Community

Columbia Heights officers connect with residents over coffee

By Kassie Petermann
March 17, 2014 at 4:34 am

The Columbia Heights Police Department's new program to connect with residents through coffee and casual conversation is proving to be a successful endeavor.

The department's Coffee with a Cop program began last year, with the first event taking place in September at the McDonald's in Columbia Heights. Since then, residents have been invited to gather at various locations throughout the city about once a month.

StarTribune
Columbia Heights police officers get out into the community

Columbia Heights Police Department receives international award for community policing

By Kassie Petermann
September 13, 2012 at 11:31 am

Columbia Heights Police Partners with Anoka County Sheriff's Office to Fight Human Trafficking

October 13, 2014   News   0 Comments

The Many Degrees of Community Oriented Policing

Chief Scott Nadeau

Sergeant Erik Johnston

Dr. Matthew J Stiehm

★ StarTribune

Reflecting changing community, Columbia Heights hires Somali, Ethopian officers

Article by: Shannon Prather
Star Tribune
January 20, 2015 - 2:33 PM

Hashim Abdullahi grew up in Minneapolis' Cedar-Riverside neighborhood, where he says police-community relationships are, at times, tense. Many of his friends and acquaintances had scuffles with the law over the years.

"Truthfully speaking, I think minorities there feel they are being picked on, my community especially," said Abdullahi, who immigrated from Ethiopia via a Kenyan refugee camp at age 10. "There is some distrust for police officers."

Now, Abdullahi brings a unique perspective and perceptions. He is one of Columbia Heights' two new police officers. The Columbia Heights Police Department has hired its first Ethiopian- and Somali-American officers.

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Author's Note

Scott Nadeau has been the Chief of Police in Columbia Heights since 2008, and has led the

police department through its return to core Community Oriented Policing (C.O.P.) principles.

He holds a Masters degree in Criminal Justice and teaches criminal justice related coursework at

the university level. Erik Johnston is a Sergeant assigned to the patrol division at the Columbia

Heights Police Department. He holds a Masters degree in Police Leadership and teaches about

community engagement at a local university. Dr. Matthew J. Stiehm is a criminal justice and law

enforcement professional. He is an active researcher in the areas of police use of force, campus

law enforcement, child abuse and community policing.

Abstract

In an effort to validate community policing effectiveness and best practices, the authors conducted a scholarly research project, based in the city of Columbia Heights, MN, involving a series of surveys and examining the historical data from 2008 to 2014. This paper will include a review of relevant criminal justice literature, and is a case-study in nature, with qualitative and quantitative data to evaluate practices employed by the Columbia Heights Police Department since 2008. The research team crafted a series of Likert scale surveys for police department employees, city employees, and key stakeholders to determine if there was a verifiable statistical significance to the community policing initiatives that the Columbia Heights Police Department implemented, adopted and employed to reduce crime and improve community partnerships. The city has recorded a 50% reduction in crime across the board from six years ago (CHPD, 2014). The research question is: *have the strategies that have been implemented since 2008 improved law enforcement effectiveness and reduced crime?*   This paper will also provide a series of recommendations and lessons learned for other agencies that may be considering a transition to community oriented policing.

The Many Degrees of Community Oriented Policing

Introduction

Historical Review of Community Policing

In a 2011 survey conducted by the Bureau of Justice Statistics it was noted that approximately half of the calls made to the police were for reasons other than crime. (Durose, 2013) By some estimates, more than 80% of the calls police respond to are non-criminal in nature (Schmalleger, 2012). Columbia Heights statistics support this information. In 2013, the city had 7,042 calls for service which generated a written report, of which 1502 were classified as crimes (ACCR, 2014). In other words, only 21% of the reports written by the Columbia Heights Police Department were for matters that were criminal in nature. In the portion that includes criminal matters, police often respond to suspicious activity and disturbances that are non-criminal in nature further reducing the number of incidents that can be solved with traditional police tools like an arrest or citation. In addition, police have a limited number of traditional tools to prevent crime from occurring. Because of these issues, Community-Oriented-Policing (C.O.P.) has been shown to be an effective and critical tool for law enforcement agencies globally. As police agencies around the country have had success with community policing, it has taken hundreds of different forms from youth outreach, to multi-cultural collaboration, and community and business partnerships, just to name a few. Yet despite the mounting evidence of success, too many police agencies today appear to be "Community-Oriented" in name but not in actual practice.

The COPS Program, a division of the United States Department of Justice, defines Community-Oriented-Policing in their publication Community Policing Defined (2009) as, "A philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime." (p. 3). While there is not a clear consensus between academics and practitioners about the exact definition of Community Oriented Policing, the above definition is workable for the purposes of illustration and discussion.

