



# Community Policing **PARTNERSHIPS**

Volume Two

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## Community Police Officer Wins NAM Award

By: Priscilla Holmes, Michigan RCPI



NAM President Marium Barrera-Young and Officer Gary Hartley

Officer Gary Hartley of Flint Police Department was honored at the Annual NAM Conference held in Lansing, September 8 and 9, 2000. Officer Hartley was the recipient of the Second Annual Community Po-

lice Officer Award. He was nominated for his involvement in Flint 2000/Flint West Village located north of downtown Flint.

After being granted special permission from the Flint Police Department, Officer Hartley purchased a home in Carriage Town. At that time, Carriage Town was rampant with drug activity, boarded up homes, prostitution, and more violent altercations, including drive-by shootings. Living in Carriage Town proved to be very successful in improving

the neighborhood on many levels. This is one of five neighborhoods that make up Flint 2000/Flint West Village. Officer Hartley has worked in three of the five neighborhoods that had been devastated by crime,

abandoned housing and business disinvestment. He systematically worked on repairing the breaches between neighborhood associations, the City of Flint Departments and local business.

To quote his neighborhood nomination committee: "Officer Gary Hartley has been actively involved in community policing north of downtown Flint, in the community known as Flint 2000/Flint West Village for over five years. Due to his involvement, prostitution, drug activity and violent crimes have been significantly reduced. Truly working with neighborhood organizations, businesses and concerned residents, Officer Hartley exemplifies the spirit of community policing."

Congratulations Officer Hartley! ■

## 14<sup>th</sup> Annual Neighborhood Associations of Michigan Conference

The 14<sup>th</sup> Annual Neighborhood Associations of Michigan (NAM) conference was held in Lansing, September 8-9, 2000. Co-sponsors for this year's event were Citizen Cen-

ter for the Common Good, Comerica Bank, Community Research & Education Center, Creative Instincts, Essexville Police Department, Jackson Community Founda-

tion, IBM, LISC and the Michigan Nonprofit Association, Michigan Regional Community Policing Institute, and Michigan State University's Urban Affairs Program.

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*A joint project of the Michigan State University School of Criminal Justice, School of Labor and Industrial Relations, Urban Affairs Program and the Department of Psychology in partnership with:*

- Michigan Association of Chiefs of Police
- Michigan Commission on Law Enforcement Standards
- Michigan Sheriffs Association
- Michigan State Police
- Neighborhood Associations of Michigan

*And the following police agencies and their partner communities:*

- Albion
- Battle Creek
- Bay City
- Canton
- East Lansing
- Gerrish Township
- Grand Haven
- Grand Traverse Band of Ottawa & Chippewa Indians
- Grand Traverse County
- Harbor Springs
- Harper Woods
- Ingham County
- Jackson
- Kalkaska County
- Kalkaska
- Kentwood
- Lansing
- Leelanau County
- Marquette County
- Meridian Township
- Monroe County
- Monroe
- Mt. Pleasant
- Novi
- Saginaw-Chippewa Indian Tribal Police
- St. Johns
- Traverse
- Warren
- Washtenaw County
- Ypsilanti

## The Holland, Michigan Experience

*By: Jerome G. Boles II and Jane P. White, Michigan RCPI*

When a series of gang related arsons occurred during the summer of 1999, residents of Holland called for return of “their” community officers. Out of frustration and concern for their neighborhood, residents circulated petitions for the reassignment of “their” officers and presented the petitions to the Holland City Council.

The Chief of Police in conjunction with the City Manager proposed creating a citizens committee to problem solve the specific issue of officer utilization and assignment, as well as to address the issue of crime, fear of crime, and police service delivery system of the Holland Police Department. Representatives from the National Center for Community Policing and the Michigan Regional Community Policing Institute at Michigan State University were commissioned to facilitate the process.

From this “simple” proposal began a dynamic process of community engagement that potentially could transform the delivery of police services in Holland. This unique experience totally engaged the community through actual citizen participation, and through the extensive media coverage of all Committee activities.

The Holland City Council proposed the formation of a citizens committee at the request of Holland’s Police Chief John Kruthoff and City Manager Soren Wolff to review the current delivery of police services and make recommendations for improvement. As

the concept of using a citizens group to assist in the process became known in the community, support for the idea solidified very rapidly.

