Federal funds and \$130 approved spending and

DEPARTMENT OF INTERIOR

Should we send to  
Scheduling?  
Yes ✓  
No \_\_\_\_\_

- **Battle Creek Salmon** for struggling salmon : underway thanks to a government resource investigation, collabor Fish and Game and Pa the Battle Creek water
- **Boy Scouts:** The Boy Scouts volunteer work to NPS. Scouts who complete a minimum of 12 service hours qualify for a BSA patch.
- **CA Bay-Delta Program:** Secretary Babbitt expects to approve in the next few days thirteen restoration projects and related studies to improve the health of the Bay-Delta ecosystem. The projects, totaling a little over \$53 million, include reopening five diversion dams; restoring habitats in floodplains, riparian areas, and marshes; and

# Plan to add police officers delayed at local levels

By Kevin Johnson  
USA TODAY

WASHINGTON — The Clinton administration's plan to add 100,000 officers to America's streets by 2000 is running into sometimes serious delays as local officials struggle to recruit and train officers.

Joseph Brann, director of the Justice Department's Community Oriented Policing Services, said Tuesday that he had prepared Attorney General Janet Reno for a lag time. But he said that the length of the delays has caught some officials by surprise.

So far, 88,000 positions have been funded since the program began in 1994. But only 46,544 officers have been either hired or redeployed to the streets.

Those numbers mean that the Justice Department is on track to award all of its more than \$5 billion in grants by 2000, but transforming that money to increased police ranks may take a year or two more.

Nearly four years into the massive grant program, federal officials have found that cumbersome municipal budget processes, strict candidate screening and a competitive job market have all contributed to slow the plan.

"I challenge anyone to find any profession in this country where candidates are so extensively screened," Brann said. "It is frustrating."

In Baltimore, for example, the police department was recently awarded grants for 170 new officers, but recruiters are having trouble attracting applicants who are free of a criminal record.

Of every 100 applicants who express interest in being a police officer, 90% do not advance beyond the background check process, Maj. Diane Dutton said.

In Los Angeles, almost immediately after federal approval was given last month, some officials began doubting



USA TODAY  
Brann: Cities aren't planning ahead

whether the city could afford to pay the extra cost for 710 officers once the grant money ran out.

The federal grant expires three years from the date granted.

"First let me say that it's wonderful the grant has been given to us," Councilwoman Jackie Goldberg said Tuesday. "But before we even start putting real people into those positions, I

think we ought to find out whether we have enough room in the station houses, enough patrol cars and computers to accommodate them."

Part of the problem, Brann said, has been a lack budget planning by local governments. He said some cities have been waiting until grants have been awarded before determining how they will pick up the costs after the federal grants expire. In Los Angeles, that means setting aside more than \$100 mil-

lion each year thereafter just for salaries and benefits.

"In many instances," Brann said, "cities are not dealing with the budget process until after the fact."

Delays typically run longer when local departments choose to use federal grants to redeploy officers to the streets. Most of the extra time, up to 28 months in some cases, is used either in finding civilian replacements to do office work previously done by police officers, or working out the kinks in new technology that can free officers for patrol duty.

In Baltimore, officials are testing applicants days, nights and on weekends in an effort to find suitable candidates.

"Because the economy is so good, people have so many choices," Dutton said. "In addition to the basic qualifications, we want people who are committed to the community. It's hard to find those people. I guess all the best people are going to work for Bill Gates and making 50 times the amount we can pay."



Jose Cerda III

09/15/98 05:51:19 PM

Record Type: Record

To: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP, Leanne A. Shimabukuro/OPD/EOP, Christa Robinson/OPD/EOP

cc:

Subject: COPS announcement

BR:

To follow-up on my message...I spoke briefly to DOJ, and it looks like the hiring grants for Thursday have to move forward (Hill VIPs have already been notified). However, the LA piece -- \$100 million for 700 cops -- is still being ironed out and could probably be held 'til next week if we act now. Ray Fisher is scheduled to meet w/Riordan tomorrow, and Boxer is scheduled to be notified tomorrow morning -- so we have to get w/DOJ on this tonight if we think it's worth doing.

Are options are: (1) have DOJ hold LA and do it -- and the \$200 million in MORE grants w/POTUS next Thursday; (2) same as option 1, but do it for taped radio address while in CA; or (3) let LA grant move forward this Thursday and have POTUS do a conference call w/Riordan to get in the local story.

jose iii



Jose Cerda III

09/15/98 06:55:28 PM

Record Type: Record

To: Laura Emmett/WHO/EOP, Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP  
cc: Leanne A. Shimabukuro/OPD/EOP, Christa Robinson/OPD/EOP  
Subject: Pts. for Senior Staff

Two things for tomorrow's senior staff meeting:

1. **Possible COPS announcement.** As I discussed w/Bruce tonight, it looks like we will be able to make a major COPS announcement next week -- either on Thursday as the message event or as Friday's taped radio address. Specifically, we will be able to announce about \$370 million for some 11,500 police and police equivalents -- including 700 new cops (\$100 million) for Los Angeles and another 800 for the rest of California. However, we will need to get time on the schedule ASAP.

2. **Juvie Crime Bill.** As of about 6:45 pm tonight, it looked like House R's were going to succeed in attaching their juvie crime bills -- H.R. 3, which we oppose, and HR 1818, which we generally support (prevention/OJJDP) -- to a bill on the suspension calendar authorizing funds for the Center for Missing and Exploited Children. If they succeed, these juvie bills could be a confereable item. It seems unlikely that the House and Senate Dems will agree to appoint conferees to such a conference, but it does mean that we will have to be vigilant.

In a related note, the Senate Dems may move forward w/their Crime Bill tomorrow.

THE WHITE HOUSE  
WASHINGTON

June 16, 1998

**BILL SIGNING CEREMONY FOR S. 1605, BULLETPROOF VEST  
PARTNERSHIP ACT AND H.R. 3565, CARE FOR POLICE SURVIVORS ACT**

**DATE:** June 15, 1998  
**LOCATION:** East Room  
**BRIEFING TIME:** 2:30 pm  
**EVENT TIME:** 3:00 pm  
**FROM:** Larry Stein  
Bruce Reed

Final Paper  
for COPS  
event 6/16

**I. PURPOSE**

This is an opportunity to: (1) sign S. 1605, the Bulletproof Vest Partnership Act and H.R. 3565, the Care for Police Survivors Act; (2) release \$27 million in COPS grants to hire 383 new officers; and (3) ask the Justice Department and Congress to fund more community police officers to work with our schools.

**II. BACKGROUND**

The FBI reports that more than thirty percent of the 1,182 officers killed by firearms in the line of duty since 1980 could have been saved if they were wearing body armor. Additionally, the Department of Justice estimates that approximately 150,000 state and local law enforcement officers -- nearly one-fourth of the total -- are not issued body armor. To help address this shortfall, Congress passed S. 1605, the Bulletproof Partnership Act of 1998, which authorizes \$25 million for each of the next three years for matching grants to help states and localities purchase bulletproof vests for use by law enforcement officers. The measure was championed by Senators Leahy (D-VT), Hatch (R-UT), and Campbell (R-CO) in the Senate and Representatives Visclosky (D-IN) and LoBiondo (R-NJ) in the House. With more than 300 co-sponsors in the House, the measure passed the House by voice vote on May 12 and passed the Senate by unanimous consent on May 15.

H.R. 3565, the Care for Police Survivors Act of 1998, requires the Bureau of Justice Assistance to spend at least \$150,000 per year on peer support and counseling for families of slain public safety officers. The measure also authorizes funds to accelerate disability benefits to families. The bill, sponsored by Senators Hatch and Biden in the Senate and Representatives McCollum (R-FL) and Schumer (D-NY) in the House, passed the House 403-8 on April 21 and passed the Senate by unanimous consent on May 15. In signing the bill, you will reiterate your call to Congress to pass similar legislation to provide college

scholarships to the dependents of slain state and local law enforcement officers.

At the event, you also will announce the release of over \$27 million in grants to 73 local and state law enforcement agencies to hire 383 officers. These grants will bring the total number of officers funded through the COPS Program to over 76,000.

In addition, you will call on the Attorney General and Secretary-of Education to develop a plan before the beginning of the next school year to ensure that the COPS Program funds more police officers to protect America's schools. The COPS Office has funded hundreds of School Resource Officers to date, but believes it can fund many more. You will announce your support for legislation introduced by Representative James Maloney (D-CT) which would aid this effort by specifically providing for the COPS Program to fund the deployment of community police officers to work in and with local school districts.

Finally, just yesterday, a 14-year-old student shot two people in a Richmond, Virginia high school. The assailant was chased several blocks and apprehended by Ron Brown, a police officer assigned to the school, who was funded partially by the COPS program. You will challenge Members of Congress to join with you in guaranteeing that the COPS initiative will be used to deploy more community police, like Ron Brown, to our local schools.

Attending this event will be representatives from national law enforcement organizations, victims organizations, and Members of Congress.

### III. PARTICIPANTS

#### **Briefing Participants:**

The Vice President  
Attorney General Reno  
Bruce Reed  
Larry Stein

#### **Event Participants:**

The Vice President  
Attorney General Reno  
Vermont State Police Captain Mark Metayer

Captain Metayer was on duty during a shootout with Carl Drega in New Hampshire, in which two New Hampshire state troopers were shot to death on August 19, 1997. During this incident all federal law enforcement officers wore bulletproof vests, while many state and local officers did not. Captain Metayer was the commander during the incident, and was wearing a vest he had purchased himself, as he has for the last twenty years.

\*Also on stage will be eight Fraternal Order of Police uniformed officers.

### IV. PRESS PLAN

Open Press.

## V. SEQUENCE OF EVENTS

- YOU will be announced onto the stage accompanied by the Vice President, Attorney General, Captain Metayer, and uniformed officers.
- The Attorney General will make remarks and introduce the Vice President.
- The Vice President will make remarks and introduce Captain Metayer.
- Captain Metayer will make remarks and introduce YOU.
- YOU will make remarks and then depart.

## VI. REMARKS

Remarks provided by Speechwriting.

## **Keeping Our Law Enforcement and Schools Safe**

**June 16, 1998**

**Announcement:** Today, the President will: (1) sign two bills to provide needed assistance to law enforcement officers and their families; (2) release \$27 million in COPS grants to hire nearly 400 new officers; and (3) ask the Justice Department and Congress to fund more community police officers for our schools.

### **Protecting Our Officers with Bulletproof Vests**

- Saving Officers' Lives with Bulletproof Vests. The FBI estimates that the risk of a gun-related fatality is 14 times higher for an officer who does not wear a bulletproof vest than for an officer who does, yet more than 25% of state and local law enforcement officers do not have bulletproof vests. To provide added resources for this life-saving equipment, the President will sign the Bulletproof Vest Partnership Grant Act of 1997, sponsored by Senators Leahy and Campbell and Reps. Visclosky and LoBiondo, which provides for \$75 million in grants to help states and localities defray the costs of purchasing bulletproof vests.

### **Honoring Our Slain Officers**

- Funding Needed Counseling Support for Survivors. The President will sign the Care for Police Survivors Act, sponsored by Representatives McCollum and Schumer and Senators Biden and Hatch. The legislation guarantees that a minimum level of funding be made available to maintain and enhance counseling programs that assist the families of public safety officers who die in the line of duty.
- Fighting for College Scholarships for the Children of Slain Officers. The President also will reiterate his call to Congress to pass legislation to provide college scholarships to the dependents of slain state and local law enforcement officers.

### **Putting More Police on Our Streets and in Our Schools**

- On Track to 100,000 Clinton COPS. The President will announce that over \$27 million in grants will be released to 73 local and state law enforcement agencies to hire 369 full-time and 29 part-time officers. Today's announcement will bring the total number of officers funded through the COPS Program to over 76,000.
- Forging Partnerships Between Schools and Law Enforcement. As part of his ongoing effort to make our schools safer, the President will call on the Attorney General and Secretary of Education to report back before the beginning of the next school year with a plan to ensure that COPS funding is available to bring community police officers to all interested schools. The President also will announce his support for legislation introduced by Representative James Maloney (D-CT) to promote the deployment of community police officers to work in and with local school districts.

**Law Enforcement Bill Signing Event**  
**June 16, 1998**  
**Questions and Answers**

**Q. What were the bills the President signed today?**

- A. The President signed two bills to provide needed assistance to law enforcement and their families: The Bulletproof Vest Partnership Grant Act, and the Care for Police Survivors Act.

(1) Bulletproof Vest Bill: The FBI estimates that the risk of a gun-related fatality for an officer not wearing an armor vest is 14 times higher than one who does; however, more than 25% of state and local law enforcement officers do not have bulletproof vests. The Bulletproof Vest Partnership Grant Act of 1997, sponsored by Senators Leahy and Campbell and Representative Visclosky, establishes a new grant program at the Justice Department to help state and local departments provide vests for their officers. Grants will fund up to half of the cost of the vest, with state and local governments responsible for the remaining costs. The Act authorizes \$25 million each year to fund the vest program from FY 1999 to FY 2001.

(2) Counseling Support for Survivors of Slain Officers: The President will sign the Care for Police Survivors Act, sponsored by Representatives McCollum and Schumer and Senators Biden and Hatch. The legislation guarantees that a minimum level of funding be made available to maintain and enhance counseling programs that assist the families of public safety officers who die in the line of duty.

**Q. Did the President announce anything new?**

- A. The President made two additional announcements at the bill signing event. First, as part of an ongoing effort to make our schools safer, the President called on the Attorney General and the Secretary of Education to report back to him with an action plan before the next school year to ensure that COPS funding would be available to all schools interested in creating partnerships with their local law enforcement agencies. To complement this effort, the President announced his support for legislation introduced by Representative James Maloney (D-CT) to promote the deployment of community police officers to work in and with local school districts.

Second, the President announced \$27 million in COPS grants to 73 state and local law enforcement agencies across the country to hire 383 new officers. Today's COPS grants will bring the total number of officers funded through the Clinton COPS Program to over 76,000.

1

**Q. Could you provide more detail on what the President directed the Attorney General and the Secretary to do with regard to police in schools?**

A. In March, the President announced that the Justice Department, through our COPS program, would make \$17.5 million available for schools to work more closely with local law enforcement and others in the community to reduce crime and violence in and near schools. But the demand for these resources has turned out to be much greater than the funds set aside for this purpose.

To help meet the demand, the President instructed the Attorney General and the Secretary of Education to present him with a plan before the beginning of the next school year to ensure that COPS funding would be available to bring community police officers and community policing techniques to all interested schools.

We believe additional assistance can be provided to schools with current resources from our COPS program -- and this Administration will do everything in its power to make sure these resources are available to help our schools. But the President also sought strong bipartisan support from Congress to put this plan into practice; to this end, he called on Congress to take the additional step of passing legislation introduced by Rep. Jim Maloney to guarantee that funds from the COPS Program can be used to deploy more community police in our schools as well as for other related purposes.

#### **Administration's Response to School Violence**

**Q. What came out of the President's meeting with school violence experts in April? Is the President or the Administration taking any action in response?**

A. As a follow up to the horrible tragedy in Jonesboro, in April, the President sat down with youth violence experts -- from principals to parents to prosecutors -- to discuss what we can do at all levels to keep these tragedies from occurring in the first place.

We learned that kids killing kids with guns in multiple school shootings is occurring with greater frequency, but remains relatively rare. And while school shootings are a limited problem, we must continue efforts to help ensure that no school is forced to endure the type of senseless and brutal violence that occurred in Springfield and Jonesboro.

That is why the President is committed to making sure that parents, communities, and the schools themselves: 1) have better information on the school violence problem; and 2) the tools they need to help address the problem. In the aftermath of the West Paducah shooting, the President called on the Attorney General and Secretary Riley to develop an annual report on school safety to provide assistance on both of these fronts. The report will be released at the beginning of the next school year. Moreover, in March, the President announced funding for a new community policing program the COPS Office

focused on reducing violence on or near school grounds. And in his radio address last Saturday, the President directed the Secretary of Education and the Attorney General to develop a guide to help teachers and principals identify and respond to the early warning signs of troubled youth that can lead to school violence.

At the round table, there was also broad agreement that we should be focused on tackling the larger problem of youth violence. That is why the President continues to challenge the Congress to pass his strategy on youth violence before they adjourn for the year. The President's plan takes on youth access to guns, tough punishment for violent youths and gangs, and provides additional adult supervision in the after school hours when violent juvenile crime is most likely to occur.

### **Extension of the Waiting Period for Handgun Sales**

**Q. On Sunday, Rahm Emanuel indicated that the Administration supports extending the waiting period for handgun sales past its expiration this fall. Is the Administration going to support legislation to accomplish this?**

A. This Administration has been on record in support of the 5-day waiting period for handgun purchases since 1993 -- the year the President fought for and signed the Brady Bill into law. During this time, we believe that the waiting period has been a useful measure in helping to prevent unauthorized handgun purchases by felons, fugitives, and stalkers, and we support its extensions.

Our current top priority, though, is to continue working with the states to implement the Insta-Check system mandated by the Brady Law. The Justice Department has provided significant funding and technical assistance to states to ensure that when the Insta-Check system becomes operational in November 1998, it has the most complete and accurate criminal history records as possible.

Moreover, we are continuing to urge Congress before it adjourns this session to extend the Brady Law to violent juveniles -- to make sure that violent youths are barred from gun purchases for life; to pass comprehensive juvenile crime legislation; and to increase resources to combat gun trafficking.

**PRESIDENT CLINTON:  
PROTECTING OUR LAW ENFORCEMENT  
PROTECTING OUR COMMUNITIES**

June 16, 1998

*"The line of fire will always be a dangerous place. But today we are making it less dangerous for those brave enough to walk that line. Every day you protect all of us; now there is something we can do to help protect all of you. Twenty-five percent of state and local law enforcement officers do not have the body armor to protect their lives; this legislation will help police departments provide them with bulletproof vests. This is a critical investment in the safety of those who have to be in harm's way."*

President Clinton  
June 16, 1998

Today, at a White House event, President Clinton is joined by Vice President Al Gore, Attorney General Janet Reno, and members of Congress, in signing two bills, the Bulletproof Vest Partnership Grant Act, and the Care for Police Survivors Act. In addition, the President renews his call for Congress to support legislation that provides college scholarships to the dependents of slain law enforcement officers and announces his support for legislation that promotes the deployment of police officers to work in and with local school districts.

**PROTECTING THE OFFICERS WHO PROTECT OUR LIVES.** The FBI estimates that the risk of a gun-related fatality is 14 times higher for a police officer who does not wear a bulletproof vest than for an officer who does, yet more than 25 percent of state and local law enforcement officers do not have bulletproof vests. To ensure that this life-saving equipment is made more available to law enforcement, the President is signing the Bulletproof Vest Partnership Grant Act, which provides federal matching grants to help states and localities defray the costs of purchasing bulletproof vests.

**HONORING OUR SLAIN OFFICERS.** When tragedy strikes and an officer falls in the line of duty, we have a responsibility to the family they leave behind. The President will sign the Care for Police Survivors Act, which guarantees a minimum level of funding be made available to maintain and enhance counseling programs that assist the families of slain officers. In addition, the President renews his call for Congress to pass legislation to provide college scholarships to the dependents of slain state and local law enforcement officers.

**PUTTING MORE POLICE ON OUR STREETS AND IN OUR SCHOOLS.** In 1994, President Clinton led the fight to hire 100,000 new police officers throughout the country. With today's announcement of grant money to hire 383 police officers, the Community Oriented Policing Services Program (COPS) has helped fund the hiring of over 76,000 police officers. In addition, the President will:

- Call on the Attorney General and the Secretary of Education to report back to him before the beginning of the next school year with a plan to ensure that COPS funding is available to bring community based police officers to all interested schools;
- Announce his support for legislation to promote the deployment of community police officers to work in and with school districts.

**BUILDING ON A RECORD OF CRIME REDUCTION AND POLICE PROTECTION.** Police officers make our streets and schools safer, our homes and people more secure. The President's leadership in crime fighting has helped lead to a dramatic decline in overall crime, murder, and violent crime rates. Today's bill signing helps ensure that police officers have access to the bulletproof protection they need, values the lives of those who must mourn the death of a fallen officer, and continues the work of putting more police officers on our streets and in our communities.

COPS program

**PRESIDENT CLINTON:  
BUILDING ON A SOLID RECORD OF CRIME REDUCTION**

May 29, 1998

*"We have reached a milestone -- in only four years, we have now funded 75,000 of 100,000 community police. We're ahead of schedule on the thing that is doing the most to make America a safer place, thanks to those of you in law enforcement."*

President Bill Clinton  
May 29, 1998

Today, at a Rose Garden event, President Clinton is joined by Vice President Al Gore, Attorney General Janet Reno, Cleveland Mayor Michael White, and Superintendent of the Chicago Police Department Terry Hillard, in announcing the launch of a new initiative to hire more community police in high-crime, high-need neighborhoods.

**More Police Officers In High Crime Areas.** While crime is down in cities and regions all over the nation, some neighborhoods have not shared the same level of progress in crime reduction. The President is addressing this problem through a new initiative which targets cities with specific law enforcement needs and will:

- **Put more police officers in high-crime areas.** The President's new COPS initiative will provide funding for 18 cities to hire over 700 new police officers;
- **Put resources where they are most needed,** allowing cities to deploy these officers to help meet the unique law enforcement needs of their own communities.

**Hiring More Police Officers, Reducing Crime Rates.** In 1994, President Clinton led the fight to hire 100,000 new police officers throughout the country. This initiative, the Community Oriented Policing Services (COPS) has now helped fund over 75,000 police officers across America. The COPS program is:

- **Expanding innovative policing techniques** which bring officers closer to the communities they serve;
- **Giving law enforcement officials additional resources to fight crime,** including new officer hiring and technology, redeployment of veteran officers, and strategies to fight juvenile crime, gangs, and domestic violence.

**Community Policing Helps Neighborhoods Reduce Crime.** Since the inception of the COPS program, the number of police departments engaged in community policing has grown from hundreds to over 10,000. During that time, these officers have worked with neighborhood residents to reduce crime, school violence, gang activity and drug trafficking.

**Cutting Crime Rates to the Lowest Levels in a Generation.** The President's leadership in crime fighting has produced impressive results. Earlier this month, the Justice Department released preliminary data showing that in 1997 crime rates dropped in for the

sixth year in a row, the longest period of decline in a generation. Since 1993, violent crimes have dropped more than 15 percent, and murder rates have fallen by over 25 percent.

THE WHITE HOUSE  
WASHINGTON

Crime - COPS program

May 27, 1998

**COPS EVENT**

**DATE:** May 28, 1998  
**LOCATION:** Rose Garden  
**BRIEFING TIME:** 10:00 am  
**EVENT TIME:** 10:30 am  
**FROM:** Bruce Reed

**I. PURPOSE**

To announce a new initiative to hire more community police in high-crime, high-need neighborhoods by waiving the local match, and to highlight that the COPS Office has now funded over 75,000 police officers.

**II. BACKGROUND**

This event is an opportunity to highlight the success of the COPS program to date, and to launch a new COPS initiative that targets high-crime, high-need neighborhoods. Grants for the new initiative will provide 18 cities with \$106 million to fund over 700 new community police officers. You will also announce \$115.6 million for 553 communities across the country to hire an additional 1,748 officers under the regular COPS Universal Hiring Program (UHP). With these grants, the COPS Program will have helped to fund an increase of 75,000 more police on America's streets.

- Putting resources in high-crime neighborhoods. While crime is coming down in cities of all sizes and in all regions of the country, some neighborhoods have not shared in the same level of progress enjoyed by the rest of the country. The pilot program launched today will provide full funding for new officers in these areas, by waiving the usual matching requirements. Each city receiving funds under this pilot program has a high per capita level of crime and poverty, either throughout the city or in certain neighborhoods. The cities will deploy their new officers to help meet the unique needs of their communities, such as combating gangs or targeting drug "hot spots."

Pilot cities receiving funds are: Chicago, IL; Hartford, CT; Camden, NJ; Bessemer, AL; Miami, FL; Flint, MI; Fresno, CA; San Bernardino, CA; Fort Pierce, FL; Monroe, LA; Baltimore, MD; Muskegon, MI; Greenville, MS; Buffalo, NY;

McAllen, TX; Birmingham, AL; El Paso, TX; and Cleveland, OH.

- Hitting the 75,000 mark. The pilot will provide \$106 million in funding for 18 cities to hire 738 community policing officers. In addition, the regular COPS UHP grants announced today will provide \$115.6 million to 553 police departments to hire 1,748 officers. The hires will bring the total number of officers funded under the Clinton COPS Initiative to over 75,000 -- and put the COPS Initiative ahead of schedule to meet the President's pledge to provide 100,000 officers.

Since you signed the 1994 Crime Act, which authorized nearly \$9 billion for the COPS program, the number of police departments engaged in community policing has increased from hundreds to over 10,000.

- Cutting crime rates to the lowest levels in a generation. Earlier this month, the Justice Department released preliminary data showing that crime dropped in 1997 for an unprecedented sixth year in a row. Since 1993, violent crime has dropped by more than 15%, and murders are down by more than 25%.

Attending this event will be: Mayors and Police Chiefs from the cities receiving grants from the pilot program and representatives from national law enforcement organizations.

### III. PARTICIPANTS

#### Briefing Participants:

The Vice President  
Attorney General Reno  
Bruce Reed or Elena Kagan  
Lynn Cutler  
Jose Cerda

#### Event Participants:

The Vice President  
Attorney General Reno  
Mayor Michael White, Cleveland, Ohio  
Superintendent Terry Hillard, Chicago Police Department

#### Meet and Greet Participants:

Mayor Jim Patterson, Fresno, CA  
Mayor Judith Valles, San Bernadino, CA  
Mayor Joe Carollo, Miami, FL  
Mayor Kurt Schmoke, Baltimore, MD  
Mayor Michael White, Cleveland, OH  
Mayor Quitman Mitchell, Bessemer, AL  
Mayor Abe Pierce, Monroe, LA  
Mayor Woodrow Stanley, Flint, MI  
Mayor, Fred Nielsen, Muskegon, MI  
Mayor Pro-Temp Phyllis Griggs, McAllen, TX

COPS-funded Police Officers:

Officer Thomas Harwood, Grant Park, IL

Officer Jamie Keneally, Boston, MA

Deputy Scott Dyke, Ottawa County, MI

Officer Chris Lonsford, Fontana, CA

**IV. PRESS PLAN**

Open Press.

**V. SEQUENCE OF EVENTS**

- **YOU** will briefly meet with Mayors receiving COPS grants and four police officers funded by the COPS Office.
- **YOU** will be announced into the room accompanied by the Vice President, Attorney General Reno, Mayor White, Superintendent Hillard, and uniformed police officers from the local area.
- The Vice President will make remarks and introduce Mayor White.
- Mayor White will make remarks and introduce Attorney General Reno.
- Attorney General Reno will make remarks and introduce Superintendent Hillard.
- Superintendent Hillard will make remarks and introduce **YOU**.
- **YOU** will make remarks and then depart.

**VI. REMARKS**

Remarks provided by Speechwriting.

## Putting 100,000 More Police on America's Streets

May 29, 1998

**Announcement:** Today, the President will launch a new initiative to hire more community police in high-crime, high-need neighborhoods. Grants for the new initiative will provide 18 cities with \$106 million to fund over 700 new community police officers. The President also announced federal funds to hire an additional 1,748 officers under the COPS Universal Hiring Program (UHP). With today's grants, the Clinton Administration's COPS Initiative will have helped to fund an increase of 75,000 more police on America's streets.

### *Targeting More Police for Crime "Hot Spots"*

- Putting resources in high-crime neighborhoods. While crime is coming down in cities of all sizes and in all regions of the country, some neighborhoods have not shared in the same level of progress enjoyed by the rest of the country. The pilot program launched today will provide full funding for new officers in these areas, by waiving the usual matching requirements. Each city receiving funds under this pilot program has a high per capita level of crime and poverty, either throughout the city or in certain neighborhoods. The cities will deploy their new officers to help meet the unique needs of their communities, such as combating gangs or targeting drug "hot spots."
- Hitting the 75,000 mark. The pilot will provide \$106 million in funding for 18 cities to hire 738 community policing officers. In addition, the regular COPS UHP grants announced today will provide \$115.6 million to 553 police departments to hire 1,748 officers. These hires will bring the total number of officers funded under the Clinton COPS Initiative to over 75,000 -- and put the COPS Initiative ahead of schedule to meet the President's pledge to provide 100,000 officers.
- Pilot cities receiving funds: Chicago, IL; Hartford, CT; Camden, NJ; Bessemer, AL; Miami, FL; Flint, MI; Fresno, CA; San Bernardino, CA; Fort Pierce, FL; Monroe, LA; Baltimore, MD; Muskegon, MI; Greenville, MS; Buffalo, NY; McAllen, TX; Birmingham, AL; El Paso, TX; and Cleveland, OH.

### *Taking Community Policing Nationwide*

- President Clinton fought for and signed into law the 1994 Crime Act, which authorized nearly \$9 billion to help communities hire and redeploy 100,000 more police by the year 2000. Since then, the number of police departments engaged in community policing has increased from hundreds to over 10,000. The additional officers in these police departments are working with neighborhood residents to reduce crime, school violence, gang activity, and other public safety problems.

### *Cutting Crime Rates to the Lowest Levels in a Generation*

- Earlier this month, the Justice Department released preliminary data showing that crime dropped in 1997 for an unprecedented sixth year in a row. Since 1993, violent crimes have dropped by more than 15%, and murders are down by more than 25%.

## COPS SUCCESS STORIES

### **Officer Thomas Harwood**

Officer Harwood, a COPS-funded community policing officer from the Grant Park, IL Police Department, was recently honored by the International Association of Chiefs of Police as the Police Officer of the Year. Knocked down by a sports-utility vehicle containing four armed suspects, Officer Harwood disregarded his injuries -- a shattered left arm and other injuries -- and arrested the teens. He was able to lock the suspects in the back seat of his patrol car until back-up officers arrived.

### **Officer Chris Lonsford**

In March, 1998, Officer Chris Lonsford, a COPS-funded community policing officer from the Fontana, CA Police Department received the department's highest honor -- the Medal of Valor. During an incident that occurred on November 30, 1996, Officer Lonsford exhibited extraordinary bravery and superior judgment in assisting in the arrest of three heavily-armed robbers. Despite facing a barrage of fire from an AK-47, a handgun and a shotgun, Officer Lonsford kept his cool and held his fire, fearing that return fire might injure residents of a nearby apartment complex. The suspects were apprehended and no civilians were injured.

### **Deputy Scott Dyke**

Deputy Dyke was hired by the Ottawa County, MI Sheriff's Department in 1995 with funding from the COPS Office. Whether it is as a school resource officer with the Jenison Public Schools, a beat cop in Georgetown Township, a mentor, a first aid instructor, Scott has been deeply involved with his community. He feels so strongly that he purchased a home within his district where his doors are always open to the citizens he serves. Deputy Dyke has developed an informational column in the local newspaper, entitled "Did You Know," to respond to citizens' commonly asked public safety and crime prevention questions. He has received numerous awards from the school district and has been recognized by the International Teachers Honors Society for being a positive role model for youth in Western Michigan.

### **Officer Jamie Kenneally**

Officer Jamie Kenneally of the Boston, MA Police Department, who was funded by the COPS Office, was born and raised in Boston, MA. Jamie became a Boston Police cadet in November of 1994 and served as a cadet until he entered the Boston Police Academy in March 1997. He graduated from the police academy in October 1997 and has been serving the citizens of the Jamaica Plain neighborhood ever since. He has been an integral part of Commissioner Paul Evans' vision of neighborhood policing in Boston and the spectacular work this agency has done in confronting juvenile violence. As a foot beat officer in Jamaica Plain Center, Officer Kenneally has worked diligently to get to know the people and problems of Jamaica Plain.



# COPS Facts

## Distressed Neighborhoods

### Helping Communities Help Themselves

On May 29, 1998, President Bill Clinton announced a new COPS Office initiative to bring more police and more community policing to those of America's neighborhoods that need them most.

#### Background

The 1994 Crime Bill brought an infusion of thousands of additional law enforcement officers, armed with a revolutionary style of policing. Throughout the United States, these officers are creating partnerships, employing problem solving as a way to reduce crime, and rebuilding trust with our citizens. As a result, cities and towns around the country are enjoying an unprecedented reduction in crime and revitalization of their neighborhoods.

Unfortunately, in some cities, factors such as unemployment, poverty or other unique conditions have made the fight against crime more difficult. And in others — even those enjoying a city-wide crime decrease — certain neighborhoods have continued to suffer from extremely high crime and poverty rates. For these cities and neighborhoods, progress has been slow to come or has not come at all. It is with these communities in mind that the COPS Office created the Distressed Neighborhoods Pilot Project.

#### Program Totals

Under this program, 18 cities will share nearly \$106 million. The funding will allow these cities to hire 738 new community policing officers.

The COPS Office will fund 100% of the entry-level salaries and benefits of the new officers for three years. All other program requirements will apply, including retention of positions, once Federal funding expires.

#### Pilot Cities

The pilot cities were selected following an analysis of crime, demographic and economic data. They range in population from 33,000 (Bessemer, AL) to over 2.7 million (Chicago, IL). The common denominator among these cities, either as a whole or in certain neighborhoods, is that they face some of the highest per population levels of crime and/or economic distress in the United States.

With help from the COPS Office, these cities intend to put community policing and new officers to work in these areas. The pilot cities are listed below, with the number of officers and funding awarded as well as a short description of the challenges that face their distressed neighborhoods.

