2017

Police and Citizens' Perceptions of Community Policing in Richmond, Virginia

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This is to certify that the doctoral dissertation by

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MA, Virginia Commonwealth University, 2011

BS, Norfolk State University, 2001

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

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Abstract

Community policing is an initiative that requires public cooperation and participation to be successful. Little is known, however, about police and citizens' perceptions of community policing and its impact on Richmond, Virginia neighborhoods. Using policy feedback theory as a lens, the purpose of this phenomenological study was to explore and gain a better understanding of RPD's and Richmond citizens' perceptions of community-oriented policing strategies in Richmond neighborhoods. Research questions focused on how officers and citizens perceive the impact of community policing strategies and the specific strategies they viewed as most successful in building public trust. Data were collected from a purposeful sample of 7 police officers and 4 residents who participated in unstructured telephone interviews. Data were inductively coded and subjected to thematic analysis. Key findings revealed that both police and citizen participants believe community policing strategies have increased visibility of police and improved community trust and public support associated with crime, safety, transparency, and accountability between officers and citizens. Findings further revealed that participants believe that community policing has achieved the goal of removing barriers to community collaboration with law enforcement. Finally, officers in this study proposed the development of an additional unit focusing on government-funded housing areas in the City of Richmond with high crime rates. The results of this study contribute to positive social change by offering practical strategies and policy suggestions for stakeholders in Richmond who want to foster collaborative relationships between police officers and community members.

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Dedication

This work is my testimony to God's grace, mercy, and confirmation of his

purpose for my life. My faith in his unconditional love and blessings are confirmed by

those he has placed in my life to love and support me throughout this process. They

include my husband and our children, my parents, my sisters, my family, my friends, my

mentors, and the memory of my deceased father, who taught me to persevere and be

tenacious when your strength is decreasing. This was a powerful lesson for a young

woman entering college with a "four quarter" investment from her father. You see, he

gave me a dollar in change, hugged me tight, and said, "Make it work!"

Lastly, I dedicate this work to my birthplace and childhood neighborhood, South

Philadelphia, Pennsylvania; an area I hold dear to my heart, which is the reason for this

study. When I was a little girl in South Philly, my parents did not allow me to venture

any farther than the two row houses to the right and left of my own. The quick instinct to

'stop, drop, and roll' did not come from a fire but from getting out of the way of a

shooting, abduction, street fight, or other crime. However, I love to jump double Dutch

and play jacks with my sisters. Because of these life experiences, I now have the ability

and responsibility to understand and educate people about the situations and issues of that

neighborhood as well as serve as a voice for possible solutions. As a child, and even now

as an adult, sometimes bullies seem like they are winning and it is a struggle to get up.

However, each action that broke me and left me empty was just the fertilizer for this

harvest.

Acknowledgments

Thank you God for your grace, rivers of tenacious strength, and your favor on my life for this topic. Regarding the partnerships I formed in completing my study, I am grateful for the mentorship of Dr. Clarence Williamson, my committee chair; the insightfulness of Dr. Christina Spoons, my methodologist; the objectivity of Dr. Tanya Settles, my university research reviewer; and the constructive criticism of Dr. Tara M. Kachgal, my form and style editor. Each of you created an environment for my success. Thank you to the police officers and citizens of Richmond, Virginia, for your time and attention to this study.

To my loving husband, Elmer A. Smith, and our son, Mezel I.A.S Smith, whose daily prayers and love comforted me through my struggles, I salute you, my king, and prince.

To my mom, Candace T. Square, my older sisters, Derry D. Square-Ward and Annette Blake, my mother-n-law, Corine Smith, and the rest of my family, your love, and prayers guided me along with my memories of my late father, Mezel Otis Square. (Daddy, I MADE IT WORK!) Thanks for your support.

To my wonderful and humble **D**ynamic **I**nspirational **V**ictorious **A**spiring circle of females (Sheila, Lisa, Vickie, Andrea, Yolanda, Chanel, Fedora, Chelsea, Sherlon, Mimi, Pia, Rose, China, Karen, Keshia, Felisa, Stephanie, Angie, Kia, Tory, Terry, Shirlene, Aunt Phyllis, Aunt Lagatha, Darlene, Porsha, & Brenda) who I hold near and dear to my heart, thank you for keeping me grounded and for your love, understanding, and support over the years while I pursued this degree.

To the strong spiritual women of faith who mentor me through life, thank you for fueling my mind, soul, spirit, and professional career. Thanks to Dr. Annie S. Barnes, who I met as a freshman at Norfolk State University and who helps me be an advocate for the voiceless. Thanks, also, to Rev. Sylvia Copeland-Murphy, who recognized a young single mom with potential and who introduced me to the affordable housing industry and the power of faith.

To Dr. Chanel Young and Dr. Gwendolyn Martin who paved the way and strongly encourage me to take part in this journey of academia, I thank you for your support and encouragement to "Keep It Moving!"

To Reverend Dr. Marlon Haskell and Pastor Raleigh Harris and the members of "THEE" JERICHO BAPTIST CHURCH who fed me spiritually, thank you for your love, prayers, inspiration, allowing me to weep, and a constant supply of Kleenex.

Lastly, to my special Walden doctoral family (Virginia Byerson, Ashuantay Houston, Claudine Carter Pereira, Joyce Wallace, and the founder of Wollie Syndrome, Dr. John Wollie), I thank God for your active daily presence in my life and our real life experiences, laughter, and tears. Thank you for your support. I now pass the baton to the next confirmed doctor in line until we are all done. Peace and blessings.

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Chapter 1: Introduction to the Study

In this study, I examined citizens' and law enforcement personnel's perceptions of the efficacy of community policing in Richmond, Virginia, neighborhoods. Richmond's Chief of Police, Alfred Durham, has been very vocal via the media and town hall meetings regarding community policing, community relations, and the importance of collaboration, positive community interactions, transparency, and accountability for both citizens and officers. Chief Durham is tenacious when addressing community policing strategies and community engagement to inform citizens and officers of their responsibility and willingness to be involved in their perspective communities to deter situations like those that resulted in Ferguson, Missouri; Baltimore, Maryland; and Chicago, Illinois. Durham frequents crime scenes regularly and has been extremely vocal regarding the impact of crime on the community. Upon taking office two years ago, Chief Durham engaged citizens, business owners, faith leaders, youth, and his staff to find solutions to restore trust between police officers and the citizens of Richmond. He has held town hall meetings throughout the city (Durham, 2015).

In this phenomenological study, I explored how the perceptions of Richmond Police Department (RPD) personnel and Richmond residents regarding community policing influenced their interactions with one another. As Miner-Romanoff (2012) noted, individuals' perspectives are influenced by the information they receive and by their life experiences. Police personnel and citizens' differing life experiences influence their respective interpretations of events, according to Miner-Romanoff. The divergent

realities of Richmond police personnel and citizens have resulted in conflicting reactions

and responses toward one another as in the case of police involved shootings. In 2015,

Chief Durham defended his officers when two officers fatally shot a suspect who was

firing at them, the suspect's family and friends speculated and implied police misconduct

(Shulleeta, 2015).

In this study, I sought to bridge the communication gap between law enforcement

and citizens and improve the quality of life in several underserved Richmond communities.

I identified Richmond's social and economic challenges as part of my research and used

Mettler and Sorelle (2014) policy feedback theory to investigate Richmond's community

policing policy and how the policy affects Richmond's police personnel and citizens. I

conducted telephoned interviews with selected law enforcement officials and citizens to gain

insight about participants' life experiences, expectations of one another, and their

perceptions of their respective roles in the community. The data analysis identified areas

needing improvement in both community policing and community relations and

recommendations to address these issues.

This study may provide RPD and the citizens of Richmond with a stronger

foundation on which to build trust, bridge the gap between economic development and

social integration, and designed mutual solutions to conflict. Members of other inner

cities may also be able to use study findings to identify best practices for addressing

conflict in their communities. According to Lombardo (2015), urban citizens can address

a lack of engagement by having harmonious relationships with one another and being

respectful to one another in public. An implication of my research for positive social change is that it may foster trusting partnerships between police personnel and citizens, which may yield prosocial outcomes versus a loss of life and ideas and property damage that sometimes stem from unclear guidance and frustration. Citizens and police personnel may embrace positive initiatives and strategies because "community policing increases satisfaction with police, elements of police legitimacy, and citizen perceptions of disorder" (Gill, Weisburd, Telep, Vitter, & Bennett, 2014, p. 423).

This chapter contains the background of the study, the problem statement, the purpose of the study, research questions, and the study's conceptual framework. It also includes an overview of the nature of the study, a list of key definitions, and discussion of pertinent assumptions, scope and delimitations, and limitations. I conclude the chapter by considering the significance of my research and its implications for positive social change and by offering a summary of key points.

Background of the Study

Due to the escalation of conflict between law enforcement and citizens, shootings targeting police officers have increased across the United States. In March 2016, such an incident occurred in Richmond when a Virginia state trooper was shot and killed at the city's Greyhound bus station (ODMP, 2016). In response, Chief Durham sought to reduce gun violence in the city and took actions which led to the removal of 800 illegal guns off the streets, which had contributed to 169 people being wounded by gunfire in 2015 and 35 out of the 39 homicides in 2015 were also attributed to gun violence

(Durham, 2016). Although violent crime was down 12% in the beginning of 2016, it increased from criminals shooting officers in the line of duty, the death of a 12-year child via a stray bullet, lack of communication between officers and the community, and a shortage of police officers due to the city's budget (Durham, 2016).

Chief Durham has said via many media outlet interviews he was aware of the neighborhood conditions and crime concerns of the citizens of Richmond but noted that rebuilding relationships is challenging. The police chief also said he understood the strained relationship between police personnel and citizens throughout Richmond communities due to recent events mentioned in media coverage that centered on racial and cultural differences. Strained relationships between law enforcement and citizens make it difficult for individuals to communicate and reason with one another (see Polizzi, 2013). Bonner (2015) explained that negative encounters between law enforcement and citizens are social; an individual's race, age, sex, ethnicity, and social class, and situational; defining the circumstances surrounding the police-citizen role as defining an interaction with a suspect, witness or complainant, in nature. Unless, these past negative interactions based on social status and situational engagements are mutually exclusive, officer and citizen positive encounters are limited.

The context of citizens' perceptions is changing. Citizens no longer feel comfortable walking in their neighborhoods and getting to know their neighbors because of the physical condition of the community and the lack of law enforcement presence to ensure safety (Foster, Knuiman, Villanueva, Wood, Christian, & Giles-Corti, 2014).

Small town residents know their officers by name and vice versa due to the existence of personal friendships (Johnson, 2016). Researchers have found that citizens have lower overall satisfaction and confidence in the police when there are higher levels of fear of crime in their neighborhoods and perceptions that neighborhood conditions have deteriorated due to trash, graffiti, abandoned cars, loud music, and loitering, and so forth (Johnson, 2016).

Researchers have identified a gap in the literature concerning why perceptions are different between the police and citizens and how to address this issue. Johnson (2016) said that perceptions of crime and incidents of crime are separate issues requiring different policing strategies. The gap is in the impact of police and citizen perceptions of community policing and the influence of community policing on neighborhoods. Johnson (2016) noted the 10% of police-citizen interactions in society which negatively infiltrates communities affect the 90% of the people remaining in the community. Therefore, an increase in nonhostile interactions in communities is needed (Johnson, 2016).

Differing perceptions regarding engagements between police and citizens is evident in cases of police and citizen conduct as seen in the riots that took place in Ferguson, Missouri, and Baltimore, Maryland, in 2014 and 2015, respectively. Cohesiveness, trust, and legitimacy was affecting the extent of the officers procedurally fairness while interacting with citizens, which include showing respect, unbiased actions, a willingness to explain decisions, and an opportunity for citizens to express "their side of

the story" (Alpert & Rojeck, 2016, p.1). Alpert and Rojeck (2016) identified challenges locating strategies that developed social capital that required an effort by the police to become part of the community they serve. Aiyer, Zimmerman, Morrel-Samuels, and Meischl (2015) noted that individuals' (here, police and citizens') perceptions determine how they connect to or belong to a community. Researchers for the Presidential Taskforce, 21 Century Policing (2015, p.2), has concluded there is a gap in the legitimacy of policing research that "excludes communities as collaborators in the coproduction of security;" members of the taskforce have not had the opportunity to fill the gap in research regarding the concerns of law enforcement, the public, academia, and policy-makers. The RPD's mission is to create a safer city through community policing, engagement, and enhancement of quality of life through responsive actions that build communication and public trust (Durham, 2015).

In this study, I reviewed the effectiveness of RPD's community policing strategic plan. I focused on providing more understanding of the development of collaborative relationships between the police and the community. I also wanted to contribute to the literature on policing strategies and fill the gap in research on police/community engagement and its impact on neighborhoods.

Problem Statement

Positive engagement between law enforcement and citizens is a vital issue facing the United States today. The recent violent engagements and strained relationships between RPD and Richmond citizens created a need for better relationships and an

opportunity for changes to RPD's policing policies. To address the need for such engagement, RPD has implemented community-oriented policing strategies using feedback from law enforcement and citizens.

Citizens and law enforcement are key stakeholders in neighborhoods. Decent, safe, and sanitary urban areas are important to those who occupy them (Streimikiene, 2015). Failure to create decent, safe, and sanitary neighborhoods may lead to crime, fear, and urban decay (Grohe, Devalve, & Quinn, 2012). Negative perceptions can cause difficulties and result in loss of life and freedom for police and citizens when individuals are not equipped with information that is useful for a reasonable outcome. When citizens and law enforcement own perceptions are regarded as their only truth and reality the strategies for community-oriented policing begin to lack in comprehension, transparency, and accountability (Stein & Griffith, 2015). Citizens often proclaim that an injustice has occurred while law enforcement often deny the charge.

At present, it is unknown how and to what extent police and citizen perceptions of community-oriented policing strategies have affected the implementation and application of such strategies in Richmond, Virginia, neighborhoods. To understand the influence of perceptions on community-oriented policing strategies on neighborhoods, I used a phenomenological design in my study to explore the real life experiences of Richmond police and citizens regarding police/community engagement in the city. I elicited feedback from law enforcement and citizens to fill the gap in the literature regarding law enforcement and citizens' perceptions of community-oriented policing.

Purpose of the Study

The purpose of this qualitative, phenomenological study was to explore and gain a better understanding of RPD's and Richmond citizens' perceptions of community-oriented policing strategies in Richmond neighborhoods. I used policy feedback theory as a basis for my study (Mettler & Sorelle 2014). I conducted an exploratory interpretive analysis of these stakeholders' perceptions to identify the successes and/or failures of RPD's community-oriented policing strategies to provide feedback on the policy. By analyzing data from in-depth interviews with law enforcement and citizens about their life experiences and perceptions of community policing, I was able to gain insight about effective policy and initiatives in the city which may prove useful to RPD in revising their approach.

Research Questions

I created research questions that focused on the life experiences of the study participants regarding their interactions with one another. Their responses provided feedback, which, I believe, can be used by RPD to make changes to its current community-oriented policing policy. I posed open-ended questions to determine the role that perception plays in law enforcement and citizen engagement. Additional questions included

RQ1: How have police and community-policing perceptions affected Richmond's neighborhoods?

RQ2: What community policing strategies are most effective in building community trust?

Theoretical/Conceptual Framework

Mettler and Sorelle's (2014) policy feedback theory (PFT) is defined as the appropriateness of policies designed for a particular group of people, area, and their experiences with policy. Mettler and Sorelle's PFT (2014) suggests making policy changes where necessary based on the feedback of those with relevant first-hand experience. The study participant's perceptions provided the feedback regarding certain newly created or updated initiatives on community oriented policing; clarifying the miscommunications and conflicts between the study participants. PFT is associated with the outcome of the life experiences of RPD and the citizens of Richmond and devised an appropriate action plan to address the findings of the study. The findings were a catalyst to policy changes restoring community relations within the city.

Policy feedback related to law enforcement and community policing strategies. These strategies included clear communications. Policing tactics such as crime prevention and environmental designs are effective strategies, however other tactics required citizen satisfaction with the police (Johnson, 2016). Further studies revealed the implementation of policing activities identified strategies equipped to increase positive citizen satisfaction with police (Johnson, 2016). Clear communication such as community problem solving meetings and non-enforcement engagements was fundamental in the detailing guidance given to law enforcement and communities

concerning community policing in Richmond, Virginia. A thorough explanation

provided in Chapter 2.

