



The New Era of Community Policing

Participant Guide

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Western Community Policing Institute
Western Oregon University



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Schedule

Day 1	Day 2
Introductions	Problem Solving Strategies
Community Policing & Organizational Strategies	Team Problem Solving Exercise
Prevention	Team Presentations
Community Engagement	Evaluations
Community Partnerships	

Module I: Introductions and Logistics

Trainer Introductions: Trainer names -

Housekeeping

- Coffee / refreshments
- Restrooms
- Phone calls, cell phones, and pagers
- Breaks and meals
- Seating arrangement
- Sign-In Forms
- Participant manuals

About Us

- Funded by the U.S. Department of Justice Office of Community Oriented Policing (COPS) and the U.S. Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA), Training Exercise Integration (TEI)
- Delivering Training since 1996
- Located at Western Oregon University in Oregon
- Part of a national network of Regional Community Policing Institutes

Training Objectives

- To increase participants' knowledge and understanding of the philosophy of Community Policing and its organizational strategies and applications
- To develop collaborative partnerships between police, community, and other groups and organizations
- To understand and practice the SARA method of problem solving
- To identify and begin work on a local community issue using problem solving
- Have FUN!!!

Expectations

What are some of your expectations?



Ground Rules

- Respect the opinions of others
- Be an active, empathetic listener
- Get everyone involved
- Recognize the value of making a mistake
- Be prepared to start and end on time
- Decision making through consensus
- Adult learning environment
- Have fun



Participant Introductions

Activity: Three Hats and a Passion

List three hats you wear and one passion in your life:

Hats: 1. _____
2. _____
3. _____

Passions: _____



Our Nation...

How has it changed?

Our Community...

How has it changed?

Role of Police in Society

How has it changed?

The New Era of Community Policing

What are these new crimes and emerging threats?

What role does Community Policing have in addressing these new crimes and threats?

Why the New Era of Community Policing

- Not because community policing has changed but because the need for it has never been greater
- Empowers people and engages entire communities in the protection from, prevention of, and response to crime and disorder
- Powerful means of addressing dramatic shifts and challenges

Why the New Era of Community Policing

Authorization	Political Era (1800s –	Professional Era (1920s – 1980s)	Community Era (1980s - 2001)
Function	Politics and Law	Law and Professionalism	Community Support (political law, and professionalism)
Organizational Design	Broad Social Services	Crime Control	Broad Provision of Service (decentralized task force, matrices)
Demand	Decentralize	Centralized, Classic	Decentralize
Relation to Environment	Decentralized, to police And politicians intimate	Centralized	Intimat
Tactics and Technology	Foot Patrol	Professionally Remote	Foot Patrol Problem-Solving
Outcome	Citizen and Political Satisfaction	Preventative Patrol, Rapid Response to Calls Crime Control	Quality of Life and Citizen Satisfaction

Mission of Policing

What do you think the basic mission of policing is?

What does the community think?

Activity: Police and Community

- The class will be divided into two groups, police and community
- Your group will be instructed about where they will conduct the exercise
- Your facilitator will have three questions to ask your group to address
- Once you have completed the task you will return to this room for processing

How do the (police/community) perceive us?

What I wish the police/community would understand about us is...?

The three most important things I need from the police/community are...?

Role of Police in Society

What is the role of an officer?

How has it changed?

Mission of Policing

Whose job is it to police the community?

Community Policing

... is a philosophy that promotes organizational strategies, which 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.

U.S. Department of Justice Office of Community Oriented Policing Services, 2009

Description of Community Policing

Community policing focuses on crime and social disorder through the delivery of police services that include aspects of traditional law enforcement, as well as:

1. prevention
2. problem solving
3. community engagement
4. partnerships

The Community policing model balances reactive responses to calls for service with proactive problem solving centered on the causes of crime and disorder. Community policing requires police and citizens to join together as partners in the course of both identifying and effectively addressing these issues.

U.S. Department of Justice Office of Community Oriented Policing Services, 2003

Five Core Components

- 1. Organizational strategies to support Community Policing Philosophy
- 2. Prevention
- 3. Community Partnerships
- 4. Community Engagement
- 5. Problem Solving



Effectiveness of Policing

How do we measure how well we do?

