

COMMUNITY-ORIENTED POLICING

Presentation and Discussion

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My Role & Purpose

I am NOT here to tell you what you are doing wrong.

I AM here to share with you what I have learned over the years — and to listen generously to what you have to share.

Community-Oriented Policing

Five Questions to Frame Our Discussion

1

**What is
it?**

2

**Why is it
important
?**

3

**How do
you do it?**

4

**How do
you
sustain it?**

5

**How can I
be of
help?**

The Art of Policing

In a Free, Diverse and
Constitutional Democracy

Defining Community Policing

COPS Office, U.S. Department of Justice

“

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

— COPS Office, U.S. Department of Justice

The Beginning: Peel's Nine Principles of Policing (1829)

Sir Robert Peel — Principles 1–5

- 1 Prevention.
- 2 Public approval.
- 3 Co-operation of the public.
- 4 Physical force.
- 5 Impartial service.

Peel's Nine Principles (Continued)

Sir Robert Peel — Principles 6–9

- 6 Physical force as last resort.
- 7 Relationship with the public.
- 8 Respect powers of the judiciary.
- 9 Absence of crime and disorder.

A Short History of American Policing

Key Milestones

Early

● Private watchmen

1800s

● First city police: New York & Boston; Slave patrols

1931

● Wickersham Commission

1967

● President Johnson Commission

1968

● Kerner Commission

1971

● ABA Standards

2015

● President Obama Commission (21st Century Policing)

President Johnson's Commission (1967)

Key Recommendations

- College degree requirements
- Three tiers of police officers
- Community input
- Minority hiring

- Force restraint
- Cooperative team policing
- Lateral transfers
- Consolidation

Kerner Commission (1968)

- **The windshield view** — *"Today's police officers see their city through a windshield and hear about it over a police radio..."*
- **Root causes** — Better jobs, education, welfare, housing, and police–community relations.
- **Police operations** — Better protection of inner-city residents.
- Eliminate abusive police practices in the inner city.
- Resolve citizen grievances.

Standards Relating to the Police Function

American Bar Association (1971)

- Prevent and control conduct threatening to life and property.
- Aid crime victims and people in danger of physical harm.
- Protect constitutional guarantees.
- Facilitate the movement of people and vehicles.
- Help those who cannot care for themselves.
- Resolve conflict between citizens and/or their government.
- Identify problems that have the potential for becoming more serious.
- Create and maintain a feeling of community security.

President Obama's Task Force on 21st Century Policing (2015)

Major Recommendations — Part 1

1 Embrace a guardian mindset.

2 Physical control as last resort.

3 Track levels of trust.

4 Diversify workforce.

President Obama's Task Force on 21st Century Policing (2015)

Major Recommendations — Part 2

- 5 Use of force policies.
- 6 Emphasize de-escalation.
- 7 Layered response to mass demonstrations.
- 8 Community policing throughout.

President's Obama's Task Force on 21st Century Policing (2015)

Major Recommendations — Part 3 | cops.usdoj.gov

9 Dignity of all, especially the most vulnerable.

10 Speak to individuals with respect.

11 Understand cultural diversity.

12 Annual physical & mental health checks.

Characteristics of Police in a Free Society

Accountable

Collaborative

High IQ & EQ

Model Citizen

Respectful

Restrained

Unbiased

The Police Subculture

What it is

A powerful, structured occupational identity system built on the belief that no one outside of policing can understand the work.

Its foundations

Shared danger, mutual dependency, and suspicion of "outsiders."

The challenge

Success requires redefining loyalty — shifting from the fellow officer to Professional Ethics and the Constitution — and a Duty to Intervene.

Emotional Intelligence (E.Q.)

Components 1 & 2

- **Self-Awareness**

- Understand your strengths and weaknesses and their effect on you and others.

- **Self-Management**

- Manage your emotions and maintain a positive outlook despite setbacks.

Emotional Intelligence (E.Q.)

Components 3 & 4 | Daniel Goleman — danielgoleman.info

- **Social Awareness**
- Recognize others' emotions and the dynamics within your organization.

- **Relationship Management**
- Influence, coach, and mentor others and resolve conflict.

Diversity

“
Diversity is an organizational strength.”

A workplace where everyone can thrive and
difference is valued.

Racial Diversity in the Ranks

Approximate data — Council on Criminal Justice, Data USA, 2026 industry studies

86%

Men

14%

Women

64%

White

14%

Black

16%

Hispanic

Procedural Justice

Prof. Tom Tyler, Yale University — law.yale.edu

1

Dignity & Respect

All people are to be treated with dignity and respect.

2

Voice

People are given a voice in interactions with police.

3

Neutrality & Transparency

Decisions are neutral and transparent.

4

Trustworthy Motives

Decisions are conveyed with trustworthy motives.

Results & Outcomes of Procedural Justice

When communities view police authority as legitimate, they are more likely to cooperate with police and obey the law.

This is the foundation of community-oriented policing — trust is not demanded, it is earned.

Use of Physical Force

Raising the Standard

- **Garner v. Tennessee (1985)**

- Raised the "fleeing felon" rule — limiting deadly force to situations where suspect poses a significant threat.

- **Graham v. Connor (1989)**

- Established "objective reasonableness" as the constitutional standard for use of force.

A Higher Standard?

“
Any force deployed by the state must not exceed what is absolutely necessary.”
— European Union — Article 2

How does this standard compare to current U.S. practice?

Customer Satisfaction: How Are Your Police Doing?

Research-Based Tool

A platform to systematically measure public experiences with police contact.

Multiple Interaction Types

Data from traffic stops, calls for service, and other direct community encounters.

Measures What Matters

Focuses on perceived fairness, respect, procedural justice, and overall satisfaction.

The Goal

Data-driven feedback to identify areas for improvement and track changes in community trust.

Police–Community Interaction (PCI) Survey | nationallawenforcementplatform.org | nationalpoliceresearch.org

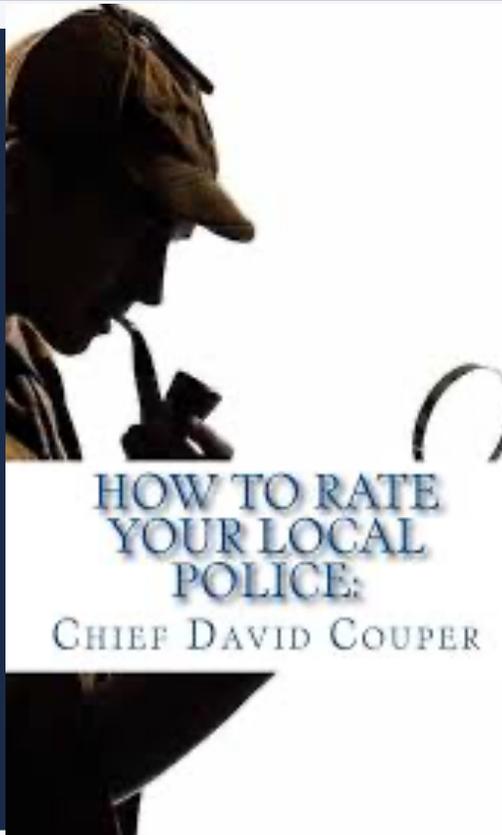
The 21st Century Police Leader

● A Servant Leader

- Committed to Continuous Work & Personal Improvement.
- Maintains High Emotional Intelligence.
- Champions the Core Values of Our Society.
- Practices Procedural Justice both internally and externally.

A User's Guide for Civic, Government & Police Leaders

(1983 / 2015)



Questions & Comments?

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