

# PROBLEM

## ORIGINAL

How do we help communities and first responders engage and build trust in the context of non-critical situations?

## RE-FRAME

How might we redefine community policing?

How might we transform the police-resident relationship from one of animosity or distance to a collaborative, benevolent effort?

How might we activate civic engagement within and between communities in order to cultivate knowledgeable, connected, and motivated residents?

# RESEARCH

so far...

	Political Era 1860-1930	Reform Era 1930-1980	Community Era 1980-2000	New Era 2000-future
<b>Key innovation</b>	Row house station; Call boxes	911	Chicago 311; Beat meetings	COBALT; WatchGuard Video; Verint SMC; Smart streetlights, ShotSpotter; Open311, ChiTEXT; Trauma first responders training courses, summer camp; Nextdoor; Community programs; Online reporting
<b>Policing technology</b>	Telecommunications	Telecommunications; Automobile	GPS	Situational awareness technology; Throwable robotic cameras; Synchronized body cameras; Drone; Social media; Biometrics; Domain awareness system; GPS; Augmented reality; Tablets and smartphones; Automatic tag and license plate readers; Predictive analytics
<b>Sources of power/ legitimacy</b>	Close connection to local politicians	Law and professionalism	Community support (political), law, professionalism	Law, professionalism
<b>Function or role in society</b>	Crime prevention, control and order maintenance, social services	Crime control	Crime control, crime prevention, problem solving	Crime control, crime prevention, problem solving, community engagement, equality
<b>Organizational design</b>	Decentralized, where precinct-level managers ran precincts as small-scale departments	Centralized, classical	Decentralized, task forces, matrices	Mixed of decentralized community policing and centralized organizational structure
<b>External relationships</b>	Intimately connected to the social and political world of the ward, often same ethnic background as politicians and live in same neighborhoods they patrolled	Professionally remote	Consultative, police defend values of law and professionalism but listen to community concerns; extensive training for both police and community	More transparent to community, and more communication and engagement with the community
<b>Demand management</b>	Demand came from precinct (ward politicians - bc of decentralization) and street levels (citizens - bc of foot patrol)	Channeled through central dispatching activities	Channeled through analysis of underlying problems	Data analysis, reports from public, emergency call
<b>Principal activities, programs, and tactics</b>	Foot patrol dealt with issues as they arose, as well as given by ward politicians; Call boxes used for supervisory and managerial purposes; Cars transport officers from one beat to another	Preventive patrol and rapid response to calls for service	Foot patrol, problem solving, etc	Community engagement; district-level liaisons to minority communities; get input from community members about data to collect and disseminate; full and impartial investigation of all complaints
<b>Metrics of success</b>	Maintaining citizen and political satisfaction with police services/social order	Crime control	Quality of life and citizen satisfaction	Quality of life and citizen satisfaction
<b>Strengths / Weaknesses</b>	Strengths (ex: close to community) were also weaknesses: vulnerability to bribery/corruption; inefficiencies, disorganized	More efficient, but less connection with the community	Fatten their organizational pyramid and focus on proactive law enforcement, but no universally-accepted criteria for evaluating community policing	Emphasize on technology and predictive prevention, but less on community building
<b>Legacies</b>	Keystone cops - corrupt, bumbling	Dispatching system, police violence	Community policing will no longer be an "alternative" strategy for CPD because of funding problems, but rather the guiding philosophy of the department	Accountability system is broken, that officers accused of misconduct are rarely disciplined, officer training is woefully inadequate, and the use of excessive force disproportionately affects people of color in the poorest, highest-crime neighborhoods

# THE CURRENT STATE OF COMMUNITY POLICING

## in Chicago

**"Chicago is where the whole idea of community policing began. It remains the best and most comprehensive approach we have in changing the everyday conditions that breed crime and violence and then breed mistrust."** —Mayor Rahm Emanuel, 2015

Chicago's once-trailblazing community policing program has been hollowed out by years of budget cuts and restructuring. Stretched thin, the police department no longer has the money necessary to reach out to the community and quickly follow up on citizen complaints such as the ones made about the house on Chicago Avenue. Neighborhoods like those on the city's west side struggle with far fewer resources and institutional knowledge than in previous years. CAPS today is an uneven patchwork of programs around the city. The result has been the destruction of the trust and goodwill the police department had built in the early years of CAPS.

