COP HOUSE
PLAYBOOK

A HOW-TO GUIDE FOR CREATING EFFECTIVE COMMUNITY ORIENTED POLICING HOUSES

Project Director: **Chief Arthel L. Howell**
Written by: **Bree Spencer**

COP HOUSE
PLAYBOOK

A HOW-TO GUIDE FOR CREATING EFFECTIVE
COMMUNITY ORIENTED POLICING HOUSES

TABLE OF CONTENTS

The Journal Times

SUNDAY

Racine County's Daily Newspaper

SUNDAY, MAY 5, 2019 | journaltimes.com | $4.00

CLOUDS AND SUN 66 • 49 FORECAST, A8

Tyler Tenner
Lutheran football star working to elevate his game SPORTS, PAGE B1

Plumb Silver
Plumb Gold owner to expand laterally MONEY, PAGE C1

Racine crime drops again

Violent crimes fall by 17%, arrests see 7% rise

ADAM ROGAN
adam.rogan@journaltimes.com

RACINE — In 1991, Racine's violent crime rate was among the highest in the state — even Milwaukee's rate was lower, according to Wisconsin Department of Justice Assistance data.

That is no longer the case.

"Due to the crack epidemic and related migration of gang members from Chicago in 17 percent within the Racine Police Department's jurisdiction between 2017 and 2018, according to new statistics reported to the FBI and the Wisconsin Department of Justice.

The total number of arrests carried out by the RPD rose from 2,336 to 2,492 during that same time frame, a 6.2% increase, while the combined total of reported violent and property offenses fell from 2,289 to 2,116, a 7.6% decrease.

Arrests for property crimes — theft, vandalism and fraud — rose by 13% last year, while the total number of reported property crimes fell by 9%. Burglaries continued to become less common with only 351 reported incidents last year, less than half of 2015's total.

Reports of arson in the city have grown from only six in 2014 to 16 in 2018; five arson arrests were made by the RPD in 2018.

Howell said that the positive shifts can be largely attributed to the department's "two-pronged approach when it comes to crime reduction," as well as the improved technology available to law enforcement.

Long-term change

"In the 1960s, police officers didn't even have radios. They'd have to go to a police call box to radio something in," Howell said.

■ **Coming Monday:** A look at statistics, including arrests, related to the continuing drug problem in the City of Racine.

Please see CRIME, Page A7

FORWARD

The community oriented policing (COP) model has served as a framework to inspire leaders to build and empower their communities, and it demonstrates how improved police-citizen engagement can enrich lives and build networks of support, awareness and information. The result is clear: stronger, safer communities.

The origin of this citizen centered problem-solving policing model can be traced back to 1829, when the London Metropolitan Police Force was established by Sir Robert Peel. It was then that Peel proclaimed: "the ability of the police to perform their duties is dependent upon public approval of police existence, actions, behavior and the ability of the police to secure and maintain public respect."

Today, the COP philosophy is being adopted and applied by many law enforcement agencies, but we share a special connection with its origins and success in the City of Racine, Wisconsin.

The vision of community policing for Racine came into focus during the early 1990s when Richard V. Polzin, the newly appointed police chief, partnered with local government officials and businesses to lay the groundwork for new COP houses throughout our community.

One of the early supporters of Chief Polzin's vision was SC Johnson. Since the company's founding in Racine in 1886, SC Johnson has been committed to stronger communities, beginning with its hometown. As H.F. Johnson, Jr., the third-generation leader of the company said, "In order to have a healthy environment inside a company, you must have a healthy environment in the community outside." It was with that purpose in mind that SC Johnson became a long-term supporter of Racine's COP house model.

The initial investment made by SC Johnson in the early 1990s represented the first of many subsequent grants that would grow and refine the COP infrastructure. Today, there are seven COP house locations in the Racine area that offer healthy student meal distribution, homework assistance, mentoring for girls and boys, gang diversion, and other community programs and services. The houses have opened up new lines of communication and have proven instrumental in improving the relationship between law enforcement and citizens Breaking down barriers between law enforcement and the communities they serve has never been more important than it is right now.

With support from a network of community partners, including government officials, business leaders, school administrators and area residents, the COP model outlined in this Playbook represents a best practice that may be customized to fit the unique needs of each community across the United States.

Our hope is that leaders everywhere find this Playbook as an inspiration to help build stronger neighborhoods and better communities for this generation and for those to come.

Art Howell
Chief of Police
Racine Police Department

H. Fisk Johnson
Chairman and CEO
SC Johnson

This foreword is dedicated to the memory of Chief Richard V. Polzin, Samuel Curtis Johnson Jr. and Imogene Johnson for their collective vision, philanthropy, community stewardship and dedication to improving the quality of life for all citizens of the greater Racine community.

SC JOHNSON

JOHNSON FINANCIAL GROUP

RACINE COMMUNITY FOUNDATION

MORGRIDGE FAMILY FOUNDATION

BUTTER BUDS

GINI BUHLER

PATRICK AND LIZ POWELL

JOHN AND CONNIE SHANNON

TOM AND GINNI BURKE

PAUL ROHLING

WISCONSIN PLATING
HERTZ RENTALS
THE JOURNAL TIMES
RACINE WATER UTILITY
RACINE PARKS DEPARTMENT
MOASES NAVARRO
THE JOHNSON FOUNDATION
THE CHRISTENSEN FOUNDATION
APEX KEY & LOCK
ONE HOUR HEATING & AIR CONDITIONING
HALLMAN LINDSEY PAINTS
ROMAN ELECTRIC
DINO'S ITALIAN RESTAURANT
MARC'S FLOORING INSTALLATIONS
FLOORING SUPER CENTER
THE SIGN SHOP
METAL WORLD
HARDTOP ASPHALT SEALING
MICHAEL'S SIGNS

ACKNOWLEDGMENTS

After many inquiries from police departments around the country, the COP Playbook was created to provide a blueprint for replicating the successful COP House model. With support from the Morgridge Family Foundation, Gateway Technical College, the Mount Pleasant, Saint Cloud and Rockford Police Departments and Dr. Stacia Thompson, this publication was written by Bree Spencer of Safe & Sound, Inc., a Milwaukee-based non-profit that works to build safe and empowered neighborhoods. In 2015, Bree worked with the Racine Police Department and the Racine Unified School District to restructure officer engagement to improve student outcomes. The goal was to codify the COP House model, infusing this model into the school environment, replicating years of success at the neighborhood level. This document provides a snapshot of decades of cross-sector problem-solving partnerships and commitment to the community oriented policing philosophy in Racine and beyond.

This community-focused public safety model would not be possible without the dedication of the sworn men and women who work tirelessly to champion this philosophy, undergirded by the support of the citizens we serve.

COP HOUSE PLAYBOOK

OVERVIEW

Why a playbook?

Since the successful inception of the first Community Oriented Policing (COP) House in 1993, the Racine Police Department has been inundated with requests from partners, reporters, and most compellingly, other police departments, who want to learn more about the COP House phenomenon. People have inquired about every aspect of the program, such as funding, community reception, infrastructure, and sustainability.

Chief Polzin, the originator of the COP House model, unfortunately passed away in 2017. He is survived by family members including two sons that are career law enforcement professionals with the Racine Police Department. They have been instrumental in seeing Chief Polzin's vision to fruition. Chief Howell, the current Racine Police Department chief, served as a sergeant under Chief Polzin. As the planning sergeant, he supported Chief Polzin's efforts to fund the first COP Houses, build partnerships, and message the strategy to the public. Chief Howell is near retirement, and many officers, partners, and funders that were originally involved with the first COP House have retired over the years.

Given the interest that has been expressed in the last twenty-six years, and the fact that so many people who were originally involved with the development of the COP House model have passed or retired, there is a clear need for a written, shareable resource that captures the important lessons learned and insights of COP House practitioners.

This document was created to serve as a resource for police departments, community members, and municipalities interested in creating a COP House infrastructure in their communities. This strategy can be an extremely effective way to build relationships in neighborhoods and engage in meaningful problem solving to

improve public safety and reduce crime. While each city currently utilizing this strategy has its own unique approach to this work, there are key guidelines and lessons that show up consistently at every COP House location. This resource will outline the essential characteristics of a COP House, enumerate some useful best practices and articulate some of the challenges and benefits associated with this strategy.

The COP House idea is larger than any one city or region. The sincere hope of the author and all those who contributed to this playbook is that the lessons learned in Racine, Mt. Pleasant, St. Cloud, and Rockford can help shorten the learning timeline for others.

What is a COP House?
A COP House is a physical home located in a residential area which is staffed by police officers and other service providers. It is open to the public during strategically decided hours. Officers who staff the COP House work with intention to build relationships with residents and prioritize the needs of the neighborhood. Residents can frequent the house to interact with officers and access services provided by partner agencies and organizations.

Limitations of a COP House
A COP House is not a panacea. The strength of this strategy is equal to effective community engagement, partnerships, funding, and the commitment of leadership to building and sustaining the COP House.

What is the COP House approach and why is it important?
The COP House approach is a community oriented policing strategy that is a counterpoint to the traditional crime-fighting tactic of drawing a box around dots on a map and saturating an area with patrols. With a COP House, the idea is that relationships between officers and residents are essential for crime reduction, improved outcomes for neighborhoods, increased perception of safety, and job satisfaction for police officers.

EXECUTIVE SUMMARY

The COP House model was developed in Racine, Wisconsin in the early 1990s and has been utilized since that time to reduce crime, improve community-police relationships, and deliver needed services directly to residents in their neighborhoods.

Three additional cities in the Midwest have adopted this strategy: Mt. Pleasant, Wisconsin; Rockford, Illinois; and St. Cloud, Minnesota. Each has its own take on the COP House model, and each has seen benefits to its communities that extend beyond the bounds of public safety. This approach to community oriented policing is larger than any one region in the United States, and it warrants serious consideration as a strategy for police departments, municipalities, and service providers who would like to improve relationships and outcomes for their citizenry.

Customization is a key factor in the creation of a COP House. The services provided, the partners that deliver programs at the house, and the outcomes upon which the team is focused should all be customized to the neighborhood where the house is located. COP Houses build trust as a result of the resident-centered, collaborative nature of the work. Practitioners need to speak with area residents, find out their priorities and needs, and then be responsive to their concerns with the resources offered in the house.

Police cannot effectively implement this strategy alone. Collaborative partnerships are essential to every stage of COP House development and will pay off significantly in the form of long term project sustainability if done correctly. The COP House strategy seeks to build an ecosystem rather than a silo. While they cannot do this work alone, police departments play an essential role in this strategy as leaders

and coalition builders. Departments with fully bought-in leaders who become champions of the strategy are the most successful. Leaders must prioritize public support and private funding to ensure that the COP House model will not be abandoned as a result of future leadership transitions.

This approach is not easy, and cannot be successful without real collaboration among partners, real engagement on a face-to-face level with neighbors, and real commitment from key service providers to listen to residents and follow through on the promises made to the community. The creation of a COP House has the potential to be one of the most challenging projects a department undertakes, but it also has the potential to be the most rewarding.

Over a long period of time, a successful COP House can fundamentally alter the way a police department serves the public. A more robust, two-way relationship between the community and the police will positively impact outcomes beyond the bounds of public safety. Partner agencies that serve the public at the same COP House sometimes find that they experience increased collaboration beyond the scope of the house. Business and philanthropic community members become key supporters of public projects and gain a deeper insight into the complexities and importance of the services offered in neighborhoods.

This playbook exists to provide support, insights, and lessons learned by the police departments that currently utilize this strategy. Each of the existing COP House cities is a resource to those who would like to adopt the COP House model.

COP HOUSE PROFILES

A TALE OF FOUR CITIES

RACINE, WISCONSIN
COP HOUSE

In the early 1990's crime was reaching a fever pitch in Racine, Wisconsin. This small city of approximately 80,000 residents was home to the highest crime rate in the state, and people were tired of living and working in fear. The situation was dire. A long-standing veteran of the Racine Police Department (RPD) and newly appointed executive leader, Chief Polzin, began his tenure ready to utilize innovation to make Racine a safer place to live. This environment gave birth to a compelling community oriented policing strategy, the COP House.

This strategy, which proved exceedingly effective (famously reducing crime in one of the COP House neighborhoods by 70%), continues to increase neighborhood safety and build relationships between community residents and law enforcement. Given the significant success of the first COP Houses, it is no surprise that this strategy has become a flagship program of the Racine Police Department. Today the city of Racine is home to six COP Houses. The need for a COP House is determined in Racine by crime, calls for service, and nuisance activities. Racine COP Houses are a mix of newly built and rehabbed homes.

The mandate for Racine COP House officers emphasizes knowledge of the complexities of the neighborhood, the establishment of relationships with residents, and the development of an in-depth, nuanced understanding of crime issues in the area. COP Houses in Racine have had a vast array of partners over time, including but not limited to non-profits, government agencies, educators, and others. Currently, the key partner in the houses is Probation & Parole from the Department of Corrections. Agents provide supervision from the COP House. This provides residents neighborhood-based access to their agent. In Racine, this has sometimes meant that people on supervision are able to bring their children with them rather than seek childcare to make their supervision appointment. In the summer, the COP House becomes a site for a local food service to provide meals for kids.
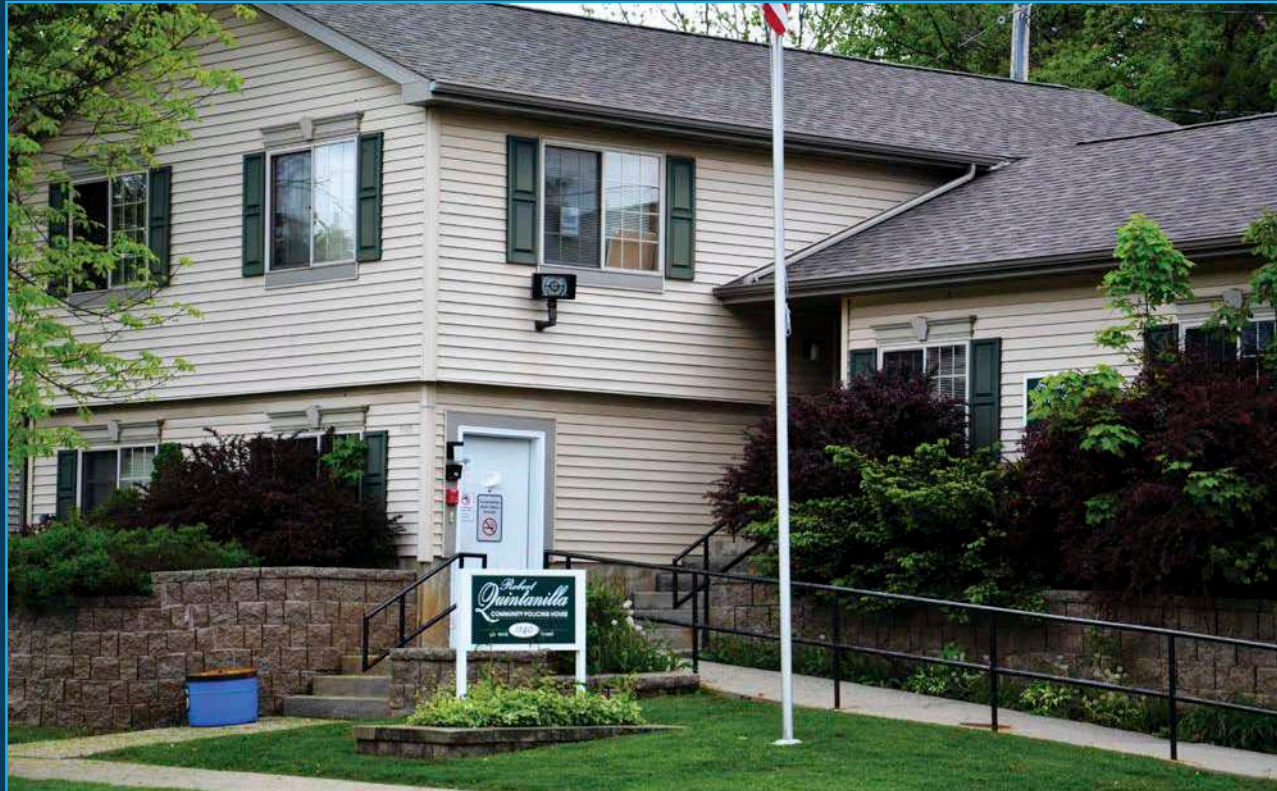
RACINE, WISCONSIN COP HOUSE
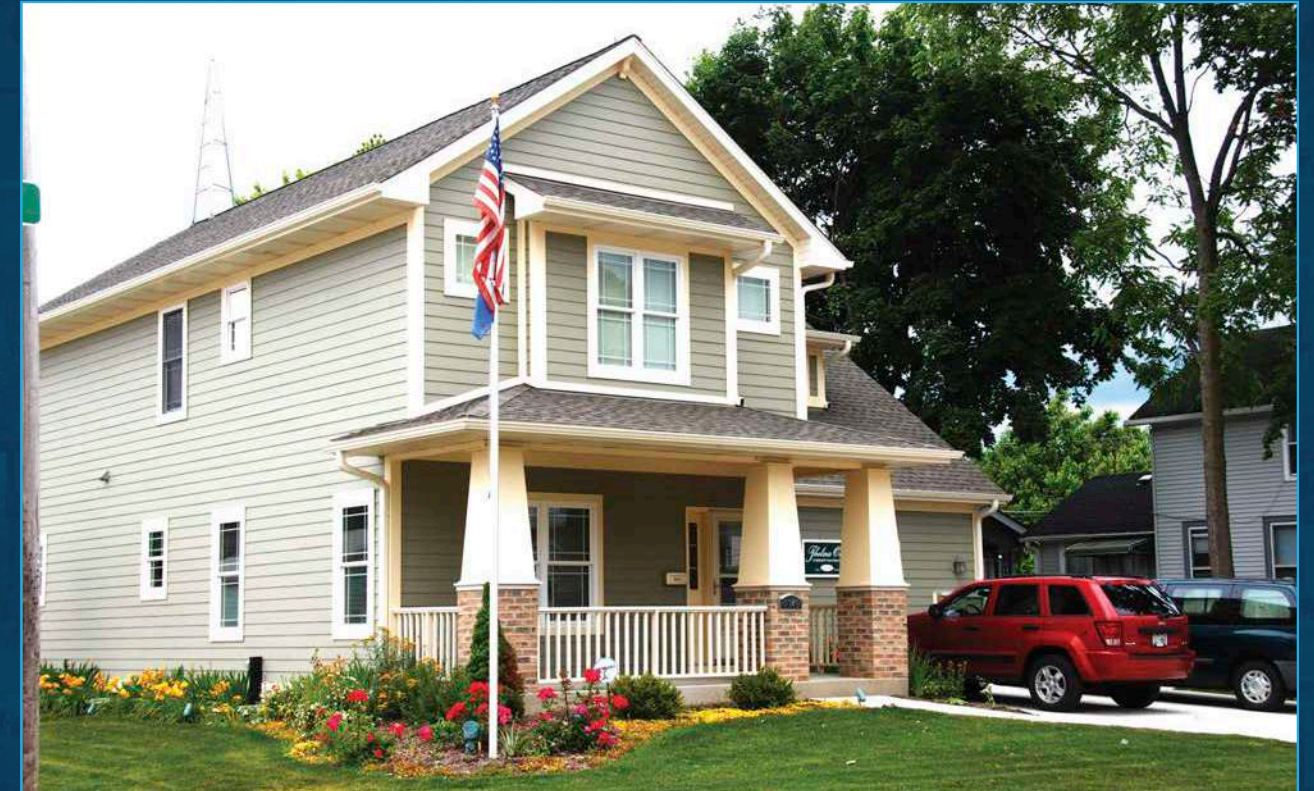
1146 VILLA STREET • RACINE, WI

