

## **COMMUNITY POLICING IN TUGUEGARAO CITY: AN ASSESSMENT**

PSUPT. JUNIVAL ANGOLAB

### **Abstract**

The study aims to assess the effectiveness of Community Policing in Tuguegarao City. Further, the study tackles the current status of community policing, in terms of patrol activities, organizational work and community Interaction. It also determines the gaps of community policing practices in terms of above-mentioned variables and its recommendations for a better community policing. As depicted in the data gathered through documents review, Key informants interview and focal group discussion, the following were the findings of the study. On the status of community policing based on the three identified variables such as Patrol Activities, Organizational Work and Community Interaction, participants in the KII to include the Provincial Director of Cagayan, Chief of Police of Tuguegarao City, Chief PCR, and the City Mayor of Tuguegarao do not have accurate level of observation on the status of community policing. This may be due to the fact that community policing activities, as being presented, embrace several activities that may hardly be identified by the participants in the interview. On the other hand, understating on the existing directives regarding the Community Service Oriented Policing program, only some of the personnel assigned in PCR section are well verse of the existing program as they are primary responsible in community affairs development activities. Based on document review, there is sufficient basis and mandates for the implementation of the community policing programs and activities although the same should continuously be enhanced and intensified for its full implementation and observation. The establishments of the City Traffic Management Group, the adaptation of PNP programs such as OPLAN SITA, OPLAN VISA, Project POSTE and the deployment of police officers to assist and manage traffic are all manifestations of existence of patrol activities in the City. However, patrol activities are typically perceived as the usual police visibility in the streets of convergence without considering that it even embraces traffic management and control, mobile patrol and other related activities of patrolling, purposely to prevent the occurrence of crimes. On the other hand, it is believed that organizational work would be difficult to organize as there is no assurance of functionality of force multipliers due to insufficient funds and dedication to duty. On community interaction, it has been observed and perceived as a delimited function of the PCR personnel thereby significantly gave a mixed impression of individuality of the PNP personnel when it comes to the implementation of community policing activities. The policies and procedures were not well discussed to the stakeholders much more with their colleagues in the unit. Nevertheless, the local police and stakeholders employ initiatives and continue to discover new innovations in policing to better serve their area of responsibility.

**KEYWORDS:** Community Policing, OPLAN SITA, OPLAN VISA, Project POSTE, Tuguegarao City

## **INTRODUCTION**

As the nation experienced terroristic attacks, like what happened in Zamboanga City and Marawi City, the Philippine National Police has to adopt innovative mechanism and revolutionize concept of policing which is anchored on community empowerment. A new concept that puts primacy on community-police partnership as reciprocal responsibility of both the police and the community.

The Philippine National Police must consistently respond to the nature, dynamics, characteristics of the fast changing times and the sophisticated concealment and transportation of weapon. Its primary concern is focused on crime prevention, and among the new approaches it has recently adopted is the community-based policing dubbed as

Community Service-Oriented Policing System (CSOPs). It is a revolutionized concept in modern policing designed to improve the efficient delivery of basic police services. It adheres to the basic concept that the police and community are co-producers of the police services hence, peace and order is a shared and joint responsibility.

The highlight of community policing is both a strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, improved police services and police legitimacy, through a proactive reliance on community resources that seeks to change crime causing conditions. This assumes a need for greater accountability of police, greater public share in decision making, and greater concern for civil rights and liberties.

However, despite the gains achieved in the area of law enforcement, the problem on criminality has persisted. This is mainly because of the fact that while the police have taken strides in advancing their techniques in crime investigation, detection and control, criminals have likewise skillfully organized themselves to keep up with pace. Moreover, with the vast amount of resources at their disposal, organized them pronounced advantage over legitimate institutions to include even governments and their law enforcement agencies.

ASIAWEEK magazine dated November 30, 2000 cited that six of every ten families in the Philippines say they don't feel safe in their homes or on the streets anymore. The number of reported rape has jumped to 30 percent since 1990; gunmen held up a record of 34 banks in 1994 and matched that number in 1995.

The province of Cagayan is not spared from these incidents due to successive killings, shooting incidents, carnapping and the likes perpetrated mostly by motorcycle riding in tandem criminals, thereby significantly eroded the feeling of security in the province.

With this issue being raised in this study, it aims to assess the community policing of Tuguegarao City in a multi-sectoral engagement approach that will lead in the formulation of an action plan to a more effective crime prevention and solution strategies.

