

Executive Summary:

Located 30 miles from downtown Minneapolis, Shakopee was the fastest-growing Minnesota city from 2000 through 2010, in one of the fastest-growing US counties. Since 2000, our population has grown 80 percent and continues to grow aggressively. We have 39,000 residents in 13,000 housing units, within 29 square miles. With 5.5 million annual visitors to our amusement park, racetrack, casino and Renaissance Festival, we are a major regional tourism draw.

This application and supporting documents demonstrate how community policing is integrated throughout Shakopee. Specifically, we highlight our Team-Up Against Graffiti (TAG) initiative, which was created in response to the community's continued concerns over graffiti throughout town.

TAG has had several key components. The most visible piece was covering 13,800 square feet of public space in anti-graffiti coating, with plans to cover an additional 10,000 square feet. Through environmental design we provided additional protections to the site. We also engaged the community through a large public art effort to beautify the site and raise funds for future expansion. Through the first three years of TAG, we have moved from reactive short-term solutions towards solutions that are more proactive and long-term.

In developing TAG, we sought community involvement in several key ways: the community helped identify the problem and a pilot location, applied anti-graffiti covering, provided feedback and helped plan and fundraise for expansion. We also trained residents as dog walker watchers, to increase prevention and rapid reporting of crime.

TAG and our proactive approach to community policing are working. We have seen increases in community involvement and supported downtown revitalization. We have engaged the community in raising funds to cover an additional 10,000 square feet. Further, we have had a 65% decrease in graffiti, and a 47% decrease in vandalism in the last 3 years.

Framework Questions:

Our mission is to provide services with integrity and professionalism, protect citizens through enforcement of the law and work in partnership with the community to enhance the quality of life in the City of Shakopee. As detailed in Lessons Learned, the mission was created collaboratively with our entire department.

The Shakopee Police Department has 48 sworn officers and 11 civilian staff, including: 28 officers assigned to community patrols, 8 sergeants, 2 captains, 4 school resource officers, a tribal liaison officer, a crime prevention specialist, a community service officer and a newly-hired victim and community coordinator. The city is divided into three beats, with officers assigned to those beats for a minimum of three years. This enhances timely response to concerns and issues in each beat and improves awareness of issues facing neighborhoods. Our substation in Beat 3 was donated from a community partner and has enhanced visibility and reduced response time in this remote section. The patrol schedule is created such that on each day every beat has their assigned sergeant working at some point during the day.

Supporting documents will show community policing is the philosophical basis for decision making in the Shakopee Police Department. It is the cornerstone of the department's mission statement, reflected in policy, budgeting, hiring, training and promotion. Community policing expectations are given when an officer is sworn-in, reinforced as a performance expectation through a written personnel order and measured in performance evaluations. Community policing is also featured on our website, annual report and social media platforms.

We value working in partnership with the community. Through relationships, we developed new initiatives and were able to reduce crime and increase positive ties between the department and the public. Volunteering is strongly encouraged; last year, 64% of our staff volunteered in the community.

We use community policing to foster relationships and address community needs. As described in the Initiative section, we engaged the community in our Team-Up Against Graffiti (TAG) initiative. Shakopee Police Department is one of the first contacts for new businesses, as our Chief is part of the Chamber's welcome committee. Our personnel play important roles in attending community meetings, from tribal meetings to school activities. Our community survey shows that the public's number one contact with a city employee or department is with the police department.

We have received awards and honors for our community involvement, such as: Statewide MADD Department of the Year; Top Law Enforcement Contributor Award for Special Olympics' Polar Plunge; 2014 Minnesota Crime Prevention Specialist of the Year Award (Janna Grassel); highest participation rate in 2014 for Night to Unite in Scott County (we also filled five squad cars with 2,500 pounds of food collected for a local food bank); and a Golden Post Award for our use of Social Media in Government.

Through community policing, we engage partners in identifying and solving problems. We seek input through in-person meetings, community surveys and community groups. For example,

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after meeting with the Hispanic Parents' Council, we found that parents were deeply concerned about youth involvement in gangs and drug use. We worked in partnership with them to develop the department's first Spanish Crime Prevention class, focusing on drugs and gangs. The class involved both parents and youth from the community coming together to talk about the dangers of drugs and gangs.

