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IDENTIFYING AND ASSESSING CITIZEN
PERCEPTIONS
OF
POLICE AND COMMUNITY POLICING PRACTICES

By

Michael Jon Panetta

A DISSERTATION

Submitted to
Michigan State University
in partial fulfillment of the requirements
for the degree of

DOCTOR OF PHILOSOPHY

Department of Sociology

2000

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ABSTRACT

IDENTIFYING AND ASSESSING CITIZEN
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The study examined citizen perceptions of the most visible representatives of the criminal justice system, the police. The specific objectives of this study was (1) to identify and assess citizen perceptions of police roles and community policing practices; (2) to reduce occupational ambiguity of police roles and decrease agency goal displacement in terms of citizen expectations; (3) to assess the effects of age, gender, education, and economic status on citizen perceptions of police and (4) to assess the effects of home ownership and length of time in the community on citizen perceptions of police.

The data for the study was collected by means of a survey questionnaire, which was administered to a randomly selected sample of 600 city of Lansing's residents. Respondents were asked to respond to a battery of questions and to rate police, integrity, cooperation and

effectiveness in terms of the following selected factors (for

elaboration see Definition of Terms):

    o Community Policing Leadership
    o Interaction Facilitation
    o Support
    o Work Facilitation
    o Goal Emphasis

In short, the study (1) allowed citizen respondents as consumers

an opportunity to rate police performance in general and, specifically,

community policing leadership and practices; (2) gained information

about respondent attitudes and perceptions of the police in terms of the

selected factors; (3) identified demographic characteristics of the

respondents which could be of importance in explaining differences in

perceptions; and (4) compared and contrasted responses from citizens

residing in neighborhoods where community policing is in place against

responses from citizens residing in neighborhoods where community

policing was not in place.

DEDICATED

TO

THE MEMORY

OF

DR. ROBERT TROJANOWICZ

MY SPIRITUAL BROTHER, FRIEND AND MENTOR

Acknowledgments

It is with great and humble appreciation that I acknowledge the members of my Dissertation Committee: Dr. Christopher Vanderpool, Dr. Dennis Payne, Dr. Thomas Conner, and Dr. Steven Gold whose time and assistance were invaluable and greatly contributed to the final draft and ultimate completion of this dissertation.

To my parents Frank Anthony and Elizabeth Virginia Panetta who at a young age challenged my mind and stirred my soul to search for knowledge.

To my Brother, best friend and mentor Dr. Joel C. Panetta for his good counsel and patience

To my loving Wife Susan Marie and my family Mary Elizabeth, Michelina Anne, and Joseph Andrew for their encouraging words and smiles which refreshed and strengthened me to carry on and fulfill my dream.

To my Grand Children Vincent Michael, Elizabeth Anne, Adam Matthew, Joseph Andrew and little Justin Patrick just for being.

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CHAPTER I

INTRODUCTION

The study dealt with citizen perceptions of the most visible representatives of the criminal justice system, the Police. The specific objectives of the study were: (1) to identify and assess citizen perceptions of police roles and community policing practices; (2) to reduce occupational ambiguity of police roles and decrease agency goal displacement in terms of citizen expectations; (3) to assess the effects of age, gender, education, and economic status on citizen perceptions of police; and (4) to assess the effects of home ownership and length of time in the community on citizen perceptions of police.

The data for the study was collected by means of a questionnaire, administered to a randomly selected sample of city of Lansing's residents. Respondents were be asked to respond to a battery of questions and rate police integrity, cooperation and effectiveness in terms of community policing leadership; interaction facilitation; support; work facilitation; and goal emphasis.

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Statement of the Problem

Americans are becoming more aware of crime. Evidence of this is seen in results of national surveys, which show how crime has affected the American way of life. One-third of representative Americans feel it is unsafe to walk the streets alone, at night, in their neighborhood. More than one-third say they keep firearms in the house for protection against criminals; and more than one-quarter of Americans keep watch dogs for the same reason (Reiss, A.J., 1967,103; Ennis., 1967:74). Fear of crime has become a significant social factor and indicator of 'community' health in contemporary times (Cordner and Trojanowicz, 1992).

According to the 1993 Federal Bureau of Investigation uniformed crime report (UCR), Michigan ranks fourth in crime in the country, on the basis of overall crime. Michigan had recorded an increase in every crime category, except murder and burglary, and was still able to retain its twelfth place national ranking in homicides. Alabama's rate of 16 murders per 100,000 was the nation's worst. Crime in the shadow of Michigan's capital is on the rise at a rate of over 7 percent per year for the past eight consecutive years. Michigan's capital city, Lansing, according to the 1990 census data, had a population of 127,321 residents. In 1996, recorded 18 murders and 24 in 1997 - a ratio between

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1:7,073 and 1:5,305 residents.(FBI Crime Statistics-February, 1998: A1-A3 Lansing State Journal).

Over the years,there has been a good deal of discussion in police circles of crime-fighting effectiveness of foot patrol versus motor patrol; one officer patrol versus two officer patrol; fixed patrol versus fluid patrol; whether or not to use detectives on patrol; and other operational matters (Payne, D.M.and R.C.Trojanowicz,1985). Lack of knowledge about deterrence has meant that many of these operational patrol decisions have been made on the basis of speculation rather than facts.

Social disorganization has been presented as a "cause" of increased anomie that resulted in increased crime rates (Taylor,B.T. and Coventon, 1988:26). Implicit in this assertion is that disorganized communities lack effective informal social control mechanisms. For this reason, formal control devices are important for maintaining, or creating, order (Taylor, B.T. and Coventon, 1988: 4,26,553-590). An early study found that, although the police are portrayed "as uniquely visible as the guardian of the public peace, they are perceived as barriers to movement toward change, which warrants a re-examination of law enforcement's philosophy and practices (Police Training and Performance Study, 1970:1).

According to a 1976 Justice Administration Report regarding a study of the Lansing Police Department, this perception has not diminished but intensified, and the image of the police as the defender, protector, and servant of the people is tarnished and has become a matter of considerable concern (Trojanowicz and Nicholson,1976). The degree to which a citizen perceives the police as the defender, protector, and servant of the public may be the best predictor of how readily the public will request the services of the police and how responsive they will be to police requests for assistance. This is why investigating citizen perceptions of police is of paramount importance in defining the primary purpose(s) of police activities.

In a 1992 study, Vernon and Lasley pointed out the importance of citizen surveys that examine performance and service priorities. In their study, the crucial question of "How can you tell whether public safety is getting better or worse in the nations crime infested cities?" was raised. Few issues were debated more often and more vociferously, during mayoral elections in recent years in places like New York City, Miami, Detroit, and Lansing. Mayors often boast about the number of police officers on the street, but that says nothing about what those officers are accomplishing in terms of crime reduction. Looking at the

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number of violent crimes reported is a better indicator of crime reduction and police effectiveness (Vernon and Lasley, 1992).

It is reasonable to assume that people may stop reporting crimes altogether if they are convinced that the police are unable to help them. A decline in reported crimes may actually indicate a heightened sense of helplessness. What may matter most, in the end, is how safe citizens feel, and the only way to find out is by asking them (Financial World Reports, February 1, 1994).

A number of cities, notably Portland, Oregon, now survey their citizenry in an effort to appraise and potentially improve police, fire, sanitation, and a range of other city programs. Police need to connect with the citizens, who are recipients of their services. This is consistent with Trojanowicz's Community Policing Theory (1976), which was adapted from the Normative Sponsorship Theory advanced by Sower (1957:317) which asserts:

> Change in any complex organization should come from outside
> that organization but along existing Normative lines.

Police take an oath to protect and serve the people of their community; therefore, in a technical and ethical sense, police are servants of the people. In light of this fact, it is odd that citizens are seldom consulted about police practices, policies, procedures or effectiveness.

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Strategy

Community policing started in Lansing, the capital city of Michigan, approximately eight years ago. Since that time, community policing has sporadically expanded to fourteen areas of the city (See Appendix A).

This study used a survey instrument (See Appendix B) to examine citizens' perceptions of police, and police practices in general and community policing as it has evolved in Lansing over the past four years in the designated areas.

Neighborhood areas or blocks have been designated as community policing areas, the oldest designation occurring approximately in 1991 and the most recent occurring in late 1994. Although community policing areas cover approximately 51 percent of Lansing's total geographic landscape, slightly less than 20 percent of Lansing's population are served by community policing.

This study provides a valuable analysis of community policing efforts and its impact on citizens' perceptions of police and police practices. The study compares and contrasts citizen perceptions and expectations in order to identify differences and similarities both within and between categories of perceptions. The data could be an important indicator of citizen frustration or satisfaction with police

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and police practices. Hopefully, through such an analysis the researcher will be able to capture how community policing transforms a neighborhood community.

Purpose of the Study

An objective of the study was to allow citizen respondents an opportunity to rate police performance in general and, specifically, community policing leadership and practices. It also will yield information about respondent attitudes and perceptions of the police in terms of the following selected factors of (a) community policing leadership, (b) interaction facilitation, (c) support, (d) work facilitation, and (e) goal emphasis (for elaboration see Definition of Terms). It identified demographic characteristics of the respondents which accounted for some of the differences in perceptions and facilitated a comparison and contrasting of responses from citizens who reside in neighborhoods where community policing is in place against responses from citizens who reside in neighborhoods where community policing is not in place. This study replicated the work of Gross and Herriott (1965) and Trojanowicz and Nicholson (1976) with the exception of shifting the emphasis from the police officer to the citizen consumer.

Trojanowicz (1976) identified five factors: (1) leadership (2) interaction facilitation, (3) support, (4) work facilitation, and (5)

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goal emphasis as being relevant for rotated factor matrix. Items which loaded .40 and above were selected for inclusion in a factor. The process of index correlation insures that the items in the index are measuring in the same direction along a dimension and at the same time it gives an indication of the strength of the index. A reliability check was made from Gross et.al. (1965), in which the responses of 1,303 subjects were put through an item analysis from which a Guttman scale for EPL was derived. It yielded a coefficient of reproductability of .978. In Trojanowicz et.al. (1976) the correlation of each item in the Lansing Police Department Study to the total sum of all potential items in each index was computed resulting in a item total index correlation.

For the purpose of the present study, a standard was established that only those items showing a corrected item total correlation between .40 and .80 were to be included in any index. The lower level of .40 was established to insure the strength of each index. The upper limit of .80 was established because any item reaching such a high correlation with the total index is essentially measuring the same thing and the inclusion of it would be redundant, thus increasing the probability of a skewed distribution.

In terms of this study, factor one is Community Policing Leader-ship (CPL), factor two is Interaction, Support is factor three, factor

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four is Work Facilitation and factor five, is Goal Emphasis. These indices will be used for comparison purposes (Trojanowicz and Nicholson,1976:56-60).

Definition of Terms

The following are provided to clarify terms used in this study:

Community Policing Leadership: the effort of a community police officer to conform to a definition of their role that stresses their obligation to improve the quality of police services in the community. The process whereby this is accomplished includes influencing the activities of an individual or a group and fulfilling their vital needs by integrating them into the efforts toward goal achievement in a given situation (Trojanowicz and Moore,1988:No.15).

Expectations: beliefs and demands about what should or ought to be done and what should not or ought not to be done by role incumbent (Sterling, 1972:7).

Goal Emphasis: behavior that stimulates an enthusiasm for meeting the group's goal or achieving excellent performance (Bower and Seashore, 1966:68).

Interaction Facilitation: behavior that encourages members of the group to develop close, mutually satisfying relationships (Bower and Seashore, 1966:66).

Leadership: the process of influencing the activities of an individual or group in efforts toward goal achievement in a given situation (Hersey and Blanchard, 1977:84).

Norm of Distributive Justice: a standard that contains the strong expectation that the "investments" one makes should be followed by returns of value in proportion top the ratio of returns over "investments" of others in similar circumstances (Trojanowicz and Nicholson,1976:56-60).

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Norm of Equity: a standard that requires that the exchange between two persons, or between person and organization, be fair but not necessarily equal (Trojanowicz and Nicholson,1976:56-60).

Norm of Reciprocity: a standard based on the mutual expectation of a reasonably equivalent exchange or paying back of what one has received (Trojanowicz and Moore 1988: No. 15).

Police Performance Expectation: citizen perceptions of the police efforts to conform to a definition of role that stresses the obligation to improve the quality of performance in terms of citizen expectations (Gross and Herriott, 1965:22).

Role: the dynamic aspect of positions - what a person does as an occupant of a specified position/role (Sterling, 1972:6).

Role Conflict: exposure to and awareness of conflicting expectations in connection with either single or multiple role incumbencies (Sterling,1972:11).

Role Perception: observations and judgements made by others about the adequacy of the performance of a role incumbent (Sterling, 1972:9).

Role Performance: behavior characteristics of an incumbent of one position toward the incumbent of another position (Sterling, 1972:8).

Support: behavior that enhances someone else's feeling of personal worth and importance (Bowers and Seashore, 1966:65).

Work Facilitation: behavior that helps achieve goal attainment by such activities as scheduling, coordinating, planning, and by providing resources such as tools, materials, and technical knowledge (Bowers and Seashore, 1966:65).

Theoretical Underpinnings of the Study

One of the most neglected subjects in law enforcement services are the citizen consumer: the persons, households, and businesses that the police are sworn to serve, protect and defend. Specifically, what do

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citizen's think about the law enforcement services they are currently receiving, how do they believe these services can be improved or changed, and what part they envision themselves playing in preventing criminal activity are often overlooked or ignored.

Historically, police work has increasingly become more reactive and less proactive. As the social distance increased police became more reactive and less proactive, because they did not live in the community they had fewer community anchors and were less likely to be actively involved with community initiative outside of being pressed into reactionary service after a call or incident occurs.

Studies critically dealing with community perceptions of the effectiveness of police are extremely limited as observed by Trojanowicz and Banas (1985a). Interagency studies such as Sterling's (1972), which examined the impact on the police officer in the field, do not adequately address the corresponding influence on citizen attitudes (Sterling,J.W.,1972:5-12). The police hold a unique occupational position in terms of the community. The role of the police officer as an authority figure involves discretion to use power to influence the attitudes, expectations and behaviors of citizens. The way in which individual citizens perceive police, or for that matter one another, was to a greater or lesser degree influenced by their age, sex, ethnic

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origin, education, and socioeconomic status (Challenge, 1967:92-93). For this reason, demographic variables are indicators of citizen perception variability.

The results of this study will be used as a comparative measure of citizen perceptions that may assist the police in redefining the priorities of their activities. Hopefully, this study will provide a frame of reference for a citizen/police partnership. Police must learn to move beyond simply enforcing the law. Regulating human behavior within communities through positive examples and substantial community involvement and interaction will be the hallmark of policing in the future.

Conceptual Framework

The conceptual framework for this study involved a linkage of many related concepts, in an attempt to address the problem of community satisfaction and frustrations. These concepts are identified and elaborated in the review of the literature and serve as the basis for the development of the hypotheses that were tested.

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CHAPTER II

REVIEW OF THE LITERATURE

As an outgrowth of the passage of the Omnibus Crime Act of 1966, federal funds were earmarked, and numerous national public opinion polls and surveys were undertaken, by the National Opinion Research Center (NORC) and the Bureau of Social Science Research (BSSR) in an effort to assess the attitudes of the public regarding crime in the streets.

The most comprehensive study of crime and the criminal justice system was published in 1967. Its documentation and findings are the best available source for comparative and valuative purposes. Although somewhat dated, the famous 1967 study "The Challenge of Crime in a Free Society" undertaken by President Johnson's Crime Commission on Law Enforcement was without question the most comprehensive body of work ever done in this country, and it provides clear evidence of heightened public concern about crime.

Until recently, police and community relations were given only peripheral attention and rarely, if ever, considered in terms of their potential relationships with crime. "As with disease, so with crime: if causes are to be understood, if risks are to be evaluated, and if preventive or remedial actions are to be taken, each kind must be looked at separately" (McIntyre, Jennie, 1970:383).

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Background of the Study

In 1976, an evaluative study of the Lansing Police Department was made in which researchers were allowed to closely scrutinize police operations and personnel for the purpose of identifying factors that affect the role of police officers in the organization. This research focused on the role of the first-line supervisor as perceived by the sergeants themselves, the officers they supervised, and the persons who supervised the sergeants. Officers were divided into five groups for the purpose of analysis: patrol officers; detectives; sergeants; lieutenants; and command officers (captains and above). All of the officers in the department, except three new recruits and two officers who were ill, were interviewed and filled out a questionnaire. In addition, the researchers had an opportunity to be participant observers of the interactions of the officers, of various ranks, as they performed their duties (Trojanowicz and Nicholson, 1976:56-60). The study was based on an earlier study by Gross (1965:22), which introduced the concept of executive professional leadership (EPL). EPL was defined as:

> The effort of an executive of a professionally staffed organization to conform to a definition of their role that stresses an obligation to improve their performance.

Trojanowicz (1976) adapted the EPL concept to a new situation by applying it to a police organization. From this "parent" study, the

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current Community Policing Leadership study emerged. The citizens were chosen because they were the recipients of police services and, as such, are in a good position to assess and evaluate the effectiveness and leadership of police services in their community. The community police officers were selected as the group to be studied because they perform duties in the community face-to-face that are most directly associated with the purpose of a police agency. They are the most visible governmental representative to the citizen.

In sum, the role of community police officer was selected for this citizen study because it is the central agency position exerting the most direct intervention over the citizen. The CPL score is a definition of the community police officer's (CPO) role, which "stresses the obligation of the officer to improve the services in the community." The CPL index is comprised of a number of questions containing specific elements, which describe behavior(s) that are indicators of the CPO's efforts to fulfill these role expectations.

The Police

It is hard to overstate the intimacy of the contact between the police and the community. Police officers deal with people when they are both most threatening and most vulnerable; when they are angry; when they are frightened; when they are desperate; when they are drunk; when

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they are violent; or when they are ashamed. Every police action can affect someone's dignity, self respect, sense of privacy, and constitutional rights. As a matter of routine, police officers become privy to, and make judgements about, secrets that most citizens guard jealously from their closest friends. Since police action is so personal, it is inevitable that most people welcome official protection and resent official interference (Trojanowicz and Carter, 1988).

Police must be vigilant in the performance of their duties to insure that the actions they take are legal and just, but remain flexible in their decision making to allow for modification and compromise; legal in terms of community and individual rights; just in terms of mediating the situational circumstances with which they are confronted; and consistent in terms of the application of the spirit and intent of the law they are sworn to uphold.

Crime does not look the same on the street as it does in the legislative chamber. How much noise or profanity does it take to make conduct "disorderly" within the meaning of the law? When must a quarrel be treated as a criminal assault, at the threat, or at the first shove, or at the first blow, or after blood is drawn, or when serious injury is inflicted? How suspicious must conduct be before there is "probable cause"- the constitutional basis for an arrest? Every police officer at

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that time is the interpreter of the law (Challenge,1967:10). In short, the problem confronting the police is that of discretion. How and to what extent a law will be enforced is determined by the police officer on the scene. This requires an officer who is capable of critical thinking through a multitude of variables (Berkley, 1969:89-100).

For these reasons, it is imperative that law enforcement officials and agencies reestablish the communication channels/networks of the past. The police must actively encourage citizen reporting and provide comprehensive feedback to citizens and citizen groups.

The following passage from The Challenge indicates the importance of patrol work to crime reduction. Research by Trojanowicz et. al. (1987-1988) substantiates the assertions advanced in the first two paragraphs. Additionally, the research findings by Levine and McEwen (1985), validate the assertion in the last paragraph, which attempts to clarify the optimum effective numbers of police officers needed.

> The heart of police law enforcement is patrol, the movement around in an assigned area, on foot or by vehicle, of uniformed police officers. In practically every city police department at least one-half of the sworn personnel perform their duties in uniform on the street. Patrol officers are not, of course, mere sentries who make their rounds at a fixed paceon a fixed schedule. They stop to check buildings, to investigate out-of-the-way occurances, to question suspected persons, to converse with citizens familiar with local events and personalities. If they are motorized, they spend much of their time responding to citizen complaints and the reports that are relayed to them over their radios.

There can be no doubt that large numbers of visible police officers are needed on the streets.

For example, a Commission analysis showed that 61.5 percent of over 9,000 major crimes against the person including rapes, robberies, and assaults in Chicago over a six-month period occurred on the streets or in other public premises. Crime dramatically declines when police patrol areas on foot. According to a 1966, study the number of crimes committed in the New York subways also declined by 36.1 percent as a result of a uniformed transit patrolman assigned to every train during the late night hours. Although all police experts agree that patrol is an essential police activity, the problem of how many police officers, under what orders and using what techniques, should patrol which beats and when, is a complicated, highly technical one. Perhaps the best proof is the fact that the ratios of police officers per thousand residents in cities over 500,000 population range from 1.07 to 4.04, while the incidence of reported crime shows no gross difference (Challenge, 1967:95).

Crime in America

Crime in America has historically been found to be associated with two powerful social trends: increasing urbanization and the increasing numerousness, restlessness, and resistiveness of American youth. These trends are interrelated in many ways, and intertwined with yet another trend that appears to be intimately associated with crime, increasing affluence, an abundance of material goods provides an abundance of motives and opportunities for stealing, and stealing is the fastest growing type of crime in America (Challenge, 1967:5).

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Constituents from every legislative districts across the country have expressed their concerns to Washington about gang and drug-related violence and street crime and, as a result, fueled the passage of a $30 billion crime package in 1996 designed to add 100,000 police officers nationwide, assist prison expansion, finance anti-crime strategies, and select "community service" programs. Hopefully, some of these funds will eventually find their way into the community policing program, which is a community service program and an anti-crime strategy.

Since the passage of the 1994 Crime Bill, approximately $300 million has been pumped into Michigan's law enforcement efforts, with some of the local governments coming up with their 25 percent match through questionable revenue raising activities. At least $40 million has been used to combat domestic violence and assist its victims. Approximately $28 million has gone to "beef up" law enforcement efforts on domestic violence, and another $12 million has gone for shelters for battered women. The remaining $260 million has been used to increase the blue line by approximately 3,400 officers. In addition, another $150-200 million has been expended on prison construction. In spite of all this, Michigan still has not met the "truth-in-sentencing target" of second-time violent offenders serving at least 85 percent of their sentences.

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High Visibility

As one of the founders of community policing points out, preliminary research on community demands for police service indicate that responding to community needs on minor calls, such as abandoned cars, barking dogs, juvenile vandals and trespassers, significantly increases citizen satisfaction of police performance and perception of confidence (Trojanowicz, 1988). If responding to community demands such as these reassures law-abiding citizens, then the physical appearance of a police officer walking through the neighborhoods of the community and touching base with school officials, parents, counselors, peers and neighbors in a manner similar to that of the postal service should have an even greater impact. First of all, police must recognize that they empowered by and receive their mandate from the community, and are responsible to the community in the performance of their task. In short, the authority that the police exercise is granted by the people (Community Relations Report, 1987). Second, community relations must be a product of total police operations involving all personnel - it is the interactive effect of departmental programming and officer behavior (Carter, 1986).

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Response Time

A Law Enforcement Assistance Administration project called the "Kansas City Response Time Study" tested the assumption that the <u>faster</u> an officer responds to a crime scene, the <u>higher</u> the probability of apprehending the criminal. The results of the study indicated that there is no relationship between a rapid crime scene response and the apprehension of criminal perpetrators. Typically, the perpetrator was gone by the time the victim or witness called the police, hence, negating the possibility of apprehending the criminal at the crime scene (Kansas City, Missouri Response Time Analysis Study, 1977). However, on the other hand, a 1976 survey of 4,000 St. Louis area residents, conducted by Roger B. Parks, found that victims who were dissatisfied with how police responded to their own situation were much more negative in their evaluations than non victims. Efforts that enhanced satisfaction included: filling out reports, questioning subject, checking premises, and recovering property (Parks, 1976:89-104). One survey examined police contact of 1,676 citizens, who had recent contacts with police, found that comforting or reassuring citizens had a strong positive impact on satisfaction (Percy,1980,8(1)). Approximately 4,000 St. Louis residents were interviewed concerning police performance in 1972, and of those who had been victims, there was a negative

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association with police performance. Quick response time, again, correlated significantly with increased satisfaction. Citizen evaluation had low association with the clearance rate and with the size of the department (Parks, 1975). A specific study of response time from four surveys done in Kansas City during 1972 and 1973 showed that the majority of citizens were satisfied with police response time, with whites more satisfied than blacks and older people more satisfied than the young. In addition, whites and older respondents overall expressed more general satisfaction with police (Pate, 1976). A later National Institute of Justice replication of the study in Peoria, San Diego, Rochester, and Jacksonville supports the Kansas City findings (Spelman and Brown, 1984). However, to imply that response time is not an important element in patrol management is inaccurate as indicated by the fact that the Kansas study found that citizens use response time as a measure of satisfaction with police and, indirectly, a measure of police competence.

Deployment

There is no single factor which can be used to determine the "ideal" police strength for a given area. While certain quantitative variables can be programmed into a comprehensive model for determination of optimum patrol officer deployment, the most fundamental variable is

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available resources how many police officers are available for deployment. Of course, more important is the type of activities officers do and are expected to do. The number of personnel available, the types of calls and demands for police will influence the deployment pattern and how effectively the department can perform the functions the community expects (Levine, and McEwen, 1985).

Traditional Patrol Operations

According to the Bureau of Justice Statistics (BJS), less than 10 percent of a patrol officer's on-duty time is spent on crime-related activities. This includes answering crime calls, conducting investigations, writing reports, booking arrestee's, and testifying in court. The remainder of the time is spent on handling service calls (admittedly, some of these calls can evolve into arrest situations), traffic enforcement and control, information gathering, and uncommitted patrol time (BJS, 1983). Trojanowicz and Carter (1988) assert that this data implies that traditional patrol operations are inefficient and perhaps misdirected. That is, there is a significant amount of wasted patrol officer time organized for crime control duties, which are not forthcoming. In traditional patrol, uncommitted time is designated as "preventive patrol," wherein the officer in a marked patrol car drives randomly through the patrol district as a crime prevention activity. The

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Police Foundation's Kansas City Preventive Patrol Study challenged the preventive patrol assumption through a year-long quasi-experimental design study. The findings clearly indicated that preventive patrol (which is uncommitted and undefined) had no significant effect on crime rates (Trojanowicz and Carter, 1988). Essentially, in the most basic terms, the study found that in traditional patrol operations "preventive patrol" was not only uncommitted time, it was also nonproductive time (because it was undefined and undirected).

When viewed in conjunction with the staffing issues described above, one may assume that traditional approaches to police patrol may be flawed. If little time is devoted to crime-related duties and a significant amount of time is devoted to uncommitted patrol, which does not prevent crime, how can police resources be better utilized (Kelling, et.al., 1974). The findings of this study are problematic because it attempts to identify 'uncommitted' time and then defines uncommitted time as 'unproductive' in order to "solve" staffing problems. Police agencies are obligated to provide leadership for officers. In a technical sense, the issue here is quantity versus quality. For example, is using "uncommitted time" to establish inroads in the community, getting to know the residents of a specific neighborhood or area of the community, and generally building mutual trust and respect between the

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officer and the community they serve nonproductive? In order to accurately and effectively assess this requires well-defined expectations and strategies.

Citizens Assessment of Police Performance

The research on the subject of police performance, notably that done by Whitaker (1982), infers that police agencies should strive for a balance between qualitative and quantitative measures.

Vernon and Lasley (1992), point out in their article that their research revealed that the following types of police citizen contacts are significant:

1) Type of contact (visual or physical);

2) Frequency of contact (number of visual and face-to-face contacts between police and citizens);

3) Location of contact (home, street, or both); and

4) Quality of the contact such as officer demeanor/politeness, Officer helpfulness, officer understanding, and officer caring.

Residents were asked to respond to the statement "I will do anything possible to work with the police to make my neighborhood a better place to live."

Type of Contact

Residents who claimed only visual contact with Operation cul-de-sac (OCDS) officers improved their outlook toward police/citizen

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partnerships. Residents who claimed to have at least one face-to-face contact with OCDS officers reported improved attitudes toward police/citizen partnerships.

Frequency of Contact

Those claiming to see an officer once daily significantly improved their opinion more than those seeing an officer once per week or once per month, respectively. The impact of face-to-face contact between citizens and police was nearly two times higher than that observed for visual contact only, supporting the postal face-to-face model.

Location of Contact

Contacts in the home improved partnership attitudes, to a much larger extent. Those having contact with police, both in homes and in the streets, also reported a significant improvement in their attitude toward police/citizen partnership.

Quality of Contact

Demeanor and politeness, helpfulness, understanding and caring were characteristics in patrolling that affected positive attitudes towards policing of these "caring" was the most important. Benson (1981)found that regardless of race, social class, degree of political alienation, or belief in police integrity, citizens who believe that the crime rate is increasing were more critical of police service than those

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who did not. Benson also found lower socioeconomic class respondents tended to rate police negatively more often than those who are in the middle or upper socioeconomic classes, regardless of other factors. Non-whites were more likely to be critical of police performance, especially if they also believed police were dishonest or unequal in their treatment of citizens.

Jacobs (1971) research found that approximately nine out of ten respondents said most Detroit policemen were not totally honest in the performance of their duties. Slightly more than half also said police treated blacks and whites differently. A third said police discriminated between homeowners and renters. Police performance is measured by factors such as an officer's communication skills, how the officer relates to the public, how the officer evaluates situations, and the quality of the officer's decisions, all tell us more about the type of work the officer does as well as his/her effectiveness (Whitaker, 1984).

Ethnic and Racial Attitudes Impact

Many surveys have shown a high correlation between race and attitudes toward police. Notably, Blacks and Hispanics are less supportive of the police in general and are particularly more likely to feel that the police are discriminatory and use excessive force (Radlet, 1986). Furthermore, Blacks indicate the belief that they receive poorer

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service from police than Whites, and Hispanics feel they receive inadequate police protection (Carter, 1983). In a recent article in the FBI Law Enforcement Bulletin (1992:2), Vernon and Lasley state that in inner-city neighborhoods, such as the one targeted in Operation cul-de-sac (OCDS), several obstacles stand in the way of creating strong police/citizen partnerships. On the one hand, extreme fear of becoming victims of street violence causes most inner-city residents to ignore their crime prevention duties and to focus their efforts on sheer survival. Additionally, many inner city residents fear or distrust the police. This fear and distrust may stem from their personal experiences with police corruption in their native countries.

A 1967 survey of 511 randomly selected adults in the District of Columbia not only confirmed a correlation between perceived police performance and race, but the study also determined that pro-police sentiment was more common among females than males (Biderman et al.,1967). In 1975, a major survey of half of the 10,000 households contacted by the U.S. Census Bureau in 13 large cities was done by Wesley G. Skogan. These findings reveal that the strongest individual determinant of how people assess police performance was race: cities with more Blacks were routinely less favorable toward police. For instance, in Chicago the racial gap is marginal, but in Los Angeles, St.

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Louis, Philadelphia and the other cities involved the gap was markedly significant. Skogan found that the more Blacks in any city, the more likely the overall results will show less satisfaction with police (Skogan, W.G., 1981,6(2): 183-194).

According to Bayley, (1969) while only 5 percent of Whites said that cooperating with police was "just asking for trouble," 21 percent of Blacks and 22 percent of Spanish-surnamed citizens agreed with that statement. A 1976 survey of 800 local voters in the city and county of Denver confirmed these findings (Lovrich et al., 1976, 12 (2): 197-222). Three separate studies examined the attitudes of Hispanics toward police. Carter (1985) conducted two surveys in Texas, one in 1983 involving 312 Hispanics and another in 1985 of 500 Hispanics. In essence, the 1983 study showed that Hispanics do not believe that the police can significantly affect criminal incidents. The latter study showed any contact tended to lower the rating of police performance.

Age and Gender's Impact on Perception of Police

A 1977 Canadian survey of 1,816 households showed that age and sex were both correlated with satisfaction toward police performance, with younger people and males more likely to rate police lower. In addition, the survey examined personal experience and determined that those who had negative contacts with police, or heard about such experiences from

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others reported less satisfaction with police (Kleih et al.,1978, 3(4): 441-456).

Victims Perceptions of Police Performance

In 1979, half of the 858 residents of London, England, were victims, while the other half were not. Looking only at the victims, the survey showed that victimization was associated with expressed dissatisfaction with local police. Victims were more likely than non victims to think the police did only a fair job, were unfair, and that they should spend more time on serious crimes and community relations. Of 131 respondents who said they had reported a crime, slightly more than one in four, expressed dissatisfaction because they never heard from the police again. Dissatisfaction with their specific situation correlated with disapproval of police in general, according to this survey (Sparks et al., 1977).

Criticism of the Community Policing Model

According to David Bayley, "community policing is more rhetoric than reality. It is a trendy phase spread thinly over customary reality" (Bayley, 1987:5). Furthermore, he comments that "Community policing over a period of years may become unevenly distributed socially and, hence, geographically. It could become the mode for the affluent, educated middle-class, while traditional, reactive policing remained the mode for

the poor and undereducated underclass" (Bayley, 1987:22). Bayley feels that "community policing provides a new and less demanding rationale for the police at the very moment when the traditional justification is failing" (Bayley, 1987:10). Furthermore, he asks if the police should "... mediate quarrels, overcome the isolation of marginal groups organize social services, and generally assist in developing community" (Bayley, 1987:11). He goes on to say that he is concerned that "community policing will increase the power of the police relatively among government agencies" (Bayley, 1987:13). Community policing is not, as Bayley states, "old wine in new bottles" or "neighborhood policing reborn" (Bayley, 1987:5,9). Trojanowicz and Carter (1988) assert that foot patrol officers of the past operated in a different environmental context and had different informal resources, like the extended family, churches, and ethnic organizations. Present community policing officers must rely more on formal, private, and public agencies, thus, the necessity to be a neighborhood diagnostician and a link to community agencies. While this is all well and good, the fact of the matter is that the effectiveness of old time foot patrols was primarily attributable to the fact that officers had an identity in the community/neighborhood they served. They resided, worshiped, and raised their children in the communities they served; they were anchored.

