

# Problem Solving Quarterly

A NEWSLETTER OF THE POLICE EXECUTIVE RESEARCH FORUM  
FUNDED BY THE BUREAU OF JUSTICE ASSISTANCE

## Problem Solving in Practice #1

### Curtailing Drug Activity In Seminole Hills

By Karen Allen

During the first three quarters of 1988, 48% of all violent crimes in Tulsa occurred in north Tulsa. The majority of the violent crimes were concentrated in one of the five public housing complexes in that area. Seminole Hills Apartments had the highest crime rate of all the subsidized complexes.

During the first ten months of 1988, 43 drug violations, 35 felony assaults and 32 burglaries were reported in Seminole Hills. As crime increased, housing officials reported a decreasing occupancy rate — falling from an average of 100% to less than 65%.

## Officers Conduct Resident Survey

In October 1988, two uniformed police officers, Darren Garlock and Brian Comfort, were assigned to foot patrol in Seminole Hills. One of the first things the officers did was to conduct a resident survey to learn more about the problems at the complex. They also looked at police arrest records. The officers learned that while only 19% of the tenants owned their vehicles, there was a constant flow of vehicular traffic in the complex. The complex parking lots were usually filled to capacity. They also determined that 70% of those arrested at Seminole Hills did not live in the complex—confirming the suspicions of many of the residents surveyed.

The officers often observed large crowds of people congregated around the public telephones in the courtyards of the complex. Undercover police surveillance later confirmed that many of the people were using the phones to make drug deals. Tenants rarely used the phones for legitimate reasons.

Officers Carlock and Comfort began meeting with the Seminole Hills tenant association to discuss ways of alleviating the drug trafficking in the complex. Initially, the tenants appeared reluctant to work with the officers. The officers worked to secure the confidence they needed from the tenants in order to address the drug problem.

### Seventy percent of those arrested did not live in Seminole Hills.

Each day they were in the complex talking with the residents and soliciting their support. They spent a lot of time trying to convince the residents that the police were committed to working with them to rid the complex of the flagrant drug dealing. Gradually, the tenants began to confide in the officers. The tenants began identifying suspected drug dealers and drug holes.

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The officers used a vacant apartment to set up surveillance of apartments suspected of being used for dealing drugs. When arrests were made, the apartment manager supported police efforts by then evicting those persons who were arrested. The word soon spread throughout the complex that persons arrested were going to be evicted.

Housing authority officials also agreed to remove the public telephones in Seminole Hills to eliminate the crowds. To control the pedestrian traffic in the complex, the officers requested housing managers to install "No Trespassing" signs. Subsequently, officers wrote several citations for trespassing. The housing manager, again, supported the officers' efforts and often accompanied officers to court.

The foot patrol officers made 178 arrests in Seminole Hills during the

first seven months of their new assignment. Seventy-five percent of those arrests were for drug offenses. In addition, they served 70 search warrants and issued 89 summonses for loitering, trespassing, and interfering with police.

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The officers also assisted in organizing a number of social events for the youths in the complex. During Christmas, they arranged for 65 children to have food and toys. On Valentine's Day, the officers invited a speaker from a local church to speak with some of the young people in the complex.

Seminole Hills is relatively quiet now. Drug activity has markedly decreased. Very few cars are parked on the lots; vehicular traffic is very light. The Street Crimes Unit reports that when informants are sent to Seminole Hills to buy drugs, they return empty-handed because they cannot find anyone selling drugs. Within six months, there was a 73% reduction in violent crimes in Seminole Hills. The complex has changed from having the highest crime rate of all the complexes in north Tulsa to having the lowest crime rate. Further, housing officials report that the occupancy rate increased to 90% within the first few months the officers worked at the complex.

For more information, contact Officers **Darren Carlock** and Brian Comfort, Tulsa Police Department, at (918) 596-1300.