Holland City Council consisted of 28 members plus two facilitators from the National Center for Community Policing at Michigan State University. The committee was reflective of Holland with representatives from neighborhoods, the business community (both large and small), schools, Hope College, the courts, City government, City Council, Central Dispatch, the faith community and the Holland Police Department.

The charge to the Holland Police Department Community Study Committee 2000 was to attain the following goals:

To receive the delivery of services by the Holland Police Department; to examine the implementation of community policing within the police department; and to make recommendations based on the input from the Holland Police Department the community at large, and the Committee itself.

The first session of the committee was to define the scope of the problem. The facilitators from Michigan State worked the members through a planning process designed to elicit perceptions about the relationship between the police department and the community, capture initial impressions of community policing, define community policing, and address a specific focus question.

Through individual brainstorming and small group discussion, the

participants next developed their answers to the following focus question: *What are the best ways the Holland Police Department can work with the community to improve conditions here?* The group's responses were grouped into six categories of: **community connection, promotion, resources, calls management, diversity and prevention.** The group also identified the following three recommendations as catalytic: community connection, promotion and resources.

The second committee meeting was an intensive educational effort aimed at acquainting members with a variety of information pertinent to the Holland Police Department and the philosophy of community policing.

The third meeting was structured to engage community participants and solicit specific information, not just to allow each guest a few minutes to speak. A process was developed that would assure intense interaction between community guests and Committee members.

A visioning exercise culminating in the formulation of the Study Committee's final recommendations was conducted at the fourth meeting. The members were asked to individually develop their own vision of what the Holland Police Department "would look like" in ten years. The committee member's individual responses were grouped into the following six categories: *community engagement, staffing/ organizational, problem solving, technology, training and other miscellaneous recommendations.* The task presented to each team was to develop

recommendations for the future delivery of police services in Holland, Michigan. Individual committee members knowledge of Holland and the Holland Police Department, knowledge of the community policing philosophy, input from the greater community and policing "best practices" presented highlighting other police agencies were all recommend.

Some of the study committee's recommendations are listed below:

- ◆ Develop a web site
- ◆ Provide citywide community policing, with every officer assigned to an area and team
- ◆ Implement a K-9 unit
- ◆ Train all officers in interpersonal communication skills
- ◆ Place full time "School Resource Officers" in all middle and high schools
- ◆ Involve area businesses in the community-policing program
- ◆ Improve communication both within the Police Department as well as with the community as a whole
- ◆ Increase officer visibility throughout the community
- ◆ It is recommended that the Holland Police Department adopt the community policing philosophy for the delivery of police services on a departmental wide basis.

The City of Holland and the Holland Police Department, by instituting the Holland Police Department Study Committee, addressed critical issues in shaping the future of the Holland



Police Department. The open engagement of the community in this endeavor made the Holland experience totally unique. An ongoing challenge for the City and the Police Department is to nurture and maintain the community partnership that was developed through the Study Committee.

Initially, there was thought by some that the problems currently facing the Holland Police could be solved if there were additional patrol officers hired and placed in the existing organizational structure and development plans. However, it became evident through the Committees work, input from those who participated in the town meeting, and the many lively discussions that occurred during the four month study period, that the first priority that needed to be addressed by the City, the Police Department and the community was "what do you want the Holland Police Department to do differently"? The final recommendation encompasses several emerging needs of the community and the Holland Police Department that are strong indicators of how a police department must evaluate their service delivery system. ■

## Mt. Pleasant P.D. Finds New Partners on Internet

By: *Director William Yeagley, Mt. Pleasant Police Department*

At approximately 6:00 pm on July 6, 2000, the owner of a Mt. Pleasant business store was robbed, severely injured, and left laying in the parking lot along a busy 5-lane street in the City of Mt. Pleasant. Mt. Pleasant police officers responded and requested medical assistance for Edmund Baird, who was laying face down in the parking lot of Guitar Central. Medical personnel arrived and transported Mr. Baird to the hospital. Upon examination, it became very apparent that Mr. Baird had life threatening injuries and was transported to Midland Hospital with a skull fracture. Mr. Baird was in a coma and unable to talk with police, leaving officers with very little information to conduct their investigation.

