Purpose of the Brief: To suggest approaches linking various approaches to community policing and block club, and resources for home renovation. The overall goal is to provide guidance to residents associated with the Good Neighborhoods initiative in resources for maintaining and improving homes that would benefit while eliminating, in a cost efficient manner, those that cannot be reasonably improved - to make way for new homes.

Background:

Between 1994 and 2001, the Office of Community Oriented Policing Services (COPS) provided more than $7.6 billion in grants to state and local communities to hire police officers and promote community policing as an effective strategy to prevent crime. The Iraq War and the domestic US war on terrorism led to a substantial redirection of funds, from a high of nearly 1.4 billion dollars in 1998 to less than half that amount -$635 million dollars   - in 2003.

Is community policing effective? Best available research from the United States General Accounting Office (GAO) indicates community policing has a positive, but very modest effect. The 2005 GAO evaluation of community policing programs funded between 1994 and 2001 by the U.S. Department of Justice's Community Oriented Policing Services (COPS) Grants revealed that:

- COPS funds contributed to a 1.3 percent decline in the overall crime rate and a 2.5 percent decline in the violent crime rate from the 1993 levels.

- Between 1993 and 2000, the overall crime rate declined by 26 percent, and the 1.3 percent decline due to COPS, amounted to about 5 percent of the overall decline.

- COPS contributed about 7 percent of the 32 percent decline in violent crime from 1993 to 2000.

In contrast to the empirical presentation of very modest (yet statistically significant) effect, law enforcement officers views and opinions of the usefulness of community policing are mixed, ranging from strong endorsement by voices like **Bonnie Bucqueroux**, former Associate Director of the National Center for Community Policing at Michigan State University's School of Criminal Justice, to strong rejection by others like retired law enforcement officers such as

Regional Community Policing Institutes

In 1997, COPS funded the creation of the only national training network of Regional Community Policing Institutes (RCPIs) to provide comprehensive and innovative community policing education, training and technical assistance to COPS grantees throughout the nation. RCPIs develop innovative cutting edge curricula on emerging law enforcement issues to challenge and improve traditional training curricula. Topics include but are not limited to escalating school violence, cultural diversity, domestic violence, partnership building, domestic-preparedness, and

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terrorism. Training focuses on collaborative partnerships and problem-solving strategies for criminal justice practitioners, local government officials, business leaders and community leaders-including youth, volunteers, city employees, elected officials, and social service agencies. As a requirement, training is delivered using adult-learning principles via interactive classroom instruction, CD-ROMS, community forums, teleconferences and the Internet and strives to provide a forum in which law enforcement and community members can discuss sensitive issues.

COPS' national network of RCPIs has trained more than 210,000 officers, community members, and government leaders in innovative approaches to community policing. These approaches include:

- Community Mobilization
- Community Partnerships
- Conflict Resolution
- Crime Analysis and Mapping
- Ethics and Integrity
- Problem Solving
- Rural Community Policing
- Strategic Implementation
- Violence Prevention

We have previously defined community policing as "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 police-community partnerships." In an effort to help discern what community policing is, what interactions between the police and citizens are central to this philosophy, and how the field should measure movement towards community policing, COPS has attempted to further outline the elements that are central to the philosophy of community policing.

This document is considered living, just like community policing itself, and it is meant to inform current practice and the discussion surrounding the advancement of community policing. It is not intended to be a prescriptive listing of central elements, but is meant to stimulate discussion in what is an ever-expanding body of experience and knowledge about the practice of community policing.

Community policing focuses on crime and social disorder through the delivery of police services that includes aspects of traditional law enforcement, as well as prevention, problem-solving, community engagement, and partnerships. The community policing model balances reactive responses to calls for service with proactive problem-solving centered on the causes of crime and disorder. Community policing requires police and citizens to join together as partners in the course of both

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identifying and effectively addressing these issues.

