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"Strategies For Inclusive And Responsive Police Accountability"

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Abstract

Strategies for Inclusive and Responsive Police Accountability

by

Lonzale Ramsey (Sr.)

MS, University of Nebraska at Omaha, 1985

BGS, University of Nebraska at Omaha, 1982

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Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

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Abstract

In the United States of America today, there are concerns regarding the appropriate functioning of the police service and a lack of effective police accountability. African Americans have often been victims of unprofessional police conduct; however, their views have rarely been found adequately represented in the literature on the subject. The purpose of this case study was to fill this identified gap in the academic literature. A conceptual framework composed of the afrocentric, environmental contingency, and conflict theories was used to guide and inform this inquiry. The main research question focused on discovering which form of police oversight is seen as the most trusted, respected, and fair method of ensuring police accountability from an African American perspective in a mid-western U.S. city. Data were collected through review of pertinent documents, and through interviews and observation of 8 purposefully selected members of the African American community in the city. All data were inductively coded and then subjected to thematic analysis.The key finding of this study revealed that the most trusted, respected, and fair method of ensuring police accountability within the local African American community is a process that is not controlled only by the police. Participants consistently noted that it was their belief that an outside person, board, committee, or agency should evaluate cases of unprofessional police conduct, when appropriate. The findings of this study resulted in recommendations to the police leadership that may provide increased understanding, give a voice to this community, assist in devising good public policy, and benefit all citizens of the region.

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Dedication

The culmination of this study is dedicated to my wife, children, nephew, and niece. My very supportive wife, during the process, took on many of my family and business responsibilities so that I could fully concentrate on this endeavor, especially in the early years. My children, nephew, and niece reminded me at the close of one profession that I could now fulfill a dream that had been put on the back burner in order to raise a family.

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Chapter 1: Introduction to the Study

Preliminary Information and Chapter Organization

Public safety is a very broad concern. Individuals who are attracted to the profession (police officers, firefighters) function, at times, in very demanding and dangerous environments. When others in society run away from unpredictable harm, public safety first responders move toward the event. Their motives are generally altruistic and, in many instances, without a regard for their own personal well-being. Concern for their fellow man or woman is the public safety professional's overriding interest. If one takes into consideration the extensive preappointment vetting process that takes place in most jurisdictions (especially for police officers), in conjunction with the required attributes of courage, empathy, intelligence, compassion, and honesty,public safety professionals are truly the nation's finest.

Nevertheless, in recent times, there have been a number of instances concerning the police service that have called the aforementioned ideas into question due to a perceived lack of accountability. Many citizens across the United States are pointing to acts involving police brutality that have been caught on cell phone videos (Serpico, 2015). Further, there is a dangerous amount of inequality, according to scholars such as Smith (2014), who observed that law enforcement personnel are much more likely to shoot and kill African Americans and Hispanic community members than Whites. Moreover, a number of contemporary law enforcement agencies have been the subject of U.S. Department of Justice investigations. For example, in November of 2011, the Miami Police Department (1,100 officers) was found to have been involved in unconstitutional

patterns or practices regarding the use of excessive force (McGrory, Ovalle, & Weaver, 2013). In another example, the Albuquerque Police Department, in a 2014 agreement, confirmed that a U.S. Department of Justice investigation regarding their agency found patterns and practices in the use of force and deadly force that were unconstitutional (Gallagher, 2014).

The interest regarding the police service and accountability is not limited to the United States. Citizens in London, England have complained in the past regarding the unequal application of public safety measures by the police during riots (Los Angeles Times, 2011). In Kenya, seven police first responders to a major fire were investigated for the theft of electronics and money (Associated Press, 2013). It has also been reported by the Sao Paulo Brazilian Forum on Public Safety that in Brazil, there is an average of six citizens killed by the police daily (Associated Press, 2014). From the literature, this appears to be the tip of the iceberg.

In this chapter, I cover the following major sections: background, the problem statement, the purpose of the study, the specific research questions, the theoretical and or conceptual framework for the study, the nature of the study, definitions, the assumptions, scope and delimitations, limitations, the study's significance to the advancement of knowledge,and a summary.

Background

Caldero and Crank (2011) confirmed the perception that policing has become more aggressive in the United States. In many instances, recent police management practices in some jurisdictions have been reframed into more of a state- protective

policing (Caldero& Crank, 2011). This reframing of the law enforcement function stresses an internal security mandate that replaces community policing and augments the militarization of the police.This way of maintaining civil order is also oriented more toward hard law enforcement and can conflict with a citizen's constitutional rights and encourage an environment where all citizens can be looked at as possible security risks. Alexander, Charney, Head, and Zamani (2011) have added to the support of Caldero and Crank's observations by uncovering instances of unprofessional and unlawful law enforcement practices across the nation. Specifically, African Americans were the victims.

As a way to combat many of the abuses noted by Alexander et al. (2011), civilian oversight has emerged as an additional tool to protect the rights of citizens (Attard, 2010). All forms of oversight are not the same (Calderon & Figueroa, 2013). Further, there is an ongoing debate in some jurisdictions to determine if civilian oversight can be an appropriate solution to help protect the rights of citizens (Buckler & Wilson, 2010). There have been macro quantitative studies aimed at the views of minorities on the subject (Buckler & Wilson, 2010). Nevertheless, although African Americans have been found to be victims of unprofessional and unlawful enforcement practices, their viewpoint has rarely found adequate representation in the literature on the subject (Crank & Liu, 2010; Kang &Nalla, 2011; Marshall & Webb, 1995; Murty, Onyekwuluje, & Parker, 1995). In this study, I aimed to address this gap in knowledge.

Problem Statement

In the United States, many concerned citizens are expecting public safety agencies to be managed in an open and principled manner.The police service, specifically, has drawn a disproportionate amount of attention due to many incidents around the country involving violations of citizen's rights, the use of too much or premature violence, evidence tampering, and racial profiling (Alexander et al., 2011). The aforementioned tactics of operation, ethical violations, are an affront to the central values in the police officer's codes of ethics and conduct (Meese & Ortmeier, 2010). In response, as a way of demonstrating good government, a number of cities have implemented civilian oversight of their respective police agencies (Attard, 2010).

Further, a number of municipalities are currently involved in a reoccurring dialogue to discover and decide if citizen oversight is capable of being a successful strategy for their region (Calderon & Figueroa, 2013). Those discussions have also sought to specifically determine which form of civilian oversight is the most suitable for their geographic area (Alexander et al., 2011). There is a segment of the community, specifically police unions, which maintains that the present internally regulated form of police oversight should continue (Buckler & Wilson, 2010). Law enforcement unions, especially during collective bargaining, have an extensive history of disliking the creation of oversight (Buckler & Wilson, 2010). Unions appear to be concerned with authority, and role citizens would have in investigating and disciplining officers (Buckler & Wilson, 2010). African American citizens, in particular, have been the victims of a large amount of the unlawful and unethical policing (Alexander et al.), yet their views have

rarely been found adequately represented in the literature on the subject (see Crank &

Liu, 2010; Kang & Nalla, 2011; Marshall &Webb, 1995; Murty et al., 1995).Through this

research, I hoped to fill this identified gap in the literature.

Purpose of the Study

Police accountability from the perspective of an African American community

affected by and concerned with instances of unethical policing was the central

phenomenon explored in this qualitative case study. Police accountability is defined in

three forms: (a) within the police organization regulated by the police chief,(b) outside

the agency controlled by complete citizen oversight,or (c) some hybrid mechanism of

control. Internal control of police accountability is regulated by the police chief who

conducts nonpublic investigations that are delegated to the respective internal affairs unit

(Lynch, McBride, & Thibault, 2011). Outside or external oversight of an agency is

regulated by civilians who are nonsworn (Swanson, Taylor, & Territo, 2012). A hybrid

version is a combination of internal and external accountability (Calderon & Figueroa,

2013).

Research Questions

Research questions symbolize the aspects of an inquiry that an investigator most

wants to discover (Huberman, Miles, & Saldana, 2014). They are a direct step from the

conceptual framework(Huberman et al.). In this study, I focused on the following

questions:

Central Question. What form of police oversight is viewed as the most trusted, respected, and fair method of ensuring police accountability within the native African American community in the City of Omaha, Nebraska?

Subquestions.

1. What are the views of the African American community regarding internally conducted investigations?

2. What are the views of the African American community regarding citizen oversight?

3. What are the views of the African American community regarding mixed or combined accountability mechanisms?

Conceptual Framework

The framework for this inquiry was conceptual in origin. "In Ph.D. studies, conceptual frameworks are often compilations of multiple theoretical frameworks" ("Theoretical Frameworks," 2014, p. 3). It was composed of the afrocentric, environmental contingency, and conflict theories. This conceptual framework was anchored in the Afrocentric theoretical perspective promoted by Asante (as cited in Mkabela, 2005). A characteristic of the afrocentric theory is that "it shares the same characteristics of qualitative research methods in that both afrocentric and qualitative methods assume that people employ interpretive schemes which must be understood and that the character of the local context must be articulated" (Mkabela, 2005, p. 188). Environmental contingency theory (Burns & Stalker, as cited in Swanson et al., 2012) compliments the core Afrocentric theoretical perspective by assisting in determining who

and what will be studied (Huberman et al., 2014). Further, this theory assists in justifying the research questions. Finally, the conflict theory (Delone, Spohn, & Walker, 2012) complements the primary afrocentric theoretical perspective and enhanced my understanding. In Chapter 2, a more thorough explanation of this framework and its individual parts is presented. I reveal how the individual theories increase awareness and insight regarding the topic and the accompanying issues.

Nature of the Study

The nature of this inquiry was qualitative due to its intent to engage in community–based research, generate understanding, and improve existing policies (see Maxwell, 2013). In many instances, case studies are conducted within practice-oriented disciplines, such as public administration, urban planning, and social work (Newton & Rudestam, 2007). The qualitative case study strategy is applicable in situations where little research has been completed to understand a phenomenon (see Creswell, 2009). The key concept and phenomenon investigated was police accountability from the perspective of the African American community. Finally, I examined documents, analyzed data through observation, and interviewed participants to determine what they thought and felt (see Patton, 2002). I also sought to understand context and processes (see Maxwell, 2013).

Definitions

The following terms provide brief meanings regarding key concepts or constructs included in this study:

Accountability*:*The examination of people or organizations for correct performance regarding finances, fairness, or performance (Behn, 2001).

Citizen oversight*:* A group of usually nonsworn community members, officially recognized, to overlook complaints about law enforcement officers on behalf of the community (Calderon *&* Figueroa, 2013).

Inclusive*:*To treat as apart of (Hawkins, 1986).

Internal police accountability*:* Police department organizational written policies, chain of command, and internal affairs unit (Caldero & Crank 2011).

Models of citizen oversight*:* Citizen oversight agencies are usually unique to their geographic area and normally can have an internal, external, or hybrid construction/orientation (Calderon & Figueroa, 2013).

Police*:*An organized group created to maintain order and control conflict (Fyfe, Greene, McLaren, Walsh, *&*Wilson, 1997).

Police accountability*:* The attempt to control police behavior (Caldero & Crank, 2011).

Responsive*:*Responding warmly by way of answer (Hawkins, 1986).

Strategies*:*Methods or procedures of action or policy thought out in advance (Hawkins, 1986).

Assumptions

An investigator's views and beliefs may be demonstrated through the philosophical assumptions present within their research (Creswell, 2013). Normally, within qualitative research, the assumptions (worldview) may be demonstrated through

the social constructivist, advocacy and participatory strategies, and methods (Creswell, 2009).Within the constructivists' worldview, individuals look for understanding of the environment where they live and work (Creswell, 2009). Further, the objective of the researcher is to depend as much as possible on the participants' perspective of the situation being studied (Creswell, 2009). Advocacy and participatory worldview researchers go much farther, advocating for an action agenda to help marginalized people (Creswell, 2009). Moreover, theoretical perspectives may be intertwined with the philosophical assumptions (Creswell, 2009).

This means that a key philosophical assumption is that the researcher relies as much as possible on the views of the participants being studied and that open-ended questioning is used so that the participants can accurately share their views (Creswell, 2009). Further, it is logical to assume that the very act of asking questions regarding the before mentioned subject may be viewed as an action agenda for change regarding the marginalized or disenfranchised groups or individuals within the society (Creswell, 2009). Thus, the philosophical assumption of this inquiry was aligned more as an epistemological assumption (see Creswell, 2013). For qualitative researchers, this suggests an interrelated relationship with that being studied (Creswell, 2013). This closeness is manifested through collaboration (Creswell, 2013). I also assumed that the principles underlying the qualitative paradigm are in line with the afrocentric method that is the anchor of this inquiry. Finally, any transfers of this inquiry's findings to other contexts not specified by me are the responsibility of the reader and not the investigator (see Huberman et al., 2014).

Scope and Delimitations

The problem from a microperspective brings into focus police accountability within the City of Omaha, Nebraska. This municipality has currently implemented a citizen's review board, hybrid version,to augment its efforts at ensuring police accountability (Burbach, 2014). Further, at this microlevel of observation, there is a lack of a detailed and specific indigenous African American perspective examined in a scholarly manner at this time. The purpose of this qualitative case study was to provide an increased understanding regarding which method of police oversight is viewed as the most trusted, respected, and fair practice of ensuring police accountability within the native African American community in Omaha, Nebraska. A purposeful sampling strategy was used to enhance the richness of the information obtained (see Patton, 2002). Regarding the issue of transferability, Erickson suggested that any transfer of a study's findings to other circumstances is the reader's responsibility and not the researchers (as cited in Huberman et al., 2014).

Limitations

Limitations refer to restrictions in this study that I have no control over (see Newton & Rudestam, 2007). There are no perfect designs; nevertheless, transparency regarding the limitations of any inquiry is important (Patton, 2002). The observations made, the interview data assembled, and the documents or records located have the potential to restrict understanding. For example, observations can be limited to external behaviors because an investigator cannot see within people (Patton, 2002). Some may also conclude that acquired interview data can be misrepresented due to bias, politics, and

recall error (Patton, 2002). Additionally, there is the possibility of being able to talk with only those individuals who can be contacted and who will participate in the inquiry (Huberman et al., 2014). Finally, the documents or records located may be incomplete or inaccurate when acquired from the maintenance organizations (see Patton, 2002).

Bias

Regarding the idea of predispositions, I have two. First, I am an older African American male who has lived much of my life in an urban environment. Second, I am a former police officer with 24 years of experience. Some reviewers may push forward the idea that Iwas seeking to substantiate an idea or opinion arrived at beforehand (see Yin, 2014). This idea/argument has been leveled at case study researchers in the past (Yin, 2014). Further, it may be also inferred that I am trying to pursue or advocate a specific position (see Yin, 2014). As stated earlier, this inquiry had a case study orientation.

Measures to Address Limitations

The idea to use more than one source of data is important towards counteracting any of the aforementioned limitations (see Patton, 2002). By using a diversity of sources and resources, I augmented the strengths of each individual form of data collection while at the same time limiting the deficiencies associated with any lone or isolated approach (see Patton, 2002). A variety of sources are much more likely to guarantee triangulation and a more comprehensive perspective (Patton, 2002). The term *triangulation* means to gather data from a diverse range of persons and settings (Maxwell, 2013). Triangulation reduces systematic biases (Maxwell, 2013). Also, asking good questions, being a good listener, staying adaptive, having a firm grasp of the issues being studied, being sensitive

to contrary evidence and conducting research ethically assisted me in conducting good case study research (see Yin, 2014). Finally, being open to contrary evidence, being committed to ethical research standards, and avoiding deception also made a positive impact upon any bias (see Yin, 2014).