How does the community measure us?

Module II: Organizational Strategies

Activity: Change

In your groups take 15 minutes to discuss the following:

- Are you satisfied with your current ability to address crime & livability issues? If not, what's wrong?

- Can you envision something better? What advantages and benefits might community policing bring?

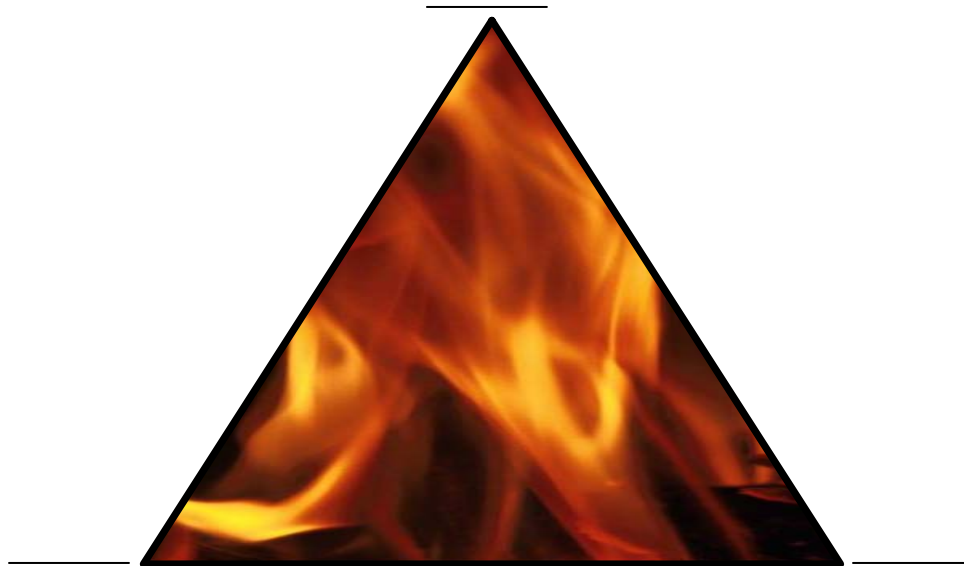
- What steps can be taken to advance the community policing paradigm in your community? How can other citizens help?

Change

What are the challenges to change?

Module III: Prevention

The Fire Triangle



All three must be present

How does this apply to crime?

The Crime Triangle

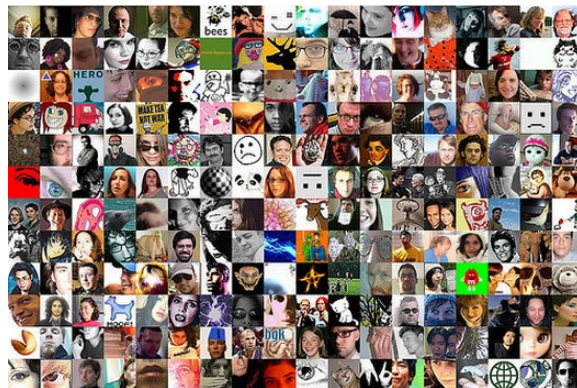


Module IV: Community Engagement and Partnerships

Do you know who your community is?

How?

What are new and Emerging Communities?



Do you know what your community wants?

How?

Benefits of Building Partnerships

- Increase potential for impacting crime, fear of crime, and quality of life issues
- Coordinates and leverages resources from all areas of the community
- Increases trust and understanding
- Strengthens organizational support
- Creates a network of assistance
- Use a more strategic approach

Activity: Decision by Consensus of Building Partnerships

- All members are heard
- All members are honest
- Everyone’s input is considered equally
- All relevant information has been shared
- Genuinely searching for new solutions
- Personal sacrifice for the sake of the team
- Support the action as if the decision was your own



Passengers on the U.S.S. Consensus

They are on a ship that is sinking because the ship’s captain has run it into a coral reef. There is only one raft available and it can only hold 6 people. Decide which 6 people will be saved.