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## New Law Enforcement Strategies

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*[The following excerpt was taken from the 1990 State of the State report by Governor Mario Cuomo of New York.]*

"Our police and prosecutors are beginning to visualize and design imaginative new approaches to community security that offer encouragement for the future. This new thinking envisions a law enforcement response that goes beyond the traditional patrol and investigative functions. Its proponents imagine our criminal justice agencies in a new role—the role of patiently fostering a close relationship with the community by working with people to mitigate conflict and to reinforce the underlying structures

of community. They see criminal justice agencies collaborating closely with community organizations, other agencies of government and with the private sector to develop solutions to the problems that lead to opportunistic crime and the decay of communities. These new law enforcement concepts are variously known as **Community Policing or Problem-Oriented Policing**. We see much promise in these ideas and will begin to foster their development with several initiatives.

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The Division of Criminal Justice Service will hold an important training conference focusing on **Community Policing and Problem-Oriented Policing**. This will provide an opportunity to stimulate discussion of these concepts among state and local law enforcement officials responsible for municipal police training. If response is favorable — and we expect that it will be — the Municipal Police Training Council will begin the work of developing a curriculum designed to train community police officers.

We believe that these concepts can be adapted to broader law enforcement purposes as well. Specifically, the Division of State Police will begin to evaluate the compatibility of the Problem-Oriented Policing concept with its mission. If useful applications are found to be feasible, our state police would be among the first state police agencies in the nation to adapt the problem-oriented concept to statewide law enforcement."

## Problem Solving in Practice #2

# Reducing Fear in Maple Crest

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By Officer Wayne Hamel

In Baltimore County's neighboring county of Anne Arundel, two school age children were brutally murdered last spring. The two youths were attacked as they walked along a wooded path only a few yards from their residences. Until that incident, residents of Anne Arundel were not particularly fearful of being victimized by crime. They certainly had not suspected that such a brutal act would be lodged against two innocent children. News of the tragic incident spread through the county and eventually to Baltimore County. Suddenly, communities that had perceived themselves as safe became concerned about the vulnerability of their children. Maple Crest in Baltimore County was one of those communities.

### Rumors Circulate

Residents of Maple Crest, a community of approximately 1500 apartments and townhouses, were fearful that their children would soon be victims of similar acts of violence. Several residents called the police and the media to express their concern for the safety of children who used a nearby wooded path as a short cut from school. The path, according to the fearful residents, was very similar to the path in Anne Arundel where the two school children were killed. Some of the residents shared the rumors they had heard about the wooded path in Maple Crest. One such rumor described a vagrant who lived in the woods with a pack of pit bulls. As the story went, the vagrant

had already raped one schoolgirl and had attempted to assault another.

Before the media were able to respond to the frantic calls from the Maple Crest residents, Officer Brian Litz and I were assigned to respond to the community fear problem in Maple Crest. We first checked all police records to determine whether the rumors had any validity. There were no reports of rape or attempted assaults in that location. We then went to inspect the wooded area. The remains of a burned-out campfire, a tent, and old clothing suggested that someone may have been living in the woods. But during each of our visits to the area, we never saw any vagrants in the woods.

By the time the media arrived at the wooded area, we were already there and were able to dispel some of the rumors that the media were questioning. We used the media opportunity, however, to assure the community that the children were not in any grave danger. We further reported that the police would continue to work with the community to ensure their safety.

For a while, police visibility was increased in the area surrounding the wooded path. Undercover officers were assigned to stake out the area during school hours. Marked patrols were assigned to maintain constant surveillance of the wooded path during and after school hours. Neither the undercover officers nor the uniform officers reported sightings of vagrants in the area.

Officer Litz and I agreed that the obstructive view of the path was contributing to the fear problem. Trash, thick underbrush, and untrimmed shrubberies blocked the view of children walking through the path. If the area were cleaned, we suspected that not only would the residents' sense of safety return, but also the path would actually be a safer path to use.

