

LAW ENFORCEMENT MANAGEMENT INSTITUTE

EFFECTS OF POLICE OFFICERS'  
RELATIONSHIPS WITH  
THE COMMUNITY

A RESEARCH PAPER  
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BY  
STEVE L. CHANCE

PAMPA POLICE DEPARTMENT

PAMPA, TEXAS

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## INTRODUCTION

The study of the ways that police interact with other citizens is of primary importance for anyone concerned with public policy and the just resolution of contemporary urban conflict.<sup>1</sup> There can be no mistake, policemen may be conceived as "street level bureaucrats" who "represent" government; this perception may be representative of governmental policies. Also, the police may define the terms of urban conflict by their actions.<sup>2</sup>

Today, it is more important for the police manager to examine the relationship between a community and its police department. At no time in the history of our country has there been greater focus on the criminal justice system and especially the police.<sup>3</sup> A police department is the most visible governmental community agency, and it is constantly under the public's scrutiny.<sup>4</sup>

With such attention being drawn toward the police, comes added examination by the mass media. What may once have been a common practice or procedure, may now be challenged for justification. Police daily face the possibility of their actions being reviewed on the front page of a local newspaper or in a television report.

The individual police officer ultimately makes the greatest impact on police-community relations. Police officers, in their face-to-face contacts with the public, interpret, translate, and enforce legal social control.<sup>5</sup> The day-to-day contact of police officers with the public will influence

perceptions of the police department within all areas of the community.

With the central focus being a positive relationship between police, the community, and the mass media, it is critical to review and determine the needs of all parties. A police manager conducting such a review must approach the process realizing that police officers need a great deal of support, understanding, and help to be successful public servants. Many variables must be recognized, understood, and dealt with if police officers are to improve interactions in the community.<sup>6</sup>

As a result of the public contacts made by officers in a police department, even a well organized, efficient and honest administration is judged by individual citizens and, therefore, by the community at large.<sup>7</sup> In the development of successful working programs with a community, police leadership must avoid projecting firm ideas of community needs, or law enforcement goals. All too often, police leadership has decided "what this city needs" based on little or no consultation with the community.<sup>8</sup> Fortunately, in many communities, we are beginning to find police leaders who are willing to relinquish much of what they formerly perceived as their controlling role and who are willing to recognize that a police department exists for the community--no more, no less. Police leaders are beginning to realize that they can achieve many of the things that they have been seeking in life, including job satisfaction, recognition, progress, or material advancement, simply by recognizing and understanding their communities

and establishing a new role for the police in those communities.<sup>9</sup> Police leadership is finding that initiating positive interaction with the community generally results in increased citizen support, higher moral in the work force, protection against or insulation from many hostile external forces, and increased resources.<sup>10</sup>

## II.

### DEFINING THE MAKE UP OF A COMMUNITY

A basic fact of life for police agencies is that the public is the source of the agency's operational resources. The fact that the public is willing to bear the financial support for police operations is a critical inducement to the police to be responsive and attentive to community relations. In the highly competitive arena of municipal funding, the public support of law enforcement agencies may depend upon the level of appreciation the people have for their police department.<sup>11</sup>

In evaluating a community, police leadership should return to the basics and analyze just what is a community and how law enforcement can interact with it. A community can be recognized as either large or small, by its unique or salient characteristics.<sup>12</sup> A community may be the section whose identifying characteristics are low income levels or sub-standard houses or the customary Saturday-night brawls. It may be a section

dominated by a specific ethnic or racial group with particular life styles or behaviors.<sup>13</sup> Establishing such references acknowledges the existence of separate communities within a community, each with characteristics that differentiate it from every other community.<sup>14</sup>

A simpler definition of a community may be that a community is a group of people with similar characteristics and goals who live in a specific geographical area for the purpose of promoting common values of social living.<sup>15</sup> In analyzing the definitions of a community, we quickly become aware of several elements germane to all communities. These are the geographical space and aggregation of people with similar living conditions, interest, and values; frequently, members of a community have a certain degree of common social interest as well.<sup>16</sup>

