

Threshold of Community Policing in the Philippines: A Public Safety and Security Study

Bensen Alex U. Pola^{1*}, Jimmy S. Aganon², Reyca L. Almazan², Joedy L. Berbano²

¹Department of Social Sciences, College of Arts and Sciences, Mariano Marcos State University, Batac City, Philippines

²Philippine Public Safety College, Quezon City, Philippines

Email: *bensen.pola@gmail.com, bupola@mmsu.edu.ph, jsaganon04@yahoo.com, karyngg0525@yahoo.com, junberbano15@gmail.com

How to cite this paper: Pola, B. A. U., Aganon, J. S., Almazan, R. L., & Berbano, J. L. (2025). Threshold of Community Policing in the Philippines: A Public Safety and Security Study. *Open Journal of Social Sciences*, 13, 179-195

<https://doi.org/10.4236/jss.2025.138011>

Received: June 16, 2025

Accepted: August 10, 2025

Published: August 13, 2025

Copyright © 2025 by author(s) and Scientific Research Publishing Inc.

This work is licensed under the Creative Commons Attribution International License (CC BY 4.0).

<http://creativecommons.org/licenses/by/4.0/>



Open Access

Abstract

The existing program of the Philippine National Police (PNP) in Resolution 2015-342 provides empowerment to perform the role as a community and service-oriented agency through the adoption of the Community and Service-Oriented Policing (CSOP) System, involving the local executives and the community to prevent crime and improve public safety. It requires collaboration and encourages a proactive and problem-solving approach to crimes. The program approach is a realization of a true and genuine government service: “*the government is for the people, by the people, and of the people*”. This paper examines the performance output of the PNP in establishing and sustaining public safety and security, particularly in the Local Government Unit (LGU) of Pinili. This is an affirmation of *data exchange standards* and *communication protocols*. Further, this is an attempt to look into the performance of the administrative force, and whether the focus of their action is the achievement of community reciprocity in line with the “*diwa ng lunan*” worldview embedded in “*the police is the community...the community is the police*”, the *Peelian philosophy*. The research found that the residents trust the law enforcers, the PNP, as part of the administrative force, and must continue to embrace the approaches emboldened in the *thematic diagram* and *symmetry model* as tools to develop specific strategies for strengthening and firming up the weaknesses. The paper used thematic and SWOT analyses.

Keywords

Public Safety, Security, Community Policing, SWOC, Public Administration

1. Introduction

Public Safety and Security Area Study (P3S) operates following the police com-

munity relations (PCR) programs of the PNP. It is one of the requirements of the Public Safety Officers' Advanced Course (PSOAC) and Public Safety Officers Basic Course (PSOBC). Accordingly, the P3S aims to make the police feel, rationalize, and experience the *diwa ng lunan* in the context of the latter's public safety mandate. *Diwa ng lunan* worldview means the milieu situated in the police's area of responsibility (AOR), both as a physical boundary and space for enculturation. It does not, however, necessarily imply shifting or reconfiguring the policing mandate, but rather, emphasizing its core values of *makadiyos* (God-fearing), *makatao* (humane), at *makakalikahan* (environment-friendly). By nature, aligning the police mandate is not to veer away from the police protection function; rather, it highlights what is already obvious about the roles of the police in the community (Philippine National Police, n.d.).

As the conceptual framework and reified in the public safety and security study, it emphasizes two-point perspectives: (a) protection function and (b) the explication of what safety for all entails (Twyman, 2022). A policeman must understand that although his primary role is law enforcement, including the vicissitudes that come with it, he or she is a member of the wider society whose safety and security concerns go beyond the protection function (UNODC, 2011). It is imperative, therefore, that a public safety professional ought to conscientize such understanding. It is in this regard that the attempt is to expose in proxy the police to the social reality of their future AOR and challenge them to take the appropriate action. Consequently, understanding the AOR enables the generation and response to wider patterns of social problems. Thus, this fills the gap of what is perceived as lacking in the understanding of their policing mandate, and this necessitates delving deeper into the policing universe.

The AOR immersion is a pedagogical and methodological approach mediated by the socialization process and spatial perception of relationships, data capture, and correspondence with key contact persons. The police will be able to unveil the implicit and hidden social realities. Using data from crime databases and community surveys to understand the problems leads to the development of strategies to address the identified problems and evaluate the effectiveness of their response to determine what needs to be altered, adjusted, or improved.

1.1. Research Design

The study used a *thematic qualitative strand* with *SWOC* (Strengths, Weaknesses, Opportunities, and Challenges) as its *method of analysis* to come up with *the pyramidal achievable goals* transfigured from the data gathered using the *NVivo coding technique* (Creswell & Poth, 2016). The study investigated the prevailing threats and weaknesses *vis-à-vis* the implementation of Community Policing (CP) to neutralize threats for preserving peace and order. Specifically, the study: 1) assessed the existing community policing initiatives and programs; 2) analyzed the factors influencing threats; 3) recommended strategies to enhance programs for peace and security.

The area of the study is in the LGU of Pinili with its twenty-five (25) Barangays and cover the *key informant interviews* of: 1) Municipal Mayor; 2) the Sangguniang Bayan Chair of Peace and Order; 3) OFW; 4) Retired Professional; 5) Businessman; 6) Non-Governmental Organization President; 7) Chief of Police (COP) Pinili; 8) Police Community Relation (PCR) of Police; 9) Association of Barangay Captains President; 10) Federated Chief Brgy Tanod. The study employed a purposive nonprobability method in selecting the participants. They were selected based on the following criteria: 1) the participants must hold an active role of leadership in the public office, including non-government organizations; 2) the offices should be situated within the LGU of Pinili; 3) clear capacity to represent the community; 4) knowledge about Community Policing. The main process of gathering data was an interview, and it was done individually within the span of 45 to 60 minutes.

Documentary analysis is inevitably incorporated, which includes a review of existing policies, reports, and data graphics. The aspects of CP studied were as follows: *crime prevention and control, public safety and order, community engagement and participation, and police-community relations*. The time scope of the study covered the past three (3) years from 2022 to 2024. The study's objective is to reflexively analyze for flaws and improve the existing local laws and community programs of the PNP for more effective and efficient undertakings in the succeeding three (3) years, short-term range.

1.2. Research Questions

1) Are there prevailing peace and security threats in the municipality? How do these threats affect the peace and stability, as well as the future development of the town?

