New Perspectives on Community Policing

Overview
For over three decades, the principles of community policing have been a driving force in American law enforcement. Yet for all of its past successes, community policing may never have been as vital to law enforcement and the well-being of our communities as it is today. New Perspectives on Community Policing is a free, web-based training course that examines how change, emerging issues, and threats are necessitating a reinvigorated commitment to the key components of community policing: community partnerships, organizational transformation, and problem solving.

This course introduces this new perspective on community policing and offers an overview of the dramatic shifts and challenges that are faced by law enforcement agencies and the communities they serve. New Perspectives on Community Policing also offers problem-solving tools, examples of successful police and community partnerships, and numerous community policing resources.

New Perspectives on Community Policing is the product of a joint partnership between the Virginia Center for Policing Innovation (VCPI), the Western Community Policing Institute (WCPI), and the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS).

Scope
New Perspectives on Community Policing delivers a comprehensive, blended-learning training program designed to provide participants with an overview and broad familiarization with key concepts and principles of community policing in the 21st century.

Target Audience
Flexible, interactive, and relevant, this course offers participants an outstanding opportunity to gain new insights on community policing and its role in today’s complex world. It is ideal for all law enforcement and criminal justice professionals, as well as any community stakeholders.

This no-cost training is supported by the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS). An unlimited number of participants from any given agency may participate in VCPI’s eLearn programs.
Prerequisites/Requirements

Although there are no prerequisites, participants with a fundamental knowledge of community policing principles and practices are encouraged to participate.

Participants will need access to a computer with reliable internet access and speakers. The course utilizes technology-enhanced training that includes on-screen text, graphics, narration, and video segments in an interactive and user-friendly eLearn environment.

Course Length

New Perspectives on Community Policing has been developed as a modular online training that will require an absolute minimum of 4 hours to complete. However, its technology-enhanced design allows participants to start, stop, and resume the training based on the demands of their schedule.

Testing/Examination

The New Perspectives on Community Policing course utilizes a standalone exam (post-test) based on the program’s curriculum content. VCPI does not have a pass/fail requirement for eLearn participation. Upon submission of the exam, participants may print a transcript of the exam that includes marked questions and the participant’s score. The following questions are used by the VCPI eLearn center to generate the eleven (11) question post-course exam.

1. According to estimates, what percentage of children ages 8 – 16 have seen online pornography?
   a. 90%
   b. 80%
   c. 70%
   d. 50%

2. Developing the ability to create and sustain organizational change is a valuable strength for law enforcement agencies engaged in community policing.
   a. True
   b. False

3. Emerging immigrant communities may be especially challenging to effectively police because of a variety of social issues. These issues may include:
   a. All of these
   b. Distrust of institution
   c. Cultural differences
d. Group isolation

4. New perspectives on the practice of Community Policing are necessitated by:
   a. All of these
   b. Changing communities
   c. Changing organizations
   d. Emerging threats

5. One difference between virtual and traditional communities is that virtual communities such as social media sites and discussion forums do not necessarily require “real-time” interaction of its members.
   a. True
   b. False

6. Perhaps for the first time in the history of modern policing, it is conceivable that law enforcement agencies may have as many as four distinct generations simultaneously in the work place.
   a. True
   b. False

7. The Intelligence Cycle described in the course is comprised of the following phases:
   a. Planning, collection, reporting, analysis
   b. Assessing, approaching, eliminating, identifying
   c. Interviewing, interrogating, arresting, prosecuting
   d. All of these

8. The New Perspectives on Community Policing course completely redefines the concept of community policing.
   a. True
   b. False

9. What role does community policing have in addressing new and emerging crime and threats?
   a. Community policing facilitates timely exchanges of information and intelligence.
   b. Community policing establishes communication within communities.
   c. Community policing provides law enforcement and public safety professionals with an opportunity to earn and establish trust within the community.
   d. All of these

10. Which era of modern policing is typically associated with widespread corruption?
    a. Post 9-11 era
    b. Community policing era
c. Professional era
d. Political era

11. Which generation is also known as the “me” generation?
   a. Generation Y
   b. Generation X
   c. Traditionalist
   d. Baby Boomer

Course Reference List


**Course Design Matrix**

**Course Modules**

Module 1 – Course Introduction  
Module 2 – New and Emerging Communities  
Module 3 – Changing Organizations  
Module 4 – New and Emerging Threats  
Module 5 – Applying the R.O.A.R. Model
Module 1 – Introduction to *New Perspectives on Community Policing*

**Introduction:**

Module 1 provides users with an overview of *New Perspectives on Community Policing*. The module explains the relevance and timeliness of the initiative, introduces the R.O.A.R. perspective as a practical problem solving approach, previews the course modules, and provides a tutorial on navigating through the online training environment. Module 1 also provides information and links that will assist users with accessing community policing materials and resources.

![Figure 1](image-url)

Figure 1. Module 1 includes a short overview of how to use the eLearn system.

