

2023

Understanding the Lack of Communication Between Communities and Law Enforcement Through a Community Policing Program

Patrick B. Skoczek
Walden University

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Walden University

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Patrick B. Skoczek

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Walden University
2023

Abstract

Understanding the Lack of Communication Between Communities and Law Enforcement

Through a Community Policing Program

by

Patrick B. Skoczek

MA, Walden University, 2017

BS, American Public University, 2014

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Criminal Justice

Walden University

February 2023

Abstract

Inequitable treatment by law enforcement officers has deeply impacted minority communities in the United States. Public incidents of abuse of power, discriminatory treatment, and excessive use of force have received increased attention, creating increased community mistrust of law enforcement officers. To help bridge the gap between communities and law enforcement agencies, this qualitative phenomenological study was conducted to examine the use and impact of the Policing and Public Safety Problem-Solving Programs. Data were collected through interviews with 12 retired police officers and 12 community members. Interview questions were related to participants' perceptions regarding a breakdown in trust between law enforcement and communities and what factors cause such a breakdown. Analysis of the data collected led to the identification of three themes: (a) loss of trust between the community and policing, (b) lack of collaboration and communication, and (c) a need to provide positive influences to initiate communication and collaboration. These findings are significant and add to the existing research on this phenomenon. These findings were further supported by the theoretical framework of cultural conflict theory and social disorganization theory. The results increased the understanding of cultural conflicts and a lack of communication between police and communities. The findings of this study have potential implications for positive social change by increasing communication and trust between communities and law enforcement, leading to less crime and less instances of police misconduct or excessive use of force.

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Dedication

I dedicate this research to “We the People” of the United States of America. This dissertation was formed through the lens of freedom, liberty, and justice for all. This includes the police officers, public safety workers and caring citizens who have dedicated their lives to improving their communities in the name of peace and harmony.

Acknowledgments

I wish to acknowledge and recognize God, my country, my family and friends, and the entire Walden University facility and staff. I thank everyone who supported and listened to me throughout this incredible endeavor. Without you, I would have never reached this point. I also wish to acknowledge all who believe in law and order, unity, trust, and honest civil discourse to improve communications in the context of empathy, respect, and dignity.

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Chapter 1: Introduction to the Study

Introduction

Crime and violence are not uncommon throughout the United States. Nonetheless, an increase in criminal activity has been seen, as law enforcement officers abuse their power in preventing and protecting communities from illegal activities with excessive force, better known as *police brutality*. Police brutality has become a concern as tensions between police departments and citizens have grown. The violent actions of certain members of U.S. society have caused a substantial problem for citizen safety. Police brutality is a significant cause of the country's division and has created a vulnerability. The outcome of such excessive force by police officers has negatively impacted citizens, creating mistrust against law enforcement.

Reports of increased incidences of excessive force have become a reoccurring problem across the United States (Mullinix et al., 2021; Trinkner et al., 2019). Police officers have been noted for poor skills controlling situations involving criminal activity, often escalating in police violence. Officers have been reported as unable to contain a situation involving a criminal element without resorting to physical violent actions (Demirkol & Nalla, 2019; Garner et al., 2018). Politicians, scholars, and police officers have cited events in 2014–2016 when asking for a second round of national reforms (Barbot, 2020). National reforms are meant to improve police culture toward democratic ideals. Since incidences of police brutality seldom experience accountability, the country faces responsibility for unnecessary deaths due to overzealous police officers who use excessive force. The actions of such officers of the law have many citizens speaking out

against U.S. law enforcement, demanding action taken against those officers who use excessive force and preemptively putting a plan of preventive action in place to avoid this issue in the future.

In Chapter 1, I discussed the problem addressed in the current study, presenting the purpose, the research questions, the theoretical framework, the nature of the study, and the study's significance. I also introduce definitions commonly associated with the topic of interest and the assumptions, limitations, and delimitations of the study.

Background

Throughout the United States, the current climate related to racial prejudices has become a serious topic of interest (Barbot, 2020; Knight et al., 2021). In the United States, inequalities in power and race impact the treatment of minorities unequally. Inequities are most notable among local law enforcement in minority communities (Barbot, 2020; Knight et al., 2021). Within the past decade, increased attention has been brought toward to public incidents depicting abuses of power and possibly discriminatory treatment from law enforcement officers (Louis, 2019; Robertiello, 2017). Such incidences have shifted societal perceptions of law enforcement from protecting and serving to concerns over department corruption (Minhas & Walsh, 2018). Community perceptions also reflect that some communities are not mistreated; rather, the situations reflect a breakdown in communication between community and law enforcement agencies (Waytz et al., 2015). However, previous assessments regarding the possible communication gap between community members and law enforcement agents are absent in the literature.

Social media use in today's society, such as Twitter, Facebook, and YouTube, make it easier for individuals to share information broadly. Police departments as well have begun to use social networks as a tool. Citizens and the media expose officers committing excessive force and help create a negative view of law enforcement. Researchers have studied the media coverage of excessive force, finding that the press distorts and justifies some raised questions about force (Beale, 2016). Results continue to confirm racism and bias in America. For example, Beale (2016) found that awareness of higher levels of incarceration of Black people can prompt greater support among Whites for tougher policing and prison.

Increasing citizen awareness has led to officer body cameras being used to document when police misconduct occurs. The U.S. Department of Justice (2021) has addressed police misconduct, stating "it's unlawful for state or local law enforcement officers to engage in a pattern or practice of conduct that deprives persons of rights protected by the constitution or laws of the United States" (Edwards et al., 2008, p. 111). Estimates indicate 1.4% of citizens who experience contact with police experiencing "force used or threats against them during their most recent contact, which was not statistically different from the percentages in 2002 (1.5%) and 2005 (1.6%)" (Beale, 2016, p. 398). Police misconduct can bring great outrage and failures of accountability result in protests across the country.

In the United States, concerns regarding local communities and law enforcement are growing (Louis, 2019; Robertiello, 2017). Law enforcement and its abuses of power with minority populations is a growing crisis in the United States (Barbot, 2020). The

role of law enforcement in the United States is critical to ensuring the safety and protection of citizens. There is a limited amount of existing research regarding inequalities, community relationships, and abuses of power. However, assessments regarding the possible communication breakdown and potential cultural differences are lacking in the literature. Such assessments are critical to providing recommendations for future research and policies to address the lack of communication between minority populations and law enforcement, which led to the current study (Louis, 2019; Robertiello, 2017).

In this study, I focused on police brutality, police racial digression, prejudices on both society and law enforcement agencies' perceptions, and law enforcement failures in the protection of society and corruption rather than the role of cultural conflict on negative sentiments toward and lack of communication between police and communities. Research into positive communication between communities and law enforcement was lacking in the reviewed literature. Also, there was a lack of literature pertaining to specific factors related to the lack of communication between police and civil society in relation to antipolice sentiment in communities. As such, with this study, I sought to address this gap in the literature and used a qualitative phenomenological approach to examine the communication breakdown and possible factors to ease the current rising crises in the United States.

Problem Statement

The problem addressed in this study was a communication gap between communities and law enforcement agencies in America. The relationship between

community and law enforcement has continually become strained over the past several decades due to a wide variety of reasons. For the current study I concentrated on concerns related to race, ethnicity, and people of color and the perceptions of criminal injustice from both public citizens and police officers based on policing effectiveness and law enforcement agencies' ability to decrease crime and fear of crime (Kailemia, 2019; Mazerolle, 2020; Sereni-Massinger & Wood, 2016).

Purpose of the Study

The purpose of this qualitative phenomenological study was to examine the means law enforcement agencies apply to community policing services used in many communities. The specific model for the current study is part of the Community Oriented Policing Services (COPS) office, funded by the U.S. Department of Justice (2021), the Community Policing Development (CPD) program. The CPD model was used as the conceptual model for the current study. The purpose of this qualitative phenomenological study was to examine the use and impact of the conceptual model of community policing known as Policing and Public Safety Problem Solving Programs by law enforcement to improve communication between communities and law enforcement. I observed the means to increase understanding of cultural conflicts; the emphasis was on a lack of communication between police and community within some urban neighborhoods with high crime and negative sentiments toward law enforcement. Negative sentiment in the community include antipolice sentiments stemming from racial prejudices, inequality, and the belief that people of color are mistreated by police officers (Minhas & Walsh, 2018; Waytz et al., 2015). I studied a program's success in its application through the

perceptions of 12 retired police officers who used a Policing and Public Safety Problem Solving Program during their careers; perceptions of 12 community members where this program was implemented were also gathered and analyzed.

Research Questions

The logical flow or alignment for the research questions was associated with the qualitative methodology and the study's purpose. The research questions address the gap in communication between police and community. The interview questions were open-ended, ideal for garnering perspectives and reflections regarding the communication gap. The following research questions guided this study,

RQ1: How do law enforcement officers and community members perceive any break in trust and if such a break has caused a failure in communication between law enforcement and community?

RQ2: What factors are apparent that have caused this break in trust?

RQ3: How can communication between law enforcement and communities be better built to ensure safety, policing, and fairness for communities and police officers?

Theoretical Framework

In the current study, I combined two theories as the lens to examine existing literature: cultural conflict theory and social disorganization theory. Cultural conflict theory is ideal for exploring a collective group's values, resources, and behaviors. Conflict theory purports that those with power try to hold onto it by any means possible—chiefly by suppressing the poor and powerless. A basic premise of conflict theory is that individuals and groups within society will maximize their benefits. This

theory centers on the rivalry between groups within society, viewing social and economic institutions as tools of the struggle between groups or classes to maintain inequality and the ruling class (Intriligator, 1982). Conflicted community populations and law enforcement groups experience communication breakdowns (Einat & Herzog, 2011). Communication breakdowns and conflicts are cultural conflicts based on differences in values, beliefs, and traditions specific to each group. As a result, these differences affect communication and law (Einat & Herzog, 2011). Conflict theory is framed toward understanding the basis of discordance through exploring differences in values, norms, and beliefs. Cultural conflict may arise through differences in group norms that may be unacceptable behavior to a differing group. The perceptions in some minority communities that oppose over policing are often conflicted with the criminal subcultural groups and gangs' reality, not representing the community as a whole.

Social disorganization theory is used as an examination tool to determine community members' inability to attain shared values or solve jointly experienced problems (Bursik, 1988; Hipp & Williams, 2020; Leon & Leon, 2020). This theory has been used in criminal regulation for juveniles living in high crime rate areas (Shaw & McKay, 1942). Shaw and McKay (1942) claimed that social disorganization conditions become endemic to urban areas where economically disadvantaged individuals live, with a high rate of residential instability and ethnic diversity. Shaw and McKay (1942) recognized that crime was concentrated in specific areas of an urban setting and was reasonably stable in diverse areas, even with the constant population changes. Social disorganization theory relates that in a neighborhood with high crime rates, the rates

remain relatively high no matter the ethnicity residing there (Stokes, 2020). Shaw and McKay (1942) claimed that the criminal activity rate only diminishes according to the environment's lower rates characteristics.

Expanding social disorganization theory, Bursik and Grasmick (1993) redeveloped the social control concepts found within a neighborhood into three specific structural factors: personal social control, parochial social control, and public social control. In such areas, conventional social control (e.g., family, schools, churches, voluntary community organizations) are weak and unable to regulate the behavior of community youth; crime developed from social disorganization (Leon & Leon, 2020; Sampson, 1986). Family units were found to be indicative of social disorganization and significant in youth delinquency based on family structure and stability (Sampson, 1986).

In this study, I combined social disorganization theory with conflict theory for the framework. I looked to economic and social factors that affect society and create a sense of disorganization or challenge the social norm (Anderson et al., 2016). Both theories offer perspectives on deviance, with social disorganization theory asserting that conflict will occur in communities with weak social ties and no social control. For example, an individual growing up in an area with high rates of juvenile delinquency, violence, and drug use is significantly more likely to participate in criminal activity (Anderson et al., 2016). These rates represent a disorganization from society's standards (e.g., law-abiding citizens and actions), and a conflict arises between those who control legal channels and law abidance.

This theory has been applied to similar policing behavior, abuse, and communication explorations. For example, Cunneen (2001) explored conflict relationships between aboriginal communities within Australia and found that differences in perceptions, systemic racism, and stereotypes led to cultural conflict and poor relationships. Crank (2014) argued that conflict theory is central to understanding police culture and forming relationships with local community members. Literature using conflict theory indicates it is key to farming communication, policy and community culture, and breakdowns in assessments (Einat & Herzog, 2011; Greene & Gabbidon, 2000; Hagan et al., 2005).

As such, the two theories are relevant toward the current study in presenting the perspectives of these critical collective groups from both law enforcement and community citizens. Analysis of these perspectives can further aid in recommendations regarding the improvement of cultural competencies and communication between law enforcement and local communities. Through conflict theory and social disorganization theory, this research was framed within an understanding of the ideas, beliefs, values, community standards, and unique experiences that prompt a disconnect with law enforcement. Such a disconnect effectively damages the quality of life and services delivered within these communities (Anderson et al., 2016; Hagan et al., 2005; Omer & Jabeen, 2016; Simon, 2016).

Nature of the Study

In the current study, I used a qualitative phenomenological research design. A qualitative method is appropriate for this study as it allows for describing the lived

experiences of individuals to address how communication between law enforcement and communities can be improved and to identify the derivative issue that led to the communication breakdown. Further, qualitative interviews can be used to gather descriptions of participants' reflections on failing communication and potential mitigation strategies; this allows for further evidence to address the research questions (Tracy, 2019)

This study was conducted to address the lack of communication between law enforcement and members in a community. The purpose of this qualitative phenomenological study was to examine the use of the conceptual model of community policing known as Policing and Public Safety Problem Solving Programs by law enforcement. The goal of this approach was to improve communication between communities and law enforcement.

I chose a qualitative phenomenological design because it allows for exploring the research questions through an exploratory process used to examine participants' lived experiences. Through a phenomenological approach, the results of participants' lived experiences can be thematically analyzed into representative themes. This approach will frame a comprehensive examination of community policing and provide policymakers with informed perspectives.

Definitions

Abuse of power: Misuse of power by one who wields authority in such a way that it seeks to oppress another person (Edwards et al., 2008).

Community Oriented Policing Services (COPS): The COPS office was created by the U.S. government's passage of the Violent Crime Control and Law Enforcement Act in 1994. COPS assists community law enforcement agencies with enhanced public safety services through implementing community policing strategies (U.S. Department of Justice, 2021).

Community Policing Development (CPD) program: The CPD program was developed through COPS to further develop community policing practices through testing of innovative strategies building knowledge about effective practices and outcomes and supporting creative approaches to preventing crime and promoting safe communities (U.S. Department of Justice, 2021).

Community relations: How police officers relate with the communities they serve, including various methods that law enforcement agencies integrate to sustain a mutually beneficial association with the local community (Cobigo et al., 2016).

Discriminatory treatment: Unfair or unequal, unlawful treatment of a person or group of persons based on such differences as race, age, gender, disability, etc. (Bhugra, 2016).

Policing and public safety problem-solving program: Programs established by community policing through a joint effort of law enforcement and community leaders. The purpose of these programs is to encourage a proactive collaboration to mitigate any public safety issues (Hinkle et al., 2020).

Racial discrimination: The unequal treatment of a person based on their color or race (Clair & Denis, 2015).

Racial prejudice: The feeling of dislike of a person based on their color or race but analytically distinct from racial inequality or racial discrimination (Clair & Denis, 2015)

Assumptions

Assumptions are those study-related statements a researcher accepts as truth or fact to facilitate a research study (Wolgemuth et al., 2017). This study's assumptions include recognizing factual and truthful data extracted from all data collection methods for the current data analysis. A second assumption was that the inclusion criteria and sampling process to enlist participants would be appropriate, thereby ensuring participants have similar or equal law enforcement experiences in a community setting. A final assumption was that the participants volunteered of their own free will and were not coerced in any way.