#### Chicago, IL, 150 Officers, \$23 million

Using Technology and Community Partnerships to Locate Neighborhoods in Need — Through a series of regular community meetings and cutting-edge crime-mapping techniques, police and city residents working together will identify high-crime, high-drug trafficking areas in which to deploy the new officers.

#### Hartford, CT, 12 Officers, \$1.5 million

Ganging up on Gang Activity — Police want to build on the progress of existing Weed & Seed neighborhoods. In particular, they have identified a potential surge in gang activity around the city's middle schools. New officers will target these areas to prevent the re establishment of gang leadership.

#### Camden, New Jersey, 5 Officers, \$891,000

Attacking High-Crime Areas — Police will put the new officers to work in high-crime neighborhoods with its existing community policing effort called "The Renaissance Team." This team is partnered with community groups, volunteer agencies and service



**Bessemer, AL, 12 Officers, \$1.2 million**

Community Policing for Every Neighborhood — These new officers will allow the city to focus on drug and violent crime hot spots near the city's public housing units and add three more beats to its fight against crime.

**Miami, FL, 168 Officers, \$24.2 million**

Cracking Down on Crime along the River — Using its geographical crime-tracking system, Miami has identified a corridor of seven high-crime neighborhoods along the river. Police will hire new officers and redeploy existing community policing officers to this area.

**Flint, MI, 12 Officers, \$877,122**

Teamwork and Stabilization — Police will target several neighborhoods plagued by high levels of crime, unemployment, economic distress and corner drug sales. New teams of officers will bolster its community policing efforts in these areas.

**Fresno, CA, 75 Officers, \$13.7 million**

Curtailling High-Volume Drug Activity — New officers will be deployed into two neighborhoods that have experienced a disproportionate share of the city's most serious crime. A top priority will be to reverse the trend that has left these two neighborhoods with the highest volume of drug activity in Fresno.

**San Bernardino, CA, 8 Officers, \$1.6 million**

Mobilizing the Community through Community Policing — Police will create a "Distressed Neighborhoods Team." The new officers will be part of a community-wide campaign to revitalize its neighborhoods. Efforts will range from warrant sweeps and gang enforcement with parole/probation officers to code enforcement for run-down buildings.

**Fort Pierce, FL, 3 Officers, \$318,000**

Fighting Drugs, Decay and Prostitution — New officers will help Fort Pierce expand its Community Partnership Action Team (CPAT). Its focus will be two neighborhoods in which high incidences of drug crime, prostitution and dilapidated buildings exist.

**Monroe, LA, 5 Officers, \$393,435**

Revitalizing Public Housing — The new officers will form the "Distressed Neighborhoods Team" and focus on the city's highest-crime area, which is approximately 60% government-assisted housing.

**Baltimore, MD, 100 Officers, \$10.8 million**

Targeting Crime and Drugs — Police will select neighborhoods with high levels of reported drug activity and/or violent crime. Assigned officers will identify key areas of concern for the community, working with local schools and community groups.

neighborhoods in which crime and a large volume of drug trafficking appear to correlate with extreme poverty. These new officers and an intensified community policing effort hope to break the cycle.

**Greenville, MS, 6 Officers, \$493,920**

Eliminating Open-Air Drug Markets — The police plan to use the new officers to work with community groups, the Chamber of Commerce, business owners and residents in order to develop a comprehensive strategy to stop crime and drug-dealing in targeted neighborhoods.

**Buffalo, NY, 20 Officers, \$2.8 million**

Directed Efforts Through Community Partnerships — Officers will be organized into specialized teams that will each concentrate on specific problems and neighborhoods. The teams will work with established community groups to identify needs and solve problems facing the neighborhoods.

**McAllen, TX, 20 Officers, \$2.2 million**

Fighting Crime in Public Housing — McAllen officers will be combating high crime found in public housing. They will continue to work with neighborhood associations, parents and school groups to direct their efforts to the highest risk situations.

**Birmingham, AL, 25 Officers, \$2.8 million**

Taking Community Policing to the Next Level — New officers will expand a solid community policing program to bring more officers into the neighborhoods that need it most. The Youth Services Bureau will now be able to allocate more officers to high-risk youth.

**El Paso, TX, 12 Officers, \$1.4 million**

Devils to Angels — Following in the footsteps of their highly successful effort to clean up a high-crime area known as Devil's Triangle, the El Paso police will deploy new officers to two new neighborhoods. There they will focus on community cooperation to reduce crime and conduct youth programs.

**Cleveland, OH, 100 Officers, \$15 million**

Keeping an Eye Out for Trouble — The Cleveland police will focus on high-crime, economically distressed neighborhoods. Strategies include round-the-clock surveillance of problem areas and beat and bike patrols.



Office of Community Oriented Policing Services (COPS)

Communications Division  
1100 Vermont Ave., N.W., 9th Floor  
Washington, D.C. 20530

Embargoed until 10:30 a.m.,  
Friday, May 29, 1998

Contact: 202-616-1728

**PRESIDENT'S PROGRAM TO ADD 100,000 COPS  
THREE QUARTERS OF THE WAY THERE  
Effort Ahead of Schedule as Crime Rate Continues to Fall**

WASHINGTON, D.C. -- More than 75,000 additional community policing officers have now been funded under the Administration's COPS program, President Clinton announced today. The anti-crime initiative is now more than three-quarters of the way toward meeting the President's 1994 pledge to the American people to add 100,000 officers to the nation's streets by the year 2000.

"The additional officers already on the street have had a dramatic impact on both crime and the quality of life in America's neighborhoods," the President said. "We must roll up our sleeves and finish the job of putting 100,000 cops on the street."

Today's announcement provides more than \$115 million in grants from the Office of Community Oriented Policing Services (COPS) to over 550 communities in 48 states. These Universal Hiring Program grants will be used to hire 1,748 police officers and sheriffs' deputies and cover 75 percent of the total salary and benefits of each officer hired for three years, up to a maximum of \$75,000 per officer. The remainder is paid out of state or local funds.

"The success of community policing in decreasing crime throughout the country is evident," said Joseph E. Brann, Director of the COPS Office. "These new officers and deputies will play a significant role in strengthening the neighborhoods they will serve."

The new officers and deputies will be added to the streets of Alaska, Alabama, Arkansas, Arizona, California, Colorado, Connecticut, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Maine, Maryland, Massachusetts, Michigan, Minnesota, Mississippi, Missouri, Montana, Nebraska, Nevada, New Hampshire, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Oregon, Pennsylvania, Puerto Rico, South Carolina, South Dakota, Tennessee, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin and Wyoming.

Since the Administration's program began in 1994, the reduction in the nation's serious crime has been historic. The Federal Bureau of Investigation recently reported that overall crime in 1997 was down for a sixth consecutive year. Murders alone fell by more than ten percent in larger cities and suburban counties. This follows the 1996 statistics reporting that homicides had dropped 11 percent, the biggest one-year decline in the 38-year history of FBI crime reporting.

Terry G. Hillard was appointed Superintendent of the Chicago Police Department by Mayor Richard M. Daley on February 18, 1998. As Superintendent, Hillard leads the second largest municipal law enforcement agency in the United States, with approximately 13,500 sworn police officers, 3,200 civilian employees and an annual budget of more than \$920 million. His priorities as Superintendent include expanding Chicago's highly successful community policing (CAPS) strategy and more effectively targeting gangs and illegal drugs.

A 30-year veteran of the Chicago Police Department, Hillard was appointed Chief of the Detective Division in June 1995, the first African-American to hold that position. The Detective Division is the second largest unit within the Police Department, responsible for the follow-up investigation of approximately half a million criminal incidents each year. As Chief of Detectives, Hillard oversaw the activities of more than 1,100 members assigned to five detective areas, as well as the Bomb and Arson, Auto Theft, Headquarters Support and Miscellaneous Detail units. He is credited with further professionalizing the Detective Division and implementing several initiatives to support community policing. Under Hillard, detectives began sending letters to the families of homicide victims, expressing condolences and providing information on the status of investigations. The Detective Division also began generating information bulletins that alert residents to particular types of criminal activity in their neighborhoods. To reduce bank and currency exchange robberies, detectives under Hillard developed nationally renowned seminars that brought together business leaders and police officials to exchange crime prevention information.

Prior to his appointment as Chief of Detectives, Hillard held two command positions in the Patrol Division: Commander of the 6th District (1991-93) and Deputy Chief of Area Two (1993-95), both on the City's South Side. Elevation to these exempt rank positions followed a distinguished and varied career in the Police Department. Superintendent Hillard joined the Department in March 1968 and rose through the ranks, with promotions to Gang Crimes Specialist in 1978, Sergeant in 1984 and Lieutenant in 1990. During his career, Hillard served in several patrol districts, the Gang Crimes Unit, the Intelligence Section, the Chicago Terrorist Task Force and the Narcotics Section. From 1979 to 1984, he was assigned to the security detail for Chicago Mayors Jane Byrne and Harold Washington.

In 1975, Superintendent Hillard was shot in the line of duty. Working as a Gang Crimes Specialist at the time, his team was attempting to apprehend a suspect wanted for domestic violence, who had previously shot four suburban police officers. The suspect jumped from the upper story ledge of an apartment building to escape. As Hillard and other members of his team attempted to apprehend the suspect, he grabbed one officer's gun. A struggle for the weapon ensued, with Hillard being shot twice and seriously wounded. He received the Police Medal (the Department's highest honor), along with the Superintendent's Award of Valor and the Police Blue Star Award, for his heroic efforts in the incident.

Superintendent Hillard was born on August 11, 1943 in South Fulton, Tennessee. One of 10 children, Hillard and his family moved to Chicago when he was a young child. He enlisted in the United States Marine Corps in 1963 and served in the Vietnam War for 13 months. A highly decorated veteran, Hillard attained the rank of sergeant before being honorably discharged in 1967. He and his wife, Dorothy, were married in 1970, and have two children. The Superintendent holds both a bachelor and master of science degree in corrections from Chicago State University. He is a 1984 graduate of the FBI National Academy in Quantico, Virginia. He is a member of the National Organization of Black Law Enforcement Executives (NOBLE), FBI National Academy Associates, Major Cities Chiefs, Chicago Westside Police Association and South Suburban Chiefs of Police Association. Hillard also serves on the National Commission on the Future of DNA Evidence (National Institute of Justice), the Illinois State Police Forensic Science Center in Chicago and the City's Domestic Violence Advocacy Coordinating Council.

March 1998



City of Cleveland  
Michael R. White, Mayor

Cleveland City Hall  
601 Lakeside Avenue  
Cleveland, Ohio 44114  
216/664-2220

## **MAYOR MICHAEL R. WHITE BIOGRAPHICAL DATA**

*Michael R. White began his third, four-year term in office on January 5, 1998. In his Inaugural remarks, Mayor White reaffirmed his commitment to continue to improve the quality of life in Cleveland and build on the substantial progress made in the City over the past eight years. Since 1990, crime has declined 21 percent, more than 28,000 jobs have been created or retained and the City is experiencing its greatest new housing boom since the 1950's. Fortune magazine recently selected Cleveland as one of North America's 6 best cities for business.*

*Mayor White was first elected Mayor in 1989 at age 38. He has dedicated his administration to the issues that shaped his first mayoral campaign: public safety, education, neighborhood revitalization, economic and job development and race relations. Now, in his third term, he is continuing to build on that foundation while also seeking to reform municipal government to improve the delivery of services and the quality of life in the community.*

*"Our job is to deliver service at the best possible price, in the most efficient and effective manner to improve the quality of life throughout our City," Mayor White said.*

*The past eight years, Cleveland's neighborhoods have experienced record breaking progress. The City's new housing boom has produced more than 2,500 new housing units in the past eight years. In addition, housing rehabilitation has increased by 300 percent.*

*Since 1990, Mayor White's Administration has created 8,000 new jobs, retained 10,000 jobs and fostered the construction of five new shopping centers. In addition, seven new industrial parks are under construction.*

*The White Administration is continuing its efforts to make Cleveland a safer place to live, work and raise a family. Last year, for example, the number of homicides dropped to its lowest level in 35 years. Mayor White initiated an aggressive community policing program and the first police redistricting since the 1940's. Response times by both Police and Emergency Medical Services are improving. Since 1990, the City has invested more than \$40 million in recreation and programs, including construction of two new recreation centers and establishing computer labs in all 12 centers.*

-more-

*In 1997, Travel & Leisure magazine selected Cleveland as one of the world's top 10 "hot spots" for travelers. The Gateway area's Jacobs Field, Gund Arena sports and entertainment complex and the Rock and Roll Hall of Fame and Museum and Great Lakes Science Center on the lakefront have helped create Cleveland's new, thriving tourist industry.*

*Mayor White's commitment to race relations has generated city-wide support and in 1993, he earned the Freedom Award of the Cleveland Branch of the NAACP. In 1994, he received the Frederick Douglass Freedom Award from the National Conference. He was the 1992 recipient of Cleveland State University's "In Tribute to Public Service" Award of the Levin College of Urban Affairs. Among the many other accolades, he was named "Man of the Year" by the Baptist Ministers Conference in 1991, and he received in 1995, the Public Service Award from the American Public Power Association.*

*In recognition of his accomplishments as Mayor and his growing role as a spokesman for urban issues, Mayor White has served as President of the National Conference of Mayors and a member of the Board of Trustees of the U.S. Conference of Mayors.*

*After graduating from Glenville High School in 1969, Mayor White earned a Bachelor's Degree in Education and a Master's Degree in Public Administration from Ohio State University. After a successful tenure as an aide to then Columbus Mayor Tom Moody, White came home and was elected in 1977 to represent Glenville on Cleveland City Council. He served on the Finance Committee and as chairman of the Community Development Committee before being appointed to the Ohio Senate in 1984.*

*In the Ohio Senate, White introduced legislation to increase the penalties for rape and authored Ohio's spousal rape provisions. He wrote anti-drug legislation with the toughest penalties for drug-related crimes ever introduced in the Ohio Senate. White also worked for a pharmaceutical assistance program for the elderly. After winning election to a full term in 1986, White twice elected to a Senate leadership position and served on the Judiciary, Ways and Means, Rules and Health and Human Services Committees.*

*Mayor White and his wife JoAnn, resides in the Glenville neighborhood in Cleveland where the Mayor was born and raised. They have four children, Brianna, Joshua, Katy and Christopher.*

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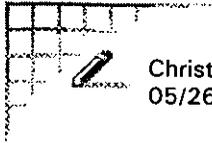
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Christa Robinson  
05/26/98 11:51:39 AM

Record Type: Record

To: Ann F. Lewis/WHO/EOP, Jennifer M. Palmieri/WHO/EOP, Stacie Spector/WHO/EOP  
cc: See the distribution list at the bottom of this message  
Subject: COPS Event

Members of Congress are not available to come to an event this Friday, and I believe Leg. Affairs will propose that POTUS sign the Vest Bill the following week. Consequently, the crime event on Friday would be solely a COPS event. The President would announce a new COPS program that targets distressed communities and announce the first 16 cities to get grants. In addition, he would announce that 75,000 COPS have now been funded under the COPS program.

Attending the event would be the Attorney General, Mayor Daley and other mayors and police chiefs receiving grants, representatives from law enforcement organizations, and a select group of Clinton Cops from around the country that we could highlight as success stories for press.

As always, the sooner we can confirm this event the better.

Message Copied To:

Karin Kullman/WHO/EOP  
Michelle Crisci/WHO/EOP  
Bruce N. Reed/OPD/EOP  
Elena Kagan/OPD/EOP  
Peter G. Jacoby/WHO/EOP  
Jose Cerda III/OPD/EOP  
Leanne A. Shimabukuro/OPD/EOP  
Lynn G. Cutler/WHO/EOP

## PRESIDENT SCHEDULING REQUEST

April 30, 1998

 ACCEPT REGRET PENDING

TO: Stephanie Streett, Director of Scheduling

FROM: Bruce Reed, Assistant to the President for Domestic Policy  
Rahm Emanuel, Senior Advisor to the President

REQUEST: For the President to announce a new COPS pilot project.

PURPOSE: To highlight the President's ongoing commitment to fighting crime and accomplish putting 100,000 additional police on America's streets.

BACKGROUND: The Department of Justice is ready to launch a new COPS grant for high-crime or economically distressed cities that is more affordable than previous COPS grants. The President could announce the ten cities that will be receiving the \$240 million in grants to hire more police. This is a new type of COPS grants because the standard 25% local match required from any city receiving COPS funds, would be waived entirely. In addition, this pilot program would target areas where crime is not decreasing and specific crime hot spots within cities.

DATE & TIME: June 1998

DURATION: 1 hour

LOCATION: The White House or one of the ten cities receiving the grants.

PARTICIPANTS: Attorney General Reno  
Mayors and elected officials  
Police Chiefs and other law enforcement representatives

REMARKS  
REQUIRED: Yes

MEDIA: Open

CONTACT: Christa Robinson 6-5165

Native Americans - crim. law ent  
and  
Crime - COPS program  
1/17/98

To: Elena 202 456-2878  
Kent 301 320-11~~28~~<sup>85</sup>

From: Mikki Atsatt (703)237-8136  
JMD Budget Staff

Re: COPS Language

Either of the following, inserted at the end of the first paragraph of COPS approp. language, would be sufficient:

- (1) "Provided further, That \$54,000,000 shall be available for Indian country law enforcement improvement including equipment and training." OR
- (1) "Provided further, That funds provided in this appropriation shall be available for Indian Country law enforcement improvement including equipment and training."

THE WHITE HOUSE

WASHINGTON

January 14, 1997

COPS ANNOUNCEMENT

**DATE:** January 14, 1997  
**LOCATION:** JFK International Airport Tarmac  
**EVENT TIME:** 4:50 pm - 5:15 pm  
**FROM:** Bruce Reed/Rahm Emanuel

**I. PURPOSE**

To announce that New York City will be receiving a COPS grant to hire 1,600 additional police officers, which bring the total number of officers funded to over 70,000.

**II. BACKGROUND**

You will announce that New York City will receive \$120 million to fund an additional 1,600 police officers, which is the largest grant ever given to a single law enforcement agency. To date, COPS has provided New York City with more than \$280 million to hire and redeploy over 4,200 police officers, and crime rates have dropped dramatically.

You will also announce \$118 million in funding for 1,700 police officers to go to over 600 different law enforcement agencies across the country.

**III. PARTICIPANTS**

Event Participants:  
Mayor Rudolph Giuliani

**IV. PRESS PLAN**

Open Press.

**V. SEQUENCE OF EVENTS**

- Mayor Rudolph Giuliani will make welcoming remarks and introduce you.
- You will make remarks and then depart.

**VI. REMARKS**

Remarks Provided by Speechwriting.

## **Putting 100,000 More Police on the Streets**

### **January 15, 1998**

#### **Announcement**

- Today, President Clinton announced that the Justice Department will: 1) provide New York City with a \$120 million grant to fund 1,600 additional police officers; and 2) provide another 620 law enforcement agencies with \$118 million in grants to fund an additional 1,700 police officers. President Clinton's COPS Initiative has now helped fund more than 70,000 police officers in communities across the country.

#### **Making Our Streets Safe**

- **100,000 More Police.** In 1992, President Clinton pledged to help cities hire 100,000 more police officers and to expand community policing. He proposed and fought for a nearly \$9 billion COPS Initiative as part of the 1994 Crime Act. With today's announcement, the COPS Initiative will have helped to fund over 70,000 additional police officers in more than 10,000 cities. Funding for the President's goal of 100,000 officers remains a protected priority in the 1997 Balanced Budget Agreement.
- **Lowest Crime Rates in 25 years.** Crime rates have dropped for five years in a row, to their lowest levels in 25 years. Since 1993, violent crime has dropped 16% -- and the murder rate has plummeted by more than 20%. In city after city, community policing is playing a key role in driving down the crime rates.
- **New York City: A National Model.** Nowhere has the President's COPS Initiative made a bigger difference than in New York City. To date, COPS has provided New York City with \$400 million to hire and redeploy over 5,800 police officers, and crime rates have dropped dramatically. In the past four years, crime has declined by an estimated 44%, and murder has dropped by 61%.

#### **A Record of Success in Fighting Crime**

- **Tough, Smart Anti-Crime Strategy.** President Clinton has worked closely with police, prosecutors, and community leaders to give communities the tools they need to cut crime. He worked to keep guns out of the hands of criminals by banning 19 deadly assault weapons, and preventing more than 300,000 fugitives and felons from purchasing guns through Brady background checks. He fought for tougher penalties for violent and sex offenders, and more prisons to incarcerate them. And he has pushed to keep schools open late, so that kids can be supervised during the high-crime hours after class.

**COPS Program Announcement**  
**January 15, 1998**

**Q. What are you announcing today?**

A. Today, the President announced that the Justice Department will: 1) provide New York City with a \$120 million grant to fund 1,600 additional police officers; and 2) provide another 620 law enforcement agencies with \$118 million in grants to fund an additional 1,700 police officers. The grants will be provided through the Justice Department COPS Office. With today's announcement, the President's COPS Initiative will have helped to fund over 70,000 additional police officers in more than 10,000 cities across the country.

**Q. If New York City has been so successful in reducing its crime, why are you funding so many new officers for their city?**

A. Even though New York City's crime rates continue to decline, Mayor Guiliani and Commissioner Safir are clearly dedicated to doing more to bring crime down even further and to improve quality of life for their residents. And we are glad that our COPS Program has been -- and will continue to be -- one of the tools they are using reach this remarkable success in dramatically reducing crime.

But crime isn't coming down just in New York City. It is declining across the country-- in large cities and small towns as well. We are committed to helping all cities further improve public safety, which is why we are continuing to add officers. Today's announcement also includes funding for more than 1,700 officers for another 620 law enforcement agencies.

**Q. To date, how much money has the COPS Office given to New York City and for what purposes?**

A. Including today's announcement, the New York City Police Department has been awarded \$400 million in COPS grants to hire and/or redeploy just over 5,800 police officers. This also includes about \$1.3 million in non-hiring grants to target domestic violence and street-level drug dealing, and to promote New York's successful community policing model ("Compstat") among other police departments.

**Q. Do you think the COPS Program has had any impact on reducing crime?**

A. Absolutely. Police chiefs and sheriffs throughout the country will tell you that community policing has been a crucial element in reducing crime. And while it's clear that there are several factors at work -- such as changing demographics and an expanding economy -- community policing has been at the center of most local anti-crime efforts.

**Q. How do you know that the federal funding will be spent for new officers and not to supplant local funding for current officers?**

A. By statute, funding for hiring additional officers through the COPS Program cannot be used to supplant local funding for existing officers. New York City is aware of this requirement, and has assured us that it will comply with it.

**Q. Some recent articles have raised the problem that some police departments will have difficulty paying for COPS-funded officers after their federal grants expire. Are the police departments required to keep these officers?**

A. Yes. Upon receiving their federal grants, police departments signed agreements with the Justice Department to make a good faith effort to retain additional officers when their federal funding expires. The Justice Department believes that the vast majority of police departments will keep their commitments and retain these officers. Some cities could experience changes which may affect their ability to retain their officers; in those instances, the Justice Department's COPS Office has committed to work with any agency that asks for assistance. In addition, we have a new program for fiscally distressed smaller communities (with populations under 50,000) to help them transition at the end of their grants.



Jose Cerda III

01/13/98 07:15:21 PM

Record Type: Record

To: Michelle Crisci/WHO/EOP, Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP  
cc: Leanne A. Shimabukuro/OPD/EOP, Christa Robinson/OPD/EOP, Rajiv Y. Mody/WHO/EOP  
Subject: Description of potential COPS radio address topic

Bruce asked that I forward this...

**70,000 Cops Mark Reached.** At Saturday's radio address, the President could announce that the COPS office was awarding 3,400 new officers to more than 600 departments across the country -- and that it had now reached the 70,000 mark. Included in this group would be an unprecedented grant to New York City for about 1,700 more police for a crackdown on illegal drugs. The President could highlight how New York City -- once the City w/America's worst crime problem -- had reduced murders from (roughly) 2,200 in 1992 to about 700 in 1997, or by two-thirds. He could highlight how cities across the nation have had similar success in reducing crime and say that his balanced budget would keep us on track for 100,000 police by the year 2000.

NB: The New York City grant, while finalized, is still going through some final vetting. Justice is pretty sure that it will be ready to announce, but we need to double check tomorrow morning. They will know by then.

Jose'



Jose Cerda III

01/13/98 05:39:47 PM

Record Type: Record

To: Bruce N. Reed/OPD/EOP, Michelle Crisci/WHO/EOP, Elena Kagan/OPD/EOP  
cc: Leanne A. Shimabukuro/OPD/EOP, Rajiv Y. Mody/WHO/EOP, Cathy R. Mays/OPD/EOP, Laura Emmett/WHO/EOP  
Subject: 100,000 Cops Mtg

Rahm, Bruce, Elena:

Just a quick note on tomorrow's COPS meeting. While one part of the meeting will be an update on the program from Joe Brann and John Hart, there are 4 things we need to cover. They are:

- 1. Stick by the 100,000 goal (*semper fidelis*).** Rahm and Bruce, I need you to do a brief introduction that makes clear to everybody that we haven't backed off of this goal. As you know, Justice was planning an "exit strategy" for 75,000, and we need to make sure that the new Associate AG (Ray Fisher) gets this message.
- 2. Work Out Policy Issues.** Bruce and Elena, we need to make sure that Justice and OMB understand the need to generate some fresh options on some of the outstanding policy issues (retention, waivers, targeting, etc.). COPS isn't doing enough innovative thinking on how to keep demand up...OMB doesn't want to change the program guidelines if it screws up the 100,000 count...and Main Justice is more beholden to its appropriators than us when considering some "tweeks" to the program. We need to push Justice and OMB to solve these problems to our satisfaction -- not theirs or the Hill's. I suggest that we commission a WH-OMB-DOJ group work to do some trouble shooting.
- 3. Draft A Communications Plan.** Lastly, Rahm, we need to get Justice and COPS to think strategically and suggest 8 to 10 events over the next year to promote the COPS program. Having 2 to 3 days notice when the next set of grants is coming out is not enough. We should look for major law enforcement forums and milestones to do events.

Many thanks -- and please don't forget to attend,

Jose'

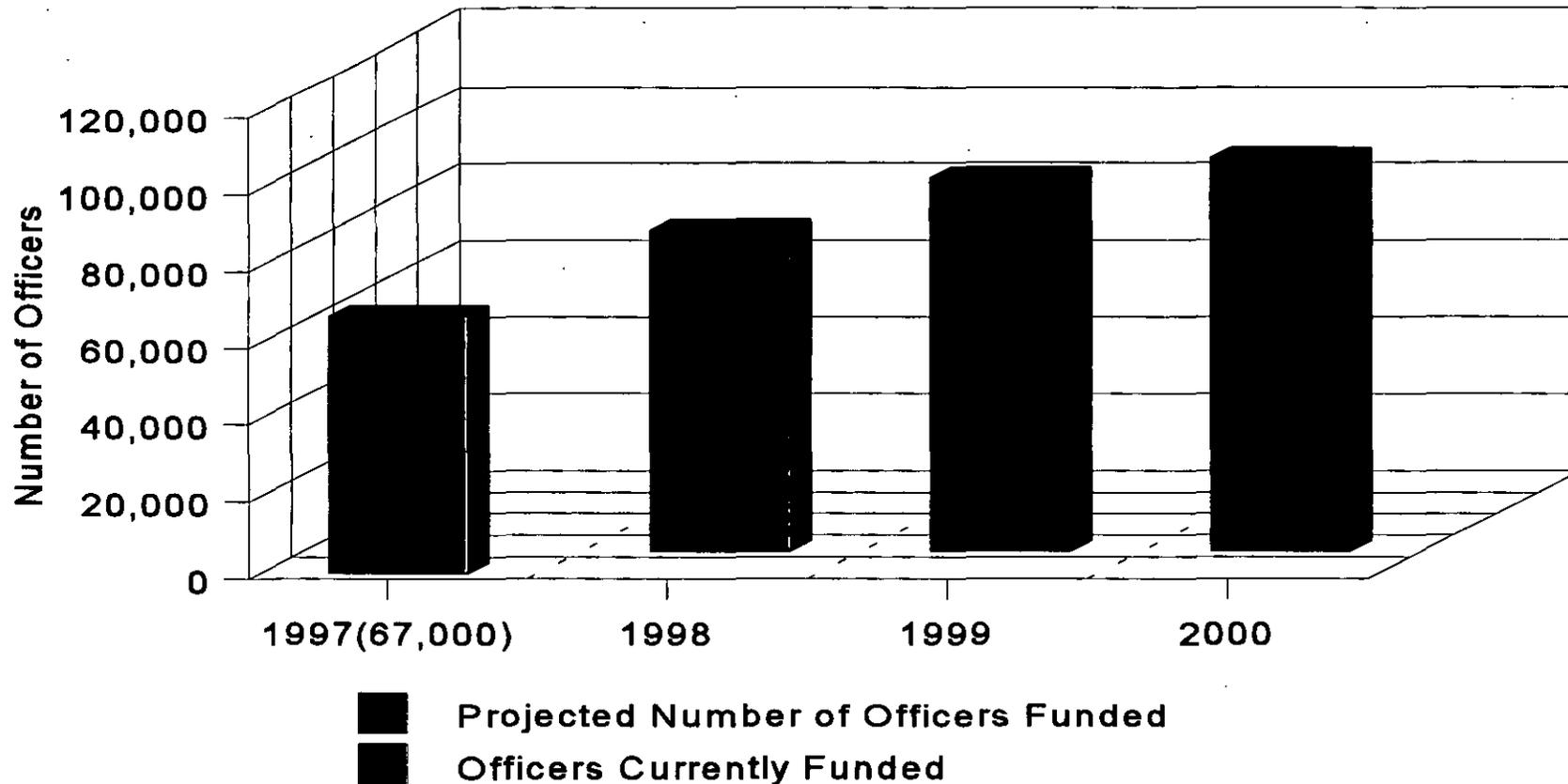
# **The COPS Office: on Track to 100,000**

Where we are now &  
How we intend to meet our goal

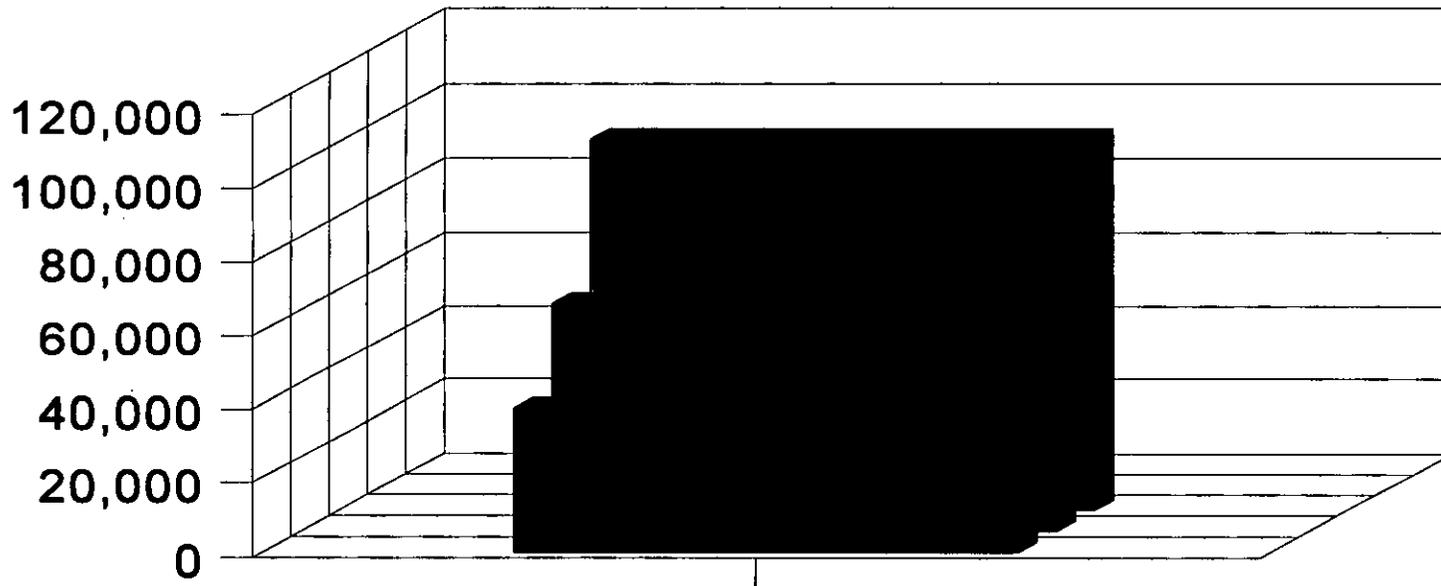
January 14, 1998

## Overview and Projections

Year	Current Projection
1998	82,274
1999	95,684
2000	100,771



# UHP and MORE



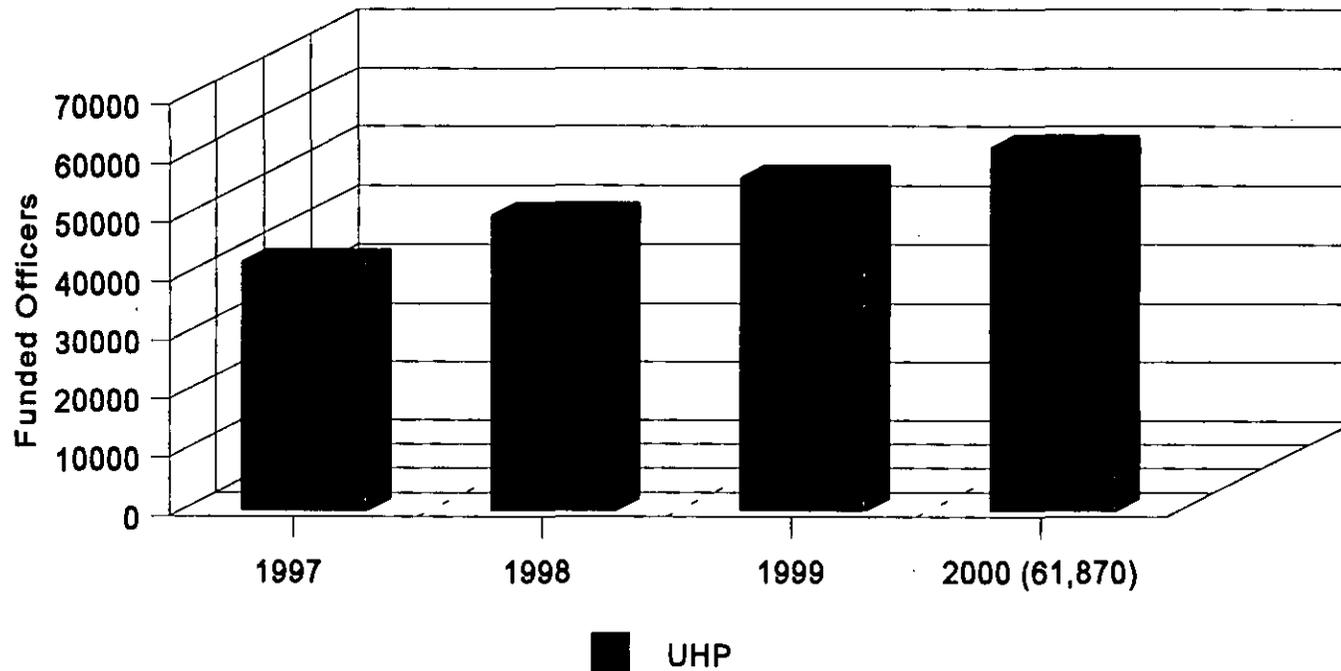
UHP/MORE Projected Funding

- Total Projection for 2000 (100,771)
- UHP (61,870)
- MORE (38,901)