We tried to locate the owner of the property. However, before we were

able to reach him, the owner, after seeing the news story about the wooded area on television, called the police to offer his assistance.

### A Neighborhood Clean-Up

We then met with community members to discuss what could be done to improve the safety of the path. The neighbors agreed that the path area needed to be cleaned so that it could be viewed from the street. The plan was to clear the heavy underbrush within 50 feet of each side of the pathway.

We then contacted the owner and described the plan submitted by the residents of the community. The owner agreed to cooperate. Within two weeks, the neighborhood clean-up of the wooded path was held. School and police officials, about 50 community members, and the property owner showed up to help with the clean-up. The Baltimore County Neighborhood Improvement program provided tools (axes, rakes, shears, saw, etc.) and three commercial-size dumpsters to assist in the clean-up effort. The property owner provided a bulldozer and operator to clear the thicker underbrush. During the clean-up, the local television station returned to do a follow-up story.

Several months later, prior to the beginning of a new school year, Officer Litz and I went back to Maple Crest to attend a community meeting. We also went to see whether the path area was being maintained. The path was clear of debris and underbrush. During the meeting, not one resident voiced fear or concern for their children who used the path. Instead, the residents praised us for our willingness to work with them to address a situation before it became a crisis.

For more information, contact **Officer Wayne Hamel** or Officer Brian Litz, Baltimore County Police Department, at (301) 887-0224.

# Unexpected Roadblocks

By Diane Hill

Problem solving is an effective way for responding to the increasing demands on police services. Police are called on to handle a variety of community problems that cannot be solved with traditional police responses. Police departments alone do not have the resources to adequately respond to such problems as domestic violence, drunk driving, and the mentally ill. Other agencies may have the resources and expertise that police lack. When police combine their resources and expertise with the resources of other organizations, they can develop effective solutions for a larger number of problems.

Most police have had little, if any, significant problems working with other agencies. Sometimes there are personalities within agencies

that present obstacles, but often police find creative ways of getting the information from a particular agency despite personality conflicts. And, often when one agency presents too many hurdles, officers go to other similar agencies to get the information they need. Or, officers may turn to their supervisors to exert "pressure" on city administrators to cooperate with police. But, all in all, officers have not indicated any particularly, insurmountable problems working with agencies outside the criminal justice system.

However, while there may not be any insurmountable problems, there have been numerous reports of irritating and frustrating incidents that have driven some police up the wall! Trying to get information from others—be it an agency outside criminal justice or merely another division or shift within one's own police agency, can sometimes lead to unexpected roadblocks.

At some point, all of us have had the "opportunity" to be caught in

the middle of one of these debacles. These "opportunities" are not reserved for police alone. Just ask Deborah Weisel, a PERF research associate. She can empathize with each of us who have gone down this road of frustration. She shares her most recent experience with all of us in "Pitfalls of Problem Solving."

Now we want to hear from you. Do you have any real life examples to share about the pitfalls of problem solving? These examples don't have to be about working with other agencies. The stories, however, must relate to some component of the problem solving process. Remember, we must strive to find the humor in these situations, rather than cry defeat! Problem solving will survive, despite the obstacles that get in our way every now and then. Share your story with us—misery loves company! We can learn from your experiences. Send your stories to the Editor, Problem Solving Quarterly.

# Pitfalls of Problem Solving

By Deborah Weisel

Effective problem solvers know the importance of collecting information about a problem before developing a response to the problem. But the road to collecting information about a problem can be long and winding, especially when you're trying to get information from a bureaucratic organization.

During a recent foray into information collection, I took a circuitous

route to find the information to a basically simple question: What are the demographic characteristics of people who participate in a specific federal program? (The program will remain unnamed in order to protect the innocent.)

I began the search with a simple telephone call to the main office number and was referred to the Director of the program.