Significance

In many localities throughout the nation, there is a debate regarding the implementation of civilian oversight. From the literature linked to the U.S. Department of Justice investigations and litigation as a result of unlawful policing, African Americans appear to have encountered a large amount of such unprofessional treatment (Alexander et al., 2011). Therefore, this group of citizens needed to be included in the dialogue. My research in this area gives a voice to the indigenous African American minority community in the City of Omaha, Nebraska. Moreover, it is possible through discovery that the voice of this population of citizens can assist in devising a good public policy that will benefit all citizens of the region.

Summary

The police within the public safety profession are looked upon by many as the nation's finest. However, in contemporary America, there have been a number of instances that question that narrative and demand more accountability from law enforcement personnel. There have been a number of incidents throughout the United States, documented via U.S. Department of Justice investigations, where citizens' constitutional rights have been violated by the police. Some citizens and stakeholders have suggested that citizen oversight of the police may be an answer and could possibly

assist in delivering good government. However, all citizen oversight agencies are not constructed or operated in the same manner. During this debate, African American citizens, a minority of the population and their ideas on the type of accountability mechanism thought to be the fairest have rarely been adequately presented in the research literature.

In this qualitative research, I sought to uncover more knowledge regarding the African American viewpoint on various forms of police accountability. This effort commenced by usingthe preliminary research and writings of scholars and journalist such as Alexander,Charney, Head, and Zamani 2011, Attard 2010, Burbach 2014, Caldero and Crank 2011. Additionally, a conceptual frame work that draws on the afrocentric, environmental contingency, and conflict theories was used in this inquiry. I also used one central research question in conjunction with three subquestions. There were limitations involved with this inquiry. Furthermore, accusations of bias can be razed regarding this inquiry. The use of triangulation significantly limited any limitations or biases. In Chapter 2, I transition to explaining the literature relevant to this identified problem and forward more information regarding the envisioned framework.

Chapter 2: Literature Review

Preliminary Information and Chapter Organization

Police work, in order to be effective, should embrace both tactical and strategic concepts that assist in furthering the mission of public safety. It is a profession where officers must be committed to serving and protecting all of society's citizens in a fair, all encompassing, trustworthy, lawful, and explainable manner. Moreover, police personnel must holistically embrace their codes of ethics and conduct (Meese & Ortmeier, 2010). In the United States, there are constant examples confirmed by U.S. Department of Justice investigations that infer this is not always the case (Alexander et al., 2011). Because of the immense power given to police, and the inference of a lack of fair and effective accountability, a number of stakeholders are advocating for alternative accountability methods (Attard, 2010). However, many internal actors within existing law enforcement agencies have vehemently opposed such suggestions, claiming that current internal management and supervisory oversight mechanisms are sufficient (Buckler & Wilson, 2010).

There are towns and cities in the United States currently addressing the merits of alternative accountability methods, such as citizen oversight. African American citizens have had numerous negative exposures across the country in situations involving police personnel (Alexander et al., 2011). Nevertheless, the perspective of African Americans has not been sufficiently presented in the academic writings oriented toward the topic (Crank & Liu, 2010; Kang &Nalla, 2011; Marshall & Webb, 1995; Murtyet al., 1995). Therefore, the purpose of this qualitative inquiry was to reveal enhanced awareness,

insight, and knowledge regarding police accountability. Another goal was, specifically, to identify at the microlevel, the City of Omaha, Nebraska,which form of law enforcement oversight, internal, external, or hybrid,is looked upon by the local African American community as the most respected, trusted, and fair practice of police accountability.

This chapter is primarily a literature review segment addressing the ideas of accountability, police accountability, internal accountability mechanisms, and external accountability mechanisms, which includes citizen oversight. I examined the literature related to the topics associated with the central and subresearch questions. According to the book *Publication Manual of the American Psychological Association* (2010), literature reviews can be constructed in a number of ways. I begin this review with an introduction, followed by an explanation of the literature search strategy, transitioning to the required conceptual framework, then reviewing key relevant literature, and finally ending with a summary/conclusion.

While this was a qualitative inquiry, and qualitative investigators tend to deemphasize previously published literature, they do include reviews of it in their research (see Pan, 2013). A review of literature is conducted to bring focus to an inquiry and to explore what is already known or not known (Patton, 2002). This review was selective, and most of the information that has been collected has not been included in this finished product (see Newton & Rudestam, 2007). I also organize this chapter to give the reader an up-to-date comprehensive understanding of the police accountability/civilian oversight subject. Regarding sources of information or data, a broad area of sources, not just peer-reviewed, were used to be grounded in the topic and

to achieve a comprehensive understanding of the subject (see "Literature Review," 2014). Moreover, in this literature review, I connect this research to the larger ongoing dialogue in the literature regarding police accountability (see Creswell, 2009). I also used this literature review to develop sharper and more insightful questions about the topic (see Yin, 2014). Finally, this literature review illuminates the gap in the literature.

Literature Search Strategy

In the search for literature relevant to the focus of this dissertation,I used different sources. Google scholar was one source. I also tapped the following databases from the Walden University library: Pro Quest Criminal Justice, Academic Search Complete, Military and Government Collection, and Thoreau Multi- Database Search. *Police accountability* and *civilian oversight* were the overriding key words used. Additional key wording that was used consisted of the regions or countries, such as *Africa, Asia, Australia, Brazil, Canada, the Caribbean, India, Mexico, Netherlands, United Kingdom*, and *the United States of America*. The references of the sources found to be relevant were also extensively reviewed for possible leads until saturation. Some ideas for sources or leads were derived from my committee chairperson and other scholars. Except for background/historical reasons, or a limited amount of regional contemporary scholarship, the time frame of the search was limited to within 5 years of the origination of this study. The literature included within this review was considered to be a mixture of purposive and representative samples of articles on the topic (see Randolph, 2009).

Conceptual Framework

As implied earlier, police accountability from the viewpoint of a community, specifically African Americans,influenced and troubled by examples of unscrupulous law enforcement practices was the central phenomenon of this investigation. As a part of Walden University's institutional requirement, an upfront theory or conceptual framework was mandated. Multiple approaches to uncover knowledge regarding the aforementioned core occurrences could be used. For example, Crank and Liu (2010) identified the following theoretical perspectives that have been used individually in police research: social learning theory, cognitive development theory, and expectation theory. Willis (2014), in his discussion of open and accountable policing, cited the conceptual lens of authority from Weber. Nevertheless, when critically reviewing the two (an upfront theory vs. a conceptual framework) and taking into consideration the polarizing viewpoints associated with the topic in addition to bias reduction considerations, a conceptual framework appeared to be the most applicable.

Theories and Conceptual Framework Explanations

A theory is a structured, reasoned, and methodical connection of a set of issues that are made known as a significant whole (Albert, Hodges, Kuper, & Reeves, 2008). Studies are frequently compilations of multiple theoretical frameworks identified as a conceptual framework ("Theoretical Frameworks," 2014). A conceptual framework seeks to give some sense to what the investigator thinks is going on with the issues or theories (Maxwell, 2013). Any framework used to understand the people and issues involved in this research had to address the aforementioned concern/central phenomenon. Thus, the

conceptual framework for this inquiry was derived from the demands of the research questions. There are three theories at the heart of this conceptual framework. They are the afrocentric, environmental contingency, and the conflict theories.

Afrocentric Theory. The base, or anchor, of the conceptual framework that was used for this investigation was the afrocentric theoretical viewpoint associated with Asante. The afrocentric theory is derived from pan-African ideas (Asante, 2003). Pan-Africanism has its originating roots at a conference in 1900 in London (Rubin & Weinstein, 1977). Williams was the principle sponsor of this conference, which also stroked the interest of the scholar Du Bois who refined the ideas of pan-africanism with the contributions of the Jamaican born Garvey and others (Rubin & Weinstein, 1977). Specifically, this was accomplished to counteract divisions among persons of African descent and to enhance their awareness of their shared experiences and needs for action (Rubin & Weinstein, 1977). Further, pan-africanism sought to ensure that African descendants hold dear to the idea of living like other citizens and developing their human potential (Rubin & Weinstein, 1977). Pan-Africanism is a political, social, and economic movement with cultural and racial links (Rubin & Weinstein, 1977).

Asante (2003) characterizes afrocentricity, a pan-African idea, as a theory of social change. It emerged in the 1980s from African American and African scholars who embraced an afrocentric orientation to data (Asante, 2003). It debunks Western dogma that suggests that only European thought is rational (Asante, 2003). One primary aim of the afrocentric paradigm is the development of an African-centered perspective that respects the indigenous way of life (Mkabela, 2005). Afrocentricity is a reasonable and

knowledgeable perspective that when applied to investigative inquiry can form the central part of an idea (Mkabela, 2005). To embrace this perspective, the investigator mentally identifies with the subjects being studied for the purpose of seeing the identified issue from their viewpoint (Mkabela, 2005). This also means that the investigator must possess a familiarity with the past events, styles of expression, perceptions, and myths of the people under study (Mkabela, 2005). Moreover, the afrocentric theoretical viewpoint has commonality with the characteristics of qualitative research methods through the assumption that individuals use interpretive schemes that need to be understood so that the qualities of the local context must be articulated (Mkabela, 2005). Finally, this afrocentric theory is important to the proper education of children and for African cultural revival or survival (Asante, 2003).

Environmental Contingency Theory. Aligned with the Afrocentric theoretical viewpoint, for the purpose of this research, was the environmental contingency theory, which suggests for a reading of the environment (Swanson et al., 2012). Some scholars have inferred that the environmental contingency theory is a realization that when discussing any alleged structure, regardless of the discipline, there may not be one best universal structure (Handler &Kram, 1988). This means that the appropriateness of an idea, policy, or operating structure is contingent upon the environmental conditions that surround the idea, policy, or structure (Handler &Kram, 1988). Ideas, policies, or structures that find themselves in dynamic and complex environments may have more requirements than ideas, policies, and structures in stable, simpler environments (Handler &Kram, 1988). More precisely, greater commotion or violence may produce and require

greater efforts to manage the environment (Handler & Kram, 1988). This conscious realization may be the impetus for change (Handler & Kram, 1988).

The environmental contingency theory is a management theory that may make sense of the numerous different oversight agencies observed by many of the scholars thatI present later in this chapter. This theory insists it is important to read the environment to determine what is most appropriate when deciding the most suitable or proper actions (Swanson et al., 2012). Successful agencies can find the most appropriate, suitable, or proper actions (Swanson et al.). In addition, the environmental contingency theory, because of its focus on organizational structure, has the potential to be used as a tool or instrument to change or reinforce policy at the conclusion of this research if warranted.

Conflict Theory. "Conflict theory holds that law and the mechanisms of its enforcement are used by dominant groups in society to minimize threats to their interests posed by those whom they label as dangerous, especially minorities and the poor" (Petrocelli, Piquero, & Smith, 2003, p. 1). This theory suggests that a community is largely formed and arranged according to the interests of social groups who compete for dominance so that they may implement and or maintain a social structure that is favorable to them (Petrocelli et al.). Moreover, the amount of power held by a given social group dictates its social order (Petrocelli et al.). Powerful social groups, within a community, control the lawmakers and the law enforcement apparatus of the government (Petrocelli et al.). Culturally dissimilar groups are looked upon as harmful to the social group that is dominating or powerful (Petrocelli et al.). In other words, the laws are made to uphold the

opinions and beliefs of the privileged and law enforcement personnel are utilized to suppress and restrain any segment of the community that poses a threat to this reality (Petrocelli et al.).

This theory used in conjunction with the before mentioned theories increased awareness and insight regarding the topic and its accompanying issues. The conflict theory (Delone, Spohn, & Walker, 2012) brings focus upon the unequal distribution of power in society and the utilization of the criminal justice system to sustain an overrepresentation of African Americans within the criminal justice system (Delone et al.). Also, this theory may explain why the scholars cited in the introduction of this chapter were able to provide a number of examples of unethical law enforcement actions aimed at and involving African American citizens that were investigated and sustained by the U.S. Department of Justice (Alexander et al., 2011). Finally, the conflict theory may confirm the inference that the academic community may be complicit in upholding the beliefs of the privileged (because of a lack of extensive presentation of the African American viewpoint). And that the African American perspective should be sufficiently represented within academic literature especially because of the link to policy and police accountability.

Key Relevant Literature Review

 Background ideas. Law enforcement officers universally agree that their agencies are in a much better position when criminally corrupt personnel have been ejected from the ranks (Wyllie, 2014). According to former Police Chief and Commissioner Lee P. Brown (1991), it is the responsibility of the primary law enforcement executive officer to establish and articulate the philosophy and policies of an agency. Further, clear, unambiguous, written policies should be apart of the agency's ethical standards (Brown, 1991). Ethical standards are apart of the blue print regarding an organization's ongoing efforts to be accountable. But then … what is accountability?

 Some, in the past, articulate accountability as an implication that police departments should establish an understanding with communities (Kelling, Wasserman, & Williams, 1988). Specifically, an understanding that the community is to be included into the policy – setting procedures and for there to be a joint determination of community problems that will be focused upon (in conjunction with the tactics utilized to resolve the problems) and the outcomes desired (Kelling et al.). The inference here is that a clear line of understanding between the police and the community establishes mutual accountability (Kelling et al.).

 Others in the law enforcement community suggest that accountability is apart of a personnel management triangle (Bieber, 2011). Within the aforementioned triangle, the element of accountability would be first, capability second, and responsibility third (Bieber, 2011). Accountability would refer to expectations (Bieber, 2011). Capability alludes to the hiring of candidates with the necessary skills, the delivery of proper

training once hired, and the continued agency development of the individual (Bieber, 2011). Lastly, responsibility, the third portion of the triangle is defined as giving personnel ownership of their work without micromanagement (Bieber, 2011). To be even clearer, in this triangle, capability and responsibility are prerequisites of accountability (Bieber, 2011). Thus, the personnel management triangle (accountability, capability, and responsibility) and its parts are mutually inclusive, and it is a managerial flaw to attempt to focus on accountability without the prerequisites of capability and responsibility (Bieber, 2011).

There is merit to both positions. However, neither position on its own fully grasps the totality or contemporary understanding of the idea. A good example of an assimilation of the two concepts would suggest that accountability is shared responsibility that includes the oversight of people (DeAnda, 2015). Further, accountability is also an element of public service that links performance to public trust and agency legitimacy (DeAnda, 2015). Moreover, accountability is a process that can locate both failure and above average performance patterns (DeAnda, 2015). Finally, accountability can be formally introduced and developed within an organization by training, operations, projects, programs, audits, and inspections (DeAnda, 2015).

Accountability. Accountability can be a baffling idea where its significance and features can be dictated by circumstances (Behn, 2001). Accountability can also be a reflection of the times. Meaning, what is appropriate conduct and interaction yesterday is not appropriate legal conduct today (Behn, 2001). It should also be noted that informal standards of accountability can be subject to political fluctuations (Behn, 2001). This is the reason why some in the discipline of public administration consider the term of accountability as a murky concept (Behn, 2001).

Nevertheless, although the idea of accountability has some complexity, in contemporary America normally it is in reference to holding people and or organizations accountable for the following: finances, fairness, or performance (Behn, 2001). Financial accountability refers to a mechanism to account for money (where did it go and was it spent correctly for its intended purposes) (Behn, 2001). Accountability for fairness (a cocktail of values, ethical standards, and democratic norms) involves the responsibility of public officials, managers, supervisors, and other employees to treat all citizens absolutely fair (Behn, 2001). Lastly, accountability for performance entails the idea of what is actually accomplished according to the expectations of citizens (Behn, 2001).

