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Certain neighborhoods send out “signals” that encourage crime.

## LO3 Discuss the Effect of Community Policing on Current Policing

Community-oriented policing is an approach toward crime that addresses the underlying causes of crime and endeavors to apply long-term problem solving to the issues through improved police–community partnerships and communication. **Robert C. Trojanowicz** founded the National Center for Community Policing in East Lansing, Michigan, in 1983 and was its director until his death in 1994. Trojanowicz believed that community policing can play a vital role in reducing three important kinds of violence in the community: (1) individual violence, ranging from street crime to domestic abuse to drug-related violence; (2) civil unrest, which often includes gang violence and open confrontations among various segments of society, including the police; and (3) police brutality. (Trojanowicz 7–12)

Community policing is not a new concept. As we saw in Chapter 1, policing, from its early English roots, has always been community oriented. The concept of community policing goes as far back as London’s Sir Robert Peel, when he began building his public police in 1829. In his original principles, he said, “The police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.” (Weigand 70–71)

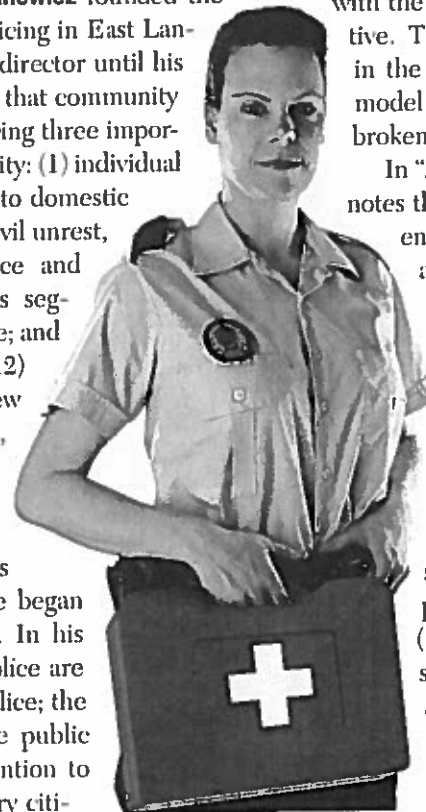


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Community policing seeks to replace our traditional methods of police patrol with a more holistic approach. Some scholars liken this approach to the medical model. Traditional law enforcement held the belief that the “experts” would save us, but over the years, law enforcement has moved to a holistic concept in which we are all partners in the health of our communities, just as we are partners in the health of our bodies in the medical model. Although there is a need for experts to save us in the emergency room or operating room, just as there is a need for police officers to make arrests, there is also a need for us to maintain our health and prevent certain illnesses and a need for us to prevent crimes from happening or to intervene before they reach the emergency or critical stage. In this approach, a community policing officer working in a particular neighborhood fills a role similar to that of a family physician, and the street officer responding to the emergency call is fulfilling the role of society’s emergency room physician. The community policing officer thus acts as a problem solver and an ombudsman to other social service agencies that can assist in addressing the problem. (Bucqueroux)

Community policing mandates that the police work with the community, rather than against it, to be effective. The foot patrol experiments described earlier in the text are examples of the community policing model suggested by Wilson and Kelling in their broken windows approach to policing.

