International Association of Chiefs of Police Community Policing Awards, 2014
Overview

Each year since 1998, the International Association of Chiefs of Police (IACP) Community Policing Committee has recognized the best community policing practices of agencies around the world by bestowing upon them the Community Policing Award, presented by IACP and Cisco. Entries are submitted in one of five population categories, so that all agencies, regardless of resources and staff, have an opportunity to compete. Entries are judged based upon the innovative ideas featured that utilize the power of community policing, through collaboration and partnerships, to make local, national, and global communities safer from crime and terrorism.

According to Mankato, Minnesota Director of Public Safety Todd A. Miller, Chairperson of the IACP Community Policing Committee, "The philosophy of community policing is more relevant and necessary today than ever before. There are challenges in the world, within our communities, and within our law enforcement agencies, that can only be properly addressed through community policing. Citizens need to trust the police and feel that they are partners in addressing community issues. Everyone needs a voice. This happens by implementing the community policing philosophy and working together to make our communities safer, whether it be from crime or from terrorism. That is why we undertake this tremendous effort each year to recognize excellence and the best of the best. The agencies selected this year demonstrate the importance of the community-oriented policing philosophy in solving problems and enhancing service."

Since the award’s inception, over 73 agency winners and 132 agency finalists from all over the world have been recognized for their commitment to community policing and innovation. In addition, since 2005, agencies that excel in utilizing community policing philosophies in the furtherance of homeland security have also received special recognition for their initiatives.

To be selected as a recipient of an award, high standards must be met. If none of the submissions qualify or meet these standards, set by the Community Policing Committee, no award is given in that category. Although an initiative may prove very successful for the submitting agency and may have made a difference in their community, if it doesn’t score enough points against the established standards in all areas, it cannot be selected for an award.

"Recent events demonstrate that community policing is central to the success of the police mission as we provide quality services to, and build relationships with, our diverse communities," said IACP President Yost Zakhary. "I applaud those recognized with this prestigious award and know that what they have created in their communities will positively impact the law enforcement community worldwide."

The submissions of the 2014 winners and finalists are highlighted in this document as best practices in community policing. They have been summarized to give the reader an idea of the initiatives, how the initiatives can be adapted to solve problems in other communities, and who to contact for more information.

### Agency Winners:

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### Agency Finalists:

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<td>Community Police Department, Ministry of Interior, UAE</td>
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Cisco is proud to be a part of the IACP Community Policing Awards and all that it represents. “The men and women and public safety organizations honored by this award are the embodiment of best in breed in law enforcement,” said Bob Stanberry, former chief of police and current senior law enforcement advisor for Cisco, for the Community Policing Awards. “I am honored to support these organizations and am in awe of their determination to make our communities and citizens safer.”

Winners and finalists for this year’s awards highlight innovative initiatives that address issues involving:

- Youth crime and school issues
- Organized retail theft
- Burglary
- Mental illness
- Veteran issues
- Drug problems
- Organizational transformation
- Gun violence and homicide
- Homeland security through community development

These initiatives have a high degree of portability and can be modified to address similar issues in other communities around the world.

Agencies, officers, and citizens who wish to learn more about these and other innovative ways to reduce crime, build trust in their communities, and improve community quality of life are encouraged to visit the IACP Community Policing website at www.IACPCommunityPolicing.org, sponsored by Cisco. You can list your agency as a community policing agency and link back to your own website, as well as upload your own videos, information about your agencies, and post notices of meetings and activities in which your agency and citizens are participating. Additionally, there are forums, blogs, and resources for community policing practitioners, both sworn and civilian, which serve as an opportunity for you to learn more about community policing, look for new ideas, and secure help from your peers around the world.

Agencies wishing to submit their initiatives for the 2015 Community Policing Awards by IACP and Cisco for a chance to be recognized at the 2015 IACP Conference in Chicago, Illinois, can do so by visiting www.IACPCommunityPolicing.org, registering, entering your agency information, and viewing the Community Policing Award process videos for information on what judges will be looking for in the submissions. You can also use this website to read submissions from previous winners of the Community Policing Award.

About the IACP
The International Association of Chiefs of Police is a dynamic organization that serves as the professional voice of law enforcement. Building on our past success, the IACP addresses cutting-edge issues confronting law enforcement though advocacy, programs, and research, as well as training and other professional services. IACP is a comprehensive, professional organization that supports the law enforcement leaders of today and develops the leaders of tomorrow.

For more information, go to www.theiacp.org.

2014 Winner Spotlight
WINNERS

Category: Population of Fewer than 20,000

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Agency Head: Chief Doug Reim

Operation Shield
Population Served: 16,000

The Highland Village Police Department has a very mature and active Community Oriented Public Safety (COPS) philosophy that focuses the entire energy of the department on achieving the service and safety expectations of the community. Their unique ‘Value-Based Policing Model’ is fully integrated into all aspects of department operations, policies, and daily performance expectations, with reinforcement through new recruit, in-service, and professional development training.

Like many communities, Highland Village had experienced a business burglary problem. The affected business areas
consisted of multiple retail stores and restaurants, as well as strip shopping centers. The police department determined that the lack of adequate rear door security hardware was a major contributing factor at each offense location.

To address this issue, the Highland Village Police Department, with assistance from community and business partners, developed an innovative, easily adaptable, and cost-effective community partnership to help stop business burglaries. They named this initiative Operation Shield.

Operation Shield incorporates proven crime prevention target hardening through proactive police and business partnerships. It prevents burglaries by making businesses harder to target through procurement and installation of latch guard-type door security at vulnerable businesses in the community. More than 309 businesses were inspected, and 78 were identified as those which could benefit from the program. A comprehensive education and awareness campaign was also launched using the village’s Business E-Watch group (consisting of over 600 members), personal contact by officers, and assistance of local news media.

A key challenge for this initiative was identifying the means to purchase and install the needed hardware. This solution was resolved when Lowe’s Home Improvement agreed to offer the hardware at a discount, reducing the cost to less than $10 each, and enabling the costs to come out of the police department’s crime prevention budget by using discretionary funds.