Scope and Delimitations

For this study, I set the delimitations, boundaries within the research (Bailey, 2014). The delimitations are those law enforcement persons currently employed and already involved in a community policing program. This study was also delimited to a single area or setting where participants were recruited. Finally, choice of research design, the related questions, and supported methodology were also considered delimitations.

Limitations

Limitations for this study are the characteristics that may influence my interpretation of the data (Ross & Bibler Zaidi, 2019). These characteristics may constrict

the generalizability based on the limited sample size for drawing participants who met the inclusion criteria. The sample of potential participants from the community and those police officers meeting the inclusion criteria were considered representative of the overall group, thereby generalizing the perspectives of such a population. A second limitation was based on my own bias regarding the study subject overall. Understanding the perspectives of both community members and law enforcement was expected as interpretive, as I already had a positive opinion on CPD programs.

Significance

In this qualitative phenomenological study, I aimed to examine the use and impact of the conceptual model of community policing known as Policing and Public Safety Problem-Solving Programs by interviewing police officers and community members. Learning the perceptions of the participants' lived experiences with an application of such a model within their communities may uncover a lack of cultural competencies, problems, and shortcomings with communication between police and community and negative sentiments toward police in predominantly urban communities. Through this assessment, policymakers can recognize recommendations that may guide community members' and law enforcement departments' safety and communication outcomes. Additionally, the ideas, beliefs, values, community standards, and unique experiences that prompt these tensions and negative sentiments toward law enforcement, which damage the quality of life and services delivered within these communities, were explored in this study (Hagan et al., 2005).

This research is significant as the outcomes contribute to the existing literature and benefit law enforcement officers and community members in understanding ideas, beliefs, values, community standards, and unique experiences. This knowledge may also be significant in helping overcome negative sentiments toward law enforcement. The implications found in the current study could have implications for positive social change at the individual, community, and societal levels. Police officers' use of community policing services provide individuals the means to work and communicate with the police to improve the protections offered to the community and allow a community to learn to cooperate with the police. This could also contribute to societal change, perhaps with attitude changes among members of law enforcement agencies.

Summary

In this study, I sought to understand how communication can be improved between communities and law enforcement agencies to mitigate discriminatory practices and increase understanding of cultural conflicts. In Chapter 1, I explained the purpose of the study and introduced the theoretical framework. In Chapter 2, I present the contemporary literature reviewed through cultural conflict as applicable to this research. In Chapter 3, I explain the methodology, research design, sampling procedure, data collection instrumentations, data analysis instruments, and ethical considerations. In Chapter 4, I present the data collected and a discussion of data analysis. In Chapter 5, I explain and correlate the data analysis with the respective research questions and introduce the limitations and recommendations for future practice and future research.

Chapter 2: Literature Review

Introduction

The purpose of this qualitative phenomenological study was to examine how law enforcement agencies use the conceptual model of the community known as the CPD program. I also examined the use and impact of the conceptual model of community policing known as Policing and Public Safety Problem-Solving Programs by law enforcement to improve communication between communities and law enforcement.

In the current chapter, I present the search strategy for finding literature and discuss the theoretical framework used as the lens for examining the literature in this review. I explain the gap in the literature, which was justification for the current study based on the need for literature on the topic and review the found literature. In this review, I found several focal categories beginning with a large number of works on police culture, with subcategories of police brutality, excess use of force, violent actions, and racial injustice and social discrimination. A second category with ample studies was police and community trust, with factors bearing on the problems of trust and psychological factors affecting community trust.

Literature Search Strategy

The literature reviewed in this chapter was found using the following search strategy. Both singularly and in a combined manner, keywords and phrases were used in various scholarly databases. These keywords and phrases used included *communication in policing, community and law enforcement, community policing, crime prevention programs, factors of trust with police issues for communities, fair policing, police*

brutality, and community trust, police culture, CPD programs, racial issues between police and community, and trust in policing. These keywords and phrases were used in the following databases to find peer-reviewed articles: Academic Search, JSTOR, PsychINFO, PubPsych, Science Direct, and Scopus. Selection of literature was based on the following inclusion criterion: published in a peer-reviewed journal from 2015–2020 and in English.

Theoretical Foundation

Social disorganization theory and cultural conflict theory guided the review of the current literature. Social disorganization theory is used as an examination tool to determine community members' inability to attain shared values or solve jointly experienced problems (Bursik, 1988; Hipp & Williams, 2020; Leon & Leon, 2020). Cultural conflict theory is ideal for exploring a collective group's values, resources, and behaviors. In the current study, I used both theories as lenses to view the existing literature and determined the neighborhood process as a link between social disorganization, cultural conflict, and the reflective attitudes against local law enforcement.

Social Disorganization Theory

Social disorganization theory guided the review of the current literature. Social disorganization theory, developed by Shaw and McKay (1942), is used as an examination tool to determine reasons for an inability of community members to attain shared values or to solve jointly experienced problems (Bursik, 1988; Hipp & Williams, 2020; Leon & Leon, 2020). Shaw and McKay (1942) claimed that conditions of social disorganization

become endemic to urban areas where poor people live and where there is a high rate of residential instability and ethnic diversity. Shaw and McKay (1942) recognized that crime is concentrated in urban settings and relatively stable in diverse areas even with constant population changes. Social disorganization theory relates that in a neighborhood having a high crime rate, the rates remain relatively high no matter what ethnicity resides there (Stokes, 2020). Shaw and McKay (1942) claimed that the criminal activity rate only diminishes accordingly to parallel with the lower rates characteristic of the environment.

Expanding social disorganization theory, Bursik and Grasmick (1993) redeveloped the social control concepts found within a neighborhood into three specific structural factors: personal social control, parochial social control, and public social control. In such areas, conventional institutions of social control (e.g., family, schools, churches, voluntary community organizations) are weak and unable to regulate the behavior of the neighborhoods' youths. Certain processes develop from social disorganization to crime (Leon & Leon, 2020; Sampson, 1986). First, the family unit is found to be indicative of social disorganization and effective for youth delinquency based on family structure and stability (Sampson, 1986). In the current study, I used social disorganization theory as the lens to view the existing literature and determined the neighborhood process as a link between social disorganization and reflective attitudes against local law enforcement.

Cultural Conflict Theory

Cultural conflict theory is used to examine the concerns of conflicted urban populations and police culture and how, where, and why there is a breakdown of mistrust.

Such breakdowns and conflicts, also called *cultural conflicts*, are based on how the culture of a collective community lives by a set of values, beliefs, and traditions specific to that group, which affects how they will respond to law enforcement and other public safety outcomes. Individuals living in minority communities that oppose over policing are often conflicted with the reality of the criminal subcultural groups and gangs, not representing the community as a whole. This problem falls within the context of criminal law violations that do not necessarily match the moral values and norms of the general culture of every community as a whole. This theory is based on Thorsten Sellin's (1938) belief of conduct norms that provide the valuative basis for human behavior. Sellin (1938) felt that such conduct norms are acquired early through childhood socialization. Conflict arises when a clash of norms between different socialized groups results in a criminal act (Sellin, 1938). Application of this theory to the current study in combination with social disorganization theory helps define the neighborhood process as a link between social disorganization and the reflective attitudes against local law enforcement.

Review of Literature

In examining the reviewed literature, I found a significant gap regarding increasing societal knowledge and perceptions of the causes of poor communication between police and communities. Research regarding the abuse of power by law enforcement is replete throughout academic literature (Barbot, 2020; Knight et al., 2021). In addition, examinations of current antipolice sentiment, tension, and mistrust of police are also a common exploration (Kirkinis et al., 2018). However, these antisocial

behaviors may create cultural conflicts and communication breakdowns within pro-police communities.

The current expense was selected based on the topics of police brutality, police racial digression, prejudiced perceptions of both society and law enforcement agencies, and law enforcement failures in the protection of society and corruption rather than the role of cultural conflict on negative sentiments toward and lack of communication between police and community. The intersection between creating positive communication between communities and law enforcement is lacking in the reviewed literature. In addition, there is a lack of literature regarding specific factors related to the lack of communication between police and civil society and the causes of antipolice sentiment in the community. As such, this study serves to address this gap in the literature by presenting a qualitative phenomenological approach to examine the communication breakdown and possible factors to ameliorate the current rising crises in the United States.

Police Culture

Experts have examined the relationships between police culture and community policing with community attitudes toward community policing (Cook, 2015). Most studies observing such variable correlations examined the relationships between such dimensions of police culture as cynicism, loyalty, alienation, authoritarianism, community cohesion, work alienation, autonomy, and social cohesion (Cook, 2015; Hummer & Byrne, 2017). A significant number of findings in these studies showed positive related community support to community policing in terms of social cohesion,

loyalty, and cynicism, and negatively related community support to community policing in terms of alienation and autonomy (Hummer & Byrne, 2017).

Police Brutality, Excessive Use of Force, and Violent Actions

Police brutality is an issue affecting communities and law enforcement. When the term police brutality was first used in 1872, it referred to excessive force used by an officer on a civilian (Carter, 2016). Excessive force has negatively impacted citizens and police officers throughout the United States. The violent actions of certain members of U.S. society have caused a substantial concern for citizen safety. Such violence includes police brutality, leading to division and vulnerability (Carter, 2016; McCarthy et al., 2019). Excessive force has negatively impacted citizens, creating mistrust, riots, and protests against law enforcement (Mourtgos et al., 2020; Schoenle, 2017). While social media coverage of excessive force can expose officers more efficiently and broadly, the backlash of sharing vital information has divided the country. Within the past several decades, issues have arisen in society that discerns severe and questionable matters regarding law enforcement officers and their rights for excessive use of force. Officers were often reported not to contain situations and often escalated to violent confrontations (Garner et al., 2018).

Events that happened between 2014–2016 have been identified by politicians, scholars, and police officers asking for national reforms. National reforms meant to improve police culture toward democratic ideals failed to meet community standards and worsened community and community policing relations (Garner et al., 2018; Meares, 2016). Because accountability in incidences of police brutality is rare, the country now

faces responsibility for unnecessary deaths due to overzealous police officers who use excessive force. The actions of such officers have many citizens speaking out against U.S. law enforcement, demanding action against officers who use excessive force and preemptively putting a plan of preventive action in place to avoid this issue in the future.

While the Civil Rights Act of 1871 provides a judicial remedy to those persons who suffer violence from police officers, this act also provides immunities for officers (Jenkins & Peck, 2016). Incidents have occurred in which police use of excessive force has been called into question. The victims of such violence have gone to civil court, suing officers and police departments for damages. Scholars have questioned at what point the legal system recognizes the rights of civilians against such attacks of force from law enforcement officers (Alonso, 2018; Morin et al., 2017). Studies have been published asking where the line is drawn, how the U.S. government protects both sides of such actions from frequently occurring, and whether a defense of qualified immunity is applicable for all incidences (Obasogie & Newman, 2019).

Determining such aspects of a person's rights versus law enforcement officials' protections has constituted a need to define police brutality or excessive force. However, there is no concrete or definitive definition. While specific behaviors and actions are attributed to excessive force, the overall factors are based on common law. Police officers, thus, can use the force necessary to prevent the severe infliction of harm upon themselves from another person. However, other organized military entities, such as the U.S. Armed Forces, define excessive force as synonymous with deadly force. This definition declares such force as a person causing, or that a person knows or should

know, would create a substantial risk of causing death or serious bodily harm or injury (Simckes et al., 2019).

Barbot (2020), Cook (2015), and Yuksel (2015) reviewed how, after 1985, when the Supreme Court ruled in a civil case *Tennessee v. Garner*, 471 U.S. 1, declared that under the Fourth Amendment, a police officer pursuing a fleeing suspect is not allowed to use deadly force to prevent the suspect from escaping. Suppose a law enforcement officer feels the need for excessive or deadly force to prevent a significant threat of danger, serious injury, or death to the officer and other persons. In that case, they are not punished for such actions. These officers are protected from civil suits or liability. Over the past five decades, several civil cases have questioned the doctrine of qualified immunity. The theory offers protection from liability for civil damages for law enforcement officers, giving them a wide berth for aggressive actions in the line of duty. Many experts and scholars claim such immunity protects officers from facing accountability for overcompensated excessive use of force and ignores the rights of citizens, placing an automatic presumption that they are guilty of a crime. According to Penal Code 9.51 from the 5th Circuit Court appeals, an officer cannot use deadly force without an immediate threat to themselves or others. As such, a police officer has justification for violence or excessive use of force (Morin et al., 2017). When examining this penal code, communities are much less receptive to their law enforcement agency (Anthony, 2018; Demirkol & Nalla, 2019).

These same studies showed that when an officer committed an act to restrain or apprehend a criminal, there was a chance that the suspect or criminal behaved in a way

deemed aggressive, causing the officer to protect himself (Anthony, 2018; Demirkol & Nalla, 2019). The countenance suggested that the officer had the right to use whatever force necessary, not to subdue the criminal but to protect themselves from deadly harm. This act showed a need for excessive use of force, and the law protected all officers by considering this qualified self-defense immunity (Morin et al., 2017). Qualified immunity experts claimed it was considered shielding through the legal system that provides protective action for law enforcement agents when sued or liable for civil damages (Demirkol & Nalla, 2019; Morin et al., 2017).

Officers new to the job often learn how to handle people with such issues as domestic abuse cases, sexual molestation incidents, and irate interactions between neighbors (Del Toro et al., 2019). Many times, the situation for a call necessitating law enforcement intervention is based upon a sociological and psychological issue that should be handled by someone with some sense of expertise in both fields. For example, Del Toro et al. (2019) discussed the differences between police officers taking psychology and sociology courses compared to those with no educational value in either subject. Overall, the author found that those officers with psychology and sociology backgrounds had a higher propensity for successful interventions in public situations that had become volatile (Del Toro et al., 2019). Del Toro et al. (2019) also noted that those officers with no education outside of their high school diploma showed a higher tendency for disciplinary actions due to anger and hostility against their higher-ranking commanders.

However, excessive force has been seen to go too far. As violence and fear from police have caused a number of deaths on U.S. soil, most were not accounted for by the

press. Communities today raise the question of how police brutality was the cause of many unnecessary deaths in the United States (DeGue et al., 2016). Although the number of deaths in the U.S. could be counted in any circumstance, deaths caused by a police officer are unfortunately not always released to the public (Sinhoretto et al., 2016; Zimring, 2017, 2020). Hundreds of civilians are killed in unnecessary violent acts as police use excessive force to protect themselves or others in violent situations and from life-threatening situations (Zimring, 2017, 2020). The U.S. has no official, reliable data on the number of victims who have died from police brutality. Experts claimed a lack of publicly reported numbers was unaccounted for and prompted peculiarities found within the distribution of power in the U.S. federal system (Sinhoretto et al., 2016; Zimring, 2020).

However, other experts felt that the public health department could make related deaths more accountable (Alang et al., 2017). The public health department purposed to make all law-enforcement-related deaths noticeable, proposing that mortality and morbidity due to violence are a concerning matter of public health. The role of public health is to document the deaths that have occurred. However, when it comes to the legal system, knowing the number of deaths and circumstances under those deaths is a different situation (Krieger et al., 2015). Three existing problems limit the health department's ability to speak freely about the national mortality data. One reason is that public health is providing an estimate, not the exact number, due to underreporting police killings. Second, not being available on a real-time basis, and finally, they are aggregated at the country level (Krieger et al., 2015). Knowing that police killings were not being

rightfully reported due to law enforcement resisting publication of well-documented data of unnecessary deaths creates major controversies, civil unrest, and a great mistrust towards law enforcement.

