



## Course Learning Outcomes for Unit VIII

Upon completion of this unit, students should be able to:

7. Analyze impediments to community policing.
  - 7.1 Identify potential future challenges related to the sustainability of community policing.
  - 7.2 Discuss potential solutions to future challenges related to the sustainability of community policing.

## Reading Assignment

### Chapter 15:

Understanding and Preventing Terrorism

### Chapter 16:

What Research Tells Us and a Look to the Future

## Unit Lesson

There are varying definitions of terrorism and varying classifications of acts as being terroristic in nature. In general, terrorism involves the unlawful use of force (i.e., violence) on people or property in an attempt to intimidate or coerce governments or populations, motivated by advancing political or social objectives (Miller, Hess, & Orthmann, 2014). Terrorism is often motivated by some form of dissatisfaction with religious, political or social systems and perception that change is not possible through nonviolent means.

On September 11, 2001, the United States was introduced to the deadliest act of terrorism on U.S. soil, perpetrated by international terrorists when commercial planes were flown into New York's World Trade Center and the Pentagon; resulting in thousands of deaths, the destruction of the 110-story towers, and major damage to the Pentagon. Acts of terror have far-reaching effects on survivors, the families and friends of victims, and those who can identify with the individual(s) or group(s) being terrorized. For example, most people who are old enough to remember the "9/11" attacks can also remember where they were and the myriad of emotions that they felt upon hearing the news of the attacks. In addition, the 9/11 attacks drastically changed law enforcement in the United States. Law enforcement now had to be concerned with domestic and international terrorists that would attempt to terrorize their communities.

Dealing with terrorists is similar to dealing with other types of criminals. Research has found that members of terrorist groups also engage in crimes, such as trafficking, fraud, and cybercrime. However, unlike many of the crimes handled by law enforcement in their communities, the methods used by terrorists have the potential to cause widespread physical harm (e.g., explosive and bombs and weapons of mass destruction).

Federal responses to terrorism include the creation of the Department of Homeland Security, the passing of the USA PATRIOT Act, increased border security, and the Implementation of National Incident Management System (NIMS). Local responses to terrorism have included an increase call by law enforcement administrators to ensure that law enforcement personnel and their communities are prepared to ward off and respond to terrorism. This call originates from an understanding that law enforcement personnel are the first-line of defense against terrorism.

Every level of law enforcement must be involved in the information gathering and intelligence sharing process (e.g., Regional Information Sharing System and National Criminal Intelligence Sharing Plan). The intelligence cycle involves planning and direction, collection, processing/collation, analysis, dissemination, and reevaluation. Community policing efforts must be proactive in conducting risk assessments in identifying potential terroristic targets. Crucial collaborations and partnerships between law enforcement and private

security professionals must be established and maintained. Law enforcement responses to terrorism must balance countering terrorism with addressing crime and disorder in communities.

The roles of law enforcement and the strategies they use to protect and serve the community will continue to evolve as new challenges emerge. Thus, it is important to continue to consult empirical research about the effectiveness of community policing strategies, and it is equally as important to look to the future of community policing. There are many national sources that provide reliable research concerning law enforcement. Some of the most prominent research organizations in the United States include: the National Institute of Justice (NIJ), the Justice Research and Statistics Association (JRSA), the Police Executive Research Forum (PERF), SEARCH, the National Consortium for Justice Information Statistics, the Justice Research Association, the Police Foundation, the Vera Institute of Justice, and the International Association of Chiefs of Police (IACP) Research Center. The IACP's Research Advisory Committee (RAC) developed the National Law Enforcement Research Agenda (NLERA), which lists eight research topics related to law enforcement that are designed to promote research, encourage partnerships between police and researchers, and the development of policy that is relevant to the law enforcement community. Those research topics include leadership, management and administration, training and education, systems approaches, technology, response to crime victimization, emergency preparedness, and emerging issues (Miller et al., 2014).

There is a perception that law enforcement does not like research or does not consider it to be relevant to the fulfillment of its mission. In actuality, historically law enforcement and researchers have worked well together, and law enforcement has been able to apply the findings of many research studies. However, there have been some partnerships between law enforcement and researchers that have left members of law enforcement feeling as if the researcher was more concerned with generating a publication than providing useful information to law enforcement agency. Thus, research partnerships between law enforcement and researchers must be developed in the same way in which partnerships are developed between the community and law enforcement. That is to say that there must be the establishment of trust, high levels of communication, and full participation by all involved parties in the research process.

The action research model helps ensure the aforementioned attributes of partnerships between law enforcement and researchers are realized. The action research model involves the identification of those things that interest both partners in relation to issues such as departmental initiatives, political influences, and local culture. Once a common interest is identified, law enforcement and researchers work together to identify a research topic and to conduct background research on the topic (e.g., reconnaissance, literature reviews, interviews, and pilot data-gathering). Then a research plan is developed, the research is conducted, and the results are analyzed. The aforementioned steps go through a continual review and revision process as the researcher in law enforcement partnership progresses through each step. The final stages of the action research model involve communicating the findings in applying the research findings. Ideally the action research model is a continual cycle in which the interest of the partners to lead to research studies in the findings from those research studies in form the interest of partners and lead to additional research studies.