## UHP Projections

Year	1997	1998	1999	2000
<b>UHP Cumulative Total</b>	42,493	50,435	56,788	61,870

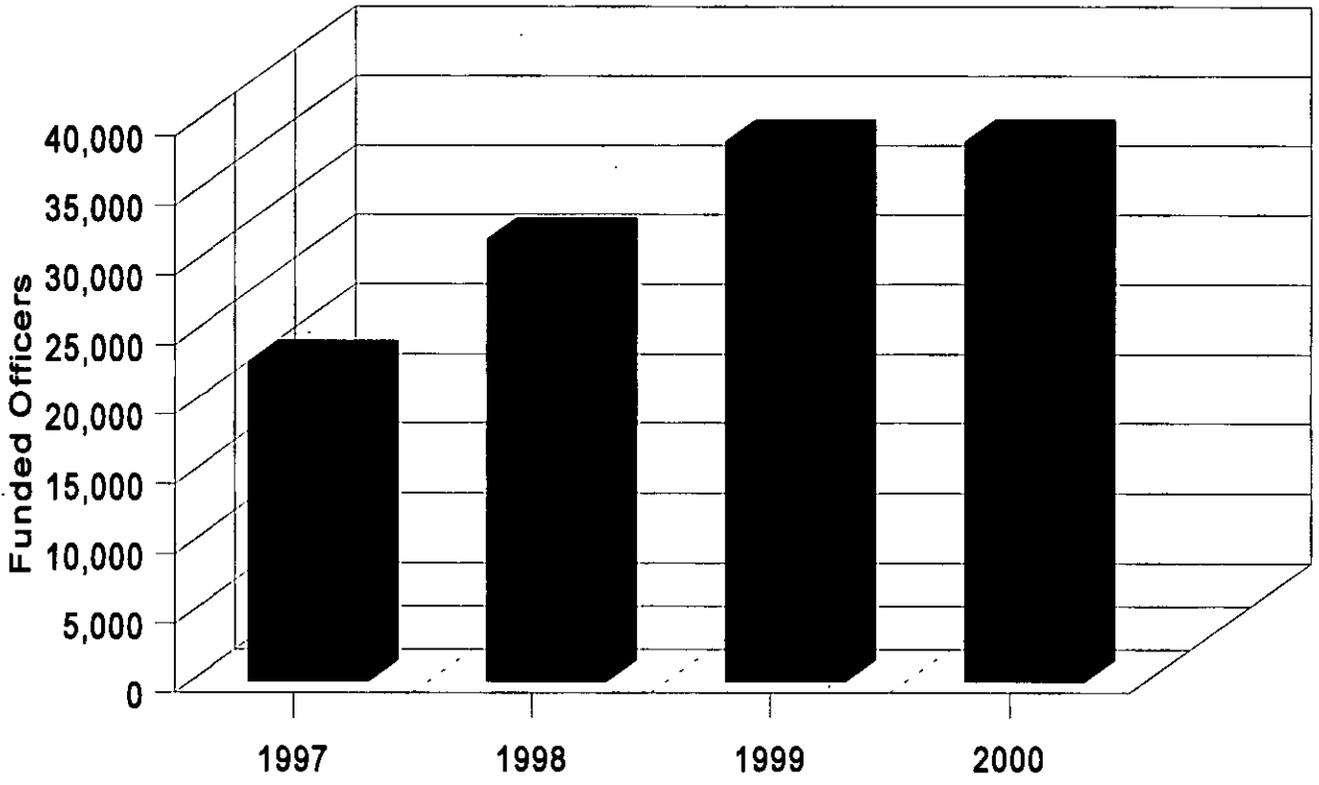
## UHP Projections Through 2000



# MORE Projections

Year	1997	1998	1999	2000
<b>MORE Cumulative Total</b>	23,011	31,839	38,901	0

## MORE Projections Through 2000





Jose Cerda III

01/13/98 06:17:02 PM

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Record Type: Record

To: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP, Michelle Crisci/WHO/EOP, Leanne A. Shimabukuro/OPD/EOP

cc:

Subject: Proposed Agenda -- Does this work for everyone?

**Meeting on Clinton COPS Initiative  
January 14, 1998**

I. Introduction (Emanuel/Reed)

II. Update on Status of 100,000 Goal and COPS Initiative (Brann/Hart)

III. Policy Issues (Cerda)

-Targeting Resources

IV. Communications Strategy (Emanuel/Cerda)

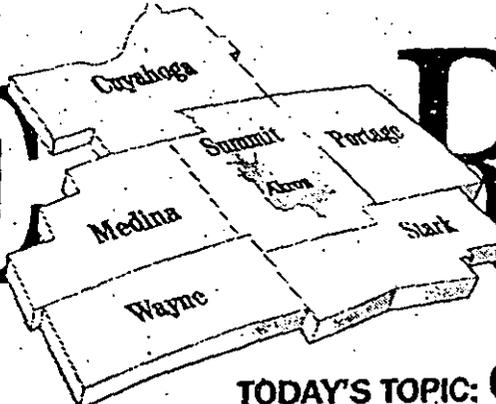
- Proposed Schedule of Events

- Congressional Outreach

## Retention

The COPS Office requires, on the part of its grantees, a good faith effort to retain the officers that they received through the Universal Hiring Program and to maintain the level of redeployment they achieved through the MORE program. This good faith effort is defined as a legitimate attempt on the part of the law enforcement agency and governing body to secure and provide local funding to employ the additional officer positions at the end of the grant period.

With the first round of grants coming to the end of their 3-year term in the spring of 1998, the COPS Office views retention as a potential concern. In various contacts with our grantees we have found that many have already made provisions for retaining their COPS-funded officers. The following clips reflect agencies that have already made provisions for the end of their grant and some agencies that see this as a problem or even a deterrent to accepting COPS funding. COPS will continue to monitor this situation. ]



# THE REGION

TODAY'S TOPIC: Community police

# Police program works

## • Communities in region to keep officers on beats once federal funds end

The federal government has been funneling thousands of dollars in grants to areas across the country to buttress community policing efforts. Here is a look at the money that has benefited communities in the five-county region. Most communities plan to keep the officers once the grants expire.

### Medina County

**Brunswick** - The department hired two officers last year and received \$150,000 for them. It has no plans to hire more officers, but it will keep the officers who have already been hired.

**Lodi** - One full-time officer was hired on Jan. 1. The federal government promised \$75,000 over three years. The amount decreases each year and is paid right now in monthly installments of \$2,500. The Village Council may vote to eliminate the position if money is not available.

**Medina City** - Five community officers have been hired, and one more will be hired soon. A total of \$450,000 has been received. The money will run out in three years, but the department plans to keep the officers.

**Medina Township** - The department received \$340,000 to hire four full-time officers and one part-time officer. However, the township board of trustees voted not to accept the money, and it was returned. Trustees were leery about the financial commitment that would result when the grant ran out.

**Seville** - One policeman was hired with the money last year. The federal government promised \$68,316 during a three-year period; the village has received \$4,554 so far. The plan is to keep the officer when the grant runs out.

**Wadsworth** - The department has applied for money for five more officers. It received a commitment from the federal government for \$75,000 in three years and has hired one officer. Officers will be retained after money runs out.

### Portage County

**Aurora** - The department was granted \$750,000 and has hired four officers in the last three years. The first grant (\$675,000) runs out at the end of 1998, and the second (\$75,000) will run out in 2000. Cost of the four officers will

be put into the police budget when the federal money expires.

**Brimfield Township** - It received about \$240,000 and hired three officers. Money for the first officer ends in March, and money for the other two, in 1999. The department expects to keep the officers.

**Garrettsville** - The village received \$75,000 in 1995 and hired one officer. It intends to keep the officer on its own payroll when the grant stops.

**Kent** - The department received \$450,000 (\$75,000 in 1995 for one officer; \$150,000 in 1996 for two officers and \$225,000 in 1997 for three officers, who will be hired soon). Federal money runs out for the first officer next year, for the second two officers, in 1999; and for the final three officers in 2000. All of the officers will be retained unless there are fiscal problems.

**Mantua** - It received \$67,500, which will run out in March, but it has filed for an extension to continue the program. One officer was hired with the money.

**Portage County sheriff** - The department was awarded \$120,000 in 1995 and hired one deputy. The money stops at the end of 1997. The department also was awarded \$600,000 in 1996 and hired eight deputies. That money ends in 1999. The department also will have four new deputies from \$300,000 granted to Ravenna Township when it had a police department for a short time. The department expects to keep all 13 deputies when the grants run out.

**Ravenna** - The department received \$75,000 and hired one officer for 1995. That money ends next year. It also received \$150,000 and hired two officers this year. That money will end in 2000. The city expects to take over full responsibility for paying the officers when the federal money runs out.

**Streetsboro** - Department received \$225,000 in 1994 and hired three officers. That will run out at the end of this year. It also received \$75,000 in 1995 and hired one officer. That money will run out in 1998. The department was promised \$150,000 in 1996, but has not hired any officers yet. The department will keep the four officers it has hired so far.

### **Stark County**

**Alliance** - The city received \$150,000 in three years, and two officers were hired. The grants run out next year, and it is expected the officers will be retained.

**Canal Fulton** - The village received about \$75,000 and hired one

officer, whom it plans to keep.

**Canton** - The city has received \$175,000 out of a \$300,000 grant and hired four officers in August 1995. The officers will be retained when the grant expires next year.

**Jackson Township** - It received \$461,000 and hired five officers and three community officers. They will be kept when the grants expire next year.

**Massillon** - The city received \$30,000 and hired one officer, who has been worked into the budget.

### **Summit County**

**Akron** - The city received \$2.66 million and hired 17 officers. It will keep the officers when the grants are depleted.

**Barberton** - In 1997, the city received \$150,000 and hired two officers. The money runs out at the end of 1999, but the city intends to keep the officers.

**Bath Township** - It received \$150,000 and hired two officers. The money runs out in 1999, but the township will pick up the cost of the officers.

**Copley Township** - It received \$75,000 and hired one officer. The money runs out in 1999, but the township hopes to keep the officer.

**Fairlawn** - The city received \$75,000 and hired one officer. The city will pay for the officer when the grant runs out in 1999.

**Hudson** - It received \$75,000 and hired one full-time officer. The grant runs out in April 1999, but the officer will remain with the force.

**Lakemore** - It received \$225,000 and hired three officers. The money runs out in 1999, but the village hopes to absorb the officers in the operating budget.

**Mogadore** - It received \$150,000 and hired two officers. The grant runs out in 1999, but the village hopes to keep the officers on the force.

**Munroe Falls** - The village received \$32,500 and hired one officer. The grants run out next year, but the position will be maintained through local funding.

**Norton** - It received \$75,000 and hired one officer. The city will pay for the officer when the grant expires next year.

**Richfield Village** - It received \$150,000 and hired two officers. The money runs out in 1999, but the village plans to keep both officers.

**Richfield Township** - It received \$106,434 and hired one full-time and two part-time officers. Although the grant runs out in 1999, the department expects a levy will allow it to keep the officers.

**Springfield Township** - It received \$710,901 and hired four officers. The grant will be depleted next year, but the department hopes to absorb the officers through retirement or other attrition.

**Stow** - The city received \$375,000 and hired five officers. The grant will run out in 2001, but the city will keep the officers.

**Summit County Sheriff (includes Green, Coventry, Northfield Center)** - The department has federal grants amounting to \$800,000 and has hired eight full-time and four part-time officers. Some of the grants will run out next year and the rest, in 1999. It is hoped the county will absorb the cost of the officers.

**Tallmadge** - The city received \$225,000 and hired three officers. The grant will run out in 1999, but the city expects to keep the officers.

**Twinsburg** - It received \$50,000 and hired three officers. The grant will be depleted in 2000, but the officers will remain on the force.

### **Wayne County**

**Apple Creek** - The village received \$75,000 and hired one officer. The money runs out next year, but the officer will be retained.

**Creston** - It received \$123,458 and hired two officers. Some funds dry up next year and some will end in 1999. The department hopes to absorb the expense and keep the officers.

**Dalton** - The village received \$53,826 and hired one officer. The money runs out next year, but the village plans to keep the officer.

**Doylestown** - It received \$69,472 and hired one officer. The funds run out in 2000, but the officer should be retained.

**Rittman** - It received \$119,000 and hired one officer. It hopes to keep the officer when the money runs out by 1999.

**Shreve** - It received \$168,000 and hired one full-time officer and one part-time officer. The village might hire two more part-time officers. The money runs out next year, but the village hopes to keep the full-time officer.

**Smithville** - It received about \$60,000 and hired one officer. The money runs out next year, but the village hopes to keep the officer.

**Wooster** - The city received \$75,000 and used it to retain an officer. The money runs out next year, but the officer will be kept.

# Praise for COPS

FRONT PAGE



Larry Ruet/Daily Southtown

Officer Thomas Hottinger spends his days patrolling Orland Park as part of the town's community policing program.

## Area chiefs say program working

By Molly Sullivan

Staff Writer

6247BD

Three years ago, President Clinton and Congress came up with a plan that hardly anyone could oppose: Give federal money to towns and counties across America to hire more police.

Many communities jumped at the chance, but the Community Policing Services grants came with strings attached. They would pay for only part of the officers' salaries, would

expire after three years, had to be used for community policing programs, and police departments had to agree to pay for the new positions after the grant money ran out.

In the Southland, 33 police agencies received grants, and many are halfway through the program. Some towns have figured out how they will pay for the officers when the federal money stops; others are working on budgets that will make it possible.

Many police chiefs and town offi-

cials in the south and southwest suburbs said they were not worried about finding money to keep the officers on the job. Booming communities such as Orland Park and Tinley Park are considering applying for additional grants through the same program because they need more officers to keep up with their growing populations.

But some towns experiencing little

See **COPS** page 6

## COPS

Continued from page

or no growth and tight budgets were more wary about taking Uncle Sam's offer. A few took a pass, believing they would not be able to keep the officers when the grant money expired. Calumet City officials decided to hire six officers rather than the 13 approved because they did not think they could afford to keep 13.

Police Chief George Vallis said having the six new officers enabled his department to start programs it otherwise could not have, such as motorcycle and foot patrols and more neighborhood watch programs.

"It is the intent of the city to maintain them (officers)," Vallis said. "We have made significant strides."

The first grants under the ongoing federal program were announced in 1994. Most area suburbs did not hire their new officers until sometime in 1995. The grants allotted \$75,000 per officer over a three-year period with towns kicking in some money to pay for part of each salary.

In Illinois, about \$170 million in grant money has been awarded, and more than 3,100 police officers have been hired by towns, counties and the state police. Nationwide, \$3 billion has been awarded and some 55,000 police officers hired, according to Charles Miller, spokesman for the U.S. Justice Department's Office of Community Policing Services (COPS), which oversees the grant program. The goal is to put 100,000 new police officers on the streets by 2001, Miller said.

Miller said none of the grants has expired, but federal officials are not worried about grant recipients failing to continue the new positions.

"We really aren't anticipating that developing because the indications we have received from the towns is that they are making every effort to do so," Miller said.

Police departments across the Southland have established a variety of community policing initiatives through the COPS program.

They range from domestic violence prevention in Richton Park to "walk and talk" foot patrols in Orland Park.

Police chiefs were unanimous in their praise for COPS and what it has meant for their towns.

Hickory Hills Police Chief George Dulzo said his department hired one officer to oversee a youth intervention program and act as a liaison with local high schools.

"Would we have done it without the (grant) program?" Dulzo said. "It certainly would have been a harder sell for me without it."

When the grant money is up, Dulzo expects to be able to persuade aldermen that the youth program is worth keeping.

"The benefits to the community far exceed the cost," he said.

For some fast-growing southwest suburbs, money is not much of an issue. In Orland Park, the village planned to hire more police when the COPS money became available.

"The timing couldn't be better," Police Chief Timothy McCarthy said. "It was a good coincidence because we were hiring anyway."

The village hired two officers

in 1995 with COPS funds and used them to augment the police bicycle patrol and the "walk and talk" foot patrol. That same year, the department added 12 officers with its own money.

Orland Park is applying for COPS money for six more officers this year to expand its community policing efforts. McCarthy said village officials have assured him that the money will be there when the grants run out.

"We wouldn't ever be considering it if the village didn't feel we'd have the funds three years down the line," he said.

One of those working in Orland Park's expanded community policing program is Tom Hottinger who, on a recent day, walked his beat through Continental Plaza, 159th Street and Harlem Avenue.

John Curry, who owns Fast Sign, a sign printing shop in the strip mall, welcomed the police visits.

"I think it's great, anytime you have visibility it's super," Curry said. "It makes you feel good knowing somebody's watching."

Besides getting to know people around town, Hottinger said his beat helps the image of the police.

"This gets us more personal with people in the community," he said. "When we go out there, they know we're not just there to stop crime but we're there to help people, too."

In neighboring Tinley Park, police used COPS money to hire two officers in 1995 and add three more during the last nine months. They are looking at seeking more COPS funds this year.

The village used the officers to create a four-man bicycle patrol unit and to expand its foot patrol. Police Chief Michael O'Connell said if Tinley Park gets more funds, police hope to further increase foot patrols and supplement the crime prevention bureau.

Richton Park police hired an officer in 1995 thanks to COPS

money, enabling them to create a domestic violence unit.

"We have been able to do some things we wouldn't have been able to do without it (funds)," Police Chief James Van Schepen said.

Officials in older suburbs with little growth and declining property tax bases have tighter budgets to work with, but several did not predict a doomsday scenario when their COPS grants run out.

Perhaps the south suburb facing the biggest challenge is Harvey, which has seen an exodus of industry and jobs and a rise in crime during the past 20 years. The COPS funds were too good to pass up, but city officials are unsure how they will pay for the 14 officers hired through COPS.

"We'll cross that bridge when we come to it," Police Chief Phillip Hardiman said. "That's most people's attitude. There's no way to predict what will happen in three years."

He said the city has such a high crime rate that it is imperative that it get as many police officers on the streets as possible. Twelve of the 14 officers were hired in January and will be on the streets within a few weeks.

Mayor Nick Graves said the police department has such a high turnover rate that it can likely absorb the new jobs through attrition, but that will not solve Harvey's chronic problem of a depleted police force. He said the city plans to apply for more COPS money.

"Our main goal is to get them out there," Graves said.

In Palos Hills, the financial picture is brighter than in Harvey or Calumet City but there is no guarantee that new police employees will be kept. The city hired one police officer, four civilian employees and set up a senior citizens unit with its COPS money.

"It's worked out really well for us," Police Chief Paul Madigan said.

The city has guaranteed funding for the police officer, he said,

but not for the civilian employees. It hopes to use its share of money from the sale of criminals' forfeited assets to keep the four workers, Madigan said.

Riverdale Police Chief David Shilling said the three officers hired have allowed the department to create a bike patrol and a program where an officer visits schools regularly to talk with students.

"Nobody knows what revenues will be like in 1998, but all indications are we'll be able to keep them (officers)," Shilling said.

Shilling said COPS has been a blessing even if it leads to headaches trying to keep the officers.

"It's worth it to us," he said. "We still have to make this place the best place for our residents to live."

1/21/97

# Beat goes on

## Cities to keep police after U.S. grants end

By **STEPHEN HUDAK**  
PLAIN DEALER REPORTER

Federal money runs out this year for 20 Ohio cities that won grants in 1994 to put more than 100 new police officers on the beat.

But those cities say they will keep their officers.

"We planned for it," said Commander Margaret Downing of the Cleveland Police Department, which used a \$2 million grant to hire 27 officers.

Some communities, such as Windham in Portage County, raised income taxes to pay their officers' salaries when the federal money dries up.

Others figured the costs into upcoming budgets.

The money comes from an \$8.8 billion federal program called Community Oriented Police Services, designed to put 100,000 more police on the street nationwide.

The six-year program, known as COPS, has been given some credit for the nation's improving crime statistics, said its spokesman, Charles Miller.

Federal money dries up next year for 100 more Ohio communities, including some in Cuyahoga, Geauga, Lake, Lorain, Medina, Portage and Summit counties.

Each pledged to fund the program locally after three years.

SEE COPS/2-B

"I assume there will be some pockets of the nation that can't make the commitment," said Dan Rosenblatt, executive director of the International Association of Chiefs of Police in Washington. "That is simply part of the unfortunate result of some of their individual restraints."

Miller said some cities are not prepared to pay the bills.

"But I don't honestly believe that many are going to shirk their responsibility. It's a program that's worked, and they will find the money," he said.

Medina Police Chief Dennis Hanwell said the city has figured its new officers into upcoming budgets and, for that, he is grateful.

He said he used the federal grant to place an officer in Union Square, a 106-unit apartment complex that generated 648 police calls in 1994.

The new presence cut calls by 44 percent.

Some communities put their new hires in high-crime neighborhoods.

In Akron, where the money was used to hire seven new officers, police have concentrated on condemned properties that were being used as crack houses.

"It gets back to old-fashioned police beat work," said Sgt. Tom Brown. "You know your policeman, you tell him your problem, he helps solve it."

Cleveland used the money to start bike patrols.

Elyria used its grant to improve relations between its department and tenants of two housing developments where drugs and crime had flourished.

Lorain County Sheriff Martin Mahony said he has used new officers to beef up patrols in the county's 18 townships. "That's what people wanted," he said.

Geneva, a city of 6,800 in Ash-tabula County, has used its officer to promote crime prevention programs and work on chronic neighborhood problems.

Lake County Sheriff Dan Dunlap said the program helped his department offer gun-safety, neighborhood-watch and other anti-crime programs.

"It's provided a good opportunity for the people we serve to see us as helpers and not just somebody who's always after you," Dunlap said.

Information from the Associated Press was used in this article.

# Due date coming on police bill

## Short-term federal grants running dry

By Jennifer Burry  
STAFF WRITER

The day of reckoning is coming for many local police departments that took new officers under the federal crime bill.

Short-term grants awarded to cities for the hiring of new police officers under President Clinton's 1994 Violent Crime and Control and Law Enforcement Act are drying up, leaving cities holding the bag for the additional officers' salaries.

"We knew that they would eventually come to pass," said San Marino police Chief Frank Wills, explaining why his department never even applied for the federal dollars. "We would have to lay-off officers or get rid of the officers through attrition a few years down the road like some departments are doing now."

But all the cities in the West San Gabriel Valley that received federal grants to beef up their police forces are making good on promises to maintain the higher staffing levels, even though the federal money is running out.

Pasadena received the most, a total of \$450,000 over three years under the Cops on the Beat policing program to pay a portion of the salary costs for six new police officers.

The grant runs out in the 1998-99 budget year, now considered by the City Council. The difference will be made up using general city tax money, said Pasadena Finance Director Jay Goldstone.

**Pasadena  
received the  
most, a total  
of \$450,000  
over three  
years under  
the Cops on  
the Beat  
policing pro-  
gram.**

## POLICE

### Short-term federal grants running dry

Continued from A1

Pasadena police Chief Barney Melekian said the city really made the decision to pay the extra costs for the officers when it took the grant.

"Our choice at this point, if we didn't want to continue to participate, would be to lay off those officers and pay back the money for the value of the officers that we received from the federal government," Melekian said.

Federal funding for more police officers is also running out in the coming budget year in Alhambra, Arcadia, Monrovia and South Pasadena.

"Our intent is to try to pick up that money and that's what all cities should be doing," said Alhambra police Chief Russell Siverling.

Alhambra hired two police officers through the Cops Ahead program, which provided the city \$25,000 a year per officer over three years. The money runs out next year, he said.

Monrovia police Capt. Roger Johnson said the federal grant program helped his city to quickly hire four new police officers it had already planned to add to the force.

Hiring is now under way for the additional officers who will be funded in part by the \$304,000 federal grant awarded in December to the city and being paid over the next three years.

"They had already made the commitment to the community to hire these four officers, so there is really no concern out in the future when this grant expires that these officers would go away," Johnson said.

Monrovia was also able to get a one-year extension on a \$75,000, three-year grant set to expire during the next budget year. The money has been used to pay a portion of the salary for a Drug Abuse Resistance Education officer.

South Pasadena is going through an internal reorganization of its Police Department. But there's no relationship between it and the fact that a \$57,800 federal grant used to

help fund two police officers drying up next year, said A McIntosh, assistant city manager.

"We are not reducing number of police officers cause we are losing that money," McIntosh said.

Arcadia police Capt. Frank Sandona said a \$150,000 grant awarded to his city through Cops Fast program is running out in February. The money was paid over three years via a match from the city to fund two new police officers.

"We signed a commitment to the grant to take these officers on as regular officers," Sandona said, adding there is planned reduction in the police force.

San Gabriel police Chief David Lawton said his city has another year left on a three-year grant paying a portion of the salaries for two police officers. "Hopefully we should be able to continue with those efforts," he said.

The Los Angeles County Sheriff's Department, which provides police services in Arcadia, Duarte and Temple City is receiving more than \$10 million in federal funds for additional police officers through the county.

But the sheriff's department got off to a slow start in using its grants, so the county has another full year left in its federal funding, said Capt. Dennis Wilson, in charge of the advance training bureau.

"We know there's an end in it in about a year," Wilson said. "But it's not close enough to be threatening to the budget."

Wilson said sales tax revenues and property taxes seem to be picking up in the county, so he's not too concerned about having to cut any of the sheriff's deputies added with federal grant money.

There's also been some concern that Washington will be making more money available to keep the staffing levels up, Wilson said.

"Even if we lost the funding today, we would still have our community policing program," Wilson said. "That was a promise we made to the federal government when we took the money, and we plan to make good on that."

Citation	Rank (R)	Database	Mode
9/15/96 STLSPD 01D	R 1 OF 1	STLSPD	Page
9/15/96 St. Louis Post-Dispatch 01D			
1996 WL 2791661			

St. Louis Post-Dispatch  
Copyright 1996

Sunday, September 15, 1996

NEWS

WHEN CASH FOR COPS ENDS, SMALL AGENCIES VOW TO KEEP OFFICERS  
My Linh NGUYEN Of The Post-Dispatch Staff

When President Bill Clinton pledged in 1994 to put 100,000 officers on the streets over six years, police departments in the St. Louis area and across the country lined up to get one or more of them. They've pounded beats, started bike patrols and set up drug-prevention programs.

So far, 20,000 officers have hit the streets of America. Missouri has been able to put about 1,188 men and women in the field through the program; Illinois some 2,369. Locally, Missouri municipalities in the St. Louis area have added about 188 officers; Illinois municipalities about 53.

The question now is will these officers be pulled back once the program ends.

No way, say three small-town police chiefs in Glendale, Warson Woods and Bel-Nor whose departments have benefited from the grants.

The chiefs said that while they are concerned about the financial burden after the grants expire, they are confident that all efforts will be made to keep the officers on the job.

Under the Crime Act of 1994, the Justice Department's office of Community Oriented Policing Services was created to issue the grants. The COPS grants are one-time allocations issued on a descending scale, so that the amount decreases with each year. After the third year, the police departments are expected to pay the full salary and benefits of the officers.

Just two years into the program, the COPS office has issued grants for more than 44,000 officers - 20,000 of whom are already on the streets.

### 3 Years Of Funding

By law, the COPS office is bound to allocate half its funding to communities with less than 50,000 residents, regardless of crime  
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statistics. COPS grants pay 75 percent of the salaries and benefits for new officers for three years, up to \$75,000 per officer.

"The hiring initiative is not competitive," said Teri Black, a spokeswoman for the COPS office in Washington. "If an agency can demonstrate its commitment to the cop, then they'll be granted their cop."

The COPS office recommends that the cities keep the officers after the grants end.

"That was certainly our intention from the beginning," said Glendale Police Chief Richard Black. "Whenever that \$75,000 runs out, it's out."

Black said he had wanted to add an officer to his 10-person department ever since he became chief 10 years ago. But the city's budget could never accommodate the new hire. Last summer, Glendale finally hired its 11th officer - a woman, its first - thanks to a COPS program called COPS Fast.

Black said he didn't think Glendale stood a chance at the federal grant.

"We had a city of less than 6,000 people and our crime stats certainly weren't bad," he said. "We were tickled to death when we heard we were going to get an officer."

Black said the process was surprisingly easy, starting with the one-page, six-question application form.

The addition of Officer Rebecca Phillips has helped Glendale, an area of 1.3 square miles, move closer to its goal of having two officers on the streets at all times. Since hiring Phillips, Glendale has begun a bicycle patrol and a Drug Abuse Resistance Education program.

Phillips was in the St. Louis Municipal Police Academy when Clinton announced his plans. She said she was thrilled to hear of the COPS grants.

"You're always worrying if you're going to get a job at the end" of school, she said. "It pretty much guaranteed that everybody in my class was going to get a job."

Phillips graduated in June 1995 with 33 others. Community policing comes naturally in a small city, but there is a push for it in her department, she said. Much of her time is spent in public relations - giving talks on safety and getting out into the community. But she also spends time answering alarms and checking

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out prowlers.

"I love it," she said.

#### New Programs

Warson Woods Police Chief Mark Willenbrink said he doesn't expect any problems when the grant ends in three years.

"Financially, (Warson Woods) is pretty solid," he said. "I feel confident right now that we'd keep the officer."

City officials had been discussing adding an officer, and the timing was perfect, he said. Even without the grant, the city would have hired another officer, Willenbrink said.

Warson Woods welcomed its newest officer in mid-August.

Willenbrink said community oriented policing is also nothing new for his department. The seven-officer department patrols a community of 2,000 residents in one-half square mile.

"Just because our crime rate is low doesn't mean that these programs won't work here," he said. "I thought it would have been an injustice to the community if we didn't apply for this."

The money has meant new programs and more manpower on the streets, he said.

In the past, patrol officers would have been pulled off the streets to run a community program, he said. But now, the department is able to focus on a weekly citizens police academy, a bicycle patrol and children's safety fairs.

Bel-Nor received its grant last year. The department hired an officer in May 1995, increasing its ranks to nine officers. Because of the extra manpower, the department created a position for a community policing officer and is focusing on juvenile crime and crime prevention.

Ever since the new officer came aboard about a year ago, they've had a decrease in sick leave and overtime, few citizens' complaints and fewer supervisor's complaints.

"Our main goal for the first year was to get the D.A.R.E. and community policing going," said Chief Dan Pesold. The department recently started a bicycle patrol.

Officer Glenn Fernau routinely pedals 15 to 22 miles a day, navigating the hills of Bel-Nor, Greendale and Bellerive Acres.

The police began the patrols in May. The community's reaction has been overwhelming, Fernau said.

"Seeing you out on the bike - when you're one-on-one - they seem to have a sense of belonging with you," he said. Fernau said the bike gives him more mobility. He can cut through back yards and between houses to respond to a call. That advantage helps when it comes to earning respect among youths, especially the bad ones.

"They know I can catch them quicker," he said.

The Bel-Nor police department patrols an area of 10 square miles made up of Bel-Nor, Greendale and Bellerive Acres. The communities have a combined population of about 4,400.

'Now, We Can Boast'

Pesold said the police saw an influx of crime in the early 1990s, so they tried to start community participation programs then. But the shortage of officers forced the department to put the programs on the back burner.

"Before, we were shorthanded," Pesold said. "We weren't able to cover the streets very effectively. Now, we can boast of cutting our crime rate in half," mostly by having more officers on the streets.

Pesold said he believes that the city will keep the additional officer long after the grant runs out.

"I don't think our board of trustees will allow it to get away from them. They'll make sacrifices," he said. "As long as we have the current board, and as long as I'm here, we're going to fight to keep the officer."

