

Effectiveness of the Police Community Affairs and Development (PCAD) Program in Naga City Police Office: Evidence for an Enhanced Community Policing Model

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Abstract

This study evaluated the effectiveness of the Police Community Affairs and Development (PCAD) Program of the Naga City Police Office as a mechanism for strengthening community-oriented policing and enhancing public safety. Utilizing a descriptive quantitative research design, data were collected from eighty-five (85) respondents composed of Philippine National Police personnel and sectoral group representatives. The study employed a researcher-made survey questionnaire, and the gathered data were analyzed using weighted mean and correlation statistics to determine the status, level of implementation, challenges encountered, and the relationship between program implementation and outcome measures.

Findings revealed that the status of PCAD implementation was generally positive, with weighted means of 3.15 for financial resources, 3.37 for human resources, 3.21 for logistical resources, 3.33 for program accomplishments, and 3.28 for unit crime statistics, indicating favorable assessments across operational dimensions. The level of implementation was also assessed as effectively implemented, particularly in Information Development Operations (WM = 3.43), Community Affairs Development (WM = 3.42), and Public Information (WM = 3.39). The results further indicated that the program contributed positively to crime prevention, public awareness, community participation, and police-community relations.

Statistical analysis confirmed a significant relationship between the status of the PCAD Program and outcome measures ($R_s = 0.7486$; $t = 5.415 > 2.609$), indicating that stronger organizational capacity and operational implementation are associated with improved program outcomes. However, while the level of implementation demonstrated a moderate positive relationship with program outcomes ($R_s = 0.40625$), the relationship was not statistically significant at the 0.05 level. This suggests that community policing outcomes are influenced not only by implementation activities but also by broader institutional, operational, and community-related factors.

Despite the positive findings, the study identified several operational challenges, including limitations in financial and logistical resources, community participation concerns, personnel capability issues, and coordination gaps. Although these challenges were generally assessed as manageable, they remain important considerations in sustaining effective community-oriented policing initiatives. Based on the findings, the study proposed the Naga PEACE Initiative as an enhanced community policing model focusing on partnership-building, engagement, awareness, capacity-building, and empowerment. The study concluded that the PCAD Program plays a significant role in strengthening police-community partnerships and promoting public safety, while continuous institutional support, stakeholder collaboration, and strategic innovation remain essential for sustainable program effectiveness.

Keywords: Police Community Affairs and Development (PCAD); Community Policing; Police-Community Relations; Public Safety; Crime Prevention; Program Effectiveness; Stakeholder Engagement; Philippines.

DOI: 10.7176/JLPG/152-06

Publication date: May 28th 2026

1. Introduction

Policing has continuously evolved in response to the growing complexity of social problems, peace and security concerns, and public expectations. Traditionally, police work focused mainly on law enforcement, crime response, investigation, and apprehension of offenders. However, contemporary policing now requires broader functions, including community engagement, crime prevention, public information, social mobilization, and partnership-building. This shift reflects the global movement from an incident-driven and reactive model of policing toward a problem-oriented and community-based approach (Morgan, 2021; Lindsey, 2021; Zencity, 2021).

Community policing emphasizes collaboration between law enforcement agencies and the public in identifying problems, preventing crime, and promoting public safety. It is anchored on the belief that effective policing cannot be achieved by police action alone, but through sustained cooperation, trust, communication, and shared responsibility between the police and the community (Pal, 2020; Careless, 2021; Garitee, 2023). Through community policing, law enforcement agencies are expected to strengthen public confidence, improve responsiveness, and encourage citizen participation in maintaining peace and order.

In the Philippine setting, the Philippine National Police is mandated to enforce the law, prevent and control crimes, maintain peace and order, and ensure public safety with the active support of the community. This mandate is reinforced by Republic Act No. 8551, otherwise known as the Philippine National Police Reform and Reorganization Act of 1998, which emphasizes that the PNP must be community-oriented, service-driven, accountable, and responsive to the needs of the people (Republic Act No. 8551, 1998). Thus, police-community partnership is not merely an operational strategy but a legal and institutional requirement in Philippine policing.

The development of Information and Communications Technology has further transformed police-community relations. Police engagement is no longer limited to face-to-face interaction, patrol visibility, and traditional information dissemination. With the rise of cyberspace, social media, and digital platforms, law enforcement agencies are now expected to communicate, inform, influence, and mobilize communities through both physical and digital means. This development has contributed to the expansion of Police Community Relations into the broader framework of Police Community Affairs and Development.

The Police Community Affairs and Development program serves as one of the major mechanisms of the PNP in strengthening police-community partnerships. It covers Community Affairs and Development, Public Information, and Information Development Operations. These components promote public awareness, stakeholder participation, crime prevention, information advocacy, and community mobilization. The PNP Memorandum Circular No. 2019-046, also known as the PCAD Master Plan “TAGATAGUYOD,” provides the strategic framework for implementing PCAD programs. It emphasizes advocacy, community cohesion, peacebuilding, gender sensitivity, cultural awareness, social media engagement, public information, and stakeholder collaboration (PNP MC No. 2019-046).

In Naga City, the implementation of the Police Community Affairs and Development program is significant because of the city’s active civic environment and continuing need for effective community-oriented policing. The Naga City Police Office is expected to implement PCAD initiatives that strengthen public trust, promote citizen participation, improve police visibility, and support crime prevention. However, the successful implementation of PCAD depends on several institutional factors, including financial resources, human resources, logistical resources, program accomplishments, and unit crime statistics.

Despite the relevance of PCAD, several challenges may affect its implementation. These include inadequate funding, insufficient personnel, limited logistical resources, and difficulty in sustaining community engagement. Resource limitations may reduce the frequency, scope, and impact of PCAD

activities, while personnel constraints may affect planning, implementation, monitoring, and follow-up of community-based programs. These concerns are consistent with studies emphasizing that community policing requires adequate resources, institutional support, strategic planning, and strong collaboration among stakeholders to become effective (Morgan, 2021; Cunningham, 2021; Pal, 2020).

Crime trends also provide an important basis for evaluating the relevance of PCAD implementation. In Naga City, the increase in crime volume from 2021 to 2023 suggests the need for stronger preventive and community-based strategies. Although cleared and solved cases also increased, the continued rise in crime volume indicates that crime prevention must go beyond reactive law enforcement. This highlights the importance of PCAD as a proactive mechanism for public safety, awareness-building, crime prevention education, and community mobilization.

