

COMMUNITY POLICING

in Allegheny County: A Current State Analysis



CAPSTONE REPORT

GSPIA + CONNECT

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EXECUTIVE SUMMARY

Community policing is a popular topic of discussion amongst government officials, public safety officers, and community members. It is an evolving and expanding area of public interest and is particularly pertinent to CONNECT due to the funding that Allegheny County has received to implement a Law Enforcement Assisted Diversion (LEAD) program.

As community policing initiatives are continually created, piloted, and developed, it is key to gather and track relevant data around the current state. For our capstone project, we sought to obtain an accurate assessment of both the national and regional landscape regarding community policing. We did this by compiling and comparing data from LEAD sites across the country, gathering information on the spending and staffing of local municipalities' police departments, and conducting telephone surveys, using our CP toolkit, of said police departments to assess involvement in any community policing practices.

We found that cities where LEAD is enforced experience lower recidivism rates, criminal justice cost reductions, and improved relations between communities and police officers. Among CONNECT municipalities, both the amount spent per capita on police departments and the current community policing practices vary widely. We also found that in Allegheny County there is no official definition of community policing. The lack of definition leads municipalities and their police departments to define their engagement in community policing in a non-uniform manner.

We recommend that CONNECT adopts a standardized definition of community policing that can be utilized by and applied to CONNECT municipalities and the LEAD program. We also recommend that CONNECT encourage and facilitate collaboration between police departments in the region. We recommend that CONNECT create a uniform logic model and encourage police departments to implement program evaluations when engaging in community policing efforts to most effectively spend money. Additionally, we recommend that CONNECT utilize the CP toolkit and host a Community Policing Workshop with Police Departments to discuss the police officer's views on CP, programs that are feasible and cost-effective, and efforts to date in the Pittsburgh region.

We recommend that CONNECT store LEAD information and data for the public in one central website, rather than across various platforms and use the LEAD webpages of Seattle and Santa Fe as its model, since both of these sites are interactive, accurate, and user-friendly. CONNECT should utilize the already established data fields used in the LEAD Site Comparison document to develop a plan for data collection and organization.

Finally, we recommend that CONNECT create a publicly available press package including highlights from the LEAD Site Comparison document, as well as evaluations, diversion forms, and news articles.

INTRODUCTION TO COMMUNITY POLICING

Law enforcement philosophy of the 21st century began transitioning from Problem-Oriented Policing (POP) to a Community Policing (CP), an adjustment which sought to change not only the attitudes and behaviors of police departments, but also the community's role in the overall policing process. The Department of Justice's Community-Oriented Policing Services (COPS) department defines community policing as "a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime"¹.

While this description may accurately describe the core premise of community policing, the subjectivity and interpretability of such a broad definition points to an emerging issue in community policing: a misunderstanding of its core tenets and intention. Such unclear terminology and misunderstanding can lead to improper designation of some policing activities as community policing. Thus, carrying out even a baseline inventory of community policing in particular regions becomes a difficult and uneven pursuit.

How is Community Policing Defined?

Unlike other situation-specific strategies to guide law enforcement activities (e.g., SARA), community policing is a mindset; it is a philosophy that guides all programs, activities and efforts. True community policing must contain the core supporting pillars that differentiate it from other types of activities. The definition of Community Policing that we will use for the purpose of this report is as follows: a collaboration between the police and the community that identifies and solves community problems. Current literature about community policing (CP) indicates that for an activity or program to be considered CP, it must include three main elements: Community Partnerships, Organizational Transformation, and Problem Solving.

The Community Partnerships component involves the formation of joint programs between police departments and school districts, social service organizations, and other community stakeholders. By developing programming or services via these partnerships, police departments can more intimately integrate themselves into the community landscape while also aligning with other organizations oriented specifically toward assistance or support, therefore building trust.

