

May 2, 1994
ds

Introduced By: Jane Hague

Proposed No.:

94 - 282

1 MOTION NO. 9289

2 A MOTION commending the department of
3 public safety for its innovative community
4 policing efforts and requesting the
5 executive to submit to the council
6 recommendations regarding the full
7 implemenation of community policing
8 concepts based on an assessment of costs
9 and potential impacts.

10 WHEREAS, the King County department of public safety has
11 implemented a number of community-oriented policing projects
12 which have increased public involvement in crime prevention
13 activities and increased awareness of the methods and
14 potential benefits of community policing, and

15 WHEREAS, these community-oriented policing projects
16 include block watch, DARE, bicycle patrol and, most recently,
17 community storefronts, and

18 WHEREAS, the King County council supported expansion of
19 the community storefront program in the 1994 budget with a
20 proviso requiring submission of a community policing plan by
21 March 31, 1994, and

22 WHEREAS, the department of public safety prepared a
23 response to the proviso which indicated that community
24 policing ultimately involves a fundamental reorientation of
25 the way police work and relate to the community and, as such,
26 entails much more than just the addition of new program
27 components, and

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WHEREAS, the response indicates that community policing involves a commitment to a philosophy and methodology which emphasizes working with specific communities to identify and help solve and prevent crime problems, and

WHEREAS, successful implementation of community policing requires a long term investment in organizational change involving changes in recruitment, training, relationships between line officers and superiors and time spent responding to 911 calls versus community problem solving, and

WHEREAS, the executive indicated in his transmittal letter accompanying the response that before committing to such a fundamental change King County must examine several factors: the cost of implementing community policing, phasing options, impact on other county and community services and the interest and support of contracting cities, and

WHEREAS, King County officers and community members, who have participated in community policing projects, have testified before the law, justice and human services committee about the positive impacts of the community policing approach including reductions in crime and in the community's fear of crime.

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NOW, THEREFORE, BE IT MOVED by the Council of King County:

A. The sheriff and members of the department of public safety community oriented policing committee who produced the report entitled, "King County Police -- Community Policing Overview" (Attachment I.), and all of the officers and staff who have participated in the community oriented policing projects documented in the report are hereby commended for their efforts to embrace the philosophy and methods of community policing and move towards adoption of this approach as the primary service delivery model for the King County police.

B. The executive is hereby requested to complete a study of the costs, phasing options and impact on other services and contracting cities of implementing community policing as the primary service delivery model for the King County police and to submit a report of his findings and recommendations to the council by July 31, 1994.

PASSED this 23rd day of May, 1994. Passed by a vote of 12-0.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Kent Pullen
Chair

ATTEST:

Gerald A. Peterson
Clerk of the Council

Attachement I: King County Police -- Community Policing Overview

**KING
COUNTY
POLICE**



**COMMUNITY
POLICING
OVERVIEW**

April 19, 1994

PREFACE

This Executive report is a proposed plan for Council review on developing community policing within the Department of Public Safety. This plan is in response to the 1994 Budget Proviso, as stated in Section 16, titled Department of Public Safety:

By March 31, 1994, the executive shall prepare and submit for council review and approval a plan for the community policing program. The plan shall, at a minimum:

- 1. Establish goals and objectives for the program;***
- 2. Identify the resources currently allocated to community policing and proposed any plans for expansion of the program over the next three years;***
- 3. Contain criteria for the location of storefront police stations and operational standards to ensure that the communities in which the storefronts are located receive consistent treatment; and***
- 4. Contain a plan for evaluating the program and specify a date for transmittal of an evaluation report to the council.***

The original intent of this proviso was a focus on the community storefront stations. In preparing this proviso, the scope has been expanded to introduce and explain the full concept of community policing. Community policing is a philosophy predicated on long-term solutions, not short-term programs. This report addresses this philosophy and responds to the proviso items.

INTRODUCTION

Definition

Community Policing is a new philosophy of policing, based on the concept that police officers, private citizens and social and health service providers working together in creative ways can help solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighborhood decay. The philosophy is predicated on the belief that achieving these goals requires that police departments develop a new relationship with the law-abiding people in the community, allowing them a greater voice in setting local priorities, and involving them in efforts to improve the overall quality of life in their neighborhoods. It shifts the focus of police work from handling random calls to solving problems. (Trojanowicz & Bucqueroux, 1990:5).

