

	Political Era 1860-1930	Reform Era 1930-1980	Community Era 1980-2000	New Era 2000-future
Key innovation	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
Policing technology	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
Sources of power/legitimacy	Close connection to local politicians	Law and professionalism	Community support (political), law, professionalism	Law, professionalism
Function or role in society	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
Organizational design	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
External relationships	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
Demand management	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
Principal activities, programs, and tactics	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
Metrics of success	Maintaining citizen and political satisfaction with police services/social order	Crime control	Quality of life and citizen satisfaction	Quality of life and citizen satisfaction
Strengths / Weaknesses	Strengths (ex: close to community) were also weaknesses: vulnerability to bribery/corruption; inefficiencies, disorganized	More efficient, but less connection with the community	Civil service movement, professionalization, and unionization counterbalances influences for corruption; lacks criteria for evaluating community policing	Emphasize on technology and predictive prevention, but less on community building
Legacies	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