Organizational Transformation relates to the reorientation of police officers with regard to their communities. While more traditional models depicted a more crime-focused and adversarial relationship between communities and their law enforcement teams, CP models

¹ "About the Cops Office." COPS Office. Accessed December 1, 2019. <https://cops.usdoj.gov/aboutcops>.

encourage police officers to get more in touch with the residents and other stakeholders of the neighborhoods they serve. By becoming fixtures of the community, or known entities that are trusted and called upon by residents, there is public regard of police officers' roles. Along with organizational transformation comes an emphasis on prevention, where law enforcement officers consider themselves as deterrents of crime rather than rectifiers of it.

Finally, Problem Solving involves the shared process of responding to local issues via collaborations. In this component, law enforcement and community members alike work together to reduce harm. Within this pillar, a focus on diversion from the justice system, particularly for low-level, non-violent crimes such as possession, substance use, or prostitution, permits law enforcement officers to assist in diverting such individuals into support or treatment services rather than punitive ones. A key characteristic of this pillar includes a shared collaboration, or a relationship between police officers and community members that invite input from those closest to the issues in their communities.

What is Not Community Policing?

Police activities that do not have CP intentionality lack the robustness to truly be considered community policing. The three above elements serve as filters to distinguish between what constitutes actual community policing, as opposed to those that simply bear the title. The following examples offer a couple instances of police activities that may appear to be CP, but upon closer examination, do not meet the required criteria.

For example, law enforcement presence at parades, "Thank a Cop" celebrations, and similar events do not incorporate any practices that serve the intention of community policing. Similarly, online forums, message boards, or hotlines that crowdsource input to locate suspects of a crime based on still images from security camera footage, may be erroneously categorized as CP. While these types of programs may have positive effects on community perceptions of the police department, they do not operate by the CP philosophy or drive toward similar goals.

Categories of Community Policing Programs

Most community policing programs can fall into one of six buckets that are derived from the three primary CP pillars. These categories include community outreach, citizen input, reoriented operations, prevention emphasis, diversion, and geographic focus. Gill's 2014 systematic review of the relationship between community-oriented policing and "crime, disorder and fear and increase satisfaction and legitimacy among citizens" suggests that community policing strategies have a positive effect on citizen satisfaction, perception of disorder, and police legitimacy. However, current evidence indicates limited effects on crime and fear of crime.

Authors recommend further research and theory development in the realm of community policing: "In particular, there is a need to explicate and test a logic model that explains how

short-term benefits of community policing, like improved citizen satisfaction, relate to longer-term crime prevention effects, and to identify the policing strategies that benefit most from community participation².” In other words, while the community policing philosophy has gained traction and popularity within law enforcement, the lack of impact evaluations that substantiate its benefits to the community may be undermining its ability to gain greater traction.

Table 1 – Community Policing Categories, Descriptions, and Program Options

CP Pillar	Category	Description	Program Option
<i>Community Partnerships</i>	Community Outreach	Use partnerships with other agencies and citizens and positive interactions to engage and build relationships in the community.	<ul style="list-style-type: none"> ● Citizen patrols ● School programs ● Coffee with a cop ● Community walks
<i>Community Partnerships</i>	Citizen Input	Citizens should have a say in how they are governed, and police departments (as government agencies) should be responsive and accountable.	<ul style="list-style-type: none"> ● Advisory boards ● Community surveys ● Town meetings
<i>Organizational Transformation</i>	Reoriented Operations	Replace isolating operational practices with more interactive practices. Less reliance on patrol car, more on face-to-face interaction.	<ul style="list-style-type: none"> ● Foot patrol ● Differential patrol/ Tailored Response
<i>Organizational Transformation</i>	Prevention Emphasis	Focus on preventing crimes instead of responses and investigations.	<ul style="list-style-type: none"> ● Youth-oriented Prevention (recreation, tutoring, and mentoring)

² Gill, Charlotte, David Weisburd, Cody W. Telep, Zoe Vitter, and Trevor Bennett. “Community-Oriented Policing to Reduce Crime, Disorder and Fear and Increase Satisfaction and Legitimacy among Citizens: a Systematic Review.” *Journal of Experimental Criminology* 10, no. 4 (February 2014): 399–428. <https://doi.org/10.1007/s11292-014-9210-y>.

