

Applications of Community Policing in Thailand: Determinants, Implementation, and Outcomes

Chavalit Jindarat¹

Abstract

Examinations within the context of large metropolitan cities and agencies comprise much of the literature on policing strategies. However, equally important is an exploration of factors affecting the implementation of community policing at the local level so as to examine accomplishments and setbacks in its application and determine whether differences in perception impact citizen attitudes toward police. This study does so by focusing on three communities in Thailand. Through data collection and the use of statistical methods, I identify neighborhood problems and key factors, such as general citizen attitudes toward police, citizen perceptions of police effectiveness in preventing neighborhood crime, and citizen perceptions of the willingness of police to work with citizens in their neighborhoods to solve crime. The findings reveal significant factors and decision-making patterns relating to the development of community policing. The article concludes with recommendations on contemporary and future issues related to the role and effectiveness of community policing implementation.

Keywords: community policing, citizen attitudes, crime prevention, police strategies, Thailand.

Introduction

Community policing involves collaboration between the police and community working together to achieve the common goal in public safety. It represents an approach to efficient and effective crime control, with the aims of reducing fear of crime, bettering citizens' quality of life, and improving police services. According to Trojanowicz and Bucqueroux (1990), community policing is "*a new philosophy of policing based on the concept that police officers and private citizens working together in creative ways can help solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighborhood decay.*" (Page 5)

Community policing involves organizational transformation, community partnership, and problem solving. This new direction for policing began to emerge and take root in the early 1980s throughout the United States and many other

¹ The Author is currently serving Thai people as Pol. Lt. Col. under the Royal Thai Police. He is a candidate for Doctor of Philosophy in Criminology at Faculty of Social Sciences and Humanities of Mahidol University. He can be reached at jindachao57@gmail.com

countries, including New Zealand, Great Britain, and Canada, where police operations have become more visible and have been decentralized to meet the needs of various neighborhoods and constituencies. In such places, citizens have been encouraged to partner with the police in preventing crime.

In Thailand, Community Policing had been the subject of interest

when the concept of Professor Trojanowicz (1974) was introduced and the appropriate meaning of “Community Policing” known as “Police for servicing the community” (Chayapan, 1999). Not until the end of 1995, when the Thai Police Department officially implemented community policing, did the concept become widely accepted. Community policing in Thailand was then implemented by Police Lieutenant General Pongpat Chayapun, the deputy superintendent of Bangkok Police Station, who applied the concept through the “Community behind Wat Bangkok” initiative for 183 days. A survey of locals in Wat Bangkok suggests they were satisfied and wanted to maintain the community police presence (Chayapan, 1999).

The Royal Thai Police established the principle of community policing as a strategy for 2012–2021. Nonetheless, the Office of Police Strategy encountered problems with work ineffectiveness resulting from a lack of understanding of the concept of community policing, which had not previously been adopted for use particularly among Metropolitan Police Bureau Regions 1 to 9 and the Police Operation Center for the Southern Province, even though it had been the practice of the Royal Thai Police (Central Investigation Bureau, 2012). This article not only explores the problems and setbacks encountered at the local level but also acknowledges the accomplishments of community policing by the Central Investigation Bureau in selected communities, namely Wat Kun Ying Som Jin, Ban Lor-Ang Thong, and Lieb Khong Mahasawat. The projects implemented in the three aforementioned communities in the Central Region, which share similar social contexts, are suitable for a case study regarding whether such projects have been implemented as planned.

