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POLICE UNDERSTANDING OF HOMELAND SECURITY ROLE

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POLICE UNDERSTANDING OF HOMELAND SECURITY ROLE

A Master Thesis

Submitted to the Faculty

of

American Military University

by

Chris Alan Howard

In Partial Fulfillment of the

Requirements for the Degree

of

Master of Arts

May 2017

American Public University

Charles Town, WV
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DEDICATION

I dedicate this thesis to my parents. Without their patience, understanding, support, and, most of all, love; the completion of this work would not have been possible. Also to my friends Angelica and Duncan who have helped in keeping me focused and on a path moving forward.
ACKNOWLEDGMENTS

I would like to thank Dr. Kim Miller for her excellent guidance, patience, and advice through the thesis process. I could not have accomplished this task without her. I would like to thank the members of the departments that participated in this study for their help. I also would like to thank the committee members.
A lack of clarity exists in the role state and local police has with homeland security. Morreale and Lambert (2009) mentioned new role of homeland security has left police agencies with a great amount of uncertainty in the conduct of their role. In addition, Ortiz, Hendricks, and Sugie (2007) questioned if departments need to abandon community policing for a paramilitary style to use in homeland security. This study utilized qualitative method by interviewing officers from state and local departments to understand their view on this role and to gain information on if departments should abandon or maintain community policing with homeland security. This study discovered officers viewed their role with homeland security as a supportive role, assisting federal agencies rather than active role protecting the homeland and preventing terrorist incidents. This study also concluded officers viewed community policing better for homeland security, since empowers the community members with the protecting the community by reporting suspicious individuals or activities that officers would not see through
normal situations. Future recommendation is a similar study in a bigger city, one such as Atlanta or Chicago, which would be a prime target for terrorist attacks.

*Keywords:* Homeland security, protection, prevention, community policing, intelligence gathering
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Introduction

Homeland security is the role that law enforcement has in providing protection to the country from terrorist attacks and natural disasters. This role later extended from the responsibility of federal agencies to also state and local law enforcement departments across the country. With the limited amount of federal agents that are capable of conducting homeland security missions and the vastness of the country there is a need to employ other departments to help. However, this role lacked clarity in defining expectations of state and local agencies. In addition to the lack of clarity with this role police departments received very little funding for resources or training to help them in understanding how to conduct the role with homeland security. Though funding was available for agencies, departments did not receive many resources in direct support of the homeland security role. They did not receive any training from federal agencies as well in how to conduct this new role. Scholars, Ortiz, Hendricks, and Sugie (2007) even began to question if the police were employing the proper policing method for this role or if they should abandon community policing for a paramilitary or legalistic method in support of homeland security. In clarifying this role for state and local departments, they can help federal agencies in providing protection and possibly prevent future terrorist attacks from happening.

America realized with the September 11, 2001, terrorist attacks that our homeland is unfortunately not as safe and secure as we perceived it to be. In the days after the attack, America changed forever, especially with Congress creating the Department of Homeland Security and moving all the law enforcement agencies under this newly created department. Law enforcement had a decentralized structure that made fighting the war on terror very difficult (Afacan, 2007). Congress realized after September 11, 2001, that federal agencies were going to
be unable to provide eyes and ears around the entire country. This created a need for state and local law enforcement to provide assistance with homeland security.

Since 2001, there have been 208 terrorist attacks and attempted attacks within America (Plumer, 2013). Although, police will not ever be able to stop all attempted attacks by terrorist the benefit of extending homeland security to include the use state and local law enforcement helps in decreasing the chance of attacks being successful. Along with the fact that most terrorist attacks since the Oklahoma City bombing have become more and more conducted by an individual rather than a group, makes it harder for police to capture suspects (Plumer, 2013). This places more emphasis on state and local law enforcement understanding their role with homeland security to help in identifying individual suspect’s behavior and protection of locations and special events.

This research focused on examining the routine activities theory in that a crime is committed if there is a motivated offender, a suitable target, and a lack of guardianship. Routine activities theory commonly applies to typical street crimes. Canetti-Nisim, Mesch, and Pedahzur (2006) utilized the routine activities theory in their study and able to illustrate that is reaches far beyond street crimes. They used the theory in application to terrorism, proving that with time and place meeting together, a motivated offender and a victim or target being without guardianship can also create opportunity for crime.

This study is important for the fact that the expectations for law enforcement with the role they play in the homeland security of America are vital not only to that of the public but also to that of the democracy of the country. Many terrorist groups want to conduct attacks against Americans and our way of life. Any information we can learn and apply to helping with protecting the American people and the structure of our way of life is very important. Clarifying
the role that officers have in homeland security can be something that might make the difference in the prevention of a terrorist attack. In addition, the method of policing can make a major difference in the protection of the communities that officers serve. The use of community policing that utilizes the members of the community to help in identifying individuals or situations that they see and relay them to law enforcement or a paramilitary or legalistic policing that could potential alienate certain ethnical members of the community with officers trying to find suspects.

**Research Question**

It was discovered through the review of literature that there is a gap in the role that local law enforcement have in homeland security and their understanding of this role along with resources, training, and policing method to perform this role. Although this new role of homeland security is on state and local departments, their role is not clear and resources and training to conduct the new role is still lacking for these departments. In helping to identify this role and the policing style in which agencies can best use with it, departments will be able to better protect and prevent terrorist attacks in the future.

It was immediately after September 11, 2001 legislation created changes that effected law enforcement’s role in homeland security (Oliver, 2009). Even with the changes placing more power and responsibility on local law enforcement if failed to explain to them how to conduct their new roles. It was much like in previous times when responsibility to solve problems in situations were expected of police, yet they were never shown or trained on how to exactly do so. Consideration to adjust policing styles with newer ones that placed emphasis on sharing information among agencies to identify and prevent threats of terrorism (Oliver, 2009). Scholars
and think tanks then began conveying roles of law enforcement with homeland security, but still no one was explaining how to complete these roles beyond large strategy.
Literature Review

Introduction to the Literature Review

The literature review for this study utilized peer review and scholarly articles retrieved from the American Public University System online library and a few other scholarly articles from other libraries. This review is based on but not limited only to; the definition of homeland security, the role assigned to local law enforcement with homeland security, resources and training provided to local law enforcement for homeland security missions, and policing methods suggested or utilized to help law enforcement in homeland security missions.

Review of the Literature

With the state and local police now having a role in homeland security, a need for the role to be clarified in defining what their role consists and if the departments should abandon community policing for a legalistic style in support of homeland security. The topic overall that is being researched and investigated is the role of state and local law enforcement with homeland security, how they understand their role, and method of policing best suited for them in this role. The importance of this study to the field is that it can help in contributing to state and local law enforcement with understanding their role in homeland security along with resources, training, and policing method that would help in them being successful in this new role. The results are from the perception that local officers have with the role and how it pertains to their area of responsibility.

Henry (2002) and Sloan (2002) both considered in their research the fact that terrorist attacks can happen anywhere in America, regardless if it is a city or a rural area. Given this, it is vital that all law enforcement understand the integral role they play in either gathering
intelligence or responding to attacks as a first responder. The limited amount of research available provided some assistance in establishing what law enforcement agencies around America understand to their role with homeland security along with proper training and resources needed to accomplish this role. Morreale and Lambert (2009) declared that with additional knowledge in this role local law enforcement can better assist in homeland security.

This study is important because its focus on state and local law enforcement understanding their role with homeland security but also because it helps to identify what agencies consider would help them in handling this role. Henry (2002) argued that police must adjust their policies, establish training, modify operational practices, and improve on their relationships with agencies to be able to overcome the potential of future threats of terrorism.

In addition, the study will help fill the gap that exists in previous literature by providing more information and knowledge to the solution of law enforcement understanding their role in homeland security and method of policing to utilize for effectively homeland security. The findings help not only with determining the understanding that local law enforcement have on their role but also will help in identifying if potential training and resources have been provided to them for this role. For this reason the study helps by contributing to prior knowledge and research with identifying the need to better ensure local law enforcement agencies are not only given a role in homeland security but that this role is both well defined in what they are expected to perform and training in how to conduct this role.

A previous study done by Thacher (2005) focused on the role of the local police in communities that have a greater population of Arab Americans. There have also been studies on changing policing methods to intelligence led policing as it is believed to be better in prevention with offender search being one of the main focuses for homeland security. Some scholars,
Morreale and Lambert (2009) have viewed points in their research about state and local agencies not receiving the resources and training needed to conduct homeland security missions. While there has been funding provided not all state and local departments have utilized the opportunity for the training or they simply did not have the amount of staffing within their departments to support sending officers to receive the training (Morreale & Lambert, 2009).

This study differs in that it draws its information from a city with lower population to that of major metropolis, which would have a larger police force and could provide more capability in conducting the role with homeland security. They might be able to focus a certain amount of officers without the need for more resources or training and able to do so with only the understanding of homeland security as more security to major events, such as sports or special celebrations or even national monuments or government buildings. While a smaller city might not have such events so do they focus on searching for people that might display what could be terrorist behavior?

This study also gathers information from a longer lapse of time beyond the research Lee did within just a couple years after the September 11, 2001 attacks. This allows any adjustments made on the original plan of homeland security in such a wide scale that might not have been previous known or identified. As well as, factoring in funding and training provided for all levels of law enforcement for homeland security functions. In addition, it allows law enforcement to apply a method of policing and can firmly establish this method into every day practices within their departments for a consistency over time (Lee, 2010).

**Definition**

In order for one to understand what is unknown about the role for state and local law enforcement with homeland security, one must know the definition of homeland security. The
largest problem seen in the homeland security missions is the definition of the role for state and local police departments (Morreale & Lambert, 2009). The USA PATRIOT ACT of 2001 (2001), which was enacted after the September 11, 2001 terrorist attacks, brought changes to capabilities within law enforcement. It created the authority for shared criminal investigative information, meaning that federal agencies were now able to share investigative information dealing with terrorist acts with other law enforcement agencies to help in protecting the American people. The Act also extended all the rights to federal government to include that of state and local law enforcement with the protection of America. This is what actually gave the role for states and local law enforcement agencies the responsibility of assisting in homeland security. Along with the extension of these rights to other agencies, the PATRIOT ACT included funding for agencies in homeland security missions.