2437 ANTHONY STREET • RACINE, WI

1140 GENEVA STREET • RACINE, WI

1900 16TH STREET • RACINE, WI

1522 W 6TH STREET • RACINE, WI

1750 MEAD STREET • RACINE, WI

MT. PLEASANT, WISCONSIN
COP HOUSE

When SC Johnson Wax, A Family Company, reached out to the Mt. Pleasant Police Department (MPPD) with an interest in sponsoring a COP House, MPPD jumped at the chance. SC Johnson is an avid supporter of the COP House approach in Racine and became a champion of the expansion of this strategy into the adjacent suburb of Mt. Pleasant. In 2015, the brand-new Lakeside COP House opened. It was built in an underserved neighborhood that had struggled with crime and blight. Since 2015, MPPD has been able to better serve this area, providing a steady presence focused on collaborative problem solving.

In Mt. Pleasant, COP House Officers hold landlords accountable through code enforcement, walk the neighborhood beat to build relationships with residents, and create positive activities for area youth. Officers intentionally work to grow their professional networks to include many different types of municipal and social service providers to improve responses to neighborhood concerns.

MOUNT PLEASANT, WISCONSIN COP HOUSE

2237 MEAD STREET • MOUNT PLEASANT, WI

ROCKFORD, ILLINOIS
STRONG NEIGHBORHOOD HOUSE

After a site visit to the city of Racine, the Mayor of Rockford approached the United Way of Rock River Valley about funding a COP House in 2015 to help address safety concerns in the city. The United Way took up the charge and created a COP House. Rockford is now home to two COP Houses, which were named Strong Neighborhood Houses.

In Rockford all the expenses associated with the physical houses, including maintenance and utilities, are paid for by the United Way. Like many communities in the United States, Rockford was hit hard by the foreclosure crisis in the late 2000s. Subsequently, it decided to use available housing stock and rehab homes in two city neighborhoods with significant needs.

Rockford COP House officers utilize the houses as remote bases of operation and engage with residents who come the house.

Rockford's COP Houses are the best example of how different neighborhoods in the same city require customized programming. The 8th Street COP House has become a hub for family-based service provision, thanks to a resident leader volunteer and a compelling local organization that has opened a satellite office in the house. Rockford residents from around the city can access English as a Second Language (ESL) classes, support for job training, and other social services as needed. Families in crisis, many of whom are at risk of or experiencing homelessness, can access high-quality case management services that help parents and youth work together to get back on their feet. At the Irving Avenue house, youth are the most frequent visitors, and both the United Way and the police department are in a trial-and-error learning process to determine which programs best suit the needs of the neighborhood.

ROCKFORD, ILLINOIS STRONG NEIGHBORHOOD HOUSE

IRVING AVENUE • ROCKFORD, IL
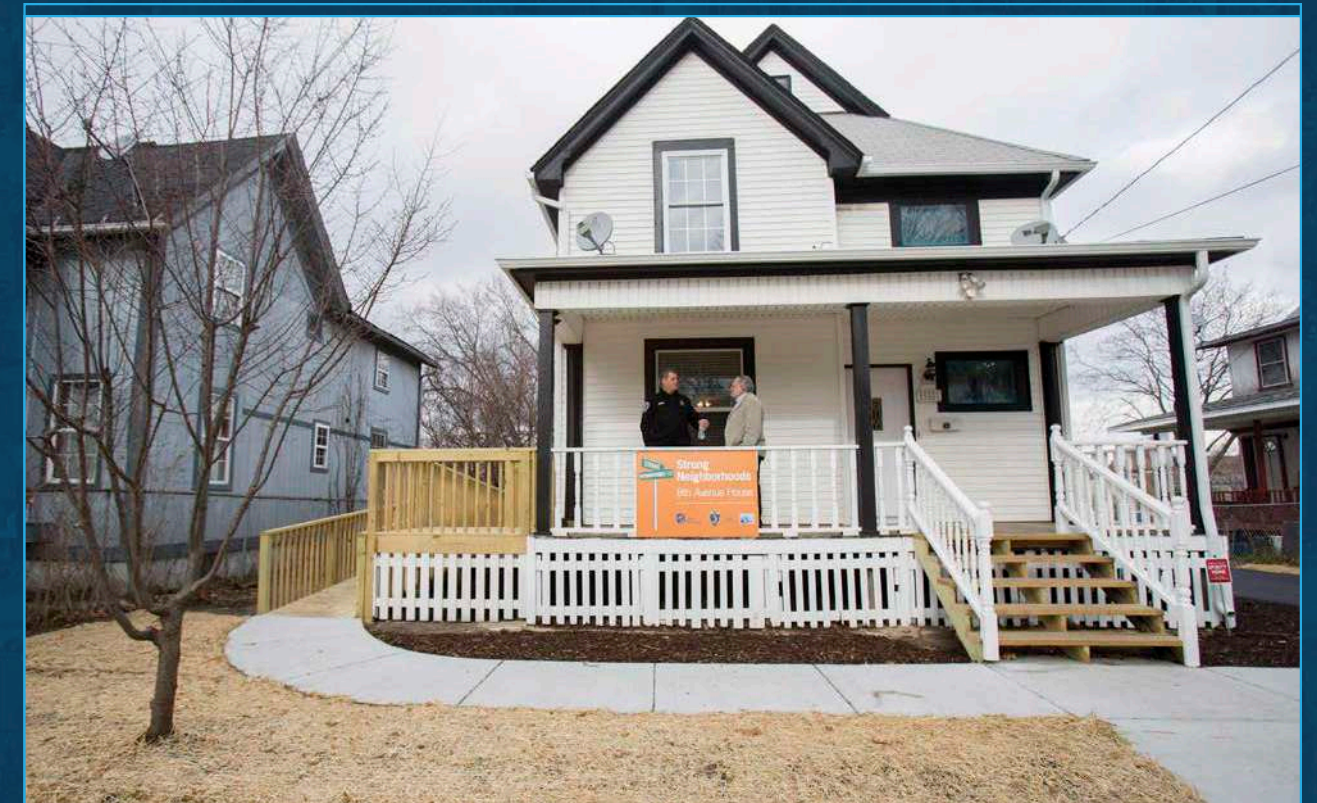
8TH STREET • ROCKFORD, IL

ST. CLOUD, MINNESOTA
COMMUNITY OUTPOST

In 2017, St. Cloud opened the first COP House in Minnesota. The idea for the house came from a St. Cloud officer who grew up in Racine. He approached Chief Anderson about the possibility of using the COP House in a neighborhood that had struggled with crime and underservice. The St. Cloud Police Department (SCPD) jumped into the project by first conducting a site visit to Racine.

SCPD worked with a vast array of local businesses and community organizations to raze an old, crime-infested property that was the source of more than 100 calls for service over a five-year period. In its place, they built a brand new commercial-grade COP House. St. Cloud's COP House was named the Richard C. Wilson Community Outpost in honor of a police executive who had passed away after a battle with cancer in 2015. Assistant Chief Wilson's life and career embodied the spirit of the Community Outpost, as he was a champion of community oriented policing in the city.

St. Cloud COP House officers focus on building meaningful relationships in the community and addressing crime issues to build a safer, more connected neighborhood.

St. Cloud took the Racine COP House model and expanded it to include a broader public health approach. The Community Outpost is programmed with the specific health needs of the neighborhood in mind. Partners include onsite community health case managers and nurses, a monthly mobile dental clinic, and an EMS ambulance sub-station. Nurses offer direct services including the Women, Infants, and Children (WIC) program as well as breast feeding initiation. In addition to traditional health offerings, there are services to promote community wellness such as a sewing class that doubles as an informal ESL class, homework help, and consultations with legal aid.

A former community outpost officer who now serves as a school resource officer in St. Cloud hosts the Girls on the Rise to Succeed group at the house which serves 12 to 17-year old students. She teaches them about positive self-identity, anger issues, hygiene, goals, leadership, suicide prevention, mental health awareness, and problem solving. Participants must have good behavior in school to participate in the group, which helps keep them on track. Participants are referred from the Boys & Girls Club to the group. The Community Outpost partners with food services to provide food at the sessions.
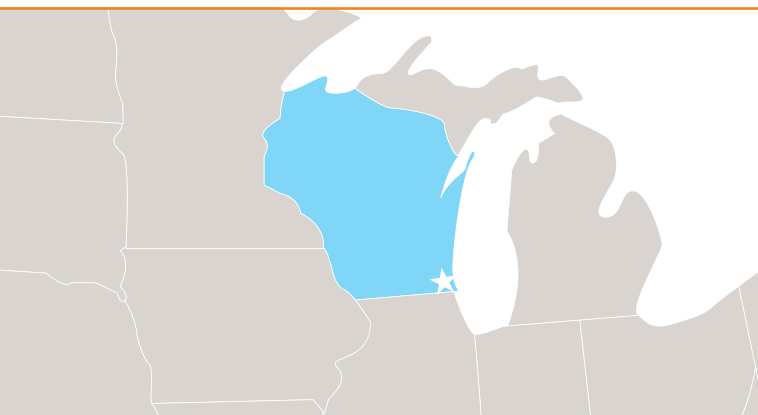
ST CLOUD, MINNESOTA COMMUNITY OUTPOST

600 13TH STREET • ST CLOUD, MN
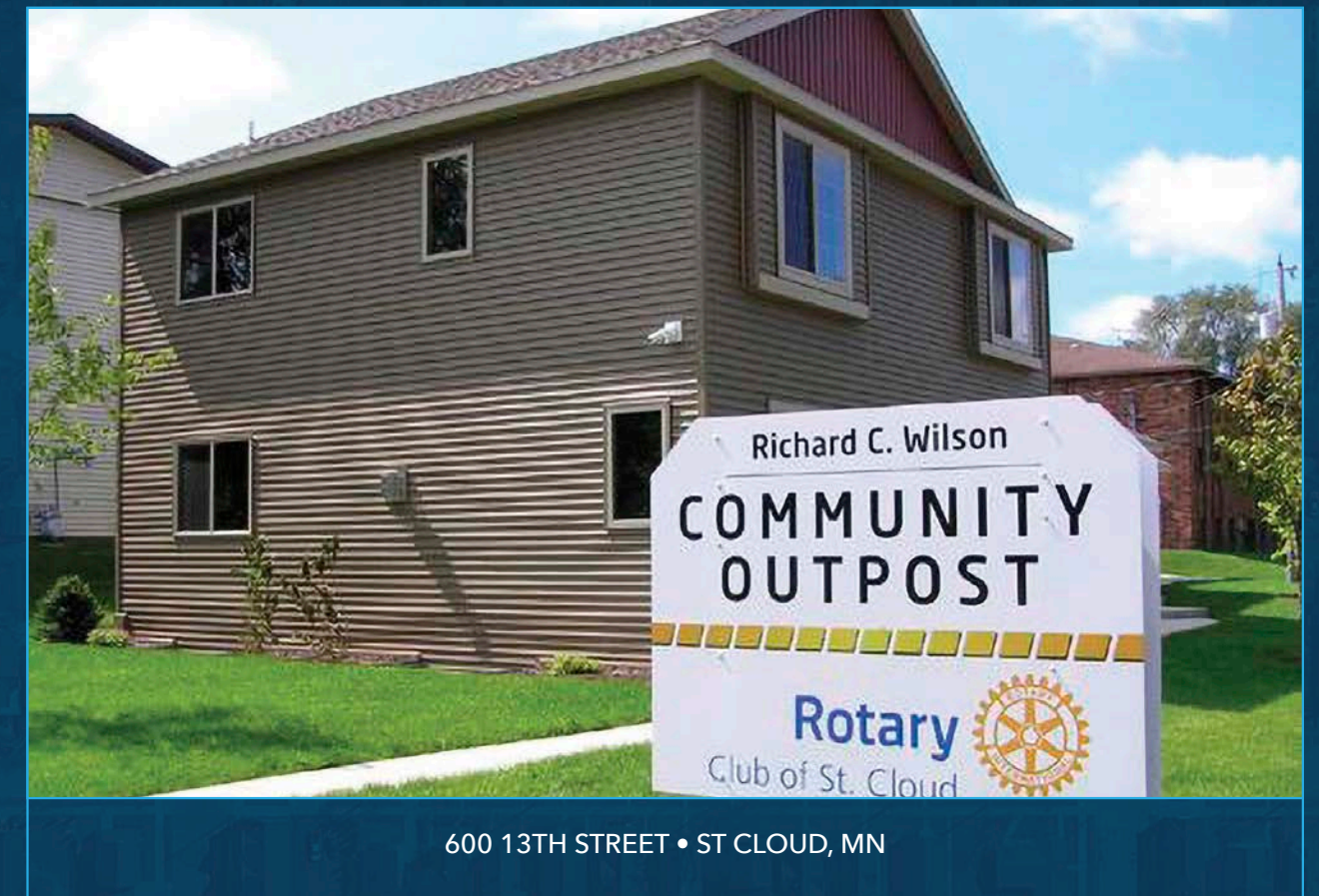
RACINE, WI

population: 77,432

COP HOUSES: **6**

FUNDED BY:
Mix of corporate and private funding,
Rent paid by key partner agencies,
RPD budget

STAFFED BY:
One RPD officer per house with variable hours

FOCUS OF STAFF:
Build relationships with residents and address
crime issues in the neighborhood

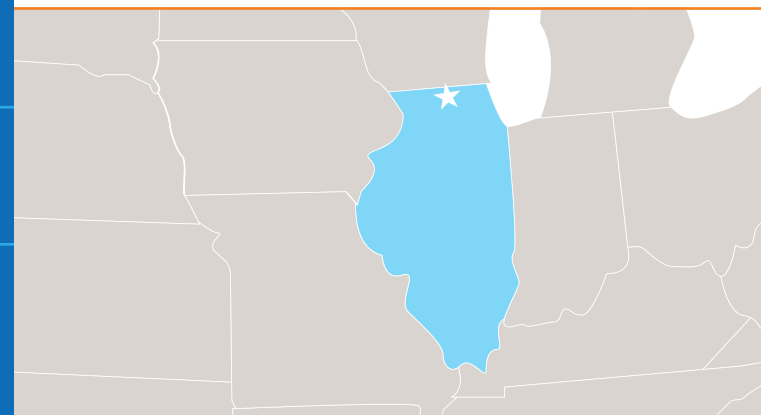**THIRD PARTY FINANCIAL OPERATOR:**
Racine Community Outpost

GOAL OF STRATEGY:
Reduce crime, Improve community-police relations

ROCKFORD, IL

population: 146,526

STRONG NEIGHBORHOOD HOUSES: **3**

FUNDED BY:
United Way funding, Rockford PD budget

STAFFED BY:
1 or 2 officers, variable by house,
with house-based shifts that vary daily

FOCUS OF STAFF:
Engage with community residents at the house

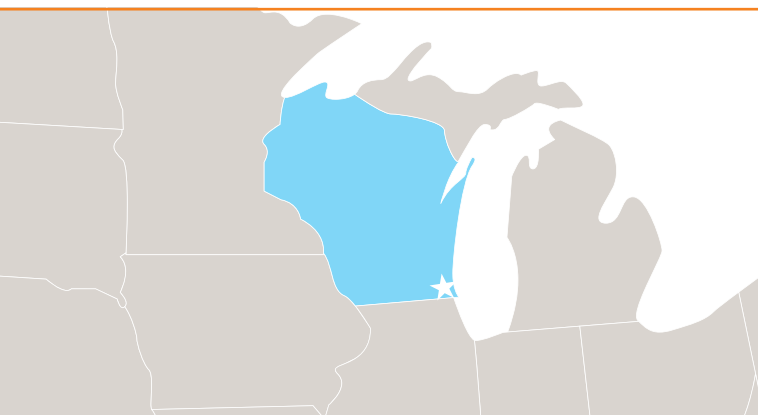**THIRD PARTY FINANCIAL OPERATOR:**
United Way

GOAL OF STRATEGY:
Houses are part of a collective impact strategy
to build strong, safe, connected neighborhoods
that offer improved environments around social
determinants of health.