Therefore, according to many experts, the response from U.S. citizens had not been the most pleasant or non-hostile communication with the community. More excessive force negatively affected the community and increased police mistrust. Krieger et al. (2015) stated that not all deaths caused by police brutality were not released to the public due to law enforcement holding the information to themselves, creating major controversies and civil unrest in the United States. The public health department came up with a solution to offer the police department a proposal. The public health department proposed that law enforcement-related deaths should be treated as a notifiable condition, allowing the health department to report police-related deaths in real time at a local and national level. Providing the data proved to understand and prevent the problem creating a large amount of support for the community and the local law enforcement agency (Krieger et al., 2015).

As the gap between law enforcement and communities has widened, experts have pondered how such a breakdown could occur (Edwards et al., 2008; Sereni-Massinger & Wood, 2016). This misconduct was often an ordinary incident of police brutality. Experts explored police brutality through various lenses, such as psychological, sociological, criminological, and anthropological. Experts discovered that police brutality and violence was that with the advent of social media, the public was more involved and aware of such instances (Bryant-Davis et al., 2017; Obasogie & Newman, 2019). Awareness of

increased acceptance of such violent actions from law enforcement agencies has raised questions from citizens. It has placed issues of distrust and divided communities with police departments throughout the United States.

Experts examined community feelings about police brutality and what questions were raised after such an incident (Alang et al., 2017; Garner et al., 2018). Many citizens question if the officer in question used excessive or reasonable force. Many cases are watched closely involving deaths of non-white young men, which have created uproar and concerns about equal justice for all citizens in the United States. Following other incidents and controversies, excessive force has become a significant cause of division between law enforcement and the population. The media contains vital information and resources to provide information about police brutality and police misconduct, informing the nation what the government will do to punish the officer. The officer's punishment may not be what citizens want, calling it an injustice towards the community.

Studies, when a community sought justice for the excessive force from a police officer leading to the death of an innocent human being, the aftermath of the incident was chaotic. Researchers showed how the misrepresentation of law enforcement created a rift between officers and their community, with the trust factor between the two broken beyond repair (Paz & Dierenfeldt, 2020; Roithmayr, 2016). Therefore, the community expected the officer to be prosecuted for their actions. Paez and Dierenfeldt (2020) examined how officers who commit a crime of using excessive force on an innocent victim may be prosecuted but not be given the correct charge for their actions. As the result of officers not getting the rightful punishment, the community sees this as an

injustice towards the murdered victim. The authors used the death of several victims as an example of how badly a situation was treated and how the officers were able to be acquitted of all charges, which were all made lesser charges (Paez & Dierenfeldt, 2020). The idea of letting the officers go without equal punishment for their crimes further increased the mistrust and civil unrest between officers and the community (Paez & Dierenfeldt, 2020).

Racial Injustice and Social Discrimination

The justification for police brutality and excessive use has become more prevalent because of the nationwide attention to media broadcasts. Only in the past several decades have the broadcast of police brutality or excessive use of force been seen via mass and social media. Such viewing has suggested that this issue continually presents effective and causal relationships with race far more than any other factor (Bhugra, 2016; van Steden et al., 2015). Studies related to misconduct cases against law enforcement agents showed brutality was often based on prejudices against specific ethnicities or sexual preferences (Kearns et al., 2020; van Steden et al., 2015). In several recognized and related studies involving incarceration rates and stop-and-frisk encounters, non-racial factors have not explained similarly significant racial disparities. For example, in litigation surrounding Philadelphia's stop-and-frisk practices, where the racial data were quite similar to the data on the use of force, regression studies have shown that factors such as crime rates, police deployment, and social or economic conditions do not explain the racial differentials in stop-and-frisk practices (Kearns et al., 2020).

Police and Community Trust

Contemporary society has recognized the deteriorating confidence in law enforcement officials, knowing that their motto, protect and serve, has become a phrase lacking validity for its correlating actions (Kearns et al., 2020). Over the past several decades, the criticism against police protective abilities has increased as more incidences of police brutality, false arrests, and law enforcement corruption are made known to the public. The public's lack of confidence in police protection is most commonly conceptualized as a measure of diffuse support for the police institution instead of specific support for individual officers (Mourtgos et al., 2020).

The public's attitude towards law enforcement has decreased in trust levels. Still, the question is not why this belief or trust has lessened but how society needs to question the legal authority of the protection afforded by legal channels through police departments. The justification for ignorant actions of corruption, over-aggressive efforts of officers, and violation of civil rights must be recognized, and accountability must be placed with the appropriate participant. The reasons associated with illicit or harmful actions to public citizens by the officers entrusted with society's safety must be analyzed, and provisional corrective measures set in place; thereby creating a new arena of trust and confidence in our law enforcement personnel and their respective agencies.

Factors Bearing on the Problem of Trust

Experts in criminology examined such reasons for a breakdown in community and police connectedness that have a bearing on the problem of decreased trust in law enforcement (Schaap, 2020). Many of these experts concluded that four specific factors

stand out primarily as reasons for increased legal law enforcement system abuse. These four particular elements have suitable and readily rectifiable answers to provide corrective actions for the future of a trustful relationship between society and law enforcement agencies.

Arguably, the amount of psychological testing on police officers was limited for potential recruits and those employed for years. With the current expert reports on the viability of such issues as PTSD after harrowing events in a police officer's daily line of duty, an increase in psychological testing and therapy was considered necessary by most studies. Highly common with law enforcement officers included those daily job-related tasks that affected the officer's psychological wellbeing. Many law officers see their mental health slowly deteriorating, with many communities continually finding fault in the police methods for protection and the violence, and the continued nerve-racking job of protecting communities. While not all who work in law enforcement showed problems with the day-in and day-out interaction with crime, criminals, domestic abuse, and child abandonment, among other tasks, police officers were often found taking refuge in unhealthy tendencies and habits. Such behaviors included heavy drinking, being abusive themselves, partaking in illegal drug activity, or other tenuous activities considered the officer's release or relief from their stressful position as protectors of society (Talavera-Velasco et al., 2018).

Secondly, racial diversity continued to be problematic within many police departments as black-and-white issues were continuously recognized. The public was oversensitive to black versus white. In contrast, the unfair actions of one police officer

were constantly seated on a racial problem rather than the officer's actions based on the person, not the ethnicity (Bhugra, 2016; van Steden et al., 2015). This action typically confounds the issue at hand. Thirdly, racial diversity was not only an oversensitive issue but has been a long-standing prejudice within law enforcement agencies (Kearns et al., 2020). Diversity training and cross-cultural communication education must be made mandatory for all persons involved with law enforcement positions. Finally, most experts agree that there is an unequal application of the law (Bhugra, 2016; van Steden et al., 2015). Most common were those proven actions that protect certain persons from policing efforts due to such facets as a higher SES, a person's position in their society, or even brother police officers. All society members must be held to the same standard regarding breaking laws.

Psychological Factors Affecting Community Trust

Recognizing that there are breakdowns between law enforcement agencies and communities, experts observed reasons within the psychological factors associated with community trust and found questions arose on the psychological health of the officers themselves (Deschenes et al., 2018; Schaap, 2020). Schaap (2020) claimed that law enforcement officers might have psychological issues due to the stressful work environment. Other experts felt these same officers showed abnormal behaviors, from which the public lost all confidence in their ability to protect and serve (Deschenes et al., 2018; Sereni-Massinger & Wood, 2016). These abnormal behaviors suggested a need for continued psychological testing with the aim of psychotherapeutic methods implemented and mandatory for those officers needing assistance with their mental status. Experts

examined this idea of investigating police officers' self-esteem as an essential facet of this type of questioning. These researchers further suggested that safety measures for those who protect and serve negatively affected police officers' mental health. These adverse effects were often caused by working incredibly long hours. Sometimes up to 30 hours with no rest, results vary based on the person and the community support (Milliar, 2020).

Arguably, the amount of psychological testing on police officers, both potential recruits and those employed for years, is limited. With the current expert reports on the viability of such issues as PTSD after harrowing events in a police officer's daily line of duty, an increase in psychological testing and therapy is necessary. Law enforcement cannot control many factors, such as the hour's work, the types of crimes investigated, or the victims involved. Police officers are tasked with responding to various acts of violence in the line of duty within their job parameters. Often, the police officer's psychological state of mind has little to no effect. However, there are times when a police officer is placed in a position that results in violence against them, with the potential for adverse psychological effects increasing. These effects could be nightmares, flashbacks of the shooting incident, and the officer not returning to work due to these psychological stresses. While the physical effects are often long-healing, painful, and debilitating to the law enforcement officer's life, the psychological effects often cause issues that may hinder the officer permanently. Psychological conditions have a high potential in officers due to their stressors and levels of danger within the job. Such conditions include depression, alcohol or substance abuse, social anxiety, and post-traumatic stress disorder.

The current study could offer psychological prevention methods in studying the causation of PTSD in law enforcement officers. Using the following literature review, the researcher will understand certain facets that experts have proposed based upon this topic and all its encompassing issues and examine such therapies as stress inoculation as a prepared and preventative method.

The risk for officers of the law is exceptionally high for PTSD. With such a risk, many experts have examined the propensity of the causation for such a condition. Scholars and law enforcement experts Lee et al. (2016) discuss the high potential of over 3800 police officers in South Korea who responded to the Impact of Event Scale evaluative test. The authors used a cross-sectional study; the evaluation aimed to determine if the type of job and its respective characteristics were responsible for the onset of PTSD in the sample population. This quantitative study evaluated the population sample for the type of job within law enforcement, their sex, age, frequency, and type of traumatic events experienced. Individuals classified as high-risk responded with a less than or equal score of 26 based upon a high-risk score of 20 and a low-risk score of 30. The overall results suggested a higher risk of the sample population who had the potential for PTSD were those officers involved with high-risk situations and incidences while on duty. The author's examination showed that those respondents with a high-risk score were 41.11% of the population and were more prone to being diagnosed with PTSD (Lee et al., 2016). The authors believe such results should allow the South Korean police force to improve their awareness of such conditions within their officers.

The issue of public distrust for our law enforcement officers often consists of the recognition and misinterpretation of the psychological problems that often plague these men and women. The misgiving and cynicism suggest that society believes certain stereotypes, but such labels of alcoholism, drug addiction, and even infidelities are found throughout public opinion. The publicity based on police mental health provides continued reasons for the mistrust. It is noticeable as, more often than not, police departments dismiss mental health programs as unnecessary and too expensive. However, expert criminologists described law enforcement mental illness as an epidemic growing exponentially, with misleading figures as high as four and five hundred per year (Papazoglou & McQuerrey Tuttle, 2018; Stogner et al., 2020). Dangerous incidents tend to increase a law enforcement officer's psychological bearing, and they may find they have no reasonable or safe understanding of coping mechanisms.

Myths and misunderstandings abound over the causes of mental health issues and general issues like the impacts of divorce and substance abuse in police work. For example, Posttraumatic Stress Disorder (PTSD) is characterized by haunting memories, nightmares, social withdrawal, jumpy anxiety, numbness of feeling, and insomnia that lingers for four weeks or more after a traumatic experience (Talavera-Velasco et al., 2018). Like the military, police officers refuse to appear weak, often refusing to discuss any incidents. There is a high need for increased psychological training as police officers' mental issues continue to rise. There has been an increase in police officer suicide in the U.S. over the past two decades, with the number of officers being released in drug or alcohol rehabilitation (Demou et al., 2020; Violanti et al., 2017). Many male police

officers have a self-belief that they should be providing for their families. Those who protect their community during this era of high conflict and violence feel that a person who suffers from emotional strife from being involved in daily criminal activity is weak. The attitude of many law enforcement officers comes with a denial that they are affected by such actions of violence and are consistently witnessed as part of their line of duty.

Summary and Conclusion

Findings from current studies showed positive related community support to community policing in terms of social cohesion, loyalty, and cynicism, and negatively related community support to community policing in terms of alienation and autonomy (Hummer & Byrne, 2017). Much of the research examined reviewed police brutality, excessive force, and violent actions. Excessive force has had a negative impact on citizens creating mistrust, riots, and protests against law enforcement (Carter, 2016; McCarthy et al., 2019; Mourtgos et al., 2020; Schoenle, 2017). Studies also showed that the public's lack of confidence in police protection was most commonly conceptualized as a measure of diffuse support for the police institution instead of specific support for individual officers (Mourtgos et al., 2020; Schaap, 2020; Talavera-Velasco et al., 2018). A significant number of studies addressed the psychological factors that affected community trust. This research showed how many in public lost all confidence in their ability to protect and serve and, in turn, lost their community's faith (Schaap, 2020; Sereni-Massinger & Wood, 2016)

Chapter 3 included the current study's method and research design, introducing the sampling, population, and selection of participants. In this chapter, I explained the

method of data collection and the instrumentation for this collection, and the data analysis process. This chapter also included a section on the ethical considerations, the reliability and validity of the quantitative method, and the trustworthiness of the qualitative method.

Chapter 3: Research Method

Introduction

The purpose of this qualitative phenomenological study was to examine the means of law enforcement agencies' use of the conceptual model of the community known as CPD programs (COPS, 2021). This examination observed such a program's success in its application through the perceptions of police officers who use this model and those communities affected by such application. As noted, this study was conducted to help address the lack of communication between civil society and law enforcement and single communities. As such, the purpose of this qualitative phenomenological study was to examine the use of the conceptual model of community policing known as CPD programs by law enforcement and the impacts of this approach on improving communication between communities and law enforcement.

In Chapter 3, I present the methodological construct established for the current study, providing the rationale for selecting a qualitative phenomenological research design. In this chapter, I also discuss the role of the researcher, the steps within the methodology such as the sampling strategy for selecting participants along with the recruiting process, the instrumentation used, the process for data collection and data analysis, issues of trustworthiness, and ethical considerations.

Research Design and Rationale

The purpose of this qualitative phenomenological study was to examine the means law enforcement agencies use in the conceptual model of the community known as CPD programs. The following research questions guided this study:

RQ1: How do law enforcement officers and community members perceive if there a break in trust and if such break has caused a failure between law enforcement and community communication?

RQ2: What factors are apparent that have caused this break in trust?

RQ3: How can communication between law enforcement and communities be better built to ensure safety, policing, and fairness for communities and police officers?

Qualitative research is conducted to explore phenomena that are not traditionally quantifiable but instead are exploratory (Tracy, 2019). Qualitative research exploration includes assessing lived experiences as reported through interviews with participants (Tracy, 2019). Conversely, quantitative research explores a phenomenon through testable hypotheses and statistical analyses (Tracy, 2019). Quantitative studies are useful for addressing variables that can be quantified or measured, such as assessing the level a participant agrees or disagrees with a statement using a Likert-style scale. A qualitative methodology was appropriate for this study.

A qualitative methodology allowed for examining individual lived experiences to address how communication between law enforcement and communities can be improved and to identify the derivative issue that led to communication breakdown. Further, a qualitative survey that can detail participants' reflections on communication failure and mitigation strategies allows for further evidence to address the research questions. As the purpose of this study was to examine how law enforcement agencies use the conceptual model of the community known as CPD programs through the lived experiences of both law enforcement and community members, a qualitative methodology was appropriate.

For this study, the qualitative research designs were considered. In qualitative research, possible designs include phenomenological assessments, ethnographic assessments, and case studies (Aspers & Corte, 2019). In ethnographic assessments, the purpose is to explore cultural processes and behaviors through observation. As such, the ethnographic assessment was not chosen for this study because I was not examining cultural behaviors or processes (Park & Park, 2016). Next, a case study was considered to address the phenomenon through multiple forms of data collection within a set organization, populace, or multiple settings (Aspers & Corte, 2019; Park & Park, 2016). The case study approach was not ideal because it would involve addressing the phenomena of law enforcement and community communication through a singular organization, such as a police department or city that experiences communication breakdown. Instead, I aim to address the lack of communication between civil society and law enforcement and members in the community. As such, a case study was not appropriate for the broad range of the purpose of this study.