# RELEVANT INITIATIVES OF INTEREST

## for the Chicago and the Department of Justice

**CPD must better support and incentivize policing that is lawful and restores trust among Chicago's marginalized communities.**

*"The Justice Department found that CPD's accountability system is broken, that officers accused of misconduct are rarely disciplined, officer training is woefully inadequate, and the use of excessive force disproportionately affects people of color in the poorest, highest-crime neighborhoods."* — Justice Department report on Chicago police, annotated by The Chicago Reporter

DOJ's 2017 recommendations of particular relevance to community trust and engagement:

- **Measure, evaluate and reward positive community engagement.** (stage: planning)
- **Increase opportunities for positive community interactions.** (stage: planning)
- **Facilitate more opportunities for one-on-one interactions with residents.** (stage: planning)
- **Create district-level liaisons to minority communities.** (stage: planning)
- **Get input from community members about data to collect and disseminate.** (stage: partially-implemented)
- **Implement training on engaging with diverse communities.** (stage: partially-implemented)

# CIVIC ENGAGEMENT

## is on the decline

The decline in civic engagement in the United States over recent decades has concerned academics and policymakers alike, as research indicates that **individuals are more likely to attain physical, psychological and financial well-being in civically engaged communities.**

A range of contributing factors have been identified for this decline, including:

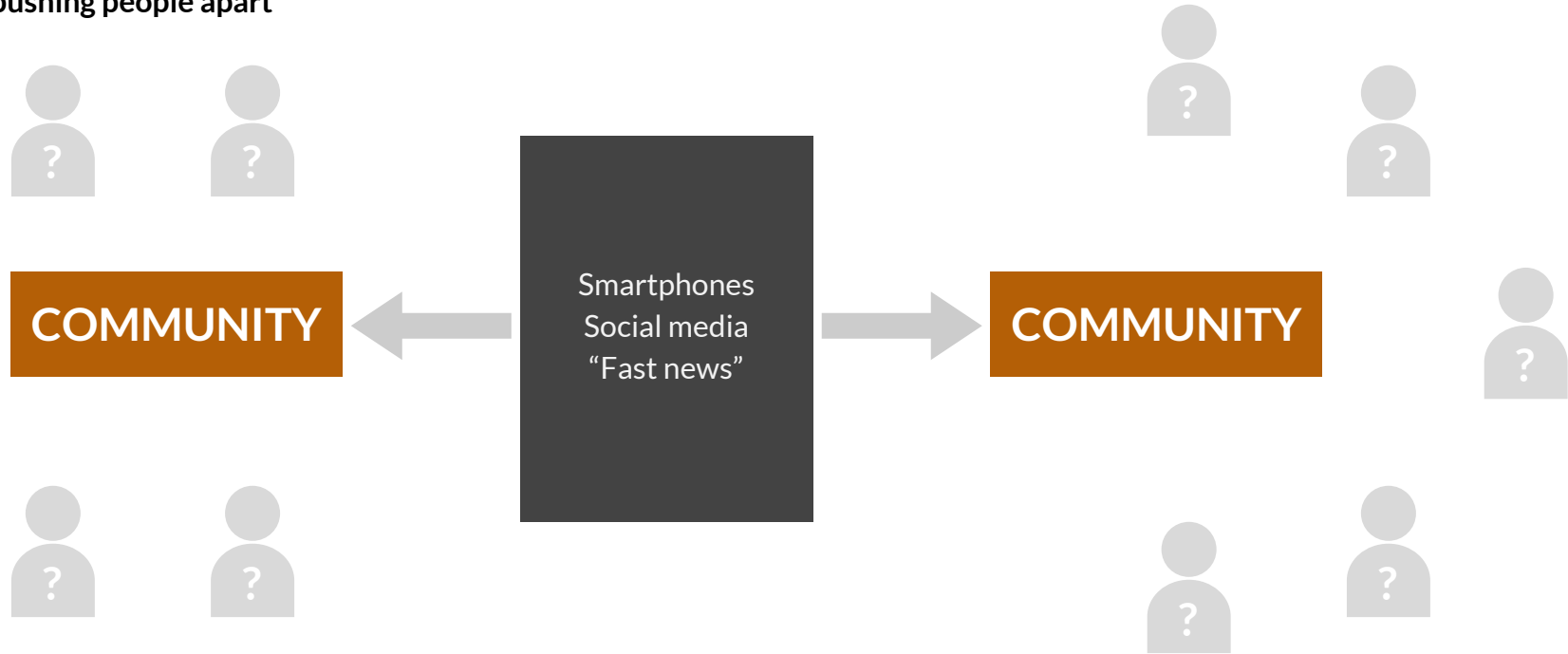
- suburbanization
- sprawl and commuting
- **increasing pressures of time and money**
- **privatization of leisure time**
- **immigration and rising population diversity**

