

## **Community Policing Annotated Bibliography and Selected Interviews**

This document contains the rapid research results of the Community Policing Community Research Team.

On the recommendation of Vermont Partnership for Fairness & Diversity, the Bennington Select Board approved the formation of two Community Research Teams to conduct rapid research on the twin topics of Community Policing and Civilian Oversight of Law Enforcement. The product of these Community Research Teams provides Bennington residents valuable information to engage town government as it implements the recommendations from the International Association of Chiefs of Police report.

Residents interested in participating on the teams submitted letters of interest to the Bennington Human Resources Department. Curtiss Reed, Jr. of Vermont Partnership for Fairness & Diversity and Jeanne Connor, Select Board member, interviewed twelve candidates and ultimately chose six to serve, three for each team.

The community policing team conducted its research over a three week period beginning on July 20, 2020. Team members culled through hundreds of online websites and determined which ones they felt most relevant to Bennington. Neither the Bennington Select Board nor the Bennington Police Department played any role in what team members researched or selected to include in the bibliography; nor did they play any role in the interviews conducted by team members. All material presented has been vetted through the lens of community members

Bennington residents Robert Ebert, Jeson (Enzo) Li, and Leonetti Lusa comprised the Community Policing Community Research Team.

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## **Community Policing Annotated Bibliography**

[Community Oriented Policing: Background and Issues](#), Burke, Jake V., Nova Science Publishers, Incorporated, 2010 *This study is not accessible without university library access or a ProQuest account*

In Burke's book, he focused on three points related to community policing. The first point is "partnerships and collaborations" (44). Burke believed that community policing cannot be done by only one player, and he identified several connections that the law enforcement agencies would have when implementing community policing. For example, some partnerships that the law enforcement agency would have include "other government agencies, community members/groups, nonprofits/service providers, private businesses, and media" (Burke 44). The second point that Burke focused on was "organizational transformation" (45). Burke included several steps for organizational transformation, which include "agency management, organizational structure, personnel, and information systems" (44-45). Finally, the final point that Burke discussed was "problem solving," which includes "scanning, analyzing, response, assessment, and using the crime triangle to focus on immediate conditions" (45).

[Community-oriented policing to reduce crime, disorder, and fear and increase satisfaction and legitimacy among citizens: a systematic review](#), Charlotte, Gill M., et al., Journal of Experimental Criminology, 2014.

This report searches a broad range of databases, websites, and journals to identify eligible studies that measured pre-post changes in outcomes in treatment and comparison areas following the implementation of policing strategies that involved community collaboration or consultation. It identified 25 reports containing 65 independent tests of community-oriented policing, most of which were conducted in neighborhoods in the United States.

[Community Policing](#), National Police Foundation, Summer 2020

This report discusses the role of the National Police Foundation, as a member of the national Community Policing Consortium (comprising the International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriffs' Association, the Police Foundation, and the Police Executive Research Forum) in the development of community policing research, training, and technical assistance. The report discusses four shared beliefs of community policing: it is the job of the police to cope with problems, not just respond to incidents; among the problems with which the police should be concerned are those involving disorder and incivility as well as those involving serious crime; reducing crime and disorder requires that the police work cooperatively with people in neighborhoods to (1) identify their concerns, (2) solicit their help, and (3) solve their problems and as the most visible local agency of government on duty 24-hours a day, the police must be willing to serve as catalysts to mobilize other city agencies and services. The report also lists several community policing research projects conducted by the Police Foundation, some of which are simply short summaries whereas others have links to the reports.

[Community Policing Defined](#), Community Oriented Policing Service • United States Department of Justice, 2014

This COPS report recognizes that agencies in smaller, rural communities must do more with less which greatly affects technology, training, safety, and limits the hiring pool. These challenges are inherent opportunities not to be missed to strengthen the organization internally. This report also describes a framework which includes six pillars essential for establishing community-based relations: "(1) building trust and legitimacy, (2) policy and oversight, (3) technology and social media, (4) community policing and crime reduction, (5) training and education, and (6) officer safety and wellness."