Passengers	Participant List	Group List
19 year old AIDS patient		
54 year old Doctor		
33 year old Carpenter		
16 year old unwed Pregnant Girl		
42 year old Deputy Sheriff		
23 year old Beauty Queen		
49 year old Ship’s Captain		
25 year old Professional Baseball Player		
37 year old Plumber		
40 year old IBM Executive		

Community Governance

Community governance is a philosophical approach to local government in which municipal agencies, city leaders, and the community (e.g., nonprofit and community-based organizations, individuals, and businesses) view themselves as partners and collaborate to address community problems and improve overall quality of live.

Module VI: Team Problem Solving

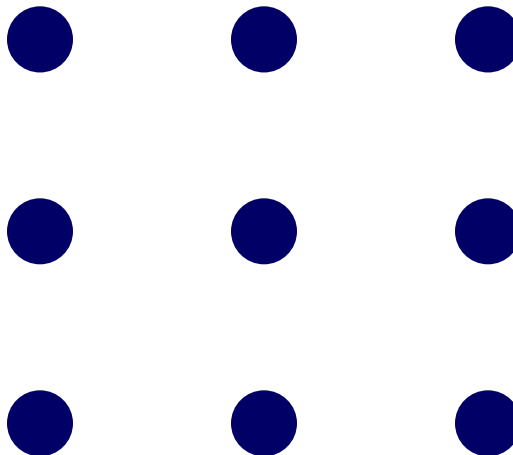
Activity: Team Building

In this activity your team will develop a team name, team flag, and team motto. Use chart paper to draw your flags and record your mottos



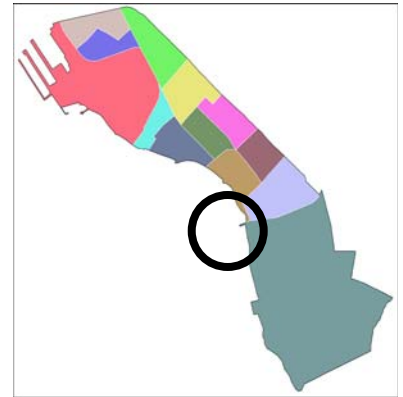
Team Name and Motto:

Activity: Problem Solving



The Problem

“You have been advised by your Chief that there have been an increased number of thefts, burglaries, pan-handling, and solicitation reports in your patrol district. Local business have been calling and complaining that the police have not been doing enough to address the problem. Your local newspaper has called and is interested in covering this story.”



What?

So What?

Now What?

