# Community Policing: Bringing A Practical Ideal Type Model To Justice

By

## Mark Dragon

## Applied Research Project

Bestactor03@aol.com

**TEXAS STATE UNIVERSITY**
**UNIVERSITY**
*The rising STAR of Texas*

Submitted to the Department of Political Science
Texas State University-San Marcos
In Partial Fulfillment for the Requirements for the Degree of
## Master of Public Administration

Fall 2014

**Faculty Approval:**

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Hassan Tajalli, Ph.D.


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Charles Garofalo, Ph.D.


_____

James Beck, MPA

*Abstract*: Police department administrators and emergency professionals must be willing to recognize, identify and administer an effective community policing program. The purpose of this applied research project is to develop an ideal model of community policing. A review of the literature identified three key components of an effective community policing program: community engagement, problem solving, and organizational transformation. The literature was also littered with numerous examples of crime prevention being an ultimate goal of law enforcement. This paper suggests that crime prevention is a necessary fourth component to a successful community policing practice, and not solely the goal. The San Marcos Police Department is used as a test case to refine the components of community policing that appear in various scholarly works. *Methodology*: The components of an effective community policing strategy identified in the literature are used to construct the conceptual framework. The framework is used to create a practical ideal model assessment tool for the community policing program. A case study consisting of survey questions as well as document analysis are utilized to collect results from the San Marcos Police Department. *Findings*: The San Marcos Police Department's community policing strategy is mostly consistent with the model assessment tool.

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# ABOUT THE AUTHOR

Mark Dragon is a South Texas Native with a passion for improving the status quo. While Mark has no background in criminal justice, he has witnessed as well as been the victim of crime. As a result, Mark is determined to increase the effectiveness and efficiency of law enforcement agencies.

Mark received his Bachelor's degree in political science from Texas A&M University-Kingsville and will complete a Master's degree in public administration from Texas State University- San Marcos. Mark aspires to work in federal law enforcement in an effort to make a positive difference in the world.

Mark's previous travel across the world, through study abroad opportunities as well as foreign internships, have allowed him to see multiple perspectives on numerous contemporary issues. With his humanitarian mindset, and aided by his formal and informal education, Mark will attempt to make a difference in an area which we all often take for granted, law enforcement.

For additional information, please contact Mark at bestactor03@aol.com.

# CHAPTER I: INTRODUCTION

Police departments respond to crime on a daily basis. The goal for most, if not all, law enforcement agencies is to establish a safe and effective resolution to any situation presenting symptoms of injustice or disorder to the status quo. Furthermore, these agencies are also tasked with duties to improve public safety, and reducing not only crime itself, but also the fear of crime within the community. This is hardly ever an easy feat. The field of criminal justice is rarely static. Rather, those in the field of public safety are often presented with situations which are complex and chaotic. Law enforcement agencies across the United States utilize various principles of community policing as a strategic means of combatting and controlling crime as well as restoring order.

According to Nalla and Boke, community policing includes "programmatic content" which, when effectively utilized, provides for a pragmatic response to the intricacies of the criminal enterprise. This is often achieved when police officers excel in three main duties: law enforcement, order maintenance, and service (Nalla and Boke 2011, 286, 288). Law enforcement agencies around the United States have tailored their focus to incorporate these three broad principles into community policing strategies. Moreover, these same duties have been incorporated into the famous law enforcement mission statement which cites "to protect and serve" as the top priority for police agencies.

Although a definitional debate continues on what exactly community policing entails, there is no doubt that numerous benefits exist when utilizing the various principles associated with this strategy. In fact, "experience has shown that community policing as a dominant

policing style is a better, more efficient, and more cost-effective means of using police resources" (Brown 1989, 10). As such, the field of criminal justice, and the impact community policing has on law enforcement agencies and communities demands the complete attention of citizens everywhere.

Community policing was developed by the United States Department of Justice in the 1970s. Community policing "has been the most popular trend in policing during the past few decades" (Sozer and Merlo 2013, 506). Established primarily as a practical response to the increasing limitations of traditional professional policing, such as the lack of innovative tactics or community engagement being utilized, the inception of community policing was in response to these new-age law enforcement problems (Ong and Jenks 2004, 54). It has even been suggested that the implementation of community policing has had an influence on policing strategies throughout the world (Sozer and Merlo 2013, 506).

Because community policing started over thirty years ago, there is a lack of consensus among scholars as to what exactly it entails. Stated another way, there are disagreements as to what characteristics are employed in a successful community policing campaign. Despite these disagreements, community policing continues to offer numerous benefits to departments that utilize this practice. The disagreement between scholars has, unsurprisingly, gained attention from critics who dispute the benefits and successes of community policing by concentrating on the generality and redundancy of its mission.

According to Rosenberg, "community policing is a very flexible umbrella term for a diverse range of activities and programs. Today, almost every specialized program developed by a police department is labelled community policing" (Rosenberg et al. 2008, 294). With this in mind, it is easy to understand why some skeptics "have expressed concern that community

policing has come to mean anything that is new and innovative in American policing"
(Rosenberg et al. 2008, 294). Carter extends Rosenberg's argument while referring to
community policing as "a revised strategy of police service delivery built on a foundation of
research and management practice which attempts to take a pragmatic view of demands for
police service and provide an efficacious response. It is a matter of applying 'best practice' to
address crime and community problems." (Carter 1995, 13) Carter does concede, however, that
the practice of community policing combined with other external factors has decreased crime
within cities (Carter 1995, 13). Bayley is perhaps the most pessimistic of this program and
remarks that community policing practices have, "been wonderful philosophic sticks for
encouraging the police to reexamine customary strategies, but they are awkward descriptive
terms for what has [already] been taking place" (Bayley 1998, 17).

To be clear, however, community policing should be viewed as an ongoing practice or
method with a strategic set of goals and not as a philosophy or ideology as many scholars
suggest. This clarification, although ambiguous and irrelevant in many respects, serves a pivotal
position in illustrating the continuous process of this evolving paradigm in the contemporary and
reality-based society as opposed to the theoretical application in utopian societies discussed by
several experts. Make no mistake, this clarification is not intended to add fuel to the definition
debate, as Seagrave has already complicated the intricate nature of this topic, but rather to
emphasize the importance community policing has on the lives of public citizens and encourage
further discussion (Seagrave 1996).

**SAN MARCOS POLICE DEPARTMENT**

With a population of just over 54,000 people, the city of San Marcos is a reasonably
small community compared to its northern and southern counterparts, Austin and San Antonio,

respectively. The San Marcos Police Department includes 95 commissioned officers as well as 31 civilian employees. The department has been operating since shortly after the incorporation of the city of San Marcos in 1877. As a result, the San Marcos Police Department maintains a long history of serving the public, illustrating how and why this department is viewed as a successful and professional organization.

The San Marcos Police Department utilizes several principles associated with community policing. A police department of any size has the responsibility of providing the best service possible to the community they protect. The effective utilization of every principle associated with community policing (community engagement, problem solving, organizational transformation, and crime prevention) is necessary and crucial in order for the San Marcos Police Department to sustain its existence and operate at an even more effective and efficient level.

**RESEARCH PURPOSE**

Police department administrators and public safety professionals must be willing to recognize, identify and administer the various strengths which community policing offers. The purpose of this applied research project is to develop an ideal model of community policing. A review of the literature identified three key components of an effective community policing program: community engagement, problem solving, and organizational transformation. The literature was also littered with numerous examples of crime prevention being an ultimate goal of law enforcement. This paper suggests that crime prevention is a necessary fourth component to a successful community policing practice, and not solely the goal. The San Marcos Police Department is used as a test case to refine the components of community policing that appear in various scholarly works.

The creation of a model assessment tool which incorporates the four components discussed in various scholarly literature works is necessary. The literature identified community engagement, problem solving, organizational transformation, and crime prevention as the necessary components for any community policing program. The model assessment tool will be utilized to juxtapose against and supplement the San Marcos Police Department's community policing strategy. The conceptual framework table represents each component of the assessment tool along with the corresponding literature.

**CHAPTER OVERVIEW**

Chapter two presents the community policing model that is used to assess the current effectiveness of the San Marcos Police Department. The model assessment tool includes four components: community engagement, problem solving, organizational transformation, and crime prevention. Chapter three provides an in depth description of the San Marcos Police Department and the City of San Marcos. Chapter four explains the methodology used to assess the San Marcos Police Department's community policing strategy. A case study approach consisting of a survey and document analysis is utilized. Chapter five presents the findings of the case study using the model assessment tool. Chapter six presents the conclusions and recommendations drawn from the results of the surveys, and is reinforced with highlights from scholarly literature.

# CHAPTER II: LITERATURE REVIEW

When looking at the world around us there is one common factor that we have all either witnessed, experienced, or at the very least heard about. I speak of course about crime and those illegal and criminal actions performed by individuals all over the world. While it is true that every country, state, city, or individual for that matter, possesses their own views on the morality or politics involved in the different types of criminal behavior, there is no doubt that if given the chance to significantly reduce criminal behavior, we would.

Criminal behavior has occurred since the beginning of time, yet is often portrayed in different lights depending on the perspective of the individuals involved, the culture inherent to the location, or even the severity of the punishment society allots the individual. For example, imagine a malnourished 12 year old boy running through the nearest market place and stealing an apple. While the child may be acting purely on instinct in an effort to stay alive, the criminal act of stealing the apple is unmistakably wrong. However, as misguided as this decision was, the punishment society dictates to him will likely differ depending on the cultural norms and values of the geographic location. That is to say, this child may be released to his parents and pay a small fine in one country while in another, may have his hand cut off. The apparent exaggeration of this illustration may be a gross distortion of reality, but nevertheless helps to prove the fact that combatting crime is a complex issue which warrants further attention.