Operation Shield has been in service for three years and has installed over 108 latch guards at partnering businesses. It has proven to be effective in combating burglaries, as well as strengthening police and business community relationships. Operation Shield has been an overwhelming success, stopping 100 percent of this type of business burglary—and at no cost to the participating business community.

The Madison City Police Department (MPD) is an excellent example of a police agency that has changed its focus. The agency serves a population of nearly 50,000 residents, and continues to grow as a result of the high-tech industry in the Huntsville Metropolitan Area. Having realized that a rapidly growing population in their city and surrounding areas was resulting in a reactive department with a disconnect to the public it served, the MPD evaluated their culture with a very honest and critical eye. The result was that the department, while effective in responding to calls for service, was not what the stakeholders wanted—or what the community needed.

The Madison Police Department organizational culture has been dramatically transformed within the last five years. They believe that, in order to be effective in reducing crime and improving quality of life, community policing must be more than just a series of programs. To truly be a community policing department, they believe a culture of community service must exist. The MPD holds the belief that community policing is a cultural philosophy. It should be the motivation for every action officers take and each decision they make. If the mission defines the agency, then community policing shapes the mission.

The organizational culture of the MPD is based on community and problem-solving principles. Orientation to the department philosophy begins with applicant screening. The community policing culture is explained to applicants before they ever take the first step in the process. Once hired, new officers receive a three-week, in-service training session before going to the police academy. Part of this in-service training includes a 16-hour class on community policing. During this orientation to community policing, recruits are provided with a list of contacts throughout the community for resources that may assist in addressing needs that are not typically police matters. And community policing education and orientation does not stop there—it is reinforced in the department’s regular roll call and in-service training each year.

Relying on partnerships with the community, the MPD continually re-evaluates the effectiveness, services, and professionalism of their performance in the community. The original “Protecting Our Communities” initiative, like the department, has evolved over the years into the “Serving Our Communities” initiative, with a focus on servant leadership for solving problems and addressing crime.

Initiatives under the Serving Our Community banner include an annual summer camp for fifth graders, teen and adult citizens’ academies, and the award-winning Text-To-Protect plan. Since the inception of Text To Protect, the MPD has received over 2000 tips from the community. These tips have solved numerous crimes, prevented violence in the school.
system (as well as neighboring school systems), and allowed for successful intervention in the lives of students who were suicidal or experienced other emotional challenges. They also include a partnership with the U.S. Army AMRDEC, where they have assisted in projects that train U.S. soldiers for urban patrol scenarios using the community policing philosophy, as well as the development of persistent surveillance technologies. The MPD offers classes to the public promoting safe and responsible gun ownership, and they have partnered with local business and leadership groups to build a state-of-the-art training and emergency operations facility at no cost to the taxpayers.

The programs in the Serving Our Community initiative are the result of collaborations and partnerships with many groups in their community. Survey results from 2014 indicate over 89 percent of respondents felt that the MPD was a “valuable part of the community,” and their actions led Madison to be named the safest city in Alabama.

Leesburg Police Department, Virginia
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Agency Head: Chief Joseph R. Price

Organized Retail Crime Initiative
Population Served: 47,673

The Leesburg Police Department (LPD) is committed, in partnership with the community, to providing the highest quality of police services using innovative, proactive approaches to improve the quality of life in Leesburg. Every member of the department, sworn and non-sworn, is guided by this mission. The community policing philosophy is embedded in the organizational fabric of the LPD. For more than a decade, this model has been shared with every new officer attending the Northern Virginia Criminal Justice Training Academy (NVCJTA). In addition to teaching the classroom portion of the community policing curriculum to recruits from all seventeen member agencies, line officers from the LPD provide hands-on experience. The department’s Crime and Traffic Accountability Program (CTAP) is the gateway for community involvement. Eighteen community policing (CP) sectors, each defined with respect to established residential neighborhoods and commercial areas, provide an organizational framework. Every CP sector is served by two officers working opposing shifts to facilitate access by the public. Patrol beats are assigned with respect to CP sectors to afford time for community interaction while maintaining beat discipline.

Through the monthly CTAP meetings, a frustrating trend of increasing property crime incidents (larceny) was noted in 2012. On average, about 36 percent of reportable offenses in Leesburg are Part 1 crimes (arson, aggravated assault, burglary, homicide, larceny, motor vehicle theft, rape, and robbery) with only 7 percent of those being violent. Further analysis of larceny offenses found that shoplifting crimes had accounted for an average of 30 percent of all property offenses, and were increasing at a rate of 11 percent each year from 2010 to 2012. Meanwhile, Part 1 property crimes in general were only increasing by an average rate of 2 percent, and Part 1 violent offenses were decreasing by an average rate of 4 percent each year. The core business officers (CBOs) had observed the indications of organized retail crime (ORC) offenders in the shoplifting cases they investigated at Leesburg’s retail shopping mall. At the time, directed patrols were the preferred response to emerging crime trends. Lacking in any situational crime prevention strategies, these patrols were ineffective. Retail industry policies, coupled with a knowledge gap within the LPD regarding ORC, allowed these incidents to become so prevalent that they were driving crime for the entire town and impacting loss to retail brands on a national scale.

Leesburg applied an evidence-based approach that clearly identified the ORC problem objectively. One area, the retail outlet mall, was responsible for 15.3 percent of all reported Part 1 crimes over the three-year period. The crimes were filtered by offense type, revealing that 64 percent of them were shoplifting offenses. A survey of the value of property taken for these incidents showed that average theft rates for this area more than doubled that of shoplifting offenses throughout the Commonwealth of Virginia and more than four times that of shoplifting offenses at all other stores in Leesburg. Over 70 percent of the offenders arrested at the outlet mall were out-of-state residents.

