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**COMMUNITY-ORIENTED COUNTERTERRORISM:
INCORPORATING NATIONAL HOMELAND SECURITY
MANDATES INTO THE LOCAL COMMUNITY
POLICING PHILOSOPHY**

by

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December 2014

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NATIONAL HOMELAND SECURITY MANDATES INTO THE LOCAL
COMMUNITY POLICING PHILOSOPHY**

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ABSTRACT

Since 9/11, many local police agencies have been chipping away at important community policing programs in order to meet new homeland security responsibilities. With this in mind, the current study set out to answer the question: Do newly acquired homeland security responsibilities require police agencies to reduce or eliminate community policing programs, or can homeland security mandates be effectively integrated into an agency's already established community policing philosophy? In order to answer this question, the study looked at 720 municipal law enforcement agencies from all 50 states that responded to a variety of community policing and homeland security questions in both 2000 and 2007 Bureau of Justice Statistics Law Enforcement Management and Administrative Statistics surveys. These agencies incorporate most major U.S. police departments as well as a representative sample of smaller agencies. The study provides strong evidence that since 9/11, police agencies have significantly reduced the attention given to community policing, while at the same time substantially increasing their focus on homeland security. The study also strongly suggests that police agencies that instead integrate community policing and homeland security not only excel in counterterrorism preparedness, but they also enjoy lower crime rates. This supports the idea that community-oriented counterterrorism is a viable policing strategy and should be implemented as a preferred organizational practice.

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LIST OF ACRONYMS AND ABBREVIATIONS

9/11	Term describing the attacks on the United States on September 11, 2001
BJS	Bureau of Justice Statistics
CPTED	Crime Prevention Through Environmental Design
COPS	Community Oriented Policing Services
DHS	Department of Homeland Security
FBI	Federal Bureau of Investigations
GIS	Geographical Information Systems
IACP	International Association of Chiefs of Police
JTTF	Joint Terrorism Task Force
LEMAS	Law Enforcement Management and Administrative Statistics
MADD	Mothers Against Drunk Drivers
NSR	non-self reporting
PERF	Police Executive Research Forum
POP	problem-oriented policing
SARA	scanning, analysis, response, and assessment
SPSS	statistical package for social sciences
SR	self-represented
UASI	Urban Area Security Initiative
UCR	uniform crime reports

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EXECUTIVE SUMMARY

For over three decades, community policing has proven itself to be an effective tool to address crime and disorder within local communities.¹ Since 9/11, however, many local police agencies have been chipping away at community policing programs in order to meet new homeland security responsibilities. The concern is that sidestepping a policing practice with a 30-year track record of success, while theoretically good for counterterrorism, may prove counterproductive in the larger scheme.

With this in mind, the current study set out to answer the question: Do newly acquired homeland security responsibilities require police agencies to reduce or eliminate community policing programs, or can homeland security mandates be effectively integrated into an agency's already established community policing philosophy? In order to answer this question, the study examined 720 municipal law enforcement agencies from all 50 states that responded to a variety of community policing and homeland security questions in both the 2000 (pre-9/11) and 2007 (most recent) Bureau of Justice Statistics Law Enforcement Management and Administrative Statistics surveys. These 720 law enforcement agencies incorporate most major law enforcement agencies in the nation, including all Tier 1 Urban Area Security Initiative (UASI) agencies, as well as a representative sample of smaller agencies distributed throughout the country.

The study findings provide strong evidence that, since 9/11, police agencies have significantly reduced the attention given to community policing, while at the same time substantially increasing their focus on homeland security. Most notable is the fact that the percentage of full-time officers dedicated to community policing by local police agencies declined by 56 percent, while the total number of community officers, nationwide, dropped by 54 percent, going from 103,000 to 47,000, between 2000 and 2007.² While some differences were noted relating to agency size and budget, highly significant

¹ Allison Chappell, and Sarah Gibson. "Community Policing and Homeland Security Policing: Friend or Foe?" *Criminal Justice Police Review* 20, no. 3 (2009): 326–43.

² Brian A. Reaves, *Law Enforcement Management and Administrative Statistics Survey: Local Police Departments, 2007* (Washington, DC: U.S. Department of Justice Office of Justice Programs, 2010), <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=1750>

declines in the number of community policing officers were strong across all jurisdictions and fiscal characteristics, large and small. Furthermore, local police agency involvement in most specific community policing elements also fell substantially from 2000 to 2007. This included significant decreases in the number of agencies maintaining specialized community policing units (-39 percent); agencies encouraging their officers to engage in SARA problem-solving projects (-19 percent); agencies maintaining a formal community policing plan (-16 percent); and agencies conducting in-service community policing training (-20 percent).³

As for homeland security initiatives, the study makes it clear that local police agencies of all sizes have begun actively engaging in a wide variety of counterterrorism preparedness activities, activities that these agencies likely had not contemplated until after the events of 9/11. For example, since 9/11, the amount of Joint Terrorism Task Forces in the U.S. have increased by some 300 percent.⁴ Thousands of local police officers are now assigned to these task forces. General counterterrorism responsibilities engaged in by local police agencies as of 2007 have also increased significantly, including the maintenance of formal written terrorism response plans (54 percent), regular participation in emergency preparedness exercises (62 percent), and increased presence of police officers at critical infrastructures located within their community (33 percent).⁵ Some agencies also took their counterterrorism preparedness and prevention strategies further by engaging in community-oriented counterterrorism activities, such as disseminating counterterrorism information to the public (33 percent), holding homeland security community meetings (26 percent), partnering with culturally diverse populations (13 percent), and conducting public terrorism anti-fear campaigns (four percent).⁶

³ Reaves, *Law Enforcement Management, 2007*; Brian A. Reaves, *Law Enforcement Management and Administrative Statistics Survey: Local Police Departments, 2000* (Washington, DC: U.S. Department of Justice Office of Justice Programs, 2003), <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=1750>

⁴ Federal Bureau of Investigations, *Protecting America: National Task Force Wages War on Terror*. Federal Bureau of Investigations. *Protecting America: National Task Force Wages War on Terror*, August 19, 2008. http://www.fbi.gov/news/stories/2008/august/njtff_081908.

⁵ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

⁶ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management and, 2007*.

Overall, the study determined that local police agencies that committed a higher percentage officers to community policing in 2000 also engaged in significantly more counterterrorism preparedness elements in 2007. Additionally, the study findings support the fact that local police agencies participating in higher levels of counterterrorism elements in 2007 had experienced a significantly greater reduction in the percentage of community policing officers within their agency from 2000 to 2007. These findings lend credence to the notion that many officers that had been committed to community policing in 2000 were likely retasked to homeland security related operations by 2007.⁷

Questioning the wisdom of these sort of reallocations, this study provides convincing evidence that the strategies used to further community policing and homeland security are complementary. Moreover, the study strongly suggests that police agencies that integrate community policing and homeland security not only excel in counterterrorism preparedness, but also enjoy lower crime rates. This was determined by considering the frequencies with which local police agencies engaged in general counterterrorism elements separately from community-oriented counterterrorism elements and then comparing the two approaches to community clearance and crime rates. In doing so, the study found that, although police agencies are far more likely to participate in general counterterrorism elements than community-oriented counterterrorism elements, it is the engaging in community-oriented counterterrorism elements that appears to lead to a lower community crime rate.

In summary, the answer to our original question of whether homeland security mandates can be effectively integrated into an agency's already established community policing philosophy is a qualified "yes." By integrating homeland security responsibilities into a local police agencies already established and proven community policing philosophy, it is possible for police agencies to successfully address both local crime and national security needs. This makes the concept of community-oriented counterterrorism a preferred organizational practice.

⁷ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

Perhaps the most important finding of the current study, however, is that organizational success is related more to the types of activities engaged in than the specific labels placed on police programs or officers. That is, it is an agency's commitment to utilizing a community oriented approach when engaging in counterterrorism initiatives that makes the difference, irrespective of whether these activities are performed by specialized counterterrorism officers, community police officers, or any combination thereof. This is a critical distinction as the findings recommend an about-face for many local police agencies, large and small, creating important policy implications for law enforcement throughout the nation. Embracing the concept of community-oriented counterterrorism as a single overarching organization philosophy, however, holds great promise for achieving both better crime control and terrorism prevention for local communities.

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I. INTRODUCTION

The terrorist attacks of September 11, 2001 (9/11), marked a new era for many segments of society and significantly shifted the priorities of U.S. law enforcement overnight as they were suddenly thrust into the front lines of the war on terror.¹ This war necessitated that local police assume a variety of new homeland security related roles and responsibilities. The added duties required many police administrators to make tough program choices. In some cases, these choices resulted in a wholesale change in organizational philosophy with many police agencies moving away from the community policing philosophy developed over the past 30 years, towards a more paramilitary style of law enforcement that many believed to be more conducive to counterterrorism activities.²

Utilizing data obtained primarily from Law Enforcement Management and Administrative Statistics (LEMAS) surveys, representing over 3,000 state and local law enforcement agencies across the nation, this thesis examines how local police agencies have adapted to their new found homeland security responsibilities. Specific types of agency personnel deployment and program choices are examined in detail and compared to various measures of agency performance. Based the results of this examination, a case is made for integrating police homeland security responsibilities into established law enforcement community policing practices as a preferred policing strategy. As a result, the research findings represented here may have important policy implications for local law enforcement agencies throughout the nation.

¹ Chapin Jones, and Stanley B. Supinski, "Policing and Community Relations in the Homeland Security Era," *Journal of Homeland Security and Emergency Management* 7, no. 1 (2010): 1–17.

² John Murray, "Policing Terrorism: A Threat to Community Policing or Just a Shift in Priorities?," *Police Practice and Research: An International Journal* 6, no. 4 (2005): 347–61; Rob Chapman, and Matthew C. Scheider, "Community Policing: Now More Than Ever," *Community Oriented Policing Services*, accessed April 7, 2014, <http://www.cops.usdoj.gov/default.asp?Item=716>

A. STATEMENT OF THE PROBLEM

Homeland security functions performed by local law enforcement agencies have become an essential component of our nation's homeland security efforts.³ Effective counterterrorism in the U.S. is simply not possible without the involvement of these agencies.⁴ Many researchers believe that, as a result of the events of 9/11, homeland security is the most emphasized law enforcement function and the leading policing strategy within the U.S.⁵ Local law enforcement agencies are now required to engage in a variety of counterterrorism efforts, including collecting and sharing intelligence, protecting critical infrastructure, conducting post-event investigations, and mitigating the damage caused by acts of terrorism and disasters.⁶ The Department of Homeland Security (DHS) has also formally recognized the critical prevention and preparedness roles played by its local law enforcement counterparts, who are clearly in the best position to engage community members and build localized partnerships designed to further homeland security initiatives.⁷

Prior to the events of 9/11, counter-terrorism responsibilities rested primarily with the federal government.⁸ The post-9/11 transition of so many of these responsibilities to local governments has significantly impacted the way local law enforcement agencies do business.⁹ These agencies must now multitask like never before in order to effectively address conventional crime and quality of life issues as well as counterterrorism and

³ Kelley Cronin, and Nancy Marion, "Law Enforcement Responses to Homeland Security Initiatives: The Case of Ohio," *Southwest Journal of Criminal Justice* 6, no. 1 (2009): 4–24.

⁴ Matthew C. Waxman, "Police and National Security: American Local Law Enforcement and Counterterrorism after 9/11," *Journal of National Security Law & Policy* 2, no. 15 (2010): 1–22, <http://jnslp.com/2010/02/15/police-and-national-security-american-local-law-enforcement-and-counterterrorism-after-911/>

⁵ Willard M Oliver, "Policing for Homeland Security: Policy and Review," *Criminal Justice Policy Review* 20, no. 3 (2009): 253–60.

⁶ Mathew Deflem, *The Policing of Terrorism: Organizational and Global Prospective* (New York, NY: Taylor and Francis, 2010).

⁷ Cronin, and Marion, "Law Enforcement Responses to Homeland Security Initiatives."

⁸ The Council of State Governments and Eastern Kentucky University, *The Impact of Terrorism on State and Local Governments: Adjusting to New Roles and Changing Conditions*, April 2005, www.csg.org/.../Misc0504Terrorism.pdf

⁹ Cronin, and Marion, "Law Enforcement Responses to Homeland Security Initiatives."

homeland security concerns.¹⁰ Since funding to meet these expanded responsibilities is limited, tough program choices must often be made as resources are shifted to satisfy these evolving needs. This shift in priorities can create a great deal of controversy. As such, questions remain as to the most effective way to respond to these mounting police responsibilities. This includes the fundamental question of whether the traditional strategies used to address community problems (community policing) and new homeland security strategies are complementary to or in conflict with one-another. This study is intended to provide important insight relating to these important questions.

B. PURPOSE AND SIGNIFICANCE OF THE STUDY

The collection and analysis of historical law enforcement administrative information can provide valuable insight for law enforcement administrators, which can in turn guide organizational policy decisions, assist in the evaluation of operational activities, and identify emerging opportunities and challenges over various time periods. While there is an abundance of law enforcement research dealing with community policing and homeland security individually, very little research has been conducted specifically focusing on the integration of community policing and homeland security.¹¹ Although experts have suggested that many homeland security objectives closely parallel law enforcement's current community policing strategies,¹² the lack of empirical research addressing the feasibility of integrating homeland security and community policing has proven problematic. Ironically, the biggest concern relates to the fact that so few acts of domestic terrorism have been recorded since 9/11. As a result, politicians and law enforcement administrators alike are finding it increasingly difficult to sustain dedicated homeland security resources and initiatives for what is becoming viewed by many as a

¹⁰ Peter Grabosky, "Community Policing in and Age of Terror," *Crime, Law and Social Change* 50 (2008, June): 1–5.

¹¹ Jose Docobo, "Community-Policing as the Primary Prevention Strategy for Homeland Security at the Local Law Enforcement Level" (master's thesis Naval Postgraduate School, 2005).

¹² Edmond F. McGarrell, Joshua D. Freilich, and Steven Chermak, "Intelligence-Led Policing as a Framework for Responding to Terrorism," *Journal of Contemporary Criminal Justice* 23, no. 2 (2007): 142–58; William V. Pelfrey, Sr., "Parallels between Community Oriented Policing and the War on Terrorism: Lessons Learned," *Criminal Justice Studies: A Critical Journal of Crime, Law and Society* 18, no. 4 (2005): 335–46.

negligible threat.¹³ As such, the integration of homeland security into an agency's already established community policing philosophy may provide a viable alternative to the outright elimination of local police agency homeland security and/or community policing initiatives.

This project is not meant to suggest that either community policing or homeland security are more important than the other. Instead, the thesis is intended to explore the impact that newly acquired homeland security mandates have had on local police and their long-established community policing practices. This is important to study because over the last decade, there has been much federal emphasis on enhancing local government counterterrorism operations,¹⁴ without regard for how this might affect agency community policing budgets, efforts focusing on traditional crime control, and quality of life initiatives. The studies that have been conducted have largely been limited to looking at policing operations in a restricted geographical area, such as an individual state,¹⁵ or involved relatively small samples. These factors significantly limit the generalizability of the findings from the previous studies. This study overcomes these weaknesses by looking at survey responses from a nationally represented sample group of over 700 local police agencies, representing almost half of all local police officers employed in the U.S., from police agencies of all sizes in all 50 states. Additionally, the response rates to the surveys used in this study were over 90 percent. The large sample group and extremely high response rate significantly decrease the possibility of sampling error and/or bias as well as make the findings of the study highly generalizable to most midsize to large U.S. police agencies.

Additionally, many of the previous studies relied heavily on qualitative and/or attitudinal measures to study issues surrounding homeland security and community

¹³ Docobo, "Community-Policing as the Primary Prevention."

¹⁴ Brian Gerber et al., "On the Front Line: American Cities and the Challenge of Homeland Security Preparedness," *Urban Affairs Review* 41, no. 2 (2005): 182–210.

¹⁵ Cronin, and Marion, "Law Enforcement Responses to Homeland Security Initiatives."

policing.¹⁶ These measures can be highly subjective.¹⁷ However, the current study focuses exclusively on quantitative data, based on simple yes/no and numbered responses to a series of objective and operationally-based questions. For example, respondents were asked questions such as: “Does your agency have a written plan that specifies actions to be taken in the event of terrorist attacks?” and “Of the total number of full-time sworn personnel with general arrest powers employed by your agency, how many are assigned full-time as community policing officers?” This method significantly reduces the likelihood of subjective interpretation and minimizes the possibility of respondents misunderstanding questions asked of them. As a result, the use of quantitative data collection significantly increases the reliability of individual agency responses, as well as the validity of the research findings.

Furthermore, the current study includes elements designed to empirically cross-correlate each agencies’ program choices relating to community policing and homeland security with a specific set of empirically based performance measures. These performance measures include community case clearance and crime rates and are intended to serve as combined measures of a local police agency’s organizational effectiveness. This performance-based element relies on the nationally recognized uniform crime reporting (UCR) series conducted by the Federal Bureau of Investigations (FBI) since the 1920s and appears to be unique to the current study, adding significant value of the research findings.

Finally, the study reveals that local law enforcement agency resources and programs directed towards community policing, in place pre-9/11, have significantly decreased post 9/11. At the same time, however, counter-terrorism resources and programs have significantly increased. Furthermore, agencies found to have reduced their focus on community policing, while increasing their focus on counter-terrorism since 9/

¹⁶ Jason Vaughn Lee, “Policing after 9/11: Community Policing in an Age of Homeland Security,” *Police Quarterly* 13, no. 4 (2010): 347–66, doi:10.1177/1098611110384083; Apinya Thimamontri, “Homeland Security Roles and Responsibilities: An Examination of Texas Police Chiefs’ Perceptions,” UNT Digital Library, August 2012, <http://digital.library.unt.edu/ark:/67531/metadc149673/>

¹⁷ Chava Frankfort-Nachmias, and David Nachmias, *Research Methods in the Social Sciences* (New York: Worth Publishers, 2008).

11, are less likely to be effective in terms of crime rates than agencies that maintained or increased their focus on community policing initiatives. As a result, the benefits of integrating homeland security mandates into a local police agency's already established community policing strategy are explored by examining the extent to which individual agencies have integrated their homeland security efforts into established community policing strategies and maintained high clearance rates and lower crime rates. The research findings provide convincing evidence that the strategies used to further community policing and homeland security are complementary in that they promote lower crime rates. These findings have important policy implications for local law enforcement agencies throughout the nation. Given these findings, integration is the preferred organizational practice when compared to the alternative of creating completely separate community policing and homeland security groups, thus dividing limited organizational resources. While we cannot know for certain the reasons for the superior performance of agencies that integrate community policing and homeland security functions, it is suspected that it has to do with avoiding the division of finite organizational resources.

C. RESEARCH QUESTION AND HYPOTHESES

Based on the previously mentioned objectives, the following research question has been established: "Do newly acquired homeland security responsibilities require local police agencies to reduce or eliminate community policing programs or can national homeland security mandates be effectively integrated into a local police agency's already established community policing philosophy?" In order to answer this question, the below listed specific hypotheses are offered:

Hypothesis 1: The number and percentage of dedicated community policing officers assigned within local police agencies in the U.S., as well as the number of agencies with community policing plans, programs, and/or training, have significantly decreased since the event of 9/11 (year (Y) 2000 to Y2007).

Hypothesis 2: The amount of local police agency resources assigned to anti-terrorism taskforces and counterterrorism activities has significantly increased since the

events of 9/11, and, in order to accommodate post-9/11 homeland security demands, local police agencies have shifted resources once used for community policing programs to homeland security related initiatives (Y2000 to Y2007).

Hypothesis 3: Local police agencies that engaged in higher levels of general counterterrorism elements following 9/11 (Y2007) were less effective in terms of clearance and crime rates than agencies that integrated homeland security efforts into established community policing strategies by engaging in community-oriented counterterrorism strategies.

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II. LITERATURE REVIEW

As previously discussed, the relationship between community policing and homeland security has been a subject of debate since the events of 9/11. In order to provide an improved understanding of community policing, homeland security, and the feasibility of integrating the two concepts, this chapter presents a thorough review of the available literature on the subject matter. It begins by briefly discussing the evolution and commonly accepted definitions of both community policing and homeland security within the United States. Next, the impacts of post-9/11 homeland security mandates on community policing are examined. Finally, preexisting information relating to the concept of the integration of homeland security and community policing is explored in detail.

A. COMMUNITY POLICING

Community policing was introduced into American policing more than 30 years ago, and it continues to be viewed as an effective tool in addressing crime and disorder problems within the United States.¹⁸ When first introduced in the early 1980s, community policing was widely regarded as the first major reform in U.S. policing in more than 50 years.¹⁹ It substantially changed the way police officers address crime as well as how they think about, act towards, and interact with the community they serve. Since its inception, community policing has taken deep root within the U.S. police profession.²⁰ According the Bureau of Justice Statistics, a majority of local police agencies serving 50,000 or more residents operates a full-time specialized unit dedicated to community policing; 56 percent of all police agencies in the U.S., 80 percent of those serving populations over 100,000, provide targeted community policing training to all

¹⁸ Allison Chappell, and Sarah Gibson. "Community Policing and Homeland Security Policing: Friend or Foe?" *Criminal Justice Police Review* 20, no. 3 (2009): 326–43.

¹⁹ Robert Trojanowicz, and Bonnie Bucqueroux, *Community Policing: How to Get Started* (Cincinnati, OH: Anderson Publishing Co., 1994).

²⁰ Chappell, and Gibson. "Community Policing and Homeland Security Policing."

their police officers.²¹ Fifty-three percent of these agencies, 86 percent of those serving populations over 100,000, include a community policing component as part of their mission statement.²²

Although it is one of the most central philosophies in modern policing, the concept of community policing is often criticized for being difficult to define.²³ Researchers and practitioners have proposed a wide variety of formal and informal definitions for community policing. However, most of these definitions have included very similar principles, including community partnerships, problem solving, organizational decentralization, and police officer autonomy.²⁴ Not surprisingly, each of these elements can be found in the definition currently offered by the U.S. Department of Justice's Office of Community Oriented Policing Services (COPS), which identifies community policing as:

A philosophy that promotes organizational strategies which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.²⁵

In 1994, Professor Robert Trojanowicz, who is often referred to as one of the fathers of community policing,²⁶ identified the need to develop collaborative community partnerships as one of the first community policing principles. The central idea of community partnerships is for law enforcement to work with citizens and other

²¹ Bureau of Justice Statistics, *Law Enforcement Management and Administrative Statistics Report* (Washington, DC: Bureau of Justice Statistics, 2010).

²² Ibid.

²³ Peter Neyroud, "Special Focus on Community Policing," *Policing: A Journal of Policy and Practice*, 2014, Oxford Journals, http://oxfordjournals.org/our_journals/policing/community_policing_collection.html

²⁴ Allison Chappell, and L. Lanza-Kaduce, "Integrating Sociological Research with Community-Oriented Policing: Bridging the Gap between Academics and Practice," *Journal of Applied Sociology/Sociological Practice* 21, no. 6 (2004): 80–98; Quint Thurman, Jihong Zhao, and Andrew Giacomazzi, *Community Policing in a Community Era: An Introduction and Exploration* (Los Angeles, CA: Roxbury Publishing Co., 2001); Trojanowicz, and Bucqueroux, *Community Policing: How to Get Started*.

²⁵ Office of Community Oriented Policing Services, *Community Policing Defined* (Washington, DC: U.S. Department of Justice, 2009), <http://www.cops.usdoj.gov/files/RIC/Publications/e030917193-CP-Defined.pdf>, 3.

²⁶ Victor E. Kappeler, and Larry K. Gaines, *Community Policing: A Contemporary Perspective* (New York: Elsevier, 2012).

stakeholders to develop long-term solutions to problems through collaborative problem solving and the building of public trust.²⁷ Trojanowicz recognized the need for mutual trust between the police and the community, stressing that the police are rarely able to solve community problems alone.²⁸ As such, he encouraged interactive partnerships with six different relevant stakeholder groups. These same six groups continue to be regarded as essential to community policing activities and are still outlined on the current COPS website a quarter of a century later. These six groups include, the police, community (neighborhood groups, faith communities, etc.), local businesses, other public agencies, elected officials, and the media.²⁹

Another prominent police scholar, Herman Goldstein, introduced the second principle of community policing, known as problem solving. This incorporation of problem solving as part of the community policing philosophy emphasized the use of analysis and assessment to proactively address and prevent a wide range of crime and disorder problems.³⁰ Goldstein's problem solving approach is multifaceted and is still used today. It is commonly referred to as SARA, which stands for scanning (identifying and prioritizing the problems), analysis (researching what is known about the problems), response (developing solutions and implementing lasting solutions to the problems), and assessment (evaluating the success of the response).³¹ The SARA process is sequential and systematic. It is designed to help police identify problems, develop informed and effective responses, and evaluate responses in the hopes of finding a permanent solution to problems affecting the community.³²

The third principle of community policing involves the need for police officer autonomy, which requires that organizational administrators push decision-making

²⁷ Office of Community Oriented Policing Services, *Community Policing Defined*.

²⁸ Trojanowicz, and Bucqueroux, *Community Policing: How to Get Started*.

²⁹ Office of Community Oriented Policing Services, *Community Policing Defined*; Trojanowicz, and Bucqueroux, *Community Policing: How to Get Started*.

³⁰ Office of Community Oriented Policing Services, *Community Policing Defined*.

³¹ Office of Community Oriented Policing Services, "COPS Office: Problem-Oriented Policing," accessed April 7, 2014, <http://www.cops.usdoj.gov/Default.asp?Item=2559>

³² *Ibid.*

authority as far down the organization as possible. This process allows line-level police officers to directly create and implement solutions to the problems they encounter. Increasing police officer autonomy and discretion requires that line-level police officers be given sufficient authority to coordinate various resources to attack community problems and be allowed to establish relationships with the community that are needed to develop effective solutions to community problems. The idea is that when allowed to make their own decisions and held accountable for doing so, police officers will feel a greater sense of responsibility for operational outcomes as well as for the overall well-being of the community they serve.³³ In order to increase police officer autonomy, organizational hierarchies must be flattened and the tolerance for risk taking relating to problem-solving efforts must be increased.³⁴ This has been, and continues to be, a tough hurdle for many police organizations to overcome.

The fourth and final principle of community policing is also internal to the police organization and involves the decentralization of police operations. Decentralization too has proven a difficult transition for many police organizations to make. Prior to the application of community policing within the U.S., centralized police command and control structures dominated the policing field.³⁵ Within the centralized police command and control structure, all officers are deployed and all operational decisions are made from a central location. This structure was preferred as it was relatively cost-effective, simple, consistent, and thought to provide for closer police oversight; however, the centralized police structure was not conducive to community policing.³⁶ The effective application of community policing requires police organizations to be responsive to local community needs, which in turn requires the customization of police problem solving efforts based on the diverse priorities of individual neighborhoods. To be effective, police services must be provided by autonomous police officers who are permanently assigned to work in partnership with those who live and work within the specific geographical

³³ Office of Community Oriented Policing Services, *Community Policing Defined*.

³⁴ Office of Community Oriented Policing Services, *Community Policing Defined*.

³⁵ Michael Palmiotto, *Community Policing: A Policing Strategy for the 21st Century* (Burlington, MA: Jones & Bartlett Learning, 2000).

³⁶ *Ibid.*

areas or neighborhoods they are assigned. With a community policing approach, police officers who are familiar with the neighborhoods they work can be expected to reduce crime, give full attention to their beats, and earnestly respond to citizen concerns.³⁷ This is typically accomplished through the creation of smaller area sub-stations and/or neighborhood storefronts. Making the initial transition from a centralized to a decentralized policing structure can be uncomfortable for police administrators and can be quite costly in terms of initial outlay, but it is an absolutely essential element of a successful community policing program.

As discussed above, the transition to a community policing philosophy can be quite involved. However, according to community policing advocates, police agencies incorporating each of the above four community policing elements into their overall operations can expect positive outcomes, including decreasing fear of crime, lessening of disorder, and lower crime rates within the communities they serve.³⁸ In fact, a considerable amount of research has been conducted over the years relating to the effectiveness of community policing in the U.S. For example, in 1987 Cordner studied various community policing elements implemented by the police agency in Baltimore, Maryland and determined that many were linked to decreases in citizen fear of crime.³⁹ Less than a year later, a similar study conducted by Williams and Pate involving the Newark, New Jersey police agency found that community policing was associated with significant reductions in the level of fear of victimization and social disorder problems perceived by the general community.⁴⁰ More than 20 years later, there continues to be strong empirical evidence supporting the belief that community policing improves citizen satisfaction relating to the police and decreases community fear of crime and citizen

³⁷ Ronald V. Clarke, and Graeme R. Newman, "Police and the Prevention of Terrorism," *Policing* 1, no. 1 (2007): 9–20, doi:10.1093/polic/pam003

³⁸ Nathan W. Pino, "Community Policing and Social Capital," *Policing: An International Journal of Police Strategies and Management* 24, no. 2 (2001): 200–215.

³⁹ Gary Cordner, "Fear of Crime and the Police: An Evaluation of Fear Reduction Strategy," *Journal of Police Science and Administration* 14, no. 3 (1986): 223–233.

⁴⁰ Hubert Williams, and Anthony Pate, "Returning to the First Principles: Reducing the Fear of Crime in Newark," *Crime and Delinquency* 33, no. 1 (1987): 53–70.

perception of disorder.⁴¹ Additional studies have also examined the relationship between the adoption of community policing and crime rates within a community. One of the largest and most recent studies of this nature was conducted by Sozer in 2008, which involved a nationally representative sample of larger police agencies and found a significant correlation between communities with active community policing programs and lower crime rates.⁴² Other studies of community policing and crime rates have produced similar results and offer convincing evidence of the continued value of community policing.⁴³

B. HOMELAND SECURITY

The notion of homeland security is as diverse as that of community policing and defining the term homeland security has proven just as challenging. Complicating the task further is the fact that homeland security is both a federal agency as well as a concept for providing domestic security.⁴⁴ As a federal agency, the Department of Homeland Security (DHS) was created in March 2003 in direct response to the events of 9/11. Regarded as the most extensive administrative reorganization within the federal government in over 50 years, DHS combined 22 different federal agencies in an effort (1) to improve the level of coordination and cooperation within the various groups that play a

⁴¹ Edward R. Maguire, and John Eck, "Have Changes in Policing Reduced Violent Crime? An Assessment of the Evidence," in *The Crime Drop in America*, ed. Alfred Blumstein and Joel Wallman (207–265) (New York: Cambridge University Press, 2000); David Weisburd, "What Can Police Do to Reduce Crime, Disorder, and Fear?" *The ANNALS of the American Academy of Political and Social Science* 593, no. 1 (2004): 42–65.