The Department of Homeland Security (2016) defined that homeland security is ensuring safety and security of the homeland from terrorists and other hazards. It has been a concern of the government to protect both the population and infrastructure from disasters, both human and natural origin (Reiter & Rohatgi, 2004). Homeland security is much more than stopping a terrorist from either shooting up a populated area or blowing up a building to cause mass casualties. It also includes the protection of transportation, power sites, water plants, and many other critical systems. In addition, it is also protecting communities in times of natural disasters such as providing response teams like emergency command and control to coordinate recovery efforts and maintaining essential services for floods, hurricanes, or earthquakes (Reiter & Rohatgi, 2004).

Although homeland security encompassed both terrorist attacks and natural disasters, for this study will focus on the role with prevention, protection, and reaction to terrorist attacks.
Even with a defined definition of homeland security, the role that the federal government expects state and local law enforcement to play is one that must be clear and understood. If the federal government does not communicate to state and local departments what they expect of them, the mission of homeland security will ultimately fail.

**Role**

In order for one to understand what is unknown about the role of state and local law enforcement with homeland security, one must understand the part that they play in this role for homeland security. As Morreale and Lambert (2009) described that The Gilmore Commission advocated for state and local departments to be involved in the task of terrorism awareness, prevention, gathering and sharing information, and emergency response to attacks. Even the American public has placed the new expectations on their local police departments to have an important role in homeland security. In this role, the public believes that state and local departments should place a focus on prevention, deterrence, and response to terrorist attacks (Ortiz et al., 2007).

Morreale and Lambert (2009) mentioned with the new role of homeland security there is a great amount of uncertainty that police agencies will inherit in its part with strategy. This has created a huge issue with the police being unsure of how to even conduct or train for this role. Even the public does not explain what exactly they want from local police departments in these roles or how they expect local departments to conducted missions in homeland security. Yet, Morreale and Lambert (2009) recorded that public perception of local departments is they are fully engaged in homeland security. While this might be the perception, the reality of it is much different.
The former New Yorker City Police Commissioner, Howard Safir (2003) noted that local law enforcement’s role with homeland security is less than what it should be especially with their high rate of involvement in any local incidents. As seen in past attacks it is the local agencies that are first on the scene and yet while conducting search and rescue efforts they are very limited in what their role is beyond that of simply helping to looking for other survivors and provide care to those that are injured. The point of placing roles of homeland security to local agencies goes far beyond that of what some might see as being a role among humanity. During the September 11, 2001 attacks people on the street or the waterways, with boats, were providing the same effort in helping to survey the area for those in need and providing means to remove injured from the scene and to where they can receive medical aid.

Oliver (2009) is one scholar who believed that the concept of homeland security was conveyed to and acknowledged by local law enforcement, but he thinks that how to conduct this change to homeland security for them was not entirely clear. Oliver (2009) identified many scholars and think tanks that had conveyed the specific role of police with homeland security. However, all of them detailed the larger strategy that dealt with police and homeland security and not in providing information on what the police are to do with homeland security.

Henry (2002) believed that local law enforcement needed to both change their mindset with the inclusion of fighting terrorism and education on practices of terrorist methods and activities. This is especially true with the point that many examples have shown terrorist practices have been planned or orchestrated in one location and placed into motion that when started ends with the results of an attack, with the originating point being the only place that prevention would be capable.
Thacher (2005) described that local police departments engagement in counter-terrorism would require a deep change in the structure of American government as well as the federal government needing to have modest expectations with local departments. Morreale and Lambert (2009) also discussed that great anticipation is on states and local police departments with homeland security, many state leaders are hesitant to this new challenge due to a lack of guidance, training, and other needed resources. While Henry (2002) in partly agreed he also took into consideration that change among law enforcement comes at a slow pace, and especially that where it causes to redefine the mission of policing to now include that of counter-terrorism.

Ortiz et al. (2007) found that local police departments varied in how they operationalized homeland security, due to them having diverse perspectives on what their role is and with priority setting. Revealing, contrary to popular calls for more anti-terrorism tactics by local police, that local departments never attempted moves forward with focus on homeland security. They did not participate, or very little, with covert intelligence gathering or other counter-terrorism initiatives. While they did not disregard any of the efforts, they simply carried on their normal conduct as usual.

Thacher (2005) alluded to the fact that with their role in homeland security, local police might find themselves doing more than just community protection now. They also will be involved with offender search that will be a part of prevention, by identifying an individual with plans to attack an area outside their boundaries. While he made note that the local police did act quickly to the role of patrolling potential targets and with a strong acceptance by the community, but concerns still existed with the offender search role. The police department in Dearborn initial created an anti-terrorism unit within their office of homeland security but later rescinded it when
the city and community found this part of homeland security to be damaging the reputation of the police department and the reputation of the city (Thacher, 2005).

The addition of offender search might serve the goal of the nation in homeland security, but smaller cities have very little reason to pursue this part unless belief is that the suspected terrorists are targeting their city specifically. Local police have always focused with concerns of within their boundaries and in past turned an eye to that which happens outside their jurisdiction. Thacher (2005) also stated that police take care and notice to that which happens in their own area, things outside it they have no need to know about and have seen this as being the concern of another officer that is responsible for that region. Ortiz et al. (2007) described that smaller departments who might not have the ability for intelligence gathering defer it to federal agencies, which might not mean they do not help in gathering some intelligence but simply leave that task up to usually the FBI Joint Terrorism Task Force (JTTF) due to their inability to conduct that mission.

Thacher (2005) even identified in his study that city officials affect the role of homeland security. Dearborn city officials saw the importance with homeland security and that the cost of community protection for specific places as a benefit to the city itself. They quickly increased the amount of patrols around potential targets, which the city officials decided on ones that had priority (Thacher, 2005). The political officials in Dearborn decided that their role of community protection was the higher regard of protection over offender search and decided to emphasis that aspect of homeland security. They believed that with offender search and being a highly populated Arab community that searching for offenders would alienate them as well as exemplify police discrimination to them, harming both the trust and reputation of the department and the city. Thacher (2005) contended that the city chose community protection deriving from
Peterson’s theory, on the part that city officials enacted policy influenced by the leaders of the community beyond that of economic vitality. He recommended on future research needed, especially in cities that had a smaller Arab American population, for examining police role of homeland security with intelligence gathering (Thacher, 2005).

As identified by Flynn (2002) there have been some departments that have not accepted the role of homeland security due to the lack of clarity in defining this role. Some of the larger cities, such as New York and Washington D.C. have implemented counter-terrorism units, even though there is a lack of surety to their role in homeland security (Flynn, 2002). Morreale and Lambert (2009) concluded that due to the lack of clarity in this role some agencies in law enforcement have done very little in changing their mission to include that of homeland security. Although, they believed that there should be some evidence of changes within the departments to identify their responsibility in homeland security and goals to protect the community from incidents.

Morreale and Lambert (2009) discovered that in their examination of mission statements from police departments in the New England area that there was very little mention, if any, of homeland security or emergency preparedness. They identified in their study that only 37% agreed or strongly agreed that their department clearly defined the missions with homeland security, while 58% concluded that their department’s role for police officers in homeland security was unclear (Morreale & Lambert, 2009). They perceived this lack of homeland security in mission statements and department’s defining their role came from lack of clarity in the role placed upon them with homeland security.

Some of the tasks that officials have place upon state and local law enforcement have included such things as vulnerability assessment, intelligence gathering, and emergency response
which are all part of non-routine functions of police agencies (Morreale & Lambert, 2009). The police role of counter-terrorism is one that is very similar to that of crime prevention and respondents to violent crime as first responders (Flynn, 2002). Just as with crime prevention, homeland security role had to go beyond telling state and local law enforcement what you want them to do. There is still a responsibility beyond just assigning a new role to lower levels of law enforcement; the government needs to ensure they provide these agencies with the resources and training needed to fulfill this role as well. This identifies the next issue in helping to define the role for state and local law enforcement. They need to ensure that resources and training provided for them in how to conduct homeland security missions.

**Resources and Training**

In order for one to understand what is unknown about the role of state and local law enforcement with homeland security, one must understand what resources and training agencies need in conducting their role in homeland security. Murphy and Plotkin (2003) have noticed that many law enforcement leaders want to help in the fight against terrorism. There is a concern among these leaders with the local police departments; being that it is a struggle for many of them to afford the needed resources, being able to reorient their officers to this role, and relationships with other agencies. As Morreale and Lambert (2009) identified there is concern in department leadership with the preparedness of police for the new mission in homeland security.

As this paradigm shift towards a homeland security role, police departments have realized that they have very little experience and knowledge with counter-terrorism or even functions for homeland security. Morreale and Lambert (2009) noted that many police departments and municipalities had reported a lack in training, equipment for missions, officer’s personal protection equipment, and technology that will make law enforcement’s role of
homeland security an effective mission. A few areas where officers would need specialized training in are detection of suspicious activities of terrorist behavior, in pre-operational planning for terrorist apprehension, and in falsified documents due to the high rate of forged documents to hide a terrorist’s identity for homeland security missions to be successful at the state and local law enforcement levels (Henry, 2002).

Ortiz et al. (2007) identified that none of the police departments involved in his study created a formalized counter-terrorism unit with the reasoning of limited resources being the factor. This did not prevent those departments from still engaging in counter-terrorism activities. However, most of the departments deferred their counter-terrorism activities to federal agencies instead. Ortiz et al. (2007) also noted that a majority of the departments in his study have begun working with the FBI JTTF since September 11, 2001. Though the JTTF existed prior to September 11, 2001, terrorist attacks many local departments did not utilize them as a resource of information.

One resource that can help with state and local police to understand their role with homeland security is communication and cooperation with federal agencies. As with any type of operation, the need for current information to help in planning and defining the role that individuals have in the mission. An officer responding to a scene is better prepared if they know what they are going into, a unit gathering intelligence or providing protection from terrorist attacks needs to know information on the situation to best perform that mission. Henry (2002) and Sloan (2002) perceived interagency cooperation being the keystone resource to help state and local agencies with homeland security. They viewed local departments having almost no experience in handling homeland security missions they could gain from the knowledge and experiences federal agencies have in the homeland security role. However, Lee (2010) identified
that the cooperation was more of a one-way form of communication than it was to help state and local agencies with homeland security missions.