			<ul style="list-style-type: none"> ● Business Crime Prevention (training) ● Situational Crime Prevention (tailored specific preventive measures to each situation) ● CPTED (crime prevention through environmental design)
<i>Problem Solving</i>	Diversion	Programs that help people who might be charged with crimes enter programs instead of getting a record.	<ul style="list-style-type: none"> ● Law Enforcement Assisted Diversion (LEAD) ● Diversionary courts (Drug Court, Mental Health Court, etc.)
<i>Problem Solving</i>	Geographic Focus	Create stronger bonds between police officers and communities/neighborhoods to improve accountability and responsibility on both ends, as well as encourage identification and mutual recognition. Shifts officer accountability from length of shift to geographic region.	<ul style="list-style-type: none"> ● Permanent beat assignment ● Lead officer coordinates efforts of all officers and is responsible for identifying problems ● Cop-of-the-Block subdivides the beat into smaller areas of individual accountability ● Area specialists assign detectives/other specialists to geographic areas instead of sub-specialties

LAW ENFORCEMENT ASSISTED DIVERSION (LEAD)

Law Enforcement Assisted Diversion (LEAD) represents a problem-solving form of community policing specially focused on community-based diversion. Diversion programs work to break the criminal justice system cycle, by instead diverting self-selecting individuals with low-level crimes to social service resources. This helps to break the cycle in which individuals are funneled through the criminal justice system, further destabilizing their lives, without being guided or offered specialized assistance to target the issues they are facing. LEAD programs are designed around the goals of “improving public safety and public order, and reducing unnecessary justice system involvement of people who participate in the program.”³ After LEAD was first launched in Seattle, WA in 2011, it has demonstrated early successes and inspired other cities across the United States (U.S.) to replicate the program. As of November 2019, there are now 38 LEAD programs operating across the U.S., as well as approximately 65 other cities in phases ranging from exploration, development, or an official launch.⁴ (See Appendix A).

LEAD’s rapid expansion and effectiveness led CONNECT and the City of Pittsburgh to apply jointly for grants to fund CONNECT LEAD programs. Funding was successfully secured; integrated proposals were written together and staff for CONNECT LEAD programs and the City of Pittsburgh (also a CONNECT community) will be separate. As Pittsburgh is currently in the exploration phase, our team undertook a LEAD site comparison to collect informative evidence from operational sites around the country. This survey consisted of individual online research and incorporating data compiled by our supervisors through direct contact with LEAD program teams in operational sites. Our team systematically searched for and reviewed information from official program websites, municipality or county-based resources and public resolutions, news articles, and program evaluations. Information was collected site by site, and logged in our LEAD Site Comparison spreadsheet⁵ with the intention of making the information publicly available as Pittsburgh moves forward with its LEAD pilot program. Where available, program evaluations, resolutions, informational handouts, and example referral forms were downloaded and catalogued for the same purposes.⁶ The focus was on exploring sites that are most comparable to Pittsburgh and Allegheny County in population size, regional location, potential budget, and police department organization. This was done in hopes of finding best practices that would translate most easily or advantageously to Pittsburgh and Allegheny County.

³ “LEAD: About.” LEAD National Support Bureau. Accessed October 14, 2019. <https://www.leadbureau.org>.

⁴ Ibid.

⁵ The Lead Site Comparison is available at: <https://docs.google.com/spreadsheets/d/1M-tQ-iQHIjshGhdKwmoWud0YjZPInwWITqFOqmOBB88/edit#gid=0>

⁶ These compiled “Shareable Resources” were collected for CONNECT and are stored in a Google Drive folder.

Having this data stored in one place also acts as a built-in response reservoir for many of the questions or concerns that citizens or public servants may have about the LEAD program.

Findings

The degree of information available varied site by site based on different circumstances and timelines, but our team was able to find encouraging data and informative practices, nonetheless. Additionally, these data gaps still provide helpful insight into what information should or should not be made public, how to organize and share data when compiled, and what can be most helpful to sites in the exploration and development phases. Most importantly, these gaps and number of LEAD sites across the U.S. are indicative of the LEAD program's rapid growth due to its effectiveness and sustained positive outcomes.