The importance and obligation of accountability is also rooted in its objective of being a means for ensuring the fulfillment of tasks in a hierarchical structure (Cooper, 2006). Specifically, a process which involves superior-subordinate relationships where there is a top down exercise of authority to maintain the flow of work toward the completion of required goals (Cooper, 2006). This means, that in a democracy, citizens are sovereign and public administrators are their fiduciaries (Cooper, 2006). Public

administrators (subordinate to the citizenry) delegate to managers (subordinate to the public administrators) who are responsible for carrying out the mutually agreed upon goals through (constructed / implemented) policy and delegation to supervisors (Cooper, 2006). Supervisors (subordinate to managers) focus their attention on subordinates (through stipulated bounds of discretion and the monitoring of individual performance) (Cooper, 2006). It should be noted that the obligation to the originators of policy (citizens) supersede obligations to organizational superiors (Cooper, 2006). Moreover, it is important for all involved in the process to understand that the process operates within the boundaries of the U.S. Constitution.

Police accountability. Police accountability is interpreted as the attempt to control police behavior (Caldero& Crank, 2011). It is a subcategory of the larger accountability continuum. It derives many of its characteristics from the broader ideas of accountability. Yet, because of the amount of authority given law enforcement officers more is required. For example, officers are expected to hold to a strict standard of ethical conduct (Caldero & Crank, 2011). Also, police officers are expected to conduct themselves above reproach when it comes to issues related to legal or moral impropriety (Caldero & Crank, 2011). Therefore, police may be held accountable through one of the following two procedures: internal or external accountability mechanisms (Caldero & Crank, 2011).

Internal police accountability mechanisms. Internal accountability mechanisms involve organizational written policies, the chain of command, and internal affairs (Caldero & Crank, 2011). Internal accountability mechanisms, within a police

organization that is committed to proper above reproach accountability, involves a culture

that embraces the willingness to ask in-depth questions (on a continual basis) when it

comes to existing policies and procedures (Archbold &Walker, 2014). The alternative is

an agency where there have been instances which have lead citizens to believe

(confirmed by Section 14141 of the 1994 Violent Crime Control Act – Federal Pattern or

Practice Litigation) that the law enforcement agency has an extensive history of violating

the rights of community members (Archbold &Walker, 2014). Further, within this type of

agency there will appear to be an inability to correct problems even when the

organization has exhibited serious organizational dysfunction (Alexander et al., 2014).

Police organizations that continually demonstrate a lack of understanding and application

of the interrelatedness of policy, training, supervision, and review cannot effectively have

internal accountability (Archbold &Walker, 2014).

   External police accountability mechanisms. In the broad macro context of

accountability, external police accountability mechanisms include public officials such as

the mayors and city councils (Caldero & Crank, 2011). The local and national presses can

also be considered as forms of external police accountability (Caldero & Crank, 2011).

Lastly, courts, federal criminal investigative agencies, state criminal investigative

agencies, ombudsmen, and citizen review boards (a subcategory of oversight) are also

considered to be mechanisms of external police accountability (Caldero & Crank, 2011).

Mayors and or city councils can exert influence upon the chief law enforcement manager

if there is a political will to do so. The press can bring improper acts or omissions to the

attention of the citizenry. Successful law enforcement agencies realize that in the quest

for genuine police accountability assistance from outside experts, when appropriate, is valuable and sometimes necessary (Archbold &Walker, 2014). Nevertheless, sometimes even external accountability mechanisms by themselves fall short of totally correcting all deficiencies. For example, the U.S. Supreme Court has been used as an effective tool for police accountability but on a day to day basis it lacks the institutional capacity to ensure compliance regarding its own decisions (Archbold &Walker, 2014). For instance, Archbold &Walker (2014) asks us to envision the U.S. Supreme Court holding that an early intervention strategy system is required by the Constitution (unlikely). Further, in civil litigation it is a false assumption that public officials will always conduct themselves in a rational and coordinated manner when it comes to countering the negative financial effects of lawsuits initiated due to officer and or organizational problems (Archbold &Walker, 2014). In the past some chief executive law enforcement personnel have considered the money paid out in settlements or damages as just the cost of doing law enforcement business and have neglected their responsibility to correct any underlying problems (Archbold &Walker, 2014). Also, criminal prosecution (with convictions) regarding corruption and brutality have occurred in both New York City and Philadelphia for the past three decades; but, for what ever reason there appears to be no deterrent effect (Archbold &Walker, 2014).

Oversight. Finally, the exposure of law enforcement abuse, corruption, excessive force, etc. can consolidate public beliefs which will force elected officials to initiate some kind of formal action (Archbold &Walker, 2014). The response can resemble a legislative strategy / external oversight of the police (Archbold &Walker, 2014). This form of

accountability, today, normally is enacted in one of the following two ways: 1) blue –

ribbon commissions or 2) citizen oversight agencies (Archbold &Walker, 2014). Blue –

ribbon commissions are usually assembled on a one - time basis (Archbold &Walker,

2014). Citizen oversight agencies are normally charged with the responsibility to handle

citizen's complaints on a permanent basis (Archbold &Walker, 2014).

 *Blue- ribbon commissions.*This form of oversight is utilized in the U.S. political

environment usually by presidents, governors, or mayors regarding some perceived social

problem (Archbold &Walker, 2014). The concerned elected officials will normally

appoint a panel of selected experts to investigate the identified problem and make

recommendations at the conclusion of their inquiry (Archbold &Walker, 2014). The

Christopher Commission appointed in 1991 after the Rodney King (an African American

citizen) beating in Los Angeles is an example of a blue – ribbon commission (Archbold

&Walker, 2014). The President's Task Force On 21st Century Policing is another

contemporary example of a blue – ribbon commission (President's Task Force on 21st

Century Policing, 2015). Although such commissions are known to provide a wealth of

information for academic studies, a negative aspect of blue – ribbon commissions is their

lack of ability to implement recommendations or reforms (Archbold &Walker, 2014).

Blue – ribbon commissionsare normally temporary and are disbanded after the final

report has been made public (Archbold &Walker, 2014).

 *Citizen oversight.*Critics of law enforcement organizations infer that officers are

unable to police themselves and that citizen oversight is required because it will deter

future misconduct (Archbold &Walker, 2014). Citizen oversight is also communicated by

some community members as being an example of good government (Attard, 2010).

There are three models of citizen oversight: 1) investigative agencies; 2) civilian review

boards; and 3) auditor / monitor (Attard, 2010). Investigative agencies have the exclusive

mandate to collect evidence, interview witnesses (including law enforcement personnel),

and make findings (Attard, 2010). Civilian review boards review only the investigative

file assembled by the agency's internal affairs unit (Archbold &Walker, 2014). Civilian

review boards do not have the authority to conduct their own investigations (Archbold

&Walker, 2014). The most recent form of citizen oversight is the auditor / monitor form

which reviews, analyzes, evaluates policy, and procedures of internal affairs

investigations (Attard, 2010). Auditor -monitor and civilian review boards are a

combination of internal and external accountability mechanisms; therefore, they are

considered hybrid models of citizen oversight (Calderon & Hernandez-Figueroa, 2013).

Review and Discussion of Selected Peer Reviewed Applicable Studies

As stated earlier, this section of selected reviews is an opportunity to provide the

reader with additional methodologically rigorous sources of selected global studies from

around the world on the subject of police accountability (Nachmias & Frankfort-

Nachmias, 2008). It is a synopsis from a macro global perspective.

The Netherlands. Lamboo (2010) analyzed information regarding police

misconduct with a focus towards unveiling new insights on the nature, extent, and official

answers or changes made because of police misconduct involving the Dutch police

forces. Misconduct included the following: corruption, conflict of interest, theft - internal,

abuse of force, abuse of information, abuse of other police powers, sexual harassment -

colleagues, theft – external, fraud, abuse and waste of organizational goods, sexual

harassment – citizens, conflict of interests, and private misconduct (Lamboo, 2010). This

Dutch perspective on police accountability was important because its presentation

regarding accountability mechanisms added to the international discussion.

Lamboo's (2010) methodology and methods incorporated an examination of

official police misconduct information and compared it with theoretical ideas of police

misconduct, internal investigations and the reliability of official data. Lamboo's inquiry

was quantitative.The research conducted by Lamboo (2010) uncovered that since 2006

the law within the Netherlands mandated that public administration practices be

conducted in conjunction with the formulation and implementation of policy aimed at

promoting integrity through the use of codes of conduct. This included the police

(Lamboo, 2010). It also revealed that, in reference to the Dutch police system, external

mechanisms of oversight dominate the investigation and disposition of police misconduct

allegations (Lamboo, 2010). It should be noted that the Dutch make a clear distinction

between external oversight and external control of the police (Lamboo, 2010). In the

Netherlands police misconduct may be investigated by one of the three following means:

1) the National Agency the Rijksrecherche, 2) citizen complaints, and 3) the bureaus for

internal investigation (Lamboo, 2010). Additionally, since 2003 a national data base for

the registration of internal investigations has been the responsibility of the bureau for

internal investigations and since 2005 yearly reports have been published from the

information contained within those reports (Lamboo, 2010). The Netherlands is

considered within the top ten of the least corrupt countries internationally (Lamboo,

2010). A weakness of the study, regarding the reliability of the Dutch Registration of Internal Investigations, could be alleviated or lessened by conducting a qualitative inquiry on the subject (Lamboo, 2010).

The United States of America. The scholars Archbold and Hassell (2010) conducted an inquiry which looked at what factors influence the frequency of police misconduct complaints. Through their efforts, it was found that officer productivity was an important variable that influenced the frequency of complaints (Archbold & Hassell, 2010). Productivity was defined as making arrest and issuing citations (Archbold & Hassell, 2010). This meant that officers who made more arrests and issued a greater amount of citations were disproportionally the subjects of complaints (Archbold & Hassell, 2010). Further, Archbold and Hassell (2010) suggest that the use of citizen complaints should not be the only tool used to determine police misconduct.

The scholars also inferred that early warning systems should be added to an agency's internal police accountability mechanisms (Archbold & Hassell, 2010). This was important because through their investigation it was determined that there was a link between the nature of a complaint and the complaint disposition (Archbold & Hassell, 2010). Specifically, citizen dissatisfaction caused by police action was much less likely to be sustained than departmental policy violations or violations regarding work performance (Archbold & Hassell, 2010). In other words, citizen dissatisfaction caused by police use of force, harassment, abuse of authority, or verbal threats was not sustained as frequently (Archbold & Hassell, 2010).

One of the most important recommendations made by Archbold and Hassell (2010) was that police departments should utilize external accountability measures. Archbold's and Hassell's study was quantitative. A qualitative study may have brought forward more information on the relationship between the types of complaints filed and the resulting disposition (Archbold & Hassell, 2010). Finally, the findings of their inquiry may be limited by the size and composition of the agency involved in their inquiry (a homogenous 129 personnel force) (Archbold & Hassell, 2010).

Kevin Buckler and Steve Wilson (2010) authored a study, titled as: "The Debate over Police Reform: Examining Minority Support for Citizen Oversight and Resistance by Police Unions" (p.184), which looked at the debate between citizen oversight supporters and police personnel (unions) who do not support citizen oversight in the United States. Specifically, Buckler and Wilson (2010) examined how the discussion between the two opposing view points influenced the existence of oversight.

Quantitative methodology and methods were used in this inquiry. The researchers tested two hypotheses (Buckler & Wilson, 2010). The first hypothesis suggested that unions were losing the debate regarding external review by community members (Buckler & Wilson, 2010). The second hypotheses (with apparently missing words) forecasted that the use of citizen oversight would have a positive relationship with minority populations (Buckler & Wilson, 2010). The first hypothesis was supported by their study (Buckler & Wilson). In regard to the second hypothesis, the researchers found only partial confirmation (Buckler & Wilson, 2010).

Although the study revealed that African American populations interests were aligned with greater oversight of law enforcement officers, Hispanics views on accountability were more in sync with Whites (Buckler & Wilson, 2010). A clear and most relevant weakness of the study was its inability to distinguish between the various forms of oversight. The researchers acknowledge this weakness in their review of the LEMAS data used in the assessment of their conclusions (Buckler & Wilson, 2010). Further, this revelation has an underlying importance because the form of oversight utilized determines the influence. This means that although the non - oversight supporters may be unsuccessful at stopping citizen oversight they may be very much able to reduce the investigative influence of such an agency (Buckler & Wilson, 2010).

The Deputy Inspector General, Los Angeles County Office of Inspector General, has asked the question: "Is there a more effective way to scrutinize the actions of officers in the United States while still protecting their due process rights" (Katz, 2015, p. 235)? According to Walter Katz (2015) many citizens have lost trust in many immediate police agencies due to a perception that deadly – force events are investigated in a biased manner. It is argued by Katz (2015) that this loss of trust can negatively impact upon the legitimacy of a local police agency. Because of this loss of legitimacy, systemic reforms should take place to regain the trust of the public (Katz, 2015).

Katz produced evidence that, in one example, the conflict theory may be a reality in the workings of a police agency. Specifically, the New York Police Department which serves a population composed of approximately 23% of African Americans (Katz, 2015). From 2008 through 2013 this population of African Americans represented 55% of the

reported victims of possible police misconduct (Katz, 2015). Additionally, according to

Katz (2015), local prosecutors may be partners to the police when it comes to being bias.

Katz (2015) pointed to numerous models, in other countries, that have been

constructed to bring forward investigations which are bias free and subsequently intensify

public trust. Further, he pointed to surveys conducted in Europe that appear to confirm

that citizens of nations with independent   investigative structures (external accountability

mechanisms) have more confidence in their criminal justice systems (Katz, 2015). While

acknowledging the difficulty of measuring a direct correlation between the public's view

of the criminal justice system and the independent investigation of police misconduct, he

did suggest that this is much more of a reality than similar American surveys have

suggested (Katz, 2015).

Canada. Hryniewicz's (2011) overriding position was that civilian oversight is

consistent with democratic policing. Further, that proper community – police partnerships

are established by including the presence of civilians within the complaint process, in the

evaluation of police performance, and in police policy development (Hryniewicz, 2011).

The author seemed to infer, pointing toward documentation by the Aboriginal Legal

Services of Toronto, that such a thought process has hampered relations with the

Aboriginal community within Canada (Hryniewicz, 2011). Specifically, Hryniewicz

(2011) advised that the Aboriginal community within Canada does not have confidence

in any oversight body that is not independent of the police. Also, of importance were the

scholar's thoughts on future research where he pushes forward the idea that the views of

marginalized citizens should be solicited (Hryniewicz, 2011). A commitment to

retrieving this type of information (the views of citizens often excluded from the process) could enhance civic solidarity (Hryniewicz, 2011).

Israel. Guy Ben-Porat and Fany Yuval (2012) study was also an important addition to the discussion of police accountability because it was conducted among a background of ideas in Israel related to the challenges of police serving minority communities in democracies where diverse cultures, religions, and competing national identities test the status quo (Porat & Yuval, 2012). Trust of Arab citizens towards the police in Israel has been an elusive concept especially after the gunning down of 13 Arab citizens in October of 2000 during a demonstration (Porat & Yuval, 2012). Arab citizens only account for approximately 20% of the Israel general population (Porat & Yuval, 2012). Their study looked at the following police reforms in Israel: 1) the recruitment of Arabs citizens to the police force, 2) exposing the existing officers to cultural training, and 3) the establishment police-community relations (Porat & Yuval, 2012).

The methodology and methods included a bottom – up analysis involving qualitative focus groups and a survey (Porat & Yuval, 2012). The study revealed that Arab citizens look upon the police service as discriminatory and of poor quality (Porat & Yuval, 2012). Further, those same Arab citizens are willing to play a role in reforms and are supportive, generally, of community members joining the police (Porat & Yuval, 2012). A sizeable percentage, approximately 65%, of Arabs believed that the Israeli police force cannot perform adequately without a knowledge and understanding of the Arab culture (Porat &Yuval, 2012). Regarding police community relations, 75% of Arab citizens advocated for the police to involve community leaders when problems arise

(Porat & Yuval, 2012). Finally, the projected Israel police reforms are a responsible attempt at democratic inclusive ideas which may benefit the larger Israeli homeland; nevertheless, success is ultimately tied to what the police and policy-makers are actually willing to do (Porat& Yuval, 2012).