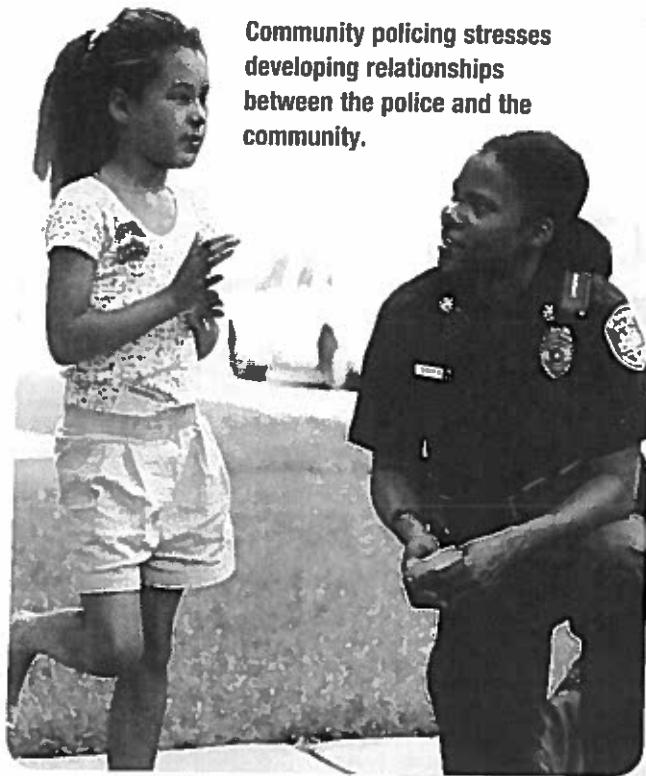
In “Broken Windows” and *Police Discretion*, Kelling notes that the community policing model expands and encourages the use of discretion among officers at all levels of the organization. The traditional method of telling officers what they can and can’t do, as is commonly found in police manuals, will not greatly improve the quality of policing. He instead advocates teaching officers how to think about what they should do, do those things, and then review their actions with coworkers. With time, this procedure should lead to improved practices and the sharing of values, knowledge, and skills that will prove valuable in the performance of their job. (Kelling, “Broken Windows” pp. 1–5) Kelling supports “guideline development” in police agencies to facilitate the discretionary behavior

**Some scholars liken the community policing approach to the medical model: We are all partners in the health of our communities, just as we are partners in the health of our bodies.**

**Robert C. Trojanowicz**  
Founded the National Center for  
Community Policing in East Lansing,  
Michigan.



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Community policing stresses developing relationships between the police and the community.

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#### Herman Goldstein

First mentioned the concept of "problem-solving or problem-oriented policing" in 1979.



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of police officers and enable them to better work with the public in enhancing the quality of life.

Community policing is also more easily facilitated with the technology available

today. Departments are taking advantage of computers and the Internet to maximize their outreach to the community. Most departments today have a Web page. A presence on the Internet with a high-quality, interactive Web page can be a highly successful way to share the department's philosophy, beliefs, and practices with the community, as well as sharing information about the law enforcement personnel, facilitating a relationship, and encouraging a partnership. Sharing procedures, resources, and crime statistics in an open way can show the community the department's commitment to a partnership and to providing citizens with as much information as possible in an effort to meet their needs. Communication is further enhanced with links, e-mail, and the availability of reports online. Departments realize this is a crucial element to their outreach and are devoting dollars and personnel to this effort.

Photo by Robert Nickelsberg/Getty Images



The Baltimore Police Department is working on reducing its crime rate by analyzing when and where incidents are occurring and developing a proactive approach to the bigger crime problem.

## LO4 Explain the Process of Implementing Problem-Solving Policing

The idea of problem-solving policing can be attributed to **Herman Goldstein**, a law professor at the University of Wisconsin who spent a great deal of time in the trenches with different police departments. Goldstein first mentioned the problem-solving approach to policing in a 1979 article calling for a new kind of policing, which he termed problem-oriented policing. (Walker and Katz 335)

In traditional policing, most of what the police do is incident driven—they respond to incident after incident, dealing with each one and then responding to the next. In contrast, problem-solving policing, or problem-oriented policing, forces the police to focus on the problems that cause the incidents.

The problem-oriented policing strategy consists of four distinct parts: scanning, analysis, response, and assessment. Problem-oriented policing practitioners call this process by the acronym SARA.

To summarize, the SARA process is:

**SCANNING:** Identifying the neighborhood crime and disorder problems

**ANALYSIS:** Understanding the conditions that cause the problems to occur

**RESPONSE:** Developing and implementing solutions

**ASSESSMENT:** Determining the impact of the solutions

Problem-oriented policing involves officers thinking, not just responding to yet another call for duty. It involves officers dealing with the underlying causes of incidents to prevent those incidents from happening again, and it encourages officers to use a wide use of resources (not just police resources) to engage in developing solutions. This process necessitates improving various skill sets, including communication (agreement to share thoughts and ideas with various groups), coordination (networking), cooperation (two or more parties agreeing to assist each other), and collaboration (a formal, sustained commitment to work together to accomplish a common mission). (Goldstein, *Problem-Oriented Policing*)

It is hoped that this problem analysis occurs within the department, using the latest research to develop appropriate procedures to successfully address problems in the community.