The data was recorded and organized using 34 different fields in one comprehensive spreadsheet.⁷ As expected, the sites that provided the most complete data were sites that have been operating longer: Seattle, Albany, and Santa Fe. Highlights and of note observations from select sites are outlined below:

Highlights

- Seattle, WA:
 - “An unplanned, but welcome, effect of LEAD has been the reconciliation and healing it has brought to police-community relations.”
 - LEAD participants were 58% less likely to be rearrested
 - LEAD participants showed substantial criminal justice cost reductions (-\$2100), whereas control participants showed cost increases (+\$5961).⁸
- Santa Fe, NM: Overall savings per participant \$1,558 (17%)⁹
- Fayetteville, NC: “We've seen up to a 90 percent reduction in criminal activity from our LEAD participants.” LEAD Coordinator for NC¹⁰

Of Note:

- Eight out of the 22 operating LEAD sites that were explored had no publicly available data.
- States that have multiple operating sites only have data available for the first or primary site.

⁷ Ibid.

⁸ All Seattle information found at: “Evaluations: Lead-Bureau.” LEAD National Support Bureau. Accessed October 14, 2019. <https://www.leadbureau.org/evaluations>.

⁹ “Treatment Instead of Incarceration - LEAD Program in Santa Fe, NM.” LEAD Santa Fe. Accessed October 14, 2019. <https://www.lead-santafe.org/>.

¹⁰ “Taking the LEAD: A Q&A with North Carolina's Harm Reduction Coalition.” SAFE Project. Accessed November 5, 2019. <https://www.safeproject.us/article/taking-the-lead-a-qa-with-north-carolinas-harm-reduction-coalition/>.

- Researched LEAD sites do not define community policing.

Limitations

With the first program having launched in 2011, the programs that have followed are in a range of different stages, even if operational. Each site also has general flexibility to determine how and when to share the outcomes and impact from their respective LEAD program. This variability affected our ability to compile a more comprehensive profile of the different operational sites. It also specifically limited our ability to truly focus on sites most comparable to Pittsburgh and Allegheny County.

For instance, many operational sites do not have completed program evaluations available publicly. This may be because many sites have not been active long enough to have an evaluation completed, even if an evaluation plan is in place. Others may be in the process of completing evaluation reports or carefully organizing the data collected before making it more publicly accessible. This limitation created data gaps in our compilation process.

Additionally, in states where LEAD programs are running in multiple cities, such as North Carolina or West Virginia, there are data gaps for the newer sites. Generally, these gaps occurred where an initial pilot was successfully launched in one city, and after a period of one to three years, additional LEAD programs were launched in other cities. While comprehensive data even for the initial sites in these states was not accessed, the continued growth indicates overall success, in that greater funding was granted likely based on data from a successful pilot in that state. The aforementioned issue of length of programming not yet reaching the point where evaluation is feasible may have reasonably caused these information gaps as well.

POLICE DEPARTMENTS IN ALLEGHENY COUNTY

As evidenced by reports such as the [Patchwork Policing](#) series published by the Pittsburgh Post-Gazette, the overall policing landscape of Allegheny County is highly varied with budget, staffing, and program capacity depending closely upon the community's resources where the department is located. To understand the current state of community policing in the area, we conducted a telephone survey to administer our CP toolkit (See Appendix B), to engage with CONNECT departments to gather self-reported data of community policing activities. We asked approximately 10 yes or no questions related to the existence of programs from small/quickly implementable (e.g., Coffee With a Cop) to more robust and comprehensive programs (e.g., LEAD). We also created a secondary toolkit, the more targeted CP Toolkit Part 2 for future CONNECT CP self-assessment. (See Appendix B, Figure B2). What we found is that each community and municipality in Allegheny County and within CONNECT have access to

different resources, however that does not determine their community policing efforts. Although they have different budgets, different public safety priorities, and different residents, each police department has varying views on Community Policing.