Asia. Mameyek & Nalla (2013) completed an inquiry where the scholars analyzed the concept of police accountability within new and or emerging democracies in Asia. The study, more specifically, looked at the efforts of the aforementioned countries to democratize their law enforcement agencies and include the participation of citizens in police oversight mechanisms (Mameyek & Nalla, 2013). This perspective was also a welcomed addition to the discussion of ideas related to police accountability. Little research on civilian oversight mechanisms has been accomplished in Asia (Mameyek & Nalla, 2013). The scholars begin the discussion by observing that the effectiveness of any democratic government can be judged partly by its commitment to citizen participation, its protection of human rights, quality of civil service, ability to maintain order, and its equal application of the rule of law which is representative of the citizen's views (Mameyek & Nalla, 2013).

The methodology and methods used in this research involved an analysis of case study from selected (24) Asian countries (Mameyek & Nalla, 2013). The chosen Asian countries were derived from the four groups of democracy rankings (full, flawed, hybrid, and authoritarian) looking specifically to determine if progressive democracies were a good indicator of civilian oversight of the police (Mameyek & Nalla, 2013). This segment of the study, although somewhat understandable, was a weakness and could

have been presented much more clearly and to the point. Nevertheless, the inquiry revealed that there was no correlation between being high on the list of democracy rankings (a progressive democracy) and the implementation of democratic mechanisms such as civilian oversight of the police (Mameyek & Nalla, 2013). Except for the countries of Laos and North Korea all of the selected Asian countries had some form of oversight; but, only South Korea, the Philippines, and Hong Kong have actual citizen oversight of the police (Mameyek & Nalla, 2013). Japan, which is considered a full democracy, did not have civilian oversight (Mameyek & Nalla, 2013). Mameyek & Nalla (2013) suggested that further research should be aimed at determining if the initiatives to construct citizen oversight in the region are sincere or just window dressing by the involved governments to appease the public.

South Africa. Julie Berg's (2013) research explained the transition of one segment of the South African police accountability system. This discussion gave added insight into how an independent investigative oversight mechanism is constructed to work. Berg's (2013) comments were forwarded within an environment where the South African government is said to have evolved in the 1990s from an Apartheid police force that embraced racist, violent, and anti-human rights practices to a democracy in contemporary times. Also of interest is Berg's (2013) revelation regarding the consequences when policy is shifted from a human rights / community policing strategy towards a war on crime orientation of policing.

Regarding methodology and methods related to Berg's research … explanations were lacking and this was a weakness of the research article. Nevertheless, the specific

transition referred to by Berg (2013) involved the Independent Complaints Directorate (which operated from 1997-2012) to the now recognized Independent Police Investigative Directorate. The IPID reflects a shift in focus from only the processing of complaints to a mandated focus on investigations (Berg, 2013). Further, as a result of the Independent Police Investigative Directorate Act of 2011, the South African Police Service is mandated to report to the IPID immediately incidents involving deaths in police custody or as a result of police action, complaints regarding the discharge of firearms, complaints of rape, complaints of torture, assault, corruption, or any matter forwarded to the IPID by the Minister or Secretary of the Civilian Secretariat (Berg, 2013). Moreover, the IPID is compelled to investigate (through its own civilian investigators) the aforementioned violations and officers are to be made available for taking affidavits (Berg, 2013).

The IPID is said to be an opportunity – focused model of police accountability where during the process of conducting an investigation questions regarding how offenses can be prevented will also be asked (Berg, 2013). An opportunity – focused model can additionally be characterized as a more proactive and problem-solving strategy (Berg, 2013). Berg (2013) infers that most civilian oversight mechanisms are exclusively deterrence – focused models which are reactive operationally. Berg (2013) acknowledges that this civilian external investigative model will still encounter challenges related to the country's political will to allow the agency to fulfill its mandate.

Mexico. Finally, Alejandro Espriu-Guerra and Ruben Guzman-Sanchez conducted research regarding the state of affairs of police oversight in the country of

Mexico. This is another welcomed addition to the discussion of police accountability from the global perspective. It is especially relevant as Mexico is the neighbor to the south of the United States. The research provided by the scholars was from the think tank known as the Institute for Security and Democracy based in Mexico (Guerra & Sanchez, 2014).

The specific methodology and methods utilized for the accumulation of information forwarded by Guerra and Sanchez was not made clear within the research article. This was a weakness of the completed research article. The authors did, however, frame an argument that for the last 20 years Mexico has tried to reform the police to exhibit respect for human rights (Guerra & Sanchez, 2014). Nevertheless, according to the think tank, the police in Mexico are ineffective, unreliable, and not a citizen embracing institution (Guerra & Sanchez, 2014). Further, that external police oversight is at a rudimentary stage in Mexico (Guerra & Sanchez, 2014).

Transparency and accountability resistance within state organizations are the reasons for the slow implementation of civilian oversight and external monitoring of the police in Mexico (Guerra & Sanchez, 2014). Evidence of corruption and or collaboration with organized crime may have also had a negative influence on such ideas (Guerra & Sanchez, 2014).

Summary/Conclusions

Accountability, in the broad sense of the word, is the process of holding individuals or agencies accountable for finances, fairness, or performance.It is a means for making sure that authorized work and or demands are accomplished according to pre-

designated guidelines. More specifically, police accountability has the same characteristics with an added component related to the controlling of police personnel. Because of the powers granted law enforcement officers to accomplish their mission, the lens for viewing their compliance or non – compliance with established accountability mechanisms should be more sensitive for the benefit of a democratic society.

Police accountability can be managed internally or externally. Internal accountability normally infers to processes within an organization. External accountability usually involves a strategy that occurs outside of the identified agency. In contemporary times a hybrid form of accountability is a combination of both external and internal procedures. For example, a civilian review board or police auditor (that are not authorized to conduct their own investigations) reviews the reports and investigations conducted by the police department's own internal affairs unit and then makes non - binding recommendations to the mayor and or chief of police is a hybrid mechanism of accountability.

Police accountability is a global concern and there has been research conducted on this subject in both the qualitative and quantitative traditions. In some countries (such as the Netherlands) external police oversight mechanisms dominate. The Netherlands is seen as within the top ten least corrupt countries in the world. In the United States, African Americans and other minority communities do not have the same exact perspectives regarding police accountability. Hispanic's views on the issue of police accountability, generally, are more in line with the majority White population. A scholar in Canada advocated that majority populations should be more inclusive by seeking out

the perspectives of those individuals on the edge of society for the purpose of promoting civic solidarity. Israel appears to have much more controversy and less progress with its efforts at police accountability (involving its minority Arab citizens) than the U.S. and its minority citizens. The nation of Japan, although it is looked upon as a full democracy, does not have any civilian oversight. South Africa has one of the best examples of an external independent investigative police oversight agency. Lastly, in Mexico for the last 20 years there have been efforts aimed at more police accountability and transparency with mediocre results.

In the United States, there is a perception among some of its citizens that law enforcement personnel cannot police themselves. The aforementioned citizens point to a number of incidents across the nation that indicate that some law enforcement personnel have forgotten their responsibilities to the public that they are sworn to serve and protect. As a result of this perception, in conjunction with some investigations which have been conducted by the U.S. Department of Justice (that have confirmed the reality of citizen's perceptions); citizens have advocated for alternative law enforcement accountability methods. These same citizens have inferred that citizen involved oversight is a viable solution and an example of good democratic government. The discussion between citizens, community members, and stakeholders is on going. Alternatively, the feedbacks from some law enforcement personnel (who suggest that they represent the conscience of the profession) infer that there is no need to revise or amend the current system of law enforcement accountability.

This literature review has sought to enlighten the reader on the topic of police accountability. The future of police accountability within democratic governments around the world requires a conversation among stakeholders. Here in the United States, in light of this discussion, African American citizens (who represent a minority of the U.S. population and have had a number of unethical and unlawful experiences with law enforcement personnel) have not had an adequate voice among the research literature. It is unknown which form of police accountability is more or less embraced by the African American community at this time. An adequate voice from all citizens is a requirement for good democratically oriented government. This projected case study research seeks to bring more knowledge and understanding to fill this gap.

Chapter 3 will transition to explaining the research design and rationale of this inquiry.

Chapter 3: Research Methods

Preliminary Information and Chapter Organization

As described in Chapter 1, in this inquiry, police accountability was the chief phenomenon examined. Specifically, I approached this research from the perspective of the African American community that has been influenced and troubled by instances of unprofessional police conduct. In this study, the definition of police accountability is explained as the following: (a) within the police organization regulated by the police chief,(b) outside the agency controlled by complete citizen oversight,or (c) some hybrid mechanism of control. Further, although the concern for police accountability is a world-wide phenomenon, I approached this research from a microperspective oriented toward the City of Omaha, Nebraska. Finally, the purpose of this study was to provide an increased understanding regarding which method of police oversight is viewed as the most trusted, respected, and fair practice of ensuring accountability within the native African American community in Omaha, Nebraska.

In this chapter of research methods, I specifically cover the research design and rationale, the role of the researcher, methodology, issues of trustworthiness, and a summary.

Research Design and Rationale

A research design is simply the plan for conducting a study (Creswell, 2013). A key component of the research design and rationale are the research questions. The research questions are important in explaining what the researcher seeks to understand (Maxwell, 2013). The research questions also link all of the other components of the

design (Maxwell, 2013). In this inquiry, there was one central question and three subquestions.

Central question. What form of police oversight is viewed as the most trusted, respected, and fair method of ensuring police accountability within the native African American community in the City of Omaha, Nebraska?

Subquestions.

1. What are the views of the African American community regarding internally conducted investigations?

2. What are the views of the African American community regarding citizen oversight?

3. What are the views of the African American community regarding mixed or combined accountability mechanisms?

Tradition and rationale. The specific research design or tradition selected for this investigation was a qualitative case study, or, more specifically, an instrumental case study (see Newton & Rudestam, 2007). A qualitative approach was selected because I intended to engage in community-based research, generate understanding, improve existing policies, and remain flexible (see Maxwell, 2013). The qualitative orientation is also sensitive to the people and places that are under study (Creswell, 2013). Because the phenomenon studied was contemporary (police accountability), where I had little or no control over the set of events, and the questions asked were how and why oriented, a case study format had a distinct advantage and was therefore added to become apart of the design (see Yin, 2014). It was also important that the qualitative case study approach was

aligned with the type of research questions and was compatible with the afrocentric theory identified in Chapter 2.

Role of the Researcher

As previously stated, this was a qualitative inquiry. In qualitative research the researcher is the instrument (Patton, 2002). This meant that I collected data myself by examining documents, observing behavior, or interviewing participants (see Creswell, 2013). Questionnaires or instruments constructed by other researchers were not used or relied upon (see Creswell, 2013). Complex reasoning skills were used throughout this qualitative research. This meant that both inductive and deductive logic were used. Creswell (2013) stated that "researchers also use deductive thinking in that they build themes that are constantly being checked against the data" (p. 45). According to Creswell (2013), it may be necessary to interact with research participants to mold themes or abstractions that emerge from the process. Multiple sources of data and the use of open-ended questions were also apart of this inquiry (see Creswell, 2013). There were no supervisory or instructor relationships apart of this study. I was a full-time graduate student with no employment or teaching responsibilities connected to the participants. Therefore, from this perspective, I had no power over the participants.

The management of biases. In quantitative methodology, it is inferred that detachment is the preferred way to reduce bias (Patton, 2002). This study's methodological approach of a qualitative case study suggest that understanding is achieved from trying to place oneself within the other person's shoes (see Patton, 2002). This means that a concept put forward by Patton (2002) and known as *empathic*

neutrality was used. Empathic neutrality leads the researcher not to be too involved (which could result in clouded judgment) while at the same time striving not to remain too distant (which could compromise understanding) (Patton, 2002).

Knowing how to avoid bias is an important attribute of a qualitative case study researcher. One idea for avoiding bias is to refrain from conducting research with the sole purpose of substantiating a preconceived position (Yin, 2014). That was not my intent. The avoidance of biases was also accomplished by being sensitive to contradictory evidence and having a commitment to conduct research ethically (see Yin, 2014).

Methodology

The methodology of an inquiry can be defined as the strategy, action plans, or designs that are the procedures and techniques for information accumulation and examination (Newton & Rudestam, 2007). In this study, as in most qualitative studies, the primary procedures or methodology are inductive, emerging, and formed by the investigator's experiences (see Creswell, 2013).I included data that were expressed in words and sought for a holistic view of the phenomena (see Newton & Rudestam, 2007). Exploration and a search for meaning were also emphasized (see Newton & Rudestam, 2007).

Participant selection logic. The population envisioned for this inquiry was knowledgeable indigenous African American community members of the City of Omaha, Nebraska. For instance,ordinary individuals, men, women, students, business owners, presidents, chairpersons, politicians, clergy, janitors, and the unemployed were all possible potential participants. More specifically, I aimed to find individuals who were

accessible and willing to provide information that was rich and applicable to the research questions from multiple perspectives so that silent voices could be heard (see Creswell, 2013). No minors were apart of this selection. The selection of the aforementioned individuals was conducted via purposeful sampling. This means I sought participants who were best able to help me understand the problem and research questions (see Creswell, 2009). The criteria used to describe the population are synonymous with criteria used to select the participants. Sample size in qualitative research is not usually wholly prespecified (Huberman et al., 2014). Nevertheless, I began this inquiry with approximately 20 potential participants, with the final number being eight key participants who were determined by accessibility, willingness to provide information, saturation, and redundancy. Saturation means to gather enough information so that any ideas and inferences are developed (Creswell, 2013).

Instrumentation. In this qualitative study, I was the key instrument. This meant that I personally conducted the in the field interaction with participants and collection of other sources of information. Qualitative investigators assemble data themselves by looking over documents, watching behavior, or interviewing participants (Creswell, 2009). Instruments or questionnaires developed by other researchers are normally not used by qualitative researchers (Creswell, 2009). In this inquiry, a sample interview protocol was developed for submission to the institutional review board.

Procedures for data collection. After complying with Walden University IRB rules, I collected data from three sources. The first source was through open-ended recorded interviews, as recommended by Newton and Rudestam (2007). An interview

guide or protocol was designed and used for better organization in conjunction with the

presentation of a consent form to the participant prior to the interview (see Creswell,

2013). It should be noted that the use of open-ended semistructured sample questions for

the review of IRB is not considered an instrument that requires procedural validation.The

second source was derived from historical State of Nebraska and City of Omaha

documents. These documents were secured and reviewed according to the demands of the

investigation or clues forwarded via the participants. A third source of data was gathered

from national, state, city, and neighborhood newspaper articles and other media accounts.

Data collected from different sources is an example of triangulation, which guards

against premature conclusion drawing and bias (Huberman et al., 2014).

Data analysis plan. The process of making sense out of text and image data is

analysis (Creswell, 2009). Some researchers believe that this process of describing

qualitative data analysis in the method chapter is problematic (Newton & Rudestam,

2007).There is some merit to this observation because some scholars also believe that

qualitative data analysis should be conducted concurrently along with the assembling of

information, making interpretations, and writing reports (see Creswell, 2009). Maxwell

(2013) lent some credibility to this thought process by advising that there is no single or

correct way for doing qualitative analysis and that a researcher should be prepared to

modify plans when necessary. Nevertheless, the procedure for the analysis of information

was determined before the gathering of data, as suggested by Patton (2002).