## LO5 Describe Some Successful Examples of Problem-Oriented Policing

The California Highway Patrol (CHP) implemented a program to keep the thousands of farm laborers who are hired to work the fields safe while being transported to work sites, as there had been a large number of collisions resulting in fatalities and injuries. The mandatory use of seat belts, stronger safety and inspection programs for the farm vehicles, increased staff within CHP to handle inspections, enforcement of these safety violations, and an increased public education effort had a significant impact on the safety of the workers while being transported. For the first time in eight years, there were no fatalities resulting from farm labor vehicle collisions, and the number of collisions involving farm labor vehicles dropped 73 percent. (PERF)

The Charlotte-Mecklenburg (North Carolina) Police Department used problem-oriented policing to address an increasing domestic violence rate. Analysis revealed that the average domestic violence victim had filed nine previous police reports, most involving the same suspect and some crossing district boundaries. In analyzing the situations, the officers determined it would be desirable to regard the victim and suspect as "hot spots," rather than as traditional fixed locations, and developed a detailed database allowing this to be done. Repeat calls for service were reduced by 98.9 percent at seven target locations.



California Highway Patrol implemented a program to keep farm laborers safe.

In addition, domestic assaults decreased 7 percent in the district targeted while the rest of the city experienced a 29 percent increase. (PERF)

The Charlotte-Mecklenburg Police Department also used problem-oriented policing to address an increase in robbery victimization among the Hispanic population. Police found that most robberies occurred in parking lots near laundry facilities, that the residents were doing their socializing in the parking lots, and that they frequently had large sums of money because they didn't trust banks. Officers worked with the apartment complexes' management and improved the safety, access, and lighting. They shared information gathered with the robbery unit, arrested several suspects, and worked to build relationships with the Hispanic residents. Officers also partnered with the local banking industry to educate the residents and facilitate banking activities. These efforts produced a 72 percent decline in robbery rates in one apartment complex, and overall calls for service also declined. Police replicated the strategy in five other areas and produced an average decrease of 8 percent in robberies. In addition, residents reported increased trust in police and greater use of bank accounts. (PERF)

## LO6 Examine the Status of Community Policing Today

Many of the programs and outreach efforts discussed in Chapter 11 are examples of community policing strategies. When departments use storefront substations,

mini-stations, or kiosks, they are seeking to allow citizens to interact with them on a more frequent basis. The hope is that by decentralizing police operations and making officers and information more available, residents will become more involved with their police department and local government.

All the programs aimed at working with various populations to serve them better are examples of community policing. Most departments today use a multitude of programs to express and demonstrate their community policing philosophy.

Although most of the academic and professional writing about policing centers on our nation's big cities, many crime and disorder problems occur in small towns and mid-sized suburban departments as well. Community-oriented policing strategies have proven successful and are also widely used in these cities and towns. The true community policing philosophy is one that permeates the department and is put into action by all officers and personnel who have contact with the public. But, as the following examples will show, successful community policing initiatives can be undertaken in any size community.

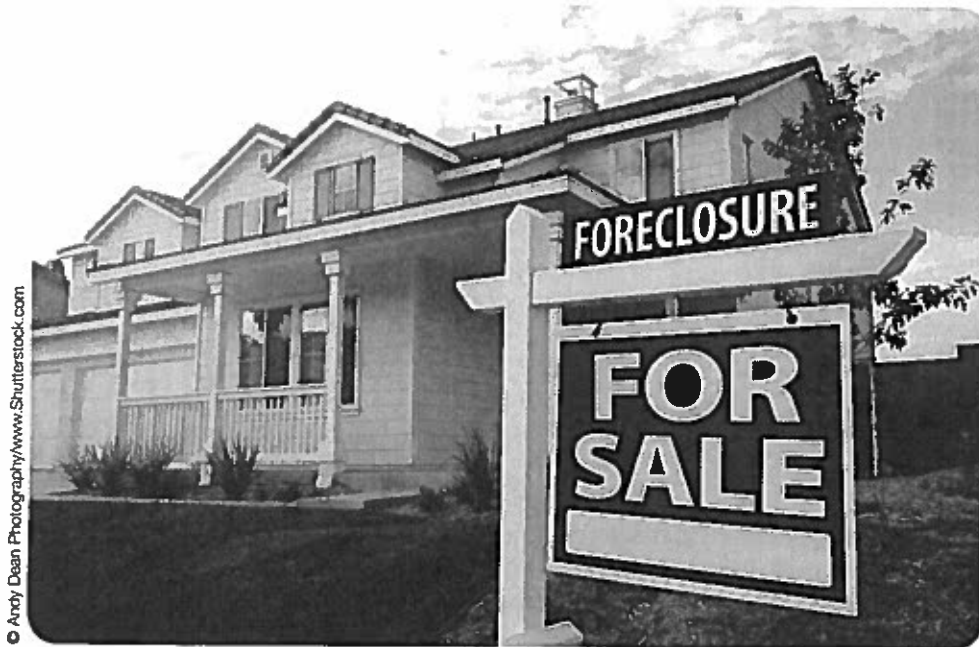
The Wilson, North Carolina, Police Department targeted a four-block area plagued by violence and substandard living conditions. By surveying the community, the police department determined that gangs and drug activities were the residents' primary concerns and that the residents didn't trust the police. With the help of clergy from local churches (the strongest organized link to the community), the police department worked on improving communication and enhancing relationships with the community. They worked with property owners to clean up the area and, together with the clergy, concentrated efforts on youth truancy and drug violations. They also educated the community on the signs of gang recruitment. A follow-up survey indicated a 90 percent approval rating for the police coupled with a 38 percent reduction in calls for service. The department believes that police transparency is the greatest tool for collaboration and building trust within the community. (IACP website, 2009 Community)