Henry (2002) reported that to help police be more effective in the role of homeland security establishing an intelligence-gathering curriculum for recruit training and the implementation of an Intelligence Bureau within departments would help to educate new officers. This would allow officers at state and local departments to gain the needed knowledge and experience in how to conduct this role. The FBI has implemented training available for local departments that cover a range of topics from high crimes to intelligence gathering, along with some cultural awareness training. However, Ortiz et al. (2007) recorded that less than half of those local departments studied have engaged in these training programs. Morreale and Lambert (2009) identified that the restricted amount of officer slots open in the training has made it difficult for some police departments to get the training needed for their officers to conduct homeland security missions as expected by the federal government.

Ortiz et al. (2007) noted from their study 29 officers believed cooperation with federal agencies had increased, while four officers were unsure and another five officers believed that the cooperation had stayed at the same or in fact were worse than before. With the majority reporting that cooperation and information sharing between federal agencies and local police departments had increased, they still believed that the working relationship between local, state, and federal agencies could improve (Ortiz et al., 2007). Areas they identified as still needing more improvement was mainly within the communications, with more frequent and greater amount of information needing to be passed down to local police from the federal agencies. Some still presume that the culture of federal agencies needing to guard their intelligence very
closely is still alive within those agencies and continuing to cause frustration among the state and local police agencies (Ortiz et al., 2007).

In addition, over half of the officers surveyed had agreed or strongly agreed that they had received training, but was in the areas of suspicious packages and improved explosive device response only (Morreale & Lambert, 2009). As important as the need for training is, the execution of the missions with homeland security needs exercised for police practice. However, Morreale and Lambert (2009) recorded that majority of the police in their study stated that officers had not taken part in the critical function of training for homeland security missions. This is leaving a huge disconnects in what officers should being doing to prepare for potential terrorist attacks and what is being done.

The next area with the police understanding their role with homeland security is the method in which the employ that mission. While community policing is a widely used method the question is does this method cover what the role of state and local police need to achieve homeland security missions or should they adopt a more paramilitary or legalistic method.

**Policing**

In order for one to understand what is unknown about the role of state and local law enforcement with homeland security, one must understand the method best to employ this role whether it is through community policing or a more legalistic or paramilitary style that focuses more on intelligence gathering. Policing is something that throughout history has been a response to societal events. This means that the role of police has also changed with reaction to these events. Going through some of these paradigm shifts created either a restructuring of the police structure and their core principles for crime control, order maintenance, or service delivery (Ortiz et al., 2007). The first paradigm shift in the industrial revolution is what began transforming
society form an agrarian to industrial era and so too the police needed to change. Ortiz et al. (2007) described this change as what created a new type of police force, one with tension between them and the public they were to serve. It drew officers into the urban areas with factories. In this era police started to become corrupt and associated with local political leaders, becoming brutal and strong arming people within the communities they were supposed to be serving (Ortiz et al., 2007).

Ortiz et al. (2007) stated the second paradigm shift came from when the social elite banded together with the idea of reforming the police, this progressive movement created the view of law enforcement was a professional occupation. This change took away the corruption of political control over the police and made a need for the police force to be trained individuals. It placed more of a demand on police in their role of technology and accountability reliance, but it also created a distance from the police and their communities with them being more reactive to crime instead of working in partnership with the communities to prevent crime (Ortiz et al., 2007).

Then began the era of the Civil Rights Movement and this showed just how much removed the police were from their communities. The professional style of policing proved ill equipped in responding to this new issue. As Ortiz et al. (2007) illustrated, scholars, practitioners, and public members started to see the new role of the police being a critical one in community involvement. This began the community policing style that was designed to bring the police and communities in which they served together to help in identifying and addressing problems within the community. Instead of relying on reactive strategies that the crime control method did, police were able to work hand in hand with communities in areas of public safety and awareness. A study by Zhao, He, and Lovrich (2003) along with a study by Maguire and
Katz (2002) noticed that shifting policing method seemed more symbolic and loose coupling with the center core of police work remaining on that of crime control.

The latest change was due to the terrorist attacks on September 11, 2001, and created a need for local law enforcement to have a role in homeland security. Ortiz et al. (2007) noted that scholars, practitioners, and government officials called for police to shift from that of community policing and to a more homeland security method. This shift puts local law enforcement agencies in the forefront of the fight against terrorism. Pastor (2005) believed that with the rise in concern for homeland security that policing would need a new tactical and technological method with alternative security personnel provided by local law enforcement.

Safir (2003) believed that with the attacks of 2001 the threat of terrorism has now become the focus for law enforcement. As Ortiz et al. (2007) also discussed how law enforcement and community leaders voiced their concern with the impact that this increased pressure of counter-terrorism would be on the communities with a limited strategy to utilize. While Morreale and Lambert (2009) mentioned initially many police agencies believed in moving from community policing to more traditional law enforcement for response to terrorism. Although, they also identified that community policing does have some applications that can be useful in homeland security missions (Morreale & Lambert, 2009).

Morreale (2004) identified that with community policing there is a collaborative strategy to problem solving which includes experience and training, a structured model for citizens to identify, prevent, and manage responses to potential terrorist attacks. Community policing has been more limited and not department wide, which currently seems the same with homeland security. However, Morreale (2004) noted that homeland security needs its activities to be both comprehensive and department wide for it to be effective.
Ortiz et al. (2007) agreed with Morreale that community policing pays more dividends for homeland security for the fact that it brings the police and communities together and helps to give police important information and intelligence that they otherwise would not be able to receive. He actually sees community policing being something that has gained an advantage since September 11, 2001 for the point that it is allowing greater communications and understanding of the issues within the community. Chappell and Gibson (2009) recorded the International Association of Chiefs of Police viewing that community policing needs to be a necessary component in the homeland security mission.

Pelfrey (2005) agreed with Chappell and Gibson in that community policing provides a useful strategy for departments in combatting against terrorism. The point being it would be more logical to adapt community policing rather than creating an entirely new strategy for homeland security. With an already existing method that is successful and officers trained in the techniques would receive more support from officers as well as endorsement by the community (Pelfrey, 2005). Murray (2005) stated that the cornerstone of community policing, being the relationship established between the community and the police, is what law enforcement should utilize in homeland security.

As illustrated by Henry (2002) the most important act in homeland security is the prevention of terrorist attacks by gaining intelligence. Chappell and Gibson (2009) reiterated that using ties with the community that are developed in community policing by officers is that act of intelligence gathering that can aid in preventing future terrorist attacks. Innes (2006) warned that if law enforcement adopts a traditional tactic policing method that conducts intelligence gathering and covert operations, then the terrorists have accomplish their mission of disrupting our way of lives.
Pelfrey (2005) identified tactics introduced with community policing that would be successful in prevention and response to terrorist attacks: problem-oriented policing, crime prevention through environmental design (CPTED), targeting of repeat offenders, and multijurisdictional task forces, along with some others tactics. Specifically the CPTED tactic from community policing with altering the physical environment included with the surveillance of high risk areas by the police and citizens. As Chappell and Gibson (2009) supported the thought that Pelfrey has about tactics from community policing for homeland security, it is the fact that they see prevention as being the important principle over that of response.

Henry (2002) and Sloan (2002) argued that community policing was an inadequate style for the police to use with homeland security. They saw this method lacking in the response to prevention of terrorist incident and that a legalistic method provided better intelligence gathering. De Guzman (2005) argued the point that community policing was not suitable for homeland security. He concluded that winning over the support of the community would not help with them providing information to the police to fight against potential terrorist. De Guzman emphasized that police should focus more towards preventing terrorism attacks through intelligence methods (2002).

De Guzman (2002) also mentioned that using a policing method that focuses on intelligence gathering could also undermine the trust the public has with the police. Although De Guzman (2002) concluded that he is not strictly opposed to idea of policing using community policing with homeland security, he does not think that agencies should adapt their previous method to fit with a new role like homeland security.

Brandhl (2003) viewed any method of policing that allows intelligence gathering as a better method than community policing does for homeland security. His thoughts were on the
use of intelligence gathering there would be a higher amount of knowledge gained that is capable of preventing terrorist incidents over the knowledge that would be gained with community policing. Pastor (2005) agreed with Brandhll’s view with the need for a new method to gain intelligence but comments that the increase intelligence would be in respect to technology used instead of on the practices conducted by police officers.

Oliver (2004) also agreed in thinking that community policing is inadequate for homeland security missions. He sees it as being concerned with quality of life issues in the local community, whereas homeland security needs a style that focuses on intelligence gathering. Although the intelligence gathering needed in homeland security has the potential to destroy those relationships created through community policing, which would shift from the problems of street crimes to one fighting an unseen enemy (Oliver, 2004).

Ortiz et al. (2007) cautioned on a complete shift to homeland security policing for the fact that while it might be helpful in local police with their role in counter-terrorism, a paramilitarization of the local police can repeat the effect of withdrawing them from the communities. Lyons (2002) argued that with the local police changing to a more aggressive policing style it could wind up alienating them form those in the communities that might have information to share. The concern of ethnic profiling among the Arab Americans and Muslim communities is one that will likely continue to persist from intelligence gathering and counter-terrorism by local police (Ortiz et al., 2007).

Intelligence gathering in homeland security is one of the most controversial practices as it is a concern that it might discriminate within a community, especially with the Arab Americans of the Muslims. Henry (2002) argued that the structure of a decentralized police department makes it very well suited for collecting intelligence from its community members. However,
Ortiz et al., (2007) identified that among the departments he researched only four had intelligence units, with them all created prior to and without any substantial changes after September 11, 2001. Also noted in his research is the speculation police chiefs have with police officers effectiveness in intelligence gathering without training and the impact it can have on building community trust between the police and public (Ortiz et al., 2007).

Thacher (2005) described a pressure that local departments would experience with tension between community protection and offender search missions. While Murray (2005) suggested that, a community policing method maintains a sensible and effective method in dealing with pressures that local law enforcement face with community and police relationships. This good relationship with the community gained from community policing can prove to be an effective means with the local police being able to identify threats through an open exchange of information. Lehrer (2002) identified that local police could actually teach the FBI on community outreach and how the intelligence gathered from it has helped in policing due to police officers being engaged with the community and accessible to tipsters.

Lee (2010) considered much of Thacher’s arguments in that intelligence gathering would place focus on offender search and lead to alienating much of a community and lead further toward ethnic profiling. He saw community protection as a better-suited approach in response to prevent disasters and target hardening. Many other scholars have also agreed with Thacher in that community policing has much more to offer with homeland security due to the emphasis it places on relationships between the community and law enforcement agents (Lee, 2010).