2) Are the municipality's community policing programs effective tools for encountering these threats? Do residents trust local leaders, law enforcers, and barangay implementors?

3) What are the challenges and opportunities for effective community policing? What strategies can be enhanced in community policing?

1.3. Objectives of the Study

The objectives of the study are the following: 1) Determine the prevailing threats, weaknesses, opportunities, and challenges; 2) Examine the effectivity and efficiency of community policing of PNP Pinili; 3) Determine the strengths, the various policies of community policing, implemented; 4) Design programs of community policing for implementation aligned to the weaknesses, opportunities and challenges.

2. Literature Review

Community policing in the Philippine context is purposive for the greater benefit of the constituents, which is to improve by prioritizing the welfare and rights of the citizenry. The relevance of the study is rooted in the theories of *Broken Win-*

dows Theory of Criminology and *Social Capital Theory*. The research contributes to the legitimacy and applicability of these theories in the local context.

The Broken Windows Theory of Criminology emphasizes visible signs of crime and disorder. The theory states that any visible signs of crime and civil disorder, such as broken windows, vandalism, loitering, public drinking, jaywalking, and transportation fare evasion, create an urban environment that promotes even more crime and disorder (Wilson & Kelling, 1982). As such, policing these misdemeanors will help create an ordered and lawful society in which all citizens feel safe and crime rates, including violent crime rates, are low. Broken windows policing tries to regulate low-level crime to prevent widespread disorder from occurring. If these small crimes are greatly reduced, then neighborhoods will appear to be more cared for.

The *Social Capital Theory* highlights community trust and cooperation. Putnam (2001) posits that social connections and community relationships (social capital) are essential for building trust, facilitating operation, promoting collective action, enhancing democratic participation, and improving community well-being. This is essential for addressing social problems aligned with the promotion of the police community as an effective tool in achieving peace.

One of the tangible impact studies is the *Revitalized Pulis Sa Barangay* (R-PSB). It has been affirmed that the PNP has grown to be a mission to maintain the advancements made by government programs provided to the barangays, averting any possible resurgence of terrorists and protecting the public in general (Llanto et al., 2024). The level of community awareness and performance of the *Revitalized Pulis Sa Barangay* reveals that the community was aware of visibility and the activity programs implemented. It also demonstrated a very high level of community safety and police-community ties, along with a very high level of law enforcement. This emphasized that police play a vital role in maintaining peace and security at the grassroots level of communities.

The same discovery was attained in the 'Renovation Period' in 1986 in Vietnam. Luong (2020) researched community-based policing, alongside several considerable achievements in the field of socio-economic, political, social, and sustainable development. After 20 years of implementation, the program has been recorded as one of the most impacted activities to contribute to maintaining national security and social order. O'Neill et al. (2023) discovered that despite the popularity of the community policing method and its positive effects on communities, it defied attempts to establish a clear definition and replicable form. Policing is now found across the world and is growing in influence. However, there is no evidence suggesting that community policing has an impact on reducing disorders, drug sales, or property crime, but it does have an impact on reducing crimes such as burglary, gun use, and drug use (Ekici et al., 2022).

In the study *Strengthening Community Mobilization Program: Its Implication on Building Police-Community Relations*, it was revealed that the majority of the community members who belong to the middle class, businessmen, and live in a rural community, CP is beneficial for the preservation of peace, providing eco-

conomic sustainability, and development. Moreover, the majority of personnel described community organization, community information and education, community empowerment and mobilization, and certification of mobilized barangays as always implemented, while the community members described them as often implemented. The majority of the respondents strongly agreed on the effects of strengthening policies (Boller-Piol et al., 2024).

In the same context, the findings in the *Revisiting the Community and Service Oriented Policing (CSOP) System: Basis for Sustainable Peace and Order*, the aim of this study was to revisit the community and service-oriented policing (CSOP) system for sustainable peace and order. Local chief executives are in full support of the implementation of the community and service-oriented policing system, as they are regularly coordinating with the provincial/regional office of the National Police Commission. They are ready to give funds as their support to the implementation of the community and service-oriented policing for the betterment of their constituents in the municipality/city, as these were based on the problems that people in the community had experienced (De Lana et al., 2025).

The study addresses the identified gap and explores context-specific strategies, particularly in the loopholes of CP implementation in the Philippines.

3. Analysis and Discussion

3.1. Thematic Analysis

The CP perspectives are clarified and verified concerning the status of LGU Pinili.

1) *Enforcement*

Firstly, LGU Pinili is emerging as a peaceful and orderly community, where friendly law enforcers and politicians, as well as community members, are well satisfied with the performance of the present administrative force. These are affirmed in the thematic findings in **Figure 1**, that it is indeed optimistic to state that *there are no threats in the peace and order situation*, as it is asserted by eleven (11) frequencies in the interview transcripts. Although it is seemingly the contrast of one situation suggesting weak support for the assertion *that neighborhood conflicts often stem from differences in opinions and interests*, the situation cannot jeopardize the peace and order condition of the municipality. This is because neighborhood conflict is not a major threat to the stability of the town. It is thus accurate to generalize the observation that peace and security prevail because of the dedication of the police force.

It must be noted that *no graft and corruption issues or problems* have been identified nor reacted to by the participants, and it is further noted that *corruption suspiciously occurs when politicians suddenly get rich because of commissions from contractors*. These findings uphold the status of the municipality, supporting its peaceful condition. Although one of the unacceptable realities that is happening in the town is that *traditional politicians normally happen*. However, it cannot completely create chaos due to the sentiments and support of the citizens for the practice of *traditional politics*. The practice is deemed acceptable because of