Analyzing the make up of a community involves police leadership recognizing the importance of interaction with the community. In making this effort to interact with the community, police leadership will have to succumb to a more radical concept than just interacting; they will have to change their total mind set. The major change will involve allowing the community to enter the sacred world of law enforcement and allowing the community input into the operations of the police department. With social tensions mounting throughout the nation, police agencies cannot preserve the public peace without having a positive police-community partnership. Poor community interaction with police personnel does more than create

social distance, it produces irrational responses to rational problems.<sup>17</sup>

This interaction is not a public-relations program to "sell the police image" to the community. It is not a panacea which will tranquilize an angry neighborhood. It is a long range, full-scale effort to acquaint the police and the community with each other's problems, and it is also an effort to stimulate action aimed at solving those problems.<sup>18</sup>

This is a time when traditional ideas and institutions are increasingly being challenged. The poor want an equal opportunity to earn a share of America's wealth. Minority groups want a final end to discrimination. Young people, the fastest growing segment of the population, desire a greater share in decision making. The police must be willing and able to deal understandingly and constructively with these, often unsettling, even threatening, changes. Police-community relations is the total participative involvement of the community in the process of establishing order and social control in our society. The community relations effort must be a continual developmental process from the chief of police down to the patrol officer.

## II. A. BASIC CONCEPT OF COMMUNITY RELATIONS

The police department is the mechanism charged with dealing with threats against the established social order. Their functions of law enforcement and maintaining order tend to give them the appearance of being outside the very community they serve. As a result, the police are vulnerable to misunderstanding, criticism, isolation, fear, and doubt. In order to counteract this vulnerability, they have made considerable efforts to close the gap between themselves and the community of which they are an integral part. This effort has been labeled police community relations, and is essential to the success of the police mission.<sup>19</sup>

Police community relations means exactly what the term implies--the relationship between members of the police force and the community as a whole. This includes human, race, public and press relations. This relationship can be bad, or indifferent, or good, depending upon the action, attitude and demeanor of every member of the force, both individually and collectively.<sup>20</sup>

The purpose of police community relations is to strive, through a planned program, to build community confidence in and understanding of the role of the police department and its objectives. In order to attain these aims, cooperation and communications between the citizenry and the department must be promoted.<sup>21</sup>

In the 1950's and 1960's, many police departments established community relations units in response to perceived problems in police community relations. These community relations units were expected to



present the police point of view to the community and provide the community with a forum for expressing its views to the police. The police community relations philosophy emphasized the importance of communication and mutual understanding.<sup>22</sup>

In the 1970's it became apparent that police community efforts were not effective in guaranteeing smooth interactions between a community and its police department. A community experiences its police department through the actions of patrol officers and detectives more so than through the presentation of community relations specialists. Efforts were undertaken to train patrol officers in better community relations as well as crime prevention techniques and to make them more knowledgeable of their communities characteristics and problems.

In the 1980's police departments took an even broader approach to the community relations effort by establishing the community-oriented policing concept. Police departments established specialized units to deal with the community relations effort. Crime prevention units were established which involved the community in neighborhood watch, community patrol, and crime stoppers programs. Modern community-oriented policing entails a substantial change in police thinking. It requires that police strategies and tactics be adapted to fit the needs and requirements of the different communities the department serves. There may then be a diversification of the kinds of programs and services on the basis of the community's needs

and demands for police services. Police departments, therefore, must rethink their involvement with the community if they are to reach their objective of improved police-community relations.<sup>23</sup>

Today, most of community relations efforts have been the work of specialized community relations units created for this specific purpose. Despite the existence of the specialized units and their programs of activities, police observers still point out the significant gap which exists between the community relations philosophy and its incorporation into the day-to-day operational environment and character of the individual police officer.