In addition to collaborating with internal stakeholders, the LPD was successful in identifying a diverse team to develop a comprehensive solution to the ORC problem. Partnering with the prosecutors, academics, and the private sector (sales and loss prevention within the retail industry) resulted in problem solving on an unprecedented scale. Collaboration with loss prevention personnel revealed friction within the retail industry between sales and loss prevention. For the first time, academic research was used on a significant scale to define the ORC initiative. Conclusions of Dr. Carroll Capers’ 2008 dissertation, “Effectiveness of Situational Crime Prevention Strategies to Deter Organized Retail Theft,” was reviewed and used with permission.
Objectives of the partnership focused on qualitative outcomes. The ORC initiative had two goals: to improve the working relationship between law enforcement and the retail sector to enable more effective crime prevention practices and increase reporting of crime by retailers, and to slow the growth of shoplifting crimes by targeting recidivism of ORC offenders.

Several courses of action were considered before deciding on the final evidence-based approach. It was based on three components: deterrence, detection, and enforcement. Each component was essential to increasing the perceived and actual risk of potential ORC offenders, increasing law enforcement legitimacy and cooperation with retailers, and achieving sustainability with limited department resources. Through these partnerships, shoplifting crimes decreased 31 percent during the first half of 2014.

Instances of all other Part 1 crimes have not increased, suggesting that the offenders have not modified their modus operandi in Leesburg and indicating that other crime control efforts through CTAP have not been adversely affected by the ORC initiative. The most telling metric is shrink, which was analyzed by the retailers through their inventories. Among the brands sharing shrink data, it was noted that the Leesburg stores are no longer identified as problem stores by the retailer and no longer require additional resources to curb shrink, and levels are now commensurate with those of regional sites within the brand. The reduction of shrink with one retailer even exceeded their expectations after applying their reforms to the store, so much so that the LPD’s efforts were recognized with an award from the retailer.

Joining Forces for Treasure Valley Veterans Network
Population Served: 210,000

The Boise Police Department has long been committed to the community policing philosophy for the delivery of police services. The police department divides the city into ten reporting areas using methodology that includes traditional neighborhood boundaries, topography, calls for service, and population. Each of the 12 areas is assigned a liaison officer, and other units within the police department are given assignments based on these areas. Every middle school and high school is assigned a resource officer—for a total of 22 school resource officers—who becomes familiar with the youth within the neighborhood boundaries. This approach allows patrol, detectives, traffic units, and other specialized units to become familiar with not only the geographic area but also the citizens, neighborhood groups, and businesses, as well as the unique characteristics of the area. More importantly, the constituents become familiar with the officers who serve them. Because officers build long-term relationships with the Boise communities, they are more approachable to the citizens. This fosters communication and a sense of problem solving, as opposed to policing a population.

Recent wars in Iraq and Afghanistan have resulted in many soldiers returning to their communities with a private war continuing to rage on emotionally, mentally, and physically. When this very private battle escalates, the war comes alive on the home front with tragic consequences seen nationally, including suicide and aggression against others. According to SAMHSA, of the approximately 11,000 Idaho veterans who have returned from Iraq and Afghanistan, 16.5 percent suffer from post-traumatic stress disorder (PTSD), and 19.5 percent have suffered a traumatic brain injury (www.samsha.gov).

In July 2009, Boise police confronted one of Idaho’s most decorated soldiers, George Nickel, a military veteran diagnosed with PTSD and suffering from a traumatic brain injury, in a deadly force encounter. Fortunately, no one was hurt. This encounter became the focal point for a community policing initiative called Joining Forces for Treasure Valley Veterans that has not only saved lives but has led to a plethora of improved services for military veterans in crisis.

Boise police played the lead role in facilitating 50 stakeholders from a variety of disciplines who meet monthly to coordinate a multitude of veterans resources including housing, transportation, employment, alcohol and substance abuse treatment, suicide prevention, coordination of benefits, education counseling, and veterans treatment court services. What started with a small group of criminal justice system professionals has expanded to a coordinated community response (CCR). The network currently consists of 86
individuals representing 21 different community-based organizations supporting their active military and veterans. It’s a no-cost, highly successful, community-based initiative, focused on building trust, communication, and cooperative relationships which can be easily replicated and transferred to other communities.

The objectives that the Joining Forces for Treasure Valley Veterans Network expected to accomplish include:

1. Develop a better understanding of services available in the community for military veterans and their families
2. Develop a higher level of trust among partners through frequent meetings and partnerships
3. Improve the quality and timeliness of services provided to veterans
4. Identify the resources available to veterans in their communities and make them widely known to others so veterans in need of services could obtain access

In 2010, the Boise Police Department worked together with Sergeant George Nickel to document his 2009 police interaction. They created a video that included the audio recordings from the dreadful night to capture the intensity of the situation. The intent of this video was to provide an opportunity for other law enforcement agencies to learn from a real-life situation of a police interaction with a veteran suffering from PTSD.

A Veterans Treatment Court was initially established in Ada County in 2011, designed to provide an alternative to prison for veterans who were mixed up with the legal system due to substance abuse or mental health issues related to their military service. The Veterans Treatment Court offers rehabilitation services and counseling as part of sentencing, and after the first successful year in Ada County, Canyon County opened its Veterans Treatment Court.

On average, Boise police officers encounter approximately one veteran per week facing a crisis and in need of assistance, and officers are provided the opportunity to aid in referring the veteran to one of the network partners. These interactions demonstrate the value of the program, and that its objective is being met. The goal of the program has been to use the intercept model to identify those in need and obtain resources prior to arrest or incarceration. Seeing this in action is most evident in the “Nickle Saved” program, named after George Nickel—catalyst for the program and a founding member of the network. In the four years since the program’s inception, an additional 22 veterans are believed to have been directly diverted from taking their own lives.