It is the opinion of the authors that the majority of modern American police agencies claim to have adopted the philosophy and tenants of community policing, yet there are still a great number of agencies who say they "employ a community policing philosophy" while actually employing policing activities that are more traditional in nature. These traditional methods often include a rapid response to in progress crimes, preventive patrol to discourage criminal activity, and some directed patrols to resolve complaints or crime problems. These types of activities, while still essential to modern policing, lack the key components that make the C.O.P. approach so successful.

Other agencies have either a person, or a small number of people within their agency, who carry out most of the community policing activities, while the majority of their staff carry out traditional law enforcement duties. This seems to raise a handful of important questions:

1. *Can an agency claim to be dedicated to the ideals of community policing, while having committed little or no resources (e.g. training, staff time, programs, problem identification, community forums, etc.) toward that end?*
2. *Can an agency effectively create a community policing program with just a statement of community support on a department website, absent any action steps to support it?*
3. *If only a small number or percentage of your staff is involved in community policing activities, is it reasonable to believe that those involved in traditional law enforcement activities truly understand the value and support the vision and objectives of community policing?*
4. *Can one person, or a small group of people, effectively identify and manage the problems of thousands of people in a community?*

Literature Review

The origins of Community Policing

Many think that the origins of community policing are traced back to the early 1800's when Sir Robert Peel helped establish what is now considered the modern police force. Through his nine principles, often referred to as the *Peelian* Principles, Peel outlined the mission and expectations of the police, and delineated the importance of drawing authority from the community you serve. (Fisher-Stewart, 2007)

The Principles dictate that the overall effectiveness of police efforts are inextricably linked to their relationship and cooperation with the public they serve. They also stress prevention and shared responsibility for policing, which remain cornerstones of correct policing principles hundreds of years later. One of Peel's key principles states that the best measure of police effectiveness is the absence of crime, and not the visible evidence of police in dealing with it.

Broken Windows Theory

The Broken Windows theory came out of research that was conducted by James Q. Wilson and George L. Kelling in the 1970's, which is more of a contemporary view of community policing within the United States. During the 1970's New Jersey announced a program called "Safety and Clean Neighborhoods Program," which was originally designed to "improve the quality of life in twenty-eight cities" (Kelling & Wilson, 1982, para. 1). New Jersey provided money to the police departments to take officers out of police cars and put them on foot patrol (Kelling & Wilson, 1982). A five year study found that foot patrol did not reduce crime, "Despite attacks from criminological, legal and academic left, 'broken windows' theory is a robust policy option in criminal justice practice and crime prevention" (Weisburd, 2006, p. 77). The basic theory stated that if you leave a broken window in disarray, it is a sign that no one in the area cares about the community, effectively causing more vandalism to homes (broken windows) which then leads to higher incidence of low level crimes (prostitution, thefts) in the community. This in turn results in additional higher order crimes (assaults, robberies) occurring in an area, leading to a sense of fear of crime in the surrounding community (Weisburd, 2006). "Broken windows argues that disorderly conditions and behaviors are linked both to citizen fear and to serious crime" (Weisburd, 2006, p. 83).

Communities in the foot patrol areas "seemed to feel more secure than persons in other areas, and tended to believe that crime had been reduced and seemed to take fewer steps to protect themselves from crime" (Kelling & Wilson, 1982, para. 3). The communities in the foot patrols have a more positive relationship with law enforcement. "Foot patrol has no effect on crime; it merely fools the citizens into thinking that they are safer. But in our view, and in the view of the authors of the Police Foundation study . . . the citizens of Newark were not fooled at all" (Kelling & Wilson, 1982, para. 4).

The question asked in the research is how can a "neighborhood be safer when the crime rate has not gone down" (Kelling & Wilson, 1982, para 5). Generally the law enforcement community needs to understand what scares people. Many individuals are scared of crime, and specifically of violent crime; but what about the "nuisance" crimes like disorderly individuals. These criminals are not the violent type, but generally create more problems. Examples of these types of nuisance crimes include "panhandlers, drunks, addicts, rowdy teenagers, prostitutes, loiterers, [and] the mentally disturbed" (Kelling & Wilson, 1982, para. 5). These crimes tend to fall under what [law enforcement] consider as order maintenance offenses.

Kelling and Wilson (1982) found that neighborhoods have different rules for acceptable behavior. Each community interacted differently with law enforcement officers. The officers tolerate a certain lower level of criminal behavior, as opposed to more serious crimes, and the officers also dealt with infractions of the law in more informal means. The 'mores' and culture of the neighborhood were enforced by the individuals living in that community. As Kelling and Wilson followed the Newark foot beat officer around, they observed that the officer interacted with "regulars" and "strangers" in different manners. The "regulars" were the individuals who lived in the neighborhood and set the tone of behavior. If the "strangers" did anything that upset the balance of the area, the police officer would then take enforcement action. This controlled the area and the community dictated what they would and would not accept in criminal and social behaviors (Kelling & Wilson, 1982).