Existing literature presents mixed findings on the effectiveness of community policing. Some studies suggest that community policing improves public trust, police legitimacy, citizen cooperation, and fear-of-crime reduction (Lee, 2023; Cummings, 2019; Peyton, 2019). However, other studies argue that its effect on crime reduction may vary depending on local conditions, resources, leadership, and the quality of police-community interaction (Ekici, 2022; Haim, 2018; Przeszlowski & Crichlow, 2018). These differing findings show that community policing must be evaluated within specific local contexts.

Thus, this study focuses on the implementation of the Police Community Affairs and Development program in the Naga City Police Office. Specifically, it seeks to determine the status of Naga CPO in terms of financial resources, human resources, logistical resources, PCAD accomplishments, and unit crime statistics. It also assesses the level of implementation of the PCAD program along Information Development Operations, Public Information, and Community Affairs and Development. Furthermore, it identifies the challenges encountered in program implementation and proposes a program design to enhance PCAD implementation.

This study is anchored on the need to bridge the gap between the policy intent of community-oriented policing and its actual implementation at the local level. While PCAD is designed to strengthen police-community relations and promote public safety, its effectiveness depends on how well it is supported, implemented, monitored, and sustained. By evaluating the implementation of PCAD in Naga CPO, this study may provide practical insights into the program's strengths, limitations, and areas for improvement. Ultimately, the findings may serve as basis for a more responsive, sustainable, and evidence-based program design that can strengthen police-community partnerships, enhance public trust, and contribute to crime prevention and public safety in Naga City.

2. Methodology

This study employed a quantitative descriptive research design to assess the implementation of the Police Community Affairs and Development (PCAD) Program of the Naga City Police Office. Descriptive quantitative research was considered appropriate because the study aimed to systematically examine the status of program implementation, level of operational effectiveness, and challenges encountered by the police organization and community stakeholders through numerical data and statistical analysis. The quantitative approach enabled the researcher to objectively measure respondents' perceptions regarding the effectiveness of the PCAD Program and generate empirical findings relevant to community-oriented policing initiatives. Survey research was utilized as the primary strategy for data collection because it provides structured and measurable information regarding organizational performance, public perception, and police-community relations (Creswell & Creswell, 2018; Sozer & Merlo, 2012).

The study was conducted at the Police Community Affairs and Development (PCAD) Section of the Naga City Police Office from February 2025 to April 2025. The locale was selected because Naga City serves as a major urban and socio-economic center in the Bicol Region and actively implements community-oriented

policing initiatives involving collaboration between the police organization and various community sectors. The respondents consisted of eighty-five (85) participants composed of forty-one (41) Philippine National Police personnel assigned to the PCAD Section and forty-four (44) sectoral group representatives affiliated with the Advisory Group for Police Transformation and Development. Total enumeration was employed because all identified PNP personnel assigned to the PCAD Section and all sectoral group representatives directly involved in the implementation of the PCAD Program were included in the study. The inclusion of sectoral representatives from the business sector, local government units, academe, religious organizations, youth sector, media, and civic organizations strengthened the comprehensiveness of the assessment by incorporating diverse community perspectives related to public safety and community engagement.

The study utilized a researcher-made survey questionnaire composed of three major parts focusing on the status of PCAD implementation, the extent of implementation in terms of Information Development Operations, Public Information, and Community Affairs Development, and the challenges encountered during program implementation. The questionnaire employed a four-point Likert scale to quantify respondents' assessments and perceptions. Likert scales are commonly used in social science and policing research because they facilitate quantitative interpretation of attitudes, experiences, and organizational assessments (Joshi et al., 2015)

To ensure the validity and reliability of the instrument, the questionnaire underwent expert validation by specialists from the Regional Community Affairs and Development Division (RCADD), graduate school faculty members, and criminal justice education experts. Content validation ensured that the instrument adequately represented the objectives and constructs of the study and improved the clarity, relevance, and appropriateness of the questionnaire items (Taherdoost, 2016). Pilot testing was conducted in Camarines Norte involving thirty-four (34) respondents who were not included in the actual study to assess the comprehensibility and consistency of the instrument. Reliability testing using Cronbach's alpha coefficient yielded values of 0.9939 for the sectoral group instrument and 0.9689 for the PNP instrument, indicating excellent internal consistency and reliability. According to Taber (2018), Cronbach's alpha coefficients exceeding 0.90 indicate excellent reliability. However, while the reliability coefficients indicate excellent internal consistency, the high values may also suggest similarity among some questionnaire items. This observation implies that certain items may measure closely related constructs, although the instrument remained statistically reliable and suitable for data collection purposes.

Prior to the conduct of the study, formal approval was secured from the research adviser and the City Director of Naga CPO. Respondents were informed regarding the objectives, significance, and procedures of the study, and informed consent was obtained before the administration of the questionnaire. Confidentiality, anonymity, and voluntary participation were strictly observed throughout the research process in compliance with the provisions of Republic Act No. 10173, otherwise known as the Data Privacy Act of 2012. Ethical standards in data gathering, analysis, and reporting were strictly observed to ensure the credibility, integrity, and trustworthiness of the study.

The collected data were organized, coded, tabulated, and analyzed using descriptive and inferential statistical tools. Weighted mean analysis was utilized to determine the respondents' assessments regarding the status of implementation, level of implementation, and challenges encountered in the PCAD Program. Weighted mean analysis is appropriate in Likert-scale studies because it summarizes respondent perceptions into interpretable numerical values and facilitates comparison across dimensions and indicators (Boone & Boone, 2012). Composite scores were computed by averaging the weighted mean values of the indicators under each variable category to generate overall scores for correlation analysis. Spearman Rank-Order Correlation (Spearman rho) was employed to determine the relationship between the status of the PCAD Program, level of implementation, and outcome measures. Spearman's rho was considered appropriate because the study utilized ordinal Likert-scale responses summarized into composite scores. The level of significance for the inferential analysis was set at 0.05.

3. Results and Discussion

3.1 Police Community Affairs Development Programs

Financial Resources. Table 1 presents the respondents’ assessment of the financial resources capacity of the Police Community Affairs and Development (PCAD) Program. The findings revealed that both the Philippine National Police (PNP) personnel and sectoral group respondents generally agreed that the program possesses adequate financial resource capacity, as reflected in the overall Average Weighted Mean (AWM) of 3.15, verbally interpreted as “Agree.”