Housing and employment were two key areas identified by the group to successfully reintegrate a veteran into civilian society. While programs and housing existed within non-governmental organizations, little use by the returning veteran population was seen. The Veterans Transitional Living Program at the Boise Rescue Mission was established in April 2010, and focuses on assisting homeless veterans, many of whom come directly from the Boise VA Medical Center, to secure and maintain long-term housing. This program is centered on providing a clean, stable, and sober living arrangement that includes meals, a laundry facility, and case management. Recovery programs are also provided in collaboration with the VA, and include case management, additional counseling, mental health care, and specialized employment, as well as academic and vocational training. As of December 2013, 105 veterans have participated in the program; 96 of whom have successfully transitioned into independent living situations.

**Category: Population of 250,000+**

**Nassau County Police Department, New York**
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Agency Head: Police Commissioner Thomas Krumpter

**Education, Awareness, and Enforcement**

**Population Served: 1,300,000**

The Nassau County Police Department (NCPD) in New York prides itself on being a service-oriented department, emphasizing the concept of community as client and police as provider. As far back as 1968, sociologist James Q. Wilson referenced the NCPD as the exemplar of this approach in his classic study “Varieties of Police Behavior.” Throughout the years, this philosophy remains a core value reflected in the NCPD’s published mission statement to “continually strengthen and expand partnerships between the police and the communities we serve” and “more fully involve the community in identifying problems, developing solutions and establishing relevant department priorities and policies.” They firmly commit themselves to an active community policing platform where community outreach occurs at all organizational levels.

A large variety of NCPD community outreach programs provide excellent opportunities to enhance and foster partnerships between the department and the people they serve. Ultimately, this free flow of communication leads to swift and succinct identification of community issues for which solutions can be explored collectively. The end result...
is a police department and community that work together to reduce criminal activity and maximize the quality of life. By late 2009, an increasing and alarming number of overdoses and deaths involving prescription drugs and heroin became a clear indication of a growing problem in Nassau County. The reports and observations made by the police department’s ambulance staff, in conjunction with school resource officers established as part of their community policing approach, depicted a county-wide pattern of serious drug abuse. This evidence of a growing trend prompted a collaborative effort between the NCPD and their community partners, including hospitals, in enforcing, treating, and educating the public.

It became abundantly clear that a disturbing number of young people in Nassau were experimenting with—and seriously abusing—controlled substances, especially prescription drugs and heroin. A perfect storm was brewing with more potent and less expensive forms of heroin being identified on the street, as well as the accessibility to pain medications readily available in medicine cabinets and purchased at the local drug store. These facts, coupled with a general lack of understanding by young people as to the powerful nature of these narcotics and their fatal effects, caused great concern to the NCPD and their community partners. A number of high-profile overdose deaths demonstrated that this was not just a significant problem at the local level, but across the nation.

The NCPD met with superintendents from all of Nassau’s 56 public school districts, raising awareness and seeking their involvement in combating the scourge. Shortly thereafter, a county-wide, one-day summit was held, bringing together all of the department’s community partners, including schools, hospitals, other law enforcement agencies, the District Attorney’s Office, and treatment professionals, to name a few. The stigma of a heroin problem terrified the community. Schools were reluctant to acknowledge the problem existed on their campuses, even as high school-age individuals were overdosing at an alarming rate. If the drugs were not on their campus or if the offenders were just beyond high school, decision makers used that as an excuse to ignore the issue as not applying to their student population. This caused an initial reluctance and lack of meaningful engagement at the decision-making level in schools and communities. But change in understanding occurred, and as a result of this summit, the Nassau County Heroin Prevention Task Force was established and the NCPD took a significant role within this new entity.

A detective was assigned to the department’s Community Affairs Unit, and acts as both the main contact to the task force and as liaison to the community. This detective serves as an important bridge between the enforcement efforts of the department and the proactive efforts on the educational and community front, and helps tie the community policing effort together with participation from officers operating throughout the country. In addition, an awareness campaign was launched promoting educational and enforcement activities of not only the department, but the entire task force. This dynamic allowed the task force to quickly make strides with the established community policing platform, and significant inroads were made to the many private schools that exist in addition to the 300 school buildings throughout the 56 public school districts.

The task force began to concentrate its efforts in support of a three-pronged approach that focused on education, awareness, and enforcement. The department took a lead role in developing the new educational and awareness aspects. With the use of funds from the department’s Asset Forfeiture Bureau, the NCPD became the first in the nation to fund, certify, and embrace an established, evidence-based curriculum entitled “Too Good for Drugs” and make it available to all schools in Nassau County. At the same time, a unique video was developed in effort to reach out to young people. Realizing that “arresting ourselves out of the problem” was not a valid solution, this new approach was designed to break the cycle of people experimenting with drugs and other substances.

Partners in the task force indicated that, in addition to efforts in the education and awareness areas of the program, a need for treatment and support of NARCAN (Nalaxone) distribution were important factors in responding to the identified overdose crisis. NARCAN is an opioid antagonist which reverses overdoses, and has been an instrumental tool in life-saving efforts both in the department and with community partners. Over 1000 police officers were trained and equipped with NARCAN. In as little as one month following training, 20 individual overdose victims were revived.

The objective of the new initiative was to develop an educational focus—including an awareness campaign and a video—to capture the attention of a diverse group of people at formative age and impact them so as to prevent the negative or life-threatening behavior associated with substance abuse. The awareness campaign included the community at large. It was clearly understood that preventing young people from experimenting and using drugs was a daunting task, as evidenced by the problem still existing even after the years of nationwide preventive programs taken by schools and departments. Their new approach, the video “IMPACT,” combined with the established and proven age-based curriculum of “Too Good for Drugs,” ensures that the substance abuse epidemic would be impacted among the county’s population. The distribution and availability of
NARCAN was also a key factor in this initiative.

The NCPD and the residents of the county have benefitted from the educational efforts used to combat the heroin crisis. The department has made new contacts and fostered relationships within the community. The program has significantly increased local and statewide attention to the heroin/prescription drug problem. The awareness of the issues related to addiction, including the need for treatment, has been brought to the forefront by the education program. This has resulted in improved relationships and positive inroads with community leaders and law enforcement partners who now have a better understanding of the issues at hand. Ultimately, lives are saved by these education, awareness, and enforcement programs—whether it is a student who attends a program or a life saved by NARCAN—any life being saved is the biggest benefit of the NCPD initiative.