Figure 1, Perception of Community Policing Concept Map, illustrates the

conceptual framework study by identifying specific relationships within the study, the

participants, and their connectivity and alignment to the study. The concept map

illustrates the overall direction of the study leading to the conceptual framework.
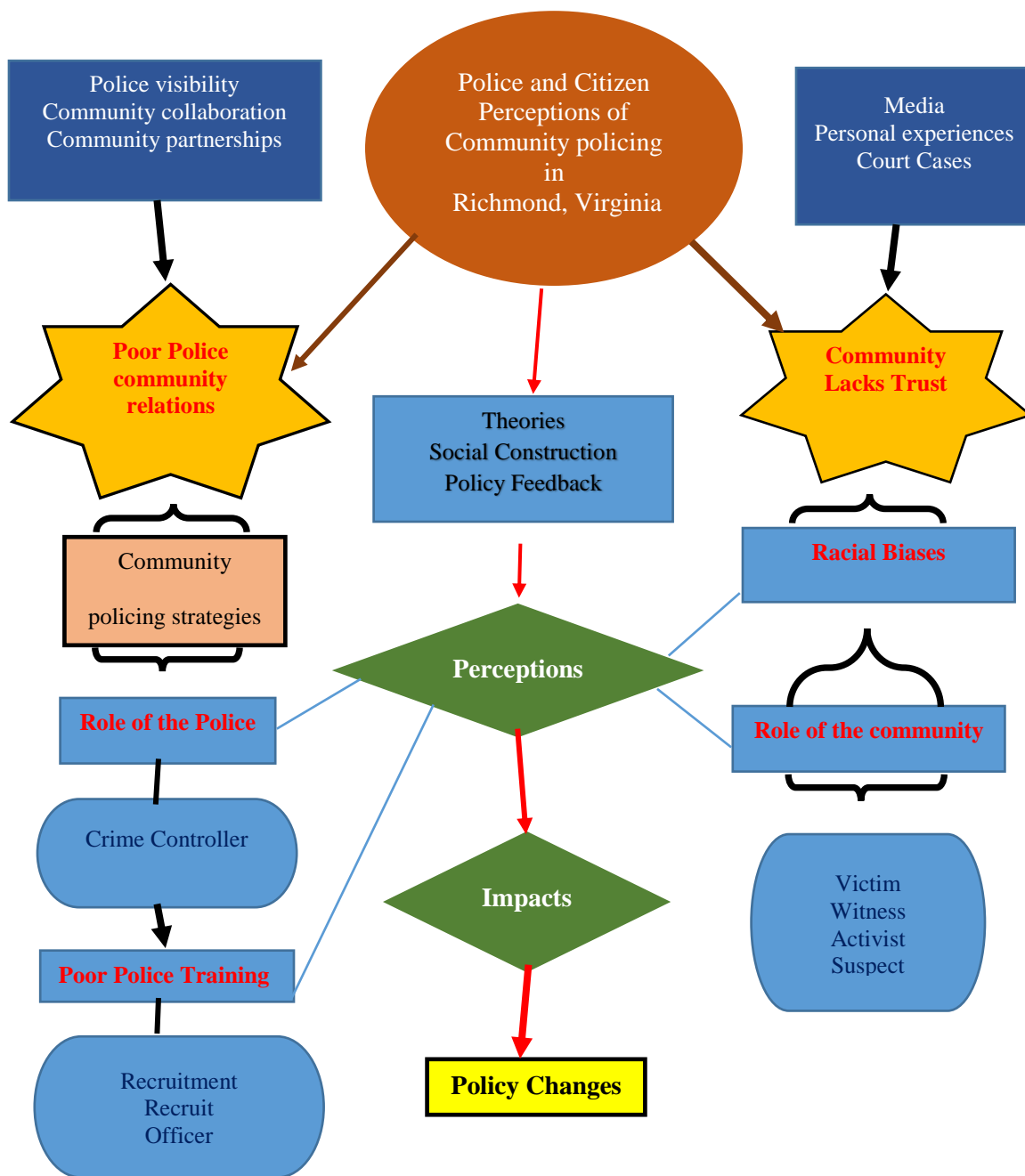
Figure 1. Concept map of perceptions of community policing.

The conceptual framework for this study is social construction. Social construction is the public policy (i.e., community policing) and the varying meanings of understanding the policy individuals assigned to a particular experienced event (Mcbeth, Jones & Shanahan, 2014). This approach assisted in the application of PFT, structuring the interpretation of community activities aimed to provide increased advantages for the community and created an advocacy coalition to translate their beliefs into actions (Weible, 2014). PFT included my reviewing current policies and restructuring them to facilitate community policing and neighborhood involvement.

Mettler and Sorelle (2014) recommended policy cannot be introduced or translate beliefs into action until a completed interpretation of the perceptions of law enforcement and the community are identified. Investigating the community's current context of researching policy and community advocacy identified their engagement and participation (Mettler & Sorelle, 2014). The interpretation of perceptions created a framework for a cohesive platform to address community issues and circumstances. The framework was a stream of policy inquiries shaping the relationship between government and people, impacting the form of governance, is influential, and affected political agendas; a foundation for change, the creation of beneficial policies, and an incentive to other interested parties as a level of commitment (Mettler & Sorelle, 2014). Proposed policy changes created better conditions for the community (e.g., policy changes) as an identified issue. The transference of beliefs into action (i.e., advocacy) further explained and illustrated the needs of the community.

Nature of the Study

In this qualitative research study, an interpretive phenomenological approach was the primary research methodology and design. Interpretive phenomenology allowed me reflexivity and modifications as new developments arise. This was the most appropriate method to investigate the perceptions of the RPD and the citizens of Richmond regarding community policing and to understand how RPD and the citizen's perceptions affected Richmond's neighborhoods. Qualitative research and phenomenology focuses on how people viewed the world around them developing perceptions; the experiential meanings of the world directly experienced (Finlay, 2012). It is in the individual's interpretive description that themes and patterns materialize into subjective perceptions (Bertero, 2015).

My study, an interpretive phenomenological strategy provided an understanding of participants' personal life experienced through a particular phenomenon relating to social, cultural, emotional, and psychological events (Miner-Romanoff, 2012). I explored the experiences of eleven participants to identify patterns of meaning applicable to perceptions toward community policing created open reflection for subject matter experts. I was able to openly reflect on my experiences, knowledge, and skills of recognizing themes and patterns while, at same time, focused on the participants' comprehension of the issues (Miner-Romanoff, 2012). The study participants' perceptions examined through unstructured interviews. The criteria for participant

selection included two (2) years of experience as a law enforcement officer and current residents of Richmond, Virginia.

Purposeful participant selection helped develop the understanding of the research problem and questions unattainable from other sources (Maxwell, 2013). Purposeful participant selection provided a thorough understanding of a phenomenon or chain of events guided by the research questions and other resources available (Nastasi, 2014). Data collection in the form of informal interviews with study participants regarding their perceptions of their interactions between one another identified the possible impact perception had on the community. To ensure the adequate collection of information, study participants included members of the RPD with at least two (2) years of service with RPD and residents of Richmond who interact with one another via calls for service, traffic stops, or community engagements. The data collection process took 4–8 weeks.

Definitions

Collective efficacy: "[R]esidents' perceived collective capacity to take coordinated and interdependent action on issues that affect their lives" (Collins, Watling Neal & Neal, 2014, p. 328).

Community policing: "A policy and a strategy aimed at achieving more effective and efficient crime control, that seeks to change crime causing conditions," and increase "greater public share in decision making, and greater concern for civil rights and liberties" (Friedmann, 2013, p. 292).

Death by perception: A permanent end of a life, a termination of an idea, concept or an event resulting from the failure to allow comprehension, transparent, and accountable strategies that can remove biases, ignorance, and reasoning in peaceful dialogues in order to achieve mutual resolutions and a shared understanding of a life, idea, concept or event that threaten an individual's truth or reality.

Interpretative phenomenological analysis: A theory that "extends simple description and makes sense of participants' lived experiences by developing an interpretative analysis of the description in relation to social, cultural, and theoretical contexts" (Callary, Rathwell, & Young, 2015.p.63).

Quality of life: A measurement that is "[u]sed to evaluate the general well-being of individuals and societies but also the built environment, physical and mental health, education, recreation and leisure time, crime rate and social belonging" (Streimikiene, 2015, p. 140).

Reflexivity: "A person's reflection upon or examination of a situation or experience—can help in interpreting the meanings discovered, or add value to those types of interpretations" (Sloan & Bowe, 2014, p. 1297).

Neighborhood revitalization: "The improvement to physical decline in neighborhood/communities that increases its built environment and focuses on connecting people to opportunities through infrastructure, educational, employment, recreation, housing and other social resources" (Patterson, Silverman, Yin, & Wu, 2016, p. 148)

Assumptions

The assumption associating with this study included citizens perceiving they are

at risk to crime due to law enforcements lacked training, community engagement, and

community policing. Law enforcement perceived they are at risk of not solving crime

due to citizens' fear of retaliation from criminals. This qualitative study explored law

enforcement and citizens' perceptions regarding community policing strategies and its

impact on the City of Richmond. Violent crime increased in 2016 totaling 61 homicides,

compared to the 41 homicides in 2015, and as of July 15, 2017, 30 homicides are under

investigation compared to 31 at this same time in 2016 (Richmond, 2017). In addition to

the 2016 and 2017 deaths of a Virginia State Trooper, killed in the line of duty at a

training exercise at the city's Greyhound bus station and another Virginia State Trooper

Special Agent killed in the line of duty during an investigation at a traffic stop at one of

Richmond's Government-funded housing communities, respectively, a study regarding

law enforcement and citizens' perceptions is relevant. Both groups perceive law

enforcement's lack of community engagement and the community's lack of trust as

contributing factors affecting Richmond's neighborhoods. The study identified the

perceptions and contributors of perceptions affecting the city, data collection, and

analysis simultaneously.

Scope and Delimitations

Qualitative research samples are often purposefully small to garner thick, rich

descriptions of the phenomenon in question from research participants. This study

sample included 11 participants, seven (7) members of the RPD and four (4) residents of Richmond, Virginia. The study is limited to the city of Richmond, Virginia. Police officers and citizens in the surrounding counties of Chesterfield, Hanover, and Henrico excluded from participating in the study.

Limitations

Receipt of information is limited to the life experiences and perceptions of the City of Richmond study participants and do not reflect the entire population of the city. Surrounding counties excluded narrowing the data to the city of Richmond. The researcher's expertise in neighborhoods, housing policy, and community development did not bias the study's participants and data collection due to my extensive knowledge of policy associating with neighborhood and community development. Controlling biases was not difficult and discussed in detail in Chapter 3.

Significance

This study contributed to filling the gap in the literature regarding the impact of police and citizen perceptions of community policing, and community policing influence on Richmond communities. This research was relevant due to the number of negative cases increasing involving police and citizen engagement questioning the efficacy of community oriented policing policies as needing changes. The results identified strengths and weaknesses relevant to particular attitudes and relationships between communities and police. The results assisted police, local government, and the community in helping each other in creating or updating policy relevant to PFT assisting

in creating better community structure and engagement between RPD and the citizens of Richmond.

The results of this study provided a better understanding of the real life experiences of law enforcement and citizen engagements. Positive social change is required in a world when perceptions/perspectives of facts created unclear dialog between police and citizens, resulting in the lack of human and economic growth. This study may contribute to positive social change by identifying actions taken by stakeholders to create comprehensible, transparent, and accountable strategies for community policing that promotes positive neighborhood engagement.

Summary

In Chapter 1, the background discussion of the perceptions of the RPD and citizens, explains community-policing initiatives affecting Richmond's neighborhoods. Subsections included the problem statement, purpose for the study, research questions, and conceptual framework, nature of the study, and significance of the study.

Chapter 2 reviewed existing literature on the social and economic conditions of communities, access to resources such as education, employment, transportation, and life experiences of law enforcement and members of the community impacting the community resources. Law enforcement processes from recruits to police officers, public engagement, officers, and citizens' perceptions of the role of law enforcement, and community policing verses crime control reviewed. A paradigm shift in policing identified via recent events the immediate need for collaboration and partnership in

Richmond and other inner cities. Chapter 3 includes discussions on methodology, data collection, and analysis strategies. The results of the study and the interpretation of results are located in Chapters 4 and 5.

The final analysis based research findings and the literature, with recommendations made for Richmond stakeholders, included the RPD, citizens, and faith-based organizations within the city's metropolitan area.

Chapter 2: Literature Review

Introduction

Encounters between RPD and Richmond citizens have created strained

relationships and individual perceptions of reality and truth developed through

information received from life experiences and personal opinions. An individual's reality

or truth creates preconceived thoughts of behavior, attitudes, and stereotypes forming

perceptions (Stein & Griffith, 2015). Negative perceptions can lead to

miscommunication, conflict, loss of life and freedom creating problems between citizens

and police during calls for service, community meetings and events, and traffic stops

(Renauer & Covelli, 2011). Negative engagement between police and citizens hinders

community growth and quality of life and leads to a lack of transparency (Streimikiene,

2015).

Exploring decision-making processes and police behavior may provide guidance

to law enforcement leaders by detailing the motives underling certain police-citizen

encounters (Bonner, 2015). Careful decision-making and police behavior is necessary for

transparency in law enforcement to avoid losing public support (Ray, Davidson, Husain,

Vegeris, Vowden & Karn, 2012). Therefore, in the aftermath of the situations in

Ferguson and New York, the U.S federal government established a presidential task force

on 21st Century Policing (2015) soliciting comments from the public on building trust

and legitimacy between citizens and law enforcement. The task force findings included

the need to improve social engagement and to support research in developing technology

that enhances scenario-based training, social interaction skills, and interactive distance learning for law enforcement (Lande & Klein, 2016).

The absence of citizens and police as key stakeholders in neighborhoods may lead to crime, fear, and urban decay and the loss of decent, safe, and sanitary occupied spaces (Grohe, Devalve, & Quinn, 2012). In conducting my literature review, I found no research on how and to what extent citizen and police perceptions affect community-oriented policing strategies and neighborhood conditions. In this study, I intend to research the literature on policing strategies necessary for successful collaborative relationships between the police and the community, explores RPD's community-oriented policing initiatives, and investigated the perceptions of citizens and law enforcement officers about the impacts of these initiatives on Richmond neighborhoods. I conduct an exploratory interpretive analysis and considered participants' life experiences.

In this chapter, I present the literature review strategy, review the literature relating to police and citizens' perceptions on their roles in the community and in neighborhoods, and the paradigm shift in policing. I will discuss and identify the social and economic structure of Richmond, Virginia relative to the relationships between law enforcement, citizens, and the RPD's people-oriented policing initiatives program. At the conclusion of this chapter, I will provide a summary of the importance of understanding the participants' experiences and how crucial it is to this study.

Literature Search Strategy

My review of the literature includes electronically research peer-reviewed journals and articles obtained from Sage and ProQuest online databases, as well as the virtual library of the U.S. Department of Housing and Urban Development's Office of Policy Development and Research. I also searched the Directory of Open Access Journals. I located articles through the citations listed in the primary search results. The following keywords narrowed my search: *broken window theory*, *citizens and police*, *community policing*, *community policing perceptions, community policing initiatives*, *crime and neighborhood revitalization*, *crime policy*, *crime perceptions*, *crime theories*, *criminology order maintenance*, *policy feedback theory*, *Richmond Master Plan*, *Richmond Virginia Police Department*, *Richmond Virginia Sherriff Department*, *Richmond Virginia Crime Report*, and *smart crime initiative.*

Conceptual Framework

The theoretical lens used to examine the problem and support data collection and analysis was Mettler and Sorelle's (2014) policy feedback theory (PFT). Mettler and Sorelle (2014) defines policy feedback as the determination of a policy's legitimacy (i.e., whether it is appropriate or inappropriate) for and by those it affects. For example, examining policy changes requested by citizens and law enforcement officers for the training of police officers from recruit to sworn in officers. Feedback from citizens assists in determining policies requiring change without confusing those policies with elements from Wilson and Kelling's (1982) broken window theory. Policy cannot

change without the participation and engagement of citizens. According to Mettler and

Sorelle, citizen participation and engagement occurs in four stages:

1. Meaning of citizenship is the relationship between people and the

     government;

2. Form of governance is the impact and capacity of government learning by

     public officials, or, as de Graaf and Paanakker (2015) defined it, as

     lawfulness, integrity, democracy, and effectiveness/efficiency not being

     achieved all at once;

3. Power of groups is the interest of groups or membership associations and their

     ability to continue; and

4. Political agenda and definition of policy problems is the level of

     comprehension of policymakers on the issue and its importance.

Policy feedback theory provides a foundation to policy recipients in assessing the

pros and cons of the implementation of policies and their impact on society. The

implementation of specific policies (i.e. subsidy programs) affects society by grouping

people into specific groups based on specific characteristics, which in turn develops

perceptions from those not directly influenced, for example, labeling women who receive

social assistance as "welfare queens" (Mettler & Sorelle, 2014, p.169). In my study,

interpreting how police responded to disorder and the community's reaction to police

response served as a point of reference for understanding perceptions fueling previous

negative encounters. Mettler and Sorelle (2014) identified challenges to PFT that

included attempting to settle differences between policy recipients and finding a way to understand policies and public perceptions better. Other challenges included policy recipients' perceptions of associating another theory, Broken Window, as the foundation for fueling community distrust.

The creators of the Broken Window Theory (BWT), Wilson and Kelling's (1982), establishes the position a community plays in its overall physical condition, reputation, and the engagement between law enforcement associating with its economic development. Broken Windows Theory requires both parties' vigilance and visibility in the community. Crocker (2013) explains visibility of both officer and citizen is important in BWT because it assists with providing order citizens and law enforcement perceive as a role of police to react to "displays of social disorder". BWT creates a perspective that if at the onset of crime the neighborhood does not take action to terminate further crime, elevating crime levels; creating urban decay. The interpretation of BWT, suggests the literature proves that law enforcement's application of BWT focus on specific communities and toward minorities (Crocker, 2013). Wilson and Kelling (1982) provides a perspective into the maintenance of order in neighborhoods through a metaphorical concept of viewing crime as a building with broken windows, which, escalates crime when no one cares about the community they reside or frequent. Therefore, if a neighborhood has a building with a broken window left unrepaired, all other windows will soon be broken.

Wilson and Kelling (1982) believe street crimes increases in areas ignoring the first signs of disorderly behavior (i.e., the first broken window). This perspective on crime identifies the importance of public order and the public's perception toward community policing in neighborhoods. Wilson and Kelling (1982) argue a lack of involvement from citizens turns neighborhoods into high-crime areas because of loitering, prostitution, and drugs/alcohol (called social incivilities); all result in urban decay (called physical incivilities). Hinkle (2015) identified Wilson and Kelling's account of the breakdown of community barriers such as the physical dilapidation of the neighborhood and undesirable people as signals of an area's lack of safety, and provides the community an emotional context to measure emotional fear when perceiving safety.