Table 1.
Financial Resources Capacity of the PCAD Program

Indicators	PNP (WM)	Interpretation	Sectoral (WM)	Interpretation	TWM	Interpretation
Strategic allocation of financial resources	3.02	Agree	3.11	Agree	3.07	Agree
Efficiency in financial management	3.04	Agree	3.11	Agree	3.08	Agree
Sustainability of funding sources	3.07	Agree	3.25	Agree	3.16	Agree
Financial transparency and accountability	3.20	Agree	3.14	Agree	3.17	Agree
Financial contribution to program outcomes	3.32	Agree	3.23	Agree	3.28	Agree
Average Weighted Mean (AWM)	3.13	Agree	3.17	Agree	3.15	Agree

This result indicates that the respondents perceived that the PCAD program is financially capable of supporting its operational activities and community-oriented initiatives in Naga City. The findings suggest that the financial mechanisms of the program contribute positively to sustaining police-community engagement activities and related public safety programs.

Among the indicators, “Financial contribution to program outcomes” obtained the highest Total Weighted Mean (TWM) of 3.28, interpreted as “Agree.” This indicates that the respondents recognized the importance of financial support in achieving the objectives and operational effectiveness of the PCAD program. Adequate financial resources enable the implementation of community outreach programs, public information campaigns, and crime prevention activities. Similarly, “Financial transparency and accountability” obtained a TWM of 3.17, implying that respondents generally perceive that the program funds are managed responsibly and transparently. Transparency and accountability are important factors in maintaining public trust and institutional credibility, particularly in community policing programs where collaboration between the police and the community is essential (Maguire & Wells, 2019).

The indicator “Sustainability of funding sources” obtained a TWM of 3.16, interpreted as “Agree,” indicating that the respondents believe that the program has relatively stable financial support for continuous implementation. Sustainable funding is important in maintaining the continuity and effectiveness of police-community programs because insufficient financial resources may affect operational delivery and long-term program implementation. Meanwhile, “Strategic allocation of financial resources” garnered the lowest TWM of 3.07, although still verbally interpreted as “Agree.” This suggests that while respondents generally viewed the allocation of resources positively, there is still a need to further improve budget prioritization and resource planning to maximize operational efficiency and program effectiveness.

Comparatively, the sectoral group respondents consistently provided slightly higher weighted mean scores than the PNP personnel in most indicators, which may indicate that community stakeholders perceive the financial support of the PCAD program more favorably based on observable community activities and outcomes. The consistency of the responses between the two groups signifies a common perception that financial resources contribute positively to the implementation of the PCAD program. The findings support the idea that adequate financial capability strengthens organizational performance, operational sustainability, and community-oriented policing initiatives (Gill et al., 2014). Overall, the results imply that while the PCAD program demonstrates satisfactory financial resource capacity, continuous enhancement in financial planning, allocation, and sustainability mechanisms remains necessary to further improve program implementation and service delivery.

Human Resources. Table 2 presents the respondents' assessment of the human resources capacity of the Police Community Affairs and Development (PCAD) Program. The findings revealed an overall Average Weighted Mean (AWM) of 3.37, verbally interpreted as "Agree," indicating that both the Philippine National Police (PNP) personnel and sectoral group respondents generally perceived that the program possesses competent and capable human resources necessary for effective implementation. This implies that the personnel assigned to the PCAD program demonstrate adequate knowledge, skills, leadership, and commitment in carrying out community-oriented policing activities in Naga City. Human resources play a critical role in the success of community policing because police personnel serve as the primary link between law enforcement institutions and the community. The findings suggest that the effectiveness of the PCAD program is supported by personnel who are capable of building partnerships, promoting public trust, and facilitating collaborative public safety initiatives. Studies emphasized that competent and service-oriented police personnel significantly contribute to organizational effectiveness, police legitimacy, and successful community engagement programs (Cordner, 2016; Schafer, 2016). Furthermore, effective human resource management strengthens police responsiveness, improves organizational performance, and enhances the quality of service delivery in community-based policing programs.

Among the indicators, "Personnel commitment to community service" obtained the highest Total Weighted Mean (TWM) of 3.43, interpreted as "Agree," indicating that respondents recognized the dedication and willingness of personnel to actively engage and cooperate with the community. This finding highlights the importance of commitment, professionalism, and public service orientation in strengthening police-community relations and maintaining public trust. Likewise, "Leadership and work environment" garnered a TWM of 3.41, suggesting that respondents generally perceived the organizational leadership and working conditions within the PCAD program as supportive and conducive to effective service delivery. Effective leadership is essential in motivating personnel, strengthening operational coordination, and promoting organizational efficiency in policing institutions (Peak & Glensor, 2018). Meanwhile, "Training and professional development" and "Workforce diversity and representation" obtained TWMs of 3.39 and 3.35, respectively, both verbally interpreted as "Agree." These findings imply that respondents acknowledged the importance of continuous capability-building, skills enhancement, and inclusive workforce representation in improving program implementation. Training programs strengthen the competency and readiness of police personnel in addressing community concerns, while workforce diversity enhances cultural sensitivity, inclusivity, and responsiveness to various sectors within the community. Overall, the findings support previous literature emphasizing that effective leadership, professional competence, and continuous personnel development are essential factors in sustaining successful community policing programs and improving organizational capability in law enforcement agencies (Gill et al., 2014; Miller & Hess, 2020).

Table 2.
Human Resources Capacity of the PCAD Program

Indicators	PNP (WM)	I	Sectoral Group (WM)	I	TWM	Interpretation
Personnel competence and community engagement	3.30	Agree	3.30	Agree	3.30	Agree
Training and professional development	3.41	Agree	3.36	Agree	3.39	Agree
Workforce diversity and representation	3.35	Agree	3.34	Agree	3.35	Agree
Leadership and work environment	3.49	Agree	3.32	Agree	3.41	Agree
Personnel commitment to community service	3.46	Agree	3.39	Agree	3.43	Agree
Average Weighted Mean (AWM)	3.40	Agree	3.34	Agree	3.37	Agree

Workforce diversity also enhances police-community relations by promoting inclusivity, cultural understanding, and responsiveness to various sectors within the community (Schafer, 2016). Meanwhile, “Personnel competence and community engagement” obtained the lowest TWM of 3.30, although still interpreted positively, indicating that respondents generally believe that personnel are capable of engaging effectively with the community while recognizing opportunities for further improvement in communication and partnership-building skills.