Lee (2010) also pointed out that a legalistic style of policing might bring with it a trouble in that citizens are seen more as tools to the police than they would be as partners to securing the community. This could present the image that the public is needing controlled as potential threats
rather than perceived as the people the police are working to protect, which can result in the
gains made between community police relations to erode. With a more aggressive approach, like
the enforcement style preferred by the federal government, local police departments could begin
to target ethnic and racial groups as terrorist and potential make profiling worse. Thacher (2005)
recognized that with homeland security using a community policing style a department would be
far more salient and effective in accomplishing their goals.

Marks and Sun (2007) studied police departments and implementation of homeland
security to help in determining why some departments might have changed from community
policing for homeland security and others did not. In their study, they learned that the two major
factors were the lack of true organizational change and funding incentives (Marks & Sun, 2007).
For police departments to make such a significant change to their policing method and
organizational structure would be very costly if the departments were to pay for them their self.
Marks and Sun (2007) also discovered that departments who adjusted their organization and
policing methods were ones that received adequate financial support to do so. This was the same
issue discovered in previous years for departments to change to a community style policing.

Lee (2010) discovered that community policing and homeland security could effectively
complement one another and provide for homeland security missions to be very successful. He
indicated the lack of department’s community policing programs did coincide with departments
taking on homeland security missions. His results showed that police departments still were
using community policing for activities associated with homeland security (Lee, 2010). More
research illustrated that departments were utilizing community policing in gathering intelligence
within a community and that a great majority of police departments studied wound up reverting
to a traditional style (Lee, 2010).
Kraska (2001) argued that the country has transformed from that of criminal law enforcement to national security, which often referred to as “National Security Syndrome”, following the attacks on September 11, 2001. This trend is one that he foresees continuing to increase as the threat of terrorism raises. Kraska (2001) believed the result would be that the public and policy makers lean more toward the willingness of a militaristic approach with law enforcement handling the issue of homeland security. Oliver (2004) stated that the final decision on which policing style will most be utilized in homeland security depends essentially on funding, as policies are driving the funding toward a shift in homeland security.

Chappell and Gibson (2009) recorded from their study that the attitudes of police chiefs who had their departments fully implement community policing were less than willing to change to a more paramilitary or legalistic style to use in homeland security. This fact differed from what Ortiz et al. (2007) found with police agencies being pressured to shift method toward homeland security, but apparently some departments are deciding to resist the shift. Chappell and Gibson (2009) identified that most of the departments that have keep community policing are those that serve a small community of nearly 5,000 or less because they naturally more connected to the public and typically already know each other.

Conclusion

Learning from previous research the definition for homeland security, is one that places emphasis on both preventing and responding to terrorist attacks while also working to protect the communities in which law enforcement serve. This role has been placed on all law enforcement agencies from federal, state, and local agencies each having areas that they play in homeland security. Some scholars believed that the role has not been define accurately to that of what is expected of state and local agencies, while other scholars believe the role has been well
acknowledged but is lacking in the training of how the government expects state and local agencies to conduct this role. Although scholars agree that the state and local departments are taking up an important role in homeland security, none can clearly identify what that role completely is. This emphasizes why there is a need to study the understanding of state and local police departments role with homeland security, to determine if the federal government needs to define the role more clearly as a whole or should the roles be different for some departments over others.

There is also a concern by scholars from previous research as to the amount of resources and training made available to state and local agencies for homeland security. Although improvements with cooperation among local, state, and federal agencies are seen there is still more improvement with communication that needs to be gained upon. Some even have noted that training needs expended upon in respect to more areas of training given and with amount of positions available to state and local officers. As scholars have identified that training will help in understanding how to carry out the role as expected with for state and local departments it show provides them with the means and ability to conduct this role. Researching departments at later intervals is necessary how effective the training or resources received have been in their new role. Feedback is essential from state and local departments to help in making a necessary change to the training so it can reach maximum effectiveness. This research will get first-hand information on if departments received training or resources, as well as how effective they have been in helping with understanding their role in homeland security.

Also concerned with homeland security is the policing method in which to employ by law enforcement agencies. Some scholars believed that community policing is best suited as it uses the community for information that would be helpful in prevention and protection against
terrorist attacks. Other scholars believed that a more paramilitary or legalistic style is needed with focus being on intelligence gathering and offender search. While both styles have benefits noted, some scholars are concerned with the paramilitary or legalistic style creating withdraws from the communities and potential ethnic profiling of some America groups. However, scholars have failed to identify with each having benefits and drawbacks police departments should combine the methods to effectively conduct the role of homeland security. Research on if one method is more preferred by a department due to location can also have a factor in success of the role. This will be noticed in how officers perceive the method used and if they have continued to utilize it or revert to previous method.
Theoretical Framework/Approach

Introduction

Morreale and Lambert (2009) identified a gap in the role of police with homeland security showing that there is a need to better clarify this role. Ortiz et al. (2007) identified with a better understanding of the role should the police abandon the community policing style for a paramilitary or legalistic style that would help with intelligence gathering. This study will help in identifying what the police understand their role to be with homeland security and determine if there is a need for more clarity in defining this role. In addition, determining the understanding officers have with the role it includes if officers received any special training, the department has received any resources, or training that will help them how in conducting the mission of homeland security in the way the federal government expects. Then the study will also examine as well the policing method for this role, in determining should community policing be utilized or should the police abandon it for a more paramilitary or legalistic method used based off the role of the police in homeland security for community protection or suspect apprehension for prevention.

Routine Activity Theory

The theoretical framework utilized for this study is the routine activities theory. In examining this theory there are three fundamentals that create the crime triangle; a motivated offender, a suitable target, and lack of capable guardianship (Drawve, Thomas, & Walker, 2014). Routine activities theory examines crimes in the daily activities of the actors when they intersect with each other, both social and physical structure (Miller, 2013). These elements together create the opportunity to commit crime. Routine activities theory applies typically to common street crimes, but is capable of applying to any crime where opportunity exists for the offender and has
a victim. As Canetti-Nisim, Mesch, and Pedahzur (2006) implied routine activity theory can also apply to terrorism with the results being that a meeting in time and place with a motivated offender and an unprotected victim or more suitable target has been created.

There is a variety of reasons that an offender is motivated to commit the crime, with terrorism the reason usually from religious point, political, or ideological bias towards others. Felson and Boba (2010) continued in stating that those offenders who aim to commit a violent act such as terrorism present the need also in concealing the act, to include the steps before and after it. A terrorist attacker might survey the target routinely to identify any pitfalls in the security that they can exploit to achieve their attack. Drawve et al. (2014) identified that with offenders motivated by bias or hate, they are more likely to inflict serious harm or injury upon their victims. Felson and Boba (2010) proposed while criminal activity is often a calculated decision; there are external factors relevant to the offender choice in targets. Hamm and Van de Voorde (2005) identified that jihad groups actually recruit people into their groups not for the fact that they have a special criminal skill but more so because they can exploit their routine activities within a community to have a better opportunity in committing a terrorist attack. As with terrorist picking a target that might be easier in attacking compare to others due to environment constraints or an isolated location.

Brantingham and Brantingham (1993) illustrated that target suitability relates to that of the characteristics of the target and its environment. As in terrorist attacks, the intent is to find a high profile target or location with mass numbers of gathers for a high casualty count. Canetti-Nisim et al. (2006) demonstrated that for terrorism to be a successful act it is not only dependent on the motivated offender but also on the existence of unprotected targets or victims. Canetti-Nisim et al. (2006) also mentioned that terrorist act out upon victims randomly, without selecting
them but by an indiscriminating act of violence regardless of their age, gender, religion, or social status.

Cohen and Felson (1979) identified that guardianship in routine activity theory can be viewed as that of a formal or even informal type applying to both law enforcement and community members. Although, guardianship can also encompass the use of barriers or security cameras that help in preventing access to places or provide surveillance of them through an overwatch station. As Drawve et al. (2014) described a formal guardian can have effectiveness on deterring a crime simply by their presence. This applies in theory with terrorist being thwarted by the role of homeland security being extended to the police and being able to benefit from both community involvement and intelligence gathering.

**Contributions to Research**

The lack of clarity in the role state and local police has with homeland security and the policing method utilized in support of homeland security missions created a gap for law enforcement. Canetti-Nisim et al. (2006) identified that terrorism has adjusted from previous methods where targets were usually associated with the terrorist’s cause, to where now terrorist target locations that are simply highly populated to account for mass causalities. Now studies view terrorism with the incorporation of victimization in the study of it and not simply that of the motivation of the individual committing the terroristic act.

Kleemans, Soudijn, and Weenink (2012) identified that routine activities theory needs three elements: 1) motivated offender, 2) suitable target, and 3) lack of a capable guardianship. With these three elements present in terrorism a person who desires to commit a terrorist incident needs only find a target that suffices for their purpose of causing either mass casualties or a statement to a specific country or the world about their organization. After finding a suitable
target if there is a lack of guardianship the motivated offender is then capable of carrying out
their attack. Therefore to help in preventing a terrorist incident, eliminating one of the elements
needed in routine activities theory will be help to increase prevention of a potential incident.

Using the routine activities theory, by clarifying the role state and local law enforcement
have with homeland security it can help reduce the lack of capable guardianship and increase the
ability for law enforcement to prevent terrorist incidents. In addition, by understanding and
implementing the best policing method can help in reducing the suitableness of a target or the
amount of motivated offenders. Community policing allows officers to help address the
suitability of targets as they provide protection based on the needs of the community or with a
paramilitary or legalistic method allowing help in addressing the motivated offender with
gathering intelligence on suspicious individuals.
Methodology

Introduction

The results of September 11, 2001 showed that police would have a major role in homeland security with them being the first responders to incidents like terrorist attacks. Since the role of homeland security has extended to state and local agencies, there is a need to clarify the definition and expectation in the role along with training and resources police require for this role. In addition, if police should abandon community policing for a paramilitary or legalistic method with homeland security. The research method for this study is the qualitative method that will gather information through interviews and then analyze the results to formulate the understanding that police have with the role of homeland security. This will help close the gap of this role by providing information to the federal government needed for the clarity with state and local police on their role with homeland security. In addition, it will help identify if police agencies believe they should abandon community policing for a paramilitary or legalistic style of policing to support the role with homeland security.