Research Objectives

The aim of this research is to identify variables affecting the implementation of community policing locally and to compare accomplishments and setbacks in the application of community policing in three communities in Thailand. Within this conceptual framework, community policing focuses on the accomplishment of four aspects:

1. Establishing relationships between police and locals
2. Preventing crime within the community
3. Reducing the fear of crime within the community

4. Cementing good relationships between locals

Literature Review

Traditional Policing vs. Community Policing

Eck and Spelman (1987) describe traditional policing as “incident-driven,” meaning it involves officers answering calls and responding to a variety of situations to keep the peace via their authority over members of the community. This often fosters distrust toward, and isolation from, citizens. The goal of traditional policing is to protect law-abiding citizens from criminals. According to Jauregui (2009), this reflects a “popular desire for justice and order through any means necessary.” Police achieve this aim by identifying and apprehending criminals while gathering ample evidence to convict them. Comparatively, community policing focuses on partnering with communities to attack and solve core problems that lead to crime as well as fostering better relations between police and the communities they serve. The most effective solutions to address problems affecting a community can be proposed through dialogue between police, government agencies, citizens, and local businesses. Often, community police patrol a designated area to prevent crime and apprehend perpetrators. Community policing may involve surveys of community members to explore the causes of problems (Travis et al., 2000), community meetings, community crime prevention projects, and continual police–citizen contact.

In the study of Kelling and his Colleagues, “The community policing movement in the United States is often said to be based on a realization that crime-related problems cannot be addressed by the criminal justice system alone. By the mid-1970s, research had shown that a rapid mobile response was occasionally effective in apprehending criminals and solving crime.” (Kelling et al., 1974). Moreover, officers had neither the time nor the motivation to consider the underlying problems contributing to crime and disorder (Eck and Spelman, 1987; Goldstein, 1979). As mentioned in the community policing consortium, “Changes in population demographics, increasing violence, economic decline in inner cities, and many other factors are also believed to have encouraged the community policing model. Recently, fear of crime has become one of the nation most concerned problems in itself. Therefore, “A highly visible police presence helps reduce fear within the community”. (Kelling & Moore, 1988). Community policing transformations can involve management policies,

organizational structures, personnel practices, and information technology systems, among other aspects of how a department is structured and operates. In sum, community policing principles are based on crime prevention and control through strategic solutions and elimination of the fear of crime (Rosenbaum et al., 1991). In Thailand, there is the obvious differences between Community Policing and Conventional Policing. Chart 1