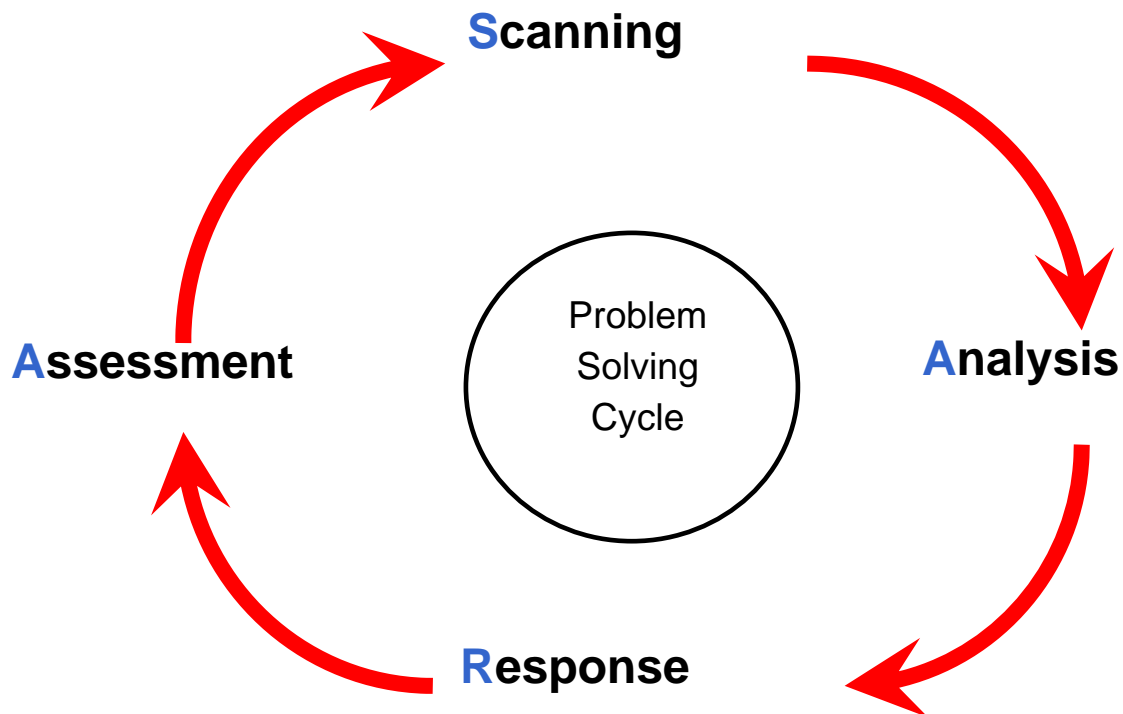
Problem Solving

What is it?

Problem Solving Objectives

- To be able to recognize a “problem”
- To clarify the problem solving process and how it might help to reduce crime, fear of crime, and quality of life issues in your local communities
- To gain practical experience with the SARA problem solving model
- Understand the crime triangle as a scanning, analysis and response tool
- Promote partnerships between stakeholders

Problem Solving – A Continual Process



Scanning

GOAL: To collect many pieces of objective data so that we can create a clear and shared picture of the potential problem.

What is a problem anyway?

1. Repeat Incidents
2. Public Expectations to do something
3. Related Characteristics:
 - **Behavior**
 - **Location**
 - **People**
 - **Time**

Scanning: Definition

- Two or more incidents
- Direct harm to public
- Public Expectations
- Does it affect the safety, livability, or quality of life?

Scanning: Problems can be

- Crime related
- Order maintenance related
- Traffic related
- Disaster and Emergency service delivery



Scanning: Learning about the problem

Strategies for information gathering

- Personal observations - looking beyond the symptoms
- Talking and listening to employees
- Reviewing all police reports
- Newspapers
- Interviews of people in the area

Ask simple, reporter (Investigation) questions

- What is occurring?
- Who does it affect?
- When is it occurring?
- Where is it occurring?
- How is it impacting the community?

Why is it important to ensure that everyone agrees on the definition of the problem, when are we working in a group?

Analysis

Birds are making a mess of the Lincoln Memorial

- Why?
- Why?
- Why?
- Why?
- Why?



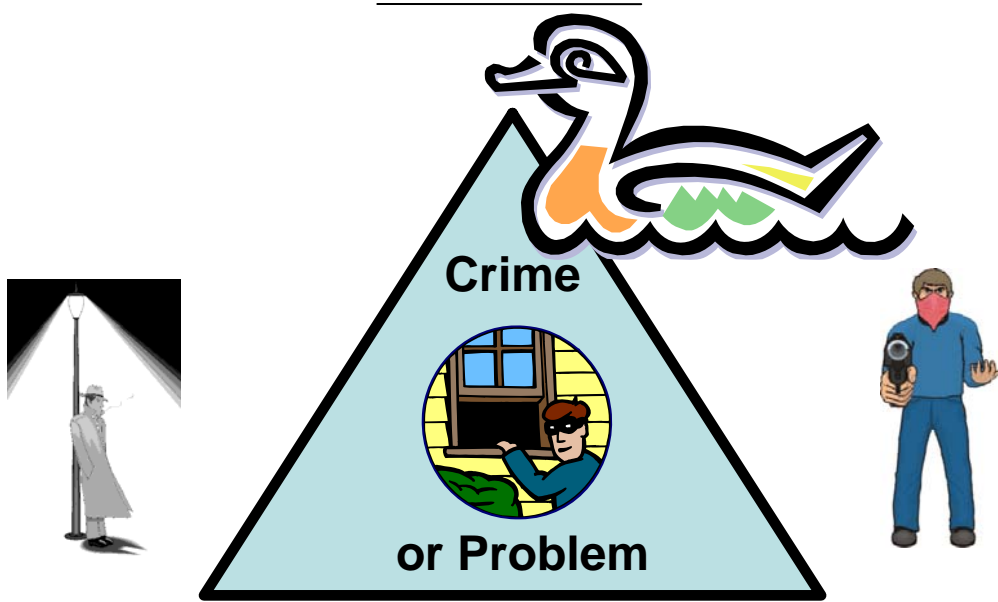
Analysis: Learning about the problem

Goal: Learning about the problem to understand underlying conditions creating the problem.