The negative impact created from BWT creates an opportunity for community oriented policing strategies to assist with order maintenance policies to bridge the gap of engagement between law enforcement and citizens for some urban areas. However, researchers analyzing BWT do not support the premise of addressing crime before escalation or the order maintenance concept. As Gau and Gaines (2012) argue, further research needed into officers' perceptions and whether BWT, as a first line of defense, is relevant in the reduction or prevention of crime. Individuals believe that instead of focusing on what BWT regards as hotspot areas, "lukewarm" areas are just as critical (Steenbeek & Kreis, 2015). Thompson (2015) argues that trust within BWT is only as important as the officer's judgment in deciding whom to arrest, understanding that poverty does not cause crime and a strong neighborhood civic structure assists in

reducing it. Steenbeek and Kreis (2015) suggest that attempting to stabilize these areas is difficult due to the lack of resources and the availability of officers.

Therefore, with respect to this study, the RPD has operated under the community-policing model since 2005. The community's voice is a perspective on the reasoning behind the lack of communications and partnerships with RPD; identifying possible solutions. Its People Oriented Policing initiative incorporated citizen-themed academies, business partnerships, youth activities, and joining relevant government agencies together to develop problem-solving projects as a fear reduction and crime prevention strategy (Durham, 2015). Open house forums during Chief Durham's first 100 days and present identifies the need for further collaboration opportunities between RPD and the community (Durham, 2015). These opportunities for policy changes came from the feedback from law enforcement, the community, and other stakeholders requesting immediate changes to the conditions of their neighborhoods and relationships associated with them.

RPD's chief of police is attempting to apply specific strategies to engage the community before a situation develops that destroys property or a life. Better strategies including community forums and police presence in communities assists in reducing the gap in research. Researchers suggest, researching in areas of good governance and civic engagement creates an equal playing field that tests regulatory policies and their impacts on complex policy arrangements (Mettler & Sorelle, 2014).

Education and policy changes in law enforcement and community development help foster community trust, engagement, and strengthen safer communities. However, policy changes cannot be constructed or implemented properly without accurate information on police and citizens' perceptions (Mettler & Sorelle, 2014). According to Durham (2015), an opportunity exists to establish trust across the city and promote customer service as an internal and external measurement of excellence for the department.

Literature Review Related to Key Variables and/or Concepts

Community-Oriented Policing

Historical attempts to control crime focuses on an order/maintenance approach to policing as a top-down management style applicable by BWT, where those required to apply the policy to the environment had no participation in creating it. This approach, met with hesitation from police chiefs, who felt foot patrols reduce the mobility of the officers to respond to citizen calls, and would weaken headquarters' control over patrol officers (Gau & Gaines, 2015). Police officers felt it was hard work, exposes them to seasonal outdoor elements, and was a form of punishment (Wilson & Kelling, 1982). For example, Kelling's (1982) observation while walking with foot patrol officers in an African American community in Newark, New Jersey reiterated this concept by defining *order maintenance* as what Gau and Gaines (2012) labels *disorder* in neighborhoods; that is graffiti, vandalism, public misbehaving, renters, and negligent property owners.

Wilson and Kelling (1989) recommended police chiefs define their department's mission. The department does not divide itself between officers regarded as social workers ("community-oriented officers") and incident officers ("ghetto blasters") viewed as promotable to the rank of detective causing a rift in the police department's culture. Although Wilson and Kelling (1989) found difficulties associating with community-oriented policing, officers found their perceptions of the community changed—they realize they were dealing with citizens solving problems and establishing its own brand of order. The expectation from the community includes a set of informal rules; officers' kept an eye on the strangers and ensured disruptions from the regulars addressed according to the informal rules. For example, these informal rules included those under the influence of alcohol/drugs could sit on the steps but not lie down, people could drink but not at main intersections, and bottles had to be in brown bags. Violators of informal rules are punished by arrests for vagrancy (Wilson & Kelling, 1982). From an outward appearance, not conducive for other areas without foot patrols, the area was accessible to public transportation, the streets full with people who lived, worked, and passed through on their way home or to other community resources (Wilson & Kelling, 1982). The demographics of the African American community included a Caucasian foot patrol officer who walks the streets, and people classified as "regular" (decent folk, substances abusers, and derelicts) and "strangers" (suspicious). The understanding of the neighborhood was that the officer knew the strangers and vice versa (Wilson & Kelling, 1982).

Presently, after much criticism from academia and the media, Kelling (2015) wrote a response stating BWT, when he and Wilson developed the theory they did not intend for their interpretation of policing to become a negative association to justice, equity, and racism. Kelling (2015) references BWT as community policing contributing positively as an improvement for communities. Before Wilson died, both authors agree that BWT encourages police to take public order seriously with the understanding that order results in less crime (Kelling, 2015). Meares (2015a) agree that reversing disorder in neighborhoods reduces destruction by changing citizens' behavior to be less tolerant of crime.

Community policing emerged in the mid-1980s as a result of discouraged police leaders who were unhappy with the effects of traditional policing (reacting to crime after it happens) and wanted effective solutions to combat crime (Friedmann, 2013). Friedmann (1992) defined community policing as

> A policy and a strategy aimed at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, improved police services and police legitimacy, through a proactive reliance on community resources that seeks to change crime causing conditions. This assumes a need for greater accountability of police, greater public share in decision making, and greater concern for civil rights and liberties. (p. 292)

Friedmann (2013) regards community policing as a proactive strategy that improves public safety by improving the services provided by the police similar to health

care and fire prevention. RPD reports evidence of improving community engagement. In this context, citizen involvement is similar to BWT in that the citizens' willingness to address crime and urban decay in the community immediately. Aiyer et al. (2015), although critics of BWT, offers a positive perspective on citizens who frequent the community, where there is a presence of people, there are no vacant buildings (homes/businesses), businesses are thriving, and crime is not a big issue; argues the empowerment of the people deters crime. The authors report the difficulty citizens have engaging with one another, stating that this interaction is the controlling mechanism of whether a community's economic prosperity grows or declines (Aiyer, Zimmerman, Morrel-Samuels, & Meischl, 2015). Supporters of BWT, such as Muniz (2011), agree disorder creates an environment conducive to serious crimes like robbery or assault. Muniz (2011) states disorder causes a general feeling of fear causing people to retreat to their homes and associates as easy prey. Muniz (2011) identifies areas of community partnerships, how they can take on a variety of tensions, and contradictory elements that may arise in the implementation of community policing requiring identifying a clear, coherent voice from the community. Friedmann (2013) further advises police to examine the causes of crime in their respective areas and to apply resources to address identified causes. Community policing is a tool police are using to fight physical and social disorder in neighborhoods (Braga, Welsh, & Schnell, 2015). Other forms of community policing such as stricter forms of policing and zero tolerance targets individuals; it does not work, requiring further research on community policing (Braga et al., 2015).

Understanding community policing requires police departments to incorporate strategies to reduce crime and increase public engagement. The four principles of community policing are: (a) a mutual reorientation toward communication with the public, (b) dedication to problem solving, (c) commitment to the community's needs, and (d) dedication to the use of non-law enforcement skills for problem solving (Groff, Johnson, Ratcliffe, & Wood, 2013). These strategies supports Chief Durham's Balance Scorecard of improving quality of life and increases safety/security, expanding private funding and infrastructure investment, improving in service deliver, interactive communication and operational efficiencies, and strengthening retention/recruitment and increase knowledge, skills and abilities (Durham, 2015). The Balance Scorecard model educated the community by translating the mission and vision of RPD via customer service, financial resources, internal business processes, and employment development and growth (Durham, 2015).

The first order of business for RPD Police Chief Durham was to define the mission of RPD as making Richmond safer via community policing and engagement (Durham, 2015). Chief Durham identified four strategic goals to guide RPD during his tenure. The strategic goals include, serving customers with an improvement on quality of life and increased safety and security, enhancing private funding and investment in infrastructure, improving service delivery, interactive communication, and operational efficiencies, and increased employee development and growth to strengthen retention, recruitment, and increases knowledge, skills, and ability (Durham, 2015). These strategic

goals are measurable elements affecting safe passages for citizens of Richmond quality of life as they travel throughout the city accessing resources needed for their survival. These resources include access to public transportation, better education opportunities, employment, housing, and other social services (Brambilla, Michelangeli, & Peluso, 2013).

To aid in Chief Durham' strategic goals, the U.S. Department of Justice (2013) devised five principles in an approach called *Smart on Crime* to begin reform of violence prevention and protection of vulnerable communities:

1. Prioritize prosecution for serious cases that protect Americans from national security threats, violent crimes, financial fraud, and the most vulnerable of society;

2. Reform sentencing guidelines to fit the punishment;

3. Alternative to incarceration for low-level nonviolent crimes;

4. Reentry prevention for repeat offences and revictimization; and

5. Establish resources for violence prevention for protecting most vulnerable populations (DOJ, 2013).

Smart on Crime policing continues to evolve in communities as a locally driven, effective, and multidimensional approach to address crime prevention and control (Coldren, Huntoon, & Medaris, 2013). One example of its application is the adoption of body cameras and other video camera surveillance technology. Additional research

needed to evaluate smart policing initiatives, stronger partnerships, and comparative designs (Coldren et al., 2013).

Richmond's population is 49.7% African Americans (Census, 2014). In a day and time when cities are experiencing racial discrimination, Richmond is a city attempting to communicate with law enforcement in the aftermath of other high profile cases. Others believe applying BWT to controlling crime is a tool to racially profile, especially in the aftermath of high-profile cases regarding race relations and the deaths of African American men by police officers. News reporters have consequently run stories requesting the dismantlement of the theory. Bellafante (2015), for example, reported the theory's association with racial discrimination stating the casualties is African American and Hispanic men. Jackson (2014) also provides an editorial on BWT and identified African Americans and Latinos as broken windows. He argues BWT is a form of racial profiling and that the theory clears a path for other discriminatory practices by police officers against people of color.

Chief Durham's passion for the safety of his officers, the citizens of Richmond, and the community's frustration with the violence has fueled a new incentive for citizens in the form of a new reward program, GUN250. In March 2016, Chief Durham implemented a reward program paying individuals $250 for texted lead tips to illegal guns (Durham, 2016). Durham (2015) operates under the umbrella of the department's mission and vision statement mandating professionalism, innovation, honesty, a community focus, and shares trust with the community.

Indeed, partnerships are important in community policing. They may occur between neighborhood citizens, civic organizations, police departments, and other entities within the community. Police departments find themselves at times handcuffed by not having available resources such as adequate funding and literature to guide them such as *The President's Task Force on 21ˢᵗ Century Policing* (2015). Mazerolle (2014) reveals a type of partnership, third party policing (TTP), assists law enforcement in combating crime. TTP is a crime control strategy that utilizes partnerships with entities with their own legal powers pulling together to hinder crime (Mazerolle, 2014). While cost effective, there is little literature on the concept to date. Richmond's TTP identification of crime control are its citizens, businesses, local universities (e.g., Virginia Commonwealth University, Virginia Union University, University of Richmond), and the Richmond Redevelopment and Housing Authority. Mazerolle (2014) identifies the importance of the approach on long-term police interventions verses short-term approaches such as creating foot patrol for short periods, which, once ended, fail to deter crime. Foot patrols are a strategy that supplements rather than replaces vehicle patrols and helps police implement a hands-on approach to address crime (Groff et al., 2013).

There is also a need for research on citizen-to-citizen community engagement and policing, particularly in areas that have gentrification, mixed communities including rehabilitation units, low-income and public housing, and communities lacking diversity among its citizens (Doering, 2015). Similar research is needed on citizen perceptions of crime in proximity of where they live (Wisnieski, Bologeorges, Johnson & Henry, 2013).

Lastly, as technology advances, research needed on online community policing to assist with situations of cyber bullying, stalking, identity theft etc. To date, there are no clear strategies or techniques on how officers can support a virtual environment (Bossler & Holt, 2013).

Perceptions of Community Policing

Citizens' perceptions regarding community policing created via social and physical experiences, interactions with law enforcement and their environment have changed. Therefore, citizen response to social and physical incivilities creates fear resulting in citizen retreating from areas infected with crime (Kelling, 2015). Researchers explores the emotional and perceptual reactions to crime; gaining conceptual and empirical clarifications of citizens' reactions (Hinkle, 2015). For example, Groff, Johnson, Ratcliffe, and Wood (2013) describes the perceptions of citizen's interaction between the public and foot patrol officers as a non-adversarial, non-combative, friendly approach; and car patrol officers as adversarial and suspicious, where the presumption was citizens were a threat possibly warranting arrest. Aiyer et al. (2015) also reports that citizens' perceptions of their environment strongly influence the physical conditions, social disorganization, and crime in a neighborhood. Therein lies a gap in this area of the theory; researchers reports little understanding of how neighborhoods can grow from these challenges or urban decay (Aiyer et al., 2015).

The city of Richmond's most recent master plan (2000) reported the city's decrease in population was affected by its citizens' perception of its neighborhoods,

including the quality of schools, housing inventory, available resources, and crime (Master Plan, 2000). There has been a call to action for immediate discussion regarding training, policy changes, and community responsibility in order for law enforcement and citizens to have a mutual understanding of the needs and roles of both parties.

The impact of community policing on neighborhoods, as seen through the eyes of both police officers and citizens, has changed over the years and has become a major health concern and epidemic in society (Jenkins & Wallace, 2012). The mutual perception held by both police and citizens is that neither shares the same perspective. Bush and Dodson (2014) explains this phenomenon, stating citizens' perception of community policing is preconceived based on the historical nature of what the police were created to do and what citizens expect them to do (i.e., fight crime and ensure safety). Theories such as BWT questioning fear and unreduced crime rates seems suspect and requires further research as it relates to BWT. How can neighborhoods feel safe when perceptions on community policing are not mutual? What frightens law enforcement and citizens in public places? Is it crimes involving sudden violent attacks by strangers or fear of disorderly people (Wilson & Kelling, 1982)?

Perceptions understood by examining the history and theory of policing. Bush and Dodson (2014) identify the four historical phases of policing that includes the Depression of the 1930s to the Community Policing: Violent Crime and Law Enforcement Act of 1994 as:

1. Political entrenchment: Law enforcement's initial task comprises of social services and assistance that quickly turn to the manipulation of the police department by politicians that ultimately bred corruption,

2. Reform: Followed from Phase 1 due to the level of police corruption and those police officers who want to improve the conditions and quality of law enforcement in the community through investigations, commissions, and citizen pressures to combat corruption. Policing became military-like in structure and less public or personal,

3. Professional: After police reform, the focus became on crime fighting after the strain relationships between police and the lack of community involvement. The Depression of the 1930s caused the economic status of communities to become at risk and shifted community perceptions, resulting in crime fighting becoming important than order, and

4. Community policing: The combination of issues of the previous three phases and the Civil Rights movement identified the need to improve community relationships through problem solving and community partnerships, leading to the Community Policing: Violent Crime and Law Enforcement Act of 1994. The act provided funding for community programs, initiatives, and an opportunity for better community relations with law enforcement that includes crime prevention and community engagement such as community meetings, neighborhood newsletters, citizen academies, police athletic leagues, curfew

enforcement, code enforcement, enforcement of public intoxication/vagrancy laws, and eviction programs aiming at drug users and traffickers (Bush & Dodson, 2014).

Differing perceptions of community policing may influence communication negatively, as both parties work to understand their roles as police officer and citizen (Yang & Pao, 2015). Attempting to understand roles in chaotic situations can create further dysfunction for officers making split second decisions that can result in life or death. For example, in 2016, differing cases of perceptions resulted in the loss of life of two law enforcement officers; an officer witnessed a shooting, killed via friendly fire, and the other by a convicted felon. On March 13, 2016, African American plain clothes Police Officer, Jacai Colson, killed in the line of duty by a fellow police officer who mistakenly took him as suspect in a shooting outside a Maryland police department (Ford, 2016). The police officer could not determine if Jacai was an officer or the shooter when the actual shooter began shooting at officers at a police station in Maryland (Ford, 2016). Virginia State Trooper Chad Phillip Dermyer fatally wounded while he and his fellow officers were conducting a training exercise. A suspect whom Officer Dermyer had spoken with briefly prior to the shooting shot the officer, along with two innocent bystanders, at close range (ODMP, 2016).

Residents of low-income blighted communities no longer feel safe because their interpretation of a friendly officer is nonexistent due to possible stereotypes. Allen and Jacques (2014) reported criminal opportunity, the lack of social learning and supervision,

community culture, and peer pressure defines law enforcements formulation of stereotypes from their experiences with community policing and neighborhood conditions. The condition of low-income communities is an issue throughout the United States and the affordability of safe walkable communities is due to community policing strategies and lack of funding for less affluent neighborhoods. Talen (2013) argued that the lack of affordable walkable communities for low- to moderate-income citizens is due to developers' access to financing and subsidy, policy changes, and improved communications.

Both social and situational status encounters lead to other suggestions in the literature such as the impact of racial disparities and discrimination on criminal offending (Burt, Simons, & Gibbons, 2012). Identifying certain biases can affect racial encounters. Bonner (2015) identifies in his research that officers who label individuals based on their race and social economic status are actions of "subtle racial discrimination" (Bonner, 2015 p. 515). Burt, Simons, and Gibbons (2012) indicates bias preparation relevant to the discrimination of African Americans by reducing the effects of social psychological mediators such as feelings of depression, hostility, and disengagement from other races and cultures through education. Education eliminates myths and provides information verse stereotypes impeding an individual's understanding. Stereotypes are implicit biases influence by the individual's understanding of attitudes resulting from actions or decisions (Lee, 2013). Identifying any implicit biases between RPD and the community assisted in understanding how negative perceptions are form.