Unfortunately, modern societies have been unable to adequately adapt practices that effectively and efficiently combat crime. Though we have learned from our failures, in many regards, we have been unable to enact a foolproof system capable of eliminating crime completely. What society has been able to accomplish, however, is a system in which the

traditional models of policing are supplemented by the engagement of community members. Although it cannot be assumed that a universal method of community policing exists, there are several tenets within the concept of community policing that can be adapted and molded to fit the needs and tendencies of different organizations (Yero et al. 2012, 51).

Although there is no readily accepted definition of community policing, the engagement of community members and the corresponding outreach by police officials are major components of this strategy. Furthermore, community policing seeks to combat and reduce crime not only through engaging the participation of the community members it serves, but also by implementing policies and actions that are relatively new and innovative for law enforcement personnel.

It is within this context that this paper seeks to illustrate and further develop the existing literature on effective and legal police practices. More specifically, this paper aims to identify and describe the components of community policing. While there is extensive literature on this subject, researchers have yet to agree on what the ideal components of community policing are. There is also currently a need from law enforcement departments, such as the San Marcos Police Department, requesting the identification, explanation, and impact of each of the ideal components within a community policing model. We shall review the literature on community policing in an effort to pinpoint and clarify the major characteristics inherent within any community policing policy. We will focus our attention on four major themes: community engagement, problem solving, organizational transformation, and crime prevention as well as examine several challenges that pose an obstacle to the successful implementation of community policing.

Before we begin, it should be noted that the implementation of any one of these practices by themselves may yield minimal, if any, results to law enforcement agencies. However, the appropriate utilization of the combination of each of these aspects is believed to have a significant effect on reducing crime. "Experience has shown that community policing as a dominant policing style is a better, more efficient, and more cost-effective means of using police resources" (Brown 1989, 10). Moreover, implementing these strategies is likely to have a positive effect on encouraging and empowering law enforcement personnel to implement non-traditional, innovative, and creative solutions to deep-rooted problems that have modern effects. In an attempt to aid law enforcement personnel in this endeavor and in the hopes of reducing crime, we begin our examination of the four key strategies with community engagement.

**COMPONENT I: COMMUNITY ENGAGEMENT**

At the heart and soul of community policing is a notion that the public should be involved in the process of securing and maintaining safety within the community. While the primary objective of police officers is to protect and serve the citizens within the community, community policing eases this burden. In a sense, the traditional role of officers working for a community is being transformed so that officers can work with communities, instead of for them (Rosenberg et al. 2008, 291).

In order to accomplish such a feat "it is imperative that community-policing models are developed that will facilitate a working relationship between communities… and those who are charged with the responsibility of protecting them" (Allen and Parker 2013, 92). This relationship, as with most relationships, depends on trust, transparency, accountability, and most importantly interaction. Without either of these components a disconnect surfaces between the two parties and eliminates the potentiality for collaboration. Therefore, it is time we recognize

that "without community cooperation, the job for reducing crime in the cities is virtually impossible" (Singer 1975, 99). It is crucial that we maintain and foster each of the elements of successful relationships in the community policing process.

In order to actively engage community members, "collaborative partnerships between the law enforcement agency and the individuals and organizations they serve [must be established in order] to develop solutions to problems and increase trust in police." (U.S. Department of Justice 2009, 3) These collaborative partnerships mostly entail the sharing of information as it becomes available from one organization to another. These partnerships should extend to community members and groups, nonprofit organizations, service providers, private businesses, the media, as well as external government agencies or any agency willing to play a proactive role in advancing the success of community policing. By effectively collaborating with these stakeholders and maintaining interactive partnerships with these organizations, law enforcement personnel will more adequately be able to solve problems through collaboration and increase public trust in the process. (U.S. Department of Justice 2009, 5)

**TRANSPARENCY**

Trust and transparency within any public organization are among the most important qualities observed by citizens. This is especially true of law enforcement agencies, or any agency with as much power to implement policy decisions directly affecting the lives of community members. If citizens do not trust the actions of individuals or organizations, they are significantly less likely to interact with them. Because citizen participation and engagement with law enforcement personnel is a fundamental part of community policing, law enforcement departments should use extreme caution when pursuing policies that are not transparent to the general public.

It is worth noting, however, that transparency in this context should be viewed as citizens having access to public information in accordance with the law. There are obviously numerous examples of information that must be withheld by an agency to maintain effective and efficient operations. One such example includes the details of cases which are currently being investigated. The disclosure of this type of information is illegal and has the potential to negatively impact the department's ability to apprehend the parties involved if it were released. However, public records requests for closed cases and statistics on regional or local crime are primary examples of information that should be more readily shared with the public. The key point to remember, though, is that transparency is still a new concept for law enforcement agencies and should be adapted to meet the needs of both the department as well as the citizens they protect. "The emergence of police forces which are both more effective as handlers of information and more open to the scrutiny of outsiders than before is still a work in progress" (Sturges and Cooke 2008, 23). As such, the process of releasing more information to the public should be done slowly and correctly.

**ACCOUNTABILITY**

Perhaps even more important than disclosing information to the public is the need for individual and organizational accountability. Taking responsibility for the actions one did or did not do is a major premise in the implementation of successful community policing strategies. By taking responsibility for one's actions, multiple purposes can be served. One such purpose is to reinforce the public trust.

"Community policing has emphasized line officer discretion and ingenuity" (Boba 2008, 384). With that being said, there is no one size fits all approach for officers to utilize while responding to an emergency. Rather, officers will encounter different situations that require

different personal and departmental responses. As a result, police administrators are forced into a precarious dilemma in regards to the oversight of line officers. While the traditional police model advocates strict oversight from administrators and more tedious documentation of events, it also limits the abilities of line officers to make judgment calls about situations, which effectively hinders their effectiveness.

Community policing, on the other hand, prescribes practices which offer the line officer more autonomy than ever before. While there is a lengthy process in documenting the proceedings, the line officer is allotted more freedom to engage suspects with the most effective practices he or she sees fit. However, although officers may enjoy less oversight, this decentralization shifts much of the burden of responsibility away from the agency and places it on the individual officer. Therefore, the practice of community policing must ensure officers are well trained before allowed to patrol since each individual officer is now, more than ever, accountable to the citizens he or she protects.

**POLICE INTERACTION**

The final element of community engagement is interaction. More specifically, we are talking about the interaction of an officer and the department with the citizens they protect. Obviously, this interaction is extremely broad and may come in a variety of shapes and sizes. Once adequately trained, police officers will undoubtedly patrol the communities in an effort to increase safety. It is the interaction of these officers with the community while not pursuing suspects or investigating a case that this section is mostly concerned with.

While law enforcement officers are not known for their innovative tendencies, frequent interaction with the public should increase creativity and ergo, foster innovation for the entire agency. Sturges and Cooke submit face to face interaction between police officials and citizens is

ideal to accomplish successful communication. Unfortunately, the use of telecommunications media is often how a majority of citizens obtain information from law enforcement agencies (Sturges and Cooke 2008, 24). Furthermore, we cannot overlook the fact that we are living in an age of technological revolutions. With the advanced technology available to law enforcement agencies through state and federal grant programs, more attention should be concentrated on increasing the presence of law enforcement departments on social media as well as making websites more user friendly. However, these outlets should not be used as a substitute for face to face communication or interactions with citizens. Rather, these media sources should be used to supplement old-fashioned conversations (Sturges and Cooke 2008, 25-26).

The community policing model introduces a new method of police action to accommodate these changes. While police officers are not completing the necessary paperwork in the department or out on patrol in the streets, they are encouraged to drive around to local businesses and talk to citizens. These discussions should portray officers as an outlet for change. To make this process easier, patrol units are assigned a specific area of the community or "beat" to patrol during every shift (Colvin & Goh 2006, 30). In the process, local community members become more familiar with a few friendly faces to whom they can address any of their concerns. This interaction allows officers to learn about developing problems and take action to solve these issues while they are in the early stages.

**COMPONENT II: PROBLEM SOLVING**

As prefaced earlier, community policing began as a response to the limitations of the traditional policing models. The major problem with the traditional model was that it was based on response policing. In this traditional model, "the role of the police is to enforce the law, not to question it" (Trojanowicz et al. 1990, 9). Moreover, the glorified hierarchy inherent within this

model created line officer confusion, ineffective work habits, and demonized new or innovative practices that took away command or oversight from top ranking officials.

Fortunately, the introduction of community policing shifted the policing paradigm and has seen positive results thus far. The problem solving approach, however, is nothing more than the application of common sense. As Cordner submits, "the common sense notion of choosing the tool that best fits the problem, instead of simply grabbing the most convenient or familiar tool in the tool box, lies close to the heart of the problem solving method" offered through community policing (Cordner 1997, 5). In an effort to justify why community policing has been arguably more successful than the traditional models, we will explore some general responsibilities of line officers and their supervisors, discuss the value of line officer autonomy, and illustrate how the innovative context of community policing is a timely replacement for response policing.

**OFFICER RESPONSIBILITIES**

Numerous factors including geographic location, agency type, and organizational culture will dictate the responsibilities of officers within a department. For example, a law enforcement official in a smaller city will likely have more responsibilities and perform more differentiated work than an officer in a larger city who is likely performing more specialized tasks. While there is plenty of room for variation in regards to the officer's responsibilities, the mission should stay the same; officers should uphold the laws and promote public safety within the jurisdiction by serving and protecting the citizens. While a hierarchy of power and supervision still exists within the framework of community policing, every officer, whether holding a title or not, possesses the ability to make a difference.

Part of maintaining a successful organization requires that clear communication exists between administrators and line officers. Presence of proper communication will ensure that employees understand their roles and responsibilities within the department. An approach that can help yield noticeable results in this regard and that scholars are eager to suggest, is to increase practices of despecialization. "To achieve community policing goals, officers have to be able to handle multiple responsibilities and take a team approach to collaborative problem solving and partnering with the community" (U.S. Department of Justice 2009, 9). Without this clarification, individuals will likely pursue personal goals rather than agency goals. An example of this may be an officer spending significantly more time patrolling areas yielding a special interest, such as a familial residence, or privately owned business. Furthermore, there is a much higher risk of officers endangering the image of the department by influencing ineffective practices which may lead to inefficiency. In order to prevent this, simple but constant communication should occur, generally in the training phases, which illustrate the roles and responsibilities of each team member, as well as clarify the expectations of where the new team member fits in.