EXISTING TECHNOLOGY  
is pushing people apart



# EXISTING TECHNOLOGY

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# RESEARCH

so far...

## INTERVIEWS

- 1 Chicago Police Officer
- 1 Chicago-area Resident
- 1 CAPS Facilitator (pending)

...Additional residents, neighborhood association board members, and first responders are pending.

## OBSERVATIONS

- 1 Neighborhood safety meeting
- 2 Neighborhood association meetings

...Additional neighborhood group meetings coming up.



# WE'VE IDENTIFIED GAPS

between **residents** and **police**

## Trust

### RESIDENTS

"I don't really want to be involved with the police if I don't have to. I advise parents who have kids with behavioral issues to meet them. So the police are aware and don't come in with guns blazing."

### POLICE

"I'll walk in to order food, and a dad will say to his kid, 'Oh, there's a cop - he's gonna get you!' I make an effort to introduce myself: 'I don't want you to be scared, I want you to know that you can come talk to me anytime.' Shame on you, parents. It gets me mad. It happens too often."

## Knowledge

"I wish the knowledge and resources were there. I guess it would have taken someone paying better attention, going to village meetings and things."

"As for something like noise complaints, by law, **cops can't do anything with that** [unless there's a safety hazard or criminal activity]. As a tenant you have to talk with your landlord about it."

"**People want instant justice...** Often, they could try to handle it themselves but they don't want to deal with the conflict."

## Resources

"I talk to neighbors if we're both out at the same time. I work, so **I'm not really around to get involved in anything.** There isn't much going on anyway, that I'm aware of."

"**There's no time for real police work.** I never complete my own cases, and I don't get the follow-up. **There's a disconnect** with the steps afterward. I have no idea what happens to these cases."

## Motivation

"**I never go [to association meetings].** I went to one or two, when we first moved, to vote on the board when some of our neighbors were running. We pay association dues."

"**Normal police work is all documenting...** just initial reporting."

"The only [community members] I remember now are the ones that make my job especially difficult."

# WE'VE IDENTIFIED GAPS

between residents and police

	Trust	Knowledge	Resources	Motivation
RESIDENTS	Are police looking out for my best interests? Can I rely on them to help me?	Who do I contact, when? What constitutes a nonemergency situation?	How can I participate in my community? How can I find the time to do so?	Why should I help people I don't know? What difference can I make?
POLICE	I can sense the distrust from people in my beat. It's challenging.	What kind of situation am I entering? There are protocols I have to follow, and residents don't understand the process.	How can I connect with the community when I don't have time to get my work done?	I didn't get into this line of work to chase paper. At this point, I just want to finish work and leave.

# BUILDING A COMMUNITY OF TRUST

a roadmap for both residents and police