The police tasks include identifying significant problems affecting citizens. Hinkle and Yang (2014) suggests the research conflicts with the groups' observations and experiences. The groups may have also associate physical disorder in the community with stereotypes and race. Yang and Pao (2015) argues stereotypes guide perceptions of race as individuals try to make sense of unfamiliar encounters. For example, African Americans are commonly associated with living in high crime areas, rap music, drugs, the welfare system, and sports.

Bush and Dodson (2014) examines how police often lack legal authority and end up serving as referees or caseworkers trying to restore order to a sea of chaos. The lack of authority may blur police officers' perception as law enforcers, order maintainers, and service deliverers (Bush & Dodson, 2014). Citizens may view the police as keeping safety and security by reducing or inhibiting crime (Bush & Dodson, 2014). Bush and Dodson (2014) further determined police and neighborhood relations include police reliance on citizens' complaints to become aware of and resolve situations. At the same time, citizens do not want the government in their business; they want someone familiar with their issues handling their problems. These mixed signals between law enforcement and citizens categorize citizens into groups of those suspected to participate in criminal activity, those who record police activities to portray a lack of professionalism, and those who do not fit in either category and do not understand what officers do (Bush & Dodson, 2014). Perceptions created by stigma and stereotypes related to social cues of biases, race, and social class. The stigma and stereotypes associate minorities as

disordered influences of communities (Meares, 2015a). Perceptions formed by the creation of stereotypes require further research. Targeted minority groups' perception mindsets adopted in social interaction has not been examined (Vorauer & Quesnel, 2016).

The relationship between the police and citizens changed well before the events of Michael Brown, Freddie Grey, and LaQuan McDonald. In relation to BWT, Steenbeek and Kreis (2015) argued that a lack of citizen involvement results in neighborhood decline and may be the cause of urban decay. Observations of citizens and questioning citizen perceptions of neighborhood disorder may accurately reflect the problem. In addition to further policy, interventions assistance for those triggers that cause citizens to retreat (Steenbeek & Kreis, 2015).

It is unknown how such theory has influenced police officers' practices. Applying theory to police practices, questioning a police officer's conscious or subconscious thinking when addressing alleged discrimination in high crime areas, requires additional research (Allen & Jacques, 2014). Allen and Jacques (2014) explained that biases hinder officers' thinking. They may think that criminals offend because they have rational of thinking they will not get caught, it is a part of their social learning environment and they were brought up to be criminals, or criminals offend because they are not attached to any social entity or bond that deters criminal behavior. These theories, when applied to policing, can cause preventive and reactive police work to suffer based on preconceived perceptions when officers begin to question their ability to deter crime by not knowing the appropriate defense (Allen & Jacques, 2014).

Strained relationships between law enforcement and citizens' results in citizens' desensitization to crime, fear of being unsafe, and the lack of trust in law enforcement. Grohe, Devalve, and Quinn (2012) described citizens' general response to community policing as avoiding particular places at particular times, purchasing security systems, forming neighborhood watch groups, and changing lifestyles and routines based on personal experiences or by what they have heard via media or other contacts. Grohe et al. (2012) identified the same citizen perceptions created based on citizen characteristics such as gender, socioeconomic status, race and ethnicity, and previous community policing experience. On the opposite ends of the spectrum are those who felt extremely vulnerable to becoming a victim of crime. Vulnerability may be due to the physical inability to defend oneself or one's personal property, or the lack of resources needed to purchase items for protection. Vulnerability for a victim creates injury and loss of income. The time to recover would cause even further damage to already scarce resources to address their issues (Grohe et al., 2012).

Mixed with these community-policing perceptions is an element of fear that circulates among citizens. Hinkle (2015) explained the emotional fear of crime attached BWT, where the worry or thought of crime infiltrating an area gives rise to victimization or disorder. He further discussed fear as the beginning of crime or the moment disorder begins to accumulate. Fear sends signals to the community that the control mechanisms have failed and deems the area unsafe, resulting in changes to law enforcement's policing of the area and further decline (Hinkle, 2015). The physical condition of the

neighborhood also drives the perceptions of stakeholders, though this may be misleading (Hinkle, 2015).

Police Officers have different reasons for becoming a police officers that include being helpful to the community, wanting to serve citizens and making neighborhood safe. However, a police officer's perceptions evolve from the moment the police recruit transitions to police officer. Bush and Dodson (2014) explained transition of recruits to police officer as an experience within a career path and the moment perceptions change:

1. Career choice: The recruit's choice is significant and provides an opportunity to help those in the community. The Recruit's perspective is positive. At this phase, he/she wants to make a difference in the community,

2. Introduction to policing: Reality sets in; new recruits see police work as a control mechanism. Concern turns into predictability, stability, and efficiency, and perspectives change from helping people towards a red-tape approach (i.e., bureaucratic approach to policing) of going through main phases or stages before settling on a resolution,

3. Encounters in field training: This is where the values of policing are learned. The field officer evaluates the recruit's ability to resolve situations in a manner acceptable to the training officer. This is the stage where the recruit discovers that the training officer's disposition may not be at the same level of community helpfulness as the recruit started out with early in his/her career, and

4. Metamorphosis: In this stage of occupation, the recruit is now a police officer operating under the guidance of the police department's mission and training officer influences. The officer's actions affect how the enforcement of the department's mission and police/community relations in such areas as coercion, intimation, and violence, particularly in relation to those under the influence of drugs or suffering from mental health issues, sexism, racism, or poverty are portrayed. (Bush and Dodson 2014)

Neighborhood Influences

Research has shown neglected neighborhoods defined by both citizens and strangers as communities that lack trust and where social norms are not followed (Hill, Pollet, & Nettle, 2014). Hill, Pollet, and Nettle (2014) concluded that the police, although present, were not an included part in residents' daily lives as they travel within the community. While citizens may appear to ignore the conditions of the neighborhood, criminals seize opportunities to offend because the police and citizens are not working together to prevent disorder (Wilson & Kelling, 1982). Citizens in some areas did not regard police as a resource for safety in an unsafe environment due to stereotypes. Cultural stereotypes influenced community-policing perceptions than the presence of the police in deterring crime (Hill et al., 2014). The quality of life confused with the different perceptions between police and citizens affect not only the outlook of neighborhoods, but also the resources available to the community. Neighborhood satisfaction relies on sustainability and quality of life increasing safety over crime, better

housing options, proximity of problem areas, and green space (Hur & Bollinger, 2015).

When communities become dissatisfied, population decreases and the cost to maintain

decreased areas also increase. In other words, today, the public needs to be willing to be

involved in the conditions of the neighborhood directly affecting their lives, a process

known as *collective efficacy* (Welsh, Braga, & Bruinsma, 2015). As Bergenholtz and

Busch (2016) described, a theory involving the social sciences of human beings must

focus on their built interactions with one another.

Cities such as Philadelphia experienced high vacancy rates at a cost of $20

million per year in maintenance costs, not to mention the $2 million lost in uncollected

property taxes per year (Kondo, Keene, Hohl, MacDonald, & Branas, 2015). A link

exists between vacant properties and an increase in neighborhood assaults including drug

dependency mortality, sexually transmitted diseases, and premature mortality (Kondo et

al., 2015). Kondo, Keene, Hohl, MacDonald, and Branas (2015) suggested several

reasons for this, identifying (a) the BWT of neighborhoods with low surveillance sent

messages to violators that their behavior would not be challenged, (b) concentrated areas

of poverty impede the neighborhood's collective efficacy, and (c) an overall relationship

between the neighborhood's disadvantages, disorder, and crime. In order to address

neighborhood decline, Philadelphia adopted a remediation strategy that removed the ply

boards from the doors and windows of vacancies and replaced them with new doors and

windows with locks, in addition to new facades that gave the appearance of occupied

units at the cost of the building owner(s). Philadelphia's approach to declining

neighborhoods as result of community policing supports the idea that crime influences neighborhoods.

The city of Richmond is no stranger to this sort of "dissatisfaction"; its most valuable asset is its neighborhoods. Nevertheless, with much of Richmond's housing inventory constructed before 1940, unsuitable for dwelling, and the citizens' concerns, they recognized that other places in Richmond are quality places to live (Master Plan, 2000). Richmond's Master Plan (2000) identified severely deteriorated neighborhoods; a decline in population; limited land for development; absentee landlords; groups homes; the perception and reality of crime; inadequate infrastructure; and the lack of sidewalks, street lighting, and other amenities (Master Plan, 2000). Richmond has a critical housing policy issue including housing conditions, new construction, homeownership, and affordable and assisted housing (Master Plan, 2000).

Although there is need for interventions in urban areas, scholarship has been concerned with reporting on "secure," elite areas verses the urban poor with less of a focus on the policies that could address the fragile state of crime-infested areas (Muggah, 2014). Mettler and Sorelle (2014) suggested policies have the power to shape groups formation, growth, or failure by the resources the policy provides ultimately generating policy feedback. The lack of resources blamed community size and the distance between political figures who have the ability to assist as a reflection of public services available to the community and the wellbeing of its citizens (Spiegel, Tavor, Hakim, & Blackstone, 2014). These resources are a part of neighborhood's infrastructure and include utilities,

telecommunications, institutions, roads, and highways (Bishop & Phillips, 2015).

Communities find themselves at a loss when these resources are not available and, at

times; have to create organizations to help them obtain the services they need. When

funding is available, the "red tape" or the bureaucratic roadway to get funding stalls. For

instance, McCartney (2015) reported a number of nonprofit training programs terminated

due to late payments to provider. Program participants do not receive the benefits of such

programs as employment training due to the lack of providers available to administer the

programs, in spite of $1.7 million allocated for high school dropouts with basic job skills

in the Washington D.C. (McCartney, 2015). McCartney (2015) reported a demand in the

District, with 60,000 adults lacking a high school diploma, 30,000 who have one but

cannot read above the eighth-grade level, and 25,000 who are unemployed.

Neighborhood associations build on engagement, social networks, and the physical

quality of the neighborhood, protection of property values, and the facilitation of

municipal services or development to address policy and neighborhood specific issues

(Hur & Bollinger, 2015).

Some view the distribution or the lack of resources, specifically funding

differently when it comes to neighborhoods. In a study of three areas in Louisiana post-

Katrina, Brand (2015) discusses how citizens were in heated discussion over

redevelopment funding. In Area 1, citizens felt entitled to the funding because they were

hardworking, self-sufficient families who paid their taxes; did not need the funding to get

them initially back on their feet; and felt the other two areas paid less or no taxes and

were not as deserving. Area 2 was a historical African American populated area rich in history wanting to restore the area back to—if not to a better state than—its racial and cultural heritage. Finally, Area 3, another African American populated area that had historically been the last area to benefit from city development, whose citizens felt abandoned (Brand, 2015). These perceptions of neighborhood conditions, as seen through a lens of historical perception, identify the uneven distribution of race and class (Ryberg-Webster & Kinahan, 2014).

The quality of life of neighborhoods is not defined by the income capacity of an area, but by the standards of society, individuals live (Streimikiene, 2015). Streimikiene (2015) identified these standards as wealth/employment, physical/mental health, education, recreation, crime rates, and social belonging. Each represents an important part to individuals' housing needs; associated with health and childhood development (Streimikiene, 2015). Indeed, housing is a common denominator of each of the standards and determines the proximity, availability, and quality of these standards. These standards are services. The availability and costs of housing influence greatly individuals' ability to make ends meet. Gray (2015) showed the correlation between housing attributes and long commutes to work or other locations resulting in less time with family, especially if it is within an urban neighborhood that is struggling economically with suitable jobs, schools, and other valuable resources (Gray, 2015).

Federal agencies such as the U.S. Department of Housing and Urban Development, Department of Transportation, and Environmental Protection Agency have

partnered together to address the plight of urban neighborhoods. Gray (2015) identified

an opportunity at the federal level to address neighborhood amenities that are low in

market values, and high in crime, race, income disparities, and poor schooling. The

resulting initiative, President Obama's Sustainable Communities initiative aimed to:

1. Provide transportation options that lower household/travel costs, reduce

   greenhouse gas emissions from automobiles, and improve air quality;

2. Promote just and fair affordable housing for all ages, income brackets, racial

   and ethnic groups, and disabilities;

3. Increase economic competiveness via accessing reliable resources to

   employment, schools, and other services;

4. Support existing communities to increase neighborhoods;

5. Leverage federal investments that increase the accountability and

   effectiveness at each level of government for future planning; and

6. Value communities and neighborhoods by utilizing their unique

   characteristics (United States Department of Housing and Urban Development

   2016).

Although initiatives are government constructed, there is a need for further research in

areas of affordable housing/preservation, the coordination of housing and transportation,

healthy communities, and sustainability (Gary, 2015). In addition to focusing on

accessing resources where they are hindered by low market values, crime, race, the

uneven distribution of income, and poor schools (Gary, 2015).

Housing is a place to call home where individuals should feel safe; the unit should be decent and sanitary. Streimikiene (2015) described housing as offering shelter for people to be able to sleep and rest without the fear of risk of harm or violation of personal security, privacy, or personal space. The ability to live in conditions that are not overcrowded or hinder children's health and education, the amount of crime exposure, and the proximity to public services are important indicators of the quality of life of neighborhoods (Streimikiene, 2015). Some neighborhoods are safer than others are due to subsidies, finances, and regulatory guidelines for affordable housing needing reform (Talen, 2013). Developers are finding that wealthier citizens do not want to move into affordable housing neighborhoods with neighbors with less income then theirs, and do not want to have to send their children to lower performing schools (Talen, 2013). Talen (2013) argued further research is required to research diverse, walkable, affordable, successful mixed-income communities. Hinkle and Yang (2014) explored their assessment of BWT, identifying further need for additional research in social/physical disorder. How perception plays a key role in community decline, and whether law enforcement needs to focus on social disorder (Hinkle &Yang (2014)?

Aiyer et al. (2015) identified three components to social change for neighborhoods: intracommunity (belief), interactional (connections), and behavioral (collective action). Each component interacted to create and support community empowerment. The intracommunity component supported neighborhoods, identified community resources, shared mutual support of citizens' perceptions, and how well they

depended on perceptions for moments of personal engagements (Aiyer et al., 2015).

Engagement created a pattern of behavior produced civic engagements, and collective

efficacy of the community (Aiyer et al., 2015). The interactional component identified

the connections and levels of trust within the neighborhood catering to citizens' quality of

life and monitor activity and involvement (Aiyer et al., 2015). For example, Richmond

citizens are concerned with the lack of police presence in the city allows them to be

comfortable reaching out to available officers. Officers on the street equated to

communication and cooperation with citizens. Durham answered this call and deployed

two officers per sector to foot patrol in assigned locations throughout the city with

heighten crime instances to deter/reduce crime, increase visibility, interact with citizens,

and increase police effectiveness (Durham, 2015). In addition to walking the beat,

officers collaborated with other government agencies to address blight and decay,

resulting in them becoming knowledgeable of their assigned areas, citizens, youth, and

criminals; and addressing the concerns of the community (Durham, 2015). The

behavioral component consisted of actions that influenced the neighborhood's outcomes

such as neighborhood watch or community events like town hall meetings.

Ultimately, the three components created stability to motivate citizens to increase

their quality of life, accountability, and social control (Aiyer et al., 2015). Improvement

to quality of life are empowerment programs such as creating spaces that promoted

interaction (e.g., recreation parks and community outdoor centers) and community

policing to build positive relationship between the police and the public (Aiyer et al.,

2015). In addition, relationship-focused prevention programs such as father and son

programs that bridge the gap between parents and improve parenting skills, and youth

empowerment and mentoring programs for high-risk youth improves neighborhoods

(Aiyer et al., 2015). Increasing visibility increases the level of empowerment in

neighborhoods by getting citizens involved. In order to reduce crime, police and

neighborhood involvement occurs. Collective efficacy is a requirement for community

policing/crime reduction, and it is effective for both law enforcement and citizens,

especially when there is a mutual respect that allows the citizens to express their views

and concerns (Meares, 2015a).

Paradigm Shift in Policing

After highly publicized cases such as Ferguson, Missouri, Baltimore, Maryland,

and Chicago, it is critical the public and law enforcement work toward having a better

understanding of one another and their roles in the community. In the aftermath of these

situations, citizens not trusting law enforcement have created feelings for police not

feeling appreciated by the communities they serve, and not being regarded as human

beings. They have also highlighted the unconscious attitudes and implicit biases that

influence law enforcement's behavior (Blaisdell, Glenn, Kidd, Powers, & Yang, 2015).

Studies have shown that some of these implicit biases are evident in cases of race and

stereotypes associated with race (Blaisdell, Glenn, Kidd, Powers, & Yang, 2015).

Blaisdell, Glenn, Kidd, Powers, and Yang (2015) provided evidence of officers

possessing implicit biases towards African American suspects rather than Caucasian

suspects, resulting in identifiable racial biases. These same stereotypes also influence the perceptions of neighborhood crime.

Communities no longer view the police uniform as a sign of safety. The police uniform has become a symbol of an evil villain without individual needs, values, strengths, and weaknesses (Papazoglou, 2012). Nair, Vadeveloo, Marimuthu, and Shanumggam (2012) described the relationship between law enforcement and the community as ineffective due to community's perception of law enforcement's abuse of power and their implementation of power when addressing crime. Meares (2015b) identified how citizens do not comprehend law enforcement's intentions because they cannot determine if an encounter is fair and unbiased. Citizens' expectations of figuring out the motives of law enforcement, whether or not the procedural justice upholds the quality of the treatment, or the fairness of the decision (Meares, 2015b). At the time of engagement, do the police exhibit the elements of participation (e.g., welcoming the expression of facts and interpretation, neutrality, lack of bias, dignity and respect, trustworthiness, or showing concern (Mastrofski, Johnathan-Zamir, Moyal, & Willis, 2016)? Does participation produce policy changes for PFT in the absence of BWT or do policymakers have enough information to create change? Wilson and Kelling (1982) did not dictate the application of BWT strategies as their only guidance to officers to include the importance of order maintenance activities, improve blighted areas to strengthen informal social controls in neighborhoods, or as street activities reflection of standards of the community.