In fact, in Tuguegarao City alone, the capital of the province has significantly contributed to the increasing crime rate with almost 50% of the crime volume in the province. This may be the primarily result of being an urban center in Northeastern Luzon and considered to be a Primary Growth Center in the region with a land area of 144.8 km<sup>2</sup> and a population of 153,502 people as the 2015 census. The city is politically sub-divided into 49 barangays, 26 of which are urban.

Tuguegarao City now is becoming one of the emerging metropolis with booming buildings and business establishments, high standard Higher Education Institutions recreational facilities. and state-of-the-art medical, social and

With this, the police force of Tuguegarao City is facing the challenges. Taking for example, the unrealistic data on the number of pushers (4) and users (80) before the implementation of project. Tokhang to a data of 745 pushers and 9,016 users who surrendered alone and these were through the effort of the community. These issues being raised on community policing as an effective tool in crime prevention strategies should be given emphasis in the engagement of the multi-sectors as a mode of integrating a better community policing. In the light of this program, it is necessary to

assess the implementation of community policing program in Tuguegarao City and to determine the problems that beset in the implementation of the program relative to police patrol, organizational work and community interaction.

## **METHODS**

This study made use of the qualitative type of research. It involved documents review which was analyzed relative to the existing community policing of Tuguegarao City. Findings from said review were verified through the conduct of Focus Group Discussion (FGD) in order to get feedbacks from the different stakeholders. To get a more comprehensive result, the Key Informant's Interview (KII) was utilized to validate responses from the FGD and compare the same to the documents being reviewed. The triangulation method was applied in the presentation and interpretation of data.

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The unit of the study comprises 3 groups of respondents namely the TCPS personnel, selected Punong Barangays and representatives from the different Stakeholders that are limited to religious group (parish priests, nuns and pastors), academe (school administrators, deans and professors), youth (youth groups and students) and business sectors (Rotary Club, Junior Chamber of Commerce and Industry, Lion's Club International etc) who are actively involved in community policing of TCPS.

The Provincial Director of Cagayan, PSSUPT WARREN GASPAR A. TOLITO, was involved in the KII together with the Mayor of Tuguegrao City HON. BIENVENIDO C. DE GUZMAN II and the Chief of Police, PSUPT EDWARD M. GUZMAN. The Chief, Police Community Relations Branch, PSUPT CHEVALIER IRINGAN was also interviewed to give insights in the PCR perspective of community policing. On the other hand, the 5 groups of respondents were used in the FGD. For the coverage of documents on the period covered to be considered in the review is from January to September of 2017.

## **RESULTS AND DISCUSSIONS**

The Focal Group Discussion (FGD), Key Informant Interview (KII), Document Presentation and Analysis aimed of presenting feedbacks from the groups of respondents and be able to compare feedbacks to the existing programs and objectives of Community Policing in the locale of the study. The triangulation method of presenting the findings and analysis was adopted and being compared to the existing policies and programs of the PNP on Community Service Oriented Policing.

### **On Document Review:**

The 2012 PCR Manual of the PNP provides the activities in Community Policing, such as patrol activities, organizational work and community interactions. These activities are already embodied as primordial duties of the local police in their respective Area of Responsibility (AOR).

We also have the 2002 Letter of Instruction 30/2002 (Organizational Plan "SAMBAYAN"), which is designed to unify and harmonize the efforts of all Police Community Relations (PCR) units and to encourage broad networking, coordination, and integration of all related undertakings within the Philippine National Police (PNP), local government units, various sectors and people's organizations.

Another, the 2015 National Police Commission (NAPOLCOM) Resolution 2015-342: Community Service-Oriented Policing serves as a system crafted by the NAPOLCOM to empower the PNP to perform its role advocating for a more active collaborative actions of the police, local chief

executives and the community for the promotion of peace and order and public safety, and for the strengthening of local government capability aimed towards effective delivery of basic services to the citizenry.