MT PLEASANT, WI

population: 27,014

COP HOUSES: **1**

FUNDED BY:
Mix of corporate and private funding,
MPPD budget

STAFFED BY:
Two MPPD officers with variable hours

FOCUS OF STAFF:
Build relationships with residents and work
collaboratively to problem solve around resident
concerns

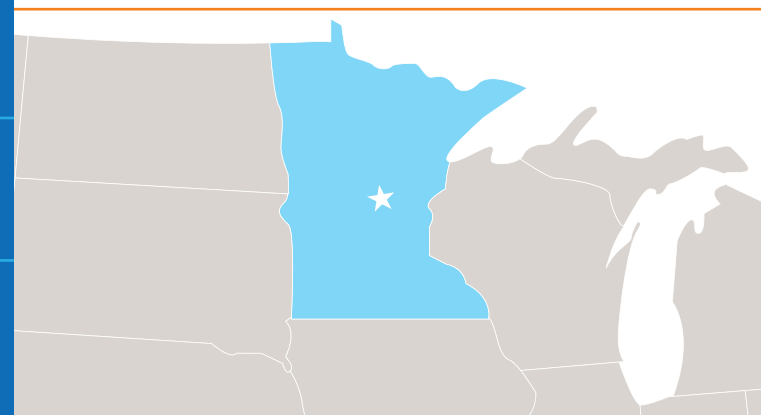**THIRD PARTY FINANCIAL OPERATOR:**
Racine Community Outpost

GOAL OF STRATEGY:
Improved quality of life for area residents

ST CLOUD, MN

population: 68,043

COMMUNITY OUTPOSTS: **1**

FUNDED BY:
Mix of corporate and private funding, Rent paid by
key partner agencies, SCPD budget

STAFFED BY:
Four officers: 2 day-time community officers,
2 night-time strategic enforcement officers

FOCUS OF STAFF:
Community wellness with a focus on improved
neighborhood safety and health outcomes

THIRD PARTY FINANCIAL OPERATOR:
Greater St. Cloud Public Safety Foundation

GOAL OF STRATEGY:
Community wellness with a focus on improved
neighborhood safety and health outcomes

GETTING STARTED

PLANNING
FUNDING
POLITICAL CONSIDERATIONS

GETTING STARTED
PLANNING

There are several key things to consider before the start of a COP House project.

Be sure to include the people who will be served by a project in the decision-making process. A police department cannot successfully execute a COP House on its own. Include residents and key partners in the decision-making. This inclusive approach helps to establish buy-in and ensure that key pieces of the puzzle are not missed.

PLANNING *BEST PRACTICE #1*

Speak with residents in the early stages of the project and use their feedback to shape the plans for the COP House. Residents are the most important stakeholder group, and their priorities inform the goals and outcomes for a COP House. Do not presume to know what the community needs. Door-to-door outreach is essential.

Cities with COP Houses have conducted focus groups and surveys with residents and partners to find out neighborhood priorities and needs. Talk to the community and build or grow relationships with the people served by law enforcement and other public servants. This kind of engagement will create a stable foundation for the project and help ensure success. Police departments have also looked at health and crime data to inform the types of partnerships needed for the house. Qualitative engagement work and quantitative data capturing create an early road map for COP House program design and establish a baseline for future impact measurement.

A COMMON INTEREST

4/26/94

Police survey shows most want safe neighborhoods

The results of surveys sponsored by the Racine Police Department are interesting enough to make us wonder why such surveys weren't done a long time ago.

The polling, in the area of the 18th Street Mall and the Sixth Street and Memorial Drive neighborhoods, was done by University of Wisconsin-Parkside students and professors.

In all, 200 households were questioned in face-to-face interviews on subjects including their attitudes about their neighborhoods, crime, the police and neighborhood conditions.

And the results suggest that respondents were honestly expressing their concerns and beliefs. Police efforts got mixed

they stay in their homes at night because of youth crime and drug problems.

There is a lot of meat in the survey for the Police Department — for city officials generally — to chew on. It seems a sound and revealing study.

But any such study is only as good as the actions taken after the surveying is completed. The real evaluation of the study will be in the results that can be achieved from it.

There is one factor that seemed to shine through the study more than any other, and it is one that we should be able to transform into a real force for improvement in the neighborhoods

Example: In St. Cloud, a new COP House officer made it her priority to meet every single home owner and apartment manager in the area. This was impactful. It not only helped the COP House officers identify neighborhood issues early but also established strong relationships with both property owners and tenants. Later in her tenure at the COP House, she would check-in weekly with a local apartment building that was struggling with a lot of issues. She established such good relationships that she would assist with eviction notices and would help get residents support or help get them moved out.
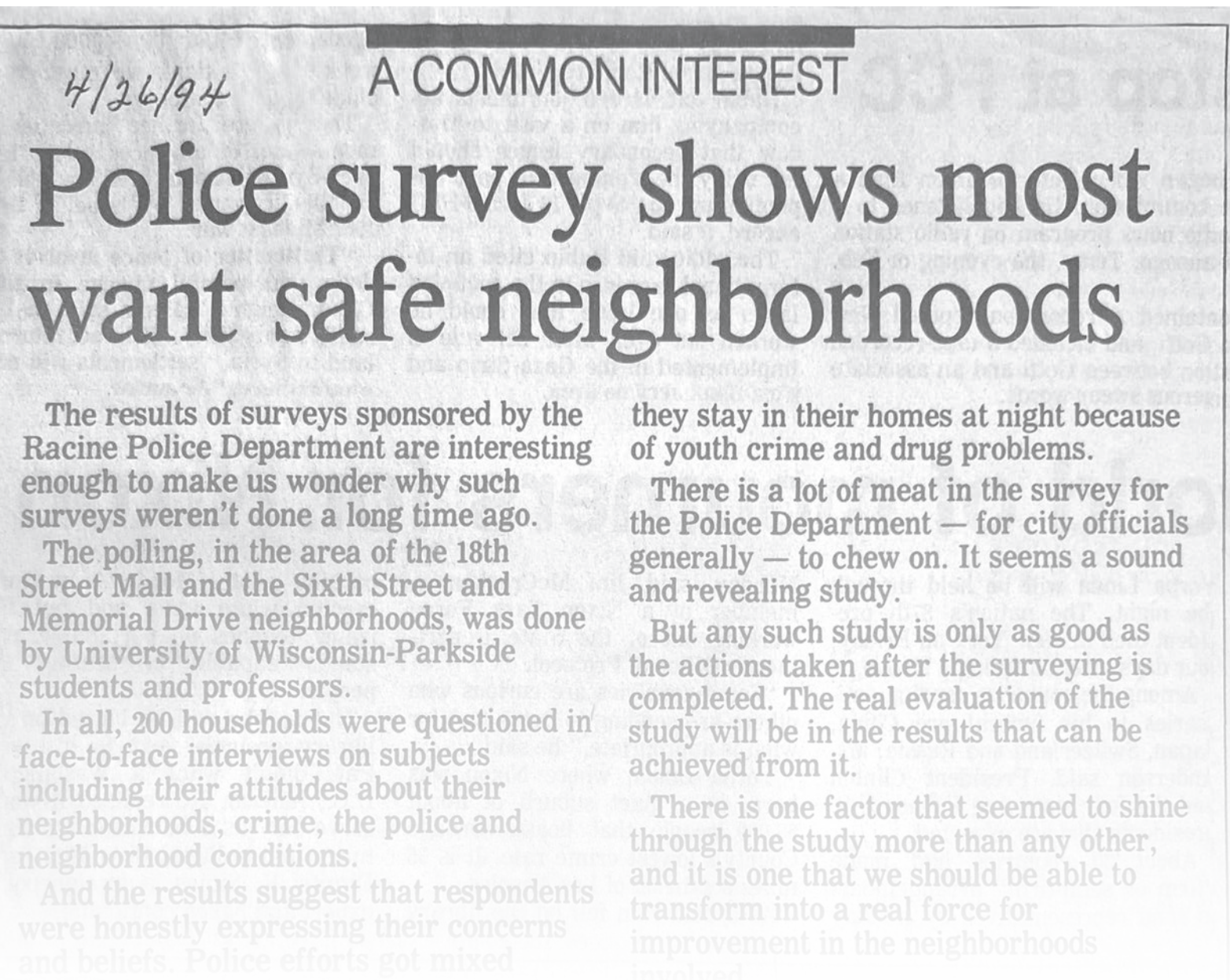
PLANNING *BEST PRACTICE #2*

Be thoughtful about what to name the COP House. It will matter to the constituency that the department serves, and it will also matter to funders.

Example: When Racine created the first COP House, it did so to address crime first and foremost. The name was meant to amplify the notion of Community Oriented Policing, but it was also meant to emphasize police presence at the neighborhood level. Mt. Pleasant kept the COP House name because that brand had significant name recognition and community buy-in throughout the Racine metro area. Like the Racine COP Houses, the Lakeside COP House is also supported by the Racine Community Outpost. For these reasons, it made sense to keep the name, even though the MPPD approach to the COP House differs slightly from the approach taken by RPD.

Example: The Rockford COP Houses are called Strong Neighborhood Houses. This name shift made sense because in Rockford, the COP House model is used as one of several strategies in an overarching collective impact model that is a flagship of United Way of Rock River Valley called "Strong Neighborhoods".

Example: St. Cloud was inspired by the Racine COP House model but wanted to shift from a law enforcement specific name to one that better represented the services available at the house. SCPD decided to take inspiration from the foundation in Racine and name its house the Community Outpost. This name honors the originators of the idea while showcasing St. Cloud's unique approach to the COP House strategy.

PLANNING *BEST PRACTICE #3*

Utilize self-reflection and collaborative, shared values to prevent egos and personal agendas from derailing the process. This is essential for effective, innovative collaboration. Resist the need for individual credit and try to attract similarly minded people to the project.

Example: At the summer concert series in St. Cloud that sparked the initial relationship growth between the Rotary Club and law enforcement, well known business leaders pick up garbage and sell popcorn. Their willingness to perform any task needed to support the concert series actively demonstrates their commitment to serve. This is the type of group mentality that will result in a successful COP House.

PLANNING *BEST PRACTICE #4*

The implementation of a new public project provides police departments with an opportunity to either build or deplete public trust. One significant way to build trust is through high-quality, timely follow through. Never promise to do something that is uncertain. Focus on what can be done and do what was promised. This is one of the fastest ways to create or lose people's trust. Start slow, learn by doing, communicate with stakeholders, and follow through!

COP HOUSE
PLAYBOOK

PLANNING
QUICK
REFERENCE

1 Speak with residents in the early stages of planning and use their feedback to shape the plans for the COP House.

2 Be thoughtful about what to name the COP House. It will matter to the constituency that the department serves, and it will also matter to funders.

3 Utilize self-reflection and collaborative, shared values to prevent egos and personal agendas from derailing the process.

4 The implementation of a new public project provides police departments with an opportunity to either build or deplete public trust.
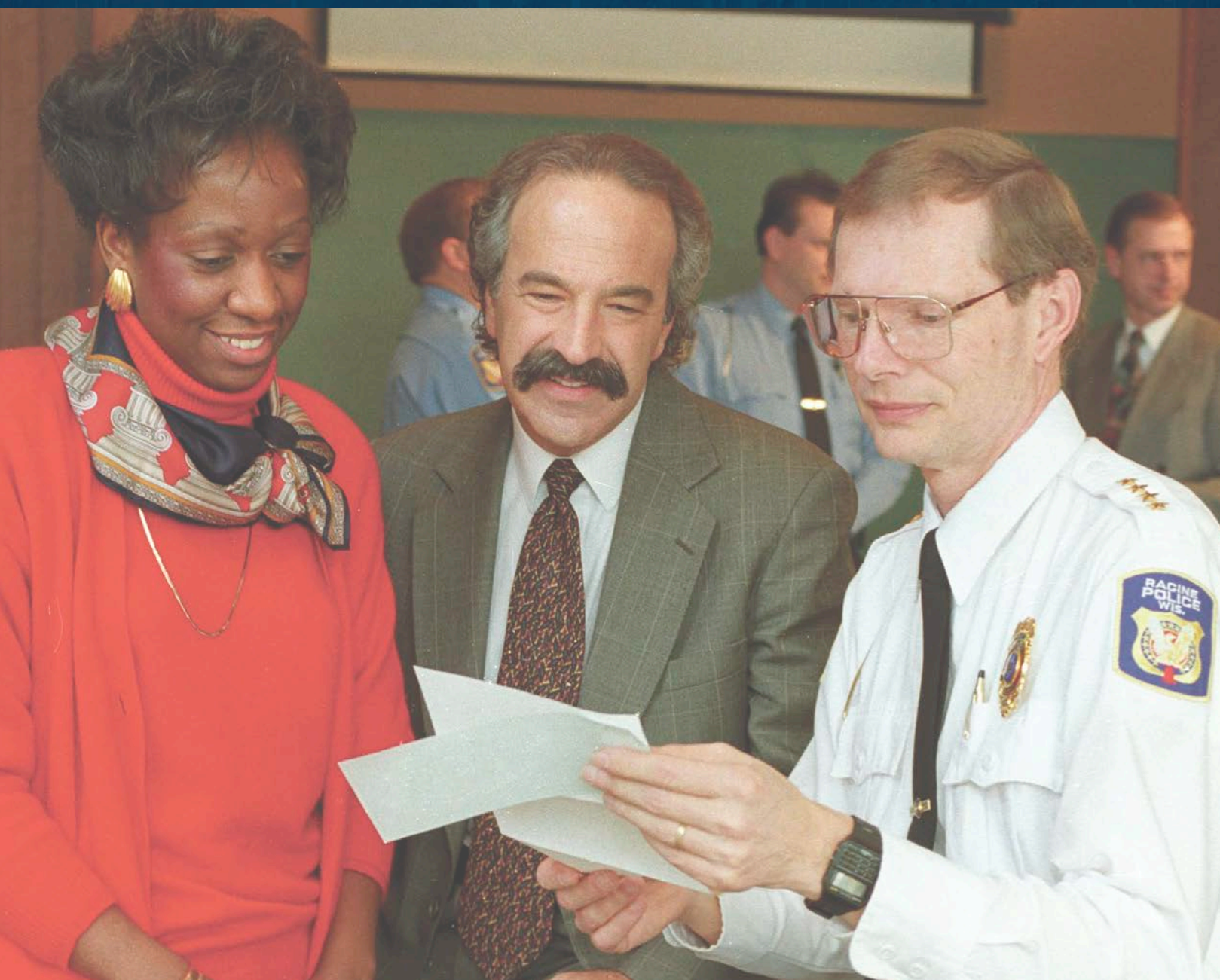
GETTING STARTED
FUNDING

A COP House is a significant financial commitment and one that should be seriously considered prior to beginning the project.