Community relations is not a part-time task of the police department, or a mere postscript to its traditional work. It is an integral part of all police work. Improving community relations is a full time assignment of each man on the force. Healthy community relations can only be achieved by including an attitude--a tone--throughout the force that will help facilitate a creative rapport with the public.<sup>24</sup>

## II. B. A COMMUNITY PERCEPTION OF POLICE

In a community where hostility toward police exists, the creation of a community relations unit may imply that a police department cannot relate to a community through decent and fair responses to that communities problems as a whole and that it must create a gimmick to gloss over deficiencies. As a result of this implication, it should come as no surprise to a police department that the respective response of the community toward

the questions who, where, and when, in relation to police activities, are; (1) each individual police officer, (2) everywhere, and (3) all of the time.

Therefore, a credible, well functioning, police department community relations program should be directed toward assuring that patrol officers are capable of relating to individual members of the community and carry the responsibility of the community relations effort.<sup>25</sup>

The idea that each individual officer should be responsible for the police-community relations may meet with resistance, from those holding a "wait and see attitude," "there's no problem here," or "I'll accept my responsibility as soon as the public accepts theirs" attitude. These attitudes must be resolved if the police are to be sincere in their efforts to improve community relations. The responsibility of the individual officer calls for development of a proactive attitude that doesn't wait and see. It recognizes the problem and seeks refinement of its subtleties, and it accepts the responsibility of initiating action as a condition of the police profession.<sup>26</sup> Therefore, the responsibility for the success of a police department's interactions with the community falls to each individual officer.

Successful police administrators and rank-and-file officers are those who have learned, or are learning to understand change and are endeavoring to cope with it. The not-so-successful police personnel, be they administrators or rank-and-file members, have relinquished the initiative and merely react to change. If today's and tomorrow's police administrators and rank-and-file

officers are to function as successful agents of change--they must fully understand the critical changes occurring and their implications for police strategies; then they must act.<sup>27</sup>

However, during the previous decades of policing, the community has become separated from those persons who perform police functions. The police are expected, by society and by members of their own profession, to transcend the individuals they are sworn to protect and serve. Such a separation has often created an aura of mystique concerning the police profession from the community's viewpoint and a cautious attitude of police officers toward society. Police officers have traditionally been trained to be suspicious of all persons for practical purposes of self-preservation. Such a suspicious attitude, reinforced by the public attitude toward the police, can enhance the separation between the police and the community. Because police officers are continually occupied with anticipating potential violence, they develop perceptions of those who are potentially dangerous.<sup>28</sup> This separation of police and community may have been a result of technological innovations or the historically held social values and structures. Regardless of the reason, the fact remains that police are, at times, not only combatting the criminal element in a community but, in a sense, the community as well.<sup>29</sup>

Many Americans have begun to view the police as being solely responsible for controlling crime, a view that still exists in some manner

today. Public attitudes towards the police are sometimes embellished with fear and cynicism. America, and many other western societies, seems always to have feared a strong police force. Fear and distrust of government authority, as symbolized by the police, is reinforced by the American culture of individual freedom. Police authority is criticized by many and praised by few. When police officers risk their lives to stop a criminal act, there is seldom substantial public recognition. After all, the police were simply performing their duty. When police officers utilize their authority to regulate behavior, such as speeding, they are often condemned by the community. When police officers abuse their authority, they are chastised by the media and the community. Unfortunately, the community often remains uninformed concerning positive police activities, although the situation is improving through police community relations programs.<sup>30</sup>

Many citizens are suspicious of the police view of the community. Police officers are often inclined to view affluent members of society with less suspicion than those that are culturally dispossessed. Affluent members of society possess a greater portion of money, power, and political ties, and may be perceived as more law abiding. Because most police officers generally come from an average socio-economic background, they often tend to view those of affluence with more respect. Affluent sections of the community are not as prone to violent crimes as the culturally dispossessed areas. As a result, officers may be concerned with the prevention of crimes

such as burglary in affluent neighborhoods, and less concerned with rapes, or assaults. However, police officers on patrol in culturally dispossessed sections of the community may anticipate crimes of violence and may be much more wary of the people who live there.<sup>31</sup>