**OFFICER AUTONOMY**

Any career based on hierarchical principles and division of labor, especially law enforcement, faces numerous challenges to the individual. Not only must the individual follow orders and pursue department rules, but they must also exercise good judgment and discretion (Nalla and Boke 2011, 288). While the traditional policing model is in conflict with increased officer autonomy, community policing promotes it.

Police officer autonomy is not only necessary in law enforcement, it is vital to the success of the community policing model. Ramshaw notes that, "police practice is rarely static" and

encourages law enforcement agencies to utilize whatever means necessary in order to properly adapt to the given situation (Ramshaw 2013, 465). Community policing advocates engaging in new and innovative techniques in an effort to make a noticeable impact on crime as well as the fear of crime. It should suffice to say that the only way to accomplish this is through the actions of police officers who encounter crime on a daily basis and initiate strategies to minimize its effects (Nalla and Boke 2011, 288). Because every situation is likely to entail different factors, police officers should have the support from their supervisors to exercise discretion in their decision-making.

**RESPONSE POLICING VS. INNOVATION**

"Community policing emphasizes proactive problem solving in a systematic and routine fashion. Rather than responding to crime only after it occurs, community policing encourages agencies to proactively develop solutions to the immediate underlying conditions contributing to public safety problems." (U.S. Department of Justice 2009, 12) Stated differently, community policing seeks not only to combat crime, but also to implement solutions to the factors which influence the occurrence of crime.

Despite the apparent benefits of community policing, there are still numerous supporters of the aggressive style response policing. This may be due to the fact that, "response policing has often been associated with the idealistic concept of 'real' police work due in part to the fast, challenging, unexpected and exciting work that it has the capacity to offer" (Ramshaw 2013, 469). In any case, "confronted with the routine and mundane reality of the response shifts, it is not unusual for police officers to look elsewhere within the organisation to obtain more varied and satisfying work" (Ramshaw 2013, 469). This is where the innovation inherent in community policing is credited for playing a significant role.

One of the most recent examples of incorporating innovation into law enforcement is predictive policing. During the last several years, predictive policing has gained more acceptance among police departments. "The goal is to transform policing from a reactive process to a proactive process," just like community policing (Policing the Future 2012, 19). In essence, predictive policing utilizes results from previously committed crimes and information or tips from the community to illustrate which areas are more prone to crime, and predict where to station patrol units. Predictive policing "doesn't replace police knowledge or experience, it simply complements them and helps law enforcement agencies do their work better" (Policing the Future 2012, 19-20).

Another conceptual vehicle that helps officers solve community problems in a structured and disciplined manner is the SARA (scanning, analysis, response, and assessment) problem solving model (U.S. Department of Justice 2009, 12). This model affords a routine blueprint to officers out on patrol. The goal is to have officers scan an area, analyze what they see, respond appropriately, and then assess the work they have performed. "Since the introduction of the SARA model, problem-oriented policing has successfully been implemented in neighbourhoods throughout the country" (Ong and Jenks 2004, 54). The four components within SARA offer realistic, practical, and feasible elements to police officers. Although some may argue that each of these characteristics is part of an officer's job anyway, the combination of each of these elements into one innovative model has considerably impacted the success of public safety organizations who utilize variations of the community policing program.

**COMPONENT III: ORGANIZATIONAL TRANSFORMATION**

Through community policing, law enforcement agencies are challenged to redefine the traditional roles of officers, decentralize existing power structures so that discretionary power

increases, and to expand the role of officers from crime centered to problem-solving centered (Rosenberg et al. 2008, 291). Unfortunately, the study of organizational change is still extremely understudied. As Williams claims, "the process of organizational change is one of the least developed areas of organizational study. Absent a general theory to guide organizational restructuring, police agencies adopting community policing…[utilize] a process of trial and error" (Williams 2003, 122). Because "community policing emphasizes changes in organizational structures to institutionalize its adoption and infuse it throughout the entire department, including the way it is managed and organized, its personnel, and its technology," it is easy to understand why there is so much room for error (U.S. Department of Justice 2009, 7).

Sadd et al. offer another problem which only further hinders the implementation of community policing by law enforcement agencies. "Community policing represents major shifts, both for the police and community residents, and—particularly because of its emphasis on prevention—is likely to take a long time before it approaches institutionalization" (Sadd et al. 1996, 16). Because the organization must embrace this paradigm shift throughout the entire process as well as acclimate itself with new strategies before any changes can occur, this section will focus on the cyclical process of transforming the organization to accommodate more active participation from all levels of law enforcement.

The support of the organization is essential to the growth and success of community policing. As Rosenberg et al. notes, "if values do not match with the philosophy of community policing and structure does not change for the entire organization, then behaviors at the patrol level may change, but be reflective of the commands of senior staff without actual embracement of the philosophy" (Rosenberg et al. 2008, 291). This means that in order for community

policing to accomplish its mission, every individual must participate and take ownership in one way or another.

**ORGANIZATIONAL CULTURE**

The culture within any organization is directly responsible for impacting the roles of its employees. **"**The police subculture commands our attention because it is generally seen as a major obstacle to reform and, thus, a powerful force working to erode any reforms that are in fact achieved" (Walker 2012, 68). Additionally, because changing the attitudes and values within any particular organizations requires dedication and time as well as acceptance and participation by all levels of the hierarchy, resistance is often imminent. Many law enforcement agencies are currently experiencing opposition to the values and ideals that community policing promotes. As a result, the organizational transformation component within community policing deserves further investigation (Murray 2005, 348).

As briefly suggested above, "changing the climate and culture means supporting a proactive orientation that values systematic problem solving and partnerships" (U.S. Department of Justice 2009, 7). Unfortunately, the field of law enforcement is deeply entrenched in traditions which celebrate response policing and are less open to willing change. This issue, however, does not influence only one aspect of the department, rather, the organizational culture has a looming impact on many more related issues as well.

Evidence of this claim can be viewed through Nalla and Boke's claim that, "the focus of police departments is directly related to the organizational culture and has a bearing on officers' behavior and attitudes which in turn has a direct bearing on productivity, effectiveness, and job satisfaction" (Nalla and Boke 2011, 287). Rohe (2001) concurs with this statement and suggests

that, "the transition from traditional to community policing involves major changes in the missions, policies, and practices of police departments, as well as in the behavior of police officers. Thus, this transition can be accompanied by considerable internal resistance and conflict" (Rohe 2001, 80). With so much at stake, the organizational culture of a law enforcement agency should receive scrutiny and special attention in the future.

**DECENTRALIZATION OF ROLES**

"While the literature suggests that police officers have three main duties: law enforcement, order maintenance, and service, officers oftentimes experience role ambiguity" (Nalla and Boke 2011, 288). This occurs because "discrepancies exist between what police officers are officially supposed to do and what they really do" which usually results in the development of informal rules and shortcuts that are followed by police officers (Nalla and Boke 2011, 288).

There is no question that supervisors and line officers possess different priorities while on the job. Supervisors generally focus on implementing new organizational policies and count on the line officers to concentrate on the daily workload. Though supervisors may stand on a higher level within the hierarchy, Oettmeier asserts, "no role is more important than that of patrol officers, who are entrusted with the responsibility and authority to provide critical quality services to citizens" (Oettmeier 1999, 351-352).

Line officers, however, do not value the implementation of policy as strongly as supervisors. Instead, line officers are more concerned with the "overwhelming workload, limited resources, and environmental constraints impeding their job" (Nalla and Boke 2011, 288). This

difference in perspective must be acknowledged and accommodated in order for a law enforcement agency to create and sustain a hospitable organizational culture.

Leadership is also a fundamental facet to either reinforcing the values of community policing or harboring resistance to change. "Leaders serve as role models for taking risks and building collaborative relationships to implement community policing and they use their position to influence and educate others about it" (U.S. Department of Justice 2009, 7). It should be noted here, however, that leaders are not necessarily only supervising officials. On the contrary, leaders can be any individuals who embrace the tendency to emphasize the vision, values, and mission of both the organization and community policing.

**PROFESSIONAL DEVELOPMENT**

In order for community policing to endure as well as be an effective strategy, officers should routinely be engaged in professional development activities. Furthermore, officers should also adhere to a strategic plan within the department in which the operational needs, available resources, and contact information for support services are published (U.S. Department of Justice 2009, 8). One such way to incentivize officer engagement is through the routine use of organizational evaluations. These evaluations should not be based on results like arrest rates, tickets issued, or average response times. Instead, evaluations should identify and concentrate on the means used by officers to achieve those ends since "the implications of community policing goals and efforts shift concern for both the means and ends of the police" anyways (Greene 2000, 313). Stated another way, police evaluations should value the means utilized to achieve the end result more than the end result itself.

"Community policing training has been marketed as a philosophy and a fight for the hearts and minds of the ordinary patrol officer rather than a process of providing police with a set of skills and techniques" (Haarr 2001, 404). As such, Cheurprakobkit (2002) predicts that officer training and education will need to be revamped and manipulated so that officers thoroughly understand the components of this program, the practicality of their usage, and commit to the future changes in the face of organizational resistance (Cheurprakobkit 2002, 709-712).

**COMPONENT IV: CRIME PREVENTION**

One of the least discussed elements related to community policing is crime prevention. "Studies confirm that what people really want is crime prevention- to be spared from becoming a victim. Community Policing focuses on solving the problem" (Trojanowicz et al. 1990, 15). The problem Trojanowicz eludes to, of course, is crime. Contemporary literature hardly recognizes crime prevention as an acknowledged component of community policing. Crime prevention is generally viewed as a byproduct of community engagement, innovative problem-solving techniques, and organizational transformation. I submit, however, that crime prevention ought to be perceived as a major component of community policing and will discuss the research that is available.