Initially, the overall analysis procedure was to prepare the retrieved data, organize

the data, reduce the data into themes, condense them, and finally present the data in

figures, tables, or discussion as appropriate or fitting (see Creswell, 2013). It should be

noted, however, that this was an emergent design and that aspect of the study was always

apart of the planning for analysis. Data collection and analysis took place concurrently

(see Huberman et al., 2014). Tentatively, first cycle coding was used, which included "In

Vivo Coding" to compliment the spirit of the participants (see Huberman et al.). As a

way of grouping summaries, from first cycle coding, second cycle pattern codes were

also used. Pattern codes can assist in identifying any emergent themes or explanations

(Huberman et al.).

Although I have some experience with "QSR NVIvo9", the use of computer

assisted tools and the case study orientation of this research may present a problem.

According to Yin (2014), the full utilization of a diverse array of verbatim records,

interviewees' responses, complex behavior, in a complex real-world environment may

present a serious challenge that computerized tools cannot handle. Therefore, the

development of my own analytic strategy was necessary to overcome this challenge

(Huberman et al., 2014). My conceptual framework and research questions were

considered to be the best defense against researcher overload (Huberman et al.). I started

with my research questions first and then identified the incoming evidence that addresses

the questions (Huberman et al.). A tentative conclusion was drawn based on the weight of

the evidence (Huberman et al.).

Issues of Trustworthiness

The word trustworthy symbolizes confidence. In qualitative research the term

trustworthiness is the preferred evaluative criterion for credible research (Patton, 2002).

Credibility means to solidly trust. Many qualitative scholars have abandoned the concept

of validity because it is seen as being synonymous with quantitative research assumptions

(Maxwell, 2013). Some scholars believe that quantitative assumptions are inappropriate

for qualitative research (Maxwell, 2013). With that knowledge in mind, there are

strategies that were used to enhance the credibility of this qualitative research (Creswell,

2013). For example, time was utilized to assist in the investigation. Specifically, time

allocated during interviewing (not rushing a participant or being short) and time

developing relationships with participants assisted in presenting a trustworthy view of the

received information (Patton, 2002).

Credible research was enhanced through triangulation. Triangulation is a research

process where data is accumulated from multiple different sources (Newton & Rudestam,

2007). Member checking was also employed to make a positive contribution to

credibility. Member checking is asking for the perspectives of the participants, regarding

the credibility of the findings (Creswell, 2013). Additionally, the persuasive nature of the

evidence obtained from the inquiry demonstrated credibility (Creswell, 2013). Finally,

the training, experience, background, and professionalism of the researcher can intensify

credibility (Patton, 2002).

Transferability (external validity) refers to defining the area that the inquiry's

findings can be generalized beyond the immediate study (Yin, 2014). This study could

have been amended to arrive at a more analytic generalization by also adding "why" to

the proposal sub questions (Yin, 2014). Also, if the idea of transferability becomes

necessary or has the potential to add to the amount of knowledge that may be retrieved

from the proposed study, the idea could have been appropriately assimilated at a later date due to the emergent design ideas associated with this proposal. Qualitative investigators routinely conduct research where phases of the study may change after entering the field or at the start of data collection (Creswell, 2013). The strategy to enhance transferability by providing thick description through abundant and interconnected details during writing was used (Creswell, 2013). It should be noted, however, that according to the scholars Newton and Rudestam (2007), "generalization is the task of the reader rather than the author of qualitative studies" (p. 13).

Finally, the quality of the conclusions of this proposal also rest upon its dependability (reliability) and confirmability (objectivity). Dependability refers to whether the process of the inquiry is constant, reasonably stable over time and across investigators and methods (Huberman et al., 2014). Confirmability pertains to the relative neutrality and sensible freedom from unacknowledged investigator biases (Huberman et al.). The clear research questions included in this proposal assisted in obtaining dependability (Huberman et al.). Also, the use of triangulation made a positive impact on dependability. The explicit and detailed methods explained also helped with confirmability (Huberman et al.). Confirmability and dependability can both be enhanced through the auditing of this proposed research process if warranted (Creswell, 2013).

Ethical procedures. Ethics is an essential and integral part of qualitative research (as cited in Maxwell, 2013). Any scholar committed to researching a problem that will benefit the people that will be studied should keep in mind (throughout the process)

his/her ethical responsibilities to those same people. Further, ideas of ethical practices

amount to much more than just following some preconceived directing principles

(Creswell, 2009). According to the author Noel Preston, "ethics is concerned about what

is right, fair, just, or good; about what we ought to do, not just about what is the case or

what is most acceptable or expedient" (as cited in Cooper, 2009, p.#1). This study

followed Walden University IRB guidelines by acquiring and completing the necessary

university documentation prior to the assembling of any data. The approval number for

this study was 12-21-17-0245784. Newton and Rudestam (2007) have suggested the

completion of this requirement in conjunction with the procurement of informed consent

prior to the starting of any research. Creswell (2013) advises that to gain support,

participants should be provided with the purpose of the study and sincerely assured that

there will be no deception regarding the nature of the study.

The ethical procedures for this proposal included four additional ingredients.

First, the data accumulated during this research will be stored in a confidential nature

with both electronic and paper backup copies (Creswell, 2013). Second, to protect the

anonymity of participants their names were masked (Creswell, 2013). The names were

not masked in a quantitative manner (numbers). Participant's names were masked

through the use of aliases or pseudonyms (Creswell, 2009). Third, member checks were

used as a tool to help with anonymity (Huberman et al. 2014). Member checks also

assisted with obtaining respondent validation or ruling out the possibility of the

misinterpretation of meaning (Maxwell, 2013). Fourth, data retrieved from this study,

after being analyzed, will be kept for approximately five years and then discarded

(Creswell, 2009). This information will be kept under lock and key on my property. In the event of any procedural conflict, Walden University IRB guidelines will supersede the suggestions and take precedence.

Summary

Police accountability, from the indigenous African American perspective in the United States of America, is the central phenomenon looked at in this study.The structure of the research design consists of a qualitative case study approach. This format was selected because it is intended to conduct community-based research, generate understanding, improve existing policies, and is flexible (Maxwell, 2013). The role of the researcher in this study is to be the key or primary instrument. Regarding methodology, primarily, inductive logic was utilized to conduct this inquiry.Yet, complex reasoning skills (the use of inductive and deductive logic) was also be apart of the process.   The preferred language to convey credibility within this proposed inquiry is trustworthiness. Triangulation and member checking were utilized to enhance the credibility (internal validity) of this proposal. As a possible idea, external validity could have been augmented with the addition of "why" to the research sub questions if needed or appropriate. It should be noted, however, that according to the scholars Newton and Rudestam (2007), "generalization is the task of the reader rather than the author of qualitative studies" (p. 13). Walden University dissertation procedures and informed consent protocols were complied with prior to the initiation of any data collection for this study.

Chapter 4 will transition to the data analysis and findings.

Chapter 4: Findings and Results

Preliminary Information and Chapter Organization

This chapter is composed of preliminary information, the setting, the demographics of the participants, the process of data collection, the process of data analysis, evidence of trustworthiness, results, and a summary. In the preliminary information, I present the purpose of the study and research questions. Next, I describe the conditions unique to this inquiry that may have influenced the participants. I also discuss the characteristics of the participants. I describe the number of participants and the location where the data were obtained, explain how they were recorded, and present any unusual circumstances that were encountered during data collection. In addition, I report the process I used to move from coded units to categories to themes. The implementation and/or adjustments to credibility, transferability, dependability, and confirm ability are also described in this chapter. Additionally, I address each research question and the findings suggested by the data. Finally, I provide a summary to the research questions and a transition to Chapter 5.

Purpose of the study. The purpose of this study was to explore the issue of police accountability through the lens of an African American community influenced by and interested in examples of unscrupulous policing. This was the central phenomenon examined in this qualitative case study. Police accountability is explained in three manifestations: (a) internal inside the law enforcement agency, (b) external outside the law enforcement agency guided by total citizen oversight, or (c) some structure made up of both internal and external elements. Police accountability within the police

organization is directed and controlled by the police chief who manages nonpublic investigations that are assigned to the appropriate departmental internal affairs unit (Lynch et al., 2011). Oversight that occurs outside a police agency through complete nonsworn civilians is external accountability (Swanson et al., 2012). A combination or variety of different internal and external accountability mechanisms is considered a hybrid version of police accountability (Calderon & Figueroa, 2013).

Research questions. Qualitative research questions seek to refine the purpose of the study into a few specific questions that are addressed in the study (Creswell, 2013). In qualitative studies, putting together the questions in terms distinct to the setting or individuals included in the research has a few advantages (Maxwell, 2013). Specifically, this helps to protect the researcher from inappropriate generalizations, it assists in helping the researcher to recognize the diversity among participants, andit assists the researcher to focus on specifics/context that are asked about (Maxwell, 2013). I focused on the following questions:

Central question. What form of police oversight is viewed as the most trusted, respected, and fair method of ensuring police accountability within the African American community in the City of Omaha, Nebraska?

Subquestions.

1. What are the views of the African American community regarding internally conducted investigations?

2. What are the views of the African American community regarding citizen oversight?

3. What are the views of the African American community regarding mixed or combined accountability mechanisms?

Setting

Patton (2002) inferred that the ways in which human beings act on each other gives rise to social-ecological constellations that affect how individuals behave toward each other. Therefore, an adequate mental picture of the environment that the research takes place in is important. Qualitative researchers have suggested that the researcher collect extensive detail about the site and or individual (Creswell, 2013). The following is a description of the conditions that may have an influence on this study.

The United States of America. This research was conducted on the North American continent within the United States. The United States is a country that many in the global community look to for leadership and as an example for a variety of reasons, including the ideas present in its Constitution and Bill of Rights. However, even this super power grapples with the issue of racial disparities that can contribute to a lack of solidarity within such a nation (Justice Dept. Project, 2014). The overrepresentation of young men of color in the criminal justice system is one product of racial disparities (Justice Dept. Project, 2014). The police are apart of the aforementioned system. When citizens are treated fairly by the police and other justice system organizations, they are more likely to accept conclusions and settlements made by those in power (Justice Dept. Project, 2014).

There have been some incidents involving the police across the nation that has moved some to call the assumption of fairness into question. For example, in the state of

South Carolina, a police officer shot an unarmed citizen in the back while conducting a minor traffic stop (Associated Press, 2016). In another example, in the state of Alabama, a citizen who was unarmed was shot just steps from his home by an officer (Associated Press, 2016). Both men were African American (Associated Press, 2016). The feelings of unfairness described as racially-biased policing by many of the local citizens in each of the aforementioned communities should be taken seriously. The U.S. Constitution demands it. Sunstein (2015) specifically pointed to the 14th Amendment, which has a particular line that reveals the following: "nor shall any state … deny to any person within its jurisdiction the equal protection of the laws" (p. 5B). This means that the states have an obligation to protect Blacks to the same extent as they would Whites (Sunstein, 2015). Further, it means to punish those who would do them injury (Sunstein, 2015).

Nebraska. Nebraska is in the great plains of the Midwest region of the United States. Nebraska was admitted into the union (United States) in 1867 (Dalstrom & Nangle, 2018). The state motto is "Equality before the Law". It is also very unique when compared to its other neighbors because its state legislature is composed of a unicameral.

Politically, Nebraska is dominated by republican political leanings. The Governor (Pete Ricketts) and both U.S. Senators (Deb Fischer & Benjamin E. Sasse) are republicans. Currently, the state is composed of approximately 1,920,076 residents (U.S. census, 2017). Whites, the largest racial group, make up approximately 88.9% of the total population while Blacks are approximately 5% of the population (U.S. Census, 2017). Nebraska's largest city, Omaha, is along its eastern border in Douglas county adjacent to the Missouri river.

In Nebraska, minorities are more likely than White drivers to being stopped, searched, and arrested by Nebraska law enforcement personnel (O'Brien, 2014). This unfair practice damages a professional view of public safety because it breaks down and nullifies trust between the citizens of Nebraska and law enforcement (O'Brien, 2014). Nebraska's Black poverty rate is 30%, which is higher than the national figure (Cordes, 2018). Further, the Black unemployment rate in Nebraska is triple the White rate within the state, and there is a larger Black-White gap in homeownership in comparison to the nation (Cordes, 2018). Also, nationally the Black incarceration rate is 6 times higher than the White rate, but in Nebraska it is 9 times higher (Cordes, 2018). The Black education rate is higher in Nebraska than the national average (Cordes, 2018).

The City of Omaha. The City of Omaha is the largest city in the State of Nebraska. It was incorporated in 1857 (City of Omaha, 1974). The police force was also started in 1857, with the appointment of J.A. Miller as the City Marshal (City of Omaha, 1974). Currently, the city has a population of approximately 466,893 residents (U.S. Census, 2017). Whites are the largest racial group at 77.3% of the population while Blacks are 12.7% of the total population (U.S. Census, 2017). The police department is composed of approximately 833 officers (O'Brien, 2015). Whites are the largest racial group represented on the police force at approximately 81.12% (O'Brien, 2015). Blacks represent 7.60% of the total police force (O'Brien, 2015). Politically, there is one African American on the City Council (Ben Grey), one African American on the Douglas County Board of Commissioners (Chris Rodgers), and two African American State Senators (Ernie Chambers and Justin Wayne). The Muslim minister Malcom X and the

entrepreneur Catherine Huges are two prominent well-known African Americans who were born in Omaha.

The creation of an advisory panel was put into motion in 2014 by the Mayor (Jean Stothert) to review police complaints, issue findings, and make recommendations (Editorial, 2014). The panel was not to have subpoena power, the authority to complete its own inquiries, or make binding recommendations (Editorial, 2014). Some voices in the community advised that the envisioned Citizen Complaint Review Board would have no meaningful independence (Miller, 2014). Additionally, some community members felt that such a board needed to have the ability to perform without the approval of the mayor or any interference by the police (Miller, 2014). Finally, the Omaha complaint process was seen as intimidating because the language used could discourage or prevent a citizen from filing a complaint (Skelton, 2014).

Examples of community interest. The conduct of this research uncovered a number of incidents that appeared to be of interest to the community. For the sake of brevity, I list a few examples that were brought to my attention in the early stages of the proposal.

2013. In the month of March of 2013, Omaha police officers responded to a parking complaint (Garcia, 2014). Upon their arrival, contact was made with one Black male, Octavius Johnson, while two other Black males (his brothers) watched from the front of their home (Garcia, 2014). This contact deteriorated and was not deescalated. Johnson was placed in what appeared to be a chokehold and was subsequently thrown to the ground and beaten (Garcia, 2014). As this was taking place, the other two Black

males (his brothers) were filming the incident from the front of their home (Garcia, 2014). Officers chased one of the brothers inside the home, and the phone and video cameras used in the recording were taken and not returned (Garcia, 2014). An aunt, who was in a wheel chair, was also allegedly thrown to the ground by the officers as they searched to find and confiscate the phone and video (Garcia, 2014).

A separate cellphone video of the arrest was posted on YouTube and it went viral (Garcia, 2014). After the video was posted on YouTube the police chief (Todd Schmaderer) initiated an internal investigation (Garcia, 2014). Initially four officers were relieved of duty including a command officer (Garcia, 2014). Six officers were ultimately fired as a result of the internal investigation (Moring, 2017). Criminal charges (tampering with evidence, obstruction of government operations, theft, and accessory to a felony) were filed against two officers (Garcia, 2014). One officer was convicted and sentenced to a year of probation, one did not appeal his termination, two resigned, and two were reinstated onto the police force (Moring, 2017). A federal lawsuit was filed by the family.

