



**COMMUNITY ORIENTED
POLICING INSTITUTE**
AT GAINESVILLE

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July 23, 1998

Dr. Ellen Scrivner
Assistant Director
Office of Community Oriented Policing Services
U.S. Department of Justice
1100 Vermont Avenue, NW
Washington, D.C. 20530

RE: Gainesville Fl., RCPI Submission

Dear Dr. Scrivner:

First, let me express our appreciation to you and your staff for all the efforts you have made to allow us to be your agents in sharing the vision of what community policing has to offer to our citizens and officers. Changes will be made in law enforcement in this country and we can either work toward an articulated future by working with our citizens or we can repeat the failures of past governments in ignoring the values of our constituents.

Attached you will find the submission from the City of Gainesville's Regional Community Policing Institute. This year has certainly been exciting and fast paced to collect our resources, work with our citizens and officers in developing our courses.

We hope to be part of your future solutions to the problems facing our country. I think we bring an eager collection of citizens, agencies and academicians to the issue of community policing.

Sincerely,


Daryl Johnston

Partners

Gainesville Police Department
Chief Donald L. Shinnamon

Alachua County Sheriff's Office
Sheriff Stephen M. Oelrich

Black on Black Crime Task Force
Ms. Rosa B. Williams

Eighth Judicial Circuit
State Attorney's Office
State Attorney Rod W. Smith

Santa Fe Community College
Dr. H.A. Blalock

University of Florida
Dr. Ronald L. Akers

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REGIONAL COMMUNITY POLICING INSTITUTES

Resources Collaboration Partnership Innovation

REFUNDING SUBMISSION REQUIREMENTS

Regional Community Policing Institute at Gainesville, FL., known as the Community Oriented Policing Institute at Gainesville.

I. SUMMARY OF ACCOMPLISHMENTS

- Developed strong interconnected curricula ranging from a beginning orientation to community policing focused on problem solving through partnerships to specialty courses in supervision, grant writing, citizen programs, and development of partnerships courses. Delivered to four cities instead of three as stated in the original grant submission.
- In collaboration with St. Petersburg working with the state Criminal Justice Standards and Training Commission (CJST) to incorporate community policing as a thread in the basic recruit training curriculum and working toward the creation of a career development course series in community policing.
- Partnership approach to the delivery of RCPI programs with the RCPI at St. Petersburg Junior College. This partnership split the state for basic training, with St. Petersburg focusing on the south and Gainesville the north. The two RCPIs agreed that St. Petersburg would develop a management selection and Gainesville a supervisory selection.
- Development and presentation of a four part 76-hour basic training series of courses on community policing in four different cities in Florida. The first course was offered in December 1997, only four months into the grant.
- With assistance from St. Petersburg, hosted the first statewide conference on community policing in Florida with over 300 people attending from 90 different agencies.
- Employed a "make it better" approach with constructive criticism not only being used, but sought in the product developed at the RCPI. With major support from the university partners, formative changes based on feedback from the students, instructors and university professors who have attended every course at nearly every site Gainesville's RCPI has offered have been made.

Incorporated adjustments into some modules before it was delivered at the next site. Final submission of curriculum to the COPS office will reflect all of these changes.

- Worked with Karen Spencer, an expert in effective learning techniques, to incorporate effective learning techniques in the curriculum development process with subject matter experts. Used group exercises, open-ended questions, and individual work assignments to augment the learning process. Each student in the Basic series was required to present a SARA model as part of their demonstration of competency. An effort will be made to seek more ways to gain the student's interest in community policing as courses are developed.
- Each student in the basic series was provided a copy of Dr. Trojanowicz and Bonnie Bucqueroux's text, Community Policing - How to Get Started. Other material provided to each of the students in the basic course included: Joint Community Policing Training from Chicago Police Department; NIJ, publication - Solving Crime Problems in Residential Neighborhoods; COPS Tips - Problem Solving Tips by COPS.
- Developed and presented a Law Enforcement Grant Writing workshop in response to requests from agencies to the RCPI which was not part of RCPI's original grant proposal.
- The five RCPI partners have been active in providing guidance to Gainesville's RCPI Institute. The partners meet as a Policy Board and have held almost bi-monthly meetings.

Goals and Objectives:

Goal 1. Provide innovative and comprehensive education and professional development activities to COP grantees and other law enforcement agencies, civilians and other community groups in the State of Florida.