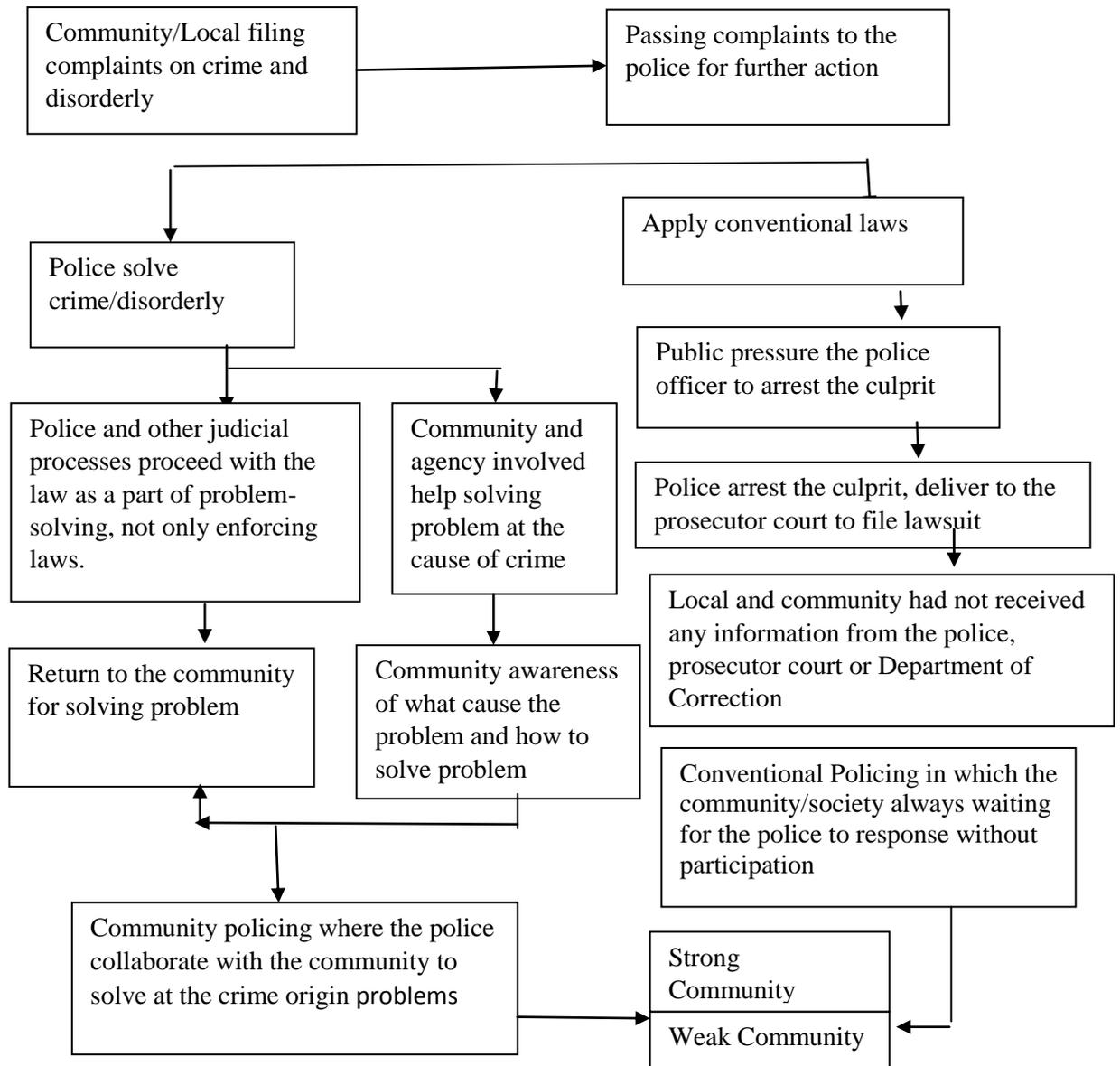


Chart 1 Community Policing and Conventional Policing Differences

Source: Community Policing Theory, Central Investigation Bureau

(Thailand)

From Chart 1, the author had displayed the contrast between Community Policing and Conventional Policing in Thailand that the conventional policing makes the police and police related agencies work alone, without close contact with the people, whereas the community policing allows the people to collaborate with the police in solving crime as if being the partners, even though law enforcement such as the arrest and prosecution is a mandatory procedure and still maintain as a part in solving problem.

Core Components of Community Policing

The three most important elements of community policing are as follows: The first is positive interaction whenever possible, which involves building familiarity, trust, and confidence between police and locals or becoming the locals' partner in preventing crime. Creating a constructive partnership will require the energy, creativity, and understanding and patience of all involved, with the police no longer the sole guardians of law and order, instead all members of the community become active allies in the effort to enhance the safety and quality of neighborhoods. The second is the transformation of various police agencies involved appropriate for Community Police's functions (Royal Thai Police, 1991). In addition, organizational transformation involves changes in management policies, organizational structure, personal practices, and information technology systems, among other aspects of how a department should structure and operate.

The third is the police and community conduct the joint study to analyze the cause of problems as well as seeking suitable approach to problem-solving. Moreover, sharing problem solving by forming the neighborhood police patrol team to help community members mobilize support and resources to problem-solving as well as enhance the community members' quality of life, allow them to voice their concerns, contribute advice, and take action to address their concerns.

Besides the aforementioned elements, the focus should be on seeking collaboration between other government agencies involves, community leaders and numerous civil society groups, service providers, entrepreneurs and the media.

Levels of Progress in Community Policing

To assist in the assessment of community policing by accurately measuring its implementation, the U.S. National Institute of Justice (2004) studied and divided operational progress into five levels, as follows:

Step 1: Establish a specific community police unit.

- Work according to the principles of community policing.
- Arrive at the scene of a crime immediately.

Step 2: Encourage community participation in police activities.