### **Status of Community Policing Activities in Tuguegarao City**

#### **On Patrol Activities:**

There are four (4) fold initiatives being set in the PCR Manual of the PNP, which includes: 1) traffic direction and control; 2) mobile checkpoints; 3) standing and watch duties (visibility/presence); and 4) beat patrol duties. Based on Key Informant Interview and Focal Group Discussion conducted, the following are the findings:

#### **On Traffic Direction and Control**

Considering that Tuguegarao City is accessible to most tourist destinations in Cagayan Valley Region, traffic has become a problem due to narrow roads, influx of vehicles and lack of parking spaces in most of the establishments. As one of the solutions to the traffic congestion, Tuguegarao City established its City Traffic Management Group to do the traffic direction and control. Barangay tanods and other community workers may also conduct traffic in their respective barangays pursuant to provincial ordinances and programs of the PNP such as Operation Plan Sita (OPLAN SITA) and Operation Plan Verification and Identification of Sticker's Authenticity (OPLAN VISA). Accordingly, TCPS personnel are being deployed to assist and supervise them in the traffic control especially in intersections along commercial establishments.

Likewise, to avoid traffic congestion in the City proper, the City Police Station regularly conducts Mobile Checkpoint in known crime prone areas of the City, such as in intersections of Balzain, Buntun and Tanza. Other crime prevention measures like police visibility and beat patrol duties are also being done in schools and commercial centers particularly in the so called "Calle Comercio".

The status of community policing activities in Tuguegarao City in terms of patrol activities is perceived to be effective most especially with the new traffic scheme being implemented by the City Government. One police participant remarked that their participation in traffic flow brings apprehension on traffic violators as they could act immediately as investigators on any traffic accidents. In fact, as an immediate response to any incident, four Project POSTE are strategically established in four major intersections of the City proper for immediate response to traffic concerns and street crimes.

The participants who partake in the FGD perceived the community policing activities in Tuguegarao City in terms of patrol activities as effective except in barangays not located along major route of public conveyances. This is due to the fact that patrol activities are only focused on areas frequented by the public. Patrol officers could not accommodate all as there are other concerns that they need to address. They are multi-tasked and there are no sufficient personnel to cover patrol activities in all barangays, including their streets and alleys.

### **On Organizational Work**

A police is being perceived as a role model in the community. People in the community look upon him with respect and learn from him how to abide the law. They listen and cooperate with him because what he is doing is for the good of the community. He is considered as the father who shows concerns to every kid he meets. He is also a friend to the working adults and a loving son to the elderly. The display of these attributes to the community has distinct purpose connected to organizational work. This is to organize and mobilize the community because community policing cannot be undertaken solely by the police. It needs the help of the various sectors in the community.

Organizational Work through an organized peacekeeping group is being enhanced in the different barangays to maintain peace and order and public safety activities by ensuring the functionality of Barangay Peacekeeping Action Teams (BPATs). The general concept of the BPATS is to involve barangay officials, tanods, CVOS and other force multipliers in the task of prevention, control and suppression in partnership with the PNP from the provincial down to the community precincts level and the local government executives and heads of concerned agencies. The BPATS shall function in law enforcement, community organization, disaster management and response activities, environmental protection and on-the-spot barangay conflict resolution. Also, barangays with BPATS work as volunteer force multipliers.

Based on the Kil and FGD conducted, not all barangays have their respective organized BPATS. Some have but not functioning well. This is manifested by the absence of BPAT members in some barangays. They are only visible and responsive during calamities and other major community activities

On the other hand, Barangay Anti-Drug Abuse Councils (BADACs) are being organized in all barangays as it is a requirement in the Project of the PNP in its campaign against drugs. In June 2015, the DILG issued Memorandum Circular No 2015-63 signed

by the then Secretary Mar Roxas of the DILG. This Memorandum is the revitalization of the Barangay Anti-Drug Abuse. The said Memorandum was emphasized to local authorities especially the barangay officials on their principal responsibilities in support of overall government efforts to curb illegal drugs in the country.

An organized BADAC will assist in the surrender of drug personalities. It is responsible in giving Community Based Drug Rehabilitation Program (CBRP) and in response to the MASA MASID (Mamamayan Ayaw Sa Anomalya, Mamamayan Ayaw Sa Illigal na Droga). Basically, it is perceived to be functional because of its war against illegal drugs.

In Tuguegarao City, the BADACS are very compliant to the said Memorandum especially during the conduct of drug operations where they show support to the PNP by acting as witnesses in the implementation of search warrants. They also show cooperation in the conduct of house visitation or Project Tokhang Their support is very significant to the PNP knowing that the BADACS reside in the community and are more familiar with the residents of their respective barangays.