"Even though law enforcement has traditionally maintained the sole objective of crime control, community-oriented policing refocuses this position by adjusting the nature of police work to highlight, and address, the causes of criminal behavior" (Friedmann and Cannon 2007, 13). This paradigm shift offers line officers significant leeway in implementing new tactics, such as utilizing watchdog groups and the media, as well as participating in the communities. Because the ultimate goal of community policing is to engage community members in the policing process so that crime as well as the fear of crime can be reduced, law enforcement personnel are

strategically assigned to protect the same areas in hopes that the officer and community will develop a mutual bond. It is through this connection that 'good' actions by both law enforcement and the citizens of that area will be reciprocated by the other.

## INTER-AGENCY COLLABORATION

Establishing partnerships is among the key identifying factors of community policing. These partnerships should not only seek to include the community, however. Rather, law enforcement agencies should engage in intra and inter-agency collaboration in order to effectively maintain relationships that are inherent within community policing (Greene 2000, 313). There are a multitude of intra and inter-agency collaboration techniques that can be employed by law enforcement personnel. The most utilized and simplistic of these techniques is information sharing. While there is a sense of "brotherhood" that exists within the officer corps, meaning an exclusive mutual understanding between police officers, there are also rampant trust issues involved with the disclosure of case information. The only way to mitigate this lack of trust is to actually break out of the comfort zone, collaborate with different departments, and participate in trial and error. In any case, the practice of sharing information among departments and agencies is extremely important in today's law enforcement community and should be investigated.

Besides offering beneficial information to solve cases or take suspects off of the streets, proper information sharing can result in more arrests, safer communities, and less fear of crime within communities, all of which are fundamental aspects to the success of community policing. Furthermore, participating in good deeds toward other law enforcement agencies is likely to breed reciprocal action (Greene 2000, 330). This is especially crucial in the field of law enforcement with the evolution of criminal tactics often requiring outside help. Although there is

a misguided and seemingly negative connotation of information sharing between departments, agencies, or even units due to a lack of trust, community policing indirectly strives to eliminate communication barriers and increase the collaboration of law enforcement personnel through the transparency that is inherent within the approach.

**COMMUNITY OUTREACH**

In order to achieve the goals of community policing, the public must be readily involved in the field of law enforcement. As such, community members, businessmen and businesswomen, and local service providers should all play an integral role in sharing information and pursuing actions that will benefit the overall community. Actions such as talking with police officers and offering personal testimonials to what is going on in the area is usually a good start. In other words, community policing seeks to bring out good Samaritans who are willing to make a difference. While there are many ways this can be achieved, one of the simplest is by interacting with law enforcement and raising questions, concerns, or issues to the attention of others. Whether this be at town hall meetings, writing a letter, or simply making a phone call, the point is to stay active within the community.

The media should also be seen as an ally in the pursuit of achieving community policing rather than an enemy. The media has established outreach to more civilians and citizens than law enforcement could ever hope to achieve. As such, the media is a prime outlet that law enforcement should seek to develop relationships with in an effort to become more transparent.

**CIVILIAN WATCHDOG GROUPS**

Neighborhood watch groups have only recently become popular preventative crime forces. Although they are not licensed and hold little to no official power, the collaboration

between individuals remains a powerful crime deterrent. These groups play an instrumental role in community policing by increasing the presence of perceived law enforcement. This should illustrate that while we readily recognize the badge and gun as inherent in law enforcement, they are not always necessary. It is important to note that the revolution that started the skyrocketing number of these organizations is not directly tied to community policing; however, community policing has been credited with most successfully utilizing these groups as a deterrent against crime.

Because community policing supports differential enforcement strategies, civilian watchdog organizations help to increase the presence of law and order within communities, effectively deterring potential criminal activity (Cordner 1997, 403). These groups are relied on more frequently today by police agencies all over the world. One of the main reasons for this increased reliance is that community members serve as activists patrolling and defending their community. As a result, there is noticeable passion for one's community as well as the perception from criminals of active boots on the ground at all times. It should be emphasized that although holding no formal police power, the simple act of calling to report crimes in an area, whether by members of a group or not, often helps to deter criminal behavior.

**CURRENT CHALLENGES**

While the implementation of community policing strategies has produced numerous positive results, such as more active community engagement, there are also several challenges associated with the practice as well. One such challenge is forcing officers to disregard key aspects of their training in an effort to adapt to the new model. "It is difficult to adjust to the new model because it opposes everything the officer has learned. Coupled with

the cynicism and conservative personality common of police officers, there is distrust of the commitment to change and whether it will be lasting" (Carter 1995, 9). To address this issue, organizations will need to implement curriculum changes to their training.

Another major challenge that threatens the effectiveness of community policing involves racial diversity. When community policing first began in the late 1970s and early 1980s, there was less racial diversity than currently exists. While we have become more tolerant as a society, a prominent distrust for authority still exists, especially among minorities. "In order for community policing to be successful in multiethnic communities, police must develop an understanding of different cultures and be able to communicate with non-English speakers" (Ong and Jenks 2004, 54). To be sure, the public's attitude toward the police will be a major determinant in the success of community policing (Murray 2005, 350). It is believed that the reciprocal actions of police officers and active community members will help transcend the skeptic view of law enforcement held by members of the public.

A final challenge exists that questions the continuity of community policing programs. This is because "reformers and police scholars alike have given little attention to the question of ensuring that achieved reforms endure and become a permanent part of an individual department or of policing in general. The police literature contains only a few references to the institutionalization or sustainability of reforms, and the discussions are typically very brief" (Walker 2012, 57). Part of the problem undoubtedly deals with conceptualization. There are numerous definitions of what exactly community policing is, the goals it seeks to attain, and the components within its program (Yero et al. 2012, 53). In order to ensure the topic of community policing endures and receives clarification, scholars and practitioners alike should further examine this topic as well as the components which comprise it.

The preliminary conceptual framework table below (Table 2.1), illustrates which of the contemporary literature corresponds to the practical ideal type categories discussed above.

**Table 2.1:** Conceptual Framework Table

| | |
|---|---|
| **Purpose:** The purpose of this applied research project is to develop an ideal model of community policing. A review of the literature identified three key components of an effective community policing program: community engagement, problem solving, and organizational transformation. The literature was also littered with numerous examples of crime prevention being an ultimate goal of law enforcement. This paper suggests that crime prevention is a necessary fourth component to a successful community policing practice, and not solely the goal. The San Marcos Police Department is used as a test case to refine the components of community policing that appear in various scholarly works. | |

| **Practical Ideal Type Categories** | **Supporting Literature** |
|---|---|
| 1. Community Engagement/ Partnership<br>1.1 Transparency<br>1.2 Accountability<br>1.3 Police Action | Allen & Parker (2013); Boba, (2008); Colvin and Goh, (2006)); Rosenberg et al., (2008); Singer, (1975); Sturges and Cooke, (2008); Terpstra, (2011); U.S. Department of Justice, (2009) |
| 2. Problem Solving<br>2.1 Officer Autonomy<br>2.2 Response Policing vs. Innovation<br>2.3 Police Officer Responsibilities | Cordner, (1997); Nalla & Boke, (2011); Ong & Jenks, (2004); "Policing the Future," (2012); Ramshaw, (2013); Trojanowicz and Bucqueroux, (1990); U.S. Department of Justice, (2009) |
| 3. Organizational Transformation<br>3.1 Organizational Culture<br>3.2 Decentralization of Traditional Roles<br>3.3 Professional Development | Murray, (2005); Nalla & Boke, (2011); Oettmeier, (1999); Rohe, (2001); Rosenberg et al., (2008); Sadd et al., (1996); Terpstra, (2011); U.S. Department of Justice, (2009); Walker, (2012); Williams, (2003) |
| 4. Crime Prevention<br>4.1 Community/ Media Outreach<br>4.2 Civilian Watchdog Groups<br>4.3 Inter/ Intra-Agency Communication | Cheurprakobkit, (2002); Cordner, (1997); Friedmann and Cannon, (2007); Greene, (2000); Haarr, (2001)); Trojanowicz and Bucqueroux, (1990); U.S. Department of Justice, (2009) |

**CHAPTER OVERVIEW**

As evidenced through the literature, the issue of effectively and efficiently combatting crime is a complex issue which demands a solution. Unfortunately, the practice of community policing serves only as a deterrent to crime, not a solution. However, community policing has significantly been able to decrease crime within cities. While the literature offers several of the necessary components for a community policing program, the literature is incomplete. As such, this literature review has discussed the scholarly literature on the applicable and ideal components of the community policing model as well as introduced a component that is not mentioned in the literature, crime prevention. Moreover, this study has also illustrated the potential obstacles that pose a challenge to the successful implementation of a community policing program.

Although this literature review has illustrated the ideal components inherent within a community policing strategy, there remain numerous critics who caution against its implementation. These critics describe community policing "as having 'more rhetoric than reality' or being little more than 'befriending communities and collecting information'" (Grant 2012, 23). While this perception of community policing is their prerogative, this paper is littered with examples of scholarly support advocating that society pursue further research on this topic. Although this topic was introduced three decades ago, community policing is still a major strategy utilized by modern law enforcement agencies, such as the San Marcos Police Department, and thus, warrants further examination.

The following chapter, chapter three, will offer background information on the city of San Marcos as well as examine the San Marcos Police Department.

# CHAPTER III: SAN MARCOS POLICE DEPARTMENT

The city of San Marcos was founded in 1851 and later incorporated in 1877. The San Marcos Police Department (SMPD) was established shortly after. According to the U.S. census, the city of San Marcos is home to over 54,000 residents in 2014. Because of its prime location between two metropolitan cities, San Antonio and Austin, and just off of the popular busy highway I-35, the city of San Marcos has attracted thousands of people to reside within the picturesque scenery of the hill country.