- Conduct foot patrols of areas based on their levels of crime.
- Conduct analyses of crime hotspots.

Step 3: Resolve problems by coordinating work and cooperation between police and the community.

- Collaborate with the community to solve problems.
- Solve problems at the cause.

Step 4: Achieve collaboration between police and the community to prevent community problems.

- Create community synergy and responsibility.
- Establish long-term cooperation.

Step 5: Identify urban or local strategies.

- Establish concepts and working methods of community policing.
- Refer to information and identify community needs.

Methodology

Three communities in Thailand, namely Wat Khun Ying Som Jin, Lieb Klong Mahasawat, and Ban Lor-Ang Thong, were selected as subjects for this study on the implementation of community policing principles, with the aim of examining the steps required to operate a community policing program, its achievements, and its problems and setbacks.

Qualitative and quantitative methods were used with each project, including an analysis of statistical crime records related to casualties and physical injuries, sexual violence, property damages, the impact of narcotics, and pre-test and post-test operations. The quantitative research was conducted with the survey and questionnaire from the locals living in the Community Policing area to measure the achievement level and setbacks of community policing. Data were collected from criminal statistics in the community policing area to compare with crime cases pre and between Community Policing. As for the qualitative data, the interview was conducted on the police officers in charge and the Superintendent of Community Policing in order to learn about problems and setbacks and contributed factors to success as well as the study on documents,

Questionnaires were distributed among selected samples, while on-duty police and project superintendents were each subjected to an in-depth interview. Selected through stratified random sampling, classified by calculating the weight or percent of the total population in order to find a sample size, with the application of accidental sampling. In total, 4,827 samples were selected from

Khun Ying Wat Som Jin, 1,943 samples from Lieb Klong Mahasawat, and 774 samples from Ban Lor-Ang Thong, nine samples comprise the individual interviews of six police officers and three superintendents in charge of community policing, as well as the superintendent of the project.

Data were gathered from open-ended and closed-ended questionnaires, crime statistics, and operational documents from all three targeted communities. The operational documents were analyzed and considered alongside the operational guidelines for community policing that Trojanowicz and Bucqueroux (1998) recommend in their community policing manual, the operational guidelines proposed by Kappeler and Gaines (2015), and the community Policing Officer Manual for police officers within this jurisdiction.

Results

Police Relations

The results suggest that the highest level of achievement in the development of relations between police and the community was attained in Lieb Klong Mahasawat ($\bar{X} = 3.73$), followed by Wat Khun Ying Som Jin ($\bar{X} = 3.62$), then Ban Lor-Ang Thong ($\bar{X} = 3.01$). Statistical analysis indicates that the higher achievement in Lieb Klong Mahasawat and Wat Khun Ying Som Jin than in Ban Lor-Ang Thong was statistically significant, partly because the community policing campaign in Lieb Klong Mahasawat had resulted in collaboration and the formation of an alliance with the community in the early stages of the operation. This approach involves clearly advertising community policing operations and conducting regular meetings with locals to establish a rapport with them. A similar approach was used in Wat Khun Ying Som Jin. Whereas Ban Lor-Ang Thong had only one community police officer, the other communities maintained two community police officers, meaning they could both establish relationships with locals. This finding coincides with data from the local surveys and the interviews of police participating in the campaign, who mentioned problems and obstacles in the application of community policing resulting from shortages of community police.

Crime Prevention

The results suggest that the highest level of community crime prevention was achieved in Lieb Klong Mahasawat ($\bar{X} = 3.83$), followed by Wat Khun Ying Som Jin ($\bar{X} = 3.61$), then Ban Lor-Ang Thong ($\bar{X} = 3.41$). Statistical analysis indicates that the higher achievement in Lieb Klong Mahasawat and Wat Khun Ying Som Jin than in Ban Lor-Ang Thong was statistically significant, partly because the community policing campaign in Lieb Klong Mahasawat

implemented clear measures and procedures, arranged meetings to listen to and find solutions to problems, invited relevant agencies to participate as members of a community committee, and coordinated with other communities that share similar interests to seek their supports, more consistently than the Ban Lor-Ang Thong community policing program did. The public survey respondents and on-duty community police mentioned that problems and setbacks in crime prevention came from a lack of collaboration and support from public and private local organizations, including other allies in working with police to solve the community's problems.