After processing the scene for evidence, canvassing the neighborhood, and setting up a tip line, Mt. Pleasant Police Department formed a task force unit to investigate the potential homicide. Medical sources informed investigators that they did not give a very high likelihood of Mr. Baird recovering from his injuries.

The task force was made up of detectives from the Mt. Pleasant Police Department, Michigan State Police – Mt. Pleasant Post, Isabella County Sheriff's Department, Central Michigan University Police, and the Saginaw Chippewa Tribal Police Department. Lt. Jeff Shell of the Mt. Pleasant Police Department managed the investigation.

It was obvious to all investigators that to successfully resolve this investigation, we would need the

help of our community and information from our citizens. A portion of managing the investigation was to partner with the local media to gain information that would help resolve the case. We were very optimistic because of the time of day and the high volume of traffic on the street where the crime occurred, there were people that would have seen the incident and could assist us. In our dealings with the media, we were very open and explained our need and how they could assist in getting the information we needed for the investigation. The agreement made with the media was that they would not run specific pieces of information without our prior approval. This relationship proved to be very successful and in providing information in this investigation, furthered the relationship of law enforcement and the media in our community.

Officers located individuals who saw portions of events that would help lead to the identification of the suspects. Officers were eventually able to identify the specific year and make of a vehicle as one seen leaving the parking lot of Guitar Central at the time of the incident. A general description was also obtained of the individuals inside the car as it fled the parking lot.

Soon, the task force recognized that many people in the "musical community" knew the victim and also had potentially helpful information. However, not everyone in the musical community was willing to



speaking with the police in regards to the information they had. The task force created another partnership with a member of the musical community who was willing to work with law enforcement and did provide information to us that he was able to obtain from those who were uncomfortable talking to law enforcement. This same individual immediately opened up a web site and provided information to the musical community with regards to the status of Mr. Baird, the incident itself, and the police investigation. This partnership again proved extremely valuable as the investigation continued.

By conducting an inventory of Guitar Central, investigators were able to identify two specific guitars taken during this incident. Photographs of these guitars were given to the media and were broadcast around our community. Also, these same photos were placed on the web

site, which eventually led to the location of one of the guitars, as well as the identification of a suspect.

Auction House of Musical Instruments in Ohio read the information on the web site and actually identified a guitar they had just recently purchased as the one police were looking for. The owners of the Auction House made contact via the Internet with the Mt. Pleasant individual who had set up the web site in Mt. Pleasant. Again, this individual provided us with the necessary information and officers traveled to Ohio to recover the property, as well as identify one of the suspects. Within 12 days of the incident, Officers had arrested both individuals responsible for the robbery and injury to Mr. Baird.

As we spent time as a task unit critiquing the investigation, a num-

ber of things became very apparent. The partnerships formed between law enforcement and the musical community was imperative for the timely and positive resolution to this investigation. The partnership within the musical community provided valuable information which only that group of individuals possessed. The group was able to reach outside the area of Mt. Pleasant, provide information to musical communities around the United States about what had occurred and what specifically law enforcement was looking for. The use of the Internet and the musical community led us to the stolen guitar, which in turn provided information to identify our first suspect and eventually the arrest of him and his partner. The technology of the Internet and its wide reaching network provided a great value to this

investigation, as well as the partnership of the individual in the musical community who maintained the web site and communicated with those who responded to the information.

Secondly, the relationship and partnering with the local media was valuable in helping to get information out to the public so that we could receive tips, and also, helped to build positive relationships between law enforcement and the local media.

On a final positive note, the Mt. Pleasant community came together to help support the Baird family through their time of difficulty. While the medical community can not tell us why, we are happy to report that Mr. Baird has come out of his coma, is back in his home, and beginning a long road of therapy to recover from his injuries. ■

## Jackson P.D. Organizational Transformation

By: *Chief Ervin Portis, Jackson Police Department*

Many police organizations, including the Jackson Police Department, say they are doing community policing. A complete organizational change to community policing requires three essential elements: 1) a customer service organizational transformation; 2) multiple community partnerships; and 3) unified, data-driven problem solving.