The core elements of community policing are described below:

Organizational Elements:	Tactical Elements:	External Elements:
1. Philosophy Adopted Organization-Wide	1. Enforcement of Laws	1. Public Involvement in Community Partnerships
2. Decentralized Decision-Making and Accountability	2. Proactive, Crime Prevention Oriented	2. Government and Other Agency Partnerships
3. Fixed Geographic Accountability and Generalist Responsibilities	3. Problem-solving	
4. Utilization of Volunteer Resources		
5. Enhancers		

1. **Philosophy adopted organization-wide:** Department-wide adoption of community policing is evidenced by the integration of the philosophy into mission statements, policies and procedures, performance evaluations and hiring and promotional practices, training programs and other systems and activities that define organizational culture and activities. Organizational systems support and value a service orientation, and stress the importance of different units within the agency working cooperatively in support of community policing. Implementation of the community policing philosophy may occur incrementally and within specialized units at first, but a defined path leads towards full, department-wide implementation.

2. **Decentralized decision-making and accountability:** In community policing, individual line officers are given the authority to solve problems and make operational decisions suitable to their roles, both individually and collectively. Leadership is required and rewarded at every level, with managers, supervisors, and officers held accountable for decisions and the effects of their efforts at solving problems and reducing crime and disorder with the community.

3. **Fixed geographic accountability and generalist responsibilities**: In community policing, the majority of staffing, command, deployment, and tactical decision-making are geographically based. Appropriate personnel are assigned to fixed geographic areas for extended periods of time in order to foster communication and partnerships between individual officers and their community, and are accountable for reducing crime and disorder within their assigned area. The geographic boundaries are

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naturally determined based more on communities rather than statistical divisions.

4. **Utilization of Volunteer Resources:** Community policing encourages the use of non-law enforcement resources within a law enforcement agency. Volunteerism involves active citizen participation with their law enforcement agency. The law enforcement organization educates the public about ways that they can partner with the organization and its members to further community policing, and provides an effective means for citizen input. Volunteer efforts can help to free up officer time, and allow sworn personnel to be more proactive and prevention oriented. Examples of such resources might include police reserves, volunteers, Explorer Scouts, service organizations, and citizen or youth police academies.

5. **Enhancers:** There are a number of enhancers and facilitators that may assist departments in their transition to community policing. For example, updated technology and information systems can facilitate community policing by providing officers access to crime and incident data which supports problem analysis or increases uncommitted officer time by reducing time spent on administrative duties. This results in enabling officers to spend more time in the community. In addition, enhanced technological and analytical capabilities allow the agency to gather timely information about crime problems, which supports better resource and personnel deployment while providing officers a better understanding of the problems within their beat.

In addition, information must be made accessible not only to police officers, but also to the community. If officers are to be responsible for problems in their beat, and if the community is to be an equal partner in combating crime and disorder, both must have access to timely and complete information.

Finally, community policing training for all sworn and civilian personnel can serve as a facilitator to successful implementation of the philosophy. Training opportunities support community policing through alternative means of enforcing the law and impacting crime and disorder problems. Community policing training must be incorporated into all facets of training, and required for all department personnel and available to the community, and expanded well beyond the definition and basic elements.

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Tactical Elements:

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1. **Enforcement of laws:** Community policing complements the use of proven and established enforcement strategies, becoming one of many tools available to officers that can be collectively employed to prevent and combat crime. As the philosophical foundation, emphasis is placed on the quality of individual and group efforts. In addition, police departments should be active partners in identifying laws that need to be amended or enacted, then working with lawmakers and organizing citizen support efforts to change them. Collectively, these activities allow police agencies to address underlying conditions that lead to crime while strongly enforcing breaches in the law.

2. **Proactive, crime prevention-oriented:** Departments became highly reactive under the traditional model of policing. Law enforcement responded to calls for service from citizens and focused primarily on arresting offenders after crimes had been committed. Under community policing, law enforcement focuses not only on enforcement, but also on crime prevention and proactively addressing the root causes of crime and disorder. The community actively engages in collaborating on prevention and problem-solving activities with a goal of reducing victimization and fear of crime.