Differences in this comparison between Wat Khun Ying Som Jin and Ban Lor-Ang Thong in the achievement of community crime prevention based on community policing concepts indicate that Ban Lor-Ang Thong has achieved less crime prevention than has Wat Khun Ying Som Jin. However, an evaluation of the background of Ban Lor-Ang Thong reveals that the community followed the SARA model to solve community problems better than did Wat Khun Ying Som Jin, as the police made regular visits to each family for two consecutive months to gauge their wellbeing and determine whether they were in need of assistance. Once the community police learned of a problem, they would remedy the situation in each area for each family or would contact a government agency per locals' request, in which case community leaders and locals began to trust officers to the extent that they became willing to cooperate.

Fear of Crime

Regarding fear of crime, the findings suggest that Wat Khun Ying Som Jin ($\bar{X} = 2.68$) had a higher achievement level than did Lieb Klong Mahasawat ($\bar{X} = 3.41$) or Ban Lor-Ang Thong ($\bar{X} = 3.08$), with statistical significance. Perhaps this was because Lieb Klong Mahasawat had not established a police operational office in the community, meaning it was difficult for locals to contact and establish confidence in community police. Moreover, at Wat Khun Ying Som Jin and Ban Lor-Ang Thong, each police officer distributed a name card with his picture and telephone number for locals to contact him at any time, then passed out leaflets or documents to advertise the campaign and show his sincere intention for locals to be aware of his presence and available assistance. Since Lieb Klong Mahasawat did not collaborate with the community in the same way, locals may have felt insecure as a result of the community policing initiative, believing their lives, assets, and family members' safety were under threat.

Judging from the crime statistics in Wat Khun Ying Som Jin, overall crime increased following the implementation of community policing, whereas crime decreased in Ban Lor-Ang Thong. This finding contradicted the higher level

of achievement concerning fear of crime in the community in Wat Khun Ying Som Jin than in Ban Lor-Ang Thong. Nonetheless, Mitchell (1994), in a study of the application of community policing in El Paso, Texas, has suggested that success of these initiatives requires that officers focus more on reducing locals' distrust than on reducing the rate of crime and arresting perpetrators. Coupled with data from the officer interviews regarding problems during the application of community policing, this study likewise contends that success of community policing projects should be measured based on locals' level of trust in police, not only on crime statistics.

Community Relations

The results reveal that the highest level of achievement in terms of good relations within the community was attained in Lieb Klong Mahasawat ($\bar{X} = 3.73$), followed by Wat Khun Ying Som Jin ($\bar{X} = 3.55$), then Ban Lor-Ang Thong ($\bar{X} = 3.26$). Statistical analysis indicates that the higher level of achievement in Lieb Klong Mahasawat and Wat Khun Ying Som Jin than in Ban Lor-Ang Thong was statistically significant, partly because community police in the two former communities spent more time making acquaintances with locals and introducing themselves and the campaign than did the officer in Ban Lor-Ang Thong. This made locals feel that the officers were members of the community, establishing partnerships to prioritize problems and find unique solutions for each. In doing so, the community formed a sense of belonging.

This was particularly the case in Lieb Klong Mahasawat, where locals developed strong bonds, as seen from an incident when the project PR board fell down during heavy rains and winds. Despite the downpour, the villagers helped the community police put up the PR board after the rainfall, and, after the following meeting, villagers helped fold chairs and sweep the floor without anyone having asked them to do so. The main reason for this was that community leaders encouraged locals to participate in community policing activities and collaborate in solving community problems. Such activities were a reason for locals to get together, strike up conversations, coordinate future activities, and promote love and compassion among one another. Locals in Lieb Klong Mahasawat continued to hold community activities on a regular basis, more frequently than did locals in Ban Lor-Ang Thong. One such initiative concerned community environmental adaptation, specifically local flood relief initiatives.