On the other hand, on fire brigade, the Bureau of Fire Protection is fully taking charge of the operation and disaster brigade. The City Natural Disaster Risk Reduction Management Council is the primordial responsible in the operation.

On the aspect of livelihood cooperatives and sports club, these are already incorporated in the Community Based Rehabilitation Program of every barangay of the City.

### **On Community Interaction**

Community interaction is an indispensable tool in bringing the police closer to the people. It requires the police to be visible in the community and makes its presence physically felt. In the conduct of area visit, policemen are not only conducting police visibility but also their presence neutralizes or drives out insurgents or criminal gangs in the community. Additionally, police are able to interact with the residents, gather information, and record and profile the area.

Moreover, house visitation is an interpersonal interaction that brings the police closer to communities. The main purpose of this activity is forging relationship and getting information about the status of the household, its occupants and their problems in the community and finding out how to assist them. Area and House visitations are already parts of the PCR mandates which are embodied in the SAMBAYAN. The local police are required to conduct barangay house visitation where they could conduct dialogue, symposium and pulong-pulong.

Based on the Kil and FGD conducted, it is revealed that the house visitation in all barangays is a good avenue of linkages of police programs and activities in the grassroots level. As a primary unit responsible in communicating with and getting the support of the community, the current program is very effective most particularly in localizing the concept of CSOP to forge community policing activities.

## **Gaps of Community Policing Practices in Tuguegarao City**

### **On Patrol Activities:**

There are few gaps pointed out from the result of Kil and FGD conducted, particularly on the following:

On traffic direction and control, respondents noticed that the CTMG are very lenient in enforcing the traffic laws especially to their colleagues. They do not issue Traffic Citation Ticket to some violators for them to pay the fine equivalent to their violation. Instead, they just call the attention of the violators and that will encourage them to abuse repetitiously as they were not being penalized in their previous violations. One of the FGD members stated that mufflers of motorcycles are very noisy and riders do not wear helmets. Worse, some enforcers are even violators. This was seconded by another member stating that policemen and other force multipliers like CTMG are the ones violating the ordinances and policies pertaining to road users proper courtesy.

On the conduct of beat patrol, the public are being alarmed of the uniform worn by the patrollers. Since May 2017 to date, the Regional Headquarters directed all police stations within PRO2 to wear the Field Service Uniform (FSU) which is commonly known as camouflage. Considering the recent atrocities being initiated by the New People's Army, people are becoming anxious of the real status of the peace and order situation in the City as they traditionally perceive that wearing camouflage uniform is for the Public Safety Forces and the Philippine Army only. On the other hand, frequent changes in the assignment of PNP personnel assigned in the area will lead to hardships in establishing rapport from time to time. Newly assigned policemen from other places would again take some time to familiarize with the City, its people and culture, thus, another hindrance for them to perform better. It was also mentioned that members of the community sometimes experience difficulties in contacting the PCP due to delayed response to hotline/cellphone.

Moreover, some policemen simply do not like Police Community Relation (PCR) assignments and consider it as non-essential or no prestige. PCR personnel do not have enough workforce to educate the community about the PNP's program and thrust. Some of those who spend their police functions in the busy streets have no interests of knowing and understating the concept of police and community relations and they even believe that it is the sole responsibility of those personnel assigned with PCR.

Further, as per Kil result, the police generally lack the basic resources to dispense their job for reasons that the LGU fully supports them by providing allocations for gasoline, repair of vehicles, office supplies, basic equipment like mobile cars, radios and even firepower equipment. The monthly MOOE funds released to the City Police Station is not enough to sustain its requirement on POL for patrol activities, repair and maintenance of vehicles and office supplies for reporting and recording purposes. The issued mobile cars are not also enough to be used to cover the 49 barangays in patrol. Also the issued firearms are not sufficient to equip all the PNP patrol officers.

### **On Organizational Work:**

Despite some problems in the implementation of the CSOP program, majority of the barangay officials have a high regard to the police and perceive the police to be doing their job. However, they would like to see them to be dealing, talking and interacting with people directly from time to time during their duty. People think some are snobbish and unapproachable. One major problem that was met in the implementation of Community Policing relative to organizational work is a strong wall that blocks the way to reach one another. Some police officers have limitations in the performance of their duties and responsibilities while some lack dedication in rendering their tasks. Some people are also hesitant to deal with the police officers due to lack of trust on them .