3. **Problem-solving:** Police, community members, and other public and private entities work together to address the underlying problems that contribute to crime and disorder by identifying and analyzing problems, developing suitable responses, and assessing the effectiveness of these responses. While enforcement is an integral part of policing, problem-solving relies less heavily on use of the traditional criminal justice system components and enforcement methods and more on preventing crime through deterring offenders, protecting likely victims, and making crime locations less conducive to problems.

External Elements:

1. **Public Involvement and Community Partnerships:** In community policing, citizens are viewed by the police as partners who share responsibility for identifying priorities, and developing and implementing responses. Accurate surveying of customer needs and priorities is required under community policing to determine the problems that drive police services, and give the public ownership of the problem-solving process.

2. **Government, other agency partnerships:** The police are only one of the many local government agencies responsible for responding to community problems. Under community policing, other government agencies are called upon and recognized for their abilities to respond to and address crime and social disorder issues. Community-based organizations are also brought into crime prevention and problem-solving partnerships with the police. The support and leadership of elected officials, as well as the coordination of the police department at all levels, are vital to the success of these efforts.

Best Practice Approaches:

Explanation of approaches:

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Two innovative but different models involve are directed at housing improvement – one through the design of plans to renovate and preserve older houses in disrepair and return them to their original, historical conditions; the other to build new houses for low-income families, using land donated or purchased at a low-cost.

Examples/models of each approach:

Model #1: The Old Anacostia (Washington, DC) Preservation Study
In 1975, then University of Maryland School of Architecture Professor (now U of M Architecture Professor) Anatole Senkevich "commissioned" his Architecture 430 Class: Problems and Methods of Preservation," to participate in a class project related to Old Anacostia. The aim of the project was to design a "simple, clearly illustrated guide to the rehabilitation of buildings in the Old Anacostia neighborhood of Washington DC." The approach they used is outlined and discussed below.

Goal: The overall goal of the project was to preserve the Old Anacostia community. Specific aims were to:
1. Examine the historical factors that accounted for the community's development.
2. Establish the general architecture and environmental characteristics of the community.
3. Define the amenities (assets) and other special features of the area as a whole.
4. Examine the attitudes of community residents about the community as a place to live.
5. Ascertain the views of residents of the community's potential for a community preservation program.
6. Define boundaries for the historic core that could be included in a viable historical district.

Methodology: Methods included:
1. An "on foot" student survey of each "architectural and environmental object" (e.g., buildings, sites, objects, and spaces).
2. Dividing the survey area into seven sites and dividing the class into corresponding sites, assigning one class group to each survey area site.
3. Conducting analyses of the area sites according to
   a. Community history
   b. Architectural history
   c. Architectural analysis
   d. Area analysis
   e. Community attitudes
   (Since this was an interdisciplinary class, students selected one of the five foci of analysis according to their special interests or the relevance to their work.)
- Historic and current maps were assembled to chart the community's growth and development.
- Historical materials, together with contemporary planning studies of, and reports about the area were consulted.
- Interviews with community residents were conducted.

The Study Report and Recommendations
       The Study Report covered findings regarding the historical background and architectural background of the houses and other buildings, sites, objects, and spaces studied, outcomes of the

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area analysis, and results of community interviews. Recommendations were for the creation of the community as an historic site, the formulation and implementation of a community preservation program, and the establishment of a cooperative rehabilitation workshop for community residents. The project produced a design guide that could be followed in that, and other preservation efforts, identified potential sources of funding and assistance, and called attention to the advantages of a preservation effort as well as potential problems and remedies. An editorial appearing in the *Washington Post*, however, shortly after the completion of the project, sums up the immeasurable advantages of such a project:

> The 'guide' is now being distributed free to some 2,300 Old Anacostia residents who will soon meet for community discussions on how to proceed. Some residents understandably feel that garbage collection and police protection are more urgent concerns than restoring old houses with the right cornice details and gable ends. But if Old Anacostia can restore not only its houses but also its pride, and if it can pioneer the sorely needed rehabilitation of our old cities, it will undoubtedly attract the favorable attention not only of history buffs and tourists, but also of the sanitation and police departments. We have here, we believe, the potentials for an exciting and promising experiment. The superb work of the University of Maryland architecture students and those who supported them is an auspicious beginning" (Washington Post, 1975 November 16, p. D6).