Eras of Policing

Law enforcement has generally been divided into at least three eras; (although there is some discussion about a fourth era which would have started post 09-11-01) (1) Political Reform Era, (2) The Reform Era, and (3) Community Policing. (Grossmont, 2014). The era of community policing is the one that is of most concern, and attention. During the Community Policing Era there was a field of research on scientific police management to include the Kansas City Experiments and the Minneapolis Domestic Violence Study. As a result of this research, there are different iterations, ideas, concepts, notions, and ways to define community policing.

Community policing was an early norm in American law enforcement with the beat cop out on the street meeting the public, building relationships, and working with the public on neighborhood issues. In the early 20th century, political influence, corruption, community concerns, and technology innovations led to the era of Professional Policing. This era

accomplished the goal of professionalizing policing, but had the unintended consequence of creating a separation of the police from the public they served. What followed was a period of social unrest where relationships between the police and public began to deteriorate. (Fisher-Stewart, 2007)

In the last twenty-five years, through events that illustrated the need for more positive and proactive policing and community relationships, police agencies began to rebuild their relationships with the public. Initial efforts took many different forms, but a number of departments adopted programs that were intended to establish dialogue and rapport with the public. While these programs were helpful (Officer Friendly, Crime Prevention, DARE) they stopped short of the shared decision making and collaborative efforts that have proved so helpful in modern day community policing.

Although community policing looks necessarily different in different communities, there are common themes in policing agencies that have had successes with C.O.P. and problem-oriented policing (P.O.P.) in the past decade. These commonalities include outreach to community (to include minority and multi-cultural communities), outreach and mentoring targeted to youth (particularly at-risk youth), an openness to community dialogues and information sessions (coffee with a cop, town hall forums, community picnics, open houses, citizen/youth/senior academies), and involving strategic partners (other police agencies, criminal justice partners, schools, businesses, landlords) in collaboration and problem-solving. In addition, one of the biggest components that is often missing is the organizational transformation and structuring that supports the C.O.P. efforts (Weber, 2015)

Defining Community Policing

Community policing as defined by Dr. Fridell, while she was the Director of Research for the Police Executive Research Forum (PERF) (2004)

> *…the community policing consortium defines community policing as a collaborative effort between the police and the community that identifies problems of crime and disorder and involves all elements of the community in the search for solutions to these problems. Community policing is based on the premise that police alone cannot control crime and disorder and promote residents' quality of life (p. 3)*

The key to successful community policing is interaction and engagement with the public. These interactions are key to determining the success of any department's community policing efforts. An agency that uses many methods of interaction achieves more success;

> *Agencies generally achieve stronger links with citizens using myriad approaches including long-term assignments of officers to specific geographic areas; foot and bike patrols; mini-stations in communities; community meetings; citizen police academies; and other forms of outreach such as Police Athletic Leagues, educational programs in schools, and citizen volunteer programs (Fridell and Wycoff, 2004, p. 4)*

One measure of success is problem solving; one of the factors to determine if problems have been solved is a reduction in reported crime year over year. As noted there is always a dark figure of crime, or unreported acts. These criminal acts would occur regardless of policing efforts by even the most proactive police agency.

Another key to determining success is the ability to create a true partnership with the police. The city and its stakeholders define and rank the purpose, and direction of the city's policing.

Fridell and Wycoff (2004) determined a series of questions that would set bench marks for the effectiveness of community policing programs;

- *In what ways are agencies reaching out to communities to facilitate familiarity and trust?*
- *Are agencies moving beyond these outreach efforts to truly engage the community as partners?*
- *Do residents have sufficient trust in the police and understanding of community policing to become and stay involved?*
- *Is the role of involving the community relegated to a unit or team of officers, or is community involvement a core principle of the department, underlying all that it does?*
- *Are agencies successfully engaging in partnerships with organized groups and private and public agencies to cooperatively address issues of crime, disorder, and quality of life? (Fridell and Wycoff, 2004)*

Furthermore, Fridell and Wycoff (2004) note that departments can support or promote

problem solving internally through training, policies and procedures, and individual and agency-level performance measures.