Comparatively, the PNP personnel provided slightly higher weighted mean scores than the sectoral group respondents in most indicators, particularly in leadership, training, and commitment to service. This may suggest that police personnel have stronger confidence in their organizational capabilities and internal human resource practices. Nevertheless, the closeness of the ratings between both groups indicates consistency in their assessment of the PCAD program’s human resource capacity. The findings support previous studies emphasizing that competent personnel, effective leadership, and continuous professional development significantly contribute to the success of community policing programs and organizational effectiveness in law enforcement agencies (Gill et al., 2014). Overall, the results imply that the human resources capacity of the PCAD program is generally strong and supportive of effective program implementation, although continuous enhancement in personnel engagement and development remains essential.

Logical Resources. Table 3 presents the respondents’ assessment of the logistical resources capacity of the Police Community Affairs and Development (PCAD) Program. The findings revealed an overall Average Weighted Mean (AWM) of 3.21, verbally interpreted as “Agree,” indicating that both the Philippine National Police (PNP) personnel and sectoral group respondents generally perceived that the program possesses adequate logistical resources necessary for effective implementation. This implies that the PCAD program in Naga City has sufficient operational support systems, facilities, and equipment that contribute to the delivery of community-oriented policing services and activities.

Among the indicators, “Use of technology in program delivery” obtained the highest Total Weighted Mean (TWM) of 3.27, interpreted as “Agree.” This indicates that respondents recognized the significant

role of technology in enhancing communication, coordination, and implementation of police-community programs. The use of technological resources improves operational efficiency, public information dissemination, and community engagement activities. Modern policing increasingly relies on digital platforms and technological innovation to strengthen responsiveness and service delivery within communities (Meijer & Thaens, 2018). Likewise, “Equity in resource distribution” garnered a TWM of 3.24, suggesting that respondents generally believe that logistical resources are fairly allocated to support different operational and community-related functions of the PCAD program.

Table 3.
Logical Resources Capacity of the PCAD Program

Indicators	PNP (WM)	I	Sectoral Group (WM)	I	Total Weighted Mean	Interpretation
Availability of logistical resources	3.07	Agree	3.20	Agree	3.14	Agree
Adequacy of community facilities	3.20	Agree	3.16	Agree	3.18	Agree
Use of technology in program delivery	3.29	Agree	3.25	Agree	3.27	Agree
Maintenance of logistical resources	3.24	Agree	3.18	Agree	3.21	Agree
Equity in resource distribution	3.27	Agree	3.20	Agree	3.24	Agree
Average Weighted Mean (AWM)	3.21	Agree	3.20	Agree	3.21	Agree

The indicators “Maintenance of logistical resources” and “Adequacy of community facilities” obtained TWMs of 3.21 and 3.18, respectively, both verbally interpreted as “Agree.” These findings suggest that the respondents acknowledged the presence and maintenance of facilities, equipment, and operational tools needed for program implementation. Effective maintenance of logistical resources is essential in sustaining operational readiness and ensuring the continuous delivery of police services. Adequate community facilities also contribute to stronger police-community interaction and improved implementation of public safety programs (Lum & Koper, 2017). Meanwhile, “Availability of logistical resources” received the lowest TWM of 3.14, although still interpreted positively, indicating that while respondents generally agree on the adequacy of resources, certain logistical limitations may still exist in supporting all operational needs of the program.

Comparatively, both respondent groups demonstrated closely related assessments regarding the logistical resources capacity of the PCAD program, reflecting consistency in their perceptions. The slightly higher ratings provided by the PNP personnel in some indicators may be associated with their direct involvement in operational resource management and program implementation. The findings support previous studies emphasizing that adequate logistical support, technological integration, and efficient resource management are essential factors influencing the effectiveness of community policing and public safety programs (Ratcliffe, 2016). Overall, the results imply that the PCAD program demonstrates satisfactory logistical resource capability; however, continuous enhancement in resource availability, technological support, and infrastructure development remains important to further strengthen program implementation and community service delivery.

Accomplishment. Table 4 presents the respondents’ assessment of the accomplishments of the Police

Community Affairs and Development (PCAD) Program. The findings revealed an overall Average Weighted Mean (AWM) of 3.33, verbally interpreted as “Agree,” indicating that both the Philippine National Police (PNP) personnel and sectoral group respondents generally perceived that the PCAD program has effectively achieved its intended goals and objectives. This suggests that the program contributes positively to strengthening police-community relations, encouraging community participation, and enhancing collaborative public safety initiatives in Naga City. The result further implies that the PCAD program is viewed as functional and beneficial in promoting community-oriented policing activities within the locality.

Among the indicators, “Partnerships with community organizations” and “Culture of collaboration and trust” obtained the highest Total Weighted Mean (TWM) of 3.38, both verbally interpreted as “Agree.” These findings indicate that respondents recognized the effectiveness of the PCAD program in establishing strong cooperation and trust between the police organization and various community stakeholders.

Table 4.
Accomplishment of the PCAD

Indicators	PNP (WM)	I	Sectoral Group (WM)	I	Total Weighted Mean	Interpretation
Achievement of program outcomes	3.34	Agree	3.20	Agree	3.27	Agree
Partnerships with community organizations	3.37	Agree	3.39	Agree	3.38	Agree
Community satisfaction and participation	3.34	Agree	3.30	Agree	3.32	Agree
Community recognition of program contributions	3.37	Agree	3.20	Agree	3.29	Agree
Culture of collaboration and trust	3.39	Agree	3.36	Agree	3.38	Agree
Average Weighted Mean (AWM)	3.36	Agree	3.29	Agree	3.33	Agree

Effective partnerships and collaborative relationships are essential elements of community policing because they encourage civic participation, shared responsibility, and improved public trust in law enforcement institutions. Similarly, “Community satisfaction and participation” obtained a TWM of 3.32, suggesting that respondents generally perceived the community as actively involved and satisfied with the implementation of PCAD activities. Studies emphasized that collaborative policing and active community engagement significantly contribute to stronger police legitimacy and more effective crime prevention initiatives (Braga et al., 2019).