**Topic Outline:**

I. Welcome  
II. Cooperative Agreement  
III. New Perspectives on Community Policing  
IV. Using the Online Learning System  
   a. Welcome!  
   b. Search  
   c. Notes  
   d. Outline
Module 2 – New and Emerging Communities

Introduction:

Module 2 examines the fundamental changes and shifts that have occurred in American communities. Specifically, the module provides an overview of factors, such as the exponential growth in technology, and how these factors have redefined the very concept of community.
Learning Objectives:

Upon completion of this module, participants will be able to:
- Define new and emerging communities
- Identify community dynamics and structures related to new and emerging communities
- Understand the implications that new and emerging communities have on policing

Topic Outline:

I. Welcome
II. Cooperative Agreement
III. New and Emerging Communities
a. Learning Objectives

IV. Defining Community

a. Did You Know?
   i. Standard Definitions of Community
   ii. Theoretical Perspective
   iii. Policing Perspective

V. Communities of the Past

VI. The Implications of New and Emerging Communities

a. Social Media
   i. Social Media Overview
   ii. Evolving Environments
   iii. Policing Virtual Communities
   iv. The Realities of Cyber Crime
   v. Additional Resources
      1. Office for Victims of Crime
      3. Identity Theft on the Internet
      4. Wired Safety
      5. Operation Blueridge Thunder

b. Social Networking as a Resource

c. Evolving Immigrant Communities
   i. Language Barriers
   ii. Culture Difference
   iii. Religious Conflicts
   iv. Distrust of Institutions
   v. Group Isolation
   vi. Additional Resources
      1. Overcoming Language Barriers
      2. Policing in New Immigrant Communities
      3. Building Strong Immigrant-Police Relations

d. Fostering Positive Interactions in New Immigrant Communities
   i. Opportunities
   ii. Key Considerations

e. Transient Populations and Communities
   i. Transient Communities Overview
   ii. Staffing
   iii. Relationships and Partnerships
   iv. Additional Resources
      1. Crimes Against Tourists
      2. Campus Safety
      3. Vacation/Holiday Safety

f. Proactive Policing of Transient Communities

g. Developing Partnerships
VII. Conclusion

Module 3 – Changing Organizations

Introduction:

Module 3 considers change from the perspective of organizations involved in community policing. The module briefly explores the evolution of policing agencies and their organizational structures. However, the module’s main focus is the current-day issues, such as generational and cultural diversity and economics that will require organizational change and a reinvigorated commitment to community policing.

Figure 3. A variety of interactive figures are used to engage VCPI eLearn users.
Learning Objectives:

Upon completion of this module, participants will be able to:

- Define new and emerging organizational challenges facing law enforcement agencies
- Identify the implications that organizational change may have on law enforcement agency functions and capacities
- Identify strategies and philosophies that may simultaneously promote successful organizational transformation and the practice of community oriented policing

Topic Outline:

I. Welcome
   II. Cooperative Agreement
   III. Modern Policing and Organizational Change
       a. Learning Objectives
   IV. Is Organizational Change Necessary?
       a. Did You Know?
           i. Political Era
           ii. Professional Era
           iii. Community Policing Era
           iv. Post 9-11
   V. Why is Organizational Change Necessary?
       a. Leadership Challenges
           i. New Ideas
           ii. New Employees
           iii. Leadership Challenges in a Challenging Profession
           iv. Additional Resources and References
               1. Offender Re-Entry: Exploring the Leadership Opportunity for Law Enforcement Executives and Their Agencies
       b. Generational Changes
           i. Traditionalists
           ii. Baby Boomers
           iii. Generation X
           iv. Generation Y
           v. Additional Resources and References
               1. Generational Challenges
               2. Mixing and Managing Four Generations of Employees
       c. Cultural Diversity Challenges
           i. Case 1
           ii. Case 2
           iii. Case 3
iv. Did You Know?: Racially Biased Policing

v. Additional Resources and References
   1. Community Policing and the Challenge of Diversity

d. Economic Challenges
   i. Recruitment and Retention
      1. Retirees
      2. Lateral-Entry Program
      3. Military Recruiting
      4. Pre-Qualification and Self-Paid Training of Candidates
   ii. Training
      1. Segmented In-Service Training
      2. Training Mutual Aid
      3. Public-Private Partnerships
      4. Federal Resources
      5. On-Line Training
      6. In-House Training

VI. Sustaining Organizational Ability to Change
   a. Traditional Learning
   b. Learning Organization Model
      i. Systems Thinking
      ii. Personal Mastery
      iii. Learning Mastery
   iv. Mental Models
   v. Shared Vision
   vi. Additional Resources and References
      2. Community Governance: Resource Kit
      3. Community Policing: Looking to Tomorrow
      4. From Terrorism Response to Software Project Management: The Importance of Personal Mastery
      5. Problem Orientation, Problem Solving, and Organizational Change

VII. Conclusion

Module 4 – New and Emerging Threats

Introduction:

Module 4 looks at the emerging issues and threats that are faced by our law enforcement agencies and the communities they serve. The module examines a variety of issues that are proving to be significant challenges for American policing. The module considers the role that community policing may play in maximizing resources and effectively addressing these and other emerging issues, while sustaining public trust.
Learning Objectives:

Upon completion of this module, participants will be able to:

- Provide an overview of several emerging issues which impact community policing
- Provide insight to non-traditional threats to the community through examples of crime and disorder
- Reinforce the importance of community partnerships and problem solving elements of the Community Policing principles as they pertain to issues and threats.
Topic Outline:

I. Welcome
   II. Cooperative Agreement
   III. 21st Century Change
      a. Learning Objectives
   IV. What are the New and Emerging Threats?
      a. Did You Know?
         i. The Intelligence Cycle – the Collection and Use of Intelligence
         ii. Additional Resources
   V. The Implications of New and Emerging Threats
      a. Human Trafficking
         i. Human Trafficking Overview
         ii. Human Trafficking Defined
         iii. Human Trafficking vs Human Smuggling
         iv. Cycle of Victimization
         v. Additional Information and Resources
            1. Finding Victims of Human Trafficking
            2. Law Enforcement Response to Human Trafficking and the Implementations for Victims
            3. The Exploitations of Trafficked Women
      b. Combating Human Trafficking
      c. Drug Diversion
         i. Drug Diversion Overview
         ii. Drug Diversion Defined
         iii. Drug Diversion and Community Policing Partnerships
         iv. Additional Information and Resources
            1. Prescription Fraud
            2. The Problem of Prescription Fraud
      d. Key Aspects of Drug Diversion
      e. Crimes Against Seniors
         i. Crimes Against Seniors
         ii. Additional Information and Resources
            1. The National Association of Triads: Communities Working to Keep Older Adults Safe
      f. Combating Crimes Against Seniors
      g. Technology Crimes
         i. Identify Theft and Fraud
         ii. Sexting
         iii. Prostitution Facilitated by the Internet
         iv. Cyber Terrorism
         v. Social Networking
         vi. Additional Information and Resources
1. The Problem of Identity Theft
2. Justice Resource Update
5. Tips for Preventing Sexting
7. Center for Missing and Exploited Children
8. FBI’s Innocence Lost National Initiative
9. AMBER Alert
10. Code Adam
12. Local Law Enforcement Response to Terrorism
13. Policing Terrorism: An Executive’s Guide
14. Tips for Ensuring Successful Technology Implementation
15. Social Network Sites: Definition, History, and Scholarship

h. Combating Technology Crimes

VI. Conclusion

Module 5 – Applying the R.O.A.R. Perspective

Introduction:

In Module 5, participants are encouraged to apply some of the key principles and concepts covered throughout *New Perspectives on Community Policing* by engaging in a series of virtual interactions and decision-making activities. Guided through each step of R.O.A.R., participants encounter a realistic scenario, gather information, and then make a series of critical decisions and assessments based on the concepts discussed throughout the course.
Based on your understanding of the scenario and the limited information provided on the interactive desk, select THREE of the following options as potential root causes for the significant increase in crimes against Hispanic males. Once you have completed making your selections, click ‘Submit’ at the bottom of the screen to continue. Please note that you may need to use the scroll bar on the right side of the question box to view all available options.

- Gang activity is leading to violence over neighborhood “turf”.
- Illegal immigration is resulting in immigrants committing crimes of opportunity.
- Distrust of banking institutions is resulting in Hispanic workers holding unusually large sums of money and consequently being targeted for robbery.
- Lack of outreach into the city’s emerging Hispanic community is resulting in the proliferation of crimes typically preventable through basic crime prevention and personal safety awareness.
- Traffic safety initiatives are forcing the city’s underground criminal network to resort to robbery as a means of sustaining its large scale criminal enterprises.

Figure 5. In Module 5, participants have the opportunity to follow the steps of the R.O.A.R perspective of problem solving to work through a realistic scenario.

**Learning Objectives:**

Upon completion of this module, participants will be able to:

- Identify the fundamentals of community policing and how they apply to change management
- Identify the role of perspective in proactive problem solving
- Apply R.O.A.R. to the module’s interactive exercise

**Topic Outline:**

1. Welcome
2. Cooperative Agreement
3. The Need for Community Policing
a. Learning Objectives

IV. Perspective Matters
   a. The R.O.A.R. Perspective
      i. Reason
      ii. Opportunity
      iii. Approach
      iv. Results

V. R.O.A.R. Exercise
   a. Introduction
   b. You Get the Call!
   c. Reason Overview
   d. Finding Reason
      i. Overview
      ii. Test Your Knowledge
   e. Opportunity
      i. Overview
      ii. Test Your Knowledge
   f. Approach
      i. Selecting Your Approach
      ii. Testing Your Knowledge
   g. Results
      i. Results Overview
      ii. Results and Qualitative Data
      iii. Using Results to Gauge Community Policing

VI. Course Summary and Conclusion