



MEASURE

# Community Policing Defined|

## A Measured Model

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### WHAT IS 'MEASURE'?

*MEASURE*<sup>®</sup> is an Austin-based, not-for-profit, public education and research organization which seeks to improve the community's agency, functionality and ability to address community needs through groundbreaking research and advocacy. Founded in 2015 by President, Jameila "Meme" Styles, we've established a data-driven culture embedded with our motto "Numbers You Can Trust." Our mission is to bridge divisions through research and public education in active partnership with local communities to address complex social problems.

### Introduction

Every neighborhood is unique--each area with its own history, character, community attitudes and perspectives about law enforcement. Tactics one district may find acceptable, another neighborhood may find overbearing or in some cases, insensitive to unaddressed community tensions. In fact, underserved groups have historically made claims of discrimination, bias and unjust shootings. The impacts of these cases have often transcended the originating community, with some reaching national attention. Still, few substantive, long-term administration policies have reached the legislative level, leaving the current community policing strategy nationally unmeasured and up to individual department interpretation.

An effective community policing model empowers the community. Efficiency may be measured through public sentiment data, training effectiveness, crime rates, racial profiling data, response time, discretionary arrest rates and officer job satisfaction assessments. Ideally, a successful community policing plan would allow for a proactive response to neighborhood problems rather than a reactive one.

#### **HOW MEASURE® DEFINES COMMUNITY POLICING**

MEASURE® recognizes Community Policing as a necessary component to facilitate public safety, improve community relations and increase police trust and legitimacy. MEASURE defines community policing as it relates to the local context, while incorporating the frameworks and understandings of research development at the state and national levels - for MEASURE®, community policing is, **the public's means to mitigate crime and build relationships with its stakeholders and residents: whereby the police become an equal stakeholder in the process of community policing as opposed to simply an enforcer of law.** Going beyond enforcement or normal day to day police work, community policing is a police system based in partnership between the public and the police as mutual stakeholders in maintaining a safe and functional community.



## MEASURE's Community Policing Model

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Styles, 2017

MEASURE's<sup>®</sup> Community Policing Model demonstrates shared responsibility and equal partnership between the community and law enforcement. We are defining community here as a group of people with diverse characteristics who are linked by social ties, share common perspectives, and engage in joint action in geographical locations or settings.<sup>1</sup> MEASURE<sup>®</sup> includes law enforcement as an active participant in the definition and community policing model.

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<sup>1</sup> MacQueen, K. M., McLellan, E., Metzger, D. S., Kegeles, S., Strauss, R. P., Scotti, R., ... Trotter, R. T. (2001). What Is Community? An Evidence-Based Definition for Participatory Public Health. *American Journal of Public Health*, 91(12), 1929–1938.

## Defining Terms

Building an environment for collaboration requires the establishment of common terms.

**Local Businesses:** A company which provides goods or services to a local population. Though most often used when referring to a locally-owned business, the term may also be used to describe a franchise or corporate branch operating within a local area.<sup>2</sup>

**Law Enforcement:** The generic name for the activities of the agencies responsible for maintaining public order and enforcing the law, particularly the activities of prevention, detection, and investigation of crime and the apprehension of criminals.<sup>3</sup>

**Community:** A group of people with diverse characteristics who are linked by social ties, share common perspectives, and engage in joint action in geographical locations or settings.<sup>4</sup>

**Community Groups:** A Voluntary and Community Group is defined as ‘a group or organization which works for the public benefit.’<sup>5</sup>

**Crime Mitigation:** The reduction of overcriminalization. Also defined as *Crime Prevention* which is the anticipation, recognition and appraisal of a crime risk and the initiation of some action to remove or reduce it.<sup>6</sup>

**Relationship Building:** Trust may be formed as a result of relationship building. Relationship is mutual affiliation or connection between individuals or groups of people or entities. Relationships are built where there is mutual understanding between or among individuals.<sup>7</sup>

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<sup>2</sup>What is local business? definition and meaning. (n.d.). Retrieved July 8, 2018, from <http://www.businessdictionary.com/definition/local-business.html>

<sup>3</sup>Bureau of Justice Statistics Home page. (2017, November 30). Retrieved July 8, 2018, from <https://www.bjs.gov/index.cfm?ty=tdtp&tid=7>

<sup>4</sup> MacQueen, K. M., McLellan, E., Metzger, D. S., Kegeles, S., Strauss, R. P., Scotti, R., ... Trotter, R. T. (2001). What Is Community? An Evidence-Based Definition for Participatory Public Health. *American Journal of Public Health*, 91(12), 1929–1938.

<sup>5</sup>3. What is a Community Group? (2015, January 06). Retrieved from <https://www.valonline.org.uk/setting-community-group/what-community-group>

<sup>6</sup>Public Safety. (2015, April 9). Retrieved July 8, 2018, from <http://publicsafety.cua.edu/prevention.cfm>

<sup>7</sup>Exforsys. (2010, March 9). What is Relationship-Building? | IT Training and Consulting – Exforsys. Retrieved from <http://www.exforsys.com/career-center/relationship-management/what-is-relationship-building.html>

## Community Policing and Public Relations

The philosophy of community policing, although it is not a new concept, has changed and adapted to the social zeitgeist and community need. In this world of viral posts and news, definitions of malleable concepts are prone to shift in the direction of popular opinion. Virulized are the images of officers playing sports or having dance competitions with children of color. Yes, community engagement is important for building trust and empathy, but community policing is not limited to these things. **Meaningful engagement** should include interactions beyond recreation. Community policing is not a public relations campaign to gain favor in the eyes of viewers. It's also not a "one off" engagement or photo-op. Real community policing requires significant and empathetic connections with real people.