Findings: Current Police Department Spending

Per capita spending varies significantly among municipalities in Allegheny County, ranging from \$96 in Harrison Township at the low end to \$626 in Findlay Township at the high end.¹¹ Within Allegheny County, the average police department per capita spending is \$243 and the median is \$217. Within CONNECT communities spending is slightly higher--the average is \$279 and the median is \$249. CONNECT municipalities spend an average of \$5.87 million on their citizens, comprising of spending on general governance, public safety, sanitation, public works, recreation, and debt services.¹² Additionally, out of the total amount spent on those services, public safety receives an average of 38% of the spending. This ranges from 14% in Green Tree to 55% in McKees Rocks.¹³

Funding is important, yet it's imperative to understand how funding affects public safety and crime. It seems intuitive that the more money a police department is able to spend on paying officers and public safety efforts, the safer and less violent a community will be. However, this does not seem to be the case. (See Appendix C, Figure C1). shows the number of violent crimes per 100,000 people in CONNECT communities and the per capita spending of the police departments that serve them.¹⁴ A violent crime is a crime where the perpetrator uses or threatens to use force upon a victim and can include crimes such as sexual assault, aggravated assault, homicide, and robbery. As violent crimes increase from left to right in Figure C1, there is not a clear pattern. It is not clear if violent crimes and per capita spending increase or decrease in correlation with each other. Similarly, Figure C2 (See Appendix C) shows the number of violent crimes per 100,000 people in CONNECT communities and the number of officers in the police departments that serve them.¹⁵ This figure excludes the city of Pittsburgh because of their high number of officers. Again, there does not seem to be a clear correlation. As the number of officers increases from left to the right, the number of crimes does not change accordingly. This indicates that spending and number of officers does not necessarily correlate with decreased crime or increased safety.

¹¹ Bradbury, Shelly. "At Local Police Departments, Inequality Abounds." *Post-Gazette*, December 18, 2018. <https://newsinteractive.post-gazette.com/allegheny-county-police-departments-inequality-budgets/>.

¹² "Expenses." *Expenses*. Allegheny Institute for Public Policy, July 15, 2015.

<https://www.alleghenyinstitute.org/wp-content/uploads/2015/07/15-3-Expenses-Formatted-Table.pdf>.

¹³ *Ibid.*

¹⁴ Bradbury, Shelly. "At Local Police Departments, Inequality Abounds." *Post-Gazette*, December 18, 2018. <https://newsinteractive.post-gazette.com/allegheny-county-police-departments-inequality-budgets/>.

¹⁵ *Ibid.*

Limitations

Data was not available for all police departments and some of the data is from several years ago. Budgets and spending are often revised yearly, therefore this information is likely not the most current. Additionally, although the city of Pittsburgh is a CONNECT community, its size, spending, and rates are much higher than other CONNECT communities. Therefore, it was not included in several of the analyses as to not skew the data.

Findings: Current CONNECT Community Policing Practices

Our analysis of current community policing practices was driven by the community policing categories and descriptions identified above. Out of the 34 CONNECT municipalities we were able to collect data from 16 of them. We called the police departments individually and asked to speak to someone regarding the department's community policing activities. We were most often referred to the department chief or, in some cases, a school resource officer. If connected with someone, we collected data about municipalities' participation in the following activities:

- Coffee with a cop
- After school programs
- Community advisory boards
- Public safety meetings
- Beat police/bicycle cops
- Neighborhood watch programs
- Youth mentoring programs
- Community events
- Public safety newsletter
- Website/Facebook page
- Other activities (See Appendix B, Figure B1)

We created a point system where each activity counted as 1 point and the total possible points is 10. (See Appendix D). The average number of points is 4.3. The activity engaged in by the highest number of municipalities is a Facebook page or website and the lowest is community advisory boards. The additional activities mentioned allowed us to determine what kinds of other activities police departments consider community policing. Additional activities mentioned included an annual public safety day (Dormont), a kids versus cops basketball game (Etna), and "shadow an officer day" (Munhall), to name a few.

Limitations

We were not able to contact all police departments due to logistical considerations. Additionally, we only covered communities that are part of CONNECT, and it is possible that other municipalities that are not part of CONNECT are doing many of these activities. We recognize that this is not an exhaustive list of community policing activities. The CP Toolkit we administered was based on the baseline definition of community policing that we created, and it is possible that police departments are engaging in other activities that we did not capture.