Bayley has stated that "as a public relations strategy, community policing is exceedingly clever" (Bayley, 1987:12).

Bayley feels that community policing "may undermine professionalism" (Bayley, 1987:26). Bayley also asks, "can police put on a velvet glove and keep their iron hand in shape?" (Bayley, 1987:9). Bayley's greatest concern is that community policing "legitimizes the penetration of communities by forceful enforcement agents of government ... the bottom line is that police officers are now being assigned and welcomed to watch, probe,and penetrate social processes and institutions that have previously been out of bounds... so the public's fear of crime may impel the police to play an interventionist role in social life." (Bayley,1987:16). Although, as Bayley points out, the "police organizations may be less accountable for the character of operations or the conduct of the individual officers because the community policing officer will have greater freedom of action" (Bayley,1987:24). However, not only is the officer monitored by the formal supervisory process, over time the community residents will become involved not only as the "eyes and ears" to prevent and solve crime but also the eyes and ears to prevent and control deviant behavior by the police. Lastly, Bayley states "Evidence about the shortcomings of customary policing is much greater than evidence about community policing"(Bayley, 1987:27,28).

1986 Lansing Community Questionnaire

In 1986, a total of 2,328 Lansing residents completed and returned a community questionnaire developed by the Lansing Police Department and the Neighborhood Foot Patrol Center to help the Lansing Police Department prioritize its functions and services. The purpose of this survey was to solicit direct input from citizens of Lansing concerning what they want from their police department. The survey asked residents to prioritize the specific crimes upon which they felt the department should concentrate its investigative efforts, what community oriented police services deserve highest priorities, what role citizens should play in assisting police, and whether or not they were willing to vote for a tax increase to maintain foot patrol program. It is noted by the researchers that in light of the fact that the illiteracy rate in the United States falls somewhere between 20-30 percent, the findings of this survey may not accurately reflect the attitudes and opinions of all the residents. Furthermore it is also noted that the survey itself demanded a high level of reading skill and a high degree of confusion to prioritization of as many as 13 variables (Trojanowicz, Gleason, Pollard and Sinclair 1987). In the survey questions, a choice is suggested to the potential respondents and there is no consistency or continuity between the nine types of problems specified in survey question #1 and

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the 10 types of crimes identified in survey question #2. In spite of its shortcomings, the findings of the 1986 Lansing survey are interesting.[1]

According to the researchers, when considering the comments as a whole, 55 (17 percent) were positive, 89 (28 percent) were negative, and 173 (55 percent) were "neutral."

In viewing only the positive and negative comments, we find that the N is dramatically reduced from 14 percent of the respondents (317 of 2,328) to 6 percent (144/2,328), with negative written responses representing 62 percent (89/144) and positive written responses (55 of 144) representing only 38 percent.

The positive comments were mainly good job (21 comments), thank you (11), good response time (3), keep the helicopter (3) and good project (8). Thirty-two of the alleged positive comments of "good job" (21) and "thank you" (11) were interpreted by the researchers as the respondents saying "Good job, your finally asking the taxpayers what they think! Or "Thanks, for including citizens' input!"

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[1]   1)   The majority of the respondents indicated hey were more concerned about crimes that hurt people than property crimes.

2)   Evenly divided over tax supported foot patrols.

3)   Seventy three percent (1,704/2,328)indicated they have not been a victim of a crime within the past two years.

4)   Less than 14 percent(317/2,328) provided comments.

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On the other hand, the negative comments from the 1986 Lansing survey fell into six major categories/areas and leave no room for interpretation.[2]

Negative comments reported by fewer than five residents included: officers are racist (1), officers harass citizens (2), need more foot patrol officers (3),need more drug enforcement (1), officers should be city residents (2), need a new chief (1), enforce noise ordinance (2),use more civilians (2), and eliminate motorcycles (1). Negative complaints about the helicopter being too noisy, intrusive and impersonal were the largest single category of negative comments (18).

Citizen Cooperation

Overall, what is clear is that the citizens of Lansing are cooperative; they like being included and asked for their input, but they resent being spied on (helicopter) or threatened with increased

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[2] The negative comments from the 1986 Lansing survey fell into the following six major categories:

1) Helicopter is too noisy, Big Brother, Spy in the Sky (18 comments)

2) Questionnaire construction: Bad questions, not understandable, not in-depth enough (9 comments)

3) Slow Response Time (8 comments)

4) Never see police patrolling neighborhoods (7 comments)

5) Don't need Foot Officers if police would patrol (6 comments)

6) Not Enough Traffic and Noise Enforcement (6 comments)

taxes. Citizens are more likely to cooperate, support, report and confide in police officers, who are known by themselves and residents of their neighborhood, due to a high frequency of positive interaction. To insure high visibility a model similar to postal service workers could be used.

Vernon and Lasley's 1992 research supports this assertion. Their study indicates that daily face-to-face contact with police officers dramatically increased positive citizen perceptions. Further support can be found in Laniers 1993 Lansing Study, in which he indicates that collaboration with the mail carriers was crucial and beneficial to his initiating neighborhood contacts and eliciting citizen responses. Programs and services which provide citizens with access to the police and offer positive interaction opportunities are necessary. Through the implementation of these programs, guidelines for acceptable behavior can be demonstrated by the police through example, illustration, discussion etc. Today's youths are tomorrow's adults and if a young person does not have guide posts to assess their own and others behavior they are adrift. If police are perceived negatively by youth, these perceptions will be carried into adulthood and generalized to the overall judicial system. The ability to earn one's own living is, without question, one of the most important factors in making a person independent and

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responsible. However, today education is a prerequisite for all but the menial jobs; a great deal of education is a prerequisite for really promising ones (Challenge,1967:6). In short, the professionalism and technical specialization of the employment market, in many ways, have perpetuated a sense of hopelessness in many young people, who do not envision themselves either with the ability or opportunity to realistically achieve these goals. The greatest step toward crime deterrence in the community would be to develop a trust relationship or mutuality with parents, teachers, peers, neighbors and school counselors, who come into direct contact with young people in the community (Challenge, 1967:93-97).

Chiricos (1987), is an analysis of research evidence on rates of unemployment and crime (U-C), found a significant relationship between rates of unemployment and crime. He examined the findings of 63 studies published since 1960 (59 since 1970) that report some measure of the relationship between rates of unemployment and crime and concluded that, for the present, it is appropriate to argue that evidence favors the existence of a positive frequently significant U-C relationship. This is especially true since 1970 for those property crimes making up about 90 percent of the U-C Index totals. This suggests that rational policy addressing the problems of "street crime" should recognize that work

and crime are principal alternatives for most people to generate income. While the value of work and the value of crime are independently affected by a variety of factors, their relative interdependence as alternative choices has clear policy implications. That is, efforts to increase the availability and value of work can be expected to have some depressing effect on the value of property crime as an alternative. And, while the relationship between unemployment and crime rates is far from perfect, it is sufficient to put jobs back on the agenda for dealing with crime.

An effective and efficient system of justice could be enhanced by community awareness and support. The merit of an open system of information sharing and citizen involvement in crime deterrence and detection is evidenced by the unparalleled success of popular televisions programs such as Unsolved Mysteries, Crime Stoppers and Case Closed. The criminal justice system is an apparatus society uses to enforce the standards of conduct necessary to protect individuals and the community. It operates by apprehending, prosecuting, convicting, and sentencing those members of the community who violate the basic rules of group existence (Challenge, 1967:7).

> Clearly then, warring on poverty, inadequate housing and unemployment, is warring on crime. A civil rights law is a law against crime. Money for schools is money against crime. Medical, psychiatric, and family-counseling services are

services against crime. More broadly and more importantly, every effort to improve life in America's "inner cities" is an effort against crime. A community's most enduring protection against crime is right the wrongs and cure the illness that tempt men to harm their neighbors (Challenge, 1967:6).

The Community

A closer examination of community life is of utmost importance in curtailing undesirable behavior and achieving an integrated America. A community is comprised of more than belief systems. A community is a group of people who share the same basic beliefs, values and goals, and have a mutual consciousness of being a part of a larger social organization (Trojanowicz, Trojanowicz and Moss, 1975). The social environment of the community includes internal agencies such as schools, business establishments, homes and, of course, a variety of different types of racial and ethnic groupings of people. The struggle to maintain a proper balance between effective law enforcement and fairness to individuals pervades the entire criminal justice system. It is particularly crucial and apparent in police work because, as has been noted, every police action can impinge directly, and perhaps hurtfully, on a citizens freedom of action (Wittlock,1984:288).

The old communication networks and information feedback loops, which existed back when the police walked the beat, must be reestablished if community policing is going to make a ongoing impact.

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Police have a tough job and their exposure is limited and usually negative. The fact is citizens have more exposure to their mail carriers then they do to police officers, and the researcher believes that the postal system model, with some modifications, is worth investigating and possibly adopting by the police.

> Crime cannot be controlled without the interest and partici-
> pation of schools, businesses, social agencies, private
> groups, and individual citizens (Challenge, 1967: V).

Community input is an indispensable component of effective community policing. Police work will always involve taking charge of confused situations which require quick reflexes and/or thoughtful reactions and devotion to duty. This is why law enforcement officers are poorly equipped for their job if they do not understand the legal issues involved in their everyday work, the nature of the social problems they constantly encounter, and the psychology of the people whose attitudes toward law enforcement differ from their own (Challenge, 1967).

Public concern about crime is neither new nor surprising. An interest that was once manifested in attendance at the public punishment of offenders is now expressed in reaction to news media's reports of crime in the local community,and nation (McIntyre: 1970:381).

Citizens, Police and Crime in America

In the past, law enforcement in this country responded to concerns of citizen's, rather than political considerations and media hype and pressures. In 1965, during the peak of the post World War II population boom, the United States recorded a record high 10,000 willful homicides. Top law enforcement officials across this great land were outraged and called for the establishment of the National Crime Commission of 1966 to investigate the causes of 'Crime in a Free Society' (Challenge,1967:3). Today, however, in spite of the fact that the rate of population growth in the United States has substantially declined, the rate of willful homicides has substantially increased, and there has been no outcry on the part of law enforcement officials to establish a National Commission on law enforcement to examine what's going wrong and why there so much crime in a free society. This apparent lack of concern on the part of the law enforcement is a source/cause growing concern to citizens who find themselves continually questioning the motives of law enforcement in this country.

McIntyre indicates that the importance of understanding the attitudes of the public regarding crime is, for some purposes, as much a consequence as an understanding of the nature and extent of crime itself. Public attitudes regarding crime, to some extent, determine the

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feasibility of alternative methods of crime prevention and law enforcement. The National Crime Commission, in 1966, undertook to assess these attitudes through an analysis of national public opinion polls and surveys conducted for the Commission (McIntyre, 1970:382). The national public opinion polls in years past provide some evidence of the heightened concern about crime. Of the citizens in Washington and those in the districts surveyed in Boston and Chicago by the University of Michigan, five out of every eight respondents said they had changed their habits because of the fear of crime. They stated they avoided the danger on the streets by staying home at night, or using taxis, or avoided talking to strangers. In addition, they stated they kept firearms or watchdogs, or put stronger locks on the doors and windows (Reiss, 1967). Whether more concerned about adult or juvenile crime, most people think that the crime situation in their own community is getting worse, and while substantial numbers think the situation is staying about the same, hardly anyone sees improvement (Erikson,1962:307-314).

In 1651, Hobbes (1651:186) wrote that the fundamental purpose of civil government is to establish order and protect citizens from a fear of criminal attack, which can make life "nasty, brutish, and short." Moore and Trojanowicz (1982) point out that from this Hobbesian

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perspective, "the current level and distribution of fear indicates an important government failure." They recall the policing style envisioned by Sir Robert Peel. Peel wanted officers to be assigned to foot beats in the neighborhoods, which would enable them to interact with the citizenry and, as minions of the law, to maintain order. Controlling the fear of crime is also an important goal of community-oriented policing. Immersing officers into the community is one of many strategies for controlling fear; studies have shown that increased foot patrol reduces citizens' fears. A major premise underlying foot patrol and fear reduction experiments is that closer contact reduces citizen fear of crime (Moore and Trojanowicz, 1988:2).

According to Weatheritt (1988:154):

> Community policing is about changing the ethos of policing to include notions of service, conciliation, and negotiation. However, the conflictual and coercive aspects of policing will remain.

As Walker and Richardson noted (1974:10):

> Police officers are out in the world - on the side walks and in the streets and shopping malls, cruising, strolling, watching, as both state protectors and state repressors.

They also indicate that whatever the citizen thinks of the police, they can hardly be ignored. The importance of surveying community needs cannot be overstated. Public opinion surveys provide vital information and feedback regarding the public's perception of officer performance,

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and they can help in assessments of the effectiveness of police department communication with the public. The mood of the public should be a vital consideration when police make public policy decisions (White and Menke, 1982).

Community as a Complex Organization

As H. Goldstein notes (1990:200):

Radical changes are required in the organization, management, staffing, and leadership of police agencies in order to support community policing.

Principles of organizational science that have been developed from more than a decade of experimental research indicate how to keep organizations and communities updated and adjusted to changing conditions. The research was based upon the proposition that organizational science is approaching an advanced state where it has the capability of producing predictable change(s) in the phenomena which it studies. So, within certain levels of probability, it can produce effective organizations and can prevent pathological states of development for these phenomena.

The piecemeal transition toward community policing across the country started with raising interest in police and community relations and funding of foot patrol programs in the 1980s. Trojanowicz selected

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Dr. Christopher Sowers' Normative Sponsorship Theory as a basis for implementing the community policing concept.

Sower (1957) provides the knowledge base for the Normative Sponsorship Theory of Keeping Organizations Updated. It states the prediction that either present or future leaders of any human organization will sponsor innovations, which they perceive will keep it adjusted to changing needs and conditions. The task of the model is to design sponsor able innovations that are so normative (fit the norms) to organizations and communities they will be embraced and sponsored by their leadership. Observation shows that it is normative to most organizations to take action to prevent their decline. For communities, it is normative to make them better places to live and rear children. Frequently, external forces are needed to sufficiently disturb old equilibriums to make such decisions possible within the existing power alignments (Sower, 1957).

Trojanowicz (1976) used Sower's model as a basis for developing his own theory of Community Policing and Crime Stoppers as an alternate citizen mobilization theory based upon cooperation and challenge. The underlying assumptions of this theory are that almost all people have a stake in community ownership, and an emotional attachment to cooperation and challenge. As Trojanowicz (1980) points out, almost all people hold

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goodwill toward one another and are motivated to increase the quality of life in their community. Community spirit and pride is the sum of all its respective parts and, as such, is directly related to the citizen. Evidence of this is the fact that most of the successful social action programs designed to prevent/reduce crime, take back and clean up neighborhoods, streets, schools, parks, and playgrounds emerged out of the individual citizens desire to improve their own environment and family situation (Trojanowicz, 1980).

Viewing the community as a complex organization is consistent with Parson's (1956), "Sociological Approach to the Theory of Organizations" in that the "input" of the agency is viewed as the community need for the "output" of the services that the agency provides. The depth of the agency layers are determined by these two anchor points, and it is apparent the problem is not to be found in these areas. The actual need (input) for police services and the provision of police services (output) are given. Something will be done in response to the community need. The problem generally arises as a result of the manner in which the services are provided or rendered. In other words, services must be provided as a result of community needs. This requires an open channel of communication, which Parsons calls the "through put." The "through put" is the problem point, and it is at

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this point where the first signs of possible consequences can be detected and also where available alternatives to the problem must be considered. Therefore, a system model of analysis, which examines interagency communication channels and networks, must be used to assess the criminal justice systems components effectiveness. For this reason, an examination of the primary function of police activities is of paramount importance. As Vollmer (1959:444), points out:

> If the primary function of the police is law enforcement, the physical activities, i.e., chasing felons, subduing prisoners, making arrests, crowd control require the attributes of physical strength, certain motor skills, and stamina. On the other hand, if police work is seen as largely a community service function or "peace keeping," then verbal skills, interpersonal skills, tact, discretion, human relations expertise, compassion, and abstract intelligence may be more appropriate.

The struggle to maintain a proper balance between effective law enforcement and fairness to individuals pervades the entire criminal justice system. It is particularly crucial and apparent in police work because, as has been noted, every police action can impinge directly, and perhaps hurtfully, on a citizen's freedom of action.

> America's form of government, its laws and its Constitution, all express the desire to maintain the maximum degree of individual liberty consistent with maintenance of social order. The process of striking this balance is complex and delicate. An example is the "probable cause" standard that governs arrest. Probable cause does not insure that no innocent individual ever will be arrested, but it does restrict police actions that are arbitrary, discriminatory

or intuitive. Although courts review police actions, and do review more than they once did, most police actions are not reviewed. Those that do not lead to arrest and prosecution almost never are reviewed for the simple reason that, short of a civil suit against the police by a citizen, there is no court machinery for reviewing them. Ideally the intent of Community Policing is to balance the police enforcement concept with the peace officer concept in order to ally community support. Community input is necessary for this to occur. This study provides a mechanism and a measure whereby citizens perceptions can be gathered and analyzed in order to determine the extent to which this is occurring (Challenge, 1967:93-94).

In a study on the role of the patrolman, Wilson found that an officer's role is defined more by responsibility for maintaining order than by responsibility for enforcing the law (Wilson,1968). Historically, the public's perceptions of police have not been considered as important and have not been adequately addressed. A survey of New York police officers indicated that most police officers felt that they would receive little or no help from the public if their lives were in danger (McManus,National Advisory Committee on Criminal Justice, Police Training and Performance Report: 1970:21). In recent years, public confidence in government in general, and specifically the criminal justice system, is at an all time low because of inaccessibility and inconsistency in the application of justice. Officers generally are viewed as not being in touch with or assessable to the community they are sworn to serve (Kelling and Moore, 1988).

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The Evolving Strategy of Policing

According to Kelling and Moore (1988), there are three stages or era's of police development in the United States: the Political Era, the Reform/Professional Era and the Community Policing Era. The Political Era began in the late 19th century and, to varying degrees, was prevalent until the late 1930's. During this Era police were legitimized and empowered by local political leaders. In many ways, this was a particularly corrupt era in law enforcement. However, this was also the most community-oriented and active era in that during this period police ran soup kitchens, offered lodging to immigrants, and found employment for immigrants in law enforcement and other areas in order to promote and advance their candidate. Although, during this era, the police were directed by the motives of local politicians, they to some extent reflected the dominant culture of their community. Law enforcement was an open system based upon information sharing with the community and foot patrols/beat cops who were anchored in the communities, areas, and neighborhoods they policed. Foot patrol officers were community activists because they lived, worshiped, and raised their children in the communities they served and, for obvious reasons, were deeply concerned about the state of local politics, economy, and the school system. The primary strategy of policing during this era was foot

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patrol; officers walked the beats and dealt with crime, disorder, and other social problems face-to-face. Technology offered nothing more than call boxes, which were used as monitoring and supervisory tools for police administrators. The first automobiles were used only to transport officers to their beats or for transportation of criminals and suspects (Kelling & Moore, 1988). The importance of this era for the current study is the techniques and strategies used to involve the public as well as, the role of leadership and ways to induce its sponsorship of citizen involvement. The ways of involving communities and the benefits from it are well known. Making leadership responsible for community involvement is necessary.

The Professional Era emerged in the mid to late 1930s and ran until the late 1970s. August Vollmer, Chief of Police of Berkley, proposed a reform based on the concept that the police role was to remind citizens and institutions of their noble mission to uphold the moral vision that made America great (Vollmer, 1936). During this era, foot patrols were gradually replaced by motor patrols as automobiles became available. Requests for foot patrols were called outdated and expensive. Over a period of time, citizens no longer had access to their neighborhood police officer. The Motor patrol eventually lead to the "Modern/Conventional" approach to law enforcement that encouraged

citizens to call 911 because it was assumed that rapid response by motor patrols to calls were more efficient and effective crime control than any neighborhood officer response might be (Kelling and Moore, 1988).

O.W. Wilson emerged as perhaps the most influential reformer during this era, authoring a series of text books on <u>Police Administration</u>. Wilson's assertion that the "high visibility" of patrol cars driving through areas of the city, particularly high crime areas, at random times, deters criminals and reassures law-abiding citizens is based on the concept of the "omnipresence of police" advanced by Sir Robert Peel in 1829 (Cole, 1989). This scientific approach by police administrators resulted in routinizing and standardizing police work, especially patrol. Police work was crime fighting. Discretion in police was limited. Police now came to view themselves as law enforcers. The police officer's role changed from generalists to specialists as special units were established to deal with the special problems of juveniles, drugs, vice, traffic, tactical, forensic science and investigations. During this era, the relationship between officers and citizen's was redefined by the reformers. Historically, under the political era, police had been intimately connected to the citizens of a community; now, police were deliberately being separated from the community that the officer served in order to eliminate familiarity, diminish

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subjectivity, and force objectivity. The arms length "just the facts Ma'am" was the typical approach of an officer to a citizen. The Professional Model also redefined the police perception of citizens responsibility in crime control and deterrence. Citizens were to be passive and leave crime control up to the specialist/expert, the police officer. Citizens were to call police, report crime, and give witness in court. Any citizen action in their own behalf was viewed by police as vigilantism and inappropriate (Kelling & Moore, 1988:230-236).

As police work became more sophisticated, police officers became more distant from the community and less sensitive to the citizens needs and, after a while, lost touch with the community they were sworn to serve (Kelling & Moore, 1988). As the community grew and the police force went through one political facelift after another, the system gradually became more and more closed. Foot patrols did not quite fit the image of a "modern police force" so patrolmen were taken off the streets and "mobilized" -- thus the emergence of mobile patrols. Once this occurred, the social distance between the police and the community they swore to serve intensified and gradually became adversarial, resulting in the isolation and alienation of the average citizen and the community at large.

In sum, the Professional Era of policing attempted to utilize the new technologies to their maximum, namely the automobile and radio communications. While this moved police out of the subjective role of face-to-face involvement in the community, there was a loss of genuine communication, which includes verbal, nonverbal and an information basis of the person, and culture/sub groups, etc. which only occurs as a result of consistent face-to-face interactions over a broad variety of circumstances and experiences. Feeling these losses, most Police Departments started under cover operations, since the "beat cop" was a thing of the past and no longer available as an ongoing information source. While the Professional Era seemed to depoliticize and modernize police methods, it failed to keep the positive aspects of the prior Political Era. Although many authoritative spokespersons in the field made them known, the momentum of the pendulum swinging from one extreme to the other seems difficult to slow down. The Professional Era then is most easily identified by its depersonalization of law enforcement and the losses of community involvement.

The Emergence of Community Policing

The Community Policing Era began in the mid 1970s when there was a growing recognition of how socially distant and isolated the police had become from communities. According to the Challenge and Trojanowicz'

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subsequent research, social distance kept valuable sources of information from the police, not to mention the prevention aspects of police community involvement. Police isolation had an impact on officers and departments that was detrimental to them, personally and professionally (Challenge, 1967:98). Community policing emerged as a mechanism whereby law enforcement is attempting to balance the law enforcement officer image with the peace officer image and return to some of its origins or roots. It purposes to make police work proactive by making the police officer a functionally active part of the community. The increased involvement should improve the image of police, elicit community input, and, hopefully, deter crime from occurring in the community/neighborhood (Panetta, Joel C.,1984).

Community Oriented Policing Plus

A recent project in Reno Nevada, Community Oriented Policing plus (COP+), surveyed the entire city (Peak, Bradshaw and Glensor, 1992) by dividing it into three geographical command areas (zones). COP+ deviated from the traditional shift structure where a Commander had responsibility for the entire city on three 8 hour shifts. In COP+ each of the three geographical command areas of the city had a captain with 24 hour responsibility for his area. Another interesting element which emerged from Reno's COP+ study was the fact that the area captains

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formed and periodically met with each Neighborhood Advisory Group with the appropriate acronym of "NAG" comprised of citizens representing their respective city area. NAG facilitated police accessibility to citizens, which is of utmost importance for community policing to succeed (Couper, 1983). Citizens could speak directly with "their" area captain, who was accessible 24 hours a day. The NAG groups were not created to dictate policy. They were volunteer citizen groups designed to keep the police department "in tune" with the community through exchanges of information. "Quality Assurance" was the "plus" in COP+; community surveys were conducted biannually to determine the effectiveness of each department section. Prior to the program (COP+), police community relations were poor, and morale in the RPD (Reno Police Department) was low. The RPD had suffered budget cuts, reduced staffing, and increased responsibilities due to rapid population growth. The theory underlying COP+ is simple: Police no longer attempted to deal with their problems unilaterally without community input but actively encouraged and solicited community input. This study clearly demonstrated that citizen perceptions of the police can be significantly improved, resulting in positive collaboration and problem solving through a well-conceived community policing effort (Peak, Bradshaw and Glensor 1992). Vernon and Lasley, in the findings of their 1992 study,

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recommend that police departments should structure job designs of officers assigned to build community partnerships in such a way as to maximize the potential for quality police/citizen contacts. On a supervisory level, the quality of police contact should be emphasized in performance evaluation criteria.

In the mid 1970s, the City of Lansing, like most of metropolitan areas across the country, eliminated its residency requirements for police officers. As police officers moved out of the Lansing area, they became physically, and in many respects emotionally, detached from the people and the area they are sworn to serve. Evidence of this erosion of community identity and increased social distance between the police and the community was reported in the February 14, 1994, Lansing State Journal Report on Crime, which indicated that according to LPD records 70-80 percent of Lansing Police Department's 356 plus personnel live outside the City of Lansing (Lansing State Journal, Feb. 14, 1994).

Citizen Mobilization/Empowerment

Community policing is, to a large extent, based on the following assumptions of the Normative Sponsorship Theory:

1. Most people are more willing to cooperate than to deal with conflict and most people are willing to cooperate in order to accept a challenge, solve a problem, and improve their situation.

2. Most people are motivated to work toward improving the quality of life in their community and neighborhood (Sower, 1957:317-327).

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As Trojanowicz puts it,

> People welcome the opportunity to be independent and construct alternatives and implement actions over which they have control. They are happiest when they are contributing to their social existence, whether in the family, their corporation or their community environment (Trojanowicz, Trojanowicz and Moss, 1975:135).

Commitment to community improvement is necessary at the political and departmental levels of government if community policing is going to succeed (Trojanowicz, Gleason et.al.,1987). By adopting community policing practices police agencies seem to recognize the need for more citizen involvement, increased communication between the police and citizens. Hopefully, this study will serve as a comparative measure of citizen perceptions and provide a frame of reference for citizen/police partnership. Community policing redefines police work from enforcing the law to regulating human behavior within communities through positive examples and substantial community involvement and interaction.

Mission, Goals and Objectives of Community Policing

According to Trojanowicz' et.al. 1986 study of the Lansing Police Department (published in 1987), the mission, goals and objectives of an agency necessarily influence officer performance by establishing codified agency expectations or agendas by which the officer is expected to perform/act. Agency goals are derived from the agency's overall mission statement, in this instance "To Protect and Serve." The

'Mission' of the police agency remains constant; however, the goals, which are reflected in the objectives and activities, are flexible and shift to stay synchronized with the community characteristics that are in flux. The 'goals' of the agency, over time, are internalized by the officers and translated into performance. The importance of feedback from the community to the agency is an integral part of goal development and implementation. 'Objectives' are the elements of a specific goal. 'Activities' are the specific tasks, methods or strategies instituted by the agency in order to accomplish a particular objective.

Patterns of Police and Citizen Interaction

A conceptualized graphic elaboration of patterns of police and citizen interaction is provided in Figure 1.1. It indicates the points of difference between non-community enforcement/adversarial policing and community prevention/cooperative policing. Although the mission and formal rules and regulations remain constant in both scenarios, the goals and process of implementation are modified. This leads to different types of interaction with citizens and an altered social climate in the community.

POLICE AGENCY MISSION
'To Protect and Serve'

FORMAL RULES
and
REGULATIONS

NON-COMMUNITY
POLICING
GOALS

COMMUNITY
POLICING
GOALS

POLICE OFFICER

COMMUNITY POLICE OFFICER

ENFORCEMENT/ADVERSARIAL
Interaction
Work Facilitation
Goal Emphasis
Support

PREVENTION/COOPERATIVE
Interaction
Work Facilitation
Goal Emphasis
Support

CITIZEN PERCEPTIONS
and
CHARACTERISTICS
Age
Gender
Education
Socioeconomic Status

CITIZEN PERCEPTIONS
and
CHARACTERISTICS
Age
Gender
Education
Socioeconomic Status

COMMUNITY CHARACTERISTICS

NEIGHBORHOOD CHARACTERISTICS

FIGURE 1.1 - PATTERNS OF POLICE CITIZEN INTERACTION

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Community Policing and Community Characteristics

The success or failure of community policing is dependant upon the extent to which police agency goals foster and encourage community police officers to: 1) invest in the community, 2) interact with the citizen's of the community, 3) provide support to the citizen's of the community, 4) work with the citizens to facilitate improved conditions within the community, and 5) assist citizens in defining community goals and activities which to some degree determine how they perform their duties and responsibilities.

The Agency, by means of a one way communication link imposes its mission formal rules and regulations upon the Community Police Officer (CPO). This is accomplished by establishing community policing goals and defining the parameters of the CPO's duties and responsibilities. This translates into performance within the community and toward the citizens. A citizen's perception of police is influenced by the way police relate to them as indicated in Figure 1.4. This interaction is altered in the community policing model. Community officer training and modified goals all aim at revising the patterns of interaction between the police, community, and citizen. Citizens perceptions of police are also mediated by the unique characteristics of the environment in which the interaction occurs. Common attributes that have been historically

influence individual perceptions and attitudes are age, gender, ethnic origin, education, and socioeconomic status. A conceptualized graphic elaboration of how community policing goals impact community police officer performance and the corresponding influence of background characteristics on citizen perceptions is provided in Figure 1.2.

POLICE AGENCY MISSION
FORMAL RULES
and
REGULATIONS
↓
COMMUNITY POLICING GOALS [3]

COMMUNITY POLICE OFFICERS [4]
↓
PERFORMANCE
Interaction
Work Facilitation
Goal Emphasis
Support
↑
CITIZEN PERCEPTIONS
and
CHARACTERISTICS
Age
Gender
Education
Socioeconomic Status
↑
COMMUNITY CHARACTERISTICS
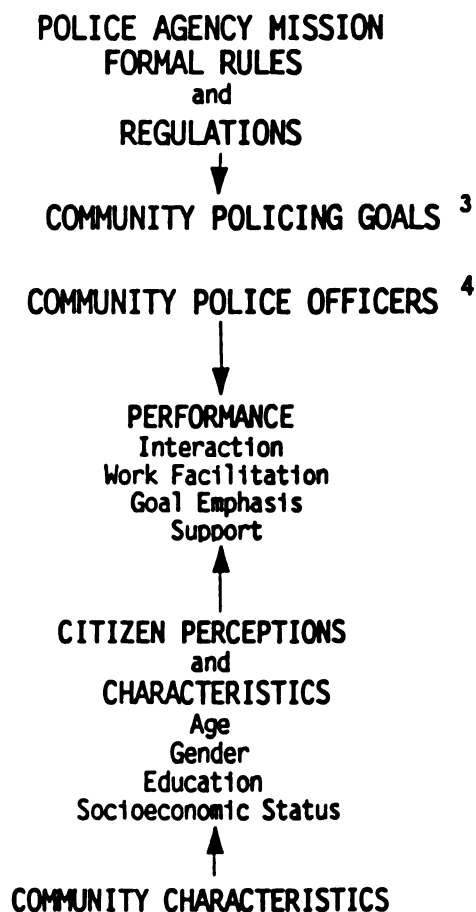
FIGURE 1.2 - COMMUNITY POLICING GOALS and COMMUNITY CHARACTERISTICS

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[3] This indicates a one way communication flow that impacts , guides and directs the role performance of Community Police Officers's which serves to alter the social climate and possibly the perceptions of citizen's.

[4] This indicates two way communication and reciprocal interaction that occurs between community police and citizen's which is the focus of this study.

Citizen Perceptions of Police

In this study the researcher attempted to encompass variables that typically influence an individual's perception. Citizen perceptions of police have historically been found to be influenced by the following attributes, which serve as the variables of this study: age, gender, ethnic origin, education, socioeconomic status, experience being a victim, experience with the criminal justice system, and length of time in the community. The perceptual field of citizens, therefore, appears to be influenced by the above variables in addition to community characteristics. A conceptualized graphic elaboration of Citizen Perception's of Police is provided in Figure 1.3.