Like many cities, the city of Herndon, Virginia, was significantly impacted by the mortgage lending crash. The small community soon had

more than 300 foreclosed homes. These abandoned homes were not maintained, resulting in a disordered appearance, and they were often vandalized and became locations for criminal activity. This situation resulted in a significant number of calls for service. Besides working with zoning, public works, realtors, bankers, and homeowners associations (HOAs) to design a program to reduce the number of illegal activities, the police department also addressed the care of these neglected properties by working with banks to secure the properties and with HOAs to maintain them. Calls for service in these vacant homes were successfully reduced by 65 percent in one year, and citizens' quality of life was improved. A town ordinance also was enacted that required banks to pay restitution for any services the town had to provide, thereby allowing the police department to recover some of its expenditures. (IACP website, 2009 Community)

The Louisville, Kentucky, division of police was also recognized by the IACP for a community policing initiative developed to improve success on calls involving mental illness. After consulting with mental health professionals in the community, the Louisville police developed a 24-hour proactive, citywide crisis intervention team based on a program in place in Memphis, Tennessee, composed of specially trained crisis intervention team (CIT) officers. The primary objective of the program

**The mortgage lending crash caused home foreclosures in many cities. Police in Herndon, Virginia worked with community organizations to address crime issues related to abandoned homes.**





includes increased training for all officers in the area of mental health issues and a reduction in the use of force as well as an increase in options involving less-than-lethal force in the handling of these calls.

The program seems to be successful; in a three-month period, CIT officers responded to 503 calls. Of those, 401 of these individuals were hospitalized for evaluation or treatment, 11 were charged with offenses, and force was used in only three cases, and that force was "empty-hand control" only. The program continues to be closely monitored and evaluated by the CIT committee initially formed to implement the plan. (IACP website, 2009 Community)

## Resident Officer Programs: The Ultimate in Community Policing?

Numerous initiatives generally known as **resident officer programs** have sprung up around the nation since the early 1990s. Supporters of these programs believe they capture the essence of community policing: improved relationships between police and their neighbors, who team together to fight crime and address quality-of-life conditions that contribute to crime.

Elgin, Illinois's ROPE, which started in 1991 with three officers, grew to eight officers by 1997. One of the original locations closed after three years, in 1993, because of its success and a sustained decrease in crime. The ROPE officers, living in donated or subsidized homes or apartments, normally work an 8-hour day, but for all practical purposes, they are on 24-hour-a-day call, because residents can call them at all hours for assistance. The officers listen and work closely with the residents to creatively address the community's problems and challenges. They are also the liaison with government resources. Everyone understands that community policing is not a "quick fix," and the whole community thus engages in long-term problem solving to achieve mutually agreed-upon goals. The mission statement for ROPE is "By working and living in a distressed neighborhood, we will provide police service and be the stimulus that empowers the residents to problem-solve, improve their quality of life and independently take ownership of the neighborhood." (Elgin Police Department)