[People with Mental Illness](#), Cordner, Gary, Center for Problem-Oriented Policing, 2006

This guide discusses applying Problem-Oriented Policing concepts to dealing with people with mental illness and provides a roadmap for working with individuals with mental health problems and with community partners who treat them.

[Community Policing](#), Cossyleon, Jennifer, The Wiley Blackwell Encyclopedia of Urban and Regional Studies, 2019

This article discusses the history of community policing; components of community policing; evaluating community policing and community policing and excessive use of force.

Dai, Mengyan, et al. "Procedural justice during police-citizen encounters: The effects of process-based policing on citizen compliance and demeanor." *Journal of Criminal Justice*, vol. 39, no. 2, Spring 2011, pp. 159-168. *This study is not accessible without university library access or a ProQuest account*

This study uses data from systematic social observations of police-citizen encounters to examine procedural justice factors on citizen behavior. Because of the reciprocal nature of police-citizen interactions, an instrumental variable is used in the statistical analysis to help address the causal relationship between the police force and citizen disrespect.

[Hate Crimes](#), Freilich, Joshua D., and Steven M. Chermak, Center for Problem-Oriented Policing, Summer 2020.

This guide discusses applying Problem-Oriented Policing concepts to dealing with hate crimes.

[Broken Windows' Theory Was Right ... About the Windows](#), Fox, Justin, Bloomberg Opinion, 2019.

This article discusses the origins of the Broken Windows Theory, its application, and its effectiveness.

[Intelligence-Led Community Policing, Community Prosecution, and Community Partnerships](#), Community Oriented Policing Service-U.S. Department of Justice, 2016

In September 2010, the U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office) awarded funding to the International Association of Chiefs of Police (IACP) to assess an innovative approach to public safety developed by the Rockland County, New York, District Attorney's Office (RCDAO) and explore its implementation in other jurisdictions in partnership with local criminal justice agencies and the community. Rockland County's innovative approach, known as Intelligence-Led Community Policing, Community Prosecution, and Community Partnerships (IL3CP), synthesizes the philosophies of community policing, intelligence-led policing, and community prosecution into a single model that connects the criminal justice system and the community through seamless communication and partnerships. The IACP worked with police departments and prosecutors' offices in Mesa, Arizona; Newport News, Virginia; and Saint Paul, Minnesota over a 12-month period to implement and assess the IL3CP model in each city. Based on the results of this project, the IACP believes the IL3CP model can be described as a promising model of policing that has the potential to benefit both law enforcement and prosecutorial agencies.

[Community Policing, Rightly Understood](#), Kelling, George L. City Journal, Winter 2019

This article discusses the history of community policing including common misconceptions about the term. It goes on to discuss seven essential elements of community policing: the function of police in society; how police departments are organized; how police manage demand for their services; how police interact with the external environment; how police measure success; the sources from which police obtain their legitimacy and authority; and the tactics that police adopt to perform their function. There is then a discussion and analysis of community policing efforts in New York City beginning in the 1990s.

[What Is the Broken Windows Theory?](#), Longley, Robert, Thought Company., 3 July 2019

This report defines the Broken Windows Theory, discusses its relation to community policing, and discusses criticisms of this approach.

Mazerolle, Lorraine, et al. "Procedural justice and police legitimacy: a systematic review of the research evidence." *Journal of Experimental Criminology*, vol. 9, 2013, pp. 245-274. *This study is not accessible without university library access or a ProQuest account*

A systematic review and meta-analysis to synthesize the published and unpublished empirical evidence on the impact of police-led interventions that use procedurally just dialogue focused on improving citizen perceptions of police legitimacy. The systematic search included any public police intervention where there was a statement that the intervention involved police dialogue with citizens that either was aimed explicitly at improving police legitimacy, or used at least one core ingredient of procedural justice dialogue: police encouraging citizen participation, remaining neutral in their decision making, conveying trustworthy motives, or demonstrating dignity and respect throughout interactions.

[10 Essential Attributes of Effective Leaders](#), McLean, Kirk, International Association of Chiefs of Police, Summer 2020.