TABULAR OR GRAPHIC MATERIAL SET FORTH IN THIS DOCUMENT IS NOT DISPLAYABLE

PHOTO, GRAPHIC; Caption: (1) Color Photo by Jane Rudolph/Post-Dispatch - Glendale Police Officer Rebecca Phillips cruises in a patrol car on the late shift. (2) Graphic / Chart - Illinois Additions A sampling of area Illinois communities and how many police officers they have acquired through the 1994 Crime Bill: ILLINOIS

Alorton	5	Alton	7.3
Belleville	5	Bethalto	1
Collinsville	1	Columbia	1
Louis	25	Edwardsville	5
Grafton	1	Granite City	1
Sheriff	2	Madison	2
Sparta	1	Swansea	3
Police	172	Total	2,369...
Additions	MISSOURI	Arnold	3
		Ballwin	5
		Bel-Nor	1
		Copr. (C) West	1998
		No Claim to Orig.	U.S. Govt. Wor

(3) Graphic / Chart - Missouri Additions

Citation	Rank (R)	Database	Mode
9/10/97 PITTSPPOST N1	R 14 OF 19	ALLNEWSPLUS	Page
9/10/97 Pitt. Post-Gazette N1			
1997 WL 11845076			

(Publication page references are not available for this document.)  
Pittsburgh Post-Gazette  
Copyright 1997

Wednesday, September 10, 1997

METRO

FUNDED POLICE HIRINGS WEIGHED  
CAROLINE ABELS, POST-GAZETTE STAFF WRITER

Chip in and they will come. That was the original deal townships and boroughs had with Congress and the Clinton administration for getting additional police officers on the street.

But now some community leaders are saying they can't afford to make any contribution toward the costs of hiring more police or may not be able to keep them when federal funds run out.

Sharing costs hasn't been a problem in some places.

When the federal government offered to help pay the salary of a new police officer in Franklin Park, officials in the affluent North Hills borough eagerly took the bait. The offer came with a price: Franklin Park would have to pay an increasing part of the new officer's salary for three years and pick up all of it after that. But local officials knew that an extra police officer would come in very handy, Police Chief Don Dorsch said.

The commitment was made, and the joint-funding deal between Franklin Park and the U.S. Justice Department allowed the 15-member police force to improve its drug awareness and community-based policing programs with the extra help.

Ninety Western Pennsylvania communities were among 300 across the state that received \$20.6 million to hire more police in 1995. All had populations of less than 50,000.

Concerns remain, however, in some communities over how to pay the local portion of salary and benefits.

The federal government pays up to 75 percent of the costs for new officers for one to three years. Most towns spread the money over three years.

Such places as Ambridge, however, claim they can't pay their local share.

(Publication page references are not available for this document.)

The Beaver County borough hasn't hired any new police officers yet, Police Chief David Sabol said, although it has \$750,000 in federal grant money waiting to be spent.

The borough knew local money would be tight but applied anyway. "We thought it would be a good idea to get the wheels in motion in the event that we would have the money," Sabol said.

The borough has applied for a program waiver. If it is granted, Ambridge could hire several new police officers and make no local contribution for three years.

Homestead received such a waiver this year, but federal officials say the hard-pressed borough was a special case.

Communities must prove "extreme" financial hardship to the federal government, said Charles Miller, a spokesman for the Justice Department's Office of Community Oriented Policing Services, which administers the funds.

Communities that don't live up to their side of the deal and don't get a federal waiver might not receive any more Justice Department grants, Miller said. But no punishment policy has been formulated, he said.

Even in towns that can afford to share the costs of new police, tension has arisen between police departments eager to continue the program and politicians trying to balance budgets.

Although he supported council's recent decision to apply for more federal grant money, Coraopolis Councilman Robert Barone said future councils might be unable or unwilling to continue paying the new officers.

"You're pushing (the cost) down the road," Barone said.

Barone also questioned the need.

Coraopolis lies along the south bank of the Ohio River opposite Osborne and Haysville. Barone said the borough was not so crime-infested as to need more police officers.

Coraopolis council President Mary Sike disagreed. She said residents wanted to see more officers on the street.

Indeed, Miller of the Justice Department said officers hired under the grant program were often used to improve "community policing" projects in departments, and said that was the Justice Department's goal.

(Publication page references are not available for this document.)

Community policing emphasizes crime prevention by having more officers walking beats and getting to know the people in their communities.

Many chiefs stressed the importance of extra manpower and the need for financial help.

"In a small department, one officer means a lot," said Carnegie Police Chief Jeffrey Harbin. He increased his department from 12 to 13 with the grant.

And in Aspinwall, Police Chief Charles Clouse conceded that his department wouldn't have hired another police officer if the federal grant money had not been available.

TABULAR OR GRAPHIC MATERIAL SET FORTH IN THIS DOCUMENT IS NOT DISPLAYABLE

CHART; Caption: CHART: U.S. Justice Department: Post-Gazette

----- INDEX REFERENCES -----

EDITION: NORTH

Word Count: 679

9/10/97 PITTSPOST N1

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Citation	Rank (R)	Database	Mod.
9/10/97 PITTSPPOST W1	R 15 OF 19	ALLNEWSPLUS	Page
9/10/97 Pitt. Post-Gazette W1			
1997 WL 11845103			
(Publication page references are not available for this document.)			
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Wednesday, September 10, 1997

METRO

TOWNS TO DECIDE WHETHER TO SEEK MORE POLICE FUNDS  
CAROLINE ABELS, POST-GAZETTE STAFF WRITER

When the federal government offered to help fund a new police officer in Coraopolis, police and borough officials eagerly took the bait.

As part of the deal, they would have to pay part of the officer's salary for three years, and all of it after that.

Yet, officials were sure it would be worth it, and as a result of the joint-funding deal between the U.S. Justice Department and Coraopolis, the department hired Officer John Gorsuch.

Now, small communities in the area that received federal funds in 1995 for more police officers are deciding whether they want to apply for more money.

Ninety Western Pennsylvania communities and 300 across the state with populations of less than 50,000 received \$20.6 million in 1995.

But there is concern in some communities over how to absorb salary and benefit obligations when grant funds run dry.

Under the program, the federal government pays up to 75 percent of an officer's salary and fringe benefits for one to three years. Most towns spread the money over three years.

Although Coraopolis is prepared to continue Gorsuch's employment after its federal grant expires soon, Ambridge is unable to pay its portion of the salary, Police Chief David Sabol said.

The borough hasn't even hired a new police officer yet, Sabol said, though it has \$750,000 in federal grant money waiting to be spent.

"Going into it, we knew our money would be tight, but we thought it would be a good idea to get the wheels in motion in the event that we would have the money," Sabol said.

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(Publication page references are not available for this document.)

The borough has applied for a waiver of its share of the deal. If granted, Ambridge would receive new police officers with no local contribution for three years, after which it would have to decide whether to keep them.

Homestead received a similar waiver earlier this year.

Grant recipients must prove to the federal government "extreme" financial hardship if they are unable to keep employing the officers, according to spokesman Charles Miller of the Justice Department's Office of Community Oriented Policing Services, which administers the funds.

"We can't say we'd require them to continue funding the officers into perpetuity, but we'd require it into the foreseeable future," Miller said.

Communities that shirk their side of the deal without federal approval might not receive any more Justice Department grants, Miller said.

In some towns, tension has arisen between police departments eager to continue the program and politicians trying to balance budgets.

Though he supported a recent decision to apply for more of the same grant money, Coraopolis Councilman Robert Barone said future fiscal planners in the borough might be unable or unwilling to continue funding the new officers.

"You're pushing (the cost) down the road," Barone said.

Barone also said his borough is not so crime-infested as to need more police officers.

But Coraopolis Council President Mary Sike said residents want to see more officers on the street.

Indeed, said Miller, officers hired under the grant program are often used to improve "community policing" projects in departments, and he said that was the Justice Department's goal.

Because of the new officer it hired with the grant money, the Franklin Park police department was able to expand its drug awareness program, Chief Don Dorsch said.

Aspinwall's police chief, Charles Clouse, said his department wouldn't have hired another police officer if the federal grant money wasn't available.

(Publication page references are not available for this document.)

Many chiefs stressed the importance of extra manpower.

"In a small department, one officer means a lot," said Carnegie Police Chief Jeffrey Harbin, who increased his department from 12 to 13 with the grant.

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CHART; Caption: CHART: U.S. Justice Department: Post-Gazette: (Federal grant for police)

----- INDEX REFERENCES -----

EDITION: WEST

Word Count: 600

9/10/97 PITTSPOST W1

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Jose Cerda III

12/10/97 03:18:52 PM

Record Type: Record

To: Elena Kagan/OPD/EOP

cc:

Subject: Re: 100,000 cops

3...jc3

----- Forwarded by Jose Cerda III/OPD/EOP on 12/10/97 03:18 PM -----

Ron Klain @ OVP  
12/09/97 11:36:03 AM

Record Type: Record

To: Jose Cerda III/OPD/EOP

cc: Eli G. Attie/OVP @ OVP, Bruce N. Reed/Opd/Eop, Ron Klain/OVP @ OVP, Michelle Crisci/Who/Eop

Subject: Re: 100,000 cops

Well, of course, this was just an arbitrary goal that some campaign guys set. And besides, America doesn't really need the police. I mean, 70,000 is almost 100,000 anyway. And think how much good 30,000 more grant-administrators in an OJP-directed study of the future of crime studies could do. Schmidt was a nut who never really understood how important growing the BJS and NIJ budgets really were.

But seriously, some day, this will go down as a classic example of what happens to second-term administrations: new people come in (i.e., Ray Fisher) who lack a commitment to the goals/pledges of the President's agenda -- who did not fight in the campaigns or the first-term -- and therefore, allow other considerations (i.e., pacifying Congress, OMB, institutional powers that influence the agency) to take precedence. If Bruce and/or Gene ever leave.....



Jose Cerda III

12/10/97 03:19:28 PM

Record Type: Record

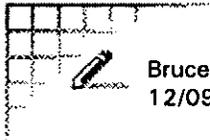
To: Elena Kagan/OPD/EOP

cc:

Subject: Re: 100,000 cops

4th and final...jc3

----- Forwarded by Jose Cerda III/OPD/EOP on 12/10/97 03:19 PM -----



Bruce N. Reed

12/09/97 12:22:16 PM

Record Type: Record

To: Ron Klain/OVP @ OVP

cc: See the distribution list at the bottom of this message

Subject: Re: 100,000 cops 

Nobody leaves this joint till the 100,000th cop is awarded.

Message Copied To:

---

Jose Cerda III/OPD/EOP  
eli.g.attie@ovp @ ovp  
Bruce N. Reed/OPD/EOP  
ron.klain@ovp @ ovp  
Michelle Crisci/WHO/EOP



Jose Cerda III

12/10/97 03:18:20 PM

Record Type: Record

To: Elena Kagan/OPD/EOP

cc:

Subject: Re: 100,000 cops

Two in the series...jc3

----- Forwarded by Jose Cerda III/OPD/EOP on 12/10/97 03:18 PM -----



Jose Cerda III

12/09/97 11:22:47 AM

Record Type: Record

To: Eli G. Attie/OVP @ OVP

cc: Bruce N. Reed/OPD/EOP, ron klain/ovp @ ovp, Michelle Crisci/WHO/EOP

Subject: Re: 100,000 cops

Eli:

Thanks for the heads up, though I'm afraid we well aware of DOJ's wanting to max out on about 70,000 cops. We're not off track for 100,000 yet, but it does become increasingly difficult with Congress starting to earmark unobligated funds, DOJ not wanting to cross their appropriators, OMB more concerned with "100,000 cops on paper" than "100,000 cops in practice", and minimum attention from the White House. My guess is that the White House -- DPC, Intergovernmental, Leg. Affairs, OMB -- will have to step-in before the next budget cycle and do a bit of our own problem solving.

It does trouble me, however, that the Acting Associate AG seems so willing to concede the President's 100,000 goal...though I wouldn't say it surprises me...

Jose'



Jose Cerda III

12/10/97 03:17:41 PM

Record Type: Record

To: Elena Kagan/OPD/EOP

cc:

Subject: 100,000 cops

One in a series to follow...jc3

----- Forwarded by Jose Cerda III/OPD/EOP on 12/10/97 03:17 PM -----



Eli G. Attie @ OVP  
12/09/97 11:05:38 AM

Record Type: Record

To: Bruce N. Reed/OPD/EOP

cc: Ron Klain/OVP @ OVP, Jose Cerda III/OPD/EOP, Michelle Crisci/WHO/EOP

Subject: 100,000 cops

Bruce -- just a quick FYI -- I just spoke with Deputy Associate Attorney General John Dwyer, who oversees the COPS program; he asked me to pass on a message from the A.G. to Ron and the VP (since we are doing an announcement of some new cops this week) that we may never reach 100,000 cops. He says interest in the cops at the local level has been waning steadily, and Congress hasn't been that cooperative in finding ways to make them more attractive. Therefore, according to Dwyer, we may simply max out at about 70,000 and declare victory.

Ron and I thought you should be aware of this, since you may not agree with this approach... If you want to inquire at DoJ, Dwyer's number is 514-4969...(or I can speak to him further if you want)



Crime - COPS program

~~Tom -  
I agree with you that  
it's really important  
to put this back on track.  
Should we have a  
meeting with Fisher  
to start, so we can  
envey what DOT  
might be doing?  
Elena~~



Jose Cerda III

12/10/97 03:21:13 PM

Record Type: Record

To: Elena Kagan/OPD/EOP

cc:

Subject: Re: cops

Oops...last one...jc3 -- This one is in response to BR about a note asking if we should do anything about the 100,000 cops in the budget.

----- Forwarded by Jose Cerda III/OPD/EOP on 12/10/97 03:20 PM -----

a: Bruce



Jose Cerda III

12/09/97 12:52:31 PM

Record Type: Record

To: Bruce N. Reed/OPD/EOP

cc:

Subject: Re: cops 

BR:

I don't think we need to do anything in the budget for next year. It has full funding for COPS as agreed to in the BBA (1.4 + billion). What we need to do is some combination of the following:

- (1) get DOJ to back-off its "settle for 70,000" attitude and look for creative new ways to keep demand up (i.e., new targeted programs, waivers of the 75,000 cap for big cities, etc.);
- (2) get DOJ to back off its position that it can't use its statutory waiver authority w/out the appropriators signing off;
- (3) have OMB accept that COPS funding won't necessarily drop off in FY 2000 -- and get them to realize that keeping demand/interest up, through some flexibility, is as important as keeping the 100,000 count;
- (4) have WH and OMB leg. affairs make this a bigger priority with the Hill leadership types (will never win the DOJ/approps. relationship battle); and
- (5) get the President talking COPS again and doing cop events (I'll take handing out COPS funds and talking about crime rates going down any day before another directive.

Plus, I'm sure there's more we can be doing that hasn't immediately occurred to me. I'll keep thinking about it.



Jose Cerda III

12/16/97 10:43:52 AM

Record Type: Record

To: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP  
cc: Leanne A. Shimabukuro/OPD/EOP  
Subject: COPS

BR:

Pursuant to your question last week as to whether or not we need to do more on COPS, I've changed my mind. We should take the lead in pulling together the new Associate AG, OMB and others and pushing them to aggressively resolve whatever issues we have. We shouldn't wait for them to come up w/answers. DOJ and OMB have already made clear that their interests are much narrower than ours here -- and we need to instill a little COPS religion into them again. I'll work w/John Hart in setting up a meeting for just after the New Year.

I heard that the new Associate AG met w/Rahm recently, and -- based on DOJ's "settle for 70,000 cops" attitude -- suggested that he was ready to work w/Rahm on an "exit strategy" for the 100,000 cops. You can imagine Rahm's response. Our meeting will give the new Associate AG an opportunity to redeem himself.

Jose'



**The hollow crime bill.**

# ANATOMY OF A POLICY FRAUD

By Stephen Glass

In Normal, Illinois, life has always been just that. There are good schools and packed churches. After work in the summer, townsfolk flock to a sandlot in back of the National Guard Armory to watch fast-pitch softball and eat the locally manufactured delicacy, Beer Nuts. For as long as anybody can remember, crime has been under control in Normal—and, for just as long, Normal has been Republican country. Ronald Reagan once campaigned here. So did Gerald Ford. Normal, they said, reminded them of how America was before liberalism turned Main Street over to the muggers, rapists, and gun-toting gangs.

This August, however, something abnormal happened: a Democrat came to campaign. It was Senator Carol Moseley-Braun, and—even more remarkably—the subject of her whistle-stop was crime. Flanked by local police chiefs and dozens of officers from nearby cities, the senator gave the same speech she would give in 16 other cities that week, reminding her audience that it was President Clinton who had put more cops on the streets and instituted stiffer penalties for criminals—that it was the Democrats, not the Republicans, who were tough on crime. “The cops would find themselves cheering,” recalls one Normal officer. “I mean they hate Democrats, I hate Democrats, but I’ll probably end up voting for her because she’s for cops. She has made our town safer. Everyone is going to vote for her.”

Until 1994, Moseley-Braun’s appearance would have been unthinkable. At least since the 1960s, Democrats have been on the defensive about crime, answering Republican calls for more law and order with platitudes about education and rehabilitation. But three years ago, President Clinton sought to change all that with his 1994 crime bill, a measure that promised Americans more cops, fewer guns, and longer sentences for criminals. Passage would not come easily: Republicans thought it was too expensive and placed too many restrictions on local communities; some Democrats thought the get-tough-on-crime approach was too stiff. But Clinton spent a considerable amount of political capital on the measure—to the exclusion of other causes, such as national health care—and today he calls it one of his lasting achievements. “The crime bill,” he boasts, “is producing results—putting more cops on the street and keeping violent offenders behind bars longer.”

Politically, the law has indeed worked wonders, as Moseley-Braun and other Democrats can attest. When the bill was signed, the Democratic approval rating on crime hovered around 50 percent, according to one GOP pollster; today, it is 72 percent. But as a matter of policy, the law’s impact is only now coming into focus. And it turns out to be nothing like the grand achievement Clinton and the Democrats have been touting. While crime is down nationwide, there is little evidence that Clinton’s crime bill had anything to do with that decline. In fact, it may have even slowed the decline. The guns Clinton supposedly banned are still readily and *legally* available; cities can’t afford the 100,000 cops, which may mean the federal government will have to keep financing them in order to keep them on the beat; and the criminologists’ fears that the three-strikes law would backfire are starting to come true, putting yet more strain on an already overburdened criminal justice system.

The administration knows all of this. Somewhere in the bowels of the Justice Department sits a devastating report on the crime law’s impact, compiled by the American Society of Criminology. But while Attorney General Janet Reno personally asked for this report during a 1994 speech to the society, the Justice Department says it has no plans to publish it. They have good reason to be afraid—and so, ironically, do politicians on both sides of the aisle. The report reveals not only how a policy being widely advertised as a success knowingly defied a sound scholarly consensus. It also shows, along with a slew of other evidence, how Washington can produce a full-scale legislative farce.

Few elements of the crime bill were as politically potent as the ban on assault weapons, which offered gun-control advocates a rare opportunity to defeat the powerful National Rifle Association. In 1994, President Clinton and other proponents of the ban made impassioned pleas for the proposal, arguing that there was no reasonable justification for allowing such weapons into circulation. (Who needs an AK-47 to kill deer?) Despite stiff NRA opposition, the ban passed. Gun-control advocates and many Democrats hailed the measure as a tri-

umph, and celebrated on the Capitol lawn.

But while the assault weapons ban was good politics, its impact on public safety may have been, at best, negligible. For starters, the crime bill only banned the sale or trade of assault weapons manufactured after September 13, 1994. Guns built before that date remain legal, and while no one knows exactly how many are on the streets, assault weapons are regularly advertised at gun shows and in the back pages of *Shotgun News*.

The more serious flaw in the assault weapons ban, though, was its language. "Assault weapon" is not an official classification used by gun manufacturers, so in crafting the gun ban, Congress had to find a way to specify which weapons would be illegal. Lawmakers settled on two methods. First, they banned several weapons, such as the AK-47, by name. Second, they described the elements of assault weapons, and decreed that any weapon meeting some of the criteria would be illegal. (For example, guns can't have a grenade launcher and a folding stock attached.) Thus, a copycat of the AK-47—that is, a gun with the exact same features—would be illegal too.

It didn't take long for the gun manufacturers to grasp what now seems obvious: just so long as a copycat weapon didn't satisfy *all* of the banned criteria, it could still pass legal muster. All a manufacturer had to do was to take an existing banned weapon, modify it slightly (say, by removing the special muzzle), and then market it under a different name.

This is precisely what happened with the Colt AR-15, one of the best selling assault weapons before 1994. The 1994 crime law banned the AR-15 by both name and description, and Colt complied, ceasing all manufacturing. Within months, however, a rival gun company, Olympic Arms, began shipping a nearly identical weapon to stores under a different name—PCR-1, for "politically correct rifle." The big variation? No mount for a bayonet and no flash suppressor (a device that reduces the flash of light that comes with the gun's blast). The differences are barely cosmetic (see illustration). But they are sufficient to make the weapon legal. Less than a year later, another manufacturer, the

Eagle Arms Company, began marketing its own AR-15 clones—the M15A2 and the M15A3 Predator.

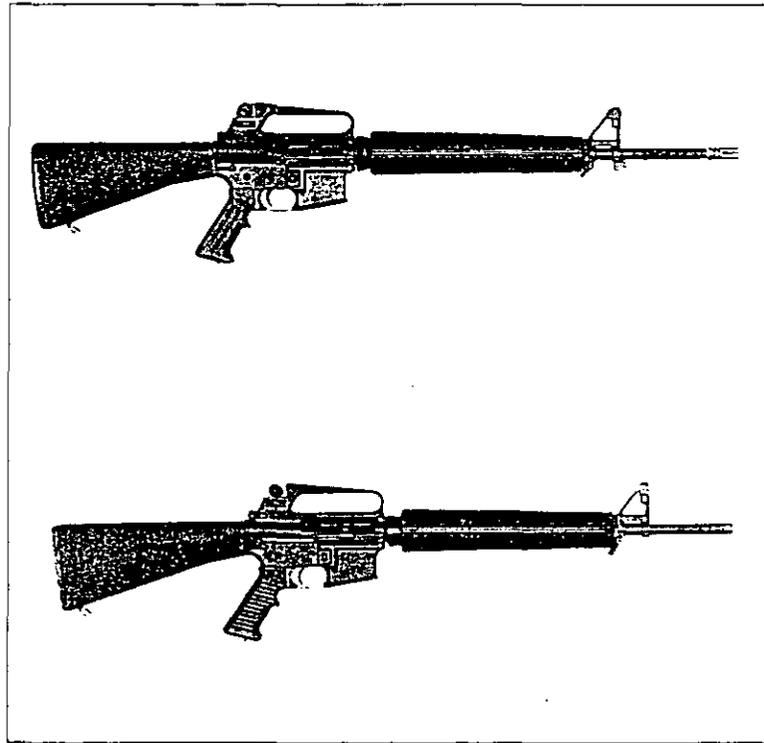
During the debate over the crime bill, the NRA and other gun-control opponents had claimed the assault weapons ban would hurt only collectors and hunters—not criminals. Considering what has happened so far, they may have been right. Criminals, unlike collectors, don't care about a weapon's name or whether all its parts are from the same manufacturer. They care about functional features, like a gun's weight, and what kind of ammunition it takes. They can always add prohibited accessories using kits sold over the Internet and at gun shows. Collectors, on the other hand, care about names and manufacturers; asking them to buy a

kit is like asking a Corvette collector to install a Ford engine.

Another politically potent plank in the Clinton crime plan was the promise to put 100,000 new cops on the streets by the year 2000. This achievement was a staple of Democratic Party television advertising in the 1996 campaign, and it was a prominent theme of candidates on the stump. Even former New York City Police Commissioner Bill Bratton said the crime bill is what influenced him to endorse Clinton over Dole: "While the Republicans talked tough on crime, Clinton did something."

Again, the logic seemed unobjectionable. The basic idea was not to federalize policing, but to have Washington pay up to 75 percent of the new officers' salaries, with the understanding that, within three years, local governments would pick up the whole tab. The grants would be administered through a Justice Department division, the appropriately titled Office of Community Oriented Policing Services (COPS). Although the price tag struck some as hefty—\$8.8 billion—Clinton reasoned that since the cities would eventually be paying for the police on their own, the investment was worthwhile.

But the communities taking on the new officers may not be the ones that most need them; indeed, a 1995 General Accounting Office study found that communities were getting COPS grants irrespective of their actual crime rates. Towns that had fewer than 25 crimes per



COPYCAT ASSAULT WEAPONS  
TOP: COLT AR-15, BANNED BY THE 1994 CRIME BILL.  
BOTTOM: OLYMPIC ARMS PCR-1, LEGAL UNDER THE SAME LAW

1,000 people were just as likely to get grants as those cities with more than 75 crimes per 1,000. Meanwhile, it turns out that many of the communities who got COPS officers are smaller towns—with smaller budgets and smaller crime problems—who don't really need additional officers and often can't afford them.

One such city is Harleyville, South Carolina, population officially estimated at 867. As long as anyone can remember, Harleyville's police force has consisted of two officers, which was plenty. But Harleyville applied for a COPS grant—and, in 1995, got it. As one local told me: "If President Clinton needs 100,000 officers, and we get it almost free, why not stick as many as we possibly can right here in Harleyville?"

Harleyville's new officer came on board in March 1995, but a problem soon emerged: there wasn't much for him to do. The chief assumed a more supervisory role and, locals say, improved the department's public image. Since Harleyville wasn't footing the bill, the townsfolk went along—just as they did when the chief recently suggested the town get *another* COPS officer. That addition gave Harleyville a citizen-to-officer ratio of more than one officer for every 300 people, unusually high for a community with so little crime.

Now, however, Harleyville confronts a dilemma: the federal grant is running out, and the town doesn't know where it will get the money to make up the difference. "We're trying to plan for it ahead of time, but we already have a very tight budget," explains Katrina Hackworth, the Harleyville town clerk. "I don't know exactly how or even if we will be able to work it in."

**T**he same is happening elsewhere. Small towns—some more needy than Harleyville—are having a hard time coping with the funding problem, and some are even contemplating layoffs. According to a study by the Cops & Justice Foundation, an organization that collects and sells law enforcement data, more than half of today's COPS positions won't exist two years from now. Lincolnville, South Carolina, for example, has two officers, one of whom is paid for by a COPS grant. Keeping the officer would be expensive: the grant itself accounts for almost one-third of the city's entire police budget, while the city is having trouble paying for essential repairs to the local fire station.

"Our study found that this whole thing was a really silly idea from the beginning," explains Anne Pyrne, the Foundation's executive director. "What we as a country forgot in 1994 is that the reason these cities don't have more cops is because they don't have the money for the cops. Or, for whatever reason, they want to put the money into schools or libraries or fire departments." Pyrne's study of more than 100 communities found that fewer than 20 percent had "detailed" plans on how to pay for the officers once the subsidy ended.

This may not seem like the most tragic thing in the world—unless, of course, you happen to be a COPS police officer staring unemployment in the face. At worst, it would seem, the administration was simply too

hasty in its grant approval process. But the administration hasn't corrected the mistake. Indeed, despite all of these problems, it's pushing *more* cops on communities that don't need them.

Taylorville, Illinois, for instance, recently turned down Washington's offer for another officer for funding reasons. "The Justice Department kept saying to us: 'Oh come on, take the money,'" explains a Taylorville town official. "But we couldn't in good faith say we'd keep him on staff." St. Albans, Maine, turned down a second COPS grant this summer. That city's *only* officer comes from a COPS grant. "Look, for years we got along pretty well without any," explains area resident Richard Hew. "We can't sustain two or three cops. There would be more officers than burglars." Suburbs of bigger cities that have larger, more established police departments—such as Verona and Plum outside Pittsburgh, Pennsylvania—find themselves in similar predicaments, straining to take over the expense of current COPS officers while having Washington push more officers on them than they can likely afford.

So why has the administration remained so persistent? Justice Department spokesman Bert Brandenburg says the academic studies don't match what's really happening. Few communities, he said, have told Justice that they're having trouble. "The mayors have to sign a pledge to keep the officers, so they are finding creative ways," he added. Some are even increasing their sales tax to raise the necessary money. But Donny Tye, a former California police officer who is writing a book about the COPS grants, says Justice would be the last to find out if a city was having problem. "If you are scrambling to uphold your end of the deal, you're not going to tell the lender until the very last minute," he said. "Otherwise you might lose more money."

It's not hard to see where this is going: "What I predict is that by 1999 you are going to have the same lobbyists who come back every year to get farm subsidies starting to work for police departments," Pyrne said. "They are going to need cop subsidies. If anything, cops are politically more compelling than peanuts." That, in fact, may already be happening. During her swing through downstate Illinois, Senator Moseley-Braun announced that she would soon be introducing a bill making the federal government's grant for officers permanent. Asked by an officer if permanent funding conflicted with the whole idea of seed money, Moseley-Braun reportedly rolled her eyes and said they both achieve the same goal: 100,000 more cops.

**F**rom the outset, the third major provision of Clinton's crime bill—the three-strikes law—was wildly popular with the voters. It was also wildly controversial in academia, as scholars from different disciplines—and different political perspectives—argued that the idea either makes no difference or, in some cases, makes matters worse. In particular,

many experts believe that mandatory sentence laws keep people in jail long after they would commit any more crimes. Not only does this drive up costs (keeping somebody in prison is expensive). It also fills up so many prison beds that younger criminals—the ones most likely to commit crimes again—are released earlier.

It was this kind of objection that prompted Attorney General Janet Reno to solicit the opinion of criminologists. In a 1994 speech before the American Society of Criminology (ASC), Reno told the scholars that the White House “urgently” wanted to know the scholarly consensus on twelve major issues. The next day, the ASC formed a task force for each area; within months, each committee had agreed upon a set of common principles drawn from existing research.

The reports, however, did not reflect well on the crime bill. Most damning was the “three-strikes” report, which said the “short term effects of this [mandatory sentencing] include a clogged court system causing rising court costs and intolerable delays in civil cases; early release of sentenced felons to make room for three-strikes detainees; and increased discretionary power for prosecutors....” “Criminologically speaking,” the report said, three strikes “makes little sense.”

The report specifically looked at the efficacy of state-level three-strikes statutes.

In Nevada, for example, the cost of a state three-strikes law would be more than \$287,000 per inmate. A Nevada criminologist estimated that the federal statute would cost one and one-half times more than that since Nevada is more efficient in housing prisoners. (So far, it's too early to tell precisely how much it's going to cost since three-strikes is so new.) In state after state, three-strikes laws have strained court resources, because criminals litigate their cases rather than pleading guilty to a felony which would put them behind bars for life. The report concluded with a plea for the National Institute of Justice, the research wing of the Justice Department, to study alternatives and help convince the public of the “true cost and consequences” of three strikes.

After receiving the report, Jeremy Travis, NIJ's director, thanked the ASC for “this remarkable contribution to improving our understanding of the issues of crime and the challenges of justice.” But months went by and NIJ didn't publish it. Eventually, ASC's outgoing president, Jim Short, called NIJ officials to see if they ever intended to publish the findings. “The ASC would not have coordinated this, if it hadn't been for Janet Reno's request,” former ASC president Freda Adler said. After all, the study's authors invested hundreds of research hours—all for no pay.

But this spring, Short says he received a response

from NIJ: the reports would not be published. “I don't know exactly what happened,” Short explained. “They didn't have to publish it.” Brandenburg, the Justice spokesman, says NIJ didn't publish it because the reports weren't peer reviewed. Reno did, however, meet with the authors; Justice posted the reports on a web site, printed summaries in the NIJ journal, and sold it through the National Criminal Justice Reference Service. But many ASC members and one senior Justice staffer says all that is just a masterful way to avoid actually publishing the report, which in criminology means more than just disseminating—it's also giving a stamp of approval. “It didn't need to be peer reviewed—

it was a summary of already peer-reviewed studies,” says the Justice staffer. “In the end, they didn't publish it because it's embarrassing. This is how you kill a report.”

And, over the past two months, I found the reports not to be available from NCJRS. On two occasions, NCJRS told me that the study did not exist. On the third try, they again said the report did not exist; when I insisted that it did, the order-taker promised to look into the matter and call me back. Hours later, I received a voice-mail message from a woman identifying herself as “NCJRS reference.” She said she was sorry, “but we can't send you that document—we've been told that it was not intended for public consumption.” •



DRAWING BY VINI LAWRENCE FOR THE NEW REPUBLIC

Crime - COPS program

**Michelle Crisci**

10/29/97 12:01:04 PM

Record Type: Record

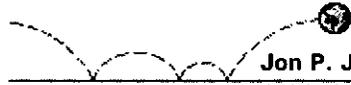
To: Christa Robinson/OPD/EOP, Leanne A. Shimabukuro/OPD/EOP, Laura Emmett/WHO/EOP

cc:

Subject: COPS Grant

FYI

----- Forwarded by Michelle Crisci/WHO/EOP on 10/29/97 11:46 AM -----

 Jon P. Jennings

10/29/97 11:54:56 AM

Record Type: Record

To: Rahm I. Emanuel/WHO/EOP, Jose Cerda III/OPD/EOP, Linda L. Moore/WHO/EOP, Michelle Crisci/WHO/EOP

cc:

Subject: COPS Grant

The COPS office called to let me know that they are announcing a \$62 million grant for 1,000 new police officers. Just want to make sure you are aware. There are no major cities involved. Thanks.

Crime - Cops program

9-29-97

THE WHITE HOUSE  
WASHINGTON

RAHM / BRUCE / ELENA :

ATTACHED PLEASE FIND DOJ'S PROPOSED "FIX" FOR THE COPS PROGRAM. AS I MENTIONED TO BRUCE + ELENA, I THINK IT'S A GOOD COMPROMISE + WILL HELP US GET MORE APPLICATIONS FROM BIG CITIES AGAIN - AS WELL AS "CURE" SOME OF THE CONCERNS THAT CERTAIN SENATORS HAVE W/ EXPIRING GRANTS IN SMALLER JURISDICTIONS. I'VE ASKED OMB TO DOUBLE-CHECK THE \$S + REVIEW.