The city of Phoenix, Arizona, has a Police Officer Placement Solutions (POPS) program. According to the police department, the purpose of the POPS program is to enable the city to assist neighborhoods in recruiting officers to become residents in their community. The program is an element of an overall commitment between the city and its neighborhoods and is related to a community-based policing philosophy. The intended goal is to

enhance the quality of life in the neighborhoods by making them safe enough for people to live in without fear of crime. The officers become familiar with the neighborhood and function as an avenue of communication as well as a deterrent to crime. The officers also benefit from financial incentives regarding rent and utilities and the opportunity to drive a marked take-home police vehicle. The officers are expected to be good neighbors and act as resources for the community, with police services and 911 calls being handled by on-duty personnel. This program was started in 1993 and is still going strong, with guidelines for participation and application procedures available on the department's website. (Phoenix Police Department)

In 1997, President Clinton joined the resident officer bandwagon when he announced a plan to give 50 percent discounts to 2,000 police officers so that they could buy federally foreclosed homes in 500 low-income neighborhoods nationwide. Participants must agree to live in the homes for at least three years. This program, called **Officer Next Door (OND)**, is part of the wide-ranging Urban Homestead Initiative designed to reduce crime and make low-income neighborhoods more attractive to homeowners. The OND is also part of the Good Neighbor Next Door program. Teachers, firefighters, and emergency medical technicians have been included in the program in recent years.

**Many communities are adopting resident officer programs because of the belief that resident officers provide a high-profile presence that helps to prevent crime.**

### resident officer programs

Programs through which officers live in particular communities to strengthen relations between the police and the community.

### Officer Next Door (OND) program

A plan initiated in 1997 that allows police officers to receive 50 percent discounts and low-cost loans to purchase homes in "distressed" areas nationwide. It is under the umbrella Good Neighbor Next Door program, which also includes teachers, firefighters, and emergency medical technicians.



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#### Crime Bill of 1994

The Violent Crime Control and Law Enforcement Act, signed by President Clinton in 1994.

#### Office of Community Oriented Policing Services (COPS)

Established to administer the grant money provided by the 1994 Crime Bill and to promote community policing.

#### Regional Community Policing Institutes (RCPIs)

Part of the COPS program, the more than 30 RCPIs provide regional training and technical assistance to law enforcement around the country regarding community policing.



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The Department of Housing and Urban Development (HUD) states that having these public safety personnel living in these communities makes American communities stronger, which helps to build a safer nation. The OND program helps make this goal a reality by encouraging public servants to become homeowners in these revitalization areas. (HUD website)

## The Federal Government and Community Policing

In the 1992 presidential race, Bill Clinton championed the concept of community-oriented policing and promised to add 100,000 more police officers to the nation's streets. After the election, the federal government made tremendous contributions to community policing strategies throughout the nation. This section

**Surrounded by law enforcement officers, President Clinton signs two crime bills. The Violent Crime Control and Law Enforcement Act (the Crime Bill) was signed into law by President Clinton in 1994.**

will discuss the 1994 Crime Bill and the Department of Justice's Office of Community Oriented Policing Services.

After much political debate, the Violent Crime Control and Law Enforcement Act (the **Crime Bill of 1994**) was signed into law by President Clinton in 1994. The provisions of this bill authorized the expenditure of nearly \$8 billion over six years for grants to law enforcement agencies to reduce crime.