The Philosophy of Community Policing

It must be clearly understood that the proviso items one through four, focus on programs within the overall philosophy of community policing. They cannot be defined as community policing. They are components of the developing community policing plan. In order for a police department to fully commit to the community policing philosophy with hopes of being successful, the department must realize and appreciate the *depth of change needed*.

The following focal points will help the reader understand the community policing philosophy and the depth of change required for success:

There are two factors to consider when launching a department-wide change to community policing practices:

The Community

One of the hallmarks of community policing is to ask the *customers* - the people who are receiving police services - what their opinions are about the problems. The police then prioritize those problems and help solve those problems. Officers need to get to know the people in their patrol district. The goal is to build a "trust" relationship. Residents and merchants see the officer as a respectable caring person who talks to them even when they don't have a problem. The community eventually assumes ownership of their officer which in turn supports the officer and department. Communication channels open; problems in neighborhoods surface to be addressed by the problem solving techniques of the officer, supported by available resources.

The Police Officer

A problem solving attitude has to exist internally in the department for the command staff to ask *officers*:

- * What are the problems in the community, and
- * Can you give us ideas as to how to solve these problems?

Line officers ultimately have to make community policing work. They must have enough input in the overall direction and implementation of

The Depth Of Change

Department Culture

Quality Improve- ment Process

911 Responses

the community policing philosophy. They must have "ownership!" *Successful departments have actively involved their officers in the decision making process, allowing creativity to flow from the rank and file upward. "If they violate that process, they're violating the core of the community policing principles." Dr. Robert Trojanowicz, director of the National Center for Community Policing, Michigan State University.*

*"Police experts say departments in cities like Richmond, Va.; Portland, Ore., Madison, Wi., and San Diego have made major commitments to community policing. **Many other cities have borrowed the name while making only cosmetic changes.** The difference between the genuine article and the fakes, often comes down to whether the police department appreciates the **depth of change** needed to make an honest go of community policing. When Lee Brown was N.Y.C.P.D., Chief, he identified 57 major changes that had to be made within that department in everything from reward and evaluation systems to criminal investigative techniques." U.S. News & World Report, August 2, 1993.*

The changes recommended typically cut to the core of a stubborn, paramilitary culture. Departments must recruit differently, attracting people interested in service, not just adventure. Police academy training needs to expand beyond arrest procedures to include building skills like community organizing. Bean counting performance measures like counting traffic citations, have little meaning in such a system.

The department has to look within itself and discover what *organizational changes* are required to improve the working environment of the officer, support staff and labor relations. This will enable the officer to focus and provide the quality service expected by the communities served and contract cities - our customers.

The private sector has recognized that everyone in the organization must be involved in decision making and quality improvement for the organization to do its best. This required fundamental shifts in where those decisions were being made and of management and supervisory roles. It required "empowerment" of people actually doing the work. This in turn fostered "ownership" feelings and commitment to the organization, its mission, goals and objectives.

Meeting the customers needs is the key to success and survival. This means that the police department must change the basic ways in which it thinks, operates and arrives at decisions. Implementation of community policing on a department wide level will certainly require this.

The department must find ways to free officers from what's called the "tyranny of 911": nonstop calls that send police bouncing around to leave little or no time for the necessary component of community policing - **problem solving.**

"People call 911, and they want an officer. Community policing advocates say solving problems at their core will eventually reduce 911 calls, and

argue that residents will accept a different response time for non-emergencies if the payback from community policing is clear. Studies in Greensboro, N.C., and Toledo, Ohio, back them up. Ideally, experts say, all officers should participate in community policing, but the crush of 911 forces some departments to split their troops, with a few officers working full time on community problems while others answer radio calls." U.S. News & World Report, August 2, 1993.

Uniformed Patrol Staff Levels

Reactive uniformed patrol staff levels directly affect:

- * Consistent patrol district assignment
- * Time available for problem solving and prevention components of community policing versus time expended answering radio calls.

The importance of this issue should not be understated in consideration of the impact to reactive patrol officers. To do so will undermine the success of fully implementing the community policing philosophy. Adequate reactive staff is a vital component that provides support, realistic schedules, permanently assigned patrol districts and "time" to problem solve. Otherwise, the officer will view the philosophy as the continuum of doing more with less.