In Mt. Pleasant, the Lakeside COP House costs approximately $150,000 per year. The budget expenditures break down in this way:

- $10,000 from the MPPD budget for utilities/water/sewer/garbage

- $124,000 for two officers.
$75,000 is funding provided by SC Johnson, with the remaining $49,000 coming from the MPPD budget

- $16,000 fundraised by officers and/or the Racine Community Outpost, which is utilized for programming and materials

FUNDING *BEST PRACTICE #1*

Fundraise the full amount required to build or rehab the COP House prior to starting the project.

Example: Back in the early 1990s, the Racine Police Department realized quickly that a third-party funding source was probably the best way to manage the fiscal needs of a COP House. This realization came from the simplest of places: bags of candy. A COP House officer wanted to purchase candy for a Halloween event in the community. Everyone understood quickly that utilization of the City's budget process would not work to fund COP House events, particularly because COP House events are designed to be reactive to the interests and needs of the community. Simply put, a request for a few hundred dollars' worth of expense for candy submitted through the City's financial pipeline was cumbersome, slow, and completely unnecessary. The Racine Community Outpost, a non-profit organization, was created to address this issue.

This nonprofit organization was created by a real estate agent, someone from the local newspaper, and a banker. The Racine Community Outpost is the formal owner of the COP Houses. The Outpost leases the properties to the City of Racine for one dollar a year, maintains the houses, supports COP House programs, and fund-raises for police projects. This model works well. It provides the flexibility the department needs and creates a buffer of sustainable funding around the COP House strategy. The Racine Community Outpost also serves as the fiscal agent for the Mt. Pleasant Lakeside COP House.

Example: St. Cloud paid attention to the lesson learned in Racine and created a foundation prior to developing its COP House. It also addressed concerns about sustainability and built the foundation with a long-term view. Rather than being limited to the City of St. Cloud and serving only the needs of the police department, it decided to provide services to all first responders in the St. Cloud metro area. With these goals in mind it created the Greater St. Cloud Public Safety Foundation. The foundation encompasses an area that extends through three different counties and is focused on all police, fire, and emergency service providers in the region. In addition to supporting St. Cloud's COP House, the foundation is involved with initiatives that promote the health and well-being of area first responders and opportunities for young people who are interested in public service.

One key consideration with the development of a foundation or other third-party funder is board members. Any non-profit entity will require a board of directors. It is recommended that the first board member, who would typically become the board chair, is a local mover and shaker who has the influence, work ethic, money, and time to work with the police department to create a strong working board and a robust fiscal structure to support the COP House. A local leader will be able to leverage their network to staff the board as well as fundraise.

For a foundation or third-party non-profit to be successful, the board members will need to be truly committed and able to meet the needs of a working board. This means they are expected to give of their time, talent, and treasure. These expectations should be clearly articulated, and recruitment should be conducted with these requirements in mind.

In three of the cities that currently have COP Houses, officers either have been or are involved in writing grants to help sustain this strategy. Ideally, police officers would not be utilizing their time to write grants. This is another potential benefit of a third-party funder. The third party can write grants and help free up officer time and attention for work that can only be done by officers. Any third-party grant writer must listen to the COP House Officers, not just administration, to determine the appropriate approach for a grant application.

A successful foundation board will be experts on the rules and restrictions associated with fundraising. This will help ensure that the police department does not engage in any problematic fundraising efforts. It is important to understand what constitutes a donation and an appropriate use of funds.

Foundation board members will also have a good sense of how to build assets in the local community. For example, in many communities, small donations are easier to secure while larger gifts are uncommon. By contrast, there are a few cities that have large corporate headquarters and find the opposite fundraising norm to be true. Strong board members will understand that the sustainability, replicability, and diversity of funding resources are key to the long-term success of any project.
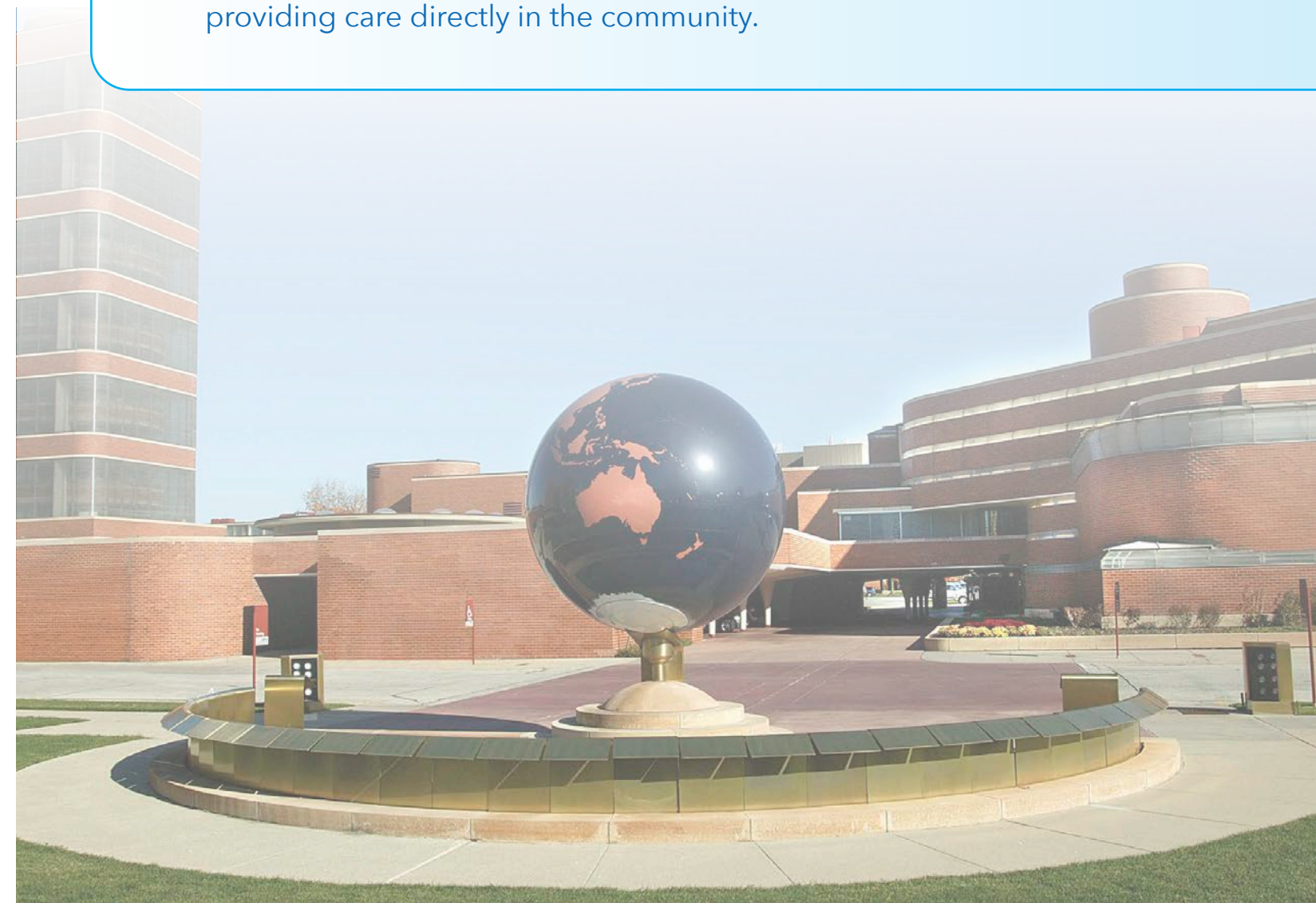
FUNDING *BEST PRACTICE #2*

Consider charging rent to key partners who will utilize the COP House to improve service delivery to community members. Most of the COP Houses that currently exist are funded through a combination of rent paid by partnering agencies that use space in the house, private donations, and foundation grants.

Most houses have some government support, typically in the form of police department budgeted officer time. In Racine and Mt. Pleasant, the police department budget also covers utilities at the houses.

FUNDING *BEST PRACTICE #3*

When looking for funders, keep community foundations, local corporate headquarters, banks, and health providers in mind. Banks are subject to the Community Reinvestment Act (CRA), which mandates a certain amount of pro-social engagement by the banks. This encourages banks to serve the needs of the communities in which they are located. Banks often look for ways to invest in community development and serve on local boards. Some banks also have charitable giving arms that can donate money to support local projects. Similarly, many health providers are currently under pressure to provide hyper-localized access to services and are looking for opportunities to serve the public where they live. In fact, healthcare reimbursements are changing. Providers are starting to get paid more to keep people out of the hospital, which means they may be more open to providing care directly in the community.

FUNDING *BEST PRACTICE #4*

Police should not be in the business of soliciting private donations. Police should provide information, and civilian partners should be the ones asking for donations. Police departments need to be very careful about how they engage the issue of fundraising. There are two main ways to secure private funding: donations and grants. Police departments should tread very carefully when looking to secure private donations to avoid ethics concerns and violations. Officers are certainly able to write grant applications, but the ethics of donation-based fundraising is quite different. It is recommended that departments work in collaboration with private sector partners or board members when approaching businesses, foundations, or individuals for donations. Police department staff should not engage in direct fundraising solicitations. Police department staff can provide information about the COP House strategy, crime, neighborhood assets, and programming. Private sector partners can then issue the fundraising request to the potential donors.

Example: In St. Cloud, in the very beginning of the project, the board chair of the foundation and a police department executive would have meetings with potential funders. The role of the police executive was to inform the potential donor firsthand about the vision of the project and progress towards the goal. In other words, the police executive was there to tell the compelling story of the COP House project. The board chair, a respected community business leader, was the person who did the funding ask directly to the donor. The police executive lends direct experience and credibility on the public side, and the civilian leader lends direct experience and credibility on the business side. These two people made a highly successful team and laid the groundwork for both funding and partnership that continues to pay off for the St. Cloud COP House.

Example: When Chief Polzin and then Sergeant Howell first presented the concept of the COP House to the Racine Community Foundation, they did not immediately ask for funds. They came to the foundation to share information about a new idea that could make a difference. A while after the presentation, Howell wrote a grant application to the foundation which was funded. Racine Community Foundation became and remains one of the key funders of the COP Houses in Racine. The compelling story of the work is important, and that is what the police department can share.

FUNDING *BEST PRACTICE #5*

Well-established community organizations and funders lend a new COP House project credibility and can demonstrate that the project has the support of the business community.

Example: The Rotary Club of St. Cloud gave an initial investment of $75,000 to kick-off the project and then remained a committed partner throughout the implementation process. They supplied and coordinated volunteers who helped provide labor for painting the COP House amongst other things. Rotary Club's early adoption of the initiative in St. Cloud granted immediate credibility to the project. It is important to note that SCPD and the Rotary Club had already established a partnership through an extremely successful Rotary summer concert series in a local park called Summer with George. The COP House initiative in St. Cloud built on this important existing partnership.

FUNDING *BEST PRACTICE #6*

Customize COP House funding to the economic landscape of the community.

Example: In Racine and Mt. Pleasant, the Police Departments have an economic landscape that is home to several large corporations including the world headquarters of SC Johnson. St. Cloud in contrast has few, if any, big corporations. Consequently, its funding approach is more about diverse, long-term financial commitments from a wide variety of business and private donors.

FUNDING *BEST PRACTICE #7*

Fund-raise the full amount required to build or rehab the COP House prior to starting the project.

Example: St. Cloud did not fundraise the full amount prior to beginning work on its COP House. It was a challenge to fundraise and secure all the project requirements including the title, permits, construction, and volunteers at the same time. All told, the St. Cloud COP House was a $500,000 endeavor. Approximately two-thirds of the total funds procured were provided in-kind, meaning valuable items were donated to the COP House via labor or supplies.

FUNDING *BEST PRACTICE #8*

If something starts as a privately funded item, that does not necessarily mean that it will always need to be supported through fundraising. Funder fatigue is real, and some funders are unlikely to commit funds over a long period of time to pay for the same thing each giving cycle. When certain costs stabilize, such as utilities, and the COP House has proven valuable enough in the community that both politicians and residents are bought-in on the idea, consider shifting some of the financial responsibilities into a line item in the police department budget. This will lighten a little of the burden on private funders. This may allow funders to commit money that was going to something mundane but necessary, like keeping the lights on, to something innovative or more resident engaged.

COP HOUSE
PLAYBOOK

FUNDING
QUICK
REFERENCE

1 Create or utilize an existing third-party funder to manage the finances of the COP House.

2 Consider charging rent to key partners who will utilize the COP House to improve service delivery to community members.

3 When looking for funders, keep community foundations, local corporate headquarters, banks, and health providers in mind. Banks are subject to the Community Reinvestment Act (CRA), which mandates a certain amount of pro-social engagement by the banks.

4 Police should not be in the business of soliciting private donations. Police should provide information, and civilian partners should be the ones who ask for donations.

5 Well established community organizations and funders lend a new COP House project credibility and can demonstrate that the project has the support of the business community.

6 Customize COP House funding to the economic landscape of the community being served.

7 Fund-raise the full amount needed to create a COP House prior to building/rehabbing.

8 If something starts as a privately funded item, that does not necessarily mean that it will always need to be supported through fundraising.

GETTING STARTED
POLITICAL CONSIDERATIONS

Political buy-in is important, but an arrangement in which politicians make decisions about the project or control the purse strings is not ideal. Due to the collaborative, open nature of a successful COP House, political intrigue is the enemy of progress. Therefore, it is in the best interest of police departments, funders, community members, and city hall to understand why it is important to keep politics out of the house.

The best way to ensure that a COP House is not vulnerable to shifts in the political landscape is to thoughtfully engage political leadership. Independent funding can help create a political buffer, one that allows politicians to support the project without a need for their direct involvement.

It is rarely a good idea to surprise community leaders, and it is important to secure buy-in, if possible, from the start of the project. Inform municipal political leadership but be thoughtful. This is an innovative policing initiative that, when funded properly, will not cost the taxpayers any additional money and will make the city safer.

Here are some tips to help departments engage the political sphere in the community throughout the COP House development process.

- Inform rather than ask.

- Tailor the COP House message thoughtfully when addressing politicians. Persuade people who are unlikely to support the initiative with a pitch focused on what most appeals to them.

  - For a politician focused on conservative fiscal policy, emphasize the exceptional public-private partnership represented by the funding structure of a COP House, which leverages private funds to support the public good.

  - For a politician focused on initiatives that improve community well-being, emphasize the social impact that comes from public servants getting to know the residents they are serving, and the community-needs-driven service provision that will be offered through a COP House.

- Create opportunities for politicians to get some good public relations. To quote Harry Truman, "It is amazing what you can accomplish if you do not care who gets the credit."

- Build a funding infrastructure that does not require government money. There are some things that the police department will automatically absorb and pay for, especially officer time. The cost of the house, utilities, maintenance, and programming can be covered by grants, private funds, and rent paid by partners that utilize the COP House. This will help ensure that the decisions made about the house are not subject to the winds of political influence.

- There are ways that those in the political sphere can be helpful to the successful implementation of a COP House, but it will be important for the key stakeholders, especially police department and foundation leadership, to help politicians understand how they can be helpful.

- One clear benefit that a COP House can provide to a politician is information. In Racine, Officer Defatte would notify the Mayor of incidents in his designated area as soon as possible, thereby ensuring that the Mayor understood how the COP House helped him to be better informed.

Political support for a COP House can be hugely helpful when applied thoughtfully.

Example: In Rockford, the Mayor was the person who started the process for building a COP House. He approached the United Way with a request that they take point on the project. He had the foresight to serve as the catalyst for the project and then trusted the key stakeholders, namely the United Way and Rockford PD, to execute the work.

Example: In St. Cloud, the house that the department wanted to raze and build anew was in limbo foreclosure status, which made the purchase of the house extremely difficult. The company that held the title was non-responsive to any inquires being made until officers reached out to a US Congressman from the area. The Congressman's office then reached out to the company and was able overcome the obstacle simply by letting the company know that the COP House project was a priority. The Congressman's aide also convened key people from the Somali community who live near the COP House to discuss the project.

COP HOUSE PLAYBOOK

POLITICAL CONSIDERATION *QUICK REFERENCE*

1 Generalized political support can help the project.

2 Politically motivated decision making can hurt the project.

3 When speaking with political actors, tailor the message to what matters the most to them.

4 Be willing to share credit.

A NEW COP HOUSE

LOCATION
BUILDING

A NEW COP HOUSE
LOCATION

The physical location of the COP House matters. The house needs to be in a geography where additional police support and relationships are needed. There are several factors that can help determine the best location for a COP House. To quote one of the people interviewed for the playbook: "You need a damn good reason to be there, don't just be there to be there."

Example: In Racine, the very first COP House location was one half of a duplex provided by a local landlord as a temporary in-kind donation to the police department. Officer Defatte soon realized that the unit was not the right location for a COP House. The problems in the neighborhood were occurring at greater frequency in a different section of the block. When COP House operations moved closer to the busier end of the street, Officer Defatte was able to better embed himself in the neighborhood. With the improved location, the COP House was able to serve residents and deter crime in a more meaningful way. Subsequently, neighborhood safety improved visibly and more quickly.