Next, I considered a phenomenological assessment, which would address the lived experiences of individuals based on interview data collection (Aspers & Corte, 2019; Hammarberg et al., 2016; Park & Park, 2016; Tracy, 2019). Phenomenology was chosen as it is ideal for exploratory qualitative research that assesses a phenomenon based on the experiences of community members. The preferred approach is the rationale. This approach is used to explore the research questions through an exploratory approach that includes participants' lived experiences, which are considered less generalizable for research. Further, through a phenomenological approach, the findings of

the lived experiences of participants can be thematically analyzed and represented as themes in the final chapters of this dissertation.

Role of the Researcher

The role of the researcher is to remain objective within a study, generating knowledge to create an understanding regarding the topic of interest. I ensured that any human participants were protected based on the *Belmont Report* principles. I followed all ethical considerations outlined by the Walden University Institutional Review Board (IRB) and the principles stated in the *Belmont Report*. I received official approval from the IRB committee prior to recruiting participants (Appendix B). The principles necessary for this study included respect for the persons, beneficence, and justice (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1979). My overarching role within the current study included having a professional attitude, showing professional responsibility toward the participants and any others involved in the study, being accountable for all data collection and analysis, and disseminating the results. I aligned the methodology and research design with the research goals using selected instrumentation to collect data and conduct analysis.

For methods of protection and should abuse or criminal behavior be reported, it should be noted that I have worked in the field of law enforcement in various capacities over the past 20-plus years. I am a mandated reporter bound by law to report evidence of crime, abuse, or neglect as required by the Federal Child Abuse Prevention and Treatment Act (2017). I am required to report any information to the authorities if

revealed in the interviews. Participants were aware of this and could decide what they wanted to share in their interviews. There were no conflicts of interest or significant ethical issues associated with the current study or the participants selected for the current study. I had no personal or professional relationship with any potential participants as the sample was chosen through the nonprobability sampling method of purposive sampling.

Methodology

Participant Selection Logic

I used purposeful sampling to select participants for this study. Purposeful sampling is an intentional selection of participants based on chosen criteria (Palinkas et al., 2015). This type of sampling is also known as selective sampling. I used a nonprobability sampling method to determine participants based on their knowledge of the topic of interest (Palinkas et al., 2015). The sample was selected from a population that includes currently retired police officers. Ames et al. (2019) explained that purposeful sampling allows for selecting individuals who have a wealth of information, can reflect on their knowledge and experience, and are articulate. Such individuals can provide unique insights and in-depth comprehension of the subject matter being studied (Ames et al., 2019).

If random sampling did not yield enough participants, snowball sampling was the next sample selection method I would use. Snowball sampling is used to expand a participant selection using contacts known to the selected participants. Snowball sampling uses these participants to identify and recommend other potential individuals willing to participate in the study (Kirchherr & Charles, 2018). However, in this research,

purposeful sampling produced enough volunteers, and snowball sampling was not necessary.

The goal for the proposed study was to select 10 to 15 individuals who have worked as police officers, who were currently retired, and who volunteered to speak to the researcher that were considered viable candidates for selection. Also, (ten) 10 to (fifteen) 15 candidates were selected on a volunteer basis from the community using random sampling. A mass email was sent through the local community center asking volunteers from the community to participate in the proposed study. The participants were selected at random. The criterion for both groups of participants included being over the age of 18, communicating sufficiently in English, and being willing to be interviewed. The inclusion criterion for the police officer participants included being retired within the last 10 years from a U.S. police force and being involved in a community using the CPD program. The inclusion criteria for the community member participants included having lived in the same single community for more than 12 months, being an involved member of the community (such as a part of the chamber of commerce) and having participated in or having knowledge of the CPD program.

I aimed to gather a sample size of 10–15 participants from each group with a potential total of 20–30 participants. The deciding factor of this number was based on Vasileiou et al.'s (2018) saturation rate. Data saturation refers to the degree of needed detail collected, which reaches saturation when no new information is being uncovered (Fusch & Ness, 2015; Guest et al., 2006). If participants continued to present further information, the would have indicated data saturation has not yet been met, and

interviews should continue (Francis et al., 2010; Fusch & Ness, 2015). Vasileiou et al. (2018) observed the tendency for sample size within qualitative research to validate reporting and establish the necessary quality markers in qualitative studies. Vasileiou et al. (2018) found that a provision of sample size justification only when the researcher is transparent regarding the evaluation of sample size sufficiency and with the saturation of responses. However, I was able to reach data saturation with 24 participants.

Instrumentation

Data for the proposed study were collected through 20 questions in semistructured one-on-one interviews (Appendix E). Each interview was expected to last approximately 60 minutes. The standards for interviewing as instrumentation typically consist of sitting with a participant face to face in a nonbiased environment. However, due to the COVID-19 pandemic, all interviews for the current study were conducted online through the Zoom platform. I followed a written interview protocol (Appendix D) for the interview process. Before participant interviews occurred, I engaged in a field study to practice the interview process using the interview protocol. Further, I enlisted an expert panel to review all interview questions assessing the validity and clarity of the interview questions.

Field Study and Expert Panel

The expert panel of three professionals was selected to review the interview questions. The experts were not employed by Walden University but had experience and knowledge of the topic of interest for the current study. I provided this expert panel with the interview guide and protocol, which I used to interview the participants (Appendix

D). The experts reviewed the questions and determined the alignment to the purpose of the study and offered advice for changes to the research questions (Appendix G). The expert panel members suggested avoiding the use of jargon and terms not understood by laypersons, that question four was not clear enough in relating to the participant what break in trust meant, and that the questions needed reordered for clarity. Based on this feedback (Appendix G), the appropriate changes to the research questions were made.

After the interview questions were deemed appropriate, mock interviews with three people who met the same criteria for participation were held. This field testing (Appendix F) included testing the interview questions to ensure the interview process and the interview questions were clear and understandable for all parties involved. The data collected from these mock interviews were not used in the actual study. The field test aimed to gain experience interviewing and assess if the questions were appropriate for answering the research questions within the interview. The original interview questions (Appendix E) were acceptable and did not need revised after the field test was completed (Appendix F).

Recruitment, Participation, and Data Collection

The participants were recruited through an online platform called LinkedIn. A single page (Appendix A) was set up to recruit. The page created included a posted request for participants explaining the study's topic, the significance, the requirements to be selected for participation, and what the participation entails, including the necessary amount of time. The page requested interested parties to message or email the researcher to participate or if they have any questions regarding the study.

Once agreed to participate, each participant was sent an informed consent form (Appendix C) through email. The participant entered the verbiage, "I CONSENT," at the bottom of the form, which provided adequate consent, after which they returned to the researcher. Once received, each signed consent was saved in a password-protected folder on their computer. A copy of the consent form was provided to the participant as well. Only informed consent forms stating "I CONSENT" were saved in this folder. Upon receiving the signed consent form, interview days and times were scheduled, with the participant being sent a Zoom link with the appropriate day and time agreed.

All interviews were audio recorded based on the participant's previous agreement. I reiterated to each participant that the interview would be recorded at the start of the interview to ensure permission. I further reminded each participant that the interview could be stopped if the participant felt uncomfortable or did not wish to answer any further questions. I restated that if the participant chose not to complete the interview, their recorded information would be immediately deleted. This did not occur with any of the participants. Each interview was assigned an alphanumeric identifier that kept the participant's information confidential.

All recorded information was transcribed through the Zoom audio screen share transcription service. This service associated with the Zoom platform provided a Word document transcribed from the interviews. After this transcription was downloaded and saved in a separate password-protected folder on my computer, I emailed the transcript to the participant for member checking. Member checking is how the participant reviews the transcribed interview to ensure all comments are accurate. I requested each

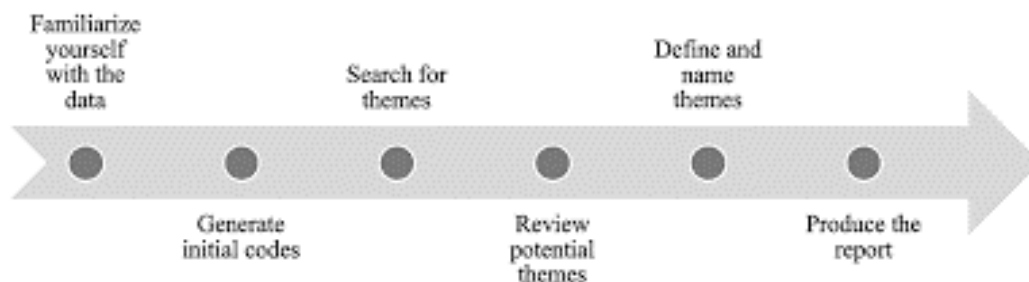
participant make any suggested changes and return via email within 7-10 days, and all were returned within this deadline. No changes were necessary.

Data Analysis Plan

Data analysis began after all member checking was completed, and the transcript was returned to the researcher. The software program NVivo was used for the analysis of the data collected. Braun and Clarke's (2006) six-step thematic analysis was also used to guide the coding and analysis process. The research questions were answered through the participants' perspectives found in the interviews. Braun and Clarke's (2006) six steps to conducting thematic analysis extracted common themes from all participant answers to the interview to answer the research questions. The coding process included circling the same or similar verbiage and examining the underlying themes of the participants' responses. Before using NVivo, the researcher created codes based on analysis by hand. Hand-coding demonstrated the initial codes developed before using NVivo software for this process. The use of NVivo software supported the analysis in finding such themes. The six-step process is found in Figure 1.

Figure 1

Six-Step Process for Thematic Analysis



Note. From Braun and Clarke, 2006

Once the results were found and written up, the researcher sent a 1-2 page summary explaining these findings to each participant through email. The participants were asked to review the analysis information and ensure it was correct based on their responses to the interview questions. All participants agreed that the information was correct. NVivo only served as an organizational tool used to aid in organizing the text elements that were noted to be similar across the interviews.

Issues of Trustworthiness

The qualitative research exacted four quality criteria to establish the trustworthiness of the study's data, instrumentation, and analysis. Trustworthiness is an assurance that reflects how the research instruments are constant and reliable (Korstjens & Moser, 2018). The four criteria include credibility, confirmability, transferability, and dependability. Additionally, trustworthiness is all about establishing that the data and the findings are reliable and valid. The trustworthiness of the results were established through these four criteria.

Credibility

Credibility is the confidence in the data analysis and findings (Korstjens & Moser, 2018). Establishing credibility allows the researcher to show that the findings were plausible and realistic. Credibility centers on the truth-value of the results, verifying that the analysis findings are trustworthy. The research for the current study used member checking to establish credibility. Member checking is the process after the results from a recorded interview are transcribed and reviewed; the researcher asks the participant to review and correct any falsehoods or misinterpreted information. Member checking

strengthens the data since the researcher and respondents look at the data with different eyes.

Confirmability

Confirmability is the degree that the study's results are confirmed by other experts and established clearly through data interpretations of the findings (Korstjens & Moser, 2018). The purpose for confirmability is to ensure the researcher can justify their findings through the data, and as such, can show how they concluded these results. The use of the audit trail was beneficial with this facet of trustworthiness. The current study's research ensured that all processes and procedures on the established results are documented and recorded.

Transferability

Transferability is established when the research results are completed, and another researcher can follow the steps within other settings or contexts for further research (Korstjens & Moser, 2018). The context of transferability consists of ensuring the findings are applicable to other situation, similar phenomenon, or similar populations. This was accomplished in the current research by providing thick and robust descriptions of the detailed steps for all facets of the study. Describing participants' behaviors, actions, and experiences, their context, behavior, and experiences could become meaningful to another researcher.

Dependability

Dependability is defined as the stability of findings over time (Korstjens & Moser, 2018). The use of dependability in qualitative research is based on the evaluation

of the findings. This included the researcher's stated interpretation of these findings and the researcher's recommendations based on supporting factors found within the data and as received from participants. The most common means for dependability is keeping an audit trail of the data collection and analysis. The researcher of the current study recorded each step of the research path as each step commences and was completed.

Ethical Procedures

Ethical procedures are designed to achieve the various goals, including safeguarding the rights and well being of research participants and ensuring the research steps follow Walden University, the IRB, and the Belmont report's requirements for using human subjects in research. Before beginning research, the researcher evaluated potential ethical issues and developed a plan to mitigate associated risks (Rudestam & Newton, 2015). Ethical procedures are based on anticipated matters and should be recognized and addressed in the manner the research will mitigate against (Creswell, 2009). Psychological discomfort is an ethical concern for the researcher, and respondents must remain unharmed throughout the research process (Rudestam & Newton, 2015).

The processes and procedures for selecting participants, data collection, and data analysis did not move forward until the researcher received approval from the IRB committee (Appendix B). Ethical considerations for recruiting participants included requesting permission to recruit and receiving consent from all participants before interviewing. The participant read and placed "I CONSENT" at the bottom of the detailed informed consent form (Appendix C) requesting permission to participate in the study. The researcher ensured that the interviewees understood the consent form before signing.

The detailed informed consent form included a description of the study, the voluntary participation clause, and information on the anonymity of the results gathered from this study. If the participants felt distressed at any time, the researcher provided a 24-hour counseling hotline, 1-800-COPLINE [267-5463]. COPLINE is a not-for-profit 501(c)3 dedicated to serving active and retired law enforcement officers and their loved ones by providing CONFIDENTIAL 24/7 trained retired officers for callers dealing with various stressors in law enforcement careers to encounter both on and off the job. COPLINE (2022) counselors can assist with a referral to a culturally competent mental health professional.

Participants were not required to complete the study and were told they could discontinue at any time. If a participant had left the interview early, all data collected up to that point would have been destroyed. The need to leave the interview early did not occur with any participants. The researcher maintained all data collected from completed interviews, the signed informed consent forms, and all personal data securely in a password-protected file and will keep this for five years. The researcher is the sole person with access. All personal information was eliminated from the transcribed data, with the researcher de-identifying and creating an alphanumeric identifier for each participant to ensure the privacy of identity occurs. The data will be destroyed after 5 years as per the IRB requirements.

Summary

This qualitative descriptive study examined how law enforcement agencies use the conceptual model of the community known as CPD programs. This examination

observed the program's success in its application through the perceptions of police officers who utilize this model and those communities affected by such application. As noted, this study addressed the lack of communication between civil society, law enforcement, and community members. Resultantly, the purpose of this qualitative phenomenological study was to examine the use of the conceptual model of community policing known as Policing and Public Safety Problem Solving Programs by law enforcement and the impacts of this approach on improving communication between communities and law enforcement.

The research design for this study was qualitative phenomenological, which provided a deeper description of the experiences of those involved in the combined association of police and community member collaboration through interviews. Qualitative descriptive design is characterized by developing detailed descriptions of a phenomenon based on the participants' experiences as shared during the data collection process (Lambert & Lambert, 2012). The unit of analysis was at the individual level, focusing on the collective experiences of retired police officers and community members who experienced how communication between law enforcement and communities improved and the derivative issue that led to communication breakdown.

The sample included 24 participants, 12 retired police officers, and 12 community members who have been involved with or have knowledge of the CPD programs. For the recruitment and selection of potential participants, a purposive sampling technique was used, as this type of sampling technique is heavily reliant on identifying informants who

have the potential to provide rich information based on their presumed proximity to the phenomenon being explored (Palinkas et al., 2015).

The data sources came from semi-structured interviews with 24 participants. All data were managed using NVivo, a qualitative software intended to categorize data to make the coding process more accessible, systematic, and standardized (Bazeley & Jackson, 2013). As Braun and Clarke (2006) detailed, collected data were examined for thematic categories. This analysis produced a report listing specific common themes within the participants' interview responses. The themes answered the study's research questions and allowed me to make specific concluding statements and further recommend ideas for future research. In the next chapter, Chapter 4, the themes were presented based on the data collection and analysis.