Commitment to the Philosophy

The Three "P"s of Community Policing

There are three principles within the philosophy that require full commitment in order to be successful. Law enforcement executives across the nation are becoming more familiar with the principles and practices of community policing. They are what Bill Bratton calls the three "P"s of community policing:

1. Prevention
2. Partnership
3. Problem-solving

Bill Bratton, President - The Police Executive Research Forum Wa. D.C., Newsletter February, 1994.

1. Prevention

"Rather than respond time and time again to the same crack house to make arrests, for example, why not come up with a strategy to close the crack house involving civil as well as criminal enforcement? Combine the high visibility of patrol officers with permanent solutions to recurring problems and the result is **prevention**. That's not soft on crime. It's smart on crime". Bill Bratton, PERF.

2. Partnership

a. The Partnership within the Department:

Officers also tend to hold back on community policing until they see a long-term commitment inside the department. Within police departments, employees should interact regardless of rank and show a willingness to solve problems together.

b. The Partnership between Unions/Guilds and Management:

"The community policing movement should be very attractive to union/guild interests if carried out in all its dimensions. It calls for a redefined role for rank-and-file officers, drawing attention to the important role that they play in the organization." *Robert B. Kliesmet, president of the International Union of Police Associations and a 30-year veteran of the Milwaukee Police Department.*

c. The Partnership between Police and Others:

Key groups to make the community policing approach effective include:

1. Police
2. Community Groups
3. Social and Health Service Agencies
4. Political Leadership
5. Media
6. Schools
7. Other Government Agencies

Community policing works best when all groups demonstrate support and a willingness to pick up their share of the mandate. Without this equally shared mandate, the participating groups feel betrayed. Officers in particular want to see more citizen participation and understanding a slower response time on non-emergency calls. *"It could take up to 10 to 15 years to accomplish this partnership." Professor Trojanowicz*

3. Problem-solving

Permanent Assigned Patrol Districts

A police officer performing "traditional" police work, doesn't get to really know the law abiding citizens except in scenarios such as traffic stops and crime scenes.

"When a Community Policing trained officer has his or her own defined patrol district for an extended period of time and gets to know the law-abiding people as well as the non-law abiding people, he or she becomes the chief of police of that area." *Prof. Trojanowicz*

In time, the empowered district patrol officer, supported by the group partnership, learns of that district's problems. Strategies toward permanent resolution of the problem(s) has *four steps*:

1. Identify the problem
2. Examine the problem
3. Decide on a solution
4. Monitor the solution to see if it's working and adjust accordingly.

Training

University of Wisconsin Law School professor Herman Goldstein, architect of the problem-oriented policing concept, echoes the need for department-wide implementation and attributes the lack of rank and file involvement primarily to inadequate training. He insists that officers need to know the *why* of what they do as much as the *what*.

Philosophy Summary

Officers would be much more supportive if administrators devoted more time to informing them about the goals of community policing, but "we grossly underestimate what is involved in identifying the need for training," Goldstein says. It's usually too short and too limited. *Patricia Parker, Police magazine January, 1994.*

A department needs to train officers on how to apply the problem-solving model to local problems. Officers will also need to be trained in managing time to solve problems and engage in prevention activities

Currently, most police departments commit the majority of their time responding to 911 calls, not problem solving and prevention of crimes. Community Policing goes beyond that. Planned carefully, community policing offers a more effective strategy *by addressing the underlying conditions that cause community problems* - the problems that prompt calls for service, as well as those that have previously gone unnoticed.

Community policing emphasizes problem solving and prevention. It is policing that emphasizes the community working with police to solve persistent problems. It encourages police to consult with their customers - the citizens - to ensure that they are addressing the needs and concerns of citizens. Once community problems are identified, officers draw on a wide range of outside resources to analyze and address the problems.

Community policing builds upon the expertise and experience of the officers on the street, giving them the additional tools necessary to accurately identify, analyze, and resolve crime and disorder problems in *their communities.*

In order to implement community oriented policing department-wide, King County must consider the depth of changes needed to be successful.

With an understanding of the community policing philosophy and the **depth of changes** required for success, the next section addresses the proviso.