After September 11, 2001, Congress passed the USA PATRIOT Act of 2001 that provided limited funding to local police agencies for responds to future attacks, but focused on changes with laws allowing agencies greater capabilities to prevent terrorist attacks without defining or training on these new capabilities to local agencies (Oliver, 2009). The literature review established the gap of needing to clarify the understanding of the role with homeland security for law enforcement (Thacher, 2005). This qualitative study will help identify if the role with homeland security clearly defined to state and local police agencies and if provided the training and resource needed to conduct homeland. It will base the understanding and implications that police chiefs and supervisors of policing units have in protecting homeland
security and if they are able to fill the roles as expected. The interviews will not only determine if the role for homeland security has been clearly define but also will indicate if the use of community policing method needs to be abandoned for a different policing style method that will be better in assisting police with homeland security missions.

**Research Design**

The research method for this study is a qualitative method, which will utilize in-depth interviews to answer the question on the role of state and local police with homeland security. As Safir (2003) mentioned, homeland security will become a new style of policing and will place focus on homeland security and threat of terrorist attacks for the police. Information obtained in the interviews will also provide data that will help to close the gap of what the role is of state and local police agencies with homeland security. Interviewing law enforcement officers within a community gains professional knowledge and perception from the experience of officers working in the field with this particular situation.

Pathak, Jena, and Kalra (2013) commented that interviews in a qualitative research provides a voice to participants in the study and allows them to share their knowledge and experience that can help in advancing to close gaps in studies. State and local law enforcement officers are the subject matter experts and become the best means in determining if clarity for the role that they have accepted in homeland security is completely understood or needing more in defining it. DiCicco-Bloom and Crabtree (2006) identified that using a structured interview for qualitative research contributes to the study with a knowledge that is both conceptual and theoretical from the experiences that the interviewee gain during their life or career.

DiCicco-Bloom and Crabtree (2006) also discovered that with structured interviews having the first question as a basic research question serves well in a study but that more
specified question placed deeper in the interview delve more aspects of the research issue. This rational assisted in developing the questions and type of research for this study. The planned itinerary of the interview should be flexible, as well as non-effective questions removed or replaced with other questions, to gain most knowledge possible from the interviewee (DiCicco-Bloom & Crabtree, 2006). The research from the literature review supports the fact that much of the information with the role that local law enforcement have with homeland security is quantitative.

As described by Oliver (2009) the police have become first responders to incidents and with this, they have gained a role in homeland security. The information received will indicate if state and local police have created new units focused with the mission toward providing homeland security. Obtaining the information from interviews with law enforcement at the state and local level will indicate if they know exactly their role in homeland security and provide insight into if is met with assistance from federal agencies or if they are simply reporting all cases to federal agencies to investigate. If state and local agencies have a better understanding of their role with homeland security, their departments can ensure they receive training and resource designed to support this new role.

The study also will help in determining if state and local agencies need to abandon the community policing method style for a paramilitary or legalistic policing method style that focuses on identifying individuals who display terrorist behavior and use intelligence gathering to prevent terrorist attacks. Through interviews of unit supervisors and officers it will identify if community policing, involving the help of citizens from the community in identifying potential terrorist behavior from individuals or if intelligence lead policing would be more suitable. With police not being able to see everything that goes on and individuals behaving less suspicious
around law enforcement the use of community policing and utilizing neighbors to see unusual or suspected behavior might be more beneficial for capturing terroristic individuals than other methods of policing.

**Population/Sample**

The population sample for this study gathers information from chiefs, supervisors, and officers within the law enforcement departments that operate in the northwestern region of Louisiana. The departments selected included the Louisiana State Police department, local police chiefs of the Shreveport Police Department, Bossier City Police Department, and Haughton Police Department, as well as the Bossier Parish Sheriff and Caddo Parish Sheriff, and any members of special units set up for homeland security within the listed departments. The sampling interviews conducted surveyed 16 sworn and unsworn officers within the Louisiana State Police, the Bossier Parish Sheriff, the Bossier City Police Department, the Caddo Parish Sheriff, the Shreveport Police Department, and the Haughton Police Department.

The researcher’s reason for choosing the listed departments was to determine the understanding role of state and local police with homeland security with a medium-based community. The participants in the study were interested with the study and in improving upon the subject of the role police have with homeland security. The interviewees are experts in their field and operate in high positions within their departments. The results in the data received were reliable quality and not over or under stimulated by the size of a department.

Selective sampling chose the sampling size of 16 participants. The researcher based the selection off the location within the northwestern region of Louisiana and that the selected departments combine for policing the area. The amount of participants was selected in order to have an accurate reporting, but also restricted to a certain size to not over inflation that results of
the study by a bias or limited scope of specified answers. The researcher took into account the consideration that some participants interviewed might not have any direct dealings with the role of homeland security, but continued with the interviews because any officer could be a first responder or even to a scene for suspicious behavior of an individual.

Once the researcher received approval from the American Military University IRB, the researcher contacted the departments’ chiefs or superintendents for permission to conduct the study and interviews within their departments. The researcher contacted the departments’ chiefs or superintendents by phone and provided them by email a formal request letter over to conduct interviews within their departments. The permission letter provided to the departments’ chiefs and superintendents included:

1. The purpose and intend of the study.
2. Participants request for interview.
3. The list of questions asked during interviews.

Once the researcher obtained permission from the department chief or superintendent, a request notification for participants in the study went out in the departments. Those that volunteered to participate contacted the researcher to schedule a date and time for interview. The researcher obtained verbal consent from all participants during this time until the time of the actual interview when the research then obtained a written consent prior to the interview process beginning. The consent forms contained information about the purpose of the study, the method how the research conducted the study, the time length expected of the interviews, confidentiality, and right to withdraw from the study. There were no ethical breaches and the interviews conducted were in accordance with American Military University IRB policies. The communication between the researcher and all participants was over the telephone, for scheduling, and the interviews conducted in person.
Setting

The setting for this study was face-to-face interviews in a quiet office at the location of the interviewee. Those who volunteered but were unable to meet at their office due to working an off shift met at a different suitable location of their choosing. Participants unable to set up a date, time, and location for a face-to-face meeting were able to conduct the interview over the phone in a setting free of noise and disturbances. There was also a note pad, two pens, and a digitally audio recording device utilized for each interview, as well as spare batteries for the audio device. The researcher tested the audio device prior to interviews to ensure its proper functioning.

The interview questions consisted of 17 open-ended and direct yes and no questions. The researcher recorded the answers received by both written notes and digitally on the recording device. The researcher transcribed all the answers after interviews to a Microsoft Word document and labeled it with date and time of the interview and a sequence number for the interview that day. The participants received the questions in advance of the interview to allow for the most accurate information available. Meetings were set up in advance, with a follow up confirmation with the participants the day prior to the meeting. When the interview was conducted it started it was initiated with pleasantries toward each other with the researcher thanking the participant for choosing to participate in the study. When the interview was over the researcher checked over his notes to ensure all questions answered and none with skipped over, otherwise those that did not apply or the participant declined to answer. He also validated that there were no more follow up questions needed for elaboration, then thanked the participant again for their time and participation in the study to end the interview.
Measures

The data received by participants interviewed was from 17 mixed, open-ended and yes/no questions created by the researcher. The researcher created the questions used based on the direct relation they have to the research question. The open-ended questions allow the participants to use their own words in the discussion of the topic and the yes/no questions used to identify if any changes made in their department since the September 11, 2001 terrorist attacks.

The questions were as follows:

Based on your extensive knowledge and experience as a law enforcement officer, please respond to the following questions.

1. What is the department’s mission statement?
2. What priority is homeland security role?
3. What is your view of your department’s role in homeland security?
4. What measures did your department create for the primary mission of homeland security?
5. What equipment did officers receive for their function in homeland security?
6. What training did officers receive for their function in homeland security?
7. What was your policing method style prior to homeland security role?
8. Where there any changes made to the type of policing method utilized by the department for homeland security?
9. If so, what were the changes the department made with type of policing method?
10. If so, what were the reasons for the department to change type of policing method with homeland security role?
11. If changes made, what are some of the benefits the new policing method have with the homeland security role?
12. If changes made, what were some of the drawbacks, if any, does new policing method have with the homeland security role?
13. If changes made, did the department maintain the new policing method or did they revert to another policing method?
14. If reverted, why did the department revert?
15. If no changes made, what was the reason for maintaining current style of policing with the homeland security role?
16. If no changes made, what are some of the benefits with current method of policing have with the homeland security role?
17. If no changes made, what are some of the drawbacks, if any, with the current method of policing have with the homeland security role?
All data collected provided a textual understanding with the goal of closing the gap in clarifying the definition of the role state and local law enforcement have with homeland security. The researcher placed focus in the study on data from experiences provided by knowledgeable officers that reflected on the question. The use of a qualitative approach on this study provided an excellent view of data collected that measured the perception and understanding through the experiences of the subjects.

**Validity**

This research measures the understanding that state and local law enforcement have of their role with homeland security. As Borsboom, Mellenbergh, and Heerden (2004) describes that validity measures the question in whether it tests the measures designed to test. The researcher ensured that it measures the valid aspect of the question, taking from multiple officers across a range within one regional location. This helps in providing more than just one agency’s view of the role but in gathering interpretation from different agencies that are responsible for providing security to the same area. In order to help ensure the strength of the validity the researcher removed any beliefs regarding to the study. The research also removed any reactions or influence in the interview that could change the behavior of the participants.

**Reliability**

As Flowers (2001) described, measurement accuracy is a very crucial factor in research. He elaborated that reliability is more of a reproducibility or dependability as in doing the same study completely the same way should reproduce the exact same outcome every time. This makes the study conducted reliable, as you know that it will always equal the same result each time the study conducted. In order to ensure reliability the researcher took very detailed notes and recorded the interviews on a digital device.
However, reliability is problematic in that when studying experience, as individuals can gain experience and thus change the results of a study. Flowers (2001) raised the question of reliability producing the same results in studies if conducted by a different person taking the measures. In addition, concern on the reliability of a study that focuses on human experiences as the experience of individuals different from that of those that were previously studied (Flowers, 2001). In particular, with studying how a group of individuals understands something that study might change depending on the people placed within the study. Even though data in a human study might change from other studies, it does not discredit previous studies (Flowers, 2001). Validating the data that is measured and receiving the same conclusion provides reliability in qualitative studies, which the audit trail gained if primarily based off notes and the interpretation of the data gained.