⁴² Mehmet A. Sozer, *Assessing the Performance of Community Policing: The Effect of Community Policing Practices on Crime Rates* (Ph.D. Dissertation, Indiana University of Pennsylvania, 2008), <https://dspace.iup.edu/bitstream/handle/2069/.../Mehmet%20Sozer.pdf>

⁴³ Metin Arslan, "The Effects of Community Policing on Crime and Crime Clearance Rates in Texas," (Ph.D. dissertation, University of Texas, Austin, 2011), UMI Dissertation Publishing, <http://udini.proquest.com/view/the-effects-of-community-policing-goid:752066714/>; Maguire and Eck, "Have Changes in Policing Reduced."

⁴⁴ Robert Friedmann, and William J. Cannon, "Homeland Security and Community Policing: Competing or Complementing Public Safety Policies," *Journal of Homeland Security and Emergency Management* 4, no. 4 (2007): 1–20, http://scholarworks.gsu.edu/cgi/viewcontent.cgi?article=1000&context=cj_facpub

role in protecting the homeland, and (2) to enhance the coordination and cooperation between federal, state, and local agencies as it pertains to domestic security issues.⁴⁵

Ironically, years after the creation of DHS, practitioners and policymakers alike continue to wrestle with the definition of homeland security as a concept. For example, according to the 2010 *National Security Strategy*, homeland security is “a seamless coordination effort among federal, state, and local governments to prevent, protect against, and respond to threats and natural disasters.”⁴⁶ This is somewhat different than the definition included in DHS’s *Quadrennial Homeland Security Review*, also released in 2010, which defines homeland security as “a concerted national effort to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards where American interests, aspirations, and ways of life can thrive.”⁴⁷ Two years later, DHS appears to have again adjusted its definition, however, in its 2012 strategic plan, which describes homeland security simply as “efforts to ensure a homeland that is safe, secure, and resilient against terrorism and other hazards.”⁴⁸

There is little doubt that the definition of homeland security is constantly evolving as strategies, plans, and operations progress to reflect changing national priorities.⁴⁹ However, in spite of these fluctuations, like community policing, there are some common themes that seem to remain constant in most definitions of homeland security. These include the idea that homeland security is the combined responsibility of the federal, state, and local governments; involves securing the nation against and responding to all-hazards, including terrorism and natural disasters; and must represent a cooperative and

⁴⁵ Friedmann, and Cannon, “Homeland Security and Community Policing.”

⁴⁶ Office of the President, *National Security Strategy* (Washington, DC: White House, 2010), www.whitehouse.gov/sites/default/files/.../national_security_strategy.pdf

⁴⁷ Department of Homeland Security, *Quadrennial Homeland Security Review* (Washington, DC: Department of Homeland Security, 2010), <https://www.dhs.gov/quadrennial-homeland-security-review-qhsr>

⁴⁸ Department of Homeland Security, *Agency of Homeland Security Strategic Plan: Fiscal Years 2012–2016* (Washington, DC: Department of Homeland Security, 2012), <http://www.dhs.gov/strategic-plan-fiscal-years-fy-2012-2016>

⁴⁹ Shawn Reese, *Defining Homeland Security: Analysis and Congressional Considerations* (Washington, DC: Congressional Research Service, 2013), <http://www.fas.org/sgp/crs/homesecc/R42462.pdf>

concerted effort on the part of all involved.⁵⁰ It is these commonalities that make it clear that, no matter which definition one chooses to accept, homeland security, both as a department and a concept, remains critically important to the protection of our nation.

Generally, police homeland security roles include the sharing of intelligence, maintaining close contact and coordination with other emergency services providers, keeping careful watch over neighborhoods and critical infrastructure, and engaging in various prevention, preparation and response efforts relating to terrorism.⁵¹ In order to more effectively fulfill these responsibilities, local law enforcement, particularly larger agencies, are encouraged to collaborate with other law enforcement groups, including assigning personnel to one of the many joint terrorism task forces (JTTFs).⁵² By directly participating in the JTTFs, local law enforcement is able to work with federal and state law enforcement agents as partners, improving the sharing of intelligence information and building supportive relationships.⁵³ Many local police agencies have also adapted training mandates in order to focus on homeland security responsibilities. For example, a study conducted by Marion and Cronin surveyed almost 500 police chiefs from the state of Ohio and found that 90 percent of large and medium police agencies and 78 percent of smaller agencies reported significant increases in anti-terrorism training.⁵⁴ In summary, while local law enforcement efforts regarding homeland security may differ from agency to agency, all agencies, large and small, have an important role to play.

⁵⁰ Reese, *Defining Homeland Security*.

⁵¹ Pelfrey, Sr., "Parallels between Community Oriented Policing and the War on Terrorism."

⁵² Matthew Giblin, and George Burruss, "Threatened Globally, Acting Locally: Modeling Law Enforcement Homeland Security Practices," *Justice Quarterly* 27, no. 1 (2010): 77–101, doi:10.1080/07418820902763053

⁵³ Daniel M. Stewart, "Collaboration between Federal and Local Law Enforcement An Examination of Texas Police Chiefs' Perceptions," *Police Quarterly* 14, no. 4 (2011): 407–430, doi:10.1177/1098611111423744

⁵⁴ Cronin, and Marion, "Law Enforcement Responses to Homeland Security Initiatives."

C. 9/11 COMMUNITY POLICING CHALLENGES

Studies have found that most police chiefs rank homeland security as a high priority, while conceding that, when homeland security planning and preparation is given the attention it needs, there are fewer officers and less money for community policing programs.⁵⁵ A recent study conducted by Jason Vaughn Lee, involving a random sample of 281 municipal police departments, also revealed that police departments that give higher priority to homeland security planning tend to dedicate significantly fewer officers community policing.⁵⁶ These findings highlight the increasing importance of examining the authority, functions, and principles of community policing in order to assess the effectiveness of these strategies in light of the current challenges facing community policing as a result of new homeland security demands being place on local police agencies.⁵⁷ The prevailing view appears to be that changes in current policing strategies are called for.

With this in mind some scholars, including Willard Oliver, have proposed a new age of policing. In his article entitled “The Homeland Security Juggernaut: The End of Community Policing Era?,”⁵⁸ Oliver points out that, post-9/11 police work includes a variety of new responsibilities, including intelligence gathering and other counterterrorism preparedness activities, which have traditionally not be considered as part of community policing.⁵⁹ Oliver makes a good point and, more than a decade after 9/11, the exact impact of the terrorist attacks on local police agencies is still not clear. What is clear is that these agencies, which over the last 30 years have worked hard to transform their organizational cultures towards one that focuses on the various tenets of community

⁵⁵ Daniel M. Stewart, and Robert G. Morris, “A New Era of Policing? An Examination of Texas Police Chiefs’ Perceptions of Homeland Security,” *Criminal Justice Policy Review* 20, no. 3 (2009): 290–309, doi:10.1177/0887403409337225; Lee, “Policing after 9/11;” Thimamontri, “Homeland Security Roles and Responsibilities.”

⁵⁶ Lee, “Policing after 9/11.”

⁵⁷ Julia E. Scott, “Evolving Strategies: A Historical Examination of Changes in Principle, Authority and Function to Inform Policing in the Twenty-First Century,” *The Police Journal* 83, no. 2 (2010): 126–163, doi:10.1350/pojo.2010.83.0.490

⁵⁸ Willard M. Oliver, “The Homeland Security Juggernaut: The End of the Community Policing Era?,” *Crime and Justice International* 20, no. 79 (2004): 4–10.

⁵⁹ Ibid.

policing in order to address crime and quality of life issues within their communities, are now required to realign their policing philosophies to address newly acquired homeland security responsibilities. This has likely impacted the community policing programs of many local police agencies.

For example, while examining the effect of 9/11 on community policing, Fridell used data from 240 self-identified local community policing agencies. One hundred and thirty-nine, or 58 percent, of these agencies reported that 9/11 had affected, or would likely effect, their agency's community policing efforts.⁶⁰ Upon analyzing the data, however, Fridell found that the effects reported were both positive and negative as they relate to community policing. Negative effects included the need to shift resource and personnel priorities and reassign them from community policing programs to functions specifically designed to address homeland security concerns. Positive effects included greater levels of respect, cooperation, and support by citizens interacting with the police as a direct result of the tragic events of 9/11.⁶¹

D. INTEGRATING HOMELAND SECURITY AND COMMUNITY POLICING

Many scholars and police practitioners alike believe that the best means for combating terrorism lies in merging the key principles of community policing with initiatives focused on homeland security.⁶² In fact, less than a year after 9/11, Rob Chapman and Mathew Scheider from the Office of Community Oriented Policing Service published a report suggesting this very thing: that the various components of community policing, including community partnerships and problem solving, could also be effectively used to help law enforcement prepare and respond to terrorism related

⁶⁰ Lorie Fridell, "The Results of Three National Surveys on Community Policing," in *Community Policing: The Past, Present, and Future*, ed. Lorie Fridell and Mary Ann Wycoff (39–58) (Washington, DC: Police Executive Research Forum, 2004), http://www.policeforum.org/assets/docs/Free_Online_Documents/Community_Policing/community%20policing%20-%20the%20past%20present%20and%20future%202004.pdf

⁶¹ Ibid.

⁶² McGarrell, Freilich, and Chermak, "Intelligence-Led Policing as a Framework;" Pelfrey, Sr., "Parallels between Community Oriented Policing and the War on Terrorism."

issues.⁶³ Additionally, a study conducted by Chappell surveyed 213 police chiefs from Virginia and asked if the chiefs believed their agency's emphasis on community policing was waning due to post-9/11 homeland security concerns. The results of the survey indicated that a majority of the chiefs surveyed saw community policing and homeland security strategies and objectives as complementary to, rather than in competition with, one another.⁶⁴ A similar survey conducted at the national level by the Police Executive Research Forum (PERF) involving 250 police chiefs from various states yielded similar results. Of the 250 police chiefs polled, a majority felt strongly that local law enforcement could make a valuable contribution to national counterterrorism efforts by using established community policing networks to exchange information with citizens and gather intelligence.⁶⁵ These findings later contributed to a report published by PERF that recommended that law enforcement work to develop specific strategies that employ the basic principles of community policing in order to prevent terrorist activities.⁶⁶

It is not surprising then that the International Association of Chiefs of Police (IACP) 2002 resolution addressing community policing and terrorism specifically declares community policing as a necessary component of effective homeland security.⁶⁷ Friedmann and Cannon agree with the surveyed police chiefs and the IACP's resolution and assert that successful homeland security strategies begin with a community policing philosophy.⁶⁸ They support this position by providing examples of how both community policing and homeland security are each based on partnerships between various government agencies as well as the general public.⁶⁹ They also point out that both

⁶³ Chapman, and Scheider, "Community Policing: Now More Than Ever."

⁶⁴ Chappell, and Gibson. "Community Policing and Homeland Security Policing."

⁶⁵ Police Executive Research Forum, *Local Law Enforcements Role in Preventing and Responding to Terrorism* (Washington, DC: Police Executive Research Forum, 2001), [members.policeforum.org/library/terrorism/terrorismfinal\[1\].pdf](http://members.policeforum.org/library/terrorism/terrorismfinal[1].pdf)

⁶⁶ Heather J. Davies, and Martha Plotkin, *Protecting Your Community from Terrorism: Strategies for Local Law Enforcement* (Washington, DC: Police Executive Research Forum, 2005), www.cops.usdoj.gov/Publications/protect_comm_terror_v1.pdf

⁶⁷ International Association of Chiefs of Police, "Community Policing and Homeland Security Policing 2002 Resolution," 2002, <http://www.theiacp.org/portals/0/pdfs/2002Resolutions.pdf>

⁶⁸ Friedmann, and Cannon, "Homeland Security and Community Policing."

⁶⁹ Friedmann, and Cannon, "Homeland Security and Community Policing."

strategies are proactive in nature and are heavily reliant on information gathering, analysis, and prevention. Furthermore, since the very purpose of the act of terrorism is to incite fear through the use of violence, community policing, with its strong focus on fear reduction, makes for a particularly effective counterterrorism strategy.⁷⁰ Friedmann and Cannon conclude, “Policy makers at each level of government will achieve better terrorism prevention and response when they wholly adhere to integrating the community policing philosophy into the homeland security strategy.”⁷¹

Like Friedmann and Cannon, Pelfrey agrees that community policing is useful in combating terrorism, arguing that it is far more logical to adapt existing community policing strategies to homeland security than to create an entirely new strategy.⁷² He points out that police officers engaged in community policing are already accustomed to interacting with members of the community. As such, these officers can play an important role in intelligence gathering aimed at counterterrorism. In addition, other strategies introduced by community policing, including problem-oriented policing (POP) and crime prevention through environmental design (CPTED) can be equally effective in addressing homeland security needs. Pelfrey identifies CPTED, which is designed to harden targets through by altering security environments, as one of the most promising counterterrorism strategies.⁷³

More recently, Jose Docobo, Chief Deputy of the Hillsborough County Sheriff’s Office and graduate of the U.S. Naval Postgraduate School, looked at the extent to which local law enforcement agencies in the state of Florida have integrated community-policing strategies as part of their homeland security efforts. The study examined data that was taken from the more than 300 Florida law enforcement agencies. Results showed a significant correlation between what most agencies do in their day-to-day activities with respect to community policing and homeland security.⁷⁴ Specific examples included that

⁷⁰ Friedmann, and Cannon, “Homeland Security and Community Policing.”

⁷¹ Friedmann, and Cannon, “Homeland Security and Community Policing,” 18.

⁷² Pelfrey, Sr., “Parallels between Community Oriented Policing and the War on Terrorism.”

⁷³ Pelfrey, Sr., “Parallels between Community Oriented Policing and the War on Terrorism.”

⁷⁴ Docobo, “Community-Policing as the Primary Prevention.”

agencies that used Geographical Information Systems (GIS) to conduct crime mapping, also used GIS to conduct terrorism target mapping, and agencies that used their website to disseminate crime prevention information also reported regularly using their web site to disseminate homeland security preparedness information. Based on these findings, Docobo concluded that many common community policing strategies are seen as well-suited to homeland security operations by a majority of Florida law enforcement agencies.⁷⁵

In contrast to these claims, Melchor De Guzman argues that most community policing concepts are not compatible with the needs of homeland security.⁷⁶ According to De Guzman, attempting to win over the hearts and minds of the community will simply not work in combating terrorism because a terrorist cannot be won over.⁷⁷ As such, preventing terrorism can only be accomplished by actively detecting and foiling attacks. In short, De Guzman contends that police and community collaborations are ineffective and warns that, by collaborating with the community, the police do nothing more than reveal their strategies to potential terrorists.⁷⁸ Instead, De Guzman feels the police should limit their collaboration efforts to other law enforcement agencies at the federal, state, and local levels, allowing those who are trained, paid, and can be trusted to combat terrorism to do their jobs.⁷⁹

De Guzman is not alone in his opinion relating to the incompatibility of community policing and homeland security initiatives. For example, Oliver describes the current state of policing in America as one wherein the main function of the police is a return to strict crime control and other activities required to assist with homeland security.⁸⁰ He argues that the police homeland security role is focused on intelligence gathering designed to counter acts of terrorism, while community policing is concerned

⁷⁵ Docobo, "Community-Policing as the Primary Prevention."

⁷⁶ Melchor C. De Guzman, "The Changing Roles and Strategies of the Police in Time of Terror," *ACJS Today* 22, no. 3 (2002): 8–13.

⁷⁷ De Guzman, "The Changing Roles and Strategies."

⁷⁸ De Guzman, "The Changing Roles and Strategies."

⁷⁹ De Guzman, "The Changing Roles and Strategies."

⁸⁰ Oliver, "The Homeland Security Juggernaut."

with information that may be used to improve the quality of life within a community.⁸¹ As a result, homeland security intelligence gathering efforts may actually harm police-community relationships as the emphasis of policing shifts from addressing highly visible community problems, like street crime and general disorder, to fighting terrorists, which are for the most part unseen.⁸²

In summary, literature exploring the integration of community policing and homeland security has been somewhat inconsistent. A number of studies have been conducted, showing that while local police agencies are now required to engage in a variety of homeland security functions, these functions are compatible with, and can be facilitated by, traditional community policing approaches.⁸³ However, a number of scholars disagree with these findings, arguing that the requirement and operational modes involved in community policing and counterterrorism efforts are not only incompatible, but in some cases may even be contradictory. This later position leaves little room for the concept of integration of the two policing priorities. The following chapter discusses a methodology for settling this dispute.

⁸¹ Oliver, "The Homeland Security Juggernaut."

⁸² Oliver, "The Homeland Security Juggernaut."

⁸³ Lee, "Policing after 9/11;" Christopher W. Ortiz, Nicole J. Hendricks, and Naomi F. Sugie, "Policing Terrorism: The Response of Local Police Agencies to Homeland Security Concerns," *Criminal Justice Studies: A Critical Journal of Crime, Law and Society* 20, no. 2 (2007): 91–109; Thimamontri, "Homeland Security Roles and Responsibilities."

III. METHODOLOGY

This chapter discusses the research methods that will be used to explore the relationship between community policing and counterterrorism priorities in the U.S. The following sections will discuss the source of the data used in the study, describe specific sampling procedures, discuss the survey instruments involved, and, more specifically, identify which questions from the surveys were selected for study relating to the previously presented hypotheses. Finally, a general sketch of each of the variables to be investigated is provided, including community policing officers, counterterrorism officers, community policing programs, counterterrorism programs, criminal case clearance rates, and community crime rates.

The target group for this study is local law enforcement. For the purposes of this project, local law enforcement will include those agencies operating at the local municipal level. This group was selected for analysis as, prior to 9/11, responsibility for counter-terrorism activities was substantially within the realm of the federal government.⁸⁴ This changed after 9/11, and it is the impact of this change on the target group that constitutes the focus of the current study. In order to study the above target group, a representative sample of agencies was selected from those agencies included in previously conducted national law enforcement surveys. Specifically, the sample group includes the 720 municipal law enforcement agencies that responded to both the 2000 (pre-9/11) and 2007 (most current post-911) Bureau of Justice Statistics (BJS) Law Enforcement Management and Administrative Statistics (LEMAS) surveys. These 720 law enforcement agencies incorporate most major law enforcement agencies in the nation, including all Tier 1 Urban Area Security Initiative (UASI) agencies, as well as a representative sample of smaller agencies distributed throughout the country.

A. DATA SOURCE

To a large extent, this study is based on the analysis of secondary data sources as its primary method of data collection. Title 42, United States Code, Section 3732

⁸⁴ The Council of State Governments and Eastern Kentucky University, *The Impact of Terrorism*.

mandates that the BJS collect and analyze statistical information concerning the operations of the criminal justice system at the federal, state, and local levels.⁸⁵ The BJS created the LEMAS surveys program in 1987 to collect and analyze statistical information concerning the operations of state and local law enforcement agencies.⁸⁶ Since that time, LEMAS surveys have been administered by the BJS every three to five years. Eight waves of LEMAS surveys have been conducted to date.⁸⁷

Each survey is designed to capture a nationally representative sample of approximately 3,000 to 3,500 local, county, and state law enforcement agencies across the U.S. This is done primarily to generate reliable estimates relating to a wide array of organizational characteristics, which can then be generalized to represent the more than 15,000 state, county, and municipal general enforcement law enforcement agencies operating nationally. Questions asked as part of the survey solicit specific information relating to organizational budgets, the distribution of individual agency resources, the functions they perform, the number and types of employees, and agency policies, practices, and priorities.⁸⁸ In addition, LEMAS surveys collect detailed information concerning specific organizational themes and focuses, including, but not limited to, community policing programs and homeland security initiatives.

The LEMAS survey program is essential because of the diversity and number of independent state, county, and local governments and police agencies operating within the U.S.⁸⁹ The high level of autonomy provided to individual agencies does not provide for a systematic way to collect and regularly report changes in these organizations, either on an individual or collective basis. This is problematic due to the critical, and often controversial, nature of the functions these agencies provide and the fact that law enforcement in the U.S. is regularly subjected to high levels of scrutiny from external

⁸⁵ “42 U.S. Code § 3732,” Bureau of Justice Statistics, <http://www.law.cornell.edu/uscode/text/42/3732>

⁸⁶ Bureau of Justice Statistics, “2012 Law Enforcement Management and Administrative Statistics Supporting Statement,” 2013, [www.reginfo.gov/public/do/DownloadDocument?documentID, 2](http://www.reginfo.gov/public/do/DownloadDocument?documentID,2).

⁸⁷ Bureau of Justice Statistics, “2012 Law Enforcement Management.”

⁸⁸ Bureau of Justice Statistics, “2012 Law Enforcement Management.”

⁸⁹ Bureau of Justice Statistics, “2012 Law Enforcement Management.”

government agencies, the public, and the media alike. Information collected from LEMAS surveys is critical as it provides policy makers, the public, and the media with the complete and accurate information needed to gain an improved understanding of the nature of these law enforcement organizations and the personnel they employ.⁹⁰

The need for objective information about such a wide range of law enforcement agency characteristics, derived from a highly representative sample of U.S. law enforcement agencies, is addressed by no other source than the BJS LEMAS survey program.⁹¹ As such, LEMAS surveys are used in the production of many government reports distributed by BJS and other organizations. The information obtained from these surveys is also commonly used by both law enforcement and research communities. LEMAS surveys are widely cited in textbooks, research articles, and public discussions as the authoritative source relating to the characteristics of law enforcement operations throughout the U.S.⁹²

Each LEMAS survey is constructed with a core set of questions and then several sets of specific thematic supplementary inquiries.⁹³ Core questions capture basic descriptive information about individual organizations, such as the agency's name, address, number, type, and demographics (e.g., sex and race) of personnel, and various fiscal considerations, including operational budgets, the use of seized funds, specific salary information, benefit types/costs, and other program expenditures. Other core questions relate to individual organizational response to specific problems or challenges facing law enforcement, such as the use of specialized units to address hate crimes, critical incidents, etc. Supplementary sections of the survey are then presented in order to capture information relating to specific program themes, including community policing programs and emergency preparedness responses. General agency highlights relating to local police agencies for the 2000 and 2007 LEMAS surveys are presented in Table 1.

⁹⁰ Bureau of Justice Statistics, "2012 Law Enforcement Management."

⁹¹ Bureau of Justice Statistics, "2012 Law Enforcement Management."

⁹² Bureau of Justice Statistics, "2012 Law Enforcement Management."

⁹³ Bureau of Justice Statistics, "2012 Law Enforcement Management."

Table 1. Local Police Agency Highlights from General LEMAS Surveys⁹⁴

	Year 2000	Year 2007	% Change*
# of police agencies	12,666	12,575	-0.7%
# of full-time employees	565,915	601,027	6.2
# of full-time sworn personnel	441,000	463,000	5.0
Ave. # of full-time sworn officers per resident	2.6	2.3	-11.5
Ave. Operating Budget per Agency	\$2,896,000/ \$3,487,006* ⁹⁵	\$4,406,000	26.4
Ave operating expenditures per sworn officer	\$80,600/ \$97,049*	\$116,500	20.0
Ave operating expenditures per citizen	\$179/ \$216*	\$260	20.0

For the purposes of this inquiry, we have strictly limited our focus on data from the LEMAS surveys and the UCR that relate to the below listed items:

- The number of full-time and part-time sworn police officers employed by the agency.
- The type of agency (local, county, state) *Used to filter out county and state agencies.
- The agency's total operating budget.
- The population of the jurisdiction for which the agency serves.
- The number of personnel specifically designated to engage in community policing.
- The number of personnel specifically assigned to counterterrorism efforts.
- The number and type of specific community policing initiatives (community policing elements) that the agency engages in.
- The number and type of specific homeland security initiatives (counterterrorism elements) that the agency engages in.
- The level of training relating to community policing provided by the agency.
- The case clearance rate for the agency.
- The crime rate for the community of which the agency has responsibility over.

⁹⁴ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

⁹⁵ Adjusted for inflation using Bureau of Labor Statistics Consumer Price Index inflation calculator to convert 2000 dollars to their 2007 equivalent. Department of Labor, Bureau of Labor Statistics, "CPI Inflation Calculator," accessed October 18, 2014, http://www.bls.gov/data/inflation_calculator.htm

B. SAMPLING PROCEDURE AND FRAME

The data used in this study was primarily obtained from BJS LEMAS surveys for the years 2000 and 2007. The year 2000 was selected as it represents the last LEMAS survey conducted before the tragic events of 9/11 and the year 2007 was selected as it represents the most current post-9/11 LEMAS survey information available to date. When completed, LEMAS surveys cover data from a very large and nationally representative sample of state and local law enforcement agencies in the United States.

The initial mailing of the 2000 LEMAS questionnaire was conducted in July 2000, and agencies were directed to use that date as the reference date when answering all questions.⁹⁶ The 2000 LEMAS survey included all 881 law enforcement agencies in the U.S. that had self-represented (SR) during the last LEMAS survey (June, 1996) as having 100 or more sworn full-time officers on staff. This included 528 municipal (local) police agencies, 304 county sheriffs' offices, and 49 primary state law enforcement agencies. These 881 SR agencies were then supplemented by a nationally representative sample of non-self reporting (NSR) smaller law enforcement agencies that employed fewer than 100 full-time sworn officers. NSR agencies were randomly selected using a stratified sample based on type of agency, size of population served, and number of personnel. Although grouped within specific strata, the approach was deliberately designed to give each U.S. agency within each stratum an equal probability of being selected. The 2,184 NSR agencies selected for inclusion in the 2000 LEMAS survey were made up of 1,491 local police agencies and 693 sheriffs' offices, bringing total survey count to 3,065.⁹⁷

In total, 2,985 of the agencies surveyed returned a completed 2000 LEMAS questionnaire. This represented a response rate of 97.4 percent.⁹⁸ Responding agencies included 866 of the 881 larger SR agencies (98.3 percent) and 2,119 of the 2,184

⁹⁶ Brian A. Reaves, *Law Enforcement Management and Administrative Statistics Survey: Local Police Departments, 2000* (Washington, DC: Bureau of Justice Statistics U.S. Department of Justice Office of Justice Programs, 2003), <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=1750>.

⁹⁷ Reaves, *Law Enforcement Management, 2000*.

⁹⁸ Reaves, *Law Enforcement Management, 2000*.

randomly selected smaller agencies (97.0 percent). The final 2000 LEMAS database includes responses from 1,975 local police agencies, 961 sheriff's offices, and all 49 primary state police agencies. Among the local police agencies, the response rate was 97.8 percent.⁹⁹

A very similar process was used during for the 2007 LEMAS surveys. Based on employment data from the 2004 BJS Census of State and Local Law Enforcement Agencies, the 2007 LEMAS survey sample was originally set at 3,224.¹⁰⁰ After identifying out of scope agencies (i.e., agencies no longer having law enforcement responsibilities or no longer in existence); however, the final sample size was set at 3,095. The final sample included 950 SR agencies with 100 or more full-time sworn personnel, including 591 local police agencies, 310 sheriff's offices, and 49 primary state agencies. The remaining 2,145 agencies sampled were randomly selected NSR agencies, again, each employing fewer than 100 full-time sworn officers and randomly selected from a stratified grouping inclusive of all smaller U.S. law enforcement agencies. Overall, the NSR sample included an additional 1,504 local police agencies and 641 sheriff's offices.¹⁰¹

In total, for the 2007 LEMAS survey, 2,840 of the agencies surveyed returned a completed LEMAS questionnaire.¹⁰² This represented a response rate of 91.8 percent, which was somewhat lower than the response rate recorded for the 2000 LEMAS survey. This included 879 of the 950 SR agencies (92.5 percent) and 1,961 of the 2145 NSR agencies (91.4 percent). The final 2000 LEMAS database includes responses from 1,968 local police agencies, 827 sheriff's offices, and 45 state police agencies. The response rate for local police agencies was highest at 94.0 percent.¹⁰³

⁹⁹ Reaves, *Law Enforcement Management, 2000*.

¹⁰⁰ Brian A. Reaves, *Law Enforcement Management and Administrative Statistics Survey- Local Police Departments, 2007* (Washington, DC: Bureau of Justice Statistics U.S. Department of Justice Office of Justice Programs, 2010), <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=1750>

¹⁰¹ Reaves, *Law Enforcement Management, 2007*.

¹⁰² Reaves, *Law Enforcement Management, 2007*.

¹⁰³ Reaves, *Law Enforcement Management, 2007*.

Table 2. LEMAS Survey—Number and Percent Surveys Completed for Local Police

Reference Year	Local police agencies Surveyed	Local police agencies Responding	Local Police Agency Response Rate
2000	2019	1975	97.8
2007	2095	1968	94.0

As shown in Table 2, this study focused specifically on local (municipal) police agencies. Therefore, LEMAS survey data collected from county sheriff offices and primary state agencies was filtered out and eliminated from consideration. In addition to looking at overall findings from 2000 and 2007 LEMAS survey reports, portions of the study are designed to make direct cross-comparisons relating to individual police agency changes in community policing and counterterrorism initiatives, as well as general agency demographics, between only those 720 local police agencies that responded to both the 2000 and 2007 LEMAS surveys. Appendix D provides additional sample detail relating to geographical region, jurisdiction size, and size of agency as weighted against both the larger LEMAS survey sample group as well as overall population of local police agencies. As indicated in Table 3, however, this paired grouping of local police agencies remains both sizeable and largely representative of the overall local police agency population. Furthermore, due to the LEMAS sample design, 451 of the 720 local police agencies included in this study are made up of large police agencies that were originally included under the above mentioned SR category. This group represents some 76 percent (451 or 591) of all police agencies in the U.S. that, as of 2007, employed 100 or more full-time sworn officers, as well as all police agencies that are currently included on the Urban Area Security Initiative (UASI) Tier 1 list. In total, the 720 police agencies included in the study employ close to half of all full-time sworn police officers working in the U.S. As such, the results of the study are reasonably generalizable to the national local police population.