What do you need to know to solve the problem?

- Look carefully at:
- Actors (Victims, Offenders, Others)
- Incidents (Behaviors, Times, Locations)
- Responses (What has been tried?)

The Crime Triangle



(All 3 must be present.)

Role of Third Parties

Attempt to act on behalf of one or more of the elements in the triangle.

1. **Offenders:** Acting in the best interest of the potential offender, try to prevent them committing crimes
2. **Victims:** Try to prevent harm from coming to potential victims
3. **Locations:** Oversee places (ie, Managers)

Third Party Roles

For each side of the triangle, there are people, codes or laws*, environmental changes, etc. that can exercise control over that side of the triangle to make it safe or more resistant to crime.

**Some of those laws and ordinances may or may not have been written yet.*

Community of Interest

- Who shares your interest in changing the existing condition?
 - **Who are the victims of the current condition?**
 - **Who are the benefactors of the desired condition?**
- “What’s in it for me?”

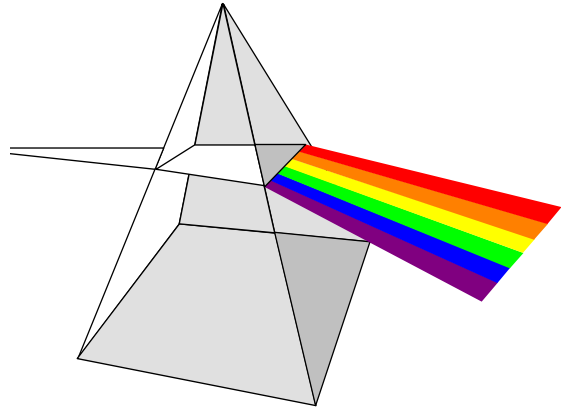
The Harvey Story

Harvey, a 15 year-old boy, has been on probation one year for being caught breaking into a house. It was his first referral to the court, although he had been “talked to” by the police on several occasions for kicking dogs and breaking car windows in the past three months. His father abandoned his mother and two younger children when Harvey was eight years old. His mother has not been effective at disciplining Harvey, and he has run wild for several years, skipping school, doing drugs, and stealing. He has again been caught breaking into another house.

At the hearing, it is learned that Harvey has seen his probation officer only once in 11 months. The Judge, having little confidence in the probation department, commits Harvey to a training school. Harvey does not like the training school. One house parent in particular treats him badly, pushing him around and humiliating him in front of the other young people. Bill, another boy in Harvey’s cottage, is planning an escape. Harvey does not want to run away, but Bill coerces Harvey into doing it. They escape one night, and Bill steals a truck. They speed through a red light, hit another car, and Harvey is killed.

In what order do you hold the characters in the story responsible for the tragedy?

Players (in order of appearance):	Participant	Group
Harvey		
Father		
Mother		
Police Officer		
Judge		
Probation Officer		
House Parent		
Bill		



Focusing on Conditions

- Creates an environment which values and uses different perspectives
- Helps to identify the realities involved
- Enables the development of clear goals for change
- Provides for positive roles for those with the problem
- Creates a situation in which people can become allies in working toward mutual goals
- Allows for joint ownership and joint participation
- Has potential to benefit all who are affected

Trigger Events

- Community crisis
 - Injury or death
 - Natural Disaster
 - Community Victimization
- A problem is identified
 - “last straw”
 - Personal victimization



Underlying Conditions: Power/Authority

- Who is causing/enabling the current condition?

- Who has the authority and/or the ability to affect the condition?

- Who are the informal powers?

Underlying Conditions: Systems

- Describe the “system” that supports the current condition
 - Regulations, policies, and laws
 - Organization(s)
 - History and tradition
 - Beliefs and values

- How can you work WITH the system?