Chapter 4: Results

Introduction

The purpose of this qualitative phenomenological study was to examine the means of law enforcement agencies' use of the conceptual model of the community known as CPD programs (COPS, 2021). This examination observed such a program's success in its application through the perceptions of police officers who use this model and those communities affected by such application. Data were collected and analyzed to answer the following research questions that guided this study:

RQ1: How do law enforcement officers and community members perceive if there a break in trust and if such break has caused a failure between law enforcement and community communication?

RQ2: What factors are apparent that have caused this break in trust?

RQ3: How can communication between law enforcement and communities be better built to ensure safety, policing, and fairness for communities and police officers?

In this chapter, I reiterate the method for data collection by explaining the results from the field study and expert panel review. Additionally, I present the related data collected through the semistructured interviews, beginning with discussing the relevant demographic factors. Further, I discuss the outcomes of the field study and expert panel review of the interview questions concerning the research questions. This discussion is followed by an explanation of the analysis process and the findings. I then described all evidence of trustworthiness for confirmability, creditability, dependability, and transferability.

Setting

The expert panel review (Appendix G) revealed that the interview questions simply needed a bit more clarity. Expert #1 suggested refraining from using jargon in the interviews and felt that Question 4 was not clear enough in relating to the participant what *break in trust* meant. Expert #1 felt that the question should read: How would you define a break in trust between police and community? Expert #3 expressed a similar concern with Question 4, but also felt that Questions 2 and 3 needed a bit more clarity. Expert #3 suggested revising this question by relating specifically what communication is defined as in each setting. Expert #2 felt no changes were necessary with the verbiage of the questions but suggested the questions needed to be reordered, moving Question #1 to Question #5, after discussing the definitions related to this research. All experts reviewed the interview questions with the research questions and felt they were in alignment. I addressed these suggestions, rewording Questions 2, 3, and 4, and I reordered the questions prior to the field test.

I used a field test to gain experience interviewing and to assess if the interview questions were appropriate for answering the research questions. The data collected from both field test interviews were not used in the study analysis. The field test (Appendix F) was given in two mock interviews with two unrelated volunteers who met the inclusion criteria for participation. Both volunteers for the field test signed an informed consent and met with me over a Zoom call. Field test participant (FTP) #1 was male, who identified as White and was a retired police officer. This FTP retired 5 years earlier and lived in the same community with a population of 40,000 for over 40 years. FTP #2 was a 45-year-

old Hispanic woman from the community, who owned a flower shop in her community for 25 years. This community had a population of 35,000. The results of these field tests provided the necessary practice I needed.

Demographics

At the start of the interview, I asked each participant for certain demographic and characteristic information relevant to the study. I specifically told each participant they did not have to answer any of the demographic questions if they did not wish to or if any question made them uncomfortable. The questions related to their age, number of years retired for police officers or number of years employed within the community for community members, the race they identify with, the years they lived in the community, and the population of the community rounded to the nearest thousand. Table 1 shows these demographic data.

Table 1*Participant Demographic Data*

Participant	Age	PP years retired or CMP years of employment	Race	Years in community	Community population
PP1	59	5	B	22	15,000
PP2	62	7	B	31	17,000
PP3	67	2	H	12	29,000
PP4	67	10	B	27	24,000
PP5	64	9	H	48	12,000
PP6	68	7	H	42	9,000
PP7	71	5	H	28	24,000
PP8	69	6	W	19	21,000
PP9	68	8	W	18	19,000
PP10	70	8	B	20	49,000
PP11	71	9	W	36	32,000
PP12	68	6	B	45	10,000
CMP1	47	12	H	12	17,000
CMP2	42	14	W	19	15,000
CMP3	39	6	W	27	16,000
CMP4	45	19	B	11	12,000
CMP5	37	7	B	6	29,000
CMP6	52	6	B	16	32,000
CMP7	34	11	H	28	19,000
CMP8	44	10	W	37	8,000
CMP9	42	16	H	12	27,000
CMP10	51	9	H	14	14,000
CMP11	47	8	B	23	11,000
CMP12	41	8	H	15	23,000

Note. PP = Police participant. CMP = Community member participant. B = Black; H =

Hispanic; and W = White.

Data Collection

The data were collected from a total of 24 participants who participated in Zoom conference call interviews. Of these 24 participants, 12 were retired police officers and 12 were community members who had at one time been involved in a CPD program.

Each interview lasted at least 30 minutes with the longest interview lasting 58 minutes.

Table 2 provides details on the time for each interview.

Table 2

Length of Participants' Interviews

Participant	Length of interview	Transcribed pages
PP1	0:41:16	13
PP2	0:39:12	9
PP3	0:32:22	6
PP4	0:40:56	10
PP5	0:46:22	12
PP6	0:41:27	10
PP7	0:47:42	12
PP8	0:42:04	13
PP9	0:38:15	8
PP10	0:49:29	15
PP11	0:58:37	19
PP12	0:39:45	8
CMP1	0:43:51	12
CMP2	0:43:03	12
CMP3	0:53:18	17
CMP4	0:56:08	17
CMP5	0:50:29	16
CMP6	0:48:17	14
CMP7	0:42:56	11
CMP8	0:49:22	15
CMP9	0:47:27	12
CMP10	0:36:16	6
CMP11	0:48:06	14
CMP12	0:41:12	12

All interviews were recorded using the Zoom audio recording feature, after which each interview recording was labeled with an anonymous label deidentifying the participant (PP for police participant and CMP for community member participant).

Interview recordings were saved on my personal computer in a password-protected file; I

was the only person with access to the data. The data collection process had no variations from the plan presented in Chapter 3, and there were no unusual circumstances encountered during this data collection process.

Data Analysis

The phenomenon explored in this study was the lived experiences of how law enforcement and community members communicate to learn what improvements could be made for future relationships, strengthening communications, and encouraging future use of a CPD program. To explore such phenomena, I used one-on-one semi structured interviews through a Zoom conference call platform. Data were collected from 12 retired police officers and 12 community members. Both participant groups had knowledge of and participated in a CPD program at some point.

After all interviews were conducted and the recordings were transcribed, I emailed each transcription document to the respective participant for member checking. Once all documents were checked and returned from the participants, any requests for changes were made. Then I employed Braun and Clark's six-step thematic analysis process.

Step One: Data Familiarization

I carefully read each transcript and reread each transcript until I was familiar with all the data. Each transcript was read at least three times and I highlighted specific words connected to the research questions. Further, I relistened to each recorded interview and followed along with the printed transcript. All transcripts were reviewed multiple times

until I knew and understood all participant responses. This first step was the foundation for all the subsequent analysis.

Step Two: Generate Initial Codes

Once I was familiar with the data, I began generating the initial codes. This entailed continuing to read the transcripts and highlighting specific words and phrases associated with answering the research questions. This step incorporated use of in vivo coding as the first cycle coding method, thereby emphasizing the spoken words recorded from the participants. In vivo coding assisted with research–participant interaction, highlighting the participant’s voice giving meaning to the data (Manning, 2017). The inductive coding approach provided an effective way of analyzing the data, while in vivo coding emphasized the participant’s spoken words by assigning a specific label or category to a section of the interview transcript. This method of coding assisted me in understanding particular words and phrases. In vivo coding is helpful in highlighting the meaning behind participants’ voices. The extracted codes provided a context in determining the themes from the collected data. Using the coding framework based on Saldana’s (2015) process, deliberate and natural patterns were observed with repetitive patterns of actions and consistencies established. The results then provided categories for themes.

Coding of the data began with a first cycle coding method using this in vivo coding and a coded excerpt of the data based on the participant’s words and phrases and not my interpretation. I determined the code names from the literal words in the transcript itself. The codes captured the essence of what the participant was communicating. In the

second step, I organized these codes into categories and subcodes. In each category, I then grouped together codes that were similar or pertained to the same topic.

After completing the inductive coding, the handwritten results were compared with the data analyzed using NVivo software. To verify the data were correctly analyzed, I employed NVivo software importing all the transcripts and summary memos using the memo link in the ribbons that links the memo to the transcript. Upon reviewing the summarized memos, I then created a research journal and developed the coding strategy. NVivo provided data constructed codes, finding the most apparent codes. The software further provided me with a code report that I compared with the hand codes, resulting in 18 codes. Table 2 shows the results from this compared and combined methods of analysis.

Table 3*Interview Codes, Example Direct Quotations, and Counts*

Code label	Example direct quotation	Participant Count	Frequency Count
Communication is necessary to show safety and security	...there is a wide spectrum of ways to communicate throughout the community of this study I would suggest that citizens, police, city government, businesses, churches, volunteers, and all other stakeholders that care about a safe and security community work together collaborate some form of unite front to combat crime and violence in a safety in numbers fashion aka "Community as a Whole"	24	47
Break in trust	What we have experienced in this community in terms of broken trust starts with do what say you will do for the community. The trust is broken when empty promises are not delivered in terms of building and working with the community.	24	41
Building community trust	The main factor that is vital to building trust is "Empathy" toward the victims. Trust is built by supporting law and order for the greater good and quality of life in the community	24	37
How did any distrust start between community and police	There is distrust, some cops are just not meant to be cops; and or are burned-out, maybe traumatized or maybe just too afraid to do their jobs. Not people make mistakes and often will expect and admit their own errors if treated with empathy, respect and dignity through due care in the sense if procedural justice is fulfilled.	24	37
Programs for establishment of trust between community and police	We have the Police Board of Commission and many of Community Groups, business, citizens watch groups and patrols, police officers from all ranks, public officials, firefighters and EMS, Schools, Churches that support Community Policing development and a variety of technical solutions.	24	36
Crime prevention by police	That is wide open question and often depends on who you ask in terms of ranks and position in the Department(s). In other words, "some will, some won't, so what keep it moving." Some Command staff Officers love the spotlight and media events to rub elbows with politicians, judges etc. love all these "Feel good programs" promises or advocating from the branch is often and different from the war on the streets out here! You have to find the right officers and community members who are community to live as "Free and Safe Americans" as matter of their civil rights and Americans and then things seem to work out.	24	35
Ignored crime prevention by police	The factors that we are seeing that are largely "ignored" by the police against our community is collective & overall damages that have occurring in terms of the full totality of circumstances. There is healing, trauma and many after affects that goes along with the crime and victims' dynamics long term.	24	33
Policing responsibility to community safety	According to the concept and licensure of serving and protecting the publics best interests. I would consider a holistic approach from prevention, preparation, response, courts, corrections, and recovery along with the input and support of the community as a whole.	24	33
Importance of trust between community and police	Trust means that you rely on someone/others do the right thing. If and when you believe in the person's integrity and strength, to the extent that your community and yourself on the line even if it is risky. Trust becomes essential to an effective community policing team because it provides a sense of safety & security.	24	32

Code label	Example direct quotation	Participant Count	Frequency Count
Barriers to positive relationship building between community and police	There are many variables in the overall scheme of it all; for example, trust, instructional control (behind the blue line), pre-justices toward one another, cultural and social conflicts, political influences & agenda, time & money, resources, consistent participation, media, hate groups, criminals, terrorists, and lack of moral courage values	24	30
Positive policing	Well, the idea to serve and protect is what “we the people” expect as many of community members want to contribute to the outcomes of their own safety for themselves, their families and property from natural rights perspective against those want to bring down their communities.	24	30
Community safety should include	Feeling safe is important for mental, physical, and financial health as an overall wellbeing. Factors that can contribute to these feeling of neighborhood safety include seeing others peacefully together with other people out and about, having family, friends, business have full to police protection and access to all the community has to offer through positive relationships with other community members, the police and community as a whole.	20	29
Communities work together collaboratively with communication with police	Currently, there is a big push of community orientated policing to improve communication, but there are still a lot of old habits and old ideas that seem to die hard.	24	29
Negative policing	When there is mistrust, broken promises and crimes seem to be running the streets as the police (who may or may is not compromised) seem to ignore what is going on around them.	24	28
Crime prevention by community	From a Community as Whole perspective we try to fight back with legal and safe means possible on every front, from all hands-on deck: for example, “if you see something, say something account to homeland security guidelines for crime prevention along with social media, CCTVs, work of mouth, eyes, and ears.	24	28
How is trust rebuilt between community and police	There needs to be major public policy awareness effort change to culture in a positive and open way without pointing fingers, but rather offering a method in the context of “active listening” greater empathy and compassion. On the other hand, in terms of the corrections of offenders and the rules of a civil, safe, and functional society as a key element to peace, liberty and justice for all. In other words, learn from the past, but strive for continues improvement for the sake for a positive environmental, health and safety outcomes. This requires a great deal of time and work, but yes it can be done.	24	26
Level of distrust between police and community	There is distrust, some cops are just not meant to be cops; and or are burned-out, maybe traumatized or maybe just too afraid to do their jobs. Not people make mistakes and often will expect and admit their own errors if treated with empathy, respect and dignity through due care in the sense if procedural justice is fulfilled.	23	25
Barriers in creating police to community partnership for crime prevention	Well in my opinion, observation, and experiences this a two-sided coin which represents the community as a whole including both police, citizens, and all other stakeholders. In others, there on both injustices toward citizens and toward police in the grand scheme of things. Stepping outside the narrow box that many hide and of course trust, fear and anxiety from the unknown.	24	25

Step Three: Search for Themes

The researcher reviewed the categories and moved several codes around until a structure made sense to the overall analysis. There are several methods for cycle coding including focus coding, pattern coding, axial coding, theoretical coding, and longitudinal coding (Saldana, 2015). The researcher however, used pattern coding for the second cycle coding, and reorganized and condensed all data into groups with pattern coding. Pattern coding is a way to construct and group large amounts of data into smaller sets. Using interpretative analysis, the researcher established categories from grouped codes brought over from Table 3. In qualitative research, a code that summarizes data using a single word or a short phrase that evokes the essence of its meaning (Saldana, 2015). This coding enabled the researcher to combine the interview codes into interview categories shown in Table 4.

Table 4

Combining Interview Codes into Interview Categories

Category	Codes (from Table 2)	Definition	Participant count	Frequency count
Lack of policing & community collaborate	Community safety should include (29) Positive policing (30) Negative policing (28)	Lack of policing & community collaborate	24	87
Failure to keep promises made (both community and police)	How did any distrust start between community and police (26) Importance of trust between community and police (32) Level of distrust between police and community (25)	Failure to keep promises made (both community and police)	24	78
Lack of Empathy towards victims	Break in Trust (41) Building community trust (37)	Lack of Empathy towards victims	24	78

Category	Codes (from Table 2)	Definition	Participant count	Frequency count
Issues with Communication	Communication is necessary to show safety and security (47) Communities work together collaboratively with communication with police (29)	Issues with Communication	24	76
No collaboration between police & community for crime prevention	Crime prevention by police (35) Ignored crime prevention by police (33) Crime prevention by community (28)	No collaboration between police & community for crime prevention	24	76
Lack of support for crime prevention programs	Programs for establishment of trust between community and police (36) Policing responsibility to community safety (33)	Lack of support for crime prevention programs	24	69
Increased communication & collaborative efforts to build community programs	How is trust rebuilt between community and police Barriers in creating police to community partnership for crime prevention (25) Barriers to positive relationship building between community and police (30)	Increased communication & collaborative efforts to build community programs	24	55

From the categories shown in Table 4, the researcher established the reflected themes. The researcher reorganized the categories, sorting these categories into consistent and overarching themes noting the categories of codes reflected themes. These were shown in Table 5.