This article from ICAP identifies ten characteristics that make an effective leader: (1) listening, (2) education, (3) attention to detail, (4) direction, (5) evolution, (6) resourcefulness, (7) service, (8) humor, (9) integrity, and (10) people. Police while in the community, are leaders despite the strict chain of command model within the police organization. Ensuring police have the same qualities as the leadership team may ensure that the formal leadership team is well represented and could change the approach officers take during stressful situations.

[Community Policing as Public Policy: Challenges and Recommendations](#), Mohanty, Satyajit, and Rabindra K. Mohanty, Cambridge Scholars Publishing, 2014.

In Mohanty and Mohanty's book, they discussed community policing from an international perspective. As they described, countries such as "Australia, Belgium, China, Russia, India, Ukraine, and Zimbabwe all indicated that community policing" is central to their operating philosophy (65). The authors also pointed out that community policing is being implemented in various ways and forms to help develop bondings and connections. Although there may be multiple forms of community policing, the central theme is the same which is to improve the overall living quality in a neighborhood or a community (Mohanty and Mohanty 1). Then, the authors did a detailed comparison and contrast of how different nation-states are implementing community policing.

[Rethinking Community Policing](#), Ray, John M., LFB Scholarly Publishing LLC, 2014.

In Ray's book, he discussed the origin of community policing and the conflicts regarding community policing. Ray pointed out that one of the problems for community policing is that there is a lack of "theoretical underpinning" (12). In other words, without enough theoretical evidence to support, community policing faced many challenges when it was used in practice. Then, Ray stated that improving community policing is not a simple job since the organization, staffing, education, training, and equipping of the police" have to be improved first (14). In the end, Ray talked about how the "community-police relationship" is an essential part of community policing. Therefore, he discussed several themes regarding "community-police relationship" (15).

[Starting With What Works](#), International Association of Chief of Police, 1 Feb. 2017

This brochure condenses the IACP report, *An Evidence-Assessment of the Recommendations of the President's Task Force on 21st Century Policing*, which highlights those recommendations found in the *President's Task Force on 21st Century Policing* for which evidence exists as to the effectiveness of the recommendations including building trust and legitimacy, policy and oversight, technology and social media, community policing and crime reduction, training and education, and officer wellness and safety.

[New Perspectives in Policing](#), Stone, Christopher, and Jeremy Travis, National Institute of Justice/Harvard Kennedy School, Mar. 2011

This article discusses the four principles of new professionalism in law enforcement: Accountability; Legitimacy; Innovation and Coherence. It includes a section titled Community Policing and the New Professionalism.

[Community Policing in a Rural Setting](#), Thurman, Quint, and Edmund F. McGarrell, Taylor & Francis Group, 2005

In Thurman and McGarrell's book, they identified the challenges to administer community policing, and they also explored how small towns are adding more issues to community policing. As they pointed out, "there is a lot of variety to rural America," and it is essential to pay attention to how different law enforcement agencies are interacting with the communities (12). They explained that, unlike metropolitan centers, small-towns are likely to interact with multiple law enforcement agencies, including but not limited to the local police department, county sheriff, and state police/trooper (13). Therefore, community policing is harder to administer when there are multiple players involved. In their book, Thurman and McGarrell also explore the current state of community policing in rural, and they also offered insights into the future.

[Understanding Community Policing](#), Bureau of Justice Assistance-U.S. Department of Justice, 1994

This monograph is a product of the Community Policing Consortium, which is made up of the International Association of Chiefs of Police, the National Sheriffs' Association, the Police Executive Research Forum, and the Police Foundation. Reflecting the Consortium's perspective, the document describes the historical evolution of community policing and its potential for the future, and it will provide the basis for the Consortium's work with demonstration sites and law enforcement organizations as they implement community policing. The topics covered include: Tracing the Roots of Community Policing; Defining the Core Components of Community Policing; Implementing a Community Policing Strategy and Assessing the Progress of Community Policing.

