

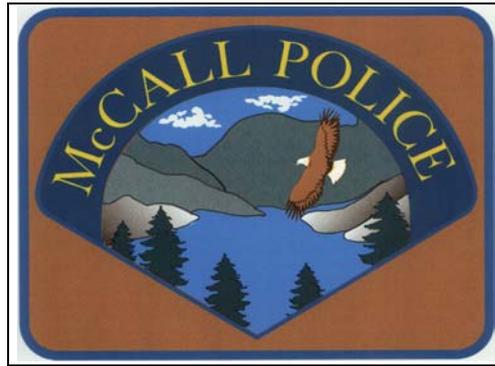
Prepared for the McCall Police Department

Ralph Appa, Jr., Chief of Police

Prepared by: Kelsey Gray
Washington State University Extension Specialist

Site Visit Date: August 11-15, 2003

Final Report: November, 2003



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TABLE OF CONTENTS

INTRODUCTION 1

ACKNOWLEDGEMENTS 2

AGENCY PROFILE..... 2

INTRODUCTION OF REGIONAL COMMUNITY POLICING INSTITUTE (RCPI)..... 3

ASSESSMENT TEAM MEMBERS 3

ONSITE ASSESSMENT PROCESS..... 5

ELEMENTS OF COMMUNITY POLICING 7

ORGANIZATIONAL UNIVERSE 8

 I. Organizational Values..... 9

 II. Organizational Goals 9

 III. Structure..... 9

 IV. Climate..... 9

 V. Community Environment..... 9

FINDINGS AND STRATEGIC RECOMMENDATIONS 10

 I. Vision, Mission, and Values of the Organization 10

 II. Goals 11

 III. Organizational Structure 12

 A. Organizational Roles 13

 B. Management of Calls for Service 15

 C. Human Resources..... 17

 D. Financial Management 19

 E. Organizational Communication Patterns..... 20

 F. Crime Analysis 20

 G. Shift/Beat Assignments 21

 IV. CLIMATE..... 22

 A. Department-Wide Philosophy and Community Policing Implementation 22

 B. Openness to Input from Outside..... 23

 V. COMMUNITY ENVIRONMENT 23

 A. Community Issues 23

 B. City/County Elected Officials Council..... 25

 C. Business Community..... 25

 D. Media..... 26

E. Cooperative Agreements and Community Partnerships.....	27
F. Other Law Enforcement Agencies.....	28
G. Community Policing Strategies and Agency Improvements	28
CONCLUSION.....	30
REFERENCES	32
RESOURCES	33
APPENDIX I: Supervisor and Manager Roles	34
APPENDIX II: Integrity and Ethics Tool.....	35

INTRODUCTION

This report is the result of a request by Chief Ralph Appa Jr. for an Onsite Assessment sponsored by the U.S. Department of Justice, Office of Community Oriented Public Safety and conducted by the Western Regional Institute for Community Oriented Public Safety (WRICOPS). The department requested an Onsite Assessment related to community policing and was interested in an independent examination of the organization and community to identify strategic community-based recommendations toward the implementation of community policing.

The Onsite Assessment Process provides organizational development and technical assistance to law enforcement agencies and their communities through a trained Assessment Team. The Onsite Assessment Process identifies the status of community policing within the department as well as the understanding and support of community policing by local government and community members. Information assembled by Assessment Team members through meetings, surveys, interviews, observations, and document review and then organized into this comprehensive written report provides strategic recommendations to assist in the enhancement of community policing efforts.

The Assessment Team examined all aspects of the organization related to community policing. This report provides the Chief and the members of the department with information to assist them in becoming more responsive and service-based in community policing. Strategic recommendations do not imply problems or errors, but rather offer a path for change. The suggestions are purposely not specific, as there is no easy “cookbook recipe” for the difficult challenge of implementing comprehensive organization change. The purpose of the recommendations is to stimulate discussion, self-examination, and critical thinking.

This report is not a management audit or an accreditation assessment, nor is it meant to criticize personalities, views, or management styles of any department members. This report provides recommendations for change to help the department assess its readiness and commitment to community policing and problem solving.

ACKNOWLEDGEMENTS

The Onsite Assessment Team would like to thank the McCall Police Department for their openness and welcoming attitude. The assessors felt invited and included within the community. Lieutenant Chris Moore, as the department liaison to the Assessment Team, was very helpful to the team if they needed changes, additional interviews, or any assistance on site. A very special thanks to Officer Victoria Last for setting up many of the interviews for the assessors. The Team enjoyed the community, the officers and the department personnel. This is a gracious and delightful community.

AGENCY PROFILE

Department: The McCall Police Department is currently staffed with ten sworn officers, two civilian employees and two volunteers. There are four divisions, Patrol, Investigation, Support Services and Administration. The department provides coverage 24 hours per day, seven days a week. The officers work a 4 day, 10 hours per day schedule. There is one officer on duty from 7 am to 5 pm, one officer from 5 pm to 3 am and one officer on duty from 9 pm to 7 am. There is a shift overlap between 9 pm and 3 am.

Population: The total population of McCall Idaho is approximately 2500 permanent residents, however in the summer the visitors and second home residents raise the population to approximately 25,000.

Calls for Service: The McCall Police department has an average of 425 calls for service each month

INTRODUCTION OF REGIONAL COMMUNITY POLICING INSTITUTE (RCPI)

WRICOPS is one of 31 RCPI's across the nation funded by the U.S. Department of Justice, Office of Community Oriented Policing Services. WRICOPS provides training and technical assistance to agencies within the five-state area of Washington, Idaho, Montana, Wyoming and South Dakota

ASSESSMENT TEAM MEMBERS

The RCPI staff would like to acknowledge and thank each of the following Onsite Assessment Team members involved in this effort:

Kelsey Gray, Ph.D., Organizational Development Specialist, Washington State University Spokane Cooperative Extension, and WRICOPS Team Leader. Dr. Gray has worked for Washington State University since 1975. Her background encompasses over 28 years of experience with local governments, statewide associations for Washington's cities and counties, and law enforcement agencies. Gray's work has been supported by grants from numerous extramural sources, including the W.K. Kellogg Foundation, Northwest Area Foundation, U.S. Environmental Protection Agency, and the U.S. Department of Justice.

Jacob (Jay) Armstrong is a Professional Engineer currently employed as Public Works Director & County Engineer for Okanogan County in Washington State. Jay is also retired as a Colonel from the Air National Guard. He has taken several 'poor performing' organizations and developed strong management teams and improved the attitudes of the lower level employees resulting in 'excellent to outstanding performing' organizations.

Rosanne London, Ph.D. is a Professor of Public Administration. Dr. London taught public administration course at Eastern Washington University from 1996 to the spring of 2002. She recently taught criminal justice students enrolled at Washington State University and will teach in the Criminal Justices program for Lewis and Clark State College Spring segment, 2004. London has also provided organizational development consulting for Spokane city and various nonprofit organizations.

Barbara Monaco: Ms. Monaco was appointed Deputy Juvenile Probation Officer for the Twentieth Judicial District in 1986 and Chief Juvenile Probation Officer for the District in 1989. She is an instructor for the Montana Law Enforcement Academy and a trainer for the National Council of Juvenile and Family Court Judges. Barbara is a member of the Montana Probation Officers Association and the Montana Corrections Association. Ms. Monaco also possesses skills in investigation and treatment of occult crime involving the youth. She specializes in the area of high-risk behaviors, youthful sex offenders. Barbara holds a BA degree from the University of Montana.

Byan Buzzini. He started his career in law enforcement in 1988 as a reserve deputy with the Ada County Sheriff's office. He worked in several capacities including Crime Scene Investigator, and School Resource Officer. During the late 80's and early 90's he worked part time with Ada County Paramedics as an Advanced EMT. He currently holds an advanced certificate for POST as well as being a Drug Recognition Expert (Instructor). He has been living in Boise Idaho since 1970. His free time is spent riding motorcycles and traveling.

Lieutenant John Martin. He is a 1976 graduate of the Law and Justice program with an Associates Arts degree from Yakima Valley Community College. In October 1979, John was hired by the Washington State Patrol and became a Trooper in 1980. As a Trooper, John has served in Forks, Olympia, and Tacoma. In 1993, John was promoted to sergeant and transferred to Kennewick. In 1994, John transferred to Tacoma to supervise a freeway detachment. In 1996, he was assigned to the Tacoma Motorcycle detachment. In 1998, John was promoted to Lieutenant to the Commercial Vehicle Division – Headquarters, Olympia. In 2002, John accepted a transfer to the Field Operation Bureau with an assignment in Tacoma.