Example: St. Cloud is historically white. Tensions were high in the community when Somali immigrants started to move to the area. Deciding to put a COP House in the middle of the refugee community seems like an odd choice, but ultimately it made sense. The validity of the choice is seen in the events, increased positive relationships amongst community members, and improved service delivery that residents are now able to experience.

There are several key factors to consider in order to decide the best location for a COP House:

- Crime data

- Public health outcomes data

- Owner-occupied vs renter rates

- Community input

- Officer feedback

- Proximity of neighborhood assets like parks, community centers, schools, etc.

Example: In St. Cloud, the COP house is also near a large park, a Boys & Girls Club, and St. Cloud State University. Additional resources near a COP House are helpful. The proximity allows services to support each other to best meet the needs of the community. Children from the Boys & Girls Club will often walk over to the COP House to participate in programs.

COP HOUSE
PLAYBOOK

LOCATION
QUICK
REFERENCE

There are several key factors to consider in order to decide the best location for a COP House:

1

Crime rates, public health outcomes, owner occupied vs. renter rates, community input, officer feedback, and proximity to assets located in the neighborhood.

A NEW COP HOUSE
BUILDING

The decision of whether to build a new property in an empty lot, raze an old property and build a new one on an occupied lot, or rehab an existing property hinges on a few key considerations:

- Location

- Available housing stock

- Cost

- Desired outcomes

Once a neighborhood has been identified, it is time to consider the best option for a COP House property given the available housing stock in the area. Finally, given the location and housing stock, what is the most cost-effective option for the programs and partnerships that will be rolled out at the COP House? What is the budget to purchase, raze, build or repair?

The conversion of an older home into a COP House is likely to result in increased maintenance costs over time. This is not a problem if these additional expenses are planned for in advance. Some considerations related to an older home are:

- Will there be a need to fix or replace the roofing, plumbing, water heater, boiler or furnace?

- Are there parking lots, driveways or patios that will need to be repaired or repaved?

- Is there any old playground equipment or basketball hoops that will need to be replaced?

BUILDING *BEST PRACTICE #1*

Utilize a small-town approach. Imagine that you live in a smaller community without robust bureaucratic structures. The way to get things done in this context is to build consensus and work with existing relationships. Relationships and collaboration are one of the central keys to success.

IMPLEMENTATION

STAFFING
SUPERVISION
PARTNERS
PROGRAMS
VOLUNTEERS
MARKETING

IMPLEMENTATION
STAFFING

There are several key points for police departments to consider related to the issue of staffing.

Communication is key.
Information flow in and out of the COP House and the surrounding neighborhood is important. It is recommended that departments prioritize the placement of officers with exceptional communication skills.

COP Houses are both community engagement and crime reduction focused.
Successful COP House officers can do both well. Proactive, professional officers who treat all people with dignity, regardless of who they are, make the best COP House officers. These officers will become the face of the department on the ground in the COP House neighborhood. Public perception of the legitimacy of the department will correlate directly to the behavior, demeanor, and professionalism of neighborhood-based officers over time.

Approach and people skills matter.
Putting an abrupt, verbally or physically aggressive officer into a COP House is not a good plan. It will be the fastest way to ensure less trust from the community.

COP Houses are not places for officers to put their feet up. Beware of officers who see the COP House assignment as an easy day-time position away from the rigors of patrol. This work takes a lot of time and patience. At the very start of the COP House project, officers are often called upon to do things that are outside their normal positions. They might be asked to even help build the house!

The COP House officer position, when done correctly, is not a cushy assignment. By contrast, it has the potential to be the most challenging and rewarding assignment of an officer's

career. COP House officers cannot do their jobs solely from inside the house. In addition to being in the house, officers need to spend time in the community, on the beat, talking to residents, and visiting city hall to address neighborhood concerns.

Example: COP House officers in Racine and Mt. Pleasant have had significant success by combining Crime Prevention Through Environmental Design strategies, code enforcement, initiatives to build home ownership, and creative community programs. All of these are executed while continually keeping up the daily tasks listed above.

Officers assigned to the COP House must take ownership and pride in the house. Like any engaged resident, officers need to invest in getting to know the neighbors. Meaningful relationships with community members are not separate from the work of being a police officer; they are essential to the work. When managed correctly, COP House officers will see themselves as part of the neighborhood community.

Be realistic about staffing needs.
For a COP House to be successful, there needs to be an officer present and the house needs to be open for a significant amount of time on a regular basis. If the house is infrequently staffed and infrequently open, the outcomes of the project will be limited. If the department tells neighbors that an officer will be present in the community at the COP House, the department needs to plan how to make that vision come to fruition.

Success won't happen overnight.
It takes a full year for an officer to understand their new role and gain resident trust. Success isn't necessarily something that will come quickly for a new COP House officer.

The COP House will reflect the officers who work there.
Each existing COP House has taken on the personality of the assigned officers and the surrounding community.

*COP House officers should know
how to engage with youth in a positive way.*
COP House officers often spend a significant amount of time with youth. As such, these officers can sometimes serve as an informal mentor or parent figure for young people and have a real impact on their lives. Officers and partners at the COP House can provide an opportunity for kids to learn about how to clean up after themselves, treat shared materials with respect, be kind, share, and navigate new social situations.

*Ensure that there are officers at the COP House
that reflect the neighborhood being served.*
Think about all aspects of diversity, including race, ethnicity, language, and gender. A diverse team shows departmental collaboration, inclusivity, and cohesion.

Example: In St. Cloud it was a real loss to the COP House when a member of the first Community Outpost team, a young Somalian man's internship ended. The SCPD found it incredibly impactful to have a member of the Somali community as part of the initiative, especially given the concentration of Somali refugees living in the area around the COP House. Officers who reflect the community being served are a huge asset to the program.

Knowledge about code enforcement is a plus.
It is recommended that a COP House officer should have, or be able to quickly learn, the basics of code enforcement.

COP House officers need to be community engaged and able to work independently.

They need to perform well and demonstrate integrity in an environment with a lot of freedom and little oversight. Departments need officers that they trust, people who are inclined to approach their role in a social work style, that can build trust and establish relationships in the community.

Assigning the right officer is more important than traditional departmental promotion practices.

Expect intradepartmental blow-back if a more junior officer is placed in one of these positions. Do not let that deter the decision if the officer is the right fit! Just know that there may be push-back or hurt feelings. Knowing this in advance will help leadership and the new COP House officer be ready to address any issues that may arise.

Additional attributes that will benefit COP House officers include:

- Good computer skills

- Excellent interpersonal communication skills

- Comfort with or willingness to work on public speaking

- Ability to interact thoughtfully with all types of people

- Ability to thoughtfully represent the program to the media, funders, and politicians

STAFFING *BEST PRACTICE #1*

To ensure that the correct officers are assigned to the COP House, it is recommended that officers be interviewed for these positions. Best practices related to the interview and promotion of officers to this role include:

- Provide officers with clear expectations about the role. (See appendix for sample job descriptions)

- Look for officers who have demonstrated an ability to learn effectively and quickly

- Officer past performance will provide significant insight about the type of COP Officer they will be.

    o Do they have a record of community-engaged police work?

    o Do they take initiative and show self-determination in their working style while still operating effectively within a team?

    o Have they shown an ability to think outside the box to solve problems?

    o Are they service-minded?

    o Have they shown a consistent ability to empathize with and respect the people they are hired to serve?

    o Do they volunteer outside of their police work in the community?

One benefit to staffing exceptional officers in a COP House is that when they eventually get promoted or re-assigned, they will become advocates for the COP House program wherever they end up.

Example: In St. Cloud, a former COP House Officer was re-assigned to a School Resource Officer role. She now refers students and families from the school to the COP House when it is relevant for their needs.

STAFFING *BEST PRACTICE #2*

Be aware of personality overtaking sustainability. Sometimes an officer placed in a specialty assignment, like the COP House, ends up co-opting the direction of the program. They build support for their individual work (as opposed to the work of the team), use their dynamic style to garner individual praise, and tip towards insubordination when the department tries to transition them to a new role. They feel the COP House is theirs. This personality-driven style of community engagement, coupled with a tendency to self-aggrandize, can compromise the sustainability of a COP House. The creation of a staffing and supervision structure that protects against this phenomenon can pay dividends in the long run.

Ways to Prevent Personality from Overtaking Sustainability:
Amongst the cities discussed in this playbook, there are some different approaches used to address this issue. In Racine and Mt. Pleasant, term-limits are placed on COP House officer positions. Racine officers serve a three-year term. Mt. Pleasant officers serve a two-year term with the option to renew for a third year. Mt. Pleasant staggers terms to rotate officers into the house. This allows new COP House officers to overlap by at least one year with

more seasoned COP House officers. St. Cloud allows officers that excel in unique positions to continue their work for as long as they are successful or until they are needed elsewhere.

Signs that a COP House is Being Overrun by a Strong Personality:

- Residents will only work with one single officer over a long period of time. If a neighborhood has a trust deficit with law enforcement, this individualized trust of an officer is not uncommon. If it persists over time, even when other COP House officers have regular, authentic interactions with residents in the area, it is important to check on the way the trusted COP House officer is doing their work. Do they build bridges between residents and other service providers? Or do they find value in their job from individualized admiration they receive for their COP House duties?

- An officer whose tenure is supposed to end refuses either overtly or covertly to train their replacement.

- An officer whose tenure is supposed to end drags their feet about the transition, speaks to residents about their transition in a way that disparages the police department, their supervisor, or other officers.

- An officer uses singular ownership language to describe their work: for example, "My residents", "My funding" versus "Our neighbors", "Our funding".

Ways to guard against personality overtaking sustainability:

- Have beat officers outside the house working in the neighborhood

- Term limits

- Utilize the position as a stepping-stone for promotions in the long term. Departments can view COP House service as a significant plus on officer resumes and applications for promotion.

- Officers need to be able to investigate, patrol, build partnerships, and engage residents. The breadth of this position means that there needs to be a difference between the general HR interview process for typical officer roles versus the process for the COP House officer role.

As it pertains to the issue of personality overtaking sustainability, prevention is the best option. Cross-train all members of the COP House officer team. This helps to ensure that no one assigned to the COP House believes that they are in a rarefied position. It also helps ensure officers working on enforcement in the COP House neighborhood do not isolate themselves from meaningful engagement work. Officers are still officers, but they need to be well rounded in their approach to policing.

Example: In St. Cloud the day-time officers, who focus on community engagement and are available to respond to calls for service in the area, know how to conduct investigations and can step in to work on cases as needed. Similarly, the night-time officers on the COP House team that are highly skilled investigators can step up and speak to funders and community partners or conduct outreach in the neighborhood about the COP House. If a hard-charger pushes back about doing engagement work or a COP House officer pushes back on a request to provide investigative or patrol support, then it is time for the supervisor to have a real conversation with that officer about their assignment to the COP House team.

If the preventative measures of cross-training or term-limits have failed, and an officer on the COP House team exhibits a personality-driven rather than community-driven approach, the supervisor must make the time to observe how the officer engages in the work. If signs point to the existence of a problem, then the supervisor can coach the officer on how to be a better team player.

If coaching does not work, then the officer can be moved out of the house. It is a pity to lose a strong COP House officer, but the damage a selfish officer can do to the department, the COP House, and the community is ultimately not worth the trouble. An officer that is motivated to build up their own reputation will not operate in good faith as a member of the COP House team. In the long-term, they can damage the sustainability of the house and the department's reputation in the community.

COP HOUSE
PLAYBOOK

STAFFING
QUICK
REFERENCE

**1** The COP House position requires a special officer.

2 To ensure that the correct officers are assigned to the COP House, it is recommended that officers be interviewed for COP Officer positions.

3 Vet COP House candidates carefully with a focus on communication skills, work ethic, creativity, and ability to work independently while still respecting departmental structure.

4 Be aware of personality overtaking sustainability.
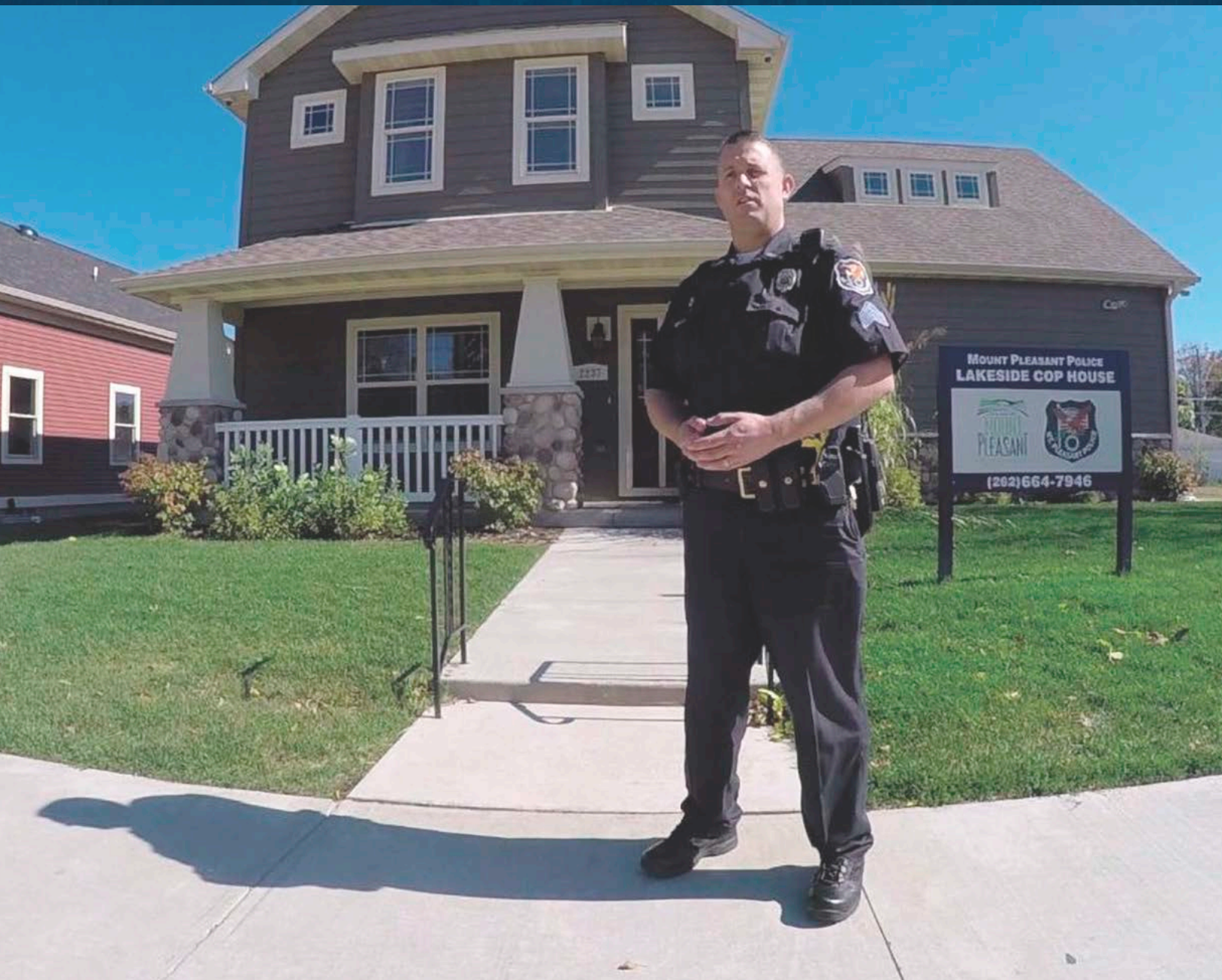
IMPLEMENTATION
SUPERVISION

The selection of the COP House supervisor is as important as personnel decisions on staffing the house itself. Supervision of COP House staff requires in-depth knowledge of the department and a leader who values all aspects of policing strategy. All the sites discussed in this document have found value in a supervisor that has worked successfully with multiple divisions in the department throughout their tenure.

It is highly beneficial to the COP House strategy if the supervisor or some other management level member of the team is an excellent writer. The management team also needs someone who is good at sales. If departments have a sergeant or lieutenant that meets these descriptions, they may be an exceptional asset to the COP House team because of their grant writing skills and ability to serve as an excellent public-facing ambassador of the program.

Supervisors should value and exhibit good communication, transparency, strong internal relationships, and a nuanced understanding of the work done by their team. COP House supervisors need to delegate and trust their team. They must be able to sustain relationships both in and out of the department over time. The assignment of a high-quality supervisor demonstrates the department's commitment to the COP House strategy and the community being served.

Qualities to look for in a good COP House Supervisor:

- Good speaking and writing communication skills

- Broad experience and expertise – COP House supervisors will be leading diverse teams of officers through many different facets of policing strategy. This will require someone with extensive know-how and a significant understanding of foundational law enforcement theory and approach.