Table 3. LEMAS Survey—Paired (2000 and 2007) Sample for Local Police Only

	2000	2007
All SR Local police agencies surveyed	528	591
Paired SR Local police agencies included in study	451	451
% of LEMAS SR agencies included in study	85.4%	76.3%
All NSR Local police agencies surveyed	1491	1504
Paired NSR Local police agencies included in study	269	269
% of LEMAS NSR Agencies included in study	18.0%	17.9%

*SR=Agencies with 100 or more police officers (LEMAS surveys include all agencies in U.S. with more than 100 officers)

*NRS=Agencies with less than 100 police officers (LEMAS surveys include a random stratified sampling of agencies in U.S. with more than 100 officers)

Lastly, as with any study involving sample groups, the accuracy of results is susceptible to two types of errors: sampling and non-sampling. Sampling error refers to variations that may occur by chance due to a sample rather than a complete population being studied.¹⁰⁴ Because the data used here was collected from a sample, rather than a population, the potential for sampling error is recognized. For comparison purposes, observed differences should be considered significant at two standard error points, representing a confidence level of 95 percent. However, non-sampling error can be attributed to any number of sources, including the inability to obtain information about all cases in a sample or simple processing errors.¹⁰⁵ As such the extent of non-sampling errors are impossible to determine, but have been controlled for in the current study to the greatest extent possible by focusing on only complete and valid responses and the application of generally acceptable principles of statistical analysis, as specifically described in later sections.

¹⁰⁴ Frankfort-Nachmias, and Nachmias, *Research Methods in the Social Sciences*.

¹⁰⁵ Frankfort-Nachmias, and Nachmias, *Research Methods in the Social Sciences*.

C. THE SURVEY INSTRUMENT

The (LEMAS) Survey instrument itself has remained relatively consistent with each iteration, with only slight modifications having been made from 2000 to 2007. This is important when making comparisons between surveys, as was done in this study. Each survey is approximately 10-pages long and contains approximately 50 specific questions, many of which have multiple parts. Questions responses range from a simply “yes or no” to requests for specific numbers (e.g., personnel assigned, budget allocations, number of training hours). LEMAS surveys have traditionally been distributed hardcopy to selected agencies utilizing the U.S. Postal Service, following a series of written notices announcing the impending distribution and importance of the LEMAS survey. A complete copy of both the 2000 and 2007 LEMAS Survey Instrument are included here as Appendix A and B.

D. MEASURES AND VARIABLES

- V-1: # full-time & part-time sworn officers
- V-2: Operating budget
- V-3: Jurisdiction population
- V-4: # community policing personnel
- V-5: # counterterrorism task force personnel
- V-6: Community policing program elements
- V-7: Counterterrorism elements
- V-8: Clearance rate
- V-9: Crime rate

In an effort to identify potential connections between an agency’s community policing and counterterrorism priorities, the current study examines the above-listed nine specific variables. Data relating to variables 1–7 was obtained directly from responses provided by individual local police agencies that completed the 2000 and/or 2007 LEMAS survey. This means that the variables relating to general agency information (size, budget, and population) as well as community policing items will have two different sets of data, one for 2000 and one for 2007 that must be considered. Data

relating to agency counterterrorism activities was not collected during the 2000 LEMAS survey. Additionally, several of these variables, those relating to community policing and counterterrorism elements, have multiple components, which must be considered separately.

However, data relating to variables 8 and 9 was obtained independently of the LEMAS survey, as the survey does not ask questions relating to crime and agency performance. As such, data for the final two variables was taken from the Uniform Crime Reports (UCR) for both the year 2000 and 2007. The UCR Program is administered by the FBI and, since 1929, has been accepted as a primary source of information relating to crime within the U.S. by law enforcement executives, students, researchers, the media, and the public at large.¹⁰⁶ The FBI is responsible for collecting crime information from police agencies throughout the country and publishes a comprehensive statistical report each year listing, among other things, individual community crime rates.

Variables 1–3 are used primarily as controls, measuring the effect the size of an agency’s force (number of sworn officers), total operating budget, and jurisdiction (population served) have on the remaining independent variables. Variables 1 and 2, number of officers and operating budget, are measured simply in terms of the raw numbers provided by agency representatives and, for the purpose of this study, are not placed into specific categories. Variable 3, however, relating to size of the jurisdiction served by the agency, does include a level of categorization. Based on their responses, agencies are placed into one of nine specific groups, ranging from very large jurisdictions, those with populations of 1,000,000 or more residents, to very small jurisdictions, those with populations under 2,500 residents.

Variables 4–7 are, depending on the specific comparisons being made, treated as both independent and dependent variables. For example, variable 4, representing the number of officers an agency assigns to community policing operations, may be dependent on the size of jurisdiction served (variable 1), yet independent of the jurisdiction’s crime rate (variable 9). Variables 4 and 5, dealing with the number of

¹⁰⁶ “Uniform Crime Reporting,” FBI, accessed October 8, 2014, <http://www.fbi.gov/about-us/cjis/ucr/ucr>

personnel dedicated to community policing and counterterrorism operations respectively, are also measured simply by the raw number reported by each agency. However, variables 6 and 7 relate to specific types of community policing and homeland security program elements engaged in by individual agencies and include multiple elements, which are selected independent of one another. For example, variable 6, community policing program elements, refers to a list of several different community policing program elements and asks agencies to indicate which strategies they engage in. Similarly, variable 7, counterterrorism elements, is presented as a list of several different counterterrorism program elements, which asks agencies to indicate which initiatives they engage in.

Finally, variables 8 and 9 deal with criminal clearance and crime rates regarding the specific jurisdictions served by responding agencies. Clearance and crime rate data is not based on individual agencies but rather annual FBI UCR reports. Additionally, these rates are treated as raw numbers for comparison purposes and are not categorized in any manner. Furthermore, variables 8 and 9 are the only two variables in the study that are treated strictly as dependent variables. For example, relationships may be explored between the number of community policing officers an agency employs, variable 4, and the jurisdiction's crime rate, variable 9. In this comparison, it could be hypothesized that the number of community policing officers (independent variable) may in some way impact a community's crime rate (dependent variable). Chapter IV, representing the analysis portion of this study, offers some insight into this question.

E. STUDY LIMITATIONS

As we move forward and begin examining the results of this study, it is also important to note that, despite a high degree of detail and reliability, LEMAS survey data is not without problems. This section discusses several limitations relating to the current study, the first of which is the general disadvantages of using secondary data as a source of information. Although a useful collection method, the analysis of secondary sources does not allow the researcher to ask questions in the exact manner he or she might like

and, as such, generally limits the depth of data collected.¹⁰⁷ Some of the issues in the current study are complex and could have benefited from deeper exploration. Not having input into the construction of the questions used for analysis is a problem because, as pointed out by other researchers, when complex questions are oversimplified, the data they need to make informed judgments is sometimes not acquired.¹⁰⁸

Pope, Lovell, and Brandl also stress another important limitation of using secondary data. They point out that the purpose of the original researchers may not be exactly the same as that of the secondary researcher, as is the case here.¹⁰⁹ This lack of congruence means that questions may not be phrased exactly as preferred by the secondary researcher. In fact, the original survey may not even ask all the questions the secondary research could have benefited from. This has proven to be a substantial problem for the current study as, prior to the events of 9/11, homeland security was not a large enough issue for state and local law enforcement agencies to even be included in the LEMAS survey process. These sort of emergency preparedness questions were not added to the LEMAS survey until 2007. As a result, there is no clear baseline for the amount of resources and/or number of programs local police agencies committed to counterterrorism efforts pre-9/11. Even the variable measurements used for questions that are presented in a survey, while likely ideal for the original researchers, may not necessarily be so for the secondary researchers. This could make inferences far less reliable.¹¹⁰

Furthermore, a recent review of BJS programs by the National Research Council, while recognizing the value of the LEMAS survey program, criticized the LEMAS program for the irregular timeline by which these surveys have been collected, as well as the length of time it has taken BJS to collect, collate, and publish the collective findings

¹⁰⁷ Earl Babbie, *The Basics of Social Research* (Independence, KY: Cengage Learning, 2010).

¹⁰⁸ Babbie, *The Basics of Social Research*.

¹⁰⁹ Carl Pope, Rick Lovell, and Stephen Brandl, *Voices from the Field: Readings in Criminal Justice Research* (Independence, KY: Cengage Learning, 2000).

¹¹⁰ Pope, Lovell, and Brandl, *Voices from the Field*.

of LEMAS surveys.¹¹¹ This has proven challenging for the current study since the most recent LEMAS survey available is more than five years old. A more recent LEMAS survey collecting information on law enforcement agencies for the year 2012 started in the latter part of 2013 with the results expected to be published and available late 2015. Once this new information is available, the researcher plans to update the study, use the more current information, and explore the difference between post-9/11 local police operational changes over a greater, and more current, sequential timeline. This will increase the value of the study and create more interest in the findings among researchers and practitioners alike who, for good reason, are often less interested in research findings based on information that is more than a year or two old.

The National Research Council also recommended that BJS begin to use standardized agency identifiers in order to allow for the linkage of agency-specific organizational characteristics with other types of demographic statistics that may be maintained by different public organizations¹¹² (e.g. annual crime statistics collected by the FBI as part of its Uniform Crime Reporting (UCR) program or population data collected by the U.S. Census Bureau). The absence of standardized agency identifiers also complicated the current research study. With no easy way to compare agencies from year to year or integrate data obtained from other non-LEMAS databases, a data matching program had to be developed in the Statistical Package for Social Sciences (SPSS) and used to pair agencies surveyed by BJS in both 2000 and 2007 and to integrate crime and clearance rates obtained from FBI UCR reports for the corresponding years. Although challenging, the pairing of this information was critically important as it allowed for the exploration of individual and collective organizational changes from year to year as well as the impact of these changes on organizational performance measures, such as crime and clearance rates, which were not collected as part of the LEMAS surveys.

¹¹¹ Bureau of Justice Statistics, “2012 Law Enforcement Management.”

¹¹² Robert M. Groves, and Daniel L. Cork, Eds., *Ensuring the Quality, Credibility, and Relevance of U.S. Justice Statistics* (Washington, DC: National Academies Press, 2009).

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IV. ANALYSIS

This section presents an analysis of data obtained from year 2000 and 2007 Law Enforcement Management and Administrative Statistics (LEMAS) surveys, as well as FBI uniform crime reports, relating to the 720 local police agencies included in the sample group. General statistics are examined based on percentages and averages as they relate to changing community policing and homeland security assignments, and organizational relationships between 2000 and 2007. More detailed analysis is done using frequency tables and Pearson's r correlation statistics in order to determine the strength of relationships between different variables. As part of this analysis, factors such as jurisdiction population and overall agency budgets are controlled for. The examination is accomplished by using the SPSS program. The SPSS program allowed for the large volumes of data involved in the current study to be readily compared, correlated, and calculated. The statistical significance of individual relationships is then determined using complex mathematical formulas meant to identify levels of probability. The analysis section is deliberately broken down into three distinct parts: community policing, counterterrorism, and the integration of community policing and counterterrorism. Each part is designed to produce evidence that will assist in proving or disproving the proposed hypothesis.

A. COMMUNITY POLICING

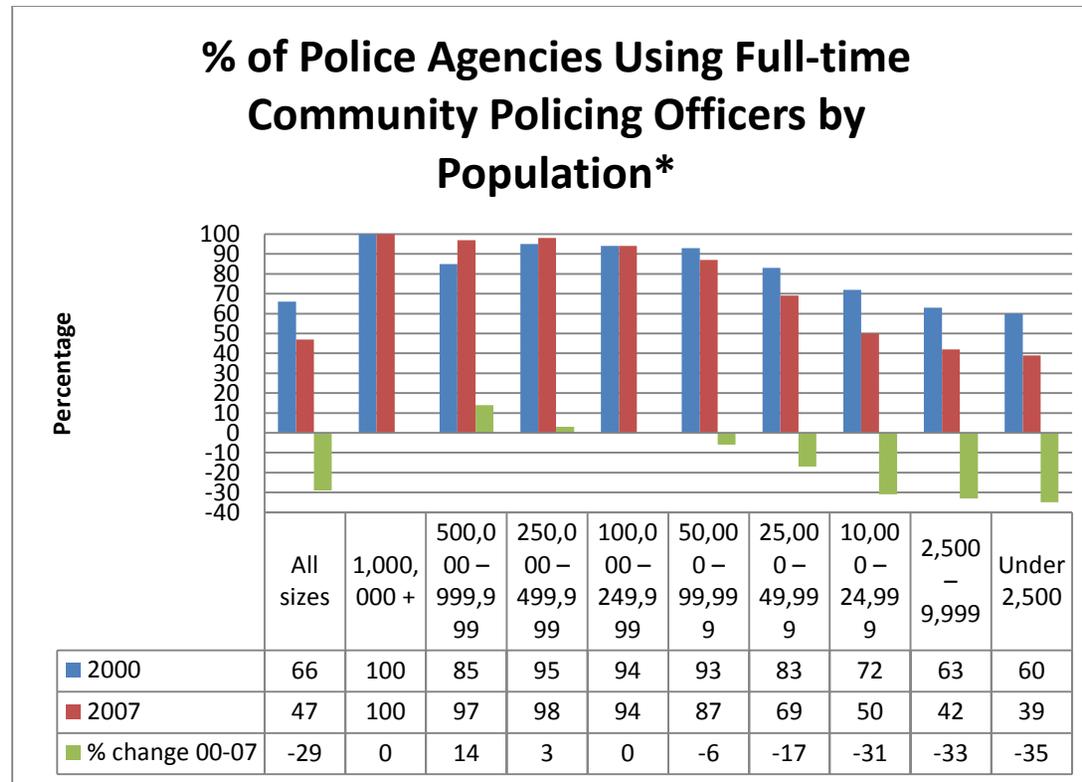
BJS, through its LEMAS survey program, began tracking community policing personnel and activities for local police agencies in 1997 in response to the various COPS funding programs being implemented during that time.¹¹³ As part of a partnership between BJS and COPS, a separate section entitled "Community Policing" was added to the LEMAS survey and, from that point forward, detailed sets of data began to be collected relating to the community policing practices of state and local law enforcement

¹¹³ Brian A. Reaves, *Law Enforcement Management and Administrative Statistics Survey: Local Police Departments, 2007* (Washington, DC: U.S. Department of Justice Office of Justice Programs, 2010), <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=1750>

agencies. This was done in order to better assess the impact of community policing on law enforcement personnel, training, policies, programs and technology.¹¹⁴

According to the LEMAS survey, in the year 2000, 66 percent of local police agencies operating in the U.S. had full-time personnel serving specifically as community policing officers (see Figure 1). Agencies serving populations of 1 million or more employed 2,208 such officers on average, while agencies serving fewer than 2,500 residents reported 3 community policing officers on average. A comparison of the 2000 LEMAS survey findings to those obtained in 2007 indicates that substantial changes have taken place concerning local agency community policing officer assignments. From 2000 to 2007, the percentage of local agencies using full-time community policing officers declined from 66 percent to 47 percent. This represents an overall decrease of 19 percent from 2000 to 2007.

¹¹⁴ Reaves, *Law Enforcement Management*, 2007.



* There are two distinct types of percentages displayed in Figure 1. Red and blue columns represent actual percentage of full-time community policing officers assigned in 2000 and 2007 respectively, while the green column represents the percent change in these officers between 2000 and 2007.

Figure 1. Percentage of Police Agencies Using Full-Time Community Policing Officers (by Population)¹²²

¹²² Brian A. Reaves, *Law Enforcement Management and Administrative Statistics Survey: Local Police Departments, 2000* (Washington, DC: U.S. Department of Justice Office of Justice Programs, 2003), <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=1750>; Reaves, *Law Enforcement Management and Administrative Statistics Survey, 2007*.

After steady increases in the actual number of sworn officers assigned full-time to community policing duties were observed during the 1990s, LEMAS surveys recorded a significant downward trend in the actual number of community policing officers employed by local police agencies since then (see Table 4). This was despite an increase in the overall number of officers employed by local police agencies during this same time period. For example, in 2000, local police agencies employed approximately 565,915 full-time sworn police officers.¹²³ The number of U.S. full-time sworn police officers had increased by 6.2 percent by 2007, when the number was estimated at 601,027.¹²⁴ However, the number of Full-time sworn community policing officers declined from approximately 103,000 in 2000, to 55,000 in 2003, to finally 47,000 in 2007.¹²⁵ This represents a decrease of 54 percent in the number of community policing officers employed by local police agencies in just seven years.

Table 4. Percentage of Local Police Agencies Using Full-time Community Policing Officers and Number of Full-Time Community Policing Officers 1997–2007¹²⁶

LEMAS Survey Year	Percent of Agencies Using Community Policing Officers	Total Number of Community Policing Officers Nationally	% Change in # of Community Policing Officers
2007	47	47,000	-15%
2003	58	55,000	-47%
2000	66	103,000	-54%
1997	34	16,000	N/A

Correspondingly, the average number of full-time community policing officers per local agency also declined (see Table 5). The overall average number of full-time community policing officers per agency, among agencies of all sizes and jurisdictions, dropped 33 percent, from 12 in 2000 to 8 in 2007.¹²⁷ Declines appear to have been most

¹²³ Reaves, *Law Enforcement Management, 2000*.

¹²⁴ Reaves, *Law Enforcement Management, 2007*.

¹²⁵ Reaves, *Law Enforcement Management, 2007*.

¹²⁶ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹²⁷ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

prevalent in larger police agencies, with agencies serving populations of 1 million or more down some 93 percent. In fact, the largest police agencies went from an average of 2,208 full-time community policing officers in 2000 to only 153 by 2007.¹²⁸

Table 5. Average Number of Full-Time Community Policing Officers Per Local Agency¹²⁹

Population Served	2000	2007	% Change
All sizes	12	8	-33
1,000,000 +	2,208	153	-93
500,000 – 999,999	297	133	-55
250,000 – 499,999	180	49	-73
100,000 – 249,999	53	38	-28
50,000 – 99,999	20	18	-10
25,000 – 49,999	12	7	-42
10,000 – 24,999	7	6	-14
2,500 – 9,999	5	5	0
Under 2,500	3	3	0

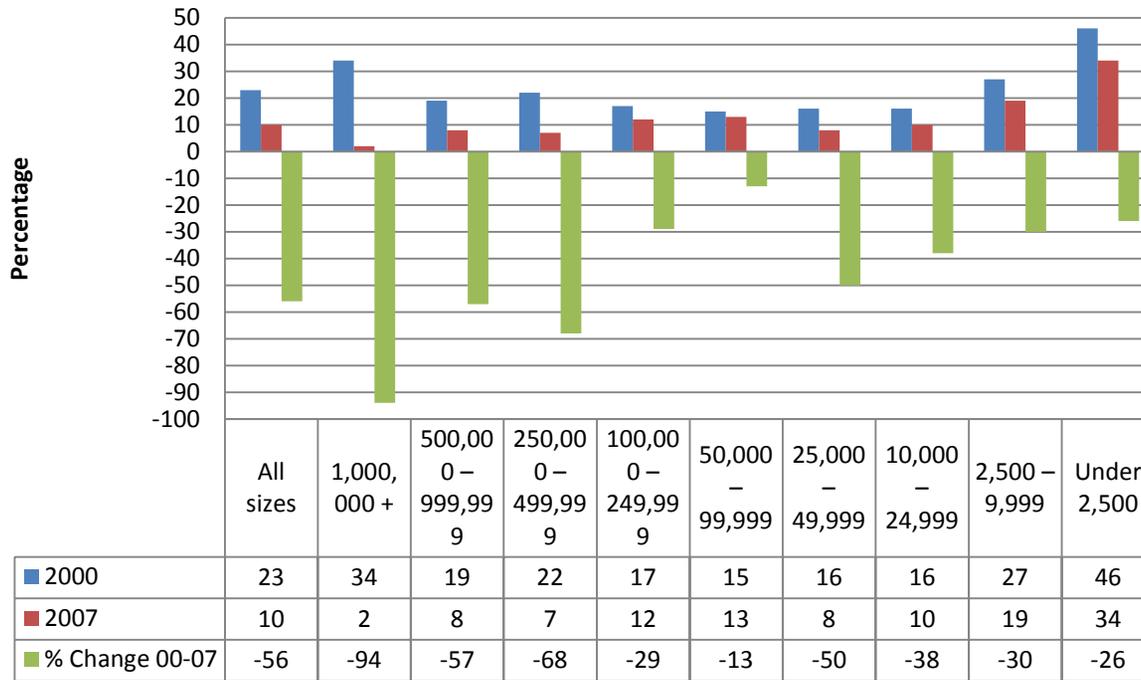
As illustrated in Table 5, decreases in the percentages of local agencies utilizing full-time community policing officers are observed primarily in smaller jurisdictions. The decrease is concentrated in agencies serving populations of less than 100,000, with steady declines as jurisdiction size decreases. Larger agencies, those serving populations of 250,000 or more, actually saw slight increases in the percentage of agencies using community policing officers. Even so, the overall percentage of officers assigned to such duties decreased by 56 percent between 2000 and 2007 with notable decreases in every population category (see Figure 2). The most significant decline occurred in those agencies serving larger jurisdictions. In fact, the largest agencies, those serving populations of one million or more citizens, reported reducing the percentage of officers assigned full time to community policing by approximately 94 percent between 2000 and 2007.¹³⁰

¹²⁸ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹²⁹ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹³⁰ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

% of Full-Time Officers Assigned as Community Policing Officers by Population *



* There are two distinct types of percentages displayed in Figure 2. Red and blue columns represent actual percent of full-time community policing officers assigned in 2000 and 2007 respectively, while the green column represents the % change in these officers between 2000 and 2007.

Figure 2. Percentage of Full-time Officers Assigned as Community Policing Officers by Population¹³¹

¹³¹ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

In all, Figures 1 and 2, as well as Tables 4 and 5, provide an effective visual illustration, which makes it clear that between the year 2000 and 2007, local police agency focus on community policing have waned significantly. Furthermore, Table 6 represents a paired difference of means t-test designed to scientifically test the significance of changes relating to the percentage of sworn community policing officers utilized by local police agencies between the years 2000 and 2007. Tests of this nature are commonly used to compare one set of measurements with another, each drawn from the same population, but during different time frames. The observed differences are then assessed, using the paired differences of means t-tests. The test provides several pieces of useful information relating to the relationship shared between the measurements being compared, including the mean, standard deviation, and finally, significance level associated with the test statistics. For most researchers, the most important measurement is the significance level, which represents the probability that differences observed between various measurements could have occurred by chance. For the matched-pairs significance test used here, the significance level is set at 0.05, meaning that comparisons observed at the 0.05 level or below may be accepted as representing statistically significant differences between the measurements being compared.

As indicated in Table 6, the decreases in the percentage of sworn community officers utilized by local police agencies between the year 2000 and 2007 can be accepted as statistically significant. The confidence level in these findings is set at 95 percent, in order to coincide with the generally accepted five percent convention of statistical significance. The results of the test indicate not only a significance level below the required 0.05, but somewhere below 0.000. As such, all indications are that something is causing local police agencies to significantly reduce the percentage of their force assigned as community policing officers.

Table 6. Percentage of Sworn Community Policing Officers 2000 versus 2007/ Paired Differences of Means T-Test¹³²

	Paired Differences				Sig. (2-tailed)
	Mean	Std. Deviation	95% Confidence Interval of the Difference		
			Lower	Upper	
Percentage of Sworn Community Policing Officers 2007 Percentage of Sworn Community Policing Officers 2000	-5.87477	33.77602	-8.34951	-3.40004	.000

Using the same sort of significance test and controlling for variables such as the size of the jurisdiction served by the local police agency, it is also apparent that a significant relationship exists between the percentage of full-time sworn community policing officers employed by individual agencies and the size of the jurisdiction served for the year 2007 (see in Table 7). This relationship is positive in nature, meaning that the larger the jurisdiction served by the agency, the larger the percentage of officers dedicated to community policing. However, such a relationship does not appear to exist for the year 2000, nor when exploring changes in percentages of community policing officers between 2000 and 2007. Conversely, when applying the significance test and controlling for an agency's budget, we find that a significant relationship exists between budget and percentage of community policing officers in 2000, but not 2007. The size of an agency's budget also appears to be significantly correlated with changes in percentages of community policing officers between 2000 and 2007. While we can accept that the size of jurisdiction and operating budgets do impact an agency's commitment to community policing, this is not the case for every agency and not consistent from year to year.

¹³² Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

Table 7. Percentage of Sworn Community Policing Officers / Population and Budget Significance Test¹³³

		Jurisdiction Population	Total Operating Budget 2007
Percentage of Sworn Community Policing Officers 2007	Correlation Coefficient	.098	-.046
	Sig. (2-tailed)	.009	.222
	N	719	719
Percentage of Sworn Community Policing Officers 2000	Correlation Coefficient	-.035	.165
	Sig. (2-tailed)	.346	.000
	N	718	720
Change in the Percentage of Sworn Community Policing Officers 2000-2007	Correlation Coefficient	.068	-.075
	Sig. (2-tailed)	.068	.045
	N	718	718

An examination of the amount of officers an agency assigns to community policing is not the only indication of an agency's commitment to a community policing philosophy. Several other community policing questions were asked of agency administrators during both the 2000 and 2007 LEMAS surveys. These questions were designed to measure individual agency commitment to things such as the maintenance of specialized community policing units, SARA problem-solving projects, citizen police academies, and community policing plans. LEMAS surveys also measured individual agency desire to regularly meet and work collaboratively with various community groups as well as the agency's level of commitment to providing specialized community policing training to both new and tenured police officers.

In order to more reliably compare individual agency responses relating to individual community policing elements between 2000 and 2007, the next portion of the study includes data for only those 720 local police agencies that responded to both the 2000 and 2007 LEMAS surveys. Using frequency tables for each community policing element, individual agency responses are detailed below. Responses to the individual community policing questions were grouped into one of four categories: agencies that reported neither participating in the specific community policing program in 2000 or 2007 (no to no); agencies that reported not participating in the specific program in 2000, but participating in the program in 2007 (no to yes); agencies that reported participating in the specific program in 2000, but no longer participating as of 2007 (yes to no); and

¹³³ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

finally agencies that reported participating in the specific program during both the year 2000 and 2007 (yes to yes).

The first LEMAS community policing survey question asked agency representatives to indicate if, during the 12 months of the survey period in question (2000 or 2007), their agency “maintained a community policing unit with full-time personnel.” It is important to distinguish this question from those discussed above assessing whether an agency employed sworn Full-time community policing officers as part of its general organization. First, it is possible for community policing officers to be employed without the benefit of a formal specialized unit. Even though there was a significant reduction in the number of sworn Full-time community policing officers, as well as the percentage of police agencies utilizing sworn Full-time community policing officers from the year 2000 to 2007, this need not be the case for the utilization of community policing units. The question relating to the maintenance of a dedicated community policing unit made no mention of the actual size of the unit (number of personnel assigned) or whether the unit was made up of sworn or civilian staff members. Thus, it would be entirely possible for an agency to reduce the number of sworn full-time community policing officers, while continuing to maintain, or even creating, a dedicated community policing unit.

Of the 514 agencies that responded to the community policing unit question in 2000, 335, or 65 percent, indicated that yes, their agency maintained a community policing unit (see Table 8). This number had dropped to only 311 agencies (61 percent) by 2007. The four percent decline in community policing units was much less drastic than the 54 percent decrease that was observed relating to the number of overall sworn full-time community policing officers or the 29 percent decrease in the percentage of agencies utilizing Full-time sworn community policing officers. Still, the reduction in the number of agencies utilizing specialized community policing units from 2000 to 2007 was statistically significant.

Table 8. Maintaining Community Policing Unit 2000–2007¹³⁴

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No to no	90	12.5	17.5	17.5
	No to yes	89	12.4	17.3	34.8
	Yes to no	113	15.7	22.0	56.8
	Yes to yes	222	30.8	43.2	100.0
	Total	514	71.4	100.0	
Missing	System	206	28.6		
Total		720	100.0		

The second LEMAS community policing survey question asked agency representatives to indicate if, during the survey period in question, their agency “actively encouraged patrol officers to engage in SARA-type problem-solving projects on their beats.”¹³⁵ SARA is the most familiar process used by police to do problem-solving and is commonly associated with community policing.¹³⁶ Of the 713 agencies that responded to this question in 2000, 417, or 59 percent, indicated yes, that they encouraged their officers to use the SARA process (see Table 9). This number had dropped to 336, or 47 percent, by 2007. Ninety-one agencies that reported not promoting the use of the SARA process in 2000 had begun to do so by 2007; however, 172 agencies that had reported promoting the use of SARA in 2000 had stopped doing so by 2007. Between the year 2000 and 2007, almost twice as many police agencies had stopped promoting the use of the SARA process than had begun to use the process (12.8 percent). This shift clearly represents a significant loss of interest in the SARA process.

¹³⁴ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹³⁵ Reaves, *Law Enforcement Management, 2007*.

¹³⁶ Trojanowicz, and Bucqueroux, *Community Policing: How to Get Started*.

Table 9. Involvement in SARA Projects 2000–2007¹³⁷

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No to no	205	28.5	28.8	28.8
	No to yes	91	12.6	12.8	41.5
	Yes to no	172	23.9	24.1	65.6
	Yes to yes	245	34.0	34.4	100.0
	Total	713	99.0	100.0	
Missing	System	7	1.0		
Total		720	100.0		

The third LEMAS community policing survey question asked agency representatives to indicate if, during the survey period in question, their agency “conducted a citizen police academy.”¹³⁸ The term citizen police academy refers to educational programs designed to acquaint members of the general public with the day to day operations of a police agency and the activities of its police officers. Citizens are generally asked to attend a number of presentations, usually held at their local police agency and taught by members of the department. The program represents another common community outreach initiative and, as with the SARA process, citizen police academies are commonly associated with community policing.

Of the 713 evaluated agencies that responded to the citizen policing academy question in 2000, 439, or 62 percent, indicated that yes they had held a citizen police academy that year (see Table 10). However, this number had dropped to 426, or 60 percent, by 2007. While 93 agencies that reported not having a citizen police academy in 2000 had begun to do so by 2007, 106 other agencies that had reported having a citizen’s police academy in 2000 had stopped doing so by 2007. Still, these findings represent only a modest two percent reduction in interest relating to citizen police academies.