Forces which isolate police in our society exist not only within the realm of interaction. Many police officers come to feel that the only people with whom they can freely interact are other police officers, since they represent the only individuals who will not seek to compromise their integrity. In addition, police must cope with a stereotype which characterizes them as incompetent, brutal, and corrupt. No longer is the police officer considered a neighborhood fixture, part of the world in which an individual lives.<sup>32</sup> Gone are the days of the "neighborhood beat cop" who knew everyone and every business within the area. With larger cities, less money and personnel, and modern technology, police officers have become unnamed faces in blue who patrol in vehicles with little or no interaction with the public until some crime is committed, or a perceived violation of law occurs. A community's attitude toward the police is affected by the actions of individual officers on the street. No community relations, recruiting, or training program will be successful if police officers do not project a courteous and compassionate demeanor in their daily contacts with citizens.<sup>33</sup>

## III

## SELF ASSESSMENT

In the 1950's the emphasis and direction of law enforcement public relations was a topic which attracted some attention for major police administrators. William H. Parker, then Chief of the Los Angeles Police Department, talked of the gaps existing between theory and practice.

We find police departments which have accepted the necessity for good public relations, they have created public relations units, they talk it in staff conferences, and teach it in their training classes. And, having observed all the prescribed rituals, they find themselves and the citizenry encamped in familiar positions, lines drawn up for the old battle of criticism, resentment, and more criticism.

All too often, then, we hear the familiar cry 'public relations do not pay,' and the old whine that 'police work inevitably incurs resentment.' The police administrator, disappointed and disillusioned, rationalizes that police work is an underprivileged, persecuted, and particularly distinct class of endeavor to which the basic rules of organization, management and social psychology do not apply. In his disappointment, he becomes as Shakespeare put it, 'A wretched soul, bruised with adversity.' Public relations, the great panacea--the one-shot cure-all--has failed to produce results.<sup>34</sup>

A different sentiment was expressed in a training guide for peace officers issued by the California Attorney General's office. The guide gave the following answer to the rhetorical questions, "Why are community relations of interest to the Peace Officer?"

Respect for the peace officer, and the law he represents, by the people of his community, and particularly by the people of every ancestry, is probably the best insurance we have against the breakdown of law and order. This community respect is built up through physical contact and a good performance record. The key toward gaining community respect

is to treat all individuals the same--with fairness, impartiality, honesty, courtesy and firmness. Differential treatment leads to a defiance and misunderstanding on the part of those who are discriminated against. People who have been on the receiving end of discrimination cannot help becoming sensitive to indications of prejudice. Some will even read prejudice into perfectly innocent remarks or gestures. To obtain the cooperation and trust of such a person, it helps to know some of the more obvious mistakes to avoid. This should all be of interest to the peace officer because: (a) In law enforcement we do not always work with tangible products, but rather in the complex field of human behavior. (b) Tensions between community groups are a constant threat to community peace and order. (c) When these tensions develop to a point of actual riot, no one wins. No matter what happens then, too often the peace officer gets the blame.<sup>35</sup>

During the last decade, citizen complaints and criticism of police agencies have increased dramatically. The primary areas of dissatisfaction have been in minority discrimination, unnecessary physical and verbal abuse, and an authoritarian attitude toward citizens. The police administrator who has completed an overview analysis of his community, must now evaluate and identify the basic elements of the department to determine areas where reform may be necessary.<sup>36</sup> An administrator should not be torn between the idea that citizens must be "on our side" and the desire to preserve the complexity and secrecy within which police agencies have traditionally operated.<sup>37</sup> After making the commitment to interact more effectively with the community, a very successful technique for obtaining information vital to the development of a sound program is through citizen surveys. A citizen survey should provide administrators with data for analysis, thus enabling police administrators to develop a plan of action designed to bring the community and the police force together.(See Appendices for some



examples of citizen surveys)