2014. In the month of November 2014 two female friends arrived back at the Downtown Hilton after attending a professional boxing match at the CenturyLink Center (Tillett, 2015). Their rooms had been booked earlier and upon arriving back at the hotel with the father of one of the females they were told there had been a fight in the lobby (Tillett, 2015). As they moved to the elevator doors it is reported that they were asked by police personnel to prove that they where guest of the hotel (Tillett, 2015). One female (Jazmyne McMiller) advised that they were and attempted to present her key card to an officer but was slammed to a wall and handcuffed (Tillett, 2015). When the other female

(Tynesha Oliver) and the father asked what was her friend being arrested for (Tillett, 2015)? Ms. Oliver was told to mind her own business, or she would be going to jail (Tillett, 2015).

Upon arriving at the receptionist counter a Hilton employee confirmed that the black female Jazmyne McMiller, who was in handcuffs, was in fact a guest of the hotel (Tillett, 2015). After being advised of this, and in the midst of a verbal exchange with Ms. McMiller, the officer then became enraged grabbed her by the neck (while she was still in handcuffs) picked her up off her feet and slammed her onto the counter (Tillett, 2015). The officer advised that she was spitting in his face (Tillett, 2015). The female (who was in fact a guest at the Downtown Hilton) was then charged with disturbing the peace and booked into jail (Tillett, 2015). The officer denied slamming her on the counter (Nohr, 2017). There was surveillance video of the encounter and charges were subsequently dropped (Tillett, 2015). Ms. McMiller filed an excessive force complaint and the Internal Affairs Unit was assigned the case (Tillett, 2015). The Internal Affairs Unit found evidence to sustain (support her view of the events) her allegation and recommended that the officer be disciplined (Tillett, 2015). The nature of the discipline is not known but the officer was not fired (Nohr, 2017). Ms. McMiller filed a lawsuit regarding the incident.

2015. In the month of December 2015, a black parent called 911 and advised that a male acquaintance, reported to be her boyfriend who had stayed at her residence the previous night, had taken her vehicle while she was asleep (O'Brien, 2016). The mother (Destacia Straughn) called the male acquaintance and was advised by him that he was

going to drive the vehicle into a lake (O'Brien, 2016). When officers arrived, in response

to the 911 call, the male (Dontevous Loyd) was at the residence and the vehicle was said

to be undamaged (O'Brien, 2016). No arrest was made (O'Brien, 2016). The Ms.

Straughn begged the officers to arrest the male who had taken her vehicle (O'Brien,

2016). The officers escorted Mr. Loyd away from the residence (O'Brien, 2016).

The Ms. Straughn, fearing for her safety after advising the police of what the male

acquaintance had said and done, called and asked three friends to stay with her for

support (O'Brien, 2016). Later that night Mr. Loyd, angry, returned to the residence

(O'Brien. 2016). He forced his way in, killed the mother, her child (KenaciaAmerson-

Straughn – 2yrs. of age), and shot the three friends (O'Brien, 2016). The police chief

launched an internal investigation and it was confirmed that the officers had violated

departmental policy (O'Brien, 2016). The officers were disciplined internally and

assigned remedial training (O'Brien, 2016). A lawsuit has been filed regarding the

incident.

2016. In 2016 it was reported that Omaha law enforcement personnel had initiated

11 fatal shootings in the five years leading up to 2016 (Omaha World Herald, 2016).

Fatal shootings are uncommon for a large majority of police departments (Washington

Post, 2015). There were four citizens shot by Omaha police in 2016 (Clarridge, 2016).

Of the four citizens shot by Omaha police in 2016 three died (Clarridge, 2016).   In a

"State of North Omaha" address, made by the mayor, citizens were advised that six new

members had been appointed to the Citizen Complaint Review Board (See Appendix /

Executive Order No. S-30-15).The appointments were made with the input from the

police chief and the police union ("State of North Omaha", 2016). The mayor advised

that there weren't many complaints against officers ("State of North Omaha", 2016).

North Omaha has played a prominent role in the culture of the African American

community in Omaha.

Demographics

The participant selection logic for this inquiry was aimed at

knowledgeable native African American community members of the City of Omaha

Nebraska. Specifically, individuals who were accessible and willing to provide

information (rich and applicable to the research questions) from multiple perspectives so

that silent voices may be heard (Creswell, 2013). No minors were apart of the selection.

Table 1 is a presentation of the participants (at the time of their individual interview)

demographics and characteristics relevant to the study. As explained in the Walden

University I.R.B. application, the names of the participants are masked according to

qualitative guidelines through the use of aliases or pseudonyms.

Table 1 *Participant Demographics*

Participant:	P / P	X/M	Jr.	C / L	Boaz	Y/B	S.I.B.	S/S
Age:	73	51	37	40	42	25	73	74
Gender:	Female	Male	Male	Female	Male	Male	Female	Female
Highest Level of education:	Masters Degree	High School	High School	Job Corps	Doctorate Degree	High School	Bachelor Degree	Associate Degree
Profession or primary occupation:	Journalist	Clergy Islamic	Semi-skilled Laborer	Factory Worker	Clergy Christian	Unemployed	Education Para-Professional	Marketing & Sales Director
Years in Omaha:	73	51	37	40	12	25	71	74

Data Collection

      This inquiry was conducted according to qualitative research guidelines. I, the researcher, was the key instrument. For the study, the beginning target number of key participants was five (Nastasi, n.d.). Not knowing what I would actually experience once I entered the field, I sought to plan as best as possible for the unseen, surprises, and the unexpected. Therefore, I identified approximately 15 other potential participants and also forwarded "Invitation for Participation" correspondence to each individual after receiving I.R.B. approval. The final number of potential participants was approximately 20. Some correspondence was hand delivered, some was forwarded via e-mail, and some was sent via – U.S. mail. Due to a commitment to privacy and confidentiality I did not forward the postal invitations via –certified mail with the request for a return slip. Thus, I have no way of knowing if the potential participant actually received the correspondence (could have moved etc.).

      After some time I began to receive the following responses: 1) accepted the invitation, 2) none, 3) the person did not want to participate because they did not want their responses tape recorded, 4) the person thought they would loose their job, 5) the person was interested but for a list of reasons the demands of their profession prohibited them from participating, and 6) the person was not interested. During this process I sensed anxiety from many of the potential participants. For those knowledgeable indigenous African American community members who stepped forward and were

willing to provide information rich and applicable to the research questions, I began the interview process.

As the data collection progressed, it became evident that the information gained from this number of key participants (the initial five) was enough so that ideas and inferences could be developed (saturation or redundancy). Yet, three additional participants came forward making the final number eight. All were individuals who were accessible and willing to help the researcher best understand the problem and research questions. Participants for this inquiry were located within the indigenous African American community in the City of Omaha, Nebraska. A one – on – one interview was conducted on each participant who accepted the invitation to participate in the study. The envisioned duration of each separate interview was between approximately 15 and 120 minutes. All interviews were taped recorded as suggested by Newton and Rudestam (2007). A detailed final review of the process is presented in Table 2.

Table 2 *Summative Interview Process Table*

Participants:	S/S	S.I.B.	Y/B	Boaz	C/L	Jr.	XM	P/P
Status:	Conducted In-Person	Conducted In-Person	Conducted In-Person	Conducted In-Person	Conducted In-Person	Conducted In-Person	Conducted In-Person	Conducted-In-Person
Format:	Semi-structured interview	Semi-structured interview	Semi-structured interview	Semi-structured interview	Semi-structured interview	Semi-structured interview	Semi-structured interview	Semi-structured interview
Recording:	Audio-recording-	Audio-recording	Audio-recording	Audio-recording	Audio-recording	Audio-recording	Audio-recording	Audio-recording
Saturation:	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Transcription:	/ 3 pages	/ 6 pages	/ 3 pages	/ 6 pages	/ 6 pages	/ 7 pages	/ 14 pages	/ 5 pages
Est.initial contact:	Approx. 15 min	Approx. 30 Min	Approx. 16 min	Approx. 25 min	Approx. 23 min	Approx. 22 min	Approx. 57 min	Approx. 17 min

Historical State of Nebraska and City of Omaha documents; national, state, city and neighborhood newspaper articles; and other media accounts were also sources of data. Some of the aforementioned sources were reviewed and utilized to give the researcher clarity, context, understanding, and triangulation as the study progressed. A review of the text and references of this study will present to the reader the majority of these second and third data sources. One variation from the proposal submitted for this study was that there were no private documents brought forward.

Two unusual circumstances were encountered during the data collection. First, on 6 January 2018, I attempted to collect two police reports regarding two citizens (possible potential participants of incidents that had occurred in 2016) at Omaha Central Police Station. I was advised by the on-duty personnel that the reports were restricted access and were not available to the general public. This was contrary to my experience when it came to the dissemination of police reports and what appeared to be the current departmental policy on the dissemination of police reports (See Appendix/procedures for requesting a police report). I advised the faculty supervisor and it was suggested that I remind O.P.D. personnel of the freedom of information act. I made a decision not to return to the agency and used the surprising experience as a part of my decision-making experience (a link to empathic neutrality). From the view of a regular, on the street not politically connected, African American citizen the request and the police department response would have been a possibly very intimidating and suspicion inducing experience. Second, during one interview an unusual request was made by the participant to have a second individual set in on the interview. It was unclear if this

request was made as a matter of support, religious reasons, or something else. This request was allowed, and the faculty supervisor was advised.
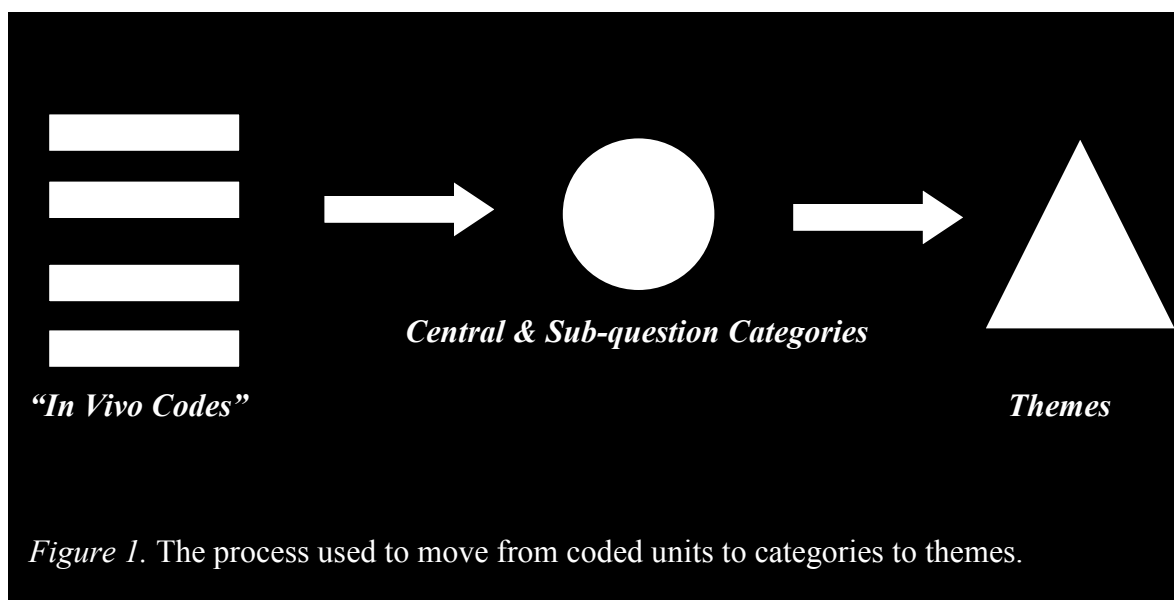
Data Analysis

Using my conceptual framework and the research questions I developed my own analytic strategy. No computer software was utilized. Yin (2014) suggested that such automatic electronic equipment may not readily handle the complex behavior, interviewees' responses, and the real-world context. I found some merit to his inference (at least in this specific study) as I found myself listening to the raising and lowering of voices, watching body language, watching eye movement, listening to word emphasis, and watching / listening to exhibited emotions as I attempted to thoroughly understand the feelings, ideas, and positions of the participants. Specifically, I started with the research questions and then identified the incoming evidence that addressed the question. Data analysis began immediately after I concluded my first interview as suggested by Maxwell (2013). Listening to each interview tape prior to transcription was also an opportunity for further data analysis (Maxwell, 2013). Once data collection was finally ended I began my final analysis as suggested by Patton (2002).

At this point I started with first cycle "In Vivo Coding" to compliment the spirit of the participants (Huberman et al., 2014). Coding in qualitative research is simply a categorizing strategy (Maxwell, 2013). "In Vivo Coding" originates from the exact words used by the participants (Creswell, 2013). I found this approach to be a positive step toward checking any unconscious bias. In addition, I utilized larger chunks of raw data

during the "In Vivo Coding" process. Specifically phrases instead of just a single word. To me, once again, this assisted promoting the voice of the participants.

From this, categories (second cycle pattern codes) aligned with the three sub- and the central questions were developed as a way of grouping summaries from the first cycle coding (Saldana, 2009). Themes were produced from the central and sub-question categories (See Figure #1). Themes, in qualitative research, are simply the end result of the aforementioned categories that form a common idea (Creswell, 2013). Finally, the discrepant cases were used as a confidence barometer while assembling the major themes to derive my concluding research statements to answer the sub and central questions (Saldana, 2009). At this point some member checks were once again conducted.

"In Vivo Codes"

Central & Sub-question Categories

Themes

Figure 1. The process used to move from coded units to categories to themes.

Evidence of Trustworthiness

Some refer to trustworthiness as validation (Creswell, 2013). Still others scholars have abandoned the concept of validity because it is too aligned with quantitative

assumptions that are inappropriate for qualitative research (Maxwell, 2013).

Nevertheless, trustworthiness entails being even, fair, and being careful in your attention

when it comes to taking account of multiple perspectives, multiple interests, and multiple

realities (Patton, 2002). Trustworthiness is closely tied to authenticity and quality

(Maxwell, 2013). It also symbolizes confidence.

I have implemented several strategies throughout the course of this study to

strengthen the trustworthiness of its findings. First, I have used multiple and different

sources and individuals to achieve triangulation (Creswell, 2013). Second, I have used

discrepant data to assist in retaining or modifying my conclusions (Maxwell, 2013).

Third, I used member checks throughout the course of the study so that I did not

misinterpret the meaning of what the participants are saying (Maxwell, 2013). Finally, at

the outset of this inquiry I clarified any past experiences or orientations that may shape

the approach and interpretation of this study (Creswell, 2013).

Credibility. Credibility means to solidly trust. The sincere interest in, listening to,

and recording of opened ended responses of the participants so that the researcher can

understand the environment as seen by the participants is one example of a commitment

to credibility interwoven throughout this inquiry (Patton, 2002). The use of open-ended

responses in this study allowed the researcher to understand the world as seen by the

participants (Patton, 2002). Second, the use of empathic neutrality was another strategy

utilized to enhance credibility in this study. Empathic neutrality infers that there is a

middle ground between being too distant as a researcher and becoming too involved

(Patton, 2002). If the researcher is too distant this can reduce understanding (Patton,

2002). Alternately, if the researcher is too involved this has the potential to cloud

judgment (Patton, 2002).

Third, the use of time as a strategy enhanced credibility (Patton, 2002). The time

allocated during the interviews and the time of developing relationships with the

participants (Patton, 2002). During the interviews part of the objective was not to rush or

be short with the participants (Patton, 2002). The strategy of developing relationships

with the participants to enhance credibility was important for implementing the fourth

strategy to enhance credibility by member checking. Member checking, asking the

participants for their perspectives regarding the findings, is an important strategy for

obtaining credibility (Creswell, 2013).

Fifth, the persuasive nature of the evidence obtained and presented in this study

can strengthen credibility (Creswell, 2013). This strategy can be linked with the

researcher's commitment to provide rich thick description through abundant and

interconnected details (Creswell, 2013). Finally, my training, experience, background,

and professionalism can make a positive impact toward intensifying credibility (Patton,

2002).