**PROVISO
ITEM # 1**

"Establish goals and objectives for the program"

Primary Goal

The Department enhances the quality of life in the communities it serves. The Department will accomplish this through professional law enforcement services in partnership with those communities. This partnership is based on a philosophy that recognizes an interdependence and shared responsibility in making our neighborhoods safe and liveable. The partnership jointly identifies regional and local community safety issues, determines resources, and applies innovative strategies to prevent and solve root problems of crime and social disorder.



"In partnership with the community making a difference"

Values

Values That Guide Our Actions

- * Our highest commitment is toward protecting life
- * We provide professional law enforcement
- * We act with integrity
- * We are responsive to community and neighborhood priorities
- * We are problem oriented
- * We are accountable to the community
- * We treat people with respect and sensitivity

Objectives

Community Policing

- * Examine community policing as a primary service delivery model for King County Department of Public Safety
- * Assess the effect of this model on other service providers

Community Storefronts

- * Frequent contacts with the community to enhance problem-solving
- * Organize and attend community meetings
- * Build a relationship of trust with the community
- * Reduce repeat calls
- * Reduce fear of crime

PROVISO ITEM # 2

"Identify the resources currently allocated to community policing and proposed any plans for expansion of the program over the next three years"

Current Resources

The King County Department of Public Safety has established and maintained many programs with its current resources. As will be explained, many of these valuable services warrant continued support and expansion. ***However the expansion of current police service activities or the creation of new ones is not community policing.*** Community policing is a philosophy that describes how an entire police agency interacts with the community it serves.

The following are "custom tailored" police services that address some of the needs of the citizens of King County:

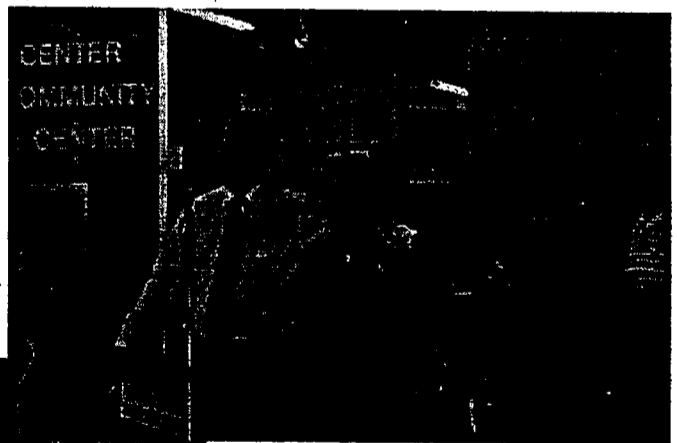
- 1. Storefront Operations (see Proviso Item # 3)**
- 2. Community Education Programs**
 - * DARE
 - * Neighborhood Traffic Safety
 - * Radar Readerboard
 - * Community Crime Prevention
 - * Citizens Academy
 - * Regional Police Services Community Education
- 3. Volunteer efforts**
 - * Clerical Volunteers
 - * Explorers
 - * Reserves
 - * Department Chaplains
 - * Search and Rescue
- 4. Community Action by Department Personnel**
 - * Block Watch Program
 - * Late Night Teen Program
 - * Knock and Talks
 - * Directed Patrol Missions
 - * Graffiti Reduction
 - * School Liaison
 - * Accident Reduction
 - * Bicycle Patrol
 - * Bicycle Giveaway Program
 - * Youth Activities
 - * Participation in community Meetings/Civic Groups
 - * Domestic Violence Liaison

Expansion Plans

While not community policing, as defined in this report, an expansion of community oriented programs is included in the 1994 adopted budget. This expansion, predicated in part on receiving matching federal funds, entailed fifteen additional officers staffing the following programs: three new community storefront operations, backfill six existing storefront operations, two community oriented problem solving teams (four officers), and two gang intervention specialists.

Unfortunately, it does not appear that King County will be successful in securing the matching federal funds. The remaining local funds will allow adding eight officers, all of whom will be dedicated to the community storefront operations: two new community storefronts in 1994 and backfilling the existing six storefronts. All eight officers will be hired as soon as possible. To date, one storefront has opened in the Covington community. The second new storefront is expected in north or northeast King County.