### III. A. ROLE OF THE CHIEF

To enable police chiefs to begin building a positive community relations, they must take firm control of their departments with in-depth assessments of how their agencies are meeting the public's needs and of what changes are needed in a department's attitude and philosophy. A chief should begin this assessment before reaching the community or assuming the office. First steps may include a review of police-related and community concerns expressed in the media and outreach to identifiable power centers both in the community and in the department. The feedback from existing groups, both supportive and hostile, will give early indications of how the department's service is perceived, and these same groups can serve as sounding boards for future changes.

Once deficiencies have been recognized, they should not be kept secret. The head of the law enforcement agency must be on the "speaker circuit" discussing the department frankly and admitting the need for improvement. Clearly, the chief must demonstrate that the department is making changes and the benefits to be derived before the chief can expect any credibility before members of the community. Advertising the failings of the police agency as strongly as its accomplishments will display the chief's

commitment to positive reform.

Only the chief can successfully initiate and implement these reforms. Over the past years we have seen little progress in attempts to effect change within the police agencies through the medium of an external assault on those agencies. The end result of such endeavors has been the emergence of a "circle the wagons" mentality within police departments, an "us versus them" stance before the community. Many police officers today, young and old alike, feel that the attempt to interact with the community in established programs gives the impression that the department is "going soft" or weak in law and order. Because of this type of attitude, the department has been its own worst enemy in the public relations arena.

Certainly, a new police chief must expect that any strong departure from what was an accepted, established direction may alienate a portion of the police personnel. A less-than-effective police department can exist only because there are those within the organization who allow it to exist. Thus any chief must be prepared for a long period of education and discipline before the advantages of supporting strong community service and the disadvantages of resisting it can be demonstrated to subordinates.<sup>38</sup>

### III. B. CHANGE STRATEGIES

Once a chief recognizes the deficiencies of the police agency, evolutionary changes must be carefully planned in order to have a base within the department on which to build positive interaction that ultimately will lead the police to a recognition of their new role. The chief will have to place "carrot-and-stick" incentives along the way to secure employee compliance with any new direction. Community leaders, as well as authority figures within the department, who are willing to identify and accept change within the police department might be used to supply positive reinforcement for the reforms within the community.<sup>39</sup>

The chief may be accused of using a "two-by-four to the head" approach, but to get the attention of some people, less than subtle methods may indeed be necessary. This is an extremely hazardous, but nonetheless unavoidable, enterprise for a chief. The chief can possess the highest ideals and most carefully-articulated objectives, but unless a plan can secure the department's support it will fail. The majority of police officers want to be respected and liked and want to serve the public. A chief must demonstrate that this is the only acceptable attitude and that there will be rewards for manifesting it and punishment for defying it. If, as often happens, internal peer pressure is putting the police department on a collision course with the community, the chief must immediately take measures to channel the peer

pressure in a positive direction. It is not realistic to expect to change an individual officer's personality and prejudices acquired over a number of years. But a police administrator has a right to demand that traits inconsistent with departmental programs not be displayed in an individual's capacity as a police employee.<sup>40</sup>

The improvements a chief should seek will be suggested by cautious yet concerted efforts to interact with those forces that reflect the community's needs. There will be a testing time for new chiefs during which they can search deeply within their communities to learn their articulated and unarticulated needs and identify the groups that really serve to express standards and directions. A chief must approach involvement in community organizations as a chess game, and the players and stakes in that game will vary according to the particular locale. In cultivating public support, a chief should not abandon any element of the community, even one that is critical, but a chief must necessarily make the most of all resources to reach the largest, most positive segments of the community. At the same time, the chief should not write off an anti-police group too quickly. Many initially anti-police groups may moderate their hostility and even begin to offer grudging support for the police. The guiding principle in determining which groups to work with should be whether, regardless of their attitudes towards police, they are interested in the betterment of the community. Once a proper base is built in the police department, and the potentially

supportive community power structure is identified, then organizing the community can be relatively simple and increasingly satisfy both to the police and the citizenry as a whole.<sup>41</sup>

