

# Community Policing: Improving Police Efficacy and Building Trust

eLearn Course Overview & Outline



## Community Policing: Improving Police Efficacy and Building Trust

### Overview

Since the early 1980s, the principles of community policing have been a driving force in American law enforcement. Yet for all of its past success, community policing may never have been as vital to law enforcement and the well-being of our communities as it is today. *Community Policing: Improving Police Efficacy and Building Trust* (CPIPEBT) explores how emerging issues are necessitating a commitment to the key components of community policing: partnerships, organizational transformation, and problem solving.

The course includes an examination of the current state of policing—both locally and nationally—addressing the current and emerging issues that challenge the effectiveness of law enforcement agencies and the well-being of the communities they serve. CPIPEBT challenges participants to explore the principles and practices of community policing as a means of achieving the public safety mission with greater efficiency by gaining and maintaining public trust and engaging the community in the shared responsibility of effective policing.

### Scope

*Community Policing: Improving Police Efficacy and Building Trust* delivers a comprehensive training program designed to enhance participants' awareness of and skills and abilities to engage in contemporary policing strategies founded in the principles of community policing.

### Target Audience

CPIPEBT is geared toward law enforcement practitioners, criminal justice and public safety professionals, and appropriate stakeholders.

### Prerequisites and Requirements

There are no prerequisites for this course. Participants will need access to a computer with reliable internet access and speakers. The course utilizes technology-enhanced media that includes on-screen text, graphics, narration, and video segments in an interactive and user-friendly eLearn environment.

### Course Length

CPIPEBT is designed in a modular format consisting of four content modules and corresponding exercises. Participants may start, stop, and resume their work at any point, based on the demands of their schedule. Although total learning time may vary based on the individual pace of each user, participants should expect to spend six to eight hours to complete the full course content.

### Course Assessment Strategy

The CPIPEBT eLearn course utilizes standalone pre- and post-tests based on the program's curriculum content. VCPI does not have a pass/fail requirement for eLearn participation. Upon submission of the post-test, participants may print a transcript of the test that includes marked questions and the participant's score. The following questions are used for the pre- and post-tests.

1. Community policing is best described as which of the following?
  - a. Replacing uniformed police officers with plainclothes patrol personnel so that police blend in with community members.
  - b. An effort by police personnel to avoid patrol and enforcement actions in certain communities to ease police-community tensions
  - c. A philosophy that focuses on community partnerships, problem solving, and organizational transformation supported by professional growth.
  - d. A policing strategy that consists primarily of organizing community outreach events to engage residents in an effort to build trust.
  
2. Plato's "natural state" supposes that three types of specialists will naturally evolve in order to meet the basic needs of society. These three "classes" are:
  - a. The thinkers, the wealthy consumers, and the criminals
  - b. The defenders, the attackers, and the defenseless
  - c. The producers of wealth, the keepers of order, and the legislators
  - d. The believers, the nonbelievers, and the unbelievable
  
3. The US Department of Justice, Office of Community Oriented Policing Services (COPS Office) defines community policing as "a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime."
  - a. True
  - b. False
  
4. Which of the following correctly identifies the evolution of American policing?
  - a. Reform Era, Conform Era, Modern Policing
  - b. Political Era, Reform Era, Community Policing Era
  - c. No School, Old School, New School
  - d. Political Era, Traditional Era, Reform Era
  
5. The "S" in SARA, a problem-solving model, stands for "simplify," as in simplify the problem.
  - a. True
  - b. False

6. Effective problem solving is predicated on the realization that failure is always a possibility—the acceptance that some ideas will not work as well as others is a hallmark of a culture that supports innovation.
  - a. True
  - b. False
  
7. Organizational transformation is the alignment of an organization’s management, structure, personnel, and information systems with the sole purpose of improving short-term police efficiency.
  - a. True
  - b. False
  
8. \_\_\_\_\_ is the key to effective implementation of sustainable policing practices.
  - a. A clear purpose for changes to be implemented
  - b. An initiative that aligns with agency priorities
  - c. Collaboration with leadership and stakeholders
  - d. All of the above
  
9. Which of the following statements best describes the process of measurement?
  - a. Measurement is more accurate when it focuses only on quantity rather than quality.
  - b. Measurement is best when done only once to capture a snapshot of a specific point in time.
  - c. Measurement is a continuous process that allows for necessary adjustments to effectiveness.
  - d. Measurement is usually the same in every situation to ensure consistency of data.
  