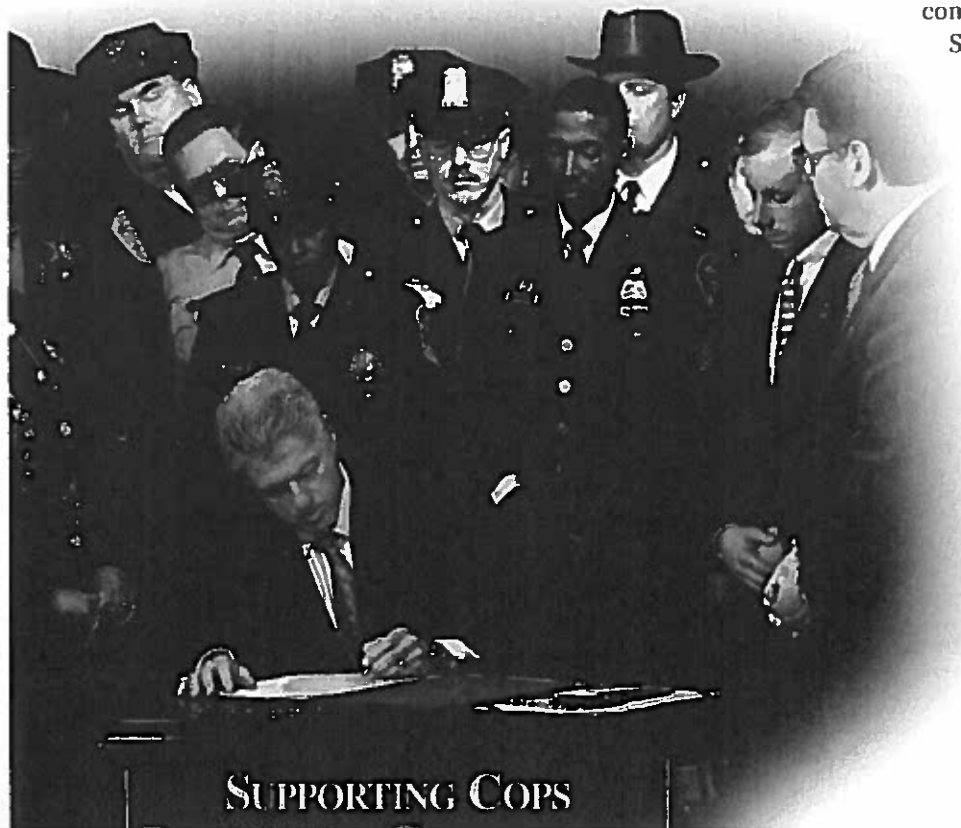
As the research and evaluation arm of the Department of Justice, the National Institute of Justice (NIJ) has mounted a broad agenda to study changes in policing. In the wake of the passage of the Crime Bill, Attorney General Janet Reno established the **Office of Community Oriented Policing Services (COPS)**. (Roth and Ryan 1) The COPS office was established to administer the grant money provided by the Crime Bill and to promote community-oriented policing.

"The Office of Community Oriented Policing Services is the component of the U.S. Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territory, and tribal law enforcement agencies through information and grant resources." (COPS website)

COPS also supports the **Regional Community Policing Institutes (RCPIs)**, which consist of partnerships across a variety of police agencies, community groups, and organizations to create a delivery system for training police officers in community-oriented policing. Each of the more than 30 RCPIs develops innovative, region-specific curricula for community policing training as well as provides technical assistance opportunities for policing agencies and community members.

The RCPI network is facilitating the growth of community policing throughout the United States. The COPS program is also active in publishing articles, researching strategies, and conducting training (either through the RCPI or nationally) for law enforcement. Many of its publications can be downloaded from the COPS website.

The COPS office continues to respond to the changing needs of law enforcement and the American community. After 9/11, COPS reassessed some of law enforcement's processes and decided to address the information-sharing aspect of law enforcement. COPS thus funded a project of the IACP to determine ways to improve information sharing between federal, state, local,



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**SUPPORTING COPS**

and tribal law enforcement agencies. The result was a report entitled "Criminal Intelligence Sharing: A National Plan for Intelligence-Led Policing at the Local, State and Federal Levels." Among other things, the report recommended the creation of a Criminal Intelligence Coordinating Council (CICC) to help the Department of Homeland Security share criminal intelligence. (U.S. Department of Justice 2002) COPS members view community policing as a strong weapon in the fight against terror, so they will continue to address the issue.

The biggest study conducted so far that examined the COPS programs was led by Jihong "Solomon" Zhao and Quint Thurman, who found that the COPS programs were very effective. Over a seven-year period, they examined almost 6,000 cities that had been the recipients of grant funding through COPS. Zhao and Thurman found that COPS hiring and innovative grant programs were related to significant reductions in local crime rates, in both violent and nonviolent offenses, for cities with populations of greater than 10,000. (Zhao and Thurman 1) A report released in 2010 also indicates that problem-oriented policing is associated with reductions in crime and disorder. (Weisburd, Telep, Hinkle, and Eck)