### Measuring Meaningful Engagement

*What makes an engagement **meaningful**?* Measuring an intangible concept is difficult at best. What is "meaningful" is personally defined and unique for every individual. It's therefore critical to take into account the individual experiences of community members, post-engagement, with uniformed officers.

The following are examples of survey questions that could be used to assess the meaningfulness of the community interaction.

#### *What is meaningful?*

1. Would you consider your interaction positive?
2. Did the engagement change your opinion about police officers?
3. Did the engagement improve your opinion about police officers?
4. Did the engagement increase your trust in police officers?

### Recommended Community Policing Objective

Ideally, the objective of a community policing program should **fund and require all uniformed officers to be meaningfully engaged in community policing activity and measured through collaborative agreement with a community partner.**

#### **1. Fund**

- a. An adequate budget should be available to fund a viable community policing system. Community Policing should not be an additional or voluntary requirement but instead an intentional functioning program.

#### **2. Require**

- a. In accordance with evidence of successful intervention provided by randomized control trials and applicable studies, all uniformed officers should have a set amount of mandatory time scheduled to community policing activities.

### **3. Uniformed Officers**

- a. Uniformed Officers include all sworn officers, regardless of their position, title, salary, responsibility of their interactions with residents.

### **4. Activity**

- a. Uniformed Officers and community partners should establish a calendar of activities with an expected and estimated amount of hours for each engagement.

### **5. Measured**

- a. A performance measure is a quantification that provides objective evidence of the degree to which a performance result is occurring over time. (Barr, Stacy 2012. A Definition of What a Performance Measure Really Is) Time spent in meaningful engagement should be reported to District Representatives measured and reported on an open source portal.

### **6. Collaborative Agreement**

- a. Community policing should be infused throughout the culture and organizational structure of law enforcement agencies<sup>8</sup>, as such a collaborative agreement between the community partner and assigned police partner should be mutually created with scheduled engagements and agreed upon.

## **Recommended Community Policing Measure**

*Number of hours per year spent in meaningful engagement with partnering community groups.*

- **Result:** Allocated resources build relationships between police and residents.
- **Result:** Outreach initiatives increase positive interactions with the community?
- **Result:** Increase of community partnerships.

*Percent increase of “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.<sup>9</sup>*

- **Result:** Reduction of overcriminalization.

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<sup>8</sup> President's Task Force on **21st Century Policing**. 2015. Final Report of the President's Task Force on **21st Century Policing**.

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## MEASURE's Methodology: THE MEASURE C.A.R.E MODEL

The MEASURE C.A.R.E model allows a community to address complex social problems in a more strategic and comprehensive way. Community volunteers choose a category to work under with teams that have similar interests and passions for social change. By leveraging available data and people power, communities are able to make a real impact in their neighborhoods.

- **C - Community (networking, outreach)**
- **A - Advocacy (legal, policy, public speaking)**
- **R - Resilience (education equity, anti-displacement and resource sharing)**
- **E - Evidence-Based (research, data, technology and reports)**



Each component of the care model loses efficacy without the others also addressed. Advocacy without community engagement often fails to empower the voices of those impacted. Without advocacy, evidence alone remains stagnant. Without resilient strategies, community partnerships lack the support necessary to grow and develop. These components, when addressed together, produce obvious and naturally expanding, positive results that, over time, feed a mutually beneficial cultural shift.

### Evidence & Community Policing

Evidence should inform the decision-making process when a police department considers implementing a new community policing program. Using the [Evidence-Based Policing Matrix](#)<sup>10</sup>, departments may examine the influence of research on policing outcomes. Unfortunately, there is minimal evidence on *community policing* outcomes and limited research on the the engagement practices which prove to be the most successful. In the absence of such research, the most logical step is to conduct isolated trials to determine the efficacy of particular interventions among various communities.

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<sup>10</sup> Center for Evidence-Based Crime Policy George Mason University. (n.d.). Evidence-Based Policing Matrix. Retrieved from <http://cebcp.org/evidence-based-policing/the-matrix/>

## **MEASURE®'s Services**

*MEASURE*® offers its services as a research and public education organization in order to meet the needs of City Council, its respective agencies, and the citizens and residents that it serves as it pertains to the subject matter presented here.

The *MEASURE*® team and volunteer base includes lawyers, coding experts, data analysts, community strategists, police officers and many other professionals relevant to our methodology. In addition to the exceptional range and depth of expertise represented, the team has also developed strong relationships with (and includes representation from) the impacted communities and also with key members of the police department. As a result of its expertise and relationship building, *MEASURE*® is uniquely positioned to help facilitate a data-driven community policing program that is not only healing to the immediate community, but puts the city at the center of groundbreaking national leadership.

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