10. Which statement best describes the philosophy of community policing?
  - a. Community policing is an actionable philosophy for police personnel at all ranks within an agency.
  - b. Community policing works best when assigned to a few specific officers within a department.
  - c. Community policing cannot be implemented if an agency faces too many insurmountable obstacles.
  - d. Community policing efforts should be put on hold during large-scale crime reduction initiatives.

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## Course Design Overview

Module 1: Fundamental Concepts: The Challenges and Opportunities of Modern Policing  
 Module 1 is designed to frame the fundamental structure and purpose of the course. The module begins with a brief examination of the current state of policing—both locally and nationally—addressing the current and emerging issues that challenge the effectiveness of law enforcement agencies and the well-being of the communities they serve. The module stresses that these challenges, no matter how discouraging they seem, can be addressed within the framework of community policing. The module concludes by challenging participants to consider and explore the principles and practices of community policing as a means of engaging their communities in the shared responsibility of effective policing.

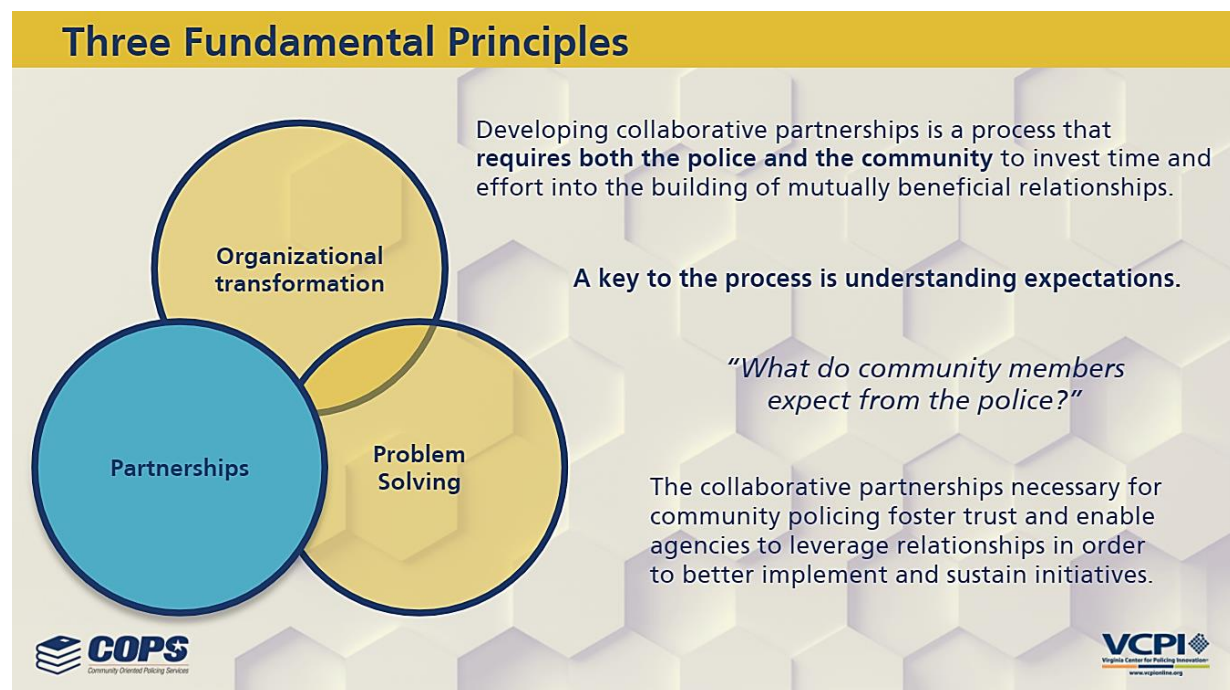


Figure 1 – Module 1 examines how the fundamental principles of community policing can help public safety professionals overcome current challenges to effective policing.

### Learning Objectives

1. Identify current and emerging challenges in policing.
2. Review the principles of community policing.
3. Identify current policing paradigms.

### Instructional Strategies

This module is delivered through eLearning components that include audio narration, visual vignettes, on-screen text, interactive activities, and checkpoint quiz questions.