Analysis – Identifying Patterns

What is similar about the event?

- What are the patterns in the time the events occur?

- What do the locations have in common?

- What common activity surrounds the events?

- What characteristics do the suspects share?

- What do the victims have in common?

What do these patterns suggest about the problem?

Response

Goal: To develop a custom-made response based on the analysis of the problem.

- Solutions are not randomly selected but based on a thorough investigation into the underlying cause of the problem.
- Set short- and long-term goals that answer the question, *“What are you trying to accomplish.”*
- Consider positive and negative impacts and consequences of our strategies.

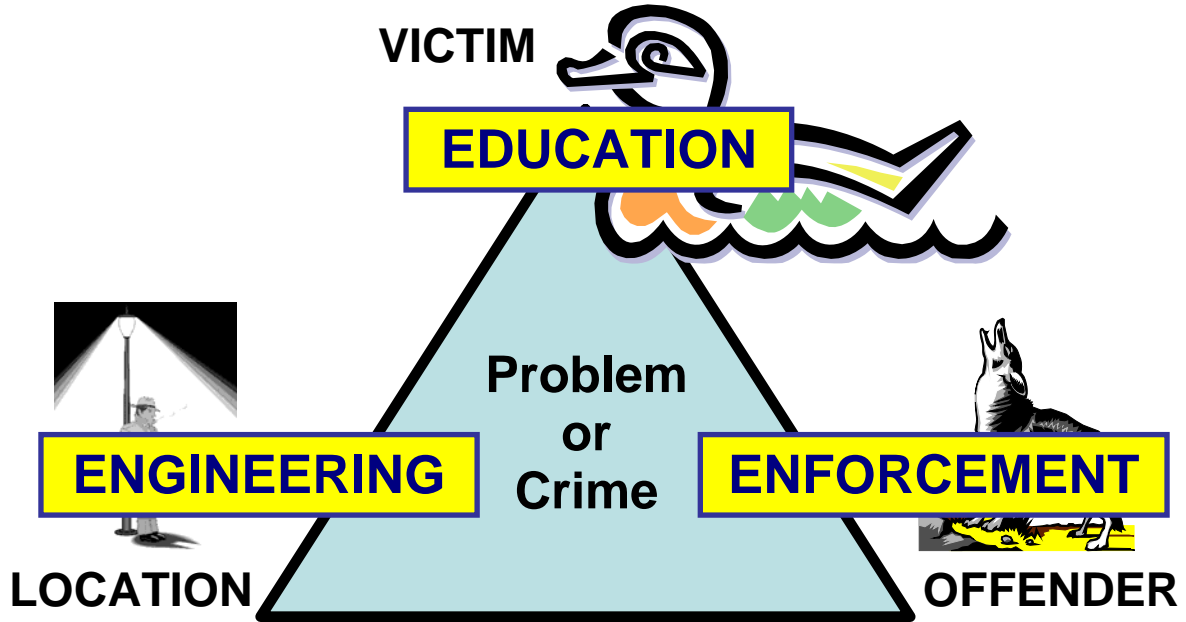
Response – Planning for Action

- The strategy chosen must go beyond the incident and address the underlying problem.
- Don't wait for the “perfect” solution.
- The solution should be aimed at:
 - Providing a livability improvement for the residents of the community
 - Reducing police workload

The strategy should be aimed at providing a long lasting solution to the problem.



Coordinated Responses – 3 E’s



Assessment

GOAL: Measure the impact of response on problem.

1. Why do you think this step is important?

2. It can answer the question: *“Did we solve the problem?”*

3. How do you know?

4. Was the process effective?

Assessment – Five Measures of Success

1. Totally eliminate the problem.
2. Substantially reduce the problem.
3. Reduce harm or fear associated with problem.
4. Improve police response to the problem.
5. Redefine problem responsibility.

Assessment – Follow-up

Next Steps:

- Celebrate your successes
- Acknowledge your mistakes
- If it did not work do SARA again or try another model
- Write new action steps
- Make new assignments
- If successful take on something else

Reflections

1. What did we learn as a result of this process?

2. What would we do differently as a result of the Assessment step?