[Lessons to Advance Community Policing: Final Report for 2014 Microgrant Sites](#), Vivian, Elliot Y., and Tammy Felix, Community Oriented Policing Service-U.S. Department of Justice, 2018

In 2013, the COPS Office launched the Microgrant Initiative for Law Enforcement under the Community Policing Development program to facilitate the implementation or advancement of nationwide community policing efforts and address existing gaps in community policing knowledge and tools. This report describes the lessons learned and promising practices that resulted from these microgrant projects.

[Strategies-for-Community-Policing](#)<http://www.ojp.gov/pdffiles1/nij/PGM219971.html?tab=features>, Watson, Elizabeth M., et al., Pearson, 1998

This document reviews the evolution of American law enforcement, culminating in the development of community policing; provides a detailed exploration of the steps required to transform a conventional, traditional police agency into a community policing organization; describes all aspects of implementing community policing, including organizational structure, human resource issues, and technological issues and discusses the general, conceptual and specific implications of community policing for all areas of law enforcement: personnel

recruitment and training, supervision, deployment, and high-level management.

[Center for Problem-Oriented Policing](#) Arizona State University

The mission of the Center for Problem-Oriented Policing is to advance the concept and practice of problem-oriented policing in open and democratic societies. It does so by making readily accessible information about ways in which police can more effectively address specific crime and disorder problems. This web page offers many best-practice tools and guides for addressing common crime and disorder problems including Alcohol and Drug Problems; Disorder and Nuisance Problems; Gang Problems; Traffic Problems and Violence Problems.

'[Bridging the Trust Gap Between Law Enforcement and Communities of Color](#)', IACP in partnership with the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS).

The IACP convened three focus groups of community stakeholders, frontline officers, and law enforcement executives to discuss building community trust. They discussed strategies that have been used successfully to develop communities of trust and identified challenges facing law enforcement and the community. This toolkit collects some of the most successful strategies, and tools for engaging communities of color, here defined as people of African, Latino or Hispanic, Native American, Asian, or Pacific Island descent. This toolkit is organized into four sections: Policing for Progress; Steps to Building Trust; Sample Community Surveys; and IACP and COPS Office Resources: Guides, reports, and other tools.

[Community Oriented Policing Services \(COPS\) Office](#), U.S. Department of Justice.

The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources. Through its Training Portal, the COPS Office offers training opportunities, including e-training; in-person training, and printed materials covering a wide range of topics including many dealing with Community Policing, including Building Trust; Community Partnerships; Officer Safety and Wellness; Procedural Justice and Supporting Safe Schools.

[Community Police Engagement Directory](#), IACP

This searchable on-line directory provides summary and contact information pertaining to community policing programs currently in place in law enforcement agencies. The directory allows the user to select from the following community policing topics: Community-Police Engagement; Crime and Violence Reduction; Criminal Justice Reform; Drugs and Alcohol; Mental Health; Officer Safety and Wellness; Recruitment; Research and Evidence-Based Policing; Traffic Safety; Victim Services and Youth Engagement. It also allows the user to search by country and state as well as the following agency types: Local Police; Sheriff; State Agency; College/University and Tribal.

[Reality-Based Leadership](#), Wakeman, Cy Jossey-Bass, 2010.

In her book, Cy Wakeman discusses how to not let our egos get in the way of us seeing reality and teaches us that the stories we tell ourselves lead to feelings, actions, and outcomes. The concept is that everyone, regardless of position or title in our places of employment, is a leader and must be accountable for our actions.

## Interview Notes

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## Community Policing Interview

Rutland City Police Department  
Chief Brian Kilcullen  
Interview with: Commander Matthew Prouty  
Interviewer: Robert Ebert  
Interview date: July 22, 2020

**Mission Statement:** Dedicated to protecting and serving our citizens through professionalism, courtesy, compassion and community partnerships.

**1. When did you last review/revise your mission statement?**

2012

**2. What prompted this review/ revision?**

The previous mission statement was outdated and too long.

**3. Was the mission statement changed significantly?**

Yes. The new mission statement was developed during a leadership summit comprising stakeholders from throughout the community.