Mettler and Sorelle (2014) discussed challenges in policy feedback, the need for better data, the importance of how previous/current policies are reshaping the political world, policymaking, and policing with greater responsibility. Considering race relations required further responsibility. Estevez, Rachitskiy, and Rodriguez (2013) identified that further research is needed to determine different ethnic groups' obeying of laws due to evidence from previous research showing police view minorities with higher degrees of suspicion than other groups. Police must connect with the culture of the neighborhood and understand whom they are serving. Just like teachers attempting to engage students, it is imperative for officers to develop a deeper understanding of the lives of the people in the neighborhood through careful observation and active listening, so that the delivery of instructions results in reasonable, acceptable resolutions; maximum student achievement (Brown & White, 2014).

In each situation in Ferguson, Baltimore, and Chicago, an African American man's death involved police officers, and the facts and truths of each case were based on public and law enforcement accounts. Bayley, Davis, and Davis (2015) suggested that the formulation of policies regarding race has yet to be developed. The consensus, law enforcement leaders must articulate a requirement for officers sustained by polices to address communities of color and those elements heightening the lack of effective community policing and disorder. This includes fair and just treatment for the members of communities who are already experiencing a lack of trust; communities plagued by stereotypes and the uneven economic distribution of public resources associated with

employment, education, and housing. How? Meares (2015b) answered this question by defining *rightful policing* as the combination of procedural and legitimacy-based doctrine in policing where the perceptions of the citizens are in agreement with law enforcement. Citizens comply voluntarily with policy, laws, and regulations; and believe authorities have the right to dictate proper behavior when the individuals' treatment is dignified and fair. Both parties have mutual and clear understandings of the role of officer and citizen. Bayley et al. (2015) suggested acknowledging that there is a race problem, deploying community policing and crime prevention programs in the community, and building partnerships with other government agencies. The RPD is in agreement and committed to the formulation of partnerships with federal agencies such as the Federal Bureau of Investigations; Alcohol, Tobacco, Firearms, and Explosives; city schools; social services; public housing authority (Richmond Redevelopment and Housing Authority), economic and community development agency, faith-based community leaders, and Richmond's Behavioral Health Authority (Durham, 2015).

The situations within Ferguson and Baltimore resulted in the deaths of Michael Brown and Freddie Grey, respectively, and the major destruction of property and civil unrest has created a shift in policing. The latest questions surround another high-profile case of another African American male, LaQuan McDonald, shot 16 times by a Chicago police officer, further damaging an already broken system. A shift in policing offers law enforcement an opportunity to openly discuss the actions of all parties involved, work on reasonable solutions, and count on public cooperation to assist with community policing;

combat crime and maintain public order, linking the police and community together through better policing (Nair, Luqman, Vadeveloo, Marimuthu, & Shanumggam, 2012). Meares (2015b) defined this shift as rightful policing, where the behavior of the officer in the moment of the encounter dictates the flow of events that follow (procedural justice, fairness of that conduct; agreeable compliance with the law for both parties). Citizens are concerned about how they are treated verses the actual action that brought forth the encounter. Therefore, it has been recommended to adopt training for officers with an educational approach that incorporates teaching behavioral skills assessments; strategies/tactics for hotspot problem areas (fitting BWT's concept of fixing issues before escalation); and democratic community participation where citizens feel comfortable, secured and protected to seek out law enforcement for fair and just decision making (Meares 2015b).

Nair et al. (2012) further identified law enforcement's centralized business as peacemaking, arguing that unless the public was aware of and agrees, relationships between the police and community are unbuildable. Santos and Taylor (2014) found law enforcement agencies are not receptive to change initially and that there is little evidence the academy and law enforcement have made a suitable partnership to combat the issues. The authors recommend the integration of policing analysis through hiring police officers with a background in the study of criminal justice. This would assist police departments to change the mindsets of citizens from thinking officers are unjust. Viewing police actions as unjustified holds consequences for the officer that hinders policy legitimacy

(Terrill & Paoline, 2015). Meares (2015) further advocated for police to be effective in

reducing crime, making communities safer, controlling costs, and being respectful of the

communities they serve. The RPD has mirrored similar core values: community focus,

shared trust, accountability, professionalism, innovation, and integrity (Durham, 2015).

Bush and Dodson (2014) argued law enforcement and the community should

become peacemakers; a concept rooted in the positive spirituality doctrines of

Christianity, Judaism, Buddhism, Hinduism, Islam, and Native American religions.

Current events have opened the door to peacemaking concepts that focused on

connectedness, care, and mindfulness, creating an opportunity to bridge the gap between

law enforcement and the community (Bush & Dodson, 2014). The authors argued that a

humanistic approach including engagement, empathy, and tolerance would close the gap

in the negative behaviors between the law enforcement and citizens.

A need exists to determine the best policing for an area. Order maintenance,

community problem solving, and order policing strategies all require additional

understanding to better equip law enforcement and neighborhoods with the tools they

need to succeed (Welsh et al., 2015). As diagnosis in mental health issues and changing

perceptions increased between members of society, it is critical for law enforcement

leaders to find effective and efficient ways to train police officers, even if it is through

simulations or other educational means—the quality of life for both groups is at stake

(Stanyon, Goodman, & Whitehouse, 2014). This is important especially in the area of

lowering negative perceptions towards the fear of community policing and increasing the community's willingness to become involved (Welsh et al., 2015).

Summary and Conclusions

The answer to fixing the distrust between law enforcement and citizens may come in the recruitment and training of officers, policy/law changes in the justice system, increased transparency/accountability, controlling biases, or increasing the environmental design of neighborhoods (Blaisdell et al., 2015). Stabilizing communities to increase effective community policing, reduction in crime and blight, increase property values, and fostering economic development requires additional research on the best way to build a unified community network.

As neighborhoods fill with cultural and racial makeups, policies and mandates require further examination on such issues as whether or not there is a need for diverse groups of law enforcement officers, including female officers, gender/bias sensitivity training, and improving methods for recruiting officers (Lockwood & Prohaska, 2015). The diversity of law enforcement and the communities they patrol may require further study assisting in crime prevention, defining neighborhoods, and the designing of community policing strategies (Wisnieski et al., 2013).

Understanding the life experiences of police officers and citizens interviewed is crucial to the study. Scholars have not researched the perceptions of police and the community on policing initiatives influencing neighborhoods. The review of the literature and this study identified the gap and filled the research with additional tools for

policing initiatives. Chapter 3 describes the study's qualitative, phenomenological

methodology. The participant selection strategy, size, data collection method,

researcher's role, and management of data discussed in Chapter 3.

Chapter 3: Research Method

Introduction

This qualitative phenomenological study contributes more understanding of how police and community members' perceptions of community policing have influenced the revitalization efforts of Richmond, Virginia, neighborhoods. In my study, I sought to determine whether better communication and engagement initiatives provide the police department and the community with better skills and resources to enhance the city's quality of life for both officers and citizens. I examined participants' perceptions of community policing as a whole (vs., for a particular type of crime) and its impacts on the lives of law enforcement officers and Richmond residents.

I recorded interview responses, transcribed each interview manually, and data analysis was conducted using Moustakas's modification of the Stevick-Colaizzi-Keen method (1994g) of analysis. To ensure the ethical protection of the study participants, I met the requirements set forth by Walden University's Institutional Review Board (IRB). The IRB approval number associated with this study is 01-27-17-0424826. In Chapter 3, I describe the study's qualitative research design, phenomenological methodology, the research sample and participant selection strategy, data collection methods, researcher's role, and data management approach.

Research Design and Rationale

RPD and citizens' perception of community policing in neighborhoods is crucial to this study. Previous researchers have confirmed that citizens' perceptions affect the

physical condition, social disorganization, and level of crime in neighborhoods (see Streimikiene, 2015). However, there is limited research from scholars on how communities are successfully addressing challenges with law enforcement (Aiyer et al., 2015). I could find no published research on how the perceptions of RPD and Richmond community members regarding community policing affected Richmond's neighborhoods. I believe that this identified gap in the literature sufficiently justifies this research.

I concluded that a qualitative method, phenomenological study of participants' personal experiences in community policing was best suited for this study because of the data collection designed to identify the study's quality, trustworthiness, and credibility. Interviews with study participants were the primary data collection tool to answer the following research questions:

> RQ1: How have police and community-policing perceptions affected
>
> Richmond's neighborhoods?
>
> RQ2: What community policing strategies are most effective in building
>
> community trust?

The best design for my study is an interpretive phenomenological approach because it allowed me to focus on understanding the lived experiences of the participants. As an assumption, people are "self-interpreting beings" who are actively engaged in interpreting events, objects, and people in their lives (Pietkiewicz & Smith, 2014, p.8). I believe, a phenomenological approach provides a rich and accurate interpretation of officers and citizens perception of their experience with community policing. The grounded approach of

developing theories to support an experience, ethnography's extensive fieldwork to provide description/interpretation of a group sharing a culture, the narration of an individual's life, or a detailed description/analysis of a case study was not appropriate for this study (Moustakas, 1994b).

Role of the Researcher

Qualitative research involves me investigating subjective perceptions that produce themes and patterns emerging into interpretive descriptions (Berterö, 2015). A phenomenological approach is strongly influenced by grounded theory's approach to answering the questions of "what is happening?" and "what am I learning?" (Berterö, 2015, p. 1). Although I opted against using a grounded theory approach, I concluded that a phenomenological one was best suited for this study. Unlike grounded theory, a phenomenological approach allows for a deeper understanding of human behavior and experiences rather than concepts (Berterö, 2015). I am able to participate in gaining in-depth knowledge of the participants' experiences within their cultural, social, emotional, and psychological exposure in a phenomenological approach, which allows me an opportunity to gain further insight and understanding of the phenomenon (Miner-Romanoff, 2012).

Qualitative researchers should reveal information on personal, professional relationships, their training, and experience that relate to a study. It is encouraged in interpretive phenomenology for researchers to embrace prior knowledge and expertise to inform the study design and execution (Miner-Romanoff, 2012). My study relates to my

experience on three levels: academic, professional, and personal. While completing requirements for my master's degree in regional and urban planning, I had an opportunity to develop a neighborhood crime plan with the RPD for a particular neighborhood in Richmond. The neighborhood had limited community engagement with the police, and its population, property values, and neighborhood appearance had declined. I lived, experienced, and became a victim of the elements of crime in my study area. My perceptions regarding neighborhood involvement became negative based on my own personal experiences. I began to question why there was a lack of community involvement, how could involvement increase, and what best practices from other surrounding communities could assist my own community.

I am a professional with over 20 years' experience in the provision of affordable housing in federally-funded housing programs. I have extensive knowledge about the lack of resources in U.S communities. I also have experience with listening to citizens' concerns about the quality of their lives and witnessing the decline of communities, gentrification, and reviewing housing policies. I recognize the gaps in housing policy not addressed by the community-policing influences on communities. I have questioned the availability of developers, why certain areas received support in addressing issues of transportation, education, housing, crime, and other aspects of economic development? The questions increased in addition to searching for research on issues that goes to the source: the people affected.

On a personal level, as a child growing up in Philadelphia, Pennsylvania, I wanted options and the freedom to walk, recreate, work, and live in a safe community. Therefore, in this study, I listened, heard, and reported findings critically and cautiously for the 11 participants willing to participate in the study to gain an accurate understanding of their experiences.

Methodology

Phenomenology is a philosophy, methodology, or an approach to study or research (Sloan & Bowe, 2014). Finlay (2012) described phenomenology as demanding to see how things appear through experience and examinations of daily human situations that go unanswered. The study best explained via Moustakas (1994a) phenomenology research methods as a study that:

1. Discovers the topic and questions,

2. Professional and literature reviews,

3. Criteria to located appropriate participants who have experience in the phenomenon,

4. Nature and purpose of study with informed consent for participants,

5. Questions that guide the interview process,

6. Conducts interviews and follow up interviews if needed, and

7. Organization and analyzing of data (Moustakas, 1994g).

This qualitative study is an opportunity to understand the essence of a phenomenon. The essence of the study is broken down into the noema; the experience,

and the noesis; the way it was experienced; awakening the perception (Moustakas, 1994e). The analysis of the phenomena produces in-depth understanding of the phenomena for those seeking to comprehend the phenomena. Qualitative studies are becoming prevalent in criminological research. However, qualitative studies are not as common in the examination of particular inner-city crime issues. Investigators utilizing phenomenological techniques are not reliant on theories as a description of the phenomenon. They look to the subjective, in-depth understandings of the individuals who have lived or experienced a phenomenon, questioning them and recognizing the connections between events while interpreting the individuals' "internal logic as significant" (Miner-Romanoff, 2012, p. 10). Law enforcement and resident perceptions on community policing influenced on Richmond neighborhoods provides a deeper understanding of their experience.

Edmund Husserl, known as the founder/pioneer of phenomenology, wanted to discover meanings and essence via knowledge, believing a contrast between facts and essence (Moustakas, 1994). Qualities include the study of human experiences, focusing on the whole experience, meanings and essence driven, and gaining knowledge through first-hand experience (Moustakas, 1994). Phenomenology is rooted in four steps: 1) Epoche, 2) phenomenological reduction, 3) imaginative variation, and 4) synthesis (Moustakas, 1994f). Moustakas, (1994) explained Epoche as the avoidance and exclusion of biases; phenomenological reduction reveals just what appears, externally and internally giving equal value to each articulated statement; imaginative variation

seeks possible meaning of the experience and; synthesis merged the findings together into a perspective derived by the researcher. Therefore, phenomenology is the method that focused on people's perceptions of their reality considered as their truth of an experience (Sloan & Bowe, 2014). Phenomenology is the relevant method to explore law enforcement and resident's perceptions of community policing influenced on Richmond's neighborhoods to obtain the truth of the experiences via the conscious of the study participants. Miner-Romanoff (2012) argued the underutilized phenomenology approach in crime studies. The method has provided ways of considering the phenomena of human experience and the means of expressing those experiences. Phenomenology is the return to an experience, determined the meaning/comprehension of the experience, and provides a reflective structured analysis portraying the depth of the experience (Moustakas, 1994a)

Interpretive phenomenology is the methodology for this study. Interpretive phenomenology expands the description the phenomenon and the relationships as an interpretation analysis through the cultural, social, and theoretical aspect of the experience (Callary, et al., 2015). The interpretive explanation creates the object of the phenomenon; is the perception described by the person's account of the experience (Moustakas, 1994b). The analysis includes phenomenology, hermeneutics, and ideography (Smith, Flowers, & Larkin, 2013). Phenomenology addresses the "what" and "how" of the individuals' experience. Specifically, how individuals see things through experience (Finlay, 2012). Hermeneutics is the interpretation theory and ideography associated that provides details and thorough analysis of the phenomena (Smith et al.,

2013). An empathetic embracement of participant's personal experiences interpreted

accurately is interpretive phenomenology (Miner-Romanoff, 2012).

Participant Selection Logic

Participants were informed of the study, the type of research required, and the risk

involved in participating to assist them in determining their participation. This informed

consent is important to the research because it laid the foundation of protection and trust

between me and the participant throughout the study; ensuring that a person understood

the nature, purpose, and risks involved with study participation (Mandal & Parija, 2014).

Therefore, in order to obtain participation in the study and to ensure the environment is

comfortable and safe, informed consent for each participant is required with the option of

opting out at any time without any negative consequences.

My study produces an in-depth examination of individuals 18 years of age and

older interested in discussing their experience regarding engagement with community

policing in the City of Richmond in the last 3 years without generalizing the entire City.

The research sample consists of 11 participants providing an in-depth and rich account of

their experiences and a reasonable comparison of the experience. Participants account

for being members of law enforcement or residents of Richmond, able to read, write, and

comprehend the English language, willing to participate in an informal recorded

telephone interview, and granted me permission to publish data.

A purposeful selection strategy ensured the qualitative research's characteristics

are relevant to the research questions (Nastasi, 2014). After the completion of the data

collection, two debriefing sessions for participants via email were conducted to discuss the preliminary findings from the study and gather additional feedback. Careful attention to feedback was important because of its potential to contribute to policy feedback from taking the participants experiences translating them into beliefs and actions guiding the research (Weible, 2014).

Walden University's IRB adheres to Title 45 Public Welfare of the Code of Federal Regulations (2015) required that study "risks to subjects are minimized . . . by using procedures consistent with sound research design and do not unnecessarily expose subjects to risk" (National Archives Records Administration, 2015, p. 128). As such, the code of conduct for the participants and consent forms forwarded to the U.S. Department of Health and Human Services ensures compliance and clarification necessary to begin this study. Each screened and selected participant from the selection criteria ensures a rich acquisition of data including:

1. Informed consent forms,

2. Residents of Richmond 18 years of age and older,

3. Proficient in the English language,

4. Officers of RPD with no less than 2 years' experience.

Keeping the participants' confidentiality and data safeguarded includes:

1. Providing a participation agreement that states participation is strictly voluntary and that participation can end at any time without negative consequences;

2. Articulating the study objective verbally and in writing;

3. Obtaining a signed informed consent form from each participant based on the

    IRB's requirements;

4. Explaining data collection and analysis methods to participants;

5. Providing written transcripts and interpretation of the data to participants; and

Unless a formal request is made from Walden University or other legal entity, the data was secured on a password protected personal computer and an external hard drive.