Meanwhile, “Community recognition of program contributions” and “Achievement of program outcomes” garnered TWMs of 3.29 and 3.27, respectively, both interpreted as “Agree.” Although these indicators received relatively lower ratings compared to other indicators, the findings still indicate positive perceptions regarding the program’s accomplishments and contributions to the community. Comparatively, the PNP personnel provided slightly higher weighted mean scores than the sectoral group respondents in most indicators, which may reflect stronger confidence among police personnel regarding the implementation and outcomes of the program. Nevertheless, the consistency of responses between the two groups signifies a common perception that the PCAD program effectively promotes collaboration, trust, and community engagement. Overall, the findings support previous studies which emphasized that successful community policing programs are highly dependent

on strong partnerships, public participation, and organizational commitment to community service (Skogan & Hartnett, 2019).

Unit Statistics. Table 5 presents the respondents’ assessment of the effectiveness of the Police Community Affairs and Development (PCAD) Program in relation to crime prevention and operational performance. The findings revealed an overall Average Weighted Mean (AWM) of 3.28, verbally interpreted as “Agree,” indicating that both the Philippine National Police (PNP) personnel and sectoral group respondents generally perceived that the PCAD program contributes positively to maintaining peace and order and strengthening community safety initiatives in Naga City. The results imply that the implementation of community-oriented policing activities supports proactive crime prevention strategies and enhances cooperation between the police and the community.

Among the indicators, “Community reporting of crimes” obtained the highest Total Weighted Mean (TWM) of 3.32, followed by “Reduction in crime rates” and “Data-driven strategies for safety,” both with a TWM of 3.31, all verbally interpreted as “Agree.” These findings indicate that respondents recognized the effectiveness of the PCAD program in encouraging active public participation and strengthening crime prevention efforts through collaborative engagement and strategic planning.

Community involvement in reporting criminal activities is considered an important component of successful community policing because it improves information sharing, trust, and police responsiveness. According to studies on community policing, active collaboration between law enforcement agencies and community stakeholders contributes significantly to improved crime control, public confidence, and overall community safety (Reisig & Kane, 2014). The findings further suggest that the integration of strategic and evidence-based approaches enhances the capability of police organizations to address public safety concerns effectively.

Table 5
Unit Statistics

Indicators	PNP (WM)	I	Sectoral Group (WM)	I	Total Weighted Mean	Interpretation
Reduction in crime rates	3.39	Agree	3.23	Agree	3.31	Agree
Use of data analysis and strategic planning	3.32	Agree	3.16	Agree	3.24	Agree
Community reporting of crimes	3.39	Agree	3.25	Agree	3.32	Agree
Crime clearance and solution rates	3.29	Agree	3.18	Agree	3.24	Agree
Data-driven strategies for safety	3.34	Agree	3.27	Agree	3.31	Agree
Average Weighted Mean (AWM)	3.35	Agree	3.22	Agree	3.28	Agree

Meanwhile, the indicators “Use of data analysis and strategic planning” and “Crime clearance and solution rates” both obtained a TWM of 3.24, verbally interpreted as “Agree.” Although these indicators received relatively lower ratings, the results still reflect positive perceptions regarding the operational effectiveness of the program in utilizing analytical approaches and improving crime response mechanisms. Comparatively, the PNP personnel consistently provided slightly higher weighted mean scores than the sectoral group respondents, which may indicate greater confidence among police

personnel regarding the operational impact of the program. Nevertheless, the closeness of the responses between the two groups signifies a shared perception that the PCAD program contributes meaningfully to public safety and crime prevention initiatives. Overall, the findings support previous literature emphasizing that collaborative policing, community participation, and strategic operational planning are essential factors in achieving effective and sustainable community policing programs (Tyler & Fagan, 2015).

3.2 Information Development Operations.

Table 6 presents the respondents' assessment of the implementation of Information Development Operations under the Police Community Affairs and Development (PCAD) Program. The findings revealed an overall Average Weighted Mean (AWM) of 3.43, verbally interpreted as "Effectively Implemented," indicating that the respondents generally perceived that information dissemination, communication strategies, and public awareness activities of the program are properly implemented in Naga City. This implies that the PCAD program effectively promotes community engagement and supports crime prevention initiatives through information-based operations.

Among the indicators, "Educational campaigns on crime prevention and public safety" obtained the highest Total Weighted Mean (TWM) of 3.48, interpreted as "Effectively Implemented." This indicates that the respondents recognized the active conduct of awareness campaigns and safety education activities within the community. "Information networks linking police and community stakeholders" and "Platforms for open communication with the community" followed closely with TWMs of 3.47 and 3.46, respectively, suggesting that the PCAD program effectively establishes communication channels and strengthens coordination between the police and the public. Effective communication and information-sharing improve public participation, trust, and community cooperation in policing activities (Lee & Cho, 2020).

Table 6
Information Development Operations

Indicators	PNP (WM)	I	Sectoral Group (WM)	I	Total Weighted Mean	Interpretation
Educational campaigns on crime prevention and public safety	3.63	Fully Implemented	3.32	Effectively Implemented	3.48	Effectively Implemented
Platforms for open communication with the community	3.56	Fully Implemented	3.36	Effectively Implemented	3.46	Effectively Implemented
Information networks linking police and community stakeholders	3.61	Fully Implemented	3.32	Effectively Implemented	3.47	Effectively Implemented
Collection of community data on safety and crime trends	3.51	Fully Implemented	3.25	Effectively Implemented	3.38	Effectively Implemented
Training for community leaders and residents	3.51	Fully Implemented	3.20	Effectively Implemented	3.36	Effectively Implemented
Average Weighted Mean (AWM)	3.56	Fully Implemented	3.29	Effectively Implemented	3.43	Effectively Implemented

Meanwhile, "Collection of community data on safety and crime trends" obtained a TWM of 3.38, while "Training for community leaders and residents" garnered a TWM of 3.36, both verbally interpreted as "Effectively Implemented." These findings indicate that the program effectively gathers relevant community information and provides capability-building activities for residents and stakeholders. Comparatively, the PNP personnel provided higher weighted mean scores than the sectoral group respondents across all indicators, possibly due to their direct participation in implementing these activities. Overall, the findings imply that Information Development Operations are effectively

implemented and contribute positively to community awareness, cooperation, and public safety initiatives.

Public Information. Table 7 presents the respondents’ assessment of the implementation of Public Information under the Police Community Affairs and Development (PCAD) Program. The findings revealed an overall Average Weighted Mean (AWM) of 3.39, verbally interpreted as “Effectively Implemented,” indicating that the respondents generally perceived that public information activities and communication initiatives of the program are effectively carried out in Naga City. This implies that the PCAD program actively disseminates information to the public and strengthens community awareness regarding peace and order initiatives.