FIGURE 1.3 ATTRIBUTES OF CITIZEN PERCEPTIONS OF POLICE [5]
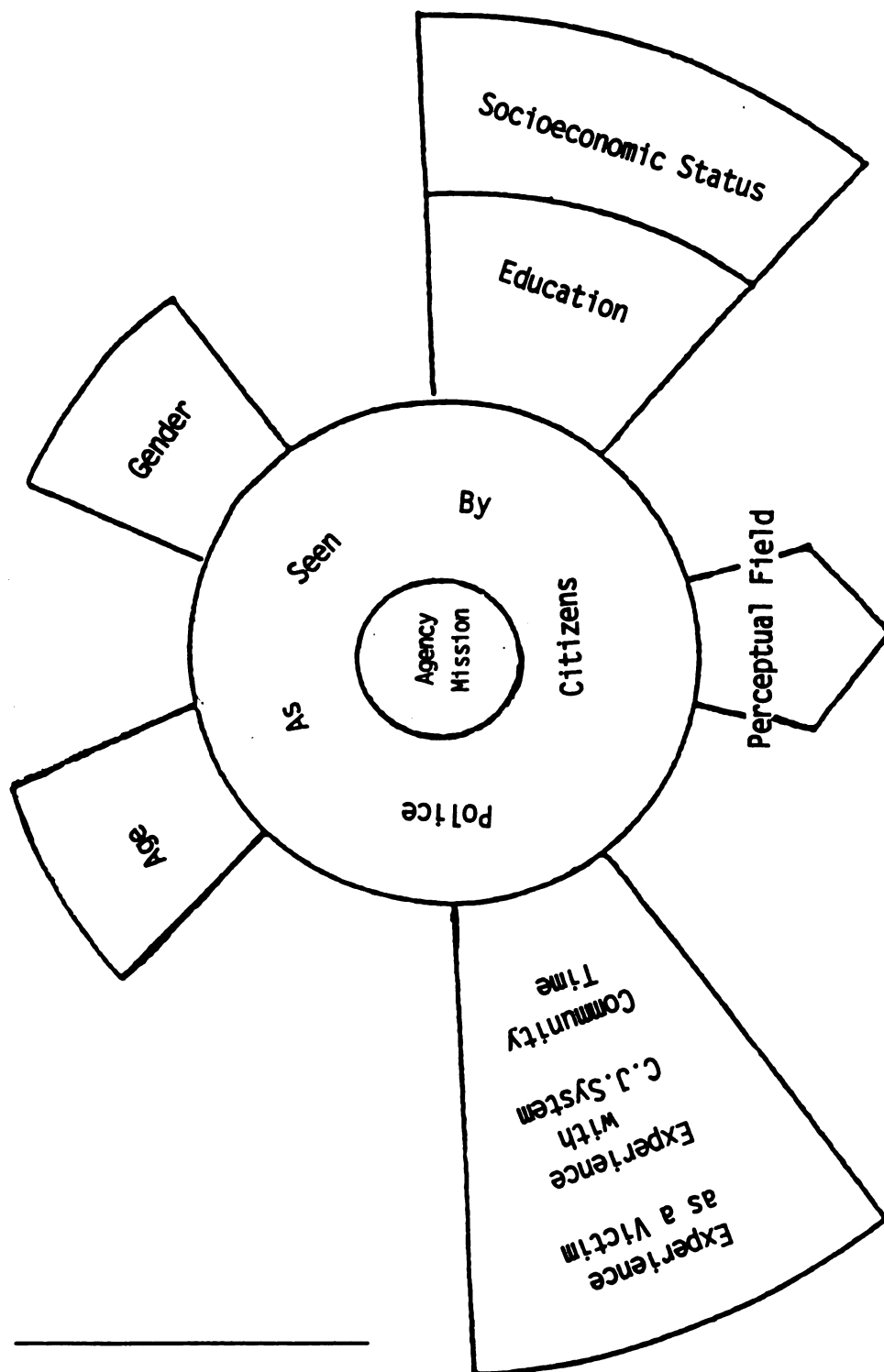
[5]   Citizen perceptions of police are impacted by the attributes extending from
        the circle of intervention. Superimposed on this diagram is Figure 1.4 Agency
        Expectations of Community Police officers which indicates the role behaviors
        (CPL score expected . by which citizens perceptions may be affected.

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Agency Expectations of Community Police Officers

The agency mission, formal rules and regulations remain constant in the community policing model; however, the specific goals, objectives, activities and actions of the police officer are altered from a reactive law enforcement agent to a proactive community advocate. This is accomplished by community police officer training, which emphasizes the frequency and types of contact by establishing leadership factors (Support, Interaction, Goal Emphasis and Work Facilitation). Community police officers are expected to support community interests, interact with citizens of the community in a positive manner, emphasize the goals of the community, and work with citizens and community organizations to facilitate community improvements.

Trojanowicz and Bucqueroux (1992:21-23) provide a detailed operational definition of Community Police Officers duties, responsibilities, and activities and on pages 33-35 furnish a sample Job Description of a Lansing Community Police Officer.

The above factors, when transformed into observable behaviors, should be perceived and favorably responded to by citizens as Community Police Leadership (CPL score).

GOALS

OBJECTIVES

ACTIVITIES

ACTIONS

POLICE OFFICER

COMMUNITY
POLICE
TRAINING

COMMUNITY

AGENCY
MISSION

LEADERSHIP

FORMAL RULES
and
REGULATIONS

PERFORMANCE

SUPPORT

INTERACTION

GOAL EMPHASIS

WORK FACILITATION

CPL SCORE
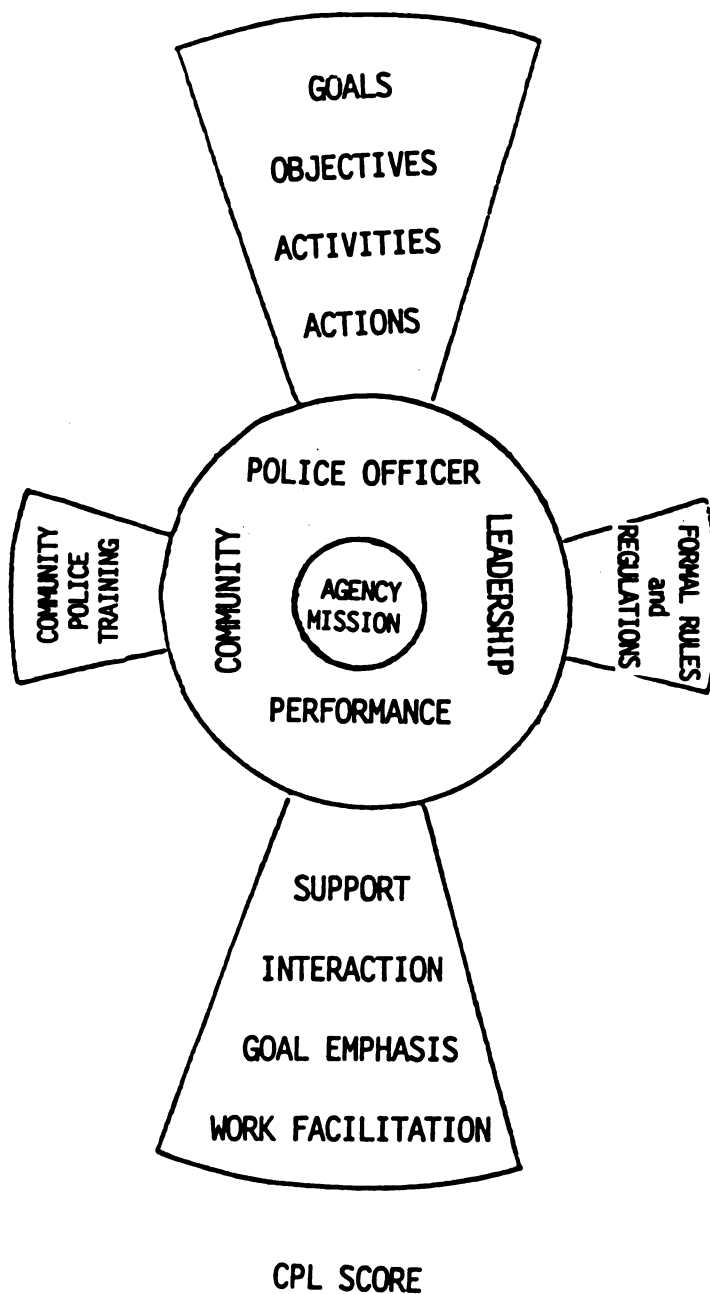
FIGURE 1.4 AGENCY EXPECTATIONS OF COMMUNITY POLICE OFFICERS

Hypotheses Formulation

The questions to be addressed in this study involve exploration of citizen perceptions of police role activities. The purpose is to determine if there are significant difference and, if there are, if they can be attributed to the demographic variables of the respondents age, gender, education, ethnic origin, and socioeconomic status. In addition, selected experiential variables such as home ownership, length of time in the community, experience as a victim, experience with police/criminal justice system were also measured.

The following hypotheses have been formulated to address the aforementioned variables and are expressed in terms of the expected/anticipated outcomes:

I.   There is a positive correlation between the Community Police Leadership (CPL) score and the Interaction Facilitation Factor category of citizen responses.

II. There is a positive correlation between the CPL score and the Support Factor category of citizen responses.

III. There is a positive correlation between the CPL score and the Work Facilitation Factor category of citizen responses.

IV. There is a negative correlation between the CPL score and the Goal Emphasis Factor of citizen responses.

V.   No difference exists between the stated correlations I through IV when controlling for the respondents age, sex, education, socioeconomic status, home ownership status, experience as a victim, length of time in the community, and experience with the police or criminal justice system.

VI.   There is a positive correlation between the respondents rating of police and the age of the respondent.

VII.   There is a positive correlation between the respondents rating of police and the education of the respondent.

VIII.   There is a positive correlation between the respondents rating of police and the gender of the respondent.

IX.   There is a positive correlation between the respondents rating of police and the socioeconomic status of the respondent.

X.   There is positive correlation between the respondents rating of police and home ownership.

XI.   There is a negative correlation between the respondents rating of police and experience being a victim.

XII.   There is a positive correlation between the respondents rating of police and length of time in the community.

XIII.   There is a positive correlation between the respondents rating of police and prior experience with the police/criminal justice system.

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CHAPTER III

METHODLOGY

Target Population

The Greater Lansing Standard Metropolitan Statistical Area (SMSA) was selected as the case/target area for this study. The SMSA is situated slightly south of the geographic center of Michigan's lower peninsula. Lansing, which is centrally situated and serves as the hub of the Greater Lansing SMSA, has been selected as the target population for this study and is distinguished by the following characteristics

1. Industrialized Metropolitan Area.
2. Highly urbanized area with a population of more than 100,000.
3. Increasing homicide and violent crime rates.
4. Law enforcement agency in place and operant.

Sampling Frame

The Polk Directory for the City of Lansing was chosen as the basis of sample selection because of its accessibility, relative stability, and reliability as a source of population information.

The 14 designated community policing neighborhoods are defined only in terms of geographic parameters, which coincided with Neighborhood Watch or community associations and, therefore, are not uniform in terms of size or dimension, (i.e., households or population).

For comparison purposes, four (4) community policing areas or zones were selected (Sparrow Estates Corridor, South Central Neighborhood Organization, Westside Neighborhood Association and Cristo Rey Community Association). In two (2) of the areas the ethnic representation of the residents is expected to be heterogeneous or mixed (Sectors F12 CP and F19 CP) and in the remaining two (2) areas the ethnic representation of the residents is expected to be more homogeneous; that is, one will be African American (F22 CP), and one Hispanic American (F20 CP). In addition two (2) areas of the city where community policing is not prevalent were also chosen for comparison, both are heterogeneous(ENO-F1 NCP and NSNO-F2 NCP).

After identifying the streets which are encompassed within the boundaries designated community policing zone, the Polk Directory was used to randomly select potential respondents from residents residing within the boundaries of each respective community policing zone that was identified for inclusion in this study. One hundred potential respondents were identified for inclusion in each of the six areas under investigation. The Lansing Police Department (LPD) was asked if it kept track of the number of residents or households situated within each of the respective community policing zones and advised that they did not.

A sample size of 600 was used based upon the application of the "law of diminishing returns"(Rossi, 1983:145-194) using a middling proportion around .50 of base 1.0 for a Simple Random Sample with a standard deviation of .018 and an acceptable sigma level of .004. A sample of this magnitude provides a sufficient number of units for each of the major and minor analytic breakdowns. The responses from the respondents who reside within the four (4) selected community policing areas were compared and contrasted with one another, and with the responses of respondents who reside in the two (2) selected areas currently not receiving community policing services.

Respondents were chosen by means of a Simple Random Sample technique from the Polk Lansing Directory by two systematic selections, taking every fortieth and every sixtieth resident listed in each selected area of the City of Lansing. In order to validate respondents' responses, a mini sample sub group was extracted from a neighboring community which had not been exposed to Community Policing techniques or involved with Community Policing activities. The sample was surveyed using a questionnaire consisting of a series of questions, indexes, and control items, most of which were originally used and developed by Gross et. al. (1965). The questionnaire was primarily composed of questions

with ordinal categories in which respondents rate police according to their perceptions (see Appendix A).

According to 1993 census information, the total population of the City of Lansing is 127,321 residents; slightly greater than 12 percent (15,790) of the population is under school age; and according to the Lansing City Clerk's office, 87,648 residents are currently registered to vote. Because a mailing address is required for voter registration, these residents were listed in the Polk Directory. The 1995 Polk Directory for the City of Lansing lists 9,749 businesses households/homeowners and 31,908 residers/renters (109,696). In addition, according to the Lansing School District and Parochial School records, 22,786 students are enrolled in grades K-12. Therefore, a maximum of 1,097 potential respondents <u>over</u> the age of 18 may unintentionally be excluded from this study. In light of the fact that this represents less than 1 percent of the population and only 1.25 per cent of the total potential voters' population, the problem of sampling frame bias and non representatives should be relatively marginal and, therefore, tolerable.

Hypotheses Formulation

The null hypotheses symbolized by the prefix N are trial hypotheses which assert no difference exists between two population

means and two population parameters. The null and alternate hypotheses have therefore been presented. Questions addressed in this study involved the exploration of role perceptions of the police by citizens. The purpose was to determine if significant differences existed and are attributable to the background variables, selected experiential/status variables and to the intervention of community policing. Background variables include age, gender, education and socioeconomic status of the individuals responding to the survey questionnaire.

Selected experiential/status variables include gun, dog and home ownership, experience being a victims, length of time in the community and experience with the police/criminal justice system of the individuals responding to the survey questionnaire.

A comparison of residents responses regarding accessibility, frequency and visibility of police, police activities and services between respondents from neighborhood zones that have community policing as opposed to respondents from neighborhood zones that do not have community policing. The following hypotheses were formulated to address the above variables:

H1   There is a positive correlation between Community Police Leadership (CPL) and interaction facilitation of citizens.

H2   There is a positive correlation between CPL and support facilitation of citizens.

H3   There is a positive correlation between CPL and work facilitation of citizens.

H4   There is a negative correlation between CPL and negative goal emphasis of citizens.

H5   No difference exists between the stated correlations H1 through H4 when controlling for the respondents age, gender, education, socioeconomic status, home ownership status, experience as a victim, length of time in the community, and experience with police/criminal justice system.

When controlling for all of the variables except the one under investigation:

H6   Respondents ratings of police will not increase as the age of the respondent increases.

H7   Respondents ratings of police will not increase as the education of the respondent increases.

H8   Respondents ratings of police will not increase as the gender of the respondent changes.

H9   Respondents ratings of police will not increase as the household income of the respondent increases.

H10   Respondents ratings of police will not increase as the home ownership of the respondent increases.

H11   Respondents ratings of police will not increase as the experience as a victim of the respondent increases.

H12   Respondents ratings of police will not increase as the length of time in the community of the respondent increases.

H13   Respondents ratings of police will not increase as the experience with the police/criminal justice system increases.

H14   Frequency of respondent dog and gun ownership will not significantly vary between designated community policing and non community policing zones.

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H15 Amount of respondent victimization and exposure to crime will not change in designated C.P. zones as compared to non C.P. zones.

H16 Respondent community involvement and police interaction will not change in designated community policing zones as compared to non community policing zones.

H17 Respondents assessment of neighborhood safety will not markedly change in designated community policing zones as compared to non community policing zones.

H18 Respondents sense of police and community partnership will not substantially change in designated community policing zones as compared to non community policing zones.

H19 Respondents support of tax-funded foot patrols will not change in designated community policing zones as compared to non community policing zones.

H20 Respondents assessment of the nature and severity of crime will not be markedly altered in designated community policing zones as compared to non community policing zones.

H21 Assessment of police and police services will not significantly vary between respondents from designated community policing zones will not assess of police will not change in as compared to respondents from non community policing zones.

Instrumentation

The instrument which was used to obtain the data for this study consisted of a questionnaire comprised questions, indexes and control items. A series of questions 1-33 most of which were originally developed and used by Trojanowicz, and Gleason in the 1986 Lansing Community Questionnaire addressed demographic and experiential data about respondents. The Indexes and control items were originally used

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and developed by Gross et.al.,(1965). The present study was mainly concerned with three types of information derived from the instrument: (1) a measure of community policing leadership effectiveness (CPL); (2) an assessment of performance in interaction facilitation, support, work facilitation, and community goal emphasis roles, and (3) a comparison of responses from residents of designated community policing neighborhood zones with residents of non-community policing neighborhood zones.

Special indices for this study were constructed because few scales were available that would tap the information needed for testing the hypotheses. The indices used in the study combined several items into a composite measure. In general, the indices are used to gauge an underlying continuum which cannot be measured by any single item (Reiss, Nye et al., 1970). Indices contained between three to eight items. Indices required the respondent to select an answer from the following responses:

(1) always
(2) almost always
(3) frequently
(4) occasionally
(5) almost never
(6) never

A procedure of index construction was selected and patterned after Waisanen and Durlack, 1966:101-115, who listed several assumptions underlying the use of this procedure:

1. Several questions designed to measure a variable are better for the purpose than a single question;

2. The degree to which these questions correlate with one another provides some tentative evidence that there may be such a variable "at work in the social world";

3. The summed values of these interrelated items can function as the measure of that variable; and

4. The degree to which these measurements relate to other measurements beyond the reasonable limits of chance - provides further basis for confidence that a variable has been identified and that it has some interpretative value. Factor analysis was used in this study to reduce the data set and to be certain that CPL is one factor.

Validity and Reliability

The validity and reliability rested upon three methods to insure the instrument measured what it purported to measure. First, the items were constructed and selected on the basis of face validity. That is, did the item appear to measure the dimension stated. The indices constructed in the Gross et.al. (1965), and Trojanowicz (1976), studies had been subjected to pretests and in-depth interviews with subjects. Second, content validity was established in previous studies by Gross et.al. (1961) and Trojanowicz (1976). In the present study, factor analysis of items were used to assure continued validity. Third, the indices were subjected to the process of item total index correlation, which required all the items in an index to measure along the same dimension.

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Subject Selection and Survey Administration

All companies, corporations and business firms were excluded from the survey. The starting point for each selection was randomly chosen from a table of random numbers. The first starting point was number 28 (every fortieth name thereafter) and the second starting point was number 51 (every sixtieth name thereafter).

Callbacks

Callbacks were made whenever possible to either set second appointments for subjects not available at the time of the first appointment or to obtain and record subjects' responses over the phone. If no callbacks were made, the sample would disproportionately reflect perceptions of people who were home most of the time, such as housewives and retired persons. To acquire a number of men and women with a variety of ages, incomes and educational levels, callbacks were made. Callbacks, of course, greatly increase the cost of interviewing, so only two were allowed in an effort to complete the interview process.

Data Collection

A questionnaire consisting of 54 multiple choice questions and 28 general information questions were developed to collect the desired data. The questions were designed to measure specific citizen perceptions of local law enforcement officials and the Criminal Justice

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system at large.   The questionnaire took approximately twenty-five minutes to complete. Each respondent scored their answers on the questionnaire using a one-to-six continuum as previously indicated (one = always to six = never).

Confidentiality

A numeric code system was used to protect the confidentiality of all respondent(s). Subjects' identities were kept.   Confidential and reports of research findings does not permit associating subjects with specific responses or findings. Identities of subjects were secured by the researcher.

Pretest

Two pretests were conducted. Ten subjects selected from the East Lansing telephone directory completed the questionnaire. Two days later, the same subjects responded to the same set of questions. The percentages of the first responses were tabulated and compared with the second responses. The percentage of differences between the first and second pretests were relatively small; therefore, the questionnaire proved to be valid. Questions which showed large percentages differences were revised for poor wording and misinterpretation or discarded.

Variables

The variables in this study focused on two categories: (1) Community Policing Leadership serving as the dependant variable of this study and was gathered through the use of a survey questionnaire and (2) Background variables such as the respondents gender, age, educational level, and economic status serving as the independent variables of this study, whose effect the study attempted to measure. In addition, status/mediating variables such as home ownership, length of time in the community, experience as a victim, and experience with police or the criminal justice system were also examined. Performance measures consisted of survey items that were constructed into the following factors:

(1) Community Policing Leadership
(2) Interaction Facilitation
(3) Support Facilitation
(4) Work Facilitation and,
(5) Negative Goal Emphasis

These measures were selected because they appeared to be the best available indicators of citizens knowledge and judgement of the police. This conclusion was based on a review of the relevant literature. Background variables consisted of demographic information regarding the respondents age, gender, education, and economic status.

Design of the Analysis

The present study is descriptive in that it attempts to identify significant relationships and differences between variables. The study provides information that can illuminate agency functioning by indicating how central agency priorities, techniques, and procedures specifically as they relate to community policing are perceived by the citizenry. The choice of the proper data analysis techniques was governed by time, money, and level of conceptual understanding of the statistical techniques used, as well as the appropriateness of the techniques in relation to the data (Weikert, 1979:72).

In this study, the purposes of the research were best met by the use of a variety of statistical tests: chi-square contingency procedures, correlation analysis (zero-order and partials), T-tests, analysis of variance, and factor analysis. These techniques provide measures of statistical significance, strength of association, between and within group variance, variance accounted for, contrasts between groups, and the grouping of individuals from predictor variables. All of these procedures were essential to the full analysis of the data. An alpha of .05 was the level of retention for all hypotheses.

This research investigated citizen perceptions of the police in community and non-community policing roles. This was accomplished by

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surveying a representative sampling of citizens of a medium-sized mid-western metropolitan city, Lansing, Michigan. The survey was designed to evaluate police performance in community and non-community policing roles. The demographic variables of age, gender, education, socioeconomic status, gun ownership, dog ownership, length of time in community, home ownership and victimization were used for comparison. The purpose was to explore citizen perceptions according to these independent variables in such a manner that insight could be utilized to further clarify agency goals and to estimate the effectiveness of the police. The specific objectives of this study was (1) to gain information from citizen responses regarding police performance in terms of the following selected factors: (a) interaction facilitation, (b) support, (c) work facilitation, and (d) goal emphasis; (2) to identify from citizen responses the differences in police performance in community policing and non-community policing neighborhood zones; (3) to examine differences in citizen responses from different groups, according to (a) age, (b) gender,(c) ethnic group, (d) education, (e) socioeconomic status, (f) home ownership status, (g) experience as a victim, (h) length of time in the community, (i) experience with the police or criminal justice system; and (4) to test the relationships proposed in the hypotheses. Citizen responses from community and non-

community policing neighborhood zones in terms of the selected factors were analyzed and compared for the purpose of clarifying agency goals and estimate the effectiveness of community policing.

As discussed previously the police hold a unique occupational position in terms of the community and its citizenry. The role of the police as an authority figure possesses within its discretion the power to influence the attitudes, expectations and in many respects the ultimate behavior of the citizens. Background variables have for this reason been viewed as indicators of citizen perception variability. This study measured citizen perceptions and expectations of police in community policing and non community policing neighborhood zones defining the primary purpose of police activities. This orientation provides a frame of reference for decision-making about the diverse roles activities of the police and where, and how, they can be best utilized and if necessary improved.

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CHAPTER IV

ANALYSIS OF DEMOGRAPHIC AND SOCIAL CHARACTERISTICS

Each of the demographic and social characteristics found in questions 1-33 are descriptively analyzed. This section includes age, gender, ethnic group, education home ownership, length of time in the community, socioeconomic status and a total summary that highlight the interaction effects of these variables.

Demographics and Social Characteristics

Tables 4.1 - 4.7 provide us with a description of the respondents in terms of gender, ethnic origin, age, education, home ownership, length of time in the community and socioeconomic status.

Table 4.1 Gender of Respondents

Gender	Respondents	%
Male	89	47%
Female	101	53%
Totals	190	100%

Table 4.2 Ethnicity of Respondents

Ethnicity	Respondents	%
Caucasian	144	76%
African Am.	23	12%
Hispanic	23	12%
Totals	190	100%

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Gender & Ethnic Origin Profile of Respondents

As Table 4.1 indicates 53 percent of the respondents were female and 47 percent were male. Ethnic origin responses were consolidated into the three ethnic categories cited in Table 4.2 in order to facilitate and aid analysis. The overall ethnic representation of the respondents is representative of the racial make up of the Lansing Area with Caucasian respondents' accounting for 76 percent of the total respondent pool and African American and Hispanic American respondents' accounting for 12 percent respectively.

Table 4.3 Respondents' Age

Age	Respondents	%
18-24	13	7%
25-34	42	22%
35-39	12	6%
40-44	27	14%
45-49	25	13%
50-59	24	13%
60+	47	25%
Total	190	100.00%

Age Profile of Respondents

The mean age of the respondents was between 40-44 (42) years of age, with approximately 38 percent reporting they were more than fifty years of age and only 7 percent claiming to be less than twenty-five years of age.

Table 4.4

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Table 4.4 Respondents' Education

Educational Level	Respondents	%
< = H. S.	61	31%
Tech. Courses	55	29%
BA / BS	44	24%
Grad./Post	30	16%
Totals	190	100%

Education Profile of Respondents

In order to facilitate analysis, the seven educational categories were consolidated into four categories as cited in Table 4.4. Overall, the mean educational level of the respondents was 14.65 years, with 40 percent reporting they had completed a bachelor's degree or better; 31 percent reporting they had less than or equal to a high school diploma; and the remaining 29 percent reported they had technical training.

Table 4.5 Home Ownership of Respondents

Home Ownership	Respondents	%
Own	141	75%
Rent	49	25%
Totals	190	100%

Home Ownership Profile of Respondents

According to Table 4.5, 75 percent of all the respondents reported they owned their homes, while only 25 percent identified themselves as renters. The respondent pool is stable and grounded in the community.

Table 4.6 Length of Time in the Community

Length of Time	Respondents	%
> 1 Year	11	6%
1 - 5 Years	34	17%
6 - 10 Years	18	11%
11 - More	127	66%
Totals	190	100%

Length of time in the Community Profile of Respondents

Table 4.6 provides an analysis of the length of time in the community and indicates that 77 percent of the respondents have lived in the community for six (6) or more years, and 66 percent of that group have lived in the community eleven (11) or more years. The mean number of years respondents have resided in the community is 6-10 years.

Table 4.7 Socioeconomic Profile of Respondents

Income	Respondents	%
20,000- less	65	34%
20,001-40,000	71	37%
40,001-50,000	19	10%
50,001-60,000	19	10%
60,001 - OVER	16	9%
Totals	190	100%

Socioeconomic Profile of Respondents

The socioeconomic status as reported by the respondents is presented in Table 4.7. The mean household income of the respondents is between $26,475-$34,474 per year, with 71 percent reporting a household

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income of $40,000 or less and 29 percent reporting a household income greater than $40,000. A socioeconomic profile of the survey respondents reveals that 34 percent indicate that they have a household income of $20,000 or less. Thirty seven percent indicate an annual household income of between $20,001-$40,000, and 10 percent respective indicate household incomes of between $40,000-$50,000 and $50,000-$60,000. Only 9 percent of the survey respondents indicated an annual household income of greater than $60,000.

Table 4.8 Exposure to Police in Neighborhood

Exposure to Police in Neighborhood	Respondents	%
Weekly-Monthly	19	10%
Rarely-Never	171	90%
Totals	190	100%

Exposure is defined as social interaction between citizens and police as concerned members of the community at neighborhood gatherings Although neighborhood exposure and familiarity with citizen residents are an integral part of the definition and job description of a community Police officer as outlined by Trojanowicz and Buquevax,1992 (Attachment C) 90 percent of the survey respondents indicated that they are rarely exposed to police in their neighborhoods.

Table 4.8A Neighborhood Visibility of Police

Neighborhood Visibility of Police	Respondents	%
Daily - Weekly	79	42%
Monthly - Occas.	53	28%
Rarely - Never	58	30%
Totals	190	100%

Neighborhood Visibility is defined as the awareness of the physical presence of police as a result of visually observing them in the neighborhood. Forty two percent of the respondents indicated they see police patrolling in their neighborhood on a daily/weekly basis, 28 percent indicated they see police patrolling on a monthly basis and 30 percent indicated they rarely see police patrolling in their neighborhood.

Table 4.8B Frequency of Police Contact and Involvement

Frequency of Police Contact/Involvement	Respondents	%
Daily-Weekly	5	3%
Monthly - Occas	20	10%
Rarely-Never	165	87%
Totals	190	100%

Frequency of Contact and Involvement is defined as interaction where citizens come into face-to-face contact with the police either as a victim, as a witness or as a team member on a community activity. The

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majority of the respondents, reported they rarely come into face-to-face contact with police in their neighborhood.

Summarizing Tables 4.1 - 4.8B

Gender, Ethnicity and Age Representation

The respondent pool was almost equally divided between males and females: ethnic representation was fairly representative of Lansing's ethnic population and in terms of age, the respondent pool provided a reasonable and well-rounded mixture of all age groupings.

Educational Level Mixture

The sample was well distributed and was a fairly representative mixture of varying levels of training and educational experiences.

Home Ownership

Most respondents indicated they own their home, and on the average, they have lived in the community between eight to nine years.

Socioeconomic Distribution

In terms of socioeconomic level, the respondents report that, on the average, they have a household income ranging from $26,475-$34,474.

Exposure to Police in Neighborhood

The majority of Survey respondents indicated that exposure to police in their neighborhood was rare and infrequent.

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Neighborhood Visibility of Police

Less than 50 percent of the survey respondents indicated that on a weekly-monthly basis they see police patrolling in their neighborhood.

Frequency of Face-Face Contact with Police

The majority of the survey respondents indicated that they rarely had a face-to-face contact with police in their neighborhood.

Encounters With and Perceptions of Crime and Police

Some very interesting insights and conclusions can be drawn from the respondents' perceived sense of personal safety, victimization and exposure to crime, frequency and severity of crime and visibility and face-to-face contact with police. The following tables represent a descriptive analysis of the respondent's responses to these inquiries.

Table 4.9 Personal Protection

Type of Protection	Yes N	%	No N	%	Total N	%
Own Gun:	45	24%	145	76%	190	100%
Own Dog:	75	39%	115	61%	190	100%

Dog and Gun Ownership

One out of every four respondents identified themselves as gun owners and nearly four out of every ten respondents identified themselves as dog owners. Gun and Dog ownership are generally viewed as related to an individual's sense of safety because guns are a line of

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personal defense, and dogs, whether they are small lap dogs or large

guard dogs, are natural alarm systems and often the first line of

defense.

Table 4.10 Victimization and Exposure to Crime

Victimization and Exposure	Yes N	%	No N	%	Total N	%
Crime Victimization						
Property Crime:	125	66%	65	34%	190	100%
Personal Injury:	58	31%	132	69%	190	100%
Crime Exposure						
Witness Crime:	82	43%	108	57%	190	100%
Exp. Arrest:	58	31%	132	69%	190	100%

Crime Victimization and Exposure

The majority of the respondents indicated they have been exposed

to property crime (66 percent), have not been exposed to personal injury

crime (69 percent), have not personally witnessed a crime (57 percent)

and have no personal experience with an arrest (69 percent). As will be

seen later in this Chapter crime victimization, exposure and contact

with police happens most often among the poor and minorities.

Table 4.11 Perception of Frequency and Severity of Crime

Perception of Crime	Increase N	%	Decrease N	%	Neither N	%	Total N	%
Frequency	127	67%	20	10%	43	23%	190	100%
Severity	164	86%	12	6%	14	8%	190	100%

Assessing the Frequency and Severity of Crime

The majority of the respondents believe that in recent years crime has increased in frequency (67 percent) and in severity (86 percent).

Table 4.12 Frequency of Police Visibility and Contact

Visibility and Contact	Daily/Weekly		Monthly/Occas.		Rarely/Never		Total	
	N	%	N	%	N	%	N	%
Visibility?	81	43%	52	27%	57	30%	190	100%
Contact?	5	3%	12	6%	173	91%	190	100%

Assessing the Visibility and Frequency of Contact with Police

While 43 percent of the respondents claimed that police patrol their neighborhood on a regular basis (daily/weekly), 27 percent responded that police only occasionally patrol their neighborhood, and another 30 percent reported that police rarely, if ever, patrol their neighborhood. The overwhelming majority 91 percent indicated that they rarely, come into face-to-face contact with police in their neighborhood, 6 percent reported they occasionally come into contact with police and only 3 percent stated that they come into contact with police on a daily/weekly basis.

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Summarizing Tables 4.9-4.12

Personal Protection, Victimization and Exposure

Most of the respondents indicated they do not own a gun or a dog and identified themselves as having been victims of property crimes. On the other hand, most indicated that they have not suffered any personal injury as a result of a criminal act, have not personally witnessed a crime, and have no personal experience with an arrest or being arrested.

In terms of crime victimization, exposure and contact with police, what is evident is that it happens most among the poor and minorities. Generally, respondents indicated that police are somewhat visible in their neighborhoods on a regular basis (daily/weekly), but about 30 percent indicated that the police are rarely visible in their neighborhood. In terms of neighborhood exposure to police, the vast majority indicated that they rarely come into contact with police in their neighborhood. Moreover, most respondents regardless of race or ethnicity indicated that rarely come into contact with police in their neighborhoods.

Assessing the Frequency and Severity of Crime

The majority believe that in recent years crime has increased in frequency and severity. Less than half of the respondents stated that on

a regular basis police patrol their neighborhood, the majority indicated the police rarely patrol their neighborhood.

Perceptions of Community Involvement and Police Interaction

Table 4.13 Community Involvement and Police Interaction

Community Involvement	Yes N	%	No N	%	Total N	%
Comm. Police Station in neighborhood?	75	39%	115	61%	190	100%
Members of the Neighborhood Watch?	55	29%	135	71%	190	100%
Ever filed a complaint with the police?	132	69%	58	31%	190	100%
Receive any follow up to your complaint?	52	27%	138	73%	190	100%
Ever see police at neighborhood meetings?	52	27%	138	73%	190	100%
Ever receive a crime prevention assessment?	20	11%	170	89%	190	100%

Community Involvement and Police Interaction

Although Community Police Stations are geographically designated in over 75 percent of the neighborhoods surveyed, less than four out of ten respondents (39 percent) were aware of the fact that a Community Police Station was in their neighborhood. Twenty nine percent claimed to be affiliated with a neighborhood watch.