¹³⁷ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹³⁸ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

Table 10. Involvement in Conducting Citizen Academy 2000–2007¹³⁹

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No to no	181	25.1	25.4	25.4
	No to yes	93	12.9	13.0	38.4
	Yes to no	106	14.7	14.9	53.3
	Yes to yes	333	46.3	46.7	100.0
	Total	713	99.0	100.0	
Missing	System	7	1.0		
Total		720	100.0		

Next, the LEMAS survey asked agency representatives if the agency “maintained a formal, written community policing plan.”¹⁴⁰ This was asked in recognition of the fact that an agency’s commitment to community policing, particularly at the management level, is likely more evident in agencies that have taken the time to create such a plan. Written plans set specific objectives to be achieved, discuss tactics, and, in general, make the agency priorities clear. According to the overall 2000 LEMAS survey, 18 percent of local police agencies studied had a formal written community policing plan.¹⁴¹ As might be expected, this percentage increased with the size of the agency jurisdiction. That is, the larger the population served, the greater the chance that the agency serving that population had a formal written community policing plan in place. By 2007, only 16 percent of local police agencies, among all jurisdictions, had such a plan.¹⁴²

When looking at just the 720 agencies included in this study, 708 provided yes or no responses in both 2000 and 2007 to the specific question asking if their agency maintained a formal written community policing plan. Of the 708 agencies responding to the question, a surprising 364 (51 percent) indicated that although their agency had a formal community policing plan in place in 2000, their agency no longer had such a plan by 2007 (see Table 11). Conversely, only 105 (15 percent) of the agencies surveyed

¹³⁹ Reaves, *Law Enforcement Management, 2007*; Reaves, *Law Enforcement Management, 2007*.

¹⁴⁰ Reaves, *Law Enforcement Management, 2007*.

¹⁴¹ Reaves, *Law Enforcement Management, 2000*.

¹⁴² Reaves, *Law Enforcement Management, 2007*.

indicated that although the agency had no plan in 2000, by 2007 they had implemented a formal community policing plan, representing another clear reduction in community policing programming.

Table 11. Maintaining a Community Policing Plan 2000–2007¹⁴³

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From plan to none	364	50.6	51.4	51.4
	Same status	239	33.2	33.8	85.2
	No plan or unwritten plan to plan	105	14.6	14.8	100.0
	Total	708	98.3	100.0	
Missing	System	12	1.7		
Total		720	100.0		

In addition to the above questions, which were designed to determine the extent of individual agency commitment to community policing, the 2000 and 2007 LEMAS surveys asked agency representatives if, during survey period in question, their agency regularly met with or maintained a partnership with specific community groups, including neighborhood associations, private businesses, advocacy groups, religious communities, local public service agencies, and youth services organizations. Measuring the extent to which collaborative relationships of this nature exist is another important gauge of how supportive and vested a police organization is relating to community policing. According to the Office of Community Oriented Policing Services, community collaboration is at the heart of community policing and community policing simply cannot exist absent these partnerships.¹⁴⁴

Agency representatives were asked if, during the year 2000 or 2007, their agencies had met with or formally engaged in partnership agreements with local neighborhood associations in order to promote community problem solving.

¹⁴³ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹⁴⁴ Office of Community Oriented Policing Services, *Community Policing Defined*.

Neighborhood engagement is an important community policing measurement as it is the neighborhood that serves as the most basic building block of a community and, all citizens are members of at least one community set. Citizen involvement in solving community problems is essential to the success of community policing.¹⁴⁵ Overall, the 2000 LEMAS survey determined that some 52 percent of local police agencies regularly met and worked with local neighborhood associations.¹⁴⁶ By 2007, the number had dropped to only 38 percent in 2007, representing a substantial decline in neighborhood engagement.¹⁴⁷

Although less steep, a general decline in police-neighborhood engagement between 2000 and 2007 was also noted when looking at only the 720 paired groups included in this study. The reason for the more gradual change is likely due to the fact that the study in question is weighted heavily towards larger local police agencies, which, as we have seen in other categories, appear to be more inclined towards community policing than smaller police agencies. Seventy-eight percent of the 465 agencies responding to the question indicated that they met with an actively engaged in partnerships with neighborhood groups during both the 2000 and 2007 (see Table 12). Only 16 police agencies, representing less than four percent of this sample group, indicated that they had not worked with neighborhood groups in either 2000 or 2007. Still, police and neighborhood association interactions did see a decline from 2000 to 2007. In 2000, 429 agencies (92 percent) answered yes to the question of whether their agency actively met and/or worked with neighborhood groups. By 2007, this number had dropped to 382 (82 percent), with substantially more agencies having ended established relationships with neighborhood associations than had created new relationships.

¹⁴⁵ George L. Kelling and Mark H. Moore, "The Evolving Strategy of Policing," *Perspectives on Policing*, no. 4 (1988), <https://ncjrs.gov/pdffiles1/nij/114213.pdf>

¹⁴⁶ Reaves, *Law Enforcement Management*, 2000.

¹⁴⁷ Reaves, *Law Enforcement Management*, 2007.

Table 12. Working with Neighborhood Associations 2000–2007¹⁴⁸

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No to no	16	2.2	3.4	3.4
	No to yes	20	2.8	4.3	7.7
	Yes to no	67	9.3	14.4	22.2
	Yes to yes	362	50.3	77.8	100.0
	Total	465	64.6	100.0	
Missing	System	255	35.4		
Total		720	100.0		

Agency representatives were then asked if they had met or worked with local business groups. As with neighborhood problems, collaboratively addressing problems specific to local businesses is an important part of an agency’s community policing efforts.¹⁴⁹ Of the 465 agencies responding to the question in 2000, 341 (73 percent) indicated that they had met and worked with local business groups (see Table 13). By 2007, the number of reported business engagements had significantly decreased to 310 (67 percent). Specifically, 66 (14.2 percent) agencies indicated that although they had not formally engaged local businesses in 2000, by 2007 they had begun to do so. Conversely, 97 (21 percent) agencies had moved in the other direction, having had close business relationships in place in 2000, but terminating these by the 2007. The decline of the fraction of agencies maintaining police-business group relationships was again substantial.

¹⁴⁸ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹⁴⁹ University at Albany, “Police- Business Partnerships,” Center for Problem-Oriented Policing, accessed July 22, 2014, <http://www.popcenter.org/tools/partnering/4>

Table 13. Working with Business Groups 2000–2007¹⁵⁰

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No to no	58	8.1	12.5	12.5
	No to yes	66	9.2	14.2	26.7
	Yes to no	97	13.5	20.9	47.5
	Yes to yes	244	33.9	52.5	100.0
	Total	465	64.6	100.0	
Missing	System	255	35.4		
Total		720	100.0		

The next group explored relating to police interactions involved advocacy groups. The term advocacy group refers to those organizations within the community that have special interests or work to further specific causes. They may be social, political, or religious in nature. Common advocacy groups that interact with law enforcement include victims' rights organizations, Mothers Against Drunk Drivers (MADD), the Civil Liberties Union, etc. As with other organized units within the community, advocacy groups can play an important role in community problem solving as it relates to the specific issues they are interested in. However, when alienated these groups can serve as detractors, making law enforcement's job more difficult. Since community policing is about leveraging community resources and working collaboratively with others groups with a common interest, police agencies with a healthy community policing philosophy tend to be actively engaged with a variety of advocacy groups.

Of the 465 agencies responding to the question, approximately 12 percent reported having neither worked with advocacy groups in 2000 or 2007, with an additional 25 percent reporting having worked with such groups both in 2000 and 2007 (see Table 14). In total, 256 (55 percent) local police agencies surveyed in 2000 indicated that they had met and worked with local advocacy groups. By 2007, however, this number had grown, with 297 (64 percent) local police agencies reporting an established relationship with local advocacy groups. Unlike the historical trends observed with neighborhood

¹⁵⁰ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

associations and business groups, the number of local advocacy group partnerships increased significantly between 2000 and 2007.

Table 14. Working with Advocacy Groups 2000–2007¹⁵¹

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No to no	86	11.9	18.5	18.5
	No to yes	123	17.1	26.5	44.9
	Yes to no	82	11.4	17.6	62.6
	Yes to yes	174	24.2	37.4	100.0
	Total	465	64.6	100.0	
Missing	System	255	35.4		
Total		720	100.0		

The LEMAS surveys then explored the extent to which local police agencies engage the various religious groups within their community. A willingness to work with groups of this nature is another important community policing measure as faith-based organizations have long been recognized as a valuable resource addressing a variety of social needs and providing a network for services in most communities.¹⁵² It is also important to recognize that many people identify with specific religious groups, which often have strong cultural traditions that must be recognized and taken into consideration if effective communication is to take place.

Surprisingly, of the 465 of the agencies responding to the question, only 131 (28 percent) indicated that their agency had established formal partnerships with religious groups within the community in both 2000 and 2007 (see Table 15). This represents far fewer partnerships than seen with more traditional groups, such as neighborhood associations (78 percent) and business groups (53 percent). The most logical reason for this divide is the concern for separation of church and state and the complex legal challenges sometimes associated with entering into formal arrangements of this nature.

¹⁵¹ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹⁵² Institute for Educational Leadership, *Engaging and Partnering with Faith-Based Organizations in Initiatives for Children, Youth, and Families*, Toolkit no. 6, Institute for Educational Leadership, http://www.iel.org/pubs/sittap/toolkit_06.pdf

Unlike with neighborhood associations and business groups, which showed notable declines in the number formal police partnerships, formal partnership agreements with religious groups increased significantly between 2000 and 2007. In 2000, 217 (47 percent) of the 465 agencies studied indicated that they maintained partnerships with religious groups. By 2007, this number had grown considerably to 251 (54 percent).

Table 15. Working with Religious Groups 2000–2007¹⁵³

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No to no	128	17.8	27.5	27.5
	No to yes	120	16.7	25.8	53.3
	Yes to no	86	11.9	18.5	71.8
	Yes to yes	131	18.2	28.2	100.0
	Total	465	64.6	100.0	
Missing	System	255	35.4		
Total		720	100.0		

Similar results were observed when looking at police partnerships with local public agencies. For the purposes of this study, local public agencies are defined as any “non-law enforcement” organization that is part of the local, state, or federal government, a political subdivision, or any interstate government agency.¹⁵⁴ Under the philosophy of community policing, working with such agencies are essential as solving community problems, and maintaining a desirable state after such problems have been solved, often outpaces local police agency resources and/or requires specialized sets of skills and resources not possessed by local police agencies.

Of the 465 agencies included in the study, half indicated that their agency had established formal partnerships with other public agencies in both 2000 and 2007 (see Table 16). Overall, 294 (63 percent) of these agencies reported actively partnering with such agencies in 2000, while 361 (78 percent) had reported doing so in 2007. As with

¹⁵³ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹⁵⁴ U.S. Agency of Labor, *Fact Sheet #7: State and Local Governments under the Fair Labor Standards Act, 2009*, <http://www.dol.gov/whd/regs/compliance/whdfs7.pdf>.

religious groups, these findings represent a substantial increase in partnerships of this nature between 2000 and 2007.

Table 16. Working with Local Public Agencies 2000–2007¹⁵⁵

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No to no	44	6.1	9.5	9.5
	No to yes	127	17.6	27.3	36.8
	Yes to no	60	8.3	12.9	49.7
	Yes to yes	234	32.5	50.3	100.0
	Total	465	64.6	100.0	
Missing	System	255	35.4		
Total		720	100.0		

The final group included in the survey was youth groups, which are defined as organizations or clubs where membership and interests are age specific and focused on young persons, usually teens. The groups are established to teach youth various life skills and provide activities designed to keep them off the street and out of trouble, making collaborations of this type a popular target for community policing initiatives. Of the 465 agencies included in the study, 264 (57 percent) reported actively partnering with various youth groups in 2000 (see Table 17). This number grew significantly to 311 (69 percent) by 2007. As with the previous three groups, these findings represent a substantial increase in police-youth group partnerships between 2000 and 2007.

¹⁵⁵ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

Table 17. Working with Youth Groups 2000–2007¹⁵⁶

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No to no	67	9.3	14.4	14.4
	No to yes	134	18.6	28.8	43.2
	Yes to no	87	12.1	18.7	61.9
	Yes to yes	177	24.6	38.1	100.0
	Total	465	64.6	100.0	
Missing	System	255	35.4		
Total		720	100.0		

Finally, the LEMAS survey asked agency representatives a series of questions relating to the type of community policing training provided by the agency. Training is an important tool in the process of clarifying organizational priorities.¹⁵⁷ As such, the more committed a police agency is to community policing, the greater the focus will be on training agency personnel in this area. Looking at the larger LEMAS survey, it was found that, in 2000, 44 percent and 79 percent of local police agencies provided specific community policing training to new recruits and tenured officers, respectively.¹⁵⁸ By 2007, however, this number had dropped to only 12 percent for new recruits and 30 percent for in-service training,¹⁵⁹ signaling a declining community policing focus.

In isolating only those local police agencies that responded to both sets of training questions during 2000 and 2007, this study produced similar results. In order to further test the level of commitment that local police agencies placed on community policing training, a similar set of frequency tables were created. For the purposes of training, frequency categories were group based on the progressive level of organizational commitment to community policing training. Specifically, agencies indicating that they did not provide any officers such training were assigned a 1, less than half of agency officers a 2, half or more of agency officers a 3, and agencies that indicated that all

¹⁵⁶ Reaves, *Law Enforcement Management, 2007*; Reaves, *Law Enforcement Management, 2007*.

¹⁵⁷ Michael L. Birzer, and Ronald Tannehill, "A More Effective Training Approach for Contemporary Policing," *Police Quarterly* 4, no. 2 (June 2001): 12–19.

¹⁵⁸ Reaves, *Law Enforcement Management, 2000*.

¹⁵⁹ Reaves, *Law Enforcement Management, 2007*.

officers were provided training in community policing were assigned a 4. This was tracked individually for 2000 and 2007, as well as for both new and tenured officers.

As indicated in Table 18, 16.4 percent of local police agencies in 2000 provided absolutely no community policing training to new police officers. This number increased to 20.9 percent by 2007. At the same time, 71.3 percent of local police agencies in 2000 provided community policing training to all new police officers, compared to only 71 percent in 2007. Using the above delineated scale (1–4), the mean training commitment level for local police agencies in 2000 was 3.34, compared to 3.24 in 2007. Although all indications are that local police agency commitment relating to providing community policing training to new officers waned between 2000 and 2007, the declines were fairly modest and did not prove to be statistically significant.

Table 18. Community Policing Training—New Officers (2000–2007)¹⁶⁰

2000		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None (1)	117	16.3	16.4	16.4
	Less than half (2)	46	6.4	6.4	22.8
	Half or more (3)	42	5.8	5.9	28.7
	All (4)	510	70.8	71.3	100.0
	Total	715	99.3	100.0	
Missing	System	5	.7		
Total		720	100.0		
2007		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None (1)	140	19.4	20.9	20.9
	Less than half (2)	35	4.9	5.2	26.1
	Half or more (3)	19	2.6	2.8	29.0
	All (4)	476	66.1	71.0	100.0
	Total	670	93.1	100.0	
Missing	System	50	6.9		
Total		720	100.0		

When looking at community policing training for tenured officers, however, the declines were much more substantial. As indicated in Table 19, 16.7 percent of local police agencies in 2000 provided absolutely no community policing training to tenured police officers. This number more than doubled by 2007, when 37.8 percent of local

¹⁶⁰ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

police agencies reported providing absolutely no training to tenured officers in regards to community policing. In 2000, 28.3 percent of local police agencies provided community policing training to all tenured police officers, compared to only 19.1 percent in 2007. The mean training commitment level for local police agencies relating to tenured police officers in 2000 was 2.67, as compared to 2.13 in 2007. As with new officers, local police agency commitment to providing specific community policing training for tenured officers declined from 2000 to 2007. The decline for tenured officers was, however, statistically significant.

Table 19. Community Policing Training—Tenured Officers (2000–2007)¹⁶¹

2000		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None (1)	119	16.5	16.7	16.7
	Less than half (2)	265	36.8	37.1	53.8
	Half or more (3)	128	17.8	17.9	71.7
	All (4)	202	28.1	28.3	100.0
	Total	714	99.2	100.0	
Missing	System	6	.8		
Total		720	100.0		
2007		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	None (1)	267	37.1	37.8	37.8
	Less than half (2)	225	31.3	31.8	69.6
	Half or more (3)	80	11.1	11.3	80.9
	All (4)	135	18.8	19.1	100.0
	Total	707	98.2	100.0	
Missing	System	13	1.8		
Total		720	100.0		

B. COUNTERTERRORISM

This section will utilize similar forms of analysis to examine local police agency priorities relating to counterterrorism prevention strategies. However, the Bureau of Justice Statistics (BJS) did not begin tracking counterterrorism related police initiatives activities until after 9/11. In fact, it was not until 2007 that an emergency preparedness section was added to the LEMAS survey, which helped to assess the impact of various counterterrorism responsibilities on local police agency operations. Specific homeland

¹⁶¹ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

security related questions now included in the LEMAS survey measure terrorism planning and intelligence efforts, interoperability, and a variety of other terrorism preparedness activities.

One of the most telling questions added to the survey was included under the descriptive section of the survey and asked agencies to indicate if they had personnel assigned, full and/or part-time, to one or more anti-terrorism task forces and, if so, how many. As previously mentioned, determining where agency resources are committed is an effective way of revealing an agency's true priorities. Although the concept of joint terrorism task forces has been around since the 1980s, prior to 9/11 local police officers assigned to these groups worked almost exclusively for the largest of police agencies (New York, Los Angeles, etc.) After the events of 9/11, however, the number of these task forces practically doubled overnight, going from 35 to 56 in less than a year.¹⁶²

According to the 2007 LEMAS survey, a total of 2,693 officers were assigned either full or part time to anti-terrorism task forces nationwide. Full-time officers accounted for 1,141 of those assigned to these task forces. Increased participation in terrorism task forces is also clearly evident from the collective 2007 LEMAS survey results, detailed in Figure 3. Most notable is the fact that, as of 2007, a majority (54 percent) of local police agencies serving communities with 100,000 or more residents had officers assigned to anti-terrorism task forces. Overall, approximately 1 in 10 local police agencies had at least one officer participating in a task force of this nature, with this number jumping to nearly 90 percent for those local police agencies serving jurisdictions of 250,000 or more.¹⁶³ Additionally, it is clear that agency participating in anti-terrorism task forces increases exponentially as jurisdiction size increases. As depicted in Table 20, the relationship between population and anti-terrorism task force is significant.

¹⁶² Federal Bureau of Investigations, "Protecting America: National Task Force Wages War on Terror," August 19, 2008, http://www.fbi.gov/news/stories/2008/august/njtff_081908

¹⁶³ Reaves, *Law Enforcement Management*, 2007.

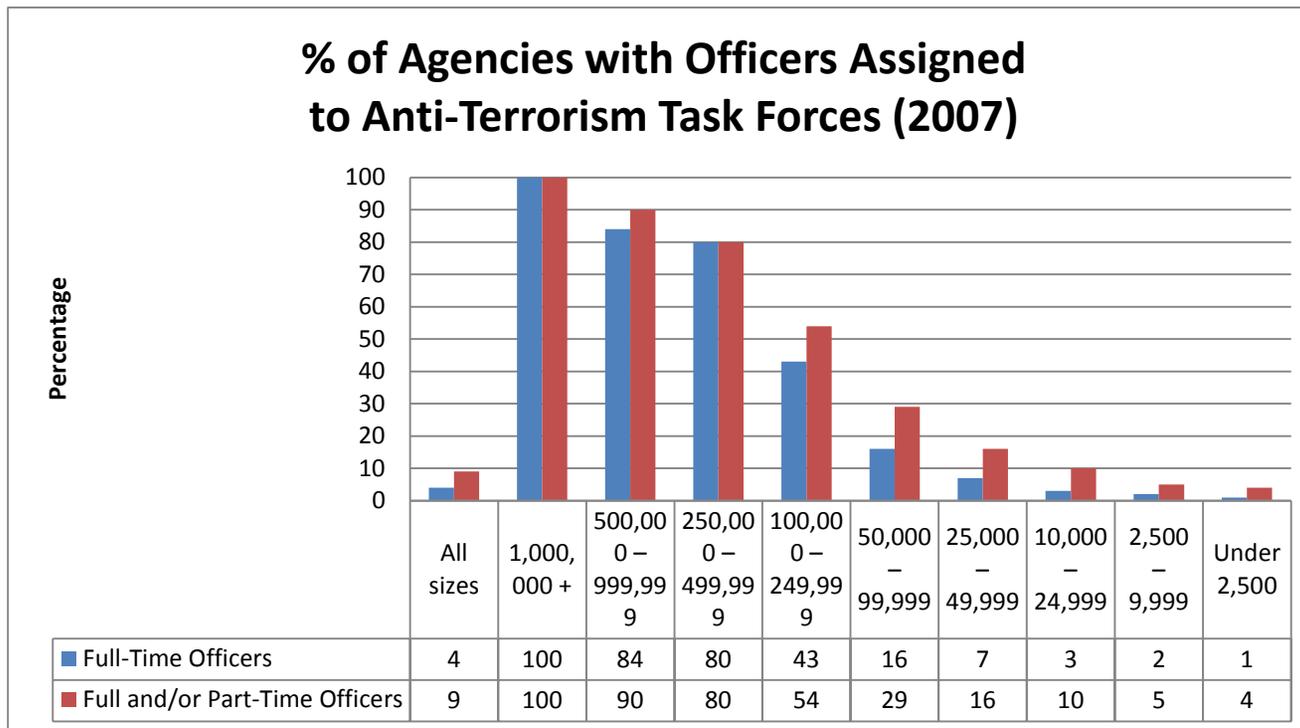


Figure 3. Percentage of Agencies with Officers Assigned to Anti-Terrorism Task Forces in 2007¹⁶⁴

¹⁶⁴ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

Table 20. Jurisdiction Population/ Percentage of Full-time Sworn Anti-terrorism Task Force Officers—Relationship Significance Test

		Jurisdiction Population
Percentage of Full-time Sworn Officers Assigned to Anti-terrorism Task Forces 2007	Correlation Coefficient	.282
	Sig. (2-tailed)	.000
	N	719

In addition to participating in anti-terrorism task forces, local police agencies with a commitment to homeland security tend to engage in a variety of other counterterrorism type activities. Some general police counterterrorism activities are listed in Figure 4. For example, in 2007, over half (54 percent) of local police agencies reported having a written response plan that specified actions to be taken in the event of a terrorist attack.

¹⁶⁵ All agencies serving jurisdictions of one million or more had such a plan, as did more than 90 percent of agencies serving populations of 100,000 or more. Additionally, 62 percent of all local police agencies in the U.S. participated in emergency preparedness exercises that year, including more than 90 percent of all agencies serving populations of 50,000 or more. In all, 86 percent of all local police officers were employed by an agency that participated in such exercises. Furthermore, more than a third (36 percent) of agencies surveyed engaged in the hardening of critical infrastructures by amplifying the presence of sworn police officers at facilities of this nature. This included more than 75 percent of agencies serving 250,000 residents or more, and more than half (51 percent) of agencies serving 10,000 or more residents.¹⁶⁶ As shown in Figure 4, as with agency assignments of officers to counterterrorism task forces, local police agency involvement in general counterterrorism activities increase steadily as agency size increases, generally reaching a high-water mark once a jurisdiction’s population reaches 250,000 citizens.

¹⁶⁵ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹⁶⁶ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

% of Agencies Participating in General Counterterrorism Preparedness Activities-2007



Figure 4. Percentage of Agency Participation in General Counterterrorism Activities 2007¹⁶⁷

¹⁶⁷ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

To help combat terrorism, many local police agencies also engage in a variety of community-oriented counterterrorism preparedness activities. As detailed in Figure 5, these activities include things such as the regular dissemination of information to citizens regarding homeland security issues, hosting homeland security centered community meetings, partnering with diverse communities, and conducting public anti-fear campaigns. During the 2007 LEMAS survey, one-third (33 percent) of local police agencies nationally reported having disseminated information that year in an effort to increase citizen preparedness relating to acts of terrorism.¹⁶⁸ One-fourth (26 percent) of these agencies held community meetings on homeland security issues. That same year, 13 percent of local police agencies reported establishing partnerships with culturally diverse populations. This included 74 percent of all larger agencies serving populations of 250,000 or more. Finally, 4 percent of local police agencies reported having engaged in one or more public anti-fear campaigns during 2007. Although this is a relatively small number, it should be noted that almost half (46 percent) of all agencies serving populations of one million or more maintained an anti-fear program.¹⁶⁹ Once again, Figure 5 shows that, as with other types of counterterrorism initiatives, community-oriented counterterrorism activities consistently increase as agency jurisdictions grow larger, leveling off as jurisdiction size reaches 250,000 citizens.

¹⁶⁸ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹⁶⁹ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

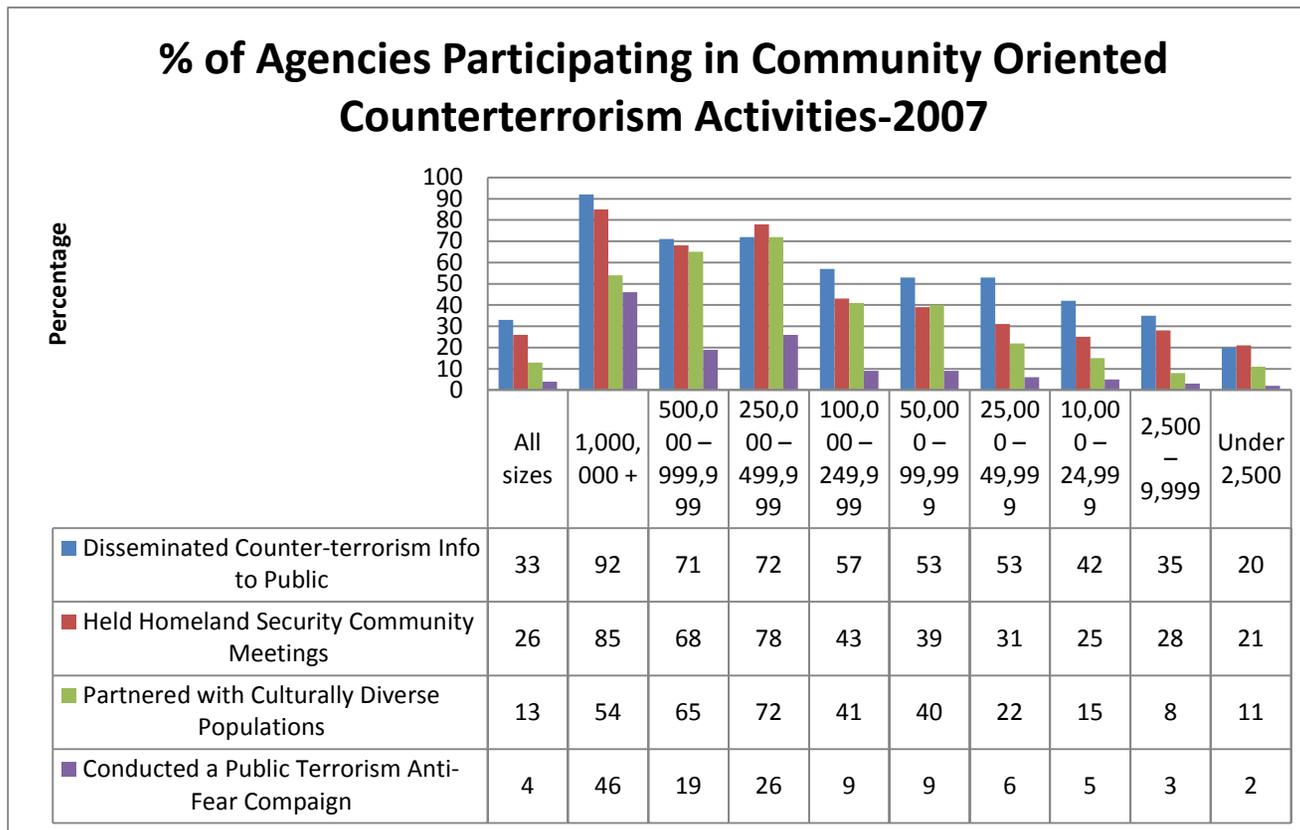


Figure 5. Percentage of Agency Participation in Community-Oriented Counterterrorism Activities in 2007¹⁷⁰

¹⁷⁰ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

In order to more reliably compare individual agency responses, the next section examines individual agency responses to each of the above described seven counterterrorism preparedness elements in order to make direct cross-comparisons to only those 720 local police agencies that were included in both the 2000 and 2007 LEMAS surveys. Once again, only agencies that responded to individual questions were included in individual comparisons. Since no data relating to counterterrorism preparedness is available for the year 2000, this portion of the study only considers the number of counterterrorism preparedness elements these individual agencies reported engaging in during 2007, chronological comparisons are not possible.

As shown in Table 21, 713 of the 720 local police agencies included in the study responded to each of the counterterrorism preparedness questions included in the Emergency Preparedness section of the 2007 LEMAS survey. Of these, 30 did not engage in any of the seven elements. In other words, 4.2 percent of the agencies surveyed neither maintained a terrorism response plan, engaged in preparedness exercises, increased police presence at critical sites, disseminated counter-terrorism information, held homeland security community meetings, partnered with culturally diverse communities, or conducted public anti-fear campaigns. Forty agencies (5.6 percent) were on the opposite end of the spectrum and reportedly engaged in all seven elements. However, a majority (55 percent) of local police agencies fell somewhere in the middle, engaging in 3–5 counterterrorism preparedness elements throughout the year.

Table 21. Counterterrorism Preparedness Elements (2007)¹⁷¹

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No elements	30	4.2	4.2	4.2
	One element	55	7.6	7.7	11.9
	Two elements	107	14.9	15.0	26.9
	Three elements	146	20.3	20.5	47.4
	Four elements	143	19.9	20.1	67.5
	Five elements	103	14.3	14.4	81.9
	Six elements	89	12.4	12.5	94.4
	All Seven elements	40	5.6	5.6	100.0
	Total	713	99.0	100.0	
Missing	System	7	1.0		
Total		720	100.0		

Using the same significance test applied earlier, a significant relationship was identified relating to the number of counterterrorism preparedness elements agencies engage in and the increases in an agency's total operating budget and number of sworn officer positions from 2000 to 2007. As shown in Table 22, the greater the increase in an agency's budget from 2000 to 2007, the more counterterrorism preparedness elements the agency engaged in 2007. The same relationship held true for increases in Full-time sworn officer positions. That is, the greater the increase in an agency's full-time police officer staffing from 2000 to 2007, the more counterterrorism preparedness elements the agency took part in 2007. This is not surprising since the literature on the subject seems to indicate that there are vast operational differences between larger and smaller law enforcement agencies.¹⁷² Another possible reason for this is that larger police agencies are more likely to receive grants¹⁷³ and tend to have larger discretionary budgets and a greater capacity to implement specialized initiatives. The results here seem to mirror the

¹⁷¹ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹⁷² Charles R. Swanson, Leonard J. Territo, and Robert W. Taylor, *Police Administration: Structures, Processes, and Behavior*, 8th ed. (Boston: Prentice Hall, 2011).