The Director's office referred me to the branch that deals with specifying who can participate in the program. There was no one available at this office to answer my question but they did refer me to the program's Economics/ Marketing section who referred me to the program's Demographic Analysis

Section. This section sounded as if it had the potential to answer my question but, again, there was no one there to speak with me. I left a message with the vague hope my call would be returned.

Having run out of options, I traced my steps back to the Director's office. My contact person at this point confessed that she was unsure what I meant by "demographic" characteristics. I explained that I wanted to know descriptive information about program participants such as age, sex, income, race and so forth. She sent me, this time, to two different places. The first was the Program Administrative Office, where I was referred to one person who was out

(cont. p. 5)

(Pitfalls, cont. from p. 4)

for the week and to a second person also not there. I left no message. The second referral by the Director's office was to the program's Public Affairs Office, where I was transferred by telephone to the Program Information Center. Aha! At the Program Information Center, the second person to whom I spoke had a piece of somewhat helpful information in the form of unpublished data about a number of programs, including the one in which I was interested, based on census data. The data however was so much broader than the question, that it really wasn't all that useful.

Then Demographic Analysis called back! This person was extremely helpful — he told me the data simply didn't exist. But he did recommend that I contact the Information Services Division. At this division, a person confirmed that the data didn't exist at the national level but told me about a new information system being developed which might provide the data—in another year or so. He suggested that I call the Program Participation branch for more details.

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**At this point, I decided to throw in the towel.**

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The next day, I received a call back from the Program Participation branch. She provided some information (about the new information system) but referred me to another person in her section who was taking over the job. She had no information about the actual data and had no idea when any data might become available.

At this point, I decided to throw in the towel. I had invested 14 phone calls (two to one person) and a bunch of time and had gotten no information. I still find it incredible that a large federal program can't describe who participates in it. But, for what it's worth, at least I now know that they don't know.

## A Note of Appreciation

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**From John Eck, Deborah Weisel, and Diane Hill**

During the past two years, we have been fortunate to work with five very talented professionals: Karen Allen, **Sandra Huguley, Nancy McPherson, John Meeks, and Joe Perez.** Under PERF's federally-funded project, Problem-Oriented Approach to Drug Enforcement, they each served as a PERF Field Research Assistant at one of the five project sites—Tulsa, OK, Atlanta, GA, San Diego, CA, Philadelphia, PA, and Tampa, FL, respectively.

While working in these police departments, the field research assistants contributed much towards achieving the objectives of the project.

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**We would like to extend a hearty "thank-you" to Karen, Joe, John, Nancy, and Sandra.**

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For example, it was through their efforts that the drug problem inventories (DPI) were completed. These DPIs provided very useful information on the magnitude and complexity of the problems related to drug abuse. But the contributions of these individuals extend much further. Day after day, they have worked with police officers and police executives to improve the effectiveness of police response to drug-related problems. They have provided technical assistance on problem solving to officers and assisted police managers to develop training curricula and implementation plans for expanding problem-oriented policing.

Because of the efforts of these individuals, we are confident that each of the project sites is now better able and more willing to continue their mission to respond more responsibly and effectively to the increasing demands for police service. As the tasks of the field research assistants are now completed (effective Jan 31), each of the departments must now accept complete responsibility for ensuring the continuation of effective problem solving. With a one-year proposed grant extension, PERF will continue to monitor problem-oriented policing at each of these police departments.

We would like to extend a hearty "thank-you" to Karen, Joe, John, Nancy, and Sandra for their invaluable contributions to the participating police agencies, to us, and to the policing profession. We wish them well as they each move on to other endeavors.