ONSITE ASSESSMENT PROCESS

The Onsite Assessment Process provides technical assistance to police and tribal agencies, sheriff's departments, and their communities, through the use of a trained Onsite Assessment Team. The Assessment Team consists of loaned police executives, community-policing experts, community members, and elected, appointed, and tribal government officials. The Assessment Team visits the requesting agency, conducts an assessment, and delivers a report of their findings and strategic recommendations for further strategic implementation of community policing. The Assessment Team provides assistance with the implementation and institutionalization of community policing and problem solving.

The Onsite Assessment Process seeks to identify the current status of community policing within the department, assess the level of understanding and support of community policing shown by the local or tribal government, and determine prevailing attitudes about community policing expressed by community members. The Onsite Assessment Process identifies barriers to community policing and available implementation strategies.

Information assembled by Assessment Team members through meetings, surveys, interviews, observations, and document review and then organized into a comprehensive written report provides strategic recommendations to assist the department in the enhancement of community policing efforts. This report serves as a useful tool for direction and assistance in transitioning or advancing community policing efforts in a community. It also provides baseline information for use by the department in developing its community policing efforts.

The Onsite Assessment builds a comprehensive and accurate picture of the community policing efforts of the department and provides insight into the attitudes, perspectives, and expectations of department personnel, local government officials, community leaders, citizens, and volunteers. Activities during the Onsite Assessment may include interviews, ride-alongs, observations, document review, and meetings. RCPI staff scheduling the Onsite Assessment work closely with the department to set up suitable experiences for the Assessment Team. The department provides the Assessment Team access to all relevant records and sets up interviews with appropriate persons. Three different interview questionnaires provide a guide to initiate discussion during the Onsite Assessment. Although confidential and conducted in private areas, the interviews do not assure anonymity. Typical stakeholders interviewed include:

- CEO, all ranks and divisions, support personnel (records, dispatch, etc.), and volunteers of the department
- Other law enforcement agencies
- Citizens, business owners, education, media, non-profits, professional, religious, youth, and other civic representatives
- Judicial, social service, city/county/tribal administrators, and elected officials

- Randomly selected, pre-identified community members

Whenever available, the Assessment Team also reviews the following items provided by the department:

- Organization chart
- Policies and procedures manuals
- Annual reports
- Planning documents
- Budget documents
- Demographics
- Surveys
- Newspaper articles
- Maps
- Existing partnerships
- Community policing strategies

This Onsite Assessment Process uses three types of questionnaires for conducting interviews—law enforcement, local or tribal government, and community members. These questionnaires serve as guides to ensure that the interviews cover important topic areas, including the following:

- Understanding of community policing
- Vision/mission of the organization
- Ethical and integrity issues
- Organizational structure
- Calls-for-service management
- Management and planning services
- Human resources
- Resistance or barriers to change
- Organizational communication patterns
- Issues of power and control
- Financial management
- Community Issues
- Community partnerships
- Role of local government, media, and community groups
- Internal and external relations
- Social capital
- Roles of the chief executive, command staff, and first-line supervisors

The Assessment Team conducted over eighty-five interviews in August, 2003. Interviews were held with approximately seventeen law enforcement officers, civilian personnel, and command staff from the department and neighboring law enforcement agencies, and eight local government elected and appointed officials. Along with city council members, county commissioners, judges, and prosecutors, the remaining interviews included residents, twenty-one youth, school officials, neighborhood members, community representatives, businesspeople, and civic organization leaders.

ELEMENTS OF COMMUNITY POLICING

Community policing measures its success as a philosophy and approach to policing that promotes the formation partnerships among law enforcement, the public, and non-profit agencies. Activities associated with these partnerships actively engage law enforcement with citizens to address community issues and promote proactive problem solving to address the causes of crime and reduce the fear of becoming a victim of crime. Within the community policing philosophy the three interrelated, equally important core components of *partnerships*, *problem solving*, and *organizational structure/leadership* give life to community policing principles.

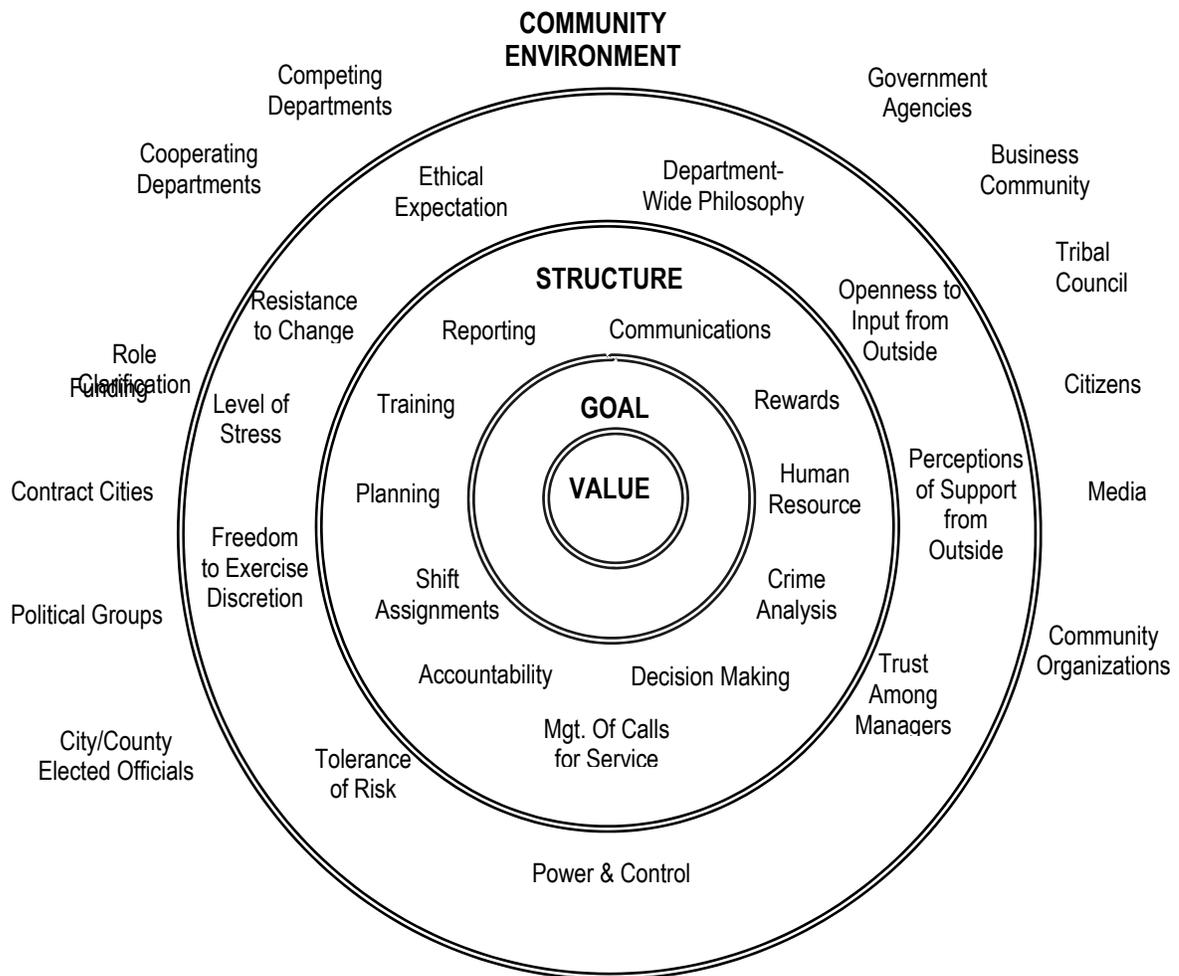
Partnerships. As a key feature of community policing, partnership means working with community members and other governmental entities to identify problems and formulate practical solutions to those problems (problem solving). Community policing recognizes that crime is not exclusively a police problem, but more accurately constitutes a community problem. Long-term, effective solutions require involvement by many parties—community members, tribal and local government officials and agencies, schools, community and neighborhood groups, and law enforcement.

Problem Solving. As a structured process for identifying and analyzing problems, developing solutions, and assessing the impact of those solutions, problem solving is most effective when all major stakeholders work together for problem resolution. Community-based problem solving calls upon officers to make innovative decisions in the field.