**4. What does your department do to satisfy your mission statement?**

Providing the structure to build partnerships and community coalitions. A new focus on the positive things in the community.

**5. Has your department instituted any policies, procedures and/or programs in keeping with generally recognized aspects of community policing? If so:**

Yes. RCPD was one of the first 50 departments in the country to implement an open data initiative. The creation to a Community Outreach Division. "Launch Pad": a collaboration with nontraditional partners (e.g. mental health crisis clinician, social workers, youth engagement workers, faith-based drug and homeless advocates). This partnership includes providing office space a police headquarters for representatives of these organizations.

**6. What prompted the adoption of a community policing model in your department?**

The need to lessen the burden on the police department by brining in the people and agencies who are properly equipped to deal with social issues.

**7. When was a community policing model adopted by your department?**

2012

**8. Was the implementation of community policing done all at once or in phases?**

It has to be built over time.

**9. Did you research how community policing was being accomplished in other departments?**

Not significantly.

**10. Do you foresee making changes to your community policing policies in the future?**

It is constantly evolving. You never want to become too comfortable. A Community Police Subcommittee was established to bring in public input.

**11. By what means do you evaluate the effectiveness of community policing?**

Worked with John Jay College to develop analysis metrics. Castleton University conducted a survey in targeted neighborhoods with a follow-up survey a year later. Analysis of crime statistics.

**12. What have been the results of community policing for your department and your community?**

Significant increase in percentage of surveyed people who feel safer in their neighborhoods. Increased ability to work through tragic events (e.g. shootings) with community members.

**13. What costs have been associated with community policing?**

Major costs are associated with providing offices space for community partners. Otherwise, community policing needs have been met through reappropriation of funds and reassignment of personnel.

**14. All organizations resist change; it is natural. Did you experience any resistance within your department which you did not anticipate or which took you by surprise?**

Most resistance was early on and centered more on change itself than the specific changes.

**15. What pitfalls/ lessons learned have you experienced in implementing community policing in your department?**

These changes cannot be forced (on the department or the community). The need to identify a 'local hero' for each community initiative. The time may not be right for a specific initiative. People should not feel over 'tasked' with their participation.

**16. Has your department adopted a Fair and Impartial Policing Policy? If so:**

Yes

**17. What prompted you to do so?**

Mandated by the state legislature.

**18. What results have you experienced regarding your F.I.P.P.?**

None. RCPD was already ahead of the curve when F.I.P.P. was mandated.

## Community Policing Interview

Burlington Police Department  
Chief Jennifer Morrison  
Interview with Acting Chief Jon Murad  
Interviewer: Robert Ebert  
Interview date: August 6, 2020

**Mission Statement:** We are committed to policing with the citizens of Burlington to achieve a safe, healthy and self-reliant community.

**Vision:**

INTEGRITY - We adhere to the highest ethical standards, assuring the community that their public trust is well founded.

SERVICE - We provide the highest level of service and protection to all people in a competent, courteous manner, tempered with compassion and understanding.

RESPECT - We treat all persons with dignity and respect by promoting equality and fairness both inside and outside the Department.

CREATIVITY - We engage in problem-solving as our primary strategy, involving the community in identification of the problems, the best solutions and their implementation.

**1. When did you last review/revise your mission statement?**

The mission statement has not been reviewed for a very long time, however an assessment of the department, called Vision 2020, was conducted, beginning in 2019.

**2. What prompted this review/ revision?**

It should be reviewed every now and then and review should involve the community.

**3. Was the mission statement changed significantly?**

It would change significantly is the recommendations from Vision 2020 were implemented.

**4. What does your department do to satisfy your mission statement?**

Adopted a community policing model. Work closely with the community.

**5. Has your department instituted any policies, procedures and/or programs in keeping with generally recognized aspects of community policing? If so:**

Several programs, assigned positions and partnerships including a domestic violence prevention officer, and a community affairs officer, . BPD also prioritizes foot patrols and, when staffing permits, deploys an additional swing shift to support more foot patrols. BPD also has four non-sworn positions occupied by non-sworn social workers: an opioid policy manager; a community liaison; a domestic violence coordinator; and, through the Burlington Community Justice Center, a victim's advocate.