The police department has experienced numerous changes throughout its existence, including regime changes and changes in jurisdiction, as well as adjustments to changes in federal, state, and local laws. The department employs 95 commissioned officers and 31 civilian personnel at present. The San Marcos Police Department is one of many law enforcement organizations in the state of Texas that directly utilizes principles associated with community policing. Cities throughout Texas, including Brownsville, Kingsville, and Dallas are all major proponents of community policing. Each of these cities have experienced positive results, either in terms of decreased crime rates, increased community involvement with law enforcement, or lower arrest rates at some point after implementing programs which involve tenets associated with community policing. Jurisdictions incorporating community policing strategies spread throughout the state of Texas as well as across the United States.

Because the San Marcos Police Department is utilized in this research as a case study example, attention will be focused on this organization. The mission statement for the downtown patrol unit strongly emphasizes the department's dedication to community policing. According to the San Marcos Police Department's webpage, "the Downtown Unit focuses on Community

Policing and crime prevention techniques in the Central Business District of San Marcos. The unit engages in proactive patrol in an effort to reduce crime by high visibility, officer presence, and enforcement activity." The line officers' active community engagement is listed on the department's webpage as a major advantage which has influenced the tremendous successes the department has experienced in this realm.

Of course, community engagement is only one of several components necessary for successful community policing campaigns. As such, the San Marcos Police Department downtown patrol unit applies several techniques on a routine basis to fulfill its commitment to the community. Several of the duties of the downtown patrol unit are listed below:

- Investigate all criminal activities in the downtown area
- Engage in high-visibility foot patrol
- Attend Downtown Association and Main Street San Marcos meetings
- Serve as liaison between downtown businesses and the City
- Attempt to solve problems and address concerns that the downtown community might have
- Instruct classes for ID card fraud, Liquor Law violations, and TABC rules

While the downtown patrol unit is an invaluable asset for the San Marcos Police Department and the city, it is only a small part of a much larger police force. The San Marcos Police Department maintains several additional units, each of which is crucial to the effectiveness of the department. For example, the department employs officers who are specialized in narcotics, K-9 handlers, detectives, a crisis response team, crisis negotiation team, SWAT (special weapons and tactics) team, community services officers, and most recently, ACT (achieving community together), whose mission is to "promote positive relations between

permanent and student residents through education, community connectedness, and shared resources."

As can be evidenced from above, the San Marcos police department is a highly professional organization that has numerous crucial assets at its disposal. While community policing is listed as a dominant strategy and practice of the downtown patrol unit, the other divisions within the department make no reference to its implementation. While this does not suggest that community policing strategies are not being utilized within these divisions, it is obviously not a focal point.

**CHAPTER OVERVIEW**

This chapter has provided a summary description of the San Marcos Police Department and the City of San Marcos. Chapter four outlines the methodology used to assess the San Marcos Police Department's prerogative of community policing and connects the survey questions to the conceptual framework.

# CHAPTER IV: METHODOLOGY

## CHAPTER PURPOSE

The purpose of this chapter is to describe the methodology used to gauge the San Marcos Police Department's recognition and utilization of community policing tactics. The four components of the practical ideal model (community engagement, problem solving, organizational transformation, and crime prevention) are clearly illustrated and defined in this chapter. Each component is assessed through answers collected from the surveys distributed to San Marcos law enforcement practitioners.

## SURVEY DATA

The San Marcos Police Department employs roughly 95 police officers and 31 civilian officers. Department supervisors, including Sergeants, Lieutenants, Captains, Commanders, Assistant Chiefs, and the Chief of Police, encompass a minor fraction of this total. Because community policing recognizes the need for hierarchy, both line officers and supervising personnel were invited to complete the survey. It should be noted that the survey was distributed to the entire department via email by the Chief of Police, Chase Stapp.

## CRITERIA FOR SUPPORT

The survey data collected from the San Marcos Police Departments was based on responses to 24 questions. Of the 24 questions, four questions pertained to demographic information, two questions were true or false, and 19 questions, which elaborated on the four practical ideal type components, were on a 5-point Likert scale. It should be noted that the non-demographic survey questions did not ask respondents to rate present or absent components

within the San Marcos Police Department. Rather, respondents were asked to express their views on what components ought to be included within community policing programs. Furthermore, respondents were asked to afford insight on how practices should be implemented, based on their professional experience. A copy of this survey can be found in the Appendix of this research.

The Likert scale offered five different levels of support for officers to choose from. These levels of support included "completely disagree," "disagree," "neutral," "agree," and "completely agree." These questions were also based on the themes discussed in the conceptual framework and/ or the literature. Each of the four components discussed in the conceptual framework had at least one survey question dedicated to it.

The true or false questions were the first two survey questions and demanded an answer before proceeding to the following questions. Because these two questions were crucial to gauge the officers' feelings toward community policing, these questions had to be answered before answering other questions within the survey.

The demographic questions were included at the end of the survey. These questions were included for the sole purpose of illustrating disparities. The demographic questions sought to obtain the gender, ethnicity, age, and whether or not the officer did or did not possess a college degree. These questions were completely voluntary. Table 4.1 provides the demographic statistics of the respondents.

**Table 4.1:** Summary of Demographic Data

| Gender: | | |
|---|---|---|
| **Male** | 76% Male | 22 Respondents |
| **Female** | 24% Female | 7 Respondents |
| 6 Respondents Skipped This Question | | |
| | | |
| Ethnicity: | | |
| **American Indian/ Alaskan Native** | 3% | 1 Respondent |
| **Asian/ Pacific Islander** | 0% | 0 Respondents |
| **African American** | 0% | 0 Respondents |
| **Hispanic/ Latino** | 10% | 3 Respondents |
| **Caucasian** | 87% | 26 Respondents |
| **Prefer Not To Answer** | 3% | 1 Respondent |
| | | |
| College Degree: | | |
| **Yes** | 67% | 18 Respondents |
| **No** | 33% | 9 Respondents |
| | | |
| Age: | | |
| **18-24 Years of Age** | 3% | 1 Respondent |
| **25- 34 Years of Age** | 17% | 5 Respondents |
| **35-44 Years of Age** | 31% | 9 Respondents |
| **45-54 Years of Age** | 24% | 7 Respondents |
| **55-64 Years of Age** | 24% | 7 Respondents |
| **65-74 Years of Age** | 0% | 0 Respondents |
| **Older Than 75 Years of Age** | 0% | 0 Respondents |

Demographics were the final questions on the survey questionnaire. A total of 35 police officers consisting of both supervisors and line officers participated in this endeavor. Of this number, males accounted for 76 percent of the survey results. A dominating 87% of respondents were White/ Caucasian compared to only 10% Hispanic or Latino and 3% American Indian. A majority, 67 percent, possess a college degree or higher level of educational attainment. The final

demographic question dealt with age. This demographic is the most diverse. Most respondents, 31 percent were between the ages of 35 and 44. An even 24 percent of responses were collected between officers aged 45 to 54. Another 24 percent of responses came from officers between the ages of 55 and 64. A smaller 17 percent of responses were attributed to officers between the ages of 25 and 34. Finally, a mere 3 percent of officers were aged between 18 and 24 years old.

**OPERATIONALIZATION**

Table 4.2, below, summarizes the connection between the framework and the survey questionnaire items disseminated to the San Marcos Police Department.

**Table 4.2:** Operationalization Table

| Practical Ideal Type Category | Questionnaire Items |
|---|---|
| **1. Community Engagement** | 1. Community policing is a more effective method of policing than the traditional policing model. <br> 2. Community policing models incorporating community engagement, problem solving, organizational transformation, and crime prevention offer police departments better results than the traditional model of policing. <br> 7. Police interactions with community members, while on or off the clock, should be utilized as a means of effective and efficient cooperation, communication, and transparency. |
| 1.1 Transparency | 5. Police departments should be transparent about their actions, within reason and without violating the law, to the general public. |
| 1.2 Accountability | 6. Police officers, and agency departments alike, should be held fully accountable to the general public and the law for their actions. |
| 1.3 Police Interaction | 4. Community engagement efforts, such as talking to business owners or local residents, should be actively utilized by officers while not on call. |
| **2. Problem Solving** | 3. To effectively "protect and serve," police officers must understand the problems within their community. <br> 8. Police officers should be trained in public dispute resolution. |
| 2.1 Officer Autonomy | 9. To increase the effectiveness of community policing, police officers should be given more autonomy in performing their jobs. |
| 2.2 Response Policing vs. Innovation | 10. To increase more proactive solutions to crimes, rather than always responding to crimes, police departments should use predictive policing. <br> 11. Effective community policing should use the SARA (scanning, analysis, response, and assessment) problem solving model in order to increase proactive solutions to crimes. |
| 2.3 Police Officer Responsibilities | 12. Community policing programs should increase police officer responsibilities. |

***Table 4.1:*** *Operationalization Table Continued*

| | |
|---|---|
| **3. Organizational Transformation** | 13. Effective community policing programs should have supervising officers constantly emphasize and reinforce the department's vision, values, and mission. |
| 3.1 Organizational Culture | 14. Effective community policing should seek to promote a proactive culture among police officers.<br><br>16. Effective community policing programs should promote an open door policy within the department as a means of enhancing the organizational culture. |
| 3.2 Decentralization of Traditional Roles | 15. Effective community policing programs should increase contact and collaboration between line officers and their supervisors. |
| 3.3 Professional Development | 17. To have an effective community policing program, police agencies should provide frequent professional educational training for their officers. |
| **4. Crime Prevention** | 18. Community policing programs should seek to prevent future problems before they occur. |
| 4.1 Community/ Media Outreach | 19. Community members and media outlets should be effectively utilized as an incoming and outgoing information source as part of a community policing program. |
| 4.2 Civilian Watchdog Groups | 20. Effective community policing programs should view civilian watchdog groups as beneficial assets to the police department by routinely pursuing leads from these organizations. |
| 4.3 Inter/ Intra- Agency Collaboration | 21. Inter and intra-agency collaboration should be increased in an effort to strengthen departmental collaboration and trust. |

**HUMAN SUBJECTS PROTECTION**

This applied research project was submitted to the Texas State Institutional Review Board and received exemption. The exemption number was EXP2014O127623X and approved on September 4, 2014. A copy of the exemption number is included in the appendix. There was no risk or discomfort to the subjects; participation in this study was voluntary. All participants' information was kept confidential. The overall nature of this research did not pose risk or harm to any participant.