The concept of community relations as a result of community policing coincides with data from the public and the on-duty community police, who mentioned that in building good relations with the community, police must show their sincerity while working, collaborating, and forming community alliances

continuously in order to reduce distrust between the community police and community leaders and locals (Bradshaw, R. V., & Glensor, R. W., 1992). When locals develop strong positive feelings toward the community police, they are willing to attend meetings to discuss and solve problems within the community and to participate in proposed community policing activities. Such activities were conducted to allow locals to meet, converse with, and form good relationships with one another, leading to a sense of belonging.

Through One Way ANOVA Analysis, the Outcomes of Community Policing Implementation on Police Relations, Crime Prevention, Fear of Crime, and Community Relations in which the comparison had been made in pair and classified by communities as shown on Table 1.

Table 1
Implementation of Community Policing in Three Communities

Subject	Community	\bar{X}	S.D.
1. Police Relations *	Wat Khun Ying Som Jin	3.62	0.75
	Ban Lor-Ang Thong	3.01	0.76
	Lieb Klong Mahasawat	3.73	0.58
2. Crime Prevention *	Wat Khun Ying Som Jin	3.61	0.57
	Ban Lor-Ang Thong	3.42	0.48
	Lieb Klong Mahasawat	3.88	0.41
3. Fear of Crime *	Wat Khun Ying Som Jin	2.68	0.86
	Ban Lor-Ang Thong	3.08	0.74
	Lieb Klong Mahasawat	3.41	0.58
4. Community Relations *	Wat Khun Ying Som Jin	3.55	0.66
	Ban Lor-Ang Thong	3.26	0.64
	Lieb Klong Mahasawat	3.73	0.51

***Statistical Significance 0.05**

Discussion

Based on the Crime Triangle Theory below, there are 3 main factors contributed to criminal offense.



Figure 1: Crime Triangle Theory

Source: Geo Housing: Crime Triangle Theory

- 1) Criminal with intention to commit crime: Through appropriate Community Policing program, we can create fear among the suspects:
 - 1.1 Beware of a person who had just been released from a prison
 - 1.2 Control the potential crime area
 - 1.3 Rush to the crime scene immediately after being informed
 - 1.4 Regularly patrol the community hot spot area
 - 1.5 Seek members or informants to inform the police on crime instantly
 - 1.6 Arrest the offender on the arrest warrant
 - 1.7 Seize the suspect car that may be the instrument to commit crime
- 2) Opportunity to commit crime based on appropriate time and place: Through appropriate Community Policing program, we can build safe environment for good citizens:
 - 2.1 Create safety zone for the residents
 - 2.2 Adapt the crime-free environment
 - 2.3 Having community police patrol the area on regular basis, especially on the risk-prone area.
 - 2.4 Establish Neighborhood Watch Unit to look out for suspicious activities or strangers
- 3) Target or victim: Through appropriate Community Policing program, people can avoid being the crime victims:
 - 3.1 Educate the public on self-defense
 - 3.2 Community policing regularly visit the community
 - 3.3 Regularly warning the locals on possible criminal activities

3.4 Give tight protection to the victims or potential target

The aforementioned crime prevention measures can reduce the crime rate by encouraging people to participate in crime prevention and suppression as well as solving crime and social problems in the community, crime rate can be reduced. Moreover, crime prevention measures can be done by the police, area owner, residents and third parties. The successful crime prevention through collaboration between the police and community as confirmed by the results assessment report of the research team, Royal Police Strategic Office for the budget year 2012. This study displayed the attitude and understanding of police officers in people's participation in accordance to community relations plan as well as learning the factors affecting the successful or failure of such operation such as people's satisfaction with the design of crime prevention through police and community collaboration, project participation, crime reduction, knowledge in crime prevention