Since the early 1990's, the Jackson Police Department (JPD) has incorporated all three elements to a limited extent. Specialized community and resident police officers have delivered community policing services in unique districts.

In January 1999, the Jackson Police Department partnered with the Regional Community Policing Institute (RCPI) of Michigan State University. The purpose of the partnership was to facilitate the organizational transformation of community policing from our present specialized approach to the way we do business throughout the organization. Such a transformation requires a long-term commitment from management, labor, elected officials and the community.

Early efforts in the process included organizational assessments of



our status as a community policing department. We found high levels of commitment to community policing, views of the community and job satisfaction.

Following the assessment, our next, and perhaps most important step, was to articulate new organi-

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*JACKSON P.D. continued from page 5*

zational values, vision and mission statements. Through a series of conversations facilitated by RCPI staff, more than twenty JPD employees drafted, revised, and finally articulated new values, vision and mission statements for the Jackson Police Department. The twenty employees represented approximately one-fifth of the organization, including management, supervision, labor, sworn and non-sworn employees.

Three committees were established to research and make recommendations for each of the following:

- 1) Geography: to obtain better accountability and ownership, develop a plan for neighborhood based assignments;
- 2) Problem solving: employ a department-wide problem-solving methodology to perform the department's mission;
- 3) Partnerships: improve the department's partnerships with the community.

All three committees are presently engaged in their research and will soon make recommendations. The committees are working far differ-

ently than how Jackson PD would have in the past; they are not command driven; group leaders received training on group facilitation and how to conduct effective meetings; and the committees are representative of the entire department. Thus, we expect that each committee's work products will be of high quality and will receive high levels of commitment.

While considerable work remains and will occur over the next several years, early in the process we spent some time defining the victory. Our answers to the question, if we are successful, how will things be different from today, included:

- ◆ A majority of citizens will know the names of officers assigned to their area.
- ◆ Citizens will actively identify and prioritize problems, and work with officers to resolve them.
- ◆ The entire department will feel that community policing approaches contribute to solving problems.
- ◆ All section officers will have a Neighborhood Watch of their own.

- ◆ Officers will routinely take time to pull up timely data and use it in problem solving.
- ◆ Citizens will have access to crime information in the neighborhoods.
- ◆ A standardized, accurate evaluation process will be in place which lets officers know how they are doing in relation to personal and departmental goals. This process will enable the individual officers to take responsibility for his or her success in the Department by recognizing what needs to happen and making changes.
- ◆ Every employee will be able to identify two or three community partnerships that are important to successful police work.
- ◆ Community policing will be integrated into the Department. This will be indicated by the elimination of the need for special inducements to get officers to participate in community policing activities.
- ◆ Internally, the current culture of mild resistance to community policing will be gone.

Our greatest resources are our people and the community we serve. While management has provided the initiative and prioritized the change initiative, we all recognize our best opportunities for success come through proper utilization of employees and citizens alike. The organizational transformation process will, in time, result in significant changes from community policing as a program to our philosophy and approach throughout the entire organization. ■

### SUBMISSIONS:

All articles and photographs will be considered for publication. *Community Policing Partnerships* seeks articles on successful community policing stories, community partnerships, problem-solving strategies and other topics that are helpful to communities and law enforcement agencies. Please send articles and photographs (black and white glossy preferred) to: Michigan Regional Community Policing Institute, Community Policing Partnerships.

Attn: Christina Wilkerson  
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 321 Nisbet Building  
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 or e-mail – [christina.wilkerson@ssc.msu.edu](mailto:christina.wilkerson@ssc.msu.edu).

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This year's packed agenda included four tracks:

- Track 1: Overcoming Community and Citizen Apathy
- Track 2: Community Policing
- Track 3: Identifying & Accessing Resources
- Track 4: Partnering with Traditional Leaders & Organizations

Approximately 140 participants were welcomed by Marion Barrera-Young, President of NAM, followed by an inspirational keynote address given by Elba Santiago, Assistant Vice President, Student Affairs of Michigan State University. After an afternoon in breakout sessions, many conference attendees took a rolling trolley tour of Lansing's beautiful Westside. Added to the tour by popular request was a glimpse of the Governors home, and a drive by the construction site of the new General Motors plant on Main Street. The evening ended with the NAM Annual Meeting and a reception.