**CHAPTER OVERVIEW**

This chapter has outlined the research methodology used. The survey data collected, with questions utilizing the Likert scale as a means to gauge answers, is discussed. Chapter five presents the results of the surveys distributed to the San Marcos Police Department.

# CHAPTER V: RESULTS

**CHAPTER PURPOSE**

The purpose of this applied research project is to develop an ideal model of community policing. A review of the literature identified three key components of an effective community policing program: community engagement, problem solving, and organizational transformation. The literature was also littered with numerous examples of crime prevention being an ultimate goal of law enforcement. This paper suggests that crime prevention is a necessary fourth component to a successful community policing practice, and not solely the goal. The San Marcos Police Department is used as a test case to refine the components of community policing that appear in various scholarly works. This chapter summarizes the results of the data collected from the San Marcos Police Department. The results indicate that the San Marcos Police Department's employees support most elements of the practical ideal type model.

Survey data disseminated by the Chief of Police, Chase Stapp, to the San Marcos Police Department yielded 35 responses over a one month period. The remaining portion of this chapter is dedicated to discussing the results obtained from the completion of these surveys. A transcript of the survey questionnaire is attached in the appendix for further review.

The survey questionnaire which was distributed to law enforcement personnel of the San Marcos Police Department, specifically licensed police officers, began with two questions with an overview of community policing. These two questions are critical in determining the individual officer's understanding, perspective, and attitude towards community policing. The results of the surveys offer interesting information. A summary of the results is illustrated in Table 5.1.

**Table 5.1:** Results Summary

| Practical Ideal Type Category | Questionnaire Items | Number of Collected Responses | Percent Agreed or Strongly Agreed | Mean (1-5) |
|---|---|---|---|---|
| **1. Community Engagement** | 1. Community policing is a more effective method of policing than the traditional policing model. | 35 | 91% | N/A |
| | 2. Community policing models incorporating community engagement, problem solving, organizational transformation, and crime prevention offer police departments better results than the traditional model of policing. | 33 | 77% | N/A |
| | 7. Police interactions with community members, while on or off the clock, should be utilized as a means of effective and efficient cooperation, communication, and transparency. | 32 | 72% | 3.84 |
| 1.1 Transparency | 5. Police departments should be transparent about their actions, within reason and without violating the law, to the general public. | 32 | 94% | 4.38 |
| 1.2 Accountability | 6. Police officers, and agency departments alike, should be held fully accountable to the general public and the law for their actions. | 32 | 91% | 4.38 |

**Table 5.1:** *Results Summary Continued*

| | | | | |
|---|---|---|---|---|
| 1.3 Police Interaction | 4. Community engagement efforts, such as talking to business owners or local residents, should be actively utilized by officers while not on call. | 32 | 87.50% | 4.13 |
| **2. Problem Solving** | 3. To effectively "protect and serve," police officers must understand the problems within their community. | 32 | 97% | 4.63 |
| | 8. Police officers should be trained in public dispute resolution. | 32 | 85% | 3.94 |
| 2.1 Officer Autonomy | 9. To increase the effectiveness of community policing, police officers should be given more autonomy in performing their jobs. | 32 | 78% | 4.03 |
| 2.2 Response Policing vs. Innovation | 10. To increase more proactive solutions to crimes, rather than always responding to crimes, police departments should use predictive policing. | 32 | 82% | 3.91 |
| | 11. Effective community policing should use the SARA (scanning, analysis, response, and assessment) problem solving model in order to increase proactive solutions to crimes. | 32 | 63% | 3.72 |
| 2.3 Police Officer Responsibilities | 12. Community policing programs should increase police officer responsibilities. | 32 | 40% | 3.19 |

**Table 5.1:** *Summary Results Continued*

| | | | | |
|---|---|---|---|---|
| **3. Organizational Transformation** | 13. Effective community policing programs should have supervising officers constantly emphasize and reinforce the department's vision, values, and mission. | 31 | 54% | 3.65 |
| 3.1 Organizational Culture | 14. Effective community policing should seek to promote a proactive culture among police officers. | 30 | 90% | 4.23 |
| | 16. Effective community policing programs should promote an open door policy within the department as a means of enhancing the organizational culture. | 31 | 74% | 4.1 |
| 3.2 Decentralization of Traditional Roles | 15. Effective community policing programs should increase contact and collaboration between line officers and their supervisors. | 31 | 78% | 4.03 |
| 3.3 Professional Development | 17. To have an effective community policing program, police agencies should provide frequent professional educational training for their officers. | 31 | 93% | 4.39 |

**Table 5.1:** *Results Summary Continued*

| | | | | |
|---|---|---|---|---|
| **4. Crime Prevention** | 18. Community policing programs should seek to prevent future problems before they occur. | 30 | 90% | 4.2 |
| 4.1 Community/ Media Outreach | 19. Community members and media outlets should be effectively utilized as an incoming and outgoing information source as part of a community policing program. | 31 | 91% | 4.23 |
| 4.2 Civilian Watchdog Groups | 20. Effective community policing programs should view civilian watchdog groups as beneficial assets to the police department by routinely pursuing leads from these organizations. | 31 | 65% | 3.65 |
| 4.3 Inter/ Intra- Agency Collaboration | 21. Inter and intra-agency collaboration should be increased in an effort to strengthen departmental collaboration and trust. | 31 | 90% | 4.16 |

While over 91% of respondents declared that a community policing model encompassing community engagement, problem solving, organizational transformation, and crime prevention strategies offer better results than the traditional model of policing, only 72% of these officers agreed that community policing models are more effective methods than the traditional model of policing. An apparent and concerning disparity exists between the answers to these two gauging questions. Although 91% of respondents declared that the practical ideal type model offers better results than the traditional model of policing, a mere 72% agreed that previous community

policing models were more effective. This means that the fourth component, crime prevention, is viewed as a significant and necessary addition to a community policing strategy.

**COMMUNITY POLICING RESULTS**

The results collected from the questions dealing with the first component of community policing, community engagement, were expectedly positive. The average answer of the combination of questions in this category is 4.18, suggesting that officers clearly agree to each question that was posed. Officers were in general agreement that while not on call, an effective alternative to hanging around inside the department, or filling out paperwork, would be to talk to local residents and business owners as a means of increasing cooperation, communication, and transparency. Furthermore, officers also agreed that officers and department executives, alike, should be held fully accountable to the general public for their individual actions.

**PROBLEM SOLVING RESULTS**

The second component of community policing is problem solving. The results of this section were rather surprising, compared to the literature. It should be noted that this component had six questions, more than any other component. The average score of the complete set of questions in this category was a 3.9, suggesting that officers passively embraced the topics under this category, yet were seemingly unwilling to signify an agreement to each statement.

Officers overwhelmingly agreed that in order to "protect and serve," law enforcement personnel should understand the problems within their community. However, although the literature largely proposes more responsibility and autonomy for line officers, this is not the case for the San Marcos Police Department. Minimal agreement could be recognized when asked if police officers should be trained in public dispute resolution, utilize predictive policing as a

supplement to their jobs, or adhere to the SARA (scanning, analysis, response, and assessment) model as a means of change. In fact, the average score of the question asking if community policing should increase officer responsibilities was a 3.19! A total of 40 percent of officers either agreed or strongly agreed compared to 60 percent who disagreed or remained neutral on this question.

**ORGANIZATIONAL TRANSFORMATION RESULTS**

The third component of community policing incorporates an effective organizational transformation to increase the efficiency and successes of the department. While this component does not directly involve law enforcement personnel, it is vital that a police agency foster a healthy organizational culture as a means of reinforcing the community policing ideals. The results for the five questions associated with this category were largely unsurprising as well, yet worth mentioning.

The average of the combination of questions involved in this component produced a score of 4.08. Police officers clearly understand the importance of maintaining an organization with inherent positive relationships. The survey data collected illustrates that the officers of the San Marcos Police Department overwhelmingly agree that officers should promote a proactive culture within the department. Moreover, constant contact and collaboration between line officers and supervisors is, at the very least, beneficial to each officer's confidence and peace of mind. In relation to this point, officers also were overwhelmingly in agreement that an effective community policing strategy necessitates the maintenance of an open-door policy and frequent professional development.

**CRIME PREVENTION RESULTS**

The final component of an effective community policing program is crime prevention. Although this element is one of the least discussed within the literature, it is perhaps the most important component. The entire concept of community policing is founded upon the pragmatic combination of the reduction of crime while yearning to accomplish an idealistic notion of completely eliminating crime. The survey results for this component were once again, positive and expected. The average score for the four questions comprising this category was a 4.06. As a result, police officers overwhelmingly agreed to the themes discussed below.

Most law enforcement agencies are not innovative. As a result, these departments are confined to responding to crime. However, community policing seeks to change this outlook. Community policing programs seek to prevent future problems before they occur. While this may never be completely achievable, the responses from officers suggest that this tactic is worth investigating. This means that new partnerships should be formed in an effort to gain alliances. Officers of the San Marcos Police Department were incredibly in favor of utilizing the media, civilian watchdog groups, as well as inter and intra- agency collaboration as a means of disseminating incoming and outgoing information.