¹⁷³ Thimamontri, "Homeland Security Roles and Responsibilities."

findings of Pelfrey;¹⁷⁴ Schafer, Burruss and Giblin;¹⁷⁵ and Marion and Cronin;¹⁷⁶ all of who found that agency size and funding were predictive of higher levels of terrorism preparedness.¹⁷⁷

Table 22. Counterterrorism Preparedness Scale Comparisons: Budget and Types of Officers¹⁷⁸

		Counterterrorism Preparedness Elements
Change in Budget 00-07	Correlation Coefficient	.294
	Sig. (2-tailed)	.000
	N	713
Change in Sworn FT Positions 00-07	Correlation Coefficient	.154
	Sig. (2-tailed)	.000
	N	713

Next, since the primary purpose of this study is to examine the relationship between police community policing and counterterrorism efforts, general counterterrorism element frequencies were separated from those considered to be community oriented (see Table 23). Separating the counterterrorism elements in this way proved telling. For example, while only 5.2 percent of agencies reported engaging in no general counterterrorism elements in 2007, more than four times as many, 22.6 percent of agencies reported engaging in no community-oriented counterterrorism elements. Further, while almost half (49.4) of all agencies reported engaging in all general counterterrorism elements, only 5.8 percent of agencies reported engaging in all community-oriented counterterrorism elements. These findings make it clear that local police agencies are far more inclined to engage in the more “traditional” general

¹⁷⁴ Pelfrey, Sr., “Parallels between Community Oriented Policing and the War on Terrorism.”

¹⁷⁵ Joseph A. Schafer, George W. Burruss, and Matthew J. Giblin, “Measuring Homeland Security Innovation in Small Municipal Agencies: Policing in a Post 9/11 World,” *Police Quarterly* 12, no. 3 (2009): 263–88

¹⁷⁶ Cronin, and Marion, “Law Enforcement Responses to Homeland Security Initiatives.”

¹⁷⁷ Pelfrey, Sr., “Parallels between Community Oriented Policing and the War on Terrorism;” Schafer, Burruss, and Giblin, “Measuring Homeland Security Innovation;” Cronin, and Marion, “Law Enforcement Responses to Homeland Security Initiatives.”

¹⁷⁸ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

counterterrorism initiatives than those counterterrorism initiatives that tend to have a community-oriented component.

Table 23. Counterterrorism Elements (General versus Community Oriented)¹⁷⁹

General		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No elements	37	5.1	5.2	5.2
	One element	88	12.2	12.3	17.5
	Two elements	236	32.8	33.1	50.6
	All three elements	352	48.9	49.4	100.0
	Total	713	99.0	100.0	
Missing	System	7	1.0		
Total		720	100.0		
Community Oriented		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No elements	161	22.4	22.6	22.6
	One element	231	32.1	32.4	55.0
	Two elements	180	25.0	25.2	80.2
	Three elements	100	13.9	14.0	94.2
	All four elements	41	5.7	5.8	100.0
	Total	713	99.0	100.0	
Missing	System	7	1.0		
Total		720	100.0		

¹⁷⁹ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

C. COMMUNITY POLICING AND COUNTERTERRORISM PROGRAM COMPARISONS

When exploring the relationship between counterterrorism preparedness elements and sworn community policing officers, we see that a different connection exists. As shown in Table 24, local police agencies that committed a higher percentage of their sworn officers to community policing in 2000 also engaged in more counterterrorism preparedness elements in 2007. This does not appear to be the case for 2007, however. Higher percentage of community policing officers in 2007 do not appear to be significantly associated with increased levels of agency counterterrorism activities. Another important finding was that agencies participating in higher levels of counterterrorism elements in 2007, experienced significantly higher levels of change in the percentage of community policing officers within their agency from 2000 to 2007.

Table 24. Counterterrorism Element Comparisons to Percent of Community Policing Officers¹⁸⁰

		Counterterrorism Preparedness Elements 2007
Percentage of Sworn Community Policing Officers 2000	Correlation Coefficient	.205
	Sig. (2-tailed)	.000
	N	712
Percentage of Sworn Community Policing Officers 2007	Correlation Coefficient	.053
	Sig. (2-tailed)	.156
	N	711
Percent Change in Community Policing Officers 00-07	Correlation Coefficient	.190
	Sig. (2-tailed)	.000
	N	635

Similarly, when weighing the 12 previously examined community policing elements with the various counterterrorism preparedness elements from 2007, a significant positive relationship was also identified (see Table 25). It appears that those agencies that engaged in higher levels of community policing elements in either the year

¹⁸⁰ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

2000 or 2007 also engaged in higher levels of counterterrorism elements in 2007. This held true for both general as well as community-oriented counterterrorism elements.

There are several plausible explanations for why such a close tie exists between the number of community policing and counterterrorism elements an agency tends to engage in. One possible reason may be that local police agency counterterrorism elements are being performed by community policing officers. Another possibility may be that the local police agency has already begun to integrate homeland security responsibilities into its established community policing philosophy. It is also possible that many local police agencies have simply revamped and renamed existing community policing programs so that they have, or appear to have, a homeland security focus in order to capitalize on available grant monies. In other words, agencies that excelled in capturing community policing dollars during the community policing era have likely excelled at capturing homeland security dollars post-9/11 without changing the organization's true mode of operation.

Table 25. Counterterrorism Preparedness and Community Policing Elements¹⁸¹

		Community Policing Elements 2000	Community Policing Elements 2007
Overall Counterterrorism Preparedness Elements 2007	Correlation Coefficient	.189	.364
	Sig. (2-tailed)	.001	.000
	N	380	765
General Counterterrorism Preparedness Elements 2007	Correlation Coefficient	.200	.254
	Sig. (2-tailed)	.001	.000
	N	274	465
Community-oriented Counterterrorism Preparedness Elements 2007	Correlation Coefficient	.142	.376
	Sig. (2-tailed)	.019	.000
	N	274	465

The final table for this chapter, Table 26 compares performance levels of local police agencies to the number of community policing and counterterrorism officers and

¹⁸¹ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

elements. For the purposes of this study, agency performance is measured by community clearance and crime rates. Data relating to individual community clearance and crime rates was obtained from uniform crime reports for the year 2000 and 2007. Again, uniform crime reports represent the official government data sources on crime in the U.S. and are published annually by the FBI.

Table 26. Counterterrorism and Community Policing Program Effects on Clearance and Crime Rates

		Change in UCR Clearance Rate 2000-2007	Change in UCR Crime Rate 2000-2007
Percentage of Sworn Community Policing Officers 2007	Correlation Coefficient	.021	.36
	Sig. (2-tailed)	.582	.337
	N	657	711
Community Policing Elements 2007	Correlation Coefficient	-.037	-.039
	Sig. (2-tailed)	.438	.400
	N	443	464
Change in the Percentage of Sworn Community Policing Officers 2000-2007	Correlation Coefficient	.031	.070
	Sig. (2-tailed)	.426	.063
	N	657	710
Percentage of Sworn Counterterrorism Officers 2007	Correlation Coefficient	-.011	-.011
	Sig. (2-tailed)	.211	.770
	N	657	711
General Counterterrorism Preparedness Elements	Correlation Coefficient	-.021	-.064
	Sig. (2-tailed)	.599	.091
	N	652	705
Community-oriented Counterterrorism Preparedness Elements	Correlation Coefficient	.029	-.137
	Sig. (2-tailed)	.454	.000
	N	652	705

As seen in Table 26, no significant relationship was found between clearance rates and any of the tested categories, including percentage of sworn community policing officers, percentage of counterterrorism officers, number of community policing elements, or number of counterterrorism elements, whether general or community

oriented. Additionally, no significant relationship was detected in relation to crime rate and the percentage of sworn community policing officers, percentage of counterterrorism officers, number of community policing elements, or number of “general” counterterrorism elements. The only significant connection that was identified involving police agency’s performance related to community crime rates and the number of community-oriented counterterrorism elements engaged in by a local police agency. Specifically, the relationship between crime rates and community-oriented counterterrorism elements is negative, meaning that those local police agencies that engaged in higher numbers of community-oriented counterterrorism elements enjoyed significantly lower crime rates within the communities they served. These findings are a good indication that it is an agency’s commitment to community-oriented counterterrorism that is most important to organizational success, irrespective of whether these activities are performed by specialized counterterrorism officers, community police officers, or any combination thereof.

V. DISCUSSION

Much of the literature since 9/11 makes clear the essential need for increased local police agency involvement in homeland security.¹⁸² There is also a consensus that the added homeland security responsibilities placed on local law enforcement agencies may negatively impact other police programs as limited resources are shifted from one area to the other.¹⁸³ This has highlighted the need to thoroughly examine traditional policing practices, such as community policing, in order to assess the continued relevance and potential application of these strategies in light of the current homeland security environment.¹⁸⁴

With this in mind, the current study purposefully set out to answer one central question: Do newly acquired homeland security responsibilities require local police agencies to reduce or eliminate community policing programs or can national homeland security mandates be effectively integrated into a local police agency already established community policing philosophy? In order to answer this question, three specific hypotheses were offered. The analysis section of the study was intentionally broken down into three distinct parts, including community policing, counterterrorism, and the integration of community policing and counterterrorism. Each part was designed to collect and consider empirical evidence proving or disproving each of the proposed hypothesis. The findings relating to each hypothesis are discussed in the next section.

A. FINDINGS

Hypothesis 1: The number and percentage of dedicated community policing officers assigned within local police agencies in the U.S., as well as the number of agencies with community policing plans, programs, and/or training, have significantly decreased since the event of 9/11 (Y2000 to Y2007).

¹⁸² Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹⁸³ Stewart, and Morris. "A New Era of Policing?" Lee, "Policing after 9/11;" Thimamontri, "Homeland Security Roles and Responsibilities."

¹⁸⁴ Scott, "Evolving Strategies;" Oliver, "The Homeland Security Juggernaut."

Table 27. Individual Community Policing Element Summary
(2000 and 2007)¹⁸⁵

Community Policing Element	2000	2007	% Change	Statistical Significance (Paired Differences of Means T-Tests)
% of Local Police Agencies Using Full-time Community Policing Officers	66	47	-29	Yes
Total Number of Community Policing Officers Employed by Local Police Agencies	103,000	47,000	-54	Yes
Average Number of Full-time Community Policing Officer per Local Police Agency	12	8	-33	Yes
% of Local Police Agency Full-time Sworn Officer Staffing Dedicated to Community Policing	23	10	-56	Yes
% Maintaining a Specialized Community Policing Unit	65	40	-39	Yes
% Encouraging Officer Involvement in SARA Projects	58	47	-19	Yes
% Conducting Citizen Academy	62	60	-3	No
% Having Community Policing Plan	49	41	-16	Yes
% Working with Neighborhood Associations	92	82	-11	Yes
% Working with Business Groups	73	67	-8	Yes
% Working with Advocacy Groups	55	64	16	Yes
% Working with Religious Groups	47	54	15	Yes
% Working with Local Public Agencies	63	78	24	Yes
% Working with Youth Service Organizations	57	67	18	Yes
Mean for CP Training New Officers (1=None, 4=All)	3.34	3.24	-3	No
Mean for CP Training In-Service Personnel (1=None, 4=All)	2.67	2.13	-20	Yes

Not only does a majority of the available literature on the subject suggest a general decline in community policing officers and priorities for local police agencies,¹⁸⁶ the analysis provided here makes it clear that the first hypothesis is accurate. This appears to be the case when looking at sampling groups from both the larger individual 2000 and 2007 LEMAS surveys, as well as paired groupings of just those 720 local police agencies

¹⁸⁵ Reaves, *Law Enforcement Management, 2000*; Reaves, *Law Enforcement Management, 2007*.

¹⁸⁶ Stewart, and Morris, "A New Era of Policing?;" Lee, "Policing after 9/11;" Thimamontri, "Homeland Security Roles and Responsibilities."

that responded to both the 2000 and 2007 LEMAS surveys. Table 27 provides a summary of the findings.

Most notable was the fact that the percentage of Full-time officers dedicated to community policing by local police agencies declined by 56 percent, while the total number of community officers nationwide dropped by 54 percent, reducing from 103,000 to 47,000 between 2000 and 2007. A 29 percent reduction was also uncovered in the percentage of agencies that reported using Full-time sworn community policing officers and the average number of community policing officers assigned within each agency declined by 33 percent during this same time frame.

As might be expected, differences were observed between larger police agencies, serving jurisdictions with larger populations and budgets, and smaller police agencies relating to the percentage of agencies utilizing full-time community policing officers. The percentage of police agencies from larger jurisdictions (250,000 or more residents) utilizing Full-time community policing officers actually increased, while a steady decrease was observed for police jurisdictions serving populations of less than 100,000. Nonetheless, highly significant declines in the actual number of community policing officers were strong across all jurisdictions, big and small.

Local police agency involvement in most specific community policing elements also fell substantially from 2000 to 2007 (see Table 27). To begin with, significant decreases were identified relating to the number of agencies maintaining specialized community policing units (-39 percent) as well as agencies encouraging their officers to engage in SARA problem-solving projects (-19 percent). Also, agencies maintaining a formal community policing plan in 2007 declined by 16 percent as compared to 2000. All of these programs are known to be critical components of community policing, and all identified reductions were found to be statistically significant.

However, there are some interesting observations relating to changes in the types and number of community meetings and partnerships engaged in by local police agencies from 2000 to 2007. These are important measures of community policing, which, as previously noted, is itself defined as “a philosophy that promotes organizational strategies

which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.”¹⁸⁷ The current study provided mixed results relating to the status of local police agency community partnerships. Specifically, the local police agencies included in the study reported significant reductions in the number of agencies collaborating with neighborhood associations (-11 percent) as well business communities (-8 percent) from 2000 to 2007. At the same time, local police agencies reported increases in the number of collaborations involving advocacy groups (16 percent), religious groups (15 percent), local public agencies (24 percent), and youth groups (18 percent).

While not all of these findings can be explained as part of this study, it is worth noting that many of the community policing partnerships examined have also been widely promoted as effective homeland security strategies. This may help explain their continued popularity among local police agencies. For example, since 9/11, there has been an increased understanding by law enforcement relating to the importance of positively engaging and recognizing the unique challenges faced by diverse religious factions, most especially Muslim groups.¹⁸⁸ Additionally, effective emergency preparedness, which has been heavily promoted following the events of 9/11, continues to stress the need for interagency cooperation, which would include both formal and informal agreements between various public and private support agencies.¹⁸⁹ Pelfrey even suggests that one of the most important relationships for terrorism prevention involves local law enforcement and other public agencies, especially EMS, fire and others first responders.¹⁹⁰

¹⁸⁷ Office of Community Oriented Policing Services, *Community Policing Defined*, 3.

¹⁸⁸ Basia Spalek, and Robert Lambert, “Muslim Communities, Counter-Terrorism and Counter-Radicalization: A Critically Reflective Approach to Engagement,” *International Journal of Law, Crime and Justice* 36, no. 4 (2008): 257–70, doi:10.1016/j.ijlcj.2008.08.004

¹⁸⁹ Susan P. Hocevar, Gail Fann Thomas, and Erik Jansen, “Building Collaborative Capacity: An Innovative Strategy for Homeland Security Preparedness,” in *Innovation through Collaboration* (Advances in Interdisciplinary Studies of Work Teams Series, vol. 12), ed. Michael M. Beyerlein, Susan T. Beyerlein, Frances A. Kennedy (225–274) (Bingley, United Kingdom: Emerald Group Publishing Limited, 2006).

¹⁹⁰ Pelfrey, Sr., “Parallels between Community Oriented Policing and the War on Terrorism.”

Next, in recognition that a key indication of a police agency's priorities is the type of training the agency provides its employees, it should be noted training was a key focus of the current study. Of the police agencies included in the study, it was found that the amount of police agencies that provided community policing to new recruits declined by 3 percent from 2000 to 2007. Reductions in the level of in-service community policing training during this time were even more significant at 20 percent.

In summary, both the number and percentage of dedicated community policing officers assigned within local police agencies have significantly decreased since 9/11. There also is substantial empirical evidence to support the notion that the number of police agencies with community policing plans, programs, and training have significantly declined during this same time period, which also supports the first hypothesis. Whether the general decline of community policing programs is a result of increased homeland security responsibilities or not is explored next section as part of the study's second hypothesis.

Hypothesis 2: The amount of local police agency resources assigned to anti-terrorism taskforces and counterterrorism activities have significantly increased since the events of 9/11; and in order to accommodate post-9/11 homeland security demands, local police agencies have shifted resources once used for community policing programs to homeland security related initiatives (Y2000 to Y2007).

One of the questions the current study set out to answer was how local police agencies are adapting to evolving homeland security related demands placed on their organizations. A key component of this question is identifying what sort of organizational adjustments, especially relating to personnel assignments, have been made by local police agencies in order to meet these new operational needs. Providing a precise answer to this question is quite involved since, prior to the events of 9/11, the role of local law enforcement in homeland security was extremely limited and few efforts were made to track personnel assignments in this area.

Nonetheless, it does appear apparent that, since 9/11, the assignment of local police personnel to various groups and task forces designed to combat terrorism have

substantially increased.¹⁹¹ This statement is consistent with findings of several police surveys, including a national survey of law enforcement agencies that found that nearly 40 percent of police agencies in metropolitan areas reported reallocating agency resources, including personnel, after the 9/11 terrorist attacks in order to focus more on counterterrorism and homeland security.¹⁹² In 2000, before 9/11, there were approximately 35 joint terrorism task forces in the U.S.¹⁹³ There are now 104 such task forces around the country. This represents a 300 percent increase since 9/11.¹⁹⁴

The Bureau of Justice Statistics (BJS) did not begin tracking anti-terrorism related activities until 2007, and it was not until then that specific questions were added to the organization's LEMAS survey in an effort to assess the impact of various counterterrorism and homeland-security responsibilities on local police agency personnel and programming. According to the 2007 LEMAS survey, however, a total of 2,693 officers were assigned either full- or part-time to anti-terrorism task forces nationwide.¹⁹⁵ Increased participation in terrorism task forces is also clearly evident from the collective 2007 LEMAS survey results, which showed that, as of that year, a majority of local police agencies serving communities with 100,000 or more residents had begun to assign officers to one or more counterterrorism taskforce(s).¹⁹⁶

Further, the study makes it clear that local police agencies of all sizes have begun actively engaging in a wide variety of counterterrorism preparedness activities, activities that these agencies likely had not contemplated until after the events of 9/11. These activities include written terrorism response plans, of which 54 percent of local police

¹⁹¹ Federal Bureau of Investigations. "Intelligence and Counterterrorism," accessed October 5, 2014, <http://www.fbi.gov/news/testimony/intelligence-and-counterterrorism>; "Testimony of Steven McCraw, Assistant Director, FBI before the House Select Committee on Homeland Security Subcommittee on Intelligence and Counterterrorism, Washington DC, on July 24, 2003," Federal Bureau of Investigations, <http://www.fbi.gov/news/testimony/consular-id-cards-in-a-post-9-11-world>

¹⁹² Lois M. Davis et al., "Long-Term Effects of Law Enforcement's Post- 9/11 Focus on Counterterrorism and Homeland Security" (Santa Monica, CA: RAND, 2010), <https://www.ncjrs.gov/pdffiles1/nij/grants/232791.pdf>

¹⁹³ Federal Bureau of Investigations, *Protecting America: National Task Force Wages War on Terror*.

¹⁹⁴ Ibid.

¹⁹⁵ Reaves, *Law Enforcement Management, 2007*.

¹⁹⁶ Reaves, *Law Enforcement Management, 2007*.

agencies now maintain, and emergency preparedness exercises, in which 62 percent of local police agencies reported regularly engaging.¹⁹⁷ Since 9/11, more than a third of local police agencies studied have also increased the presence of police officers at critical infrastructures located within their community. Many agencies have even taken their counterterrorism preparedness and prevention strategies further by disseminating counterterrorism information to the public (33 percent), holding homeland security community meeting (26 percent), partnering with culturally diverse populations (13 percent), and conducting public terrorism anti-fear campaigns (4 percent). As such, the first part of our second hypothesis, postulating a significant increase in local police officers assigned to anti-terrorism taskforces and counterterrorism activities, is recognized as a viable working theory, one that is widely accepted by researchers and practitioners alike.

However, the second part of the hypothesis theorizes that, in order to accommodate post-9/11 homeland security demands, local police agencies have been forced to shift resources away from community policing. This proposition requires additional consideration. To this end, the relationship between counterterrorism preparedness elements and sworn community policing officers was explored. The study determined that local police agencies that committed a higher percentage of officers to community policing in 2000 also engaged in significantly more counterterrorism preparedness elements in 2007.¹⁹⁸ Additionally, the study findings supported the fact that local police agencies participating in higher levels of counterterrorism elements in 2007, experienced a significantly greater reduction in the percentage of community policing officers within their agency from 2000 to 2007. These findings support the notion that many officers that had been committed to community policing in 2000 were likely retasked to homeland security related operations by 2007, supporting the assertion of the second part of the hypothesis in question. However, the question remains as to whether moving resources away from community policing in order to engage in counterterrorism

¹⁹⁷ Reaves, *Law Enforcement Management*, 2007.

¹⁹⁸ Reaves, *Law Enforcement Management*, 2007.

related initiatives is an effective organizational strategy, or if there is a better alternative. This subject is addressed next as the validity of the study's final hypothesis is discussed.

Hypothesis 3: Local police agencies that engaged in higher levels of general counterterrorism elements following 9/11 (Y2007) were less effective in terms of clearance and crime rates than agencies that integrated homeland security efforts into established community policing strategies by engaging in community-oriented counterterrorism strategies.

In order to test this final hypothesis, the frequencies with which local police agencies engaged in general counterterrorism elements were considered separate from those counterterrorism elements considered as community oriented. For the purposes of this study, general counterterrorism elements include the maintenance of written terrorism response plans, participating in emergency preparedness exercises, and increasing police officer presence at critical infrastructure sites. Disseminating counterterrorism information to the public, holding homeland security community meetings, partnering with culturally diverse populations, and conducting public terrorism anti-fear campaigns are considered community-oriented counterterrorism elements and, when engaged in, are accepted as evidence of the integration of homeland security and community policing initiatives. The study determined that local police agencies are far more inclined to engage in general counterterrorism initiatives than those considered to be community oriented. The agencies studied were almost nine times more likely to participate in all general counterterrorism elements than all community-oriented counterterrorism elements (49.4 percent versus 5.8 percent).

However, the question posed by hypothesis three asks whether agencies that engaged in higher levels of general counterterrorism elements are less effective than those agencies that instead integrate homeland security efforts into established community policing strategies. For the purposes of this study, agency effectiveness is measured by examining individual agency clearance and crime rates obtained from FBI uniform crime reports.

Based on the above criteria, it was determined that neither the percentage of community policing or counterterrorism officers employed by a local police agency or the agency's level of participation relating to general or community-oriented counterterrorism elements had any impact on crime clearance rates. The only significant finding was a strong negative relationship between crime rates and community-oriented counterterrorism elements. It was determined that local police agencies that engaged in higher numbers of community-oriented counterterrorism elements enjoyed significantly lower crime rates within the communities they served. Although clearance rates were unaffected, the fact that agencies engaging in community-oriented counterterrorism initiatives experienced significantly lower crime rates than other communities, especially since engaging in these sort of counterterrorism activities are in the minority, supports the final hypothesis. As a result, these findings provide support for the concept of community oriented homeland security as a more effective policing strategy.

B. CONCLUSION

For over three decades, community policing has proven itself to be an effective tool in addressing crime and disorder within local communities. Nonetheless, since 9/11, there has been an on-going concern that local police agencies have been steadily chipping away at community policing programs in order to meet new homeland security responsibilities.¹⁹⁹ However, sidestepping a policing practice with a 30-year track record of success relating to traditional crime control, while theoretically good for counterterrorism, may prove counterproductive for policing in the larger scheme.

The current study, covering local police agencies from all 50 states, makes it clear that police agencies have significantly reduced the resources and attention given to community policing since 9/11, while at the same time substantially increasing their focus on homeland security. The study also questions the wisdom of such an approach, offering convincing evidence that the strategies used to further community policing and homeland security are not only complementary but also more effective when combined. This is an important argument when considering the overall safety of a community.

¹⁹⁹ Lee, "Policing After 911."

According to the latest statistics from the Bureau of Justice Statistics, each year 1.2 percent of people living in the U.S. fall victim to at least one “violent crime.”²⁰⁰ This is a substantial number, particularly when compared to the fact that the average American has only a 1 in 88,000 chance of ever, in their lifetime, becoming a victim of a terrorist attack.²⁰¹ With these statistics in mind, it is apparent that enhancing counterterrorism practices at the expense of effective community crime control is simply not smart policing.

The current study began by asking one simple question: Can national homeland security mandates be effectively integrated into a local police agency’s already established community policing philosophy? Based on the findings of this examination, the answer would appear to be a qualified “yes.” By integrating homeland security responsibilities into local police agencies already established and proven community policing philosophy, it is possible for police agencies to successfully address both local crime and national security needs.²⁰²

Specifically, community policing has been shown to fulfill several central homeland security needs, including extensive information gathering/ sharing, strong collaboration with other government agencies at the local, state, and federal level, improved community awareness, enhanced inter-agency cooperation, and a reduction in fear attributed to terrorism.²⁰³ Furthermore, the study strongly suggests that local police agencies that integrate community policing and homeland security not only excel in counterterrorism preparedness but also enjoy lower crime rates. This makes the concept of community-oriented counterterrorism a preferred organizational practice —especially when considering the alternatives of either maintaining two completely separate community policing and homeland security programs, requiring that finite organizational resources be divided, or altogether eliminating one of the two programs.

²⁰⁰ Lynn Langton, and Jennifer L. Truman, *Criminal Victimization, 2013* (Washington, DC: Bureau of Justice Statistics, 2014), <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=5111>

²⁰¹ Friedmann, and Cannon, “Homeland Security and Community Policing.”

²⁰² Ibid.

²⁰³ Ibid.

Still, further research relating to the integration of homeland security and community policing is needed. Future research endeavors in this area should explore the impact of community-oriented counterterrorism on a wider range of police performance indicators. Although the current study found a significant connection between lower crime rates and the integration of homeland security and community policing, crime rate is only one indication of police effectiveness. There are many other important measures of police effectiveness, including community satisfaction, employee complaints, fiscal management, general productivity, etc.²⁰⁴ The crime rate within a community can also be affected by a number of factors external to the police agency. These include poverty, unemployment, education, family structure, and other community demographics that a police agency has little influence over.²⁰⁵ As such, there is always the possibility of a spurious relationship involving some other yet to be identified variable, leading to the need for further verification that the concept of community-oriented counterterrorism does in fact produce positive results.

Furthermore, since the study suggests that one of the most significant predictors of both homeland security and community policing measures within a local police agency is the size of its budget, additional study specific to this area would be helpful. These findings are consistent with literature on the subject, suggesting that funding increases are highly reliable predictors of program implementation.²⁰⁶ Studies show that there has been a substantial reallocation of federal funding to homeland security.²⁰⁷ Prior to 9/11, the focus of federal grants was on crime reduction and quality-of-life issues, both of which are community policing priorities. Following the events of 9/11, the emphasis on federal grants quickly shifted towards programs focused on reducing the threat of terrorism and terrorism preparedness. Millions of dollars in DHS grants are now made available to law enforcement annually and have served to influence the program priorities of local police

²⁰⁴ “COPS Office: Performance Measurement Resources,” accessed October 7, 2014, <http://www.cops.usdoj.gov/Default.asp?Item=2481>

²⁰⁵ Department of Justice, *Crime in America: Variables Affecting Crime* (Washington, DC: U.S. Department of Justice, 2006), https://www2.fbi.gov/ucr/05cius/about/variables_affecting_crime.html

²⁰⁶ Lee, “Policing after 9/11.”

²⁰⁷ Cronin, and Marion, “Law Enforcement Responses to Homeland Security Initiatives.”

agencies.²⁰⁸ This fact, combined with the findings of the current study, strongly suggest that police agencies are implementing change, or simply rebranding existing programs, in order to capitalize on financial incentives. With this in mind, future studies need to focus specifically on how state and federal grant programs relating to homeland security and community policing have changed since 9/11, as well as how grants are distributed among local police agencies. This inquiry was simply beyond the scope of the current study.

In light of the above, perhaps the most important finding of the current study was that organizational success is related more to the types of activities engaged in than the specific labels placed on police programs or officers. That is, it is an agency's commitment to utilizing a community oriented approach when engaging in counterterrorism initiatives that makes the difference, irrespective of whether these activities are performed by specialized counterterrorism officers, community police officers, or any combination thereof. The findings are both empirically-based and representative of most local police departments in the United States. This is important as the findings recommend an about-face for many local police agencies, large and small, and create important policy implications for law enforcement throughout the nation. Still, policy makers and police administrators alike should take notice. Instead of moving away from community policing, local police agencies must look to apply tried-and-true community policing principles to meet homeland security needs. Embracing the concept of community-oriented counterterrorism as a single overarching organization philosophy holds great promise for achieving both better crime control and terrorism prevention for their communities.

²⁰⁸ Ibid.

APPENDIX A. 2000 LEMAS SURVEY INSTRUMENT

The 2000 LEMAS Survey Instrument is from “2000 Census of State and Local Law Enforcement Agencies,” Bureau of Justice Statistics, accessed October 18, 2014, <http://www.bjs.gov/content/pub/pdf/cj38lp.pdf>.