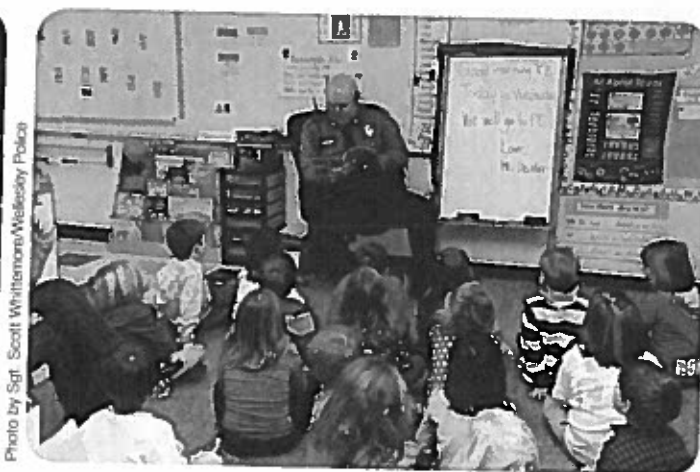
Despite Zhao and Thurman's and Weisburd et al.'s research, other research on the effectiveness of community-oriented policing has yielded mixed results. Many experts are not overly enthusiastic about the idea of community policing. One of the problems faced in community policing is that of defining what is meant by *community*. In many community policing projects, the concept of community is defined in terms of the "administrative areas" traditionally used by police departments to allocate patrols, instead of in terms

of the "ecological areas" defined by common norms, shared values, and interpersonal bonds. If the police are using administrative areas instead of ecological areas, they lose the ability to incorporate a community's norms and cultural values.

Some administrators are also uncomfortable with dividing a community up into "parcels" and possibly having those parcels competing against each other for funding, attention, and service. Though it is important for various sections of towns to have their say, it is also important for cities or towns to work on problems that affect the entire population communitywide rather than just leaving it for the neighborhood to work on them. Community members should be able to come together, discuss issues and challenges, and prioritize action plans to address those issues and challenges. (Lee)

In addition to this issue of community, Merry Morash and J. Kevin Ford, in their book *The Move to Community Policing: Making Change Happen*, cite other challenges that law enforcement agencies face when implementing community policing. For example, the move to community-oriented policing involves major changes in how traditional police organizations operate. They will need to take a customer-based approach and constantly learn about and improve their policing efforts. It's a transformational process that is complex and long term. (Morash and Ford 1-10)

A concern that has been raised by some law enforcement leaders is whether the activities that officers engage in under the umbrella of community policing (recreational roles, tutoring roles, social work roles) are the types of activities that law enforcement officers should be doing. Departments need to address that issue on a continuing basis.



Some law enforcement leaders question whether activities that officers engage in under the umbrella of community policing are in fact the role of the police officer whether it is speaking to teens about the dangers of texting and driving or reading to young children.

Another concern is the debate about community policing and reverting to the older, foot patrol model of close interactions with the community. As discussed earlier in the text, there is always a concern regarding corruption and unfair influence when officers get too involved or too close to community groups. Are the community policing strategies placing officers in an ambiguous position and perhaps enhancing relationships (and consequently, the influence of one group over another)? This also leads back to the earlier discussion about zero-tolerance policies and aggressive patrolling to clean up the streets, make community groups happy, and improve the quality of life. Can this desire to please and be successful lead to overly aggressive techniques and possibly cross the line to abuse? These concerns need to be continually considered and examined.

Some believe the empirical evidence for community policing's effectiveness in solving the crime problem is both limited and contradictory. (Schobel, Evans, and Daly 64-71) Other researchers admit there are a number of documented successes of community policing programs, but point out that there is also an indication that community policing may merely displace crime. Indeed, several studies indicate that there has been an increase in crime in the areas surrounding the community policing impact area. (Reichers and Roberg 110)

Recently the success of broken windows was challenged by Bernard Harcourt, a professor at the University of Chicago Law School. Harcourt and Jens Ludwig, an associate professor at Georgetown University, reanalyzed Northwestern University professor Wesley Skogan's *Disorder and Decline: Crime and the Spiral of Decay in American Neighborhoods*, originally presented in 1990. As Bratton and Kelling note, Skogan's original findings supported the link between disorder and serious crime, fortifying support for the broken windows theory. (Bratton and Kelling) Harcourt and Ludwig, however, argue that the "popular crime fighting strategy is, well, wrong," and it doesn't work in practice. (McManamy) Harcourt states that the targeted areas chosen for the initiative were also the areas most affected by the crack cocaine epidemic and that when the epidemic ebbed, so did the crime rate, which would have happened with or without the broken windows policing. He and Ludwig conclude, "In our opinion, focusing on minor misdemeanors is a diversion of valuable police funding and time from

what really seems to help—targeted police patrols against violence, gang activity and gun crimes in the highest-crime 'hot spots.'... it's not about being pro-cop or anti-cop. It's about using police officer time and limited resources intelligently." (McManamy) William J. Bratton and George L. Kelling, in turn, criticize Harcourt's analysis, charging that he had eliminated two areas from the study that showed strong relationships between disorder and crime. Bratton was the New York