Modified Strategy 1 results. Basic COPS series length reduced to 76 hours; however, classes provided at four locations instead of the three indicated in the original submission. Locations changed to reflect agreement with RCPI at St. Petersburg Junior College to share the state responsibility. Series started in December 1997 instead of June 1998.

Modified Strategy 2 results. Supervisory course reduced to 24 hours; however, offered in four locations instead of the three indicated in the original submission. Location changed. Course started in July instead of September.

Modified Strategy 3 results. The Partnership course was reduced to 24 hours. First course offering will be in August instead of November.

Objective 2. Distance Learning Workshop.

Modified Strategy 1 results. Assisted St. Petersburg in their delivery of Distance Workshop, which was delivered in May 1998. St. Petersburg assisted Gainesville in the delivery of a statewide conference in Gainesville in April 1998. Funding for statewide conference was gained through budget modification.

Objective 3. Special Target Audience course.

Objective 4. Elected and appointed officials course.

Modified Objectives 3 and 4 results. Combined both courses into one to be offered in Gainesville in July 1998.

New Objective. Offer Law Enforcement Grant Writing course.

(New) Strategy 1 results. Offer Grant Writing course in response to requests received in the statewide conference.

Goal 2. Provide COP training and technical assistance to COPS grantees and other law enforcement agencies, civilians, and community groups in the State of Florida.

Objective 1. Provide training and technical assistance to law enforcement agencies.

Strategy 1. Collect, survey and organize training materials so trainers can use them. Provide to other agencies and community groups.

Strategy 1 results. The University of Florida partner has collected a large volume of material and is categorizing it for use. The RCPI has collected material that has been used by instructors and students.

Strategy 2. Provide consulting and needs analysis for law enforcement agencies for up to five agency consultations beginning in May 1998.

Strategy 2 results. This has been deleted in budget modification.

Strategy 3. Provide on-site demonstrations of pilot modes to empower the community and local law enforcement agencies.

Strategy 3 results. The one agency that had requested assisted terminated their efforts to secure a COP grant at the directions of their City Commission.

Objective 2. Provide training and technical assistance to the community at large.

Strategy 1. Collect, survey, and organize training material (as in objective 1).

Strategy 1 results. The University of Florida partner has collected a large volume of material and is categorizing it for use.

Goal 3. Provide and disseminate information to law enforcement agencies.

Strategy 1. The RCPI will develop a library of videotapes for the Basic COPs curriculum.

Strategy 1 results. RCPI is engaging in these activities.

Objective 2. Provide and disseminate information to both law enforcement agencies and community groups.

Strategy 1. RCPI will gather, review and make available to other agencies and community groups information on the ongoing development of COP.

Strategy 1 results. The University of Florida partner is organizing this material and will be providing this service.

Goal 4. Provide seminars and cluster conferences for special target audiences in the community and for elected and appointed officials.

Objective 1. Training offered in a series of workshops across the state.

Objective 2. Provide seminars and cluster conferences for elected and appointed officials.

Strategy 1 modified. Objectives 1 and 2 combined. A three-day conference was offered in April 1998. Over 300 attended. 213 from out of town and 46 local citizens.

No cost extension: This grant has been extended until December 1998. A series of short videotapes for use by agencies and communities will be completed by December. Six specially developed brochures on local community policing programs are to be completed by December 1998.

Partners achievement issue: Gainesville's RCPI partners are pleased that the RCPI has created and delivered the Basic series, Supervisory, Partnership and Citizens' courses well in advance of the original timelines and at the same time provided 25% more training than was in original submission. The statewide conference was a great success and allowed the RCPI to seek input for agencies and citizens as to what they wanted from the Gainesville and St. Petersburg RCPIs.

Obstacles:

- **Timeline**

The largest obstacle has been the advanced timeline to start this grant. The initial plan as approved was for the Gainesville RCPI to start in January 1998, offer the first course in July 1998 and finish in December 1998. Instead, at the guidance of the COPS program manager (of which there have been three) went to work and started immediately to develop course outlines in September 1997. The first course was delivered in December 1997. One of the prices paid for this advanced starting date was that the University partner, who was collecting information on community policing, was not able to start to assist until January 1998. The clearinghouse material has been collected and will be available for future use. It was found that the north Florida area was limited in the availability of experienced subject matter experts to assist in curriculum development. Used instructional personnel from other parts of the state.