RETURN TO	CJ-38L	OMB No. 1121-0240: Approval Expires 05/31/2003
	U.S. Census Bureau Governments Division Washington Plaza II, Room 509 Washington, DC 20233-6800	FORM CJ-38L (7-10-2000) 2000 CENSUS OF STATE AND LOCAL LAW ENFORCEMENT AGENCIES Law Enforcement Management and Administrative Statistics

(Please correct any error in name, mailing address, and ZIP Code above)

Agency Internet Home Page address: (If none, mark (X) here <input type="checkbox"/>)	Agency central e-mail address for citizen use: (If none, mark (X) here <input type="checkbox"/>)
--	--

INFORMATION SUPPLIED BY							
Name					Title		
POSTAL ADDRESS	▶ Number and street or P.O. box/Route number	City	State	ZIP Code			
PHYSICAL ADDRESS	▶ If different from postal address – Number and street	City	State	ZIP Code			
E-MAIL ADDRESS							
TELEPHONE	▶ Area code	Number	Extension	FAX NUMBER	▶ Area code	Number	

Enter the year the agency began operation with sworn personnel ▶ _____

IMPORTANT — Please read the instructions below prior to completing the questionnaire.

- If any of the following conditions apply, you do not need to complete this questionnaire. Mark (X) the appropriate box and return survey using the enclosed postage paid envelope.
 - Agency is no longer in existence
 - Agency contracts or "outsources" to the agency listed below for performance of all services –
Full name of the agency that performs these services _____
 - Agency employs only part-time officers AND the total combined hours worked for these officers averages less than 35 hours per week
 - All of the officers within the agency volunteer their time (i.e., are unpaid)
 - Agency is private (i.e., not operated with funds from a state, local, special district or tribal government)

GENERAL INFORMATION

- Please mail your completed questionnaire to the U.S. Census Bureau in the enclosed postage-paid envelope, or FAX, (each page) toll-free to **1-888-891-2099** before **August 4, 2000**.
- Please retain a copy of the completed survey for your records.
- If you have any questions, call **Theresa Reitz** toll-free at **1-800-352-7229**, or email to csllea@census.gov

INSTRUCTIONS

- If the answer to a question is "not available" or "unknown," write "DK" in the space provided.
- If the answer to a question is "not applicable," write "NA" in the space provided.
- If the answer to a question is "none" or "zero," write "0" in the space provided.
- When exact numeric answers are not available, provide estimates and place an asterisk (*) next to the figure.

SECTION I - CENSUS INFORMATION

1. What type of government operates this agency?
Mark (X) only one.

- | | | |
|---|--|--|
| <input type="checkbox"/> State | <input type="checkbox"/> Township | <input type="checkbox"/> Tribal |
| <input type="checkbox"/> County or Parish | <input type="checkbox"/> Regional | <input type="checkbox"/> Special district or authority |
| <input type="checkbox"/> Municipal | <input type="checkbox"/> School district | |

2. Which of the following law enforcement services did your agency provide on a regular basis during the 12-month period ending June 30, 2000?
Mark (X) all that apply.

- Criminal investigation for:
- Homicide
 - Arson
 - Other crimes
- Crime prevention
 - Drug law enforcement
 - First response to criminal incidents
 - Patrol services
 - Responding to citizen calls/requests for service
 - Traffic law enforcement
 - None of the above

3. Which of the following functions did your agency perform on a routine basis during the 12-month period ending June 30, 2000? *Mark (X) all that apply.*

- Providing court security
- Serving civil process
- Operating one or more jails
- Executing arrest warrants
- Participating in a multi-agency drug task force
- Operating a training academy
- Dispatching calls for service
- Search and rescue operations
- Tactical operations (SWAT)
- None of the above

4. Enter the number of facilities or sites, SEPARATE FROM HEADQUARTERS, operated by your agency as of June 30, 2000.

	Number
<i>If none, enter 0.</i>	
a. District/Precinct stations	
b. Fixed neighborhood/community substations	
c. Mobile neighborhood/community substations	

5. Enter the number of AUTHORIZED FULL-TIME SWORN paid agency positions on June 30, 2000.

--

6. Enter the number of ACTUAL full-time and part-time paid agency employees during the pay period including June 30, 2000. *Full-time employees are those regularly scheduled for 35 or more hours per week. If none, enter 0.*

	Full-time	Part-time
a. Sworn personnel, with general arrest powers		
b. Officers without general arrest powers		
c. Nonsworn employees		
d. TOTAL (Sum of lines a+b+c)		

7. Of the total number of FULL-TIME sworn personnel with general arrest powers, entered in 6a, enter the number of uniformed officers whose REGULARLY ASSIGNED DUTIES included responding to citizen calls/requests for service. *If none, enter 0.*

--

8. Of the total number of FULL-TIME sworn personnel with general arrest powers, entered in 6a, how many served as: *If none, enter 0.*

- a. Community Policing Officers, Community Resource Officers, Community Relations Officers, or other sworn personnel specifically designated to regularly engage in community policing activities []
- b. School Resource Officers, School Liaison Officers, or other sworn personnel whose primary duties are related to school safety []

9. Of the total number of FULL-TIME sworn personnel with general arrest powers, entered in 6a, how many performed the following duties as their PRIMARY job responsibility? *Count each officer only once. If none, enter 0.*

	Number
a. Patrol duties	
b. Investigative duties (e.g., detectives)	
c. Jail-related duties	
d. Court security duties	
e. Process serving duties	

10a. Enter your agency's total operating budget for the 12-month period that includes June 30, 2000. *If data are not available, provide an estimate and mark with an asterisk (*). Include jails administered by your agency. Exclude building construction costs and major equipment purchases.*

\$

b. Which 12-month period best reflects the budget amount entered in 10a? *Mark (X) only one.*

- Calendar year Fiscal year

11. Enter the total estimated value of money, goods, and property received by your agency from a drug asset forfeiture program during calendar year 1999. *If no money, goods or property were received, enter 0.*

\$

SECTION II - PERSONNEL

12. Which of the following screening techniques are used by your agency in selecting new officer recruits?

Mark (X) all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Background investigation | <input type="checkbox"/> Polygraph exam |
| <input type="checkbox"/> Credit history check | <input type="checkbox"/> Psychological evaluation |
| <input type="checkbox"/> Criminal record check | <input type="checkbox"/> Second language ability test |
| <input type="checkbox"/> Driving record check | <input type="checkbox"/> Voice stress analyzer |
| <input type="checkbox"/> Drug test | <input type="checkbox"/> Volunteer/community service history check |
| <input type="checkbox"/> Medical exam | <input type="checkbox"/> Written aptitude test |
| <input type="checkbox"/> Personal interview | |
| <input type="checkbox"/> Personality inventory | |
| <input type="checkbox"/> Physical agility test | |

13. Indicate your agency's minimum education requirement which new (non-lateral) officer recruits must have within two years of hiring. Mark (X) only one.

- Four-year college degree required
- Two-year college degree required
- Some college but no degree required
- Enter number of semester credit hours required _____
- High school diploma or equivalent required
- No formal education requirement

14. How many hours of ACADEMY TRAINING are required of your agency's new (non-lateral) officer recruits? Include law enforcement training requirements only. If no training of that type is required, enter 0.

	Hours
a. State-mandated hours	
b. Additional required hours	

15. How many hours of FIELD TRAINING (e.g., with FTO) are required of your new (non-lateral) officer recruits upon graduation from the academy? Include law enforcement training requirements only. If no training of that type is required, enter 0.

	Hours
a. State-mandated hours	
b. Additional required hours	

16. How many hours of IN-SERVICE TRAINING are required annually for your agency's NON-PROBATIONARY field/patrol officers? Include law enforcement training requirements only. If no training of that type is required, enter 0.

	Hours
a. State-mandated hours	
b. Additional required hours	

17. Enter the number of FULL-TIME SWORN personnel as entered in 6a (with general arrest powers) BY RACE AND GENDER for the pay period that included June 30, 2000. If counts are not available, provide an estimate and mark with an asterisk (*).

	Sworn personnel	
	Male	Female
a. White, not of Hispanic origin		
b. Black or African American, not of Hispanic origin		
c. Hispanic or Latino		
d. American Indian or Alaska Native		
e. Asian		
f. Native Hawaiian or Other Pacific Islander		
g. Some other race		
h. Total number of full-time sworn agency personnel with general arrest powers (Sum of lines a through g should equal 6a)		

18. Is collective bargaining authorized for your agency's employees? Mark (X) one per line.

- | | | |
|-----------------------|--------------------------|--------------------------|
| | Yes | No |
| a. Sworn | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Nonsworn | <input type="checkbox"/> | <input type="checkbox"/> |

19. Does your agency provide any of the following to full-time sworn personnel? Mark (X) one per line.

- | | | |
|---|--------------------------|--------------------------|
| | Yes | No |
| a. Education incentive pay | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Hazardous duty pay | <input type="checkbox"/> | <input type="checkbox"/> |
| c. Merit/performance pay | <input type="checkbox"/> | <input type="checkbox"/> |
| d. Shift differential pay | <input type="checkbox"/> | <input type="checkbox"/> |
| e. Special skills proficiency pay | <input type="checkbox"/> | <input type="checkbox"/> |
| f. Tuition reimbursement | <input type="checkbox"/> | <input type="checkbox"/> |

20. Enter your agency's salary schedule for the following FULL-TIME sworn positions. If a position does not exist in your department, enter "N/A".

	Base ANNUAL salary	
	Minimum	Maximum
a. Chief executive (chief, director, sheriff, etc.)	\$	\$
b. Sergeant or equivalent first-line supervisor	\$	\$
c. Entry-level officer or deputy (post-academy)	\$	\$

SECTION IV - COMPUTERS AND INFORMATION SYSTEMS — Continued

27. How are field data from criminal incident reports PRIMARILY transmitted to your agency's central information system? Mark (X) only one.

Paper report
 Wireless transmission (e.g., cellular, UHF)
 Telephone line (voice)
 Computer medium (e.g., disk transfer)
 Data device (e.g., laptop download)
 Not applicable – agency does not handle such reports

28. Does your agency own or have access to an Automated Fingerprint Identification System (AFIS) that includes a file of digitized prints? Mark (X) all that apply.

Agency is exclusive owner of an AFIS system
 Agency is shared owner of an AFIS system
 Agency uses terminal with access to an AFIS system
 None of the above

29. Does your agency use computers for any of the following functions? Mark (X) all that apply.

Automated booking Inter-agency information sharing
 Crime analysis Internet access
 Crime mapping Personnel records
 Crime investigations Records management
 Dispatch (CAD) Resource allocation
 Fleet management None of the functions listed
 In-field communications
 In-field report writing

30. Does your agency maintain its own computerized files with any of the following information? Mark (X) all that apply.

Alarms Stolen property
 Arrests Summonses
 Calls for service Traffic accidents
 Criminal histories Traffic citations
 Fingerprints Traffic stops
 Incident reports Use-of-force incidents
 Linked files for crime analysis Warrants
 None of the file types listed

SECTION V - OPERATIONS

31. Does your agency participate in an operational 9-1-1 emergency telephone system or its equivalent (i.e., your agency's units can be dispatched as a result of a call to 9-1-1)? Mark (X) only one.

Yes – Enhanced/Expanded 9-1-1 system
 Yes – Basic 9-1-1 system
 No

32. During the 12-month period ending June 30, 2000, did your agency use the following types of patrol on a routine basis?

	Yes	No		Yes	No
Automobile	<input type="checkbox"/>	<input type="checkbox"/>	Horse	<input type="checkbox"/>	<input type="checkbox"/>
Motorcycle	<input type="checkbox"/>	<input type="checkbox"/>	Other – Specify <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foot	<input type="checkbox"/>	<input type="checkbox"/>			
Bicycle	<input type="checkbox"/>	<input type="checkbox"/>			
Marine	<input type="checkbox"/>	<input type="checkbox"/>			

33. As of June 30, 2000, how many officers did your agency have assigned to a special unit for drug enforcement or a multi-agency drug enforcement task force? If none, enter 0.

	Assigned full-time	Assigned part-time
a. Special unit for drug enforcement		
b. Multi-agency drug task force		

34. Enter the total capacity and maximum hours of holding time for temporary holding (lockup) facilities operated by your agency as of June 30, 2000. Include only overnight facilities used to hold persons prior to arraignment. If none, enter 0.

	Adults	Juveniles
a. Total capacity		
b. Maximum holding time	hrs.	hrs.

SECTION VI - EQUIPMENT

35. Does your agency supply or give a cash allowance to its regular field/patrol officers for the following?

	Supplied	Cash allowance	Neither
Primary sidearm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Backup weapon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Body armor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uniform	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

36. Which types of sidearms does your agency authorize for use by its field/patrol officers? Mark (X) all that apply.

	Primary	Backup	Not authorized
Semi-automatics			
10mm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9mm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.45	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.40	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.380	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other caliber – Specify <input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Revolver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION VI - EQUIPMENT — Continued

37. Are any of your agency's field/patrol officers required to wear protective body armor while in the field?
Mark (X) only one.

- All Some None

38. Which of the following types of non-lethal weapons or actions are authorized for use by your agency's field/patrol officers? Mark (X) all that apply.

a. Impact devices

- Traditional baton Rubber bullet
 PR-24 baton Other - Specify
 Collapsible baton
 Soft projectile None authorized
 Blackjack

b. Chemical agents

	Personal issue	Tactical operations	Not authorized
OC (pepper spray)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CN (tear gas)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

c. Other weapons/actions

- Hand-held electrical device-direct contact
 Hand-held electrical device-stand off (e.g., taser)
 Hold or neck restraint (e.g., carotid hold)
 Capture net
 Flash/bang grenade
 Other - Specify

No other weapons/actions authorized

39. Enter the number of vehicle types operated by your agency as of June 30, 2000. Include owned, leased, rented and confiscated vehicles that your agency uses. If none, enter 0.

	Number operated
Marked cars	
Unmarked cars	
Other 4-wheel vehicles (SUV, truck, van, etc.)	
Fixed-wing aircraft	
Helicopters	
Boats	
Motorcycles	
Bicycles	

40a. Does your agency allow officers to take marked vehicles home?

- Yes No - SKIP to question 41

b. Does your agency allow officers to drive marked vehicles for personal use during off-duty hours?

- Yes No

41. Enter the number of animals regularly maintained by your department for use in activities related to law enforcement. If none, enter 0.

Dogs Horses

42. Does your agency use any of the following technologies on a regular basis? Mark (X) all that apply.

- | | |
|---|---|
| Night vision/electro-optic | Digital imaging |
| <input type="checkbox"/> Infrared (thermal) imagers | <input type="checkbox"/> Fingerprints |
| <input type="checkbox"/> Image intensifiers | <input type="checkbox"/> Mug shots |
| <input type="checkbox"/> Laser range finders | <input type="checkbox"/> Suspect composites |
| <input type="checkbox"/> None of the above | <input type="checkbox"/> None of the above |

Vehicle stopping/tracking

- Electrical/engine disruption
 Stolen vehicle tracking
 Tire deflation spikes
 None of the above

43a. During the 12-month period ending June 30, 2000, did your agency use video cameras on a regular basis?

- Yes No - SKIP to Section VII

b. Enter the number of video cameras operated by your agency as of June 30, 2000. If none, enter 0.

	Number operated
In patrol cars	
Fixed-site surveillance	
Mobile surveillance	
Traffic enforcement	

COMMENTS

Thank you for your cooperation and prompt reply.

APPENDIX B. 2007 LEMAS SURVEY INSTRUMENT

The 2007 LEMAS Survey Instrument is from “2007 Survey of State and Local Law Enforcement Agencies,” Bureau of Justice Statistics, accessed October 18, 2014, http://www.bjs.gov/content/pub/pdf/lemas07_cj44l.pdf.

OMB No. 1121-0240: Approval Expires 11/30/2010		ID NUMBER <input style="width: 50px;" type="text"/>
RETURN TO: Police Executive Research Forum 1120 Connecticut Ave., NW Suite 930 Washington, DC 20036	FORM CJ-44L 2007 SURVEY OF STATE AND LOCAL LAW ENFORCEMENT AGENCIES Law Enforcement Management and Administrative Statistics U.S. Department of Justice, Bureau of Justice Statistics	

IMPORTANT: Please read the instructions below prior to completing this questionnaire.

- There are three ways to submit this survey:
 - 1) Complete the survey online at <http://survey.policeforum.org/LEMASCJ44L.pdf>
 If you choose to complete the survey via the Internet, you will be prompted to enter your USER NAME and PASSWORD, which are included on the cover letter accompanying this questionnaire. You will also have to enter your ID NUMBER on the first page of the survey, which is located at the top right of this page. Without entering your agency's USER NAME, PASSWORD, and ID NUMBER, you will not be able to complete the survey online. The USER NAME and PASSWORD provide a secure location to submit your survey.
 - 2) Mail the survey to PERF using the enclosed postage-paid envelope.
 - 3) Fax the survey to PERF at 202-466-7826.
- Please retain a copy of the completed survey for your records.
- Please use either blue or black ink and print as neatly as possible using only CAPITAL letters.
- **Do not leave any items blank.**
 - If the answer to a question is not available or is unknown, write "DK" (don't know) in the space provided.
 - If the question is not applicable, write "NA" in the space provided.
 - If the answer to a question is none or zero, write "0" in the space provided.
 - When exact numeric answers are not available, provide estimates.
- Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.
- If you have any questions or need assistance in completing the questionnaire, please contact Bruce Kubu of the Police Executive Research Forum (PERF) by phone at 202-454-8308 or by email at bkubu@policeforum.org. If you have general comments or suggestions for improving the survey, please contact Brian Reaves of the Bureau of Justice Statistics by phone at 202-616-3287 or by email at Brian.Reaves@usdoj.gov.

Burden Statement

Federal agencies may not conduct or sponsor an information collection, and a person is not required to respond to a collection of information, unless it displays a currently valid OMB Control Number. Public reporting burden for this collection of information is estimated to average three hours per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate, or any other aspects of this collection of information, including suggestions for reducing this burden, to the Director, Bureau of Justice Statistics, 810 Seventh Street, NW, Washington, DC 20531. The Omnibus Crime Control and Safe Streets Act of 1968, as amended (42 USC 3732), authorizes this information collection. Although this survey is voluntary, we urgently need your cooperation to make the results comprehensive, accurate, and timely. We greatly appreciate your assistance.

INFORMATION SUPPLIED BY:

NAME

TITLE

AGENCY

TELEPHONE () - EXT.

FAX NUMBER () -

EMAIL

4632197136
Page 1

ID NUMBER

SECTION I - DESCRIPTIVE INFORMATION

Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.

1. Enter the number of AUTHORIZED full-time paid agency positions and ACTUAL full-time and part-time paid agency employees as of September 30, 2007. Full-time employees are those regularly scheduled for 35 or more hours per week. If none, enter '0.'

	AUTHORIZED full-time paid positions	ACTUAL paid agency employees	
		Full-time	Part-time
a. Sworn personnel with general arrest powers	<input type="text"/>	<input type="text"/>	<input type="text"/>
b. Officers/deputies with limited or no arrest powers (e.g., jail or court officers in some agencies)	<input type="text"/>	<input type="text"/>	<input type="text"/>
c. Non-sworn employees	<input type="text"/>	<input type="text"/>	<input type="text"/>
d. TOTAL (sum of lines 'a' through 'c')	<input type="text"/>	<input type="text"/>	<input type="text"/>

2. As of September 30, 2007, how many reserve/auxiliary officers did your agency have? If none, enter '0.'

Reserve/auxiliary officers	Sworn	Full-time	Part-time
		<input type="text"/>	<input type="text"/>
	Non-sworn	<input type="text"/>	<input type="text"/>

3. As of September 30, 2007, how many FULL-TIME SWORN personnel with general arrest powers (as entered in 1a, column 2) did your agency have assigned to the following multi-agency task forces? Personnel may be counted more than once. If none, enter '0.'

Multi-agency task force	Assigned full-time	Assigned part-time
a. Gangs.....	<input type="text"/>	<input type="text"/>
b. Drugs.....	<input type="text"/>	<input type="text"/>
c. Anti-terrorism.....	<input type="text"/>	<input type="text"/>
d. Human trafficking.....	<input type="text"/>	<input type="text"/>

4. Of the total number of FULL-TIME SWORN personnel with general arrest powers (as entered in 1a, column 2), enter the number of each of the following: (Personnel may be counted more than once. If none, enter '0.')

a. Uniformed officers with REGULARLY ASSIGNED DUTIES that include responding to citizen calls/requests for service	<input type="text"/>	<input type="text"/>
b. Community Policing Officers, Community Relations Officers, or other sworn personnel specifically designated to engage in community policing activities	<input type="text"/>	<input type="text"/>
c. School Resource Officers, School Liaison Officers, or other sworn personnel whose primary duties are related to school safety (exclude crossing guards)	<input type="text"/>	<input type="text"/>

5. Enter the total number of FULL-TIME SWORN personnel with general arrest powers (as entered in 1a, column 2) who performed the following duties as their PRIMARY job responsibility. Count each officer only once. If none, enter '0.'

	Number	
a. Patrol duties	<input type="text"/>	<input type="text"/>
b. Investigative duties (e.g., detectives).....	<input type="text"/>	<input type="text"/>
c. Jail-related duties	<input type="text"/>	<input type="text"/>
d. Court security duties	<input type="text"/>	<input type="text"/>
e. Process serving duties	<input type="text"/>	<input type="text"/>

6. Enter your agency's total operating budget for the 12-month period that includes September 30, 2007. If data are not available, provide an estimate and mark (■) the box below. Include jails administered by your agency. Do NOT include building construction costs or major equipment purchases.

\$, , ,

Please mark here if this figure is an estimation...

7. Enter the total estimated value of money, goods, and property received by your agency from an asset forfeiture program during calendar year 2006. If no money, goods or property were received, enter '0.'

a. Drug forfeiture program.....	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>
b. Gambling forfeiture program.....	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>
c. Other forfeiture program(s).....	\$ <input type="text"/>	<input type="text"/>	<input type="text"/>

Please mark here if any of these figures are an estimation.....

ID NUMBER

[]

SECTION II - PERSONNEL

Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.

8a. Indicate your agency's minimum education requirement which new (non-lateral) officer recruits must have at hiring or within two years of hiring. Mark (■) only one response.

- Four-year college degree required
- Two-year college degree required
- Some college but no degree required
- High school diploma or equivalent required
- No formal education requirement - SKIP to Question 9

b. Does your agency allow any exemption(s) to this minimum education requirement policy?

- Yes No

9. Which of the following screening techniques are used by your agency in selecting new officer recruits?

Background/record checks

- Background investigation..... Yes No
- Credit history check..... Yes No
- Criminal history check..... Yes No
- Driving record check..... Yes No

Personal attributes

- Personal interview..... Yes No
- Personality inventory..... Yes No
- Polygraph exam..... Yes No
- Psychological evaluation..... Yes No
- Voice stress analyzer..... Yes No
- Written aptitude test..... Yes No

Community relations skills

- Analytical/problem-solving ability assessment.. Yes No
- Assessment of understanding of diverse cultural populations..... Yes No
- Mediation/conflict management skills assessment..... Yes No
- Second language test..... Yes No
- Volunteer/community service history check..... Yes No

Physical attributes

- Drug test..... Yes No
- Medical exam..... Yes No
- Physical agility/fitness test..... Yes No

10. How many total hours of ACADEMY training and FIELD training (e.g., with FTO) are required of your agency's new (non-lateral) officer recruits? Include law enforcement training only. Include both State/POST training requirements AND agency training requirements. If no training of that type is required, enter '0.'

	Academy Training	Field Training
Total hours of training....	[] [] [] [] []	[] [] [] [] []

11. On average, how many hours of IN-SERVICE training are required annually for your agency's NON-PROBATIONARY field/patrol officers? Include law enforcement training only. If no training of that type is required, enter '0.'

	Average annual hours per officer
Total hours of training.....	[] [] [] []

12. Enter the number of FULL-TIME SWORN personnel with general arrest powers (as entered in 1a, column 2) by RACE and GENDER for the pay period that included September 30, 2007. If none, enter '0.'

Race	
a. White, not of Hispanic origin	[] [] [] [] [] []
b. Black or African American, not of Hispanic origin	[] [] [] [] [] []
c. Hispanic or Latino	[] [] [] [] [] []
d. American Indian or Alaska Native	[] [] [] [] [] []
e. Asian	[] [] [] [] [] []
f. Native Hawaiian or other Pacific Islander	[] [] [] [] [] []
g. Two or more races	[] [] [] [] [] []
h. No information available	[] [] [] [] [] []
i. Total (sum of lines 'a' through 'h')	[] [] [] [] [] []
Gender	
a. Male	[] [] [] [] [] []
b. Female	[] [] [] [] [] []
c. Total (sum of lines 'a' and 'b')	[] [] [] [] [] []

ID NUMBER

SECTION III - OPERATIONS

Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.

13. Enter the number of FULL-TIME agency personnel who were certified as bilingual as of September 30, 2007. If none, enter '0.'

- a. Sworn personnel..... ,
- b. Non-sworn personnel..... ,

14. During the 12-month period ending September 30, 2007, did your agency use any of the following for language interpretation services?

- Sworn personnel..... Yes No
- Non-sworn personnel..... Yes No
- Volunteers..... Yes No
- Private contractors..... Yes No
- Other (please specify)..... Yes No

15. Does your agency authorize or provide any of the following for sworn personnel?

- a. Education incentive pay..... Yes No
- b. Hazardous duty pay..... Yes No
- c. Merit/performance pay..... Yes No
- d. Shift differential pay..... Yes No
- e. Special skills proficiency pay..... Yes No
- f. Bilingual ability pay..... Yes No
- g. Tuition reimbursement..... Yes No
- h. Military service pay..... Yes No
- i. Collective bargaining rights..... Yes No
- j. Residential incentive pay..... Yes No

16. Enter the salary schedule for the following FULL-TIME SWORN positions as of September 30, 2007. If a position does not exist on a full-time basis in your agency, enter 'NA.'

	Base ANNUAL salary	
	Minimum	Maximum
a. Chief executive (chief, director, sheriff, etc.)		
b. Sergeant or equivalent first-line supervisor		
c. Entry-level officer or deputy (post-academy)		

17. Does your agency participate in an operational 9-1-1 emergency telephone system (i.e., your agency's units can be dispatched as a result of a call to 9-1-1)? Mark (■) only one response.

- Yes - Enhanced 9-1-1 system
- Yes - Basic 9-1-1 system
- No - SKIP to Question 19

18. Does your agency's 9-1-1 system have the following capabilities for incoming calls from wireless/cellular phones?

- Can display phone number of wireless caller... Yes No
- Can display *exact* location of wireless caller... Yes No
- Can display *general* location of wireless caller Yes No

19. During the 12-month period ending September 30, 2007, did your agency use the following types of patrol on a REGULARLY SCHEDULED basis?

- Automobile..... Yes No
- Motorcycle..... Yes No
- Foot..... Yes No
- Aviation..... Yes No
- Marine..... Yes No
- Horse..... Yes No
- Bicycle..... Yes No
- Human transporter (e.g., Segway)..... Yes No
- Other (please specify)..... Yes No

SECTION IV - COMMUNITY POLICING

Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.

20. During the 12-month period ending September 30, 2007, what proportion of agency personnel received at least eight hours of community policing training (problem solving, SARA, community partnerships, etc.)? Mark (■) one choice per line. If your agency did not conduct training for a particular type of employee, please mark 'None.' If your agency did not have a particular type of employee for the specified time period, please mark 'NA.'

	All	Half or more	Less than half	None	NA
New officer recruits	<input type="checkbox"/>				
In-service sworn personnel	<input type="checkbox"/>				

21. During the 12-month period ending September 30, 2007, which of the following did your agency do? Mark (■) all that apply.

- Maintained an agency mission statement that included a community policing component
- Actively encouraged patrol officers to engage in SARA-type problem-solving projects on their beats
If YES, please specify the number of patrol officers as of September 30, 2007:
- Conducted a citizen police academy
- Maintained or created a formal, written community policing plan
- Gave patrol officers responsibility for specific geographic areas/beats
If YES, please specify the number of patrol officers as of September 30, 2007:
- Included collaborative problem-solving projects in the evaluation criteria of patrol officers
- Upgraded technology to support the analysis of community problems
- Partnered with citizen groups and included their feedback in the development of neighborhood or community policing strategies
- Conducted or sponsored a survey of citizens on crime, fear of crime, or satisfaction with police services
- Maintained a community policing unit with full-time personnel
- None of the above

22. During the 12-month period ending September 30, 2007, did your agency have a problem-solving partnership or written agreement with any of the following?

- Advocacy groups..... Yes No
- Business groups..... Yes No
- Faith-based organizations..... Yes No
- Local government agencies (non-law enforcement)..... Yes No
- Other local law enforcement agencies..... Yes No
- Neighborhood associations..... Yes No
- Senior citizen groups..... Yes No
- School groups..... Yes No
- Youth service organizations..... Yes No

23. During the 12-month period ending September 30, 2007, did your agency use technology in any of the following ways to improve contact between citizens and police?

- Agency's email address was marketed to citizens..... Yes No
- Agency's website included methods for citizens to ask questions and/or provide feedback..... Yes No
- Agency's website provided citizens with direct access to crime maps..... Yes No
- Agency's website provided citizens with direct access to crime statistics..... Yes No
- Agency hosted a listserv or other electronic means to distribute news and updates..... Yes No
- Reverse 9-1-1 system used for emergency community notification..... Yes No
- System used for non-emergency mass community notification..... Yes No
- 3-1-1 system available to handle police non-emergency calls..... Yes No
- Electronic crime reporting was available..... Yes No
- Citizens received crime reports via email..... Yes No
- Other (please specify)..... Yes No

ID NUMBER

[]

SECTION V - EMERGENCY PREPAREDNESS

Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.

24. Does your agency have a written plan that specifies actions to be taken in the event of terrorist attacks? (Include emergency operation plans that would be applicable to such an attack.)

Yes No

25. Do the public safety agencies operating in or nearby your jurisdiction (including your agency) use a shared radio network infrastructure that achieves interoperability?

Yes No

26. In which of the following terrorism preparedness activities did your agency engage during the period ending September 30, 2007?

Partnership with culturally diverse communities..... Yes No

Public anti-fear campaign..... Yes No

Dissemination of information to increase citizen preparedness..... Yes No

Community meetings on homeland security/preparedness..... Yes No

Increased sworn officer presence at critical areas..... Yes No

Emergency preparedness exercises..... Yes No

Other (please specify)..... Yes No

[]

27. Of the total number of actual FULL-TIME personnel, how many are intelligence personnel with primary duties related to terrorist activities? If none, enter '0.'

Intelligence personnel with primary duties related to terrorist activities.....

--	--	--	--

 Sworn

--	--	--	--

 Non-sworn

SECTION VI - EQUIPMENT

Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.