As implied in this report, full implementation of community policing will require significant involvement of many parties and additional resources. Before recommending such an important step, additional research, fiscal analysis, and discussions with all affected agencies and jurisdictions is necessary.



PROVISO ITEM # 3

9289

"Contain criteria for the location of storefront police stations and operational standards to ensure that the communities in which the storefronts are located receive consistent treatment."

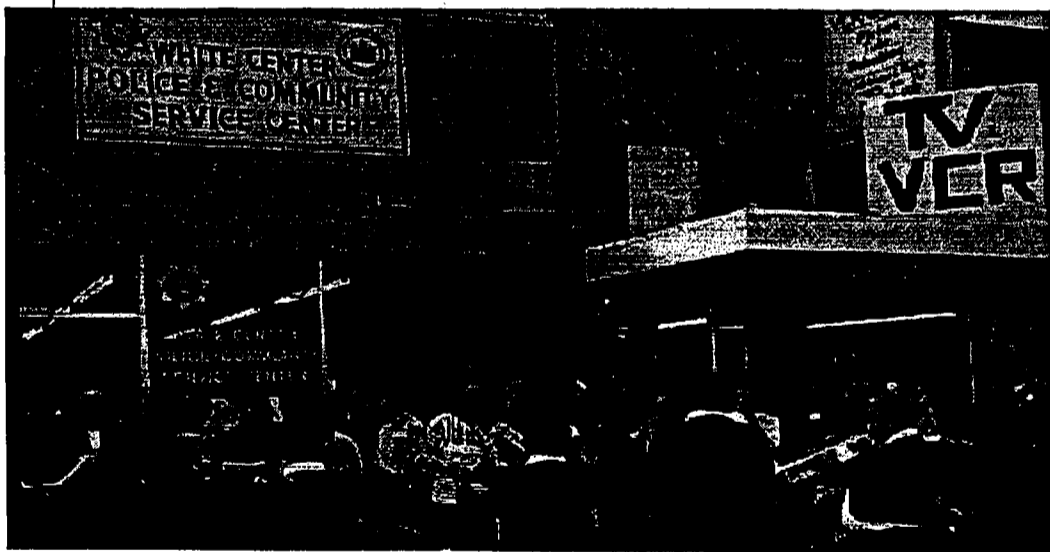
I. Current Community Station Status

KING COUNTY POLICE COMMUNITY STOREFRONT ADDRESSES

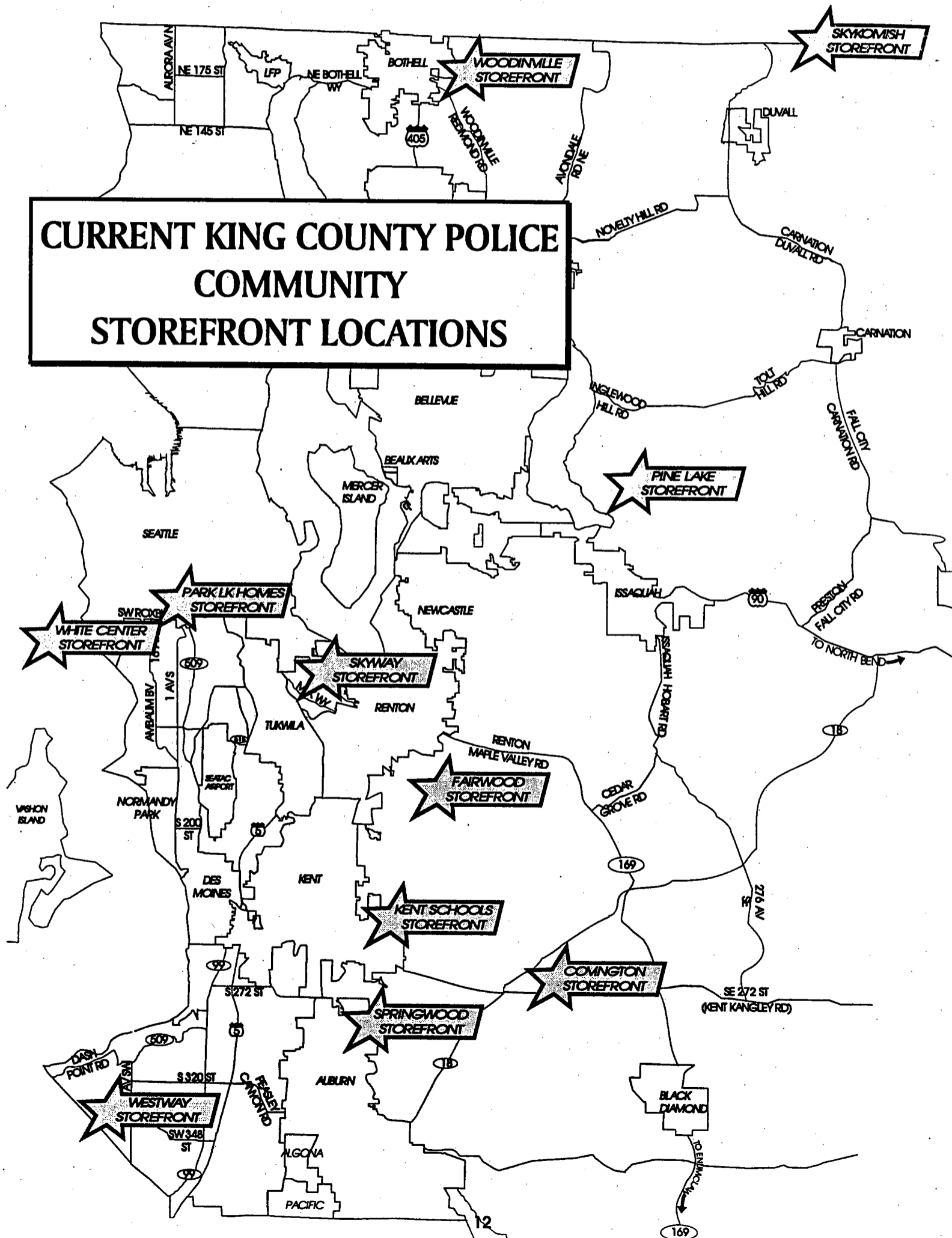
<i>Pine Lake</i>	<i>3425 Issaquah Pine Lake Rd S.E.</i>
<i>Skykomish</i>	<i>119 4th N.</i>
<i>Woodinville</i>	<i>19900 144 Ave N.E.</i>
<i>Covington</i>	<i>17051 S.E. 272 St.</i>
<i>Fairwood</i>	<i>14107 S.E. 171 Way</i>
<i>Springwood</i>	<i>13125 S.E. 274 St.</i>
<i>Kent Schools</i>	<i>12033 S.E. 256th St.</i>
<i>Park Lake Homes</i>	<i>806 S.W. 99 St.</i>