Table 5

Combining Interview Categories into Themes

Theme	Categories (from Table 4)	Definition	Participant count	Frequency count
Lack of collaboration and communication	Issues with communication (76)	Multiple issues of broken trust in the community initiated by poorly managed communication, education, and knowledge	24	305

Theme	Categories (from Table 4)	Definition	Participant count	Frequency count
	Lack of empathy towards victims (78)			
	Failure to keep promises made (both community and police) (82)			
	Lack of support for crime prevention programs (69)			
Failure of Trust Between Community and Policing	Lack of policing & community collaboration (87)	Failing trust between community and policing established by a lack of collaboration	24	163
	No collaboration between police & community for crime prevention (76)			
Provide positive influences to initiate communication and collaboration	Increased communication & collaborative efforts to build community programs (55)	Initiation of future collaborative efforts can rebuild trust and collaboration	24	55

Step Four: Review the Themes

The researcher next reviewed the themes and examined if these themes were cohesive and clearly identifiable from the previous categories. After reviewing the data and associated themes, the researcher modified and further developed the themes found in phase three. Questions related to determining if the themes were coherent but distinct from each other included, do the themes make sense with the data supporting the themes (Braun & Clarke, 2006).

Step Five: Define and Name Themes

During this step, the researcher wrote short descriptions providing a defined meaning of each theme. Braun and Clarke (2006) claimed the need was to “define the

essence that each theme is about” (p. 82). In describing the theme, the researcher identified the related themes matching to the respective research question.

Step Six: Produce Report

The last step for the data analysis had the researcher produce a report used to move inductively from coded units to larger representations including categories and themes. In writing the report, the researcher chose the most meaningful themes found establishing how they contributed to the findings. These findings associated with the overall topic of the study also assisted in answering the research questions (Braun & Clarke, 2006).

Evidence of Trustworthiness

Credibility

The researcher established data credibility through member checking. Each interview transcribed into a Microsoft Word document was emailed to each respective participant. The participant reviewed the content and made any changes (if necessary) to false or misinterpreted information, then returning the document with such changes to the researcher. If no changes were necessary, the participant returned an email stating, “no changes necessary.” The researcher received two emails requesting changes in the participants’ transcript. The other 22 returned emails noting no changes were needed.

Confirmability

The researcher established confirmability by writing every step down and elaborating on the coding process used to analyze the data collected. Such strategies used to establish the confirmability for the current study included the creation of a well-

defined coding procedure and the use of a reflexive journal to keep the researcher from incorporating any bias into the interpretation of the findings. The threat of researcher bias was mitigated with this journal so if any bias was apparent it was noted. For this research, the coding procedure followed such protocols set by the thematic data analysis steps established by Braun and Clarke (2006)

Transferability

The researcher described the participants' relayed responses to the interview questions based on a specific set of methods to collect the data. Further, the data analysis process was described in this chapter using thick and robust descriptions detailing every step the researcher took to extract the themes established as the findings. Such descriptions provided a step by step account for other researchers to follow in the future and to expand upon this research.

Dependability

One of the key threats to dependability is the lack of transparency with the findings. To establish dependability of the data and its findings, the researcher used an audit trail. An audit trail is the process of documenting every decision and step that was taken in order to arrive at the final results (Shenton, 2004). Using an audit trail was a dependability strategy affording the researcher to defend certain decisions made. For this process, the framework of Braun and Clarke (2006) will be used for thematic analysis which will guide the presentation of the steps used to detail themes from the interviews. The detailed description was made available in order to inform others of how the results were created.

Results

The findings established through the data analysis process were guided by three research questions. Each research question was addressed with detailed findings and organized by the respective themes found.

RQ1: How do law enforcement officers and community members perceive if there a break in trust and if such break has caused a failure between law enforcement and community communication?

RQ2: What factors are apparent that have caused this break in trust?

RQ3: How can communication between law enforcement and communities be better built to ensure safety, policing, and fairness for communities and police officers?

Each theme established responds to a research question in the same order. For example, research question 1 was responded to by theme 1, research question 2 was responded to by theme 2, and research question 3 was responded to by theme 3.

Theme 1: Failure of Trust Between Community and Policing

The participants were asked multiple interview questions related to how they perceived trust was broken between police and community. The overwhelming response from both retired police officers and community members suggested that the failure of trust between the two parties was due to failed collaborative efforts. PP10 claimed,

The community and police department used to work together with programs in schools, community outreach and other places but in the last five years no one has put forth any effort to plan for these programs. I remember doing Crime Stopper talks at the

middle schools when I worked, but they seemed to have disbanded this program and not replacing it with anything.

CMP6 agreed, “I don’t know what happened to community and police programs that helped with teaching kids about how to stop crime. We used to do a monthly program at the middle school with the Crimestopper program and now we don’t.” Programs for establishing trust between community and police was understood to be important with PP1 stating,

Trust means that you rely on someone/others do the right thing. If and when you believe In the person’s integrity and strength, to the extent that your community and yourself on the line even if it is risky. Trust becomes essential to an effective community policing team because it provides a sense of safety & security.

PP10 shared that,

We have the Police Board of Commission and many of Community Groups, business, citizens watch groups and patrols, police officers from all ranks, public officials, firefighters and EMS, Schools, Churches that support Community Policing development and a variety of technical solutions.

CMP6, 8, 10, and PP1, 4, and 9 all noted that they believed broken trust happens when both sides ignore the others’ needs. For example, PP9 found that,

What we have experienced in this community in terms of broken trust starts with do what say you will do for the community The main factor that is vital to building trust is “Empathy” toward the victims. Trust is built by supporting law and order for the greater good and quality of life in the community

Several participants felt that collaboration efforts between the police department and their local community stopped when the media made a big deal about police brutality incidents. PP8, 9, and CMP 3, 7, and 12 all agreed that when the news began broadcasting such negative happenings of police brutality on people, communities stopped working with the police department in their community. The suggestion was made by PP6, “that the community as whole perspective should try to fight back with legal and safe means possible on every front, from all hands-on deck: for example, if you see something, say something account to homeland security guidelines for crime prevention along with social media, CCTVs, work of mouth, eyes and ears.”

This failing trust between community and policing was suggested that it was established by a lack of collaboration and when this happens often there is a lack of trust, where this trust is based on “broken promises and crimes seem to be running the streets as the police (who may or may is not compromised) seem to ignore what is going on around them” (CMP1). CMP2 said, “broken trust happens when either party breaks the promise they set for community or police work when attempting to build collaboration with programs.” Such trust is, claimed PP6, “built by supporting law and order for the greater good and quality of life in the community.”

Additionally, CMP7 recognized that the level of distrust between police and community was due to,

some cops are just not meant to be cops; and or are burned-out, maybe traumatized or maybe just too afraid to do their jobs. Not people make mistakes

and often will expect and admit their own errors if treated with empathy, respect and dignity through due care in the sense if procedural justice is fulfilled.

Consequently, such broken trust was often ignored by the police with crime prevention suffering. For example, PP#11 stated,

There is distrust, some cops are just not meant to be cops; and or are burned-out, maybe traumatized or maybe just too afraid to do their jobs. Not people make mistakes and often will expect and admit their own errors if treated with empathy, respect, and dignity through due care in the sense if procedural justice is fulfilled.

Both police and community member participants believed that the lack of trust came from no one paying attention to the loss of collaboration efforts within a community. “Everyone seems too busy to be concerned about community policing and everyone wants to simply focus on their own issues,” claimed PP5. Further, many of the community member participants stated that the lack of collaboration between police and community has been due to, as CMP8 claimed, “factors seen that are largely ignored by the police against our community is collective & overall damages that have occurring in terms of the full totality of circumstances.” This, CMP8 and other community members suggested were the results from negative policing.

Theme 2: Lack of Collaboration and Communication

Such reasons for a break in trust between police and community was faceted on importance that lies with having trust between these two entities. CMP3 considered that,

When there is mistrust, broken promises and crimes seem to be running the streets as the police (who may or may is not compromised) seem to ignore what is going

on around them. What we have experienced in this community in terms of broken trust starts with do what say you will do for the community. The main factor that is vital to building trust is “Empathy” toward the victims.

Findings suggested that trust is broken when empty promises are not delivered in terms of building and working with a community. This, according to CMP12 can be related to the

idea to serve and protect is what “we the people” expect as many of community members want to contribute to the outcomes of their own safety for themselves, their families and property from natural rights perspective against those want to bring down their communities.

Notably, the participants suggested that crime prevention collaboration between communities and police departments was broken down due to failed communication. CMP10 relayed such thought,

I believe there is a wide spectrum of ways to communicate throughout the community of this study I would suggest that citizens, police, city government, businesses, churches, volunteers, and all other stakeholders that care about a safe and security community work together collaborate some form of unite front to combat crime and violence in a safety in numbers fashion aka Community as a Whole

It was further noted that often one side will blame the other for the problems of not working together with community members and police not working together. This was thought to be due to negative actions from both sides with community members not

supporting their local police departments and police officers not providing supportive services to the community. CMP2 stated,

There needs to be major public policy awareness effort change to culture in a positive and open way without pointing fingers, but rather offering a method in the context of “active listening” greater empathy and compassion. On the other hand, in terms of the corrections of offenders and the rules of a civil, safe, and functional society as a key element to peace, liberty and justice for all. In other words, learn from the past, but strive for continues improvement for the sake for a positive environmental, health and safety outcomes. This requires a great deal of time and work, but yes it can be done.

They believed this would establish a means for trust to be rebuilt between community and police.

Theme 3: Provide Positive Influences to Initiate Communication and Collaboration..

While the participants all agreed that the need to establish community and police cooperation is vital to preventing crime in their communities, several CMPs felt that it was the police’s responsibility to keep the community safe. CMP1 stated, “police officers are trained in keeping the law and making sure a community follows the law.” CPM12 further established,

Feeling safe is important for mental, physical, and financial health as an overall wellbeing. Factors that can contribute to these feeling of neighborhood safety include seeing others peacefully together with other people out and about, having family, friends, business have full to police protection and access to all the

community has to offer through positive relationships with other community members, the police and community as a whole.

Collaboration necessitated overcoming the barriers that were first created to break apart any partnership between police and community. PP9 felt,

Well in my opinion, observation, and experiences this a two-sided coin which represents the community as a whole including both police, citizens, and all other stakeholders. In others, there on both injustices toward citizens and toward police in the grand scheme of things. Stepping outside the narrow box that many hide and of course trust, fear, and anxiety from the unknown.

PP2 agreed and suggested,

There are many variables in the overall scheme of it all; for example, trust, instructional control (behind the blue line), pre-justices toward one another, cultural and social conflicts, political influences & agenda, time & money, resources, consistent participation, media, hate groups, criminals, terrorists and lack of moral courage values.

However, the understanding that all parties must make an effort for such collaboration was not considered a promising factor. As CMP5 explained, “most communities are not trusting of their police departments because too much negative policing has occurred to trust them.” Yet other participants disagreed. PP11 noted that

There needs to be major public policy awareness effort change to culture in a positive and open way without pointing fingers, but rather offering a method in the context of “active listening” greater empathy and compassion. On the other

hand, in terms of the corrections of offenders and the rules of a civil, safe, and functional society as a key element to peace, liberty and justice for all. In other words, learn from the past, but strive for continues improvement for the sake for a positive environmental, health and safety outcomes. This requires a great deal of time and work, but yes it can be done.

Summary

Responses from the participants to all three research questions coalesced in revealing that even though many police-community collaborative efforts for community policing failed, there was still hope that such efforts could be established in the future. The majority of the participants understood and agreed that there were issues on both sides, community, and police, but that open lines of communication were key in repairing any incidences of broken trust.

Chapter 5 discussed the results, showing how each finding established an answer to the three research questions. Further, the chapter provided a discussion of this analysis, incorporating the theoretical foundation and establishing any correlation with the existing literature. The researcher also explained the limitation found and offered recommendations for future research with a discussion on potential positive social change.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

In this qualitative phenomenological study, I aimed to examine how law enforcement agencies apply community policing services in communities. The specific model for the current study is part of the U.S. Department of Justice (2021) COPS' CPD program. The CPD model was used as the conceptual model for the current study. A qualitative phenomenological study was conducted to examine the use and impact of the conceptual model of community policing known as Policing and Public Safety Problem-Solving Programs by law enforcement to improve communication between communities and law enforcement. I sought to increase understanding of cultural conflicts; in this case, the emphasis was on a lack of communication between police and communities within urban neighborhoods with high crime and negative sentiments toward law enforcement. Negative sentiments in the community may include antipolice sentiments stemming from racial prejudices, inequality, and the belief that people of color are mistreated by police officers (Minhas & Walsh, 2018; Waytz et al., 2015). In this examination, I observed a program's success in its application through the perceptions of police officers who used the model and community members affected by such application.

This study was conducted to help build an understanding regarding the communication gap between communities and law enforcement agencies in the United States. Specifically, I concentrated on concerns related to race, ethnicity, and people of color and the perceptions of criminal injustice from both public citizens and police officers based on policing effectiveness and law enforcement agencies' ability to

decrease crime and fear of crime (Kailemia, 2019; Mazerolle, 2020; Sereni-Massinger & Wood, 2016).

The research questions addressed the gap in communication between these two entities. The interview questions were open-ended, ideal for garnering perspectives and reflections regarding the communication gap. The following research questions guided this study:

RQ1: How do law enforcement officers and community members perceive if there a break in trust and if such break has caused a failure between law enforcement and community communication?

RQ2: What factors are apparent that have caused this break in trust?

RQ3: How can communication between law enforcement and communities be better built to ensure safety, policing, and fairness for communities and police officers?

The nature of this current study was qualitative, and I used a phenomenological research design. Underpinning this study was cultural conflict theory and social disorganization theory—both serving as the lens for examining existing literature. A qualitative phenomenological research design was appropriate for this study because it allowed me to describe the lived experiences of individuals to address how communication between law enforcement and communities can be improved and to identify the derivative issues that led to the communication breakdown. Further, I collected data through interviews to describe participants' reflections on communication failures and mitigation strategies, further evidence to address the research questions (Tracy, 2019).

The research design of phenomenology was a rational choice as it allowed for exploring the research questions through an exploratory process involving participants' lived experiences. Through a phenomenological approach, data were collected regarding participants' lived experiences and such data were thematically analyzed to identify themes. This approach was a comprehensive examination of community policing, which can provide policymakers with informed perspectives.

In this study, I collected data by interviewing 24 participants to answer the research questions. Interviews involved a researcher-developed semi structured process of 20 open-ended questions. These interview questions were and deemed reliable by an expert panel evaluation (Appendix G) and a field study of mock interviews with three participants not included in the results (Appendix F). All participants were recruited using a recruiting single-page (Appendix A) request posted on LinkedIn. The goal was to recruit 10 to 15 individuals who had worked as a police officer and were currently retired and an additional 10 to 15 community member participants. I used random sampling and recruited 12 retired police officers and 12 community members. All participants met the inclusion criteria and signed the informed consent to participate.

After all interviews were completed, transcribed, and member checked, I coded the transcripts and ran a thematic analysis, first determining 18 codes that led to seven categories. The key findings included three themes: (a) failure of trust between community and policing, (b) lack of collaboration and communication, and (c) provide positive influences to initiate communication and collaboration.

Interpretation of the Findings

The use of a qualitative phenomenology allowed me to gather perspectives from community members and retired police officers involved in a community policing program model of the COPS, funded by the U.S. Department of Justice (2021) the CPD program. I examined the methods to improve knowledge of cultural conflicts, emphasizing a lack of communication between police and community in some urban neighborhoods with high crime and negative sentiments toward law enforcement. Negative sentiments in many communities include antipolice sentiments stemming from a sense of racial prejudices, inequality, and the belief that people of color are mistreated by police officers (Minhas & Walsh, 2018; Waytz et al., 2015). I investigated the perspectives of those individuals involved in the CPD programs—police officers and community members—to determine if a break in trust occurred and, if so, what factors were associated with such break. Analysis of the collected data led to identification of three themes answering the research questions.