Data Collection

Upon receiving approval from American Military University IRB, the researcher contacted the Louisiana State Police, the Bossier Parish Sheriff, the Bossier City Police Department, the Caddo Parish Sheriff, the Shreveport Police Department, and the Haughton Police Department for approval to conduct the study within their departments. Once the researcher received permission from the departments’ chief and superintendents, the researcher solicited officers within the departments for participation with the study. Individuals that choose to participate in the study contacted the researcher by phone to provide verbal consent and to schedule a date and time for interviews. The researcher allowed a few participants that were unable to meet at the department for interview to schedule a meeting at a different location of their choice. The researcher also allowed one participant who could not coordinate a location for the interview to conduct the interview over the phone at their convenience. Prior to the interview
beginning the participant signed consent forms explaining the purpose of the study, confidentiality of all comments, benefits to the study, and right to withdraw consent at any time during the study. The researcher emailed the consent to the participant interviewed over the phone for signature.

The process for data collection in this study was face-to-face interviews with police chiefs, supervisors, and officers from the Louisiana State Police, the Bossier Parish Sheriff, the Bossier City Police Department, the Caddo Parish Sheriff, the Shreveport Police Department, and the Haughton Police Department. The research utilized a questionnaire with 17 mixed, open-ended and yes/no questions created by the researcher. The researcher asked all the questions that applied to the participants of the study with some questions only applying to departments that created new units for homeland security. The researcher asked some follow up questions during the interview to allow the participants to elaborate on their answers and to gain more information on the answers the participant supplied.

All answers received from participants were recorded both written and on a digital recording device for further use in the study if needed. The researcher transcribed the written notes to a Microsoft Word document and the digital recordings transferred to an external mini SD card. The researcher kept all backup copies for all notes on a USB drive. The researcher kept all the notes, recording device, mini SD card, and backup drive in a secure location at the researcher’s home and the transcribed copies maintained on the researcher’s computer with a password protection on the files.

In the interview process, the researcher avoided asking multiple questions together and only continued from one question to the next after the previous question and any follow up questions completely answered or declined answered. Any follow up questions asked limited to
understanding from the first answer and not to answers given in follow up answers. The researcher remained neutral in all questions and answers so to retain the validity and reliability of the study without any biasness or influence to the answers. The researcher did not inform any participants of any answers given by other participants.

**Limitations**

During the period of this study, the researcher identified some limitations based on the role with homeland security, training, resources, and policing method. The first limitation was some interviewee’s consideration of meaning to what is policing method. Some interviewees originally answered to the type of policing method relating to the professional conduct of the officer rather than an actual policing method, such as community policing method or crime control method.

A second limitation was in the discussions about training and resources. In asking about resources that were provided some interviewees identified upgrades to weapons and personal items for the officers that they later commented they believed were items that would be obtained regardless and not sure if the items were funded through homeland security funding.

One final limitation in the study is that all states might produce different results as each department across the wide locations can have different roles and understandings of that role. In some major cities, the understanding might differ from that of small towns, which are limited in staffing and capabilities. In addition, cities that are more ideally targeted with threats of terrorism over those that simply view their role with that of natural disaster recovery. Due to the time constraints of this study, gathering data from all sizes of cities around the country would be difficult to coordinate.
Data Analysis

After each interview, the researcher transcribed all data from the written notes and digital recordings to a Microsoft Word document. The naming convention for each document was the date and time of the interview and a sequence number for the interview that day, to ensure complete confidential. Through MAXQDA program, the raw data received electronic coding. The raw data was broken into groups of similar understanding on what the state and local police role with homeland security as well, if the departments have created new units for homeland security missions. If units changed style of policing method to another style it was broken down to indicate type of style and success of the new style or if the departments reverted to previous style of policing method.

Ethical Considerations

The researcher received informed consent from departments’ chief or superintendent prior to seeking interviews with officers in departments, as required by the IRB approval. Those chiefs that did not give consent but did approve an interview with them only consented on a regular consent form. The researcher obtained consent from all individual participants prior to interviews, initially by verbally when initial contact made with participants and then written prior to interview beginning. The consent form instructed participants on the purpose of the study, voluntarily participation in the study, their right to withdraw from the study, confidentiality, and signature of participant.

All personal information from the interviews is confidential and not shared to any persons. The interviewee’s names are restricted from within the study, as well as any names mentioned by the interviewees in the course of the study. There were no specified locations, companies, or any other identifying remarks placed within the study. The researcher ensured that
the locations used during the interview were as private as could be made. The interviews
carried out at the departments had any doors to the room closed. The few interviews conducted
outside of the department were in a location where the participants and research were distant
from the other people. The one interview that was conducted over the phone was done in a room
where the participant was asked to ensure the room was empty of other individuals, as well any
doors closed and the research was in a room alone with any doors closed.

There was no information discussed off the record with any of the participants. The
researcher ensured all the information pertained to the study only and no discussions about other
topics conducted. All information were transferred to notes, upon termination of notes and
recordings all paper documents will be shredded by a crosscut shredder and digital recordings
will be wiped clean, along with mini SD card and USB drive will each be broken in half. No
ethical issues occurred during the interviews or course of the study.
Findings

Introduction

State and local law enforcement gained the role of homeland security after the terrorist attack on September 11, 2001. This role has been questioned by a scholar, Thacher (2005), on if there needs to be more clarity in this role presented to these agencies. The literature shows that police's role with homeland security has been seen differently by agencies in if they are to simply gather intelligence and provide it to a federal agency to investigate or if their role is that of just protecting communities within their area of responsibility from attack or recovery after an attack. In addition to the need of clearly defining the role with homeland security came the need to train and equip state and local law enforcement to ensure their ability in conducting the missions that would be associated with homeland security. Also associated with their role is the method of policing they should use for homeland security.

Data Collection

In this study, 16 law enforcement officers from six agencies within the northwestern region of Louisiana participated in interviews on their role of homeland security, training and resources provided in support of this mission, and method of policing that the department is utilizing in support of homeland security. Those interviewed were supervisors in positions that would know the responsibility of the department and patrol officers who would be the first responds to an incident. The interviews gathered data from participants to understand how they view role with homeland security pertaining to their department and help in closing the gap with clarifying the role for state and local law enforcement agencies. In addition, the interviews gathered data from participants viewing if they should abandon community policing for a
paramilitary or legalistic method in support of homeland security. The following 17 mixed, open-ended and direct yes and no questions gathered this data:

1. What is the department’s mission statement?
2. What priority is homeland security role?
3. What is your view of your department’s role in homeland security?
4. What measures did your department create for the primary mission of homeland security?
5. What equipment did officers receive for their function in homeland security?
6. What training did officers receive for their function in homeland security?
7. What was your policing method style prior to homeland security role?
8. Where were any changes made to the type of policing method utilized by the department for homeland security?
9. If so, what were the changes the department made with type of policing method?
10. If so, what were the reasons for the department to change type of policing method with homeland security role?
11. If changes made, what are some of the benefits the new policing method have with the homeland security role?
12. If changes made, what were some of the drawbacks, if any, does new policing method have with the homeland security role?
13. If changes made, did the department maintain the new policing method or did they revert to another policing method?
14. If reverted, why did the department revert?
15. If no changes made, what was the reason for maintaining current style of policing with the homeland security role?
16. If no changes made, what are some of the benefits with current method of policing have with the homeland security role?
17. If no changes made, what are some of the drawbacks, if any, with the current method of policing have with the homeland security role?

Data Analysis

After the researcher transcribed the notes from the interviews, the data was coded based on themes and subthemes. Themes extend the sentence beyond regular to illustrate what it means. The themes categorized the comments made from the participants in the interviews into a group of similar comments to help identify the understanding of the view of those interviewed from a professional point of view. The researcher created the themes from the data that
originated in the 16 fact-to-face interviews. The date was extracted from the interviews transcripts, stored on the researcher’s personal computer in a Microsoft Word document.

The researcher utilized MAXQDA program for coding the data transcribed from the interviews. The MAXQDA program allowed the researcher to identify and group the results so that the results researcher could review them quickly and easily. The data reviewed was checked manual for a root wording to help to help place in correct grouping. MAXQDA allowed the researcher to gather the data in each group and examine it with the ability to go back and forth from each group. Once the researcher reorganized the data into themes and reviewed it, he then broke down the data into subthemes, if needed. After any data that was broken down into a subtheme, the researcher analyzed all the data and created a table with the information identified later in this manuscript.

Results of Interviews

Mission Statements

While state and local law enforcement have a role with homeland security, there were no signs of this role indicated in the mission statements of the agencies covered in this study. In fact, none of them had even any mention of homeland security, terrorism, or emergency preparedness in their mission statements.

Louisiana State Police Mission Statement:

The Louisiana State Police is a statutorily mandated, statewide law enforcement agency. We will ensure the safety and security of the people in the state through enforcement, education, and providing of other essential public safety services.

Bossier Parish Sheriff Mission Statement:

It is the mission of the men and women of the Bossier Sheriff’s Office to be courteous, professional and responsive as we protect the rights and dignity of every citizen. In
partnership with our community, we strive to preserve the peace and provide a safe environment.

**Bossier City Police Mission Statement:**

We, the members of the Bossier City Police Department, exist to protect life and property under the law, with full respect for citizens irrespective of race, color, or sex, and according to the highest standards of professional skill, integrity and accountability.

**Caddo Parish Sheriff Mission Statement:**

To uphold the law fairly and firmly, to prevent crime; to pursue and bring to justice those who break the law; to keep the peace; to protect, help and reassure the community; and to do all of this with integrity, common sense and sound judgment.

**Shreveport Police Mission Statement:**

To provide outstanding, professional police services by working in partnership with the communities we have sworn to protect and to maintain a safe environment that contributes to the quality of life for all of our citizens.

**Haughton Police Mission Statement:**

The Haughton Police Department provides public safety services for the town of Haughton with Honor, Pride, and Dignity.