Among the indicators, “Public campaigns on safety and crime prevention” and “Management of official social media updates” both obtained the highest Total Weighted Mean (TWM) of 3.45, verbally interpreted as “Effectively Implemented.” These findings indicate that the respondents recognized the active use of public awareness campaigns and digital platforms in promoting crime prevention and community safety. The use of social media and public communication platforms improves public access to police information and strengthens police-community engagement. Likewise, “Press briefings and media updates” and “Community forums and information sessions” both garnered a TWM of 3.39, suggesting that the program effectively maintains communication and transparency with the community through media relations and public consultations (Criado & Villodre, 2021).

Table 7
Public Information

Indicators	PNP (WM)	I	Sectoral Group (WM)	I	Total Weighted Mean	Interpretation
Public campaigns on safety and crime prevention	3.63	Fully Implemented	3.27	Effectively Implemented	3.45	Effectively Implemented
Management of official social media updates	3.66	Fully Implemented	3.23	Effectively Implemented	3.45	Effectively Implemented
Press briefings and media updates	3.61	Fully Implemented	3.16	Effectively Implemented	3.39	Effectively Implemented
Community forums and information sessions	3.59	Fully Implemented	3.18	Effectively Implemented	3.39	Effectively Implemented
Newsletters and bulletins on police activities	3.54	Fully Implemented	3.02	Effectively Implemented	3.28	Effectively Implemented
Average Weighted Mean (AWM)	3.61	Fully Implemented	3.17	Effectively Implemented	3.39	Effectively Implemented

Meanwhile, “Newsletters and bulletins on police activities” obtained the lowest TWM of 3.28, although still verbally interpreted as “Effectively Implemented.” This suggests that while respondents generally recognized the implementation of informational publications, there may still be opportunities to further enhance the accessibility

and dissemination of written public information materials. Comparatively, the PNP personnel consistently provided higher weighted mean scores than the sectoral group respondents, which may reflect their direct involvement in public information activities and communication management. Overall, the findings indicate that Public Information initiatives under the PCAD program are effectively implemented and contribute positively to community awareness, transparency, and public participation in policing activities.

3.3 Community Affairs Development of the PCAD Program. Table 8 presents the respondents' assessment of the implementation of Community Affairs Development under the Police Community Affairs and Development (PCAD) Program. The findings revealed an overall Average Weighted Mean (AWM) of 3.42, verbally interpreted as "Effectively Implemented," indicating that the respondents generally perceived that community affairs and development activities are effectively implemented in Naga City. This implies that the PCAD program actively strengthens police-community relations through collaborative programs, outreach activities, and developmental initiatives that encourage public participation in maintaining peace and order. The result further reflects that the Naga CPO continuously promotes community-centered policing strategies designed to improve trust, cooperation, and shared responsibility between law enforcement personnel and the community. Community Affairs Development serves as an important component of community policing because it enhances social cohesion, encourages civic engagement, and creates stronger partnerships between the police organization and various community sectors.

Among the indicators, "Coordination with LGUs and community leaders" obtained the highest Total Weighted Mean (TWM) of 3.56, verbally interpreted as "Effectively Implemented." This indicates that respondents recognized the strong partnership and active coordination between the police organization, local government units, barangay officials, and community leaders in implementing public safety and development initiatives. Effective coordination with local stakeholders is essential in community policing because it strengthens information-sharing, resource mobilization, and collective decision-making in addressing local peace and order concerns. The result implies that the Naga CPO effectively collaborates with community leaders and local institutions in implementing

Table 8.
Community Affairs Development of the PCAD Program

Indicators	PNP (WM)	I	Sectoral Group (WM)	I	Total Weighted Mean	Interpretation
Community outreach activities	3.61	Fully Implemented	3.20	Effectively Implemented	3.41	Effectively Implemented
Coordination with LGUs and community leaders	3.66	Fully Implemented	3.45	Effectively Implemented	3.56	Effectively Implemented
Youth engagement programs	3.46	Effectively Implemented	3.18	Effectively Implemented	3.32	Effectively Implemented
Community involvement in policing	3.68	Fully Implemented	3.27	Effectively Implemented	3.48	Effectively Implemented
Skills and livelihood	3.63	Fully Implemented	3.07	Effectively Implemented	3.35	Effectively Implemented

Indicators	PNP (WM)	I	Sectoral Group (WM)	I	Total Weighted Mean	Interpretation
programs for community members						
Average Weighted Mean (AWM)	3.61	Fully Implemented	3.23	Effectively Implemented	3.42	Effectively Implemented

programs that respond to the needs of the community. Studies emphasized that inter-agency collaboration and stakeholder participation significantly improve police legitimacy, public trust, and the effectiveness of community policing strategies (Nalla & Mamidi, 2018). Strong partnerships with LGUs and community leaders also contribute to more responsive and sustainable public safety programs because local stakeholders become active participants rather than passive recipients of police services.

The indicator “Community involvement in policing” followed with a TWM of 3.48, interpreted as “Effectively Implemented,” indicating that the respondents perceived that the PCAD program successfully encourages active public participation in crime prevention and community safety activities. This suggests that community members are increasingly becoming involved in police-led initiatives, consultations, and public safety campaigns. Community participation is a core principle of community-oriented policing because it allows citizens to directly contribute to identifying local problems, reporting incidents, and supporting crime prevention programs. The findings imply that the Naga CPO has established an environment where community members feel encouraged to cooperate with law enforcement authorities in maintaining peace and order. Previous studies noted that active citizen participation enhances the effectiveness of policing efforts, increases public confidence, and strengthens the relationship between the police and the community (Gill et al., 2014). The positive assessment of community involvement also indicates that the PCAD program effectively fosters mutual trust and cooperation between law enforcement personnel and the public.