- Flexibility – COP Houses are impacted by the community and responsive to the needs of residents. COP House Supervisors must be able to provide leadership and vision to match this dynamic environment.

- Solid problem-solving skills

- Strong organizational skills

- Creativity

- Well respected

- Exceptional people skills

Example: Since there are two night-time officers assigned to the COP House in St. Cloud, in addition to the two day-time officers, the Supervisor position can be difficult. Essentially half of the Sergeant's COP House team are officers who work a different shift than he does. The supervisor can occasionally work nights to be on-site with the officers, but that is rare. This setup requires that the team and the supervisor really trust each other.

One the reasons it is so key for leaders to position officers and managers of integrity on the COP House team is so that when the team communicates the needs of the community to police administrators, the COP House team can be believed and supported.

SUPERVISION *BEST PRACTICE #1*

Micro-management does not work in a COP House environment. Put the best people in place and then let them work. Officers who do their job correctly will start to build information and resources that allow them to make ever more nuanced and informed decisions about how to proceed in the neighborhood. It is important to note that at some point COP House offers will believe, and will probably be correct, that they know better than executive level administration about what is needed at the micro-level to strengthen neighborhood stability.

COP HOUSE PLAYBOOK

SUPERVISION QUICK REFERENCE

1 The best COP House supervisors have in-depth knowledge of different aspects of the department.

2 Micro-management does not work in a COP House setting. Supervisors and their reports must all be worthy of trust and treated accordingly.

IMPLEMENTATION
PARTNERS

PARTNER *BEST PRACTICE #1*

In all matters that pertain to partnership and programs, a COP House needs to be customized to the needs of the neighborhood. Each COP House, even when located within the same city as another COP House, requires a significant amount of customization in order to be most effective. If houses are built and programmed by partners in a cookie-cutter format, there can be negative consequences such as low participation and a lack of support from the community at large. Assembly line programming can also lead to wasted officer time or officers who do not value the COP House assignment because it is not clear to them why they are in the house.
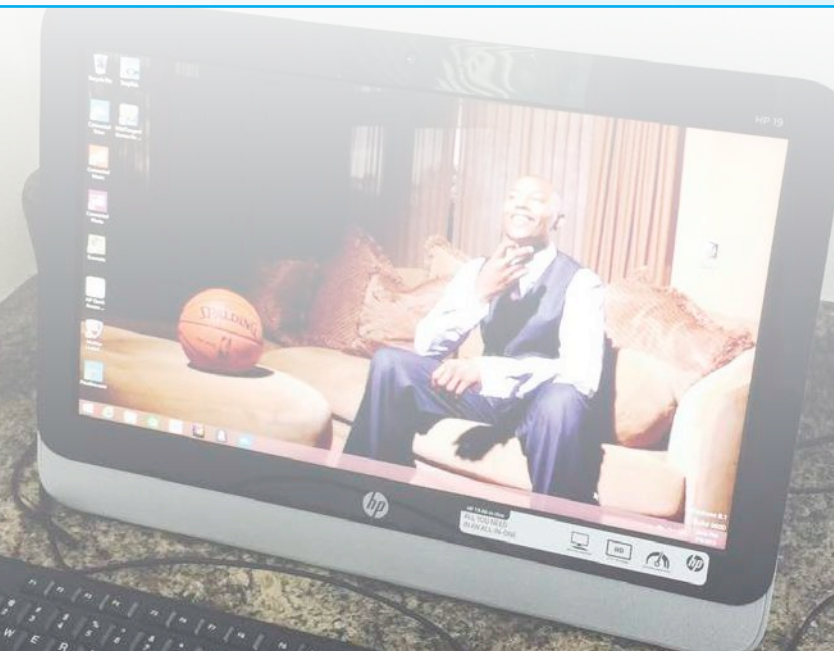
PARTNER *BEST PRACTICE #2*

A clear and credible COP House mission will open doors. If the vision for the COP House has been clearly and credibly articulated and shared, it is likely that people in the community will help bring partners to the table. Furthermore, anecdotal evidence suggests that co-location at a COP House can improve service provision between partners beyond the scope of the house.

Example: In St. Cloud, the Arrive Ministries Sewing Class that also serves as an informal ESL class combines organizations that were not original partners at the house. They were referred to the COP House by a local senior center that knew about the new community oriented policing initiative. Their partnership with the COP House has resulted in a newly established homework help program based on community need.

PARTNER *BEST PRACTICE #3*

Think through partnership agreements on the front end.
Key considerations are:

Mission, Liability Insurance, Rent, Storage, House Policies, Access, Marketing, Heath System Partners, Legal Aid Partners

Mission
The police department is the most likely steward of the COP House mission. As such it will probably fall to the department to ensure that the partners and subsequent programming offered in the COP House reflect the mission of the project. The partners at the COP Houses tend to closely reflect the goals of the house.

Example: In Racine, the partners tend to be from the criminal justice system (Probation and Parole Agents from the Department of Corrections) or direct service providers who work with children (summer food program, tutoring). In St. Cloud, the partners tend to focus on social determinants of health including access to health and legal services, English as a second language, positive engagement activities for children, and community events. In Mt. Pleasant, partners tend to be connected to positive educational activities for children, community meetings, and the reduction of neighborhood blight. In Rockford, engaged partners tend to be focused on comprehensive social services for refugee families or families in crisis.

Liability Insurance
It is recommended that partners operating in the house have liability insurance that covers their COP House work. It is good to be extremely clear about this from the beginning. The good news is that most formal non-profits with a 501(c)3 designation should be able to easily accommodate this requirement.

Rent
It is important to determine early whether a partner organization will pay rent to utilize space at the COP House and what the rent should cost.

Example: In Racine, the Department of Corrections pays $250 per agent that works out of a COP House. In St. Cloud, Mayo Ambulance Service and the other renters pay $400 per month to work out of the COP House.

Develop a strategy to determine if a partner should pay rent. Consider how frequently they will utilize the space, whether they need access to the COP House when officers are not present, and the type of programming they will offer as well as the size and budget of the organization.

Example: In St. Cloud, the Mayo Ambulance Service utilizes the house as a substation and has EMTs that can work out of the house at any time of the day or night. It is a large health care provider that needs independent access to the COP House, so it makes sense for it to be a rent-paying tenant. It wants to be involved in important community work and can respond to calls significantly faster by working out of the COP House. By contrast, it does not make sense to charge rent from a once-a-month mobile dental clinic or a faith-based organization that provides a weekly sewing class.

Storage
Some programming will require storage for materials such as games, outdoor activity equipment, sewing machines, a projector, or a barber chair. Discuss needs for storage before the formalization of a partner agreement. This will ensure everyone is on the same page about the needs of the program.

House Policies
The COP House should have standards and practices for adults working with children. There should be a policy that addresses the issue of an individual adult in the house when there are kids present. For most youth-serving agencies, two adults must be in the room when young people are present. Be both realistic and thoughtful about these rules.

Access
At some COP Houses, if the police officer is required to leave the house to respond to an issue, everyone else must leave because the officer needs to lock up the house. Figure out the access policy and be transparent about the access parameters with partners. St. Cloud's approach to access is, "When staff are here, the door is open".

Marketing
Police departments or other central COP House partners should not assume responsibility for marketing all COP House programs. Individual partners should each be responsible for disseminating information to the community about services they provide. This is important because at least one of the COP Houses struggled with program failure due to lack of attendance. The police department learned that the partners who were not successful believed that the officers would market their programs. Police departments are not equipped, even when physically located in a COP House, to market programs offered by other agencies. If all the partners at the house take care of their own marketing, it is better for everyone.

Here are some additional, sector-specific considerations for health system and legal aid COP House partners.

Health System Partners
The health system should be an integral part of a COP House project. Including the health system helps ensure that public health outcomes are centered as a key part of COP House success. All public systems are moving towards a more wellness-driven approach, and police departments can participate in this shift by adopting a comprehensive COP House model. To ensure that the COP House best serves the community, health care providers should have a seat at the decision-making table as the project is developed.

Another strong argument for the inclusion of the health system is that the health sector has the potential to be a significant funder of COP House efforts.

Example: Health and Human Services (HHS) is a rent-paying partner in St. Cloud. A health worker who frequently does home visits in the COP House neighborhood utilizes the house as a remote office. This saves her a significant amount of time, which improves the efficiency of her day.

Early on, when the COP House was brand new, another division of HHS hired a dynamic, creative, hard-working person and let her work in this new role. She would go door-to-door and ask people what they wanted to see. She also held remote office hours at the COP House every Wednesday, made tea and was present for about four hours. This incredible health worker was given the leeway to learn and grow in this position. She used to ask kids to bring a piece of garbage to get a snack, but that got out of hand, with kids crumpling up school papers to serve as the garbage when they couldn't find any garbage on the ground. She had to shift gears and approach snacks distribution differently.

In an environment where staff can learn and adjust accordingly, people are better able to be creative in their approach to problem-solving. This type of experiential learning is one of the most exciting aspects of COP House programming.

21ST CENTURY PREPARATORY SCHOOL   CATHOLIC CHARITIES OF THE ARCHDIOCESE OF MILWAUKEE
CHILDREN'S HOSPITAL OF WISCONSIN COMMUNITY SERVICES
GATEWAY TECHNICAL COLLEGE   FAMILY SERVICE OF RACINE
NAMI RACINE
LUTHERAN SOCIAL SERVICES OF WISCONSIN
PORTIS MARRIAGE AND CHILD THERAPY CLINIC   PROFESSIONAL SERVICES GROUP, INC
PARTNERS OF THE **CITY OF RACINE POLICE DEPARTMENT**
RACINE KENOSHA CAA HEAD START PROGRAM
RACINE COUNTY CIRCUIT COURT   RACINE COUNTY HUMAN SERVICES
RACINE COUNTY WORKFORCE DEVELOPMENT CENTER
SAFE HAVEN   RACINE UNIFIED SCHOOL DISTRICT
THERAPY HOUSE   UNITED WAY OF RACINE COUNTY
WHEATON FRANCISCAN HEALTHCARE - ALL SAINTS
WISCONSIN DEPARTMENT OF HEALTH SERVICES   WISCONSIN STATE PUBLIC DEFENDER'S OFFICE
WORD OF LIFE CHRISTIAN WORSHIP CENTER

Legal Aid Partners

Specific insights shared by a legal aid representative in St. Cloud for other service providers considering a COP House partnership are:

- Partner with a COP House

- Legal Aid services can help set the tone for the COP House

- Be service driven

- It is always good to be where the services are needed

Example: Legal Aid in St. Cloud got involved because it was interested in neighborhood-level service provision. While it was not an original partner, both the police department and Legal Aid were suggested to each other by many other agencies. A community location has proven highly beneficial to Legal Aid because it can provide more immediate services and additional access to people who need them. Legal Aid, like most partners who work directly in neighborhoods, customizes its services to the needs in the community.

There is a significant Somali refugee community around the St. Cloud COP House. Therefore, Legal Aid steps beyond its typical services to also help neighborhood clients who need support to read and understand their mail and navigate physically to other service locations. Legal Aid currently has one Somali speaking navigator assigned to the COP House on Monday mornings from nine to noon. The navigator advocates for the COP House and community in a way that is impactful for Legal Aid operations. For example, Legal Aid will host one of its public events at the COP House for the first time due to the advocacy of the navigator.

One way that partnership can be challenging for a COP House has to do with an obstacle that can exist in the non-profit world. Sometimes, other organizations may see the COP House as competition in their line of work. Non-profits may feel like the COP House is siphoning away their clients. Number of clients often translates directly into funding for non-profits. Therefore, strong relationships, clear communication, and a willingness to share credit is important. If this type of competitiveness happens, speak directly with the non-profit's representatives and address it. Give tours and programming information to help program providers see that the COP House is not about taking money away from necessary services, but rather about ensuring access to those services directly in the community. Word will get out over time.

The success of every COP House in each of the cities highlighted in this document hinges on the partnerships that operate within and around the house. Each city has a unique array of partners, but each city prioritizes its partnerships based on the services and programs most needed by the residents served in the community.

C O P   H O U S E
P L A Y B O O K

PARTNERS
QUICK
REFERENCE

1	In all matters that pertain to partnership and programs, a COP House needs to be customized to the needs of the neighborhood.
2	A clear and credible COP House mission will open doors.
3	Consider the following factors while developing shared agreements with COP House partners: Mission, liability Insurance, rent, storage, house policies, access, and marketing.
4	Public health impacts everyone. Consider inviting a health system partner to the decision-making table early in the COP House project.

Racine Cops n Kids
Fishing Tournament

IMPLEMENTATION
PROGRAMS

Generally speaking, police departments are not experts at programmatic service provision. If police departments rely solely on their own know-how to program a COP House, it will likely remain a place for large community-based events like National Night Out and go no further. Police departments cannot reasonably be expected to be experts in all subjects. They can, however, work with partners to fill gaps in knowledge and build strong collaborations that benefit the public.

The focus and nature of the programs offered at COP Houses is highly variable amongst the municipalities that utilize the COP House strategy. The types of programs offered at a COP House should be determined foremost by the needs of the community. The provision of relevant programming is one of the most successful ways to engage the community and establish positive outcomes for the COP House.

PROGRAMS *BEST PRACTICE #1*

Meet residents in the community and ask them what they need and what programs they would like to see at the COP House. Community needs are best determined by community members. This concept may seem simple, but it is one that regularly confounds service providers. It makes a significant difference, particularly related to buy-in and project impact. Ask residents in the neighborhood what they need and what they see as priorities for law enforcement and service providers in the area. This information can be collected informally or formally, via surveys or conversations.

Door-to-door outreach is a good way for officers to introduce themselves to neighborhood residents. COP House officers must conduct meaningful person-to-person outreach to build relationships. It is recommended that officers and partners work to learn the language if the community served speaks a language other than English. It is also important to remember that just because a piece of information has been translated, that does not mean that it will automatically be understood. Native and bilingual speakers of languages are a huge asset to effective programming.

The same indicators utilized to determine the location of the house can also help establish a clearer picture about area needs, but there is no replacement for speaking with people directly. Direct communication with residents will also kick-start COP House officer efforts to build relationships.

Example: In St. Cloud, Community Outpost officers went door-to-door while the house was being built to educate residents about the house and introduce themselves as new neighbors.

Example: In Mt. Pleasant, one of the early COP House officers walked the neighborhood each shift to meet people and establish a clear presence in the area.

PROGRAMS *BEST PRACTICE #2*

Listen to what the community needs and work to build partnerships with people and organizations who can provide the requested services.

Example: In Rockford, the United Way established a partnership with a local non-profit at one of the COP Houses. Carpenter's Promise offers comprehensive services for families living in crisis. This organization primarily serves homeless adults. Recently, to meet a need in the community, the organization expanded to work with families. Due to the nature of its work, it needed a second location where it would be appropriate and safe to see adults and children. A partnership with the COP House provided exactly the type of space they needed. Carpenter's Promise at the 8th Street COP House now offers case managers who provide comprehensive services to help stabilize families living in crisis.

Example: In Mt. Pleasant, the COP House hosts a program called Mrs. Meyer's Reading Room where RUSD Certified teachers work out of the Lakeside COP House. This program not only supports the educational needs of students but also has improved information dissemination amongst teachers, officers and families. The establishment of a network of adult service providers that work together to improve outcomes for kids is emblematic of the youth focus at the Lakeside COP House in Mt. Pleasant.

PROGRAMS *BEST PRACTICE #3*

Begin the initial roll-out of programming with an anchor service that residents both need and can access on a regular basis. This is an excellent way for both law enforcement and partners to strategize the implementation of programming.

Example: In St. Cloud, health providers realized that WIC was the best program to offer first. WIC is well-known and has a good reputation. Service providers ensured that WIC programs were consistently available. This brought residents, especially mothers, to the house. Dental services are another example of a consistently offered program that regularly draws residents to the house. Once residents trust the staff at the house and understand the types of services that are available, the COP House team can add additional services that are less permanent or more inconsistent in their timing.

PROGRAMS *BEST PRACTICE #4*

Be thoughtful about the direct constituency around the house but not to the exclusion of other groups. Balance is important.

Example: A significant number of residents around the St. Cloud COP House are Muslim. Consequently, officers do not serve pork hot dogs out of the house, only all-beef hot dogs. This is a thoughtful way to respect the values of neighborhood residents that does not inhibit the ability of non-Muslim COP House visitors to get a meal if they come to an event. Given that the St. Cloud COP House is open to anyone from St. Cloud, the SCPD chooses to have snacks available when open, regardless of a fasting holiday like Ramadan. Visitors to the house can abstain from snacks if it is important to them to do so, but people who do not celebrate Ramadan are still able to get a snack if they would like.

COP HOUSE
PLAYBOOK

PROGRAMS
QUICK
REFERENCE

1 Meet residents in the community and ask them what they need and what programs they would like to see at the COP House.

2 Listen to what the community needs and work to build partnerships with people and organizations who can provide the requested services.

