RECOMMENDATION: MPD should track and evaluate the substantive work of its Community Policing Teams to ensure consistent application of community policing principles based upon best practices of community policing apart from traditional law enforcement methods. [OIR 46]

<u>Discussion</u>: Community policing is an approach to policing that seeks to be proactive in identifying issues that matter to the community and in finding ways to address them systemically, comprehensively, and with a focus on prevention rather than on a reactive, case-by-case basis. It goes beyond simply maintaining order to an effort to use resources productively and thoughtfully, working in partnership with the community and service providers to develop a multi-faceted approach to enhance public safety. A key aspect is having the same officer patrol the same neighborhood on a permanent basis, seeking to talk to and build relationships with all members of the community. MPD prides itself on its commitment to community policing, and in various ways, it operates according to those principles. However, as OIR notes, "MPD's pride in its longstanding commitment to community policing exists alongside recent signs of drift from those principles and their benefits."

One area where MPD might not consistently be applying community policing principles is in the work of MPD's Community Policing Teams (CPTs). CPTs are being used, to a large extent, for targeted enforcement activities, such as warrant service, traffic abatement, drug enforcement, and prostitution enforcement, "none of which could be construed as community policing in even the broadest sense," in the view of OIR. At least some veteran MPD officers agree with this critique, and view CPTs as having largely drifted from a community policing mission, to instead functioning predominantly as directed enforcement/drug interdiction teams. As Mike Gennaco of OIR explains: "The Community Policing Team was a group in search of a name.... It's a cadre of officers that are not responding to calls for service, but the philosophy that MPD devised ... was to give discretion to the Captains of each of the districts on how to use them. So in the South [District] they have been used primarily for community policing, nontraditional activities, and are very engaged in that. In other districts not so much. So the Captain may decide we're getting a lot of issues with regard to traffic abatement, so I'm going to use my CPT team to do that. Or we have a number of warrants that need to be served.... [W]e'll have our officers spend a couple days doing that. That's not what [UW Emeritus] Professor Goldstein [an internationally renowned scholar on community- and problem-oriented policing] would consider community policing." Professor Goldstein made a related point when he presented to the Committee. After describing some very effective/creative problem-oriented policing efforts, he noted: "The downside is we do these things and then the pressures build up and they say we want more people on traffic control, we want more people serving warrants, we want more people doing some of the traditional things that are not very productive, and that draws away from these efforts."

MPD disagrees with OIR's contention that such activities do not constitute community policing, stating, "Most of the work performed by the CPTs is in direct response to community complaints/concerns." OIR states in reply, "MPD asserts in its response that drug and traffic enforcement constitutes community policing. They do not. MPD's belief that they do suggests a fundamental misconception of community policing philosophy…. The Department's Community Policing teams should be dedicated to 'community policing' in the classic sense, or their names should be changed to reflect the work they are assigned to do." That the enforcement is in response to resident complaints is not a sufficient criterion to define an activity as community policing.

Moreover, trust-building is a key component of community policing, while extensive traditional enforcement activities against lower-level offenses can erode trust in the police and contribute to fear and resistance by more marginalized sectors of the community. As sociologist Alex Vitale noted, "In his book 'Citizens, Cops and Power: Recognizing the Limits of Community,' Steve Herbert shows that those who actively participate in community affairs do not usually represent the full diversity of views and experiences in urban neighborhoods, especially those that are racially divided. Community meetings tend to be dominated by longtime residents, homeowners, business owners and landlords. The views of renters, youths, homeless people, immigrants and the most socially

marginalized are rarely heard. As a result, the problems identified … tend to focus on quality of life concerns, involving low-level disorderly behavior, rather than serious crime. This emphasis on minor offenses can easily facilitate an increase in the destructive broken-windows-style policing that has led to the criminalization of millions of mostly black and brown people." In general, more privileged members of the community may be more likely to contact police with enforcement concerns. But even if some members of a community want MPD to focus predominantly on enforcement activities at the relative expense of addressing broader, more systemic issues, MPD needs to ensure that it considers the interests and views of all community members.

In its deliberations on this recommendation, the Ad Hoc Committee integrated all these considerations. The Committee believes that community- and problem-oriented policing practices have great value and should be implemented by CPTs in full. The Committee thus modified the original OIR recommendation (which stated "MPD should evaluate the substantive work of its individual Community Policing Teams, and consider changing the name of the team(s) as needed to better reflect their work") to instead recommend that MPD track and evaluate the work of the CPTs "to ensure consistent application of community policing principles based upon best practices of community policing apart from traditional law enforcement methods."