Organizational Structure. Community partnerships and proactive problem solving cannot be effective, however, unless the structure, policies, culture, values, and character of ethical leadership of the organization support and reinforce such activities. Line officers need enhanced decision making authority to work with their community to help define and find solutions to localized problems.

ORGANIZATIONAL UNIVERSE

The Organizational Universe: Organizational Structure and Change (Jones, 1981). The Organizational Universe enables the department to view the entire organization and perceive its web of relationships both within and outside the department by providing an overview of the system in which police managers adopting community policing are working. The Organizational Universe includes values, goals, organizational structure, internal climate, and external stakeholders. Key to success in the implementation of an organization-wide change such as that required by community policing is the examination of the congruency between each of the elements. When such congruency exists, the organization is most effective.



I. ORGANIZATIONAL VALUES

At the core of the organization is a set of values or an underlying philosophy that defines the organization's reason for existence. Values define organizational goals without regard to the specific means to achieve those goals. Consensus among managers, especially on the core values, creates sensible, legitimate, and coordinated management decisions directed toward common goals. It is through these values that members understand what actions are expected and considered ethical within the organizational structure. The culture of the department comes to reflect these values in the structure and management of the department.

II. ORGANIZATIONAL GOALS

Organizational goals are derived from the articulation of the department's values. Goals describe what concrete outcomes the department is striving for, and how it will actualize its values. Goals explain how organizational values will be implemented within the organization, and as a consequence, they must be substantially outcome-based guides to action. Goal setting is the mechanism for connecting organizational values with observable outcomes.

III. STRUCTURE

Elements within the structure include manager roles, communication and decision-making procedures, human resource policies, training, accountability and commitment provisions, promotion and reward systems, crime analysis, and calls for service management. Each element requires congruency among the values, goals, and organizational structure elements. Congruency in this context means the rules, regulations, policies, and procedures support the departmental implementation of the values, mission, and goals.

IV. CLIMATE

The culture exists first and foremost as a result of the interpretation of managerial behaviors. The organizational climate depicts the atmosphere that results from the implementation of the structure. Trust, risk-taking, support, competition, freedom, clarity of roles, stress, and conflict resolution are all elements of the climate.

V. COMMUNITY ENVIRONMENT

The community environment describes the influences that affect the organization's ability to accomplish its goals. The community environment can have an impact upon an organization by altering goals based on partial information. Effective organizations learn to connect to their environments in appropriate and useful ways. Citizen groups, local interests, and politicians can be involved in building workable partnerships, engaging in problem solving, and promoting crime prevention. The "community" in community policing is made up of the stakeholders that must work together to ensure the success of any community policing effort.

The Organizational Universe provides a template to look at the community and police department of McCall Idaho.

FINDINGS AND STRATEGIC RECOMMENDATIONS

I. VISION, MISSION, AND VALUES OF THE ORGANIZATION

A written mission statement becomes one mechanism for employees and community members to understand the values of the department. Top management reinforces the statement by articulating a clear, powerful, consistent vision describing the kind of department expected from community policing implementation. Managers are often good at championing change by others, but rather poor at changing their own behavior

Findings

McCall Police Department Mission Statement: ***"Serving the Community as a Member of the Community."***

McCall Police Department Vision Statement: ***"With respect for the law and citizens, we will continue to improve our level of professionalism and service to the public."***

- The Mission Statement is clear and to the point. It is proudly displayed within the department and on cars. Most of the department members know the mission statement and can explain how the Mission affects their behavior as an officer. It is not clear if the vision has been widely shared throughout the department.
- The community however does not understand or know the mission statement of the department. The community does see the members of the police department as having value, are trusted and citizens are confident in the officers. They have a great deal of trust in the Chief and his officers.
- Both citizens and departmental personnel see the past few months as a recovery time for the Chief and the department: a time to learn, understand, and develop a working relationship. As the Chief indicated when asking for the Onsite Assessment, both citizens and staff strongly indicate it is time to move on and work within the community they live.
- The majority of individuals interviewed did not know what the term *community policing* denoted, but they described their view of community policing as *"being present" in the community and for the officer to interact with the community.* *"They should be a part of the community!"*, *"Not just driving around in their patrol cars."* *"The officer should be in the community, be a resource for the community, and be seen in the public at public events."*
- Many saw the role of the department to provide for the safety of the community. *"The primary responsibility of the police is to maintain law and order."* Many individuals commented on traffic problems, specifically speeding. Upon further discussion with community members it became apparent that speeding concerns were not only on highway 55, but also within their own neighborhoods. One interviewee talked about a role as an 'ambassador' between the city and the visitors. *"Public safety is provided by prevention & deterrence and in solving criminal cases."*
- Community Policing is *"Involvement with the youth, being a presence in the community and being approachable."* One appointed official noted that community policing *"isn't a program, it is a way of doing business by being part of the community."* Others noted that community policing meant police officers were taking part in the community by coaching teams, having a booth at major events such as Fourth of July, and presenting Idaho Drug Free program.

- Another expectation is consistent and fair enforcement of the laws. Everyone needs to be treated the same. The community does have concerns regarding the officers' use of, or lack of discretion in the matter of who is issued citations and for what. Within the community the saying "*Come to McCall on vacation and leave on probation*" was mentioned by all age groups within the community. This is a very old saying that may not reflect current feelings.
- The departmental understanding of community policing varied often based on past experience. Several suggested that CP means being involved in the community, and solving problems in the community. Others suggested that service to the community, handle calls, and be professional. His understanding of community policing was to be active in the community.
- Community policing is getting out of the cars and greeting people, solving crimes, attending meetings. "*Perhaps the officers could get out and introduce themselves to neighbors and business owners.*" Officers indicated that community policing was "*addressing the needs of the community as a member of the community.*" Other officers could articulate community policing as "*having the officers out of their vehicles at least one hour of their shifts contacting the public by walking the downtown businesses corridor.*" Included in this discussion was developing partnerships with everyone through doing community policing all the time. Patrol officers *could be the driving force in educating other members of MPD.*
- The department is viewed as very ethical and several interviewees were adamant that the ethics were above reproach. No knowledge or even a question of unethical behavior was expressed by any of the interviewees.

Strategic Recommendations

- Although the department provides important and appreciated service to the public many of the officers of MPD do not have a clear understanding of community policing. Many have been introduced to community policing through the state training academy (POST), but there is little knowledge of how community policing can be implemented within the Mission of the department. Training, oriented to the issues of McCall is important. Citizens should be invited to participate in the community policing training.
- It is recommended that partnerships be enhanced through problem solving training.
- Using the Mission Statement, the department could involve the citizens in defining the criteria for implementation of the Mission and Vision statement. This discussion will provide an opportunity for the community and department to understand the implications of the Mission and Vision statement, including the parameters for implementation.

II. GOALS

Goal setting is a mechanism for connecting organizational values with observable outcomes. Goals provide a standard against which budgeting, plans, human resources, structure, and other elements are tested. The goal setting process, if inclusive, strengthens the relationship between the community and the agency and develops long-term support for changes made as a result of the planning effort. Members of the organization should know the overall goals for the department.

Findings

- The Chief asked WRICOPS, using the assessment tool, to provide ideas and findings that could be used in developing a goal statement. The Chief, his staff and the community want to pursue a community policing philosophy and want to use the assessment as a start of the implementation process. The Team commends the Chief in this action, as most of the department personnel do not have a long-term picture of the future.
- Currently, without a clear set of goals, emphasis change (code enforcement, dogs, traffic) from city hall can be perceived as goal changes. A clear set of community based goals would assist the department and the City Manager in identifying priority projects and officer behavior.
- Mid-term goals were identified to include continuing the advisory committee and participating in the community to listen and respond to McCall citizens. Placing an officer in the school was stated by many as a worthwhile goal of the department.

Strategic Recommendations

- Using the Chief's vision of wanting to get the citizens involved with the department and becoming part of the problem solving process provides an excellent base from which to start a community-wide goal setting process. The employees should be an integral part in this process, in the development of these necessities to drive the city and its partnership with the community.
- An important existing tool is the Citizen Advisory Committee. With the department members, this committee could spearhead a goal setting process, involving neighborhoods, businesses, and youth.
- As will be discussed later, involvement by the City Council is needed in a long-term goals setting process, especially if the community chooses community policing as a philosophy of policing. In many small communities community policing is in fact community governance, encouraging citizens to participate in problem solving in all aspects of city government.