## Who's Who?

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### Problem-Oriented Approach to Drug Enforcement

#### **PERF Program Staff:**

Darrel Stephens  
John E. Eck  
Deborah Lamm Weisel  
Diane Hill  
Mike Scott

#### **RJA Program Monitors:**

Richard H. Ward  
Chief, Law Enforcement Branch  
Luke Galant  
Program Manger

## Problem Solving In Practice #3

# Getting Rid of the Dirty Laundry

By Deputy Chief John Streeter

Residents of a small community in Alexandria, VA, complained about a long-standing problem of vagrants and disorderly individuals who congregated at a nearby laundromat. Frequently on weekends, crowds gathered at the laundromat. Arguing and Fighting among members of the crowd would soon erupt. Repeatedly, residents called the police to complain of the disorder. Over the years, police had responded to numerous calls for stabbings and shootings at the infamous laundromat.

Under the supervision of Sergeant Ronald Giovannucci, **Officer Dean Webb** was assigned to work in the area where the laundromat was located.

The officer saw that those individuals who used the laundry facility were mostly vagrants, drunks, loiterers, and known drug dealers. Rarely was the facility used legitimately for laundering. From police records, Officer Webb determined that the problems in the area had persisted for a number of years. Typically, when officers were dispatched to the laundromat, they dispersed the crowd and, when possible, made some arrests. However, once the officers left the area, another crowd regrouped and the problems resumed.

Officer Webb began to explore the possibilities for resolving the problems at the laundromat. Past efforts to get the cooperation from the management of the laundromat were futile. One day during routine patrol, the officer went inside the laundromat. Once inside, he noticed

that the business' health permit displayed on the wall had expired. Officer Webb called the health department and told them of the expired permit and described the criminal problems associated with the facility. He further requested that health officials conduct an on-site inspection of the laundromat. Subsequently, he notified sanitation and building code enforcement inspectors. After describing the problems, he requested that they, too, inspect the property. Each of the inspectors agreed to the officer's request.

### The fire marshal ordered the business condemned and the property was boarded up.

When the inspections were completed, the laundromat was cited for numerous violations, including electrical wires standing in water, missing safety covers for the dryers, rodent infestation and lack of restrooms.

After being notified of the violations, the city fire marshal ordered the business condemned and the property was boarded up to prevent further use.

The owner of the laundromat elected not to spend the money necessary to bring the property up to code requirements. Instead, the owner is considering selling the property. In the meantime, the laundromat remains boarded up. The crowds who once congregated in the laundromat no longer have access to the building. As a result, there are no more crowds, so the fights and stabbings have stopped. Residents no longer call the police to complain of such problems. For more information, **contact Officer Dean Webb**, Alexandria Police Department, at (703) 838-4444.

## Submissions

When submitting descriptions of problem-solving efforts for the newsletter, remember to consider the following questions:

- What is the problem?
- For whom is it a problem and how are they harmed? How did the problem come to your attention?
- How has the department handled the problem in the past?
- What information did you collect about the problem?
- Where did you get the information?
- Did you have any difficulties in getting the information?
- Once you were clear about what the problem was, what was your goal?
- What strategies did you develop to reach your goal?
- What agencies assisted the police department in achieving the desired goal?
- Did you accomplish your goal? How do you know that your goal was accomplished?
- What would you recommend to other police agencies interested in implementing similar strategies to address similar problems?
- Did **you have** fun? (okay, you don't have to answer this one. I wouldn't want anyone to know that you actually had fun at work!!!)

# Problem Solvers Preferred

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By Darrel W. Stephens

Police executives come...and they go. Change in the executive suites of police agencies is a routine part of the landscape. Those who watch these changes know the tenure of chief law enforcement executives is generally not long, and in those cases where competent leaders are being replaced, they worry that those who follow may not measure up to the demands of the job.

Few would argue about the difficulty of the job of the police executive, and most would agree the demands on those who occupy this important position will increase as we struggle with crime and drug abuse in the final decade of the 20th century. To meet these demands, the best and the brightest leaders must be in the top jobs in policing.