Another example of engaging the community in solutions is the creation of our Dog Walker Watch program. Shakopee was one of the first Minnesota cities to offer the program, which came from a citizen's suggestion. The program drew attention from the media, and now it is spreading statewide. Through the program, we train residents to effectively observe and report suspicious activity. Two days after the first dog walker training was held, the new dog park was tagged with graffiti and our new network of walkers helped to identify the problem and increase vigilance.

Our community is the sixth fastest growing city for minorities in Minnesota. There are 60 different languages and dialects spoken in the school district. Through community policing, we foster positive relationships within this diverse community. For instance, we hosted a Coffee with a Cop in Spanish and have presented to the Diversity Alliance. One of our staff serves on the Diversity Alliance committee, which supports our continued engagement with the community. In this diverse community, we continue to grow our partnership with several ethnic groups by hosting and attending several cultural meetings with the Hispanic, Somali and Russian communities.

In 2014, some of the many examples of community policing activities included: police department tours for local youth groups; educating youth through schools' science fairs, presenting on the dangers of Human Trafficking and discussing strategies for local prevention and intervention; educating high school youth on topics such as distracted driving and driving under the influence; holding burglary prevention workshops; offering Internet safety training for parents and cyber safety training for residents; distributing child identification kits for National Missing Children's' Day; reading safety books at the library during Squad Car Story Time; preparing and serving food at Loaves and Fishes; and supporting youth literacy through a reading celebration in partnership with the Rotary Club, where over 700 books and police stickers were given out to first graders; among other things. Supporting documents reflect that our efforts are not going unnoticed in the community.

Initiative Questions:

While the Shakopee Police Department utilizes community policing across a number of citywide initiatives, in this application we present our Team-Up Against Graffiti (TAG) initiative. TAG is a community-based effort that has been the result of years of community input and engaged partners from multiple areas across our community, including the public sector, private business, individual residents and youth groups, and civic and community-based organizations.

As part of our commitment to community responsiveness, the police department asked City Council to empanel a Police Services Master Planning Task Force. Ten community members spent a year identifying community based priorities and helped define future police service level expectations. Their recommendations were formally adopted by City Council in September, 2008. As a result of these formal recommendations, Community policing is a major strategy in annual department budgets, policies and procedures.

The task force's final priorities mirrored the priorities identified during citizen surveys in 2005 and subsequent years. For instance, community residents wanted the City to curb gang activity and prevent youth crime, including graffiti. This input from the community was somewhat surprising, because graffiti has never represented a high percentage of our call load, but adhering to community policing standards, we set out to address the issue, reduce actual crime and improve community perceptions and attitudes about the prevalence of the issue.

Our strategy has evolved over time from a reactive response to a proactive approach to graffiti prevention. Our strategy has included: a graffiti removal ordinance (a solution brought to command staff by a patrol officer, which further demonstrates how the entire department is engaged in the problem-solving process); implementation of Crime Prevention Through Environmental Design (CPTED) key concepts; applying an anti-graffiti coating to vulnerable public areas; supporting public art (and raising funds for additional anti-graffiti coating); and empowering residents to prevent and rapidly identify graffiti through educational programs.

Following the ordinance, early department responses included creating a "Street Crimes Unit" to focus more patrol in those areas where graffiti was regularly occurring, and to more rapidly cover graffiti. However, while this ordinance had some successes in covering up graffiti faster, it was not a long-term solution. The reactive response improved the appearance of the graffiti areas but was not invisible, as it was difficult to match the original paint. This caused our historic downtown to become a patchwork of different colors of cover-up paint.

Through intensive strategic planning, the Police Department created the Team-Up Against Graffiti (TAG) initiative to move from reactively covering up graffiti to proactively protecting public areas and reduce graffiti. The initial focus is frequently targeted areas, and the goal of this initiative is to reduce the quantity of graffiti and broken-window-type crimes in the city. We also wanted to engage the public in order to instill a sense of pride and ownership

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in the community.