## IV

### ANTICIPATED SOLUTIONS

In most cases, an administrator will find that, when dealing with the current projected image of the department, an officer's approach to citizens can be dealt with in extensive training in courtesy and communication skills. Webster defines courtesy as "urbanity; complaisance; act of kindness or civility." In essence, courtesy consists not so much in what a person says as in how it is said. Officers who go about their work anxious to give their best to the department and to the public, and realizing that they are public servants, will most likely always be courteous. Officers who are only conscious of their own importance and authority will have difficulty in adopting a courteous manner.

#### IV. A. OFFICER COURTESY

Discourtesy by an officer can be caused by several factors. The most evident of these is a feeling of self importance and a desire to show off. When donning a uniform, many officers seem to be overcome by a feeling of superiority and a desire to show this inflated sense-of-self to the public. New personalities emerge that might not be evident when an officer is dressed in normal everyday wear. At times, discourtesy can be a result of

ignorance. Throughout an officer's training, courteous manners are seldom displayed. Courtesy is something which can only be acquired through constant practice, imitation, and thoughtfulness. A discourteous attitude by a citizen can often times lead to discourtesy by the officer. While it is certainly true that many offenders are immediately on the defensive when approached by an officer, for an officer to respond in like manner only aggravates any situation. Finally, fatigue can cause discourtesy. Duties and responsibilities can be, at times, physically and mentally debilitating. Fatigue tends to make most people irritable and easily upset. Fatigue is no excuse for "taking it out on the public."

As a learned and practiced response, courtesy can alleviate many problems between the community and the police. Several areas can be targeted when approaching an officer training program. The approach an officer uses is expressed by body language, facial expressions, and vocal tones. Officers should cultivate a genial and cordial approach to all citizens. Likewise, all citizens should be treated alike. While it is necessary to be courteous to the successful businessman, it is equally important to be courteous to the foreigner, the homeless person, and the less well-endowed. All are people, and, in some instances, the latter group is where complaints will originate when discourtesy is detected.

Communication skills is an additional learned response. As a public servant, highly visible in the community, one of the most frequent services

performed by officers is that of giving information. As a whole, the public believes that police personnel are "walking encyclopedias." Therefore, many questions are asked of a police officer which cannot possibly be answered. Cultivating a knowledgeable demeanor, admitting that the answer is not readily available, and referring the citizen to another source for answers is the best solution. Not knowing the answer to an inquiry is not an admission of infallibility or ignorance; it is merely that in some areas a better source of information can be consulted to meet the need of the citizen. Phrasing of answers is important. Gruff responses will only show discourtesy. Tone of voice, pleasant manners, and well chosen phrases will do much to create an impression of courtesy and a willingness to help.

Managers and administrators of police agencies want their officers to be known for courtesy and consideration toward the public as well as for efficiency and firmness in discharging their duties. Officers should be trained and reminded frequently that courtesy is an attitude. Feeling courteous will only enhance a courteous manner and like response in others. Controlling irritability, hostility, and temper must be ingrained into each officer. Understanding differing points of view will enhance an officer's ability to perform duties in the most courteous manner possible.<sup>42</sup>



#### IV. B. PROGRAMS

Other areas for improving police community relations might be programs that will allow citizen involvement in and education about the day-to-day operations of a police department. A ride-along program provides members of the public an opportunity to view first hand what police officers refer to as "being out on the streets." A school liaison program allows the police department to interact with students from kindergarten through high school. This interaction creates a greater sense of involvement with the youth of the community and provides opportunity for education and one-on-one discussions with police officials on a daily basis. Crime prevention programs create an atmosphere of cooperation between the police and public to unite in an educational process of teaching citizens how to take precautions in protecting themselves against crime. A citizen's police academy is a program designed to bring the citizens and the police together in a learning process intended to teach citizens a short course, generally 30 hours, in police operations. This program is taught by officers and includes on-site lectures, tours, and participating in designed exercises in order for the citizen to actually experience police work.