III. ORGANIZATIONAL STRUCTURE

Crucial to success for a department is the congruency between the values, mission, goals, and organizational structure. Congruency in this context means the rules, regulations, and procedures support the departmental implementation of the values, mission, and goals.

Findings

The department does have a chain of command; however, officers feel very comfortable going directly to the Chief and discussing issues. This presents both advantages and challenges to the management team.

Strategic Recommendations

A. Organizational Roles

It is important that all members of the organization understand their role within the larger context of the system. CEOs and command staff members are critical to the successful implementation of community policing. Virtually all members of the law enforcement agency must be committed to the values of crime prevention, policy innovation, continuous improvement, customer service, collaborative problem solving, ethical behavior, and community partnerships.

1. Chief Executive

Findings

- Chief Executive: The Chief is well thought of within the community. He has just been in office less than two years. Every individual interviewed made similar comments regarding the Chief. *“He is the best Chief we’ve had in years and everyone respects him.” “The community is very lucky to have him and I know his entire force supports him.” “ Ralph is a good man who is making every effort he can to do what is right for his community and his officers.” “Chief Appa is a very progressive manager. He is not afraid to air the department’s dirty laundry.”*
- Overall, he seems to be well received by the community.
- The public and the staff see him as approachable.
- The Chief is looked at as a good role model.
- He is seen as having integrity and is professional with credibility.
- The Chief is being pulled in “too many directions” by too many people. The Chief has good leadership skills.
- There was some concern that the Chief needs to be more visible, especially with business owners along Highway 55.
- *“Ralph has an excellent rapport with the officers, they would do anything for him.”* The officers had high praises for Chief Appa. They believe he has turned the department around from past chiefs. They look to him to set the vision and focus for the department.
- Another felt the Chief has excellent relationships with the other department heads and is working from a position of strength due to excellent experience and to staff support. Another felt the Chief was steady, even tempered and took a good long-term perspective.

Strategic Recommendations

- The Chief has an excellent relationship with both the community and the department. It will be crucial to use this goodwill to set both long term goals and a vision for public safety within McCall.
- The Team recommends that the Chief spend an hour each day talking to businesses, walking through the town, and asking individuals about their concerns. At the same time the Chief can educate the public about the principles of community policing and their role in problem solving.

2. Command Staff and Supervisors

Findings

- A number of individuals interviewed knew the names of the command staff and expressed a positive view of the staff. Outside of personnel within the department, individuals interviewed could not differentiate between command staff and supervisors.
- The roles and the responsibility of the lieutenant and sergeants are unclear. There is concern about who is responsible for making the decisions within the command staff and who to go to for answers. It is unclear who is the command staff. Several suggested that there appears to be too many closed-door meetings with the command staff. One officer said, *"It leaves the impression that it is 'us against them'."*
- Lieutenant Moore was complemented for covering calls. He is also seen as involved in the community with his kids in sports. He stated the lieutenant wants the personnel to have solutions when they see problems. Lieutenant Moore knows many in the community and he is well liked.
- Nancy is seen as the backbone and valuable resource to the department: She is respected, trusted and valued.
- First-line supervisor is Sergeant Lance Rogers. Sergeant Rogers indicated he is willing to allow officers to attend community meetings and do community policing activities. There was some mention about Lance's temperament.
- Jerry is also seen by the community and department personnel as competent and responsive to the community.

Strategic Recommendations

- Job descriptions for the Police Officer, Sergeant, Lieutenant, and Chief do not mention community police or partnering with the community for problem solving. This needs to be addressed immediately with the City Manager so the documents can be changed.
- Community policing will demand that all officers and supervisors be available and expected to answer calls. All supervisors and command staff should spend as much time as possible out of the office, in the community.
- Traditional "permission giving" roles, based on "need to know" information, can become destructive within a culture that seeks to build accountability and reward independent, innovative and creative actions. In community policing organizations the role of the middle manager has shifted from "permission giver" to "problem solver."
- It is important that the officer is encouraged to make decisions based on his/her assessment of community needs, and then held accountable for the outcomes, not to a bureaucracy that is based on closely adhered to rules.

3. Line Level Personnel

Findings

- *"They are a good team working in the community."* The line-level officers are a good working team.

- Community members and business owners/co-owners could identify a couple of officers they had “known for years,” but as a general rule, they did not indicate they felt that they knew them. It was strongly recommended by the majority of those outside the department that were interviewed, that police should be on their bikes more and also should walk around the community. Some citizens in the community do not know the name or face of one officer in the department.
- Others indicate that several officers coach sports for the kids.
- It was felt that the central business district should have occasional walking officers who can talk with the shop owners and mingle with the citizens. Neighborhoods should have occasional bike patrols.
- Several suggested that all officers and supervisors should be in the field taking calls for service.
- There is almost universal concern over the attitudes, level of training and involvement with the community. All officers need to be more visible.
- The team was able to talk with most of the officers and found them enthusiastic, committed and excellent in their attitudes toward the community and department. Officer Vic Last is seen as positive and involved within the community and very approachable, well liked and trusted in the community. She has a sense of her job and the role within the community: Jim deVerteuil is going to have the new assignment as SRO/juvenile officer; this is seen as positive, people in the community know him and the kids feel good about him working with them at school: overall approachable.

Strategic Recommendations

- Both officers and community members would like to have the officers out of the cars and in the community. It is critical that each officer make non-enforcement contact with community members every day.
- Later in the report the Team will suggest both problem solving and needs assessment tools that can be used by officers as a means to interact with the public.

B. Management of Calls for Service

Studies indicate that as few as one-in-ten crimes result in an arrest as a consequence of rapid police response

Findings

- There is no clear system for management of calls other than to answer them as dispatch sends them to the officers. Officers say, "We get the call we respond." For the most part this department is a 911 driven system. Citizens say officers respond in a very short time to all calls. Overall, there seemed to be a general consensus that response time was fine. Rapid response for emergency calls is important.
- Nearly all interviewee’s stated they know the work load can be heavy at times. Many stated that a simple phone call letting them know when the officer will arrive would be appreciated. Simple report calls without a suspect could be handled via telephone. The majority feel that non-sworn personnel could handle nuisance calls like abandoned cars or code enforcement issues. When asked specifically about wait time, one person said 30 minutes and many others indicated several hours would be fine with a phone call.

- Hospital staff has high praises for the department. A recurring concern is how the mental health patients are taken care of when the police have to leave them at the hospital.
- The 4-10 shift has been in place for over ten years and is unanimously supported by all officers. This was a difficult transition for the City, but from all appearances it is in the City's best interests. There is some concern that shifts keep changing without notice. Changes interrupt family time. It is possible that the busy summer necessitated these changes.
- The officers indicated there was no clear direction on how to manage their workday. Another officer stated they do not have meaningful duties. He cited the issue about doing mandatory parking enforcement. Another officer stated it seemed that whenever a citizen complained to the City Council or City Manager about a traffic problem, they were given the directive to handle it without being able to provide input. One officer stated they are now responsible for ensuring the pedestrian warning signs are set up by the day shift and taken down by the graveyard shift.
- All officers interviewed believed it was essential to have a volunteer or re-institute the Code Enforcement Officer position. This person could handle all non emergency calls such as barking dog complaints, and parking violations. Code Enforcement Officer was used to take up the slack when they got busy.
- Sergeant Rogers indicated the on-duty officer was taking five to six calls per day and needed time freed up to be able to do this.
- There were mixed answers when we asked if day command staff responds to calls.

Recommendations

- Many calls do not necessitate a rapid patrol response. Community policing policies require examining calls for service management methods to move the agency beyond the traditional 911-initiated system of police-citizen contact. Differential response systems allow patrol officers discretionary time to use toward problem solving and building partnerships.
- Utilizing volunteers has overwhelming support from the community. The Assessment Team recommends tasking volunteers with the job of non-emergency calls such as dog complaints, code enforcement, pedestrian signs, etc. Two retired citizens indicated they would be willing to address problems on the web page including a FAQ or a reporting form on mundane calls (one without suspect information).
- Scheduling needs to be as consistent as possible.
- The Lieutenant works about 20 per cent of his time covering shifts and sergeants answer calls between 30 and 80 per cent. They each answer calls for service regularly and both back up the primary officer. As the department moves to community policing, the command staff may need to spend even more time answering calls since the duty officer needs time to conduct problem solving and work with the community.

- The department does not track how often the officers do routine foot/bike patrols. This could have great benefit to the community and is something that should be implemented. This is an excellent way to interact with the community and learn their concerns. It is also an excellent venue to share what the department is doing in the community.