Enforcement		Assessment: Strong and Effective Enforcement	
		Meaning: Enforcement is the proper execution of the process of ensuring compliance with laws, regulations, ordinances, rules, standards, and social norms. Governments attempt to effectuate the successful implementation of policies by enforcing laws and regulations.	
	12	There are no threats in the peace and order situation of the Municipality.	Q1- P1, Q1-P4, Q1-P5, Q1-P6, Q1-P9, Q1-F-P1, Q1-F-P4, Q1-F-P5, Q1-F-P6, Q1-F-P8, Q1-P10, Q1-F-P10
	2	Sexual abuse poses significant peace and security threats	Q1-P2, Q2-P2
	3	Community conflicts that often stem from differences in opinions and interest	Q1-P3, Q2-P3
	2	No graft and corruption issues or problems	Q1-P3
	1	Corruption suspiciously occurs when politicians suddenly get rich because of commissions from contractors	Q1-P3, Q1-P7
	1	Traditional politicians normally occur in the town	Q1-P3
	2	Peace and security prevail because of the dedication of the police force	Q1-P3
	1	The prevailing peace and security threats in the municipality are climate change, poverty, theft/robbery, and drug users/pushers.	Q1-P7, Q1-F-P7, Q1-P7
	1	Political manipulation on the side of vote-buying	
	1	The peace and order situation within the municipality is generally peaceful and remains suitable for harmonious living	Q1-P7 Q1-P8
	1	Crimes that transpired in the area of responsibility are considered isolated	Q1-F-P8
	1	The presence of the leftist group, like the AMIN, is a stumbling block to development, their reaction is centered on corruption favoring the farmers	Q1-P6
2	Vehicular accidents on the highway should be monitored	Q1-P5, Q1-P6	

Legend on Evidence: Q=Question, F=Follow-Up, P=Participant

Figure 1. Enforcement.

political manipulation on the side of vote-buying. Moreover, it is worth noting that the presence of the leftist group, AMIN (*Alyansa dagiti Mannalon ti Ilocos Norte*), is a stumbling block to development, as their defiance is centered on corruption, favoring the farmers. Such is the cause of a manageable disorder that may transpire in the area, which is nonetheless considered isolated.

In the sphere of corruption, Villaruz (2021) concluded that curbing fraud requires complex solutions, and it provided insights or mechanisms required to help fight corruption in the government: 1) focusing initiatives on graft-prone areas; 2) promoting and strengthening people’s advocacy; 3) the need for political will of leaders to look into the problem; 4) effort to develop leadership ethical training as part of staff development program; 5) the need to incorporate core values and ethical conduct. These insights are undoubtedly practiced by the administrative force in curbing the embezzlement of public funds. This is why it is a fair and general observation that no graft and corruption cases have occurred in the area contributing to the cause of the leftist group, which is vocal in fighting this crime.

Moreover, one of the observations that came up is the prevailing peace and security threats, which are climate change, poverty, theft, robbery, and drug users and pushers. The Crime Index provides only 1 theft per year, which does not match the claim. This may be a result of a hefty generalization. Although climate

change and poverty are the environmental and social problems currently being faced by the whole country, not just the municipality, the administrative force is doing its part to counter these issues. Hence, the observation remains suitable for harmonious living is categorically relevant and acceptable, as the average monthly crime rate of 0.39 for the year 2022, 0.68 for the year 2023, and 0.65 for the year 2024 substantially supports the claim.

Additionally, the findings on vehicular accidents are monitored, solved, and reduced. These firmly hold the ground for the full enforcement of laws with *effectiveness and efficiency* because of the success indicators in the Crime Index of 70% in 2022, with 10 cases and 7 were solved, 100% in 2023 with 7 cases and all were solved, and 80% for 2024 with 9 cases, and 8 were consequently solved.

2) Trust & High Performance

The theme Trust & High Performance (see **Figure 2** below) denotes a commendable state that trusts in local leaders, and PNP is high because of dedicated services, satisfaction, cooperation, full efforts, and visible action. This assertion is commensurate with the general status of the town for being peaceful and orderly. The majority of the participants sustained and upheld that trust, and high performance is the reality present in the town. Such confirmation is also attested by community policing programs, which are effective tools for managing and resolving conflicts. This is in parallel with the pronouncement that CP programs are effective tools because the community is trained as well. Indeed, the police force has been playing a vital role in the program and development by implementing their duties and responsibilities with high integrity and enthusiasm, despite the

Trust & High Performance		Assessment: Strong and reliable trust tied with high performance	
		Meaning: High-performance values constructive feedback and actively fosters a culture of trust. Trust is earned through openness, proactive engagement, and consistent reporting.	
	12	Trust in local leaders and PNP is high because of dedicated services, satisfaction, cooperation, full efforts, and visible action.	Q3-F-P2, Q3-F-P3, Q5-P4, Q3-F-P5, Q3-F-P6, Q3-F-P7, Q3-F-P8, Q3F-P9, Q3-P10, Q3-F-P10, Q3-F-P1, Q5-F-P4
	1	PNP has a great role in the progress and development of the town.	Q3-P1
	1	Community policing programs like Project <i>Karrubak</i> , <i>Kabaranggayak</i> , <i>Bantayak</i> is an effective tool for addressing threats.	Q3-P2
	3	Community policing programs are effective tools for managing and resolving conflicts.	Q3-P3
	1	Effective community programs revitalize peace and security.	Q3-P4, Q3-P5
	1	Police visibility is a tool for effective peace and stability.	Q3-P6
	1	Policy programs have effectively fostered cooperation between the police and the community.	Q3-P7
	2	Community policing programs of the PNP are effective tools because we train our community as well	Q3-P8
			Q3-P9, Q3-F-P1

Legend on Evidence: Q=Question, F=Follow-Up, P=Participant

Figure 2. Trust & High Performance.

odds of limited manpower, which, at present, the police to civilian ratio is 1:756. The findings are in line with police effectiveness in serving and protecting the people involved in co-production, where the police partner with citizens to prevent and fight crime and maintain order in the community. The three key elements of CP that are implemented: 1) refocused police strategy; 2) partnership with citizens; 3) problem solving (Morín, 2023). The same line of action has been traversed by the local police authority with the implementation of the specific CP program, *Project Karrubak, Kabaranggalayak, Bantayak* has been asserted as an effective tool for addressing threats, as it minimizes or eliminates petty crimes and disorder.

Undoubtedly, community programs revitalize peace and security while police visibility continues as a tool for effective peace and stability that fosters and ensures cooperation between the police and the community. Trust and high-performance emancipating from the PNP, and political leaders are strongly shown, and these are depicted in the turnout of the transcript.

3) *Quality Service*

Quality service in **Figure 3** (see below), it can be gleaned that situations are challenging the delivery and execution of quality services, defying the worthiness rendered to the community. This is illuminated to improve the services of the political leaders, including the PNP, with the unreserved participation of the people. With the participants' feedback, the challenges pertain to the following: 1) *the limited resources, distrust, and lack of awareness*; 2) *building trust, increasing visibility, fostering collaboration, and empowering local leaders*; 3) *fostering stronger partnerships between law enforcement and residents, and implementing regular dialogue sessions to address any concerns* were divulged and are genuine observations. These challenges entail that the PNP needs to respond to the current demands and is bound to overcome them.