Transferability. There is much complex debate and discussion in the world of

scholars regarding the use of the term transferability. Some scholars have suggested that

the term transferability be substituted with the word generalization when dealing with

qualitative findings (Patton, 2002). If that substitution is made the scholars Newton and

Rudestam (2007) suggest that: "generalization is the task of the reader rather than the

author of qualitative studies" (p. 113). Moving on, the use of the words how or why are

useful to assist in arriving at analytic generalizations (Yin, 2014). Analytic generalization is referred to as external validity (Yin, 2014). External validity is explained as defining the area that an inquiry's findings can be generalized beyond the immediate study (Yin, 2014). Maxwell (2013) reminds us that some scholars conducting qualitative research reject the concept of validity entirely because it is too closely aligned to quantitative assumptions.

Nevertheless, transferability may be defined as whether or not the conclusions of an inquiry are transferable to other contexts (Huberman et al., (2014). Transferability in this study was enhanced through its use of thick descriptions, abundant and interconnected details during the writing (Creswell, 2013). Also, during the interviews it was necessary sometimes to ask follow-up or probing questions, involving the use of the words how or why, to enhance clarity and understanding. With all of the before mentioned strategies in mind, it should be noted that the scholars Huberman, Miles, and Saldana also suggested that the transfer of an inquiry's results to other contexts is the responsibility of the reader, not the investigator (2014).

Dependability and Confirmability. Dependability refers to whether the process of the inquiry is constant, reasonably stable over time and across investigators and methods (Huberman et al., 2014). The clear research questions and triangulation used in this study assisted in obtaining dependability (Huberman et al.). Confirmability pertains to the relative neutrality and sensible freedom from unacknowledged investigator biases (Hubermann et al.). The explicit and detailed methods explained at the onset of this study made a positive impact on confirmability (Huberman et al.).

Results

This study focused on police accountability from the perspective of the African American community. African American citizens in particular appear to have been the victims of a large amount of unlawful and unethical policing (Alexander et al., 2011); yet, their view has been rarely found adequately represented in the literature on the subject (Crank & Lui, 2010; Kang & Nalla, 2011; Marshall & Webb, 1995; Murty et al., 1995). The need for this study was to fill this identified gap in the literature. It was conducted at the micro level involving the City of Omaha, Nebraska.

Police accountability is defined in three forms: (a) within the police organization regulated by the police chief; (b) outside the agency controlled by complete citizen oversight; or, (c) some hybrid mechanism of control. Internal control of police accountability is regulated by the police chief who conducts non – public investigations which are delegated to the respective internal affairs unit (Lynch et al., 2011). Outside or external oversight of an agency is regulated by civilians who are non – sworn (Swanson et al., 2012). A hybrid version is a combination of internal and external accountability (Calderon & Figueroa, 2013).

The specific research questions of this study symbolized what the investigator wanted to discover the most (Huberman et al., 2014). There was one central question and three sub-questions. The following are the results of the inquiry. In this presentation I will present the question, give examples of actual raw data verbatim quotes from the participants, discuss the impact of nonconfirming data on the research statement, and present the research statement (conclusion) derived from the major themes.

Subquestion 1. What are the views of the African American community regarding internally conducted investigations?

Examples of actual raw data verbatim quotes.

1. "I don't think that should be"

2. "I think they really need some outside help"

3. "There are certain situations where they haven't done the greatest job"

4. "Don't think it's effective"

5. "Worst thing ever"

6. "Something really extensive requires somebody else to investigate it besides the police"

The impact of noncomfirming data. Of the four categories formulated from the pattern codes this category's answer (sub question #1) was the strongest, and most unanimous. There was one piece of nonconfirming data; but, it was very mediocre and insignificant (compared to the weight of the other evidence) as I looked at the major themes to construct my research statement.

Answer. The police cannot police themselves. There should be an outside person, board, or committee that is brought in to look at determining if there is wrong doing when appropriate.

Sub-question 2. What are the views of the African American community regarding citizen oversight?

Examples of actual raw data verbatim quotes.

1. "Sounds good"

2. "People are not going to put their life on the line to make that a reality"

3. "If you get intelligent people willing to take the time and energy

   do what they're supposed to do it can be excellent"

4. "To much criminal influence for things like that to happen"

5. "They would give the best help because they really don't know the

   officer"

The impact of noncomfirming data. The sub-question #2 response was the most indecisive of the four developed categories. There was an even amount of nonconfirming data mostly related to the completely independent inference associated with real citizen oversight. This resulted in three major themes to contend with as I constructed the research statement.

Answer. Citizen oversight involving non-police personnel that have a broad background, they've been exposed, trained, and they are aware of community activities and community policing would make good people to be on a panel to ensure police accountability. Ultimately, however,it is unknown if a completely independent (no ties to the mayor or police chief) citizen oversight agency is a good or bad construct for this environment or the most effective way in this environment.

Subquestion 3. What are the views of the African American community regarding mixed or combined accountability mechanisms?

Examples of actual raw data verbatim quotes.

1. "I think it should be a combination of both"

2. "I still have an issue with the police policing themselves"

    3. "Seem like something that would work a lot easier"

    4. "The police a gang within itself"

    5. "It has to be an integrated situation"

The impact of nonconfirming data. Sub-Question #3 response was also convoluted and complex. There was, however, much less nonconfirming data to contend with. This response also resulted in three major themes to wrestle with as I constructed the research statement.

Answer. A mixed group of people, not just the police, may be the best way. However, police officers sitting at the table amongst this group may bring a level of intimidation that may negatively skew any decisions reached by this group. You may need a third party to help.

Central research question. What form of police oversight is viewed as the most trusted, respected, and fair method of ensuring police accountability within the native African American community in the City of Omaha, Nebraska?

Examples of actual raw data verbatim quotes.

    1. "It should be a community group or board that has some responsibility for oversight"

    2. "I think we might need outside investigation"

    3. "I don't think they are doing a good job holding the police accountable"

    4. "They should get the community more involved instead of just having the police do it"

    5. "They should look for other methods to hold the police accountable instead

of having someone internally look at it"

*The impact of nonconfirming data.*The response to the Central Research Question was expectedly complex because it is a broader question than the sub-questions. The nonconfirming data is minor which gives strength to the research statement constructed from the themes.

*Answer.*The form of police oversight that is viewed as the most trusted, respected, and fair method of ensuring police accountability within the native African American community in the City of Omaha, Nebraska is where you do not leave the issue of police accountability to be controlled only by the police. There needs to be some other mechanism overseeing and ensuring that there is true police accountability.

Summary

The research questions of this study sought to explore, discover, and give a voice to the native African Americans in the City of Omaha, Nebraska. The subject matter of the research questions was oriented toward police accountability. It was found through this research that the participants in this study strongly felt that the police should not be the sole mechanism for holding the police accountable. An interpretation of the findings, limitations, recommendations, implications, and a conclusion will be discussed in Chapter #5.

Chapter 5: Discussion, Conclusions, and Recommendations

Purpose and Nature of the Study

The purpose of this research study was to explore the issue of police accountability through the lens of an African American community influenced by and interested in examples of unethical policing. This was the central phenomenon examined. An additional intended result was to fill an identified gap in the research literature regarding police accountability and the lack of an adequate African American perspective (see Crank & Liu, 2010; Kang & Nalla, 2011; Marshall & Webb, 1995; Murty et al., 1995). There is a need to fill this identified gap in the research literature.

The nature of this study was qualitative due to my intent to engage in community-based research, generate understanding, and improve existing policies (see Maxwell, 2013). The identified approach to this qualitative inquiry was case study research (see Creswell, 2013). Case study research is conducted within practice-oriented disciplines such as public administration, urban planning, and social work (Newton & Rudestam, 2007). Further, a qualitative case study strategy is applicable in situations where little research has been completed to understand a phenomenon (Creswell, 2009). In this study, I examined documents, analyzed data through observation, and interviewed participants to determine what people think and feel (see Patton, 2002). Finally, through this inquiry, I sought to understand context and processes (see Maxwell, 2013).

Key Findings

The responsibility for reading creative meaning into the organization of my text and the drawing of my own conclusions fell to me the researcher (see Newton &

Rudestam, 2007). This was accomplished by looking at the totality of data accumulated (participant interviews; second and third data sources such as historical State of Nebraska and City of Omaha documents; national, state, city and neighborhood newspaper articles; other media accounts). In this inquiry, there were four specific research questions that symbolized what I wanted to discover the most (see Huberman et al., 2014). The questions consisted of three subquestions and one central (most important) question.

An analysis of subquestion 1 interviews, the views of the African American community regarding internally conducted police investigations, revealed that there was a belief in the African American community that the police could not police themselves in all situations or be the sole and only arbiter in all situations involving their conduct with the public. Further, in some situations, there may need to be another mechanism brought in to ensure accountability. The analysis of the participant interviews appeared to suggest a strong consensus for this position. This subquestion had clearly the strongest inferences (see Newton & Rudestam, 2007).

Subquestion 2, the views of the African American community regarding citizen oversight, revealed an indecisive mix of incoming information. While the idea of citizen oversight was embraced initially by most participants as a good strategy for motivated, trained, and courageous citizens, there was a degree of nonconfirming information that weakened the consensus for a completely independent (free from mayoral or police involvement) entity. Some participants inferred that the police should have a voice, and others inferred that because of possible corruption and danger to any participating citizen, such an entity could never come to fruition. Still, other participants suggested that a

single individual with extensive education, training, and experience should be selected to run an independent agency with a professionally trained staff.This appeared to meet the description of an independent monitor, as described by Bobb (2002).

Subquestion 3, a mixed (police and citizen) combined accountability mechanism, was also an initially well received strategy. However, the nonconfirming information also weakened a consensus for this strategy. There was a strong inference by some participants that the police should not be involved in policing themselves. Some participants welcomed the addition of the police in a limited role to the accountability process. It was also mentioned that police involvement had the potential for the intimidation of citizens in such an arrangement.

Finally, regarding the central research question (the most important question for this inquiry), I found that the form of police oversight that is viewed as the most trusted, respected, and fair method of ensuring police accountability within the native African American community in the City of Omaha, Nebraska is where the issue of police accountability is not controlled only by the police. There needs to be some other mechanism overseeing and ensuring that there is true police accountability. There appeared to be a strong consensus for this statement with the participants. There were multiple, and in some cases, new ideas brought forward on how this may be achieved but no consensus.

Interpretation of the Findings

Interpretation is defined as moving beyond the descriptive information (Patton, 2002). It is the process where the investigator attaches significance to what was found

and considers meanings (Patton, 2002). Further, it confirms what is known and supported by the data, frees those interested of misconceptions, and emphasizes important things that were not known but should be known (Patton, 2002). Finally, it gives the researcher an opportunity to link his or her interpretations to the greater body of research literature revealed and exhibited by others (Creswell, 2013).

Comparison to peer reviewed literature.

Confirmation of knowledge in the discipline. Prior to entering the field to complete this study, a literature review was conducted. Some of that literature review was discussed and presented in Chapter 2. The findings in this inquiry appear to confirm the following knowledge in the discipline when compared with what has been found in peer-reviewed literature. First, the African American population interests were more aligned with an emphasis for greater oversight of law enforcement officers (Buckler & Wilson, 2010). Additionally, the findings appear to confirm Kang and Nalla's (2011) inference that civilian review boards are criticized (as in this case in Omaha, Nebraska) because they lack the actual power to compel law enforcement agencies to abide by their decisions (See Appendix / Executive Order No. S-30-15). Lastly, this inquiry does appear to confirm Fijnaut's (2002) assertion that due to multiple accompanying issues such as municipal ordinances, state statutes, officer due process, transparency, collective bargaining, and citizen's demands, the police service as a whole brings forward complex and convoluted accountability issues where it is not easy to find simple and unequivocal solutions that will satisfy and or please the citizenry.

Disconfirmation of knowledge in the discipline.The findings in this inquiry appear to disconfirm the following knowledge in the discipline when compared with what has been found in peer-reviewed literature. For example, the Omaha Citizen Review Board is inferred to be an independent review mechanism set in place to scrutinize the actions of officers. This form of independent review may be appropriate for the environment that it is immersed in, but its structure disconfirms some of what knowledge that is found in the discipline. Katz (2015) suggested four specific ingredients of a truly independent entity. First, the independent entity should have the ability to carefully study possible criminal wrongdoing by law enforcement personnel and forward the results of its inquiry to a special prosecutor for evaluation. Second, such an agency should be open, transparent, and free from the influence of the police department yet have unrestricted access to law enforcement personnel and police department records (Katz, 2015). Third, the agency should be awarded a sufficient budget, the ability to issue subpoenas, the ability to obtain search warrants, and have a mandate with specific jurisdictional boundaries (Katz, 2015). Fourth, fact finders should be given the same powers as law enforcement personnel.

Moving on, this inquiry may have also disconfirmed an observation made by Friedrich (as cited in Murty et al., 1995) that women receive much more desirable and socially correct treatment from law enforcement personnel (See pages #60 -62, Chapter #4). The same findings (in their totality to include second and third data sources) also disconfirm knowledge in the discipline related to determining police misconduct. In an inference made by the mayor of Omaha regarding complaints against officers ("State of

North Omaha", 2016) to North Omaha, considered to be the cultural heart of the African American community, there seemed to be a suggestion that because there were not many incoming complaints against officers this could be used to gauge the extent of police misconduct. This appears contrary to Archbold and Hassell's (2010) suggestion that citizen complaints should not be the only tool used to determine police misconduct. According to Archbold and Hassell, internal monitoring of police conduct through early warning systems may be a better and or additional way of detecting police misconduct.

   Extended knowledge in the discipline. Lastly, the findings in this inquiry appear to extend the following knowledge in the discipline when compared with what has been found in peer-reviewed literature (see Crank & Liu, 2010; Kang &Nalla, 2011; Marshall & Webb, 1995; Murty et al., 1995). It has been argued at the inception of this inquiry that African American citizens, who have been the victims of a large amount of the unlawful and unethical policing, should have their views adequately represented in the research literature. The African American Omaha, Nebraska participants in this study have come forward in an attempt to accomplish this goal. Moreover, Hryniewicz (2011), in his observations regarding citizenship, community, and security, noted that it was important that future researchers assess the scope and degree that marginalized citizens feel confident in their local police. This study, which took place in the setting of Omaha, Nebraska, extended knowledge in this area. Finally, Buckler and Wilson (2010) observed that while unions may not be able to stop additional oversight, they can be successful at reducing the power and influence of any envisioned investigative mechanism. Through

this inquiry, I have extended knowledge in this area by presenting a specific case in Omaha, Nebraska where this has occurred.

Conceptual framework implications. To enhance my insight and direction prior to entering the field to conduct this study I looked to the formation of a conceptual framework. A conceptual framework seeks to give some sense to what the investigator thinks is going on with the issues or theories (Maxwell, 2013). Construction of the conceptual framework for this inquiry was rooted in the demands of the research questions. Specifically, the conceptual framework (as explained in chapter #2) indentified for this study consisted of the afrocentric, environmental contingency, and conflict theories. For understanding, context, processes, and direction this conceptual framework was well selected.

The afrocentric theory was the anchoring theory (Mkabela, 2005). This study sought to give an adequate African American perspective regarding the issue of police accountability. Once entering the field to accumulate data from a diverse (non-monolithic) group of African American participants (see chapter #4 participant demographics), the afrocentric orientation assisted the researcher to counteract those divisions for the purpose of understanding their shared experiences and needs for action (Rubin & Weinstein, 1977). Further, the afrocentric orientation in this study had commonality with qualitative research methods through its assumption that individuals utilize interpretive schemes that need to be understood so that the qualities of the local context can be articulated (Mkabela, 2005).