Shows, events, and activities sponsored by the police department, such as bicycle rodeos, teen dances, and sporting events, establish an environment of community involvement. Crime stoppers and neighborhood

watch programs allow individual officers to speak to citizens and encourage their involvement in these programs which leads to a sharing of knowledge both from the police side and from the community.

## CONCLUSION

Any new chief administrator coming into the innovative area of assuming responsibility of police services to a community should remain open-minded and not be confined by the "traditional" perception of police. Even though the law enforcement field is moving forward rapidly in technology and enforcement techniques, the community that an administrator will serve still expects the basic services provided by police. How a department delivers these services will be the most important aspect of police work that any department will perform. It is this basic approach to the deliver of service which has not changed since the intervention of the idea of community oriented policing. Community-oriented policing is not a new concept nor is it a solution to solving the problems that cause a separation of the community from the police. Community-oriented policing provides law enforcement with an opportunity to implement programs which will only tend to improve the relationship with the community. If the police are to establish a solid base within a community, it is essential that the base be formed on mutual understanding, cooperation, and trust. These three

things can only be accomplished if the members of a department possess the ability to be courteous and demonstrate compassionate behavior in their day-to-day contact with citizens.

Understanding the make up of the community can provide invaluable information to a chief administrator, providing sufficient data to plan and direct elements in the department toward a more effective relationship within sub-areas of the community. The involvement of a chief administrator with the members of the department is crucial, setting the standards and maintaining those standards is of extreme importance. A chief administrator should never forget that peace officers are all basically made up of the same characteristics. They act; they react. They love; they despise. They have feelings, and if they are respected, they will be appreciative and will try to do a good job and be fair. When officers are threatened or ridiculed, they are apt to become defensive. These are all universal human characteristics that both police officers and citizens of the community have. In order for the chief administrator to be successful, police personnel must become part of the community; if necessary, some must be taken by the hand and coached into realizing that they are members of the same community that they provide service to, whether they want to be or not. In striving for professional police officers, it is a must that they have specialized training, a good general educational background, an understanding of self, understanding of people, and an understanding of

their world. If the basic things, such as courtesy and effective communications are accomplished, the relationship between the police and the community will take shape and form a solid base for interaction.

## Appendix A

COMMUNITY EVALUATION FORM

We are interested in finding out who people would call when they are seeking help in different situations.

**Who would you call about?**

Eviction Notice	
Neighbors fighting (overheard or seen)	
Neighbor has a heart attack	
See shoplifting	
Fight in own family	
Cars illegally parked in street	
Hear gunfire	
See drug sale	
See drug use	
Property damage to your home	
If you were involved in an auto accident	
Street lights are out	
Abandoned car	
Fight in school	
Complaint against local store owner	
Complaint against a city agency	
Complaint about police harassment	
Your child not behaving in school	
Complaint against landlord	
Problem with your neighbor	
Rioting	

## Appendix B

COMMUNITY EVALUATION FORM

We are interested in evaluating peoples feelings and attitudes towards the police . I would like you to tell me, for each item, how you feel about the statement.

(1) Strongly agree (2) Agree (3) Undecided (4) Disagree (5) Strongly disagree

	Police are always around when you need them
	Policemen should be paid more money for the job they do
	Policemen enjoy pushing people around
	Policemen are very important in preventing crime in our community
	The police push people around more in this are of the community than any other.
	Policemen in this area of the community try real hard to be helpful
	In this area of the community, more than others, a policeman has to tough to do his job
	Most policemen are pretty nice guys
	Of all people in this city, the people in this area of the community get the worst deal from the police
	Policemen in this area of the community don't use force unless they have to
	Most people in this area of the community believe the police are pigs
	I hate to be seen talking to a policeman
	Policemen in this area of the community are willing to help with problems other than crimes
	Policemen are changing for the better
	Policemen need the support of people in this area of the community in order to do their job
	People in this area of the community respect the police
	I would help the police
	More innocent people are arrested in this are of the community than any other area in the City
	People in this area of the community trust the police