The findings suggest the community relations project has similar philosophy principles, concepts and operational process of the laws or relevant regulations, degree of people's participation and knowledge in crime prevention. The project outcomes could be used to improve community relations activities, more efficient and effective. Meantime, the threats to community relations operation consisted of internal organization problems, politics, climates, national disaster and illegal aliens. Nonetheless, these project outcomes reflect the significance value and the police's potential that could be implemented effectively with Thai community policing by seeking full collaboration with the third parties involve in the community relations projects, and the police superior in all levels, including the police at the local stations. The project outcomes should be reported to the senior policy maker of the Royal Police to recommend the implementation of such policy in the with mor community involvement in the police activities. Because of rapid transformation in Thai social and legal environment, the Royal Thai Police has decided to rearrange the organization structure in line with the community policing functions based on the national strategies as follows: 1. Provide good service to the general public; 2. Prevent crime, 3. Justice for all, 4. National Stability, 5. Control traffic and servicing community 6. Good organization management.

Recommendations and Conclusions

Problems and Setbacks

Key setbacks in the implementation of community policing programs in the three target communities are identified as follows:

1. Locals have refused to collaborate in putting up surveillance systems to deter crime.
2. The public and private sectors have demonstrated a lack of support for community police, which would allow police to operate better.
3. Insufficient numbers of community police are on duty to serve locals.
4. In the beginning, locals were reluctant to collaborate in crime prevention because they distrusted community police operations. It took some time for community police to show their sincerity and hard work in their communities.
5. A comparison with local police has determined that community police provide easier access for locals, make inquiries into locals' wellbeing, and stand ready to provide assistance, enabling them to reach solutions quicker than local police. As a result, community police are under scrutiny and receive little cooperation from local police.
6. Police assistance to locals is delayed and requires many complicated procedures.

Future Research Recommendations

The future Thai police operation should involve extensive study factors affecting the performance of community police, especially factors that may lure youth in wrong doings such as selling narcotics. Community police volunteers should be appointed to assist the police officer and community police in apprehending the suspects, being key informants for the police, and assist the police and community police in searching for evidence, leading to the arrest of the offender in order to keep peace and order in the community at all times. The appointed community police volunteers can and arrange the campaign, on regular basis or at least once a month to reduce community wrongdoings. Based on our research, we recommend that community policing operations in Thailand undertake the following steps to achieve the maximum benefit in key areas:

Police Relations

Community police should meet with locals regularly, participate in and collaborate with all local activities, and communicate with locals to ensure they understand the project. Moreover, community police should possess good human relations and treat locals with courtesy and fairness. Sports contests should be arranged to promote relationships between locals and police as well as initiatives to help relieve hardships during natural disasters.

Crime Prevention

Community police should be leaders in mobilizing resources, together with community leaders and volunteers, to prevent crime in their own

communities. They should inform locals about crime and teach the community techniques to solve the root causes of crime and other related problems. To reduce the fear of crime within the community, police should encourage locals to form neighborhood watch groups. Additionally, they should conduct surveys to assess community problems and local needs regarding crime-related issues. Furthermore, officers should arrange training for locals to learn about and understand how to prevent crime in the community. Community police should advise locals to stay alert at all times to prevent crime and should report outcomes to the superintendent consistently.

Fear of Crime

Community police should have a permanent office located in the community so that locals can contact them as needed. Officers should distribute contact cards with their names and telephone numbers as well as leaflets to introduce locals to the project. Additionally, community police should coordinate with the media, including newspaper publishers and radio and television networks, to spread stories about community police activities. Simultaneously, community police should make time to converse with locals and ask them to put up surveillance and security systems in addition to keeping the peace.

Community Relations

Community police should allow locals to participate in meetings to set priorities concerning existing problems, judging by the urgency of each case. Different activities involving the community should be arranged to set the stage for community members to interact with one another through conversation and other activities. Community police should arrange events for locals and build neighborhood watch groups so all members can participate in community crime prevention. Furthermore, community police should strengthen their relationships with key allies namely, religious organizations, political groups, officials, educators, various media institutions, and private-sector organizations, to join the community in meeting to find solutions for crime and other community problems.