- **Personnel Issues:**

Advertised and selected a full time director early this year. This individual declined the job offer due to inability to provide assurances of employment beyond this grant year and the salary level. None of the other applicants offered the required skills desired. One of the five partners was willing to assign a full time staff member to work as the director and did so while the search for a director continued. This individual returned to their original organization. The Gainesville Police Department as the Interim Director assigned Sgt. Reese to the grant. Selection for a full time director is being held at this time and will conduct interviews on July 23, 1998. Identified the need for more full time staff to support the activities of the RCPI. Next year's plan is to add up to three additional staff members to the RCPI.

- **Contractual Services:**

Identified that too much autonomy was given to the large sub-grant agents this year and will use the RCPI to award smaller sub-grants to individuals and organizations that best meet the needs of the RCPI next year.

- **Curriculum:**

Due to the end of the year timing as initially planned for this grant cycle, classes are being offered in the summer, which is when most students take vacations. The many forest fires here have also negatively impacted attendance to recent classes in Florida.

II. STAFFING OF INSTITUTE

Interim Director Jeff Reese	100% (On assignment to the RCPI until director is selected)
Office Manager Mary Fossum	100%
Executive Director Daryl Johnston	25% (Will not continue when new director is hired)
Curriculum Manager Dr. James Humphries	25% (Will not continue next year - will be filled by full time staff member)
Facilities Coordinator Louis Kalivoda	25% (Will not continue next year - will be filled by full time staff member)
Dr. Lon Lonza-Kaduce - Program evaluator	33% (Will continue next year in Juvenile issues)
Dr. Fred Shenkman - Clearinghouse coord	44% (Will continue next year with additional assignments)

- Overtime for Partner personnel – administrative and financial processing of grant.
- **Training Staff:**

Most curriculum was developed through small contracts with subject matter experts. Where possible, a subject matter expert was used to work with Dr. Humphries to develop effective learning strategies and then the same person was used to teach that block of instruction. The university partners added in the process by providing feedback from the students and their own base of knowledge. Most instructors were subject matter experts in community policing. Officer Michelle Cook, Jacksonville Sheriff's Office; Sgt. Jeff Reese, Gainesville Police Department; Sgt.

Wayne Ash, Gainesville Police Department; Cpl. Greg Armagost, Gainesville Police Department; Inv. Jennifer Cook, State Attorney's Office; Sgt. Monty Mathis, Lakeland Police Department; Crime Analyst Walt West, State Attorney's Office; and Elaine Posey, Gainesville Police Department; D/C Daryl Johnston, Santa Fe Community College Police Department; Dr. Lanza-Kaduce and Dr. Shenkman, University of Florida, taught parts of the Basic series; Sgt. Monty Mathis and Lt. Policasto, Lakeland Police Department, were the primary instructors for the Supervising COPS course; Officer Stu Keys and Jeff Reese, Gainesville Police Department, will be primary instructors for the Partnership course; Grant Specialist Louise Grimm and Ms. Cocuzzi, Charlotte County Sheriff's Office; Officer Keith Kameg, Gainesville Police Department; and Dr. Scicchitano, University of Florida, were the primary instructors for the Law Enforcement Grant Writing course. Most instructors were paid between \$25.00 to \$31.50 per hour for instruction. Santa Fe Community College at no cost to the grant provided instruction provided by Executive Director. Dr. Lanza-Kaduce and Dr. Shenkman were paid \$450 per day for their blocks of instruction.

Dr. Humphries, curriculum coordinator, and Drs. Lanza-Kaduce and Shenkman assisted in the use of effective learning techniques, either while the courses were under development or as part of the formative evaluation. Used debriefings of the instructors to assist in the modification of the course product.

- Consultants:

The only use of consultants was in the delivery of the state conference. Attached is a copy of the conference brochure. Their fees of \$800 to \$2,000 for the three-day conference included travel at their expense.

No consultants were used for instruction except with CJST for partial funding of Chief

Greenburg to provide a lecture at the CJST Leadership Conference in Daytona Beach at a cost of \$450.00.