On the other hand, while 69 percent identified themselves as having filed a complaint or inquiry with the police, 73 percent

indicated they have never received any follow up to their complaints/inquiries. Almost nine out of ten indicated they have never received a crime prevention assessment. According to the Mission statement of the Lansing Police Department the police are user friendly, respond to citizens' calls for assistance, and provide feed back and follow up to citizens complaints and inquiries. Providing community and residential crime assessments and follow up and feed back to complaining or inquiring citizens is part of the defined duties and responsibilities of community police officers.

Table 4.14 Neighborhood Safety Assessment

Question	Safer	%	Same	%	Worse	%	Total	%
Compared to other areas?	55	29%	94	49%	41	22%	190	100%
Totals	55	29%	94	49%	41	22%	190	100%

Neighborhood Safety Assessment

A comparative sense of how safe an individual feels about their neighborhood was obtained by the respondents self assessment safety comparison with other areas of the community in which they live. When asked to compare their neighborhood with other areas of the community in which they live, only 29 percent of the respondents indicated, that compared to other areas of the city, their neighborhood is **safer**. On the

other hand 49 percent claimed their neighborhood is **the same as** other

areas and 22 percent responded that their neighborhood was **worse than**

other areas. Discounting respondents perception that their neighborhood

is 'the same as other areas' as synonymous with 'as safe as' or even

neutral ignores the fact that the same respondents overwhelming

indicated that they perceive the frequency and severity of crime in

their neighborhoods as having significantly increased in recent years.

Table 4.15   Attitudes Toward Police and Community Commission/Review
             Board

Question	Favor		Oppose		Unsure		Total	
	N	%	N	%	N	%	N	%
Commission Review Board?	100	53%	2	1%	88	46%	190	100%

Attitudes Toward Police and Community Commission/Review Board

Whether or not respondents favor or oppose a Police and Community

Commission or Review Board was revealed by the responses to the

following inquiry. When asked 53 percent of the respondents indicated

that they favored the creation of a Police and Community

Commission/Review Board. On the other hand, 46 percent were unsure and

one percent indicated they were opposed. In other words, it was about

evenly divided.

Table 4.16 Sense Police and Community Partnership Exists

Question	Yes N	%	No N	%	Total N	%
Police & Community Partnership?	73	38%	117	62%	190	100%

Police and Community Partnership

An analysis of respondents' perceptions of whether or not they sense a Police and Community partnership exists revealed that 62 percent of the respondents do not believe such a partnership exists.

Police efforts at cultivating community ties appear to have failed. They may not have been able to encourage a spirit of cooperation.

Table 4.17 Treatment by the Police

Question	Yes N	%	No N	%	Total N	%
Ever: Receive a Break'?	48	25%	142	75%	190	100%
Feel you were not 'treated fair'?	69	36%	121	64%	190	100%

Treatment by the Police

While 75 percent of the respondents believed they were not given a break by the police, 64 percent indicated they did not feel they were treated unfairly by the police.

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Table 4.18 Tax Supported Foot Patrols

Question	Yes N	%	No N	%	Total N	%
Tax supported foot patrols?	116	61%	74	29%	190	100%

Tax Supported Foot Patrols

An analysis of whether or not respondents support or oppose tax-funded foot patrols revealed 61 percent favored tax support for foot patrols.

Table 4.19 Attitudes Toward Nature and Severity of Crime

Question	Yes N	%	No N	%	Total N	%
Crimes against people more important then Property crimes?	171	90%	19	10%	190	100%

Attitudes Toward Nature and Severity of Crime

Ninety percent of the respondents stated they believe crimes against people are more important than crimes against property.

Table 4.20 Ability to fairly assess police and police performance

Question	Yes N	%	No N	%	Total N	%
Can fairly Assess police	160	84%	30	16%	190	100%

Ability to fairly assess police and police performance

Eighty four percent of the survey respondents indicated that they felt they could fairly assess police and police performance.

Summarizing Tables 4.13 - 4.20

In terms of the respondent's knowledge of whether or not a Community Police Station existed in their neighborhood, the majority of the respondents did not know despite the fact that Community Police Stations exist in over 75 percent of the areas surveyed. This implies that the visibility of the community police and the community policing neighborhood publicity campaign was not as successful as it should have been or the citizens in these neighborhood communities were oblivious to the publicity.

Most of the respondents indicated that they have filed complaints or inquiries with the Lansing Police Department but had never received any follow up, and most had never received a crime prevention assessment despite the fact that community policing is suppose to foster and promote police and community relations through enhanced communication.

In terms of their sense of safety, almost half claimed their neighborhood was about the same as other areas of the city while the remainder was equally divided between safer and worse than other areas of the city. The majority favored a Community Police Review Board and do

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not believe that a Police and Community Partnership exists. The majority

of the respondents do not feel they have ever received a break from

police, but they do not believe they have been treated unfairly by the

police.

The majority favored tax supported foot patrols. The overwhelming

majority feel crimes against people are more important than crimes

against property and believe they can fairly assess police and police

performance.

Community Policing Indices

There are five indices which comprise Community Policing

Leadership. Tables 4.21 - 4.24 provides a detailed analysis of the

Community Policing Indices under investigation in this study, which are

defined as follows;

Community Policing Leadership: defined as positive mutually beneficial
activities and efforts to improve the quality of police services in the
community as an outgrowth of the leadership and influence of the
community police officer.

Interaction Facilitation: defined as positive interpersonal interaction
which binds the officer to the community by the development of a close,
mutually satisfying relationship.

Support Facilitation: defined as behavior that enhances the individual
citizens and community's sense of worth and importance.

Work Facilitation: defined as behavior that helps achieve the goals of
the community by becoming actively involved in activities and by
providing resources and technical knowledge.

Negative Goal Emphasis: defined as behavior of the community police officer that complicates rather than simplifies the legal process for individuals and the community at large. The index consists of negative assertions which if responded to favorably indicate support of the negative assertion.

Respondents were presented a battery of statements and asked to indicate which of the following best described their perception of Lansing police officers.

A.   Always
B.   Almost always
C.   Frequently
D.   Occasionally
E.   Almost never
F.   Never

Nearly 84 percent (159) of the one hundred and ninety respondents responded to questions 34-79.

In order to better manage the data and facilitate an efficient and understandable analysis, the following analytical decisions were made. The affirmative response's - Always, Almost Always and Frequently - were collapsed into the analytical category "Most of the Time." The response "Occasionally" was retained as an analytical category by itself but is viewed as "less than frequent."

Community policing by design is supposed to increase the involvement of police in the communities they serve. Therefore, responses indicating less than frequent involvement of the police with the community may be/are necessarily viewed as contrary to the

reasonable expectation of community policing except in terms of Negative Goal Emphasis where it is viewed as a positive. The negative responses - Almost Never and Never-were collapsed into the analytical category Never.

Community Policing Leadership

The Community Policing Index is a measurement tool designed to measure the degree to which the individual respondent perceives the police as providing leadership and involving themselves in positive and mutually beneficial activities and efforts to improve the quality of police services in the Community.

Table 4.21 Community Policing Leadership Index (Question 34-53)

Question	Always N	%	Occas. N	%	Never N	%	Total N
Lansing Police Officers:							
Are concerned professionals.	108	68%	36	23%	15	9%	159
Are responsive and sensitive.	99	62%	38	24%	22	14%	159
Convey impression of trust.	92	58%	44	28%	23	14%	159
Are ready to talk and help	97	61%	42	26%	20	13%	159
Are personable	100	63%	37	23%	22	14%	159
Are open and positive	81	51%	51	32%	27	17%	159
Seek citizens' input	67	42%	44	28%	48	30%	159
Are visible and accessible	62	39%	47	30%	50	31%	159
Reduce "red tape"	67	42%	44	28%	48	30%	159
Effectively communicate LPD's mission, goals & objectives	64	40%	41	26%	54	34%	159
Are good role models.	108	68%	27	17%	24	15%	159
Are receptive to citizens	90	56%	36	23%	33	21%	159
Are fair and reasonable	91	57%	31	20%	37	23%	159
Are positive and upbeat	85	54%	37	23%	37	23%	159
Are flexible.	76	48%	42	26%	41	26%	159
Know the community.	95	60%	34	21%	30	19%	159
Cooperative and supportive of community activities.	87	55%	41	26%	31	19%	159
Are Considerate.	88	55%	35	22%	36	23%	159
Are community advocates.	74	47%	42	26%	43	27%	159
Are citizen advocates.	55	35%	39	24%	65	41%	159

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Community Policing Leadership Index

As indicated most (159) of the 190 respondents, responded to questions 34 through 79. On 13 of the 20 Community Policing Leadership Index items, over 50 percent of the respondents claimed that, generally speaking, the police were courteous, professional, demonstrated good character and leadership qualities but in terms of the remaining seven items the following concerns were noted. Forty two percent stated that police always seek citizen input while 28 percent indicated police only occasionally seek citizen input and 30 percent said police never seek citizen input.

Police visibility and accessibility received low marks with only 39 percent indicating the police are always visible and accessible. Thirty percent contended that police are occasionally visible and accessible and 31 percent asserted police are rarely visible or accessible.

As far as reducing red tape, 42 percent responded they believe police always attempt to "reduce red tape" for the citizen, 28 percent indicated that they felt police occasionally attempt to "reduce red tape" and 30 percent stated they believe police never attempt to "reduce red tape" for the citizen.

In terms of effectively communicating or conveying the Lansing Police Department's mission, goals and objectives to the citizenry, 40 percent said the police always communicate, 26 percent said the police occasionally communicate and 34 percent stated that the police never make an effort to communicate LPD's mission, goals and objectives to the citizenry.

In terms of flexibility, 48 percent of the respondents claimed the police are always flexible, 26 percent claimed police are occasionally flexible, and 26 percent stated the police are inflexible.

Forty seven percent of responded that they believed the police are community advocates while 26 percent indicated the police occasionally serve as advocates of the community they serve and 27 percent stated the police never act as advocate for the community they serve.

Thirty five percent indicated they believe police are always citizen advocates, while 24 percent indicated police are occasionally citizen advocates and 41 percent stated police are never citizen advocates.

Summary of Community Policing Leadership Index

As Table 4.21 indicates the majority of respondents believe Lansing police officers are concerned professionals, are visible and

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accessible, are considerate, are community and citizen advocates, and are generally good role models. On the other hand, a unorthodox number/surprisingly percentage of the respondents indicated that they believe Lansing police officers are not concerned professionals (9 percent), are not visible or accessible (31 percent), are not considerate (23 percent) are not community advocates (27 percent) are not citizen advocates (41 percent), and generally are not good role models (15 percent).

Furthermore, in terms of the Lansing police officers face-to-face encounters or experiences with the citizen's of Lansing, are rare and when they do occur, the experience is usually viewed as negative. One respondent summed it up by saying that:

> "Lansing police officers do not seem to care about developing a sense of cooperation and are not concerned about fostering community activities, eliciting citizen input or conducting themselves in an egalitarian or impartial manner."

Interaction Facilitation Index

The Interaction Facilitation Index measures the degree to which the individual perceives the police as involving themselves in positive interpersonal interaction, which binds the officer to the community by the development of a close, mutually satisfying relationship.

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Table 4.22 Interaction Facilitation Index (Questions 54 - 62)

Question	Always N	%	Occas. N	%	Never N	%	Total N	%
Lansing Police Officers:								
Are concerned about Community.	81	51%	41	26%	37	23%	159	100%
Promote crime awareness.	92	58%	39	24%	28	18%	159	100%
Seek citizen input.	61	38%	47	30%	51	32%	159	100%
Provide support and encouragement.	81	51%	45	28%	33	21%	159	100%
Offer constructive suggestions.	85	53%	38	24%	36	23%	159	100%
Develop a sense of "we".	80	50%	28	17%	51	33%	159	100%
Explain rights and options.	92	58%	31	20%	36	22%	159	100%
Act impartially.	85	53%	35	22%	39	25%	159	100%
Do not play favorites.	78	49%	35	22%	46	29%	159	100%

Interaction Facilitation Index (Questions 54-62)

Responses to four of the nine Interaction Facilitation Index items revealed that the majority view the Lansing police as interacting reasonably well with the community and the citizens at large. However, responses as to whether or not they seek citizen input or provide support and encouragement are not conclusive. In addition, responses as to whether or not Lansing police officers: "Seek citizen input", "Develop a sense of "we" or "Do not play favorites" seems to indicates a degree of dissatisfaction with Lansing police officers' ability to

interact with the community and the citizens. Twenty-six (26) percent of the 159 respondents indicated that police only occasionally demonstrate concern for the community they serve, and 23 percent said police never demonstrate concern for the community they serve.

Thirty (30) percent responded that police only occasionally seek citizen input and 32 percent indicated that police never seek citizen input. This marks the second occasion this element has emerged as a problem area between the community and the police. Twenty-eight (28) percent responded that police only occasionally provide support and encouragement to citizens and 21 percent indicated that police never provide support and encouragement to citizens. Seventeen (17) percent responded that police occasionally attempt to develop a sense of "we" with the citizens and community and 33 percent indicated police never attempt to develop a sense of "we" with the citizens or community. Twenty-two (22) percent indicated that occasionally the police play favorites and 29 percent responded that police always play favorites.

Summary of Interaction Facilitation Index

In summary, overall respondents are almost evenly split on whether or not they perceive Lansing police officers as frequently interacting well with citizens. Of that group, 51 percent responded that Lansing police are concerned about the community, 58 percent indicated that

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Lansing police promote crime awareness, 51 percent said they provide support and encouragement, 53 percent said they offer constructive suggestions, 50 percent said they promote the sense of we, 58 percent said they explained rights and options, 53 percent said they act impartially, 49 percent said they do not play favorites, and 38 percent said they seek citizen input.

The respondents said that Lansing police officers do not seem to care about developing a feeling/sense of "we" and are definitely not concerned about community activities, eliciting citizens' input or conducting themselves in an egalitarian or impartial manner. Lansing residents are almost split in their beliefs as to whether or not police are concerned about the community, provide support and encouragement, offer constructive suggestions, foster or promote the sense of we, act impartially and play favorites. A majority, however, believe that police do not explain rights and options to citizens, seek citizen input, or promote crime awareness.

Support Facilitation Index

The Support Index is a measurement tool designed to measure the degree to which the individual respondent perceives the police (as enhancing the individual citizen's and community's sense of worth and importance) as being interested in and supportive of them as citizens.

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Table 4.23   Support Facilitation Index (Questions 63 - 65)

Question	Always %		Occas. %		Never %		Total
Lansing Police Officers:							
Are interested in citizens.	84	53%	35	22%	40	25%	159
Are interested in citizens welfare.	76	48%	42	26%	41	26%	159
Evaluate fairly.	89	56%	38	24%	32	20%	159

Responses to two of the three Support Facilitation Index items reveals the majority of respondents believe that Lansing police officers are always interested in and include citizens, and evaluate citizens fairly. But when asked if they believed Lansing police officers are interested in citizens' welfare, 26 percent responded that occasionally police are interested in the citizens welfare and 26 percent responded that police are never interested in the citizens welfare.

Summary of Support Facilitation Index

Generally speaking, Lansing's residents appear to be equally split in terms of their views of police support. Many (52 percent) believe that Lansing police officers provide them with support, include them in their decision making processes, evaluate them fairly, and are legitimately interested in their welfare. Yet an almost equal number of respondents believe that Lansing police officers rarely, if ever,

provide support for citizens and do not include them in decision making and do not seem to be concerned about their welfare or 'justice' or even 'fairness' as indicated by the fact that in identical circumstances they do not use the same measuring rod or evaluate citizens fairly.

Work Facilitation Index

The Work Facilitation Index is a measurement tool designed to measures the degree to which the respondent perceives the police as helping to achieve the goals of the community by becoming actively involved in activities and by providing resources and technical knowledge.

Table 4.24   Work Facilitation Index (Question 69 - 71)

Question	Always%		Occas.%		Never%		Total	
Lansing Police Officers:								
Maximize resources.	78	49%	50	31%	31	20%	159	100%
Alert citizens to dangers.	80	50%	38	24%	41	26%	159	100%
Are interested in the community.	93	58%	36	23%	30	19%	159	100%

Work Facilitation Index

Responses to two of the three Work Facilitation Index items seem to indicate that the majority of respondents believe that Lansing police officers always alert citizens to danger and always are interested in

the community. On the other hand, 31 percent indicated Lansing police officers occasionally effectively utilize/maximize the community resources at their disposal and 20 percent indicated that they never effectively utilize/maximize the community resources at their disposal.

Summary of Work Facilitation Index

More than half of the respondents expressed that they believe Lansing police officers always work to facilitate and maximize the community resources at their disposal, alert citizens to dangers, and are interested in the community they serve. On the other hand, over a quarter indicated that Lansing police officers only occasionally tap into community resources at their disposal, alert citizens to dangers, or express an interest in the community they serve, and over one fifth indicated that they never tap into community resources at their disposal, alert citizens to dangers, or show an interested in the community.

Negative Goal Emphasis Index

The Negative Goal Emphasis Index is a measurement tool designed to measures the degree to which the individual respondent perceives the police as complicating rather than simplifying the legal process for individuals and the community at large. Statements are presented in the negative so the meaning is reversed.

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Table 4.25 Negative Goal Emphasis Index

Question	Always%		Occas. %		Never %		Total	%
Lansing Police Officers:								
Require unnecessary paper work of citizens.	48	30%	47	30%	64	48%	159	100%
Are inconsistent.	47	30%	56	35%	56	35%	159	100%
Ignore cit.concerns.	72	45%	35	22%	52	33%	159	100%

Summary of Negative Goal Emphasis Index

Responses to the Negative Goal Emphasis Index items indicate that 64 percent of the respondents believe that Lansing Police Officers (always - occasionally) require citizens to do unnecessary paperwork, display inconsistency in their decision making, and generally ignore citizens' concerns. Forty eight (48) percent of the respondents indicated that Lansing police officers never require unnecessary paperwork of citizens. On the other hand, 30 percent stated that Lansing police officers occasionally require unnecessary paperwork of citizens, and 30 percent said they always require unnecessary paperwork of citizens. Thirty five (35) percent of the respondents indicated the decisions made by Lansing police officers were never inconsistent. On the other hand, 35 percent stated that their decisions are occasionally inconsistent and 30 percent stated that their decisions are always inconsistent. Thirty three (33) percent of the respondents indicated

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that the Lansing police officers never ignore citizen concerns. On the other hand, 22 percent stated that they occasionally ignore citizens concerns and 45 percent stated that they always ignore citizens concerns.

Summarizng Tables 4.21 - 4.24

It is important that police understand and accept that the public image they project directly influences how they are viewed. Citizens will either view police in a positive or negative light depending upon how they are perceived as interacting with others. For example, if police are viewed as using excessive force or failing to advise suspects of their constitutional rights they will be viewed as cruel and unfair because they have lost their objectivity. Miranda warnings evolved because a police officer in the process of arresting a suspect named Miranda failed to advise him of his constitutional rights. Upon analysis it was found that police routinely fail to explain or communicate not only to potential suspects but the citizenry at large. The Miranda warning was established as a standardized method whereby police advise the accused of their constitutional rights. Namely the right to remain silent, and the right to have an attorney present during questioning. The Miranda warnings serves to keep the police in an objective posture relative to the rights of the citizen.

CHAPTER V
ANALYSIS OF CORRELATIONS AND INTERCORRELATIONS OF DATA ELEMENTS

This chapter presents correlations and intercorrelations of the respondents' background characteristics. Asterisks indicate significance at the corresponding product moment significance levels * = p >= .05 and ** = p > = .01.

Table 5.0   Intercorrelations by Background Variables

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
AGE	1.000	-----	-----	-----	-----	-----	----
ED	-.228**	1.000	-----	-----	-----	-----	----
INCOME	-.203**	.313**	1.000	-----	-----	-----	----
LTIC	.459**	-.201**	-.099	1.000	-----	-----	----
RACE	-.092	-.073	-.140	.025	1.000	-----	----
SEX	-.026	-.070	-.108	.003	-.026	1.000	----
HOME	-.212**	-.252**	-.278**	-.054	-.161*	.047	1.000

Interpreting the Significance of Age

As Table 5.0 indicates, at the .01 significance level age is positively correlated with length of time in the community (.459**) and is negatively correlated with education (-.228**), income (-.203**), home ownership (-.212**),(Q14) assessing crime as having increased (-.249), (Q33) belief they cannot fairly assess police (-.227).

In other words, older respondents tend to have lower levels of education, income, home ownership, perception of crime, and critical assessment of police and police performance. Older respondents appear to become more secure, less critical of traditional lines of authority and tend to view themselves as an integral part of the chain of authority.

At the .05 significance level age was found to be negatively correlated with (Q32) assessing crimes against people as being more than crimes against property (-.179*), and (Q17) assessing the nature and severity of crime as having increased in recent years (-.169*). Older respondents were found to be less likely to believe crimes against people are more severe than crimes against property, more likely to have a depersonalized view toward crime, believe crime is preventable, and the victim is somehow responsible by being careless or running with the wrong crowd. The data also indicates older respondents are less likely to believe the nature and severity of crime in their neighborhood has increased, tend to minimize rather than maximize concerns, and generally are less critical of traditional lines of authority. Older respondents were also found to attend neighborhood meetings more frequently than their younger counterparts.

Interpreting the Significance of Education

At the .01 significance level education was found to be positively correlated with income (Q7) and assessing crime as having increased during the past 12 months (Q14). Higher educated respondents generally had higher annual income (.313**) and tended to believe that crime in their neighborhood had increased during the past 12 months (.218**). At the .01 significance level education is negatively correlated with age

(-.228**),length of time in the community (-.201**), home ownership (-.252**),(Q24) having attended neighborhood watch where police participated (-203**),and (Q25) received a crime assessment (-202**).

In other words, higher educated respondents were generally younger, less likely to have resided in the community for a long period of time, more apt to rent then own a home, less likely to have attended a neighborhood watch meeting where police participated (Q24), and less likely to have received a crime prevention assessment (Q25).

At the .05 significance level education was positively correlated with (Q17) the assessment that the nature and severity of crime in recent years has increased and negatively correlated with (Q18) knowledge of a community policing center in their neighborhood (-179*) and (Q28) the respondents' feeling that a partnership between the community and the police exists (-176*).

In other words, higher educated respondents were more likely to describe the nature and severity of crime in their neighborhood as having significantly increased during the past 12 months (.180*), were comparatively younger, less likely to trust traditional authority, believe they are directly affected by the activities of the police, less involved in community activities, and not as self assured as their older counterparts. Higher educated respondents were less likely to know if a

community policing center existed in their neighborhood (Q18), or believe a police and community partnership exists (Q28).

Interpreting the Significance of Income

At the .01 significance level income was positively correlated with education (.313**) and negatively correlated with age (-.203**), and home ownership (-.278**).

Interpreting the Significance of Length of Time in the Community

At the .01 significance level length of time in the community was positively correlated with age (.459**), negatively correlated with education (Q4), gun ownership (Q8), witness to an arrest (Q13), assessment of crime as having increased (Q14), assessment of the nature and severity of crime as having increased (Q17), assessment of crimes against people as more important than crime against property (Q32). Respondents who resided in the community for a longer period of time tended to be older, but generally had less formal education (-.201**). On the other hand, respondents who lived in the community longer were less likely to own a gun (-.200**), have witnessed an arrest (-257**), assess crime as having increased (-.210**), assess the nature and severity of crime as having significantly increased (-.334**), and assess people crimes as more important than property crimes (-.199**).

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At the .05 significance level length of time in community is positively correlated with the following variables: Q11, Q12, Q30, and Q31 and negatively correlated with Q9. In addition, as the length of time in the community increased respondents were more prone to have been a victim of a personal injury crime (.159*), witnessed a crime (.186*), feel they have been treated unfairly by police (.144*), favor tax supported foot patrols (.158*), and less likely to own a dog (-.167*).

Interpreting the Significance of Gender and Race

Gender was not significantly correlated or intercorrelated with any of the other variables under investigations in this study. On the other hand, at the .01 level of significance race was found to be negatively correlated with home ownership (-.161*).

Interpreting the Significance of Home Ownership

At the .01 significance level, home ownership was found to be positively correlated with respondents who were (Q21), currently involved with the neighborhood watch (.259*) and negatively correlated with age (-.212**), education (-.252**), and income (-.278**). In other words, respondents who owned their home were more likely to be involved with the neighborhood watch (.259*), whereas, respondents who did not own their home tended to be younger, have more formal education, and were more affluent then their counterparts.

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Table 5.1 Intercorrelations of Survey Items, Personal Protection, Crime Victimization, Crime Perception and Police Interaction

	Q08	Q09	Q10	Q11	Q12	Q13	Q14	Q17	Q18	Q19	Q20	Q21	Q22	Q23	Q24	Q25	Q26	Q27	Q28	Q29	Q30	Q31	Q32	Q33
Q08	1.000																							
Q09	-.160*	1.000																						
Q10	0.300**	0.092	1.000																					
Q11	0.152*	0.033	.264**	1.000																				
Q12	0.221**	0.165*	0.166*	0.221**	1.000																			
Q13	0.403**	0.096	0.141	0.199**	.257**	1.000																		
Q14	0.092	0.103	0.138	-.025	0.137	0.094	1.000																	
Q17	0.008	0.062	.144*	-.111	-.093	0.053	0.595**	1.000																
Q18	-.029	0.009	.146*	0.119	0.080	0.042	0.039	0.070	1.000															
Q19	0.003	0.093	-.032	-.137	-.066	-.051	-.119	-.088	0.109	1.000														
Q20	0.078	0.269**	.199**	0.048	0.138	0.128	0.082	0.083	0.081	0.271**	1.000													
Q21	-.147	0.113	0.063	-.028	-.027	-.202**	-.021	-.056	0.009	0.037	0.073	1.000												
Q22	0.101	0.096	.383**	0.138	0.141	0.052	-.046	0.068	0.183*	0.117	0.196**	0.052	1.000											
Q23	0.014	.149*	.313**	.146*	0.057	-.005	0.004	0.034	0.047	0.253	0.203**	.154*	.297**	1.000										
Q24	0.091	0.113	0.087	-.132	-.027	-.254**	-.051	-.004	0.129	0.051	0.203**	.450**	.159*	0.180*	1.000									
Q25	0.125	-.047	0.068	-.110	-.040	0.026	-.049	0.085	-.041	-.070	0.023	0.043	0.134	0.001	0.230**	1.000								
Q26	-.148*	-.128	-.165*	-.205**	-.169	-.157*	-.149*	-.077	0.024	0.112	-.141	.144*	-.034	-.056	0.028	0.211**	1.000							
Q27	0.120	0.034	0.018	-.007	0.108	0.120	0.050	0.034	-.117	-.049	0.154	0.123	0.054	0.017	0.100	-.054	.156*	1.000						
Q28	-.120~	0.069	-.003	-.180*	-.207**	0.033	-.182*	-.068	0.155	0.244**	0.091	0.191**	-.026	0.109	0.095	0.001	0.104	.144*	1.000					
Q29	0.161*	0.034	0.231**	0.082	0.257**	0.113	-.072	-.139	0.097	0.113	0.109	-.018	0.188**	-.025	-.045	-.131	-.117	0.127	-.083	1.000				
Q30	0.312**	0.118	0.111	.155*	0.372**	0.270**	0.025	-.107	-.020	-.051	0.137	-.177	0.054	0.082	-.079	0.013	-.169*	-.019	-.161*	0.230**	1.000			
Q31	-.060	0.082	0.003	-.061	-.056	-.009	0.001	-.029	-.155*	-.063	0.162*	0.002	-.073	0.035	0.171*	0.137	-.012	0.139	0.185*	0.064	-.019	1.000		
Q32	-.078	-.208**	-.111	-.075	-.222**	-.102	-.117	-.156*	-.036	0.041	-.038	0.081	-.030	-.075	-.119	0.057	0.046	-.069	0.030	-.015	-.017	0.081	1.000	
Q33	-.060	-.047	-.255**	-.138	-.167*	-.182*	-.013	-.079	-.129	-.028	-.194**	-.199**	-.178*	-.040	-.068	0.037	0.126	-.078	-.030	-.250**	-.138	0.120	0.037	1.000

** Correlation is significant at the 0.01 level (2-tailed).
* Correlation is significant at the 0.01 level (2-tailed).

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According to Table 5.1, Intercorrelations of the Survey Items, the follwing tables compare survey items by the background variables.

Personal Protection, Victimization and Exposure to Crime

Questions 8 through 13 examined the degree to which respondents have been exposed to or victimized by crime because it was felt this may have an impact upon how the respondent views the police. At the same time, we were interested in whether or not exposure or victimization prompted the individual to purchase a gun or a dog for personal protection. All findings reported were significant at the .05 significance level.**

Table 5.2   Personal Protection and Background Variables

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q8 Own Gun	-.137	.121	.015	-.200**	.036	.060	.067
Q9 Own Dog	.080	-.028	-.167*	.004	.009	-.034	.038

**   Indicates that the Correlation is significant at the .01 level of significance
*   Indicates that the Correlation is significant at the .05 level of significance

Question: 8 Respondents who own a gun.

As Tables 5.1 and 5.2 indicate, at the .05 significance level respondents who are gun owners (Q8) were found to predominantly be dog owners (Q9), have been victims of property crimes (Q10), have witnessed a crime (Q12), have witnessed an arrest (Q13), have been a victim of a personal injury crime (Q11), and believed they have been given a break by the police (Q29). On the other hand, they had not lived in the

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community for a long period of time (Q6), were not currently involved with neighborhood watch (Q21), and did not believe their neighborhood was safe (Q26).

Question: 9 Respondents who own a dog.

Respondents who are dog owners were found to have had frequent face-to-face contact with police (Q20), own a gun (Q8), have witnessed a crime (Q12), and have received feedback from police on complaints (Q23). On the other hand, respondents who are dog owners did not believe that crimes against people were more important than crimes against property (Q32), and generally were not from the higher income (Q7).

Table 5.3   Victimization and Exposure to Crime

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q10	-.107	-.075	-.063	-.062	-.062	.011	.069
Q11	.133	-.107	.089	.159*	-.142	.016	-.109
Q12	.224**	-.040	-.050	.186*	.002	.066	-.136
Q13	.043	.112	.078	-.257**	-.022	.007	-.139

** Indicates that the Correlation is significant at the .01 level of significance
* Indicates that the Correlation is significant at the .05 level of significance

Question: 10 Respondents who have been victims of property crimes.

At the .05 significance level, respondents who have been victims of property crimes were found to be gun owners (Q8), have been a victim of a personal injury crime (Q11), have had frequent face-to-face encounters with police (Q20), have called in a complaint to the police (Q22), have received feedback from police (Q23), believe they have

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received a break from police (Q29), have witnessed a crime (Q12), believed the nature and severity of crime in their neighborhood had increased (Q17), and know if a community policing center is in their neighborhood (Q18). On the other hand, respondents who have been victims of property crimes believed they can fairly assess the police (Q33), and believed their neighborhood to be comparatively safe (Q26).

Question: 11 Respondents who are victim of a personal injury crime.

Respondents who identified themselves as having been victims of personal injury crimes were found to have been victims of property crimes (Q10), have witnessed a crime (Q12), have witnessed an arrest (Q13), have lived in the community for a long period of time (Q6), own a gun (Q8), have received feed back from police (Q23), and believe that they have been treated unfairly by the police (Q30). In addition, they did not believe their neighborhood was safe (Q26), and did not believe a police and community partnership existed (Q28).

Question: 12 Respondents who have witnessed a crime.

Respondents who have witnessed a crime were found to generally be older (Q3), own a gun (Q8), have been a victim of a personal injury crime (Q11), have witnessed an arrest (Q13), feel they have been treated unfairly by the police (Q30), have lived in the community for a long period of time (Q6), own a dog (Q9), and have been a victim of a

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property crime (Q10). On the other hand, they did not believe that a police and community partnership exists (Q28), did not believe crimes against people were more important than crimes against property (Q32), assess their neighborhood as being safe (Q26), and believe that they can fairly assess the police (Q33).

Question: 13 Respondents who have witnessed an arrest.

Respondents who identified themselves as having witnessed an arrest were found to own a gun (Q8), have been a victim of a personal injury crime (Q11), and believe they have been treated unfairly by the police (Q30). On the other hand, they had not lived in the community for a long period of time (Q6), were not involved with the Neighborhood Watch (Q21), had not attended a meeting where police played an active role (Q24), did not assess their neighborhood as being safe (Q26), and believe they can fairly assess police (Q33).

Conclusion

Given these findings, one could assert that personal experience is the bridge of perception. As crime increases, the more likely individuals are to experience or be exposed to crime. Individuals who have experienced or been exposed to crime tend to be more cautious and proactive and more apt to purchase self-defense and first-alarm devices such as guns and dogs.

Perception of Crime

Questions 14 and 17 examined respondents assessment of crime and the nature and severity of criminal activity. It was felt that how respondents view crime may have an impact on how they view police. All findings reported were significant at the .05 significance level.**

Table 5.4   Perception of Crime

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q14	-.249**	.218**	.223**	-.210**	-.076	-.057	-.051
Q17	-.169*	.180*	.250**	-.334**	-.088	-.037	-.128

** Indicates that the Correlation is significant at the .01 level of significance
* Indicates that the Correlation is significant at the .05 level of significance

Question: 14 Respondents who assess crime as having increased.