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**We need to support Brown and Watson and others who are taking the risks associated with being innovative police executives.**

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Two recent and highly visible police executive appointments should give those who think and worry about the future of policing reason for optimism. Lee **Brown** has taken the helm of the NYPD, the nation's largest police department, and Betsy Watson has been named his replacement in Houston.

Both were selected for their respective positions from a field of candidates who were also well-qualified and experienced. **Both,**

**through** their actions and statements over the years, have committed themselves to a philosophy of policing that places a high priority on neighborhoods and officers working together to solve problems. Both appointments send an important message to the world of policing.

The message is that there is a growing trend on the part of those responsible for making police executive appointments to select people who articulate a problem- or community-oriented philosophy of policing. This trait was important in the recent selection of **David Mitchell** as chief in Prince George's County, MD, as well.

Although I certainly do not believe most mayors or city managers have a full grasp of this approach to policing, they seem to be impressed by candidates who reject the notion that the traditional incident-orientation would be successful if only there were sufficient resources. The new breed of police executives are well aware that the budgetary balancing act local government must play each year will not permit the police to cling to tradition, responding to new demands with more of the same.

More than ever before, it seems that mayors, city managers, and communities are looking for police leaders who are honest with them, treat them with respect, and offer them an influential role in developing an environment that is relatively free of crime and fear. This is an important message that current and aspiring police executives need to hear.

Both Lee and Betsy have been a part of the network that planted the seeds that caused others to look to the problem- or community-oriented approaches as better ways of policing. Through writing and speaking, they have shared their experiences in Houston and have helped other police executives take the risks associated with encouraging change and **innovation** in policing. Clearly, Lee and Betsy have made important contributions to

policing and, by any measure, they have had successful careers. Because of that success, they now face the greatest challenges of their careers.

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Both Lee and Betsy are well prepared for these challenges and, in spite of the difficulties they face, I am confident they will be successful. We need to support them and others who are taking the risks associated with being innovative police executives.

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## For Your Reading Pleasure

Preventing Civil Disturbances: A Community Policing Approach by Robert Trojanowicz  
Community Policing; A Contemporary Perspective by Robert Trojanowicz and Bonnie Bucqueroux.

For more information about these publications, contact the National Center for Community Policing, School of Criminal Justice, 560 Baker Hall, Michigan State University, East Lansing, Michigan 48824-1118 or call (517) 355-2322.

# My Thanks to You

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Effective February 23, I am resigning as editor of **Problem Solving Quarterly** and research associate at PERF to accept a position at the American Association of Retired Persons. (As some of you may already know, my previous work experience and educational background have been in gerontology.)

When I started working at PERF in 1985 as a field research assistant, I was assigned to work at the Newport News Police Department—the first police agency to develop and test problem-oriented policing. For two years, I worked with some very competent and dedicated police officials. They taught me a lot, and I

shall always cherish the time I spent in Newport News. I can only hope that I, in some way, was as helpful to them as they were to me.

But the fun—excuse me, the work—didn't stop there! In 1987, I **joined the PERF staff in Washington**. Although I continued to monitor the progress of problem-oriented policing in Newport News, my responsibilities expanded to working with other police agencies as well. I also began publishing **Problem Solving Quarterly**, the newsletter that recognizes the problem-solving efforts of police officers from all across the country. The newsletter was an idea I had been toying with for a while, so I was real pleased when PERF supported the notion. The first edition of **Problem Solving Quarterly** was published in February 1988— exactly two years ago. Since then, we have published eight issues, and circulation has more than doubled in the

last two years! My thanks to each of you for sharing your stories with me, so that I could then share them with a much larger police audience.

I've been privileged to work with some of the nation's best and most committed police officials, and I have gained greater respect and admiration for the men and women who police our communities. To each of you, I express my sincere appreciation for allowing me the "once in a life time" experience of working with the best in law enforcement! Thanks for making my job so much fun and so rewarding. I shall certainly miss you. My prayers remain with you as you continue to tackle— through problem solving, of course—the problems in your communities. I wish you well.