I listened, heard, and reported findings critically and cautiously for the 11 participants willing to participate in my study to gain an accurate understanding of their experiences. Participants recruited from RPD and two local faith-based organization congregations. Recruitment consists of contacting RPD Chief of Police to get approval to interview police officers and local Richmond ministers of the faith based community to speak with their congregations or post an announcement requesting citizen participation detailing the study and IRB rules. The study participants offered personal knowledge and experience of perceptions regarding community policing in Richmond neighborhoods. A meeting facility provided to fully disclose the study to the study participants, answer questions, and collect consent forms.

Instrumentation

The instrument for data collection for this qualitative phenomenological inquiry included open-ended interview questions via telephones. I digitally recorded and manually transcribed each interview (see Appendix C for interview protocol).

The data received from the responses to the interview protocol provided answers to the central research question associated with this study: How do police and community policing perceptions affect Richmond, Virginia neighborhoods? Additional opportunities for follow-up questioning further exposed law enforcement and the community's life experience of community policing strategies affecting Richmond neighborhoods.

Data collection in phenomenological research included the objectivity of the study participant's experience free of suppositions called *Epoche* (Moustakas, 1994i). *Epoche* is the process of setting aside biases and allowing the newness of an experience into the conscious with a fresh lens to understanding a phenomenon without the interference of past explanations (Moustakas, 1994i). Epoche creates comfortable environment for study participants, bracketed informal/open ended questions that are topically guided (Moustakas, 1994f). I utilized an Epoche process that includes an interpretive style of interviewing with open-ended questioning to obtain the perceptions of the study participants. Study participants are allowed to reflect and speak freely about their experiences in a relax atmosphere. The creation of inviting study participant recruitment letters and interview protocols ensures willing participants (Appendices A-D). Due to the amount of time for data collection (4–8 weeks), the nature of law enforcement duties and citizens' schedules, interview protocol, interview criteria, consent forms provided in participant package present at the time recruitment. Telephone interviews were 10–35 minutes in duration. To guarantee the accuracy of data collection other than the age and residency requirements, law enforcement, and citizens' encounters were the last three

years. Data is secured on a password protected personal computer and an external hard drive for a minimum of five years.

Interviewing

The primary data collection tool is unstructured telephone interviews building upon participant response such as:

1. As a citizen, how has your experience been interacting with law enforcement in Richmond, Virginia?

   a. Has your experience been more common interacting with law enforcement in Richmond, Virginia?

      i. If yes, why is it more common interacting with law enforcement in Richmond?

2. As law enforcement, how has your experience been interacting with citizens in Richmond, Virginia?

   a. Has your experience been more common interacting with citizens in Richmond, Virginia?

      i. If yes, why is it more common interacting with law enforcement in Richmond?

3. How has RPD's community-oriented policing strategies changed your perception regarding community engagement?

   a. Why has RPD's community-oriented strategies changed your perception regarding community engagement?

4. What community policing strategies are most effective in building community trust?

    a. Why do you these community-oriented strategies are building community trust?

I took detailed notes from each interview for further analysis of major themes developing during each interview. Interviews recorded to capture verbatim conversations for ease of transcription. Each research participant provided a copy of the interview transcription via email to ensure it is an accurate interpretation of the intended meaning. Open-ended questions utilized to obtain information regarding participant experiences created an insightful informal interactive environment that directly focused into the participants' experience as they lived it (Maxwell, 2013a). Interview questions provided to all participants. In order to keep interviews on track and provide consistency to ensure influence and biases be kept at a minimum, open-ended questioning was carefully worded and sequenced (Rubin & Babbie, 2015, p. 467). Interviewees allowed remembering and understanding specific and significant events of their lives relevant to the study even if their interpretation lacked objectivity (Rubin & Babbie, 2015, p. 467).

The choice of conducting interviews for this phenomenological study was the chosen method for gaining a better understanding of the human experience, behaviors, and relationships of the study participant (Moustakas, 1994g). Creating an atmosphere that was useful and encouraged participants to provide useful information for the study and ensured flexibility with the question order and clarification when needed. One-on-one telephone interviewing allowed researcher to listen and monitor participant's

behavior. It is through this lens the researcher's expertise in neighborhood terms/policies and processes recognized the amount of community involvement required to restore public safety and community development in challenged affordable housing and economic development urban areas.

Data Analysis Plan

The method for data analysis focused on police and community-policing perceptions affecting Richmond, Virginia neighborhoods was Moustakas (1994g) modification of the Stevick-Colaizzi-Keen method of analysis of phenomenological data. Moustakas (1994g) modification of the Stevick-Colaizzi-Keen method identified what law enforcement and the citizens of Richmond experience and how law enforcement and the citizens of Richmond experienced it based on textural and structural descriptions. Moustakas (1994g) modification of the Stevick-Colaizzi-Keen method allowed for the researchers account as well as any opportunities that may become a removable discrepancy in the study. The process included from the verbatim transcripts a full description of the phenomenon:

1. A process of horizonalization; each comment has the same equal value. List each relevant statement of the experience,

2. List the invariant horizon of the experience; the no repetitive/no overlapping statements,

3. Group invariant horizon into themes,

4. Verbatim examples and invariant horizon themes utilized to design an individual textural description of each participants experience,

5. From the individual textural description, design an individual textural description via reflection and imaginative variation,

6. Construct textural structural description of meanings and essence of each participant's experience, and

7. From the designed individual textural descriptions of all participants, design a composite description of the experience as completely resulting in identifying the center of the experience (Moustakas, 1994g).

Issues of Trustworthiness

Trustworthiness of qualitative research judged on the basis that the findings were truthful, usable in other research, reliable, present of the participants' contribution to the study, and absent of researcher biases (Rudestam & Newton, 2015a). Trustworthiness accomplished through the reliability and validity of the study and its importance to the quality of the data the study produces. The researcher's responsibility was to ensure the study conveyed the explored message. Through exploring the participants' perceptions, the findings addressed the investigation of the problem statement by investigating the phenomenon as guided by the research questions. Interviews and documents were forms of data collection required for the integrity of the study as reported in the methodology. In summary, the methodology confirmed reliability and validity by:

1. Conducting interviews in locations where participants were comfortable such as over the phone, home, work, or an agreed upon location;

2. Peer review feedback from members of the research community in qualitative research who can offer critiques in data collection, analysis and interpretation (Rudestam & Newton, 2015a);

3. Open-ended questions allowed the interviewee to reveal details of their experience supported by documentation of the findings (Maxell, 2013b);

4. Using triangulation methods ensured the findings of the study could be supported by data collected (Maxwell, 2013b);

5. Generating themes, patterns, and categories from the data;

6. Exposing the participants' perceptions guided the study;

7. Potentially shifting themes that emerged once the study began and begun data collection; and

8. Reporting on the interpretation of the study by providing a detailed description of the method. (Moustakas, 1994)

I utilized triangulation as the method to gather data from various sources to ensure that the study's findings are legitimate. Triangulation supports whether the different forms of data collection support the study findings (Maxwell, 2013a). All findings relayed to participants and all data sources disclosed.

Credibility

The establishment of credibility in qualitative research was ensuring participants were in agreement with the researcher's account of the experience. The interpretation of the participant's experiences proved accuracy in the results of the study through constant engagement, interactions, and researcher involvement in the study via collection of participant interviews. Member checking provided quality control over the study by allowing participants to review their statements for accuracy, a sense of inclusion, and their voice expressed regarding their experience (Harper & Cole, 2012). This included allowing participants access to their interview transcripts after transcription and researcher analysis of their interviews to provide additional feedback and insight of their experience prior to final analysis.

Transferability

The transferability of this study was for the purposes of applying the research and data collection to others with similar community issues (Rudestam & Newton, 2015a). Similar communities like Ferguson, Missouri, Baltimore, Maryland, and Chicago may utilize the study. An outline of the findings included a complete description of the location of the study, demographics of the population, research questions, and participants. This study provided supporting documentation of perception impacts on community growth for others experiencing similar episodes exposing the collective efficacy of RPD and the citizens of Richmond.

Dependability

The consistency of the research processed affects the dependability of this study, particularly the processes in gathering data, recruiting participants, and reporting the findings at the end of the study. A log of events, recording data collection, participant selection, and the findings satisfied dependability. This outline may provide procedures and guidance for future researchers in best practices relating to similar methodologies.

Conformability

Conformability in this study was associated with the study's compliance to the method of qualitative research confirmed by other researchers. Multiple methods incorporated ensured compliance. Logging events associated with the study monitors the data. The focus remained on the experiences of the participants, the essence of their experiences, and controlling personal perceptions and biased which did not have an adverse effect on the study.

Ethical Procedures

This study focused on perceptions from two main groups that included seven officers of RPD and four residents of Richmond. Permission obtained from RPD to interview officers in order to protect the officer's perspective and views on their personal experiences as law enforcement in addition to consent forms from each resident participant. When dealing with humans as participants in a research study, I must consider research ethics. The main objective and responsibility was participants' safety, complete knowledge, and mutual understanding of the type of research being undertaken

and full consent (Rudestam & Newton, 2015b). Potential risks of interview locations and overall benefits require continuous analysis for the continuation of the study.

Participants did not participate in the study without proper informed consent, meeting screening criteria requirements, and signing/returning consent form. The screening criteria for experience law enforcement included no less than two-years of experience as a law enforcement officer employed by the city of Richmond, Virginia. Residents self-certified residency for Richmond, Virginia per IRB guidance. However, they were not collected but notated as proof of residency. Informed consent is the notion that participants are able to understand the study, make a decision to participate based on the components of the study, and measure the risks and benefits assigned to it (Ittenbach, Senft, Huang, Corsmo, & Sieber, 2015). Each participant informed of the study, the informed consent process tailored to participant recruitment with the understanding of the participants' knowledge of the phenomenon, and cultural context (Quinn et al., 2012).

Data collection for this study met the requirement of Walden University for students to "maintain all raw data—interview tapes, spreadsheets, and so forth—for no less than 5 years upon completion of their dissertation" (Walden University, 2014, p. 18). Five years after completion of the dissertation, the data destroyed with the published study used as a resource in future research. Therefore, the data is inaccessible to other persons other than University Dissertation Chairperson. Unless a formal request, the data was stored on an encrypted, password-protected computer and portable hard drive.

Summary

This chapter included the methodology of this study, the location of interest, types of participants, participant selection method, and a discussion of the instruments supporting documentation of the study's quality, trustworthiness, and credibility. The chapter provided details of data analysis processes and controversies relevant to the study's participants and any ethical concerns. The findings from the data analysis presented in Chapter 4.

Chapter 4: Results

Introduction

The purpose of this qualitative study was to investigate police and community policing perceptions affecting Richmond, Virginia's neighborhoods using a phenomenological study design. I posed the following research questions to understand how police and citizens' perceptions affect Richmond neighborhoods:

RQ1: How have police and community-policing perceptions affected Richmond's neighborhoods?

RQ2: What community policing strategies are most effective in building community trust?

This chapter includes the results of the study in addition to information on the research setting, demographics, data collection, and analysis procedures. I also provide evidence of trustworthiness.

Settings

I collected data through unstructured interview questions with 11 study participants, four (4) of whom were residents and seven (7) of whom were police officers. I adhered to a purposeful selection method to select study participants. Walden IRB approved data collection January 27, 2017. Solicitation of community partners began on January 27, 2017, and continued until February 9, 2017. Walden approved community partners February 15, 2017. I introduced the research study and held participant recruitment sessions at four police precincts and two churches from February 16, 2017, to

March 10, 2017. Telephone interviews began on March 11, 2017, and continued until

April 1, 2017. I am not aware of any personal or organizational conditions that

influenced participants at the time of the study or that may have affected my

interpretation of the study results.

Demographics

Study participant's ages ranged from 18 years of age and older. Participants

included four Richmond residents (three women and one men) and seven certified police

officers (six men and one woman). Each participant had direct knowledge of the

community policing strategies employed by RPD based on the town hall meetings with

citizens explaining how RPD polices the community under a sector policing model or the

volunteer work of citizens. RPD Officer participants had been employed as police

officers from 15-28 years in Richmond and other localities. The overall sample included

eight Caucasians and three African-Americans.

Data Collection

Telephone interviews were the instrument for data collection. Interview

questioning was conducted individually in private sessions. The focus of interview

questions was on study participants' perceptions and experiences regarding community

policing, specifically (a) their interactions with law enforcement/citizens, (b) frequency

of interactions, (c) the cause of perception changes, (d) effective community-policing

strategies, and (e) comments associated with RPD's community policing strategies.

After study participants attended an introduction session where I introduced my study, study participants contacted me for immediate interviews or specified specific times at their convenience. I conducted interviews during early morning and afternoon hours to accommodate participant's personal and work schedules. Interviews Participants were direct in their responses resulting in interviews that ranged from 10 to 35 minutes. Interview times included time for providing instructions and answering any questions prior to the recorded responses. I collected data via handwritten notes, recorded interviews with three audio recording devices in case one malfunctioned, and manually transcribed each interview due to a transcription software malfunction. As outlined in Chapter 3, I identified no other deviations or issues during the data collection process.

Data Analysis

I separated interview responses, after data collection according to the associated question, into two groups; officer and resident. All resident responses were grouped by question, and all police officer responses were grouped by question. Residents identified as Resident 1, Resident 2, Resident 3, and Resident 4. Officers identified as Officer 1, Officer 2, Officer 3, and so forth. The method I used for data analysis was Moustakas' (1994g) modification of the Stevick-Colaizzi-Keen method of analysis of phenomenological data. The Stevick-Colaizzi-Keen method of analysis assisted me in identifying law enforcement and the citizens of Richmond experiences and how law enforcement and the citizens of Richmond experienced it based on textural and structural

descriptions. Stevick-Colaizzi-Keen's method allowed me to account for any possible opportunities of removable discrepancies in my study. No removable discrepancies were identified. I utilized the participant's verbatim transcripts; providing a full description of the phenomenon:

1. A process of horizonalization, where each comment had the same equal value and each relevant statement of experience was listed,

2. Listed the invariant horizon of the experience; no repetitive/no overlapping statements,

3. Grouped invariant horizon into themes,

4. Verbatim examples and invariant horizon themes utilized to design an individual textural description of each participants experience,

5. From the individual textural description, designed an individual textural description via reflection and imaginative variation,

6. Constructed textural structural description of meanings and essence of each participant's experience, and

7. From the designed individual textural descriptions of all participants, designed a composite description of the experience as completely resulting in identifying the center of the experience (Moustakas, 1994g).

Deciphering each individual's recorded interview and transcription, I was able to identify repeated words, patterns, and the development of themes from both groups of participants. The words, patterns, and themes identified such as, *positive, frequent,*

partnerships, open-minded, visibility, collaboration, and *Community policing works.*

Insightful responses appeared with both groups as mutual understandings regarding the community; each group wanted increased positive engagements. RPD has been responsive to the needs of the community, and in turn, the community is responsive when issues arise. To align the data, each response grouped according to the reoccurring themes and patterns.

Evidence of Trustworthiness

Credibility

The establishment of credibility in qualitative research is ensuring participants are in agreement with the researcher's account of the experience. The application of credibility strategies followed those outlined in Chapter 3 until saturation; strengthening the validity of the study (Dworkin, 2012; Yin, 2013). The interpretation of the participant's experiences proved accuracy in the results of the study through constant engagement, interactions, and my involvement in the study via collection of participant interviews. Member checking provided quality control over my study by allowing participants to review their statements for accuracy, as a sense of inclusion, and their voice expressed regarding their experience (Harper & Cole, 2012). Access to participant's individual interview transcripts, audio recording, or questions regarding the study and researcher's analysis of their interviews provided via email or telephone. Participant access allowed for additional feedback and insight of participant's experience

prior to final analysis. Purposeful selection of police officers and residents with direct experience in RPD's community policing strategies was a crucial attribute to this study.

Transferability

No adjustments made to the transferability processes outlined in Chapter 3. Other localities such as those mentioned in Chapter 3 will find the study relatable as described in this study via the richness of the descriptions and the accuracy of the results (Cope, 2014; Yin 2013).

Dependability

No adjustments made to the dependability process outlined in Chapter 3. I remained consistent utilizing a credible data collection protocol to ensure the dependability of the study to strengthen the study's validity (Dworkin, 2012; Yin, 2013). To reduce errors, copies of recorded interviews and transcriptions I emailed to study participants individually for review to ensure accuracy, a sense of inclusion, and their voice expressed regarding their experience (Harper & Cole, 2012).

Confirmability

Conformability requirements outline in Chapter 3 remain unchanged. Conformability in this study is associated with the study's compliance to the method of qualitative research confirmed by other researchers. Multiple methods incorporated ensured compliance. Logging events associated with the study monitors the data. The focused remained on the experiences of the participants, the essence of their experiences, and controlled personal perceptions and biases that had no adverse effect on the study.

Results

The following transcription excerpts provides insight to study participant's perceptions regarding life experiences interactions between RPD officers and residents of the City of Richmond and how these perceptions effects community policing in Richmond neighborhoods.

Results for Research Question 1

The first research question was, how have police and community-policing perceptions affected Richmond's neighborhoods? Participants' responses revealed two themes for law enforcement and citizens: positive and favorable.

Officers' Positive Views on resident interactions: All 7 members of law enforcement felt interactions with residents is positive/good as stated by Officer 2, "Over the last 10 or 11 years we've seen a significant change... right now I would say that our relationships within the community are very good … all the way down to the relationships that are developed by our individual officers." Officer 3, "It's been positive… I've seen it grow in a positive direction over the last 10 to15 years… I think our involvement in the community and the way that we approach policing is a template for other agencies to follow."

Officer 5 revealed,

Generally my interactions with citizens in the City of Richmond have been

positive ...as in anywhere you encounter people that don't necessarily love the

police and that's kind of to be expected in this field... however the community

events... the community meetings... the different things that I've been able to

attend that involved proactive approaches as opposed to responding to a call have

always been positive.