Although Old Anacostia was subsequently designated as a Washington, DC historic neighborhood (listed on the National Register of Historic Places), the recommended preservation project was never implemented – according to Professor Senkevich because of diminished funding. As of the 2000 Census, the population in Anacostia is 92% African American and it is described by the *Washington Post article* as retaining "much of its mid-to-late 19th century low scale, working class characters." At the same time, the gentrification that has replaced long-time residents during the renovation periods of other communities, does not seem to have occurred in Anacostia, which was home to such African American greats as abolitionist Frederick Douglas, Washington DC major Marion Barry, and recording artists Marvin Gay, Stacy Lattisaw, and Peaches & Herb. The hopefulness of the *Washington Post* editorial may have contemporary relevance to Detroit communities that may consider a similar academic-community collaboration.

Resources:

Anacostia. Retrieved September 19, 2007 from
        http://en.wikipedia.org/w/index.php?title+Anacostia&printable=yes
Senkevich, Anatole, Jr. (1975). *Old Anacostia Washington, DC: A Study of Community
        Preservation Resources*. College Park, MD: The University of Maryland
Senkevich, Anatole, Jr. (1975). *Design Guide for the Exterior Rehabilitation of Buildings in Old
        Anacostia.* College Park, MD: The University of Maryland.
Washington Post. (1975 November 16). *Old Anacostia: Editorial*. P. D6.

Model #2: Habitat for Humanity Detroit
Habitat for Humanity is widely-known as a source of home-ownership for low income families, contributed to in great part by the work of volunteers, some of whom become the homeowners. Founded in 1976 on Christian principles by Millard and Linda Fuller, Habitat has built over 225,000 houses around the world, providing more than one million people in more than 3,000 communities with safe, decent, affordable shelter. In the United States, it is associated with

former President Jimmy Carter and Rosalynn Carter. Since 1986, Habitat for Humanity is described as having helped over 180 low-income families in the city of Detroit become new homeowners while revitalizing four initial communities. The most recent initiative in Detroit is Vision 2020, where Habitat for Humanity partners with other stakeholders to help revitalize a community on Detroit's eastside. Habitat is said to be planning a minimum of "100 new homes for families as well as partnering with other groups to facilitate repairs to existing homes, infrastructure improvements, creating playgrounds and parks, and addressing other social and educational needs of the community" ("Habitat for Humanity – Detroit", Retrieved September 18, 2007).

Habitat buys homes and accepts donated property.
What is less known about Habitat for Humanity is that the program is a resource for the purchase of homes in need of more repair than is worth the investment or for acceptance of donated vacant houses through which owners can receive a tax deduction. Such was the case of a close relative of the writer. The relative had inherited a rental property that the earlier owner had not been able to maintain. Vacant for a long time, the house had been vandalized, inhabited by homeless individuals, and eventually robbed of the copper plumbing throughout the house – rendering it uninhabitable and, for the relative, not worth repairing. (It would be interesting to know how many vacant houses in disrepair in large city neighborhoods such as Brightmoor, Osborn, and Southwest) have been inherited by individuals who don't live in the community and are unable to sell or manage rental of the house from a distance.) Having selected the Dallas neighborhood in which the inherited house was located to as a site for new home construction, Habitat purchased the inherited house at a nominal price, agreeing also to the cost of the demolition of the house to provide land for the new home.