Understanding of role

Although, homeland security’s primary focus might be the prevention of terrorist incidents or response to an incident committed, some of the participants in this study saw their responsibility of this role aligned already with their current duties. In the study, the first agency interviewed had three participants. Interviewee #1 perceived the role of homeland security to be covered in the reduction of crime or fear of crime that they are sworn to do within their community. They saw this role as being one that is inseparable from their missions as they act as first responders to incidents in protecting the public.
While Interviewee #3 perceiving they have more of a role in homeland security with responding to incidents and determining the need for local support of clean up due to accidents or if is a terrorist attack would simply secure the scene and gather information for up channeling to a state or federal agency. However, they considered the role within the department pertaining to homeland security being primarily about disaster assessment rather than dealing with terrorist or potential terrorist incidents. Interviewee #2 saw the role being multifaceted and paramount with local officers being first responders in many situations. As commented no matter what the situation is, being that of a pipe break, an explosion, or even active shooter the local police are first called onto the scene.

The second agency in the study had two participants in the study. Interviewee #4 and Interviewee #5 reported having a very limited perception of the role with homeland security. Interviewee #4 more viewed the role as one that a bigger department within the area oversees than theirs due to being a smaller and limited size. Their insight was more that with them being such a small department in the event of a major incident they rely on a larger department that has more officers, as well as being better equipped to handle such situations would oversee the response of such an incident.

Although out of the same department as Interviewee #4, Interviewee #5 viewed their role with homeland security a little more different. They did comment on the same fact that in case of a terrorist incident a bigger agency would come in and handle the case, but that their department would as well be in an assistance role to them. They saw the fact that even though they are a smaller department and have oversight of a smaller town, they still have some of the same criminal issues as other agencies do just on a smaller scale and this includes the potential for
terrorist threats. Interviewee #5 eluded to the fact that terrorism or any homeland security incident can happen in areas regardless of the size of the town.

The third agency interviewed had three participants in the study. Interviewee #6 saw the role associated with homeland security one that is split among that of a national level and a local level. They perceived this split to be the national level being the federal agencies that placed a focus on the aspect of homeland security dealing with terrorism and the local level being the state and local agencies focusing on natural disasters. Interviewee #7 perceived the role of homeland security with their department being more of an increase in protection measures for events conducted within the region of their department, being more like sporting events or festivals. They see these as being likely chances for a lone wolf terrorist to target them for intent to create mass casualties with an attack against the country in retaliation.

Interviewee #8 considered the role of homeland security applying to their department being of a role in assisting with federal agencies with investigations of terrorist activity. This individual commented they received training and sometimes tasked with working with the FBI JTTF. Therefore, their perception was with more focus on that of the terrorism prevention and response to intelligence gathering of suspicious individual behavior related to terrorism.

The fourth agency consisted of three participants, Interviewee #9, Interviewee #10, and Interviewee #11. In the interviews, Interviewee #10 commented that their perception of the role with homeland security is one that is more of an assistance role with other agencies. They saw their department as being that really of a secondary to other state and federal agencies that primary focus is of the daily duty with homeland security. Interviewee #11 perceived the role with homeland security to be one conducted by the local agencies with federal agency oversight as a support mechanism.
The role with homeland security, as seen by Interviewee #9, was that of being the eyes and ears that gather information on a daily basis that equates into the prevention or protection of the community that they serve. Interviewee #9 perceived this for the fact that the department has their own intelligence gathering and conduct investigations upon the information provided from the intelligence. In their view, the federal agencies respond more to check up on that of how state and local agencies have dealt with disaster applying to homeland security or investigations of terrorist incident for recovery aspects. Their view is that federal agencies take over only if need be for furthering the investigation beyond what was already done.

The fifth agency consisted of two participants, Interviewee #12 and Interviewee #13. Interviewee #12 understanding of the role with homeland security to be that of a supportive role in that they do not usually have dealing with their daily duties to the responsibilities contained within the homeland security aspect, but if called upon by another agency they would assist in the mission. The other interviewee with this department, Interviewee #13 had a different understanding with the role in homeland security. Interviewee #13 perceived it for the region of their responsibility to be more of simply an extra duty beyond their normal routine, with that he provided the example of reacting to disasters within the region that happen during certain times or seasons of the year but is not something that happens on a daily basis. They further elaborated by using the example of responding to flooding rivers that extend beyond their banks into neighboring housing areas within the community.

The sixth agency in the study consisted of three participants, Interviewee #14, Interviewee #15, and Interviewee #16. Interviewee #14 commented that they see their department’s role with homeland security being that of an assisted role in that if there were a terrorist incident a unit from their agency, located in a different region, would respond to it with
them providing only help when needed. Interviewee #15 viewed the role their department played with homeland security as one that is more an identifying potential incidents and relaying them to other agencies, such as federal agencies to come in and take over in the area of investigating or handling the incident. Interviewee #16 saw their role with homeland security being one that is being vigilant in their daily duties and watching the area for any suspicious individuals or situations that have the potential to be a threat. They perceived if an incident needs immediate response, such as an attack or natural disaster, part of the role they have in protecting and serving the community.

Training and Resources

Interviewee #1, from the first agency, discussed that every officer received general training that is for the role of homeland security with active shooter training, use of force, and legal updates. Some units identified with receiving specialized training, such as the SWAT team in responding to active shooter or more intense situations. Interviewee #2 and Interviewee #3 did identify in their interviews that they along with all other officers received special equipment such as gas masks and chemical suits for situations where the release of biological, radiological, or chemical agents in an attack.

Interviewees #4 and Interviewee #5 both commented that they receive training with the local sheriff department in handling some active shooter situations that could be homeland security related. They also mentioned receiving other types of training with the sheriff department so they can assist in matters if called upon. Interviewee #5 went on to discuss that not only is the training geared toward them but they also train with some of the community members, churches and schools, in how to handle active shooter situations so that officers and the community members both know how to react in a situation. The only equipment that
Interviewee #4 mentioned they have received for homeland security is a radio system that allows better communication with multiple agencies statewide.

Interviewee #7 that the department received funding for officers to receive gas masks and chemical suits, as well as atropine injectors to utilize in the event a chemical or biological attack is conducted within the area of responsibility. In addition, Interviewee #6 identified that the department had received communication equipment that helps connect the department with other agencies across the state. They also commented that the department as well received funds for upgrading water vehicles utilized in protection of waterfront. Interviewee #8 identified that beyond training for JTTF, all officers received online training regarding Unified Command.

Interviewee #11 identified that their department has received a mobile command unit that they did not possess before the role of homeland security extended to state and local law enforcement agencies. Interviewee #11 did mention they utilized for natural disaster situations already and would help in using at sporting events and festivals. In addition, the department obtained communication and computer equipment for use with better agency cooperation and capabilities. As with some other departments in the region, Interviewee #10 identified that a water vehicle was received for rescuing individuals in times of natural disasters and patrolling the water way. Interviewee #9 identified that training within their own organization has been adjusted with the role of homeland security, with a few officers have received training from FBI and other outside agencies to bring back and train officers within the department. They did comment that one form of training that they had not prior received but now do since September 11, 2001, is that of riot control.

Interviewee #12 and Interviewee #13 have stated that their department received neither new training nor resources for the role with homeland security. When asked on a reason for this
lack of training or resources. Interviewee #12 informed that of the departments within the area of their direct involvement is very minimal and that the training and resources already possessed by this department none were identified as being needed.

Interviewee #16 commented that there was no training created within their department and that no training provided by any federal agencies received for their officers with homeland security. Interviewee #14 and Interviewee #15 both confirmed that by stating that they received no new training for the role with homeland security. Interviewee #15 did comment that their department did receive funding for the resources, such as a mobile field unit that is capable of responding to an incident. Interviewee #14 commented that they have seen more and better officer personal protection items received with homeland security funding that helps in response to potential suspect apprehension.

Policing Method

Interviewees #1, #2, and #3, all identified that community policing was the method prior to the September 11, 2001, attacks and that since then their agency has maintained the community policing method. Comments by each were that there had been minor changes with the style of policing to help better the department in serving the community with additions of communication on social media means, as well as some operational and logistical ways the department conducts business.

Interviewee #1 discussed the fact that empowerment of the community has been very helpful from the 1990s when community policing was adopted by the department that even after September 11, 2001, the method proved to be one that is nearly vital to the success of law enforcement. Interviewee #3 commented that without the assistance of the public in community policing there would be many unreported indicators that help the police in resolving situations or
preventing them in the first place. All of the interviewees from the first agency each said they really see no drawbacks that would make them consider abandoning community policing for a paramilitary or legalistic style.

Interviewee #4 discussed that prior to and after the September 11, 2001, attacks they have utilized the community policing method. Their reason was that in being such a small town you build relationships with the members of the community and in having those close relations it creates a better service for crime prevention as a whole. With limited staffing, Interviewee #5 sees the use of community policing as an important part to their policing. In a town where they are so tight knit with each other, there is little chance that some crime of any reason happens that does not spread by word of mouth and the community learns of it and relays all the information to the police. Interviewee #4 referred to it as the “Mayberry Effect” where neighbors are helping neighbors and how if there was a homeland security issue in such a small town people tend to take notice of new individuals within the town.

In discussing policing method utilized for homeland security, Interviewee #7 mentioned that with their department not being a typical police department they more use a crime control method in responding to situations. Interviewee #8 confirmed that they did have a couple of separated units in some areas of their region that do use the community policing method. They mentioned that this allows the officers in those areas to focus on the community and use good relations established with the members of the community to help stay alert and vigilant to any potential threat of terrorism. Interviewee #6 commented on a drawback for their department with community policing in the fact that they aren’t a typical police department and in responding to some situations alerted by community members take up an amount of officers from their usual
duties whereas prior to the September 11, 2001, attacks many people wouldn’t notice or report some of these situations.

Interviewee #9 stated that with the type of law enforcement department that are they utilize a crime control method over other methods. They use this in a majority of the situations they respond to, but of course implore members within their community to be alert and with any concerns to contact them in helping to identify any suspicious behavior or incidents. Interviewee #10 and Interviewee #11 also confirmed the use of a crime control method over other methods but also commented to the fact that in some remote areas of their responsibilities there are officers that use community policing and have built relations with those members to help in maintaining vigilance.

Interviewee #12 and Interviewee #13 both commented being from the same agency, but under different departments, that the policing method utilized is a crime control method. Interviewee #12 commented that being a state police officer and working in a community with city police creates less of a need for the state agency to conduct community policing and use a more crime control style. They however do community programs but leave more of the community policing focus to that of the city police departments.