**6. What prompted the adoption of a community policing model in your department?**

Burlington is a progressive city.

**7. When was a community policing model adopted by your department?**

Late 1980's and early 1990's.

**8. Was the implementation of community policing done all at once or in phases?**

In phases. It is iterative.

**9. Did you research how community policing was being accomplished in other departments?**

N/A

**10. Do you foresee making changes to your community policing policies in the future?**

Yes.

**11. By what means do you evaluate the effectiveness of community policing?**

Because there are no metrics to truly evaluate the effectiveness of community policing, police have to use community outreach and liaise with community members and cultural brokers as a proxy.

**12. What have been the results of community policing for your department and your community?**

There has been a decrease in arrests and traffic stops. Conditions in areas targeted for foot patrols have improved.

**13. What costs have been associated with community policing?**

Community policing is resource intensive. Because the core role of a police department is mobile 911 response, positions created to support community policing are specialized positions that have outsized results. During times of austerity or diminished staffing, however, they may be among the first positions cut.

**14. All organizations resist change; it is natural. Did you experience any resistance within your department which you did not anticipate or which took you by surprise?**

Community policing in BPD has been around for a very long time.

**15. What pitfalls/ lessons learned have you experienced in implementing community policing in your department?**

The community must be involved.

**16. Has your department adopted a Fair and Impartial Policing Policy? If so:**

Yes

**17. What prompted you to do so?**

BPD's Fair and Impartial Policing Policy (F.I.P.P.) predates the state mandate, but a more recent revision was unilaterally adopted by the Burlington City Council after a campaign by the Vermont Civil Liberties Union and an advocacy group called Migrant Justice.

**18. What results have you experienced regarding your F.I.P.P.?**

The new revision changed the language in the FIPP directive in unnecessary ways and proposed solutions to problems that Burlington does not have. In essence, it is a directive designed to make the BPD promise not to do things it has never done. In the process, however, it removed reference to 8 U.S.C. § 1373 and 8 U.S.C. § 1644 ("the Savings Clause"), and therefore potentially risks putting the BPD out of compliance with federal law.

## Community Policing Interview

Brattleboro Police Department  
Chief Michael Fitzgerald  
Interviewer: Robert Ebert  
Interview date: August 4, 2020

**Mission Statement:** The Brattleboro Police Department is committed to providing a safe, peaceful, and prosperous environment for our community by policing in a manner worthy of respect. While serving the community, we recognize the differences in the conduct of people who need our help, those who make poor decisions, and those who choose to victimize others.

**1. When did you last review/revise your mission statement?**

In 2016 the statement was completely rewritten.  
It was reviewed in 2018 with no changes.

**2. What prompted this review/ revision?**

In 2014 the current chief was installed. A complete reassessment of the department was performed including the mission statement.

**3. Was the mission statement changed significantly?**

Yes, it was completely rewritten to reflect the department's relationship to the community.

**4. What does your department do to satisfy your mission statement?**

Policies were rewritten and new ones adopted to reflect the mission statement.  
Officers are evaluated monthly with emphasis of what each officer did during the previous month to promote the mission statement.  
Weekly command staff meetings. An affirmative focus on consistency in insuring adherence to the mission statement.

**5. Has your department instituted any policies, procedures and/or programs in keeping with generally recognized aspects of community policing? If so:**

Yes. New and updated policies to reflect the mission statement. Numerous outreach programs including 'Bigs in Blue', Project CARE (Community Approach to Recovery and Engagement), Distribution of narcotic "Harm Reduction Bags", Bias Training, improved relationships with local care facilities, downtown foot patrols, officers are encouraged to get out of their vehicles in housing areas and interact with members of the community.

**6. What prompted the adoption of a community policing model in your department?**

Desire to find a new way of doing business to increase the level of trust in the community and to find ways to become a part of the community.

**7. When was a community policing model adopted by your department?**

2016

**8. Was the implementation of community policing done all at once or in phases?**

In phases.