### **On Community Interaction:**

Participants of KII and FGD mentioned that the conduct of House Visitation in the Project Tokhang creates fear to the community as houses being visited were branded as drug personalities in the AOR.

## **Recommendations that can be made to improve community policing**

### **On Patrol Activities**

On the perspective of the KII and the FGD respondents, there should be complete basic equipment for the police prior to their deployment in their respective assignments. The CTMG should have their seminar or training to be conducted by the local police in order for them to know their job as force multipliers. PCR personnel must be knowledgeable with all the laws, rules, policies and guidelines regarding Community Policing Activities as they are the front liners in terms of community relationships as well as those assigned in the patrol section. They should know the laws they enforce by heart Likewise, a better orientation on the job and place of assignment should be done during deployment so that they can be effective enforcers and to avoid incurring of cases that could hamper their better performances Lastly, police officers should also be culture sensitive. That is, they should know more about their place of assignment. If possible, assign personnel who are from Tuguegarao City,

### **On Organizational Work and Community Interaction**

There should be dialogue with the barangay officials once a month to discuss about organizational work and to maintain the good rapport to the community. Designate permanent policemen in the area so that they can focus on developing a better cooperation in engaging with the community. Avoidance of too much political interference must also be given emphasis.

## **Analysis**

### **On Patrol Activities**

The patrol activities of the PNP personnel of Tuguegarao City gave a sustainable community policing because it is an effective tool in the deterrence of crimes in the locality. The presence of responsive community in the policing system revitalizes the



police personnel to work more and do more in the prevention and possible solution of crimes and incidents in the locality

This system could work more successfully in Tuguegarao City through the passage of a Local Anti-Criminality Action Plan (LACAP). The leadership will inspire all the stakeholders especially the police to work together towards promoting peace and order and public safety and development. The LACAP will serve as their leverage to solicit the much needed support of the local chief executives and the public on their community policing program.

### **On Organizational Work**

The program is ideal but realistically it is very difficult to muster volunteers who will actively perform their delegated tasks due to lack of or insufficient compensation.

It is difficult to compel such members of BPAT to perform daily peacekeeping operation as some of them also have other jobs or tasks to do for their family. There are only few or some who are committed to perform functions of the police. To draw encouragement, they must be provided security or insurance policies in case of accidents.

Elders are not recognized as council but senior citizens have an association to form part Radio and social networking clubs are not established in Tuguegarao City but they are already organized by the Regional Office which is situated within the City, thus, TCPS has an easy access to them.

Fire and Disaster Brigades have a separate department to handle its operations while Livelihood Cooperatives and Sports Club are embodied in the Barangay Rehabilitation Program.

### **On Community Interaction**

Constant communication and dissemination of police programs and activities embodied in the CSOP to the community will give a more pro-active community. However, prior to educating the large number of community, the police should first be well versed of the program in order to influence the community

## **SUMMARY OF FINDINGS**

After thorough and deliberate quest for the answers through the conduct of this study, the following were the findings based on document review and analysis, key informant interview and focus group discussion

On the status of community policing based on the three identified variables such as Patrol Activities, Organizational Work and Community Interaction, participants in the KII to include the Provincial Director of Cagayan, Chief of Police of Tuguegarao City, Chief PCR, and the City Mayor of Tuguegarao do not have accurate level of observation on the status of community policing. This may be due to the fact that community policing activities, as being presented, embrace several activities that may hardly be identified by the participants in the interview. On the other hand, understating on the existing directives regarding the Community Service Oriented Policing program, only some of the personnel

assigned in PCR section are well verse of the existing program as they are primary responsible in community affairs development activities.

Based on document review, there is sufficient basis and mandates for the implementation of the community policing programs and activities although the same should continuously be enhanced and intensified for its full implementation and observation.

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On the other hand, it is believed that organizational work would be difficult to organize as there is no assurance of functionality of force multipliers due to insufficient funds and dedication to duty. On community interaction, it has been observed and perceived as a delimited function of the PCR personnel thereby significantly gave a mixed impression of individuality of the PNP personnel when it comes to the implementation of community policing activities. The policies and procedures were not well discussed to the stakeholders much more with their colleagues in the unit. Nevertheless, the local police and stakeholders employ initiatives and continue to discover new innovations in policing to better serve their area of responsibility. The following are the gaps noted on its implementation, to wit:

a. Training and education of personnel tasked to implement is not sustainable. They may have done it during the early stage of implementation but they should bear in mind that personnel come and go and cascading is a continuous process;

