COPS *vs* Cops:
How Does Community-oriented Policing Coexist with Crime-fighting Policing?

Master's Thesis Proposal by Kian Gaines

Introduction

- **Community-oriented policing services (COPS):** in response to criticism of police during the Civil Rights Movement.

- **1994 Crime Bill** earmarked money for police departments to create COP programs.

- Criticism of the police continues and has intensified along with calls to **defund / abolish the police.**

Community-Oriented Policing Services (COPS)

- **COPS:** civilian participation in crime-prevention and problem-solving.
  - *Community involvement/collaboration*
  - *Problem solving*
  - *Organizational decentralization* (Chappell & Lanza-Kaduce, 2004; Reisig, 2010; Kennedy & Moore, 1995; and Cordner, 1998).
- Two models:
  - *Broken Windows (disorder reduction)*
  - *Social Disorganization (bolster community's social processes)*
- Community policing: philosophical, strategic, tactical, and organizational dimensions (Cordner 1999).

COPS' 4 Dimensions

- **Philosophical:** Ideas and beliefs about what the police are and what they should do

- **Strategic:** Face-to-face interactions between police & community; i.e., proactive

- **Tactical:** Specific actions/programs to reduce crime; allow community to voice concerns

- **Organizational:** Moving away from the paramilitary structure ➔ flatter hierarchy; low-ranking officers given more decision-making powers

Crime-Fighting Policing

- Reactive *vs* Proactive

- Legitimate Use of Violence

- Militarization of Police
  - *Military Cooperation with Law Enforcement Officers Act*
  - *National Defense Authorization Act (NDAA) 1033 Program*
    - "As of June 2020, there are around 8,200 federal, state and local law enforcement agencies from 49 states and four U.S. territories participating in the [NDAA] program" (Defense Logistics Agency).

Prior Methodology of COPS Studies

- **Quantitative**
  - *Questionnaires*
  - *Randomized controlled trials*
  - *Quasi-experiments*
  - *Time-series analyses*

- **Qualitative**
  - *Ethnographic observations*
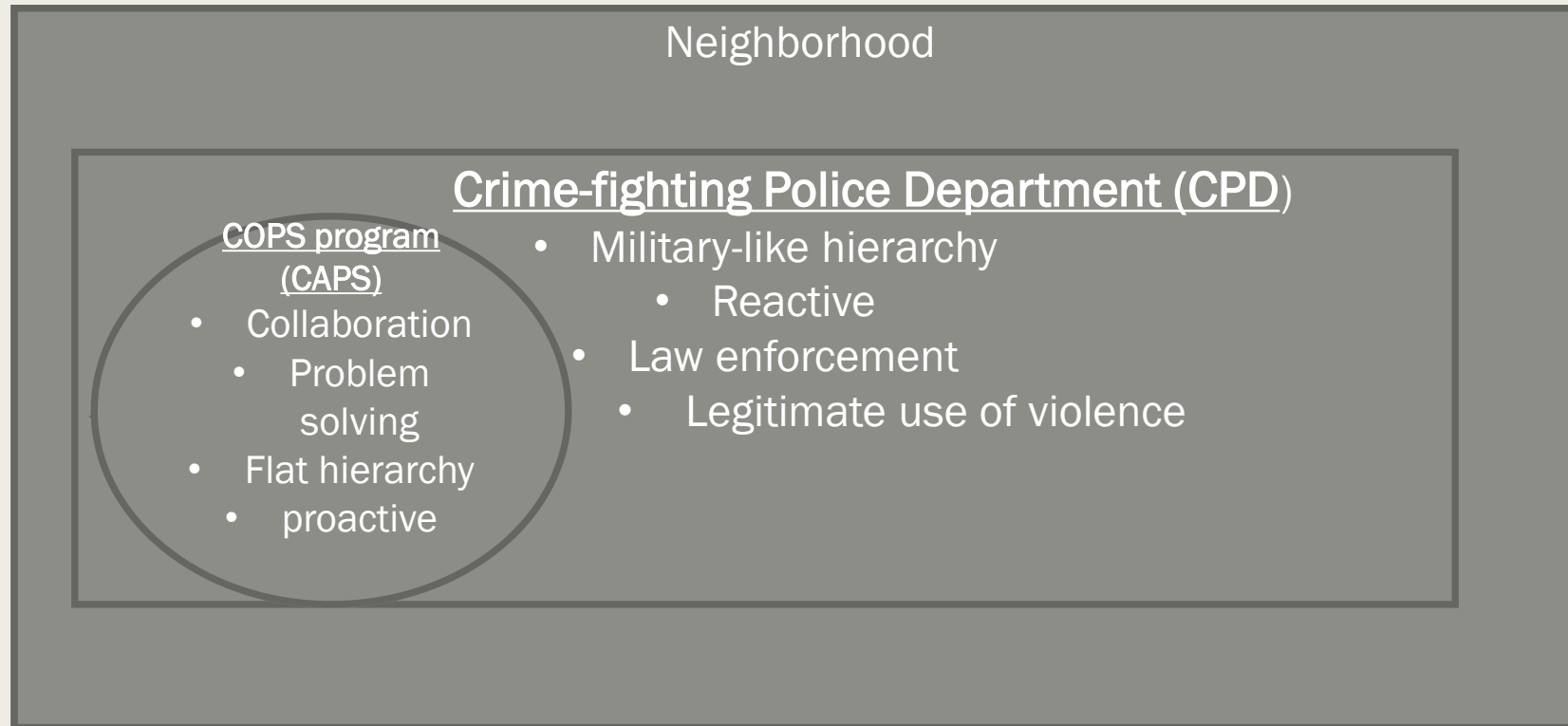 - *Focus groups*
  - *In-depth interviews*