### Content Outline

- I. Introduction
  - a. Course Welcome
  - b. Cooperative Agreement
  - c. Course Overview
  - d. Featured Police Practitioners
  - e. Module 1 Preview
  
- II. Community Policing to Meet Contemporary Challenges
  - a. Challenges to Effective Policing
  - b. Practitioner Insights: Impact of an Environment Full of Challenges
  - c. Overcoming Obstacles through Community Policing
  - d. Defining Community Policing
  - e. Checkpoint Question: Defining Community Policing
  - f. Three Fundamental Principles
    - i. Problem Solving
    - ii. Community Partnerships
    - iii. Organizational Transformation
  
- III. Community Policing Paradigms
  - a. The Role of Paradigms in Decision Making
  - b. The Guardian Paradigm
  - c. Checkpoint Question: Plato's "Natural State"
  - d. Practitioner Insights: Social Contract Theory and the Purpose of the Police
  - e. Peelian Principles
  - f. Shifting Paradigms
  
- IV. Conclusion
  - a. Community Care Perspective
  - b. Practitioner Insights: Community Care
  - c. Conclusion

### Module 2: Community Policing in the 21<sup>st</sup> Century

Module 2 examines the evolution of community policing and its emergence as an overarching and actionable philosophy of effective policing. The module describes how different models of policing have been applied to meet the challenges facing society across time and explains how and why community policing arose as the prominent policing philosophy for addressing contemporary issues.

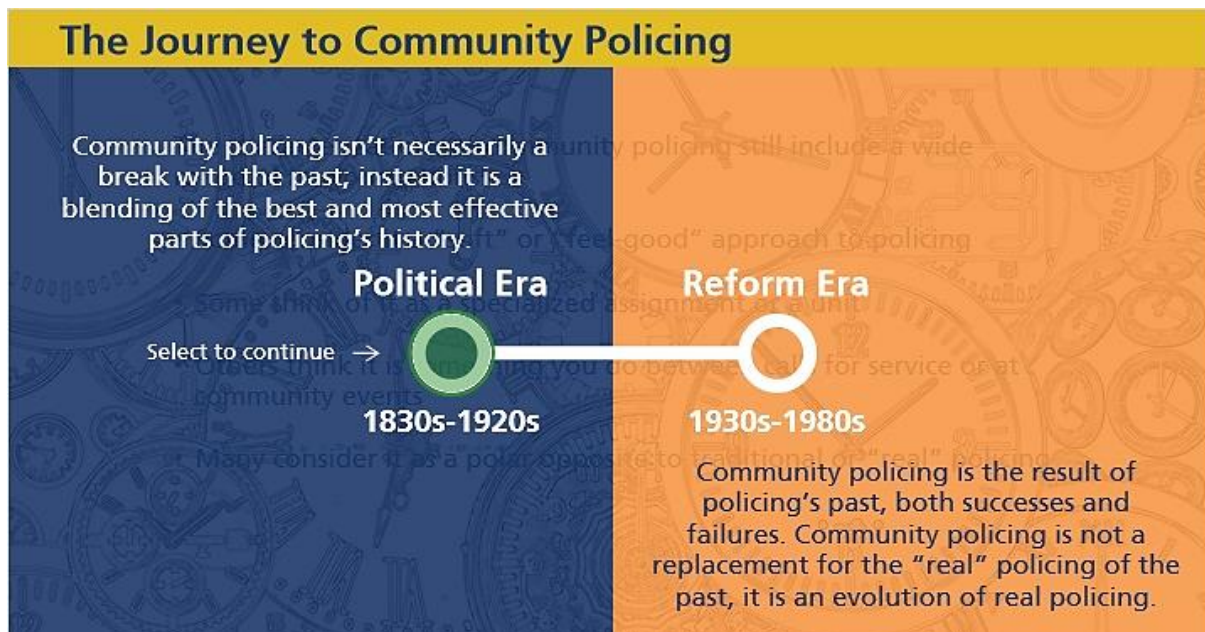


Figure 2 – Module 2 explores how the philosophy of community policing evolved from past models of policing.

### Learning Objectives

1. Gain awareness and understanding of the historical evolution of community policing.

### Instructional Strategies

This module is delivered through eLearning components that include audio narration, visual vignettes, on-screen text, interactive activities, and checkpoint quiz questions.

### Content Outline

- I. Module 2 Introduction
  - a. Module 2 Learning Objective and Major Topics
- II. A Suitable Environment for Policing
  - a. What do we want policing to look like?
  - b. Practitioner Insights: Vision for Effective Policing
- III. Understanding Community Policing
  - a. The Journey to Community Policing
  - b. The Political Era
  - c. The Reform Era
  - d. The Emergence of Community Policing
  - e. Evolutionary Remnants
  - f. Checkpoint Question: Evolution of American Policing
- IV. A Change in Perspective
  - a. In-Service vs. Out-of-Service Perspective
  - b. Contemporary Community Policing
  - c. Practitioner Insights: Contemporary Community Policing
  - d. Conclusion

### Module 3: Principles into Practice: Community Policing in Action

Module 3 is designed to provide participants with the opportunity to examine how a commitment to the key components of community policing—community partnerships, organizational transformation, and problem solving—can help policing professionals address the specific issues and challenges they face while attempting to fulfill the public safety mission. The module takes a focused look at each of the fundamental community policing principles of community partnerships, problem solving, and organizational transformation and their application to policing in the 21st century.