Meanwhile, “Community outreach activities,” “Skills and livelihood programs for community members,” and “Youth engagement programs” obtained TWMs of 3.41, 3.35, and 3.32, respectively, all verbally interpreted as “Effectively Implemented.” These findings indicate that the PCAD program actively conducts outreach and developmental activities that address community welfare, youth participation, and socio-economic empowerment. Community outreach activities strengthen police visibility and accessibility within the community, while livelihood and skills programs contribute to social development and crime prevention by providing communities with productive opportunities and support mechanisms. Youth engagement initiatives are also important because they promote awareness, discipline, and positive interaction between young people and law enforcement authorities. The findings suggest that the Naga CPO recognizes the importance of preventive and developmental approaches in community policing rather than relying solely on traditional law enforcement functions. Comparatively, the PNP personnel consistently provided higher weighted mean scores than the sectoral group respondents, possibly due to their direct involvement and familiarity with the implementation of these programs. Nevertheless, the close responses of both groups indicate a common perception that Community Affairs Development initiatives are effectively implemented and contribute positively to community empowerment, public cooperation, and sustainable peace and order efforts. These findings support the principle that successful community policing programs are highly dependent on collaborative governance, proactive engagement, and sustained partnership-building between the police and the community (Skogan, 2019).

3.4 Correlation and Significance Between PCAD Status and Outcome Measures. Table 9 presents the correlation analysis between the status of the Police Community Affairs and Development (PCAD) Program and its outcome measures. The findings revealed a correlation coefficient (Rs) of 0.7486, indicating a strong positive relationship between the variables. This suggests that improvements in the organizational status, operational resources, and implementation mechanisms of the PCAD program are associated with better community policing outcomes, including enhanced public participation, stronger police-community relations, and improved public safety initiatives in Naga City.

Table 9
Correlation and Significance Between PCAD Status and Outcome Measures

Variables	Rs	Interpretation	p-value	Decision
PCAD Status vs Outcome Measures	0.7486	Strong Positive Relationship	$p < 0.001$	Reject H_0

The analysis further revealed that the relationship was statistically significant at the 0.05 level ($p < 0.001$), leading to the rejection of the null hypothesis. This indicates that the observed relationship between the status of the PCAD program and its outcome measures is unlikely to have occurred by chance. The result implies that organizational capability and operational effectiveness significantly contribute to the success of community-oriented policing initiatives. Previous studies emphasized that strong institutional support, resource capability, and collaborative engagement are essential factors influencing the effectiveness of community policing programs and public trust in law enforcement institutions (Gill et al., 2014; Miller & Hess, 2020).

Correlation and Significance Between Level of Implementation and Program Outcomes. Table 10 presents the correlation analysis between the level of implementation of the Police Community Affairs and Development (PCAD) Program and its program outcomes. The findings revealed a correlation coefficient (Rs) of 0.40625, interpreted as a moderate positive relationship. This indicates that there is a moderate association between the implementation of PCAD activities and the achievement of community policing outcomes such as public participation, community engagement, and police-community cooperation in Naga City.

Table 10.
Correlation and Significance Between Level of Implementation and Program Outcomes

Variables	Rs	Interpretation	P-value	Decision
Level of Implementation vs Program Outcomes	0.40625	Moderate Positive Relationship	$p > 0.05$	Accept H_0

However, despite the presence of a moderate positive relationship, the analysis revealed that the correlation was not statistically significant at the 0.05 level ($p > 0.05$). Therefore, the null hypothesis was accepted. This implies that although implementation activities may contribute positively to program outcomes, the relationship was insufficient to establish a statistically reliable association within the parameters of the study. The findings suggest that successful community policing outcomes are influenced not only by implementation activities but also by broader institutional and community-level factors, including organizational support, stakeholder collaboration, public trust, leadership effectiveness, and community participation. Previous studies emphasized that sustainable community policing initiatives require comprehensive organizational and community engagement mechanisms beyond operational implementation alone (Telep & Weisburd, 2015).

3.5 Challenges Encountered

Challenges Encountered by Naga CPO in Program Implementation. Table 11 presents the respondents' assessment of the challenges encountered by the Naga CPO in implementing the Police Community Affairs and Development (PCAD) Program. The findings revealed an overall Average Weighted Mean (AWM) of 2.79, interpreted as "Slightly Challenged," indicating that both the Philippine National Police (PNP) personnel and sectoral group respondents generally perceived that the program's implementation encounters manageable operational and community-related difficulties.

Table 11.

Challenges Encountered by Naga CPO in Program Implementation						
Indicators	PNP (WM)	Interpretation	Sectoral Group (WM)	Interpretation	Total Weighted Mean	Interpretation
Community perceptions toward the police	3.02	Slightly Challenged	2.90	Slightly Challenged	2.96	Slightly Challenged
Availability of funds and resources	3.17	Slightly Challenged	3.14	Slightly Challenged	3.16	Slightly Challenged
Personnel skills and training	2.95	Slightly Challenged	2.75	Slightly Challenged	2.85	Slightly Challenged
Community participation in police programs	3.02	Slightly Challenged	2.77	Slightly Challenged	2.90	Slightly Challenged
Language, literacy, or communication barriers	2.68	Slightly Challenged	2.57	Slightly Challenged	2.63	Slightly Challenged
Community awareness to participate	2.85	Slightly Challenged	2.66	Slightly Challenged	2.76	Slightly Challenged
High-crime or insurgency-prone areas	2.73	Slightly Challenged	2.61	Slightly Challenged	2.67	Slightly Challenged
Political and governance influences	2.70	Slightly Challenged	2.61	Slightly Challenged	2.66	Slightly Challenged
Lack of interest or understanding of initiatives	2.68	Slightly Challenged	2.64	Slightly Challenged	2.66	Slightly Challenged
Coordination in community development initiatives	2.78	Slightly Challenged	2.66	Slightly Challenged	2.72	Slightly Challenged
Average Weighted Mean (AWM)	2.86	Slightly Challenged	2.73	Slightly Challenged	2.79	Slightly Challenged

This implies that while challenges are present, these do not critically affect the continuity and implementation of community-oriented policing initiatives in Naga City. The findings further suggest that the PCAD program remains operationally functional despite limitations associated with resources, public engagement, and organizational coordination. Similar studies emphasized that community policing programs often encounter operational constraints but remain effective when supported by institutional commitment and community collaboration (Gill et al., 2014).

Among the indicators, “Availability of funds and resources” obtained the highest Total Weighted Mean (TWM) of 3.16, verbally interpreted as “Slightly Challenged.” This indicates that financial and logistical limitations remain the most notable concern affecting the implementation of the PCAD program. Insufficient funding may affect outreach activities, personnel training, logistical support, and the sustainability of community development initiatives. In policing organizations, resource limitations directly influence operational efficiency and the ability to maintain effective community-based programs. Research highlighted that adequate funding and resource allocation are critical factors in sustaining community policing operations and improving public safety outcomes (Skogan, 2019). Likewise, “Community perceptions toward the police” and “Community participation in police programs” obtained TWMs of 2.96 and 2.90, respectively, indicating that public trust, cooperation, and active participation continue to pose challenges in strengthening police-community relations.