The primary desired outcomes of the initiative were to clean up frequently vandalized locations and to prevent future graffiti, thereby improving the appearance of our community and addressing one of the top concerns of citizens. Our process to achieve these outcomes included: (a) securing funding to use a proactive, though very expensive, solution to graffiti in frequently targeted areas; (b) engaging community stakeholders in applying the product to the desired areas; and (c) educating citizens to be better observers and to support graffiti prevention throughout the community. Based upon the initial results of TAG, we would then pursue additional sites and funds to expand the efforts throughout the city.

In 2013, the department applied for and received a state grant to support TAG, using the funding to purchase Anti-Graffiti Coating Paint to deter graffiti in frequently vandalized areas. The Department chose the Marschall Road tunnel as the site of the first TAG project. The Marschall Road tunnel is a walking path near one of Shakopee's busiest roads, and is a pathway to a junior high school. This site was chosen because it was frequently hit with graffiti and caused great un-ease among the community members, especially those who utilized the walking tunnel as a safe alternative to walking on the roadway.

Once initial funding was secured and the location was chosen, City and department leaders, community residents, Project Latino volunteers and the Hispanic Advisory Council of Shakopee Parents worked to apply the coating to the tunnel. We also created videos to show the public how the coating works in order to prevent graffiti through education and outreach. Additionally, the videos included comments from community partners about how the project helped them feel a part of the community and why they got involved.

The coating in the Marschall Road tunnel was the first TAG project. It enabled us to strengthen our partnership with the community and was especially helpful in engaging the Latino community in these crime prevention efforts. Most of the graffiti in Shakopee was Hispanic gang focused, which is part of the reason it was so pivotal to engage the Latino community in this project.

The second area of the TAG initiative was the Lewis Street tunnel, which is visible from our most popular park. This project consisted of volunteers of the Police Department, Project Latino, Shakopee Crime Prevention Inc., as well as community members who heard about the project through social media. During the project, several community members walked through the tunnel and commented how thankful they were that the tunnel was being addressed.

Beyond the anti-graffiti coating, we also elected to expand this work through best practice approaches in Crime Prevention Through Environmental Design. We expanded the work of TAG by working with our Public Works Department to plant vines and shrubbery near a separate tunnel to create an environment that would prevent future crime. This area has not been painted or vandalized since it was redesigned. These efforts received great coverage locally and energized the community. These initial projects served as a springboard for future efforts.

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Recently, City Council made the promotion of our historic downtown a priority. The City Council and Chamber of Commerce developed the Main Street Shakopee program. The goal of the Main Street Shakopee program is to establish the Main Street Shakopee district as a premier historic downtown in the south metro by creating enhanced commerce, improved connections, and vibrant gathering places that foster economic sustainability.

Main Street stakeholders repeatedly expressed concerns that the revitalization area is also the primary location for graffiti and fear that it would negatively impact the goals of Main Street revitalization. Thus, the department decided to seek a more proactive, long-term solution approach to graffiti in key areas of the community. In response to this concern, one component of the Main Street Shakopee program is the Holmes Street Tunnel Mural Project. The tunnel links downtown to the Minnesota River, trails and parks. It is a central location in our community and is highly visible to both community residents and our millions of annual visitors.

Our crime prevention specialist was part of the stakeholder group supporting Main Street and serves on the Holmes Street Tunnel Mural Project committee. This group was integral in the problem identification and development of a solution, in addition to the initial task force. The group met bi-weekly for over a year to develop goals and benchmarks, and to ensure there was a defined process that would lead to success and provide support and continuing feedback.

One obstacle the Holmes Street Tunnel Mural Project committee is facing is the high cost of hiring a muralist and purchasing mural supplies. Therefore, Main Street Shakopee, the Shakopee Chamber and Visitors' Bureau, the City, the Police Department, community members and other community groups partnered together to hold the "Battle of the Brushes." This was both a mural competition to create public art and a way to raise funds to pay for the mural. The event also helped to raise funds that will be used to expand the anti-graffiti coating to be placed on top of the mural as well as additional vulnerable areas of the city.