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**2300 M Street, N.W., Suite 910**  
**Washington, DC 20037**

directly by workin<sup>g</sup> on our own as

seem to see it as a new "thing," in

pat, simplistic definition of the

evolution of policing. We must police in the interests of community welfare **and existence**. We must look to the total community around us for early signs of problems **and then act** as community team leaders to seek and apply solutions. Indeed, the original dictionary definition of policing is **embarrassingly simple** and revealing. It describes policing as, "A better state of society." I have no doubt **that this is** the definition that was guiding Peel's thinking as he put the Metropolitan Police together 160 years ago.

It is **my contention then, that what Peel was describing in 1829 has come to be known as "Community Policing"**. In his day, the only descriptive term used was "Policing". Nothing else was necessary. **But in our time, we have gone through a litany of double-barrelled terms that could be referred to collectively as "Adjective Policing"**. We've had **team policing, zone policing, proactive policing and reactive policing, hard policing and soft policing. The list goes on. I think all these terms have served only to confuse most of us (certainly me). If not for these previous adjectives, we wouldn't have to use the word "community" to isolate what we're talking about. In fact, policing has not changed; only our perception of what should be has. The only question facing today's police leaders and governing bodies, such as police commissioners, is whether we want to stay with policing as it was intended to be while embracing all the changes that have taken place in society in the interim. If the decision is to return to Peel's philosophy, then that happens to be called Community Policing in today's vernacular. I believe that Peel's principles and Community Policing mean exactly the same thing. They are interchangeable. So, indeed,**

there is **nothing** new **under the sun**. And I'm sticking with that argument until somebody gives me a better one.

## WHAT IS COMMUNITY POLICING?

"Police others as you would have others police you." That really says it all. **What follows will not add to nor take away from that golden statement of life as well as policing, but will simply serve to explain and illustrate it.**

Community **policing** is a **philosophy, a mind-set, the reason why we do things in policing. It is the strategic vision that must precede strategic planning; otherwise we have planning for phoning's sake. The Community Policing philosophy is constant, it doesn't change from police department to police department or police officer to police officer. Conversely, how it gets done changes constantly.**

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**Over time, a space has developed between what we think is important and what the public thinks is important.**

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*To use the religious corollary, faith is constant but the denominations and paths to it are multitudinous. This perception is the essence of Community Policing because it recognizes that communities such as cities are made up of a collection of individual neighborhoods and that the personalities, problems, and solutions to those neighborhood problems vary widely. Another way of putting it is to say that Community Policing is an effort to bring the village to the city and to see the city as a collection of villages as opposed to a big blob of people. Community is the larger*

term encompassing a number of neighborhoods.

if a **conventional** police agency is to adopt the Community Policing way of doing things, then there first has to be a re-tooling of the heads of the brass before you can re-tool the feet of the grunts. It has more to do with why we do things rather than what those things are. It has to do with the classic definition of effectiveness and efficiency captured by Warren Bennis who put it this way: "Effectiveness is doing the right things. Efficiency is doing things right." **But** no matter how well we do things, if they are the wrong things in the first place **then we're spinning our wheels. No amount of efficiency replaces effectiveness. We have become very efficient at the routine things but never even question whether they should be done. Community Policing is the vision that tells us the right things to do. Problem-Oriented Policing is how we get those things done right (more about this later on). Community Policing is the head, Problem-Oriented Policing strategies are the feet. To quote Herman Goldstein, the father of Problem-Oriented Policing thinking, "Community Policing is the bun and Problem-Oriented Policing is the beef."**

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**No matter how well we do things, if they are the wrong things in the first place then we're spinning our wheels.**

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And there is another thought that is critical to an understanding of Community Policing. Over the past several decades, we have "done to" people in terms of policing. Community Policing would have us "do with" people. It embodies the words of Ralph Waldo Emerson who said, "Go often to the home of thy friend for