**Finalists**

**Category: Population of Under 20,000**

DeWitt Police Department, Iowa
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Agency Head: Chief David Porter

**Eagle County Law Enforcement Immigrant Advisory Initiative**

**Educate, Inspire, and Enrich**

**Population Served: 5000**

The City of DeWitt is composed of 5300 residents and is the second largest community in Clinton County, Iowa. Close to major highways and central to several large cities, DeWitt is home to many residents who commute to the larger cities for work. Several years ago, the DeWitt Police Department made the decision to dramatically transform the agency from a reactive department to a proactive department. Their long-range goal was to make DeWitt a better place to live and raise a family by consistently reducing crime. However, as a small, 10-member agency, they recognized that in order to accomplish this goal, they needed to actively engage the community as a partner.

They began their efforts modestly, through the creation or implementation of programs such as National Night Out, a Citizen’s Police Academy, a Youth Police Academy, and the implementation of a bicycle patrol unit. These types of community-driven initiatives dramatically opened the lines of communication between all ranks of police employees and the residents of the community. The success of the community policing philosophy in DeWitt allowed them to develop and implement their “Educate, Inspire, and Enrich” philosophy. The first step was to educate the community. This meant educating residents not only on law enforcement activities but also fostering an atmosphere that assists in developing an understanding about personal safety and community safety. The next step was to inspire the community. This was accomplished using a multifaceted approach and developing new skills for officers and community members, which effectively energized and inspired citizens to take an active role in working with the police to improve the community. Together, these core practices develop honest, open, and effective communication between the police and the community, and combine to enrich the community, thus creating a much healthier environment.

These three components (educate, inspire, and enrich) are deeply rooted within the agency’s climate and culture, management practices, leadership, decision making, strategic planning, policies and procedures, personnel evaluations, and even the officer’s labor union to ensure transparency to the community.

In keeping with the philosophy of educating, inspiring, and enriching the community, the department understood that they must listen carefully to the community. They have partnered with a local university to complete a comprehensive community survey every three years. After each community survey is completed, the department hosts a community forum. From that forum, the community had identified primary concerns focused on the city’s youth.

The Educate, Inspire, and Enrich initiative was designed around youth issues, specifically identifying problems where children were at risk for exposure to prescription/illegal drugs, school shootings, youth alcohol consumption, bullying and cyber bullying, exposure to online sexual predators, drinking and driving, texting and driving, and teen suicide. In addition to youth issues, the department created a CPA alumni group of over 150 members, some of whom were involved in creating the DeWitt Police Foundation, a nonprofit organization which promotes crime prevention, public safety, and education in the DeWitt area. Since its inception, the DeWitt Police Foundation has contributed in excess of $50,000 to the DeWitt Police Department to cover items that the city budget cannot fund. The Department also held a student design contest in which students created, submitted, and chose a new design for the agency’s squad cars.

Their efforts worked. In 2013, the prescription medicine drop box program brought in 200 pounds of prescription medicine
that was able to be properly disposed of and kept out of the hands of youth. The last incident report of a school shooting threat was in the fall of 2007, and DeWitt police dealings with youth alcohol consumption in 2013 revealed a significant drop in numbers. Bullying and cyber bullying has also decreased because of the continued educational efforts of parents, school officials, teachers, and the school resource officer. Several online predators were arrested and charged federally, and more proactive child pornography investigations have been implemented, leading to more arrests and successful convictions. The last youth-involved incident with alcohol and operating a motor vehicle was in January 2013. Texting and driving citations have been almost nonexistent since a new law was enacted in June of 2011, and the community has not had a teen suicide since March 2006. Furthermore, the results of the collaborative efforts between the Central Community School District and the DeWitt Police Department have resulted in a dropout rate of less than one percent, and approximately 85 percent of high school graduates have enrolled in college.

As they began to further examine the issue, the police realized the possibility that a high percentage of these individuals might be suffering from some form of mental illness. An officer was assigned to a community policing role to gather information, work through the issues, and design an innovative plan. A partnership involving a host of disciplines was developed, and a plan was formed to completely turn around how these incidents were dealt with, which included a team of highly trained officers combined with a mental health clinician on staff to assist officers and the community. What began as a source of contention developed into the Wakefield Police Department’s greatest outreach program, and has woven itself into the fabric of the department. After identifying the problem, it became evident that this was not something the police department could fix alone—it did not fit under the ever-growing umbrella of being a police-only matter. They began to identify the key stakeholders that would be able to assist in this endeavor, ultimately enlisting the assistance of the State Department of Mental Health, local ambulance company, local mental health providers for both adults and juveniles, the clinician for the district court, and a member of the City’s Board of Selectmen. Bringing this group together and establishing relationships provided the foundation for a quality improvement project built to last.

The police department, by focusing on the target population, was able to determine that most were receiving some form of mental health treatment from two providers located in the community. Their next step was to reach out to these two agencies, request their assistance, and bring them into the collaboration. Wakefield was home to a daytime facility for mental health clients around the local region. Because of this facility and its location in the downtown area, many of the clients were choosing Wakefield as a primary residence for ease of access. However, in many cases, mental health providers were unaware of the problems that some of these individuals were causing for the police and the community. The objectives of the group all boiled down to one common goal: to provide the best possible services to those in need while reducing the number of problem calls in the downtown area. This was not simply the goal of just the police department—local providers and state departments of mental health did not wish to see their clients being arrested, the local courts did not desire their system to be overburdened, the local political leaders weren’t seeking short-term solutions to long-term problems, and the ambulance companies wanted to decrease spending and time for transports to the hospital that may not be necessary. As they examined the issue further, it became clear that the key to achieving the objective was educating those who were the first contact in all of these calls for service—the police.