**CHAPTER OVERVIEW**

This chapter provided the results of the case study of the San Marcos Police Department's community policing program. The case study included a survey questionnaire distributed to all licensed peace officers within the San Marcos Police Department. The results of the case study of the San Marcos Police Department's community policing strategy is strong to adequate in the components discussed within the literature: community engagement, problem

solving, and organizational transformation. The practical ideal type component, crime

prevention, yielded extremely positive results from the San Marcos Police Department. The

element of community policing lacking the most support was problem solving. This suggests that

there remains support of traditional model strategies. A clear distinction between the community

policing model and the traditional policing model is necessary in order for community policing

strategies to be completely effective. The final chapter provides a conclusion and offers

recommendations for the improvement of the San Marcos Police Department.

# CHAPTER VI: RECOMMENDATIONS

**CHAPTER PURPOSE**

The purpose of this applied research project is to develop an ideal model of community policing. A review of the literature identified three key components of an effective community policing program: community engagement, problem solving, and organizational transformation. The literature was also littered with numerous examples of crime prevention being an ultimate goal of law enforcement. This paper suggests that crime prevention is a necessary fourth component to a successful community policing practice, and not solely the goal. The San Marcos Police Department is used as a test case to refine the components of community policing that appear in various scholarly works.

**RECOMMENDATIONS**

The model assessment tool for the San Marcos Police Department's community policing program consists of four practical ideal type components developed from the literature. The components include community engagement, problem solving, organizational transformation, and crime prevention. A case study of the San Marcos Police Department's community policing strategy was conducted using the components of the practical ideal type. This chapter offers recommendations and suggestions pertaining to refining the original community policing model developed by the Department of Justice. A summary of recommendations compiled from the results of survey data distributed to the San Marcos Police Department is illustrated in Table 6.1 below.

**Table 6.1:** Summary of Recommendations

| Practical Ideal Type Category | Level of Agreement (1-5) | Recommendations |
|---|---|---|
| **1. Community Engagement** | **4.18** | |
| 1.1 Transparency | 4.38 | The San Marcos Police Department blatantly agrees that transparency, within the permissions of the law, is necessary within a community policing model. Law enforcement agencies should update and more frequently utilize social media as a more informal means of communication. |
| 1.2 Accountability | 4.38 | The San Marcos Police Department agrees that officers should be held accountable for their actions. Police departments should avoid any potential future investigations harboring any apparent conflicts of interest. |
| 1.3 Police Interaction | 4.13 | The San Marcos Police Department prioritizes community engagement within its patrol unit. Police Departments should engage more thoroughly in community engagement with other units as well. |
| **2. Problem Solving** | **3.9** | |
| 2.1 Officer Autonomy | 4.03 | The San Marcos Police Department largely supports the need for officer autonomy. The department also supports the hierarchical system law enforcement was founded upon. Law enforcement agencies should investigate techniques and strategies to minimize the red tape officers may experience in this field. |

**Table 6.1:** *Summary of Recommendations Continued*

| | | |
|---|---|---|
| 2.2 Response Policing vs. Innovation | 3.82 | The San Marcos Police Department agrees that innovation ought to be implemented into the field on a regular basis. Police departments should consider implementing practices such as the SARA model and predictive policing in an effort to avoid response policing as much as possible. |
| 2.3 Police Officer Responsibilities | 3.19 | The San Marcos Police Department narrowly agrees that police officers should be allocated additional responsibilities. Law enforcement agencies should educate and reinforce the value and role each officer plays. |
| **3. Organizational Transformation** | **4.08** | |
| 3.1 Organizational Culture | 4.23 | The San Marcos Police Department agrees that a positive and effective organizational culture ought to be fostered as part of a community policing strategy. Police departments should consider researching organizational culture techniques as a means of implementing positive change. |
| 3.2 Decentralization of Traditional Roles | 4.03 | The San Marcos Police Department narrowly agrees that traditional roles of officers ought to be decentralized. Police departments should consider training supervisory staff to interact with their peers on a more personal level to increase utilization of an open-door policy. |

**Table 6.1:** *Summary of Recommendations Continued*

| | | |
|---|---|---|
| 3.3 Professional Development | 4.39 | The San Marcos Police Department strongly agrees that professional development ought to be mandatory as part of an effective community policing strategy. Police departments should frequently offer trainings and professional development to their employees. |
| **4. Crime Prevention** | **4.06** | |
| 4.1 Community/ Media Outreach | 4.23 | The San Marcos Police Department largely agrees that community and media outreach is an essential strategy within a community policing model. Police departments should consider expanding partnerships with media outlets by creating contacts and liaisons within these organizations. |
| 4.2 Civilian Watchdog Groups | 3.65 | The San Marcos Police Department agrees that civilian watchdog organizations are beneficial assets to the law enforcement community. The department even employs civilian officers. Law enforcement agencies should consider expanding partnerships with civilian watchdog groups. |
| 4.3 Inter/ Intra-Agency Collaboration | 4.16 | The San Marcos Police Department largely agrees that inter and intra-agency collaboration is vital in the field of criminal justice. Police departments should consider increasing inter and intra- agency collaboration in an attempt to foster even healthier and more effective relationships in the future. |

Based on the results of the surveys distributed to the San Marcos Police Department, the current community policing model does not suffice. While three of the four components are listed in the practical ideal type model (community engagement, problem solving, and organizational transformation), a necessary fourth component is missing from the original model; crime prevention. Because crime prevention is the ultimate goal of the justice system, it ought to be an inherent and fundamental aspect of community policing.

**COMMUNITY ENGAGEMENT RECOMMENDATIONS**

At the very heart of community policing lies the notion that the community ought to play an integral role in deterring crime. As such, the community engagement component within a community policing program is hardly ever debated. This research finds that the community engagement component is necessary, effective, and proudly fostered by the law enforcement community. Because this component is not broken, there is no need to fix it. Rather, simple refining and prioritization can increase the effectiveness of this component without losing sight of what matters most; the community.

While a negative stigma still surrounds the field of law enforcement, the San Marcos Police Department agreed that transparency is necessary to curb this problem. Because the field of criminal justice has so many intricacies limiting information which can be legally disseminated, it is often difficult to keep the community's trust. Despite the extra hurdles that this may cause, however, the San Marcos Police Department overwhelmingly agreed that transparency is necessary within a police department's community policing program. Since there are numerous avenues and outlets available to disseminate crime statistics, warnings, or requested public records, law enforcement agencies should play to their strengths and utilize the resources that are at their disposal to accomplish this task.

One of the major premises within the community engagement component suggests that police officer accountability is a conundrum. Because police officers utilize their position of power within the community to make necessary changes, it is difficult to hold them accountable for their actions without impeding or limiting their actions. While not much can be done to improve this, it is important for law enforcement agencies to play the middle man and hold their officers fully accountable for their actions. It should also be noted, however, that police agencies should avoid conflicts of interest at all cost.

The only way to minimize the negative stigma surrounding the field of law enforcement is for police officers to actually interact with the community members which they serve. Simply sponsoring or supporting a community service activity is not enough. Rather, police officers should be maintaining their "beat" and interacting with citizens. Routinely performing these actions is mandatory to gain the public's trust. Moreover, interacting with the public will likely increase the cooperation police receive when dispatched to emergency calls as well as aid in the accomplishment of several problem solving tactics.

**PROBLEM SOLVING RECOMMENDATIONS**

Although every career is different, it is expected that worker autonomy is generally sought out by employees. The San Marcos Police Department is no different. The respondents to the survey questionnaire have illustrated a complacency to hierarchy with little, if any, desire to challenge this. At the same time, officers agreed that police officer autonomy should be increased. It should be noted, that law enforcement is a profession unlike many others, and thus warrants further investigation before exercising constructive criticism on any of its traditions. As such, further investigation is necessary to clarify how increased officer autonomy and strict hierarchies can co-exist.

Technology is often regarded as an improvement to various professions. As is often the case, however, change is often challenged and disliked at first. This is a potential reason why officers in the San Marcos Police Department appear to be skeptical about implementing new models or technology into the field, even though these products have proven to be effective in other jurisdictions. In any case, police departments should realize that the only thing constant in life is change. Becoming aware of the successes of other jurisdictions may be the start necessary for change to begin. As crime continues to evolve, so too should the tactics employed by officers who combat this problem. Utilizing the most efficient and effective technology and methods available will also help foster innovation within the field as well as decrease response policing.

Finally, and most surprising, is the fact that the San Marcos Police Department did not agree that police officers should be delegated increased responsibilities. This fundamentally clashes with the scholarly literature illustrating the problem solving component of community policing. The literature suggests that a significant portion of police officers want additional responsibilities and are not content with the status quo. Police Departments still utilizing tactics and responsibilities associated with the traditional model of policing should replace these immediately with community policing strategies and responsibilities. This distinction surely impacts the outlook of officers related to this topic. Further investigation on this issue is necessary to verify that increased police officer responsibilities are desired and show this case study as an exception to the literature.

**ORGANIZATIONAL TRANSFORMATION RECOMMENDATIONS**

The study of an agency's organizational culture is relatively new to the literature on law enforcement. Because the field of criminal justice is not known to be innovative or proactive in implementing policies before problems occur, this component is extremely important. As such,

police agencies should strive to foster a positive and healthy organizational culture within the department. One of the major problems facing law enforcement agencies is the development of cliques. In order to achieve a positive and healthy organizational culture, these cliques should be dismantled as much as possible. Furthermore, the current community policing program can be refined with increased investigation and adoption of new organizational culture techniques implemented promptly after successful reviews.

As noted above, the field of law enforcement was created based on tenets of a hierarchical system. The remains of this system are still evident today for obvious reasons; it works. The literature on community policing, however, submits that a decentralization of duties is necessary for police departments to experience the maximum benefits. Even still, the San Marcos Police Department only narrowly agreed that a decentralization of roles was relevant and should be occurring under a community policing program. As such, further investigation is warranted to further corroborate the necessity of this topic.

Professional development is arguably necessary within any profession to ensure standards are being surpassed and that policies are being complied with. Because of the dynamic updates and changes associated with laws, professional development is mandatory within the field of criminal justice. As expected, the San Marcos Police Department strongly agreed that professional development was a necessary component of community policing. Therefore, law enforcement agencies should afford educational professional development to all employees on a routine basis.