Battle of the Brushes was a competition that engaged five different teams (the High School Latino Club, the High School Advanced Placement Art Class, Junior High School students, Canterbury Park employees and Valley Fair employees). They each created a mural, which was displayed around the community. After the painting took place, a pop-up gallery was held for community members, and residents voted on which mural they felt best represented Shakopee. The top two mural entries will be incorporated into the final mural and will be coated with anti-graffiti coating. The murals will cover the Holmes Street tunnel. At the completion of the competition, an awards ceremony was held at the Shakopee Police Department, which was sponsored by many local businesses and civic groups. The awards ceremony included a dinner, which was sponsored by Shakopee Crime Prevention Inc., Chief Tate made the welcoming remarks to start the awards ceremony and several police staff members attended.

This effort has not only addressed graffiti in the community, but it has also positively engaged a number of youth from the community, helping to develop youth assets that will

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discourage them from engaging in vandalism and helping to directly reduce youth involvement in crime. Importantly, this funding will allow us to apply the coating to an additional 10,000 square feet of vulnerable areas in our community, almost doubling the area that has already been protected by this special product and reducing blighted areas.

Further, we have sought to engage the community as observers and help prevent crime. To that end, we engaged existing community policing components discussed in the framework section, including Night to Unite, the Dog Walker Watch and Neighborhood Watch, in our anti-graffiti efforts. In fact, after the first dog walker watch training session, we immediately received reports from watchers about vandalism that was happening at the dog park, allowing us to immediately respond to a situation that otherwise might have encouraged additional vandalism and crime in that area.

In addition to TAG components described above, we sought to address overall youth crime in the community in a number of ways. For instance, several years ago high school seniors wrote their graduating year on several signs throughout Shakopee as part of their senior prank. Our school resource officers took it upon themselves to educate the students about the true impact of their actions. Many of the students did not understand how expensive and time-consuming graffiti removal can be. These presentations help students understand the consequences of their actions. Since that year, we have not seen any graffiti related to graduating years on public property.

The Shakopee Police Department also utilizes social media to engage with the entire community including the youth. Our social media pages contain crime prevention tips, crime alerts and humor. Since adapting social media in 2013, several residents have commented that they feel more connected to the Police Department now and that they appreciate seeing the human side of police. This has helped immensely in problem solving and solutions.

Our social media accounts were recognized in the Inaugural Golden Post Awards, in which we received second place for our anti-bullying campaign. Our department also uses Facebook and Nextdoor to push out crime alerts and suspicious behavior to the community. We have been able to educate thousands of people, virtually, on what is suspicious activity and how to report it. We believe this community involvement has played a significant part in our increasing case clearance rates.

Through our community partnerships and the TAG initiative, in the past three years we have seen a 65% decrease in graffiti in our community. We have already covered 13,800 square feet of visible and frequently vandalized public spaces with anti-graffiti coating, and we have seen a growing interest in businesses, visitors and residents using our downtown areas. By mid-August, we will have covered over 23,800 square feet with anti-graffiti coating.

Initiative Evaluation:

Our community policing efforts are primarily evaluated through an informal quantitative analysis of impact and qualitative analysis of both the process and satisfaction with the efforts. Initially, our budget and priorities did not allow these to be formal evaluations done by an external independent evaluator. However, we did find our informal evaluation results to be critically important, and now the City Council sees the value in utilizing a formal evaluation system. These evaluations are examined and will shape how we proceed with future community partnerships, implement new projects and determine the recommended future direction of our projects and initiatives.

City staff and officers involved in the Team-Up Against Graffiti initiative provided feedback about the success of the efforts as well as suggestions for changes or improvements regarding the next round of efforts. Additionally, the Police Department consistently asks residents of the to provide feedback. One of the most widespread efforts was a citywide survey conducted most recently by The Morris Leatherman Company of Minneapolis, which asked residents questions about a wide range of topics designed to help shape current and future direction of the City. For instance, it asked for residents' input regarding the quality of city services, their overall feeling of safety, level of police patrolling and traffic enforcement. The demographics of survey respondents were similar to the actual demographics of the city, with 25% of respondents self-identifying as being people of color.