RECOMMENDATIONS

This project has allowed us to analyze current police department spending, community policing programming, and best practices for LEAD. Based on our findings, we have come to a series of recommendations for CONNECT on Community Policing and LEAD in the Pittsburgh region. We recommend that CONNECT:

1. Adopt and incorporate the aforementioned standardized definition of Community Policing into LEAD and other CP materials for widespread disbursement.
2. Utilize the CP Toolkit (See Appendix B) to assess current activities and areas in which to build further capacity. This information should be stored centrally, with access granted to all CONNECT police departments.
3. Identify currently active CP practices and programs that could be replicated in other municipalities.
4. Create a CP working group and steering committee to unite and advise neighboring PD's for CP collaboration. Communities actively engaged in CP should support those interested in implementing these practices.
5. Develop a program evaluation system to track, monitor, and measure the outcomes and impact of CP in CONNECT police departments, including a logic model (See Appendix E) demonstrating the relationship between a program's activities and intended effects.

Based on the LEAD Site Comparison research, we recommend that CONNECT:

6. Utilize the established data fields from the LEAD Site Comparison document to track and measure data on CONNECT LEAD outcomes.
7. Store LEAD information/data on a publicly accessible central platform or website, modeled after Seattle and Santa Fe, which have interactive, up to date information, and user- friendly interfaces.
8. Create a publicly available media kit, including highlights from the LEAD Site Comparison document, as well as evaluations, diversion form examples, and news articles compiled in the CP team's Shareable Resource folder.

APPENDICES

APPENDIX A

LEAD Programs in the United States

LEAD Programs in the United States – November 2019			
Exploring	Developing	Launching	Operating
CA Marin County	CA Hollywood	HI Hawaii County	Contra Costa County
CT Middletown	CA San Joaquin County	NC Jacksonville	CA Los Angeles
DC Washington	DE Wilmington	NY Brooklyn*	CA San Francisco
FL Tampa Bay	HI Maui County	NY Ithaca	CO Alamosa
GA Cobb County	KY Pendleton County	WA King County	CO Denver County
IA Polk County	MI Detroit	WA Puyallup Tribe	CO Longmont
IL Chicago/Cook County	MI Washtenaw County		CO Pueblo County
KY Elizabethtown	MS Statewide		CT Hartford
MA Rockport	NC Watuaga County		CT New Haven
MI Southfield	OH Hamilton County		GA Atlanta
MN Minneapolis	OR Marion County		HI Honolulu
MN Wayzata	PA Lancaster		KY Louisville
MO Missouri City	SC Lancaster		LA New Orleans
MO St. Louis	WA Makah Tribe (Neah Bay)		MA New Bedford
NC Brunswick County	WA Whatcom County		MD Baltimore
NC Dare County	WI Sauk City		ME Bangor
NC Durham County			NC Burke County
NC Harnett County			NC Fayetteville
NC Orange County			NC Hickory/Catawba County

NC Winston-Salem			NC Statesville/Mooreville
NM Taos County			NC Waynesville
NY Erie County			NC Wilmington
NY Essex County			NH Dover
NY Orange County			NH Farmington
NY Queens			NM Albuquerque
NY Rensselaer			NM Rio Arriba
NY Rochester			NM Santa Fe
NY Schenectady			NV Las Vegas
OH Batavia			NY Albany
OR Multnomah County			NY Schoharie County
OR Salem			OR Clackamas County
PA Pittsburgh			OR Portland
PA York			PA Philadelphia
RI Pawtucket			TX Houston (Youth)
TX Austin			WA Seattle
TX Houston			WA Kitsap County
TX San Antonio			WV Charleston
VA Richmond			WV Huntington
WA Pierce County			
WA Redmond			
WA Thurston County			
WI Baraboo			