Methodological Takeaways

- The proper **unit of analysis** is not the program but the police organization and its capacity to be flexible, innovative, and collaborative (Kennedy & Moore 1995).

- Existing research focuses on the community-policing aspect only.
  - *Exception: Amada Armenta's study of Nashville's El Protector community policing program*

- Research design should consider the effect of conflicting ideologies operating within the same context (COPS and Crime-fighting Policing working in the same department).

- My focus: How CAPS operates within the 2nd District Police Department, while paying attention to the culture of the department and the culture of the community.

My Experience Learning About Community-Oriented Policing

- Initial hope for community-oriented policing as an alternative.

- Shocked to learn that COPS has been operating in the U.S for nearly 30 years.
  - *Chicago Alternative Policing Strategy (CAPS)*

- Disillusionment with policing reforms.

- Wonder: Why hasn't it worked?

- Reconciling COPS with my idea of the traditional police culture.

Mind Map

Neighborhood

Crime-fighting Police Department (CPD)
- Military-like hierarchy
  - Reactive
- Law enforcement
  - Legitimate use of violence

COPS program (CAPS)
- Collaboration
- Problem solving
- Flat hierarchy
- proactive

Research Questions

- What are traditional crime-fighting police's attitudes toward community policing?

- In what ways (if any) do these attitudes affect members of community policing programs or their goals?

- What are the goals of community policing programs *versus* crime-fighting police and how are they measured?

- How are CAPS officers and officers in general trained?

Procedures (Qualitative Methods)

- Interviews with both CAPS officers (community-oriented policing officers).

- Observations of CAPS zoom meetings.

- Analysis of CPD artifacts.

- Grounded Theory framework to analyze interview and observational data.

- Organizational Hypocrisy

  - *Organizations acting in ways counter to their stated goals.*

Preliminary Findings

- Only 8 of 25 police districts currently have community-police events posted on their calendars for the near future.

- 4 of the 8 are in more affluent neighborhoods in Chicago's north side.

- In zoom meetings community members are unable to turn their cameras on and the chat has been off or host only.

- Potential behavioral patterns
  - *Deflection of criticism*
  - *Assuaging fears of community members*

QUESTIONS?

The Strategic Dimension? -- "Many commentators have taken the view that community policing is little more than a new police marketing strategy" (Cordner 1996: 6). *Images courtesy of Chicago's Office of Community Policing website.*