In the most recent survey, the amount of responses that indicated graffiti as a high concern was significantly lower than in past surveys. The main problem identified in earlier surveys was a significant community concern regarding graffiti. The fact that graffiti was not listed in the top five concerns of recent surveys shows that our TAG efforts are having an impact in public perception.

While the true problem was the perception of graffiti rates, not the actual amount of graffiti calls, we still hoped that the Team-Up Against Graffiti initiative would have an impact on the number of graffiti and vandalism calls in the city. We looked at instances of crime before and after the initiative and compared that data to determine if there were any changes. While this type of evaluation does not allow us to determine a cause-effect relationship, it does show trends that allow us to infer some impacts from our efforts.

Our initial goals with the initiative were to engage the public, to reduce vandalism and to begin to utilize longer-term, proactive solutions to crime prevention. Since launching the TAG initiative, we saw changes in crime as detailed below. While several crime prevention strategies were initiated during the same period, we strongly believe that the TAG initiative has directly influenced and/or caused the statistics listed below.

2014 was the lowest recorded crime rate in Shakopee in more than 20 years, despite aggressive community growth and a community that had to deal with several high-profile incidents. Additionally, we have seen the following changes/outcomes:

- 65% decrease in graffiti over the past three years.

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- Approximately 13,800 square feet of public space protected with Anti-Graffiti Coating, with an additional 10,000 square feet scheduled for completion by August.
- A 42% decrease in juvenile arrests within the last 5 years.
- Not one multi-housing unit was in the top list of calls for service last year, a marked change from previous years.
- Our campaign to permanently coat high-impact areas with anti-graffiti coating has been demonstrated in a YouTube video, which showed the public that attempting to tag the walls is a wasted effort.
- Since the anti-graffiti paint was applied, there is no visible graffiti in the TAG initiative areas.
- Initial fundraising goal in the downtown mural project has been met, raising over \$7,000.
- 33% decrease in vandalisms from 2013-2014 and a 47% decrease in the last 3 years.
- 93% of respondents feel safe in the City of Shakopee.
- 78% of respondents rated the amount of police patrolling in their neighborhood as about right. In the past, respondents listed an increase in patrol in their neighborhood was one of their top requests.
- Our Facebook page has over 2,600 followers, and our Twitter account has over 2,900 followers, and has been recognized locally and nationally.

We know that success is not defined in statistics alone. These initiatives have been a community effort involving people of all ages and ethnic backgrounds. These initiatives allowed for groups, that have never been active in the community before, to become key players in the upkeep and beautification of our city. This increase in involvement is the most important part of the TAG initiative, and is something we are most proud of.

With the support of the community, the Holmes Street Mural Project was able to reach its initial fundraising goal of \$7000 in just one event (Battle of the Brushes). Several community leaders, businesses and civic groups have come forth to support the project as well as the TAG initiative. This partnership has allowed the Holmes Street Mural Project and TAG initiative to expand, but also as an additional benefit, the Police Department was able to use this partnership to gain additional public trust. The TAG initiative demonstrates that we care about our community and want to work with the citizens to build a better future for Shakopee.

While developing the TAG initiative, we expected good results because the program was based on best practices as well as proven Crime Prevention Through Environmental Design concepts. However, we were elated with the growth and participation rates in the program. The initial TAG program started as a small group with enough paint for one tunnel, and now the program has grown into several facets including public art, CPTED concepts and public education. Additional civic groups have come forth with the desire to get involved in the program and with the aspiration to help the program grow. Through our partnership with Main Street Shakopee, we will be able to cover an additional 10,000 square feet with public art and anti-graffiti paint by mid-August.

Lessons Learned:

Like many departments, at first we wrestled with how to effectively integrate community policing into our traditional strategies. Public perception was that crime was rising and safety was decreasing, especially with the community's rapid growth. Thus, we had challenges in changing department culture to focus more efforts on crime prevention, rather than respond to crime.