Respondents who assessed crime as having increased during the past 12 months were from the upper educational strata (Q4),upper annual income brackets (Q7), and believed the nature and severity of crime had increased (Q17). On the other hand, they were not senior citizens (Q3), had not lived in the community for a long period of time (Q6), and generally did not assess their neighborhood as being safe (Q26).

Question: 17 Respondents who believe the nature & severity of crime in their neighborhood has increased.

Respondents who believed that in recent years the nature and severity of crime has increased were found to be in the upper annual income brackets (Q7), be from the upper educational strata (Q4), and had

been a victim of a property crime (Q10). On the other hand, they had not lived in the community for a long period of time (Q6), were comparatively young (Q3), and did not believe crimes against people were more important than crimes against property (Q32).

Conclusion

Given these findings, one could assert that there is a relationship between an individual's perception of crime and their assessment of police performance and effectiveness. As an individual's perception of crime increases their assessment of police performance and overall effectiveness decreases. Gradually, they will become distrustful of law enforcement and eventually apathetic. Individuals who believe crime has increased are more apt to be young, in the upper annual income bracket, in the upper educational strata, have been a victim of a property crime, and more apt to believe the nature and severity of crime has increased than their older counterparts, have not lived in the community very long, and believe their neighborhood is safe.

Neighborhood Visibility and Contact by Police

Questions 19 and 20 examined the frequency with which the respondents see police in their neighborhood and come into face-to-face contact with police. All findings reported were significant at the .05 significance level.**

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Table 5.5   Police Visibility and Contact

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q19	.055	-.014	-.037	.063	.040	.031	.148*
Q20	-.109	-.031	.015	.118	.142	.051	.025

**   Indicates that the Correlation is significant at the .01 level of significance
*   Indicates that the Correlation is significant at the .05 level of significance

Question: 19 Respondents who frequently see police in neighborhood

Respondents who indicated they frequently see police in their neighborhood had frequent face-to-face encounters with the police (Q20), had received feedback (Q23), believed a police and community partnership existed (Q28), and were homeowners (Q5).

Question: 20 Frequent face to face contact with police.

Respondents who indicated they have frequent face-to-face contact with police were found to be dog owners (Q9), have been a victim of a property crime (Q10), frequently see police in their neighborhood (Q19), had called in a complaint (Q22), had attended a neighborhood meeting where police actively participated (Q24), favored a joint police and community commission or board (Q27), favored tax supported foot patrols (Q31), and believe they can fairly assess the police (Q33).

Conclusion

There is a relationship between visibility, availability and frequency of contact with police. The more visible police are in a neighborhood the more accessible they are to citizens and the greater

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the opportunity of face-to-face contact. Therefore, it is not surprising that dog owners, former victims, citizens who complain, and members of neighborhood watch are disporportionantly more likely to see and come into face-to-face contact with police.

Assessment of Police Performance and Effectiveness

As an individual's exposure to crime is increased either as a witness or victim, their assessment of police performance/effectiveness decreases. Gradually, they will become increasingly distrustful of law enforcement and eventually apathetic if conditions do not improve.

Community Involvement and Police Interaction

Questions 18 and 21 through 25 examined the respondents' perception of community and police interaction and neighborhood awareness. Community involvement is an integral component of community policing which fosters good community police relations and promotes trust and confidence in law enforcement. All findings reported were significant at the .05 significance level.**

Table 5.6   Community Involvement and Police Interaction

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q18	-.017	-.179*	-.202**	-.104	-.175*	.094	.076
Q21	-.045	-.138	-.134	-.075	.021	.004	.259**
Q22	-.126	-.082	-.137	-.058	.049	.034	.112
Q23	-.139	-.070	.023	-.082	.095	.040	.131
Q24	-.085	-.203**	-.080	.046	-.013	.028	.125
Q25	-.051	-.202**	-.151*	-.159*	.040	.039	.016

**   Indicates that the Correlation is significant at the .01 level of significance
*   Indicates that the Correlation is significant at the .05 level of significance

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Question: 18 Respondents who know if there is a Community Policing Center in their neighborhood

Respondents who knew there was a community policing center in their neighborhood were found to: have been victims of a property crime (Q10), had filed a complaint with the police (Q 22), and believed a police and community partnership existed (Q28). On the other hand, they were not in the upper annual income brackets, were not in the upper educational strata, were not members of an ethnic minority, and did not favor tax support of foot patrols.

Question: 21 Respondents who are currently involved with the Neighborhood Watch Program.

Respondents who were currently involved with the neighborhood watch program were found to have received feedback, were home owners, attended a meeting where police played an active role, believed a police and community partnership existed, and believed they can fairly assess police performance. On the other hand, they had not witnessed an arrest, and they did not assess their neighborhood as being safe.

Question: 22 Respondents who have called for assistance or filed a complaint with the police.

Respondents who had called for assistance or had filed a complaint with the police were found to have been victim of a property crime, had frequent face-to-face encounters with the police, had received feedback, believed they have been given a break, knew if a community policing

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center was in their neighborhood, attended a neighborhood meeting where the police actively participated, and believed they can fairly assess police.

Question: 23 Respondents who have received feed back to calls for assistance or complaints.

Respondents who had received feedback to calls for assistance or complaints filed with the police were found to have been victims of a property crime, frequently saw police in their neighborhood, had frequent face-to-face encounters with the police, had filed a complaint, had received feedback, had attended a meeting where police participated, owned a dog, had been a victim of a personal injury crime, and were currently involved with Neighborhood Watch.

Question: 24 Respondents who have attended a neighborhood meeting where police actively participated.

Respondents who attended a neighborhood meeting where police actively participated had frequent face-to-face encounters with the police, were currently involved with neighborhood watch, received a crime prevention assessment, had called for assistance or filed a complaint, had received feedback and favored tax supported foot patrols. On the other hand, they were not in the upper educational strata and had not witnessed an arrest.

Question: 25 Respondents who have received a crime prevention assessment.

Respondents who had received a crime prevention assessment attended a neighborhood meeting where police actively participated, assessed their neighborhood as being safe, and had lived in the community for a long period of time. On the other hand they were not in the upper educational or annual income strata.

Conclusion

Respondents who are aware of the existence of community policing center in their neighborhood were found to have less formal education, were not prone to be from any ethnic group and had lower annual incomes than respondents who were unaware.

In other words, less educated, lower income individuals regardless of ethnic origin are more neighborhood bound and less larger community oriented than individuals with more education and higher income. Their mobility and horizons are limited as are their opportunities.

Respondents currently involved with neighborhood policing were positively correlated with home ownership or home owners. Respondents who have attended a neighborhood meeting where police actively participated were found to be negatively correlated with education, in short less educated.

Respondents who received a crime prevention assessment were found to be negatively correlated with education, income and length of time in the community. In other words, less educated, lower income and shorter length of time in the neighborhood zone.

Safety Assessment

Question 26 examined respondents' assessment of the safety of their own neighborhood as compared to other neighborhoods throughout the city. All findings reported were significant at the .05 significance level.**

Table 5.7   Safety Assessment

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q26	-.040	-1.22	-.055	.116	.226**	-.013	.134

** Indicates that the Correlation is significant at the .01 level of significance
* Indicates that the Correlation is significant at the .05 level of significance

Question: 26 Respondents who compared to other areas believe their neighborhood is safe.

Respondents who believed their neighborhood was safe were found to have received a crime prevention assessment, were currently involved with neighborhood watch, and favored a joint police and community commission or review board. On the other hand, they were not ethnic minorities, had not been a victim of a personal injury crime, had not been a victim of a property crime, had not witnessed a crime, had not witnessed an arrest, did not believe the nature and severity of crime

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had increased in recent years and did not believe they had been treated unfairly by police.

Police and Community Review Board

Question 27 examined whether or not the respondent supports a police and community commission or review board. All findings reported were significant at the .05 significance level.**

Table 5.8   Police and Community Review Board

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q27	-.054	-.099	-.015	-.001	.152*	.011	.067

** Indicates that the Correlation is significant at the .01 level of significance
* Indicates that the Correlation is significant at the .05 level of significance

Question: 27 Respondents who favor a Joint Police & Community Commission/Review Board.

Respondents who favored a joint police and community commission or review board had frequent face-to-face contact with police, assessed their neighborhood as being safe and believed a police and community partnership existed. On the other hand, they were not ethnic minorities. All findings reported were significant at the .05 significance level.**

Police and Community Partnership

Question 28 examined whether or not respondents feel that a police and community partnership exists. All findings reported were significant at the .05 significance level.**

Table 5.9   Police and Community Partnership

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q28	.110	-.176*	-.185*	-.023	.050	-.016	.138

**   Indicates that the Correlation is significant at the .01 level of significance
*   Indicates that the Correlation is significant at the .05 level of significance

Question: 28   Respondents who believe that a Police & Community
Partnership exist.

Respondents who believed a police and community partnership existed were found to frequently have seen police in their neighborhood, were currently involved in neighborhood watch, favored a joint police and community commission or review board, and favored tax supported foot patrols. On the other hand, they had not witnessed a crime, were not from the upper educational or annual income brackets, had not been a victim of a personal injury crime, did not assess crime as having increased during the past year, and did not feel they have been treated unfairly by the police.

Treatment by Police

Questions 29 and 30 examined respondents perception of how they feel they have been treated by the police. All findings reported were significant at the .05 significance level.**

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Table 5.10   Treatment by the Police

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q29	.101	.022	-.090	.128	.031	.025	-.010
Q30	.073	.035	-.035	.144*	.017	.168*	.020

**   Indicates that the Correlation is significant at the .01 level of significance
*   Indicates that the Correlation is significant at the .05 level of significance

Question: 29 Respondents who believe that they have been given a break
by the police.

Respondents who believed they had been given a break by the police
were found to have been victims of a property crime, had witnessed a
crime, called police for assistance or filed a complaint, believed they
had been treated unfairly by police, owned a gun, had received feedback
from police, favored tax supported foot patrols and believed they could
fairly assess police performance.

Question: 30 Respondents who felt they have not been treated fairly by
the police.

Respondents who felt they had not been treated fairly by the
police were found to be gun owners, had witnessed a crime, had witnessed
an arrest, felt they had been given a break by police, were male rather
than female, had lived in the community for a long period of time, and
had been a victim of a personal injury crime. On the other hand, they
were not currently involved with neighborhood watch, did not assess
their neighborhood as being safe, and did not believe a police and
community partnership existed.

Tax Support of Foot Patrols

Question 31 examined whether or not the respondent favored tax supported foot patrols. All findings reported were significant at the .05 significance level.**

Table 5.11   Tax Support of Foot Patrols

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q31	.011	-.023	-.067	.158*	.029	.059	-.088

**   Indicates that the Correlation is significant at the .01 level of significance
*   Indicates that the Correlation is significant at the .05 level of significance

Question: 31 Respondents who support foot patrols.

Respondents who favored tax supported foot patrols had frequent face-to-face encounters with police, attended a neighborhood meeting where police actively participated, and believe a police and community partnership does exist. On the other hand, they did not know if there was a community policing center in their neighborhood.

Attitudes Toward the Nature and Severity of Crime

Question 32 examined whether or not respondents felt the nature and severity of crime had increased in recent years. All findings reported were significant at the .05 significance level.**

Table 5.12   Attitudes Toward the Nature and Severity of Crime

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q32	-.179*	.055	.107	-.199**	-.066	-.020	.138

**   Indicates that the Correlation is significant at the .01 level of significance
*   Indicates that the Correlation is significant at the .05 level of significance

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Question: 32 Respondents who believe crimes against people are more important than crimes against property.

Respondents who believed crimes against people were more important than crimes against property had been a victim of a property crime, witnessed a crime, witnessed an arrest, assessed crime as having increased and believed they have not been treated fairly by the police. On the other hand, they had not lived in the community very long, did not own a dog, were comparatively young and did not describe the nature and severity of crime as having increased.

Ability to Fairly Assess Police and Police Performance

Question 33 examined whether or not the respondent felt they were able to fairly assess police and police performance. All findings reported were significant at the .05 significance level.**

Table 5.13   Ability to Fairly Assess Police and Police Performance

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
Q33	-.227**	-.015	.068	.013	.118	-.017	.083

**   Indicates that the Correlation is significant at the .01 level of significance
*   Indicates that the Correlation is significant at the .05 level of significance

Question: 33 Respondents who say they cannot fairly assess.

Respondents who believed they could not fairly assess police or police performance had been victims of a property crime, had frequent face-to-face encounters with the police, were currently involved with

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neighborhood watch, believed they have been given a break by the police,witnessed a crime, and witnessed an arrest.

CPL Survey Indices

Question 34 through 79 was comprised of six batteries of questions ranging from three to eight questions each known as indices. The aggregate of these indices yields a score known as the Community Policing Leadership (CPL) score that examines the interrelationship of these indices and the characteristics of the respondents. All findings reported were significant at the .05 significance level. **

Table 5.14 Intercorrelations of Background Variables and Indices

	AGE	ED.	INCOME	LTIC	RACE	SEX	HOME
CPLI	-.217**	-.067	.040	.015	.132	-.034	.208**
CVI	-.260**	.063	.026	.010	.148*	-.045	.155*
GEI	-.330**	.017	.040	-.022	.084	-.021	.049
IFI	-.218**	-.015	.067	-.013	.116	-.030	.186*
SFI	-.197**	.020	.036	.029	.127	-.032	.180*
WFI	-.272**	-.004	.059	.003	.053	-.041	.152*

**   Indicates that the Correlation is significant at the .01 level of significance
*   Indicates that the Correlation is significant at the .05 level of significance

Interpreting the Significance of the Indices

As Table 5.14 indicates in terms of age at the .01 significance level, the following were found to be significant: Community Policing Leadership Index (-.217**), Content Validity Index (-.260**), Negative Goal Emphasis Index (-.330**), Interaction Facilitation (-.218**), Support Facilitation (-.197**), and Work Facilitation Index (-.272**).

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In other words, younger respondents were found to be more likely to view police negatively (-.217**), question the consistency and continuity of law enforcement (-.260**), believe police make them go through unnecessarily red tape (-.330**), and believe police do not constructively interact (-.218**), support (-.197**) or work (-.272**) with the community.

At the .01 significance level home owners were found to view police in the community more positively (.208**) than non home owners (CPL score). At the .05 significance level, the following variables are positively correlated with home ownership: Q2 race (.161*), Q19 had seen police more frequently in their neighborhoods. Respondents who indicated they owned their home ownership were predominantly Caucasian (.161*), saw police more frequently in their neighborhoods (.148*), perceived Interaction Facilitation Index (.186*); Support Facilitation Index (.180*), and Work Facilitation Index (.152*) in a positive light. In other words, home owners tend to interact (.186*), support (.180*), and be more involved (.152*) with their neighborhood and the community at large than non-home owners.

Interpretation of Community Policing Leadership Index

Respondents were less apt to be young (Q3), had been a victim of a personal injury crime (Q11), witnessed a crime (Q12), witnessed an

arrest. (Q13), believe they've received a break (Q29),feel they were treated unfairly (Q30),had been a victim of a property crime (Q10), knew if a community policing center was in their neighborhood (Q18), and had frequent face-to-face encounters with police (Q20).

On the other hand, respondents were found to be more apt to:
- o   Own their home. (Q5)
- o   Assess their neighborhood as being safe. (Q26)
- o   Feel that a Police and Community partnership exists. (Q28)
- o   Favor a tax increase to support foot patrols. (Q31)
- o   Believe they cannot fairly assess police. (Q33)
- o   Content Validity Index (CVI)
- o   Negative Goal Emphasis Index (GEI)
- o   Interaction Facilitation Index (IFI)
- o   Support Facilitation Index (SFI)
- o   Work Facilitation Index (WFI)

Interpretation of Content Validity Index

Respondents were found to be less apt to:
- o   Be young. (Q3)
- o   Have been a victim of a property crime. (Q10)
- o   Have been a victim of a personal injury crime. (Q11)
- o   Have witnessed a crime. (Q12)
- o   Believe they cannot fairly assess police performance. (Q33)
- o   Own a gun. (Q8)
- o   Have witnessed an arrest. (Q13)
- o   Believe that the have been given break by the police. (Q29)

Respondents were found to be more apt to:
- o   Assess their neighborhood as being safe. (Q26)
- o   Favor a tax increase to support foot patrols. (Q31)
- o   Believe they cannot fairly assess police. (Q33)
- o   Community Policing Leadership Index. (CPLI)
- o   Negative Goal Emphasis Index. (GEI)
- o   Interaction Facilitation Index. (IFI)
- o   Support Facilitation Index. (SFI)
- o   Work Facilitation Index. (WFI)
- o   Own their home. (Q5)
- o   Feel that a Police and Community partnership exists. (Q28)

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Interpretation of Negative Goal Emphasis Index

Respondents were found to be less apt to:
- o   Be young. (Q3)
- o   Currently be involved with Neighborhood Watch. (Q21)

Respondents were found to be more apt to:
- o   Believe they cannot fairly assess police. (Q33)
- o   Community Policing Leadership Index. (CPLI)
- o   Content Validity Index (CVI)
- o   Interaction Facilitation Index. (IFI)
- o   Support Facilitation Index. (SFI)
- o   Work Facilitation Index. (WFI)

Interpretation of Positive Interaction Facilitation Index

Respondents were found to be less apt to:
- o   Be Young.
- o   Have been a victim of a personal injury 'Crime'. (Q11)
- o   Have witnessed a 'Crime'. (Q12)
- o   Ever have been given a 'Break' by the police. (Q29)
- o   Feel they have been treated unfairly by police. (Q30)
- o   Have been a victim of a property crime. (Q10)
- o   Have witnessed an 'Arrest'. (Q13)

Respondents were found to be more apt to:
- o   Have ever received a crime prevention assessment.   (Q26)
- o   Feel that a Police and Community partnership exists. (Q28)
- o   Favor a tax increase to support foot patrols. (Q31)
- o   Believe they cannot fairly assess police performance. (Q33)
- o   Community Policing Leadership Index. (CPLI)
- o   Content Validity Index. (CVI)
- o   Negative Goal Emphasis Index. (GEI)
- o   Support Facilitation Index. (SFI)
- o   Work Facilitation Index. (WFI)
- o   Own their home. (Q5)
- o   Frequently see police in their neighborhood. (Q19)

Interpretation of the Positive Support Facilitation Index

Respondents were found to be less apt to:
- o   Be Young.
- o   Have been a victim of a personal injury 'Crime'. (Q11)
- o   Have witnessed a 'Crime'. (Q12)
- o   Have witnessed an 'Arrest'. (Q13)
- o   Ever have been given a 'Break' by the police. (Q29)
- o   Feel they have been treated unfairly by police. (Q30)
- o   Have been a victim of a property crime. (Q10)

Respondents were found to be more apt to:
- o   Have ever received a crime prevention assessment.   (Q26)
- o   Feel that a Police and Community partnership exists. (Q28)
- o   Favor a tax increase to support foot patrols. (Q31)
- o   Believe they cannot fairly assess police. (Q33)
- o   Community Policing Leadership Index. (CPLI)
- o   Content Validity Index. (CVI)
- o   Negative Goal Emphasis Index. (GEI)
- o   Interaction Facilitation Index. (IFI)
- o   Work Facilitation Index. (WFI)
- o   Have frequent face to face encounters with police. (Q20)
- o   Have attended a meeting where police participated. (Q24)
- o   Feel that a Police and Community Partnership exists. (Q28)

Interpretation of the Positive Work Facilitation Index

Respondents were found to be less apt to:
- o   Be young. (Q3)
- o   Have been a victim of a personal injury crime. (Q11)
- o   Have witnessed a crime. (Q12)
- o   Have witnessed an arrest. (Q13)
- o   Have been given a 'Break' by the police. (Q29)
- o   Feel they were treated unfairly by the police. (Q30)
- o   Own a gun. (Q8)
- o   Have been a victim of a property crime. (Q10)

Respondents were found to be more apt to:
- o   Feel that a Police and Community partnership exists. (Q28)
- o   Favor a tax increase to support foot patrols. (Q31)
- o   Believe they cannot fairly assess police. (Q33)
- o   Community Policing Leadership Index (CPLI)
- o   Content Validity Index (CVI)

o   Negative Goal Emphasis Index (GEI)
o   Interaction Facilitation Index (IFI)
o   Support Facilitation Index (SFI)
o   Own a dog. (Q9)
o   Assess their neighborhood as being safe. (Q26)

CONCLUSIONS

Age

Generally, as age increased, so did education, income, and home ownership; but the perception of crime and critical assessment of police decreased. Older respondents tended to be more secure and less critical of traditional lines of authority than their younger counterparts.

It should be noted that most of the African American respondents were older than 35 years of age. Their positive attitudes toward community policing and authority are not necessarily shared by younger African Americans. In fact, there is a body of evidence which suggests that younger African Americans are more likely to be hostile toward police. Moreover, among Hispanics there might be an element of fear of exposure operating related to immigration issues.

Education

As education increased so did income, awareness of crime, and assessment of the nature and severity of crime.

Income

As income increased, so did education and home ownership.

Length of Time in the Community

As the length of time in the community increased so did age: but education, gun and dog ownership as well as perception of crime and critical assessment of police decreased.

Race and Gender

Race and gender were not found to be significantly correlated or intercorrelated with any of the other variables under investigation.

Home Ownership

As home ownership increased so did involvement with community action groups such as Neighborhood Watch, but age, education and income tended to decrease.

Citizen Assessments of Community Policing Leadership

As the assessment of Community Policing Leadership increased so did the respondents age, home ownership, and frequency of visibility of the police in their neighborhood.

Personal Protection and Victimization

As crime victimization increased so did gun and dog ownership. Gun and dog owners were generally found not to be involved with community action groups, tended not to believe a partnership existed between the police and the community, and did not feel their neighborhood was any safer than other neighborhoods. On the other hand, generally, they knew

if community policing was in their neighborhood, were not satisfied with the way they had been treated by the police, but believed they could offer an impartial and fair assessment of police and police performance.

Interpretation of Community Policing Leadership Index

At the .01 level of significance, community policing leadership is negatively correlated with age and positively correlated with home ownership. In other words, respondents ratings of overall community policing leadership will decrease as the age of the respondent decreases, but increase as the respondents home ownership increases.

Interpretation of Content Validity Index

At the .01 level of significance, content validity is negatively correlated with age, and at the .05 level of significance, positively correlated with the respondents race and home ownership. In other words, ratings of overall community policing leadership decreased as the age of the respondent decreased but increased as home ownership increased.

Interpretation of Goal Emphasis Index

Due to the fact that the Goal Emphasis Index questions were negatively stated, the direction is reversed thereby making it, at the .01 level of significance, positively correlated with the respondents age. In other words, as the age of the respondent increases so will the favorable rating of goal emphasis.

Interpretation of Positive Interaction Facilitation Index

At the .01 level of significance, Interaction Facilitation is negatively correlated with age, and at the .05 level of significance, positively correlated with home ownership. In other words, respondents ratings of police interaction with citizens and the community will decrease as the age of the respondent decreases but increase as the respondents home ownership increases.

Interpretation of Positive Support Facilitation Index

At the .01 level of significance, Support Facilitation is negatively correlated with age, and at the .05 level of significance, positively correlated with home ownership. In other words, respondents rating of police concern and support of the community and citizens will decrease as the age of the respondent decreases but increase as the respondents home ownership increases.

Interpretation of Positive Work Facilitation Index

At the .01 level of significance, Work Facilitation is negatively correlated with age, and at the .05 level of significance, positively correlated with home ownership. In other words, respondents rating of the police working with community resources and citizens to facilitate improvements will decrease as the age of the respondent decreases but increase as the respondents home ownership increases.

Visibility

The frequency of visibility of police is addressed in question #19 which directly asks respondents how often they see police patrolling in their in their neighborhood.

Contact

The frequency of face-to-face contact with police is addressed in question 20, which directly asks respondents how often do they come into face-to-face contact with police in their neighborhood.

Exposure

The frequency of exposure to police is addressed by face-to-face contact with police.

CHAPTER VI

COMPARISON OF ISSUES BY GENDER AND ETHNIC ORIGIN OF RESPONDENT

An initial observation of community policing neighborhood zones seemed to indicate that the selection of community policing zones took into account areas primarily with high ethnic/racial composite populations. These are predominantly older areas of the city of Lansing where rent is lower and more affordable for low income families, welfare mothers and ADC recipients. For these reasons, this chapter takes a closer examination of gender and ethnicity of the respondents perceptions of police and police performance.

Table 6.1 Ethnicity and Gender of the Respondents

Ethnicity	Male	Gender of Respondents %	Female	%	Total	%
Caucasian	66	74%	78	77%	144	76%
Afr-Am.	12	13%	11	11%	23	12%
Hispanic	11	13%	12	12%	23	12%
Totals	89	100%	101	100%	190	100%

Of the eighty-nine male respondents, African Americans accounted for 13 percent, Hispanics accounted for 13 percent, and Caucasians accounted for the remaining 74 percent. On the other hand, of the one hundred and one (101) female respondents, African Americans represented 11 percent, Hispanics 12 percent, and Caucasians 77 percent.

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Table 6.2 Ethnicity and Age of Male Respondents

Age	Caucasian	%	African Am.	%	Hispanic	%	Total	%
18-24	1	1.52%	1	8.33%	3	27.27%	5	5.62%
25-34	15	22.73%	0	0.00%	3	27.27%	18	20.22%
35-39	5	7.57%	0	0.00%	2	18.18%	7	7.86%
40-44	10	15.15%	1	8.33%	0	00.00%	11	12.36%
45-49	11	16.67%	1	8.33%	1	9.10%	13	14.61%
50-+	24	36.36%	9	75.00%	2	18.18%	35	39.33%
Totals	66	100%	12	100%	11	100%	89	100%

Table 6.3 Ethnicity and Age of Female Respondents

Age	Caucasian	%	African Am.	%	Hispanic	%	Total	%
18-24	5	6.41%	1	9.09%	2	16.68%	8	7.92%
25-34	20	25.64%	0	0.00%	4	33.33%	24	23.76%
35-39	4	5.13%	0	0.00%	1	8.33%	5	4.95%
40-44	14	17.95%	1	9.09%	1	8.33%	16	15.84%
45-49	10	12.82%	1	9.09%	1	8.33%	12	11.88%
50-+	25	32.05%	8	72.73%	3	25.00%	36	35.65%
Totals	78	100%	11	100%	12	100%	101	100%

Table 6.4 Ethnicity and Age of All Respondents

Age	Caucasian	%	African Am.	%	Hispanic	%	Total	%
18-24	6	4.17%	2	8.70%	5	21.74%	13	6.84%
25-34	35	24.30%	0	0.00%	7	30.43%	42	22.10%
35-39	9	6.25%	0	0.00%	3	13.04%	12	6.32%
40-44	24	16.67%	2	8.70%	1	4.35%	27	14.21%
45-49	21	14.58%	2	8.70%	2	8.70%	25	13.16%
50-+	49	34.03%	17	73.90%	5	21.74%	71	37.37%
Totals	144	100%	23	100%	23	100%	190	100%

Analysis of Respondents Age by Ethnicity

Analyzing age as reported by the survey respondents we find that 73.90 percent of the African American respondents are 50 years of age or older. There were no African Americans in the 25-34 years of age. Of the total Hispanic respondents,52.17 percent were under 35 years of age.

In terms of the Caucasian respondents,34.03 percent were over 50 years of age and 28.47 percent were under 35 years of age. Therefore, African American respondents were generally older than their Caucasian and Hispanic counterparts.

Table 6.5 Education by Ethnicity

Education	Caucasian	%	African Am.	%	Hispanic	%	Total	%
H.S.or Less	43	29.86%	8	34.78%	8	34.78 %	59	31.05%
Technical Training	40	27.78%	9	39.13%	6	26.09%	55	28.95%
BA/Greater	61	42.36%	6	26.09%	9	39.13%	76	40.00%
Totals	144	100%	23	100%	23	100%	190	100%

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Table 6.6 Education by Ethnicity and Gender

Education	Caucasian Male %	Caucasian Female %	African Am. Male %	African Am. Female %	Hispanic Male %	Hispanic Female %	Total Male %	Total Female %
HS/Less	14 21%	29 37%	5 42%	3 27%	2 18%	6 50%	21 24%	38 38%
Technical Training	19 29%	21 27%	4 33%	5 46%	5 46%	1 8%	28 31%	27 27%
Bachelors/ Greater	33 50%	28 36%	3 25%	3 27%	4 36%	5 42%	40 45%	36 35%
Total	66 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Analysis of Respondents Education by Gender and Ethnicity

Caucasian and Hispanics were found to be more likely than their African American counterparts to have a Bachelors degree or greater. African Americans were found to be more likely to be technically trained, and African Americans and Hispanics were found to be more likely to have less than or equal to a high school education than their Caucasian counterparts. The respondent's gender accounted for no significant differences in educational prowess/achievement.

Table 6.7 Ethnicity and Home Ownership

Home	Caucasian	%	African Am.	%	Hispanic	%	Total	%
Own	111	77%	17	74%	13	57%	141	74%
Rent	33	23%	6	26%	10	43%	49	26%
Other	0	0%	0	0%	0	0%	0	0%
Totals	144	100%	23	100%	23	100%	190	100%

Table 6.8 Home Ownership by Gender & Ethnicity

Home	Caucasian Male %	Female %	African Am. Male %	Female %	Hispanic Male %	Female %	Total Male %	Female %
own	53 80%	58 74%	9 75%	8 73%	6 55%	7 58%	68 76%	73 72%
Rent	13 20%	20 26%	3 25%	3 27%	5 45%	5 42%	21 24%	28 28%
Total	66 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Home Ownership by Gender and Ethnicity

Caucasians and African American respondents were found to be more likely to own their homes than their Hispanic counterparts. The respondents gender accounted for no significant differences in home ownership.

Table 6.9   Length of Time in the Community by Ethnicity

Years	Caucasian		African Am.		Hispanic		Total	
1-5	37	26%	1	4%	7	30%	45	24%
6-10	14	10%	0	0%	4	18%	18	9%
11-More	93	64%	22	96%	12	52%	127	67%
Totals	144	100%	23	100%	23	100%	190	100%

Table 6.10   Length of Time in the Community by Gender and Ethnicity

Years	Caucasian Male %	Female %	African Am. Male %	Female %	Hispanic Male %	Female %	Total Male %	Female %
1-5	18 27%	19 24%	0 0%	1 9%	4 36%	3 25%	22 25%	23 23%
6-10	6 9%	8 10%	0 0%	10 91%	2 18%	2 17%	8 9%	20 20%
11+	42 64%	51 66%	12 100%	0 0%	5 46%	7 58%	59 66%	58 57%
Total	66 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Length of Time in Community by Gender and Ethnicity

According to Table 6.10 African American respondents resided in the community longer than their Caucasian or Hispanic counterparts. The respondents gender accounted for no significant differences.

Table 6.11   Socioeconomic Strata by Ethnicity

Income	Caucasian	%	African Am.	%	Hispanic	%	Total	%
$20,000 or Less	49	34%	4	18%	12	52%	65	34%
$20,001 $40,000	51	35%	17	74%	7	31%	75	40%
$40,001 $50,000	16	11%	0	0%	3	13%	19	10%
$50,001 $60,000	14	10%	1	4%	1	4%	16	8%
$60,001 Over	14	10%	1	4%	0	0%	15	8%
Totals	144	100%	23	100%	23	100%	190	100%

Table 6.12   Socioeconomic Strata by Gender and Ethnicity

Income	Caucasian Male	%	Female	%	African Am. Male	%	Female	%	Hispanic Male	%	Female	%	Total Male	%	Female	%
$20,000 or Less	17	26%	32	41%	3	25%	1	9%	6	55%	6	50%	26	29%	39	39%
$20,001 $40,000	25	38%	23	29%	8	67%	9	82%	4	36%	3	25%	37	42%	35	35%
$40,001 $50,000	9	14%	7	9%	0	0%	0	0%	0	0%	3	25%	9	10%	10	10%
$50,001 $60,000	7	10%	10	13%	0	0%	1	9%	1	9%	0	0%	8	9%	11	11%
$60,001 Over	8	12%	6	8%	1	8%	0	0%	0	0%	0	0%	9	10%	6	5%
Total	66	100%	78	100%	12	100%	11	100%	11	100%	12	100%	89	100%	101	100%

Socioeconomic Profile of Respondents by Ethnic Group

Table 6.11 presents a socioeconomic profile of survey respondents by ethnic grouping. At the $20,000 or less annual household income level we find 18 percent of the African American respondents as compared to 52 percent of the Hispanic respondents and 35 percent of the Caucasian respondents. Whereas, at the $20,001-$40,000 annual household income level we find 74 percent of the African American respondents as compared to 31 percent of the Hispanic respondents and 35 percent of the Caucasian respondents. On the other hand, at the $40,000 and over annual household income level we find 8 percent of the African American respondents as compared to 17 percent of the Hispanic respondents and 31 percent of the Caucasian respondents.

In other words, Hispanic respondents are more likely than their Caucasian or African American counterparts to report an annual household income of 20,000 or less. On the other hand, African American respondents are more likely than their Hispanic or Caucasian counterparts to report an annual household income of $20,001-$40,000. Caucasian respondents are more likely than their African American or Hispanic counterparts to report an annual household income of between $50,001-$60,000 and an annual household income of over $60,000. In other words, Caucasian respondents are over 2.5 times more likely than their

African American and 10 times more likely than their Hispanic counterparts to report an annual household income of over $60,001.

Table 6.13 Gun Ownership by Ethnicity and Gender

Own Gun	Caucasian Male %	Female %	African Am. Male %	Female %	Hispanic Male %	Female %	Total Male %	Female %
Yes	17 26%	16 21%	5 42%	5 45%	1 9%	1 8%	23 26%	22 22%
No	49 74%	62 79%	7 58%	6 55%	10 91%	11 92%	66 74%	79 78%
Total	66 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Gun Ownership

As Table 6.13 indicates, most respondents reported that they do not own a gun. However, African American respondents were more likely to own a gun than their Hispanic or Caucasian counterparts. Gender accounted for no significant differences in gun ownership. Fifty-eight percent of African American males and 55 percent of females indicated they do not own a gun compared to 91 percent of Hispanic males and 92 percent of females, and 74 percent of Caucasian males and 79 percent of females.