Category: Population of 20,000 to 50,000

Wakefield Police Department, Massachusetts
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Agency Head: Chief Richard E. Smith

Mental Health Initiative
Population Served: 24,932

The town of Wakefield, Massachusetts, is a community located approximately 15 miles north of Boston with a population of 24,932, according to the 2010 census. They are a diverse community throughout the day as they are located on or near several major traffic routes and two interstate highways.

In 2010, the police department began to face a problem in the downtown business area where they were constantly receiving calls about loitering and panhandling incidents that were making citizens generally uncomfortable. Residents that had lived in Wakefield for years were wondering what had happened to their town. Typically, the police would simply move these individuals along to address the immediate problem, but oftentimes, complaints would return within a couple of days regarding the same issues.
The City began a ride-along program where officers would pair up with a mental health clinician during some of the busiest hours. Instead of interacting with these individuals as separate entities in separate locations at separate times, they worked together as one to provide the best solution for each situation. Furthermore, they were initiating contact and spending additional time talking and getting to know each individual. This allowed the team to better understand what normal behavior was for that particular person and the best course of action for each case. Their initial success led them to the Memphis Crisis Intervention Team (CIT) model, and the police department trained a quarter of their department for the required 40 hours of intense instruction.

The combination of community policing efforts, collaboration, and the proven success of their co-response system led to the first ever CIT/co-response model funded by the Massachusetts Department of Mental Health.

The results were dramatic. The calls for service in the downtown area dropped by close to 90 percent since the initiative began, and are now down to nearly zero. Individuals that could have been subject to arrest for minor crimes and put through the criminal justice system were instead diverted to treatment for mental health-related issues. Overall, the actual results have been far greater than any results they originally anticipated. What began as an assignment designed for a specific need blossomed into a project that encompassed areas far beyond what they could have imagined. Assisting individuals with issues related to mental health, emotional trauma, and substance abuse on a long-term basis rather than a brief interaction during a call for service has become a way of life for the Wakefield Police Department.

**Category: Population of 50,001 to 100,000**

No Finalist Selected

**Category: Population of 100,001 to 250,000**

**Aurora Police Department, Illinois**

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Agency Head: Chief Gregory S. Thomas

The city of Aurora is the second largest city in Illinois, with a census population of 198,000 that easily surpasses 200,000 when factoring in undocumented immigrants. It is a very culturally diverse community in the Chicago metropolitan area. Throughout the 1990s, Aurora averaged 259 confirmed shootings annually and 1.3 murders every month. While other communities experienced reductions in violence after the 1990s, Aurora witnessed a record 26 murders in 2002. Five years of data, gathered from 2003-2007, continued to show an unacceptably high murder rate of 12 per year. While this average was almost a 25 percent reduction from 1990’s numbers, the police department consciously decided these were still unacceptable statistics in need of better analysis.

The challenge of Aurora’s “epidemic” reputation forced them to focus on the community psychology that surrounded shootings and murders, including the impact on families and children that were indirect and direct victims of the violence. The problem with Aurora gangs, shootings, and murders was obvious and verifiable. One of the most troubling aspects of this verification was the realization that many people in the department and the community had begun to accept violence as a normal way of life in Aurora. The media continued to cover the sensationalism of gun violence while police administrators were admittedly perplexed on how to more effectively respond to this urgent problem in ways other than reactive acceptance.

Initial attempted responses had limited effects, such as gun buybacks, gun possession arrests, guns seized as evidence in a crime, ceasefire, increased officer overtime, and single-agency intelligence gathering that was hampered by Illinois eavesdropping procedural laws. Because they were not satisfied with the results, the department more earnestly returned to the analysis stage with a more careful inquiry as a means for determining what responses were necessary for long-term reductions in shootings and murders.

They learned they could not just make arrests as a means to solve the problem, and realized they needed to have a comprehensive and collaborative strategy. They made a conscious effort to no longer waste resources on targeting guns but instead target offenders who were cosponsoring infectious violence. The goal was to impact the structure of the gangs, and one of the best avenues for doing so was through federal support and partnership. Past research on criminal offending indicates that a small number of criminals account for a disproportionate share of a city’s crime problem. Therefore, their goals shifted from targeting particular crimes to targeting specific offenders who were believed to be facilitating a high degree of violence. From 2005–2007,
nearly 150 high-ranking gang members were arrested from eight gangs, many of whom were prosecuted federally.

The Aurora Police Department then directed their attention toward partnering with stakeholders that were directly impacted by shootings and murders, and through these conversations discovered that past responses had created more fear than trust. Potential stakeholders feared investigations, judgment, and potential prosecution often causing them not to seek police help from a problem-solving perspective.

They started to engage the community in conversation, which revealed that at-risk youth (i.e., potential offenders or victims) were too frequently unsupervised and socialized mainly on the streets. Violence was further concentrated and facilitated in areas with negative physical and social attributes. Without having a good place to spend time, and parents who did not fully realize the lure of gangs, violent lifestyles continued to be infectious and repetitive. They discovered that victims of shootings and murders were often linked to gangs, and the victims were found to be naive about their future if they remained living the gang lifestyle. Through this perspective, the line between offenders and victims could be blurred.

To make a difference, the police needed to continually foster economic growth, gentrification, and increased opportunities. Perceiving gun violence as a public health issue rather than a criminal justice problem allowed them to refocus their analysis on a broader scale and imagine pragmatic responses that would be comparably more innovative than what they had previously attempted. They then initiated a response that highlighted improvements in social capital that was built upon a foundation of trust between the police, the community, and those most at risk.

In order to gain trust, the department began a strategy of direct partnerships within targeted neighborhoods via “knock and talks” with households that were known to have children susceptible to gang influences. Police began to work with the parents of at-risk youth to offer different opportunities and provide tools for avoiding future conflicts. Their focus was on preventing the next wave of violent crime by communicating directly and repeatedly with potential offenders who were under some type of scrutiny.