Planned changes for next year:

- A major effort will be made to gain a stronger collaboration between all five of the partners.
- Team teaching will be used in all courses next year.
- Selection process is underway for Director's position, and a recommendation on a full time director to the COPs should be made by the end of August 1998.
- A full-time Assistant Director and at least another clerical support person will be added to the RCPI staff for next year.
- Will NOT use the model used this year with large sub-grants being given to individual agencies or colleges. Instead the RCPI will retain control of the grant's budget and enter into contracts for services as needed.
- The RCPI will have enough full time staff to support curriculum design and modifications. However, the evaluation component will remain separate with the university partner.
- Dr. Lonza-Kaduce has expressed an interest in working more closely with program development next year and will be replaced as the program evaluator by Dr. Scicchitano of the University of Florida.
- Development of an expanded statewide instructor cadre.
- Shift into juvenile issues for specialty course development as a primary issue identified by participants at the state conference.
- Development of a "train-the -trainer" course for the Basic series and creation of a state wide instructor pool.
- Funds will be reserved to provide courses or support as identified by customers.
- Marketing will play a major role in the RCPI's activities next year to seek better ways to serving officers, agencies and citizens.
- Seek times and days of the week for courses for citizens that is best for them.
- The budget and administrative requirements will be coordinated through the Gainesville Police Department.

III. PARTNERSHIP

Gainesville Police Department - Chief Don Shinnamon; Alachua County Sheriff's Office - Sheriff Stephen M. Oelrich; Black on Black Crime Task Force - Ms. Rosa B. Williams; Eighth Judicial Circuit State Attorney's Office - State Attorney Rod Smith; Santa Fe Community College - Dr. H. A. Blalock; University of Florida - Dr. Ronald L. Akers. Chief Shinnamon, of the Gainesville Police Department, was selected by the partners to chair the Policy Board, which is made up of the five partners' representatives.

While the City of Gainesville's legal staff required the Policy Board to be only an advisory panel, Chief Shinnamon has brought all issues of any substance to the Policy Board for their decision and input. In every case he has followed the decision of the Policy Board. An example is in the selection process for the full-time positions. He has appointed three representatives from the Policy Board to conduct the interviews for the positions and make recommendations on hiring the employees. In each case he followed the recommendation of the selection committee. This Policy Board met almost every other week as the RCPI was developing in the first several months and now meets almost monthly to provide guidance and support.

- Meetings and communications are regular with St. Petersburg RCPI.
- Talks are underway with the Maryland State Police Academy RCPI in efforts to learn how to thread community policing and effective learning into the basic curriculum here in Florida. The Gainesville RCPI is sending a representative to Maryland to participate in their development process.
- A consideration is being made to expand Gainesville's RCPI partnership to include the State of Florida Department of Juvenile Justice.
- Secure funding for fiscal oversight of grant.

IV. TRAINING DELIVERED

Basic series has been developed with a 76-hour curriculum divided into four units. The first 16-hr. unit was an introduction to community policing and problem solving. The second 24-hr. unit included crime analysis, crime prevention, and interpersonal communication. The third 20-hr. unit

included Integrating COPs with Other Units and External Resources. The fourth 16-hr. unit included an exploration of future social/community issues that impact the COP process and evaluating COP. All of these units were delivered to four locations instead of the three locations proposed in the original submission. Gainesville's RCPI have teamed with St. Petersburg Junior College's RCPI to share RCPIs ability to serve the state. Gainesville RCPI focused on the north part of the state for the basic programs. To date we have taught 355 law enforcement officers and 15 citizens in Basic I-IV. Anticipate having another 30+ students in Basic IV series, another 100+ students in Supervising COP, another 100+ in Partnership series, another 50+ in Citizens, Officials, and COPs course and another 50+ in Law Enforcement Grant Writing Workshop.

- While RCPI has searched for material from the COPS Consortium, the STAR program from FLETC and many other sources, all of the course material has been developed internally.
- In partnership with the St. Petersburg RCPI, offered Basic series in four cities in the northern half of the state of Florida at Gainesville, St. Augustine, Tallahassee, and Pensacola.

Basic I Introduction to COP	96 officers	X 16 hrs.	= 1536 hours of training
	5 citizens	X 16 hrs.	= 80 hours of training
Basic II Crime Analysis, Crime Prevention, Communications			
	121 officers	X 24 hrs.	=2904 hours of training
	9 citizens	X 24 hrs.	=2116 hours of training
Basic III Integrating COPS with Other Units and External Resources			
	98 officers	X 20 hrs.	=1960 hours of training
	1 citizen	X 20 hrs.	=20 hours of training
Basic I Makeup	9 officers	X 16 hrs.	=144 hours of training
	10 citizens	X 16 hrs.	= 160 hours of training
Basic IV Critical Issues and Future of COP and Evaluating COP			16 hrs. is being presented now.