Planning for Community Policing in Thailand

For community policing to be successful law enforcement in Thailand, implementation of programs to keep the community involved and aware of what is being done and what needs to be done in order to protect the community is planned. Nonetheless, the focus is still on community involvement that starts with knowledge and open-door policy (Royal Thai Police, 1991). The planned program has the following primary objectives:

1. Provide an increased level of crime prevention within the specified area.

2. Promote community awareness and acceptance of the program as a viable and important community-relations tool.
3. Provide additional resources to the Police Department Area Stations, thus enabling expansion of public related services without significant cost increases.

Regarding the implementation of community policing initiatives in Thailand, we recommend the following:

1. Police officers should be assigned tasks appropriately and with careful consideration. This requires the selection of qualified and willing officers with good attitudes, meaning those who like to assist the public and are ready to perform with determination, who understand and are ready to operate based on community policing principles, and who possess knowledge on how to prevent crime.
2. Police commanders or authority figures should understand the principles of community policing in order to train subordinates to perform their duties effectively and avoid disparities with other divisions, including the proper allocation of community policing principles.
3. Community police must develop good relationships with other concerned divisions as well as coordinate through public relations between the community and those other divisions to work on the project. They must follow up on the progress of the project to facilitate its operation, including by encouraging more media involvement in the project.
4. When contacting locals, community police should remain neutral on political issues and refrain from getting involved with political discussions, because community members are often involved in conflicts where politics are concerned.
5. The Royal Thai Police should assign the principle of community policing to all divisions under its jurisdiction to focus on changing the structures and responsibilities through which it allows police officers to carry out their duties efficiently and to support community policing operations and related activities.
6. The Royal Thai Police should allocate a clear budget for community policing, including arranging for the welfare of police officers to motivate them to perform better.
7. Local administrators responsible for community welfare should participate in solving crimes and other problems in the community, including by hosting community activities.

Conclusions

Community policing is a fairly new concept in Thailand under the experimentation stage that still waiting for active operation. In the past, the closely related to community policing application is the community relations concept which involved the use of public relations as the catalyst for community policing operation. However, the focus is still on building good relationships with the community and educated the people on community policing operation so that they can build up their confidence to trust and rely on the community police as well as encouraging the locals to participate in the police operation, not only in community policing, but also other police operations. The publication is meant for educating the public servants, students, labor union members on the objectives, policies, methods, problems, and limitation in the police's operation. In addition, it is to guarantee the public of police exercising law enforcement fairly and adhere on working together with the community. During this process, the bureaucracy and chain of command should be reduced or changed from Top-down approach to Bottom-up approach where the underprivileged or low rank officers can voice their opinions without fear of retaliation from the superior. Gaining the locals' trust is crucial to enlist allies, walk the beat in community will ensure the locals' safety, even with the set up of community checkpoint or mini police station can create better relationships between the locals and the community police. To confirm the need for develop close relationships between the police and community, the recent survey by Super Poll, the nation well-known and reliable source, as reported by Online Newspaper, "Naona"(2021) that majority of people or 96.6% wanted the police are true people's friends, whereas 96% wanted to see the police offering good service to the people in all levels, especially community's people.

Proactive work behavior is another concept leading to maximum performance, with appropriate crime prevention plan as well as having a plan to cope with unexpected problems or situation. The strategic plan should allow people access and encourage the public's participation, so that they could easily voice their opinions. With proper policing policy implementation, locals' attitudes can shift from a traditional view of policing to one more in line with community involvement in problem identification and resolution. Successful implementation of community policing requires both the community and law enforcement understanding of underlying philosophy and have a true commitment to the community policing strategy. The successful implementation of community policing can benefit the community through improved neighborhood conditions, reduced victimization, reduction of fear, and increased citizen involvement.

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