Vora et al. (2024) recognized that police accountability is essential for public trust, which is necessary for effective policing. Police transparency ensures accountability of officers, and developing lasting trust in law enforcement is beneficial for the community. Greater inclusion of the community in policing is crucial to improving the dialogue between the public and law enforcement. Police accountability is essential for modern policing, requiring law enforcement agencies to adhere to ethical norms and procedures.

Thus, it is mindful to note that the police have evolved into adhering to the contemporary strategy of policing, as evidenced by the evaluations of the participants.

Challenges reside in the *increased community engagement and social media participation*. It is a must to establish collaborative partnerships between the local government, other law enforcement agencies, religious sectors, and other community sectors. This is building a close and friendly approach for the sustainability of the existing plans and projects of the local government. With the foremost objective of the attainment of *equality before the laws*, it is best to implement this

Theme	Frequency	Assessment, Meaning & Findings	Evidence (Refer to the transcript)
Quality Service		Assessment: High-Quality Service	
		Meaning: Meeting and Exceeding community expectations due to the delivery of services that satisfied them.	
	1	Inculcate that peace and order are the key factors to success and development.	Q5-P1
	3	Challenges include limited resources, distrust, and lack of awareness.	Q5-P2, Q3-P3, Q5-P6
	1	Close and friendly approach between local leaders and the whole community.	Q5-P4
	1	Friendly government, policing, and sustainability of the existing plans and projects of the government	Q5-P5
	1	Equality before the laws is the best thing to implement both local and national.	Q5-P5
	1	Challenges in implementing community policing are the depleted number of personnel in the police station, ideal ratio is 1:500.	Q5-P6
	2	Collaborative partnerships between the police, locals, government, other law enforcement agencies, religious sectors, and other community sectors	Q5-P7, Q5-P10
	3	Proactive actions in empowering the community.	Q5-F-P7
	3	Building trust, increasing visibility, fostering collaboration, and empowering local leaders.	Q5-P8, Q6-P8
	3	Challenges Include fostering stronger partnerships between law enforcement and residents and implementing regular dialogue sessions to address any concerns.	Q5-P9, Q3-F-P1
	3		Q5-F-P2, Q5-F-P6, Q5-F-P7, Q5-F-P3
1	Increased Community Engagement/ Increased Social Media	Q5-F-P7	
1	Engagement/Police visibility, Tanod visibility, patrolling within their area of responsibility.	Q5-P8	
1	One challenge is community involvement and the other is information drive.	Q5-F-P10	

Legend on Evidence: Q=Question, F=Follow-Up, P=Participant

Figure 3. Quality services.

to both local and national laws, corroborating it with community policing that is commensurate with the ideal ratio of PNP personnel with civilians to 1:500.

Community involvement, information drive, meeting police visibility, and patrolling are the scenes to be achieved for the advancement to a more progressive place. The strategy must coincide with a well-cultivated action plan. The quality of service of the PNP is astoundingly high, which shows that a continuous challenge is needed to improve more in adapting to the changing needs of the times.

3.2. Thematic Triangulation

Indeed, peace and order dominate the situation in Pinili as evidenced by the data presented in the theme *Enforcement* (see **Figure 1**). This is a concerted effort of the present political administration, Pinili MPS headed by police officers in separate year terms, namely; 1) February to June 2022 PMAJ Marzan; 2) June 2022 to Jan 2023 PCPT Ordonio; 3) Jan 2023 to Sept 2024 PCPT Arellano; 4) Sept 2024 to present PMAJ Marzan. The effort is also a result of the vital contribution of the

Peace and Order Committee, government officials, barangay officials, and the local citizenry, who are naturally peace-loving people, as it is affirmed in the socio-cultural dimension of the locality. The triangulation of the theme's *enforcement*, *high-performance*, and *quality-service* has a concrete influence on the creation of *effective community policing*, resulting in a high positive output of stable and firm *peace & security* benefits for the creation of a thematic diagram (see **Figure 4** below).

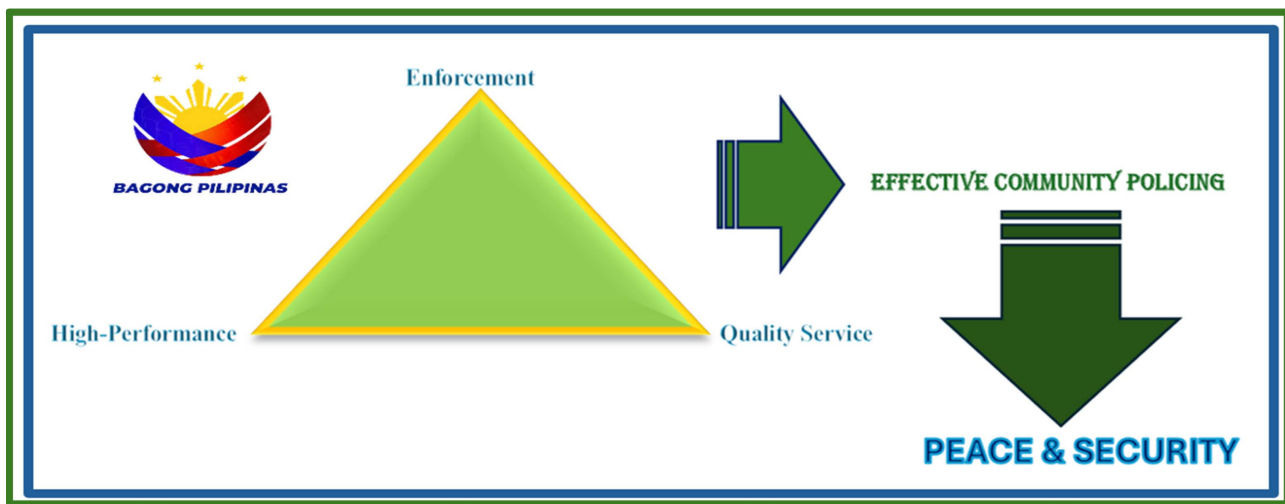


Figure 4. Thematic diagram.