Table 6.14 Dog Ownership by Ethnicity and Gender

Own Dog	Caucasian Male %	Female %	African Am. Male %	Female %	Hispanic Male %	Female %	Total Male %	Female %
Yes	27 41%	31 40%	3 25%	4 36%	4 36%	5 42%	34 38%	40 40%
No	39 59%	47 60%	9 75%	7 64%	7 64%	7 58%	55 62%	61 60%
Totals	66 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Dog Ownership

Caucasians are more likely to own a dog than any other group. The gender of the respondent was found to account for no significant differences in dog ownership. Seventy-five percent of African American males and 64 percent of females identified themselves as not being dog owners as compared to 64 percent of Hispanic males and 58 percent of females, and 59 percent of Caucasian males and 60 percent of females.

Due to the fact that a dog or gun may not necessarily be the sole property of the respondent but may be owned by another member of the household, these findings should be interpreted with caution.

Table 6.15 Property Crime Victimization by Ethnicity and Gender

Property Crimes	Caucasian				African Am.				Hispanic				Total			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Yes	43	65%	49	63%	10	73%	10	91%	7	64%	7	58%	60	67%	66	65%
No	23	35%	29	37%	2	17%	1	9%	4	36%	5	42%	29	33%	35	35%
Totals	66	100%	78	100%	12	100%	11	100%	11	100%	12	100%	89	100%	101	100%

Property Crime Victimization

As Table 6.15 demonstrates, 73 percent of African American males and 91 percent of the females identified themselves as having been a victim of a property crime, as compared to 64 percent of the Hispanic males and 58 percent of the females, and 65 percent of Caucasian males and 63 percent of the females.

Table 6.16 Personal Crime Victimization by Ethnicity and Gender

Personal Injury	Caucasian				African Am.				Hispanic				Total			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Yes	18	27%	23	63%	2	17%	2	82%	6	55%	6	50%	26	29%	31	31%
No	48	73%	55	37%	10	73%	9	18%	5	45%	6	50%	63	71%	70	69%
Totals	66	100%	78	100%	12	100%	11	100%	11	100%	12	100%	89	100%	101	100%

Personal Crime Victimization

Caucasian and Hispanics were found to be more apt to have experienced personal injury than their African American counterparts. The gender of the respondent was found to account for no significant difference in personal injury victimization. According to Table 6.16, 17 percent of the African American males and 82 percent of the females identified themselves as having been a victim of a personal injury offense, as compared to 55 percent of the Hispanic males and 50 percent of the females, and 27 percent of the Caucasian males and 63 percent of the females.

Table 6.17 Witness to a Crime by Ethnicity and Gender

Witness Crime	Caucasian				African Am.				Hispanic				Total			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Yes	33	50%	32	41%	3	25%	3	27%	6	55%	5	42%	42	47%	40	40%
No	33	50%	46	59%	9	75%	8	73%	5	45%	7	58%	47	53%	61	60%
Totals	66	100%	78	100%	12	100%	11	100%	11	100%	12	100%	89	100%	101	100%

Witness to a Crime

Caucasians and Hispanics are more likely than their African American counterparts to have witnessed a crime. The gender of the respondent was found to account for no significant differences. As Table 6.17 indicates, 75 percent of the African American males and 73 percent of the females identified themselves as never having witnessed the commission of a crime as compared to 45 percent of the Hispanic males and 58 percent of the females, and 50 percent of the Caucasian males and 59 percent of the females.

Table 6.18 Perception of Crime by Ethnicity and Gender

Perception of Crime	Caucasian		African Am.		Hispanic		Total	
	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %
Increase	38 57%	51 65%	8 67%	8 73%	9 82%	9 75%	55 62%	68 67%
Decrease	11 17%	9 12%	1 8%	0 0%	1 9%	2 17%	13 15%	11 11%
Neither	17 26%	18 23%	3 25%	3 27%	1 9%	1 8%	21 23%	22 22%
Totals	66 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Perception of Crime

The majority of the respondents indicated they perceived crime in their neighborhood, in the past twelve months, had significantly increased. Gender was found to account for no significant differences. As Table 6.18 indicates, 67 percent of the African American males and 73 percent of the females indicate they believed, during the past twelve months, crime in their neighborhood had increased, with 88 percent of

that figure describing the increase as being significant. Eighty-two

percent of the Hispanic males and 75 percent of females indicated that

they believe, during the past twelve months, crime in their neighborhood

has increased, with 56 percent of that figure describing the increase as

being significant, and 57 percent of the Caucasian males and 65 percent

of the females indicated they believe that, during the past twelve

months, crime in their neighborhood has increased, with 60 percent of

that figure describing the increase as significant.

Table 6.19 Perception of Nature and Severity of Crime by Ethnicity and Gender

Severity of Crime	Caucasian				African Am.				Hispanic				Total			
	Male%		Female%		Male%		Female%		Male%		Female%		Male%		Female%	
Increase	56	84%	66	85%	10	84%	10	91%	11	100%	11	92%	77	86%	87	86%
Decrease	5	8%	4	5%	1	8%	1	9%	0	0%	1	8%	6	7%	6	6%
Neither	5	8%	8	10%	1	8%	0	0%	0	0%	0	0%	6	7%	8	8%
Totals	66	100%	78	100%	12	100%	11	100%	11	100%	12	100%	89	100%	101	100%

Perception of the Nature and Severity of Crime

The majority of the respondents reported that they perceived the

nature and severity of crime as having increased in recent years. No

significant differences were found between gender or ethnic groups.

According to Table 6.19, 84 percent of the African American males and 91

percent of the females indicated that they believe, in recent years, the

nature and severity of crime has increased, with 75 percent of that

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figure describing the increase as being significant. One hundred percent of the Hispanic males and 92 percent of the females indicated they believe that, in recent years, the nature and severity of crime had increased, with 59 percent of that figure describing the increase as significant; and 84 percent of the Caucasian males and 85 percent of the females indicated they believe that, in recent years, the nature and severity of crime had increased, with 76 percent of that figure describing the increase as significant.

Table 6.20 Frequency of Police Visibility by Ethnicity and Gender

Visibility of Police	Caucasian		African Am.		Hispanic		Total	
	Male%	Female%	Male%	Female%	Male%	Female%	Male%	Female%
Weekly	28 42%	26 33%	7 58%	6 55%	6 55%	6 50%	41 46%	38 37%
Monthly	17 26%	24 31%	5 42%	5 45%	1 9%	1 8%	23 26%	30 30%
Rarely	21 32%	28 36%	0 0%	0 0%	4 36%	5 42%	25 28%	33 33%
Totals	66 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Frequency of Police Neighborhood Visibility

African American and Hispanic respondents are more likely to see police in their neighborhoods than their Caucasian counterparts. The gender of the respondent was found to account for no significant differences.

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According to Table 6.20, 58 percent of the African American males and 55 percent of the females stated that they see police patrolling in their neighborhood on a daily or weekly basis. Of the remaining percentages, 42 percent of the males and 45 percent of the females indicated they see police patrolling in their neighborhood occasionally, on a monthly basis.

Fifty-five percent of the Hispanic males and 50 percent of the females stated that they see police patrolling in their neighborhood on a daily or weekly basis. Of the remaining percentage, 9 percent of the males and 8 percent of the females indicated they see police patrolling in their neighborhood on a monthly basis, and 36 percent of the males and 42 percent of the females stated that they rarely see police patrolling in their neighborhood.

Forty-two percent of the Caucasian males and 33 percent of the females indicated that they see police patrolling in their neighborhood on a daily or weekly basis. Of the remaining percentage, 26 percent of the males and 31 percent of the females indicated that they see police patrolling in their neighborhood on a monthly basis, and 32 percent of the males and 36 percent of the females stated that they rarely see police patrolling in their neighborhood.

Table 6.21 Frequency of Police Neighborhood Interaction by Ethnicity and Gender

Frequency of Contact	African Am.		Hispanic		Caucasian		Total	
	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %
Daily/ Weekly	0 0%	0 0%	0 0%	0 0%	2 3%	3 4%	2 2%	3 3%
Monthly/ Occas.	6 50%	1 9%	1 9%	2 17%	6 9%	4 5%	13 15%	7 7%
Rarely	6 50%	10 91%	10 91%	10 83%	58 88%	71 91%	74 83%	91 90%
Total	12 100%	11 100%	11 100%	12 100%	66 100%	78 100%	89 100%	190 100%

Frequency of Police Neighborhood Interaction

According to Table 6.21, 50 percent of the African American males and 9 percent of the females indicated that they come into contact with police in their neighborhood on a weekly-monthly basis, while 50 percent of the males and 91 percent of the females stated they rarely, if ever, had come into contact with police in their neighborhood. As for Hispanic respondents, 9 percent of the males and 17 percent of the females indicated that, on a weekly-monthly, basis they come into contact with the police in their neighborhood, while 91 percent of the males and 83 percent of the females stated that they rarely, if ever, had come into contact with police in their neighborhood. As for Caucasian respondents, 3 percent of the males and 4 percent of the females indicated that, on a weekly basis, they come into contact with the police in their neighborhood, while another 9 percent of the males and 5 percent of the

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females indicated that they occasionally come into contact with the police in their neighborhood, and 88 percent of the males and 91 percent of the females stated that they rarely, if ever, had come into contact with police in their neighborhood.

Table 6.22 Frequency of Face-to-Face Contact with Police by Ethnicity

Police Contact	African Am. N	%	Hispanic N	%	Caucasian N	%	Total N	%
Daily Weekly	0	0%	0	0%	5	3%	5	3%
Monthly Occas.	7	30%	3	13%	10	7%	20	10%
Rarely	16	70%	20	87%	129	90%	165	87%
Totals	23	100%	23	100%	144	100%	190	100%

Frequency of Face to Face Contact

Frequency of face-to-face contact with the police in one's own neighborhood was found to be unrelated to the respondents gender or ethnic group, but in all cases contact with police was infrequent/rare.

Table 6.23 Neighborhood Safety Assessment by Ethnicity and Gender

Safety	African Am. Male	%	Female	%	Hispanic Male	%	Female	%	Caucasian Male	%	Female	%	Total Male	%	Female	%
Worse	4	33%	5	46%	6	55%	4	33%	10	15%	11	14%	20	22%	20	20%
Same	6	50%	4	36%	3	27%	6	50%	35	53%	42	54%	44	50%	52	51%
Safer	2	17%	2	18%	2	18%	2	17%	21	32%	25	32%	25	28%	29	29%
Totals	12	100%	11	100%	11	100%	12	100%	66	100%	78	100%	89	100%	101	100%

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Neighborhood Safety Assessment by Ethnicity and Gender

Caucasians are four times more likely to assess their neighborhood as being the same or safer than other neighborhoods in the community. On the other hand, African American and Hispanic respondents are more likely to assess their neighborhood as being worse than other neighborhoods in the community.

Seventeen percent of the African American males, 18 percent of African American females, 18 percent of Hispanic males and 18 percent of Hispanic females indicated they believed, compared to other areas of the city, their neighborhood is safer. On the other hand, 50 percent of African American males, 36 percent of the African American females, 27 percent of Hispanic males and 50 percent of Hispanic females said that, compared to other areas, they believed their neighborhood was about the same, and 33 percent of African American males, 46 percent of African American females, 55 percent of Hispanic males and 33 percent of Hispanic females said they believed that, compared to other areas, their neighborhood was worse.

As for Caucasian respondents, 32 percent of the males and 32 percent of the females stated that they believed, compared to other areas of the city their neighborhood was safer; 53 percent of the males and 54 percent of the females indicated they believed that, compared to

other areas, their neighborhood was about the same, and 15 percent of the males and 14 percent of the females stated that, compared to other areas, they believed their neighborhood was worse. When considering the fact that the majority of the respondents indicated they perceived crime as having significantly increased in their neighborhood in recent years claiming that their neighborhood 'is about the same as other neighborhoods' cannot necessarily be construed as a positive.

Table 6.24 Attitudes Toward Police and Community Commission/Review
          Board by Ethnicity and Gender

Review Board	African Am. Male%	Female%	Hispanic Male%	Female%	Caucasian Male%	Female%	Total Male %	Female %
Favor	6 50%	5 45%	3 27%	4 33%	39 59%	43 55%	48 54%	52 52%
Oppose	0 0%	0 0%	0 0%	0 0%	1 2%	1 1%	1 1%	1 1%
Unsure	6 50%	6 55%	8 73%	8 67%	26 39%	34 44%	40 45%	48 47%
Totals	12 100%	11 100%	11 100%	12 100%	66 100%	78 100%	89 100%	101 100%

Police and Community Commission/Review Board

The Police and Community Commission or Review Board issue was too evenly divided to make a call either way. No significant differences were found between gender or ethnic groups. According to Table 6.24, 50 percent of the African American males and 45 percent of the females, 27 percent of the Hispanic males and 33 percent of the females, and 59 percent of the Caucasian males and 55 percent of the females favored the creation of a Police and Community Commission or Review Board.

Conversely, 50 percent of the African American males and 55 percent of the females, 73 percent of the Hispanic males and 67 percent of the females, and 39 percent of the Caucasian males and 44 percent of the females indicated that they were unsure about a Police and Community Commission or Review Board. Gender was not found to account for any significant differences.

Table 6.25 Police and Community Partnership by Ethnicity and Gender

	Do You Feel a Police and Community Partnership Exists?							
	Caucasian		African Am.		Hispanic		Total	
	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female%
Yes	27 41%	30 38%	4 33%	5 45%	3 27%	4 33%	34 38%	39 39%
No	39 59%	48 62%	8 67%	6 55%	8 73%	8 67%	55 62%	62 61%
Total	66 100%	89 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Police and Community Partnership

As Table 6.25 indicates, the overwhelming majority of the respondents, regardless of gender or ethnic origin, did not believe a partnership exists between the Lansing Police Department and the Community. Thirty-eight percent of all the males respondents and 39 percent of all the females respondents indicated they believe a Police and Community partnership exists. Conversely, 62 percent of the male respondents and 61 percent of all the female respondents indicated that they did not believe a Police and Community partnership exists.

Table 6.26   Ever Receive a Break from Police by Ethnicity and Gender

	Have You Ever Received a Break from the Police?							
	Caucasian		African American		Hispanic		Total	
	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female%
Yes	16 24%	21 27%	4 33%	3 27%	2 18%	8 67%	22 25%	32 32%
No	50 76%	57 73%	8 67%	8 73%	9 82%	4 33%	67 75%	69 68%
Total	66 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Ever Receive a Break

In terms of the respondents perception as to whether or not they felt they had ever received a break from the police, as Table 6.26 indicates the ethnic group and gender of the respondent was found to account for no significant difference.

Twenty-five percent of all male respondents and 32 percent of all female respondents indicated that they felt that they had received a break from the police. On the other hand, 75 percent of all male respondents and 68 percent of all female respondents indicated they did not believe they had ever received a break from the police.

Table 6.27 Ever Feel You Were Not Treated Fair by Police

	Have You Ever Felt You Were Not Treated Fair by Police							
	Caucasian		African Am.		Hispanic		Total	
	Male %	Female%	Male %	Female%	Male %	Female%	Male %	Female %
Yes	30 45%	25 32%	3 25%	1 9%	6 55%	4 33%	39 44%	30 30%
No	36 55%	53 68%	9 75%	10 91%	5 45%	8 67%	50 56%	71 70%
Totals	89 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

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Sense of Fair Play

In terms of the respondents perception as to whether or not they felt they had not been related to in a fair manner by the police, the majority indicated they believed police had been fair. The ethnic group and gender of the respondent was found to account for no significant differences.

As Table 6.27 indicates, 44 percent of all male respondents and 30 percent of all female respondents indicated they felt they had not been treated fair by the police. Conversely, 56 percent of all male respondents and 70 percent of all female respondents indicated they felt they had been treated fair by the police. However, it is interesting that Caucasian females, Hispanic females and African American females and males gave comparatively high marks to Lansing police for fairness and Caucasian and Hispanic males gave them low marks.

Table 6.28   Tax Supported Foot Patrols by Ethnic Group and Gender

	Do You Favor Tax Supported Foot Patrols?											
	Caucasian				African Am.				Hispanic				Total			
	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%	Male	%	Female	%
Yes	43	65%	45	58%	10	83%	8	73%	6	55%	5	42%	59	66%	58	57%
No	23	35%	33	42%	2	17%	3	27%	5	45%	7	58%	30	34%	43	43%
Totals	66	100%	78	100%	12	100%	11	100%	11	100%	12	100%	89	100%	101	100%

Tax Supported Foot Patrols

An analysis of survey respondents' responses revealed that the majority of favored tax-funded foot patrols. The respondents gender was found to account for no significant differences. As Table 6.28 indicates, 66 percent of all male respondents and 57 percent of all female respondents indicated that they favored tax supported foot patrols. Although the ethnic group of the respondent was not found to account for any significant differences, it is interesting that African American and Caucasian respondents, compared to Hispanic respondents, are the strongest supporters of tax-funded foot patrols.

Table 6.29   Perspective on crimes against people versus crimes against property by Ethnicity and Gender

	Are crimes against people more serious than property crimes?							
	Caucasian		African Am.		Hispanic		Total	
	Male %	Female %	Male %	Female %	Male %	Female %	Male %	Female %
Yes	58 88%	70 90%	12 100%	11 100%	10 91%	11 92%	80 90%	92 91%
No	8 12%	8 10%	0 0%	0 0%	1 9%	1 8%	9 10%	9 9%
Total	89 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Perspective on Crimes Against People

Although the gender of the respondent was not found to account for any significant differences, as Table 6.29 indicates, 100 percent of the African American male and female respondents and 91 percent of the Hispanic males and 92 percent of females indicated they believe crimes

against people are more important than crimes against property. Eighty-eight percent of Caucasian males and 90 percent of the females agreed.

Table 6.30 Perceived ability to fairly assess police & police performance by Ethnicity and Gender

	Caucasian		African Am.		Hispanic		Total	
Do you feel you can fairly assess police and police performance?								
	Male %	Female%	Male %	Female%	Male %	Female%	Male %	Female %
Yes	56 85%	61 78%	10 83%	10 91%	11 100%	12 100%	77 87%	83 82%
No	10 15%	17 22%	2 17%	1 9%	0 0%	0 0%	12 13%	18 18%
Totals	89 100%	78 100%	12 100%	11 100%	11 100%	12 100%	89 100%	101 100%

Assessing Police and Police Performance

In terms of the respondents self perception as to whether or not they felt they could fairly assess police and police performance revealed that the gender of the respondent was not found to account for any significant differences. As indicated in Table 6.30, 87 percent of the African American respondents, 100 percent of the Hispanic respondents and 81 percent of the Caucasian respondents stated that they believed they could fairly assess police and police performance. On the other, hand only 13 percent of the African American respondents, none of the Hispanic respondents, and 19 percent of the Caucasian respondents indicated they did not feel they could fairly assess police or police performance and recused themselves from survey questions 34-79.

CHAPTER VII

ANALYSIS OF THE HYPOTHESES AND INDICES

Introduction

The analysis of the data will be presented in four parts. In the first part, the hypotheses concerning the factor data set will be presented. Items which made up the factors being tested in the individual hypotheses are presented. The Pearson Product Moment Correlation is used to test the significance of these hypotheses and is expressed as follows: $r =$ or $r_{xy} =$ indicating the degree of relationship between x and y. Measures of correlation take positive values (+) where the relation is positive and negative values (-) where the relation is negative.

In the second part, a descriptive analysis of the category data set is presented. It offers a general view of the perceptions and characteristics of specific data sets by using contingency and frequency tables. From this presentation it is hoped that the reader will become familiar with the data set, especially where similarities and differences exist between the variables.

The third part examines individual hypotheses derived from the categorical data. The Pearson Correlation, partial correlation, one way analysis of variance, and analysis of co-variance are used in testing

these hypotheses. For retention, all hypotheses will be considered

significant at the .01/.05 level and always in the predicted direction.

In the fourth part, the summary, a short recounting of the main findings

of the study, will be presented and a profile of the citizen respondents

through the medial response of perceptions or characteristics of each

specific category or group. The first four hypotheses were developed to

check the validity of the Indicators and further validate and reaffirm

the application of Neil Gross' research by Robert Trojanowicz (1976,

1986,1993) and Joel Panetta (1980). A two-tailed Pearson correlation was

done for each of the indices and revealed the following. The double

asterisks indicates that the correlation is siginifcant at the 0.01

significance level. The following is a Legend of the Indices codes.

LEGEND
CPLI - Community Policing Leadership Index
 CVI - Cross Validation Index
NGEI - Negative Goal Emphasis Index
 IFI - Interaction Facilitation Index
 SFI - Support Facilitation Index
 WFI - Work Facilitation Index

Table 7.1   Intercorrelation of Index Factors

	CPLI	CVI	NGEI	IFI	SFI	WFI
CPLI	1.000	-----	-----	-----	-----	-----
CVI	.896**	1.000	-----	-----	-----	-----
NGEI	.507**	.523**	1.000	-----	-----	-----
IFI	.948**	.917**	.438**	1.000	-----	-----
SFI	.933**	.911**	.452**	.944**	1.000	-----
WFI	.869**	.896**	.544**	.884**	.886**	1.000

Table 7.1 indicates the degree to which the indices are correlated with one another. The intercorrelations are high by design and a detailed explanation is provided on page 7 and 8 of Chapter 1.

Hypotheses Concerning the Factors

Hypotheses 1 through 5 are concerned with the relationship between CPL (Community Policing Leadership) scores and factors. To analyze this relationship, the Pearson Product Moment correlation coefficients are computed for pairs of variables. The Pearson correlation serves a dual purpose; besides indicating how well the linear regression fits it is a measure of association indicating the strength of the linear relationship between the two variables. Zero order correlations are produced when no controls are made for the influence of other variables. This statistic is used in this research when the strength of the relationship between two interval level variables are measured. Higher order partial correlations are used when the researcher wants a single measure of association describing the relationship between two variables while adjusting for the effects of one or more additional variables.

> H1   There is a positive correlation between CPL and Interaction Facilitation.

The respondents responses to eight questions about the police interaction facilitation skills in dealing with them comprised the data for testing this hypothesis. Respondents were asked to report to what

extent they perceived police shared with them the following interactions.

54. Gives citizens the feeling that community activities are 'important'.

55. Encourage citizens to upgrade their crime awareness and report criminal activities.

56. Seek citizen input when making decisions

57. Give support and encouragement to citizens

58. Offer constructive suggestions to citizens

59. Develop a partnership/sense of "we" when working out problems with citizens.

60. Make sure each citizen understands their rights and options as they relate to particular incidents.

61. Act impartially and without bias or favoritism.

62. Disciplines all offenders using the same standards.

It was hypothesized that there is a positive relationship between CPL and Interaction Facilitation skills of the police. That is, the greater the ability of the police to communicate with citizens, the higher the citizen's perception of the police as a community leader. This relationship was in the predicted direction and was found to be significant at 0.01 level. Therefore, the hypothesis was retained r = +.948.

H2   There is a positive correlation between CPL and Support.

To test hypothesis 2, the factor support was used. Data upon which the factor is based were obtained from responses of the citizen's to three questions about how they perceive police perform in these areas.

63. Take a strong interest in improving citizen awareness and involvement.

64. Take an interest in the personal welfare of the average citizen.

65. Evaluate citizens fairly.

The factor scores of the citizens for the police were averaged to obtain the best estimate of their perceived interpersonal support. The extent to which this index measures the police's relationship with the citizens and community at large is tested with the CPL score.

Hypothesis 2 states that citizen respondents who rated police high in leadership also rated them high in giving support. This relationship was in the direction anticipated and was found to be significant at 0.01 level $r = +.933$, and the hypothesis was therefore retained.

H3   There is a positive correlation between CPL and good work facilitation by the police.

Hypothesis 3 is tested with the factor Work Facilitation, which relates the degree to which police effectively work with, communicate or convey to the citizen's the agency's goals. Respondents were asked three questions about how they perceive the police perform these functions.

69. Maximize the use of citizen and community resources.

70. Help citizens understand the dangers of their community.

71. Display a strong interest in improving the quality of life in the community.

The scale scores of the citizen respondents were averaged to obtain the best estimate of the work facilitation skills of the police. Hypothesis 3 posits that those respondents who perceive the police as high in leadership would also perceive them as good work facilitators of the agency goals. The correlation is in the direction anticipated and it is significant at 0.01 level $r = +.869$

> H4 There is a negative correlation between CPL and Negative goal emphasis of the police.

Hypothesis 4 was based on the responses of the respondents to three questions. Citizens were asked if they believe police

66. Require citizens to engage in unnecessary paper work.

67. Display inconsistency in their decision making.

68. Ignore citizens whose ideas don't agree with their views.

Again, the factor score of the respondents were averaged to obtain the best estimate of the perceived police's negative goal emphasis. Hypothesis 4 states that those respondents who view the police as high in leadership ability will rate them low in negative goal emphasis. That is, if the police lack clarity in their leadership roles they will be

rated low in CPL. The correlation is in the direction anticipated and it was found to be significant at 0.01 level, r = +.507 and the hypothesis was retained.

Summary of Findings for Hypotheses Concerning Factor Data

The main findings of the factor data set analysis are as follows:

1. There is a positive and significant relationship between CPL and the Interaction Facilitation skills of the police.

2. There is a positive and significant relationship between CPL and the Support of the police.

3. There is a positive and significant relationship between CPL and the Work Facilitation of the police.

4. There is a negative but non significant relationship between CPL and Goal Emphasis of the police.

5. The relationship of the factor data set to CPL remains constant regardless of the respondents age, gender, ethnic group, education, socioeconomic status, home ownership status, experience as a victim, length of time in the community, and experience with the police or criminal justice system.

Hypotheses Concerning the Category Data Set

Each category is stated as a hypothesis or set of hypotheses and tested for statistical significance.

One-way analysis of variance (ANOVA) with contrasts was performed for most of the hypotheses concerning the categorical data set. In these hypotheses the researcher tested the relationship between the subjects CPL score and the specific category being analyzed. One-way analysis of

variance was selected because the output from it provides the following three types of information: (1) decomposition of sum of squares and eta 2 which can be used as a descriptive indicator of the overall relationship between the criteria and experimental variables; (2) F ratio and other statistics that test statistical significance; and (3) estimates of effects of differences among category means which can be used in interpreting the pattern of the experimental variable. Assumptions for all of the hypotheses using this (ANOVA) statistical treatment are that the level of measurement - CPL score is an interval scale and years of education and length of time in the community are nominal scales.

The model used is independent random sampling, with normal populations for each category of the variable level. The population variances are assumed to be equal. Hypotheses are stated in the alternate form and will assume that the population means are unequal. The f value is used as a measure in ANOVA and is the ratio of the between and within estimates; it can be viewed as an extension of the difference of means.

H5   No difference exists in the stated correlations of H1 through H4 when controlling for respondents age, gender, education, socioeconomic status, home ownership status, experience as a victim, length of time in the community, and experience with the police or criminal justice system.

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Hypothesis 5 indicates that no significant differences will exist in the stated relationships of H1 through H4 when controlling for all of the aforementioned variables. When simultaneously controlling for all of the stated variables the partial correlation is in the direction anticipated, and it is significant at 0.01 level with an $r_{xy.z} = +.8921$.

Additional partial correlations were performed using these variables and four factors: 1) interaction facilitation; 2) support; 3) work facilitation; and 4) negative goal emphasis. Partial correlation coefficients express the degree to which x and y are related to one another while z is held in abeyance/constant and is expressed as follows $r_{xy.z} =$ indicating the degree of relationship between x and y. Measures of correlation take positive values (+) where the relation is positive and negative values (-) where the relation is negative.

Age
H6   When controlling for the respondents' age the correlation was found to be in the direction anticipated and significant at the 0.01 level, $r_{xy.z} = .9455$.

Education
H7   When controlling for the respondents' education the correlation was found to be in the direction anticipated and significant at the 0.01 level, $r_{xy.z} = .9493$.

Gender

H8   When controlling for the respondents' gender the correlation was found to be in the direction anticipated and significant at the 0.01 level, $r_{xy.z}$ = .9480.

Income

H9   When controlling for the respondents' income the correlation was found to be in the direction anticipated and significant at the 0.01 level, $r_{xy.z}$ = .9483.

Home Ownership

H10   When controlling for the respondents' home ownership the correlation was found to be in the direction anticipated and significant at the 0.01 level, $r_{xy.z}$ = .9455

Experience as a Victim

H11   When controlling for the respondents' experience as a victim the correlation was found to be in the direction anticipated and significant at the 0.01 level, $r_{xy.z}$ = .9447

Length of Time in the Community

H12   When controlling for the respondents' length of time in the community the correlation was found to be in the direction anticipated and significant at the 0.01 level, $r_{xy.z}$ = .9485.

Prior Experience

H13   When controlling for the respondents' prior experience with police the correlation was found to be in the direction anticipated and significant at the 0.01 level, $r_{xy.z}$ = .8942.

In addition, Hypothesis 5 was also retained on the basis of the data from partial correlations which indicated no significant change from the findings of the Pearson correlation that were performed on Hypothesis 1-Hypothesis 4.

Partial Correlation Coefficients

Partial Correlation coefficients were then preformed controlling for specific variables in order to determine whether or not the variable(s) impacted the correlation. The following is the results.

Statistical Comparison of Demographic Variables

Partial correlations were done for each of these variables controlling for the intervening influences of the respondents age, gender, education, socioeconomic status, home ownership status, experience as a victim, length of time in the community, and experience with the police or criminal justice system. No differences were found to exist in the correlations stated in H1 - H4. The partial correlation coefficient was found to be in the direction anticipated and significant at 0.01 level with an $r_{xy.z}$ = +.8921 and no significant differences were found to exist in the stated relationships of H1 through H4. In addition, partial correlations were performed using these variables and the four CPL factors: 1) interaction facilitation; 2) support; 3) work facilitation; and 4) negative goal emphasis and revealed the following results.

The CPL score and the Interaction Facilitation skill factor are positive with a significant relationship. The remaining three factors are nonsignificant but are positively related to the CPL score.

Descriptive Presentation of the Categorical Data Set by CPL Mean

Each category is descriptively analyzed by CPL Mean score. This particular section includes age, gender, ethnic group, education home ownership, length of time in the community, socioeconomic status and a total summary that highlights the interaction effects of these variables.

Table 7.2   Community Policing Leadership score by Age

Age	Respondents	%	CPL Mean
18-24	13	7%	3.54
25-34	42	23%	3.19
35-39	12	7%	3.08
40-44	27	14%	3.20
45-49	25	13%	3.56
50-59	24	12%	2.95
60+	47	25%	2.02
Totals	190	100%	

Interpretation

The lower the CPL the Mean score the greater the sense of confidence in Community Policing Leadership; the lower the CPL the Mean score the lower the sense of confidence. As the respondents age increases up to age 39, their CPL mean score steadily decreases

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indicating an increasing sense of confidence in community policing leadership. Then, between age 40 and 49, the CPL mean score increases slightly indicating a declining sense of confidence in community police leadership, and when respondents attain the age of 50 and over, the CPL means score dramatically decline indicating a renewed and increased confidence in community police leadership ability. Therefore, as age increases, generally confidence in CPL Indices increases.

Table 7.3   CPL score by Gender

Gender	Respondents	%	CPL Mean
Male	89	47%	2.99
Female	101	53%	2.89
Totals	190	100%	

Interpretation

The CPL means score for Male and Female respondents are remarkably similar, with virtually no note worthy differences, and indicates that they frequently view of community police leadership as being positive.

Table 7.4   CPL score by Ethnic Group

Ethnic Origin	Respondents	%	CPL Mean
Caucasian	144	76%	2.92
African Am.	23	12%	2.21
Hispanic Am.	23	12%	3.78
Totals	190	100%	

Interpretation

African American respondents CPL mean scores are extremely low indicating a remarkably high degree of confidence in community policing leadership, whereas their Caucasian American counter parts CPL mean scores are mid range indicating only a moderate degree of confidence, and Hispanic Americans respondents CPL mean scores are in the upper ranges indicating very little confidence in community policing leadership abilities.

Table 7.5   CPL score by Education

Education Level	Respondents	%	CPL Mean
> = High School	61	31%	2.91
Tech. Courses	55	29%	3.06
BA / BS	44	24%	2.87
Grad./Post Degree	30	16%	2.89
Totals	190	100%	

Interpretation

Although there are minor fluctuations in the CPL mean score for the varying degrees of education achievement, all are mid range scores. The differences are marginal, and they all indicate a moderate degree of confidence in community policing leadership.

Table   7.6   CPL score by   Home Ownership

Home Ownership	Respondents	%	CPL Mean
Own	141	75%	2.79
Rent	49	25%	3.36
Totals	190	100%	

Interpretation

The CPL mean score for respondents who are home owners is mid range and indicates a moderate degree of confidence in community policing, whereas respondents who are renters, the CPL mean score is in the upper ranges indicating little confidence in community policing.

Table   7.7   CPL score by Length of time in the Community

Length of time in the Community	Respondents	%	CPL Mean
> 1 Year	11	6%	3.16
1 - 5 Years	34	17%	2.87
6 - 10 Years	18	11%	2.77
11 - More	127	66%	2.96
Totals	190	100%	

Interpretation

As the respondents length of time in the community increases from 1-10 years their CPL mean score steadily decreases indicating an increasing sense of confidence in community policing leadership ability.

However, all of the CPL mean scores are mid range indicating only a moderate degree of confidence in community policing leadership. Interestingly, after ten years, the CPL mean score increases slightly indicating declining sense of safety and confidence over the long run.