Interviewee #15 stated that the policing method conducted prior to and after September 11, 2001, was a crime control method. Interviewee #15 commented that with his department being one of a state level that they do not really interact with the community for a community policing style to provide gains with their homeland security role. Interviewee #16 commented that many of their methods in policing with homeland security are that of crime control and an intelligence led style. This is because much of their involvement is off information obtained in briefs from fusion centers and not that of members of the immediate community.
Interviewee #15 sees community policing as one with great benefits in homeland security, but for their supportive role in homeland security, crime control method has more benefits. Interviewee #15 believes that community policing allows the community to help in providing valuable information on suspicious behavior, but in their primary concern for homeland security being that of natural disaster crime control is more effective.

The themes that emerged were (a) no mention of homeland security role, (b) vigilance while conducting daily duties, (c) supportive or assistant in role, (d) received resources, (e) received training, and (f) community or crime control policing. The subthemes were (a) federal unit, (b) state/local unit, (c) officers, (d) department, and (e) federal agency.

Table 1. Summary of Themes and Subthemes of the Interview Questions (to address the research question “Police understanding of homeland security role.”)

<table>
<thead>
<tr>
<th>Interview Question Topic</th>
<th>Theme</th>
<th>Subtheme</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question 1 – Mission Statements</td>
<td>No mention of HS</td>
<td></td>
</tr>
<tr>
<td>Question 2 – Priority HS role</td>
<td>Vigilance during daily duty</td>
<td></td>
</tr>
<tr>
<td>Question 3 – Role department plays</td>
<td>Active primary Supportive</td>
<td>Federal unit State/local unit Federal unit</td>
</tr>
<tr>
<td>Question 4 – Measures implemented</td>
<td>New operational tasks</td>
<td></td>
</tr>
<tr>
<td>Question 5 – Equipment received</td>
<td>Received resources</td>
<td>Officers Department Federal agency Department</td>
</tr>
<tr>
<td>Question 6 – Training received</td>
<td>Officers receive training</td>
<td></td>
</tr>
<tr>
<td>Question 7 – Policing method prior</td>
<td>Community policing Crime control policing</td>
<td></td>
</tr>
<tr>
<td>Question 8 – Change method</td>
<td>Yes/No</td>
<td></td>
</tr>
<tr>
<td>Question 9 – If changed, what</td>
<td>Community involvement</td>
<td></td>
</tr>
<tr>
<td>Question 10 – If changed, why</td>
<td>Technology advancements</td>
<td></td>
</tr>
<tr>
<td>Question 11 – If changed, benefits</td>
<td>Community eyes and ears</td>
<td></td>
</tr>
<tr>
<td>Question 12 – If changed, drawbacks</td>
<td>Drawbacks</td>
<td></td>
</tr>
<tr>
<td>Question 13 – If changed, maintained</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Question 14 – Reverted, why</td>
<td>Not applicable</td>
<td></td>
</tr>
<tr>
<td>Question 15 – No changes, why</td>
<td>Nature of daily duties</td>
<td></td>
</tr>
<tr>
<td>Question 16 – No changes, benefits</td>
<td>Community eyes and ears</td>
<td></td>
</tr>
</tbody>
</table>
Validity

This research measured the understanding state and local law enforcement has of their role with homeland security closing the gap in the literature. As Borsboom, Mellenbergh, and Heerden (2004) described validity as the question measuring designed to be in the test. The researcher ensured that questions measured the intent on the role with homeland security. The researcher ensured this by allowing the participants to describe their understanding of the role in their own words and by taking samples from multiple officers across a range within one region. This helped in providing more than just one participant or agency’s view of the role but gathered interpretations from different agencies responsible for providing security within the sampling area. The research removed any reactions in the interviews and avoided leading any questions that could influence the participant’s answers.

Reliability

Flowers (2001) described measurement accuracy being very crucial factor to one’s research. He elaborated reliability being more reproducibility or dependability in conducting the exact same study, in the exact manner as previously conducted and would result in the same outcome every time. Reliability in a study ensures that no matter who conducts the study that the results match exactly as previous study’s results. In addition, there remain concerns about reliability in a studies focused on human experiences studied (Flowers, 2001). Reliability can be problematic when studying experience, as participants can gain experience and change the results from a previous study. In order to ensure reliability in this study the researcher took very detailed notes and recorded the interviews on a digital device. As this study relied on the
experiences of state and local law enforcement officers, changes in definition or understanding can result in future studies not producing the same results.

Analysis

The overall majority of understanding gained from the interviews with the role state and local law enforcement agencies have with homeland security is that of a supportive or assistance role. Interviewee #8 stated, “They understand the role of homeland security applying to their department is assisting federal agencies with investigations if a terrorist activity occurs.” While state agency identified in the interviews of having an investigation unit in a different location that would come up and take the lead if an incident did happen. The agencies in the region see homeland security incident of a natural disaster would be more to the role these local agencies would control with FEMA coming in to oversight the situation while local agencies continued the primary functions. In situations of a terrorist attack, the understanding is that state and local agencies would act as first responders and then security the situation while the arrival of federal agencies arrived to take over the investigations. Interviewee #6 stated:

The role with homeland security splits into two levels, national and local. They identify the national level focusing on terrorist incidents by federal agencies and natural disaster focused on by state and local agencies.

There was indication that some of the resources would be brought up from other locations within the state as to be utilized as well as manning would be made available in support of the investigation, if requested. The local departments have identified due to the low threat of terrorist in the area they place more focus on the prevention and protection aspect of providing security to locations of interest and sporting or festivals that would be prime targets. Interviewee #7 stated, “Their department’s role is protection measures for events conducted within the region of their department, being more like sporting events or festivals.”
Although some officers have admitted to receiving some training from outside and federal agencies with a role in homeland security, they have commented that much of it was only in the situation of active shooter and a few in repealing techniques for insurgency. Interviewee #9 commented some “officers receiving training conducted by the FBI and other outside agencies and then training officers within the department.” They also commented that their department implemented some new training within their own agency.

Almost all the agencies did respond that they received funding for items they acquired to use for homeland security, with a few getting water vehicles to help in protecting the water front areas. Interviewee #10 stated, “Their department gained a water vehicle for rescuing individuals during natural disasters and patrolling the water front.” Some agencies also received better communication equipment and mobile field units that help in establishing command and control areas. Interviewee #4 stated, “Their department received for a radio system allowing better communication with multiple agencies statewide.” Interviewee #11 stated, “Their department received a mobile command unit.”

A few agencies in the region did identify to having a more crime control style of policing and state that maintaining it is what they foresee as the best practice due to their limited involvement with homeland security. Interviewee #12 stated, “Being a state police officer and working in a community with city police creates less of a need for the state agency to conduct community policing and use a more crime control style.” All the agencies that deal with the inner area of the region, pertaining to the cities, found that use of community policing is the preferred method. They saw the benefits of this method being Interviewee #1 stated:

Community policing began long before September 11, 2001. In fact, it was very helpful in the 1990s with empowering the community to engage in the success of criminal prevention within their neighborhoods. Community policing has since become a vital part
of law enforcement and its use in homeland security has only increased the eyes and ears of the police force beyond all reaches.

Discussion

While departments within the community respond differently to homeland security situations, it depends on the nature of the incident and the level of the threat. Some of the interviewees pointed out that their original view of their role with homeland security only applies toward that of natural disasters and that situations related to terrorist incident is a role handled by federal agencies. One agency viewed their role with homeland security being side by side with federal agencies, which they do not have any operational authority over that of the state or local departments in the investigations. They saw state and federal agencies separately conducting role in situations with homeland security and having minimal oversight from the Homeland Security Department, for funding purposes only.

Also discovered were agencies viewed their role being more supportive in assisting federal agencies. They emphasized that in a terrorist incident they would only act as first responders until federal agencies arrived on scene and took over the investigation. This leaves little reason for extending this role to state and federal agencies and shows that the role does not extend to state and local agencies in prevention and protection from terrorist incident, outside of their normal duty with crime prevention. Some of the individuals interviewed commented that their role was practically non-existent due to the limitation of being a smaller department and perceived it as being the responsibility of larger other agencies, whether those agencies were state or federal. An interviewee mentioned with state and local agencies each having a role in homeland security and without a clear definition on their role, many agencies overstep into other department’s area of normal responsibility. All this information gained simply illustrates that
agencies understand in any situation pertaining to terrorism, once mention of the word terrorism the role then shifts to federal agencies responsibility.

In addition, regardless if state and local agencies have a supportive role or an active role with homeland security the method of policing utilized makes a great difference in how the police conduct their role. Those interviewed that utilize the community policing method do not think they should abandon it for a paramilitary or legalistic style. As a few interviewees identified their department uses a crime control style over community policing, it is because the department is not a city police department. With homeland security, intelligence is a very important part of the prevention and protection, which as many law enforcement officers mentioned in the interviews is something that is reliant upon those in the community to help act as the eyes and ears of the police. This requires an effective trust established between the community and law enforcement, a trust a paramilitary style would not create. Those interviewed commented that a paramilitary or legalistic method would be effective in intelligence gathering, but at the expense of losing trust and relations built with the communities they swore to protect.

**Future Recommendation**

This study helps close the gap on needing to clarify the state and local law enforcement’s role with homeland security there is still a need to conduct further studies on it. Further recommendation is a similar study in a bigger city, one such as Atlanta or Chicago, which would be a prime target for terrorist attacks. In addition, a study with a police department that has a homeland security unit established within them would help in determining a more extensive knowledge of police’s role with homeland security.
References


Dear Chris Howard,

The APUS IRB has reviewed and approved the above application.

Date of IRB approval: 02/21/2017
Date of IRB approval expiration: 02/20/2018

The approval is valid for one calendar year from the date of approval. Should your research using human subjects extend beyond the time covered by this approval, you will need to submit an extension request form to the IRB.

Changes in the research (e.g., recruitment process, advertisements) or informed consent process must be approved by the IRB before they are implemented. Please submit a protocol amendment form to do so.

It is the responsibility of the investigators to report to the IRB any serious, unexpected, and related adverse events and potential unanticipated problems related to risks to subjects and others using the unanticipated problems notification.
Please direct any question to apus-irb@apus.edu. The forms mentioned above are available at http://www.apus.edu/community-scholars/institutional-review-board/apply.htm.

Sincerely,

[Signature]

Jennifer Douglas, PhD
IRB Chair