In particular, peace and security are undoubtedly achieved because of the presence of several vibrant ordinances. Some of these ordinances are 1) comprehensive anti-smoking policy, 2) regulation on drag racing, 3) sale and use of firecrackers, 4) adoption of anti-criminal action plan on anti-illegal drugs, 5) resolution adopting the localized anti-criminality action plan (LACAP) intensifying mobile and motorcycling patrolling, 6) ordinance on curfew hours for children, 7) ordinance on bicycle riders to wear protective gear, 8) establishment of management information system, 9) amendments to traffic regulations and among others.

LGU Pinili has also created and implemented several LACAP, namely, 1) anti-criminality arrive-alive, 2) fixed Oplan *Sita*, 3) project helmet, 4) know road safety, no injury, 5) alcohol: moderation is a key, enjoy responsibility, 6) PROTECT Box, 7) project VEST, 8) project SIREN, 9) project *kuliglig/kurong-kurong*, 10) operation BOGA, 11) project *kaluluwa* 12) operation stop drag race, 13) anti-illegal drugs, 14) project IMPACT, and 15) project CCTV. These LACAP Programs were fully enforced with high-performance and quality service, with the profound participation of the people, generating an *effective community policing* yielding a peace and order situation in the municipality.

In the thematic diagram, the indispensable triangulation of effects that the themes of *enforcement*, *quality service*, and *high performance* are, in essence, important factors for *community policing* needed in the establishment and attainment of *peace and order*. Indeed, the diagram confirms and attests to the findings

of Vora et al. (2024) that police accountability is essential for public trust and that police transparency develops lasting trust in law enforcement.

3.3. SWOC Analysis

In contrast to the thematic analysis, the SWOC provides an interlinked evaluation of the qualitative strand gathered. This is with the element of establishing a *reciprocal community relation* with the common objective of attaining peace and order.

Figure 5 shows the details of the status of the *administrative force* in their last three (3) years of performance from the year 2022 to 2024. The positive response to these threats and challenges will necessitate the creation of a more progressive and advanced place. The prominent strengths visible in the paradigm are the following:

- 1) Trust in the local leaders and PNP.
- 2) No threats to the peace and order.
- 3) Prevailing peace and order situation.
- 4) Effective community police programs re: LACAP.
- 5) Full trust of residents.
- 6) Absence of graft and corruption issues.
- 7) Dedicated Police Force.
- 8) Effective LACAP project *Kaaruba, Kabarangayak, Bantayak*.
- 9) Effective community program.

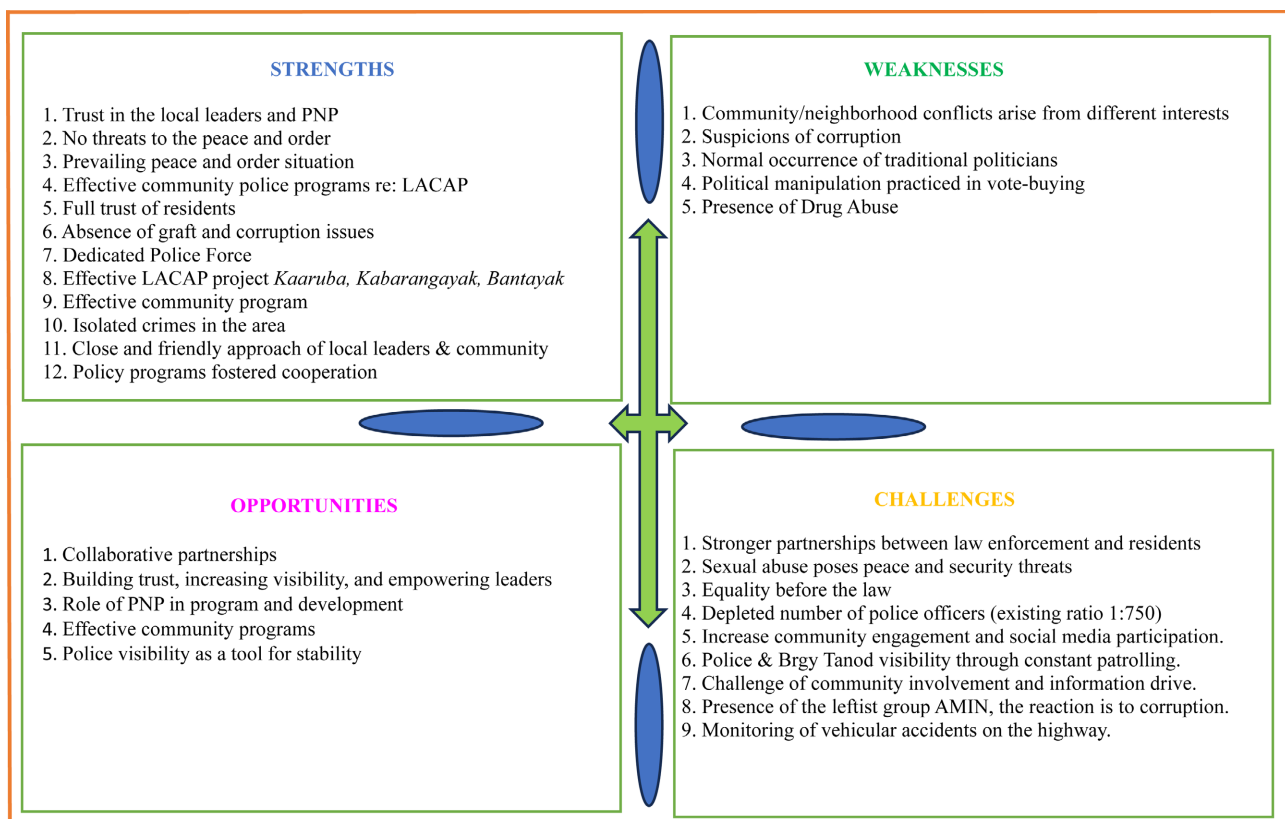


Figure 5. SWOC paradigm.

- 10) Isolated crimes in the area.
- 11) Close and friendly approach of local leaders & community.
- 12) Policy programs fostered cooperation.

With the classification of the status of the LGU, it is indeed firm to postulate that harmonious community relations exist between the administrative officers and the community. The weaknesses in the status of the LGU are the following:

- 1) Community/neighborhood conflicts arise from different interests.
- 2) Suspicions of corruption.
- 3) Normal occurrence of traditional politicians.
- 4) Political manipulation practiced in vote-buying.
- 5) Presence of drug abuse.