**CRIME PREVENTION RECOMMENDATIONS**

Of all the literature documenting community policing programs, crime prevention is never viewed as a necessary component. Although the literature makes frequent reference to the

necessity of police departments to find an alternative to response policing, there is no literature which suggests crime prevention be included as a component of community policing. This research presents crime prevention as a separate and distinct component of any community policing program. The responses from the San Marcos Police Department to questions associated with this category are also extremely positive.

Community and media outreach are essential for a community policing program to be effective. The San Marcos Police Department has established numerous partnerships with individuals and organizations within the community. As a result, the sharing of information has increased and police are able to achieve victories on the job more easily. It is obvious that this experience with this topic influenced the San Marcos Police Department to strongly agree that community and media outreach should be a part of a community policing program. Police Departments should strategically utilize the media and community members just like the San Marcos Police Department.

While civilian watchdog groups are often discounted because of their lack of authority, the practical ideal type model recognizes the importance of the presence of these groups. There is always strength in numbers, even with members who lack formal authority. These groups are especially instrumental to an effective community policing program. The San Marcos Police Department has established relationships with several civilian watchdog groups, and even employs civilian employees. Somewhat surprisingly, however, the San Marcos Police Department was hesitant to agree that these civilian positions were beneficial. Police departments should be cautious to effectively utilize these groups in the future.

Law enforcement agencies should increase their relationships with their own employees as well as the law enforcement personnel from other nearby agencies. Inter and intra- agency

collaboration is vital for the success of any community policing strategy. The San Marcos Police Department recognizes this and agreed that inter and intra-agency collaboration ought to be increased wherever possible. Police departments should work closely and build relationships with their employees as well as other law enforcement agencies.

Although somewhat intrinsic, the crime prevention component focusing on community and media outreach, utilizing civilian watchdog groups, and increasing inter and intra-agency collaboration is a necessary refinement that ought to be added to the original community policing program developed by the Department of Justice. The survey data on this component offered mixed reviews, but remained dominantly positive.

**CONCLUSION**

Police departments deal with crime on a daily basis. The goal of police departments is the safe and effective resolution of all situations, whether emergencies or not, to which they respond. These situations, however, are often dynamic and chaotic. Police departments utilize community policing as a means of combatting these situations.

Law enforcement personnel dedicating their lives to pursue ideals of justice and public safety are arguably paid very little when looking at the multifaceted job descriptions expected of each officer. Police officers are not solely paid based on the job they perform. Rather, these officers are paid for the job they are trained to do; to preserve the public safety to the highest possible standards. Very few professions require or offer the degree of training and professional development that is critical to the field of criminal justice and its preservation.

Community policing has been the subject of much revision since its inception in the 1970's. Such revision has led to law enforcement agencies adopting numerous versions of this concept, often

times, implementing only the components they deem beneficial to their specific organizations. The separate versions produce confusion, though.

The implementation of a standard and successful community policing program is important to emergency management personnel. There is extensive literature on community policing filled with more advocates than skeptics. These experts generally agree on the importance of an effective community policing strategy, but are often more caught up in a definitional debate instead of researching the actual components of this practice. This research has addressed this need. A practical ideal model of community policing was developed utilizing the San Marcos Police Department as a case study. The four components of the practical ideal type model assessment tool illustrated community engagement, problem solving, organizational transformation, and crime prevention as a more effective and efficient alternative to the current community policing strategy advocated by the Department of Justice. This case study, utilizing the components of the model assessment tool, was performed to exemplify how and why the original community policing model should be refined. Results of the case study and subsequent recommendations were presented. Overall, the San Marcos Police Department offered practical and useful insight for the completion of this project.

The San Marcos Police Department may use the recommendations provided in this research to improve their community policing program. More research on the issue of community policing is undoubtedly necessary and can be improved by adding direct observation as well as analyzing results based on employee experience. This research has described the significance of community policing. A practical ideal model assessment tool for community policing was developed from the literature. The model assessment tool was utilized, based on the responses from the San Marcos Police Department, as a means of illustrating how and why the current community policing model should be refined. Based on the results of this research, recommendations for improving community policing programs utilized by various law enforcement agencies were provided. This research should serve as a reference for future improvement to community policing programs around the world.

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**APPENDIX**

IRB Exemption- EXP2014O127623X- Approved September 4, 2014

**Community Policing Questionnaire**

The purpose of this survey is to enhance our understanding of community policing. This information will be published as part of a graduate level Applied Research Project at Texas State University- San Marcos. Your responses will be kept confidential and anonymous. Your cooperation is suggested, however, there is no obligation to take part in this questionnaire, as it is completely voluntary.

1. Community policing models incorporating community engagement, problem solving, organizational transformation, and crime prevention offer police departments better results than the traditional model of policing. **True/ False**

2. Community policing is a more effective method of policing than the traditional policing model. **True/ False**

3. To effectively "protect and serve," police officers must understand the problems within their community.

| Completely Disagree | Disagree | Neutral | Agree | Completely Agree |
|:---:|:---:|:---:|:---:|:---:|
| 1 | 2 | 3 | 4 | 5 |

4. Community engagement efforts, such as talking to business owners or local residents, should be actively utilized by officers while not on call.

| Completely Disagree | Disagree | Neutral | Agree | Completely Agree |
|:---:|:---:|:---:|:---:|:---:|
| 1 | 2 | 3 | 4 | 5 |

5. Police departments should be transparent about their actions, within reason and without violating the law, to the general public.

**Completely Disagree**        **Disagree**        **Neutral**        **Agree**        **Completely Agree**
1                        2                3                4                5

6. Police officers, and agency departments alike, should be held fully accountable to the general public and the law for their actions.

**Completely Disagree**        **Disagree**        **Neutral**        **Agree**        **Completely Agree**
1                        2                3                4                5

7. Police interactions with community members, while on or off the clock, should be utilized as a means of effective and efficient cooperation, communication, and transparency.

**Completely Disagree**        **Disagree**        **Neutral**        **Agree**        **Completely Agree**
1                        2                3                4                5

8. Police officers should be trained in public dispute resolution.

**Completely Disagree**        **Disagree**        **Neutral**        **Agree**        **Completely Agree**
1                        2                3                4                5

9. To increase the effectiveness of community policing, police officers should be given more autonomy in performing their jobs.

**Completely Disagree**        **Disagree**        **Neutral**        **Agree**        **Completely Agree**
1                        2                3                4                5

10. To increase more proactive solutions to crimes, rather than always responding to crimes, police departments should use predictive policing.

**Completely Disagree**        **Disagree**        **Neutral**        **Agree**        **Completely Agree**
1                        2                3                4                5

11. Effective community policing should use the SARA (scanning, analysis, response, and assessment) problem solving model in order to increase proactive solutions to crimes.

**Completely Disagree**        **Disagree**        **Neutral**        **Agree**        **Completely Agree**
1                        2                3                4                5

12. Community policing programs should increase police officer responsibilities.

**Completely Disagree**      **Disagree**      **Neutral**      **Agree**      **Completely Agree**
**1**                      **2**         **3**        **4**        **5**

13. Effective community policing programs should have supervising officers constantly emphasize and reinforce the department's vision, values, and mission.

**Completely Disagree**      **Disagree**      **Neutral**      **Agree**      **Completely Agree**
**1**                      **2**         **3**        **4**        **5**

14. Effective community policing should seek to promote a proactive culture among police officers.

**Completely Disagree**      **Disagree**      **Neutral**      **Agree**      **Completely Agree**
**1**                      **2**         **3**        **4**        **5**

15. Effective community policing programs should increase contact and collaboration between line officers and their supervisors.

**Completely Disagree**      **Disagree**      **Neutral**      **Agree**      **Completely Agree**
**1**                      **2**         **3**        **4**        **5**

16. Effective community policing programs should promote an open door policy within the department as a means of enhancing the organizational culture.

**Completely Disagree**      **Disagree**      **Neutral**      **Agree**      **Completely Agree**
**1**                      **2**         **3**        **4**        **5**

17. To have an effective community policing program, police agencies should provide frequent professional educational training for their officers.

**Completely Disagree**      **Disagree**      **Neutral**      **Agree**      **Completely Agree**
**1**                      **2**         **3**        **4**        **5**

18. Community policing programs should seek to prevent future problems before they occur.

| Completely Disagree | Disagree | Neutral | Agree | Completely Agree |
|:---:|:---:|:---:|:---:|:---:|
| 1 | 2 | 3 | 4 | 5 |

19. Community members and media outlets should be effectively utilized as an incoming and outgoing information source as part of a community policing program.

| Completely Disagree | Disagree | Neutral | Agree | Completely Agree |
|:---:|:---:|:---:|:---:|:---:|
| 1 | 2 | 3 | 4 | 5 |

20. Effective community policing programs should view civilian watchdog groups as beneficial assets to the police department by routinely pursuing leads from these organizations.

| Completely Disagree | Disagree | Neutral | Agree | Completely Agree |
|:---:|:---:|:---:|:---:|:---:|
| 1 | 2 | 3 | 4 | 5 |

21. Inter and intra-agency collaboration should be increased in an effort to strengthen departmental collaboration and trust.

| Completely Disagree | Disagree | Neutral | Agree | Completely Agree |
|:---:|:---:|:---:|:---:|:---:|
| 1 | 2 | 3 | 4 | 5 |

## Demographics

21. Please select whether you are a male or female.          M/F

22. Please specify your ethnicity.

   White
   Hispanic or Latino
   Black or African American
   Native American or American Indian
   Asian / Pacific Islander
   Other


23. What is the degree or level of school you have completed?

   College degree
   No college degree


24. What is your age?

   18-24 years of age
   25-34 years of age
   35-44 years of age
   45-54 years of age
   55-64 years of age
   65-74 years of age
   75 years of age or older