Joe'



U.S. Department of Justice

Office of Community Oriented Policing Services (COPS)

Office of the Director

Washington, D.C. 20530

September 9, 1997

MEMORANDUM FOR THE ATTORNEY GENERAL

THROUGH: THE DEPUTY ATTORNEY GENERAL

THROUGH: THE ACTING ASSOCIATE ATTORNEY GENERAL

FROM: JOSEPH E. BRANN, DIRECTOR *JB*

SUBJECT: Alternatives for UHP modifications

TIMETABLE: As soon as possible

SYNOPSIS: In order to address both Congressional concerns about expiring grants, and a shortage of applications from larger/higher-salary jurisdictions, COPS proposes to lift the \$75,000 per officer cap on hiring grants and make a fourth year of funding available.

DISCUSSION: As we discussed last month, the COPS Office has been working to address three major concerns:

- A decrease in applications for officers from agencies serving larger jurisdictions primarily (but many smaller jurisdictions as well);
- The resulting level of unobligated funds to carryover into FY '98 because of grant funds that are statutorily required to go to these larger agencies and which is unlikely to be applied for by September 30, 1997;
- Congressional interest in extending current grants beyond their original three-year term

After consideration of several options, the COPS Office

SEP 10 1997

Received  
Justice Management Div

presents this proposal for your review and approval. This proposal is the result of extensive internal analyses, as well as consultations with the Justice Management Division, the Office of Comptroller, and Congressional staff. Our analysis of the budgetary impact of the proposal has been reviewed and approved by JMD staff. In addition, we have had preliminary discussions with the Office of Justice Programs as to the possible impact of the proposed program change on the workload of the Office of the Comptroller. OJP's initial assessment is that the impact on workload would be limited.

RECOMMENDATION:

We recommend that you approve the attached proposal to OMB and the Congressional appropriators for a program change to (1) lift the \$75,000 per officer funding cap, and (2) make a fourth year of funding available on the specified conditions.

\_\_\_\_\_ APPROVE  
\_\_\_\_\_ DISAPPROVE  
\_\_\_\_\_ OTHER

Concurring Components:

*[Signature]* SEP 17 1997  
Justice Management  
Division

✓ Office of Justice  
Programs

Attachment: Proposed UHP Program Modification

## Proposed UHP Program Modification

To explore solutions to the three major concerns -- fewer applications from large jurisdictions, potential carry-over monies and Congressional interest in some level of additional funding to assist smaller jurisdictions -- the COPS Office considered several alternatives building upon the statutory flexibility to waive the \$75,000 per officer funding cap and/or the 75% federal share and to extend hiring grants for a fourth or fifth year. Although no alternative benefited every grantee in the program, the option described below is equitable to grantees of all sizes.

**I. Proposal:** Lift the \$75,000 per officer cap and provide a grant extension to grantees at a percentage of an agency's first-year salary cost

This approach relieves the significant inequity resulting from the current \$75,000 per officer for those agencies with higher salary and benefit costs and meets the Congressional interest in extending currently expiring grants.

Lifting the \$75,000 per officer cap enables all future grantees to receive a full 75% of three-year salary and benefit costs for a new officer. Large agencies with higher labor costs have indicated that the inequity imposed by the cap has kept them from participating, and this program change should increase applications from this group. This proposed change previously was presented to, and rejected by, Congressional appropriators. Their objection, however, focused on the fact that the proposal did not address the needs of small jurisdictions.

Accordingly, we anticipate this proposal would receive far more congressional support if packaged along with a grant extension for fourth year funding. We propose that grantees would receive 45% of their first-year salary level for the fourth year to assist current and prospective grantees in retaining COPS officers. Many of the smaller jurisdictions are contacting their Members of Congress expressing concern over grants that are near expiration. One final year of funding would address these concerns as well as bolster COPS' interest in the retention of officers. Pegging renewal funding at a percentage of the grantee's actual salary cost avoids bestowing any windfalls that would result from a lump-sum renewal stipend.

We recognize that making available any renewal funding may inspire criticism that COPS is paying agencies to retain officers when they have already agreed to do so. In addition, providing a

fourth year of funding may create the appearance of an ongoing entitlement to federal support and feed requests for a fifth year. Nevertheless, the need for some additional bridge funding while agencies are still in the process of expanding their community policing efforts is understandable, and we have drawn renewal criteria to ensure that only agencies that have utilized their grants properly and are truly committed to long-term retention receive the additional funds.

#### A. Conditions for Renewal

To be considered for a grant renewal, a grantee would be required to meet the following conditions:

- Submission and approval of all progress reports that demonstrate satisfactory implementation of community policing,
- Satisfaction of all special conditions of existing grants,
- Submission and approval of retention plans, and
- Where required, submission of an independent audit report that shows grant funds properly used to date; or
- If the grantee is not required to submit an audit, submission of a certification documenting that the number of sworn officers has increased at least by the number of grant-funded officers over the term of the grant.

#### B. Budgetary Analysis

If grant extensions are available prospectively only to future grantees, there would not be a budgetary shortfall in currently anticipated future appropriations. The cost of this option, as compared to our current UHP formula, would be a reduction of 7,770 officers. Nonetheless, because other aspects of the program have remained under budget, this option would still allow the COPS Office to attain its goal of 100,000 officers by FY 2000. We would reach 100,201 officers in the year 2000 within anticipated appropriations. However, given the strong demand for grant renewals of currently expiring grants, this option is not a realistic one.

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<sup>1</sup> It also should be noted that there will be some grantees who will not qualify for these modifications, providing some cushion for our budget estimates. For example, those who have not met training and technical assistance special conditions or those failing to file progress reports.

If grant extensions were made available to both current and future grantees, COPS would require \$637 million over currently anticipated appropriations to reach the 100,000 officer level. Without that additional funding, we project that COPS would finish FY 2000 with a total of 94,145 cops.

However, if grant extensions were made available to both current and future grantees and assuming COPS MORE funding was raised from 10% to 20% for FY '98-00, there would not be a budgetary shortfall. The cost of this option, as compared to our current UHP formula, would be a reduction of 7,461 officers. Because of the cost-effectiveness of COPS MORE compared to direct hiring grants, this option would still allow the COPS Office to attain its goal of 100,000 officers by FY 2000. We would reach 100,510 officers in the year 2000, within anticipated appropriations.

The Senate-passed version of the Commerce-Justice-State appropriations bill included a provision increasing COPS MORE to 20% in FY '97, '98, '99, and '00. In offering the amendment, Senator Biden emphasized not only the popularity of the COPS MORE program but the several hundred million dollars that would be saved and could be applied to additional funding for grant extensions to current grantees. While the House of Representatives has no similar provision in their committee-passed bill, and one is not likely to be added during House floor consideration, Senate staff believes that there is a good chance the conference committee will approve this provision.



Jose Cerda III

09/30/97 10:30:45 AM

Record Type: Record

To: Michelle Crisci/WHO/EOP

cc: Bruce N. Reed/OPD/EOP, Elena Kagan/OPD/EOP

Subject: Re: COPS earmarks

Michelle:

Michael Deich called to get Rahm and DPC's position on earmarks that the House appropriators have made to the COPS appropriations. Specifically, the House bill earmarks \$100 million in unobligated balances from last year's appropriations (of which there is about \$300 million still not spent) for the following non-hiring projects:

- Technology Program (\$35 million) -- with specific allocations in the report language for Southwest border information (\$7.5 million), a law enforcement on-line system (\$7.5 million), and the Regional Information Sharing System (\$7.5 million);
- Methamphetamine Program (\$30 million) -- including \$18.2 million for California's Bureau of Narcotics Enforcement; and
- Drug "Hot Spots" (\$35 million) -- for police and community groups to crack down on local drug markets.

After discussing it w/Bruce, I told Mike that I thought we should fight the House's specific earmarks, but accept using \$100 million of last year's money for these small non-hiring programs.

??

The question that remains is: if the House sticks to its specific earmarks, do we want to threaten a veto. I understand that last year we used the veto threat to help strike earmarks, but -- given that we're talking about last year's unspent money, as well as programs we like in principle -- I'm inclined to think this is not veto threat material.

Let me know what Rahm thinks.

Jose'

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# **COPS Office Report**

## **100,000 Officers and Community Policing across the Nation**

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On the Occasion of the 3rd  
Anniversary of the Crime Act,  
September 13, 1997

U.S. Department of Justice  
Office of Community Oriented Policing Services

Joseph E. Brann, Director

## **COPS Office Report**

This report highlights the accomplishments and activities of the COPS Office since the passage of the 1994 Crime Act.

For more information about COPS, call the U.S. Department of Justice Response Center at 1-800-421-6770.



**U.S. Department of Justice**  
Office of Community Oriented Policing Services  
1100 Vermont Avenue, NW  
Washington, DC 20530

Internet web site: <http://www.usdoj.gov/cops/>

September 1997

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## **COPS – An Introduction**

In the 1994 State of the Union address, President Clinton pledged an additional 100,000 community policing officers to reduce violence and prevent crime in America's neighborhoods. Attorney General Janet Reno created the Office of Community Oriented Policing Services (COPS) following passage of the Crime Act later that year. As we mark the third anniversary of the signing of the Crime Act, we celebrate our accomplishments, the widespread success of community policing and the continued decline in crime across the country.

This report provides a glimpse into the progress being achieved through community policing around the country. The cities profiled in this report are by no means the only examples of the success fueled by the COPS Office. Rather, they were selected to provide a snapshot of the impressive progress made by our grantees. COPS funding has helped improve the quality of life and reduced the levels of crime in many more places — from the remarkable achievements of big cities like Phoenix to small towns like Navassa, North Carolina.

We hope this information stimulates ideas and sharing among local officials, law enforcement leaders and practitioners, and community activists throughout America. Many of the strategies highlighted in this report can be replicated. We are confident that every community can gain from these experiences.

## **Community Policing - Defined**

Community policing is a policing philosophy that promotes and supports organizational strategies to address the causes and reduce the fear of crime and social disorder through problem-solving tactics and community-police partnerships. A fundamental shift from traditional, reactive policing, community policing stresses the prevention of crime before it occurs. Community policing is an integral part of combating crime and improving the quality of life in the nation's cities, towns and rural areas. Core components of community policing include partnering with the community; problem solving; and transforming policing agencies to support and empower front-line officers, decentralize command and encourage innovative problem solving.

## **Community Partnerships and Problem Solving**

During the 1960s, law enforcement became aware that incident-driven traditional policing isolated the police from the citizens

# **PROGRESS**

**Myth:** *The 100,000 cops program will never reach 20,000.*

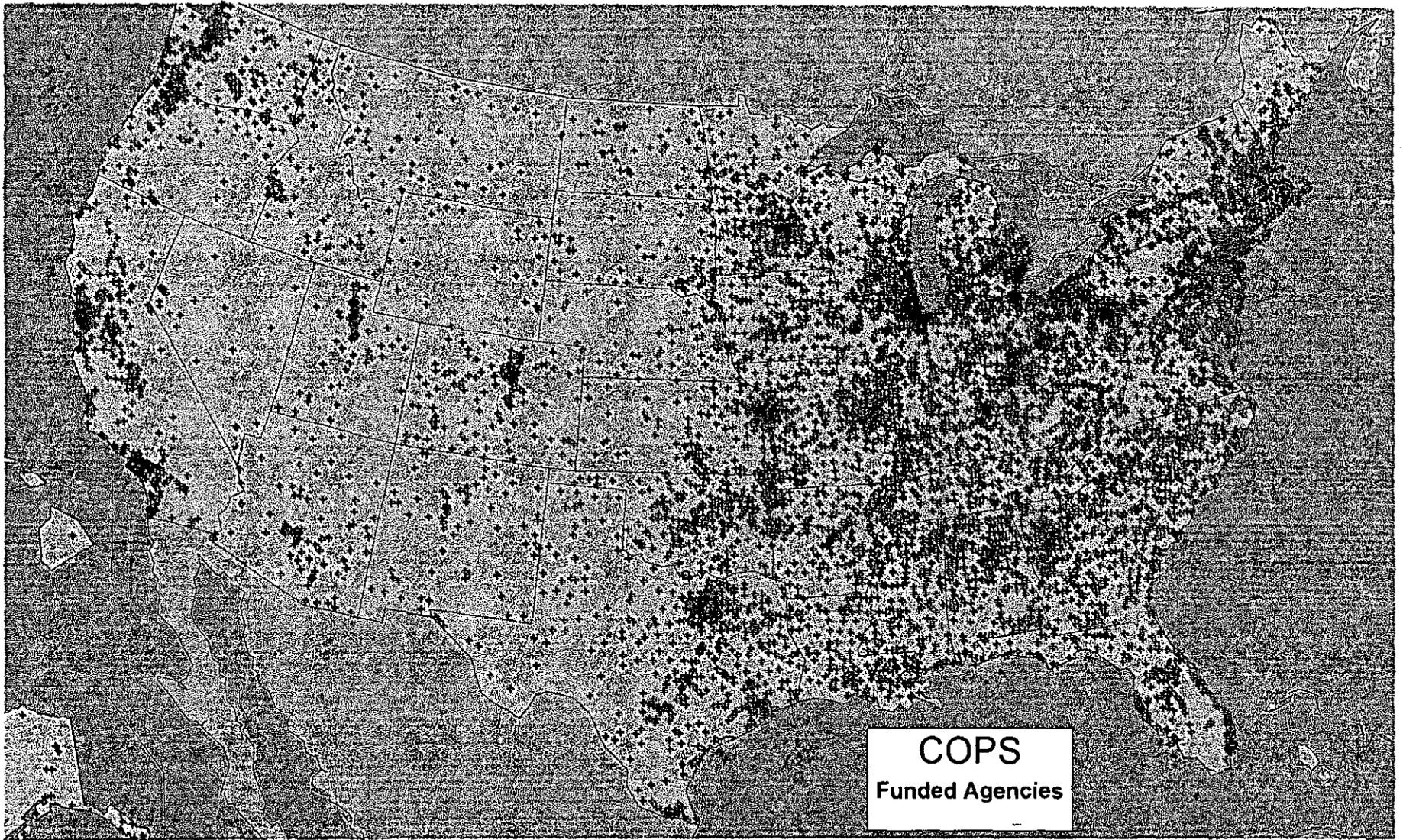
**Reality:** In just three years, the COPS Office has already funded more than 65,000 additional community policing officers for the nation's streets: nearly two-thirds of the final goal in only half the time.

they served. By being responsive to the community, officers gained citizen trust and cooperation in addressing crime problems. (Eck and Spelman, 1987) As departments began to look for ways to better communicate with residents, they turned to community policing, which stresses the importance of police-citizen cooperation to fight crime and maintain order. Departments that practice community policing work with community members to identify persistent local problems, learn more about why those problems occur and address the underlying conditions that lead to the problems, and prevent predictable crimes. This problem-solving strategy of analyzing related incidents and tailoring comprehensive strategies to prevent those problems is essential to effective community policing.

Problem solving is a way to develop long-term solutions for reducing future crime and protecting likely victims. In recent years, more and more communities have been using problem-solving approaches to address local crime problems.

- In Newport News, Virginia, a rash of crime was plaguing the residents of a low income housing complex. Officers conducted a survey of the residents to better understand the problem and found that they suspected several school-aged youth living in the complex. A review of the crime patterns showed that the majority of apartments were broken into when it was likely that no one would be home. Armed with this information, officers mobilized residents to form a crime watch group to help monitor the property, worked with other city agencies on code enforcement and safety, and conducted foot patrols in the complex. An analysis based on previous burglary rates showed that at least 40 burglaries were prevented in the 17 months following these efforts.
- An insurance company in St. Petersburg, Florida, was robbed five times over a short time period. Officers surveyed other local businesses and found that no other armed robberies had occurred. An additional survey showed that the security measures of the insurance company were not on a par with the other businesses in the area. Officers suggested changes to the management to help with security, including a plexiglass service window, a buzz-entry system into the building and a large sign stating that no large sums of money were kept on the premises. Instead of collecting payments in cash on the same day each month, the company started staggering collection dates and depositing money several times a day. Thanks to these efforts, there have been no more problems at the insurance company.

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**COPS**  
**Funded Agencies**

- The Madison, Wisconsin, Police Department grew tired of dealing with over 1,000 teenage "cruisers" on the weekends, who caused significant trouble by blocking a six-lane highway, vandalizing local businesses and fighting. Initially, the department increased police presence, but this commitment of resources could not be sustained over the long term. Working with the traffic department, officers posted signs indicating that no stopping, standing or parking would be allowed on the highway during the peak cruising hours. Local businesses and teenagers were made aware of the new regulations through an education campaign. Cruising in the target area was completely eliminated. In other parts of the city, just 15 to 20 people are now involved in cruising at any given time.

### **Agency Transformation to Support Community Policing**

Community policing calls for greater citizen responsibility, and it creates opportunity for citizens to contribute to public safety. At the same time, community policing enhances police professionalism by giving officers the skills, technology and motivation to innovatively solve community problems. To truly support community policing, police agencies often need to restructure and refine their management techniques to make full use of department and community resources. To be successful at community policing, the law enforcement agency should use feedback from the community and their own officers.

Community policing can improve an agency's ability to control crime. The ultimate goal is to improve public safety through better police work, while increasing the public's interaction and satisfaction with police services.

### **Accomplishments**

The COPS Office has four primary goals:

- ★ To increase the number of community policing officers on the beat by 100,000;
- ★ To promote community policing across the country;
- ★ To help develop an infrastructure to support and sustain community policing after federal funding has ended; and
- ★ To demonstrate and evaluate the ability of agencies practicing community policing to significantly reduce the levels of violence, crime and disorder in their communities.

**Myth:** *100,000 officers will be spread too thin across the country and won't have much of an impact.*

**Reality:** Chiefs and sheriffs constantly state the powerful effect one additional officer can have on a community and credit community policing for the downward trend in crime rates. Whether in a small town that received one officer or a large city that received hundreds, these officers and deputies are making a real difference in their neighborhoods. In all parts of the country, citizens are praising the work these officers are doing.

## 100,000 Officers

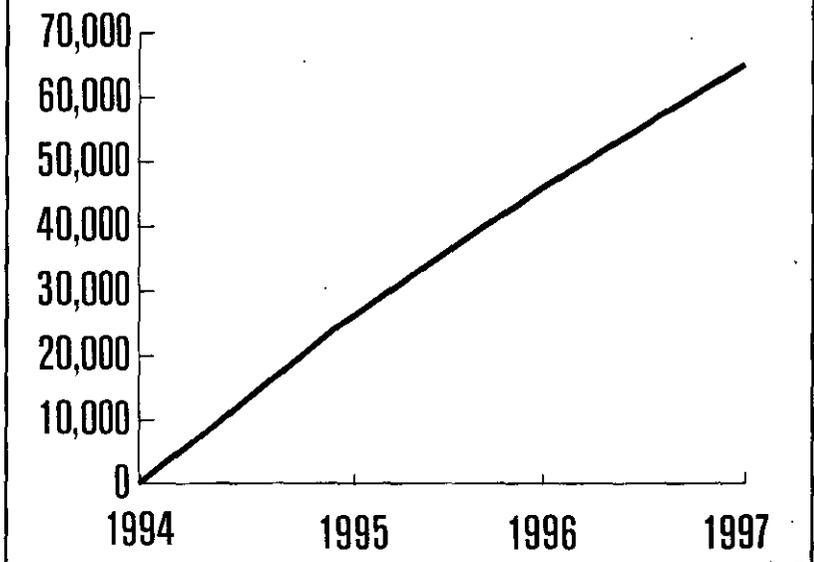
The COPS Office is well on the way toward reaching its first goal of adding 100,000 community policing officers to America's streets. In just three years, we have provided an unparalleled level of federal assistance to local law enforcement. We have awarded communities more than \$3.6 billion in grants toward the hiring or redeployment of over 65,000 officers to the nation's streets and neighborhoods — almost two-thirds of the way toward the President's goal just halfway through the program.

COPS grants have been awarded to more than half the policing organizations in the country. As a result, these officers will join agencies that serve more than 87 percent of the American public. In addition, the number of police departments and sheriffs' offices practicing community policing has grown dramatically — from hundreds to more than 9,000 today. Over 30,000 officers are on the streets today, working with their communities to fight back against violence, drugs, gangs and other crime.

**Myth:** *Even if 100,000 cops are funded, very few would ever get to the street.*

**Reality:** Over 30,000 of the 65,000 officers funded are already on the streets, serving their communities. To ensure that officers are of the highest quality, it generally takes a year or more for an agency to recruit, hire and train an officer.

### Number of Officers Funded by the COPS Office



The overall credit for our success lies with each and every policing agency dedicated to implementing and enhancing their community policing activities in order to improve the quality of life in their jurisdiction. Tremendous credit also should go to the entire law enforcement community for its dedication to addressing crime in comprehensive ways by establishing effective, locally-based partnerships.

**"IN 1995, WE REDUCED OUR CRIME OVER 22%.** It is my true feeling that we could not have accomplished that without our community policing effort and COPS FAST Program. Your COPS programs have been right on target."

*Director of Police Thomas R. Maltese  
North Brunswick, NJ  
Letter to COPS Director Joe Brann*

"Before, we were shorthanded. We weren't able to cover the streets very effectively. Now, we can boast of cutting our crime rate in half."

*Police Chief Dan Pesold, Bel-Nor, MO  
St. Louis Post-Dispatch, September 15, 1996*

"This program has been a breath of fresh air from Washington. I do not have words to describe the good it has done for this community. The combination of uniform and civilian personnel has lowered crime 48%."

*Police Chief Rick L. Brown, Meredosia, IL  
Letter to the COPS Office*

"What the lower crime rates do mean, [Mayor Martin Chavez] said, is that community policing is working. 'We've watched around the country...as other cities have had success combating crime' with community policing, he said. 'I think we're on the right track. We're getting the results we anticipated when we started.'"

*Albuquerque, NM  
Albuquerque Tribune, April 16, 1997*

"There's absolutely no doubt about it. (The additional officers) have made a big difference [in the 1995 crime drop of 7.8 percent]. There's no substitute for police presence."

*Police Capt. Charles M. Tasca, Fitchburg, MA  
Telegram & Gazette  
March 25, 1997*

"We need the extra manpower, that's for sure. It's [the COPS grant] made a dramatic difference in the crime rate."

*Police Chief David*

*Walker, Dolton, IL*

*Lansing Times, September 12, 1996*

**"WE ARE REALLY EMBRACING COMMUNITY-ORIENTED POLICING."**

It works, no question about it. It lowers the crime rate."

*Police Lt. Martin Hoxie  
Barnstable, MA  
Quoted in Cape Cod Times  
April 22, 1996*

# Community Policing Works

"I credit neighborhood, community and problem-solving policing strategies for the positive impact ...on Miami and crime in this area. These strategies, made possible as a result of the Crime Bill, are largely responsible for our success."

*Police Chief Donald Warshaw, Miami, FL  
Letter to the COPS Office, June 3, 1997*

"In 1994 there were 143 stabbing or shooting incidents, in 1995 that dropped to 121, and in 1996, the figure was 99. And if you look at the homicide numbers, they are down at about the same rate. [The] biggest reason is community policing...We emphasize the education of the younger population in the hopes we can show them how to resolve conflicts without resorting to violent crime."

*Police Chief Paul Studenski,  
Brockton, MA  
Enterprise  
April 30, 1997*

**"THE DECREASE** is due to the tremendous cooperation between the community and the police department."  
*Mayor Wellington Webb  
Denver, CO  
Rocky Mountain News  
May 15, 1997*

"It [COPS money] has been a godsend for us. We didn't have enough local money to go around...We've seen a decrease in random crimes, things like auto prowls and vandalism."

*Police Chief Steve Garrott, Richfield, WA  
Columbian, November 7, 1996*

"Preliminary statistics show...that crime dropped 9 percent across the state last year...Credit is due to the Clinton administration's infusion of funds into this state's policing efforts, a growth of community policing, cooperation from the public, and — not least — the...truth-in sentencing measure."

*Pittsfield, MA  
Berkshire Eagle, May 11, 1997*

## **Technology**

The COPS Office is committed to advancing the use of technology to support community policing. Through the COPS MORE grant, agencies can purchase technology and equipment or hire civilian support staff, allowing officers to spend more time on the beat. Equipment such as laptop computers, records management systems, and crime analysis and mapping software support community-based efforts and improve problem solving. Other grants fund research that is developing innovative technologies to address crime. The success of these MORE grants is highlighted later in the report in the profiles. Agencies like the San Diego and Knoxville police departments have used the grants to install time saving equipment that supports their community policing activities.

## **Advancing Community Policing**

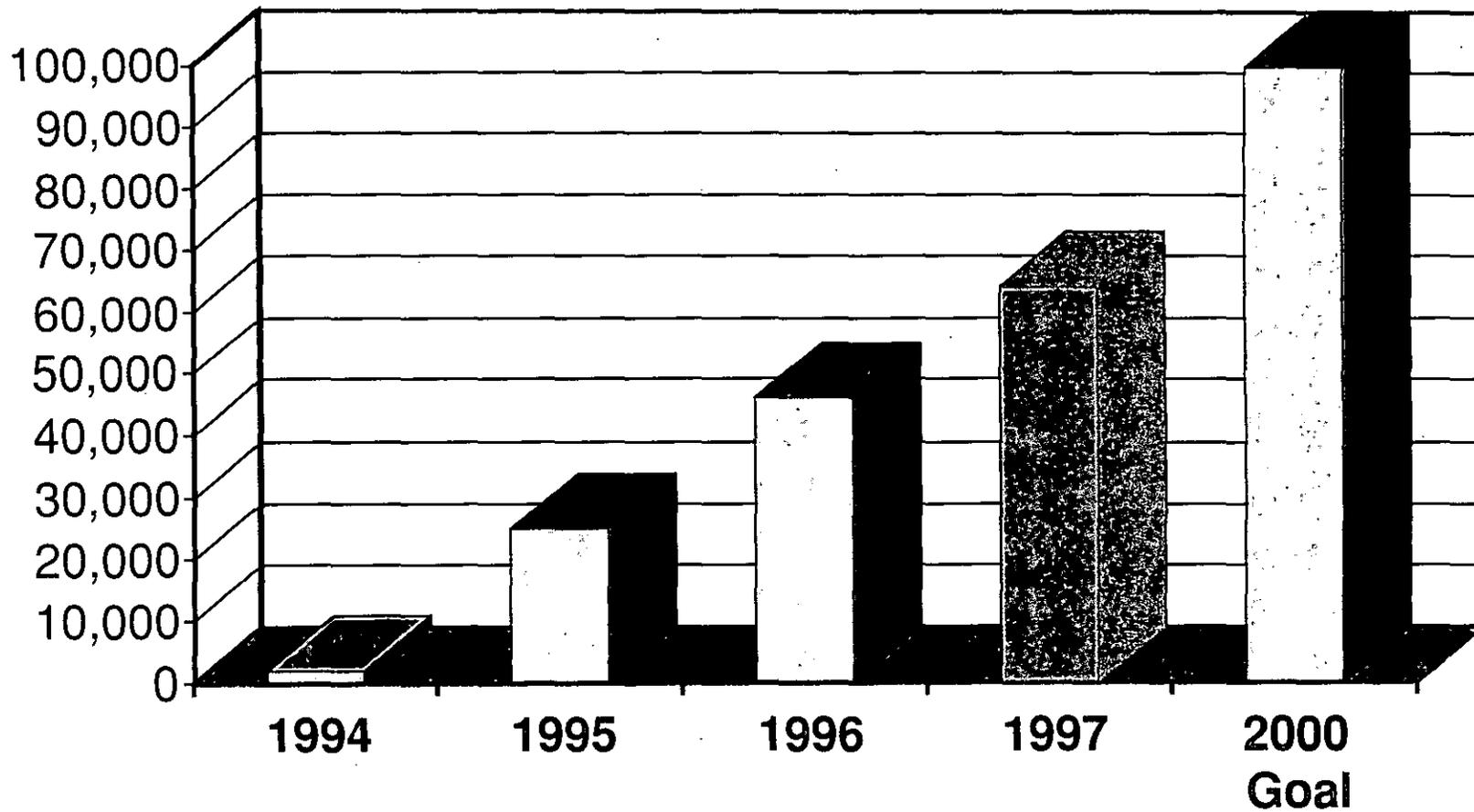
The COPS Office has brought the most effective and innovative community policing strategies to communities across the country through programs like the Youth Firearms Violence Initiative, Community Policing to Combat Domestic Violence, the Anti-Gang Initiative, Advancing Community Policing and Problem-Solving Partnerships. By providing necessary funds, we help law enforcement agencies advance their community policing efforts to target specific crimes, work in partnership with their communities and develop the infrastructure to support community policing.

## **Training**

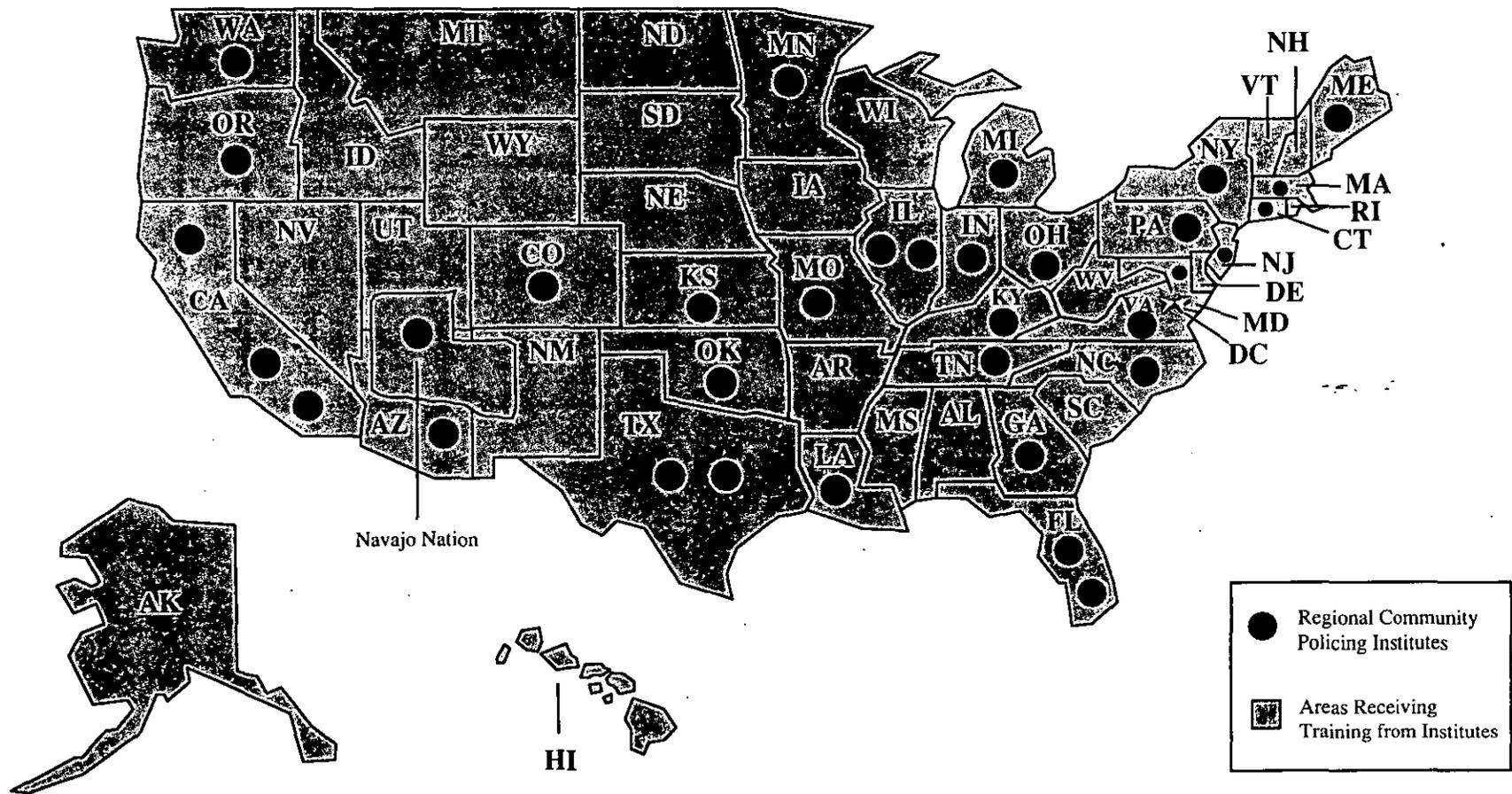
COPS provides training and technical assistance to practitioners to help ease the transition from traditional to community policing. Newly-hired officers must be well trained in community policing and problem solving, tools they need to combat the challenges facing communities today. Through the 35 Regional Community Policing Institutes recently funded in 29 states, training in community policing will be available to every state in the nation. These Institutes will help sustain community policing after federal funding has ended.

In a partnership that is beginning its third year, COPS funding allows the Community Policing Consortium to provide training to thousands of COPS grantees as they develop their community policing efforts. COPS also has provided training grants to public safety, educational and research organizations, as well as projects administered by 60 U.S. Attorneys' offices.

# Number of Officers Funded & the Goal



# Nationwide Network of Training COPS Regional Community Policing Institutes



## Police Integrity

To explore the causes of and solutions to police integrity challenges, the COPS Office and the National Institute of Justice (NIJ) are working with law enforcement to develop ways to maintain and improve police integrity across the United States.