Research models allow for varying kinds of research to be conducted (e.g., experimental design) and the use of varying data collection tools (e.g., surveys) to assess the various units of analysis (e.g., case studies). Researchers found that focusing solely on crime statistics as an indicator of the success of community policing strategies is insufficient and that additional validation data should be considered (e.g., healthcare records, school records, housing data, licensing data, and community surveys).

Current trends (e.g., changes in crime trend and economic conditions) continue to force law enforcement to evaluate their policies and programs in order to ensure the efficient and effective allocation of resources that meet the needs of the law enforcement agencies and the communities they protect and serve. In addition, advancements in technology (e.g., camera-equipped aerial drones, tablet computers, patrol car GPS tracking systems, explosive detonating robots, robotic cameras, and body cameras) also require law enforcement to evaluate programs and policies that oversee the acquisition, implementation, and maintenance of such technologies.

Changes in technology are also motivators for looking to the future of law enforcement. Experts suggest that in the future there will be a continued need for community policing as communities continue to diversify, urbanization continues, mass migration impacts the distribution of the world's population, societal values continue to change, acts of terrorism increase, privacy rights continue to erode, specialization within law enforcement increases, resource sharing between law enforcement agencies increases, the use of outside

consultants by law enforcement agencies increases, and police managers and administrators find it difficult to recruit and retain law enforcement personnel who will accept the rigors associated with the law enforcement career.

Community policing strategies are designed to work with the community to ensure its protection and that its needs are met. The dynamics of communities and the strategies used by law enforcement to protect and serve communities are constantly evolving. Such changes have the potential to be impediments and/or advantages to the implementation and sustainability of community policing strategies. Thus, it is important for all community policing partners to attempt to identify potential future changes related to community policing and possible solutions to address those changes.

## Reference

Miller, L. S., Hess, K. M., & Orthmann, C. H. (2014). *Community corrections: Partnerships for problem solving* (7th ed.). Clifton Park, NY: Delmar Cengage Learning.

## Suggested Reading

*The CSU Online Library is a great resource to use for research. To learn more about the topics found this unit, please consider using the ProQuest Criminal Justice and General OneFile databases found in the CSU Online Library.*

The articles listed below highlight community policing responses to terrorism and future community policing outlooks:

Bailey, A. C., & Cree, L. (2011). Terrorism preparation by Michigan law enforcement agencies. *American Journal of Criminal Justice: AJCJ*, 36(4), 434-447.

PERF's terrorism report on federal/local partnerships. (2003). *Public Management*, 85(7), 34.

Rosenthal, D. (2011). Assessing digital preemption (and the future of law enforcement?). *New Criminal Law Review*, 14(4), 576-610.

Stephens, G. (2013, January-February). Shaping the future of justice: The futures working group. *The Futurist*, 47(1), 32.

## Learning Activities (Non-Graded)

### Future Policing Outlook

As people get older they often become more and more concerned with being able to be prepared for the future. Common sayings argue that "change is inevitable." Looking into the future and being prepared for change is as important to the sustainability of community policing strategies as it is to the preservation of future generations. How are law enforcement agencies in your community prepared to address future changes in the community and the resources available to law enforcement for protecting and serving the community? To help you answer this question complete the following tasks:

1. Answer the following questions about a local law enforcement agency in your community:
  - a. Does the organizational structure of the law enforcement agency allow for restructuring and/or growth?
  - b. Does the website of the law enforcement agency and/or related media mention forthcoming services that will be provided to the community?
  - c. Does the website of the law enforcement agency and/or related media discuss upcoming revisions and/or improvements of the tools used by law enforcement to protect and serve the community?
  - d. Does the website of the law enforcement agency and/or related media provide evidence of the use of technology by the law enforcement agency?

- e. Does there appear to be an opportunity to either decrease, increase, and/or update the technology used by the law enforcement agency?
  - f. Are there indicators that the law enforcement agency is in tune with the current composition of the community (e.g., cultural differences, socioeconomic factors, spatial boundaries)?
  - g. Does there appear to be a potential for the law enforcement agency to adapt to changes in the composition of the community (e.g., cultural differences, socioeconomic factors, spatial boundaries)?
2. Compare your answers to the questions with the information provided in the textbook to determine whether or not the law enforcement agency in your community are prepared to address future changes in the community and the resources available to law enforcement for protecting and serving the community.
  3. Consider what additional concerns and/or suggestions you would like for law enforcement in your community to consider in regards to being prepared for future changes in the community and the resources available to law enforcement.

Non-graded Learning Activities are provided to aid students in their course of study. You do not have to complete or submit them. If you have questions, contact your instructor for further guidance and information.