The police also made presentations at area schools revealing the consequences of gang lifestyles. They helped explain what youth could do to avoid law enforcement, but also how they could direct their time to better opportunities throughout the community. This type of response was directed in the aftermath of the high-profile gang leader arrests with the goal of drastically shifting the cycle of contagious violence that had historically followed previous arrests. Through their analysis and innovative responses, they have learned that taking guns off the street and the “zero tolerance” initiatives that are typical to policing are reactive solutions, and although they are great to tout to the media, they are not effective. The lesson learned: concentrate on the offenders.

These efforts were tremendously successful. Aurora has had an annual average of less than three murders over the past five years, including a new recent record of zero murders in 2012; not matched since 1946. (This came at a time when, next door, Chicago had experienced 500 murders for the year.) Moreover, confirmed shootings have dropped 49 percent in the past five years as compared to the prior five years. When comparing their murder and gang links over the past decade, approximately 66 percent of murders from 2003-2007 had direct links to gang disputes. From 2008-2012, when there were far fewer murders, they estimate 43 percent of murders have direct links to gangs. A multifaceted response that has included numerous mentoring groups offering alternatives for at-risk youth while targeting offenders who facilitated the violence has allowed Aurora to be successful in breaking the generational cycle of gang brutality that plagued the city for the previous two decades. Today, they have far fewer gangs and members because of their offender-focused responses coupled with community engagement initiatives.

Category: Population of 250,000+

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Abu Dhabi Police Safer Schools Partnership
Population Served: 2,400,000

Abu Dhabi is one of seven emirates (states) that form the United Arab Emirates (UAE), and is the seat of government. The Emirate has a diverse population of 2.33 million people, with only 20 percent of the population classified as indigenous Emiratis. With progress and a strong economy, Abu Dhabi has become attractive to expatriates who come to work and visit, recording around 202 diverse nationalities working and living in the UAE.

In addition, expatriates bring their values, traditions, and cultures. These diverse factors prompted Abu Dhabi Police
ADP to identify common traits, through community policing, to develop safety and security initiatives in an effort to ensure that all residents live in a spirit of harmony and understanding. Community policing in Abu Dhabi was initiated in 2003 by Lt. General HH Sheikh Saif bin Zayed Al-Nahyan, Deputy Prime Minister and Minister of Interior. Since then, community policing has grown in strength from the first team of ten officers working together in a small town to a department comprising almost 500 personnel with teams operating from all large police stations. The philosophy is becoming more embedded within the organization of ADP, resulting in increased engagement and involvement in community problem solving, especially with young people and school staff.

A new project team visited two specific schools in Abu Dhabi to engage with the staff, students, and management to work together to solve problems. The initial research and data gathering for these schools found issues relating to absenteeism, low academic results, bullying, smoking, and substance abuse. Nearby communities were also affected with graffiti, damage to property, and littering. Analysis of the schools revealed problems including poor discipline in certain classes, and an analysis of the data on attendance records in English classes was also problematic. Although school attendance records showed reasonable levels of attendance (around 80–90 percent) there were, on average, only 45 percent of students in the English class—mainly because the students converse in Arabic. This alerted Abu Dhabi Police of the fact that some students were outside of the school during these times and are susceptible to be involved in community-related problems.

ADP and their partners, including the school administration and teachers, students, parents, Tribal Councils, and the ADEC, learned of the need to focus more closely on the underlying causes of the problem before developing a response. In this case, initial analysis indicated that the cause of the problem was that students were misbehaving, failing to attend school, and engaging in antisocial behavior. It would have been easy to place blame on the students and center their efforts on discipline and implementing punitive or corrective actions. However, closer examination highlighted that the underlying causes of the disruption at schools in the Western Region were actually in the areas of:

1. Strength of leadership and governance
2. Establishment of Clear Consequences
3. Increased support and monitoring
4. Personal development

By applying newly adopted principles of problem solving effectively, ADP were able to work in partnership and implement sustainable solutions that included changes in the physical design of the schools, closer engagement with students, staff and parents, and much more involvement of ADP personnel through highly visible and reassuring presence at the schools. ADP also conducted meetings and brainstorming sessions with partners to clarify the roles they could play in the program.

One of the main achievements of the program was the closer cooperation between the police and the community councils, consisting of the elders of the tribes. Their involvement and enthusiasm were vital elements in the provision of monitoring and support by parents for the students.

Abu Dhabi Police contributed structured, sustained, and relevant healthy lifestyle programs for youth to assist in reducing and eradicating the issues identified through involvement of community centers. Police were involved with lectures and activities that covered a wide range of activities including exhibitions, counseling, motivation, group advice, and other necessary areas. The activities cater primarily toward developing students and enhancing safety, security, and stability of the school.

The police also provided healthy living information such as antismoking, diet management, sports excellence, and character building. Engaging, entrusting, and empowering students are factors that enhance personal development. Relevant training courses were developed by the Community Policing and Police Science Institute (CPPSI) of Abu Dhabi. Finally, the ADP and the Abu Dhabi Education Council signed a Memorandum of Understanding to solve problems collectively, improve student awareness and sense of community service, and engage in mutual cooperation by sharing best practices.

An ADP–led youth program called Friends of Police saw students contributing to behavioral improvements in schools. When interviewed, these students highlighted that other students had approached them daily to become involved in the scheme. Activities carried out with police officers and school staff included:

- Youth problem-solving activities
- Painting over graffiti
- Collecting litter from inside and outside the school
- Supporting teachers when requested

Friends of Police also highlighted the role of the youth in the schools’ canteens, where problems often arise due to time and space constraints. Their presence, and the opportunities provided by the Abu Dhabi Police, made a significant impact on reducing incidents in the schools and in the community.
SPECIAL RECOGNITION
Category: Homeland Security

Visakhapatnam Rural Police
Andhra Pradesh State
India

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Agency Head: Superintendent of Police Vikram Jeet Duggal
IPS

Sadbhavana Yatra
Population Served: 2,200,000

Visakhapatnam (Rural) District, in the state of Andhra Pradesh, is situated on the Southeast coast of India. The district is one of the worst affected by the Maoists—the left wing extremists (LWE)—which was identified as the gravest internal security threat by the prime minister of India. The motto “power flows through the barrel of the gun” underpins the Maoists’ philosophy of violence and anti-democratic stance. The single-minded aim of the Maoists is to overthrow the democratically elected government in India. In all, they had committed 18 heinous offenses in the year 2013, including seven murders in the district.