The data related to this theme and research question considered a lack of collaboration between policy and community regarding improvements for crime prevention. This lack of collaboration was a significant reason for the breakdown of trust. Participants claimed fault on both sides with a negative attitude regarding working together for crime prevention programs within the community. This finding correlates with the literature reviewed, which showed a widening gap between law enforcement and communities (Barbot, 2020; Knight et al., 2021; Louis, 2019). However, the reasons for such breaks in trust differed between this research and the extant literature. Experts have

suggested that a breakdown in trust is based on the fragmented pursuit of police misconduct that continues over time (Edwards et al., 2008; Sereni-Massinger & Wood, 2016). Multiple research studies conducted have led to findings that also suggested a distinct distance between law enforcement and communities, with police brutality considered a common reason for community distrust of police officers (Garner et al., 2018; McCarthy et al., 2019; Mourtgos et al., 2020; Schoenle, 2017). Researchers have found that much of a community's lack of trust in law enforcement is based in police officers' violent actions heavily publicized in the media (Anthony, 2018; Demirkol & Nalla, 2019; Morin et al., 2017). Scholars examining the use of excessive force showed a significant increase in police violence and brutality (Zimring, 2020). Police violence has caused several deaths in the United States, but most police officers have not been held accountable. Communities are raising questions about police brutality as the cause of many unnecessary deaths in the United States (DeGue et al., 2016). In addition, information regarding deaths caused by a police officer is not always released to the public (Demirkol & Nalla, 2019; Sinhoretto et al., 2016; Zimring, 2017, 2020).

Contemporary society has recognized this deteriorating confidence in law enforcement officials, knowing that their motto, protect and serve, has become a phrase lacking validity for its correlating actions (Kearns et al., 2020). Mourtgos et al. (2020) and Del Toro et al. (2019) argued the criticism against police protective abilities has increased as more incidences of police brutality, false arrests, and law enforcement corruption are made known to the public. The public's lack of confidence in police protection is commonly conceptualized as a measure of diffuse support for the police

institution instead of specific support for individual officers. The most consistent belief within past research agreed that the public's attitude and trust levels toward law enforcement have decreased (Del Toro et al., 2019; Demirkol & Nalla, 2019; Garner et al., 2018; McCarthy et al., 2019).

The second research questioned what factors were responsible for such a break in trust. Several reasons were established for finding the cause of this break in trust, such as poorly managed communication, lack of education and knowledge, poor communication among both law enforcement and the community, lack of empathy from police towards victims, the failure to keep promises made both with community and police, lack of support for crime prevention programs, the lack of collaborative efforts between law enforcement and community, police officers mental stability creating more aggressive or violent actions, and negative perceptions due to stereotypes of police officers perpetrated by the media.

The participants agreed that when there is mistrust due to broken promises, criminal activity increases while the police continue to ignore what is happening around them. The participants also believed that factors were primarily "ignored" by the police. The participants' perception was clearly in agreement that the trust between law enforcement and the community broke when empty promises were made and not delivered. The participants stated that some cops were just not meant to be cops. Additionally, the community participants suggested that some police officers were burned-out or traumatized by the dangers they faced in their jobs.

The current literature on police culture focus on police brutality has become an issue between communities and law enforcement (Hummer & Byrne, 2017; McCarthy et al., 2019). Research showed that excessive force had been seen to go too far with the media. As violence and fear from police have caused several deaths that happened on U.S. soil, most were not accounted for in the past. Communities today raise the question of how police brutality was the cause of many unnecessary deaths in the United States (DeGue et al., 2016). Although the number of deaths in the U.S. could be counted in any circumstance, deaths caused by a police officer are unfortunately not always released to the public (Sinhoretto et al., 2016; Zimring, 2017, 2020).

This third research question focused on how communication between law enforcement and communities can be better built to ensure safety, policing, and fairness. The participants felt that by community members collaborating with law enforcement, the need to initiate future programs for crime prevention would be successful. Further, the participants agreed that by increasing communication & collaborative efforts to build community programs, positive responses from both community and police officers would occur. The community members felt that initiating collaborative efforts would rebuild trust and promote positive. The participants suggested that the community includes police as well as local citizens. Police officers should feel not separate from the community but as part of the community.

The assessments regarding the possible communication breakdown resulting from cultural differences are lacking in the reviewed literature. Yet, these assessments are critical to providing recommendations for future research and policymakers to ameliorate

the lack of communication between minority populations between vulnerable populations and law enforcement, providing a reason for the current study (Louis, 2019; Robertiello, 2017). existing literature discussed how conflicts between communities and law enforcement groups experience communication breakdowns, the participants did not bring up this notion. And where the literature showed that communication breakdowns and conflicts were often cultural conflicts based on differences in values, beliefs, and traditions specific to each group (Barbot, 2020; Kearns et al., 2020; Kirkinis et al., 2018; Minhas & Walsh, 2018), comments made by the participants included such statement as race did not matter, but socioeconomic status had more of an impact on communication with law enforcement, public awareness was impacted by police culture, not race or ethnicity, and negative relationships based on lack of trust and poor communication was more due to problems between policing rather than racial.

The current literature noted community perceptions reflecting a large dissonance between vulnerable populations and law enforcement where the former felt mistreated and reflected a breakdown in communication between their community and law enforcement agencies (Louis, 2019; Minhas & Walsh, 2018; Waytz et al., 2015). However, previous assessments regarding the possible communication gap between community members and law enforcement agents were absent in the reviewed literature. What was consistently present in the existing research was that racial discrimination and bias created inequity, which was a cause for the lack of communication between community and law enforcement agencies (Barbot, 2020; Knight et al., 2021;). The absence of comments and perceptions of racial diversity as a reason for the lack of

communication between law enforcement and the community was essential to note since the current study's problem was concentrated on race, ethnicity, and people of color related to the perceptions of criminal injustice from both public citizens and police officers based on policing effectiveness and law enforcement agency's ability to decrease crime and fear of crime (Kailemia, 2019; Mazerolle, 2020; Sereni-Massinger & Wood, 2016).

Conflict theory purports that those with power try to hold on to it by any means possible, chiefly by suppressing the poor and powerless. A basic premise of conflict theory is that individuals and groups within society will maximize their benefits. This theory centers on the rivalry between groups within society, viewing social and economic institutions as tools of the struggle between groups or classes to maintain inequality and the ruling class (Intriligator, 1982).

Limitations of the Study

The limitations discussed the constricted generalizability due to a small sample size and researcher bias. The small sample size restricted generalizability since the study was qualitative. The sample of potential participants from the community and those police officers meeting the inclusion criteria were considered representative of the overall group. However, the perspectives of the police officers and community members were not representative of all police officers or community members. A second limitation was based on the researcher's own bias regarding the subject of the study overall.

Understanding the perspectives of community members and law enforcement was

expected, and the researcher used interpretive from the researcher who already had a favorable opinion on the CPD programs.

The researcher also found two other limitations as the data was analyzed. First, there was a limitation with the type of methodology. While a qualitative method allowed the researcher to learn about the perceptions of police officers (retired) and community members, the data collected from the interviews was only triangulated with two groups. The data could have produced richer and more robust data with the sample asked to participate in a focus group discussion or an open-ended questionnaire.

Another limitation was related to the quality of the questions on the questionnaire. While the researcher validated the interview questions using an expert panel review, it can be hard to know whether these questions were quality or not because they are all subjective. Further, the interview questions failed to elicit responses regarding race which was noted as part of the problem statement.

Recommendations

As the purpose of the current study was to understand the perspectives of community and law enforcement groups as to why there is a gap in communications between these two groups and to question how this gap was created, the researcher also found a gap in the literature related to communication of these two groups. The findings from the current research did not explicitly detail racial issues that may perpetuate a gap in communication between law enforcement and the community; therefore, the researcher recommended that future research directly focus on the value of procedural justice & police legitimacy between these two groups that lead to poor communication. Future

research might want to expand the sample and look at communities wrought with racial diversity. As the sample of the current research was small and focused on a single midwestern urban communities, using participants from nationally might add more perspectives split between police and community due to cultural differences.

Additionally, the researcher recommended studies using quantitative methods to determine the statistical significance between variables such as community and law enforcement agencies and methods of communication or other related factors.

Implications

Positive Social Change

The current study focused on further understanding the perspectives of community and law enforcement groups and why there was a gap between communities and law enforcement agencies in the United States. This study addressed the lack of cultural competencies, communication, and negative sentiment an illegitimacy toward police in predominantly urban communities. Through this assessment, policymakers recognized recommendations that guided the safety and communication outcomes for communities with high numbers of vulnerable population members and law enforcement departments. Additionally, the ideas, beliefs, values, community standards, and unique experiences that prompted these tensions and negative sentiments toward law enforcement illegitimacy, were found to damage the quality of life and services delivered within these communities in conflict and were further explored in the current research (Hagan et al., 2005).

The implications found from the current study provided a positive social change at the individual, community, and societal levels. Law enforcement agencies use community policing services to improve legitimacy and to provide the individual within a given community the means to work and communicate with the police. This creates better relationships and public safety by police for the community all while building a better community that can learn to cooperate as a community as a whole. The implication within the community and the individual prompts a positive social change. These implications have contributed to societal change, perhaps with attitude changes supporting law enforcement agencies in the direction of legitimacy.

Summary

Criminal activity within communities and addressed by law enforcement continues to be relatively problematic. Today's current climate relative to cultural conflict has impacted police work and has barred the means for law enforcement to work with their communities to stop criminal activities comfortably. (Barbot, 2020; Knight et al., 2021). Certain inequities in power and race were found to impact the treatment law enforcement has on minorities within the realm of assessing and preventing crime; however, such inequities were recognized as most notable among the minority community's local law enforcement officers (Barbot, 2020; Knight et al., 2021). Even so, combining efforts to prevent criminal activity was noted as a primary need to end such treatment and forge a solid community-police relationship.

The purpose of this qualitative phenomenological study was to examine the means law enforcement agencies apply to community policing services used in many

communities. The researcher observed the means to increase understanding of cultural conflicts; in this case, the emphasis was on a lack of communication between the police and the community within some urban neighborhoods with high crime and negative sentiments towards law enforcement. This examination observed a program's success in its application through the perceptions of police officers who utilized this model and the perceptions of those communities affected by such application. Understanding that communication between law enforcement and the community is the best way to prevent future criminal activity and increase police legitimacy in any given community. Using communication can provide engagement between the community and law enforcement and offer the means to prevent crime and thus create a collaborative process where groups of people work together to address criminal activity that impacts a community and establishes a joint effort for crime prevention, procedural justice, and police legitimacy.

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Appendix A: Recruiting Material

To Participate

- You must be over the age of 18
- Able to communicate sufficiently in English
- Willing to be interviewed by the researcher


Police Officer Participants

- Must be retired within the last ten years from a U.S. police force
- Involved in a community using Policing & Public Safety Problem Solving Program

Community Member Participants

- Must have lived in same community for more than 12 months,
- Have been an involved member of the community
- Have participated or have knowledge of the Policing & Public Safety Problem Solving Program

**POLICE OFFICERS & COMMUNITY MEMBERS
NEEDING VOLUNTEERS FOR RESEARCH STUDY**



The purpose of study is to examine the means law enforcement agency's use of the conceptual model of community known as Policing & Public Safety Problem Solving Programs

This study addresses the lack of communication between civil society and law enforcement

To Volunteer or For More Information contact
Patrick Skoczek

Participation will be kept private

Selected volunteers will take a 10-question online questionnaire and sit for a 60-minute interview

Appendix B. IRB Approval Letter

From: I
Sent: Wednesday, March 16, 2022 7:05 PM
To: Patrick Skoczek ·
Cc: Joseph E. Pascarella ·
Subject: IRB Materials Approved - Patrick Skoczek

Dear Patrick Skoczek,

This email is to notify you that the Institutional Review Board (IRB) has approved your application for the study entitled, "Understanding Cultural Conflicts and Lack of Communication between Communities and Law Enforcement through a Community Policing Program."

Your approval . You will need to reference this number in your dissertation and in any future funding or publication submissions. Also attached to this e-mail are the IRB approved consent forms. Please note, if these are already in an on-line format, you will need to update those consent documents to include the IRB approval number and expiration date.

Your IRB approval expires on March 15, 2023 (or when your student status ends, whichever occurs first). One month before this expiration date, you will be sent a Continuing Review Form, which must be submitted if you wish to collect data beyond the approval expiration date.

Your IRB approval is contingent upon your adherence to the exact procedures described in the final version of the IRB application document that has been submitted as of this date. This includes maintaining your current status with the university. Your IRB approval is only valid while you are an actively enrolled student at Walden University. If you need to take a leave of absence or are otherwise unable to remain actively enrolled, your IRB approval is suspended. Absolutely NO participant recruitment or data collection may occur while a student is not actively enrolled.

If you need to make any changes to your research staff or procedures, you must obtain IRB approval by submitting the IRB Request for Change in Procedures Form. You will receive confirmation with a status update of the request within 10 business days of submitting the change request form and are not permitted to implement changes prior to receiving approval. Please note that Walden University does not accept responsibility or liability for research activities conducted without the IRB's approval, and the University will not accept or grant credit for student work that fails to comply with the policies and procedures related to ethical standards in research.

When you submitted your IRB application, you made a commitment to communicate both discrete adverse events and general problems to the IRB within 1 week of their occurrence/realization. Failure to do so may result in invalidation of data, loss of academic credit, and/or loss of legal protections otherwise available to the researcher.

Appendix C. Informed Consent

CONSENT FORM FOR PARTICIPANTS

You are invited to take part in a research study to complete a doctoral degree. The study is about the use and impact of the conceptual model of community policing known as Policing and Public Safety Problem Solving Programs by law enforcement to improve communication between communities and law enforcement. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study seeks a total of 20-30 participants who meet the following inclusion criteria:

- Over the age 18
- Can communicate efficiently
- Have or having been involved in a community using a CPD program
- Currently employed or retired within the last 10 years as a law enforcement officer OR be involved as a member of the community (such as a part of the Chamber of Commerce) in which you have lived for at least 12 months

This study is being conducted by a researcher named Patrick Skoczek, who is a doctoral student at Walden University.

Study Purpose:

The purpose of this study is to observe means to increase understanding of cultural conflicts; in this case, the focus is on a lack of communication between the police and the community within some urban neighborhoods with high crime and negative sentiments towards law enforcement. Negative sentiments in the community include anti-police sentiments stemming from a sense of racial prejudices, inequality, and the belief that people of color are mistreated by police officers. This examination will observe such a program’s success in its application through the perceptions of police officers who utilize this model and the perceptions of those communities who are affected by such application.

Procedures:

This study will involve you completing the following steps:

- Taking part in an individual, audio recorded interview (approximately 60 minutes)
- Checking a summary of the transcription on your interview to ensure correctness (30 minutes).

Here are some sample questions:

- How would you define community communication?
- How would you define law enforcement communication?
- How would you define a break in trust?

Voluntary Nature of the Study:

Research should only be done with those who freely volunteer. So, everyone involved will respect your decision to join or not. If you decide not to participate, If you decide to join the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Being in the Study:

Being in this study could involve some risk of the minor discomforts that can be encountered in daily life such as sharing sensitive information. With the protections in place, this study would pose minimal risk to your wellbeing.

To decrease the impact of these risks, you can: skip any question, and/or, stop participation at any time.

If you feel distressed at any time, please feel free to call the 24-hour SAMHSA National Helpline, 1-800-662 HELP (4357). SAMHSA's National Helpline or via text message: 435748 (HELP4U), or TTY: 1-800-487-4889. This Helpline is a confidential, free, 24-hour-a-day, 365-day-a-year, information service, in English and Spanish. This service provides referrals to local support groups and community-based organizations.

This study offers no direct benefits to individual volunteers, you will not receive any compensation for participating in the study. However, there is a strong societal benefit.