APPENDIX B

Figure B1: CP Toolkit Pt. 1 - Survey of Current Community Policing Activities

Town/Municipality: _____

Name: _____ (E) _____ (P) _____

<i>Does your Police Department have any of the following Community Policing programs?</i>			
	Yes	No	Not Sure
Coffee With a Cop			
School Programs			
Community Advisory Boards/Councils			
Public Safety Meetings			
Beat Police/Bicycle Cops			
Neighborhood Watch Programs			
Youth Mentoring Programs			
Community Events			
Public Safety Newsletter			
Prescription Take Back Box			
Interactive Facebook or Website			

Subtotal: (Y) _____ / 11

Figure B2: CP Toolkit Pt. 2 - Current Community Policing Self-Assessment Questions

The questions below are a good starting point in assessing the three community policing components that may already be in practice at your police department (PD).

1. Community Partnerships: Outreach and Geographic Focus

- Has your or does your PD work regularly or partner with community organizations on different projects? (e.g., social service or mental health organizations?) — Y / N
- Do members of your PD participate in community service or other activities to support the local area? (e.g., cleanup projects, community events). — Y / N

2. Organizational Transformation: Prevention Emphasis and Re-Oriented Operations

- Does your PD have a written commitment/mission statement related to community policing? — Y / N
- Does your PD conduct trainings or otherwise incorporate community policing teachings into ongoing police development? — Y / N

3. Problem Solving: Citizen Input and Diversion

- Does your PD have a direct method to engage with the community to solicit feedback? — Y / N
- Does your PD currently operate any diversion programs? (e.g., LEAD) — Y / N