It is explicit that *neighborhood conflicts arise due to different interests*, which is not categorically considered a threat, only a weakness, because of the nature of the conflict, which involves personal or family disputes. The probability of a lack of police visibility through patrolling and constant dialogue with the local citizens is the anticipated reason. Family quarrels are petty issues that are not dangerous for the entire community, but only within the family.

In the aspect of corruption, this is a legitimate weakness that resides in the political leaders, but not necessarily in the law enforcers, the PNP. This weakness may be resolved through a personal reformation of the political leaders themselves, as this concerns their suspicious embezzlement of public funds from their projects. It must be noted that commissions from the project are the usual transactions that take place with the contractors, done subtly. More so, if the construction firm is owned by the politician himself, the more public funds are set aside and pocketed. Corruption issues can become the reason for a debacle or anti-administration assembly that may cause a public threat, in the same way that public protests may be undertaken.

The weaknesses in the normal occurrence of *traditional politicians* and *political manipulation* that is executed through vote-buying are clear experiences of the participants, evoking the acceptability of traditional politics in the area. In one sense, no one hailed to oppose vote-buying as a manipulative act of politicians. It is shown that the participants themselves can tolerate this practice only if the politicians prioritize the needs of the public rather than their self-interest. Vote-buying is rampant in the locality, which cannot be obliterated as disadvantageous to public interest, but it can be a potential cause of public disorder by a clash between opposing political parties.

On the other hand, the obvious opportunities found in **Figure 5** are the following:

- 1) Collaborative partnerships.
- 2) Building trust, increasing visibility, and empowerment of leaders.
- 3) Role of PNP in the program and development.
- 4) Effective community programs.
- 5) Police visibility as a tool for stability.

These data consequently denote greater potential of actualizing greater achievements for the administrative officers, if programs are done through collaborative partnerships, building trust, increasing visibility, and empowering leaders. This is similar to the manner of capturing the role of PNP in executing their police programs aimed at development, particularly focused on police visibility and community relations. In aiming for stability, it all depends on the dedication and commitment of the administration officers in rendering their unprecedented services.

The zenith of the SWOC analysis is in the established points for challenges. The challenges are the following:

- 1) Stronger partnerships between law enforcement and residents.
- 2) Sexual abuse poses peace and security threats.
- 3) Equality before the law.
- 4) Depleted number of police officers (current ratio 1:750 compared to 1:500).
- 5) Increase community engagement and social media participation.
- 6) Police & Brgy Tanod visibility through constant patrolling.
- 7) Challenge of community involvement and information drive.
- 8) Presence of the leftist group AMIN, the reaction is to corruption.
- 9) Monitoring of vehicular accidents on the highway.

The condition is that if all these challenges are responded to, then the peace status of the town will be sustained and will go a long way. However, if these challenges are not addressed, then the peace status will convert into artificial, meaning that peace will only be a subjective claim, and security will be jeopardized.

One of the pressing issues is the presence of the leftist group, whose attention is on corruption. This must be given appropriate police attention through intensive intelligence for gathering first-hand information concerning their ongoing movements. Corruption must be given serious attention to capture neutrality, favoring no one on the sides of politicians, civilians, and the leftist group. If the issue of corruption is eliminated, then the objective of AMIN will be disregarded. Hence, the leftist organization will be pacified.

In general, the SWOC paradigm implies a *value equilibrium* to sustain the peace and order situation of the LGU. For the area to have continuous development and attain advancement, it must be able to constantly fulfill the standard of *symmetry* (Figure 6) captured from the actual context of the study, specifically applicable to the town. The *symmetry model* stipulates the process by which the program of the LGU contributes to the realization of progress and development, that the action plans of the police force through the LACAP should be focused on the reciprocal association with the community, for it is the community that the PNP has directly adhered to serve.

One main tool that may be implemented is the *interoperability* of forces like the Regional Mobile Force Battalion 1, PROTECT Boxes, Barangay Information Network (BIN), and Brgy Officials in monitoring potential cataclysm, most especially to the leftist group. This *interoperability* is related to *Revitalized Pulis Sa Barangay* (R-PSB) and it has been pronounced that the PNP has grown to be a mission to

maintain the advancements made by government programs provided to the barangays, averting any possible resurgence of terrorists and protecting the public in general (Llanto et al., 2024).

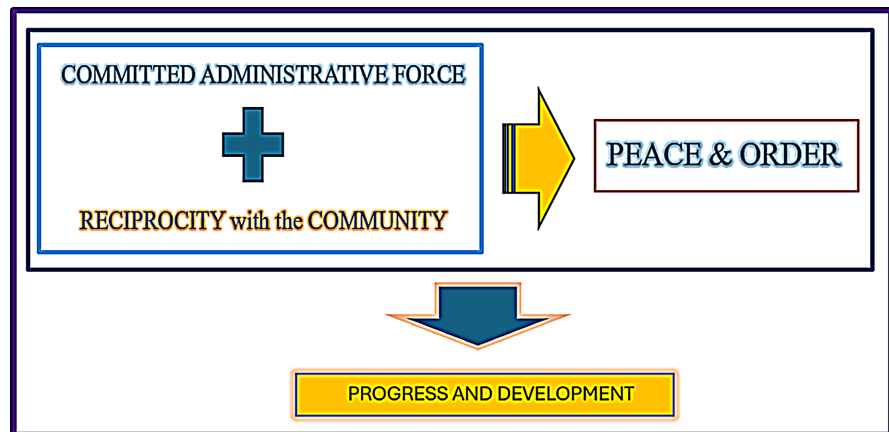


Figure 6. Symmetry model.

4. Conclusion

1) Pinili is found to be a peaceful and orderly municipality, and *weaknesses* that were found were centered on the occurrence of *traditional politicians* and *political manipulation practiced in vote buying*, *the existence of AMIN underground movement reacting to corruption*, *vehicular accidents on the national highway*, and *the recurring drug abuse cases*.

2) Residents trust law enforcers, and community policing programs are very effective tools for achieving peace and order.

3) The weaknesses are addressed by acting on the *challenges*, namely, implementing stronger partnerships between law enforcement and residents, increasing community engagement and social media participation, police & barangay police ‘*tanod*’ visibility through constant patrolling, community involvement & information drive, including monitoring of vehicular accidents on the highway.