Saturday morning the breakout sessions continued. At the noon luncheon, Officer Gary Hartley of Flint Police Department was presented with the second annual Community Police Officer Award. After a wrap up session, each conference participant received a certificate. Many lingered to network and say 'good-byes' to old and new friends. ■

## Make Change Happen Workshop

On September 29, 2000, the Michigan Regional Community Policing Institute's 5-day "Make Change Happen: Successful Strategies for the Community Policing Leader" workshop graduated the following police executives from its first annual Leadership Institute.

Chief Ervin Portis  
 Captain Gary Mayer  
 Chief Linda Collier  
 Chief H. Michael Pierce  
 Lieutenant James Mynsberge  
 Director Leonard Schneider  
 Assistant Chief Andrew George  
 Chief Mark Heidel  
 Lieutenant Matthew Heins  
 Commander Neal Vanderbilt  
 Sergeant Bruce Dvorak  
 Chief Louis Muhn  
 Captain Michael Warren  
 Chief Robert McCormick  
 Chief Doreen Olko  
 Chief John Kruithoff  
 Lieutenant Alan Kimichik  
 Chief L.J. McKeown, Jr.  
 Deputy Chief John Michrina  
 Chief Ralph Soffredine  
 Director William Yeagley  
 Chief Jeffrey Kruithoff

Jackson Police Department  
 Troy Police Department  
 Bay City Police Department  
 Portland Police Department  
 Auburn Hills Police Department  
 Lapeer City Dept. of Public Safety  
 Lansing Police Department  
 Grand Blanc City Police Department  
 Jackson Police Department  
 Battle Creek Police Department  
 Portland Police Department  
 East Lansing Police Department  
 Traverse City Police Department  
 Mason Police Department  
 Auburn Hills Police Department  
 Holland Police Department  
 MI. Dept. of Environmental Quality  
 Albion Dept. of Public Safety  
 Monroe City Police Department  
 Traverse City Police Department  
 Mt. Pleasant Dept. of Public Safety  
 Battle Creek Police Department

The Institute focused on three key elements of change management: systems thinking, empowerment, and continuous learning. Objectives for

the Institute included identifying opportunities for personal growth as a leader and developing skills to facilitate change efforts. Participants also designed personal action plans for leading change in their agencies.

The RCPI plans to offer the Institute annually with the next training occurring in the spring or early fall of 2001. ■

### Upcoming Training

For more information call 1-800-892-9051 or visit our website at: [www.cj.msu.edu/~outreach/rcpi](http://www.cj.msu.edu/~outreach/rcpi)

#### November

- 14 Valuing Cultural Diversity, Mt. Pleasant
- 29 Valuing Cultural Diversity, Flint

#### December

- 7-8 Community Policing Initiatives

#### January

- 9-10 Community Policing
- 22-23 Supervision and Community Policing
- 30 Crime and Data

#### February

- 5-6 Problem Solving

#### March

- 1-2 Crime and Data

## School Resource Officer Recommendations

On August 14, 2000, the Regional Community Policing Institute hosted a facilitated dialogue session with law enforcement, school administrators, and elected school officials from across Michigan. The purpose of the session was to develop a set of recommendations that could potentially mold the development of new curricula and assignments for police officers working in schools, and for school personnel and community members working in a new collaborative relationship with police departments.

Ten recommendations were generated. It was generally agreed that if two of the recommendations were achieved, most of the other recommendations would also likely be advanced. Those two recommendations were:

**Understanding the Culture.** Develop in both police and school personnel an intimate understanding of each other's organizational culture, and the ways in which differences in those cultures are likely to affect perceptions and relationships.

**Philosophical Grounding.** Provide both police and school person-

nel a firm grounding in the philosophy of community service, and the "customer-based" strategy that has formed community oriented policing, and how this philosophy pertains to a school/police partnership.

An Executive Summary with the full text of the recommendations is forthcoming and will be mailed to all police and sheriffs' agencies in Michigan before the end of the year. It will also be available on the RCPI web site at:

[www.cj.msu.edu/~outreach/rcpi](http://www.cj.msu.edu/~outreach/rcpi) ■



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