C. Human Resources

1. Recruiting and Hiring. Recruitment of community policing personnel must include characteristics identified by the community and law enforcement agency. Often this means seeking recruits with superior communication skills, empathy, and sensitivity to ethnic, racial, sexual preference, and cultural differences.

Findings

- The department does a good job of advertising for jobs as well as keeping up on the web page.
- Even though salaries are higher than the county, most people interviewed felt salaries were too low
- Community policing is a criteria within the hiring process. There is at least one question in the interview that deals directly with community policing.

Strategic Recommendations

- All members of the department must be committed to the values of crime prevention, innovation, continuous improvement, customer service, collaborative problem solving, ethical behaviors, and community partnerships. Continue recruiting practices. Announcements and application forms should have community policing requirements.
- Continue to involve citizens in the hiring process.

2. Promotion.

Findings

- During the recruiting process for the Chief, the City Manager appointed then Acting Chief Chris Moore, who was a Sergeant, to the rank of Lieutenant. When Lieutenant Moore was Acting Chief he appointed Lance Rogers to the rank of Acting Sergeant during this time. This appointment was done without announcement for the position or testing for the rank of sergeant, the process was done by requiring an internal letter of interest and an interview process. Most felt everyone was given a chance that wanted to apply.
- There is some misunderstanding about the role of the managers within the department.

Strategic Recommendations

- The promotion process is another method that identifies what is important within the organization and should reflect the agency's vision, mission, and values as well as the principles and activities associated with community policing. There are very few promotional opportunities within a small, satisfied department. For this reason, supervisors must have clear job descriptions and participate as officers to reduce the "us" and "them" appearance.
- It is highly recommended that promotions follow clear written procedures.

3. Rewards/Discipline.

Findings

- Discipline appears to be fair and objective with Chief Appa. Many have anger towards the last chief, but Chief Appa has made the effort to personally compliment or submit a letter of commendation in the personnel file.
- While the Assessment Team was in McCall, MPD solved a burglary case within hours of occurrence. In the officer work area on a white board for all to see was positive recognition for the officer involved in the case. This was an outstanding way to show praise for the officer.

Strategic Recommendations

- Performance consistent with the agency's vision/mission must be recognized and reinforced. Complaints and misconduct policies and investigations must be clear, followed, and fairly administered. Discipline procedures, as well as rewards provide clues to the integrity and ethical behaviors expected within the department.
- As the department moves to community policing it is critical that individuals not be held accountable only for following the rules or engaging in a set of established activities rather than for the outcomes (problem solved) of their actions. The last two promotions made to sergeant were heavily influenced by community programs that the members were involved in and community support that they received.

4. Training.

Findings

- Several interviewees felt more training was necessary. There is an issue of money for training. There may not be an adopted plan for officers to attend training.
- Department training goals are not clear to the officers or the community. Suggested ideas include legal procedures, talking to youth, public relations, and problem solving.
- Training opportunities are offered to the community by way of a Citizens' Academy. MPD is preparing to conduct their next academy in September. This is an excellent way to get community involvement in the police department, develop partnerships, and community volunteers to help handle non-emergency calls such as barking dog complaints, code enforcement, and the parking issue.

Strategic Recommendations

- Community policing managers must allow line officers to make decisions, take risks, and then stand behind the decisions they make as much as possible. Training in cultural diversity, public service ethics, and alternatives to the use of force help to establish successful partnerships with the community.
- Develop a plan for officer training, especially as it is related to community policing.
- Continue the effective Citizens' Academy. This community training offers first hand knowledge of the department, crime prevention information and is an excellent volunteer recruitment tool.
- Ensure that officers have updated domestic violence and advocacy training as the Assessment Team heard many times domestic violence is prevalent within McCall.

5. Performance Evaluation.

Findings

- New employees are reviewed every six months, others on a yearly basis. The system is seen as fair.
- The line-level officers indicated there is little feedback on their daily, weekly, or monthly work performance until receiving their annual evaluation.
- The city manger is building a new city wide performance evaluation of all city employees

Strategic Recommendations

- What an organization measures through its performance evaluation system generally determines what employees understand to be important and high priority activities. For this reason, in addition to counting the number of incidents handled, it becomes important to credit the absence of crime, to recognize the increased involvement of the neighborhood, and to reward additional information links available to the agency. If the system measures important outcomes (community satisfaction, reduced fear of crime, willingness to solve problems), the department is able to recognize innovative and forward thinking personnel. When a system counts inputs (numbers of stops or arrests) without measuring the results or outcomes, it is impossible to differentiate between employees who develop meaningful community relationships and those who tacitly resist changed behaviors.
- The city-wide evaluation form should have sections that relate to community policing and to the special issues related to law enforcement. A rating section for community policing and MPD goals and objectives is needed as the department develops its goals for the department
- Training for all employees will be important as the new system is put into place.
- Set specific benchmarks for community policing performance to help employees understand how and why they receive their evaluation rating.

D. Financial Management

An important way for employees to recognize the goals and priorities of an agency is through the organization's allocation of resources.

Findings

- The police department is seen as fiscally sound in the way they manage their budget. At the same time the City Council and community members have not had a thorough discussion of the needs of the department, nor has the expected level of service been defined.
- Most interviewees felt the department was under-funded.
- Many interviewees felt there were sufficient officers (except in the summer) and some indicated the department was top heavy.

Strategic Recommendations

- As community policing grows, funding priorities should identify problem solving, community meetings, and neighborhood-assigned officers. With the Citizen Advisory committee and the strategic plan, the expected level of service can be defined and funding priorities will become more

evident. When communities take part in problem solving, a sense of ownership and personal commitment to the accomplishment of outcomes is a natural result.

- A better and more visible police department facility is recommended.
- It is possible that the county and city could strategically plan for growth and corresponding budget.

E. Organizational Communication Patterns

Findings

- Some individuals felt the department needed to share more information more widely to the community. (These included both police personnel and community/business citizens.)
- The Chief appears open to citizen input.
- To facilitate teamwork the department holds departmental meetings every four – six weeks (when possible). There have not been recent staff meetings. There is also a concern that some information is not shared to all police personnel and that “closed door meetings” appear intimidating. There appears to be no standardized way of disseminating information. Officers rely on a log from the county of dispatched calls and for updates the information is to go through the sergeant. Officers do try to use e-mail, notes in officers’ boxes and face to face with other officers.
- The officers felt they had a very good team and team approach.
- There is some concern about coordination between the officers and staff.

Strategic Recommendations

- Implementation of community policing demands open communication with the community, frequent exchange among units within the agency, and ongoing discussion and networking with other public and nonprofit agencies. Involve all personnel in determining standardized methods for sharing information.
- One improvement was suggested to be a mandatory check of e-mail on a nearly daily basis.

F. Crime Analysis

Findings

- MPD does not pin map calls for services. The officers get daily incident logs from dispatch as well as the monthly report that Nancy compiles which is shared throughout the department. Use of this data is unclear, especially if the officers use it to conduct problem solving. One of the officers stated, *“This is a small town, we know where all the crimes are happening.”*
- From the perspective of community members, there is little information shared regarding the level of crime and/or other topics. One individual commented *“I guess if there was a crime problem, they’d (police) would tell us.”*

- Nancy Lockhart tracks law enforcement activity in the form of crime data. She develops a monthly and annual report for the Chief to share with the City Council. She shows year-to-year trend lines, which if used properly could be a very good tool for the department to do crime analysis. Officer's case reports on crime/incidents are recorded and tracked too. The data is based on Valley County Dispatch which does not have CAD but they do generate our reports.

Strategic Recommendations

- Crime analysis plays a very important role in providing timely data to officers and community members to assist them in their problem-solving efforts. Data provided by the police must be accurate, timely, and openly shared with all stakeholders involved in problem solving. The current data being collected are just the number of calls/incidents and arrests. The department does not know how long it takes an officer to handle a call. They do not track repetitive calls to determine patterns or have the ability to problem-solve with the community. They do not track proactive vs. reactive time. This type of data will provide valuable information for scheduling, problem solving and crime prevention.
- Using the strategic plan as a guide the department needs decide what is meaningful data to collect and how MPD is going to report their findings to the City Manager, City Council and the community.
- All personnel of MPD need to have a good understanding of the vision, mission statement, strategic plan, and goals. They also should understand the data points and be able to tell their community how they are reducing crime, enforcing city ordinances and state law, and making it a safer community. The officers are the ambassadors for the city. They may be the only contact a visitor to the City of McCall may have and the officers need to be prepared to share the good things this community has.
- The data has to be shared with the officers, community leaders, and community. There are many excellent ways to share information with the community about crime statistics, issues facing MPD, the Citizens' Academy, PAC, web page, etc. Currently the Chief reports to the City Manager and City Council. In the police department's web page could be links to the crime analysis reports, how to reach the department with crime tips, to contact an officer, to give positive/negative feedback about the department. The list is endless on the information that can be shared. Contact several other departments for ideas about what fits best for McCall police.
- The Chief could set up an open forum, like a Town Hall Meeting. This will give the Chief an opportunity to share with the community how the department is progressing at meeting their goals and objective. This is an excellent time to hear from the community.
- If there is a strategic plan, it needs to available to all MPD personnel. It should be posted on MPD's web page for the community to read.