3 Begin the initial roll-out of programming with an anchor service that residents both need and can access on a regular basis.

4 Be thoughtful about the direct constituency around the house but not to the exclusion of other groups.

IMPLEMENTATION
VOLUNTEERS

From start to finish, volunteers can make a significant impact on everything from fundraising to physical labor on the house to regular programming. Volunteers may hear about the COP House through connections with community organizations, businesses, or word of mouth. Volunteers will be extremely helpful if they understand the mission of the COP House and how they fit into that mission.

VOLUNTEERS *BEST PRACTICE #1*

Volunteerism is a way that people will demonstrate support for the COP House model. Treat volunteers well and it will have a positive impact on everyone.

Example: In Racine, a local landlord provided one half of a duplex for the first COP House. This in-kind donation made a significant impact early in the creation of the COP House model.

Example: The Rotary Club of St. Cloud provided financial support to the Community Outpost and dedicated significant amounts of manpower in the form of painting and other tasks. The general contractor for the construction of the house, a well-respected local contractor,

volunteered his time and served on the board of the Greater St. Cloud Public Safety Foundation. In his capacity as a volunteer he worked to secure over $100,000 worth of in-kind donations and manpower to build the house. Perhaps the most incredible act of volunteerism was when both union and non-union volunteers worked side-by-side to build the foundation for the new house.

Example: In Rockford, the 8th Ave. COP House's success is driven in no small part by an extremely generous volunteer who was directed to the United Way by a colleague. Math teacher by day and volunteer service provider by night, he works tirelessly to ensure that refugees in Rockford are connected to the many resources the COP House has to offer. In addition to the recruitment and transport of Rockford residents to and from the COP House, this key volunteer works to identify community needs and continually expand the house's programs.

Here is an excerpt from a United Way of Rock River Valley Facebook page about how Rockford's key volunteer got involved with the COP House:

"One year ago, I met a man… He asked if the United Way Strong Neighborhoods House on 8th Avenue could become a center for refugee and immigrant resources in Midtown. I, of course, said, 'yes.' The work and … the texts, emails, and phone calls began.

The results have been astounding. What started as small events became what [the volunteer] calls a "Super Help Center."

Six months ago, the United Way provided the funding for a Swahili translator to help with case work outside of regular office hours; between Arabic and Swahili language support we have helped with over 500 unique cases. One month ago, we partnered with [the volunteer] to provide an English as Second Language course that has between 20-22 students every Saturday. The course will meet through July-September.

Last week, we partnered to provide education and language support for the Rockford Park District program at the UW Sports Factory that serves 25 kids from Midtown 5 days a week.

Along the way we have helped with language tutors at Lincoln Middle School, supported multicultural festivals, had a visit from [the Mayor] and everything in between."

As with many aspects of COP House implementation, the recruitment and retention of volunteers is part of relationship building in the community. People will really want to be a part of the house. Find ways that people can be involved. Some people are short on time and can only give money. Some people do not have money to spare but they do have time to give. Some people can give both. Each of these types of gifts is extremely valuable to a COP House project. Volunteers who find value in the time they give to COP Houses will become fierce advocates for the program in the community.

COP HOUSE
PLAYBOOK

VOLUNTEERS
QUICK
REFERENCE

1

Volunteerism is a way that people will demonstrate support for the COP House model. Treat volunteers well and it will have a positive impact on everyone.

COP HOUSE PLAYBOOK

IMPLEMENTATION
MARKETING

Marketing is an important consideration for police departments and partners who want to implement a new COP House.

MARKETING *BEST PRACTICE #1*

Messaging is important, necessary, and can significantly counter neighborhood concerns. Thoughtful information sharing with the public is key.

Example: St. Cloud experienced an act of domestic terrorism right when the new COP House project started in a neighborhood with a high density of refugee residents. The FBI was involved in the critical incident response. Community members started to think that the new COP House was going to be an FBI post from which to surveil the neighborhood. SCPD responded to this concern with thoughtful, personal messaging about the COP House. The soon-to-be COP House officers conducted community outreach door-to-door. At the time, St. Cloud had a Somali Community Service Officer Intern who helped conduct outreach, which helped to bridge the language barrier. Officers would introduce themselves and the concept of the COP

House. Once programming started, public perception of the project improved. Ultimately, perception in the community shifted because the house was built to make people feel welcome and because the services provided at the house were a benefit to residents. When it comes to trust building, actions speak louder than words. Words that turn into actions mean even more. SCPD first asked the community members what they needed. Next, it shared what was going to happen in the neighborhood, and then it did everything it could to see that vision realized for residents.

MARKETING *BEST PRACTICE #2*

COP House representatives should be able to articulate a clear, consistent vision early in the project. Work with a core group to figure out the mission of the house, agree on talking points, and stick to them! Be thoughtful and present when people discuss the house, especially in the early stages of the project. If team members are not there to clarify the mission, then external partners may accidentally or purposely hijack the mission in public. If this happens often enough, it can be extremely difficult to undo. This issue can be mitigated, however, if someone from the COP House team is present to immediately offer insight and help the group better understand the purpose of the project.

MARKETING *BEST PRACTICE #3*

Every opportunity to present is an opportunity to communicate the mission and vision of the COP House. Be thoughtful and share the message whenever possible.

MARKETING *BEST PRACTICE #4*

Social media and word of mouth are both powerful tools to get the word out about a new COP House. Utilize these mechanisms to access potential partners and funders as well as community residents. If applicable, be sure to communicate that the COP House is a resource available to everyone, not just neighborhood residents. Area residents will likely be the people who utilize the COP House most frequently, but other city residents may need to access the services as well. It is good to ensure that they know that they will be welcome.

MARKETING *BEST PRACTICE #5*

Have both a soft opening and a well-publicized grand opening of the COP House. A soft opening allows police departments and partners to start programming, build relationships with residents and work through any unforeseen details or obstacles. After a few months, plan to have a large, public, fun grand opening. Media should be present. Police departments can invite the mayor, council members, the police chief, and any other key community leaders to speak. It should be a big deal and neighbors should be involved. After all, it is the opening of their COP House! Resident ownership and pride in the COP House will have a huge impact on the success of the house.

COP HOUSE GRAND OPENING PARTY

EVERYONE'S INVITED!
JUNE 20 – 1PM–5PM
1146 VILLA STEET

MARKETING *BEST PRACTICE #6*

Be realistic about initial goals, but when able, show success. Celebrate small wins at the start of the project and communicate those successes; they are not a secret. The whole team of people that participated in the establishment of a new COP House, as well as the COP House neighbors, will all love to hear about good things in the community.

COP HOUSE PLAYBOOK

MARKETING *QUICK REFERENCE*

1 Messaging is important, necessary, and can significantly counter neighborhood concerns.

2 COP House representatives should be able to articulate a clear, consistent vision early in the project.

3 Every opportunity to present is an opportunity to communicate the mission and vision of the COP House.

4 Social media and word of mouth are both powerful tools to get the word out about a new COP House.

5 Have both a soft opening and a well-publicized grand opening of the COP House.

6 Be realistic about initial goals, but when able, show success.

POLICE DEPARTMENT CONSIDERATIONS

LEADERSHIP
INTERNAL MESSAGING
CULTURE

POLICE DEPARTMENT CONSIDERATIONS
LEADERSHIP

Police leadership plays a key role in the development and implementation of a successful COP House. Without leadership's full participation in the process, it is easy for a COP House to exist as a mere shadow of the idea, something that looks good on the outside but does not actually serve the community in a meaningful way. Police executives set the tone for the project, significantly impact adoption of the strategy in the community, and pave the way for true collaboration amongst service providers.

As was mentioned previously, egos and personal agendas are the enemy of strong collaboration. Police departments and other community stakeholders need to get out of their own way when it comes to the types of obstacles that tend to derail new initiatives. Police executives within a department can do a lot to prevent problems with clear communication and actions that reflect the spoken priorities.

LEADERSHIP *BEST PRACTICE #1*

Think about the longevity of the COP House strategy early in the process. COP Houses are a long-term commitment. For a COP House to succeed, this strategy will need to outlive the current leadership. Police executives, especially the chief, will need to figure out how to embed this community oriented policing approach in the culture of the department. Support for the COP House model must begin internally; however, in order to achieve long-term success and sustainability, external community leaders must be cultivated to embrace, support, and champion this model moving forward.

LEADERSHIP *BEST PRACTICE #2*

The police chief must be fully on board and willing to champion the strategy. To be most effective, this strategy needs strong support to come from the top within a police department. Police executives who want to implement the COP House model successfully will commit a significant amount of officer time and administrative energy. Chiefs will need to articulate the importance of this strategy to the rank and file and back up their verbalized commitment with action. Leadership must provide clear expectations and the resources needed to accomplish the vision. Support will trickle down from the top if police leadership remains both publicly and internally committed to the project. Leadership should work hard to ensure that all members of the department are educated on the value of and reasoning for the COP House model.

LEADERSHIP *BEST PRACTICE #3*

Police departments cannot successfully implement this strategy in a silo. A new COP House requires both internal police department and external community support. The success of a COP House is equal to the will and expertise of the stakeholders involved. A police chief who believes in the strategy will hopefully be able to bring the Mayor, Council Members, and the business community to that vision. The chief will also be able to amplify efforts to secure and maintain COP House partnerships. This will significantly increase the chances that the COP House strategy will be a priority through leadership transitions in the city.

LEADERSHIP *BEST PRACTICE #4*

Police chiefs who have had the most success with the COP House strategy are committed to innovation, emphasize the importance of partnership, and are focused on how to best serve the community. They understand that police departments cannot successfully address the needs and safety of the city on their own and work to build bridges amongst stakeholders at every turn.

LEADERSHIP *BEST PRACTICE #5*

Transparency is key. It can help stakeholders understand the strategy and build buy-in in the community.

Example: Chief Polzin, the originator of the COP House model in Racine, was dedicated to transparent communication. Whenever possible, he would speak openly about department problems and possible solutions. His commitment to transparency, authenticity, and learning out loud were hallmarks of his exceptional leadership. In a Journal Times article titled, "A Way to Safe Streets" written by Gary Metro and published on November 17th, 1993, Polzin made it clear that coalition building was already happening in the community. He did not expect COP Houses to be a silver bullet. Rather, he saw them as one of a comprehensive group of interventions that also included bike and foot patrols, drug education in schools, community activism, and traditional law enforcement.

Chief Polzin's commitment to transparency also helped provide a buffer for the police department. Community residents and leaders had a more nuanced understanding of the challenges that faced the department and therefore were more supportive of innovative strategies. They were also more able to appreciate the department's decisions to tweak the strategy to accommodate lessons learned along the way.

Embrace the uncertainty of not knowing 100% if the department will achieve the desired outcome. Communicate that the initiative is one that is based on a successful model and that the department and partners will utilize lessons learned along the way. As stakeholders learn from the project, the group will adjust to achieve the best possible outcomes.

LEADERSHIP *BEST PRACTICE #6*

Be good to the people who support department efforts. Show gratitude to partners, funders, and community residents who join in on the work.

Finally, patience is required. Cities may not see results until one to one and a half years. It is important to remember that these challenges were not created in a day, and the solutions will not be either. This is a learning, iterative process. Do more of what works over time and celebrate small wins!

LEADERSHIP
QUICK
REFERENCE

1 Think about the longevity of the COP House strategy early in the process.

2 The police chief must be fully on board and willing to champion the strategy.

3 Police departments cannot successfully implement this strategy in a silo.

4 Police chiefs who have had the most success with the COP House strategy are committed to innovation, emphasize the importance of partnership, and are focused on how to best serve the community.

5 Transparency is key. It can help stakeholders understand the strategy and build buy-in from the community.

6 Be good to the people who support department efforts. Show gratitude to partners, funders, and community residents who are willing to join in on the work.

COP House Officers were initially viewed as only hug givers and kite flyers who left "real" patrol-based policing for a cushy day shift job. Changes in police perspectives of COP Houses are most likely to come from:

- Retirements

- Training

- Results

Example: In the early 1990s in Racine, police squad cars were regularly the target of bricks and bottles as officers responded to high-crime neighborhoods. After engaged time in the community, COP House officers began to establish improved relationships in the neighborhood. Residents began to feel so comfortable with officers that calls for police service increased. Patrol officers saw improvements in neighborhoods and came to understand that people who committed crimes still had consequences for those actions. People in the community started to feel like they had a say in what happened in the neighborhood. Over time, front line officer support for the COP Houses increased because patrol officers could see how the strategy was making their jobs easier and neighborhoods safer.

C O P   H O U S E   P L A Y B O O K

POLICE DEPARTMENT
CONSIDERATIONS
**INTERNAL
MESSAGING
& CULTURE**

Police department employees, especially front-line officers, tend to view COP Houses with the same wariness with which they view any new community-focused strategy. People at each of the existing COP House sites felt that the initial perception of the COP House strategy within the department was skeptical due to one or more of the following concerns:

- Fewer officers on patrol

- Newer officers assigned to day shifts prematurely

- Soft-on-crime strategies undermine enforcement

MESSAGING & CULTURE *BEST PRACTICE #1*

Provide officers with information to help them understand why the COP House strategy matters for their work and the community. Use examples that already exist to demonstrate the value of the COP House model.

Example: For officers who express skepticism specific to the idea that a COP House is soft on crime, it is worth directing them towards a St. Cloud Times report on the Community Outpost from 2018 titled "Our View: COP House a Microcosm of how to be Greater". This article was published about one year after the Outpost opened. Within one year's time, the COP House was credited with 122 felony arrests, seizing three pounds of meth, twenty-three pounds of marijuana, and eight guns as well as more than $20,000 and eight forfeited vehicles. These enforcement activities happened concurrently with improved relationships with residents.

MESSAGING & CULTURE *BEST PRACTICE #2*

People will support what they help create. Ask patrol officers to provide feedback that will influence project decisions. This will cultivate understanding and build buy-in for the COP House model internally. Success requires support from front line officers in the form of non-COP House officer willingness to get out of their squads, visit with residents and stop through the COP Houses.

Example: In St. Cloud, SCPD distributed a survey that asked officers to list the top addresses where a COP House would be beneficial. The department ended up building the COP House where most officers said it should go. This in turn likely helped officers to feel heard, connected to the initiative, and part of the success of the house.

COP HOUSE
PLAYBOOK

MESSAGING & CULTURE *QUICK REFERENCE*

1 Most officers will probably be skeptical about the value of the COP House strategy in the beginning.

2 Provide officers with information that helps them to understand why the COP House strategy matters for their work and the community.

3 People will support what they help create. Build understanding and buy-in from patrol officers by asking them to provide feedback that will influence decisions.

KEY LESSONS LEARNED

EVALUATION
SUSTAINABILITY

C O P   H O U S E   P L A Y B O O K

KEY LESSONS LEARNED
EVALUATION

All the communities that utilize this strategy have seen reduced crime rates in the areas surrounding their COP Houses. Since most COP Houses offer services beyond the typical law enforcement sphere, police departments and program partners have come up with additional ways to demonstrate the impact of this strategy.

RACINE POLICE

2013 City of Racine Crime Statistics
- 49 Year Low -

Crime Statistics are in for 2013. Reported crime is at it's lowest point since at least 1965. This could not have been accomplished without the fine citizens of our community. Our citizens have stepped up and partnered with us. You've become involved and active participants in keeping our city safer. **THANK YOU RACINE RESIDENTS!** Your efforts, the efforts of our many community partners, along with those of the hard working men and women of our department have brought us to where we are today. There is more work to be done and together we can keep Racine safe.

EVALUATION *BEST PRACTICE #1*

Think about outcomes and goals early in the COP House development process. Consider a wide array of possible data points, tailored to the types of services that will be offered at the house. For example, if there no educational programs offered at the house for children, it probably does not make sense to focus on data from the local school district to measure the impact of the strategy in the community. It would also be a good idea to ask neighborhood residents how they would measure the success of the project. Be willing to share data with neighbors and project stakeholders. Remember, transparency is key! Here are some possible outcomes for a COP House:

- Improved property maintenance in the area

- Reduced crime rate

- Improved relationships between community members and the police

- Community health improvements

- Look at health care consumption as one of your indicators.

- One possible way to measure attitudinal changes within the police department towards the COP House strategy is to watch how many people apply for COP House positions. Has the number changed over time? Qualitatively, why do people find the job attractive?

- More parents feel that kids are safe to play outside

- Less renter turnover

- First an increase in calls for service as residents get more comfortable calling the police, then a decrease in crime as the neighborhood gets safer.