The indicators “Personnel skills and training,” “Community awareness to participate,” and “Coordination in community development initiatives” obtained TWMs ranging from 2.72 to 2.85, all verbally interpreted as “Slightly Challenged.” These findings suggest that capability-building, public awareness, and inter-agency coordination require continuous improvement to further strengthen the implementation of the PCAD program. Effective community policing requires trained personnel, collaborative partnerships, and active public engagement to address community concerns effectively. Previous studies emphasized that police competency, communication skills, and stakeholder coordination significantly influence the effectiveness and legitimacy of community policing programs (Telep & Weisburd, 2015). The findings imply that enhancing personnel development and strengthening collaborative mechanisms may improve the implementation and sustainability of community affairs initiatives.

Meanwhile, “Language, literacy, or communication barriers,” “Political and governance influences,” “High-crime or insurgency-prone areas,” and “Lack of interest or understanding of initiatives” received comparatively lower weighted mean scores, although all remained within the “Slightly Challenged” category. This indicates that these concerns exist but are relatively manageable within the current operational structure of the PCAD program. Comparatively, the PNP personnel consistently provided slightly higher weighted mean scores than the sectoral group respondents, possibly due to their direct exposure to operational and organizational challenges during program implementation. Nevertheless, the consistency of the responses between both groups signifies a common perception that despite existing challenges, the PCAD program remains capable of delivering community-oriented policing services effectively. Overall, the findings support previous literature emphasizing that sustained organizational support, public trust, and collaborative governance are essential in overcoming challenges and improving the effectiveness of community policing initiatives (Braga et al., 2019).

4. Conclusion

The findings further revealed that the level of implementation of the PCAD program in terms of Information Development Operations, Public Information, and Community Affairs Development was generally rated as “Effectively Implemented.” The results indicate that the Naga CPO actively conducts public safety campaigns, information dissemination activities, community outreach programs, stakeholder coordination, and community engagement initiatives that strengthen trust and cooperation between the police and the public. The strong assessment of Community Affairs Development particularly highlights the effectiveness of partnerships with local government units, community leaders, and civic organizations in sustaining community-oriented policing

programs. These findings affirm that community policing is most effective when law enforcement agencies establish meaningful partnerships, encourage active citizen participation, and adopt preventive and developmental approaches in maintaining peace and order.

In terms of statistical relationships, the study established a strong positive and statistically significant relationship between the status of the PCAD program and its outcome measures. The correlation result implies that improvements in organizational resources, implementation mechanisms, and operational capabilities significantly contribute to better community policing outcomes, including stronger public participation, improved community trust, enhanced crime reporting, and more effective public safety initiatives. However, while the level of implementation demonstrated a moderate positive relationship with program outcomes, the relationship was not statistically significant, suggesting that successful community policing outcomes are influenced not only by implementation activities but also by broader institutional, social, and community-related factors. This finding emphasizes that sustainable community policing requires a holistic approach that integrates organizational support, stakeholder collaboration, resource sustainability, and public trust-building.

Despite the positive findings, the study also identified several operational and community-related challenges affecting the implementation of the PCAD program. Among the most evident concerns were limitations in financial and logistical resources, issues related to community participation and public perception toward the police, personnel capability concerns, and coordination challenges in community development initiatives. Although these challenges were generally assessed as “Slightly Challenged,” they remain important considerations that may affect the long-term sustainability and effectiveness of community policing efforts if left unaddressed. The findings imply that continuous enhancement in resource allocation, personnel training, public awareness campaigns, stakeholder engagement, and inter-agency coordination is necessary to further strengthen the implementation of the PCAD program and improve its operational efficiency.

Overall, the study concludes that the Police Community Affairs and Development Program of the Naga City Police Office is generally effective in promoting community-oriented policing, strengthening police-community partnerships, and supporting public safety initiatives. The program demonstrates strong potential in fostering collaboration, trust, and active community participation, which are essential elements of modern policing. However, the sustainability and long-term effectiveness of the program depend on continuous institutional support, strategic innovation, stakeholder collaboration, and evidence-based program enhancement. The proposed enhanced community policing model, particularly the Naga PEACE Initiative, may therefore serve as a practical framework for improving PCAD implementation and strengthening responsive, inclusive, and sustainable policing strategies not only in Naga City but also in other local police offices implementing community-oriented policing programs in the Philippines.

5. Recommendation

Based on the findings of the study, the Naga City Police Office may further strengthen the implementation of the Police Community Affairs and Development (PCAD) Program through continuous enhancement of financial, human, and logistical resources. Although the program was generally assessed as effectively implemented, improvements in resource allocation, operational support, and sustainability mechanisms remain necessary to maximize the effectiveness of community-oriented policing initiatives. Strengthening capability-building programs, professional development activities, and specialized training for PCAD personnel may further improve community engagement, communication strategies, stakeholder coordination, and public service delivery. Continuous institutional support may also enhance organizational efficiency and strengthen the responsiveness of the police organization to the needs of the community.

The study further recommends the strengthening of partnerships and collaborative mechanisms between the police organization, local government units, barangay officials, educational institutions, civic

organizations, and other community stakeholders. Enhancing Information Development Operations and Public Information initiatives through the expanded use of social media platforms, community forums, public awareness campaigns, and digital communication strategies may improve public participation, transparency, and accessibility of police services. Likewise, increasing community outreach activities, youth engagement programs, and livelihood development initiatives may further promote community empowerment, strengthen public trust, and encourage active citizen participation in maintaining peace and order. Sustained collaboration and participatory governance are essential in achieving more effective and sustainable community policing outcomes.

Considering the operational and community-related challenges identified in the study, the researcher recommends the adoption of the proposed Naga PEACE Initiative as an enhanced framework for strengthening the implementation of the PCAD Program. The initiative may serve as a strategic guide in improving partnership-building, engagement, awareness, capacity-building, and community empowerment within the locality. Furthermore, future researchers are encouraged to conduct related studies using broader populations, comparative local settings, or mixed-method research approaches to further validate the findings of the study. Additional investigations focusing on organizational support, leadership, public trust, and technological innovation in policing may also contribute to the continuous improvement of community-oriented policing programs in the Philippines.

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