In July 1996, COPS and NIJ sponsored a landmark Police Integrity Symposium, which included police executives, sheriffs, rank and file officers, researchers, labor leaders, civil liberty and civil rights activists, community leaders, staff members from the Justice Department's Civil Rights Division, and international law enforcement representatives from eight other countries.

Based on this symposium, the Justice Department released a report entitled "Police Integrity: Public Service with Honor," which presents a comprehensive approach to dealing with police integrity and conduct. The report includes an action plan which calls for further dialogue among law enforcement practitioners on critical ethical issues at the federal, state and local levels. In addition, COPS and NIJ are currently convening regional workshops to allow state and local law enforcement officials to further develop responses to integrity issues; compile case studies to learn what makes a department and its personnel perform to the highest of ethical standards, and share that data with all members of the law enforcement community.

## Community Policing Research

Community policing is making a tremendous difference in fighting crime in cities, counties, towns and villages across the United States. The most recent annual Uniform Crime Reports show an unprecedented fifth straight decline in serious reported crime. Among all the factors discussed by criminologists, community policing ranks first among equals. Police chiefs and sheriffs across the country credit community policing with the dramatic drops in crime they are experiencing. Crime data suggest that those agencies most committed to community policing and those practicing it for a number of years are the ones that continue to experience larger decreases in crime.

A historic partnership between the COPS Office and the National Institute of Justice, the research arm of the Justice Department, has provided over \$40 million for an unprecedented amount of community policing research. This ongoing research, which is evaluating the national COPS program and

**Myth:** *Even if 100,000 officers are funded, they won't be kept on the force once the federal funding has ended.*

**Reality:** It is a requirement of all COPS grants that the officers be retained after the grant period. In fact, most agencies have already developed financial plans that will allow them to keep their officers. Areas like Mount Prospect Township, Illinois, are finding that the additional officers are resulting in fewer calls for service in previously troubled neighborhoods. Another example of the growing impact of these officers is Mesquite, Texas. The city council in this Dallas suburb was debating the funding issue when citizens waged a campaign supporting the program. The community won the day and willingly paid a slight tax increase in order to keep their community policing officers.

local community policing efforts, will provide a wealth of new insights and information about what community policing techniques work and why.

### **Community Policing Studies**

In a 1996 study, researchers Marvell and Moody indicated that an increase in the number of police officers can have a significant impact on violent crimes. They found that for each officer added to large American cities between 1971 and 1992, there were 27.5 fewer reported violent crimes the following year. This resulted in a savings to the community that would ultimately offset the cost of additional officers.

Two recent studies have evaluated community policing's impact in Chicago. Skogan and Hartnett attributed a decrease in crime in three districts to community policing. They also found that community policing had a positive impact on the day-to-day lives of the city's residents. Another study published in Science Magazine "provides statistical underpinning to a theory that is the basis for community policing programs in Chicago and nationwide: that citizen input is crucial to reducing crime." (Chicago Tribune, August 15, 1997) The report analyzed census data, homicide statistics and surveys of residents in Chicago. The authors found that cohesive neighborhoods with a shared sense of responsibility had a homicide rate 40 percent lower than other neighborhoods. (Sampson, Raudenbush and Earls, 1997) Chicago Police Deputy Superintendent Charles Ramsey stated, "If you've got organized people willing to work cooperatively together, you're going to have a safer neighborhood." (Chicago Tribune, August 15, 1997)

### **COPS Survey**

To support these scholastic evaluations, the COPS Office conducted a survey of COPS MORE grantees which concluded that funding technology is a cost effective way to redeploy officers to community policing efforts. Forty-five percent of surveyed grantees said their MORE grant resulted in not only an increase in the number of officer hours available for community policing activities, but also an increase in the actual number of officers involved in community policing efforts.

### **Fear of Crime**

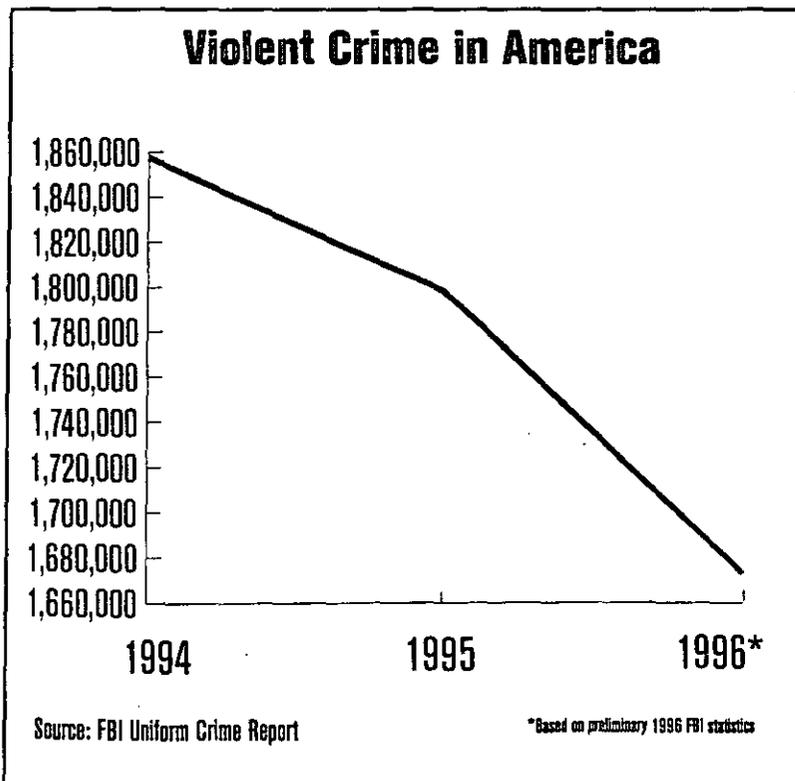
The fear of crime is often more powerful than crime itself. When officers are given the opportunity to interact with the communities they serve, they can have a positive impact on

this fear. In a review of 11 departments that implemented community policing, the fear decreased in six of the areas. (Skogan, 1994) In studies that were conducted in Newark and Houston, it was clear that citizen contact with officers made people feel safer in their neighborhoods. Officers created this sense of security by being proactive and seeking the input of residents. (Pate, Wycoff, Skogan, Sherman, 1986) When citizens feel that they can communicate their fears to law enforcement, police can then act on reducing the causes of those fears.

### Surveys of Law Enforcement Practitioners

Criminal justice research provides many examples of the positive impact that community policing is having on the reduction of crime. Across America, law enforcement officials echo the sentiment that community policing presents an effective alternative to traditional law enforcement tactics. In fact, in a survey of 694 police departments, 48 percent said that community policing helped reduce serious crime. Additionally, 60 percent said that community policing also helped reduce less serious crimes. (Trojanowicz, 1994)

Research evaluating the effects of community policing is a relatively new field and as such, it is a limited resource at present. However, with such encouraging initial findings, we look forward to the ongoing research that continues to show



how essential community policing is in crime prevention and reduction.

## **Looking Forward**

As we move into the final half of the COPS program, we will continue our efforts to bring effective community policing strategies and additional officers to law enforcement agencies, large and small, around the country. As more and more cities and towns experience the positive impact of community policing, it will continue to spread across the nation and evolve as the policing strategy of the future. We will gather important data from the field to learn what is working. Criminal justice scholars will be able to draw from our experiences and the successes of the agencies we fund to provide the concrete, statistical evaluations which will prove what we already know: community policing works. The impact of the COPS program will be felt for many years to come.

In our third year of service to the public, the COPS Office would like to thank the chiefs, sheriffs, police officers, deputies and citizens from across the country who have invested themselves in community policing. Through this remarkable partnership, we are effectively addressing the crime that plagues our nation and exhausts our resources. We are taking back our communities and taking control of crime. Together, we are making a difference.

# PROGRAMS

## 100,000 Cops – Supporting Community Policing

To meet its objective of putting 100,000 additional officers on the street, the COPS Office has awarded funds for the hiring of community policing officers and deputies under four grant programs: Phase I, COPS AHEAD, COPS FAST and the Universal Hiring Program. In addition, the COPS MORE program has allowed thousands of police departments and sheriffs' agencies to redeploy their more experienced officers back onto the beat.

Departments large and small have told us that these grants have allowed them to become more effective, more efficient and more responsive to the needs of their communities. Police and sheriffs across the nation have bolstered their law enforcement efforts and begun to reclaim their neighborhoods.

### Phase I

In 1993, prior to the passage of the Crime Act, Congress provided funds for the Police Hiring Supplement (PHS), a new competitive program awarding grants directly to law enforcement agencies to hire additional officers. This was the first step taken by the Clinton Administration to make America's neighborhoods safer through community policing strategies. As a result of this program, an additional 2,000 community policing officers and deputies now are patrolling the nation's streets.

Weeks after passage of the Crime Act, the Justice Department's new Office of Community Oriented Policing Services awarded its first \$200 million under COPS: Phase I to remaining qualified PHS applicants, as directed by Congress. In October of 1994, the Justice Department awarded Phase I grants to 392 state, municipal, county and tribal law enforcement agencies. These grants made it possible for agencies to hire more than 2,600 additional officers and deputies.

### COPS AHEAD

#### Accelerated Hiring Education And Deployment

Just over a month after President Clinton signed the Crime Act into law, the COPS Office announced an expedited hiring grant program to speed the deployment of new officers devoted to community policing on the streets and rural routes of this nation. On October 25, 1994, President Clinton announced COPS AHEAD, an expedited hiring grant program for policing agencies serving populations of 50,000 and above.

To help put officers on the street quickly, COPS AHEAD allowed interested agencies to begin recruiting and hiring new

"With the COPS money, we have been able to free up staff time with the new officer. This allows our officers to work the cases they have and go back to some they have had to ignore because of the workload. It also gives us a chance to explore other community policing programs."

– Police Chief Anthony Brus, Columbus, WI,  
*Wisconsin State Journal*, January 24, 1997

**"Crime in our cities is now at its lowest rate in years...The Justice Department has teamed up with state and local police on some innovation that really works." – *The Best Kept Secrets in Government*, National Performance Review, September 1996**

**"In 1995, we reduced our crime over 22%. It is my true feeling that we could not have accomplished that without our community policing effort and COPS FAST program. Your COPS programs have been right on target"**

– Director of Police Thomas R. Maltese, North Brunswick, NJ, in a letter to COPS Director Brann, January 24, 1997

**CLINTON LIBRARY PHOTOCOPY**

officers in anticipation of grant funding, before submitting a full application. After an initial review, law enforcement agencies that submitted a one-page letter of intent to participate in COPS AHEAD were given the go-ahead to select and train a specified number of new officers or deputies immediately. This jump-start reduced the traditional amount of time necessary to obtain federal funds, allowing agencies committed to community policing to expand their efforts quickly, without compromising the quality and thoroughness of sworn personnel selection and training.

Under COPS AHEAD, nearly \$290 million in grants was awarded to policing agencies to hire more than 4,000 additional community policing officers.

### **COPS FAST Funding Accelerated for Smaller Towns**

As a companion to COPS AHEAD, the COPS Office announced COPS FAST on November 1, 1994. This program allowed policing agencies serving populations below 50,000 to hire community policing officers and deputies.

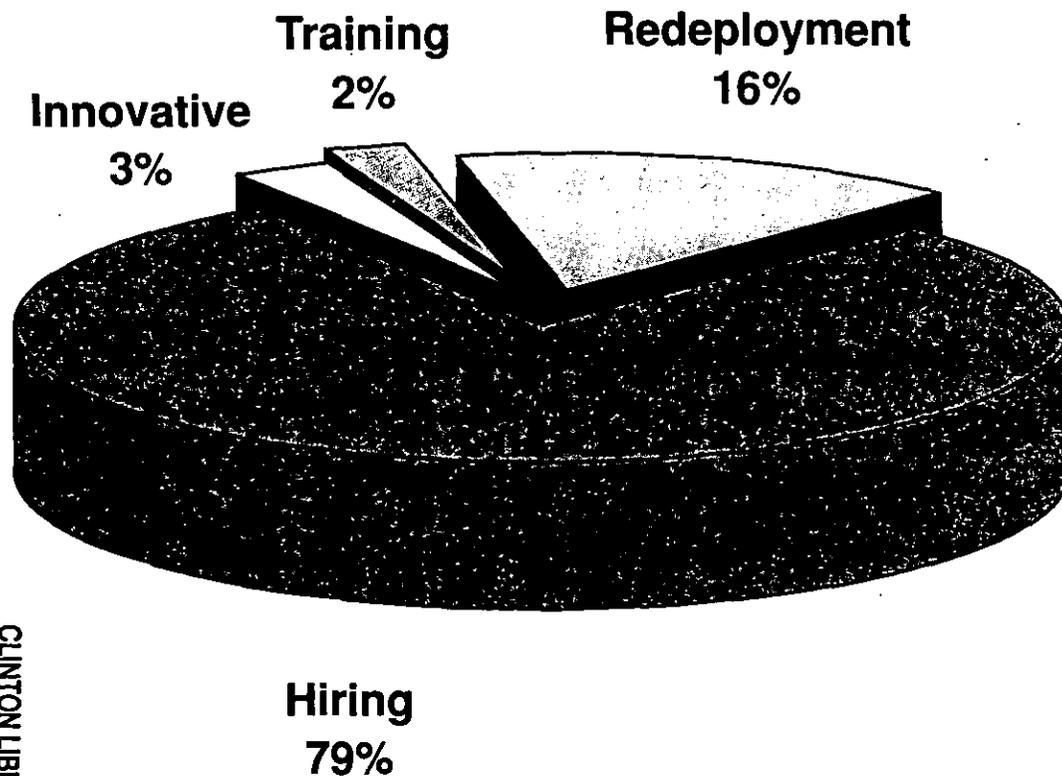
A stellar example of reinventing government, the COPS FAST application — a one page, fill-in-the-blank form — dramatically simplified the task of applying for a federal grant. Often daunted by bureaucratic federal paperwork and lacking the resources to devote to grant applications, many smaller agencies had never applied for federal funding. The straightforward FAST application allowed thousands of these agencies to apply for grants, thereby expanding their community policing efforts.

Over \$404 million in grants was awarded under COPS FAST for the hiring of more than 6,200 officers and deputies.

### **Universal Hiring Program**

In June 1995, the Universal Hiring Program (UHP) superseded the jump-start hiring programs AHEAD and FAST. UHP, the current hiring grant program under COPS, expands the hiring initiatives to include communities without a police force and transit, campus, park police and agencies serving other special jurisdictions. Interested full-authority, law enforcement agencies of any size may boost their current sworn forces through UHP. To date, over \$1.8 billion in grants have been awarded under UHP. These grants have funded the addition of more than 26,000 community policing officers and deputies to streets and neighborhoods across America.

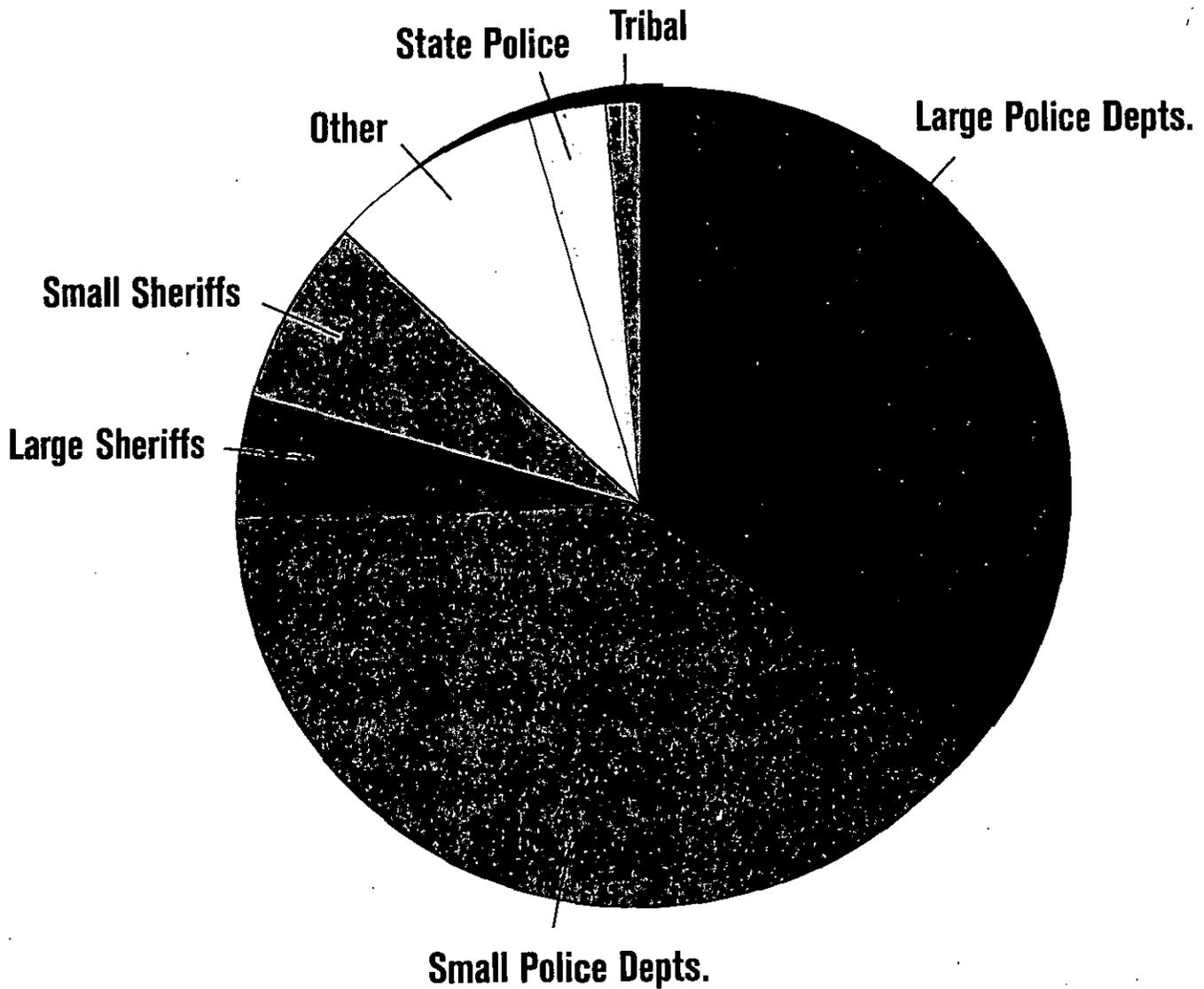
# COPS Funding by Program Type



- Hiring - \$2.9 billion
- Innovative - \$120 million
- Training - \$84 million
- Redeployment - \$591 million

# COPS Funding by Agency Type

(% of Dollars Awarded)



**Large = serving >150,000**  
**Small = serving <150,000**

**COPS MORE****Making Officer Redeployment Effective**

On December 14, 1994, Attorney General Janet Reno announced the fourth COPS grant program, COPS MORE. Its goal is simple — to cut down on the amount of paperwork and administrative tasks performed by veteran, trained officers so that they can spend more time on the street and in America's neighborhoods. By providing funds to acquire new technologies and equipment, such as mobile laptop computers, or to hire civilians for administrative and support tasks, COPS MORE does just that. It has become one of the most popular COPS programs.

COPS MORE has provided over \$591 million to more than 2,500 agencies for the redeployment of nearly 17,000 officers and deputies.

**"I'm going to use the bulk of it [COPS MORE grant] to free up officers from the mundane paperwork and put them on the road."** —Police Chief Thomas V.N. Brownell, Amsterdam, NY, *The Daily Gazette*, June 4, 1997

**Crime Drops in Lockwood Gardens**

No murders in 1995 or 1996, assaults down 85 percent, and drug possession and sales down 87 percent. It is hard to ignore crime drops like these. But that's the reality in Lockwood Gardens, a public housing facility in Oakland, California, thanks to community policing initiatives that were enacted three years ago. It is hard to believe that the Oakland housing complex of 1997 is the same place that Attorney General Janet Reno visited in 1994. A place that prior to community policing was crime infested, filled with drug pushers and violence. A place that was in dire need of police assistance. Three years later, 33 additional COPS-funded police officers have started to turn Oakland and places like Lockwood Gardens around.

A strong police-community partnership has been forged. Police and citizens joined together and did something about it. It is a true success story made possible through community policing efforts, a success story that can happen again anywhere in the United States, anywhere that there's a need.

But the change doesn't stop there. More programs are in the works. The "Kids First! Oakland Children's Fund" supports additional problem-solving groups to target issues facing young adults. Building on youth-oriented projects, the COPS Office has just funded Oakland's Safe Passage Home project. This project combines efforts of the police, schools and the community to put a stop to juvenile-on-juvenile assaults while kids are on their way home from school. It's another way that community policing translates into decreased crime and diminished fear.

# Innovative Community Policing Strategies

**"We really believe that if we prevent things from happening today, especially with our children, that they won't become the criminals of tomorrow."**

— Police Chief Joseph Santoro, Monrovia, CA, *Los Angeles Times*, June 5, 1997

Since the founding of the COPS program by Attorney General Janet Reno in 1994, there has been an emphasis not only on putting more officers on the nation's streets, but also seeking new, innovative approaches in the quest to reduce crime. These initiatives have covered the spectrum of crime problems — from youth violence and gang activity in our communities to the overburdening of the 9-1-1 emergency telephone system. Results have been very encouraging with police chiefs and sheriffs across the country crediting innovative community policing strategies for the dramatic reduction in crime rates.

## **Youth Firearms Violence Initiative**

To combat the rise in violence associated with kids and guns, President Clinton announced Youth Firearms Violence Initiative grants to 10 cities on September 13, 1995. A total of \$9 million has funded innovative strategies in Baltimore; Birmingham; Bridgeport; Cleveland; Inglewood, CA; Milwaukee; Richmond; Salinas, CA; San Antonio and Seattle. These strategies range from establishing School Enforcement Teams that handle criminal conduct in schools and identify at-risk students, to targeting gun "hot spots," to enforcing curfews and tougher penalties for gang members.

## **Anti-Gang Initiative**

In 1995, the COPS Office also launched the Anti-Gang Initiative, another element of the Clinton Administration's comprehensive assault on juvenile crime. This initiative has funded the most effective strategies in 15 communities on the front lines of the battle against gangs. A total of \$11 million was awarded to Austin; Boston; Chicago; Dallas; Detroit; Indianapolis; Jersey City; Kansas City; a consortium of Los Angeles city and county; Miami; Oakland; a consortium in Orange County, California; Phoenix; St. Louis; and Salt Lake City. Strategies have included civil enforcement remedies against gangs; environmental design to reduce gang activity; and the mobilization of neighborhoods, schools, churches and community groups to keep kids in school and out of trouble.

## **Domestic Violence**

Under the Community Policing to Combat Domestic Violence program, \$46 million was granted to 336 communities to advance their fight against domestic violence. These grants have funded unique partnerships between local law enforcement and local victim services programs.

## **Problem-Solving Partnerships**

In mid-1997, over 450 communities began partnering with their police department or sheriff under the Problem-Solving Partnerships program. These grantees received a total of \$40 million to target specific neighborhood crime or disorder problems such as rape or sexual assault, residential or commercial burglary, and street-level drug dealing.

**"It's not enough just to take the [domestic violence] perpetrators and lock them up. The goal is to educate people and basically teach them how to live a lifestyle without violence." – Sgt. Bradley Meyers, Jamestown, NY, Police Department, on the COPS-funded domestic violence program, *Buffalo News*, March 21, 1997**

### **Crime Cut in Half Thanks to Community Policing**

Community policing, begun in the summer of 1995, has turned around the Century Woods housing complex and the lower Longview community in Rock Island, Illinois. Century Woods reports a 52 percent decline in major crime from the summer of 1995 to the summer of 1996, despite a doubling in the number of occupants in the housing complex. Longview had a 49 percent decline in major crime during the same time period. The COPS-funded program has helped create a partnership between the residents and the community policing officers. The officers now embody the community — before they were stretched very thin and not able to dedicate the time and energy in getting involved in the community. In Century Woods, a new administrative building with a community room, a substation and monthly Parent-Youth Initiative dinners have helped make a difference. The Longview area has had great success with community involvement, neighborhood restoration and a renewed effort on the part of the citizens and police. Today, these communities not only serve as safe living establishments but "safe havens" for kids in the city, a drastic change from the once downtrodden areas.

# PROFILES

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# Fort Worth, TX

The City of Fort Worth has approximately 467,500 residents and is the 28th largest city in the United States. Located in Tarrant County in the north central region of Texas, the city covers 295 square miles. In 1991, Fort Worth's residents and business owners were very vocal about their concern over the rate of crime. A number of newspaper articles published at that time revealed the city to have one of the highest crime rates in the nation.

## The Strategy

By 1991, crime had taken such a grip on the community that Police Chief Thomas Windham worked closely with other city departments, schools and community groups to create Code Blue, a comprehensive crime reduction campaign. Under this new program, officers were freed up from desk work and put back onto the streets, and 44 new Neighborhood Patrol Officers (NPOs) were hired to implement nontraditional approaches to policing. Code Blue restored funding for gang intervention programs and added personnel to the department's gang detail. It also funded the late-hour operation of community centers, providing at-risk youth an alternative to the street and a safe place to play. Other neighborhood, church, school and business organizations provided funding for innovative programs such as leadership skill workshops and a neighborhood adopt-a-police-officer program to support further the efforts of Code Blue.

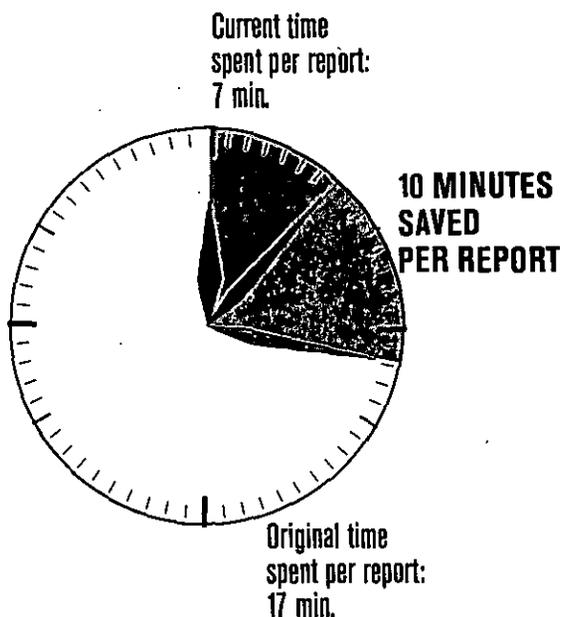
The goals of Code Blue are to reduce crime, improve the quality of life for all Fort Worth residents, empower citizens to become involved in crime-prevention efforts, involve children in crime prevention and self-esteem development programs, and encourage the creation of other public-safety programs. Monthly progress reports ensure that the program stays on track.

A key to the Code Blue program is the Neighborhood Patrol Officer. Prior to receiving COPS grants to hire or redeploy 38 officers, each patrol officer covered from three to five beats. Now, with help from the COPS Office, each NPO covers exclusively one beat. NPOs have been so successful that the department plans to expand community policing methods to all officers. The support for NPOs is so high that one Field Operations Division captain says it is not unusual for residents to ask that their neighborhood officer get a raise or promotion. In 1991, Code Blue provided funding for a network of 2,800

"I have to believe our drop in crime is almost totally due to neighborhood policing."

—Police Chief Thomas R. Windham,  
*CQ Researcher*, April 4, 1997

"I almost don't believe it myself. But look at the figures. The city's overall crime rate ... is the lowest it's been since 1978. Community policing is largely responsible for that." — Police Chief Thomas Windham, *The Associated Press*, April 10, 1995



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citizen volunteers to act as the eyes and ears of the police force. The volunteers, known as "Citizens on Patrol" (COP), drive around their neighborhoods in clearly marked cars and report any suspicious activity to the police. In 1992, the first year of this successful program, the city experienced a 27 percent reduction in violent crimes. Since its implementation, the COP program has grown considerably. It now includes nearly forty different neighborhoods in the city.

### Redeployment through Time Savings

When the Fort Worth Police Department examined its offense reporting process, it found that thousands of officer hours and hundreds of thousands of citizens' hours were spent unproductively. Even though the reports had been completely computerized, officers still averaged 13 minutes per report to phone in the information for an operator to enter it. In addition, Ft. Worth police estimate that citizens wanting to make phone reports for minor crimes spent an average 284 minutes each on a callback list waiting to have their phone call returned.

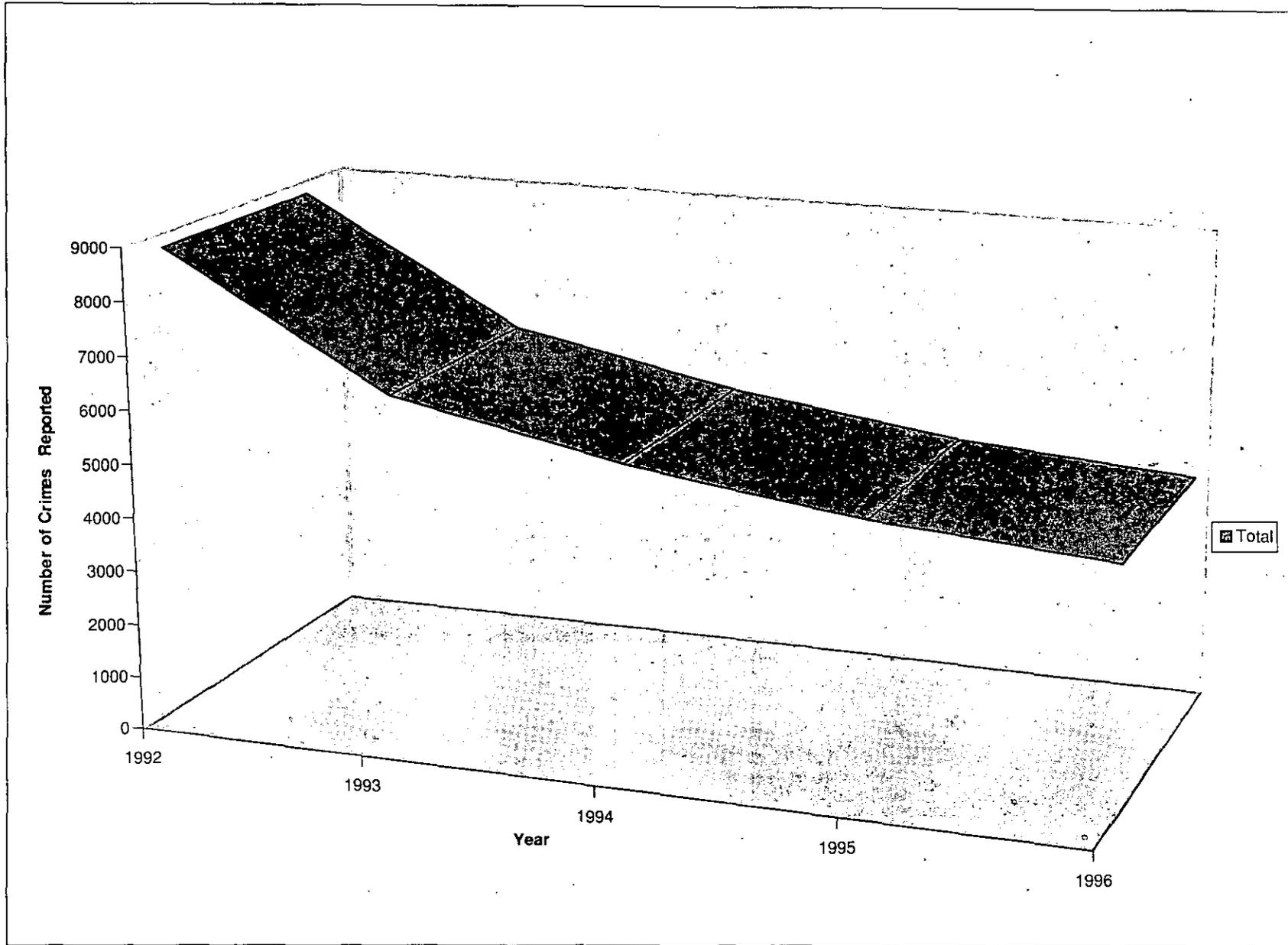
As a result, the department implemented the Digital Transcription System (DTS) that offers three filing methods to make reporting more efficient. The results have been tremendous. The time officers spend on reports dropped from 52,000 hours per year to about 12,000 hours per year. The 40,000 hours of officer time that were saved in effect added 19 officers to the department's force.

The time officers spent dictating reports fell over 60 percent, from an average of almost 17 minutes to under seven. In addition, the department's response time to citizen phone reports improved by an impressive 86 percent.

### Community Policing Background

Fort Worth has received several grants from the COPS Office to support its already successful community policing program. The department received a hiring grant to add 20 officers and funding to redeploy 18 officers. Fort Worth also received a \$1 million Comprehensive Communities Program grant from the Justice Department to provide support in the development and implementation of a comprehensive strategy to address the incidence of violent crime in the city.