G. Shift/Beat Assignments

Findings

- How assignments are made and schedule changes are a major issue for officers. The 4-10 schedule has been in place for 10 years and is seen as beneficial for the community. There are, however, issues

about schedule changes within the 4-10 schedule. No one disliked the 4-10 schedule, rather abrupt changes don't allow for consistent days off.

- Command staff are assigned to day shift but often remain in the office, not on the street.

Strategic Recommendations

- One of the core assumptions of community policing is that officers should be intimately acquainted with their neighborhoods, and people living in neighborhoods should know their officer. This intimacy facilitates both the flow of communication and builds trust between law enforcement and citizens. Geographic-based patrolling is not needed or feasible in the City of McCall. However, geographic problem solving assignments would allow the officers to become familiar with the citizens and fosters partnerships among the police, businesses, and neighborhoods. Neighborhood based needs assessment meetings, door-to-door introductions, along with assigned problem solving responsibility all provide an opportunity for the officer to know and understand the issues and concerns of the neighborhood to which he or she is assigned. It is recommended that each officer, including command staff, have an assigned problem solving area. The business district may be divided into two areas.
- Investigations could be spread around the department in order to ease the workload and provide on the job training for newer officers.
- As an alternative, the current sergeants could switch roles with their respective counter part for a couple of years to experiment with new ideas and structures.

IV. CLIMATE

Climate is the language of the organization expressed through words, gestures, situations, interpersonal relations, and unwritten rules of behavior. The organizational climate depicts the atmosphere that results from the implementation of the structure.

A. Department-Wide Philosophy and Community Policing Implementation

Findings

- The Chief and officers appear to be open to adopting community policing. The Chief is open to and is actively pursuing the recommendation of using technology to help us work smarter. They are pursuing new software which will compliment the PDA's and lap tops for the officers. Officers were upbeat about the possibility of COP especially if it could allow them more time to problem solve, not just respond to calls.

Strategic Recommendations

- Critical to success will be understanding the implications of community policing on officer and supervisor tasks, and embracing partnerships with agencies, city departments and citizens to address city-wide and neighborhood problems. The police are not the problem solvers; they are but one partner in a web of problem solutions.

B. Openness to Input from Outside

Findings

- Under Chief Appa's administration the communication lines have increased. Officers and Chief are seen as open to input. Most if not all of the officers appear to be open and ready for more community involvement.
- There is a lack of call back to community, informing them of the disposition of cases, calls, etc.
- Individual officers have good relationships with the citizens yet the department does not have the reputation for being involved with the community. The reality may contradict the perception.

Strategic Recommendations

- Take advantage of the high trust level from the public, the good will of the officers, and the highly thought of Chief to institute a change process that involves the Police Advisory Committee, Citizens' Academy participants and graduates, and neighborhood contacts.
- Create methods to solicit input and gain involvement in planning and service delivery that will enhance the trust and support of those served. The department could communicate with citizens by e-mail.
- Citizens requested information regarding what procedures are in place regarding stopping traffic violators (especially youth).
- Officers should be encouraged to call back residents with progress reports, evaluation surveys, or to just "touch base."

V. COMMUNITY ENVIRONMENT

Findings

A. Community Issues

- Juvenile issues are by far the most concern of citizens. Many citizens stated there needs to be something for the kids to do after school or a place to hang out during the evening hours. Some individuals complained about the treatment of the youth. These complaints, however, were not similar. For instance, while some individuals complained that the police pulled over teenagers too much, others complained the police didn't issue enough tickets. When talking to the youth, "corner dwellers," they believed they were being "hassled by the cops." However Officer Mark Wright and Jim deVertieul are seen as important in the schools. The youth have high regard for them.
- Interviewees were aware of alcohol and drugs but they are not seen as enormous issues, except as they relate to DUI's and child endangerment.
- To the community residents, domestic violence was a big issue in McCall. However for the officers, it was their perception that the problem was not different than any city. There was some question about the role of the police in domestic violence incidents. The community has housing for youth

impacted by domestic violence and they have brochures to distribute on domestic violence advocates. The officers indicated that they were mandated by law to arrest anyone who seriously injures another in a domestic dispute. There is concern that there is not an adequate advocacy system in McCall even though this is a county responsibility by Idaho law.

- Growth and tourism were identified by the majority of citizens as a major issue facing the department. The future character of the city whether it be tourism-based, a second home community, or timber-based economy are choices that when made, will impact many sectors within the community.
- Two different types of complaints were also expressed regarding tourists and how they are treated by department personnel. A common comment was “*Come on vacation, leave on probation.*” However, others expressed concern that the police do not ticket or are too lenient on tourists. This perceived inconsistency was brought up by several interviewees. One example was speeding around town late at night and disregarding the regular residents of McCall. Traffic is a concern, specifically passing on the right on Highway 55. This is both dangerous and inconsiderate to pedestrians and businesses.
- Some business owners/co-owners viewed code enforcement as a major issue. Others believed the issue should be dealt with through the city's civilian efforts.
- Several individuals were concerned about the lack of officer visibility. The cars drive around, but the officers don't interact with the community. No one interviewed knew who patrolled their neighborhood (including city staff who personally knew many of the officers). Most of those interviewed had never seen an officer walking or cycling through downtown or a neighborhood in effort to meet their customers and/or to learn the desires and needs.

Strategic Recommendations

- The department does not track how often the officers do routine foot/bike patrols. This could have great benefit to the community and is something that should be implemented. This is an excellent way to interact with the community and learn their concerns. It is also an excellent venue to share what the department is doing in the community. It can relieve the stigma that the police are unapproachable.
- The essence of the community policing philosophy is the establishment of a close partnership between the police and their citizens for working together to identify problems and devising solutions to those problems. In the community governance model, the police officer may act as a neighborhood ombudsman, coordinating a number of resources and building natural partnerships while addressing broad issues of concern.
- The town boundaries are not clearly delineated. Because there are no sidewalks on much of Highway 55 motorists speed, pass on the right, and are unaware that they have entered an urban area. Better signage, sidewalks, and barriers would help.
- The Assessment Team supports the effort of the community to place an officer within the schools. Benefits will accrue for several years. The youth are willing to work with the department. Several youth "hanging" out on main street said they would be willing to identify speeders, hold signs, or help the police manage traffic, especially during the high tourist season.

- The department receives mixed messages for handling many issues as signs, speeding, tickets, etc. A facilitated community forum sponsored by the Advisory Committee might help residents understand the complexities of policing in McCall.

B. City/County Elected Officials Council

Findings

- Assessors heard: “*The City is dysfunctional*”. It is unclear whether the City Council supports the concept of community policing.
- The sign control issue is very controversial, with many individuals suggesting that sign control was the responsibility of the city, not police department. Others felt that the primary mission of the department was to enforce signing codes.
- It is unclear what the relationship between the City Manager and the department is or should be. Some suggest that there is micro-management. Others say the City Manager has been helpful to the new Chief.
- Existing staff at the city and the county want to work together, share ideas, problem solving efforts, and resources. There is some concern that the ‘politics’ of the Council and Commissioners might interfere with their effort.
- The city doesn't seem to take input from their own committees or interested citizens.

Strategic Recommendations

- The City of McCall governing body could develop a vision statement, goals and objectives and a strategic plan. These documents need to be published and shared with each employee of the city. They need to be reviewed on a periodic basis to ensure understanding by the employees.
- Sign ordinances, code enforcement and other similar issues could be addressed by volunteers or part-time civilians. These individuals could report to the police department. This management step could allow more time for police problem solving, save the city funds, and address quality of life issues.
- Staffs of multiple departments have worked on several very successful committees including Downtown Improvement committee, Transportation committee, and Skate Park. This provides an excellent model for community problem solving.
- Work with Public Works and possibly other departments to borrow/trade personnel to assist with non-commissioned work such as traffic control during the ‘critical’ weekends.
- The City Manager has done an excellent job of introducing the new Chief. It will be important that the Chief, with the Police Advisory committee, Citizens’ Academy graduates, and other community members identify and agree upon the roles and responsibilities of the police, along with community goals and objectives.