b. Only personnel assigned with PCR units are knowledgeable with the mechanics or protocols of the program;

c. No training and education being provided for Police Officers assigned in the field that are in direct contact with the community. Specialization courses are offered only to personnel assigned with PCR;

d. Police officers assigned in the community as well as patrollers are not aware of the requisites on the strategy of organizing, mobilizing and utilizing the community to their advantage;

e. No effective mechanics for feedback and audit of accomplishments of the police in order to assess and determine its effectiveness of promoting peace and order and public safety as well as measuring its impact to the community, and

f. No effective monitoring and assessment as to effectiveness of different organized groups as force multipliers.

Despite the existence of gaps in the implementation of Community Policing program, the members of the FGD, resource persons and documents reviewed significantly gave a summary of suggestions in improving the program in Tuguegarao City. This includes the inclusion of Police Community Affairs Development Course (PCADC) as a mandatory requirement before handling PCR positions and attendees of said course must cascade the concept to his unit. PCR personnel as well as those assigned in the patrol section must be knowledgeable with all the laws, rules, policies and guidelines regarding Community Policing because they are the front liners in terms of community relationship. Furthermore, there must be an evaluation of the program to ensure its effectiveness in the crime solution efficiency of the City.

## CONCLUSIONS

Based from the findings of the study, the conclusions are as follows:

1. The City of Tuguegarao City has existing Community Policing Program activities. The very purpose of the program is to instill the principle of reciprocity and shared responsibility between the community and the police. The City became a promising place after its conversion into a component city and had become potentials for industrial and agricultural developments in the province of Cagayan. This connotes that the PNP Tuguegarao have to reach the demand of the residents for a secured place to live in with the active support of the community and involvement of the LGUS and force multipliers in all the aspects of the Community Policing activities.

2. The status of Community Policing activities as perceived by the stakeholders, LGU Officials, PNP personnel representing the PCR, patrol personnel and the patrol duty personnel has been observed to be known only at the level of the PCR personnel. Majority of the members who participated in the FGD are not so much aware of the Community Policing activities of TCPS in terms of patrol activities, organizational work and community interaction. However, the said group gave their own feedback based on their own observations. This implies that the personnel of Tuguegarao City PS have to intensify the full implementation of the program not leaving a single activity in order to build a stronger relationship of the police and the community pertaining to Community Policing in order not to be perceived as "ningas cogon" program.

3. The problems encountered by the Tuguegarao City PS in the implementation of Community Policing program as assessed by the PNP, Local Government Unit and stakeholders reflected in their low assessment on patrol activities, organizational work and community interaction. This connotes the insufficiency of coordination of personnel assigned in the PCR to the MPOC, LGU Officials, stakeholders and their colleagues themselves regarding the implementation of the program and the absence of measuring tool to assess technically the implication of the program on the crime solution efficiency of the City.

4. The same groups of respondents recommend the regular conduct of and seminars relative to Community Policing and assessment of the program to ensure its implementation through the creation of reviewing team coming from the CPPO and continuous cascading of the program to the internal and external stakeholders.

## RECOMMENDATIONS

Based from the foregoing conclusions, the following are strongly recommended:

1. The Tuguegarao City Police Station must;

1.1 Sustain the implementation of the Community Policing Activities through a continuous information campaign by conducting assemblies, dialogue and using local media in strong collaboration with the LGU and stakeholders who are the direct beneficiaries of the program.

1.2 Increase knowledge and instill in the hearts of all personnel involved or assigned in different sections and units the sense of ownership of the program to totally win back the trust and confidence of the general public.

1.3 Tap and forge commitments of the local counterparts guided by the principle of reciprocity between the police and the community to share mutual concern on peace and order and public safety.

2. And, considering the status of Tuguegarao City as the regional center of region 02 and complemented by its unprecedented tiger growth in terms of its economy continuous influx of people is expected. Inherent to its status and increasing economic activity is the perceived increase in crime rate and other incidents that might adversely affect or paint bad image to the city that ultimately propels negative public perception towards the police. With this premise, there is a need to:

2.1 Intensify the active cooperation of the community/public and other force multipliers through trainings and seminars to effectively and efficiently maintain the peace and order, security as well as the safety of the people.

2.2 Ensure and assist the CTMG to have sufficient trainings and seminars before they assume their duties as force multipliers.

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