

Engaging in Law Enforcement and Public Safety Institutional Assessment and Change

One of the most significant issues regarding law enforcement today is the growing disconnect between the members of society and the institution of law enforcement. In this world of digital entertainment and instant gratification, citizens have a distorted impression of the law enforcement profession. After controversial incidents, the community demands answers *now*. Many don't understand or accept that true investigations take a lot of time. It leads many to believe that agencies are being secretive, untruthful, or are downright corrupt. As the work of law enforcement officers becomes more challenging, there are changes agencies can embrace in order to allow them to positively grow and evolve in the same direction as the rest of society. With minimal resources, agencies can change their attitudes about how they engage with each other and the public, acknowledge and address the advances of criminal technology and tactics, and then use technology, records, and data analysis to police smarter and more effectively.

There is an ever increasing "Us versus Them" mentality between the public and law enforcement. The public is bombarded with media releases that paint law enforcement in a negative light. For citizens, it is hard to remember that the vast majority of all law enforcement contacts are peaceful. Many law enforcement officers are groomed through their excessively paramilitary academies and field training, to develop an attitude of stoicism amongst themselves and against the public. Beyond the academy, law enforcement officers spend their entire shift responding to calls and dealing with other people's situations that have gotten out of control. It is difficult for officers to remember that the criminal subjects they deal with every day are the smallest fraction of the majority. The first work provided is an example of changing the way law enforcement trainers interact with their trainees. It is followed by an example of how out of the box thinking, and incorporating a civilian partner, or consultant, can go a long way to instill public confidence after a controversial incident.

The next work discusses the adoption of using data analysis to guide decision making and allocation of resources. Changes in legislature have an impact on the way police enforce the law as well as how the courts prosecute. California's Proposition 47 is a great example of such a significant change. Prop. 47 reduced the severity of crimes and their punishments and put thousands of criminals back into communities. Agencies are continuously having to handle more work with fewer resources. By using data analysis, law enforcement agencies can develop smarter ways of impacting crime rates in their jurisdictions by targeting specific areas and specific prolific offenders.

Finally, the last work is in regards to cybercrimes and terrorism. Technology has evolved exponentially. Virtually all information is digitally stored. Millions of Americans

are falling victims to various forms of identity theft, account hacking, money scams, and personal attack which go largely unreported. The purchase of absolutely everything, from stolen property, illegal services, people, and weapons are facilitated and coordinated online. In the past several years, we have also experienced substantial leaks of classified government documents which pose a significant threat to national security. Domestic terrorism events are often researched and facilitated through simple open source information gathering as well as mishandling of sensitive information thus allowing our adversaries to access it. This is now the way the world works. It is important that law enforcement leaders to recognize the significant impact these issues have on effective policing, and remain on the forefront of technology in order to prevent as well as investigate these types of crimes. In order to remain in sync with the public, officers must continue to advance in mindset to recognize social needs, and desire, must acknowledge the evolving criminal environment, analyze it, and develop an intelligent and targeted approach to protecting the communities they serve.

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