Habitat may serve a similar benefit to Brightmoor, Osborn, and Southwest neighborhoods. In 2002, King county in Seattle, Washington, sold two unused parcels of land, acquired through foreclosure sales for delinquent real estate taxes, to Habitat for Humanity ("Metropolitan King County Council", Retrieved September 18, 2007). As part of the sale agreement, Habitat agreed to pay all back taxes associated with the properties. And in Miami-Dade County, Craigslist advertising service ran an ad that read: "Can't Sell It? Donate It? Habitat for Humanity."

Job Benefits
In addition to benefits to absentee owners and concerned neighbors, and in addition to the volunteer work of future homeowner families and others, Habitat for Humanity is a source of employment, including the employment of youth. The organization's website contains an international recruitment page containing salaried, hourly, and international positions listed separately. In addition, Habitat provides summer-only AmeriCorps positions in which individuals are able to reduce obligations such as student loans while employed in such positions as construction liaison, volunteer coordinator, and family support coordinator ("Welcome to Habitat for Humanity International's recruitment page", Retrieved September 18, 2007).

Resources

The National Center for Community Policing – Michigan State University

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http://www1.cj.msu.edu/~people/cp/

http://miami.craigslist.org/mat/414473134.html

County to Sell Parcels to Habit for Humanity. (2002, March 19). Retrieved September 19, 2007
    from http://www.metrokc.gov/MKCC/news/2002/0302/habitat_for_humanity.htm

Habitat for Humanity Detroit. Retrieved September 18, 2007 from
    http://www.habitatdetroit.org

Habitat for Humanity Fact Sheet. Retrieved September 18, 2007 from
    http://www.habitat.org/how/factsheet.aspx

History of Habitat. Retrieved September 18, 2007 from
    http://www.habitat.org/how/historytext.aspx

Welcome to Habitat for Humanity International's recruitment page. Retrieved September 18,
    2007 from http://www. habitat.org/hr

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MI
        Bay County Sheriff's Department                         OTHER-TECH
        $197,446
        Bay Mills Indian Community                              TRGP-E/T
        $123,701
        Belleville Police Department                            SOS
        $8,924
        Benzie County Sheriff's Department                      SOS
        $11,329
        Calhoun County Sheriff's Department                     SOS
        $62,679
        CCE Central Dispatch Authority                          OTHER-TECH
        $197,446
        Chippewa County Sheriff's Department                    OTHER-TECH
        $197,446
        Downriver Community Conference                          OTHER-TECH
        $740,421
        Flat Rock Police Department                             OTHER-TECH
        $197,446
        Genesee County 911 Consortium                           OTHER-TECH
        $197,446
        Grand Traverse Band of Ottawa and Chippewa Indians      TRGP-E/T
        $112,871
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Hannahville Indian Community	TRGP-E/T	$43,556
Kalamazoo County Sheriff's Department	OTHER-TECH	$148,084
Keweenaw Bay Indian Community	TRGP-E/T	$53,391
Lac Vieux Desert Band of Lake Superior Chippewa	TRGP-E/T	$35,700
Little River Band of Ottawa Indians Police Depart.	TRGP-E/T	$148,988
Little Traverse Bay Bands of Odawa Indians	TRGP-E/T	$12,000
Livonia Police Department	SOS	$24,800
Macomb County Sheriff's Department	OTHER-TECH	$148,084
Michigan Department of State Police	OTHER-TECH	$740,421
Michigan Department of State Police	OTHER-TECH	$246,807
Monroe County	SOS	$66,070
Mott Community College	SOS	$84,032
Oak Park Public Safety	OTHER-TECH	$24,681
Oakland County Sheriff's Department	OTHER-TECH	$1,974,456
River Rouge Police Department	SOS	$51,722
Roseville Police Department	OTHER-TECH	$592,337
Roseville Police Department	OTHER-TECH	$296,168
Royal Oak Police Department	SOS	$79,027
Sault Ste. Marie Tribe of Chippewa	TRGP-E/T	$150,000
St. Clair County Sheriff Department	OTHER-TECH	$246,807
State Total		$7,214,286.00

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