28a. Which types of sidearms are authorized for use by your agency's field/patrol officers? Mark (■) all that apply.

On-duty weapons

Semiautomatic:	Primary sidearm	Backup sidearm
10mm.....	<input type="checkbox"/>	<input type="checkbox"/>
9mm.....	<input type="checkbox"/>	<input type="checkbox"/>
.45.....	<input type="checkbox"/>	<input type="checkbox"/>
.40.....	<input type="checkbox"/>	<input type="checkbox"/>
.357.....	<input type="checkbox"/>	<input type="checkbox"/>
.380.....	<input type="checkbox"/>	<input type="checkbox"/>
Other caliber.....	<input type="checkbox"/>	<input type="checkbox"/>
Any semiautomatic, as long as they qualify.....	<input type="checkbox"/>	<input type="checkbox"/>
Revolver.....	<input type="checkbox"/>	<input type="checkbox"/>
		No backup sidearm is authorized..... <input type="checkbox"/>

b. Which types of secondary firearms systems does your agency issue to patrol officers or authorize for their use? Mark (■) all that apply.

- Assault weapon (e.g., AR-15)
- Shotgun
- Carbine
- Rifle
- Other (please specify) []
- Not applicable--no secondary firearms systems authorized

29. Are your agency's uniformed field/patrol officers REQUIRED to wear protective body armor while in the field? Mark (■) only one response.

- Yes, all the time
- Yes, in some circumstances (e.g., serving warrants)
- No

30. Enter the number of animals regularly maintained by your agency for use in activities related to law enforcement. If none, enter '0.'

Dogs

--	--	--	--

 Horses

--	--	--	--

ID NUMBER

[]

31. Which of the following types of less-than-lethal weapons or actions are authorized for use by your agency's field/patrol officers? Exclude weapons used only by tactical units.

a. Impact devices

- Traditional baton..... [] Yes [] No
PR-24 baton..... [] Yes [] No
Collapsible baton..... [] Yes [] No
Soft projectile (e.g., bean-bag)..... [] Yes [] No
Blackjack/slapjack..... [] Yes [] No
Rubber bullet..... [] Yes [] No
Other impact device (please specify)..... [] Yes [] No

[]

b. Chemical agents

- OC (pepper spray/foam)..... [] Yes [] No
Other chemical agent (please specify)..... [] Yes [] No

[]

c. Other weapons/actions

- Conducted energy device (e.g., stun gun, Taser, Stinger)..... [] Yes [] No
Hold or neck restraint (e.g., carotid hold)..... [] Yes [] No
Other weapon/action (please specify)..... [] Yes [] No

[]

32. As of September 30, 2007, did your agency use any of the following technologies on a regular basis? Mark (■) all that apply.

Digital imaging

- Fingerprints (e.g., AFIS).... [] Facial recognition..... []
Mug shots..... [] Digital photography..... []
Suspect composites..... [] None of the listed digital imaging technologies..... []

Night vision/electro-optic

- Infrared (thermal) imagers..... [] Night vision goggles/binoculars..... []
Image intensifiers..... [] License plate readers..... []
Laser range finders..... [] None of the listed night vision/electro-optic technologies..... []

Vehicle stopping/tracking

- Electrical/engine disruption [] Tire deflation devices..... []
Stolen vehicle tracking (e.g., LoJack)..... [] None of the listed vehicle stopping/tracking technologies []

33. Enter the total number of motorized vehicles operated by your agency as of September 30, 2007. Include owned, rented, leased and confiscated vehicles that your agency uses. If none, enter '0.'

- Marked cars..... [][], [][][]
Other marked vehicles (SUV, truck, van, etc.)..... [][], [][][]
Unmarked cars..... [][], [][][]
Other unmarked vehicles (SUV, truck, van, etc.)..... [][], [][][]
Fixed-wing aircraft..... [][], [][][]
Helicopters..... [][], [][][]
Boats..... [][], [][][]
Motorcycles..... [][], [][][]

34a. Does your agency allow officers to take marked vehicles home?

- [] Yes [] No - SKIP to Question 35a

b. Does your agency allow officers to drive marked vehicles for personal use during off-duty hours?

- [] Yes [] No

c. Does your agency allow officers to drive marked vehicles outside of the jurisdiction during off-duty hours?

- [] Yes [] No

35a. During the 12-month period ending September 30, 2007, did your agency operate video cameras on a regular basis?

- [] Yes [] No - SKIP to Question 36

b. Enter the number of video cameras operated by your agency as of September 30, 2007. If none, enter '0.'

- In patrol cars..... [][], [][][][]
Fixed-site surveillance in public areas..... [][], [][][][]
Mobile surveillance..... [][], [][][][]

36. During the 12-month period ending September 30, 2007, did your agency operate gunshot detection sensors on a regular basis?

- [] Yes If YES, how many?

[] No [] [][][]

ID NUMBER

[]

SECTION VII - COMPUTERS AND INFORMATION SYSTEMS

Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.

37. Does your agency use computers for any of the following functions? Mark (■) all that apply.
- | | |
|---|---|
| <input type="checkbox"/> Analysis of community problems | <input type="checkbox"/> In-field report writing |
| <input type="checkbox"/> Automated booking | <input type="checkbox"/> Intelligence gathering |
| <input type="checkbox"/> Crime analysis | <input type="checkbox"/> Inter-agency information sharing |
| <input type="checkbox"/> Crime mapping | <input type="checkbox"/> Internet access |
| <input type="checkbox"/> Crime investigations | <input type="checkbox"/> Personnel records |
| <input type="checkbox"/> Dispatch (CAD) | <input type="checkbox"/> Records management |
| <input type="checkbox"/> Fleet management | <input type="checkbox"/> Resource allocation |
| <input type="checkbox"/> Hotspot identification | <input type="checkbox"/> NONE of the listed functions |
| <input type="checkbox"/> In-field communications | |

38. Does your agency maintain its own computerized files with any of the following information? Mark (■) all that apply.
- | | |
|--|---|
| <input type="checkbox"/> Alarms | <input type="checkbox"/> Intelligence related to potential terrorist activity |
| <input type="checkbox"/> Arrests | <input type="checkbox"/> Pawn shop data |
| <input type="checkbox"/> Biometric data for use with facial recognition system | <input type="checkbox"/> Protection orders |
| <input type="checkbox"/> Calls for service | <input type="checkbox"/> Stolen property |
| <input type="checkbox"/> Citizen complaints against officers/agency | <input type="checkbox"/> Summonses |
| <input type="checkbox"/> Fingerprints | <input type="checkbox"/> Traffic citations |
| <input type="checkbox"/> Gangs | <input type="checkbox"/> Traffic stops |
| <input type="checkbox"/> Incident reports | <input type="checkbox"/> Use of force incidents |
| <input type="checkbox"/> Illegal attempts to purchase firearms | <input type="checkbox"/> Warrants |
| | <input type="checkbox"/> NONE of the listed files |

39. Do any of your agency's field/patrol officers use computers or terminals WHILE IN THE FIELD?
- Yes No -- SKIP to Question 41

↳ If YES, how many of the following types of computers/terminals are available for use by your agency's field/patrol officers WHILE IN THE FIELD? If none, enter '0.'

Permanent vehicle-mounted computers/terminals: [][], [][][]

Portable computers/terminals used with vehicle docking stations: [][], [][][]

Portable computers/terminals NOT used with vehicle docking stations: [][], [][][]

40. Do any of your agency's field/patrol officers have direct access to the following types of information using IN-FIELD vehicle-mounted or portable computers?

- | | | |
|---|------------------------------|-----------------------------|
| Motor vehicle records..... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Driving records..... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Criminal history records.... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Warrants..... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Protection orders..... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Inter-agency information system..... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Address history (e.g., repeat calls for service)..... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Internet access..... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| GIS/crime mapping..... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Other (please specify)..... | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

[]

41. How are data from criminal incident reports PRIMARILY transmitted to your agency's central information system? Mark (■) only one response.

- Paper report
- Voice (cellphone, telephone, recording, radio)
- Computer/data device
- Other (please specify) []
- Not applicable - agency does not handle such reports

42. Does your agency own or have access to an Automated Fingerprint Identification System (AFIS) that includes a file of digitized prints? Mark (■) all that apply.

- Agency is exclusive/shared owner of an AFIS system
- Agency has access to a remote AFIS system
- Agency has access to AFIS through another agency
- None of the above

43. Does your agency have an operational computer-based personnel performance monitoring/assessment system (e.g., Early Warning or Early Intervention System) for monitoring or responding to problematic officer behavior patterns?

- Yes No

ID NUMBER

SECTION VIII - SPECIAL PROBLEMS/TASKS

Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.

44. How does your agency address the following problems/tasks? Mark (■) the appropriate box for each problem/task listed below. Mark only one box per line.

Type of problem/task	(1) Agency HAS specialized unit with personnel assigned <u>FULL-TIME</u> to address this problem/task	Agency DOES NOT HAVE a specialized unit with full-time personnel		
		(2) Agency has designated personnel to address this problem/task	(3) Agency addresses this problem/task, but does not have designated personnel	(4) Agency does not formally address this problem/task
a. Auto theft	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Bias/hate crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Bomb/explosive disposal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Child abuse/ endangerment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Community crime prevention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Crime analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Cybercrime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Domestic violence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Drug education in schools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Financial crimes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Drug enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Gangs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Impaired drivers (DUI/DWI)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Internal affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Juvenile crime	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Methamphetamine labs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Missing children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. Repeat offenders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. Research and planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
t. School safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
u. Terrorism/homeland security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
v. Victim assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION IX - POLICIES AND PROCEDURES

Unless otherwise noted, please answer all questions using September 30, 2007, as a reference.

45. Does your agency have written policy or procedural directives on the following?

Officer conduct

- a. Use of deadly force/firearm discharge..... Yes No
- b. Use of less-than-lethal force..... Yes No
- c. Code of conduct and appearance..... Yes No
- d. Off-duty employment..... Yes No
- e. Maximum work hours allowed..... Yes No
- f. Off-duty conduct..... Yes No
- g. Interacting with the media..... Yes No
- h. Employee counseling assistance..... Yes No

Dealing with special populations/situations

- i. Mentally ill persons..... Yes No
- j. Homeless persons..... Yes No
- k. Domestic disputes..... Yes No
- l. Juveniles..... Yes No
- m. Persons with limited English proficiency... Yes No

Procedural

- n. Collection of information on in-custody deaths..... Yes No
- o. Racial profiling..... Yes No
- p. Citizen complaints..... Yes No
- q. Checking of immigration status by patrol officers..... Yes No

46. Which of the following best describes your agency's written policy for pursuit driving? Mark (■) only one response.

- Prohibition (prohibits all pursuits)
- Discouragement (discourages all pursuits)
- Judgmental (leaves decisions to officer's discretion, such as type of offense, speed, etc.)
- Restrictive (restricts decisions of officers to specific criteria)
- Other (please specify)
- Agency does not have a written policy pertaining to pursuit driving

47. Enter the current dispositions for all formal citizen complaints received during 2006 regarding use of force. If none, enter '0.'

- a. **Sustained** (Sufficient evidence to justify disciplinary action against the officer(s)) ,
- b. **Other disposition** (e.g., unfounded, exonerated, not sustained, withdrawn) ,
- c. **Pending** (Final disposition of the allegation has not been made) ,
- d. **TOTAL** use of force complaints received (sum of lines 'a' through 'c') ,

48a. Is there a civilian complaint review board/agency in your jurisdiction that reviews use of force complaints against officers in your agency?

Yes No - SKIP to Question 49

b. Does this civilian review board/agency have independent investigative authority with subpoena powers?

Yes No

49. Does your agency have a written policy requiring that citizen complaints about use of force receive separate investigation outside the chain of command where the accused officer is assigned?

Yes No

*****Please retain a copy of the completed survey for your records.*****

**APPENDIX C. 720 LOCAL POLICE AGENCIES INCLUDED IN
CURRENT STUDY**

AK	60100	ANCHORAGE POLICE DEPARTMENT
AK	60100	KETCHIKAN POLICE DEPARTMENT
AL	50100	BIRMINGHAM POLICE DEPARTMENT
AL	60100	HOOVER POLICE DEPARTMENT
AL	50100	MOBILE POLICE DEPARTMENT
AL	50100	MONTGOMERY POLICE DEPARTMENT
AL	60100	GEORGIANA POLICE DEPARTMENT
AL	50100	DOTHAN POLICE DEPARTMENT
AL	60100	OPELIKA POLICE DEPARTMENT
AL	50100	HUNTSVILLE POLICE DEPARTMENT
AL	50100	DECATUR POLICE DEPARTMENT
AL	100	MOODY POLICE DEPARTMENT
AL	60100	TUSCALOOSA POLICE DEPARTMENT
AR	60100	JONESBORO POLICE DEPARTMENT
AR	50100	PINE BLUFF POLICE DEPARTMENT
AR	50100	LITTLE ROCK POLICE DEPARTMENT
AR	50100	NORTH LITTLE ROCK POLICE DEPARTMENT
AZ	60100	SIERRA VISTA DEPARTMENT OF PUBLIC SAFETY
AZ	50100	CHANDLER POLICE DEPARTMENT
AZ	60100	GLENDALE POLICE DEPARTMENT
AZ	50100	MESA POLICE DEPARTMENT
AZ	60100	PHOENIX POLICE DEPARTMENT
AZ	60100	SCOTTSDALE POLICE DEPARTMENT
AZ	60100	SURPRISE POLICE DEPARTMENT
AZ	60100	TUCSON POLICE DEPARTMENT
AZ	50100	CASA GRANDE POLICE DEPARTMENT
AZ	60100	NOGALES POLICE DEPARTMENT
AZ	60100	YUMA POLICE DEPARTMENT
CA	60100	ALAMEDA POLICE DEPARTMENT
CA	60100	BERKELEY POLICE DEPARTMENT
CA	60100	FREMONT POLICE DEPARTMENT
CA	60100	HAYWARD POLICE DEPARTMENT
CA	50100	OAKLAND POLICE DEPARTMENT
CA	60100	CONCORD POLICE DEPARTMENT
CA	60100	PITTSBURG POLICE DEPARTMENT
CA	60200	RICHMOND POLICE DEPARTMENT
CA	60100	WALNUT CREEK POLICE DEPARTMENT
CA	60100	FRESNO POLICE DEPARTMENT
CA	60100	BAKERSFIELD POLICE DEPARTMENT
CA	60100	BEVERLY HILLS POLICE DEPARTMENT
CA	50100	BURBANK POLICE DEPARTMENT
CA	60100	CLAREMONT POLICE DEPARTMENT
CA	60100	COVINA POLICE DEPARTMENT

CA	50100	CULVER CITY POLICE DEPARTMENT
CA	60100	DOWNEY POLICE DEPARTMENT
CA	60100	EL MONTE POLICE DEPARTMENT
CA	60100	GARDENA POLICE DEPARTMENT
CA	50100	GLENDALE POLICE DEPARTMENT
CA	60100	GLENDORA POLICE DEPARTMENT
CA	60100	HAWTHORNE POLICE DEPARTMENT
CA	60100	INGLEWOOD POLICE DEPARTMENT
CA	60100	LONG BEACH POLICE DEPARTMENT
CA	60100	LOS ANGELES POLICE DEPARTMENT
CA	50100	PASADENA POLICE DEPARTMENT
CA	50100	POMONA POLICE DEPARTMENT
CA	60100	SANTA MONICA POLICE DEPARTMENT
CA	50100	TORRANCE POLICE DEPARTMENT
CA	60100	WEST COVINA POLICE DEPARTMENT
CA	60100	WHITTIER POLICE DEPARTMENT
CA	60100	MADERA POLICE DEPARTMENT
CA	60100	SALINAS POLICE DEPARTMENT
CA	50100	ANAHEIM POLICE DEPARTMENT
CA	60100	BREA POLICE DEPARTMENT
CA	60100	BUENA PARK POLICE DEPARTMENT
CA	60100	CYPRESS POLICE DEPARTMENT
CA	60100	FULLERTON POLICE DEPARTMENT
CA	60100	GARDEN GROVE POLICE DEPARTMENT
CA	60100	HUNTINGTON BEACH POLICE DEPARTMENT
CA	60100	ORANGE POLICE DEPARTMENT
CA	60100	SANTA ANA POLICE DEPARTMENT
CA	60100	WESTMINSTER POLICE DEPARTMENT
CA	60100	IRVINE POLICE DEPARTMENT
CA	60100	RIVERSIDE POLICE DEPARTMENT
CA	60100	CORONA POLICE DEPARTMENT
CA	60100	SACRAMENTO POLICE DEPARTMENT
CA	60100	CHINO POLICE DEPARTMENT
CA	60100	FONTANA POLICE DEPARTMENT
CA	60100	MONTCLAIR POLICE DEPARTMENT
CA	60100	ONTARIO POLICE DEPARTMENT
CA	60100	RIALTO POLICE DEPARTMENT
CA	60100	SAN BERNARDINO POLICE DEPARTMENT
CA	60100	CHULA VISTA POLICE DEPARTMENT
CA	60100	EL CAJON POLICE DEPARTMENT
CA	60100	ESCONDIDO POLICE DEPARTMENT
CA	60100	OCEANSIDE POLICE DEPARTMENT
CA	60100	SAN DIEGO POLICE DEPARTMENT
CA	60100	SAN FRANCISCO POLICE DEPARTMENT
CA	60100	MANTECA POLICE DEPARTMENT
CA	60100	STOCKTON POLICE DEPARTMENT
CA	60100	DALY CITY POLICE DEPARTMENT
CA	60100	HALF MOON BAY POLICE DEPARTMENT

CA	60100	SAN MATEO POLICE DEPARTMENT
CA	60100	SANTA BARBARA POLICE DEPARTMENT
CA	60100	SANTA MARIA POLICE DEPARTMENT
CA	60100	SAN JOSE POLICE DEPARTMENT
CA	60100	SANTA CLARA POLICE DEPARTMENT
CA	60100	SUNNYVALE DEPARTMENT OF PUBLIC SAFETY
CA	60100	SANTA CRUZ POLICE DEPARTMENT
CA	60100	FAIRFIELD POLICE DEPARTMENT
CA	60100	VACAVILLE POLICE DEPARTMENT
CA	60100	VALLEJO POLICE DEPARTMENT
CA	60100	SANTA ROSA POLICE DEPARTMENT
CA	60100	PETALUMA POLICE DEPARTMENT
CA	60100	MODESTO POLICE DEPARTMENT
CA	60100	VISALIA POLICE DEPARTMENT
CA	60100	OXNARD POLICE DEPARTMENT
CA	60100	VENTURA POLICE DEPARTMENT
CA	60100	SIMI VALLEY POLICE DEPARTMENT
CO	60100	AURORA POLICE DEPARTMENT
CO	60100	THORNTON POLICE DEPARTMENT
CO	60100	WESTMINSTER POLICE DEPARTMENT
CO	60100	BOULDER POLICE DEPARTMENT
CO	60100	COLORADO SPRINGS POLICE DEPARTMENT
CO	60100	ARVADA POLICE DEPARTMENT
CO	60100	LAKWOOD POLICE DEPARTMENT
CO	50100	PUEBLO POLICE DEPARTMENT
CO	60100	GREELEY POLICE DEPARTMENT
CO	60200	DENVER POLICE DEPARTMENT
CT	60100	BLOOMFIELD POLICE DEPARTMENT
CT	60100	BRIDGEPORT POLICE DEPARTMENT
CT	60100	BRISTOL POLICE DEPARTMENT
CT	60100	DANBURY POLICE DEPARTMENT
CT	60100	EAST HARTFORD POLICE
CT	60100	FAIRFIELD POLICE DEPARTMENT
CT	60100	GREENWICH POLICE DEPARTMENT
CT	60100	HAMDEN POLICE DEPARTMENT
CT	60100	HARTFORD POLICE DEPARTMENT
CT	60100	MANCHESTER POLICE DEPARTMENT
CT	60100	MERIDEN POLICE DEPARTMENT
CT	60100	MILFORD POLICE DEPARTMENT
CT	60100	NEW BRITAIN POLICE DEPARTMENT
CT	60100	NEW LONDON POLICE DEPARTMENT
CT	60100	NORWALK POLICE DEPARTMENT
CT	100	PLAINFIELD POLICE DEPARTMENT
CT	60100	STAMFORD POLICE DEPARTMENT
CT	60100	STRATFORD POLICE DEPARTMENT
CT	60100	TORRINGTON POLICE DEPARTMENT
CT	60100	TRUMBULL POLICE DEPARTMENT
CT	60100	VERNON POLICE DEPARTMENT

CT	60100	WALLINGFORD POLICE DEPARTMENT
CT	60100	WATERBURY POLICE DEPARTMENT
CT	60100	WEST HAVEN POLICE DEPARTMENT
CT	60100	WESTPORT POLICE DEPARTMENT
DC	60200	WASHINGTON METROPOLITAN POLICE DEPARTMENT
DE	60100	WILMINGTON POLICE DEPARTMENT
FL	60100	GAINESVILLE POLICE DEPARTMENT
FL	50100	PANAMA CITY POLICE DEPARTMENT
FL	60100	MELBOURNE POLICE DEPARTMENT
FL	60100	PALM BAY POLICE DEPARTMENT
FL	60100	FORT LAUDERDALE POLICE DEPARTMENT
FL	60100	HOLLYWOOD POLICE DEPARTMENT
FL	60100	PLANTATION POLICE DEPARTMENT
FL	60100	PEMBROKE PINES POLICE DEPARTMENT
FL	60100	DAVIE POLICE DEPARTMENT
FL	60100	MARGATE POLICE DEPARTMENT
FL	60100	MIRAMAR POLICE DEPARTMENT
FL	60100	SUNRISE POLICE DEPARTMENT
FL	60100	CORAL SPRINGS POLICE DEPARTMENT
FL	60100	NAPLES POLICE DEPARTMENT
FL	60100	CORAL GABLES POLICE DEPARTMENT
FL	60100	MIAMI POLICE DEPARTMENT
FL	60100	MIAMI BEACH POLICE DEPARTMENT
FL	60100	NORTH MIAMI BEACH POLICE DEPARTMENT
FL	60100	NORTH MIAMI POLICE DEPARTMENT
FL	70100	JACKSONVILLE SHERIFFS OFFICE
FL	50100	PENSACOLA POLICE DEPARTMENT
FL	60100	TAMPA POLICE DEPARTMENT
FL	60100	LEESBURG POLICE DEPARTMENT
FL	60100	FORT MYERS POLICE DEPARTMENT
FL	60100	CAPE CORAL POLICE DEPARTMENT
FL	60100	TALLAHASSEE POLICE DEPARTMENT
FL	60100	OCALA POLICE DEPARTMENT
FL	60100	APOPKA POLICE DEPARTMENT
FL	60100	ORLANDO POLICE DEPARTMENT
FL	60100	WINTER PARK DEPARTMENT OF PUBLIC SAFETY
FL	60100	BOCA RATON POLICE DEPARTMENT
FL	60100	BOYNTON BEACH POLICE DEPARTMENT
FL	60100	RIVIERA BEACH POLICE DEPARTMENT
FL	50100	WEST PALM BEACH POLICE DEPARTMENT
FL	60100	JUPITER POLICE DEPARTMENT
FL	50100	CLEARWATER POLICE DEPARTMENT
FL	60100	LARGO POLICE DEPARTMENT
FL	50100	ST PETERSBURG POLICE DEPARTMENT
FL	50100	LAKELAND POLICE DEPARTMENT
FL	50100	LAKE WALES POLICE DEPARTMENT
FL	50100	FORT PIERCE POLICE DEPARTMENT
FL	60100	PORT ST LUCIE CITY POLICE DEPARTMENT

FL	50100	SARASOTA POLICE DEPARTMENT
FL	60100	ALTAMONTE SPRINGS POLICE DEPARTMENT
FL	60100	LONGWOOD POLICE DEPARTMENT
FL	60100	OVIEDO POLICE DEPARTMENT
FL	50100	DAYTONA BEACH POLICE DEPARTMENT
GA	60100	CARTERSVILLE POLICE DEPARTMENT
GA	60100	MACON POLICE DEPARTMENT
GA	50100	CARROLLTON POLICE DEPARTMENT
GA	50100	SAVANNAH POLICE DEPARTMENT
GA	60100	ATHENS-CLARKE COUNTY POLICE DEPARTMENT
GA	60100	FORT GAINES POLICE DEPARTMENT
GA	50100	MARIETTA POLICE DEPARTMENT
GA	60100	ALBANY POLICE DEPARTMENT
GA	50100	ELBERTON POLICE DEPARTMENT
GA	50100	EAST POINT POLICE DEPARTMENT
GA	60100	ROSWELL POLICE DEPARTMENT
GA	50100	GAINESVILLE POLICE DEPARTMENT
GA	60100	MILLEN POLICE DEPARTMENT
GA	60100	COLUMBUS POLICE DEPARTMENT
GA	50100	COVINGTON POLICE DEPARTMENT
GA	60100	ATLANTA POLICE DEPARTMENT
HI	60200	HONOLULU POLICE DEPARTMENT
IA	60100	WATERLOO POLICE DEPARTMENT
IA	60100	WEST UNION POLICE DEPARTMENT
IA	60100	NEWTON POLICE DEPARTMENT
IA	60100	IOWA CITY POLICE DEPARTMENT
IA	60100	CEDAR RAPIDS POLICE DEPARTMENT
IA	60100	MARSHALLTOWN POLICE DEPARTMENT
IA	50100	DES MOINES POLICE DEPARTMENT
IA	60100	WEST DES MOINES POLICE DEPARTMENT
IA	60100	COUNCIL BLUFFS POLICE DEPARTMENT
IA	60100	DAVENPORT POLICE DEPARTMENT
IA	50100	SIOUX CITY POLICE DEPARTMENT
ID	60100	BOISE POLICE DEPARTMENT
ID	60100	MERIDIAN POLICE DEPARTMENT
ID	60100	POCATELLO POLICE DEPARTMENT
ID	60100	IDAHO FALLS POLICE DEPARTMENT
ID	60100	KELLOGG POLICE DEPARTMENT
IL	60100	QUINCY POLICE DEPARTMENT
IL	60100	ARLINGTON HEIGHTS POLICE DEPARTMENT
IL	60100	BLUE ISLAND POLICE DEPARTMENT
IL	60100	CICERO POLICE DEPARTMENT
IL	60100	SCHAUMBURG POLICE DEPARTMENT
IL	60100	EVANSTON POLICE DEPARTMENT
IL	60100	EVERGREEN PARK POLICE DEPARTMENT
IL	60100	SKOKIE POLICE DEPARTMENT
IL	60100	TINLEY PARK VILLAGE POLICE DEPARTMENT
IL	60100	MOUNT PROSPECT POLICE DEPARTMENT

IL	60100	NORTHBROOK POLICE DEPARTMENT
IL	60100	OAK LAWN POLICE DEPARTMENT
IL	60100	OAK PARK POLICE DEPARTMENT
IL	60100	PALOS PARK POLICE DEPARTMENT
IL	60100	ADDISON POLICE DEPARTMENT
IL	60100	ELMHURST POLICE DEPARTMENT
IL	60100	NAPERVILLE POLICE DEPARTMENT
IL	60100	WHEATON POLICE DEPARTMENT
IL	60100	MINOOKA POLICE DEPARTMENT
IL	60100	MURPHYSBORO POLICE DEPARTMENT
IL	60100	AURORA POLICE DEPARTMENT
IL	60100	ELGIN POLICE DEPARTMENT
IL	60200	GALESBURG POLICE DEPARTMENT
IL	60100	NORTH CHICAGO POLICE DEPARTMENT
IL	60100	WAUKEGAN POLICE DEPARTMENT
IL	60100	DECATUR POLICE DEPARTMENT
IL	60100	ELMWOOD POLICE DEPARTMENT
IL	60100	PEORIA POLICE DEPARTMENT
IL	60100	BELLEVILLE POLICE DEPARTMENT
IL	50100	SPRINGFIELD POLICE DEPARTMENT
IL	60100	EAST PEORIA POLICE DEPARTMENT
IL	60100	JOLIET POLICE DEPARTMENT
IL	60100	ROCKFORD POLICE DEPARTMENT
IL	60100	CHICAGO POLICE DEPARTMENT
IN	60100	FORT WAYNE POLICE DEPARTMENT
IN	60100	MUNCIE POLICE DEPARTMENT
IN	50100	ELKHART POLICE DEPARTMENT
IN	60100	MARION POLICE DEPARTMENT
IN	60100	KOKOMO POLICE DEPARTMENT
IN	60100	EAST CHICAGO POLICE DEPARTMENT
IN	60100	GARY POLICE DEPARTMENT
IN	60100	HAMMOND POLICE DEPARTMENT
IN	60100	ANDERSON POLICE DEPARTMENT
IN	60100	SOUTH BEND POLICE DEPARTMENT
IN	60100	FREMONT POLICE DEPARTMENT
IN	60100	EVANSVILLE POLICE DEPARTMENT
IN	60100	TERRE HAUTE POLICE DEPARTMENT
IN	500	INDIANAPOLIS POLICE DEPARTMENT
KS	60100	LAWRENCE POLICE DEPARTMENT
KS	60100	OLATHE POLICE DEPARTMENT
KS	60100	OVERLAND PARK CITY POLICE DEPARTMENT
KS	60100	PAOLA POLICE DEPARTMENT
KS	60100	WICHITA POLICE DEPARTMENT
KS	60100	TOPEKA POLICE DEPARTMENT
KS	50100	KANSAS CITY POLICE DEPARTMENT
KY	60100	SHEPHERDSVILLE POLICE DEPARTMENT
KY	60100	LOUISVILLE DIVISION OF POLICE
KY	60100	WILMORE POLICE DEPARTMENT