City police commissioner at the time and now heads the Los Angeles Police Department, where he has employed similar strategies: in three years, crime went down 26 percent and homicides decreased 25 percent. (Bratton and Kelling) Thus Bratton stands firmly behind the broken windows strategy, as do many law enforcement leaders who are employing it.

The biggest recent threat to community policing and, consequently, the biggest criticism of the initiatives that have been undertaken concern the current inability to keep police departments fully staffed and to keep the money flowing to these initiatives. Bratton spoke at a conference and declared that community policing had caused a

downward trend in crime nationally in the 1990s, but added that crime is beginning to rebound because less money and attention have been devoted to community policing since September 11, 2001. Many of the resources previously devoted to community policing have been siphoned to prevent terrorism. He believes local jurisdictions as well as states and the federal government need to reexamine this issue. (Bratton and Kelling 1)

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successful lead to  
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## LO7 Discuss How Community Policing Strategies Can Be Useful in the Fight against Terror

Since September 11, 2001, some departments have made increased efforts to get back to essential police services. Budget dollars are at a premium and "extra" programs may be viewed as nonessential. Some feel that going back to more traditional law enforcement, with



more militaristic tactics, is the only way to fight the war on terror.

One of the primary goals would be to prevent terrorist acts. Through partnerships with other agencies and the community, “hard” and “soft” targets can be identified, vulnerability assessed, and responses planned. Additionally, with established, positive, and trusting relationships, members of the community will be more likely to come forward with good intelligence information, thus allowing law enforcement to “connect the dots” before it is too late. (COPS website)

Many states and larger cities have thus created state and local **fusion centers** to share information and intelligence within their jurisdictions as well as with the federal government. The Office of Intelligence and Analysis of the Department of Homeland Security (DHS) provides assistance to these fusion centers, which can be tailored to the unique needs of the locality. Their goal is to facilitate the flow of classified and unclassified information, provide local awareness and access, and provide expertise, and there would be coordination with local law enforcement and other agencies. As of July 2009, there were 72 designated fusion centers around the country, with 36 field representatives deployed. (Department of Homeland Security website)

In the event of a catastrophic incident, community leaders—possibly already CERT-trained (as discussed in Chapter 11)—could be called to assist with responding. Previous relationships and knowledge of the neighborhood would facilitate this response. Police officers accustomed to making decisions and not having to rely on superiors would be an advantage in a crisis situation, where events are unfolding, communication is challenged, and innovative responses are needed. (Chapman and Scheider)

Police agencies are joining with federal law enforcement and state and county agencies to integrate responses to significant events and train personnel from all areas of life to recognize and share appropriate information on a timely basis. The assistant director of the FBI stated, “The FBI fully understands that our success in the fight against terrorism is directly related to the strength of our relationship with our state and local partners.” (Louis F. Quijas, 13 December 2006, [www.cops.usdoj.gov](http://www.cops.usdoj.gov)) To facilitate this success, the Department of Justice Office of Community Oriented Policing Services (COPS) and the Police Executive Research Forum (PERF) have produced a guide for

law enforcement entitled “Protecting Your Community from Terrorism: Strategies for Local Law Enforcement,” which addresses partnerships to promote homeland security. As another way of recognizing efforts in this area, the International Association of Chiefs of Police (IACP) began giving community policing awards in the homeland security category in 2004.

Community policing is an excellent vehicle for addressing homeland security. The value of the partnership and the trusting relationship with the community will prove to be invaluable as the entire community—in the largest sense—contributes to keeping our homeland safe.

#### fusion center

An organization composed of individuals from various federal, state, county, and municipal law enforcement agencies in an area. These individuals facilitate the gathering and sharing of intelligence information and the evaluation of this information. The primary goal of these organizations is strengthening homeland security.



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**Community policing can be an important tool in preventing terrorist attacks like those of September 11, 2011.**



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