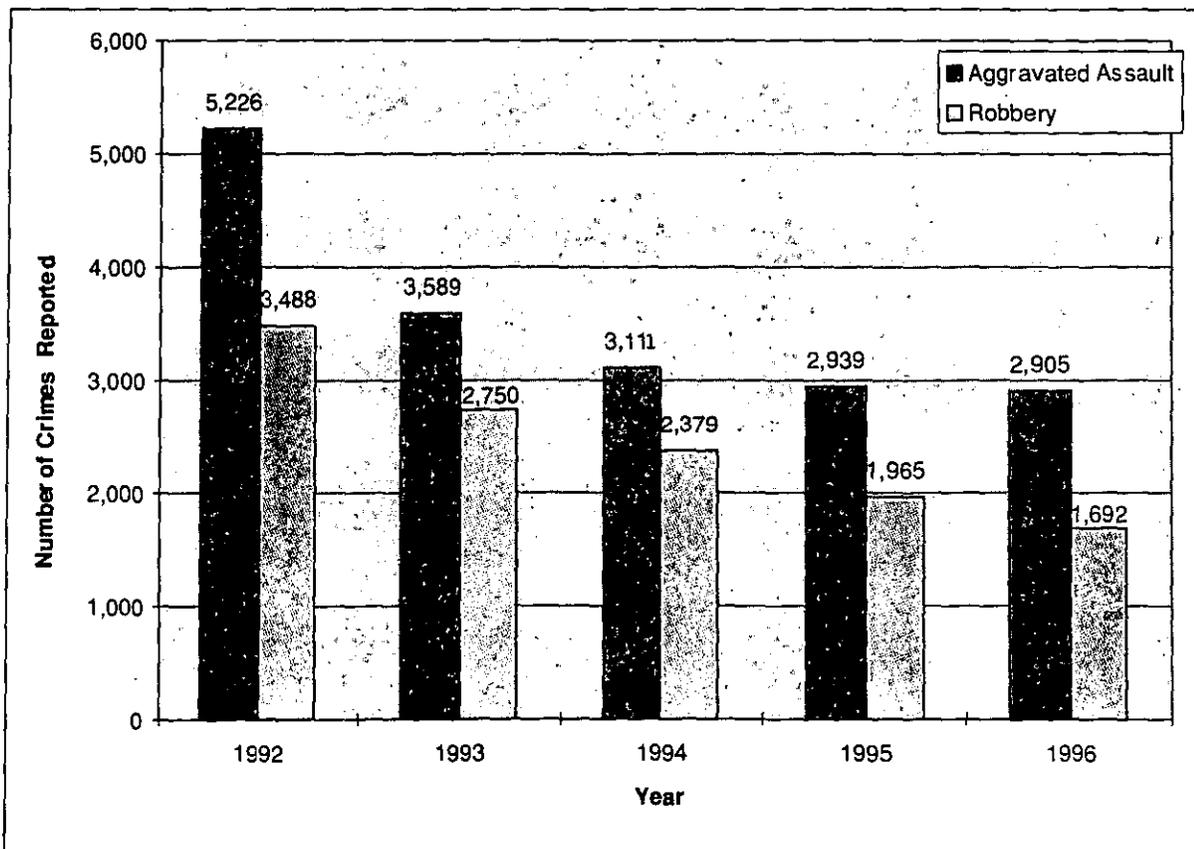
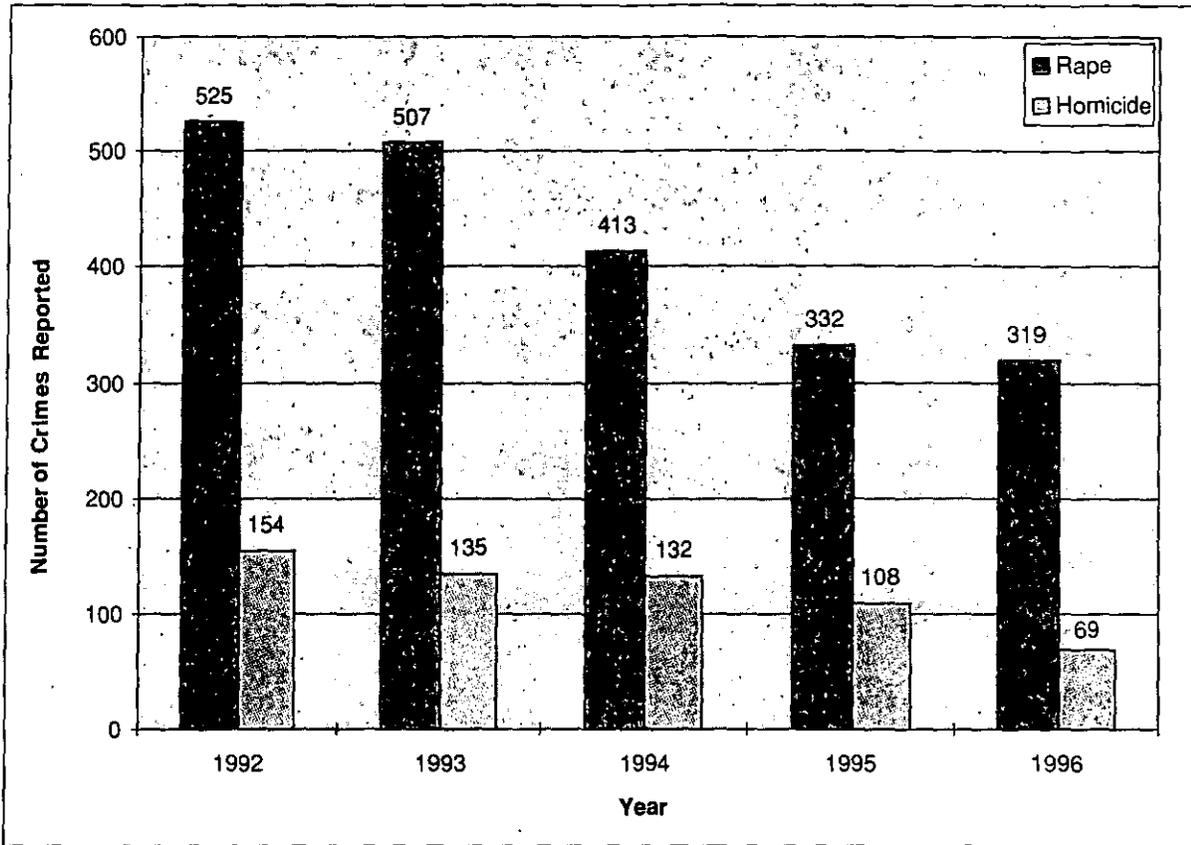
# Ft. Worth, TX, Uniform Crime Report: Violent Crimes from 1992 to 1996



Source: FBI Uniform Crime Report

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**Ft. Worth, TX, Uniform Crime Report: Violent Crimes from 1992 to 1996**



When Chief Windham was appointed to lead the department in 1985, he determined that police management was isolated from both the community and the rank and file. Fort Worth began its community policing efforts in 1986 after an entire year of planning. As a result, the Fort Worth Police Department abandoned patrol management on a time-shift basis only, and established four geographic Field Operation Divisions. In a radical change for the department, a captain was placed over each field division and given full charge over both the patrol and investigative functions. These divisions provided the foundation for community-based policing by placing the responsibility for police services at the local level and creating an environment for neighborhood interaction.

The implementation of Code Blue in 1991 further expanded these community policing efforts. After a slight initial increase in crime, the community policing project began to take hold in the department and the community, and crime began to decrease. With the support of Mayor Kenneth Barr and city agencies, Code Blue continues to be a successful program in Fort Worth.

## The Results

The Code Blue program, which was greatly expanded by the addition of COPS-funded officers, has resulted in the annual decrease in crime statistics throughout the city. There was a 4 percent drop in the crime rate from 1995 to 1996. In violent crimes, the city experienced drops across the board: murders decreased 37 percent, rapes fell by 4 percent, assaults declined 1 percent, and robberies dropped by 14 percent. From 1993 to 1996, the overall crime rate declined 23 percent. Thanks to Fort Worth's innovative community policing, crime is at its lowest level since 1978.

**"But as good as the national numbers appear, they don't compare with the numbers being compiled in Fort Worth...There are several reasons for the drop in crime [in Fort Worth], including the familiar stew of more cash for more cops, and more community involvement"**

*— USA Today, October 14, 1996*

# Santa Ana, CA

Located 33 miles southeast of Los Angeles, Santa Ana, with its 310,000 residents, is the largest city in Orange County. From the early 1960s until the mid-1970s, the crime rate in Santa Ana rose sharply. In particular, Santa Ana saw an increase in gang-related crime and youth violence.

## The Strategy

To combat this high level of crime, Santa Ana began to implement a Community Oriented Policing (COP) strategy in 1974. The agency implemented departmentwide community policing and problem solving to fight violent, youth and gang crime.

The COPS Office has awarded Santa Ana almost \$4 million to fortify their community policing efforts and help them hire and redeploy 81 officers. With the help of a COPS grant, the department created the COP Task Force in 1995 to target six neighborhoods, including the civic center and downtown business area. In these neighborhoods, the task force has focused on prevention, intervention and enforcement projects.

From the outset, the COP Task Force built strong partnerships with neighborhood associations, schools, churches, businesses, community leaders and city officials, including Mayor Miguel Pulido. An integral part of this effort was a public opinion survey in the focus area. Neighborhood patrol directors have 24-hour responsibility for their districts instead of the traditional shift-to-shift basis.

The task force has taken numerous positive steps to open and keep open the door of communication between the community policing officers and the residents. Regularly scheduled community problem-solving meetings are conducted to allow residents to discuss any long-standing fears or concerns.

One example of the progress of community problem solving is the resolution of a long-standing gang problem on a residential street. With the assistance of the COP Task Force and the city's Neighborhood Improvement unit, the neighborhood filed a "Safe Streets" civil suit against an apartment owner. The problem tenants were evicted, and peace restored to the neighborhood.

## **Operation Roundup**

In 1994, the department began an undercover drug sales project, in cooperation with the FBI and the county district attorney's office, to lower gang activity in a certain neighborhood infested with drugs and violence. Targeting the Sixth Street Gang, the most violent in Orange County, the operation identified gang members involved in the illegal sales of drugs and conducted an undercover video-buy program over a 5-month period. This effort resulted in the conviction of 100 percent of the gang members arrested, with an average sentence of 3.1 years (compared to the county average of 60 to 90 days for drug sales convictions). The initiative erased gang activity in the square-mile area near the city's civic center. The sound of gunfire, a nightly occurrence, all but stopped. A follow-up improvement campaign to repair street lights and roads, refurbish homes, and paint over graffiti, has cleaned up the neighborhood and helped keep the criminal element out. Thanks to Operation Roundup, the calls for service in the targeted area decreased by 79 percent, and the gang and narcotic calls decreased by 94 percent.

## **Street Terrorist Offender Project (S.T.O.P.)**

In another effort to stem the tide of gang violence, the Santa Ana Police Department developed the Street Terrorist Offender Project (S.T.O.P.) in 1994. This multiagency suppression team is comprised of the department; local and federal prosecutors; probation officers; and the Bureau of Alcohol, Tobacco and Firearms (ATF). The team focuses on a select group of "hard-core" gang members and removes their influence among the gang through arrest, probationary supervision and vertical prosecution (a technique of prosecuting criminal organizations throughout the hierarchy) by gang experts. The ATF agents and two police officers comprise a Weapons Interdiction Team to stop the illegal flow of weapons to gang members and drug dealers.

S.T.O.P. has a prevention component to attack the root causes of gang violence and prevent at-risk children from joining gangs. The school district conducts parent education and family risk-assessment programs, and a family counselor from the Orange County Bar Foundation has joined the team.

S.T.O.P. has had astounding success. In its first task force action, the team targeted the Sixth Street Gang in conjunction with Operation Roundup. One hundred forty-two targeted

**"There used to be shootings here every day, and you couldn't go outside because of the gunfights..The residents would be too frightened. Not now." – Minerva Armenta, a 23-year resident, *Orange County Register*, February 11, 1996**

"[P]olice must be more responsive to the causes of crime, rather than merely dealing with the results of crime." – Santa Ana Police Chief Paul Walters, September 1996

## S.T.O.P. Task Force

- ★ 1,000+ gang members arrested
- ★ 211 firearms seized
- ★ 100% conviction of gang members
- ★ 54% drop in gang-related homicides

gang members were arrested, and crime committed by this gang was virtually eliminated. In the first target zone, crime dropped by 54 percent during a 6-month period in 1994. S.T.O.P. officers arrested 473 other nontargeted gang members, seized over 100 firearms and traced the source of over 600 seized firearms. The firearms-tracing program led to the discovery of theft rings at two local weapons manufacturers and one criminal firearms dealer. These sources had put several thousand handguns into the hands of gang members and criminals.

In the first two years of operation, S.T.O.P. officers have arrested 165 targeted and 840 other gang members, conducted 4,044 field interviews, seized 211 firearms, and conducted 366 probation searches of gang members' homes. One hundred percent of the S.T.O.P. arrests have led to criminal charges, and 100 percent of those gang members tried have been convicted. Statistics reveal that gang-related homicides were down from 46 in 1995 to 21 in 1996, a 54 percent drop. As of March 1997, there has been only one gang-related homicide.

## Community Policing Background

Santa Ana stands out for its departmentwide community policing efforts and organizational structures that support community policing at every level.

In the 1970s, the Santa Ana Police Department implemented a geographical approach to patrol and began involving the community in the crime-prevention effort. An increase in drug-related crime and changing demographics in the 1980s led the department to recentralize command, leaving only a handful of officers to respond to area-specific problems. Because this incident-driven approach proved much less effective at preventing crimes and addressing community problems, the department was fully transitioned to a problem-oriented philosophy in 1989. Performance standards were developed to provide support for community policing methods and procedures.

Problem Oriented Policing (POP) is the heart of the Santa Ana Police Department's commitment to community policing. Designed to reduce crime, disorder and the fear of crime, POP is a proactive, decentralized approach to providing police services. The problem-solving effort utilizes partnerships

among the police and the community, the private sector, other municipal and government agencies, or any other concerned person or organization, thereby promoting a healthy neighborhood environment.

In 1989, the Task Force on Neighborhood Policing was convened to identify areas of common concern and develop strategies to resolve those concerns. This police-community partnership included 24 community members and served as a strong basis for the police department's Community Oriented Policing Program. In support of the task force's recommendations, the department established the Westend Development Policing District in 1991 as a "field laboratory" for community and problem-oriented policing strategies. This site has served as a community policing model for law enforcement agencies around the nation.

As a nationally-recognized leader in community policing, Santa Ana has implemented innovative programs that target crime, blight and fear among the community. The department won the California League of Cities' Helen Putnam Award for its use of civilians in innovative and effective ways. The POP strategies also won the Police Executive Research Forum's first annual Herman Goldstein Excellence in Problem Solving Award.

## The Results

A long-term commitment to community policing, with recent reinforcements from the COPS Office, has brought great dividends for Santa Ana and its residents. Since 1981, the crime rate has decreased steadily. To illustrate the gain over time, the city's crime rate was 97 crimes per 1,000 in 1975. Today, the rate has dropped to 45 crimes per 1,000 residents. Crime continues to decrease. The city's crime rate fell 13.8 percent from 1995 to 1996 — that's a drop of 31.7 percent from 1993.

In 1996, murders fell 36 percent, forcible rapes dropped by 6 percent, robberies by 5 percent, aggravated assaults by 17 percent, burglaries by 16 percent, larceny thefts by 12 percent and auto thefts by 14 percent. There have been only six reported homicides to date in Santa Ana in 1997, an amount that only a few years ago could have been the homicide count in a month's time.

**"The COPS program is so important because it is one of the few programs designed to improve the quality of life. It encourages a sense of community and a trust in the police department" — Retired Santa Ana Police Chief Ray Davis, June 18, 1997**

The results of the COPS-funded task force in the targeted areas are even more staggering. From 1995, when the task force was implemented, through 1996, there was a 71 percent decrease in robberies, a 66 percent decline in assaults and a 91 percent drop in narcotics complaints.

Police Chief Paul Walters attributes this crime reduction — in addition to renewed public support, community partnerships and fear reduction — to community policing efforts.

Santa Ana has proven to be a faithful national leader in the advancement of community policing. As a model agency, the department demonstrates the magnitude of benefits that can be reaped through a long-term investment in organizational transformation and the provision of exemplary customer service.

# Chicago, IL

Chicago, the nation's third largest city with a population of nearly 2.8 million, has a history burdened with a legacy of crime. In the 1930s, Chicago's streets were home to violent gangs shooting it out over control of whiskey and prostitution. By the late 1980s, sporadic growth and urban decay had left Chicago with a new legacy. A populace diverse in ethnicities and beliefs saw its streets deteriorating and its confidence in the police diminishing. Many communities were home to abandoned buildings and infested with a new generation of street gangs that roamed neighborhoods selling drugs and peddling violence. From 1989 to 1992, the number of violent index crimes jumped to more than 84,000, an increase of nearly 15 percent. By 1993, the city had seen enough.

## The Strategy

In April of 1993, Police Superintendent Matt Rodriguez and Mayor Richard Daley decided to reinvent the Chicago Police Department. Concerned for the department's effectiveness and feeling overburdened with 911 calls, they adopted CAPS, Chicago's Alternative Policing Strategy. By dividing the city into 279 beats, each staffed by a group of officers called a beat team, police took a proactive step in fighting crime. COPS has since awarded Chicago grants in excess of \$46.5 million for the hiring or redeployment of 957 officers.

To help the Chicago Police Department get officers away from their desks and back on the street, the COPS Office has awarded MORE grants totaling over \$2.5 million to purchase equipment and hire civilians, resulting in the redeployment of 386 officers. The grants provide support for the ICAM (Information Collection for Automated Mapping) system, a sophisticated but easy-to-use crime mapping system that allows officers to identify and track hot spots of criminal activity.

## Technology

The ICAM system, developed by members of the Chicago Police Department, has been a key element in freeing up more officers from administrative tasks. It uses the city's fiber-optic network to transmit data citywide. In addition to crime mapping, ICAM contains arrest data, updates cases automatically and even transmits mug shots. To support problem solving,

**"Many police chiefs, including Chicago Supt. Matt Rodriguez, say that beefed-up police forces and innovative policing methods such as community policing are the reason for the drop in reported crime." – *Chicago Tribune*, January 19, 1997**

**"After years of rising terror, something unusual is happening with big-city crime. It's going down...[C]ommunity policing enhances cooperation instead of resentments between police and neighborhoods. It allows police and neighborhoods to join together to fight their common enemies, the lawbreakers." - Chicago Tribune, January 6, 1997**

the ICAM system is capable of storing data for up to two years. Police used to have to map crime by hand, a time-intensive task that was often a luxury they could not afford. ICAM is available to all 13,500 sworn officers, allowing them to better track crime and intervene far more quickly than ever before. Part of the MORE grant will update ICAM by providing case reporting capabilities in 2,000 remote terminals in patrol cars, allowing Chicago officers to transmit reports from their vehicles and do on-the-spot crime analysis. Soon, a public version of ICAM will be available to citizens as well, letting residents track problems in their own neighborhoods.

In addition to using computers for crime analysis, the Chicago Police Department is using technology to reach residents. They have their own home page on the Internet, designed and operated by police officers and civilian personnel. Chicago police officers and residents also can be seen on the biweekly cable program, *Crimewatch*, which showcases neighborhood problem-solving successes.

### **Community Profiling**

COPS MORE money has helped the Chicago Police Department develop a Community Assessment Center. The Assessment Center is designed to give officers a comprehensive picture of the community they serve. The center will collect information relevant to each community, such as the number of liquor licenses, real estate transactions and abandoned buildings. In addition, analysts will compile and examine files on the officers serving the community, including performance evaluations, accolades from residents in their beats and citizen complaints.

With the aid of two analysts, the department will be able to monitor changes in the neighborhood and evaluate police-community relations in an accurate and timely manner. This information is designed specifically for beat officers, who also can add anecdotal information to the database. The center will enable officers to keep in touch with the evolving nature of the communities they serve.

## **Community Policing Background**

The foundation of CAPS is a community policing philosophy of partnerships and problem solving. For the first time in department history, the entire agency was officially decentralized by 1996, granting much more discretion to sergeants and district commanders to more effectively solve neighborhood crime and disorder problems. Teams of officers in the city's 279 beats work with residents to identify the most pressing problems and develop joint strategies to solve them. This comprehensive, "bottom-up" planning process ensures that all department resources are focused on those chronic and pervasive crime problems that are of most concern to the community. Chicago has put into place a system that has 85 percent of its residents describing the police as helpful. CAPS is living up to its motto, "Together We Can."

Essential to the success of CAPS are its regular beat community meetings, which were fully established in every beat of every district by 1995. These meetings, which are conducted by beat team officers and civilians, do more than just allow beat teams to take complaints. Team members and residents work together to assess problems that are facing the community and tailor customized solutions to them. Citywide, approximately 5,000 residents a month attend their beat community meetings. The residents themselves address over 60 percent of the problems they raise, taking responsibility for the quality of life in their neighborhoods.

Another key to the success of CAPS has been the department's cooperation with other city agencies. The mayor's office coordinates citywide services to address neighborhood crime problems through the beat officers. Beat officers take complaints from citizens regarding abandoned buildings, illegal dumping, and unclean or unsafe areas throughout their regions. The beat officers then forward these complaints to the mayor's office, which responds by contacting the appropriate city agency. All city agencies work together to keep Chicago's streets clean and safe. Since the program began in 1993, 85 percent of these requests have been completed, and comments have been positive ever since.

The department also is committed to combating violence in schools. Through the combined efforts of beat team members, city school officers and parent volunteers, Chicago has seen a drastic reduction in the number of guns in schools. In each of the 1991-1992 and the 1992-1993 school years, police confis-

**"...CAPS – three million Chicagoans working together, not just a police force of 13,500 working alone. Together, we can truly make a difference." – Matt Rodriguez, Superintendent of Police, "On the Beat," the CAPS newsletter, 1996**

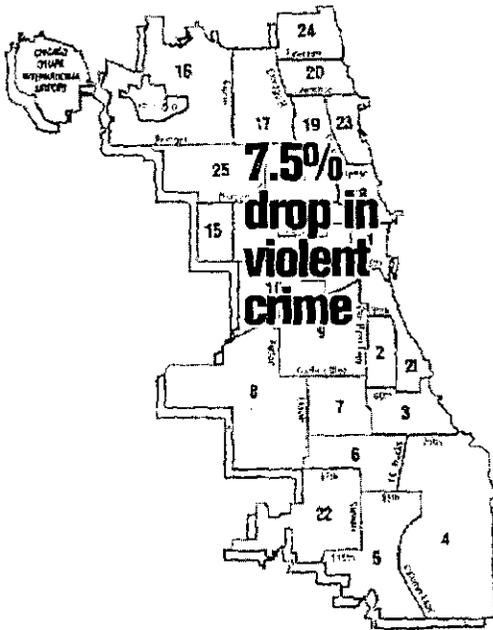
cated over 100 guns. That number dropped to the forties the following two years, then 19 the next, and dwindled to its smallest yet, 12 guns confiscated, during the 1996-1997 school year.

## The Results

Since CAPS began in Chicago, crime has fallen. The department's strategy of combining grassroots efforts with new technology has paid huge dividends. In 1996, violent crime fell an astounding 7.5 percent. Homicides in 1996 fell nearly 5 percent, an overall 16 percent decrease since 1992. 1996 also witnessed the fifth consecutive year that total crime has fallen.

As much as the reorganization of CAPS was the dream of Superintendent Rodriguez and Mayor Daley, building a community policing system in Chicago has been a citywide effort. Individual beat officers and active citizens make it a point to open the lines of communication, realizing that only together can they have an impact on quality of life. Chicago continues to be an innovator in the way it looks at policing, communities and its people.

### Chicago 1995-1996



# San Diego, CA

The City of San Diego, located in the southwest corner of the continental United States, is home to 1,186,700 people and covers an area of 403 square miles. The sixth largest city in the nation, San Diego includes inner-city barrios, suburbs, military bases, rural ranches and farmlands, universities, and industry. The city shares one of the busiest international border crossings in the world with Tijuana, Mexico. San Diego's officer-to-citizen ratio is among the lowest of any major department in the nation, pointing to the critical need for officer redeployment to crime prevention and community policing. From 1989 to 1994, the violent crime rate increased 23.4 percent — evidence of the need for innovative policing strategies.

## The Strategy

In June 1991, the city adopted the Neighborhood Pride and Protection (NPP) program to support community involvement and empowerment throughout city government. Police Chief Jerry Sanders has led the development of a model community policing program as the cornerstone of NPP in San Diego.

NPP goes far beyond law enforcement and crime prevention to identify local problems, assist in neighborhood-level solutions using a variety of resources, and foster the collaboration between municipal and private agencies. NPP demonstrates that cooperation and partnerships among government, service providers and communities can stimulate positive change.

### Automated Reporting

To assist San Diego with the continued implementation of community policing, the COPS Office has awarded the police department a COPS MORE grants of more than \$7.7 million for the redeployment of over 320 officers. This grant has allowed the department to implement an Automated Field Reporting System (AFR) and hire civilians to install and activate the system. The AFR enables patrol officers to complete reports rapidly in the field and electronically upload documents into an integrated central system. This results in enhanced quality control, case documentation, management and tracking. Most importantly, officers can spend more time engaged in community policing activities.

**"Violent crime has declined in our major cities — in part because of community policing programs and private citizens who have worked hard to take back the streets."**

*— The San Diego Union-Tribune,  
November 23, 1996*

Before the AFR system was implemented, officers completed all reports by hand, then returned to the area station for their supervisor to review them. After making corrections, the officers made copies and distributed them to appropriate personnel. Handwritten reports were typed into a computer, then filed as paper copies. When an officer needed a copy to review, she notified the records division and waited while the file was located, copied and delivered. The average time to write, review, process and retrieve a report was over two hours.

To reduce this time and make records more accessible, the COPS grant funded mobile computer terminals so patrol officers can review and complete reports in the field. In May 1997, the San Diego Police Department piloted the new system in one area station. After intensive training, all officers within this station's jurisdiction are using laptops for a completely automated system. The progress is phenomenal. Documents are now completed in the field and electronically uploaded to area stations.

In the second phase of this project, preprogrammed systems will automatically route the reports to the appropriate supervisors and personnel, eliminating the need for manual copying and distribution. The reports can then be viewed and printed from the network, eliminating the delay in retrieval time. The system will allow for in-car analysis of police reports, facilitating the problem-solving efforts of officers while they're on patrol.

Thanks to AFR, the department already is seeing tremendous time savings. In addition, automatic field codes and spell and grammar check improve the accuracy of reports. Improved quality of reports will lead to improved prosecutions.

Within the next 12 to 15 months, all eight area stations will be online. Eventually, the system can be expanded to integrate the entire department — including fingerprinting, voice recorded statements and calls for service — into the automated system. AFR is the first step in a county and statewide seamless, paperless, interactive system to streamline the entire criminal justice process. By freeing up time previously devoted to filing reports, the COPS MORE grant allows officers to spend more time understanding and responding to community needs. The time saved by the Automatic Field Reporting system is the equivalent of 132 full-time officers.

## **Community Policing Background**

Community policing is becoming the accepted way of doing business for all patrol and investigative officers in the San Diego Police Department. The department has adapted organizational structures to support community policing, including management and supervisory support, comprehensive training, employee recognition systems, and employee performance review. The agency has decentralized to incorporate San Diego's 99 neighborhoods into 21 community-based, 24-hour police service areas served by beat patrols. Considered fundamental to policing and municipal responsibility, community policing is integrated into every component and function of the organization.

### **Combating Domestic Violence**

The police department has created a special domestic violence unit to ensure that victims receive the help they need and that perpetrators get the punishment they deserve. Using community policing techniques, the unit began to thoroughly document injuries to victims with polaroid cameras and specialized incident forms. Using this evidence, the department works closely with the district attorney's and the city attorney's offices to develop cases that can be prosecuted without the victim. Seventy percent of San Diego's domestic violence cases are tried without the victim's testimony. Prosecutors win almost three-quarters of these cases.

San Diego has used a \$200,000 Community Policing to Combat Domestic Violence grant from the COPS Office to build upon these efforts. The police department is working in partnership with the YWCA of San Diego County to create a Community Domestic Violence Resource Network. Under this project, a toll-free telephone clearinghouse gives access to information on all domestic violence service providers in the county. By tapping into a computerized database, specially trained information specialists tell officers in an instant which shelters have space available, which accept children and any other relevant information. Victims, service providers and law enforcement officers throughout the county and region can get the help they need from the resource network 24 hours a day, seven days a week.

**"Through this savings [from the COPS MORE grant], officers will have more time for community policing...it will permit a more effective use of officer time."**  
— Police Spokesperson Dave Cohen,  
*San Diego Union-Tribune*, February 1, 1997

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## **Innovative Problem Solving**

Faced with a prostitution problem in a business district in one area of the city, San Diego police initially tried to curtail the illegal activity through undercover arrests of the prostitutes and their customers. Although hundreds of the customers were arrested, the number of people who solicited prostitutes in the area did not drop off. Few prostitutes were arrested because they knew the undercover officers by sight.

Officers turned to problem solving and community policing. They gathered information about the exact nature of the prostitution problem, learning that many of the prostitutes were transients who would stay in the area as long as it was profitable for them. The neighborhood police officers believed they could make prostitution in the area less lucrative by obtaining a temporary restraining order (TRO) against the prostitutes who frequented the area. The TRO, which was requested by police and local merchants, was granted by a local judge. It prohibited almost 70 known prostitutes from flagging down motorists, loitering on corners and engaging in other solicitation activities within 100 yards of the local businesses.

Violations of the order resulted in an immediate five days in jail and a \$1,000 fine. In the first month after the TRO was obtained, the prostitutes disappeared from the area. As a result, customers no longer cruise that section of the city.

After the restraining order was obtained, every business in that area reported increased revenues. One of the local hotels reported its profits had increased 15 to 20 percent, because families began staying there for more than one night once the prostitutes had left. The TRO approach was a long-standing solution for the area — several years later, the prostitutes still have not returned.

## **Retired Senior Volunteer Patrol**

San Diego's Retired Senior Volunteer Patrol (RSVP) is a model citizen-police partnership program with more than 350 senior citizens participating. These volunteers are specially trained in problem identification and problem-solving techniques and are making a difference in the fight against crime in San Diego.

Agnes Brooks is a retired church secretary and the head of an RSVP unit. Working with fellow volunteers, she helped remedy a repeated burglary problem in her area of the city. A self-storage warehouse business was reporting an average of 25

burglaries a month. The police were spending at least 30 hours a month responding to reports of break-ins at the site and filling out the requisite paperwork.

Ms. Brooks and her fellow RSVP volunteers discovered during their analysis of the situation that management of the facility was lax. They also learned that the thieves were customers who rented other units themselves, stored the stolen merchandise in their own facility, and then moved it out of the property at a later date.

The business's management put into place a number of recommendations made by the RSVP team. The result was a dramatic drop in reported burglaries. Following the implementation of the RSVP plan, only one burglary occurred in three months, compared to more than two dozen in the previous month.

### **Problem-Solving Training**

The San Diego Police Department received a COPS Regional Community Policing Institute grant for \$1 million to partner with San Diego University, San Diego Organizing Project and California Peace Officer Standards and Training. The department will draw on their own experiences restructuring their agency to train area policing agencies on problem solving in a community context, including expanding problem-solving efforts into other policing areas like investigations.

## **The Results**

San Diego's efforts are paying off. In 1996, the city's crime rate dropped 5 percent from the previous year. During the same time period, murders decreased 13.2 percent, aggravated assaults declined by 9.4 percent and robberies by 7.6 percent. From 1993 to 1996, the overall crime rate in San Diego plummeted an astonishing 28.2 percent.

San Diego's collaborative approach to community policing and problem solving has proven extremely effective. The reorganization of the police department, effective community mobilization and empowerment, and problem-solving tactics, supplemented with almost \$12 million in COPS grants to hire or redeploy 355 community policing officers, have been the core of the success of neighborhood policing.

### **San Diego's Success 1995-1996**

↓	<b>Murder</b>	<b>-13.2%</b>
↓	<b>Aggravated Assault</b>	<b>-9.4%</b>
↓	<b>Robberies</b>	<b>-7.6%</b>
↓	<b>Total Crime Rate</b>	<b>-5%</b>

# Knoxville, TN

Knoxville is located in East Tennessee. One of the country's community policing pioneers, the Knoxville Police Department (KPD) serves a community of approximately 167,000 people. A primary challenge for the department has been to improve its technology to bolster its community policing efforts.

## The Strategy

Knoxville police officers were spending too much time writing reports, filing paperwork and gathering information — time taken away from the neighborhoods and citizens. The department was faced with finding a way to expedite these painstaking but necessary functions without sacrificing accuracy.

Knoxville has received COPS MORE grants allowing it to advance and sustain the technological achievements that aid in its community policing efforts. Thanks to funding from the COPS Office, the department purchased laptop computers, hardware and software to put specific crime information at officers' fingertips. The laptops are issued to officers and allow them to access information such as criminal codes, social programs and local ordinances. Officers can update an entry with notes about an individual contact or incident. An officer can file reports electronically, filling out the report as she gathers information at the scene and later download that information into the system. The report program increases completeness and accuracy while still reducing the time an officer spends on the report.

Knoxville has taken this field-accessible data to another level. KPD officers now can access information on shelters, rehabilitation facilities and social services for community members in need. Currently, the online resource directory has over 500 agencies listed along with their requirements and service information. The KPD has shared this directory with 50 other agencies providing them the same 24-hour access to this information.

## Community Policing Background

Throughout the 1980s, the Knoxville Police Department worked internally to change their infrastructure and improve their

officer development strategies. They concentrated on new approaches to problem solving and encouraged all levels of staff to adopt creative new methods to solve old problems. The Knoxville Police Department does not have a separate community policing unit or division. It is dedicated to practicing community policing throughout the department at all levels, throughout all divisions. The department encourages innovative thinking and creative problem-solving throughout the ranks.

To support Knoxville's community policing efforts, the COPS Office has awarded the department \$5.7 million to hire or redeploy 96 officers.