<i>Skyway</i>	<i>12616 Renton Ave. S.</i>
<i>White Center</i>	<i>9609 16th Ave. S.W.</i>
<i>Westway</i>	<i>33400 21st Ave. S.W.</i>

KING COUNTY POLICE PRECINCT ADDRESSES

<i>Precinct 2</i>	<i>Kenmore, 18118 73rd Ave. N.E.</i>
<i>Precinct 2</i>	<i>Fall City Substation 33409 S.E. 43rd St.</i>
<i>Precinct 2</i>	<i>North Bend Substation 201 N. Main St.</i>
<i>Precinct 3</i>	<i>Maple Valley, 22300 S.E. 231st St.</i>
<i>Precinct 4</i>	<i>Burien, 14905 6th Ave. S.W.</i>
<i>Precinct 4</i>	<i>SeaTac, 19215 28th Ave. S.</i>
<i>Precinct 4</i>	<i>Vashon Substation 19021 1/2 99th Ave. S.W.</i>
<i>Precinct 5</i>	<i>Federal Way, 34008 9th Ave S.W.</i>
<i>Special Operations</i>	<i>16612 S.E. 176th Pl.</i>
<i>Marine Unit</i>	<i>5165 Lake Washington Blvd. N.E.</i>



CURRENT KING COUNTY POLICE COMMUNITY STOREFRONT LOCATIONS



A. Precinct 2 - Two community police stations are in operation in the Precinct 2 area. They are located on the Pine Lake Plateau and in Woodinville. Each station is staffed by a police officer and citizen volunteers.