C. Business Community

Findings

- It was the perception from the businesses that the police department is not visible to them. There is, however, strong support for the police department from the business community. The department is viewed as very professional. Many noted they would like to see the police out of their cars more often. They suggested that officers ride their bikes more often and/or walk around. They did note that during the town's two major community events, in July and December, the police are ever present in the community and business area.
- Collectively, most of the businesses do not believe the police department does community policing. One of the businesswomen indicated that she had been in business for two years and has not met the Chief or any officers. She said, *"They don't come to our business or even enforce the parking laws."*
- Most of the businesses were unclear about the police department's mission or goals.
- Several business persons did not believe the police were enforcing the parking laws and parking in handicap stalls. Others believe that the police were too officious as one individual related being stopped for a simple traffic stop and it taking 10 – 15 minutes to just get a warning.
- Many thought the police were quick to respond and very helpful when responding to calls.

Strategic Recommendations

- The business community is an important stakeholder or partner in community policing efforts. Businesses often face issues or problems that differ from those of residential neighborhoods, and they provide an opportunity for the formation of partnerships. Geographic problem solving assignments would assist both the businesses and officers to address important issues of concern.
- Law enforcement agencies working with businesses, civic clubs, Chambers of Commerce, and other business organizations not only build support for their activities, but also act to enhance a sense of social responsibility within the commercial sector of the community.
- The Chief is encouraged to meet a business person each day. Coffee, conversation, and friendships will yield many ideas for improvement, problem solving, and partnerships.
- MPD needs to "walk the talk!" Be present, visible, high profile with their business district.
- Businesses would like to be attached to an e-mail system to alert them to crimes such as check forgery or shoplifting.

D. Media

Findings

- The media received mixed comments. Several interviewees felt the local paper sensationalized the news and did not present a fair accounting. Others noted the paper often presented opposing viewpoints and was fair. On the positive side, the media was willing to run stories for the officers to help solve crimes or report on hot issues.

- Several individuals suggested that the media should work with the police in regards to posting media releases.

Strategic Recommendations

- As the department moves toward community policing the media can disseminate important information regarding neighborhood problem solving activities. As the effort grows meetings, crime and problem trends, the type of assistance needed from citizens and even information on the complexities of modern policing are important stories to be covered by the media.
- Consider a regular article as "*Those who keep us safe.*" Officers, firemen, EMT's, and medical personnel could all contribute articles. Articles could be about crime or accident prevention, human interest stories about personnel, crime trends and problems.

E. Cooperative Agreements and Community Partnerships

Partnerships allow people to come together for joint problem solving, resource exchange, cooperation, coordination, coalition building, and/or networking.

Findings

- Successful partnerships to include:
 - Juvenile Justice Center
 - Youth Advisory Committee
 - Drug Task Force (PRIDE task force)
 - Citizens' Academy
 - Police Advisory Committee (PAC)
- The Citizens' Academy was developed by MPD to tell the members of the community about the police department. The Police Advisory committee was established early after the Chief's arrival. Committee members are volunteers, with a cross-section of members from youth to seniors. Committee reports to Chief, City Manager, and City Council.
- The department does do proactive community work such as the bike rodeo and Citizens Academy. However once a person has attended the academy there is no follow up. The citizens requested continued interaction with the department. There is a need for more community involvement with crime prevention programs; neighborhood watch or business watch programs.
- The department does not have many formal agreements except with the fire department where first responder training has occurred. This training now allows for police to start care and or notify fire department or ambulance personnel of type and severity of injuries prior to their arrival.
- The department will have the youth officer in the schools that will open the door to several partnerships. There is overwhelming support for a youth officer.
- The county is very interested in new and additional task forces. It was felt that a city-county taskforce on boating near the swim beaches must be undertaken.

- There are cooperative agreements in place to assist in response to violence against women to include a Safehome.

Strategic Recommendations

- Continue the Police Advisory committee, reporting directly to the Police Chief. The committee can offer guidance to the department as it moves to implement community policing ideas. The Chief can evaluate their suggestions or recommendations, and if necessary share them with the City Manager and City Council. PAC could be a very good sounding board for the police department's involvement in community policing. Great partnerships can be developed with this committee, which will help the police department sell the problem solving model to the community. In addition, the PAC can answer inquiries, sponsor studies or citizen surveys.
- Continue the Citizens' Academy. This is most appreciated. Several of the graduates would be willing to volunteer time for the department. Civilian patrols, parking patrols, code enforcement are all ways that volunteers can contribute to the community.

F. Other Law Enforcement Agencies

Findings

- There is support and respect between the different enforcement agencies. Often they rely upon one another for assistance.
- There is some concern that there is pressure from the City Manager concerning how the department is run. This concerns other law enforcement agencies.
- There was at least one suggestion to develop a single service provider for police work. This would eliminate some management positions and provide more workers in the city at a lower cost and enhance cooperation. If a single provider was created, the County Road Department would consider a manpower swap of police helping with snow plowing and roads helping with summer traffic control and the code enforcement problem.

Strategic Recommendations

- Cooperation and collaboration amongst law enforcement agencies are crucial. Community policing partnerships with other agencies can result in resource and information sharing, reduction in duplication of services, and effective joint problem solving.

G. Community Policing Strategies and Agency Improvements

Below are a series of ideas and strategies suggested by assessors, law enforcement officials, and citizens.

- Officers need to be more visible within the community. The department should get off of their regular patrol hours, walk the beat, and ride the bike.

- Continue the Police Advisory committee. There could be advisory committees for each city department.
- Involve the Citizens' Academy to give them an opportunity to inform and educate the others in the community. On the whole most individuals indicated a willingness to participate in meetings with the police to address problems of the community. An essential tool for effective law enforcement is partnerships. The department needs to ask for assistance from the community, the citizens, and other law enforcement agencies.
- It is important that the Chief be seen as an efficient administrator and be more visible.
- Hope that the assessment report will help the first line supervisors focus on supporting the officers with problem solving and answering calls for service and assisting the officers in duty performance that could support the community policing efforts, acquire resources and build partnerships.
- Some members think the department needs to have community meetings similar to what took place after the "liquor sticker incident." *"They should have meetings at least once or twice a year and let us know what's happening and asking us to let them know what our problems are."*
- Partnership with the youth needs to be addressed. The *'finding a kid doing a good job reward of a free ice cream cone'* program needs to be continued. Community would benefit from information regarding the youth. Citizens appear fearful or have concerns regarding juveniles.
- Calls for service plans need to involve the community and the officers. Citizens can help in developing appropriate options.
- Scheduling of officers should be fair, consistent, reflect the needs for officer safety and proficiency of the officers.
- Department needs to develop a recruitment plan that integrates community policing.
- Training programs need to help understand the implications of the organizational structure and the community within which they seek to provide responsive service. Classes that would be recommended include basic community policing and problem solving. Focus training in the principles of community policing for all community members is necessary to ensure community problem solving.
- A number of individuals would like to see more consistency in how traffic violations are handled across various offenders, including youth and tourists.
- Develop and publish a public complaint procedure where citizens can inquire about policies and/or a completed police procedure.
- The assessment should be used to start open discussion about long-term and strategic planning.
- The police department should be relocated to a more visible area. They are tucked away at the back of City Hall where no one can find them, without signs directing people to the department.
- Encourage community ride-alongs with the officers, which would include the youth of McCall too.

- Develop a departmental strategic plan, set goals, and have officers on the committees. Strategies that assess needs, organize volunteers, and involve citizens in problem solving guide the implementation of community policing. These activities build continuity within the policing efforts and encourage goal and work-plan development based on community needs. Host an open house.
- Continue to flatten the organizational structure by utilizing the two sergeants even more as field supervisors. Consider switching responsibilities between the two sergeants to provide on-the-job training and insert new techniques for supervision.
- Code enforcement should not be conducted by commissioned officers. Work with the City Manager to move the routine code enforcement duties to the department that is responsible for the codes needing enforcement.
- Initiate immediate foot and bicycle patrols.
- Suggest that Chief spend one hour every day visiting businesses downtown and talking mutual problems and needs.
- Suggest that the Lieutenant spend one hour every day visiting businesses on the edge of town and the neighborhoods.
- The sergeants and patrol officers should 'get out of their cars' for at least two hours every day and walk or bike different neighborhoods with an emphasis on talking with people. Supervisors should take calls.
- All personnel should have a geographically based problem solving assignment.
- All personnel should do their reports in local restaurants or businesses with concurrent public contact.