City of Racine Crime History 1992 to 2013

Year	Part One Crimes	Violent Crimes	Property Crimes	Homicide	Rape	Robbery	Aggravated Assault	Burglary	Theft	Auto Theft	Arson
1992	6,826	797	6,029	10	24	345	418	1,341	3,913	719	56
1993	6,523	705	5,818	9	18	325	353	1,288	4,014	474	42
1994	6,737	750	5,987	17	23	375	335	1,401	3,968	576	42
1995	6,214	817	5,397	11	23	373	410	1,105	3,720	523	49
1996	6,272	658	5,614	13	17	316	312	1,167	3,744	660	43
1997	6,148	651	5,497	11	12	302	326	1,118	3,767	573	39
1998	5,812	590	5,222	8	26	278	278	1,147	3,483	538	54
1999	5,226	472	4,754	6	13	222	231	943	3,315	469	27
2000	5,611	512	5,099	4	14	256	238	1,195	3,293	587	24
2001	5,934	609	5,325	4	20	340	245	1,174	3,622	505	24
2002	4,777	407	4,370	3	26	226	152	967	3,027	358	18
2003	4,639	316	4,323	3	21	205	87	836	3,055	399	33
2004	4,927	347	4,580	5	20	228	94	1,016	3,159	383	22
2005	4,974	390	4,584	16	31	241	102	983	3,235	340	26
2006	5,094	474	4,620	7	15	245	207	1,113	3,116	365	26
2007	4,514	509	4,005	6	30	281	192	945	2,766	267	27
2008	4,498	541	3,957	10	18	293	220	1,299	2,431	200	27
2009	3,977	429	3,548	3	18	222	186	1,133	2,256	141	18
2010	3,802	384	3,418	9	15	201	159	971	2,279	156	12
2011	3,953	333	3,620	5	23	186	119	1,239	2,227	139	15
2012	3,560	354	3,206	6	9	211	128	1,101	1,950	130	25
2013	3,317	298	3,019	1	18*	179	100	1211**	1,704	95	9

* The Federal Uniform Crime Reporting Standard for Rape changed in 2013. The classification change allowed for more victims of Rape to be recorded as such. There is expected to be a rise in reported Rapes nation wide due to this definition being updated to reflect all victims of Rape.

** Burglaries were reduced by 11% in 2012. Burglary reduction remains a top priority for the Racine Police Department.

MESSAGING & CULTURE *BEST PRACTICE #1*

Partner with a local university for a formal evaluation of the COP House's impact in the community. This kind of impact measurement is helpful, even if the results are different than expected. A formal evaluation allows departments and COP House collaborative teams to learn and adjust as needed. Universities often have graduate or high-caliber undergraduate students who are in need of research projects as part of a class requirement. This creates an opportunity for police departments to have university-quality research assistance at low to no cost to the department.

Example: In St. Cloud, a graduate student from St. Cloud State University found that both violent and disorder crime decreased in the area around the COP House, but that the shift did not have statistical significance due to the lack of time that had passed between the research project and the opening of the COP House. The recommendation from the researcher was that another impact assessment should be done a few years down the road. The SCPD is lucky because, thanks to the research student, the department has a ready-made model to measure the COP House's impact on crime going forward.

Example: In 2000, UW-Parkside conducted an evaluation of the COP House strategy in Racine. As stated by Helen Rosenburg, John H. Ernst, and Scott Lewis: "Specific group interests drive people's perceptions of community policing. From the perspective of community leaders, there has been improvement in conditions in the city that has promoted cooperative programs on the part of businesses, schools, community organizations and the RPD. Today, citizens feel safer in their neighborhoods than before the advent of community policing. Moreover, inspectors from the Building and Health Departments are working with the community policing unit to clean up neighborhoods and act upon building and health code violations. Crime has steadily declined since 1993, the beginning of the community policing initiative." A formal summary of the study can be found at https://www.ncjrs.gov/pdffiles1/nij/grants/182215.pdf.

COP HOUSE
PLAYBOOK

EVALUATION
QUICK
REFERENCE

1 Think about outcomes and goals early in the COP House development process. Consider not only traditional metrics like crime rates, but also public health outcomes, shifts in resident willingness to call law enforcement, and qualitative measures like neighborhood perception of safety.

2 Partner with a local university for a formal evaluation of the COP House's impact in the community.

KEY LESSONS LEARNED
SUSTAINABILITY

It is important to note that the original conception of a COP House was as a temporary measure. The goal was to for the police department to inhabit the house for a few years, help decrease crime and stabilize the neighborhood, and then sell the house to a low-income purchaser who would become an owner occupant. The police department would then utilize the funds from the sale to purchase and rehab a new COP House in another area. This aspect of the strategy has not come to fruition in a meaningful way in any of the existing COP House cities. This is a perfect example of how departments and communities can learn along the way and shift gears as needed. It is now recommended that the COP House model be a permanent rather than temporary strategy.

SUSTAINABILITY *BEST PRACTICE #1*

The diversification of funding is key to the sustainability of a COP House. Having multiple funding sources helps a COP House endure over time because:

- It makes it less likely that a leadership change at a single organization or agency will disrupt funding.

- It builds a broad coalition of stakeholders who have money invested in the project and therefore have a vested interest in the project's success.

- The broad coalition of stakeholders who are funding the project will help bring additional partners to the table. They will share information about the project to their personal and professional networks.

- Leveraging private funding to support the public good is highly defensible in the US marketplace. Politicians and corporations love it and when it's done well, it can positively impact city residents and service providers.

SUNDAY
The Journal Times
Racine County's Daily Newspaper

Plumb Silver
Plumb Gold owner to
expand laterally MONEY, PAGE C1

Tyler Tenner
Lutheran football star working
to elevate his game SPORTS, PAGE B1

CLOUDS AND SUN 66 • 49 FORECAST, A8 | SUNDAY, MAY 5, 2019 | journaltimes.com | $4.00

Racine crime drops again

Violent crimes fall by 17%, arrests see 7% rise

ADAM ROGAN
adam.rogan@journaltimes.com

RACINE — In 1991, Racine's violent crime rate was among the highest in the state — even Mil-

from Chicago in the late 1980s and early 1990s, local crime trends often mirrored crime in Milwaukee and Chicago," Racine Police Chief Art Howell explained.

17 percent within the Racine Police Department's jurisdiction between 2017 and 2018, according to new statistics reported to the FBI and the Wisconsin Department of Justice.

The total number of arrests carried out by the RPD rose from 2,776 in 2,442 during that same time

by 13% last year, while the total number of reported property crimes fell by 5%. Burglaries continued to become less common with only 351 reported incidents last year, less than half of 2015's total.

Reports of arson in the city have grown from only six in 2014 to 18 in

technology available to law enforcement.

Long-term change

"In the 1990s, police officers didn't even have radios. They'd have to go to a police call box to radio something in," Howell said.

SUSTAINABILITY *BEST PRACTICE #2*

The longevity of a COP House is connected to a police department's transparency, authenticity, and commitment to sharing the credit. This creates an inclusive sense of ownership in the community. It also ties back to the importance of evaluation. When people understand the strategy and how it has impacted the community, and when they have invested their own time or money, they feel like they own a small part of how a COP House has become successful. They will become fierce advocates for the program.

Police departments who implement an effective COP House also raise the standard of service that community stakeholders can expect. Residents, funders, partners, and other government agencies begin to assume that high quality engagement and creative problem solving will always be provided by the department. This builds up a protective buffer around the strategy. When the police department struggles under external pressure due to officer shortages or budget cuts, non-traditional strategies are usually the first to be de-staffed. If stakeholders believe in the COP House strategy and have helped to create it, they will work to ensure that it will remain a priority. Even if the threat to the strategy is internal, such as a shift in leadership, community members can insist that the new police administration keep the COP House open.

Example: In Racine, sustainability has had its own trajectory over time. The model has not always been as stable as it would appear and has varied significantly based on the leadership of the chief over time. The resilience of the model through periods of low support from leadership is by design. It is extremely difficult to quickly decouple RPD from the COP House strategy, especially after twenty-six years of successful crime reduction and improved relationships. Positive outcomes outweigh the negative ones, so the strategy can endure though times of dis-invested leadership when less attention is paid to the COP Houses.

Racine also has one of the most innovative strategies to ensure that a COP House will result in a net positive for the neighborhood regardless of commitment from city leadership: There is a clause in Racine that says COP House ownership will revert to Habitat for Humanity if RPD abandons the COP House model.

SUSTAINABILITY *BEST PRACTICE #3*

Everyone involved with the COP House project should challenge themselves to think about the future and how they might best prepare their role for a successor. The effectiveness of the COP House strategy is most vulnerable during times of transition. All members of the COP House collaboration must plan ahead to mitigate these issues.

SUSTAINABILITY *BEST PRACTICE #4*

The sustainability of neighborhood safety and stability can extend beyond the walls of the COP House with the right type of partners.

COP HOUSE
PLAYBOOK

SUSTAINABILITY
*QUICK
REFERENCE*

1   The diversification of funding is key to the sustainability of a COP House.

2   The longevity of a COP House is connected to a police department's transparency, authenticity, and commitment to sharing the credit.

3   Everyone involved with the COP House project should challenge themselves to think about the future and how they might best prepare their role for a successor.

SUPPORTING INFORMATION

INTERVIEWEES
BIBLIOGRAPHY
COP HOUSE MEDIA

SUPPORTING INFORMATION
INTERVIEWEES

RACINE
Greg Anderegg – Former Director of Global Community Affairs, SC Johnson
Marty Defatte – Former Police Officer, Racine Police Department
Roger Dower – Former President, The Johnson Foundation at Wingspread
Art Howell - Racine Police Chief
Marge Kozina – Former Executive Director, Racine Community Foundation
Michael Polzin - Lieutenant, Racine Police Department
Liz Powell – Executive Director, Racine Community Foundation
Rodney Prunty - Former President & CEO of United Way of Racine County
David Voss – Former Lieutenant, Racine Police Department
Jim Wardrip – Former Educator and Former Marketing & Public Relations Manager

MT. PLEASANT
Frank Jaramillo - Officer, Mt. Pleasant Police Department
Jim Kelley - Officer, Mt. Pleasant Police Department
Malcom Kelly - Officer, Mt. Pleasant Police Department
Matt Prochaska - Officer, Mt. Pleasant Police Department
Eric Relich - Lieutenant, Mt. Pleasant Police Department

ST. CLOUD, MINNESOTA
William Anderson - Chief, St. Cloud Police Department
Talisha Barlow - School Resource Officer, St. Cloud Police Department
Ken Bellicot - Treasurer & Former Community Outpost Volunteer Coordinator, Rotary Club of St. Cloud
Elie Deeb - Paramedic, Mayo Clinic Ambulance Service
Luke Dingmann - Sergeant, St. Cloud Police Department
Lori Ellering - Lieutenant, St. Cloud Police Department
Zachary Freimark - Former District Representative for Congressman Tom Emmer
Troy Fritz - Former President, Rotary Club of St. Cloud
Melissa Godwin - Public Health Coordinator, Stearns County
Andrew Grimsley - Insurance Producer, Grove Agency & COP House Volunteer

BIBLIOGRAPHY

Samantha Grimsley - Refugee Life Ministries Director for St. Cloud, Arrive Ministries

Lindsy Hackett - Community Health Supervisor, Stearns County

Joseph Hellie - Vice President Strategy & Network Development, CentraCare

Ralonda Mason - Supervising Attorney, Mid-Minnesota Legal Aid

Mike Matanich - Community Health Supervisor, Stearns County

Jerry McCarter - Former President, Rotary Club of St. Cloud

Daniel McClure - Officer, St. Cloud Police Department

Brian Myres - President, Greater St. Cloud Public Safety Foundation

Peter Spaniol - Vice President Managing Director, US Bank Wealth Management

James Steve - Commander, St. Cloud Police Department

Ernie Wollak - CEO, Wollak Construction

Mary Zelenak - Health Protection & Promotion Supervisor, Stearns County

ROCKFORD, ILLINOIS

Mustafa Abdall - Volunteer, Strong Neighborhood House & Executive Director, Rockford Today Networks

Andre Brass - Assistant Deputy Chief & District 1 Commander, Rockford Police Department

Branden Burke - Officer, Rockford Police Department

Joyce Higgins - Facilitator, Youth Services Network

Leandra Hudson - Parenthood Promise Resource Facilitator, Youth Services Network

Shan Johnson - Director of Family Services, Carpenter's Place

Chuck Keen - Officer, Rockford Police Department

Kay Larrick - Executive Director, Carpenter's Place

Paul Logli - President & CEO, United Way of Rock River Valley

Gina Meeks - Strong Neighborhoods Coordinator, United Way of Rock River Valley

Linda Sandquist - Vice President, United Way of Rock River Valley

Andrew Seale - Officer, Rockford Police Department

Cassi Steurer - Marketing & Communications Director, United Way of Rock River Valley

Racine Police Department Website: https://www.cityofracine.org/Departments/Police/COP-Houses/Main/

Peyton, K., Sierra-Arevalo, M., & Rand, D.G. 2019. A field experiment on community policing and police legitimacy. Proceedings of the National Academy of Sciences of the United States of America. Retrieved from https://www.pnas.org/content/pnas/116/40/19894.full.pdf

https://www.census.gov/quickfacts/fact/table/US/PST045218

https://books.google.com/books?id=9ywDmRXsDtAC&pg=PA33&lpg=PA33&d-q=Racine+community+outpost&source=bl&ots=7KW1tU26h3&sig=ACfU3U0Xs1rD6Ni-jVoPr1TXgTPRH9nrZuQ&hl=en&sa=X&ved=2ahUKEwi8spjBl8LlAhWGrVkKHciiCucQ6AEw-B3oECAgQAQ#v=onepage&q=Racine%20community%20outpost&f=false

Gaines, Larry & Kappeler, Victor. (2015). Community Policing: A Contemporary Perspective.

https://www.healthypeople.gov/2020/topics-objectives/topic/social-determinants-of-health

https://www.federalreserve.gov/consumerscommunities/cra_about.htm

https://www.unitedwayrrv.org/images/documents/SN-EngagementReport.pdf

https://www.ci.stcloud.mn.us/1541/Community-Outpost-COPS

https://www.facebook.com/STCOutpost/

https://www.mtpleasantwi.gov/2371/Lakeside-COP-House

https://www.facebook.com/mppdmeadcop/

https://repository.stcloudstate.edu/cjs_etds/12/

https://www.facebook.com/permalink.php?id=60135878605&story_fbid=10157839765653606

SUPPORTING INFORMANTION
COP HOUSE MEDIA

RACINE, WI – COP HOUSES
2017: https://www.youtube.com/watch?v=y7qryYGMbSA
2016: https://www.youtube.com/watch?v=PRJSE-rD1pQ

MT. PLEASANT, WI – COP HOUSE
2014: https://journaltimes.com/news/local/mount-pleasant-seeks-to-build-cop-house/article_4504b76a-c1ac-11e3-b62c-0019bb2963f4.html

2015: https://www.racinecountyeye.com/post_type/new-playground-will-open-spring-lakeside-neighborhood/

2017: https://racineliteracy.com/english-conversation-class-mt-pleasant-lakeside-cop-house

ST. CLOUD, MN – COMMUNITY OUTPOST
2017: https://www.sctimes.com/story/news/local/2017/08/18/st-cloud-cop-house-numbers/548540001/

2017: http://www.startribune.com/st-cloud-opens-new-police-community-outpost-first-of-its-kind-program-in-minnesota/440967283/

2017: https://wjon.com/st-cloud-community-outpost-to-hold-grand-opening-celebration/

2018: https://www.sctimes.com/story/opinion/2018/02/10/our-view-cop-house-microcosm-how-greater/324079002/

2019: https://cops.usdoj.gov/html/dispatch/09-2019/sutin_mn.html

2019: https://www.sctimes.com/story/news/local/2019/07/12/10-things-know-st-clouds-cop-house-central-minnesota-policing-doj-award-centracare/1706983001/

PRX Rado "The Untold Story of the Richard C. Wilson St. Cloud Community Outpost": https://beta.prx.org/stories/284695

Video of St. Cloud receiving the DOJ Civic Imagination Award: https://www.youtube.com/watch?v=JO4l_zs5uu4

Video about Greater St. Cloud Public Safety Foundation: https://www.youtube.com/watch?v=rqnnmdV6FaA

ROCKFORD, IL – NEIGHBORHOOD STRONG HOUSES
2015: https://www.unitedwayrrv.org/media-room/341-8th-avenue-strong-neighborhoods-house-brings-critical-resources-to-local-residents

2016: https://www.rrstar.com/news/20160726/transform-rockford-strong-houses-build-strong-neighborhoods

2016: https://www.mystateline.com/news/rockford-opens-new-strong-neighborhood-house-on-west-side/

2017: https://www.northernpublicradio.org/post/united-way-and-strong-neighborhood-houses-selling-discount-foods-rockford-saturday

2018: https://www.wifr.com/content/news/Strong-Neighborhoods-Days-Block-Parties-help-decrease-crime-484778081.html

2019: https://wrex.com/category/2019/05/22/strong-neighborhoods-homes-program-expands-to-machesney-park-area/

www.cophouseplaybook.com

www.cophouseplaybook.com