## Case studies: Community Policing in Action



We will examine some case studies showing how agencies around the country have used partnerships, problem solving, and organization transformation to support crime reduction initiatives.

These case studies demonstrate how the principles of community policing can work to meet the dual goals of maximizing police efficacy while simultaneously building community trust.

1

Dallas, TX

2

Providence, RI

3

Port St. Lucie, FL

4

Lowell, MA

5

Delaware State

6

San Diego, CA



Worksheet



Select each icon to view or download the document

Figure 3 – In Module 3, participants analyze case studies that demonstrate how the principles of community policing can be put into action.

#### Learning Objectives

1. Gain awareness and understanding of the community policing principle of partnerships.
2. Gain awareness and understanding of the community policing principle of problem solving.
3. Gain awareness and understanding of the community policing principle of organizational transformation.

#### Instructional Strategies

This module is delivered through eLearning components that include audio narration, visual vignettes, on-screen text, interactive activities, and checkpoint quiz questions.

#### Content Outline

- I. Module 3 Introduction
  - a. Module 3 Learning Objectives
  - b. Module 3 Overview: Community Policing Principles in Action

- II. Partnerships
  - a. Key Components of Partnerships
  - b. Meaningful Engagement
  - c. Practitioner Insights: Meaningful Engagement
  - d. Effective Partnerships
  
- III. Problem Solving
  - a. Key Components of Problem Solving
  - b. Working Smarter, Not Harder
  - c. Problem Solving Models
  - d. The SARA Model
  - e. Checkpoint Question: The SARA Model
  - f. The Role of Failure in Problem Solving
  - g. Practitioner Insights: Problem Solving in Action
  
- IV. Organizational Transformation
  - a. Effectiveness through Proper Alignment
  - b. Checkpoint Question: Organizational Transformation
  - c. Adjust Staffing and Perspective
  - d. Practitioner Insights: Decentralization in Function
  - e. Increased Trust and Credibility = Increased Efficiency
  - f. Practitioner Insights: Discretion Used with Discretion
  - g. Organizational Transformation for Community Care
  
- V. Conclusion
  - a. Case Studies: Community Policing in Action
  - b. Conclusion

#### Module 4: Principles into Practice: Sustaining Long-Term Effective Policing

Module 4 concludes the course with a discussion of principles to enhance the implementation and sustainability of policing practices discussed in the previous modules. The module addresses important components of implementing change, measurement, collaboration, and sustainability. This module is designed to encourage participants to reflect on key concepts and pertinent questions based on the entire course curriculum.

## Obstacles and Best Practices



Figure 4 – Module 4 presents guidance on implementing and sustaining community policing within the daily practices of a public safety agency.

### Learning Objectives

1. Identify current and emerging obstacles to implementing positive initiatives that promote effective policing.
2. Apply strategies for sustaining improvements to the challenges of policing in an effort to view each one as an opportunity for change.
3. Become familiar with the principles of community policing as actionable and vital practices for keeping effective change in place.
4. Apply the principles of community policing to the improvement of public safety at the community level.

### Instructional Strategies

This module is delivered through eLearning components that include audio narration, visual vignettes, on-screen text, interactive activities, and checkpoint quiz questions.

### Content Outline

- I. Module 4 Introduction
  - a. Module 4 Learning Objectives
  - b. Module 4 Overview: Obstacles to Effectiveness
- II. Obstacles and Best Practices: Implementation that Works and Strategies that Sustain
  - a. Seek to Understand
  - b. Diagnose Before You Prescribe
  - c. Begin with the End in Mind
  - d. Effective Implementation
  - e. Checkpoint Question: Effective Implementation of Sustainable Policing Practices

- III. The Process of Measurement
  - a. The Significance of Measuring
  - b. Measure and Adjust What Matters
  - c. Checkpoint Question: The Process of Measurement
  
- IV. Sustaining Change through Community Policing
  - a. The Core Principles of Community Policing through the Lens of Long-Term Sustainability
    - i. Partnerships
    - ii. Problem Solving
    - iii. Organizational Transformation
  - b. Practitioner Insights: The Principles of Community Policing in Action
  - c. Checkpoint Question: The Philosophy of Community Policing
  
- V. Conclusion
  - a. Opportunity and Best Practice
  - b. Conclusion