Table 7.8   CPL score by Socioeconomic Status

Socioeconomic Status	Respondents	%	CPL Mean
> 10,000	23	12%	3.2
10,001 - 20,000	41	22%	2.6
20,001 - 30,000	38	20%	2.8
30,001 - 40,000	38	20%	2.9
40,001 - 50,000	16	8%	3.2
50,001 - 60,000	19	10%	3.3
60,001 - OVER	15	8%	3.0
Totals	190	100%	

Interpretation

Respondents reporting annual household incomes of less than $10,000 have a CPL mean of 3.2, and respondents with annual household incomes of between $40,001-$60,000 and over achieved CPL mean scores between 3.0-3.3 in the upper ranges indicating that they have less confidence in community policing. On the other hand, respondents reporting annual household incomes of $10,001-$40,000 achieved CPL mean scores of less than 3.0 indicating a moderate degree of confidence in community policing leadership.

Statistical Comparison of Survey Responses by Community Policing and Non Community Policing Neighborhood Zones

Community Policing Leadership (CPL) Scores of respondents who reside in neighborhood zones where community policing is in place were compared with the CPL Scores of respondents who reside in neighborhood zones where community policing is not in place. A T-test was preformed to determine if any differences existed between the CPL Scores of respondents residing in a community policing neighborhood zones as compared to the CPL scores of respondents who reside in neighborhood zones that were not served by community policing. The results of the tests revealed that virtually no difference existed between the CPL Scores of respondents residing in a community policing neighborhood zones as compared to other respondents not residing in community policing neighborhood zones.

Table 7.9   T-Test Group Statistics

	N	Mean	Std. Dev.	Std. Error Mean
NCP	61	2.9307	1.4770	.1891
CP	129	2.9416	1.4615	.1287
Difference		0.0109	0.0155	0.0604

Table 7.10 Compilation of Indice Responses, Values and CPL Score by Area/Zone

CPL Indice	Community Policing Responses	Value	Non-Community Policing Responses	Value
Comm. Police Leadership	1,060	3,473	2,089	6,832
Interaction Facilitation	473	1,576	958	3,242
Support Facilitation	160	526	357	1,117
Neg. Goal Emphasis	159	517	318	.979
Work Facilitation	158	530	329	1,121
	2,010	6,622	4,051	13,291
CPL Score	3.29		3.28	

Table 7.11 Average Indice and CPL Scores by Area/Zone

Indice	Community Policing	Non-Community Policing
Comm. Police Leadership	3.28	3.27
Interaction Facilitation	3.33	3.38
Support Facilitation	3.29	3.13
Neg. Goal Emphasis	3.25	3.08
Work Facilitation	3.35	3.41
CPL Score	3.30	3.25

CHAPTER VIII

COMPARISON OF RESIDENT RESPONSES TO DEMOGRAPHIC AND EXPERIENTIAL QUESTIONS
COMMUNITY POLICING ZONES VERSUS NON-COMMUNITY POLICING ZONES

Description of Survey Area(s)

The areas surveyed which were covered by community policing services can be separated into two distinct groupings by officer ratio to city block/geographic area. Since police interaction is an integral part of community policing efforts, the impact of officer to area ratio is an important consideration. These groups were examined separately to determine the corresponding effect of officer ratio upon the delivery of community policing services.

The following Community Policing Areas were excluded because:

Area 2   North Lansing Community Association

This is an extremely large area with relatively few officers and would not provide an fair assessment.

Area 5   Genessee Neighborhood Association
Area 6   Downtown Neighborhood Association
Area 7   Cherry Hill Neighborhood Association and
Area 8   Cedar/Larch/Pennsylvania Corridor

In these areas in addition to Lansing police officers, private security and Lansing Community College public safety officers are available which could confuse citizen perceptions and skew responses.

The following four community policing areas and the two non-community policing areas described on page 57 of Chapter 3 were selected because they provide a reasonable and representative sample for analysis.

Area 13	South Central Neighborhood Assoc.	Zone F-19
Area 09	Sparrow Estates (Sparrow Hospital Area)	Zone F-12
Area 04	West Side Neighborhood Assoc.	Zone F-22
Area 14	Cristo Rey Community Association	Zone F-20

The officer to area ratio and the neighborhood make up/composition was considered in the selection process of these areas.

Westside and
South Central - Predominantly residential area with heavy population
density and light traffic.

Sparrow - Relatively small residential population with heavy
traffic.

Cristo Rey - Commercial, Industrial area with small residential
population and moderate traffic.

Community Policing Zone	Center/Boundaries	Officer/Block Ratio

F19 South Central   Center: 111 S. Washington   1/10
                     Boundaries: North   to the Grand River
                                    South   Baker and W. Mt. Hope
                                    East   to Red Cedar RR Tracks
                                             and S. Washington Ave.
                                    West   Grand River and Davis

F22 West Side   Center: 1220 W.Kalamazoo St.   1/12-15
                     Boundaries: North   Shiawassee St.
                                    South   W. St. Joseph St.
                                    East   M.L. King Blvd.
                                    West   Jenison St.

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F12   Sparrow        Center: 735 E. Michigan Ave        1/3-5
                     Boundaries:   North    Shiawassee St.
                                   South    Kalamazoo St.
                                   East     Pennsylvania Ave.
                                   West     Railroad Tracks


F20   Cristo Rey     Center:  1315 Ballard St.          1/3-5
                     Boundaries:   North    North St.
                                   South    Porter Street
                                   East     Vermont and Cleveland
                                   West     Railroad Tracks
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Non-Community Policing Zones

The following two non-community policing zones were selected for

inclusion:

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F-1   East Side Neighborhood Organization
                     Boundaries:   North    Grand River Avenue
                                   South    Mt. Hope Avenue
                                   East     Homer Street
                                   West     Pennsylvania Ave.