Officer 7 elaborated further,

Once we have that open conversation and explain our police tactics …than the

outcome and the meeting has always been positive that's what I've noticed

here...and I think that goes back to transparency but ... as far as interacting with

the citizens I have had a very positive experienced.

Residents' Favorable views on interactions with officers: residents. Research

question one revealed that all four residents felt interactions with law enforcement as

favorable whether dealing with law enforcement regarding other people as Resident 1

explains:

I have interacted with them as it pertains to other people. I work with the

homeless, at my church...and sometimes we do see some police come… But the

police have always, always, always been polite and professional when dealing

with us as volunteers and with dealing with their clients.

Or personally as Resident 2 and 3 state: "I only had a few encounters and they've all been

positive. One time our security went off falsely and they were quick to arrive and

friendly and helpful." And Resident 3: "It has been a good experience as far as the police

officers are concerned... I do feel that sometimes because of things that are happening in

the city of Richmond …I think citizens.... may feel their apprehensions or that

nervousness…"or with Mixed emotions based on experiences as Resident 4 stated:

Somewhat mixed but mostly positive and… I think better now than it was a

decade ago... as a child my experience with my local beat cops was pretty good

and friendly in my neighborhood …then as I grew older I had some unpleasant

run ins but my perception now I'm acquainted with many police officers is

positive… my perception is they are community-oriented now….

Results for Research Question 2

Regarding the second research question (What community policing strategies are

most effective in building community trust?), the following three themes emerged:

shifting policing philosophy, positive engagement, and visibility.

Shifting policing philosophy: In order to build community trust, law enforcement

felt changing from past failed policing tactics was better for building community trust

and changing ones mindset toward the community. The officers all agreed that the tactics

in place currently have produced better results than the past. Having the opportunity to

engage more with residents and citizens provides a better understanding of policing and

residents becoming more receptive to the proactive approach. Residents enjoy the

interactions; feeling like someone cares about them and the community by taking the

time to speak with them prior to a crisis. In the following full transcription, Officer 1

provides a full explanation of RPD's shift in policing philosophy:

There was a distinct switch or change in how we policed in the City of Richmond

going back to probably about 2005… In 2005, we switch to sector policing and

that's a term specific to Richmond …so let's just called that community policing

…it's a combination of community policing and problem oriented policing…

Focused Enforcement, Systemic Improvement, and perhaps the most importantly

Partnerships.

Focused Enforcement means knowing that you have limited resources, you should

not just deploy them in a shotgun pattern where you throw stuff on the wall and

see if it sticks. Instead with focus enforcement you should first figure out through

crime analysis what is the most pressing problem in the community that you are

responsible for and then put the majority if not all your resources in that small

area and see if you can solve that problem and move then on to the next..

Systemic improvement means you should not just scratch at the surface when

trying to solve or prevent crime. Instead, you should try to get down to the root of

the problem so you can fix it in the hopes that you won't have to keep coming

back there time and time …

Finally, I think the most important would be Partnerships… understanding

partnerships means understanding the police department cannot do it on its own.

That mentality was a 180-degree shift from the previous approach to policing.

Partnerships as a police officer means I'll partner with anyone who is able to help

me to do my job and in turn help me to help them…whether it's a citizen or a

business owner,

Officers noted that once they began engaging with residents, biases decreased,

positive communications increased, levels of trust formed, visibility not questioned, and

the application of successful community policing became measurable. Officer 1

supported community policing by stating, "when we applied community policing my

assigned area had a 35% reduction in major crimes." Officer 2 admitted to changing his

mind set about the people in the community realizing, "I was really introduced to number

of citizens who are really trying to make a difference." Especially, since early in the

officer's career, citizen interactions consisted of daily engagements with "the worst of the

worst people" leaving the officer with the understanding of, "it's very easy for officers to

get jaded when you're constantly only dealing with the worst of the worst of society."

Officer 3 confirmed this "jaded" mentality,

> Where the only interaction you have with anybody in that community was
>
> surrounding by drug investigation… its sort of sent me in there with a closed
>
> mind that good people don't live here…But after attending a few the events… and
>
> again walking through the area just having a conversation with a number of
>
> people there it really shows that a lot good people live in those area …which did
>
> nothing but fuel my efforts to make sure that the relationship between the police
>
> and the community members was there.

This revelation for Officer 3, revealed in his career what caused his mindset to changed towards residents resulted from his negative encounters in particular areas of the city were suspects wanted for various crimes such as drugs and homicides. He quickly developed the mindset that those areas did not house any good people and began labeling people in those areas as the suspect he was investigating. However, spending time in those areas provided an opportunity to interact with the residents who wanted a better quality of life. He began to see. Understand, and admit the people in the community were also victims of the crime element.

Positive engagement: Police and residents agreed positive engagement was necessary to building positive relationship. The changes in Richmond's approach to community policing has encouraged members of law enforcement to build positive relationships that created community trust through positive community engagements while residents agreed with stipulations.

Officer 6 informed me during the interview that Richmond police use a community policing strategy called sector policing model in which the city is divided into multiple sections. Officer 6 explained it as, "our city divided up into 12 small areas... each of those are led by one lieutenant that is completely responsible to the citizens of that sector and you get those face-to-face interactions with citizens." The Sector Lieutenant is,

On call 24 hours a day 7 days a week… can actually respond to emails and phone calls and also give out our phone numbers... so I will say the strategies that we've

implemented here Definitely building community trust because again they know a

Sector Lieutenant pretty much are 24 hours Readily accessible... Now is it a

strain on you personally… it can be at … but you know I've noticed that even on

time off when I respond back to citizens they been very positive with their

responses… I just let them know you know I'm off today but will take care of this

for you... that goes a long way because it makes everyone feel special ...which

they are ....that's what we work for… the communities in charge and I've always

been a firm believer of that we work for the citizens…

Officers have accepted the concept of getting to know the community tasked to protect

and serve, as Officer 5 says,

I think getting to know your community... getting to know who is living in the

area you're serving ...I think it's getting to know someone helping someone and

letting them know too that you're human". Engagements includes getting to know

the youngest to the oldest in the community as officer 4 points out, "more

importantly working with kids because when you start building these relationships

with officers who aren't in uniform through sports or going to the school they start

building that long term trust."

Officer 3 sums it up as, "the more of a relationship you have with individuals that live in

the community the more information you gonna get… the more trust is going to be built.

Residents welcome positive engagements with law enforcement when it is not

connected to calls for service. Communication is better when officers are not responding

to trouble calls because Resident 1explains, "Sometimes folks only see police officers when there's trouble" or a specific time during the month as Resident 2 sees,

"There is a time in the month… where a few people might be parked backwards on the street… so they would get tickets and that seem kind of like the end of the month that they would kind of show up to give tickets instead of to show up just to be helpful and protective."

Resident 3 and 4 believe better engagements will increase once residents change their perceptions of police officers with the understanding of their job; "they can still do their job and still have the power but it's all in how it is done and how it's received by each individual" and not as the community "Enforcer", respectfully.

Officer Visibility: In addition to positive engagements, residents agree visibility of officers in the community needed for a deterrent for crime as well as building better relationships. Resident 1 explains, "I think it's probably as important to be seen when good things are going on so that they can have a positive influence." Visibility is also a means to "help and protect" and "just having a presence in the community that's just positive interactive and open and willing to talk to folks in the community …as Residents 2 and 4 state respectfully.

Officer and Citizen Suggestions: The interview responses offered suggestions for community policing based on participants experiences of interactions with one another. All participants revealed a need for increased partnerships and that community policing in Richmond, Virginia works. One officer said, "I'm not worried about this department

going back to the way it was ...I am confident that will never happen and that speaks

toward the effectiveness of community policing." All officers agreed that policing in the

City of Richmond is better than it was years ago. Since the implementation of

community policing in 2005 and with the support of Chief Durham enforcing the

practices of community policing officers are more engaged with the community via

community meetings and accessible. Officers see it as:

> The individual relationship is built outside of that emergency response call… it's
>
> that interaction that our officers have at a coffee shop when they stopped off to
>
> get a cup of coffee …it's that interaction that our officer has when they are
>
> walking around in the neighborhood knocking on doors talking to neighbors …
>
> talking to the residents and I think that's really the next evolution of community
>
> policing…"Although the strategy has been successful in Richmond, one officers
>
> feels, "the way people communicate is different… we have to interact with people
>
> with expectations from both parties...we do need to update how we operate it.

 Both law enforcement and residents are receptive to the concept with the understanding

everyone has a specific role in its success.

One resident explains it as:

> We as citizens, individual people, interact with police officers… and everybody
>
> has a fear… and I think that if we as individuals comply to do what we are asked
>
> that will eliminate a lot of the negative things …as far as policemen are concerned
>
> …it's not an easy thing...it's not a fun thing but they have a job to do and we have

as citizens we have rights as well …so I think it's just as important that we interact with them on a positive note...not negative because as long as it stays positive I think the outcome will be better for all involved...

Police officers view community policing as a positive, however they also need buy in from the community with the understanding that in order to meet the needs of the community everyone has to understand communities change. One officer explained it as, "community patterns, styles, and expectations change." Another put it as:

It can't be a single role of a Grant Officer in the police department it's a role for everyone. Other suggestions include allowing officers to be police officers. Officers feel, "officers still have to be allowed to be police officers ... we are asking our police officer to be your mental health professional... School teachers ...parents…that's not what community policing is community policing should be engaging your community but both of you working together to help your community get better."

As one officer acknowledges the police officers' duties as:

Policing reality… cause we are realistically going out there and creating these relationships… we are realistically going out there and building community trust, …And we're realistically going out enforcing the laws of this Commonwealth because its not a perception its definitely a reality and if we continue to evolve and move in the right direction things aren't going to be anything but get better.

Summary

In Chapter 4, a rich description of the research question discussed. The results of the study identified each officer's stating the community policing strategies in Richmond, Virginia are successful. Three of the seven officers interviewed feel that updated strategies are warranted to keep up with the communities changing needs. Residents also agree with community policing and feel that engagements with residents can grow further with more interactions outside of calls for service or routine ticket write-ups. All participants agreed with being informed on policy. All officers are willing to community engage to build community trust. The possible barriers to hinder community policing are the unidentified community changes.

Each participant offered suggestions based on police officer and resident experience with community policing strategies and interactions/engagements. Suggestions included (a) their interactions with law enforcement/citizens be positive, (b) frequency of interactions other a call for service or trouble, (c) the cause of perception changes when policy changes, and (d) effective community policing strategies through the willingness to collaborate with one another.

The following chapter will provide an in-depth investigation into the interpretation of findings, limitation of the study, recommendations, implications, and conclusion.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The purpose of this qualitative study was to investigate police and community policing perceptions affecting Richmond, Virginia's neighborhoods using a phenomenological study design. Officers and residents who were 18 years of age and older volunteered to participate in this study. Participants had some experience in interacting with law enforcement/residents and with Richmond's community policing initiative. I interviewed participants to acquire an explicit understanding of how police and community perceptions of community policy affected Richmond neighborhoods. My understanding from the data collection is that my findings contribute to policy feedback by translating participant experiences into beliefs and actions (see Weible, 2014).

I conducted telephone interviews as part of my qualitative phenomenological study approach. After introductions to the study, presentations conducted at four police precincts and two churches. Participants preferred telephone interviews due to its confidentiality and convenience. Purposeful participant selection allows researchers to more thoroughly understand a phenomenon or chain of events via the research questions they ask and the resources they have available to them (see Nastasi, 2014). I used a qualitative phenomenological study approach because it allowed me to investigate subjective perceptions that resulted in themes and patterns emerging into interpretive descriptions (see Berterö, 2015). People are "self-interpreting beings" who actively

engage in interpreting events, objects, and people in their lives (Pietkiewicz & Smith, 2014, p.8).

Interpretation of the Findings

I employed the social construction approach to examine community policing policy and the different meanings individuals apply to the policy (McBeth, Jones, & Shanahan, 2014). Mettler and Sorelle's (2014) policy feedback theory and along with Mcbeth, Jones & Shanahan (2014) social construction theory was the theoretical lens for this study. I utilized the policy feedback theory to test the appropriateness or inappropriateness of a policy's legitimacy for those it affects (Mettler & Sorelle, 2014). For example, RPD's officers and Richmond citizens are requesting changes to community policing initiatives for better community engagements, building positive relationships, and addressing crime. The feedback from officer and resident participants I elicited during my research confirmed the appropriateness of RPD's community policing strategies. Participants supported community policing and identified specific perceptions between them that hindered its success at the beginning of its conception in 2005.

Residents agreed that the community policing policy could not change without their mutual participation, engagement, and understanding of their specific roles as citizens:

1. The relationship between people and the government;

2. Form of governance as defined by de Graaf and Paanakker (2015) as lawfulness, integrity, democracy, and effectiveness/efficiency not achieved all at once;

3. Power/ interest of groups/memberships associations and their ability to continue; and

4. Definition of policy problems on the issues and its importance (Mettler & Sorelle, 2014).

Policy feedback theory provided me with a foundation for assessing the pros and cons of RPD's implementation of the community policing policy and its impact on Richmond neighborhoods. The participants in this study provided an in-depth account of their interpretation of how police and residents respond to one another. The response between officer and citizen determine which strategies associated with community policing perceptions affected Richmond neighborhoods.

In my research I found much of the current research in community policy is mostly quantitative in nature. My findings expanded my qualitative understanding of the officers and citizens perception of community policy via a distinct perspective. All of the program participants agreed that Richmond's community policing strategies are working. These participants noticed a change in perception the moment positive proactive engagements emerge between officers and residents associated with the information they receive and their life experiences (Miner-Romanoff, 2012). All study participants agreed that being proactive prior to traumatic events made a difference in their interactions. As

Johnson (2016) stated, 10% of police-citizen interactions in society that negatively

infiltrates communities affects the 90% of the people remaining in the community. This

finding supports the need for more nonhostile interactions in communities (Johnson,

2016).

There is a concern from officers and citizens regarding changes in community and

neighborhood dynamics that include collaboration efforts and building positive

relationships fueled by personal biases and negative perceptions affecting community-

policing strategies. Poor relationships can fuel negative interactions (Polizzi, 2013).

Negative interactions are a result of social and situational interaction which are carried

from one situation to another defined by circumstance surrounding police-citizen role as

suspect, witness or complainant (Bonner, 2015). Two officers in this study admitted

prior to grasping RPD's community policing strategies, assigned the character of a

community on the criminal behavior of individuals they were investigating or arresting.

Officers also admitted when dealing with the worse of the worse daily, the risk of

becoming jaded increases.

Aiyer, Zimmerman, Morrel-Samuels, and Meischl (2015) agreed that police

officers and citizens' perceptions determine how they engage in a community. However,

once non-violent interactions and engagements transpire, mindsets increase in positive

interactions. The officer participants in my study also said that the changes in their

mindset stemmed from community engagements and getting to know the people in the

areas they had vowed to protect and serve. No longer do they allow the criminal

behavior of those in particular areas to influence their perceptions of the character of those residing in these area or otherwise negatively shape their outlooks. A resident reflected on an experience with a call for service and the resident's recollection of events were dismissed by officers once they come on the scene with the officer assuming what transpired prior to obtaining both sides of the story. Residents explained to me how imperative it is for officers to show procedural fairness when interacting with citizens; showing respect, unbiased actions, a willingness to explain decisions and an opportunity for citizens to express" their side of the story" (Alpert & Rojeck, 2016).

All participants view RPD's community policing strategies as a positive tool for community engagement. However, police officers and residents further agreed that in order for it to work, building relationships, and gain respect for one another, the willingness for both parties to work together is important. Residents want more visibility prior to incidences and officers want information regarding incidences. More education regarding the role of police officer, resident, and revitalizing neighborhoods may help to identify more positive relationship building techniques. Neighborhood vitalization is the improvement to physical declining neighborhood/communities, increases its built environment, and focuses on connecting people to opportunities via infrastructure, educational, employment, recreation, housing, and other social resources (Patterson, Silverman, Yin, & Wu, 2016). Education will create better community relations, solve crimes, and a better quality of life for all. All are concerned about the level of violence not just in Richmond but in other localities as well and felt that RPD's Sector Policing

model; Richmond's version of community policing would be beneficial to other localities as a best practice tool that is steadily getting better.

Officers are removing judgment in arresting individuals and comprehending the association of poverty and crime in underserved communities does not reduce crime or poverty but a strong neighborhood of active residents assists in reducing both (Thompson, 2015). The participants agreed they needed one another to tackle neighborhood crime issues. Attempting to stabilize these areas is difficult due to the lack of resources and the availability of officers (Steenbeek & Kreis,2015), but RPD in spite of the shortfall, all agreed leadership and staff at RPD are doing the best they can with the resources they do have available addressing the needs of Richmond citizens. Many officers are community liaisons who give up much of their personal time with family to assist communities. Residents have full access to them via email or cell phone and all of the officer participants stated they did not mind the direct line of communication to them. These officers felt this sort of availability is critical when crime scenes are located in areas where residents have been communicating with them. As a result, cases solved due to information received from the community. Officers are supportive of RPD's strategies and agreed other localities could learn from them.

The most common theme found in the study was the mutual agreement from the study participants of wanting to work together to create a better city. Partnerships and collaboration was crucial for police officer study participants in addition to the passion they have as officers. Officers who are also residents in their own perspective

communities utilize RPD's community policing strategies to create a better quality of life

for them and their families. Chief Durham had a mission his first 100 days of taking

office of identifying the need for further collaboration opportunities between RPD and

the community (Durham, 2015). As Mettler and Sorelle (2014) suggested, areas of good

governance and civic engagement creates equal playing fields testing regulatory and

complex policies. The increased partnerships and collaboration successes are a result of

the initial feedback received from law enforcement, the community, and other

stakeholders requesting immediate changes to the conditions of their neighborhoods and

relationships with police. The study participants believe in transparency and

accountability from both groups emphasizing both are required to take responsibility for

ones actions because everyone has a job to do in revitalizing Richmond neighborhoods.