Visakhapatnam (Rural) District Police is one of the units of the Andhra Pradesh State Police Department and caters to more than 22 lakh (a lakh is equivalent to 100,000) population. Their mission statement highlights their commitment to provide professional law enforcement services, protect the rights of the individuals, prevent crime, and build community partnerships—which are thus given due importance in their department. In the LWE-affected districts of Andhra Pradesh State, such as Visakhapatnam (Rural), community policing is given top priority. The vision statement of the Andhra Pradesh Police underscores that “We are dedicated to the advancement of a cooperative partnership with our community to develop better community policing, improved communications, and reduced crime.”

The district is predominantly inhabited by Primitive Tribal Groups (PTGs) with populations of around 22 lakh. The literacy rate is 39 percent, and 95 percent of the residents are living below the poverty line. Steeped in acute backwardness, PTGs remain soft targets for the Maoists to exploit and recruit, and they subjugate the PTGs with fear while propagating their destructive ideology. Inaccessible and extremely inhospitable terrain without physical, economic, and electronic connectivity has resulted in failure of the government schemes, underdevelopment, and a trust deficit between the tribal groups and government.

In order to address the problems in the district, Visakhapatnam (Rural) Police developed Sadbhavana Yatra, which literally means “Goodwill March.” This initiative is a well-integrated, all-pervasive, sustainable philosophy conceptualized by the Visakhapatnam (Rural) Police under the overall notion of community policing. Their process involves adopting certain villages in the most interior pockets of the district and focusing on the overall development of that area, whether it be road, health, education, electricity, potable water, sanitation, employment, social vices, or something else. Social surveys of these villages are gathered and meetings with the villagers are held by police leaders actually traveling to the remote villages. Meanwhile, to win the hearts and minds of the youth, various initiatives are taken so as to wean them away from the Maoist fold. The goal of the initiative is to bring about overall development of tribal pockets and encourage Maoists to shun the violence and surrender.

Visakhapatnam (Rural) District Police (VDP) is headed by the Superintendent of Police, Mr. Vikram Jeet Duggal IPS. He is the overall contact in charge of the Sadbhavana Yatra initiative. Assisted by his staff, their approach to community policing is an all-pervasive one, where implementation starts at the police station level itself. One police station serves about 25 to 30 villages. The lowest level functionary is called a police constable, and this functionary is allotted a village, or pocket of village hamlets, depending upon the size of the area. The idea is to bring the police service to the doorsteps of the tribals. The first and most important component of this approach is village adoption, which helps the police get closer to the public and avoids labeling the Maoist problem as simply a law-and-order issue.

VDP involved various partners and chalked out the adopted village development plans by sitting with the villagers in janmtythi village meetings. The villagers, especially women, were asked to participate, keeping in mind the matrilineal nature of the tribal society. The village’s elected representative or Sarpanch, the democratically elected member of legislative assembly, and members of parliament were also asked provide their input during these meetings. They especially involved those tribal families who had been victims of Maoist violence. The project officer, integrated tribal development authority, the officials of the forest department, the officials of health and family welfare, officials of the tribal welfare, panchayat raj, roads and buildings, and businessmen and teachers were all asked to take part in a series of meetings to list out and focus on priority areas and to discuss the grievances that the villagers had so clearly put in front of the government. In all,
around 100,000 local tribals were involved to implement this program.

At village meetings, the village-specific problems are identified and discussed. It was soon realized that road connectivity was the single most important issue the local tribal groups faced. Tribals always pointed out that roads were the lifeline of their villages, serving as doorways to their socioeconomic and cultural development. As plans were put in place to construct roads, Maoists tried to obstruct all such initiatives by blasting the machinery meant for road laying. The villagers took a stand and came forward to lay the roads themselves, while police special commandos, meant for anti-Maoist operations, provided them security. These villages, including Pedavalasa, RV Nagar, and others, are now free from the Maoist menace because of their road connectivity.

Other issues were identified and addressed, including providing potable water services to villages, employment issues, medical and health care concerns, and issues dealing with youth. During their Goodwill Marches, police took along teams of medical doctors to the interior-most villages with sufficient security cover to provide free medical care for minor problems. The patients who were referred for expert medical care were shifted to the headquarters in Visakhapatnam.

Another important component was to encourage self employment among youth and to create job opportunities for the tribal youth and women, while channeling their energy in a positive manner. Youth were provided with vocational and pre-recruitment training, nurturing sports, and cultural activities. This helped wean them away from the Maoists’ influence, and many of them joined the mainstream with a new perspective and self confidence. The VDP employed as many as 250 tribals as special police officers in the agency, and focused on career guidance programs for youth. This helped create a stronger liaison with the tribal groups for various initiatives. They also coordinated and took assistance of the public sector banks to help the tribal groups secure interest-free loans for new ventures in setting up their own business. A special program was devised for the tribal women to harness their potential in their indigenous skills. With the help of non-governmental organizations, the women were organized into groups and provided with a marketplace for the handicrafts and articles they produced—such as hand-crafted wooden bangles, handmade toys, and handloom sarees. These women’s groups helped the police a great deal in accomplishing various road projects while resisting the Maoist movement in their pockets and villages.

The outcomes were impressive. As a result of Sadbhavana Yatra, around 3000 tribal youth were trained for various vocations. As many as 514 tribal youth became employed, and 149 Maoists surrendered and turned in their weapons. Forty-six villages were connected through roads, community centers were built in 16 villages, 41 villages were provided with drinking water facilities, six villages were provided with electricity, and proposals were approved for seven tribal hostels. In a historic first, 69.7 percent of tribals cast their vote without fear in the recently concluded general elections of 2014, defying the Maoist’s boycott call.