Under two Justice Department Demonstration Site grants, Knoxville has experimented with community policing ideals and practices on a departmentwide basis. As part of a strategic planning effort, the department adopted the Service Excellence Process to solve neighborhood and operational problems. This process builds on the S.A.R.A. (scanning, analysis, response, assessment) model of problem-oriented policing. The Service Excellence Process is a unifying principle that improves police response to community needs, raises the standard of work through greater worker involvement and establishes a structure for continued development.

The Community Advisory Committee also was established under these demonstration grants. This self-selected group represents community organizations and residents. The group currently has 50 active members who work with the police department to set crime control goals for the coming year. The group then helps achieve these goals through independent projects. It was a member of the Community Advisory Committee that promoted the Bringing Home the Badge program that provides police presence in at-risk neighborhoods by encouraging police officers to move into blighted areas. In its first year, this program drew 19 applicants. Banks and housing programs provide low interest loan packages and improvement plans.

## **Organizational Change**

Because of its success as a model community policing department under the leadership of Chief Phil Keith, Knoxville recently received a Regional Community Policing Institute grant for \$1 million from the COPS Office to allow the department to share its success with other agencies. With this

**"Community policing seems to be closing the gap between police officers and the people they serve." – Knoxville News-Sentinel, February 7, 1997**

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grant, Knoxville will partner with the University of Tennessee and the Metropolitan Drug Commission to teach other organizations how to change internally to support community policing. The training will encompass a variety of approaches including teleconferencing, self-paced learning, videos and CD-ROMs, as well as more traditional approaches. Knoxville will be teaching law enforcement agencies from several states how to change their organizations not only to support, but also to sustain community policing.

### **Fighting Juvenile Crime**

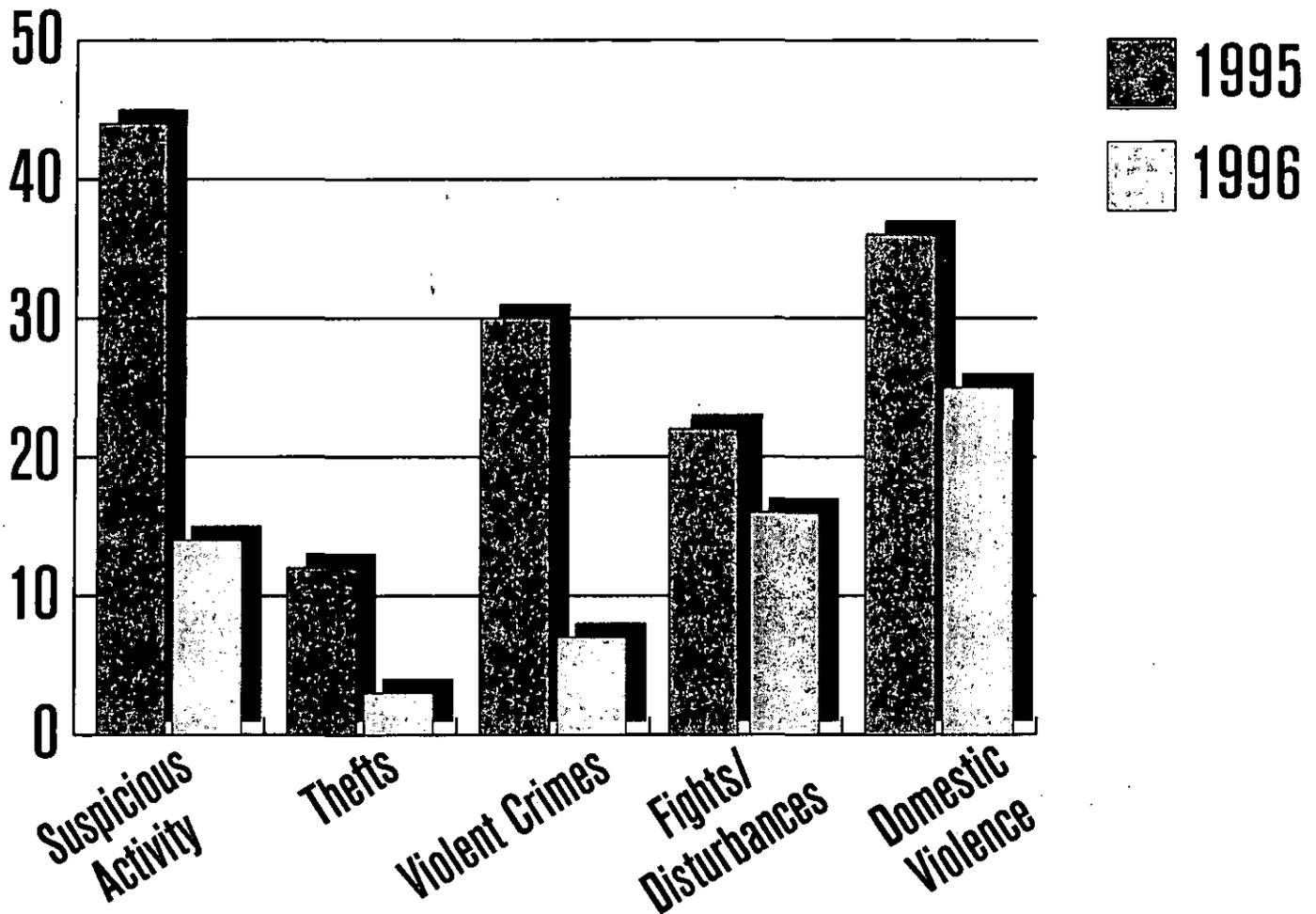
Knoxville has experienced many of the same juvenile crime problems as other cities. In an effort to combat the problem of youth crime and disruptive behavior in school, the police department forged an alliance with the school system, district attorney's office, mental health providers, corrections and juvenile court system to create a transition school. The transition school provides a place for juveniles who are disruptive, violent or have committed crimes to continue their education. Previously, teachers had limited options for dealing with these students. The goal of the transition school is to see students graduate, not merely to detain them. The program requires attendance and counseling, contraband searches and commitment for violations. This program is designed to ease the youth back into a more traditional school setting.

Knoxville also employed innovative problem-solving techniques in one public housing project where juvenile crime was particularly rampant, with service calls increasing during the summer months. The beat officer for the complex, Officer Sam McCroskey, decided to go door-to-door meeting the residents to learn about their safety and crime concerns. Most of the concerns — gang activity, vandalism and violent crime — centered around youth. Officer McCroskey set out to create activities that would keep these kids active and interested during the hot summer months. He taught them how to play chess, set up a volleyball court and taught computer skills. He encouraged local merchants to donate bicycles that would be used as prizes for academic and attendance achievements.

Officer McCroskey used his own initiative and his own time to make this public housing project a much better place for kids and adults to live. Thanks to his diligence, violent crime in the public housing unit dropped 76.6 percent from 1995 to 1996. During that same period, overall calls for service decreased 55 percent.

# Austin Homes Public Housing Knoxville, TN

## Number of Crimes, July-August



Source: Knoxville Police Department

**"The citizen has got to establish what is acceptable behavior in the neighborhood."**

— Chief Phil Keith, *Knoxville News-Sentinel*,  
April 20, 1996

## **Combating Domestic Violence**

Knoxville is using community policing to address the scourge of domestic violence. With a grant received from the COPS Office, the police department formed a partnership with the YWCA. The program focuses on following up with the victim and getting them the help that they need. In the future, officers will receive extensive training, and a specialized database will give the officer the ability to contact domestic violence agencies and counselors from the crime scene, allowing them to better address the victim's needs.

## **The Results**

The Knoxville Police Department began its transition by looking internally — changing its infrastructure and officer development strategies. When the department achieved a level of success within the agency, it looked to the community for their input and their assistance.

Knoxville has seen dramatic results. Thanks to its internal reorganization and community policing, the crime rate has dropped an impressive 21.5 percent from 1993 to 1996. From just 1995 to 1996, the crime rate plummeted 22.2 percent.

With a population of 505,000, Cleveland sits on the shores of Lake Erie and covers 76 square miles on America's north coast.

There has been a steady increase in youth violence and associated crimes in Cleveland. Juvenile arrests for weapons violations rose from 89 in 1991 to 132 in 1994, an increase of 67 percent. The Cleveland Police Department's Youth Gang Unit noted a significant increase, 19 percent, in juvenile arrests between 1992 and 1993. At the same time, there was a 35 percent jump in juvenile felony arrests. The police department estimated that 35,000 juveniles passed through Cuyahoga County's court system in 1995, a 15 percent increase from the previous year.

Against this backdrop, however, the number of sworn police officers declined from 1,862 in 1984 to 1,688 in 1995.

## The Strategy

In September 1995, the Cleveland Police Department received over \$600,000 under the COPS Office's Youth Firearms Violence Initiative.

The department, under the leadership of Mayor Michael R. White, used this federal grant to establish the innovative and widely-praised Residential Area Policing Program (RAPP). This 1-year program was implemented by the community policing section of the Cleveland Police Department. Officers assigned to the RAPP program received 40 hours of specialized training on many issues including:

- The RAPP concept
- Community policing
- Working with juveniles
- Dealing with gangs
- Domestic violence
- Computers and intelligence gathering

RAPP implemented community policing strategies in high-crime neighborhoods by building on the mini-station concept. In these neighborhoods, the police department worked with the City of Cleveland's Community Development Program and the Cleveland Neighborhood Development Corporations to identify nuisance properties. These properties were restored

# Cleveland, OH

"There's no more of it here now. They all left." – 8-year old Brandon Minyard, describing the fate of drug dealers and drug trafficking since the opening of the RAPP house. *The Plain Dealer*, Cleveland, OH, February 16, 1996

**"I heard the RAPP house is supposed to keep kids off drugs. If possible I would like you to keep not just kids off drugs but parents too." – 6th grader Tawana Turner in a letter to city hall. Miles Elementary School students wrote letters asking for the RAPP house to be moved to their neighborhood. Tawana got her wish when the third RAPP house opened on Gaylord Avenue. *The Plain Dealer*, July 27, 1996**

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and then occupied 24 hours a day by Cleveland community policing officers. Once the officers were established in a neighborhood, they began a series of community policing initiatives. Officers at each RAPP house conducted door-to-door surveys to identify neighborhood problems or concerns. They hosted training seminars and provided a safe house for area youth, in addition to regular patrol activities.

With this COPS Youth Firearms Violence Initiative grant, the Cleveland Police Department wanted to create a community policing presence in the neighborhood and reduce firearms violence among youth. In addition, they hoped to mentor young people and give them a positive alternative to crime. Finally, the police strove to increase community involvement and empowerment.

Four sites were selected after consultation between the police department and local leaders. The first site was located on Coit Avenue on the city's east side and opened on January 1, 1996. The RAPP house operated for 90 days as planned before the program was moved to the second site. The second site was located on Seymour Avenue from April 16 through July 6. The third house was on Gaylord Avenue and operated until September 14. The fourth site, Brookfield Avenue, operated from October 1996 to January 1997.

Several community projects, led by the first RAPP house, are noteworthy. A Toy Gun Buy Back brought in 300 toy guns from 150 participating neighborhood kids. The project was a partnership between the police and the local hockey team, the Cleveland Lumberjacks. In exchange for guns, the team provided game tickets.

Despite its intended short stay, the RAPP house became an integral part of the neighborhood. Together, the community police, the residents and city agencies worked together to improve the appearance of the neighborhood. In the first location, over 40 junked cars were removed. The city's housing department was notified of boarded-up houses. Area kids took part in an extensive neighborhood cleanup. Efforts by police to empower residents also produced results. Officers helped local residents found the Glen Haven Community Association, which continues to conduct its own meetings. The success of the Cleveland Police Department's targeted approach to juvenile crime, funded through the COPS Office, can be attributed to sound problem identification and problem solving through community empowerment and permanent partnerships.

Once a RAPP house was ready to move to a new location, the police department made sure that a close working relationship between police and the community was left behind. The district commander assigned one officer, preferably someone that worked in RAPP, to stay in the district and serve as a contact for the community.

Driven in part by the popularity of the RAPP houses and the success in community policing, Police Chief Rocco Pollutro created a Community Empowerment Policing Unit to pick up where the RAPP houses left off. These units, stationed in each of the city's six districts, consist of six officers that continue the community policing duties of the RAPP officers. Each unit functions as a mini-community policing unit empowered to respond to the unique problems of its district.

**Preliminary comparisons of statistics for the first RAPP house neighborhood – for 1996 versus 1995 – showed significant decreases in crime. Shots fired in the neighborhood were down 56 percent.**

## **Community Policing Background**

In addition to the district Community Empowerment Policing Units, the Cleveland Police Department's community policing strategy centers around the Bureau of Community Policing. This section was created in 1977 as the Community Response Unit. Since then, the section has grown in leaps and bounds and includes mini-stations, school programs and other community policing initiatives.

With over \$8 million in grants from the COPS Office, Cleveland has been able to hire or redeploy 134 community policing officers. These additional officers have strengthened the already established 21 neighborhood mini-stations across the city. From these mini-stations, community policing officers partner with neighborhood organizations and members of the community to identify problems, create solutions and mobilize resources to prevent and fight crime in each of these neighborhoods.

The Cleveland mini-station approach has resulted in a number of initiatives, such as:

- Neighborhood Watch
- Home Watch
- Child Watch
- Stop Cleveland Auto Theft (SCAT)
- Gang awareness seminars
- Senior citizen seminars
- Business and residential security surveys

"I have seen a difference: the drug dealers used to pull in a driveway and sell their drugs. Now they don't come down the street." — Hattie Walker, discussing the RAPP house on Brookfield Avenue, where she has lived since 1951. *The Plain Dealer*, November 8, 1996

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- Bicycle patrols
- Beat/foot patrols

The bureau also serves as a bridge between the police department and the community. It strives to bring greater sensitivity to minority issues and concerns, and greater community awareness about crime and crime prevention strategies.

The School Resource and Education Unit was created recently to bring community policing to Cleveland's schools. The DARE program delivers the anti-drug message to roughly 6,000 fifth graders across the city each year. In September 1997, officers will begin teaching GREAT (Gang Resistance Education And Training) classes to seventh graders. The Child Accident Prevention Program reaches children in kindergarten through third grade.

Cleveland also prevents juvenile delinquency by combating school truancy. About three years ago, truancy was out of control, averaging about 15 percent, or 10,000 students each day. Finding that truants are often responsible for crimes, the police department, school district, teachers, council members, local churches, courts, prosecutors, local government agencies and community organizations all got together to pass legislation that holds parents responsible for truancy violations. For each violation, parents can be fined up to \$150. Soon, judges will have the option of ordering truant students to perform community service. The program has had a big impact on reducing truancy and crime in Cleveland.

### **Fighting Drugs and Drug-Related Violence**

COPS support also has helped to strengthen another anti-drug program, the Cleveland Drug House Task Force. This partnership between the police and the city identifies houses and other locations in which illegal drugs are trafficked. These houses are targeted for closure by using local housing and building laws. Over the past five years, this program has successfully shut down nearly 1,000 drug houses.

Cleveland's overall community policing strategy has launched numerous successful programs. One example, the Summer Drug Offensive, resulted in unprecedented cooperation among the community, the police department and other city departments. The offensive netted 341 drug-related arrests, seized weapons and other contraband, and helped neighborhoods board up crack houses and clean streets and vacant lots.

## The Results

The RAPP house was a phenomenal success. Prior to the arrival of the first house, one of the painful signatures of the Coit Avenue neighborhood was the busy drug traffic on a popular playground for area kids. Neighbors described midnight drug deals and random but constant gunfire. The efforts of the Cleveland Police Department and its community policing officers changed that by empowering the citizens in the neighborhoods.

Preliminary comparisons of statistics for the Coit Avenue neighborhood — for 1996 versus 1995 — showed significant decreases in crime. Shots fired in the neighborhood were down 56 percent. According to the police, suspected drug activity was down 64 percent and civil disputes down 52 percent as well. Interestingly, calls for service rose 100 percent, a sign that residents felt comfortable turning to the police.

This department is reaping the rewards of its 9-year commitment to community policing in a variety of ways. The overall crime rate dropped 3.4 percent from 1995 to 1996. In the same period, murders plummeted by 20.2 percent, rapes by 6.7 percent and aggravated assaults by 9.2 percent. Since 1993, the crime rate has declined 4.7 percent. Cleveland's success serves as a model for other agencies facing similar circumstances under a backdrop of diminishing resources.

**CRIME**  
**CRIME**

# Boston, MA

With a population of 574,000 people, Boston is the largest city in New England. Like other major metropolitan areas, it has fought an uphill battle against violent crime over the last decade. The city witnessed a surge in homicides, as well as gang-related and youth-violence crime rates in the early 1990s. Much of the violence was attributed to the nearly 100 gangs that boasted an estimated 1,300 members. To stem this tide, Boston turned to community policing.

## The Strategy

Upon his appointment in 1994, Police Commissioner Paul Evans began a dramatic transformation of the Boston Police Department to proactive policing by working in partnership with Mayor Thomas Menino and every single neighborhood in Boston.

The department's approach has combined aggressive law enforcement with positive prevention and intervention. Building partnerships with local probation officers, parole officers and prosecutors, the department has reached out to other local, state and federal agencies as well. Throughout the city, every parent, community activist, educator and business leader has been encouraged to get involved. Over 400 community members participated in the neighborhood policing strategic planning process. To assist Boston's efforts, the COPS Office has awarded nearly \$12 million in grants to hire or redeploy over 169 officers.

### Anti-Gang Initiative

The department has taken gang and youth violence head on, creating solutions that fit well with their overall neighborhood policing strategy.

Hot-spot analysis is employed in four targeted districts that have borne the brunt of gang-related firearms violence by youth, including homicides, shots fired, robberies and aggravated assaults. The police have followed an intervention strategy, working with the community and gang-involved youth, that has sharply cut into this violence.

The Youth Violence Strike Force was developed to lead the implementation of the strategy. Consisting of officers

from the Boston Police Department as well as the Massachusetts State Police; the Massachusetts Bay Transportation Authority; the Boston Housing Authority; the Bureau of Alcohol, Tobacco and Firearms; and the Immigration and Naturalization Service, the Strike Force is a perfect example of multijurisdictional cooperation.

Similarly, Boston created Operation Cease Fire to target and control gang-related violence and firearms trafficking throughout the area. Boston police work hand in hand with the U.S. Attorney's office, the district attorney's office and the federal Drug Enforcement Administration. This effort has been bolstered by a \$750,000 COPS Anti-Gang Initiative grant. The grant has funded a pilot computer system that tracks the illegal sales of firearms to juveniles.

Operation Nightlight is another example of Boston's unique programs to keep youth offenders from going back to a life of crime. Probation officers ride along with police officers at night to make sure that their probationers are not out on the street. By putting these kids on notice that probation violations will be enforced, probation compliance rates have soared.

Boston's comprehensive approach has resulted in fast-track prosecution and incarceration, stronger undercover narcotics operations, surveillance, and better tracking of gangs, guns and violence.

### **Combating Domestic Violence**

The Boston Police Department also was awarded a \$180,000 COPS domestic violence grant. The grant funded a program, called PEACE, that partners the police with the Massachusetts Coalition of Battered Women's Service Groups, the district attorney's office, the Public Health Commission and several other community-based service providers. The project ensures that a coordinated response is available for victims who do not seek help immediately. This proactive approach brings together everyone involved, from the front line to city agencies, to link available services with victims of potential repeat offenders.

### **Community Policing Training**

The Boston Police Department recently received over \$900,000 from a COPS Regional Community Policing Institutes

**"Not that long ago, we were seeing shootings on a nightly basis. I think people remember those bad times. And what we tried to do is continually remind them we've gotten where we are because we've worked together." — Police Commissioner Paul F. Evans, *Boston Herald*, May 27, 1997**

grant to train other agencies in community policing, with a particular focus on ethics and integrity. The department will partner with the Massachusetts Criminal Justice Training Council and the New England Community-Police Crime Prevention Partners to present basic training in community policing, moral decision making and integrity, and the role of middle managers in community policing. A core feature of the training will be the examination of a department's legacy and how that contributes to integrity and ethics throughout all aspects of policing.

## **Community Policing Background**

The Boston Police Department, building on the work of former Commissioner William Bratton, has worked intensely for the past three years to make community policing a reality. The department itself has decentralized, creating 11 districts within the city. Decentralization allows each district to use a different neighborhood policing strategy tailored to its needs. Within the districts, community policing officers patrol specific beats and hold open meetings with the neighbors to hear their concerns.

### **Strategic Planning Design Team**

The department created the Strategic Planning and Community Mobilization Project to implement community policing and a citywide, public-safety plan. They did so with tremendous community involvement. Sixteen teams, with a total of 400 participants, were tasked with creating goals, objectives and concrete strategies to support the department's mission to fully integrate community policing into Boston's neighborhoods — fighting crime, reducing fear and improving the quality of life. The 16 teams reflect the community itself, with members of the police force, local clergy, civic and business leaders, educators, and others with a stake in the future of Boston participating.

The planning teams developed a Strategic Plan for Neighborhood Policing. Under the plan, the Boston police now focus their resources in three general areas — intervention, prevention and enforcement.

One of the most successful intervention strategies is the Youth Service Providers Network, created with a grant from the Justice Department's Comprehensive Communities Program.

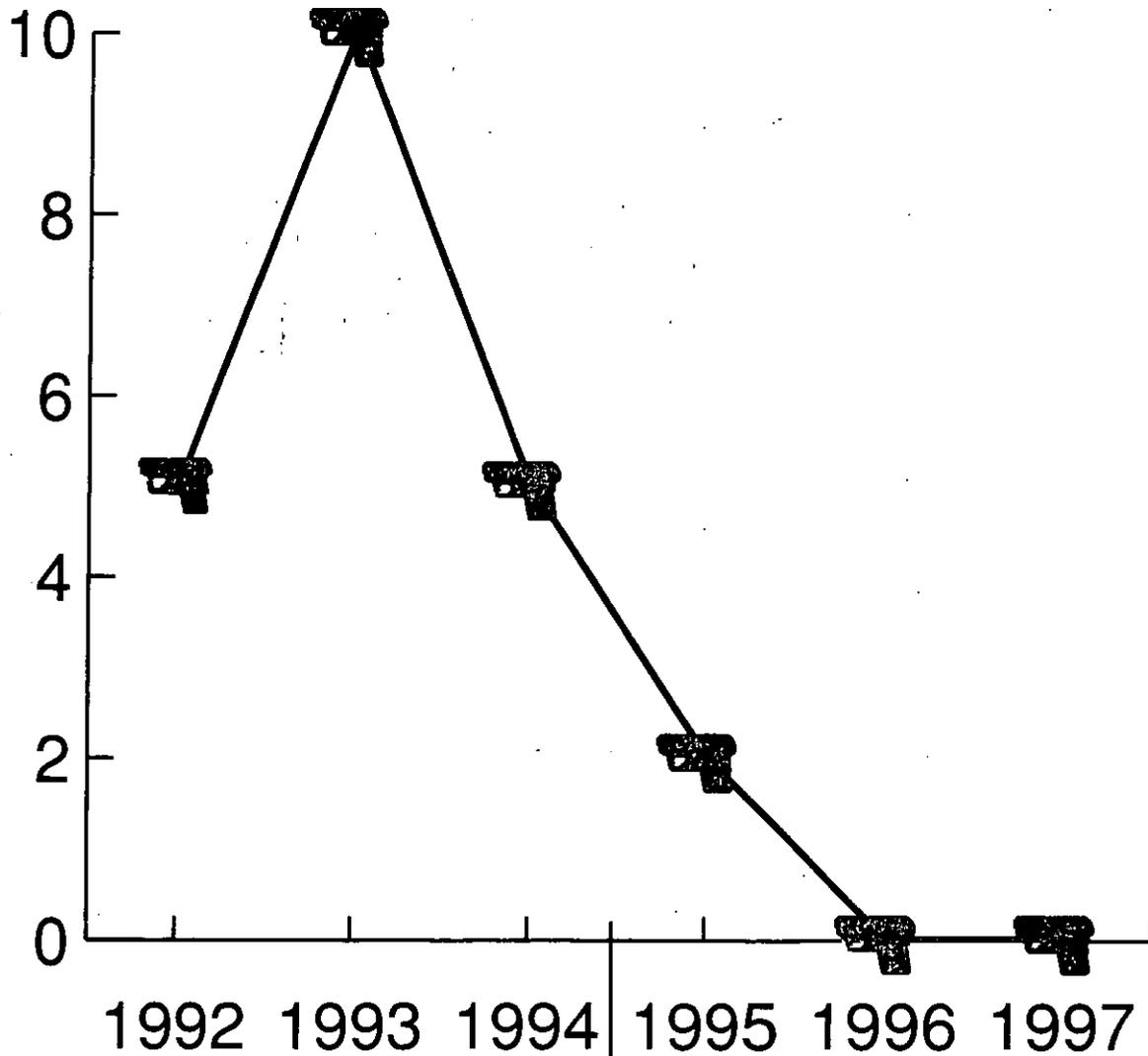
**"In the past the police worked in isolation. I believe the [crime] numbers are down because of collaboration and communication."**

**—Mayor Thomas M. Menino, *Boston Herald*,  
May 27, 1997**

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# Boston

## Juvenile Homicides by Firearm



**Crime Act Becomes Law**  
**Assault Weapons Banned**  
**Brady Law Enacted**

This network unites various youth service providers including the Boys and Girls Clubs of Boston, the Boston StreetWorkers and others across Boston. By placing social workers directly in police departments, officers now have a place to refer at-risk youth, 24 hours a day and seven days a week. The network is expanding to include three additional districts.

The Boston Police Student/Youth Athlete Program links the police department with area colleges and universities. Working with five colleges, this program mentors over 200 at-risk youth by showing them a positive alternative to drug use, gangs and other criminal activities. Participating institutions include Boston College, Boston University, Harvard University, Northeastern University and the University of Massachusetts at Boston. Other prevention activities include drug and violence education, recreation and life-skills programming for youth. All police officers receive neighborhood policing training during basic recruit training with follow-up instruction while they are on the force.

Boston's implementation of community policing strategies, with

## **The Results**

assistance from the COPS Office, has led to sharp reductions in youth violence crime rates. Every year since 1993, the number of juveniles killed by guns has decreased. Since July 1995, not one juvenile has been killed by a firearm. The arrest rate for juvenile homicides and aggravated assault and battery has fallen 65 percent over the last two years. Violent crimes in the city's public schools decreased 20 percent during the 1995-96 school year. The rate of homicide for those under 24 has dropped as well — nearly 71 percent since 1995.

Across Boston, the crime rate for 1996 reveals a 14.8 percent drop from 1995. From 1993 to 1996, the crime rate dropped 19.3 percent. House break-ins and car thefts hit a 33-year low in the first three months of 1997. When compared to 20 other cities of similar size, the city's homicide rate ranks among the lowest.

The police commissioner credits the reduction in crime to community policing and the growing involvement of citizens in crime prevention. The department's bottom-up approach along with a mix of tough law enforcement, savvy work with youth and a unique brand of community policing have given other cities hope that they too can tackle the difficult and press-

Fast approaching its 30th anniversary, the nation's 9-1-1 emergency system has become a victim of its own success in many communities across the country. System overload and inappropriate use of 9-1-1 are the main culprits. President Clinton recognized these concerns and issued a challenge in July 1996 to relieve the burden on 9-1-1. The challenge was daunting for a number of reasons that include:

- Exploding numbers of non-emergency calls to 9-1-1 — estimates of non-emergency calls ranged from 70 percent in Norfolk, Virginia, to 90 percent in Arapahoe County, Colorado
- Increasing incidence of 9-1-1 callers put on hold or answered by a recording — each year in California alone, almost one million callers hang up the phone, discouraged by their inability to get immediate help
- Growing demands on police officers to respond immediately to every 9-1-1 call including non-emergencies — this has hurt the community policing abilities of many agencies as it takes time away from proactive policing and results in totally response-oriented organizations.

Attorney General Reno, the COPS Office, law enforcement and the telecommunications industry answered the President's challenge and are continuing to work to make a three-digit, non-emergency alternative a viable option for America's law enforcement agencies.

Just one month after the President's challenge, the COPS Office formally asked the Federal Communications Commission to reserve 3-1-1 for national non-emergency use. In October 1996, Attorney General Reno helped launch the first pilot project in Baltimore, Maryland. And in February 1997, the Federal Communications Commission approved the COPS Office's request, reserving 3-1-1 as a national non-emergency number available to jurisdictions across the United States for use on a voluntary basis.

These efforts have sparked new hope for the future of 9-1-1. The 3-1-1 non-emergency initiative will help relieve the burden on 9-1-1 and allow many law enforcement agencies to get back into their communities and back to a more proactive style of policing.

# 3-1-1 Non-Emergency Initiative

**"So long as 911 persists in its present form, policing cannot move forward."  
— George Kelling and Catherine Coles,  
Fixing Broken Windows, 1996**

# Baltimore, MD

Baltimore, the nation's 12th largest city with a population of 740,000, serves as the Mid-Atlantic's gateway city to the Northeast and to the South. Unfortunately, the city has experienced many of the same crime problems as other large U.S. cities, including an increased burden on its 9-1-1 emergency system. In 1995, the department fielded roughly 1.7 million calls for service through 9-1-1. Nearly 60 percent were non-emergency in nature. This burden forced the department to react to each and every call and hampered its ability to provide proactive community policing to its citizens.

## The Strategy

A strong partnership was formed in 1996. The Baltimore Police Department, the COPS Office and AT&T embarked on a community policing pilot project to implement the first 3-1-1 non-emergency system in the nation. In October 1996, aided by \$350,000 from the COPS Office, the pilot project was launched.

Baltimore's 3-1-1 Center now has nine terminals, in addition to the previous 16 set aside for 9-1-1 calls. These terminals are staffed mainly by limited-duty officers who are trained to handle both emergency and non-emergency calls. An intensive public information campaign has helped citizens understand and take advantage of the new system.

Baltimore's 3-1-1 Center also is equipped with a cutting-edge technology that will allow Baltimore to expand its operation in the future and direct non-emergency calls straight to the cell phone of an officer walking the beat or to a community policing substation.

A 6-month progress report revealed spectacular results. Baltimore has reported a 20 percent decrease in incoming 9-1-1 calls for police service. The reduction in 9-1-1 use has allowed the emergency phone system to operate more efficiently and effectively. At the same time, the public's use of 3-1-1 has allowed Baltimore police to engage and expand their community policing efforts.

**"[People] are learning that if they want safe neighborhoods, they have to help the police make them safe. Community policing doesn't work without the community."**

*— Baltimore Sun, July 10, 1996*

## **Community Policing Background**

The Baltimore Police Department provided an ideal setting for the 3-1-1 initiative. The department has engaged in successful community policing since the 1980s. Throughout, the department has helped community policing evolve, demonstrating a willingness to enact new policies and new methods of crime control and prevention. To support these efforts, Baltimore has received \$15.9 million from the COPS Office for the hiring and redeployment of 306 officers.

In August 1995, the department opened police substations modeled on a Japanese policing theory of bringing the officer closer to the community. The substations, called kobans, began with a booth on Howard Street. To continue on that theme, the Baltimore Police Department used a portion of its grant from the COPS Youth Firearms Violence Initiative to devote 24 officers to a Curfew Enforcement Team and Juvenile Violence Crime Flex Team in two areas where the high truancy rate is matched by gang and drug problems: Park Heights in the northwest district and Cherry Hill in the southern district. In addition to enforcing curfew laws, the teams are working with local schools to identify and deter curfew and truancy violators and have targeted places where illicit juvenile activities are often concentrated: playgrounds, the streets and schools. The two communities offer youths a recreation center with available computers and officers on duty from 2-10 p.m. on school nights.

Police officers and volunteers work together to patrol public housing developments throughout the city. Working with the police department, the Housing Authority Police Force ensures that maintenance and repairs in public housing projects are dealt with expeditiously, making them less attractive to would-be criminals. These efforts have proved successful — since the project was formed in 1987, index crimes and calls for service have dropped.

In 1994, the Baltimore Police Department started a Police Athletic League (PAL) to encourage officer interaction with local youth through sports and recreation. Later, the PAL built the modern AGORASPACE complex that can accommodate numerous sports simultaneously. This complex is staffed by full-time officers working with community volunteers. The facility does not only accommodate sports — it is also a place where young people can work on preventing violence while promoting their social and interpersonal skills.

**"311 has given officers more discretionary time, allowing them to become even more proactive, as we continue to target violent crime and violent crime offenders." — Police Commissioner Thomas Frazier, *Newsbytes News Network*, May 23, 1997**

Recently, Baltimore became part of the Hot Spot Communities Initiative. These patrols team state troopers with city police to target violent crime. The city will choose five of the highest crime areas and get assistance from the Maryland State Police in crime-fighting efforts and community programs. This marks another nontraditional partnership for the Baltimore Police Department. Their commitment to innovative practices is evident in their diverse projects and partnerships.

## The Results

Baltimore has been profoundly successful in implementing a three-digit, non-emergency number. To date, specific results include:

- 60 percent decrease in the average time it takes for a dispatcher to answer citizen calls
- 5 percent decrease in dispatch of patrol cars, reversing a rising trend
- 40 percent reduction in abandoned 9-1-1 calls
- 69 percent reduction in 9-1-1 callers receiving a recording

Many other communities across the nation are now planning to take advantage of the 3-1-1 system.

Baltimore also has experienced a 4.3 percent decline in crime rates from 1993 to 1996. Their success in recent years is even more impressive, from 1995 to 1996, the crime rate went down 9.9 percent.

The Baltimore Police Department's long-term commitment to community policing has established it as a leader in the field, willing to incorporate new ideas and strategies in an effort to better serve their community.