In chapter #2, I discussed numerous models of police accountability throughout the world. The second theory that was apart of the conceptual framework for this study, the environmental contingency theory, suggests that there should be a reading of the environment when searching for the appropriateness of an idea, policy, or operating structure (Swanson et al., 2012). This means that any implementation of any idea, policy, and or structure should be contingent upon the environmental conditions that may surround the proposed idea, policy, or structure (Handler & Kram, 1988). African American citizens (and their experiences) are apart of the environment in Omaha, Nebraska. When discussing the appropriateness of Omaha's current "Citizen Complaint Review Board" the appropriateness of this idea, policy, and or structure should not be limited to the police chief and the union. While the findings of this study did not reveal a consensus for a specific form of additional accountability mechanism, I did confirm from the participants in this study that there needs to be one.

Lastly, the conflict theory pushes forward the idea that the law and the apparatus or tools of its implementation are used by the dominant group in a community to reduce threats to their interests by those whom they may label as culturally dissimilar or dangerous (Petrocelli et al., 2003). This means that the laws are made to uphold the opinions and beliefs of the dominate group and law enforcement are used to prevent any threat to this reality (Petrocelli et al.). The conflict theory did enhance my understanding especially when viewing the setting of this inquiry (See chapter #4) and specifically the inference implied by the make up of the Omaha Police Department relative to race and representation on the police force. The application of the conflict theory to the

aforementioned conceptual framework did enhance the researcher's awareness, insight, and attainment of empathic neutrality regarding the topic and accompanying issues.

Limitations of the Study

There are no perfect designs (Patton, 2002). Some scholars view the very nature and construction of a qualitative case study as being limited. Nevertheless, I implemented a number of measures at the beginning of the study to make a positive impact toward eradicating some foreseeable limitations. For example, to limit deficiencies associated with a single or lone approach; I utilized more than one source to enhance the strength of each individual form of data collection (Patton, 2002). I viewed a diversity of sources to be much more likely to guarantee triangulation and a more comprehensive perspective (Patton, 2002). Triangulation reduces systematic biases (Maxwell, 2013). I also made a concerted effort to ask good questions, be a good listener, stay adapted, have a firm grasp of the issues that were being studied, being sensitive to contrary evidence and conducting this research ethically (Yin, 2014). The key and absolutely known limitation regarding this study was that I was only able to talk with those individuals who could be contacted and who courageously stepped forward to participate in the study (Huberman et al., 2014).

Recommendations

The most important conceptual issue investigated in this inquiry was to find out what form of police accountability is considered as the most trusted, respected, and fair method of ensuring police accountability from the African American perspective. The findings suggest that the form of police oversight that is viewed as the most trusted,

respected, and fair method of ensuring police accountability within the native African American community in the City of Omaha, Nebraska is where you do not leave the issue of police accountability to be controlled only by the police. There needs to be some other mechanism overseeing and ensuring that there is true police accountability.

Practical considerations. Omaha Mayor Jean Stothert should be commended for her attempt at addressing the needs of her community by formulating and implementing a "Citizen Complaint Review Board". This is clearly an example of forward thinking. Nevertheless, upon taking into consideration some of the examples of accountability mechanisms in chapter #2 of this study, some of the criticisms regarding her current board and structure do have some merit. For example, the board does not have the power to make binding recommendations. Also, although the "Citizen Complaint Review Board" is framed as an independent form of external citizen police oversight a closer look at its structure (See Appendix / Executive Order No. S-30-15), and where it derives its powers,in conjunction with its limitations do not suggest this.

The "Citizen Complaint Review Board" in all fairness, is much more of a hybrid mechanism of accountability involving citizens (selected by the mayor) and the police (who conduct the investigations and turn their results over to the board). Thus, the police are therefore apart of this so-called independent form of external citizen police oversight. In this environment (Omaha, Nebraska) this may be appropriate; but, the discussion to decide whether or not such an arrangement is appropriate should include more stakeholders than just the police chief and the police union. That is the nature of a democracy.

I would further recommend that some of the examples of accountability mechanisms in chapter #2 be surveyed for ideas to enhance the effectiveness of police accountability in Omaha, Nebraska. For instance, some segments of the South African police accountability mechanism stand out. Specifically, its opportunity focused model of police accountability (Berg, 2013). It is apart of this model of police accountability, that during the process of conducting an investigation, questions on how offenses can be prevented are also asked (Berg, 2013). This type of police accountability orientation is considered a more proactive problem-solving strategy (Berg, 2013).

The search for further knowledge in the discipline. Regarding further research for the acquirement of additional knowledge, I would recommend identifying the age category of the African American population that has the most contact with the police. This subgroup should then be questioned in the qualitative tradition to extrapolate their views regarding sub – question #2 and #3. I believe the findings from this group of African Americans, and subsequent appropriate responses, could make a positive impact toward preventing community crisis.

Finally, it may be advantageous (although I don't know if it could be actually accomplished) to conduct research involving the internal affairs investigators regarding the subject of police accountability, command and control, and departmental culture. Their views regarding police accountability in conjunction with command and control could possibly extend knowledge in the discipline and assist police chiefs in tactical and strategic planning regarding the police department as a whole. Their views regarding

departmental culture (are they respected for their role etc.) could give insight on the internal nonofficial workings and culture of a police department.

Implications

Private thoughts can evolve into governmental responses to human needs and desires (Hennessy, 1985). Public policies evolve from governmental responses (Hennessy, 1985). Thus, view points of citizens matter when it comes to policy (Hennessy, 1985). The reasons and rationale for this is simple, view points or opinions are normally reflected in votes and in a democracy, votes make policy (Hennessy, 1985). The social change implications of this study are that it will provide increased understanding, give a voice to African American community members, and through discovery assist in devising good public policy.

Conclusion

Reforms begin with an acknowledgment of policy – makers or law enforcement itself that its function must be broadened so that it can interact effectively with diverse cultural groups and provide services that will strengthen its legitimacy (Porat & Yuval, 2011). As observed by Chan, Kelling and Moore, reforms need first and foremost the altruistic consent of the police to critically examine its operating procedures and orientation towards the treatment of minorities (as cited in Porat & Yuval, 2011). Minorities may look upon a law enforcement agency that is made up of an over representation of members of the majority, and their influence upon the inner workings of the organization, as an alien force (Porat & Yuval, 2011).

Moreover, this alien force may lack the knowledge and ability to effectively respond to minority public safety needs and may evolve a police sub – culture that looks upon minorities as suspicious and foreign (Porat & Yuval, 2011). Therefore, in order to strengthen the acceptance of the police a fair diversification of the police force may be necessary (Porat & Yuval, 2011). Structural changes through which minority stakeholders are warmly received to become involved in police work can also improve relations between the police and minorities (Porat & Yuval, 2011). Lastly, and most importantly, in Omaha, Nebraska some additional external oversight mechanism (in some all inclusive stakeholders agreed upon form for the specific environment) may assist the police gain additional acceptance and trust of the African American community. To effectively respond to their public safety needs, the all inclusive stakeholder agreed upon mechanism will need to compassionately address the concerns of the African American community in order to be considered legitimate.

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Appendix: Supplemental Information

"Strategies for Inclusive & Responsive Police Accountability:

A Qualitative Case Study"

2016

https://mayors-office.cityofomaha.org/2-uncategorised/235-citizen-complaint-review-board

EXECUTIVE ORDER NO. S-30-15
AMENDED

THE CITIZEN COMPLAINT REVIEW BOARD

I.   PURPOSE:

To establish a process through which the current procedure of investigating citizen complaints made against sworn members of the Omaha Police Department is augmented by providing for an independent review and through which recommendations for changes or improvements are made to the Mayor.

II.   ESTABLISHMENT:

The Citizen Complaint Review Board (CCRB) shall be composed of five (5) individuals and one (1) alternate member appointed by the Mayor.

A. The Mayor shall appoint one member from each Omaha Police Precinct and one member at-large. All members and alternates shall be registered voters and reside within the City of Omaha.

B. Members of the CCRB shall be of diverse backgrounds and the Mayor shall endeavor to appoint members reflective of the social, ethnic and economic components that generally comprise the Omaha community.

C. Appointees shall be subject to a background check. All individuals, excluding City of Omaha personnel, shall be expected to sign an authorization form which permits the Mayor's Office or the Omaha Police Department to perform a background check, including a criminal history. (Attachment A) The Mayor shall take into account the results of the background check in making appointments to the CCRB. No one with a felony arrest or conviction shall be appointed to the Board.

D. In addition, the Mayor shall appoint one member of the Omaha Police Command Staff, one member from the Human Rights and Relations Department and one member of the City Law Department to participate as advisory staff for the CCRB.

III. TRAINING:

With the exception of the City of Omaha personnel who are advisory members of the CCRB, each member appointed by the Mayor to the CCRB shall be provided with a minimum 8 hour orientation/training session which shall be presented by members of the Omaha Police Department, the City Legal Department, the Human Rights and Relations Department and/or the Mayor's Office. This training shall include an overview of the practices, policies and procedures of the Omaha Police Department and general legal guidelines governing police practices including specific training on police use of force and two ride-a-long outings with the Omaha

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Citizens Complaint Review Board
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Police Department. The specific nature and extent of the training provided herein shall be determined by the Mayor or her designee(s).

IV. CONFIDENTIALITY

Due to the provisions of the City Charter governing advisory committees of the Mayor, Section 23-25 of the Omaha Municipal Code, state and federal constitutional protections, as well as the Collective Bargaining Agreement between the City and the Police Union, the proceedings of the CCRB are considered confidential and shall not be open to the public and/or media. Each member of the CCRB shall sign a Confidentiality Agreement in which the member agrees to keep and maintain all information provided to the member in the CCRB meeting as confidential. (Attachment B) Members shall agree that any information provided in a CCRB meeting shall not be discussed or disseminated to anyone other than CCRB members, advisory personnel, Mayor or Mayor's designated staff unless the Mayor provides prior written approval of such. All interaction with the news media regarding any current or potential case before the CCRB shall be approved by the Mayor's office prior to member comment. Failure to abide by the Confidentiality Agreement will result in removal from the Board and may lead to civil action being taken against the member.

V.   TERM:

The initial appointees shall serve for terms of one (1), two (2), or three (3) years to be determined by the Mayor. Thereafter, all appointments shall be for three (3) year terms. The representatives from the Omaha Police Department and the Law Department shall serve at the pleasure of the Mayor and shall not have a specified term of appointment. Members of the CCRB may be removed for cause by the Mayor. Reasons for removal may include, but are not limited to consistent failure to attend meetings, violation of the provisions or mission of this Executive Order, or personal conduct which brings the City or the CCRB into disrepute.

VI.   RULES OF PROCEDURE:

The CCRB shall elect a Chairperson, Vice-Chairperson, and Secretary from its membership. Individuals elected to these positions shall hold them for one year. The Vice-chairperson shall serve in the absence of the Chairperson. ROBERTS RULES OF ORDER shall generally govern the proceedings of the CCRB in all cases in which said rules are not inconsistent with the Charter, applicable City ordinances, the collective bargaining agreement and any internal procedures that may be adopted by the CCRB.

VII.   QUORUM AND MEETINGS:

A quorum of the CCRB shall be four of the five members of the current CCRB members. Meetings shall be held on no less than a quarterly basis, with special meetings if necessary.

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VIII. OPERATIONS:

The CCRB may request and receive appropriate materials, equipment and personnel assistance provided to it through the Mayor's Office. Provision of any materials, equipment or personnel assistance shall be at the Mayor's sole discretion. This shall include the rental payments of a post office box for official mail.

IX.   JURISDICTION

The CCRB shall have jurisdiction to review any citizen complaint against a sworn officer if the complaining citizen files a "Request for Review." That form shall be available on the City website or by request through the Mayor's Office and shall be filed with the CCRB via a post office box.

The Chief of Police may permit the Board access to the Internal Affairs files relating to the incident, but in no case shall the Board have access to any criminal investigative files. The review process shall not commence until such time as the complaint has been processed through the Omaha Police Department in accordance with the City Charter, City ordinances (including the Chapter 23 - Personnel), City rules, the collective bargaining agreement, and/or Standard Operating Procedures of the Omaha Police Department. Due to the provisions of local, state and federal laws as well as the collective bargaining agreement, the CCRB shall not have jurisdiction to review any case where discipline has been issued by the Chief, unless the officer has appealed his/her discipline. In addition, the CCRB shall not have jurisdiction to review any case where the Chief of Police has requested or an outside authority has initiated an investigation or grand jury proceeding (i.e. County Attorney State Patrol, FBI and/or Department of Justice). In addition, the CCRB shall not solicit complaints of any citizen.

X.   DUTIES

The general duties of the CCRB shall be to:

(1)   review the investigative process and the results of a citizen complaint when so requested by the citizen that filed the complaint and who has also filed a "Request for Review" with the Board.

(2)   identify areas of concern regarding the thoroughness of investigations, violations of Standard Operating procedures or absence of necessary procedures, training issues, etc.

(3)   review the annual aggregate data compiled by the Omaha Police Department and identify any areas of concern.

(4)   render findings and recommendations regarding every request for review to the Mayor regarding the issues identified and recommend action.

Executive Order
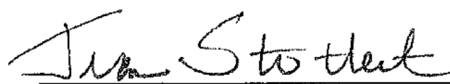**Citizens Complaint Review Board**
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(5)   the members of the Board are appointed in an advisory capacity only for purposes of reviewing process and procedures and not investigation. Members are not decision or policy makers for the City of Omaha.

(6)   findings and recommendations of the Board shall be submitted confidentially to the Mayor who has the discretion to provide that information to relevant parties.

(7)   provide Quarterly Community Education Forums to educate the public on the process, what constitutes a reviewable case, and other matters of public interest, but shall not discuss individual cases. The Board may provide the Mayor feedback on these forums if deemed necessary.

OVERSIGHT:

The Mayor's Office will have oversight responsibility for this Executive Order.

BY THE POWER VESTED IN ME AS MAYOR BY SECTION 3.04 OF THE HOME RULE CHARTER OF THE CITY OF OMAHA, 1956, AS AMENDED, I HEREBY PROCLAIM THIS TO BE THE EXECUTIVE ORDER ESTABLISHING AND GOVERNING THE CITIZENS COMPLAINT REVIEW BOARD.

WITNESS my hand as Mayor of the City of Omaha this *10'* day of *August*, 2016.

Jean Stothert
Jean Stothert, Mayor
City of Omaha

https://police.cityofomaha.org/request-a-police-report

Request a Police Report

Requesting a Copy of a Police Report (402) 444-5600

You can obtain copies of a report for an incident that has occurred within the corporate city limits of the City of Omaha.

Please wait at least 5 working days from the time the report was made before making the request. The price for a copy of an Omaha Police report is $5.

Following are ways of obtaining a copy of the police report:

- Write to 505 S. 15th (Attn: Records Manager), Omaha, NE 68102

- Walk-in to a Front-Desk:

    - Central Police Headquarters - 15th & Howard (open 24 hours 7 days a week)

    - NE Front Desk - 30th & Taylor (open 9:00 am - 5:00 pm, M-F Closed holidays)

    - NW Front Desk - 103rd Just North of Fort (open 9:00 am - 5:00 pm, M-F Closed holidays)

    - SE Front Desk - 25th & Vinton (open 9:00 am - 5:00 pm, M-F Closed holidays)

    - SW Front Desk - 5111 South 135th Street (open 9:00 am – 5:00 pm, M-F Closed Holidays)

- Request Online   - Accident Report Only

When requesting an Accident Report, an up to date browser must be used.

Google Chrome is recommended.

- Call the Front Desk at **(402) 444-5600**