B. Precinct 3 - Four community stations are currently located in the Precinct 3 region. The Springwood - Cascade Station, which is funded through a federal grant, is staffed by two police officers and one community service officer. The Fairwood Station is run by a police officer and support staff comes in the form of citizen volunteers. The newly opened Covington Station is staffed by one police officer. The Kent School District has contracted with King County Police to provide one full time officer. We are optimistic about the addition of school resource officers in other school districts in King County.

C. Precinct 4 - There are three stations operating to date. Park Lake Homes Station is funded under the same federal grant as the Springwood Station. Staff for this station consists of one police officer and part-time, off-duty officers, who work enhanced patrols. The two remaining stations are located in the Skyway and White Center communities. The Skyway Station is manned by a police officer and one community service officer dedicates some time in support of the office. The office located in White Center is run by one police officer and two AARP volunteers. Two community service officers spend some time each week assisting the storefront. The S.W. King County Social Service Representative is also based here.

D. Precinct 5 - One storefront station is located in the geographic boundary of Precinct 5. This station is in the Westway Community of Federal Way. This station is open two hours a day and is staffed by one Community Services Officer.

II. Future Community Station Status.

The driving force behind future storefront placement should be the individual communities and citizen groups that recognize a storefront's benefit and service in meeting that community's needs. Any future storefront within a contract city needs to be approved by the respective city.

Storefront officers tend to be very responsive in attempting to meet identified needs of the community. Consequently, it has been the experience of this Department to see a high burn-out rate of storefront officers who buckle under the burden of overwhelming community needs that quickly surface after a storefront is opened. Therefore, storefront officers must be careful to set and focus on community priorities.

Many issues that surface in the realm of storefront duties can be handled by support from a Community Service Officer. With the support of a storefront assigned CSO, the storefront officer is better equipped to maintain focus on community priorities and the resulting burn-out factor is greatly diminished.

III. Criteria for Storefront Station Placement.

- A. Citizen/Community Demand** - *A strong, motivated corps group of citizens must push the drive for these stations. This group may consist of residential leaders, business persons, affected schools / personnel, and organized community groups, i.e., Rotary Clubs, Chambers of Commerce, merchant associations, or home owner associations. This group must see a need for change and be willing to take control of their destiny. They must join with the police, social service providers, and their government agencies to solve their community problems.*
- B. Provide optimum accessibility to the target community** - *A station should be a hub or conduit to the community it serves. Its location should be central to residential and business districts that created it. It should have a location near to service providers, public transportation and other community infrastructure.*
- C. Station communities should have clear, geographic boundaries** - *These areas should be densely populated or have strong growth potential. A centralized business area(s) is desirable.*
- D. Availability of office space** - *Factors are availability of funds and/or resources budgeted and short term versus long term use.*
- E. Relative location to other law enforcement facilities** - *We should also include or evaluate future plans of government and criminal justice regional expansion here.*
- F. Growth Management Act** - *The effects of this act must be considered. For example, annexations and incorporations.*
- G. Periodic reassessment of storefront stations** - *Establishment of an evaluation process will help insure that communities will receive consistent treatment. Operating procedures are being developed to guarantee this. Based on the unique differences in each region, storefront programs will vary. This evaluation process must be a joint effort between citizens and this agency, with the citizens taking the lead. Communities affected should be involved in establishing more specific criteria that are unique or important to that community.*

**PROVISO
ITEM # 4****COMMUNITY POLICING
PLAN EVALUATION
PROPOSAL**

"Contain a plan for evaluating the program and specify a date for transmittal of an evaluation report to the council."

Valid evaluation of community policing will depend in part on the development of base-line data for *before* and *after* comparisons. *"Specifying now how success will be measured will stabilize expectations about what will happen, and when. Community policing will not be implemented overnight, nor will some of its promising outcomes be realized in the short term. It would be unreasonable and even dangerous to expect too much too soon."* (Community Oriented Policing & Problem Solving - California Department of Justice, Attorney General's Office.)

In order to measure our ability to attain the goals contained within this proposal, the evaluation process must be multi-faceted. Much of what we need to accomplish involves significant changes in the way officers are deployed, how they perform their work, the involvement of citizens and communities, long term problem solving, and the perception of the community.