KY	60100	COVINGTON POLICE DEPARTMENT
KY	60100	BOWLING GREEN POLICE DEPARTMENT
LA	50100	BOSSIER POLICE DEPARTMENT
LA	50100	SHREVEPORT POLICE DEPARTMENT
LA	60100	BATON ROUGE POLICE DEPARTMENT
LA	60100	LAFAYETTE POLICE DEPARTMENT
LA	50100	ALEXANDRIA POLICE DEPARTMENT
LA	60100	GRAMERCY POLICE DEPARTMENT
LA	50100	HAMMOND POLICE DEPARTMENT
LA	50100	LEESVILLE POLICE DEPARTMENT
LA	50100	BOGALUSA POLICE DEPARTMENT
LA	50100	NEW ORLEANS POLICE DEPARTMENT
MA	60100	YARMOUTH POLICE DEPARTMENT
MA	60100	DARTMOUTH POLICE DEPARTMENT
MA	60100	FALL RIVER POLICE DEPARTMENT
MA	60100	NEW BEDFORD POLICE DEPARTMENT
MA	60100	RAYNHAM POLICE DEPARTMENT
MA	60100	TAUNTON POLICE DEPARTMENT
MA	60100	LAWRENCE POLICE DEPARTMENT
MA	60100	LYNN POLICE DEPARTMENT
MA	60100	PEABODY POLICE DEPARTMENT
MA	60100	CHICOPEE POLICE DEPARTMENT
MA	60100	HOLYOKE POLICE DEPARTMENT
MA	60100	MONSON POLICE DEPARTMENT
MA	60100	SPRINGFIELD POLICE DEPARTMENT
MA	60100	BELMONT POLICE DEPARTMENT
MA	60100	CAMBRIDGE POLICE DEPARTMENT
MA	60100	CHELMSFORD POLICE DEPARTMENT
MA	60100	FRAMINGHAM POLICE DEPARTMENT
MA	60100	LEXINGTON POLICE DEPARTMENT
MA	60100	LOWELL POLICE DEPARTMENT
MA	60100	NEWTON POLICE DEPARTMENT
MA	60100	SOMERVILLE POLICE DEPARTMENT
MA	60100	WALTHAM POLICE DEPARTMENT
MA	60100	BROOKLINE POLICE DEPARTMENT
MA	60100	QUINCY POLICE DEPARTMENT
MA	60100	BROCKTON POLICE DEPARTMENT
MA	60100	ROCKLAND POLICE DEPARTMENT
MA	60100	BOSTON POLICE DEPARTMENT
MA	60100	ATHOL POLICE DEPARTMENT
MA	60100	BLACKSTONE POLICE DEPARTMENT
MA	60100	CHARLTON POLICE DEPARTMENT
MA	60100	WORCESTER POLICE DEPARTMENT
MD	60100	ANNAPOLIS POLICE DEPARTMENT
MD	60100	CAMBRIDGE POLICE
MD	60200	BALTIMORE CITY POLICE DEPARTMENT
ME	60100	LEWISTON POLICE DEPARTMENT
ME	60100	PORTLAND POLICE DEPARTMENT

MI	60100	BATTLE CREEK POLICE DEPARTMENT
MI	60100	MACKINAW CITY POLICE DEPARTMENT
MI	60100	ESCANABA PUBLIC SAFETY DEPARTMENT
MI	60100	LANSING CITY POLICE DEPARTMENT
MI	50100	KALAMAZOO CITY DEPARTMENT OF PUBLIC SAFETY
MI	60100	GRAND RAPIDS POLICE DEPARTMENT
MI	60100	STERLING HEIGHTS POLICE DEPARTMENT
MI	60100	WARREN POLICE DEPARTMENT
MI	60100	CLINTON TWP (MACOMB CO) POLICE DEPARTMENT
MI	60100	LUDINGTON POLICE DEPARTMENT
MI	60100	BLOOMFIELD TWP POLICE DEPARTMENT
MI	60100	FARMINGTON HILLS POLICE DEPARTMENT
MI	60100	PONTIAC POLICE DEPARTMENT
MI	60100	SOUTHFIELD POLICE DEPARTMENT
MI	60100	SAGINAW CITY POLICE DEPARTMENT
MI	60100	PECK POLICE DEPARTMENT
MI	60100	ANN ARBOR POLICE DEPARTMENT
MI	60100	SALINE POLICE DEPARTMENT
MI	50100	DEARBORN POLICE DEPARTMENT
MI	60100	DETROIT POLICE DEPARTMENT
MI	60100	LIVONIA POLICE DEPARTMENT
MI	60100	REDFORD TWP POLICE DEPARTMENT
MI	50100	RIVERVIEW POLICE DEPARTMENT
MI	60100	TAYLOR POLICE DEPARTMENT
MI	60100	WESTLAND POLICE DEPARTMENT
MN	60100	EAGAN CITY POLICE DEPARTMENT
MN	60100	BLOOMINGTON POLICE DEPARTMENT
MN	60100	BROOKLYN CENTER POLICE DEPARTMENT
MN	60100	BROOKLYN PARK CITY POLICE DEPARTMENT
MN	60100	MINNEAPOLIS POLICE DEPARTMENT
MN	60100	MAPLE GROVE POLICE DEPARTMENT
MN	60100	MORA POLICE DEPARTMENT
MN	60100	ADRIAN POLICE DEPARTMENT
MN	60100	ROCHESTER POLICE DEPARTMENT
MN	60100	ST PAUL POLICE DEPARTMENT
MN	60100	DULUTH CITY POLICE DEPARTMENT
MN	60100	STAPLES CITY POLICE DEPARTMENT
MN	60100	OAKDALE POLICE DEPARTMENT
MO	60100	CASSVILLE POLICE DEPARTMENT
MO	60100	COLUMBIA POLICE DEPARTMENT
MO	60100	ST JOSEPH POLICE DEPARTMENT
MO	60100	SPRINGFIELD POLICE DEPARTMENT
MO	60100	INDEPENDENCE POLICE DEPARTMENT
MO	60100	SUGAR CREEK POLICE DEPARTMENT
MO	60100	CHILLICOTHE POLICE DEPARTMENT
MO	60100	O'FALLON POLICE DEPARTMENT
MO	60100	BALLWIN POLICE DEPARTMENT
MO	60100	GLENDALE POLICE DEPARTMENT

MO	60100	CHESTERFIELD POLICE DEPARTMENT
MO	60100	FORSYTH POLICE DEPARTMENT
MO	60100	KANSAS CITY POLICE DEPARTMENT
MO	60200	ST LOUIS CITY POLICE DEPARTMENT
MS	60100	HATTIESBURG POLICE DEPARTMENT
MS	60100	GULFPORT POLICE DEPARTMENT
MS	50100	JACKSON POLICE DEPARTMENT
MS	60100	PASCAGOULA POLICE DEPARTMENT
MS	50100	TUPELO POLICE DEPARTMENT
MS	60100	CANTON POLICE DEPARTMENT
MS	60100	VICKSBURG POLICE DEPARTMENT
MT	60100	FORT BENTON POLICE DEPARTMENT
MT	60100	FAIRVIEW CITY POLICE DEPARTMENT
MT	60100	GLASGOW CITY POLICE DEPARTMENT
MT	60100	BILLINGS POLICE DEPARTMENT
NE	60100	HASTINGS POLICE DEPARTMENT
NE	60100	OMAHA POLICE DEPARTMENT
NE	60100	GRAND ISLAND POLICE DEPARTMENT
NE	60100	LINCOLN POLICE DEPARTMENT
NC	60100	BURLINGTON POLICE DEPARTMENT
NC	60100	BLADENBORO POLICE DEPARTMENT
NC	60100	ASHEVILLE POLICE DEPARTMENT
NC	60100	KANNAPOLIS POLICE DEPARTMENT
NC	60100	CONOVER POLICE DEPARTMENT
NC	60100	HICKORY POLICE DEPARTMENT
NC	60200	FAYETTEVILLE POLICE DEPARTMENT
NC	60100	DURHAM POLICE DEPARTMENT
NC	60100	ROCKY MOUNT POLICE DEPARTMENT
NC	60100	WINSTON-SALEM POLICE DEPARTMENT
NC	60100	GASTONIA POLICE DEPARTMENT
NC	60100	GREENSBORO POLICE DEPARTMENT
NC	60100	HIGH POINT POLICE DEPARTMENT
NC	60100	HENDERSONVILLE POLICE DEPARTMENT
NC	60100	STATESVILLE POLICE DEPARTMENT
NC	60100	CHARLOTTE-MECKLENBURG POLICE DEPARTMENT
NC	60100	WILMINGTON POLICE DEPARTMENT
NC	60100	SURF CITY POLICE DEPARTMENT
NC	60100	GREENVILLE POLICE DEPARTMENT
NC	60100	ROCKINGHAM POLICE DEPARTMENT
NC	60100	LUMBERTON POLICE DEPARTMENT
NC	60100	MONROE POLICE DEPARTMENT
NC	60100	RALEIGH POLICE DEPARTMENT
NC	60100	WILSON POLICE DEPARTMENT
ND	60100	WAHPETON POLICE DEPARTMENT
NH	60100	MANCHESTER POLICE DEPARTMENT
NH	60100	NASHUA POLICE DEPARTMENT
NH	60100	HAMPTON POLICE DEPARTMENT
NH	60100	SEABROOK POLICE DEPARTMENT

NH	60100	CHARLESTOWN POLICE DEPARTMENT
NJ	60200	EGG HARBOR TWP POLICE DEPARTMENT
NJ	60100	PLEASANTVILLE POLICE DEPARTMENT
NJ	60100	EAST RUTHERFORD POLICE DEPARTMENT
NJ	60100	BELLMAWR POLICE DEPARTMENT
NJ	60100	CAMDEN POLICE DEPARTMENT
NJ	60100	CHESILHURST BORO POLICE DEPARTMENT
NJ	60100	CHERRY HILL POLICE DEPARTMENT
NJ	60100	GLOUCESTER TWP POLICE DEPARTMENT
NJ	60100	MILLVILLE POLICE DEPARTMENT
NJ	60100	VINELAND POLICE DEPARTMENT
NJ	60100	BELLEVILLE TWP POLICE DEPARTMENT
NJ	60100	BLOOMFIELD TWP POLICE DEPARTMENT
NJ	60100	EAST ORANGE POLICE DEPARTMENT
NJ	60100	MONTCLAIR TWP POLICE DEPARTMENT
NJ	60100	ORANGE CITY POLICE DEPARTMENT
NJ	60100	VERONA TWP POLICE DEPARTMENT
NJ	60100	WEST ORANGE TWP POLICE DEPARTMENT
NJ	60100	MONROE TWP (GLOUCESTER CO) POLICE DEPARTMENT
NJ	60100	BAYONNE POLICE DEPARTMENT
NJ	60100	GUTTENBERG POLICE DEPARTMENT
NJ	60100	HOBOKEN POLICE DEPARTMENT
NJ	60100	KEARNY POLICE DEPARTMENT
NJ	60100	NORTH BERGEN TWP POLICE DEPARTMENT
NJ	60100	UNION CITY POLICE DEPARTMENT
NJ	60100	WEST NEW YORK POLICE DEPARTMENT
NJ	60100	TRENTON POLICE DEPARTMENT
NJ	60100	DUNELLEN POLICE DEPARTMENT
NJ	60200	EAST BRUNSWICK POLICE DEPARTMENT
NJ	60100	NEW BRUNSWICK POLICE DEPARTMENT
NJ	60200	NORTH BRUNSWICK TWP POLICE DEPARTMENT
NJ	60100	PERTH AMBOY POLICE DEPARTMENT
NJ	60100	HIGHLANDS POLICE DEPARTMENT
NJ	60100	LONG BRANCH POLICE DEPARTMENT
NJ	60200	MIDDLETOWN TWP POLICE DEPARTMENT
NJ	60100	TINTON FALLS POLICE DEPARTMENT
NJ	60100	DOVER TWP POLICE DEPARTMENT
NJ	60100	LINCOLN PARK POLICE DEPARTMENT
NJ	60100	MORRIS TWP POLICE DEPARTMENT
NJ	60200	PARSIPPANY POLICE DEPARTMENT
NJ	60100	BRICK TWP POLICE DEPARTMENT
NJ	60100	LAKESWOOD POLICE DEPARTMENT
NJ	60100	STAFFORD TWP POLICE DEPARTMENT
NJ	60100	CLIFTON POLICE DEPARTMENT
NJ	60100	WAYNE POLICE DEPARTMENT
NJ	60100	SPARTA TWP POLICE DEPARTMENT
NJ	60100	ELIZABETH POLICE DEPARTMENT
NJ	60100	LINDEN POLICE DEPARTMENT

NJ	60100	PLAINFIELD POLICE DEPARTMENT
NJ	60100	ROSELLE PARK BORO POLICE DEPARTMENT
NJ	60100	UNION TWP POLICE DEPARTMENT
NJ	60100	NEWARK POLICE DEPARTMENT
NM	60100	ALBUQUERQUE POLICE DEPARTMENT
NM	60100	LAS CRUCES POLICE DEPARTMENT
NM	60100	BERNALILLO POLICE DEPARTMENT
NM	60100	CORRALES POLICE DEPARTMENT
NM	50100	SANTA FE POLICE DEPARTMENT
NV	50100	NORTH LAS VEGAS POLICE DEPARTMENT
NV	50100	HENDERSON POLICE DEPARTMENT
NV	50100	RENO POLICE DEPARTMENT
NY	60100	ALBANY POLICE DEPARTMENT
NY	60100	COLONIE TOWN POLICE
NY	60100	BINGHAMTON POLICE DEPARTMENT
NY	60100	JOHNSON CITY POLICE DEPARTMENT
NY	60100	POUGHKEEPSIE CITY POLICE DEPARTMENT
NY	60100	BUFFALO POLICE DEPARTMENT
NY	60100	TONAWANDA TOWN POLICE DEPARTMENT
NY	60100	AMHERST POLICE DEPARTMENT
NY	60100	CHEEKTOWAGA POLICE DEPARTMENT
NY	60100	WEST SENECA POLICE DEPARTMENT
NY	60100	ROCHESTER POLICE DEPARTMENT
NY	60100	BRIGHTON POLICE DEPARTMENT
NY	60100	LONG BEACH POLICE DEPARTMENT
NY	60100	HEMPSTEAD VILLAGE POLICE DEPARTMENT
NY	60100	LYNBROOK POLICE DEPARTMENT
NY	60100	OLD BROOKVILLE POLICE DEPARTMENT
NY	60300	NEW YORK CITY POLICE DEPARTMENT
NY	60100	NIAGARA FALLS POLICE DEPARTMENT
NY	60100	UTICA POLICE DEPARTMENT
NY	60100	SYRACUSE POLICE DEPARTMENT
NY	60100	GENEVA CITY POLICE DEPARTMENT
NY	60100	TROY POLICE DEPARTMENT
NY	60100	SPRING VALLEY POLICE DEPARTMENT
NY	60100	CLARKSTOWN POLICE DEPARTMENT
NY	60100	ORANGETOWN POLICE DEPARTMENT
NY	60100	RAMAPO POLICE DEPARTMENT
NY	60100	SARATOGA SPRINGS POLICE DEPARTMENT
NY	60100	SCHENECTADY POLICE DEPARTMENT
NY	60100	HUNTINGTON BAY POLICE DEPARTMENT
NY	60100	FALLSBURG POLICE DEPARTMENT
NY	60100	WHITE PLAINS POLICE DEPARTMENT
NY	60100	MT VERNON POLICE DEPARTMENT
NY	60100	NEW ROCHELLE POLICE DEPARTMENT
NY	60100	PORT CHESTER POLICE DEPARTMENT
NY	50100	YONKERS POLICE DEPARTMENT
NY	60100	GREENBURGH POLICE DEPARTMENT

OH	60100	SPENCERVILLE POLICE DEPARTMENT
OH	60100	HAMILTON CITY POLICE DEPARTMENT
OH	60100	SPRINGFIELD CITY POLICE DEPARTMENT
OH	50100	STRONGSVILLE POLICE DEPARTMENT
OH	50100	UNIVERSITY HEIGHTS POLICE DEPARTMENT
OH	60100	DEFIANCE CITY POLICE DEPARTMENT
OH	50100	FAIRBORN POLICE DEPARTMENT
OH	60100	SHARONVILLE POLICE DEPARTMENT
OH	50100	NEWARK CITY POLICE DEPARTMENT
OH	50100	ELYRIA POLICE DEPARTMENT
OH	60100	TOLEDO POLICE DEPARTMENT
OH	50100	YOUNGSTOWN POLICE DEPARTMENT
OH	60100	SPRINGFIELD TWP (HAMILTON CO) POLICE DEPARTMENT
OH	50100	DAYTON POLICE DEPARTMENT
OH	60100	WEST CARROLLTON POLICE DEPARTMENT
OH	60100	CANTON POLICE DEPARTMENT
OH	60100	AKRON POLICE DEPARTMENT
OH	60100	STOW POLICE DEPARTMENT
OH	60100	CINCINNATI POLICE DEPARTMENT
OH	60100	CLEVELAND POLICE DEPARTMENT
OH	50100	COLUMBUS POLICE DEPARTMENT
OK	60100	NORMAN POLICE DEPARTMENT
OK	50100	LAWTON POLICE DEPARTMENT
OK	60100	MEEKER POLICE DEPARTMENT
OK	60100	EDMOND POLICE DEPARTMENT
OK	50100	OKLAHOMA CITY POLICE DEPARTMENT
OK	50100	BROKEN ARROW POLICE DEPARTMENT
OK	60100	TULSA POLICE DEPARTMENT
OR	60100	MILWAUKIE POLICE DEPARTMENT
OR	60100	EUGENE POLICE DEPARTMENT
OR	60100	SALEM POLICE DEPARTMENT
OR	60100	GRESHAM POLICE DEPARTMENT
OR	60100	PORTLAND POLICE DEPARTMENT
OR	60100	BEAVERTON POLICE DEPARTMENT
PA	60300	LOGAN TWP (BLAIR CO) POLICE DEPARTMENT
PA	60100	BRISTOL TWP POLICE DEPARTMENT
PA	60100	CRESSONA BORO (SCHUYLKILL CO) POLICE DEPARTMENT
PA	60100	CARLISLE BORO POLICE DEPARTMENT
PA	60100	CHESTER CITY POLICE DEPARTMENT
PA	60100	DARBY TWP POLICE DEPARTMENT
PA	60100	SCRANTON CITY POLICE DEPARTMENT
PA	60100	LANCASTER CITY (LANCASTER CO) POLICE DEPARTMENT
PA	60100	ALLENTOWN POLICE DEPARTMENT
PA	60100	BRADFORD CITY POLICE DEPARTMENT
PA	60100	BRYN ATHYN BORO POLICE DEPARTMENT
PA	60100	JENKINTOWN BORO POLICE DEPARTMENT
PA	60100	LOWER MERION TWP POLICE DEPARTMENT
PA	60100	UPPER MERION TWP POLICE DEPARTMENT

PA	60100	WHITEMARSH TWP POLICE DEPARTMENT
PA	60100	BETHLEHEM CITY (NORTHAMPTON CO) POLICE DEPARTMENT
PA	60100	IRWIN BORO POLICE DEPARTMENT
PA	60200	WEST MANCHESTER TWP POLICE DEPARTMENT
PA	60100	PHILADELPHIA POLICE DEPARTMENT
PA	60100	PITTSBURGH BUREAU OF POLICE
RI	60100	WARWICK POLICE DEPARTMENT
RI	60100	CRANSTON POLICE DEPARTMENT
RI	60100	LINCOLN POLICE DEPARTMENT
RI	60100	PAWTUCKET POLICE DEPARTMENT
RI	60100	PROVIDENCE POLICE DEPARTMENT
RI	60100	SMITHFIELD POLICE DEPARTMENT
RI	60100	WOONSOCKET POLICE DEPARTMENT
SC	50100	ANDERSON POLICE DEPARTMENT
SC	100	CHARLESTON CITY POLICE DEPARTMENT
SC	60100	MOUNT PLEASANT POLICE DEPARTMENT
SC	60100	NORTH CHARLESTON POLICE DEPARTMENT
SC	60100	GREENVILLE POLICE DEPARTMENT
SC	60100	MYRTLE BEACH POLICE DEPARTMENT
SC	60100	BENNETSVILLE POLICE DEPARTMENT
SC	60100	NEWBERRY POLICE DEPARTMENT
SC	60100	ORANGEBURG DEPARTMENT OF PUBLIC SAFETY
SC	50100	COLUMBIA POLICE DEPARTMENT
SC	60100	SPARTANBURG PUBLIC SAFETY DEPARTMENT
SC	60100	SUMTER POLICE DEPARTMENT
SC	60100	ROCK HILL POLICE DEPARTMENT
SD	60100	SIOUX FALLS POLICE DEPARTMENT
TN	60100	CROSSVILLE POLICE DEPARTMENT
TN	60100	NASHVILLE-DAVIDSON METRO POLICE DEPARTMENT
TN	60100	MORRISTOWN POLICE DEPARTMENT
TN	60100	CHATTANOOGA POLICE DEPARTMENT
TN	60100	COLLEGEDALE POLICE DEPARTMENT
TN	50100	KNOXVILLE POLICE DEPARTMENT
TN	60100	JACKSON POLICE DEPARTMENT
TN	60100	CLARKSVILLE POLICE DEPARTMENT
TN	60100	MURFREESBORO POLICE DEPARTMENT
TN	60100	GERMANTOWN POLICE DEPARTMENT
TN	60100	MILLINGTON POLICE DEPARTMENT
TN	50100	KINGSPORT POLICE DEPARTMENT
TN	50100	JOHNSON CITY POLICE DEPARTMENT
TN	60100	MEMPHIS POLICE DEPARTMENT
TX	50100	LUFKIN POLICE DEPARTMENT
TX	50100	KILLEEN POLICE DEPARTMENT
TX	50100	TEMPLE POLICE DEPARTMENT
TX	60100	UNIVERSAL CITY POLICE DEPARTMENT
TX	60100	BRYAN POLICE DEPARTMENT
TX	60100	COLLEGE STATION POLICE DEPARTMENT

TX	60100	BROWNSVILLE POLICE DEPARTMENT
TX	50100	HARLINGEN POLICE DEPARTMENT
TX	60100	PLANO POLICE DEPARTMENT
TX	60100	CARROLLTON POLICE DEPARTMENT
TX	50100	GARLAND POLICE DEPARTMENT
TX	50100	GRAND PRAIRIE POLICE DEPARTMENT
TX	50100	IRVING POLICE DEPARTMENT
TX	60100	MESQUITE POLICE DEPARTMENT
TX	60100	RICHARDSON POLICE DEPARTMENT
TX	50100	DENTON POLICE DEPARTMENT
TX	50100	ODESSA POLICE DEPARTMENT
TX	60100	EL PASO POLICE DEPARTMENT
TX	50100	DENISON POLICE DEPARTMENT
TX	50100	LONGVIEW POLICE DEPARTMENT
TX	60100	BAYTOWN POLICE DEPARTMENT
TX	60100	DEER PARK POLICE DEPARTMENT
TX	60100	HUMBLE POLICE DEPARTMENT
TX	50100	LA PORTE POLICE DEPARTMENT
TX	50100	PASADENA POLICE DEPARTMENT
TX	60100	SOUTH HOUSTON POLICE DEPARTMENT
TX	60100	MCALLEN POLICE DEPARTMENT
TX	50100	BEAUMONT POLICE DEPARTMENT
TX	50100	PORT ARTHUR CITY POLICE DEPARTMENT
TX	60100	CLEBURNE POLICE DEPARTMENT
TX	60100	BOERNE POLICE DEPARTMENT
TX	60100	MUNDAY POLICE DEPARTMENT
TX	60100	LUBBOCK POLICE DEPARTMENT
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TX	50100	CORPUS CHRISTI POLICE DEPARTMENT
TX	50100	AMARILLO POLICE DEPARTMENT
TX	60100	TYLER POLICE DEPARTMENT
TX	60100	BRECKENRIDGE POLICE DEPARTMENT
TX	50100	ARLINGTON POLICE DEPARTMENT
TX	70100	FORT WORTH POLICE DEPARTMENT
TX	60100	HALTOM CITY POLICE DEPARTMENT
TX	50100	ABILENE POLICE DEPARTMENT
TX	50100	SAN ANGELO POLICE DEPARTMENT
TX	60100	AUSTIN POLICE DEPARTMENT
TX	60100	PFLUGERVILLE POLICE DEPARTMENT
TX	100	PRAIRIE VIEW POLICE DEPARTMENT
TX	60100	LAREDO POLICE DEPARTMENT
TX	50100	WICHITA FALLS POLICE DEPARTMENT
TX	60100	ROUND ROCK POLICE DEPARTMENT
TX	60100	DALLAS POLICE DEPARTMENT
TX	60100	HOUSTON POLICE DEPARTMENT
TX	60100	SAN ANTONIO POLICE DEPARTMENT
UT	60100	PRICE POLICE DEPARTMENT

UT	60100	SALT LAKE CITY POLICE DEPARTMENT
UT	100	WEST VALLEY CITY POLICE DEPARTMENT
UT	60100	TOOELE POLICE DEPARTMENT
UT	60100	ST GEORGE POLICE DEPARTMENT
UT	60100	OGDEN POLICE DEPARTMENT
VA	60100	ALTAVISTA POLICE DEPARTMENT
VA	60100	ALEXANDRIA POLICE DEPARTMENT
VA	60100	CHESAPEAKE POLICE DEPARTMENT
VA	60100	DANVILLE POLICE DEPARTMENT
VA	60100	FAIRFAX CITY POLICE DEPARTMENT
VA	60100	HAMPTON POLICE DIVISION
VA	60100	LYNCHBURG POLICE DEPARTMENT
VA	60200	NEWPORT NEWS POLICE DEPARTMENT
VA	60100	NORFOLK POLICE DEPARTMENT
VA	60100	PETERSBURG POLICE DEPARTMENT
VA	60100	PORTSMOUTH POLICE DEPARTMENT
VA	60100	RICHMOND CITY BUREAU OF POLICE
VA	60100	ROANOKE CITY POLICE DEPARTMENT
VA	60100	SUFFOLK POLICE DEPARTMENT
VA	60100	VIRGINIA BEACH POLICE DEPARTMENT
WA	60100	OTHELLO POLICE DEPARTMENT
WA	60100	KENNEWICK POLICE DEPARTMENT
WA	60100	VANCOUVER POLICE DEPARTMENT
WA	60100	KELSO POLICE DEPARTMENT
WA	50100	OAK HARBOR CITY POLICE DEPARTMENT
WA	60100	BELLEVUE POLICE DEPARTMENT
WA	50100	KENT POLICE DEPARTMENT
WA	60100	FEDERAL WAY POLICE DEPARTMENT
WA	50100	TACOMA POLICE DEPARTMENT
WA	60100	EDMONDS POLICE DEPARTMENT
WA	60100	EVERETT POLICE DEPARTMENT
WA	100	MOUNTLAKE TERRACE POLICE DEPARTMENT
WA	60100	SPOKANE POLICE DEPARTMENT
WA	50100	WALLA WALLA POLICE DEPARTMENT
WA	60100	YAKIMA POLICE DEPARTMENT
WA	60100	SEATTLE POLICE DEPARTMENT
WI	60100	RICE LAKE POLICE DEPARTMENT
WI	60100	MADISON CITY POLICE DEPARTMENT
WI	60100	FOND DU LAC POLICE DEPARTMENT
WI	60200	KENOSHA POLICE DEPARTMENT
WI	60100	TWIN LAKES POLICE DEPARTMENT
WI	60100	LA CROSSE POLICE DEPARTMENT
WI	60100	MANITOWAC POLICE DEPARTMENT
WI	60100	WAUSAU POLICE DEPARTMENT
WI	60100	WEST ALLIS POLICE DEPARTMENT
WI	60100	TOMAH POLICE DEPARTMENT
WI	60100	RACINE POLICE DEPARTMENT
WI	60100	BELOIT CITY POLICE DEPARTMENT

WI	60100	WAUKESHA POLICE DEPARTMENT
WI	60100	OCONOMOWOC CITY POLICE DEPARTMENT
WI	60100	OSHKOSH CITY POLICE DEPARTMENT
WI	60100	MILWAUKEE POLICE DEPARTMENT
WV	60100	CHARLESTON POLICE DEPARTMENT
WY	100	MOUNTAIN VIEW POLICE DEPARTMENT

APPENDIX D. SAMPLE DETAILS

This study used data from the 2000 and 2007 Bureau of Justice Statistics LEMAS surveys. In order to make direct cross comparisons between local police agencies across different time periods, the current study includes only those 720 local police agencies that responded to both the 2000 and 2007 LEMAS surveys. This created sample bias relating to geographical regions, jurisdiction population, and size of police agencies. The distributions assigned to each are disclosed below. The “combined” distributions represented the current study’s sample of 720 local police agencies. The “Unweighted” distributions reflect the actual responses generated in the 2000 and 2007 LEMAS surveys. The “weighted” distributions reflect the 2000 and 2007 responses from the LEMAS surveys, once adjusted by LEMAS program administrators to meet known characteristics of the population of local police agencies in 1996 and 2004.

Region	Combined		Weighted		Unweighted	
	2000/2007	2000	2007	2000	2007	
Northeast	24.6	22.2	20.5	25.5	22.6	
Midwest	22.4	34.2	33.8	28.5	27.7	
South	32.2	32.6	35.6	31.3	34.4	
West	20.8	11	10.1	14.8	15.3	
Total	100	100	100	100	100	
*It appears that the Midwest is underrepresented and the West is overrepresented.						

Population	Combined		Weighted		Unweighted	
	2000	2007	2000	2007	2000	2007
1 to 49999	38.6	37.1	95.2	94.3	73.7	70.8
50000 to 999999	60.1	61.7	4.8	5.5	25.8	28.6
1000000 to 1999999	0.8	0.7	0	0.1	0.3	0.5
2000000 or more	0.4	0.6	0	0	0.2	0.2
Total	100	100	100	100	100	100
*It appears that jurisdictions under 50000 are substantially underrepresented.						

Full-time Sworn Officers	Combined		Weighted		Unweighted	
	2000	2007	2000	2007	2000	2007
1	0	0.1	9.4	8.2	3.5	2.6
2 to 4	1.3	1.3	24.5	18.1	9.6	5.9
5 to 9	2.4	2.5	21.3	23	11.3	10.4
10 to 24	6.4	6.3	21.5	25.1	17.4	18.3
25 to 49	9.1	8.2	12.6	12.7	16.6	16.2
50 to 99	17	15.4	6.4	7.4	15.4	16.6
100 to 249	41.8	42	3	3.7	17.6	19.7
250 to 499	12.1	13.2	0.8	0.9	4.9	5.3
500 to 999	4.6	5.1	0.3	0.4	1.8	2.3
1000 or More	5.4	5.8	0.3	0.4	2	2.6
Total	100	100	100	100	100	100
*It appears that the 100+ officer agencies are overrepresented.						

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