**9. Did you research how community policing was being accomplished in other departments?**

Yes. Research on Best Practices. Called other departments. Used the six pillars described in the 21<sup>st</sup> Century Policing Model.

**10. Do you foresee making changes to your community policing policies in the future?**

Yes. It is constantly evolving. People (e.g. officers, community leaders) change. National incidents can affect local policing.

**11. By what means do you evaluate the effectiveness of community policing?**

Weekly Command Staff meetings. Monthly officer evaluations. Follow-up with citizens involved in randomly chosen incidents.

**12. What have been the results of community policing for your department and your community?**

Greater trust between the community and the department. Open and willingness to collaborate on issues has increased.

**13. What costs have been associated with community policing?**

Much can be accomplished by changing priorities. 12 hours of administrative time for the chief dispatcher to review calls and conduct evaluations. Use of grant money to increase amount of time spent in downtown foot patrols as well as support community events for local organizations, including Women's Freedom Center, Turning Point, Groundworks and basketball games with police officers and students and faculty from the high school.

**14. All organizations resist change; it is natural. Did you experience any resistance within your department which you did not anticipate or which took you by surprise?**

Some officers quit and some had to be terminated. The town has been sued.

**15. What pitfalls/ lessons learned have you experienced in implementing community policing in your department?**

Consistency is essential. Hiring practices favor candidates who can meet the cultural requirements of the department.

**16. Has your department adopted a Fair and Impartial Policing Policy? If so:**

Yes.

**17. What prompted you to do so?**

It was the right thing to do and it was mandated by the legislature.

**18. What results have you experienced regarding your F.I.P.P.?**

The department was already striving to create and maintain a bias-free culture. Language in Vermont's F.I.P.P. concerning law enforcement's relationship to I.C.E. and Border Patrol made the department ineligible for federal grants until the issue was resolved.

## Community Policing Interview

Department Name: Hartford Police Depart  
Chief's Name: Philip Kasten  
Interviewer: Jeson Li  
Date: August 7<sup>th</sup>, 2020.

**Mission Statement:** Through the consistent application of Trust, Fairness, and a Commitment to the pillars of procedural justice, members of the Hartford Police Department will realize our vision, promoting pride, service, and public safety.

**Trust**-Members embrace their responsibility for fulfilling the commitment to safeguarding constitutional freedoms, and the quality of life. The Department will sustain public trust by holding members accountable to the highest standards of honesty, ethics, and professionalism.  
**Fairness**-Members will treat everyone in an impartial, dignified, and respectful manner without regard to human traits, characteristics, or status.  
**Commitment**-Members are committed to partnerships with our community, professional and government associates that empower those engaged in resolving the problems that create crime and fear, foster collaboration toward positive resolutions and, advance our quality of life.

### **Vision for the Police Department:**

The Hartford Police Department is a public safety leader, empowering the community through partnerships that establish civility, promote stewardship and secure the public peace.

We are responsive to calls from the community, providing voice and a professional response in their time of need. We are committed to excellence in delivering comprehensive police services focused on preventing and reducing crime, fear, and the causes of both. We are proactive, partnering with the criminal justice system in applying innovative practices that reduce victimization, holding offenders accountable in a environment that reduces recidivism and promotes their successful return to the community.

We employ and develop knowledgeable employees that are reflective of our diverse, inclusive community. The application and management of our resources, including the establishment of a friendly, service focused environment that promotes the professional development of all staff is a shared priority. Together, with our community and professional partners, we improve the quality of life and promote the best environment to live, learn, work, and visit.

### **Question 1: When did you last review/revise your mission statement?**

Implemented in February 2020

### **Question 2: What prompted this review/ revision?**

Chief Kasten took over the police chief position five years ago (March 2015). Since then, Chief Kasten has been updating the police department and moving away from the traditional police forms into a community-oriented law enforcement agency. During these five years, under the leadership of Chief Kasten, the Hartford police department also covered two signature contract statement with the union and revised or implemented sixty-three new policies and procedures.