CONCLUSION

The McCall Police Department is both professional and excellent, with each officer having high ethical principles and values. They believe they have a lot to offer this community, whether as a police officer or a member of the community. There is an overall feeling of safety living in the community. Community members view the police as doing a good job but have concerns regarding tension working with the City Council. The department is open and will respond to the community, but lacks organized follow up procedures.

Both police and community members support the development of community policing and community governance, involving the community as stakeholders in the problem solving of the community. This commitment and high "social capital" makes McCall a lovely spot to live. The issue of growth and the type of community McCall will become is both exciting and threatening. There is need for direction both for the community and the police department.

The citizens want the police to be approachable, visible and working with the community to solve problems. This will mean walking, talking and participating in community meetings. As community members, we suggest involving the youth to help address issues like traffic. The students could work

with the officers, taking down car licenses and sending out letters to offenders. Senior citizens within the community are also a valuable resource helping with parking, code enforcement and also for the traffic issues.

We truly appreciate the opportunity to come to the City of McCall and hope this report is helpful in ensuring a continued high quality of living.

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RESOURCES

RCPIs are committed to assisting implementation of any recommendations contained in this report. If training programs, organization development, research, or consultation assistance is desired, the chief/sheriff can request those services through the regional RCPI.

The agency may find the following books, monographs, and websites helpful:

- *Community Policing: How to Get Started*, (1998) by Robert Trojanowicz and Bonnie Bucqueroux.
- *Managing Innovation in Policing The Untapped Potential of the Middle Manager*. (1995) by William A. Geller and Guy Swanger Geller, W. A., & Swanger, G. Washington, DC: National Institute of Justice.
- *Community Policing in a Rural Setting*. (1997) by Quint Thurman and Edmund McGarrell (*contains a number of articles relevant to smaller cities in a rural or isolated setting*).
- *Community Policing Resource Allocation*, by the Community Policing Consortium.
- *Community Policing Deployment Models and Strategies*, by the Community Policing Consortium.
- *Differential Police Response Survey*, by the Community Policing Consortium.
- *Organizational Assessment Instrument: Development, Implementation, & Findings*, by Kevin Plamondon & J. Kevin Ford, The Michigan Regional Community Policing Institute. A research document with great insights into the incongruencies found between management and line officers in the implementation of community policing. <http://www.cj.msu.edu>
- GIS funding and crime mapping information. <http://www.ojp.usdoj.gov/cmrc/>
- Department of Justice, Office of Community Oriented Policing Services for access to all RCPI specialties. <http://www.cops.usdoj.gov>
- “Community Oriented Policing: A Force for Change.” Summary document 2001. Neighborhood Problem Solving, Personnel Policies, Democratic Participation and Collaborative Information Gathering. Provides examples of cities implementing innovative change. <http://www.policylink.org>

APPENDIX I: SUPERVISOR AND MANAGER ROLES

1. Allows officers freedom to experiment with new approaches.
2. Insists on good, accurate analysis of problems.
3. Grants flexibility in work schedules when requests are proper.
4. Allows officers to make most contacts directly and paves the way when they're having trouble getting cooperation.
5. Protects officers from pressures to revert to traditional methods.
6. Runs interference for officers to secure resources, protect them from undue criticism, etc.
7. Knows which problems officers are working on and whether the problems are real.
8. Knows officers' beats and key citizens.
9. Coaches officers through the problem-solving process, gives advice, helps them to manage their time, and helps them develop work plans.
10. Monitors officers' progress on work plans and makes adjustments, prods them along, slows them down, etc.
11. Supports officers even if their strategies fail, as long as something useful is learned in the process, and the strategy was well thought through.
12. Manages problem-solving efforts over a long period of time; doesn't allow effort to die just because it gets sidetracked by competing demands for time and attention.
13. Gives credit to officers and lets others know about their good work.
14. Allows an officer to talk with visitors at conferences about their work.
15. Identifies new resources and contacts for officers and makes them check them out.
16. Coordinates efforts across shifts, beats, and outside units and agencies.
17. Identifies emerging problems by monitoring calls for service and crime patterns and community concerns.
18. Assesses the activities and performance of officers in relation to identified problems rather than by boilerplate measures.
19. Expects officers to account for their time and activities while giving them a greater range of freedom.
20. Provides officers with examples of good problem solving so they know generally what is expected.
21. Provides more positive reinforcement for good work than negative for bad work.

Reprinted from Managing Innovation in Policing, Geller, W. A. & Swanger, G. (1995). Washington, DC: National Institute of Justice.

APPENDIX II: INTEGRITY AND ETHICS TOOL

Agencies may be interested in conducting their own organizational integrity and ethics self-assessment. The following questions, developed by WRICOPS' former Executive Director John Turner in 2000, are only a guide to assist such a department.

“Use Of Force” Issues

1. Is there a written general policy recognizing current legal doctrine?
2. Does “use of force” include aiming and/or pointing a firearm?
3. Does the organizational policy require training? How often? What training records are kept?
4. Is there a continuum of force, which includes de-escalation of force?
5. Has the department been involved in any liability situations due to use of force?
6. Does the department have administrative review of *all* use of force actions?
7. What is the policy regarding accidental discharge of firearms?
8. Does the department use canines? Is there a policy? How is it related to “use of force” issues?

Complaints and Misconduct Investigations

1. Is there a general policy regarding citizen complaints and misconduct investigations?
2. Does the department process for receiving the complaints provide full and fair opportunity for all?
3. Is there a form? Does it require a signature? Who receives the form? What happens when the form is received? Does someone in the department acknowledge receipt of the complaint?
4. Is staff prohibited from refusing to accept complaints?
5. Are complaints accepted from all persons, including third parties?
6. Can department leadership recap several complaints and the outcomes of these complaints?
7. Are complainants contacted for feedback and perceptions of fairness? Are officers who have been the subject of complaints, contacted for feedback and perceptions of fairness?
8. Working within the law, does the department advise complainants of findings?
9. Has the agency experienced officer-to-officer misconduct complaints?
10. Is an “evidentiary” process used to determine findings?
11. In substantiated complaints, are officers subject to discipline?
12. Are citizens able to review the department’s complaint process and history of complaints?
13. Are supervisors trained in, and do they practice, “respectful policing” as it concerns use of force?
14. Are Terry Stop Searches (stop & frisks) required to be documented?
15. Are searches other than those prior to arrest, documented and receive administrative review?
16. Do consent searches require written consent?
17. Does the department prepare statistical reports for public review of citizen complaints?
18. Does the department solicit public feedback regarding its practices and behaviors?
19. Does the department hold public meetings to discuss agency performance?
20. Is the agency open to concepts such as civilian review boards, independent auditors, etc?

Training Issues

1. Is the agency aware of specific integrity training presented at the academy level?
2. Within the FTO program, is there an emphasis on courtesy, cultural diversity, verbal disengagement, alternatives to use of force, ethics, and integrity?

3. Do supervisors receive basic supervision training as well as ongoing training on the previously mentioned subjects?

Non-Discriminatory Policing and Data Collection

1. Is there a clear and practiced policy prohibiting discrimination based on race, ethnicity, national origin, religion, gender, disability or sexual orientation?
2. Does the department offer specific training in the area?
3. Are all traffic stops and pedestrian stops documented?
4. Has the department engaged the community in a discussion regarding racial issues and data collection?
5. For agencies with video cameras in cars, what supervisory or administrative review is conducted of the videotapes?
6. Are there policies and procedures in place for contacts with individuals with limited English speaking ability?

Recruitment, Hiring, and Retention

1. Does the department reflect the community in racial and gender make-up?
2. Does the department have a recruiting program to meet any deficiencies?
3. Does the department hiring process provide equal opportunity for all?
4. What is the departmental history of officer retention?

Early Warning Systems

1. Does the department conduct spot-audits of the evidence room?
2. Does the department administratively review citizen complaints and Internal Affairs files?
3. Does the department have a civilian advisory/review board?
4. Does the department monitor of sick leave and overtime?