The intent of the Basic series was to provide the student with a foundation on issues and practices in community policing. Effective learning by getting the student actively involved in the learning process was a critical issue in the course development and evaluation.

- The first module introduced the philosophy of community policing and the needs for interactive problem identification with citizens as active participants in solutions. History of studies related to community policing was explored. The SARA problem-solving model was introduced. Difference between Problem Oriented Policing and Community Oriented Policing were provided.
- In the second module was skill building in elements of crime prevention and crime analysis. A section was provided on interpersonal communication skills.
- In the third module focus was again brought to the details in the use of the SARA problem solving model and its application in community policing.
- In the last module students were engaged into critical thinking concerning the social issues related to policing and their importance for the future. Students were also given an introduction into methodology for evaluating and collecting information related to their community and their own process.

The first offering of the Supervisory curriculum (24 hrs) is now complete.

- Each of the above courses has an instructor guide and have a student workbook. Each course is about 50-100+ pages in length. The same format and style has been used for each module. In each module are copies of all overheads used for instruction.
- A final review of all the modules will be conducted to ensure consistent practices and procedures.
- When Gainesville's RCPI receives approval of all RCPIs curriculum content for each course, copies will be printed and made available to interested agencies or communities at no charge.

Evaluations by Dr. Lon Lanza-Kaduce:

- The RCPI evaluation component reports have been collected on all classes offered to date. All Basic modules have received grades averaging at least a B and only a few students have assigned grades of C or D to any of the modules. The informal feedback from students is positive. The program evaluator's participant observations have been largely favorable. The courses have been competently designed and delivered.

- The initial student evaluations of the first Supervisory course offering are also highly positive. The direct observations from the evaluator concur with this assessment. The courses have been competently designed and delivered.
- The evaluator also indicates that the COP Grant Writing course was competently designed and delivered. The student evaluations have not yet been analyzed, but the informal feedback of students was positive.

Agencies involved in training:	Hendry County SO	Pasco SO
Alachua County SO	Hernando County SO	Pensacola PD
Alachua PD	Holmes Beach PD	Plantation PD
Arcadia PD	Inverness PD	Port Orange PD
Boca Raton PD	Jasper PD	Port St. Joe PD
Broward SO	Jupiter PD	Quincy PD
Cedar Grove PD	Lake County SO	Royal Palm Beach PD
Chiefland PD	Lakeland PD	Santa Fe Community College
Citrus County SO	Leon County SO	Santa Rosa County SO
City of Dania	Levy County SO	Seminole County SO
City of Marianna	Lighthouse Point PD	South Bay PD
Clay County SO	Live Oak PD	St. Augustine PD
Clewiston PD	Longboat Key PD	St. John's County SO
Coffee County SO	Lynn Haven PD	Starke PD
Crestview PD	Maitland PD	Stuart PD
Crystal River PD	Margate PD	Suwannee County SO
Dade City PD	Melbourne PD	Tallahassee PD
Davenport PD	Mexico Beach PD	Tampa PD
Daytona Beach PD	Monroe County SO	Tavares PD
Delray Beach PD	Nassau Co. SO	Trenton PD
Eatonville PD	Neptune Beach PD	University of Central Florida PD
Escambia County SO	Ocala PD	University of Florida PD
Florida State University PD	Office of the State Attorney	University of West Florida PD
Fort Pierce PD	Okeechobee PD	West Palm Beach PD
Ft. Meade PD	Orange City PD	Wildwood PD
Gainesville PD	Ormond Beach PD	Williston PD
Glades County SO	Osceola County SO	Zolfo Springs PD
Green Cove Springs PD	Palmetto PD	
Hapeville PD	Panama City PD	

V. STATUS OF SPECIALITY TRAINING/DEVELOPMENT

The curriculum development for 24-hour course in Supervising COPs, 24-hour course Partnerships, 8-hour course for Citizens/ Elected Officials, and COPs, 20-hour course in Law Enforcement Grant Writing are almost completed and will be offered over the next three months.