The aim of this study is to benefit society by further understanding the perspectives of community and law enforcement groups. This study will address the lack of cultural competencies, communication, and negative sentiment towards police in predominantly urban communities. Ideally, through this assessment, policymakers' recommendations will be elucidated, which may serve to guide the safety and communication outcome for communities made up of vulnerable populations and law enforcement departments. Once the analysis is complete, the researcher will share the overall results by email you a summary of the findings.

The significance of the current proposed study is to

Privacy:

The researcher is required to protect your privacy. Your identity will be kept confidential, within the limits of the law. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. For methods of protection and should abuse or criminal behavior be reported, it should be noted that the researcher works in the field of law enforcement in varied capacities over the past 20 plus years which warrants the requirement that as a mandated reporter they are bound by law to report evidence of crime, abuse, or neglect.

If the researcher were to share this dataset with another researcher in the future, the dataset would contain no identifiers so this would not involve another round of obtaining informed consent. Data will be kept secure by keeping it in a password protected computer file with a password, with only myself having access. Data will be kept for a period of at least 5 years, as required by the university. The participant has the right to stop the interview if they feel uncomfortable at any time, and the researcher will abide by the participants' wish to discontinue the interview and will not use the information collected.

Contacts and Questions:

You can ask questions of the researcher by Patrick Skoczek

If you contact me, you will be providing information such as your phone number or email address. If you have questions about your rights in the research, or if a problem has occurred, or if you are injured during your participation, please contact the Institutional Review Board. It expires on March 15, 2023.

Please print or save a copy of this consent form for your records.

Obtaining Your Consent

If you feel you understand the study and wish to volunteer, please indicate your consent by replying to this email with the words, "I consent".

CONSENT FORM FOR FIELD STUDY PARTICIPANTS

You are invited to take part in a field study for a research study to complete a doctoral degree. The field study consists of mock interviews with selected participants that meet the same criteria that will be used in the study.

The study is about the use and impact of the conceptual model of community policing known as Policing and Public Safety Problem Solving Programs by law enforcement to

improve communication between communities and law enforcement. This form is part of a process called “informed consent” to allow you to understand this study before deciding whether to take part.

This study seeks a total **three** people who meet the following inclusion criteria:

- Over the age of 18 years
- Can communicate efficiently in English
- Have or having been involved in a community using a CPD program
- Currently employed or retired within the last 10 years as a law enforcement officer OR be involved as a member of the community (such as a part of the Chamber of Commerce) in which you have lived for at least 12 months

This field study is being conducted by a researcher named Patrick Skoczek, who is a doctoral student at Walden University.

Study Purpose:

The purpose of this study is to observe means to increase understanding of cultural conflicts; in this case, the focus is on a lack of communication between the police and the community within some urban neighborhoods with high crime and negative sentiments towards law enforcement. Negative sentiments in the community include anti-police sentiments stemming from a sense of racial prejudices, inequality, and the belief that people of color are mistreated by police officers. This examination will observe such a program’s success in its application through the perceptions of police officers who utilize this model and the perceptions of those communities who are affected by such application.

Procedures:

- This study will involve you completing the following steps:
- Taking part in an individual, audio recorded interview (approximately 60 minutes)
- Checking a summary of the transcription on your interview to ensure correctness (30 minutes).

Here are some sample questions:

- How would you define community communication?
- How would you define law enforcement communication?
- How would you define a break in trust?

Voluntary Nature of the Study:

Research should only be done with those who freely volunteer. So, everyone involved will respect your decision to join or not. If you decide to join the study now, you can still change your mind later. You may stop at any time.

Risks and Benefits of Being in the Study:

Being in this study could involve some risk of the minor discomforts that can be encountered in daily life such as sharing sensitive information. With the protections in place, this study would pose minimal risk to your wellbeing.

To decrease the impact of these risks, you can: skip any question, and/or, stop participation at any time.

If you feel distressed at any time, please feel free to call the 24-hour SAMHSA National Helpline, 1-800-662 HELP (4357). SAMHSA's National Helpline or via text message: 435748 (HELP4U), or TTY: 1-800-487-4889. This Helpline is a confidential, free, 24-hour-a-day, 365-day-a-year, information service, in English and Spanish. This service provides referrals to local support groups and community-based organizations.

This study offers no direct benefits to individual volunteers, you will not receive any compensation for participating in the study. However, there is a strong societal benefit.

The aim of this field study is to determine the feasibility of the interview and if the questions posed to the participants are clear and understandable to the participants while ensuring the researcher is comfortable with the data collection processes. The data collected from these mock interviews will not be used in the actual study. The field test aims to gain experience interviewing and assess if the questions are appropriate for answering the research questions within the interview. The original interview questions may be reviewed and revised after the field test is completed.

Overall, the goal of the study is to benefit society by further understanding the perspectives of community and law enforcement groups. This study will address the lack of cultural competencies, communication, and negative sentiment towards police in predominantly urban communities. Ideally, through this assessment, policymakers' recommendations will be elucidated, which may serve to guide the safety and communication outcome for communities made up of vulnerable populations and law enforcement departments. Once the analysis is complete, the researcher will share the overall results by email you a summary of the findings.

The current research is significant as the outcomes will contribute to the existing literature and benefit both law enforcement officers and community members to understand ideas, beliefs, values, community standards, and unique experiences. This knowledge is also significant as it can identify factors to overcome these negative

sentiments towards law enforcement and improve communication between the police and civil society.

Privacy:

The researcher is required to protect your privacy. Your identity will be kept confidential, within the limits of the law. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. For methods of protection and should abuse or criminal behavior be reported, it should be noted that the researcher works in the field of law enforcement in varied capacities over the past 20 plus years which warrants the requirement that as a mandated reporter they are bound by law to report evidence of crime, abuse, or neglect.

If the researcher were to share this dataset with another researcher in the future, the dataset would contain no identifiers so this would not involve another round of obtaining informed consent. Data will be kept secure by keeping it in a password protected computer file with a password, with only myself having access. Data will be kept for a period of at least 5 years, as required by the university. The participant has the right to stop the interview if they feel uncomfortable at any time, and the researcher will abide by the participants' wish to discontinue the interview and will not use the information collected.

Contacts and Questions:

You can ask questions of the researcher by Patrick Skoczek. If you contact me, you will be providing information such as your phone number or email address. If you have questions about your rights in the research, or if a problem has occurred, or if you are injured during your participation, please contact the Institutional Review Board. It expires on March 15, 2023.

Please print or save a copy of this consent form for your records.

If you feel you understand the field study and wish to volunteer, please indicate your consent by replying to this email with the words, "I consent".

Appendix D. Interview Guide

Community & Location:

Date/time

My name is Patrick Skoczek, and I will be facilitating this interview. Thank you so much for participating in this interview. The purpose of this study is to examine the use and impact of the conceptual model of community policing known as Policing and Public Safety Problem Solving Programs by law enforcement to improve communication between communities and law enforcement. This study will observe means to increase understanding of cultural conflicts; in this case, the focus is on a lack of communication between the police and the community within some urban neighborhoods with high crime and negative sentiments towards law enforcement. Negative sentiments in the community include anti-police sentiments stemming from a sense of racial prejudices, inequality, and the belief that people of color are mistreated by police officers. This examination will observe such a program's success in its application through the perceptions of police officers who utilize this model and the perceptions of those communities who are affected by such application.

Your participation is voluntary, and you may discontinue the interview at any time. This interview will be recorded through a Zoom platform. If you feel uncomfortable at any time, please do let me know and I will stop the recording.

If you are ready, let's get started.

Appendix E. Instrumentation

Interview Questions with Associated Research Question

	Research Question
1. How would you describe the communication between people in your community (e.g., businesses and legal)?	RQ1
2. How would you describe the communication with law enforcement in relation to your community?	RQ1
3. How would you define a break in trust?	RQ1
4. How are newcomers treated in the community?	RQ1
5. What factors are associated with community policing that are positive?	RQ2
6. What factors are associated with community policing that are negative?	RQ2
7. What factors are vital in building general community trust?	RQ2
8. What factors are ignored by the police within your community?	RQ2
9. How is crime prevention handled in your community?	RQ3
10. How is crime prevention handled by your law enforcement agency?	RQ3
11. If you feel there is any distrust in your community with law enforcement, explain how you feel it started.	RQ1
12. Now explain how you feel it can be corrected.	RQ1
13. What programs are available to establish trust in your community with the police?	RQ2
14. Why is trust between community and police important?	RQ2
15. How can trust between community and police be rebuilt once broken?	RQ2
16. What do you consider the police's responsibility for ensuring community safety	RQ3
17. What do you attribute to the safety in your own community?	RQ3
18. Explain any situations where you felt an issue with the police was unfair	RQ3
19. What barriers are evident in creating a partnership between law enforcement and your community?	RQ3
20. What prevents positive relationships between community and police?	RQ3

Appendix F. Field Test

Field test #1 Transcript
Participant – FTP#1

Demographics - Male retired police officer, 57 years, Black, retired 5 years ago, lived in the same community for 40+ years. Population of community: over 40,000

R- First, I want to thank you so much for participating in this interview. The purpose of this study is to examine the use and impact of the conceptual model of community policing known as Policing and Public Safety Problem Solving Programs by law enforcement to improve communication between communities and law enforcement. This study will observe means to increase understanding of cultural conflicts; in this case, the focus is on a lack of communication between the police and the community within some urban neighborhoods with high crime and negative sentiments towards law enforcement. Negative sentiments in the community include anti-police sentiments stemming from a sense of racial prejudices, inequality, and the belief that people of color are mistreated by police officers. This examination will observe such a program's success in its application through the perceptions of police officers who utilize this model and the perceptions of those communities who are affected by such application.

Do you have any questions, or can we get started?

FTP#1 – yeah lets get started

R – So, please feel free to express any full opinion or elaborated on your answer however you see fit. How are newcomers treated in the community?

FTP#1 – When a new family or person moved into the local community, I would say they were welcomed favorably. The neighborhoods however greeted new people differently. What I did notice that the middle class neighborhoods were more welcoming particular neighborhoods with children. Race didn't matter, but the wealthier neighborhoods were friendly but the middle class neighborhoods went out of their way to welcome new people.

R- How would you define community communication?

FTP#1 – The way an entire community discusses and plans and communicates

R- How would you define law enforcement communication?

FTP#1 – Our police department communicated through appropriate channels within the department. But when visiting communities or neighborhoods I know most of us were friendly R- How would you define a break in trust?

FTP#1 – Trust break is defined as someone not keeping their word

R- What factors are associated with community policing that are positive?

FTP#1 – I think the positive factors are those items that include respect from both police and community. Working together to keep crime at a minimum within their communities.

R- What factors are associated with community policing that are negative?

FTP#1 – When I was an officer, I noticed a bit of a power struggle with community leaders and police.

R. What do you mean, can you give me an example?

FTP#1 – well for example, the mayor would often interfere with community changes that were not needing his input like when one time a bunch of kids were defacing the school with graffiti and the police were working on figuring out who it was, the mayor made a fuss and wanted to change curfews for all teenagers. This really had nothing to do with the problem.

R - What factors are vital in building general community trust?

FTP#1 – The community trust between people and police includes everyone feeling safe and they can protect people. Take the time to work with the people in the communities. Take the time to listen to everyone. Be respectful of the law and the work the police do as well as the police need to be respectful of people in the community.

R - What factors are ignored by the police within your community?

FTP#1 – When I was an officer the one issue that I did notice was ignored was when incidences with the law happened with kids from wealthy families. The legal system should work for all people of all classes not just the rich ones.

R - How is crime prevention handled in your community?

FTP#1 – we have neighborhood watch programs

R - How is crime prevention handled by your law enforcement agency?

FTP#1 – Crime prevention is well handled with several programs implemented

R – What programs do you remember working well and well accepted by the community

FTP#1 – Crime prevention program for teens was implemented at the high school with the community helping to maintain this. What they proposed was that teachers or those people who work with teens who felt a teen was doing drugs or doing something illegal would anonymously report it. The police officer would not accuse but would check out the story and work with the teen(s) in a way that would bring trust.

R - If you feel there is any distrust in your community with law enforcement, explain how you feel it started.

FTP#1 – when an officer treats a community member badly either with bigotry or racism, then distrust begins to build.

R - Now explain how you feel it can be corrected.

FTP#1 – education and knowledge

R - What programs are available to establish trust in your community with the police?

FTP#1 – we don't have one

R - Why is trust between community and police important?

FTP#1 – without trust we cannot effectively police the community Sound conduct by police improves community interactions, enhances communication, and promotes shared responsibility for addressing crime and disorder. Police can repair and improve community relationships by understanding and training police on bias reduction, and racial reconciliation. Together and when implemented, these concepts create an environment in which effective partnerships between the police and citizens can flourish.

R - How can trust between community and police be rebuilt once broken?

FTP#1 – Like I said education and making sure police officers are trained on bias reduction and racial recognition can increase the ability to rebuild trust.

R - What do you consider the police's responsibility for ensuring community safety

FTP#1 – ensuring everyone is safe and feels safe within the community.

R - What do you attribute to the safety in your own community?

FTP#1 – police and community collaboration

R - Explain any situations where you felt an issue with the police was unfair

FTP#1 – I think it was unfair with police officers who treat people based on their income or status.

R - What barriers are evident in creating a partnership between law enforcement and your community?

FTP#1 – mistrust, fear of prejudiced treatment

R - What prevents positive relationships between community and police?

FTP#1 – distrust, ignorance, not working together, and abusive treatment

Appendix G. Expert Panel Review

Expert	Credentials	Comments Addressed
Dr. XXXX	Ph.D. XXXXX (retired)	Avoid using jargon and terms not understood by layperson Q 4 was not clear enough in relating to the participant what break in trust meant
Dr. XXXXX	Ph.D. XXXXX	Reorder questions
Dr. XXXXX	Ph.D. XXXXXX	Reorder questions

Appendix H. Citi Certificate



Completion Date
Expiration Date
Record ID



CITI
PROGRAM

This is to certify that:

Patrick Skoczek

Has completed the following CITI Program course:

Student's
(Curriculum Group)
Doctoral Student Researchers
(Course Learner Group)
1 - Basic Course
(Stage)

Under requirements set by:

Walden University

Not valid for renewal of certification through CME.

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COLLABORATIVE INSTITUTIONAL TRAINING INITIATIVE (CITI PROGRAM)

COMPLETION REPORT - PART 1 OF 2 COURSEWORK REQUIREMENTS*

*NOTE: Scores on this [Requirements Report](#) reflect quiz completions at the time all requirements for the course were met. See list below for details. See separate Transcript Report for more recent quiz scores, including those on optional (supplemental) course elements.

- Name: Patrick Skoczek
- Institution Affiliation:
- Institution Email:
- Curriculum Group:
- Course Learner Group:
- Stage:
- Record ID:
- Completion Date:
- Expiration Date:
- Minimum Passing:
- Reported Score:

REQUIRED AND ELECTIVE MODULES ONLY	DATE COMPLETED	SCORE
History and Ethical Principles - SBE (ID: 490)	05-Dec-2021	5/5 (100%)
Assessing Risk - SBE (ID: 503)	05-Dec-2021	5/5 (100%)
Informed Consent - SBE (ID: 504)	05-Dec-2021	5/5 (100%)
Privacy and Confidentiality - SBE (ID: 505)	05-Dec-2021	5/5 (100%)
Unanticipated Problems and Reporting Requirements in Social and Behavioral Research	05-Dec-2021	5/5 (100%)
Internet-Based Research - SBE (ID: 510)	05-Dec-2021	5/5 (100%)
Consent and Cultural Competence (ID: 17263)	05-Dec-2021	5/5 (100%)

For this Report to be valid, the learner identified above must have had a valid affiliation with the CITI Program subscribing institution identified above or have been a paid Independent Learner.

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