Number of Y from CP Toolkit Survey: _____

Number of Checks from Self-Assessment: _____

Grand Total: _____ / 17

APPENDIX C

Figure C1: Violent Crimes and Per Capita Spending in CONNECT Communities

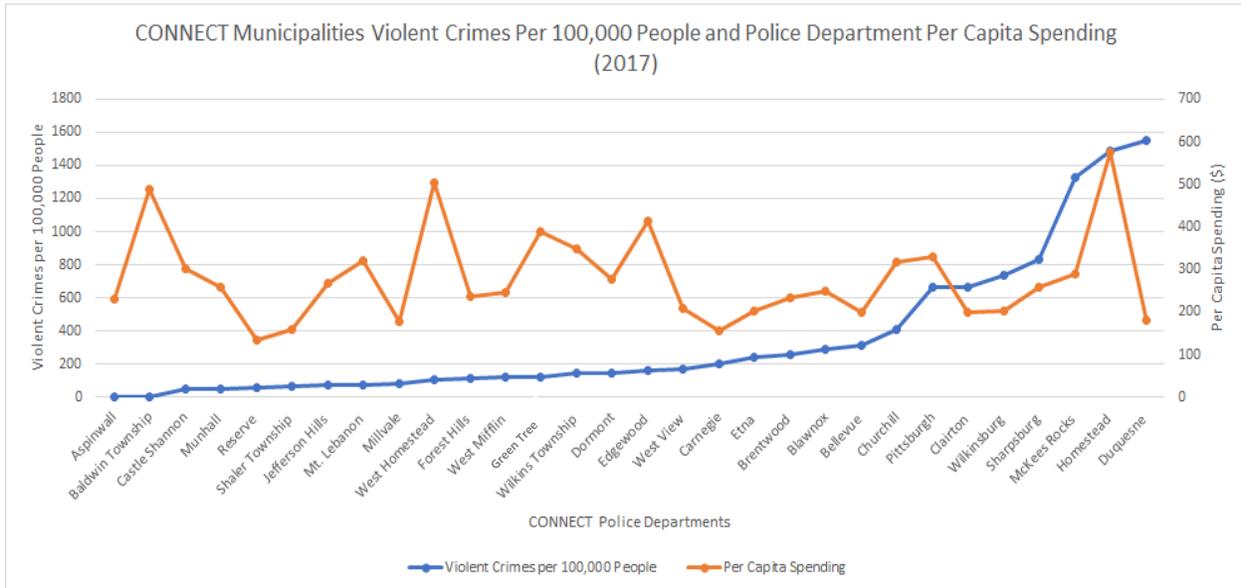
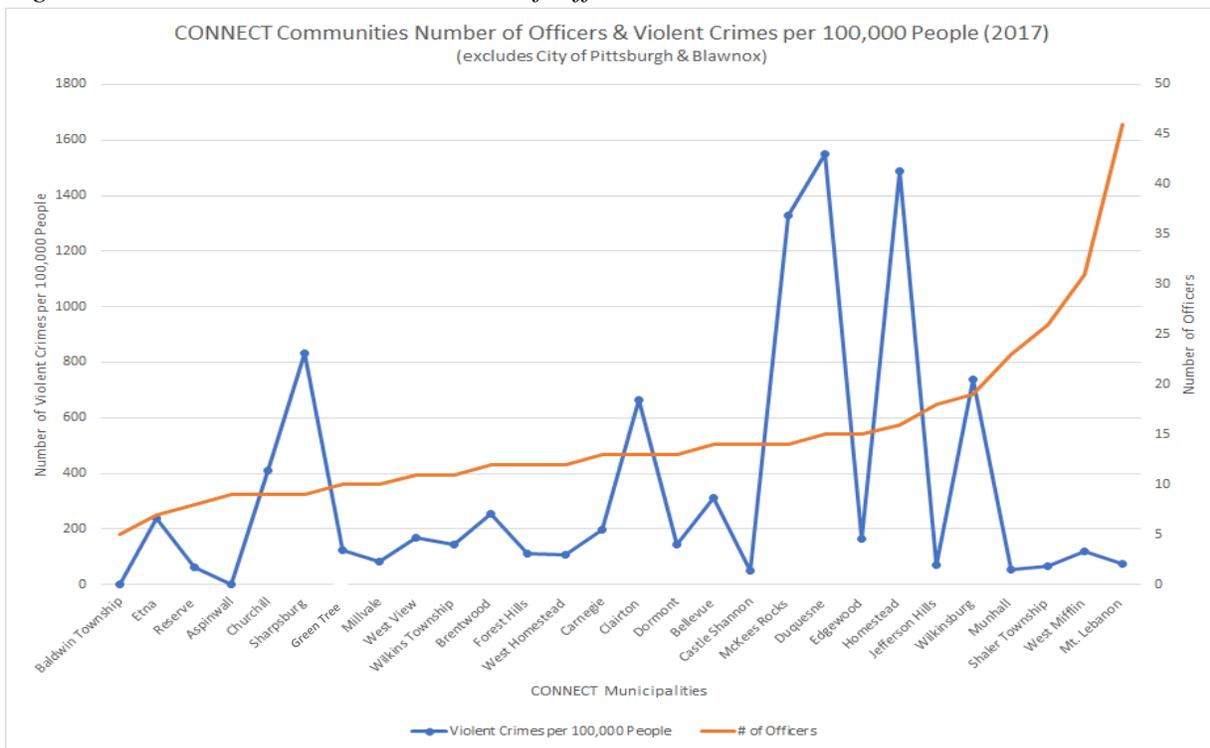


Figure C2: Violent Crimes and Number of Officers in CONNECT Communities



APPENDIX D

CONNECT Community Policing Scoring

Municipality	Community Policing Points
Blawnox	4
City of Pittsburgh	4
Clairton	4
Dormont	5.5
Duquesne	3
Edgewood	2
Etna	4
Forest Hills	1
Green Tree	4
Jefferson Hills	4
McKees Rocks	3
Mt Lebanon	5
Munhall	5
Reserve	4
Ross Township	8
Shaler	8

APPENDIX E

Logic Model Example

Resources/Inputs:	Activities:	Outputs:	Outcomes:
<ul style="list-style-type: none"> - 10 full-time police - State funding - 5 police cars and 2 bicycles - Partnership with local school district - Partnership with social services - CONNECT partnership 	<ul style="list-style-type: none"> - Beat patrols every shift - Community events - Youth mentorship program at local high school - CONNECT meetings 	<ul style="list-style-type: none"> - 10 community members on average connected with during beat patrols - 3 Community events per quarter - 15 youth engaged at local high school 	<ul style="list-style-type: none"> - Improved relations with the community and the police department - Increased perception of police department

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