Study participants agree RPD's community oriented policing strategies work in

the city of Richmond, will require upgrades as community needs change, and everyone

must play an active role in the further success of RPD's community policing strategies.

As mentioned in Chapter 2, reversing disorder in neighborhoods reduced destruction by

changing citizens' behavior to be less tolerant of crime (Meares, 2015a). RPD began

utilizing community policing in 2005, under the current leadership of Chief Durham,

upgrades and continuous monitoring of communities with community feedback supports

Friedmann's (1992) definition of community policing as relevant:

> A policy and a strategy aimed at achieving more effective and efficient crime
>
> control, reduced fear of crime, improved quality of life, improved police services

and police legitimacy, through a proactive reliance on community resources that

seeks to change crime causing conditions. This assumes a need for greater

accountability of police, greater public share in decision making, and greater

concern for civil rights and liberties. (p. 292)

Participants are aware negative perceptions caused disconnections between officers and

citizens and how those disconnections attributed to the historical nature of what the

police were created to do and what citizens expected them to do (i.e., fight crime and

ensure safety) (Bush & Dodson, 2014). Policer officer participants are passionate about

the job they swore to do. However, job performance is difficult when the duties are

unclear to the citizen. Officers called as teachers, health care professionals, and parents

rather than law enforcers/ order maintainers (Bush & Dodson, 2014).

Neighborhoods require care if they are to grow and thrive. If citizens are

dissatisfied with the way neighborhoods functions or operates, population decreases and

the cost to maintain an unpopulated area increases. Collective efficacy is a process that

incorporates the public's willingness to be involved in the conditions of the neighborhood

directly affecting their lives (Welsh, Braga, & Bruinsma, 2015). Residents must focus on

building relationships with one another (Bergenholtz & Busch, 2016).

The shift in community policing in the City of Richmond is mirroring what

Meares (2015b) defined as rightful policing a combination of procedural and legitimacy-

based doctrine in policing where the perceptions of the citizens are in agreement with law

enforcement. Relationships between officers and residents are established resulting in the

voluntarily compliance of residents to policy, laws, and regulations; and understand

authorities have the right to dictate proper behavior when the individuals' treatment is

dignified and fair. Both parties have mutual clarified understandings between the role of

officer and citizen.

Limitations of the Study

This study's limitation included the amount of time to conduct the introduction to

the study sessions due to availability of facilities and study participants, interviewing

study participant's work and life schedules, and manually transcribing interview

responses due to the software malfunctions. The findings were limited to the City of

Richmond study participants and did not reflect the entire population of the city or

surrounding counties. For example, Richmond, Virginia's study results may not reflect

that same as in the Cities of Henrico or Hanover. Participants volunteered; ethnicity,

race, or gender could not control the study nor was it relevant. The number of

participants may be a weakness due to the lack of standards for studies in qualitative

research (Yin, 2013). The study findings were limited to qualitative methods only and

not applicable to quantitative methods. My expertise in neighborhoods, housing policy,

and community development did not bias the study's participants and data collection due

to the researcher's extensive knowledge of policy associating with neighborhood and

community development. Any possibility for biases addressed or removed as instructed

by the trustworthiness of qualitative research methods. The findings for qualitative

research are truthful, usable in other research, reliable, present of the participants'
contribution to the study, and absent of researcher biases (Rudestam & Newton, 2015a).

Recommendations

The results of the study outlined several recommendations possibly for future
research. For example, more studies in the surrounding cities and counties of Richmond,
Virginia and other states that include suggestions from police officers and residents
regarding community-policing perceptions affecting neighborhoods benefitting similar
results in other localities. Further studies examining the importance of the four principles
of community policing: (a) a mutual reorientation toward communication with the public,
(b) dedication to problem solving, (c) commitment to the community's needs, and (d)
dedication to the use of non-law enforcement skills for problem solving (Groff, Johnson,
Ratcliffe, & Wood, 2013). Other scholars or researchers may expose variations of
community policing requiring an upgrade. In addition, it is advantageous for police
officers and residents to properly engage one another and not allow past bad experiences
to dictate their current relationships. Future studies on patrol officer approach with
residents for calls for services verses those same residents not under duress could reveal
more strategies to remedy the awkward engagements of community policing as identified
in this study. Another area to explore for future would be the racial and cultural
differences in community policing perceptions with a Caucasian police force serving a
predominantly African American community or communities of color with the guidance
of the United States Department of Justice, "Bridging the trust gap between law

enforcement and communities of color" (Department of Justice, 2017). Investigating

these suggestions could produce new perceptions or solutions when considering utilizing

community policing policies. Another area to uncover for future research could include

an area in policing not associated with perceptions but a notion/idea identified as a police

officer's policing reality, such as a day in the life of a police officer from recruit to sworn

in patrol officer that has taken the oath to protect and serve.

Implications

The reason for this qualitative phenomenological study was to obtain an in-depth

comprehension and knowledge of the perceptions between police and community

policing perceptions affecting Richmond, Virginia's neighborhoods. Participants

exposed issues surrounding barriers in RPD's community policing strategies that

included wanting positive visibility of officers other than a 911call for service and the

hesitation for residents willingness to engage officers when they only time they may

interact with them is during a traffic stop or when they are experiencing some sort of

trauma needing police interference. Residents and officers agreed they would prefer

relationships built in advance of trauma. All police officer participants in the study

exhibited strong commitments to the principles of community policing and the supportive

leadership of Chief Durham in addition to the resident's willingness to positive

engagement with officers. Interview responses from participants revealed a uniqueness

from officers who allowed their passion for helping people to show in their frustration.

Residents however did not fully understand a police officer's roles but revealed a level of

compassion with what they did know of an officer's duties. Participants were able to

provide suggestions regarding possible solutions that could affect positive social change.

This understanding may assist in exploring emotional and perceptual reactions to crime

by gaining conceptual and experiential clarifications to citizen reactions (Hinkle, 2015).

These details lay the foundation for additional studies; furthering the investigation into

understanding perceptions in quantitative and qualitative studies. The direct interactions

and engagements between officers and residents may provide comprehension of the

circumstances that prevented positive engagements of how neighborhoods can grow from

these challenges (Aiyer et.al. 2015). Newly formed suggestions for changes in

perception may create a foundation supporting proactive approaches to community

policing for communities that are crumbling. The magnitude for positive social change in

this particular circumstance is significant.

Conclusion

The failure of employing forms of community policing that used strategies that

incorporated stricter policing and zero tolerance focused on individuals has failed

engagements/interactions between police officers and citizens is a growing concern

(Braga et.al. 2015). These strategies warranted further review of the principles governing

community policing such as (a) a mutual reorientation toward communication with the

public, (b) dedication to problem solving, (c) commitment to the community's needs, and

(d) dedication to the use of non-law enforcement skills for problem solving (Groff,

Johnson, Ratcliffe, & Wood, 2013). This study exposed the successes of RPD's

community policing strategies when these community-policing principles applied

resident buy-in. Officers and residents identified mutual responsibilities are required to

ensure the success of interactions and engagements. These responsibilities included

educating the community on Chief Durham's Balance Score Card by translating RPD's

mission and vision via customer service, financial resources, internal business processes,

and employment development and growth (Durham, 2015). Police officers are public

servants, tasked to protect and serve. Officers feel other external duties as assigned

beyond the badge as one officer says from the study, " mental health professional, school

teachers, parents…that's not what community policing is community policing should be

engaging your community but both of you working together to help your community get

better." Residents from the study agreed,

> "As far as policemen are concerned …it's not an easy thing...it's not a fun thing
>
> but they have a job to do and we have as citizens we have rights as well …so I
>
> think it's just as important that we interact with them on a positive note...not
>
> negative because as long as it stays positive I think the outcome will be better for
>
> all involved."

Both police officers and residents in this study identified there must be a mutual

understanding of the role of police officer and resident and the importance of education,

training, recognizing changes in community dynamics and the willingness for

collaboration to ensure the foundation strongly built community relationships are

continuously growing. These strategies may have infinite possibilities for positive social

change.

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Appendix A: Invitational Announcement

Invitational Announcement

Research Study

"Police and Community Policing Perceptions Affecting Richmond, Virginia's

Neighborhoods"

If you are a **police officer** for the city of Richmond, (RPD) or a **citizen** of Richmond, Virginia who is at least 18 years of age, your assistance is requested. I am conducting interviews as part of a research study to increase the understanding of how the perceptions of police and community policing affect Richmond, Virginia's neighborhoods. I am interested in how you perceived the experience as Richmond police officers or as a citizen of Richmond, Virginia. As a police officer or citizen of Richmond, you are in an ideal position to give valuable first-hand information from your own perspective.

If you are interested in participating, an informational meeting will be held:

Date: _____

Time: _____

Place: _____

To further explain the study and answer any questions you may have.

Thanks!

Dẽ Nita R. Square-Smith
[E-mail address redacted]
[Telephone number redacted]

Appendix B: Recruitment Letters

February 08, 2017

Dẽ Nita R. Square-Smith
[Address redacted]

Richmond Deputy Chief of Police
[Address redacted]

Re: Community Partner Request

Dear Deputy Chief:

My name is Dẽ Nita R. Square-Smith. I am a Doctoral Candidate studying Public Policy and Administration with an emphasis in Local Government Management for Sustainable Communities at Walden University. I am currently in the process of completing my dissertation, *Police and Community Policing Perceptions Affecting Richmond, Virginia's Neighborhoods*. As the Deputy Chief of Police for the City of Richmond, I would be most grateful if I could meet with you.

I am requesting Richmond Police Department's participation in my research study. While members of law enforcement and residents of Richmond have their own perceptions of community policing influences on the community, this study will provide you and other cities with proactive best practices based on your community policing initiatives. I am studying how the community policing perceptions between law enforcement and Richmond residents influences neighborhoods. The study includes 4-10 members of your law enforcement staff and 4-10 Richmond residents.

With your permission, I will ask 30-45 minutes of you and your officer's voluntary time to either participate in a confidential four question private one on one/face to face or telephone interview with the option of opting out at any time if you decide not to continue in the study. You or your officer's rights will not be violated. All responses and names of study participants are confidential. The information shared with my Dissertation Committee Chair, Dr. Clarence Williamson, at Walden University, and myself. If you have any questions or would like a final copy of this research after completion, please feel free to contact me at [telephone number redacted].

There are minimal risks involved; the study is for educational purposes only as I seek to gain better understandings of the impact of community policing perceptions between law enforcement and residents on neighborhood life.

Attach to this letter is a "*Letter of Cooperation*" for your Department's participation and will be placed in a secure file on an encrypted computer and an external hard drive for a minimal of 5 years after the completion of the study. If you have any questions regarding the research, please contact Dr. Clarence Williamson, my Dissertation Committee Chair for this study at [e-mail address redacted].

Please return the attached "*Letter of Cooperation*" to Mrs. Dẽ Nita R. Square-Smith by February 10, 2017.

Sincerely,

Dẽ Nita R. Square-Smith
[E-mail address redacted]
[Telephone number redacted]

Attachments: Letter of Cooperation

January 28, 2017

Dẽ Nita R. Square-Smith
[Address redacted]

Churches
Attn: Faith Leader
[Address redacted]

Re: Community Partner Request

Dear Faith Leader:

My name is Dẽ Nita R. Square-Smith. I am a Doctoral Candidate studying Public Policy, Administration with, an emphasis in Local Government Management for Sustainable Communities at Walden University. I am currently in the process of completing my dissertation in, *Police and Community Policing Perceptions Affecting Richmond, Virginia's Neighborhoods*. As the faith leader, I would be most grateful if I could meet with you.

I am requesting your congregation's participation in my research study regarding police and community policing perceptions between Richmond's law enforcement and residents. While members of law enforcement and residents of Richmond have their own perceptions of community policing influences on the community, this study will provide you and the community with proactive best practices for community engagement with law enforcement based on the Richmond Police Department's community policing initiatives. I am studying how the community policing perceptions between law enforcement and Richmond residents influences neighborhoods. The study includes 4-10 members of law enforcement staff and 4-10 Richmond residents.

With your permission, I will ask 30-45 minutes of your congregation's voluntary time to either participate in a confidential four question private one on one/face to face or telephone interview with the option of opting out at any time if you decide not to continue in the study. You or your congregation's rights will not be violated. All responses and names of study participants are confidential. The information shared with my Dissertation Committee Chair, Dr. Clarence Williamson, at Walden University, and myself. If you have any questions, or would like a final copy of this research after completion, please feel free to contact me at [telephone number redacted].

There are minimal risks involved; the study is for educational purposes only as I seek to gain better understanding of the impact of community policing perceptions between law enforcement and residents on neighborhoods.

Attach to this letter is a "*Letter of Cooperation*" for your church's participation and will be placed in an encrypted computer file and an external hard drive for a minimal of 5 years after the completion of the study. If you have any questions regarding the research, please call Dr. Clarence Williamson, my Dissertation Committee Chair for this study [e-mail address redacted].

Please return the attached form to Mrs. Dẽ Nita R. Square-Smith by February 10, 2017.

Sincerely,

Dẽ Nita R. Square-Smith
[E-mail address redacted]
[Telephone number redacted]

Attachment: Letter of Cooperation

February 08, 2017

Dẽ Nita R. Square-Smith
[Address redacted]

Churches
Attn: Faith Leader
[Address redacted]

Re: Community Partner Request

Dear Faith Leader:

My name is Dẽ Nita R. Square-Smith. I am a Doctoral Candidate studying Public Policy, Administration with, an emphasis in Local Government Management for Sustainable Communities at Walden University. I am currently in the process of completing my dissertation in, *Police and Community Policing Perceptions Affecting Richmond, Virginia's Neighborhoods*. As a faith leader, I would be most grateful if I could meet with you.

I am requesting your congregation's participation in my research study regarding police and community policing perceptions between Richmond's law enforcement and residents. While members of law enforcement and residents of Richmond have their own perceptions of community policing influences on the community, this study will provide you and the community with proactive best practices for community engagement with law enforcement based on the Richmond Police Department's community policing initiatives. I am studying how the community policing perceptions between law enforcement and Richmond residents influences neighborhoods. The study includes 4-10 members of law enforcement staff and 4-10 Richmond residents.

With your permission, I will ask 30-45 minutes of your congregation's voluntary time to either participate in a confidential four question private one on one/face to face or telephone interview with the option of opting out at any time if you decide not to continue in the study. You or your congregation's rights will not be violated. All responses and names of study participants are confidential. The information shared with my Dissertation Committee Chair, Dr. Clarence Williamson, at Walden University, and myself. If you have any questions, or would like a final copy of this research after completion, please feel free to contact me at [telephone number redacted].

There are minimal risks involved; the study is for educational purposes only as I seek to gain better understanding of the impact of community policing perceptions between law enforcement and residents on neighborhoods.

Attach to this letter is a "*Letter of Cooperation*" for your church's participation and will be placed in an encrypted computer file and an external hard drive for a minimal of 5 years after the completion of the study. If you have any questions regarding the research, please call Dr. Clarence Williamson, my Dissertation Committee Chair for this study [e-mail address redacted].

Please return the attached form to Mrs. Dẽ Nita R. Square-Smith by February 16, 2017.

Sincerely,

Dẽ Nita R. Square-Smith
[E-mail address redacted]
[Telephone number redacted]

Attachment: Letter of Cooperation

Appendix C: Interview Protocol

Interview Protocol

(Telephone)

Topic: Police and Community Policing Perceptions Affecting Richmond, Virginia's
Neighborhoods

Date: _____

Study Participant: _____
**(Name has been changed to a pseudonym such as Jane 1Doe, Jane 2Doe… or
John 1Doe, John 2Doe, … due to confidentiality)**

Position of Participant: ( ) Law Enforcement   ( ) Resident

Hello,
Thanks, so much for taking the time for this interview on "*Police and Community
Policing Perceptions Affecting Richmond, Virginia's Neighborhoods"* This study
provides insight on how individuals perceive community policing in Richmond, Virginia
through personal experiences. This recorded telephone interview will take about 30-45
minutes unless you feel you want to go longer. This study will consist of four interview
questions. To be considerate of your time, this telephone interview is voluntary and at
any time, you feel that you want to stop or not answer a particular question just let me
know and we can stop the interview. I will provide you with a copy of the notes shortly
after the interview according to your assigned pseudo name. If you want to make any
changes, you may do so. You will be referred to as your assigned pseudo name; your
actual name is not mentioned if this interview goes to publication and your identity is
protected along with the other participants. Do you have any questions?

If not…
1. As a citizen, how has your experience been interacting with law enforcement
   in Richmond, Virginia?
   a. Has your experience been more common interacting with law
      enforcement in Richmond, Virginia?
      i. If yes, why is it more common interacting with law
         enforcement in Richmond?
2. As law enforcement, how has your experience been interacting with citizens
   in Richmond, Virginia?
   a. Has your experience been more common interacting with citizens in
      Richmond, Virginia?

    i. If yes, why is it more common interacting with law
     enforcement in Richmond?
3. How has RPD's community-oriented policing strategies changed your
 perception regarding community engagement?
  a. Why has RPD's community-oriented strategies changed your
   perception regarding community engagement?
4. What community policing strategies are most effective in building community
 trust?
  a. Why do you think these community-oriented strategies are building
   community trust?
5. Is there anything you want to say about community policing perceptions that
 we did not cover?