4) The *challenges* lead to creating a specific action plan to cater to and counter these *weaknesses* i.e., *Oplan Puksa*, *Oplan Sagip*, *Oplan Seguridad*.

5) The *administrative force* must continue and strengthen its focus on *community reciprocity* in line with the “*diwa ng lunan*” worldview, which is a continuous realization of a true and genuine government service, a recrudescence of “*the government is for the people, by the people, and of the people*” (Lincoln Gettysburg Address, 1863).

5. Recommendations

1) It is highly recommended that Pinili Municipal Police Station (MPS) must embrace the approaches emboldened in the *thematic diagram* and *symmetry model* as tools to come up with specific strategies in strengthening the weaknesses of Pinili MPS.

CSOP Program	Time Frame	Activities	Objectives	Target Clients	Office Personnel Responsible	Budget & Source of Funds	Success Indicator
1) OPLAN PUKSA	1 st & 2 nd Quarter of the 1st Year 2025	Validation and Identification of Drug Pushers & Drug Users including Source	To identify the subjects and validate	Citizens of Pimili	PNP/BADAC/BIN	Php20,000/Intel fund	Assessment Questionnaire with Brgy Officials with Public Participation for Statistical Analysis of the level of the Problem (High, Low, Moderate)
		List of suspected Drug Pushers/Drug Users and the Source		Particular Subject Pushers/Users/ Source			
		Whereabouts / Location of Operation of Pushers		Particular Subject Pushers/Users/ Source			
		Re-organization of BIN & BADAC		Barangay Folks			
2) OPLAN SAGIP		Identify Protectors		High Ranking Official or Influential Persons			
		Push for the amendments of the Ordinance for higher penalties	To come up with a comprehensive local law	Sangguniang Bayan Members & Mayor	PNP	Php10,000/MOOE	Assessment Questionnaire for Public & Private Transportation for Statistical Analysis of the Level of the Problem (High, Low, Moderate)
		Placing of Informative Signs		All Citizens Travelers (Drivers under the Influence of Alcohol)			
3) OPLAN SEGURIDAD		Placing of Early Warning Devices		All Citizens			
		Identify the Personalities re: Nos & Personal Info	To establish the personalities involved	Leftist Group - AMIN	PNP/BIN	Php10,000/Intel fund	Assessment Questionnaire for Barangay Officials and BIN for Qualitative Analysis of the Status of the Problem (Extensive, Normal, Manageable)
		Identify the Leader / Whereabouts		Leftist Group - AMIN			
1) OPLAN PUKSA	3 rd & 4 th Quarter of the 1st Year 2025	Educational Campaign (Police Visibility) & Strategic Checkpoint	To continue action on Police visibility	Focus on the Brgy where the Threat is present	PNP/BADAC	Php25,000/PADS fund	-
		Synergical Teamwork of PNP/BIN/BADAC		PNP/BIN/BADAC			
2) OPLAN SAGIP		1 st Informative Education on Traffic Rules with emphasis on the Influence of Alcohol	To disseminate traffic laws	Citizens of Pimili Central Barangays	PNP	Php20,000/MOOE	-
3) OPLAN SEGURIDAD		Propose for the Embrace of Speed Limit Detector & Breath Analyzer		Sangguniang Bayan Members & Mayor			
		Focus of Counter Intelligence to further validate Communist Front Organization (CFO)	To validate gathered information	AMIN / CFO	PNP/BIN	Php10,000/Intel fund	-
		Identify the purpose/objective/mission of the CFO		AMIN / CFO			
1) OPLAN PUKSA	1 st & 2 nd Quarter of the 2 nd Year 2026	Continuous Educational Campaign (Police Visibility) & Strategic Checkpoint	To continue action on Police visibility	Focus on the Brgy where the Threat is present	PNP/BADAC	Php5,000/Intel fund	-
2) OPLAN SAGIP		1 st Empowerment / Training BIN / BADAC		1 st Team of BIN/BADAC of the Brgy where the Threat is present			
		2 nd Informative Education on Traffic Rules with emphasis on the Influence of Alcohol	To continue information drive on safety	Citizens of Pimili East and North Barangays	PNP	Php15,000/LGU-POC	-
3) OPLAN SEGURIDAD		Propose for the Enlistment of Traffic Enforcers		Sangguniang Bayan Members & Mayor			
1) OPLAN PUKSA	3 rd & 4 th Quarter of the 2 nd Year 2026	Identify the aim/mission of the CFO	To validate area of operation of CFO	AMIN	PNP/BIN	Php10,000/Intel fund	-
		Identify the Brgys where CFO is operating					
2) OPLAN SAGIP		Continuous Educational Campaign (Police Visibility) & Strategic Checkpoint	To continue action on Police visibility	Focus on the Brgy where the Threat is present	PNP/BADAC	Php15,000/PADS fund	-
		2 nd Empowerment / Training BIN / BADAC		2 nd Team of BIN/BADAC of the Brgy where the Threat is present			
3) OPLAN SEGURIDAD		3 rd Informative Education on Traffic Rules with emphasis on the Influence of Alcohol	To spread the impact of alcohol in driving	Citizens of Pimili South and West Barangays	PNP	Php10,000/LGU-POC	-
		Implementation and Monitoring of Violations of the Amended Ordinance		All Citizens			
1) OPLAN PUKSA	3 rd & 4 th Quarter of the 3 rd Year 2027	Educational Drive on the Impact of the Underground Movement	To counter the infiltration activities through educational campaign		PNP/BIN	Php5,000/MOOE	-
		Continues Monitoring of CFO		Intelligence			
2) OPLAN SAGIP		Continuous Educational Campaign (Police Visibility) & Strategic Checkpoint	To continue action on Police visibility	Remaining Brgys not infiltrated by Drugs but highly potential to be penetrated	PNP	Php10,000/PADS fund	Evaluation Questionnaire for Public & Private Transportation for Statistical Analysis to determine the impact of the Oplan (Malignant, Controlled, Solved)
		4 th Informative Education on Traffic Rules with emphasis on the Influence of Alcohol	To continue campaign on road safety	Motorcycle Owners of Pimili	PNP	Php5,000/LGU-POC	Evaluation Questionnaire for Public & Private Transportation for Statistical Analysis to determine the impact of the Oplan (Malignant, Controlled, Solved)
3) OPLAN SEGURIDAD		Continues Implementation and Monitoring of Violations of the Amended Ordinance		All Citizens			
		Implementation and Strategizing Locations of Traffic Enforcers		Traffic Enforcers & All Citizens			
1) OPLAN PUKSA		Educational Drive on the Impact of the Underground Movement	To uplift and show campaign vs AMIN	All Citizens	PNP/BIN	Php5,000/MOOE	Evaluation Questionnaire for Barangay Officials and BIN for Qualitative Analysis to determine the impact of the Oplan (Effective, Moderately Effective, Ineffective)
		Continues Monitoring of CFO		Intelligence			
TOTAL BUDGET FOR 3-YEAR-PERIOD = PHP200,000.00							

Figure 7. CSOP action plan for 3 years (short-term).