### **Question 3: Was the mission statement changed significantly?**

Yes, the mission statement was changed. The new mission statement is more beneficial to the police officers and the community. The new mission statement is also more community oriented.

**Question 4: What does your department do to satisfy your mission statement?**

According to Chief Kasten, his department is committed to the pillar of justice. For him personally, he pledged to treat his employees the way of how the public want to be treated. He also set up an atmosphere where all employees feel obligated to help the community. Additionally, Chief Kasten promise to listen to his employees and make sure they have a well-developed process internally.

**Question 5: Has your department instituted any policies, procedure and/or programs in keeping with generally recognized aspects of community policing? If so:**

Here are some examples of community-oriented programs.

Adopt school program. Supporting school district. Not to enforce laws, but to supporting the principal and the teachers. Public servant. Engaging students in informal way, such as school lunch, field trips, etc. School resource partnership. Meet with members of health official, school official, criminal justice official. Police will help with education.

All protection team, working closely with the community member to help people who are underserved. Use police authority to assist community, people who need help or children who are underserve. Police social worker

The Hartford Police department also developed a program to assist people who are experiencing a mental health crisis and substance use disorder. The Hartford Police Department is working closely with hospitals to develop programs to help those people- collaborative teams. The Hartford Police Department is also trying to help minority communities and socioeconomic stressed community. They hope to solve the crimes before it happens.

Chief Kasten mentioned that those programs are the effort of the whole police department. Hold the staff to the highest standard. Have a disciplinary matrix for violation of the rules of conduct. Rules of conduct is particularly important. Chief Kasten hopes to hold a higher standard than the public is expected.

**Question 6: What prompted the adoption of a community policing model in your department?**

As Chief Kasten mentioned, he was hired as the police chief to promote community-oriented policies and procedures. Additionally, Chief Kasten had some previous experiences with community police, and these experiences was great help for him at Hartford Police Department. Lastly, Chief Kasten also talked about how President Obama’s recommendation for the 21<sup>st</sup> century policing was inspirational and facilitated the adoption of a community policing model. Chief Kasten hopes the community policing model can help to improve life quality for everyone.

**Question 7: When was a community policing model adopted by your department?**

March 2015

**Question 8: Was the implementation of community policing done all at once or in phases?**

According to Chief Kasten, the community policing model was adopted in different phases, and it was a learning process for the whole department. Chief Kasten also mentioned that it was a number of steps along the way. During the process, the Hartford Police Department also introduced a crisis intervention team (CIT) model, and they are the only CIT certified police department in the state. Additionally, Chief Kasten stated that their supervisors are all evaluated through Emotional Quotient Inventory (EQI). As he pointed out, “Empathy is important for what we do.”

**Question 9: By what means do you evaluate the effectiveness of community policing and what are the results of community policing in your community?**

Chief Kasten answered that they are still young for this. In order to measure the effectiveness, they started an accreditation process. They are also paying great attention to all complains against personnel,

traffic stopping data, and any biases in the contact with the community. In recent years, their workers' compensation rate went down and complains went down. Chief Kasten still does not feel they are where they should be, and he added that the next two years or so will be a good time to review where they are.

**Question 10: What costs have been associated with community policing?**

According to Chief Kasten, staffing costs a lot for his department. He expressed concerned when he hears news about defunding police. Chief Kasten explained that community policing is the process of building relationships with the community and other service providers. This year, COVID-19 has for sure changed things a lot. Because almost all community members can only be reached through the internet or phone, life became harder for part of the community. Chief Kasten explained that some people prefer in person communication instead of calling someone. Additionally, Chief Kasten also stated that the cost for training and educating the police is also not cheap.

**Question 11: What are some difficulties that your department experienced during the process of implementing community policing.**

Chief Kasten pointed out that one of the difficulties that they encountered was the complicated politics. He mentioned that the Hartford Town managers has changed six times in five years, and inconsistency in the town management definitely made the process of implementing new polices harder In addition, Chief Kasten talked about the budget issues; he feels that the Hartford Police Department did not have a lot of funding for the past five years.