	There seems to be more of a real need for police in this area of the community than any other areas of the City
	People in this area of the community are afraid of the police
	Policemen are prejudiced
	People arrested by the police in this area of the community are usually guilty
	Most policemen do their job the best they can
	There is more crime in this area of the community than any other
	My own feelings about the police are very similar to the feelings of most people in this area of the community
	I am very satisfied with the police service in my area of the community

Please include the block, direction, and street name where you are currently living. This information is necessary so that statistics can be gathered throughout the City.

---

Block Number

Direction

Street Name

COMMUNITY EVALUATION FORM

Please answer the questions about your own contact with the police.

1. How often do you usually see policemen on your street? (circle one)
  - a. Less than once a week
  - b. Once or twice a week
  - c. Every other day
  - d. Once a day
  - e. Several times a day
  
2. About how many different policemen do you see in your area of the community in a weeks time?
  - a. None
  - b. 1 - 2
  - c. 2 - 3
  - d. 3 - 4
  
3. Do the policemen in your area of the community all wear the same color of shirt?
 

Yes \_\_\_\_\_ No \_\_\_\_\_

what color? 1. white 2. blue 3. gray 4. brown
  
4. Are most policemen in your area of the community:
 

	Yes	No	Don't Know
a. In all white cars	_____	_____	_____
b. In unmarked cars	_____	_____	_____
c. On foot	_____	_____	_____
d. In brown cars	_____	_____	_____
  
5. How often do the police in your area of the community speak to you?
 

a. never   b. seldom   c. sometimes   d. often   e. very often
  
6. How often do you speak to a policeman in your area of the community?
 

a. never   b. seldom   c. sometimes   d. often   e. very often
  
7. Do you personally know any policemen?
 

Yes \_\_\_\_\_ No \_\_\_\_\_



8. Have you ever called the police?

Yes \_\_\_\_\_ No \_\_\_\_\_

9. When was the last time you called the police?

- a. Within last 2 weeks
- b. Within last month
- c. Within last 3 months
- d. Within last 6 months
- e. Within last year
- f. Have not called at all

10. If yes to any of the above:

a. How soon did they come the last time you called them?

- 1. Never arrived
- 2. 10 minutes or less
- 3. More than 10 minutes

b. How helpful were they?

- 1. Not helpful
- 2. Somewhat helpful
- 3. Helpful
- 4. Very helpful

Please include the block, direction, and street name where you are currently living.  
This information is necessary so that statistics can be gathered throughout the City.

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Block Number	Direction	Street Name
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## Appendix D

COMMUNITY EVALUATION FORM

The following suggestions are being made for your review and comment. In the blank space for each suggestion place the appropriate letter indicating how you feel about the suggestion.

**A. Strongly agree B. Agree C. Undecided D. Disagree E. Strongly disagree**

	More policemen in our area of the community
	More citizens control of police
	More police involvement in community activities
	More informal contact with police
	Fewer policemen in our area of the community
	We need foot patrol in our area of the community
	Policemen as coaches for sports activities with our youth
	Policemen meet informally with people in our area of the community -- break times, lunch, etc.
	Policemen attend meetings of neighborhood groups, PTA, churches, etc.
	Police men attend area social events
	More policemen live in our area of the community
	Policemen spend more time with problems other than crime -- family, school, etc.
	Policemen sponsor social events
	Crack down on drug sales
	Crack down on drug users
	More policemen in and around schools
	Crack down on vagrancy and loitering
	Policemen need to work on their appearance -- sloppy or too fat
	Policemen communicate well but need training in how to deal with people
	Policemen have an attitude problem and need training to correct it.

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