2) It is further recommended for the creation of an extensive Community and Service-Oriented Policing (CSOP) in nullifying the leftist group to neutralize their infiltration initiative with the approach of educating and informing the citizenry about the negative impact of the underground movement. This is to strengthen stronger reliability and trust of the citizenry to the police authorities.

3) An extensive study on the action plans as the foremost initiative and see whether it serves the purpose of countering the identified safety and security weaknesses.

4) The creation of *Oplan Puksa*, *Oplan Saguip* and *Oplan Seguridad* to counter the weaknesses is needed.

5) The full implementation of “*diwa ng lunan*” in revitalizing peace and order is highly recommended.

6. Action Plan

The development of a short-term (3-year) CSOP action plan (see **Figure 7**) subject to re-advancement is as follows:

1) OPLAN PUKSA—“An Action Plan on Anti-Illegal Drugs Operations through Eliminating, Reinforcing, and Strengthening Activities Through Rigid Intelligence Networking, Information Drive and Education.”

2) OPLAN SAGIP—“An Action Plan on the Comprehensive Prevention of Vehicular Accidents by Providing Close Monitoring, Installation of Early Warning Devices and Strict Implementation of Alcohol Influenced Driving.”

3) OPLAN SEGURIDAD—“An Action Plan on the Surveillance on the Existence of Leftist Groups via Identifying the Infiltrated Areas, Strengths, Areas of Operations, Personalities Behind, Top-Ranking Officials, Supporters, and Mission and Objectives.”

Authors Note

The manuscript is a product of research conducted during the Public Safety Officers’ Advanced Course (PSOAC class 2024-2025) at the National Police College, Pampanga Satellite Campus, Magalang, Pampanga, Philippines.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

References

- Boller-Piol, A. A., Gonzales, C. D., Malapit, K. M., Olivar, L. S., Vega, A. J., Villa, E. B. et al. (2024). Strengthening Community Mobilization Program: Its Implication on Building Police-Community Relations. *International Journal of Multidisciplinary: Applied Business and Education Research*, 5, 1662-1692. <https://doi.org/10.11594/ijmaber.05.05.17>
- Creswell, J. W., & Poth, C. N. (2016). *Coding: Qualitative Inquiry and Research Design: Choosing among Five Approaches*. Sage Publications.
- De Lana, D. C., De Lana, M. R., Dausan, A. F., & Villa, E. B. (2025). Revisiting the Community and Service Oriented Policing (CSOP) System: Basis for Sustainable Peace and Order.

- International Journal of Multidisciplinary: Applied Business and Education Research*, 6, 396-421. <https://doi.org/10.11594/ijmaber.06.01.28>
- Ekici, N., Akdogan, H., Kelly, R., & Gultekin, S. (2022). A Meta-Analysis of the Impact of Community Policing on Crime Reduction. *Journal of Community Safety and Well-Being*, 7, 111-121. <https://doi.org/10.35502/jcswb.244>
- Lincoln Gettysburg Address (1863). *The Collected Works of Abraham Lincoln (Vol. 2)*. Wildside Press LLC.
- Llanto, G. T., Osman, R. M., Denson, R. D., & Javier, N. M. (2024). Community Awareness and Performance of Revitalized Pulis Sa Barangay in the City of Mati, Philippines. *Davao Research Journal*, 15, 78-89. <https://doi.org/10.59120/drj.v15i3.248>
- Luong, H. T. (2020). Community-Based Policing to Prevent and Combat Crime: Specific Perspectives and Strategic Solutions in Vietnam. In A. Balloni, & R. Sette (Eds.), *Handbook of Research on Trends and Issues in Crime Prevention, Rehabilitation, and Victim Support* (pp. 463-479). IGI Global. <https://doi.org/10.4018/978-1-7998-1286-9.ch027>
- Morín, J. L. (2023). Beyond Policing: The Problem of Crime in America. *New Labor Forum*, 32, 60-68. <https://doi.org/10.1177/10957960221143526>
- O'Neill, M., van der Giessen, M., Bayerl, P. S., Hail, Y., Aston, E., & Houtsonen, J. (2023). Conditions, Actions and Purposes (CAP): A Dynamic Model for Community Policing in Europe. *Policing: A Journal of Policy and Practice*, 17, paad014. <https://doi.org/10.1093/police/paad014>
- Philippine National Police (n.d.). *Vision, Mission, Core Values*. Southern Police District, NCRPO. <https://spd.ncrpo.pnp.gov.ph/mission-vi>
- Putnam, R. (2001). Social Capital Theories: Measurement and Consequences. *Canadian Journal of Policy Research*, 2, 41-51.
- Twyman, S. (2022). *Community Policing: Reimagining Public Safety for the 21st Century*. Third Way.
- United Nations Office on Drugs and Crime (UNODC) (2011). *Handbook on Police Accountability, Oversight, and Integrity*. United Nations.
- Villaruz, M. D. (2021). Employee Engagement on Republic Act 3019 and Corruption Perception: Basis for Anti-Graft and Corruption Strategies. *EPRA International Journal of Economic and Business Review*, 13. <https://doi.org/10.36713/epra2012>
- Vora, M., Shekhar, P., & Gulpham, S. (2024). Police Accountability and Public Trust through Transparency and Community Collaboration. *International Journal of Advanced Research*, 12, 938-948. <https://doi.org/10.21474/ijar01/19714>
- Wilson, J. Q., & Kelling, G. L. (1982). "Broken Windows": Atlantic Monthly (1982). In R. T. LeGates, & F. Stout (Eds.), *The City Reader*. Routledge. <https://www.taylorfrancis.com/chapters/edit/10.4324/9780203869260-44/broken-windows-atlantic-monthly-1982-james-wilson-george-kelling>