Supervising COP 24 hrs. will be repeated in four locations across the state of Florida.

Partnership Development 24 hrs. is scheduled to begin 08/05/98 and will be repeated in three locations.

Citizens/Officials, and COPS 8 hr. course is scheduled to be held on 07/31/98 in Gainesville

- Each of the above courses will have an instructor guide and a student workbook.

Next year:

Next year, specialty training programs will include continued delivery of Supervising COP, Partnership Development, and Law Enforcement Grant Writing. Anticipate adding: Juvenile Justice issues in COP, Legal Issues in COP, School Resource Officer Conflict Resolution Model, and selected topics for citizens' advocacy workshops.

VI. PRODUCTS

- In the process of starting a final review of the 76-hour Basic COP training series to ensure consistency both in content and style. Copies available of these courses will be printed and made available once the Federal COPS office has approved them. By the end of summer, all curriculums will be completed and reviewed for submission to the COPS office. The university partner has developed an extensive collection of written material for future use in course development and review by interested parties.
- Have collected and purchased a number of books and videotapes for the RCPIs library that are available to other parties in support of community policing.
- RCPI has a WEB site associated with the Santa Fe Community College, however, next year plans the separation of this WEB site to its own location. The WEB site lists the RCPIs course offerings and information on how to get in contact with the RCPI.

State wide conference

A statewide conference on community policing was held on April 27-29, 1998 in Gainesville with over 300 participants. Both officers and citizens representing over 90 agencies and communities attend the conference jointly sponsored the Gainesville and St. Petersburg RCPI.

Presentations were:

Chief Greenburg - "The role of the Community and the Importance of Partnerships in Community Oriented Policing."

Dr. Ellen Scrivner - "Federal Trends in Community Policing."

Dr. Karen Spencer - "Community Policing and Adult Learning."

Mark Baganz - "Legal Issues Related to Community Policing."

Special presentations were made on:

Prosecution/Sentencing

Drugs/Prostitution

Community surveys

Innovative COP model with the Maryland State Police

Juvenile Issues

Code Enforcement, Civil Citation and Liability

Personnel Selection/Evaluation in COPS

Breakout sessions:

Conducted by breaking participants into one of four groups (large agencies, medium and small agencies, university/college agencies, and citizens). Each group was asked to consider issues that the group felt were important in community policing and report back to the conference as a whole.

Ratings:

The modal rating of the conference was "above average" in the written evaluations. Written comments reflected that the participants thought the conference was "well organized" and the "diversity of speakers was beneficial." Some of the featured presenters, especially Chief Greenburg and Dr. Spencer, were received very well.

- Teleconference was blended with the conference done by the St. Petersburg RCPI.
- Videotape development of three to five professionally developed short videotapes locally created on community policing will be made in the next three months.

VII. TECHNICAL ASSISTANCE EFFORTS

- Law Enforcement Grant Writing - 20 hr. course is scheduled for 07/20-22/98 in Gainesville.
This course was designed and presented in response to agencies request to the Gainesville RCPI.
- The Gainesville RCPI been contacted to make on-site visits with a small police department in the panhandle to assist them in the development of community policing strategies for their community. The plan was to visit them and make resources available. Unfortunately, the City Commission for this community decided that they could not afford to support their chief's plans therefore the RCPI was not able to provide this assistance.
- The Gainesville RCPI is working with the CJST commission on threading community-policing concepts into the basic recruit course. A Santa Fe Community College staff member is coordinating with the RCPI and the state police standards commission and has been asked to represent the State of Florida in coordinating basic recruit curriculum with Maryland State Police Academy RCPI. In next year's plan efforts will be made to influence the development of state's advanced courses into career development courses for officers in this state using courses developed in the Florida RCPIs.
- Contact has been made with the U.S. Attorney's Office personnel to assist the Northern District in the coordination of community policing training and support.
- The Executive Director has been asked to assist the Tennessee RCPI as a facilitator in their statewide conference.

VIII. MARKETING

One of the prices paid for the advancement of the timeline instead of the proposed in the original grant submission was the difficulty in getting organized, courses developed and communicating to the state the RCPIs ability to serve their needs. Several brochures have been sent out at different times to every law enforcement agency in the state of Florida and at different conferences around the state. Both St. Petersburg and Gainesville RCPIs attend and provide quarterly updates at the CJST Commission meetings as a means of sharing the RCPIs interest and ability to share information on

community policing. Planning is being made on developing a survey of all law enforcement agencies and will use this as another means to let the state know about RCPI products.