F-2   North Side Neighborhood Organization
                     Boundaries:   North    Sheridan Road
                                   South    Saginaw Street
                                   East     Wood Road
                                   West     Turner Street
```

Lansing Area Map of Surveyed Community Policing and Non-Community Policing Zones
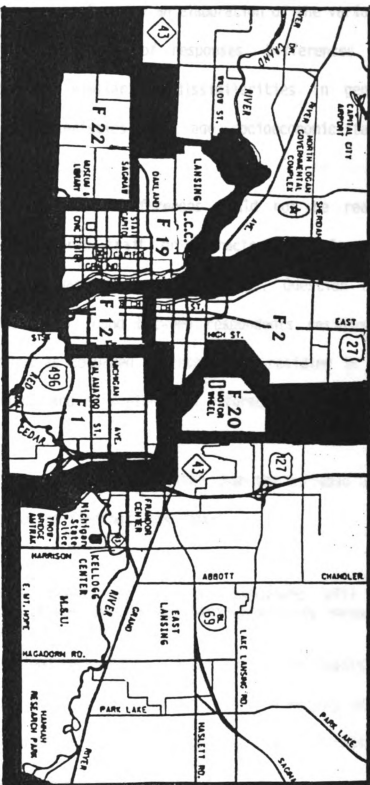
Community Policing Zones

F12 Sparrow Neighborhood
F19 South Central Neighborhood
F20 Christo Rey Neighborhood
F22 Westside Neighborhood

Non-Community Policing Zones

F1 Eastside Neighborhood
F2 Northside Neighborhood

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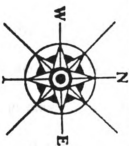
Comparison of Responses and Hypotheses Concerning Experiential Data

Several questions were analyzed by an elaboration of the variances between and within the categories of responses. Differences were typically attributable to similarities/dissimilarities in general demographic traits or characteristics.(e.g., age, socioeconomic status, ethnic origin, religion, etc.).

On the other hand, some differences could not be readily attributed to any demographic trait or characteristic. In those instances the difference was simply stated (e.g., Question 8, a difference of 6 percent was found between respondents residing in community policing zones as compared to respondents residing in non-community policing zones) and an explanation offered as to why these differences may exist.

When controlling for all variables other than the variable under investigation, the following findings were found:

Dog and Gun Ownership

H14   Frequency of respondent dog and gun ownership will not significantly vary between designated community policing zones and non-community policing zones.

Hypothesis 14 examined respondents responses to survey Question 8 and 9 and asserted that there is no difference in the frequency of dog and gun ownership between respondents from designated community policing zones and respondents from non-community policing zones.

Question 8: Do you own a gun?

As Table 8.1 indicates, more respondents residing in the designated community policing neighborhoods identified themselves as owning guns than respondents residing in neighborhoods not served by community policing. Respondents identifying themselves as gun owners appear to be equally distributed throughout each of the three defined ethnic groups and evenly divided between male and female respondents. In this study, most of the African and Hispanic respondents reside in designated community policing zones.

Table   8.1 Gun Ownership by Respondents Area of Residency

	Community	Policing %	Non Community Policing	%
Yes	33	26%	12	20%
No	96	74%	49	80%
	129	100%	61	100%

Analysis

A six percent greater incidence of self-declared gun ownership was reported in community policing zones as compared to non-community policing zones. This difference could be attributable to the selection criteria utilized in designating community policing zones (e.g., high frequency of reported criminal activity).

Question 9: Do you own a dog?

As indicated in Table 8.2, fewer respondents residing in designated community policing zones identified themselves as owning dogs.

Table 8.2 Dog Ownership by Respondents Area of Residency

	Community	Policing %	Non Community	Policing %
Yes	47	36%	28	46%
No	82	64%	33	54%
	129	100%	61	100%

Analysis

A ten percent greater incidence of self-declared non-ownership of a dog was reported in community policing zones than in non-community policing zones. Possible reasons for this are the care and maintenance of a dog requires an ongoing investment of time and money whereas a gun is a one time investment.

Victimization and Exposure to Crime

H15 Amount of victimization and exposure to crime will not change in designated community policing zones as compared to non-community policing zones.

Hypothesis 15 examined respondents responses to survey Questions 10-13 and contended there would be no change in the amount of victimization and exposure to crime between respondents from designated community policing and respondents from non-community policing zones.

Question 10:   Ever been a victim of a property crime or offense
requiring the assistance of a police officer?

As Table 8.3 indicates, no significant difference was found to

exist between non-community policing zones and community policing zones.

Table   8.3 Property Crime Victimization by Area of Residency

	Community	Policing %	Non Community	Policing %
Yes	85	66%	40	66%
No	44	34%	21	34%
	129	100%	61	100%

Analysis

No difference was found in self-declared victims of property

crimes from community policing zones as compared to non-community

policing zones. This absence of variation could indicate that as a

result of community policing intervention there is no significant

difference between the perceived frequency of criminal activity in

community policing zones as compared to non-community policing zones.

Question 11:   Ever been a victim of a personal injury crime or offense
requiring the assistance of a police officer?

A comparison of respondents responses from non-community policing

zones with those from community policing zones presented in Table 8.4

indicates marginal differences.

Table 8.4 Personal Injury Crime Victimization by Respondents Area of Residency

	Community	Policing %	Non Community	Policing %
Yes	42	33%	16	26%
No	87	67%	45	74%
	129	100%	61	100%

Analysis

A seven percent greater incidence of self-declared victims of personal injury or assaults was reported in community policing zones as compared to non-community policing zones. Proportionately more respondents residing in designated community policing zones identified themselves as having been a victim of a personal injury crime or assault. Hispanic and Caucasian respondents who were found to predominately reside in designated community policing zones indicated they had been a victim of a personal injury crime or assault more frequently than their African American counterparts.

Question 12: Have you ever witnessed a crime?

As Table 8.5 illustrates, a greater number of respondents residing in the designated community policing zones identified themselves as having witnessed a crime.

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Table   8.5 Witness to a Crime by Respondents Area of Residency

	Community	Policing %	Non Community	Policing %
Yes	58	45%	24	39%
No	71	55%	37	61%
	129	100%	61	100%

Analysis

A six percent greater incidence of crimes were reported as being witnessed in designated community policing zones than in non-community policing zones.

Question 13:   Have you or any member of your family ever been arrested for a misdemeanor or felony?

As Table 8.6 indicates more respondents residing in the designated community policing zones identified themselves as having experienced/witnessed an arrest in their neighborhood.

Table   8.6 Witness to an Arrest by Respondents Area of Residency

	Community	Policing %	Non Community	Policing %
Yes	42	33%	16	26%
No	87	67%	45	74%
	129	100%	61	100%

Analysis

A seven percent greater incidence of experiencing/witnessing an arrest was reported in designated community policing zones as compared to non-community policing zones.

Community Involvement and Police Interaction

H16 Respondents community involvement and police interaction will not change in designated community policing zones as compared to non-community policing zones.

Hypothesis 16 examined respondents' responses to survey Question 18 and Questions 21-25 and asserted that respondents' community involvement and police interaction will not change in designated community policing zones as compared to non-community policing zones.

Question 18: Is there a Community Policing Base Station/Center in your neighborhood?

As Table 8.7 illustrates, the majority of the respondents residing in designated community policing zones indicated they were unaware of a community policing center serving their neighborhood. On the other hand, 21 percent of the respondents residing in non-community policing zones identified themselves as believing a community policing center existed in their neighborhood.

Table 8.7 Knowledge of Neighborhood Police Center by Respondents Area of Residency

	Community Policing	%	Non Community Policing	%
Yes	62	48%	13	21%
No	67	52%	48	79%
	129	100%	61%	100%

Question 21: Are you currently involved with Neighborhood Watch or Neighborhood Association?

According to Table 8.8, the overwhelming majority of the respondents residing in designated community policing zones indicated they were not involved with a Neighborhood Watch or Association. As indicated below, 26 percent fewer respondents, residing in designated community policing zones than respondents residing in non-community policing zones, identified themselves as currently being involved with a Neighborhood Watch or Association.

Table 8.8   Active in Neighborhood Watch or Association by Respondents Area of Residency.

	Community	Policing %	Non Community	Policing %
Yes	26	20%	28	46%
No	103	80%	33	54%
	129	100%	61	100%

Question 22:   Have you ever called in or filed a complaint with the police?

Sixteen percent fewer respondents residing in non-community policing zones identified themselves as having called for assistance or filed a complaint with the police.

Table   8.9 Called or Filed Complaint with Police by Respondents Area of Residency

	Community	Policing %	Non Community	Policing %
Yes	83	64%	49	80%
No	46	36%	12	20%
	129	100%	61	100%

Question 23:   Ever informed of the outcome, or disposition of a
complaint which you filed or an offense in which you
were either a victim or a witness?

Eight percent fewer respondents residing in designated community

policing zones identified themselves as having received feedback or

follow up to their calls for assistance or complaints.

Table   8.10   Police Feedback or Follow up of Complaints by
Respondents Area of Residency

	Community	Policing %	Non Community	Policing %
Yes	32	25%	20	33%
No	97	75%	41	67%
	129	100%	61	100%

Question 24:   Ever attended a neighborhood/community meeting where
police officers participated?

Thirteen percent fewer respondents residing in designated

community policing zones identified themselves as having never attended

a neighborhood meeting where police actively participated.

Table   8.11   Attended Meeting where Police Actively Participated by
Area of Residency.

	Community	Policing %	Non Community	Policing %
Yes	30	23%	22	36%
No	99	77%	39	64%
	129	100%	61	100%

Question 25:   Ever received a crime prevention assessment of your
                business or residence by the police?

Eleven percent fewer respondents residing in designated community

policing zones identified themselves as having received a home crime

prevention assessment from the police.

Table   8.12   Received Home Crime Prevention Assessment by Area

	Community	Policing %	Non Community	Policing %
Yes	9	7%	11	18%
No	120	93%	50	82%
	129	100%	61	100%

H17   Respondents assessment of neighborhood safety will not markedly
       change in designated community policing zones as compared to non-
       community policing zones.

Hypothesis 17 examined respondents' responses to survey Question

14 and asserted that respondents' assessments of neighborhood safety

would not markedly change in designated community policing zones as

compared to non-community policing zones.

Question 14:   In the past 12 months has crime in your neighborhood
                increased or decreased?

Table   8.13   Assessment of Crime During the Past 12 Months

	Community	Policing %	Non Community	Policing %
Sig.Increased	58	45%	19	32%
Mildly Increased	31	24%	17	28%
Mildly Decreased	8	6%	11	18%
Sig. Decreased	1	1%	0	0%
Neither	31	24%	14	22%
	129	100%	61	100%

H18   Respondents sense of police and community partnership will not substantially change in designated community policing zones as compared to non-community policing zones.

Hypothesis 18 examined respondents' responses to survey Question

28 and asserted that respondents' sense of police and community

partnership would not substantially change in designated community

policing zones as compared to non-community policing zones.

Question 28:   Do you feel a partnership exists between you or your neighborhood and the police?

Although Table 8.14 indicates that the majority of the respondents

did not believe a police and community partnership exists, 11 percent

more respondents residing in designated community policing zones

indicated they feel a police and community partnership does exist. This

could be attributable to the positive influence of the presence of

community policing in their neighborhoods.

Table   8.14   Believe a Police and Community Partnership Exists by Area of Residency.

	Community Policing	%	Non Community Policing	%
Yes	54	42%	19	31%
No	75	58%	42	69%
	129	100%	61	100%

H19   Respondents support of tax-funded foot patrols will not change in designated community policing zones as compared to non community policing zones.

Hypothesis 19 examined respondents responses to survey Question 31

and asserted that respondents' support of tax-funded foot patrols would

not change in designated community policing zones as compared to non-

community policing zones.

Question 31: Would you favor a tax increase to support officer foot
patrols?

Although the majority of respondents favored tax supported foot

patrols, 12 percent fewer respondents residing in designated community

policing zones identified themselves as favoring tax supported foot

patrols. This could be attributable to the high visibility of community

police and patrol activity already prevalent in their neighborhood.

Table 8.15   Favor Tax Supported Foot Patrols by Area

	Community	Policing %	Non Community	Policing %
Yes	74	57%	42	69%
No	55	43%	19	31%
	129	100%	61	100%

H20   Respondents assessment of the nature and severity of crime will
not markedly change in designated community policing zones as
compared to non-community policing zones.

Hypothesis 20 examined respondents' responses to survey Question

17 and asserted that respondents' assessments of the nature and severity

of crime would not change in designated community policing zones as

compared to non-community policing zones.

Question 17:   In recent years the nature and severity of crime has:

Table   8.16   Assessing the Nature and Severity of Crime

	Community	Policing %	Non Community	Policing %
Sig. Increased	83	64%	38	62%
Mildly Increased	25	19%	18	29%
Mildly Decreased	10	8%	1	2%
Sig. Decreased	0	0%	1	2%
Neither	11	9%	3	5%
	129	100%	61	100%

H21   Ability to fairly assess police and police performance will not change in designated community policing zones as compared to non-community policing zones.

Hypothesis 21 examined respondents' responses to survey Question 33 and asserted that the respondents' ability to fairly assess police and police performance would not change in designated community policing zones as compared to non-community policing zones.

Question 33:   Do you believe your association or experience with police is so limited that you cannot fairly assess or express an opinion about police or police performance?

Table   8.17   Do you feel you cannot fairly assess police and Police Performance?

	Community	Policing %	Non Community	Policing %
Yes	23	18%	8	13%
No	106	82%	53	87%
	129	100%	61	100%

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MISCELLANEOUS QUESTIONS:

Question 29: Respondents in community policing zones indicating they have received a break from police as compared to respondents in non-community policing zones.

In terms of the respondents perception as to whether or not they feel that they have ever received a break from the police, virtually no difference was found between respondents from community policing zones and respondents from non-community policing zones. Possible reasons for this could be the positive influences of community policing in their neighborhoods. In other words, at risk neighborhood zones were normalized by the intervention of community policing.

Table   8.18   Ever Receive a Break from Police by Area of Residency

	Community	Policing %	Non Community	Policing %
Yes	32	25%	16	26%
No	97	75%	45	74%
	129	100%	61	100%

Question 30: Respondents from community policing zones who feel police have not treated them fair as compared to respondents residing in non-community policing zones.

As to whether a respondent personally felt the police have been fair, seven percent fewer respondents residing in designated community policing zones identified themselves as feeling the police have not been fair. This could also be attributable to the positive influences of the intervention of community policing in their neighborhood.

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Table   8.19   Believe Police Have You Fair by Area of Residency.

	Community Policing	%	Non Community Policing	%
Yes	44	34%	25	41%
No	85	66%	36	59%
	129	100%	61	100%

Question 15: Respondents were asked to rank what they believe are the
              seven major causes of crime.

Gangs and guns topped the list for respondents residing in community policing zones followed by drugs and alcohol, irresponsibility, adult supervision, lack of morality, ineffective punishment, poor policing, and incompetent or unresponsive government. Respondents residing in areas not served by community policing indicated that drug and alcohol abuse was the number one cause of crime followed by gangs and guns, poverty, racism or sexism, lack of respect for God and others, limited options or recreational opportunities, and corrupt laws and courts.

African American respondents listed drug and alcohol abuse as the number one cause of crime followed by gangs and guns, poverty, loss of faith in God, no alternatives for young people, power hungry officials, corrupt courts and general distrust and disillusionment with the system.

Hispanic American respondents indicated that they believe gangs and guns are the number one cause of crime followed by drug and alcohol

abuse, loss of personal identity, desire for easy money, sense of powerlessness, lack of respect for authority, and disgust or disillusionment with the criminal justice system.

Caucasian respondents see gangs and guns as the number one cause of crime followed by drug and alcohol abuse, peer pressure, irresponsible role models, absence of living wage, employment opportunities, ineffective courts and criminal justice system, amoral society which glorifies violence, and self-centered attitudes.

Comments:

Overall, the respondents' comments indicated they felt extremely bad messages had been conveyed by the courts and the media, at times portraying criminals as victims, and at other times as hero's or cult martyrs. On the other hand, victims are generally portrayed by the court system and the media as either 'in the wrong place at the wrong time', 'unlucky', 'deserving it', 'asking for it', or at times even as quasi criminals themselves. The 'and justice for all' in the American Justice System has been convoluted into a proportionate and inverse correlation between bank account balance of the accused and the measure of justice 'we the people' deserve and can expect to receive. Television, movies, and the media tacitly glamorize and glorify crime and promote what has become the popular belief that 'It is only a crime if you get caught'!

Question 16:   Rank the following in terms of importance in combating
              crime with # 1 being the MOST important and # 8 being the
              LEAST important.

More Police	Community Policing.
Get Rid of Gangs	Citizen Police
Get Rid of Drugs	Get Rid of Prostitution
Get Rid of Guns	Get Rid of Gambling

Respondents residing in community policing zones and respondents

residing in areas not served by community policing agreed that getting

rid of drugs is the most important element in combating crime followed

by community policing efforts. getting rid of gangs, more police,

getting rid of guns, citizen police patrols, getting rid of

prostitution, and getting rid of gambling. Male and Female respondents

indicated getting rid of drugs was the most important in combating crime

followed by getting rid of gangs, community policing, getting rid of

guns, citizen police patrols, more police, getting rid of prostitution,

and getting rid of gambling,

Question 19:   How often do you see police in your neighborhood?

Respondents residing in areas served by community policing

indicated they see police in their neighborhoods slightly more often

than respondents residing in areas that are not served by community

policing. This is a positive impact of the intervention of community

policing.

Table 8.20   Frequency of Visibility of Police in Your Neighborhood
             By Area of Residency.

	Community	Policing %	Non Community	Policing %
Daily/Weekly	53	41%	28	46%
Monthly/Occasionally	41	32%	11	18%
Rarely/ Never	35	27%	22	36%
	129	100%	61	100%

Question 20:   How often do you have face-to-face encounters with police?

Respondents who resided in areas served by community policing as compared to respondents who resided in areas not served by community policing indicated they had face-to-face encounters with police in their neighborhood at about the same rate. This is a positive impact of the intervention of community policing.

Table   8.21   Frequency of Face-to-Face Encounters with Police in
               Your Neighborhood by Area of Residency.

	Community	Policing %	Non Community	Policing %
Daily/Weekly	2	2%	3	5%
Monthly/Occasionally	9	7%	3	5%
Rarely/ Never	118	91%	55	90%
	129	100%	61	100%

Question 26:   How safe is your neighborhood compared to other areas of
               the city?

A larger percentage of respondents residing in areas served by community policing indicated they felt their neighborhood was about the

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same or worse than other areas of the city as compared to respondents who resided in areas not served by community policing. This supports normalization through the continued intervention of community policing.

Table   8.22   Compared to other areas of the city how safe is your neighborhood by Area of Residency.

	Community	Policing %	Non Community	Policing %
Safer	25	19%	30	49%
Same	72	56%	22	36%
Worse	32	25%	9	15%
	129	100%	61	100%

Question 27:   Do You Favor or Oppose a Police and Community Commission or Review Board?

A slightly smaller percentage of respondents who resided in areas served by community policing as compared to respondents who resided in areas not served by community policing indicated they favored the creation of a police and community commission or review board. While the simple majority of all the respondents indicated they favored the idea, a substantial number indicated they were unsure.

Table   8.23   Do You Favor or Oppose a Police and Community Commission or Review Board by Area of Residency.

	Community	Policing %	Non Community	Policing %
Favor	60	46%	40	66%
Oppose	2	2%	0	0%
Don't Know	67	52%	21	34%
	129	100%	61	100%

Question 32: Are crimes against people more important than property crimes?

The majority of respondents who resided in areas served by community policing and respondents who resided in areas that were not served by community policing agreed that crimes against people are more important than property crimes.

Table 8.24   Are Crimes Against People More Important Than Property Crimes by Area of Residency.

	Community	Policing %	Non Community Policing %	
Yes	115	89%	56	92%
No	14	11%	5	8%
	129	100%	61	100%

Question 33: Do You Feel You Cannot Fairly Assess Police and Police Performance?

The vast majority of respondents who resided in areas served by community policing and respondents who resided in areas that were not served by community policing did not feel they were unable to fairly assess police and police performance.

Table 8.25   Do You Feel You Cannot Fairly Assess Police and Police Performance by Area of Residency.

	Community	Policing %	Non Community Policing %	
Yes	23	18%	8	13%
No	106	82%	53	87%
	129	100%	61	100%

Summary of Community Policing Efforts in Lansing

According to Lansing Police Department records (Trojanowicz, Robert and Susan), the selection of the neighborhoods included in the community policing project appeared to have been the result of the specific requests of preexisting incorporated Neighborhood Watch Organizations and Neighborhood Associations.

Although no formalized criteria appears to have been utilized for the selection of community policing neighborhood zones, it was assumed that information and recommendations from all of the "big five"- police; citizens; businesses; media/political leaders; and social service agencies were considered when selecting the quasi self-designating or volunteering neighborhood organizations or associations (Trojanowicz et.al.)

Neighborhood Watch organizations and similar citizen groups are usually developed in response to a felt or perceived pressing need such as high crime rate, high incidence of vandalism, drug and gang activities, etc. From this prospective, designating these areas as community policing neighborhood zones and the placement of community police officers was appropriate. Idiosyncracies and prevalent characteristics of these selected zones such as cultural factors, low average annual income, ethnic/racial make up, etc. can be identified.

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Although crime occurs in every segment of our society and no city is crime proof, there are neighborhoods that are more prone to criminal activity than other neighborhoods. In this survey of citizens perceptions, many responses to the questions can be viewed as reflections of past personal experiences or expectations of the future.

If all neighborhoods in the city were equal in the areas where community policing was in place, one would expect to see a comparatively greater awareness of police presence, sense of safety and cooperativeness. But in light of the fact that all areas are not equal, areas of high crime incidence and lower socioeconomic characteristics were selected for community policing. In some respects because community policing has been in place these targeted neighborhoods, they have normalized. Normalization means that change within the neighborhood has occurred in the direction of mainstream values, expectations and attitudes.

For this reason, citizen perceptions of police and police performance/activities provides insight into how citizens perceive themselves in relation to the police in their community and neighborhood. Citizen responses to survey questions can be viewed as indicators of base line differences between designated community policing zones/areas and areas where these services were not in place.

According to Lansing Police Department documentation found in S. Trojanowicz's Master's thesis (1993), an assumption was made that areas with Neighborhood Watch Organizations or Associations in place would tend to be more cooperative and already have an effective communication network in place.

In addition, there is considerable variation between the geographic sizes of the designated community policing areas and the corresponding populations served for example: Area #7, 9 and 10 cover three city blocks and represents a 1-3 officer to block ratio; Area #14 covers four city blocks a 1-4 officer to block ratio; Areas #1, 3, 5, 12 and 13 cover roughly five city blocks a 1-5 ratio; and Area #8 covers eight city blocks a 1-8 ratio. Therefore, within community policing areas, differences will occur simply due to the size of the area and the work loads of the CPOs.

The two largest community policing areas are Area #2 which covers the entire North side, approximately 100 city blocks, a 1-100 ratio; and Area #11 which covers the entire East side, approximately 85 city blocks, a 1-85 ratio. Although both areas encompass several square miles, Area #2 is more industrial and commercial than Area #11 and, therefore, has a substantially smaller population to serve; but the size of these areas makes even adequate motor patrol extremely difficult.

Four (5,6,7,8) of the fourteen Neighborhood Community Policing areas represent 29 percent of the total and are within a five-block radius of Downtown Lansing. In other words, four (4) community police officers are responsible for approximately twenty (20) city blocks, an average of five (5) blocks per officer. While these areas have very small neighborhood population bases, they are situated in the hub of Lansing predominated by Lansing Community College, Cooley Law School, government and business structures. During the course of a day, these areas experience population swelling during which transients are passing through. Nonetheless, this appears to be a considerable "community policing" resources devoted to marginally populated areas, particularly in light of the already highly visible private security officers, Lansing police, Lansing Community College police, and state police capitol security officers.

Generally, property crimes are more common than personal injury crimes and more respondents residing in community policing areas indicated they had been victims of property crimes than their non-community policing counterparts. Although Question 33 was stated in the negative, overall respondents who resided in community policing areas, as well as those who resided in non-community areas indicated they believed they could fairly assess police and police performance.

Summary

While some of the differences between these areas may be explainable on the basis of the preselection criteria, they cannot be explained on the basis of post deployment. One would reasonably expect that after community policing zones were identified and community policing efforts were in place the frequency of criminal activity would diminish, and the residents' sense of safety would be enhanced and they would be less likely:

o   To have a gun in their home for personal protection.
o   To have a dog as a guard or first alarm.
o   To be victims of personal injury crimes.
o   The majority of the respondents should believe a partnership exists between the Lansing Police Department and the community.

On the other hand, it is possible that either adequate time had not elapsed from the implementation of community policing in the area to produce the desired result or the residents in one area as compared to the other were:

o   Avid hunters.
o   Dog lovers.
o   Victimized prior to the implementation of community policing efforts.

Questions 34-79 represented a battery of questions comprising the respective Indices and overall CPL score. A T-test was preformed on the CPL scores of respondents who resided in zones where community policing was in place compared with the CPL scores of respondents who resided in

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zones where community policing was not in place in order to determine if any differences existed. The results of the T-test revealed that virtually no difference exists between the CPL scores of the respondents who resided in designated community policing neighborhood zones as compared to respondents who did not reside in designated community policing zones. At first blush, this finding seems to indicate that community policing as implemented in the Lansing area has made no significant difference.

T-TEST

GROUP STATISTIC	N	Mean	Std. Deviation	Std. Error Mean
NCP	61	2.9307	1.4770	0.1891
CP	129	2.9416	1.4615	0.1287
Difference		0.0109	0.0155	0.0604

Conclusion

In an effort to explain the findings, one could assert that in the absence of community policing efforts in the targeted areas marked differences would have been observed. However, in the absence of baseline data from the targeted areas prior to the implementation of the community policing effort supporting the positive change, this assertion may be viewed as suspect.

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On the other hand, the first 33 questions which were comprised of demographic and experiential inquiries served as an indicator of the predisposing influences on the responses/respondents.

In an attempt to explain how two initially dissimilar groups were transformed into similar groups by the introduction of community policing into troubled/at risk neighborhood zones, responses of respondents from community policing and non-community policing neighborhood zones were compared and analyzed.

Responses to questions that had an experiential basis indicated differences, while responses to the CPL Indices indicated similarities. Variations in responses to the first 33 questions, which were experiential based, and the CPL Indices, which are a battery of questions addressing leadership attributes, is believed to be attributable to the intervention of community policing initiatives. Non-community policing respondents'responses to the first group of questions 1-33 were found to be similar to their responses to the second group of questions 34-79, which addressed the indices. On the other hand, community policing respondents responses to the first group of questions were not found to be similar to their responses to the second group of questions, which addressed the indices, but similar to their non-community policing counterparts.

As a result of the comparative analysis between community policing and non-community policing neighborhood zones we found that:

1. Implementation of the community policing model in the city of Lansing has been beneficial and effective.

2. The City of Lansing is viewed by the resident respondents as unilaterally safe.

3. Community policing efforts may be enhanced by police-community anchors/identity in neighborhoods and the community at large.

	Community Policing	Non-Community Policing
Comm. Police Leadership	3.28	3.27
Interaction Facilitation	3.33	3.38
Support Facilitation	3.29	3.13
Neg. Goal Emphasis	3.25	3.08
Work Facilitation	3.35	3.41
CPL Score Average	3.30	3.25

	Community Policing		Non-Community Policing	
	Responses	Value	Responses	Value
Comm. Police Leadership	1,060	3,473	2,089	6,832
Interaction Facilitation	473	1,576	958	3,242
Support Facilitation	160	526	357	1,117
Neg. Goal Emphasis	159	517	318	979
Work Facilitation	158	530	329	1,121
	2,010	6,622	4,051	13,291
CPL Score	3.29		3.28	

CHAPTER IX

FINDINGS, EXPLANATIONS AND INTERPRETATIONS

Introduction

This chapter summarizes the principal conclusions, presents a discussion of the research and its implications for future research, and offers recommendations.

Summary

The main findings of the study support the hypotheses which indicate that respondents, regardless of the degree of exposure to police, were similar in the way they rate police activities and performance.

This was a significant finding because it indicated that previously at risk areas as a result of the positive experience of community policing had become similar to relatively low risk areas. Neighborhoods where there was considerable concern about personal safety and diminished confidence in the police had a renewed confidence and acceptance of community police interaction and intervention.

The groups varied in similar ways by the same demographic variables. The verification of these hypotheses indicated an internal consistency in the rating factors and survey questions while the responses of the respondents in community policing and non-community

policing zones indicated an external consistency in the application of the survey instrument. Differences for all respondents were found in variables such as age, gender, education, experience, etc. These differences, while not significant, caused the researcher to question if respondents from designated community policing zones were more or less educated, aged, experienced, ethnic, etc., than their non-community policing respondents counter parts.

This focus on group composition as a possible explanation for differences precipitated a close examination of the first 33 questions and an interpretation of the corresponding responses. Although speculative, the following interpretation is based upon differences noted in responses to these questions by NCP and CP respondents (groups).

The first 33 questions dealt with the past experiences, observations, expectations, and aspirations of the respondents and tended to externally validate the use of the city's selection process in placing community policing activities in the selected neighborhood zones. The differences between the neighborhood areas selected and the neighborhood areas which were not selected as community policing zones, is indicated below.

1. Community policing activities are necessary in some areas of the city and not in others areas because all areas of the city are not equal, some areas are more prone to criminal elements and activities than others.

2. Areas selected for inclusion in the community policing experiment were composed of the following characteristics:

    o   Neighborhood Watch/Association in place and operant.
    o   Neighborhoods with younger more transient populations.
    o   Comparatively high incidence of criminal activity.
    o   Lower average annual household income.
    o   Low home ownership/high rental.
    o   Very diverse multi-racial population.

3. Areas that were not selected for inclusion in the community policing experiment were composed of the following characteristics:

    o   Neighborhood Watch/Association was not in place.
    o   Neighborhoods with older more stable populations.
    o   Comparatively low incidence of criminal activity.
    o   Mid-Upper average annual household income.
    o   High home ownership/low rental.

4. Ideally Community Policing initiatives should:

    o   Neutralize criminal activities prevalent in the area.
    o   Increase Police visibility in the area.
    o   Enhance citizen awareness and sense of safety.
    o   Promote citizen involvement with Community policing initiatives.
    o   Empower citizens as partners in the war against crime.
    o   Foster police and community relations.
    o   Improve the quality of life of residents of the area.

    If successful, differences between designated community policing

zones and non-community policing zones will be diminished/normalized.

Normalization of At Risk Neighborhoods

Differences in responses to the questions were noted between respondents who resided in areas served by community policing as compared to respondents who resided in areas that were not served by community policing. The differences, in large part, can be attributed to differences in personal experiences, values, and attributes.

Community policing was initiated in areas which had high to moderate incidence of crime, large minority/transient populations, and comparatively lower average annual household incomes. In short, in areas where they were previously absent and with the appearance of these activities a normalization occurred which made them more consistent with other areas of the city.

It is speculated that if a survey had been done prior to the intervention of community policing vast differences between respondents from community policing and non-community policing neighborhood zones would have been noted, with respondents from the areas subsequently being designated as community policing zones viewing the police as less visible in displaying leadership in the neighborhood community, less interactive with residents, non-supportive of neighborhood activities and initiatives and less apt to attempt to foster a community police partnership, less visible, cooperative, supportive of community. In

other words, the presence of community policing in these at risk neighborhood zones seemed to have raised the residents consciousness, perceptions, expectations, respect, hope and aspirations to the level of other less debilitated neighborhood zones. In the areas where community policing was initiated, there was a demonstrative need as evidenced by the banning together of the residents to form neighborhood watch organizations or neighborhood associations as opposed to non-community policing areas, which did not feel the need to establish such community action organizations or associations.

Prior to the intervention of community policing, residents of the neighborhood zones which were subsequently designated as community policing zones were predisposed to higher crime, less police visibility/intervention, less stability due to transient nature of neighborhood populations, lower income levels, and the prevalence of criminal elements.

The past experiences of respondents have a direct impact on their present perceptions, expectations and actions which were reflected in many of these questions. The differences between these two groups can, therefore, be viewed as a measurement of the deviation of respondents in community policing zones from the norm represented by the responses of the non-community policing respondents.

The goal of community policing activities thus can be viewed as making dissimilar groups more similar by introducing community policing into troubled/at risk neighborhood areas.

In many respects, the neighborhood areas designated as community policing zones were self identified in that they were areas which had already been organized by the residents into neighborhood watch groups/associations. Conditions existing in the community policing and non-community policing neighborhoods prior to the intervention of community policing were in some ways reflected in the differences found in the responses to questions 1-33.

Comparing responses from the two groups to questions 34-71 with community policing in place in selected neighborhoods, Community Policing Leadership seems to be viewed similarly by both sets of respondents. This seems to indicate that community policing and activities associated with it served as a catalyst for change.

Reasonable Expectations

Community policing centers were established in each of the designated community policing neighborhoods and community police officers (CPO) assigned to each of these areas. The rationale for this was to promote police visibility, display community leadership, foster interaction between police and residents, support of neighborhood

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activities and work on neighborhood initiatives. In short, CPOs were supposed to serve as catalysts for advancing the goals of the police and forging a community police partnership. To this end community police officers' duties and activities were defined and a job description developed for the Lansing Police Department by Robert C. Trojanowicz encompassing the philosophy enumerated above.[1]

Responses to questions 34-71 represent CPL scores a statistical comparison of these scores for respondents from community policing and non-community policing areas indicated no significant differences. A detailed explanation was provided in Chapter VIII.

This study provided insight into citizens as consumers perceptions of community policing and police services. Community policing in many respects can be viewed as an enhanced (community) communication network. The community police officer as the facilitator employs public relations strategies, information sharing and feedback loop techniques to foster a community police partnership. It is hoped that this will bring about a more informed public better equipped to aid and assist themselves and the police in their fight against crime. The community policing efforts

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[1] Community Police Officers Duties and Activities (21-23) and the LPD Community Policing Job Description (33-35)are found in Appendix C.

in Lansing have been successful in bridging the gaps between the community and the police and have brought about a new social consciousness/awareness.

The CPL score, which is an aggregate of the scores of several indices that address specific leadership attributes, indicated how citizens perceive police and their level of satisfaction with the role/activities of police. As the consumers of these activities, citizens form consensual expectations. In this study no significant differences of expectations were noted between respondents from community policing neighborhoods as compared to respondents from neighborhoods not served by community policing.

Most Important Finding

The most important finding of the study was that neighborhoods otherwise at risk were normalized as a result of the mobilization and extension of community policing services. Base stations were established in the community making police more assessable and visible, putting a positive emphasis on the role of police as peace makers and community partners. Police and community partnership is a two-way street of communication and cooperation. A community police officer is a peace officer as well as law enforcement officer and is proactive rather than reactive and user friendly rather than adversarial. CPOs are advocates

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of the community who are not only concerned about safety, but the welfare and quality of life of the residents of the neighborhoods they serve. Whenever possible they engage in communication with residents to establish a rapport and gain/share information.

By interacting with and empowering citizen residents CPOs facilitate cooperation, mutual trust and respect and, as a result, citizens become more inclined to help rather than hinder and assist rather than resist police.

Stronger and More Definitive Outcome Data

If base line data were available on the at risk neighborhoods prior to the intervention of community policing, stronger and more definitive outcome data would have been obtainable. This is precisely why routine citizen surveys of public services are necessary and so essential. Unfortunately, community policing was already in place prior to this study, and I was forced to retospectively reconstruct the selection process. The primary criteria for inclusion appeared to be the exsistence of a neighborhood watch or citizen organization which was believed to have emerged as a result of citizens banning together to address problems requiring their collective attention.

This study is a considered observation of community policing from the end user/citizens consumers perspective. It is hoped that the

reflection of community policing in the eye of the citizen consumer may

shed some insight into the make up of community policing strengths and

weaknesses.

Criticisms of Community Policing

The greatest strength of community policing may also be its

greatest weakness. Inherent in the nature of community policing is a

potential loss of objectivity necessary to make fair and impartial

decisions. Community police officers in the same way as undercover

officers risk being influenced by misplaced allegiance or affection.

Recommendations

The following recommendations are made based on the findings of

this survey, an analysis of respondents written comments, and ongoing

public concerns regarding the Lansing Police department and police

activities.[2]

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[2] According to a February 20, 1999 Lansing State Journal article as a result of citizen rights advocates in January and in early February Marchers gathered in front of Lansing City Hall and continued to protest alleged police abuses.

After over a year of waiting and as a result of a freedom of information lawsuit filed by the State Journal finally police records were opened that the city, and police union wanted closed forever. In 1997 the Lansing Police department handled 116 citizen complaints that included 109 claims of wrongdoing by police officers. Twenty two percent of the claims of wrong doing were substantiated. In the 24 cases, most of the officers received verbal reprimands and none were fired or resigned. The most severe discipline was a three day suspension without pay.

In the article, LPD administration argued.that in light of the fact that in the remaining 85 claims police actions were either found to be proper or lacked sufficient evidence to prove wrongdoing, meant that the actions of the LPD officers were vindicated.

Recommendations (continued)

o   As an outgrowth of a public concern over police community relations evoked in part as a result of this survey in December of 1997/8 LPD initiated an annual round table conference designed to:

1. Foster police community relations;
2. Enhance communication between police and citizens; and
3. Improve complaint resolution process and follow up.

o   Require community police officer candidates to reside in or relocate inside the jurisdictional boundaries of the city of Lansing, preferably in the neighborhood zone which they wish to serve and offer monetary incentives to promote this initiative.

o   Establishment community police operations field service offices in the neighborhood zones served,

o   Require and fund in service training, testing and at least a one year field internship of all community police officer prospects prior to their community placement. The curriculum should include but not be restricted to: (1) Communications Skills and Techniques; (2) Psychology/Sociology-Interpersonal Relations; and (3) Criminal Justice - Expeditious law enforcement procedures.

On August 4, 1999 in a Lansing State Journal article the LPD reported there was a 15 percent drop in serious crimes such as murders, rapes and burglaries in the city for the first half of 1999.

According to the report between 1998 and a comparable period in 1999:

Murders went from 7 to 6	-14.0 %
Rapes decreased from 62 to 46	-26.0 %
Burglaries dropped from 788 to 533	-32.0 %
Felonious Assaults went from 443 to 385	-13.0 %
Arsons decreased from 40 to 37	- 7.5 %

On the other hand,

Domestic assaults went from 614 to 685	+11.0%
Auto thefts went from 193 to 212	+ 9.8%

Curiously absent was any discussion pending murder, attempted murder, rape, or burglary charges which due to backlogs had not yet been processed.

o   Establish community policing criteria format which includes
     Routine Foot patrols.

o   Quarterly community policing neighborhood zone meetings,

o   Semiannual citizen public services assessments and evaluations
     like those being done in the city of Portland, Oregon, which
     include community policing as a service element and address such
     questions as 'How are we doing?','What do you think?', 'How can we
     improve service to the community?', etc.?

o   Establish a Police and Citizen Review Board to review at least on
     a quarterly basis all police activities and operations and file a
     report to the Mayor and City Council (Trojanowicz, 1986 Lansing
     Citizen Survey).

o   CPOs roles must be sufficiently delineated in order to modify the
     individual officers attitudes and behaviors and equip them with
     the attributes necessary to assume their role as a community
     police officer.

First, hopefully other police departments nationwide will use

this survey as one model for surveys of their own. With that in mind,

besides the overall survey report, four appendices have been included as

examples. Appendix A is a copy of the actual citizens survey

questionnaire. Appendix B is a list of the Lansing Police Departments'

Designated Community Policing Zones. Appendix C is the Community Police

Officer's Duties and Activities and Appendix D is the Lansing Police

Departments' Community Police Officer Job Description. In addition, it

is recommended that police departments release survey findings at a

press conference, thereby, demonstrating the spirit of cooperation and

openness.

Second, it is hoped this research will encourage police departments:

o   To make similar or related community survey efforts,

o   To include and empower citizens in decisions impacting their community and

o   To share their findings with the National Neighborhood Foot Patrol Center whose primary objective is to serve as a clearinghouse for community policing research and programs.

o   To share information on tactics, strategies, programs, or research that pertains to the goal of involving citizens in the policing process.

Third, the data itself may prove useful as documentation for decisions others must make elsewhere. For example, a police chief or city official can cite the findings of a community survey as supporting evidence for policy decisions/changes. The survey results may be generalized to other communities that have similar characteristics. Some possible reasons why no difference were found between the CPL scores of the respondents residing in neighborhoods served by community policing and those from neighborhoods where community policing was not prevalent may be:

o   Community policing role, purpose(s) and activities must be clearly defined and differentiated from non-community policing activities in order to make a significant impact on citizens and establish police as partners in the community.

o   Establish and adhere to a standardized community police officer selection and training criteria,

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o   Promote public awareness and establish a citizen empowerment initiative.

o   Emphasize the peace keeping aspects rather than the law enforcement aspects of police activities and services. [3]

o   Police agency administrators must be committed to community policing principles and philosophy in practice as well as theory.

0   Adhere to the CPO 'Duties and Activities' and 'Job Description' developed by Robert C. Trojanowicz for the Lansing Police Department.

o   The symbols of community policing will not modify citizen's perceptions of police or the police's understanding of themselves. It takes cooperation and positive police community interaction.

Summary and Conclusion

If police administrators expect community policing to sway citizens' attitudes/perceptions in such a way that the police are viewed as cooperative community partners, they must reemphasize that police are public servants and redefine police work as peace making as well as law enforcement.

Success of community policing is dependant upon the mission, goals, and objectives of police administration and the corresponding attitudes and behaviors of the officers involved being altered/modified from emphasizing law enforcement to community service/peace making.

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[3]   The Democratic Policeman presents police as public servants whose primary responsibility is to preserve the peace and promote good will.

APPENDIX A

"THE CITIZENS SURVEY"

July 5, 1995

Dear Lansing Resident:

One of the most neglected subjects in law enforcement services is the perceptions of the citizens, households, and businesses that the police are sworn to serve, protect and defend. Specifically, what do citizen's think about the law enforcement services they are receiving? How do they believe these services can be improved or changed? What part do they envision themselves playing in preventing criminal activity in their community, neighborhood or backyard?

You have been selected to participate in a survey to assess citizen perceptions of community safety and police performance. You must be 18 years of age or older to participate in this survey. Completion of the survey will take approximately 45 minutes. It will provide you an opportunity to share your concerns and perceptions of your community's safety and police performance. Your identity will remain confidential. By completing and returning this questionnaire, you indicate your voluntary agreement to participate. Your responses to these questions are very important.

The survey results will be used as part of the investigator's dissertation research and the findings submitted for inclusion in scholarly journals across the nation and to city governments to inform them of citizens concerns about police and police services. There is no connection between this research and any political campaign for public office. All results will be treated with strict confidence and the subjects will remain anonymous in any report of research findings. On request, and within these restrictions, results will be made available to subjects.

Please return your questionnaire in the enclosed stamped envelope. Thank you for your time and cooperation.

If you have any questions or concerns relating to your participation in this study or to any of the questions contained within the survey instrument, please feel free to contact me.

Sincerely,

Michael J. Panetta
(517) 335-9096
(517) 485-0933

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September 15, 1995

Dear Lansing Resident:

One of the most neglected subjects in law enforcement services is the perceptions of the citizens, households, and businesses that the police are sworn to serve, protect and defend. Specifically, what do citizen's think about the law enforcement services they are receiving? How do they believe these services can be improved or changed? What part do they envision themselves playing in preventing criminal activity in their community, neighborhood or backyard?

You were selected to participate in a survey to assess citizen perceptions of community safety and police performance. You must be 18 years of age or older to participate in this survey. This second (2nd) mailing is provided to encourage your participation. Completion of the survey will take approximately 45 minutes. It will provide you an opportunity to share your concerns and perceptions of your community's safety and police performance. Your identity will remain confidential. By completing and returning this questionnaire, you indicate your voluntary agreement to participate. Your responses to these questions are very important.

The survey results will be used as part of the investigator's dissertation research and the findings submitted for inclusion in scholarly journals across the nation and to city governments to inform them of citizens concerns about police and police services. There is no connection between this research and any political campaign for public office. All results will be treated with strict confidence and the subjects will remain anonymous in any report of research findings. On request, and within these restrictions, results will be made available to subjects.

Please return your questionnaire in the enclosed stamped envelope within 15 days of receipt to insure your responses are included in this study.

Once again thank you for your time and cooperation.

If you have any questions or concerns relating to your participation in this study or to any of the questions contained within the survey instrument, please feel free to contact me.

Sincerely,

Michael J. Panetta
(517) 335-9096
(517) 485-0933

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'The Citizens Survey'

The following questions are constructed to avoid identification so please check the appropriate space or specify as requested but DO NOT sign or identify yourself on any portion of the questionaire.

1.   Gender: Male _____   Female _____

2.   Ethnic Origin (specify) _____

3.   Age: ___ 18-24   ___ 45-49
             ___ 25-34   ___ 55-59
             ___ 35-39   ___ 60 +
             ___ 40-44

4.   Level of Education:
    Less than High School _____   Graduate Degree _____
    High School _____   Post Graduate _____
    Some Technical Courses _____   Other (specify) _____
    College Degree BA/BS _____

5.   Residency: ____ Own ____ Rent ____ Other (specify) _____

6.   Length of time in Community:
    ____ Less than 1 yr   ___ 1 - 5 yrs
    ____ 6 - 10 yrs   ___ 11 - More

7.   Approximate Household Income:
    Below $10,000 _____ $30,001 - 40,000 _____
    $10,001 - 20,000 _____ $40,001 - 50,000 _____
    $20,001 - 30,000 _____ $50,001 - 60,000 _____
    $20,001 - 30,000 _____ $60,000 - OVER _____

8.   Do you own a gun?   ____ Yes   ____ No

9.   Do you own a dog?   ____ Yes   ____ No

10.   Have you ever been a victim of a property crime or offense requiring the assistance of a police officer?   ___ Yes   ___ No

11.   Have you ever been a victim of a personal injury crime or offense requiring the assistance of a police officer?   ___ Yes   ___ No

12.   Have you ever witnessed a crime?   ___ Yes   ___ No

13.   Have you or any of member of your family ever been arrested for a misdemeanor or a felony?   ____ Yes   ____ No

Next Page Please

The following statements explore your views on Crime, Safety, Personal Security and generally how safe you feel in your home and neighborhood. Please check the space that best describes your feeling or specify as requested.

14. Crime during the past 12 months has
_____ Significantly increased
_____ Moderately increased
_____ Moderately decreased
_____ Significantly decreased
_____ Neither

15. Please list, what you believe are the 7 major causes of crime.
(1)   (5)
(2)   (6)
(3)   (7)
(4)

16. Rank the following in terms of how you perceive their importance in combating crime with #1 being the MOST important and #8 being the LEAST important.
_____ More Police   _____ Community Policing
_____ Get Rid of Gangs   _____ Citizen Police
_____ Get Rid of Drugs   _____ Get Rid of Prostitution
_____ Get Rid of Guns   _____ Get Rid of Gambling

17. In recent years the nature and severity of crime has:
_____ Significantly increased _____ Moderately increased
_____ Moderately decreased   _____ Significantly decreased
_____ Neither

18. Is there a Community Policing Base Station / Center in your neighborhood?
____ Yes   ____ No

19. How often have you seen the police in your neighborhood ?
____ Occasionlly ____ Daily   ____ Weekly   ____ Monthly
____ Rarely   ____ Never

20. How frequently have you or do you have personal contact with the police in your neighborhood community ?

____ Once ____ Daily ____ Weekly ____ Monthly ____ Rarely ____ Never

21. Are you currently involved with the Neighborhood Watch Program or Neighborhood Association/Organization?   ____ Yes   ____ No

22. Have you ever called in or filed a complaint with the police?
___ Yes   ____ No

Next Page Please

Please check the space that best describes your feeling or specify as requested.

23. Were you ever contacted and informed about the outcome/ results / disposition of a complaint which you filed or an offense in which you were either a victim or a witness?
____ Yes   ____ No

24. Have you ever attended a neighborhood watch/community meeting where police officers participated?
____ Yes   ____ No

25. Have you ever received a crime prevention assessment of your home or residence by the police?
____ Yes   ____ No

26. Compared to the other areas of the city is your neighborhood
_____ Safer than most other areas
_____ About the same as other areas
_____ Worse than most other areas

27. In general, would you be in favor of or opposed to a Joint Police and Community Commission or Review Board?
_____ In favor _____ Opposed _____ Don't know

28. Do you feel a partnership exists between you/your neighborhood and the police?
____ Yes   ____ No

29. Have you ever been given a `Break' by the police?
____ Yes   ____ No

30. Have you ever felt that you were not `Treated fair' by the police?
____ Yes   ____ No

31. Would you favor a tax increase to support officer foot patrols?
____ Yes   ____ No

32. Are you more concerned about crimes that hurt people than crimes against property?
____ Yes   ____ No

33. Do you believe that your association or experience with police is so limited that you can not fairly assess or express an opinion about police or police performance?
____ Yes   ____ No

Next Page Please

The following questions explore how well you feel police officers in the LPD carry out specific aspects of their job and how they make you feel as the recipient of those services. Rate the performance of Lansing police using the scale below. Print the number that best represents your feeling/perception in the space provide.

1. Always
2. Almost always
3. Frequently
4. Occasionally
5. Almost never
6. Never

Lansing Police Officers:

34.____ Relate to citizens in a concerned and professional manner.

35.____ Are responsive and sensitive to citizens needs.

36.____ Convey an impression of trust.

37.____ Convey an impression of always being ready to talk and help out.

38.____ Handle delicate interpersonal situations in a professional manner.

39.____ Actively strive to develop and maintain an open and positive working relationship with citizens and community agencies.

40.____ Seek citizens' input before using new methods and procedures.

41.____ Are highly visible and accessible to citizens in your neighborhood.

42.____ Cut through the "red tape" when fast action is required.

43.____ Effectively communicate with citizens and community agencies the mission, goals and objectives of the Lansing Police Department.

44.____ Provide good examples as role models.

45.____ Are open minded and receptive to citizens viewpoints .

46.____ Display leadership without being overbearing.

47.____ Develop and maintain morale in the community.

48.____ Are flexible in light of the particular situation / circumstances.

49.____ Know the strengths and weaknesses of the community they serve.

Next Page Please

Rate the performance of Lansing Police Officers using the scale below. Print the number that best represents your perception in the space provide.

1. Always
2. Almost always
3. Frequently
4. Occasionally
5. Almost never
6. Never

Lansing Police Officers:

50.____   Work with citizens to get them to coordinate activities for the improvement of the community.

51.____   Take time to listen to problems, complaints and suggestions from citizens.

52.____   Take action to improve the quality of life and living conditions of the citizens in their patrol zone.

53.____   Go to bat for citizens against higher authority when necessary.

54.____   Give citizens the feeling that community activities are "important".

55.____   Encourage citizens to upgrade their crime awareness and report criminal activities.

56.____   Seek citizen input when making decisions.

57.____   Give support and encouragement to citizens.

58.____   Offer constructive suggestions to citizens in dealing with their problems.

59.____   Develop a feeling/sense of "we" when working out problems with citizens.

60.____   Make sure each citizen understands their rights and options as they relate to particular incidents.

61.____   Act impartially and without bias or favoritism.

62.____   Discipline all offenders using the same standards .

63.____   Take a strong interest in improving citizen awareness and involvement.

64.____   Take an interest in the personal welfare of the average citizen.

Rate the performance of Lansing Police Officers using the scale below. Print the number that best represents your perception in the space provide.

1.   Always
2.   Almost always
3.   Frequently
4.   Occasionally
5.   Almost never
6.   Never

Lansing Police Officers:

65.____   Evaluate citizens fairly.

66.____   Require citizens to engage in unnecessary paper work.

67.____   Display inconsistency in their decision making.

68.____   Ignore citizens whose ideas don't agree with their views.

69.____   Maximize the use of citizen and community resources.

70.____   Help citizens understand the dangers of their community.

71.____   Are interested in improving the quality of life in the community.

72.____   Defend and explain unpopular policies/laws to citizens

73.____   Show unwillingness to cooperate with citizens/community.

74.____   Earn the trust of the community by being honest and fair in dealing with citizens.

75.____   Who patrol my neighborhood are generally polite to me.

76.____   Are helpful in matters requiring their assistance.

77.____   Take time to understand the problems of the citizens they serve.

78.____   Generally care about me as a person.

79.____   It is important to work with the police to make our neighborhood a better place to live.

Comments or Suggestions:_____

_____

_____

RETURN TO: 'The Citizens Survey'
               719 N. Magnolia
               Lansing, Michigan 48912-3131

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ATTACHMENT B

Lansing Police Department

'Designated Community Policing Zones'

A 01   River Forest Neighborhood Association
            (Delta River and Forest Drive Area - Northwest Zone)

A 02   North Lansing Community Association
            (North side Territory)

A 03   Old Oakland Neighborhood Association
            (Old Oakland Avenue and West Park - Far West)

A 04   Westside Neighborhood Association
            (West Street - West Zone)

A 05   Genesee Neighborhood Association
            (Genesee Street - West)

A 06   Downtown Neighborhood Association
            (Downtown Complex - Central)

A 07   Cherry Hill Neighborhood Association
            (Cherry and Hill Street Area - Central)

A 08   Cedar, Larch and Pennsylvania Avenue Corridor
            (Cedar,Larch and Pennsylvania Avenue Areas - East Central)

A 09   Sparrow Estates Corridor
            (Sparrow Hospital Complex Area - East Central)

A 10   Green Oaks Neighborhood Association
            (Green, Oak and Hickory Street Area - East Central)

A 11   Eastside Neighborhood Association
            (Eastern and Resurrection School Area - East Central)

A 12   Lower Eastside Neighborhood Organization
            (Frandor Area - Southeast)

A 13   South Central Neighborhood Organization
            (Morres Park Area - South Central)

A 14   Cristo Rey Community Association
            (Cristo Rey Church Area - Southside)

ATTACHMENT C

Community Officer's Duties and Activities

The Community Officer's Duties and Activities

1. **Law enforcement** - The Community Officer performs general duties common to all police patrol assignments.

2. **Directed patrol** - Through increased visibility on the street is an added plus, the main reason for removing the Community Officer from the patrol car is to allow the officer the time and opportunity to work behind the scenes, involving the community in efforts to make the beat a better and safer place in which to live and work.

3. **Community involvement** - The Community Officer attempts to build an atmosphere of mutual respect and trust, so that average citizens and community leaders form a new partnership with the police to address the problems of crime, drugs, fear of crime, and social and physical disorder, including neighborhood decay.

4. **Identifying and prioritizing problems** - The Community Officer works with community residents to identify and prioritize problems.

5. **Reporting** - The Community Officer shares information, including information about problems on the beat, with officers who are part of the team and also with the rest of the department, including special units (such as narcotics).

6. **Problem-solving** - Because of the knowledge that the Community Officer has of the neighborhood and the people who live there, he or she can be a catalyst to develop creative solutions to problems that do not focus exclusively on arrest.

7. **Organizing** - The Community Officer rapidly moves beyond organizing activities such as Neighborhood Watch to organizing community based initiatives and activities aimed at specific problems and at enhancing the overall quality of life in the community.

8. **Communicating** - The Community Officer gives formal and informal talks to individuals and groups to educate people about crime prevention techniques, to discuss problems in the beat, etc. The Community Officer also employs writing skills to communicate with residents in the beat, and the Community Officer may also be empowered to communicate directly with the media.

9. **Conflict resolution** - The Community Officer mediates, negotiates, and resolves conflicts formally and informally (and challenges people to begin resolving problems on their own).

10. **Referrals** - The Community Officer refers problems to appropriate agencies: code enforcement, social services, drug treatment, animal control, sanitation, etc.

11. **Visiting** - The Community Officer makes home and business visits to acquaint individuals in the beat with Community Policing, to enlist their help, and to educate them about crime prevention.

12. **Recruiting and supervising volunteers** - The Community Officer must solicit,train,and supervise paid and/or unpaid community volunteers, ranging from individuals who assist with clerical duties to people who provide technical assistance, help in coaching youth , etc.

13. **Proactive projects** - In addition to efforts that focus on solving immediate problems, the Community Officer works with the community on short- and long-term efforts to prevent problems and enhance the quality of life.

14. **Targeting special groups**- Part of the Community Officers mandate is to protect and assist groups with special needs - women, juveniles, the elderly, the disabled, the homeless, etc., as well as to target other groups, such as youth gangs, for special attention.

15. **Targeting disorder** - Unlike traditional police officers,the Community Officer's mandate includes emphasis on developing solutions to problems of social and physical disorder and neighborhood decay.

16. **Networking with the private sector** - The Community Officer contacts and solicits the active participation of business, ranging from donations of goods from small business to broad corporate support for new initiatives.

17. **Networking with non-profit agencies** - The Community Officer acts as both liaison and facilitator with non-profit agencies, ranging from food banks to the Boy Scouts and Girl Scouts.

18. **Administrative/professional duties** - The Community Officer participates in:
    -training
    -roll call
    -office duties (answering mail, phone calls, reports)

The following example of a Community Officers job description, provided by the Lansing Police Department, is used when the job is posted.

ATTACHMENT D

LANSING POLICE DEPARTMENT

COMMUNITY POLICE OFFICER JOB DESCRIPTION

COMMUNITY POLICING OFFICERS
LANSING POLICE DEPARTMENT

The position of Community Policing Officer will be responsible for a variety of duties which will include, but not be limited to, the following:

1. Perform the duties of a police officer assigned to the Uniform Patrol Bureau as necessary.

2. Gather and report intelligence -related information in reference to the officer's assigned neighborhood.

3. Provide a sense of security for businesses and citizens within the assigned neighborhood.

4. Become acquainted with the merchants, businesses, and citizens within the neighborhood and assist them in identifying problem areas or concerns.

5. Enforce local and state laws, particularly those related to, or specifically drafted for, the assigned neighborhood.

6. Respond to all calls for service within the assigned neighborhood when available.

7. Respond to and investigate reports of criminal offenses within the assigned neighborhood when available.

8. Be responsible for building security, where applicable, particularly vacant or temporality closed businesses and residences.

9. Develop and conduct speaking presentations on topics which have been identified as concerns and/or problems within the neighborhood.

10. Research and develop materials for preparing outlines, newsletters, and citizen training programs, as well as in-service training programs.

11. Conduct interviews with representatives of the media.

12. Serve as a member of various organizations and committees at the direction of the administration.

13. Conduct security surveys, complete business cards and crime risk reports , and provide follow-up contacts on commercial/residential burglaries and armed robberies which occur within the assigned neighborhood.

14. Prepare and coordinate the tasks to be accomplished within the neighborhood on a weekly basis.

15. Prepare weekly evaluation reports describing task accomplishments related to program goals and objectives.

16. Coordinate the services of various governmental and private agencies in an effort to resolve identified problems within the neighborhood.

17. Due to the nature of the assignment, it is anticipated that the officer selected will have to work a flexible schedule of 40 hours per week with variable leave days. Authorized functions or activities above 40 hours will be compensated as overtime.

Selection criteria

1. The expression of interest and qualifications for the position.

2. Seniority insofar as possible.

3. Be able/willing to physically withstand the rigors of walking throughout the assigned neighborhood.

4. The willingness to work flexible hours as community needs dictate.

5. The demonstration of an ability to communicate effectively with all levels within the department and with the general public.

6.   The demonstration via previous work history of his /her dependability.

7.   The demonstration via previous work history of the ability to work independently with a minimum of direct supervision.

8.   At the time of selection, all eligible applicants will submit a one-page handwritten document as directed, to demonstrate an ability in the use of written communication skills.

9.   Participate in an oral interview board to demonstrate interest in the position and the ability to communicate effectively.

Examples of Problem-Solving Approaches

-   Use of community surveys to identify problems and their solutions

-   Citizen surveillance (with and without cameras) at peak times of crime and disorder.

-   Drug hot lines for reporting drug-related activity.

-   Education and recreational programs for neighborhood children (including such activities as tutoring and playground participation).

-   Conflict resolution training for citizen volunteers.

-   Self-esteem enhancing activities for neighborhood children.

-   Fingerprint identification programs.

-   Eliminating abandoned vehicles from the neighborhood that are being used by prostitutes.

-   Community Policing Officers involvement in the Special Olympics.

-   The CPO being a member of a community problem-solving team.

-   Community volunteers escorting the elderly and new neighbors to businesses and resource centers.

- Use of the media to provide safety tips, especially at special times of the year like Halloween.

- Cleaning up vacant lots that attract drug dealers , prostitutes, and other undesirables.

- Tearing down buildings that are havens for problem people.

- Using No Parking or Standing signs to reduce congestion and undesirable vendors.

- Using volunteers to collect clothes for the homeless.

- Enactment of loitering laws to keep streets clear of problem people.

- Encouraging park restrictions and hours to control undesirable persons.

- Recreational programs for inner-city youth in rural areas.

- Identification of absentee landlords and holding them responsible for their building code infractions and unkempt property.

- Closing up houses and apartments that have more than one violation.

- Removing public telephones or limiting them to only out-going calls to eliminate their use for drug dealing.

- Use ID cards for residents of crime -ridden apartments to keep non-residents from misbehaving.

- Establishing Neighborhoods Network Centers to decentralize and personalize other service providers.

- Use of volunteers to supervise recreation activities at neighborhood school gymnasiums during non-school times.

- Educating senior citizens on how to avoid and deal with con artists.

-    Encouraging residents to use their homes as safe havens for children going to and from school who may be targeted of deviant behavior.

-    Supervision of community service/prisoners

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