Evaluation proposals**1. Repeat Calls for Service Count**

The Department often experiences repeat calls for service at the same location. This situation is a result of crime specific behavior or an attractive nuisance environment. Long term problem solving is a major goal of community policing, and if effective, should reduce and/or eliminate the repeat calls for service at these locations.

2. Anecdotal Testimony

Community policing is more accurately defined as a philosophy or method of service delivery, rather than a well defined program. Objectively measuring the effectiveness of community policing is therefore difficult at best. More often, the subjective anecdote better communicates and measures our ability to address a specific crime problem that would remain unresolved using traditional reactive patrol tactics. Anecdotal incidents will be included in regular evaluation reports.

3. Citizen involvement

A key element of community policing is citizen involvement by forming community partnerships with the police department. Tracking the increase in the number of new block watches, crime councils, citizen academies, and neighborhood associations formed, are key to evaluating the crime prevention aspect of community policing.

4. Patrol Evaluation

- * Total police officers on patrol each day
- * Stability of the same officers in the same patrol districts
- * Percentage of time in responding to calls for service
- * Dispatch and response time data for crimes and emergencies
- * Percentage of patrol officer time committed to problem solving.

5. Non Traditional Evaluation

- * Number of referrals to other county or social service agencies.
- * Number of joint problem solving efforts involving the community and other government and private agencies.
- * Decreased vandalism costs in specifically defined geographical areas.
- * Decrease in aid call responses to traditionally high assault and drug overdose locations.
- * Community police station statistics involving citizen contacts.

Present Evaluation Capabilities

Currently, technological and staff limitations inhibit performance of the proposed evaluation plan. We can reap sufficient results with modest technological and staff additions.

Evaluation Report Transmittal Time Frame to the Council

Evaluation reports will be forwarded to the council on an annual basis.

Conclusion

Much of the challenge in writing this proviso response has been to keep up with the ways in which this new way of policing continues to evolve. Despite the expected continued evolution of community policing, it is clear that community policing involves much more than a handful of distinct community-oriented programs. It, in fact, is a philosophy that must reach every employee of the department. Community policing is also a philosophy that recognizes that most community problems cannot be solved by any one group. A partnership must grow among the police, the community, other service organizations, and, where appropriate, the local jurisdiction. Moreover, this partnership is not a passive one. Each member must take an active role in identifying and solving problems in the community.

Finally, it should be evident that cosmetic changes do not constitute implementation of community policing. True implementation should be comprehensive and involve a commitment to provide adequate resources.

Over the next several months, King County will have the opportunity to examine in detail what is required to implement community policing and how much this will cost. Moreover, this effort will examine how community policing will integrate with the current and future social services which will be provided in the community. Finally, cities who contract for police service from King County must join and shape this effort. As this effort progresses, we look forward to working with council committees and others to shape safer communities.

ACKNOWLEDGMENTS

King County Department of Public Safety - C.O.P. Committee

Subcommittees

Goals & Objectives

Off. Steve Black - (Chair)
Off. Cal Beringer
Off. Mac Allen
Amy Burrage

Current Efforts & Plans for Expansion

Sgt. Dave Jutilla - (Chair)
MPO Lonnie Arnold
Sgt. Scott Somers
Lt. Carol Cummings
Off. Joe Lewis
MPO Randy Gehrke
CSO Sonja Ericson

Storefront Station Criteria

Off. Mitzi Johanknecht - (Chair)
Off. Kevin Druin
Off. Rob Dorman
Sgt. Sally Peluso

C.O.P. Evaluation Plan

Major Larry Mayes - (Chair)
Det. Allen Kelley
Off. John Decker
Off. LeeAnn Frye
Off. John Urquhart
Reserve Off. Joe Peluso

Coordination - Editing/Publishing

Major Rebecca Norton
Lt. Dave Walker
Det. Dan Ring
Sue Gordon
Michael Gedeon
David Cline

Research Consultants

Professor Edmund F. McGarrell - Washington State University and Co-Director,
Washington State Institute for Community Oriented Policing.
Nancy McPherson - Manager, Neighborhood Policing Program, San Diego P.D.
Vicki Elder - California State Attorney General's Office
John Eck - Police Executive Research Forum, Washington, D.C.

Research Material

The Department's file of Community Policing research and reference materials is available upon request. Call Lt. Dave Walker at 296.3333.