- Next year plans are to send notices of RCPI programs to organizations like League of Cities across the state to gain awareness by local communities of the RCPIs ability to support community-policing initiatives.
- There will be a special budget created next year to support marketing efforts.

IX. PLANS TO INSTITUTIONALIZE RCPI

- One of the RCPIs major initiatives for next year will be a "train-the-trainer" series to develop a cadre of instructors in community policing. This course combined with the courses that St. Petersburg and Gainesville have developed will offer the ability to convert these COP courses into statewide practices.
- Plans are being made to work with the state CJST Commission in seeking to create a series of career development courses in community policing. The career development courses in the state offer fiscal incentives to officers that take these courses. As the state of Florida reviews its adult education funding, the RCPIs hope to be able to influence colleges and other institutions to look at community policing as a major for their students.
- As these programs develop and interest in them expands, Gainesville's RCPI can seek to offer courses in the future without support from this grant by offering these courses as part of the regular college course schedule and support the costs of courses through tuition. Another avenue is to develop the courses as part of the Advanced Training approved by CJST for local agency's use in the state.
- The University of Florida will soon offer a 3-hour credit course on community policing as part of their Criminology degree.
- Partners will explore opportunities to establish a permanent location for the Institute for the long term.

X. PROPOSED WORK PLAN

1. Basic Series is to be repeated three times twice in Orlando and once in Gainesville.
2. Supervising COP and Partnership Development will be offered once each in Orlando and Gainesville.
3. Law Enforcement Grant Writing will be offered once or twice next year at a location to be determined.
4. A Train-the-Trainer course will be developed for instructors from across the State of Florida. This course will be designed to be around 40-60 hours and is intended to provide the instructor a more in depth analysis and understanding of community policing concepts offered in the material presented in the Basic Series. Some topics in the basic series will NOT be covered in the instructor course. This course will take at least four months to develop. Some topics not to be covered require special training or experience; e.g., the crime prevention section is intended to be taught by an instructor who has already been certified in that area through the Attorney General's Office. This course will be taught in Gainesville. The State of Florida police standards commission (CJST) is beginning a thread of community policing throughout the revised basic recruit curriculum and each of the 35 Training Centers will need someone to conduct this COP training. This program will allow Florida RCPIs to create COP instructors for the entire State of Florida. Gainesville RCPI will send a representative to work with the Maryland State Police RCPI in the development of Basic Recruit course implementation of community policing as a part of that course.
5. Coordinate with the St. Petersburg RCPI to work with CJST in continued efforts to refine the COP thread in the Basic Recruit course and seek to establish a career development path for in-service personnel.
6. Development of issues related to juvenile crime, corrections, state Department of Juvenile Justice, and interfaces with COP. This will be a new course that is anticipated to be around 24 hours in length and will be offered twice in Orlando and Gainesville. It will take around four months to develop and be offered around February 1999. The audience for this course

will be law enforcement personnel, corrections officers, probation officers, schoolteachers, parents, juvenile justice personnel, and citizens. This course will be developed between the RCPIs existing partners and the state Department of Juvenile Justice.

7. Development of a course on Conflict Resolution. This course will be around 16 hours in length and be offered twice in Orlando and Gainesville. The intended audience will be for School Resource Officers, schoolteachers, parents, law enforcement officers, and citizens. It will take four months to develop and instruction should start around January 1999.
8. Citizen Advocacy Workshops. Four workshops will be offered, one each in the four corners of the state to allow citizens to hear a presentation on a selected topic like juvenile crime trends and then allow the citizens and officials attending to listen to each other's concerns. Each workshop would be offered in a four-hour block, most likely on a Saturday to allow citizens a convenient time to attend the program. These workshops would begin around October 1998 and continue every three months in a different location.
9. An evaluation component will continue for each of the listed courses and workshops.
10. Coordination with St. Petersburg RCPI to bring their management courses to this part of the state and assist in the development and offering of next years statewide conference on COP.
11. Continue to expand the clearinghouse function started this year in order to be a resource center for the state in COP.
12. Survey of agencies in the state to determine contacts and programs in COP during the first quarter.