To achieve this, we found it was important from the very beginning to have buy-in from all of our sworn officers, to ensure that the strategy would exist within the department's ongoing operations at every level. As detailed in the Initiative section, we developed our community policing strategy with input from many stakeholders. The public task force provided input into the department's mission, and all sworn officers helped to craft the final mission statement. This has resulted in the mission being integral to all our decisions, and it is a factor in how we operate daily.

One critical lesson we learned was the importance of emphasizing community policing in both the promotional and hiring processes. In order to continue to support community policing, it is important to emphasize community policing at all levels and phases of employment and reward officers who utilize community policing best practices. We now emphasize it in job postings, position descriptions and responsibilities, and focus on it in hiring interviews. We set clear expectations related to community policing for all of our staff members. Further, community policing is now recognized in our promotional process, as candidates must provide examples of their community policing efforts, and also answer specific community policing questions.

As best practices demonstrate, working closely with the community requires ongoing interactions and significant effort on behalf of the department. However, there are many demands on our officers that limit their availability. We found a solution to this in creating several civilian positions that can focus on crime prevention and community partnerships. Since we created the first of these positions in 2013, we have seen an explosion in positive interactions with community partners, improved satisfaction with our department and dramatically enhanced improvement in coordinating our efforts. Hiring additional civilian staff also allowed us to create and maintain a social media presence, which has increased our communication and rapport with the community. While all of our officers are expected to engage the community and use community-policing strategies, in our efforts, this position has enabled us to continue to make community policing a central part of our planning and new initiatives.

As a result of the success of TAG, the department has turned to longer-term solutions as a result of the successes of this initial effort. For instance, we have restructured our department and recently hired a second civilian staff member to help address youth crime and graffiti to work across the department and throughout the community to support crime prevention.

We have also learned to engage with the community in a variety of ways, to build stronger relationships and better community rapport. We actively encourage community residents to use our lobby as a safe meeting place for online purchases to deter criminal activity. Further,

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last year, more than 45 community groups used our training room, 300 times, at no cost. This has helped build positive goodwill about the department.

This initiative also taught another lesson. In a smaller community where the department cannot afford a full-time crime analyst, a partnership with local educational institutions expands the department's ability to analyze and use data. This is also a great way to engage students in solving real-world problems and prepare them for their careers. To do this, we have recently collaborated with two local colleges to support the department's crime analysis work. We provided them with public data sets regarding some of our areas with the highest calls for service. The students will be using these statistics to develop a Scanning, Analysis, Response, and Evaluation (SARA) problem-solving model and to develop crime prevention practices that could work for each area. This agreement is mutually beneficial because the students will gain practical experience working with a real problem/area. The police department also benefits by bringing in some fresh eyes, to possibly create a strategy we had not thought of, which may be used to reduce the calls for service in that area. One thing we would do differently next time would be to bring in the community colleges and students as stakeholders earlier.

One obstacle we were unprepared for was sensitivity among the mural artists regarding the anti-graffiti coating. Several potential artists expressed concern that it would affect their art. To overcome this obstacle, we had to educate the potential artists about the coating and explain to them why the anti-graffiti covering was important for the area. The anti-graffiti coating is a required component of the Holmes Street Tunnel Mural Project because the design includes the logo of the Shakopee Mdewakanton Sioux Community, as they do not allow their logo to be used in areas that could potentially be vandalized. Bi-weekly meetings were essential to overcoming these obstacles.

In the future, we will make sure that the police department has input on initial park design. By having input in the beginning, we can increase the CPTED concepts utilized in new parks and ensure that budgeting includes the anti-graffiti coating, if needed.

Through Team-Up Against Graffiti, we learned you have to listen to your community. While graffiti has never been high on our call list, we were surprised to learn it was a top citizen concern, year after year. This negative perception needed to be addressed in order for community members to feel safe in Shakopee. We learned the importance of community partnerships in helping to create and implement a proactive, rather than reactive, response. Prior to TAG, the response to graffiti was to paint over it, as quickly as possible; however, this created a patchwork of different paint colors and a growing sense of unease among residents and business owners in vulnerable areas. Through TAG, we took a multi-phased approach to a longer-term solution.