The Case for making it Everyone's job-The Columbia Heights Example
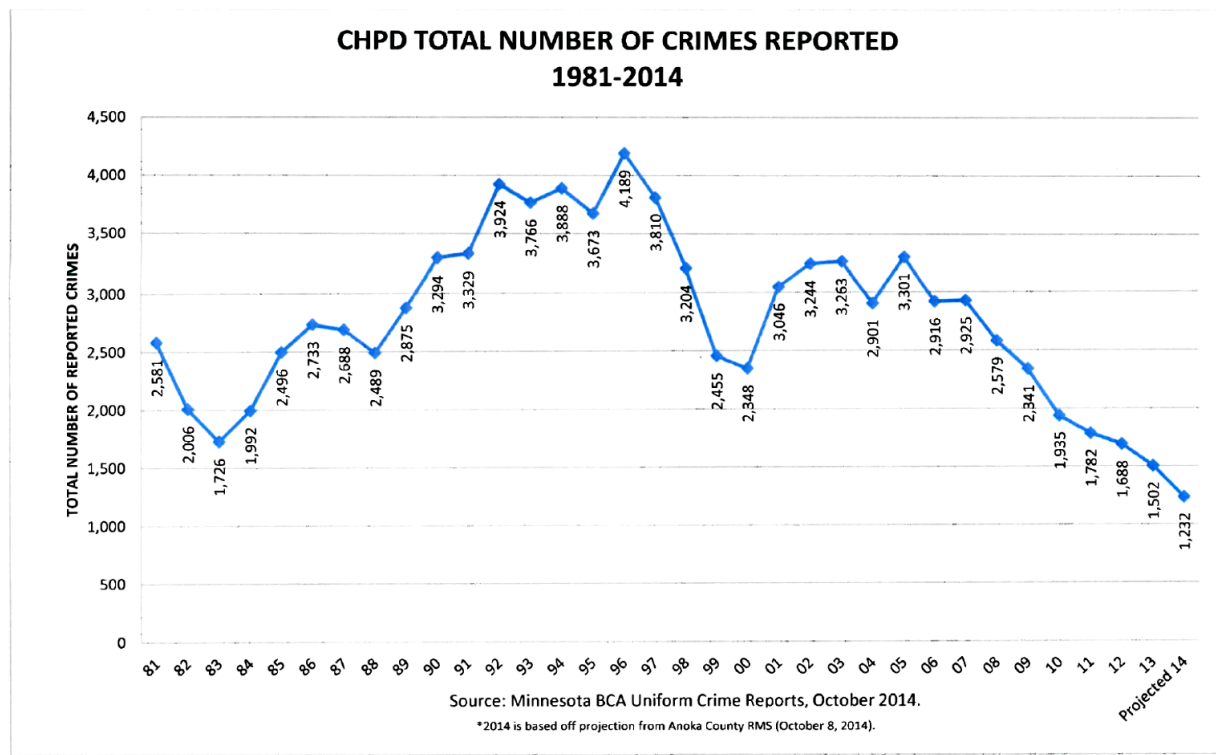
Background on City of Columbia Heights

The City of Columbia Heights is a first tier Minneapolis suburb, located just north of Minneapolis. The city lies wholly in Anoka County and the population is estimated at 20,000. The general racial make-up of the community is 70% white, 14% black, 2% Native American, 5% Asian, and 10% other races. About 30% of the population of Columbia Heights is under the age of 18. This does not include the day time working population. According to the MN Department of Education, in 2014, the school district was comprised of 26% White, 37% Black, 29% Hispanic and 5½% Asian. There are a total of 38 different languages spoken by families in the school district (MNDOE, 2015). In addition, the school district has an average of 79% of its students receiving free or reduced priced lunch (MNDOE, 2014) The city is about 3.5 square miles; the other border cities include Fridley, New Brighton, and Saint Anthony (Wikipedia/City of Columbia Heights, 2014). The city government is a statutory city with a strong council/weak mayor system. The council directs the city manager/administrator who then directs the department heads, with the exception of the police department, which reports to the Mayor. The city has a small standing fire department, a parks and recreation department, as well as a host of other departments that a city of comparable size would have. The city has its own school district which has an approximate daily population of 3,200 students; this does not include any individuals who work for the district. There are a total of five schools that are directly related to the school district. This does not include colleges, charter schools or other training academies within the city limits.

History of CHPD

In the late 1990's and early 2000's, Columbia Heights, Minnesota transitioned from a predominately Caucasian, middle-income city, into a multi-cultural and diverse community containing several economically depressed neighborhoods. The area had a crime per capita rating that was among the highest in the state, and the relationship with the growing minority community was stressed with allegations of biased policing. In addition, there was a lack of positive relationships between the police and the neighborhoods. The patrol officers working the

area often felt unable to make any headway in the growing crime problem, as they were often stuck in a cycle of responding from one emergency call to the next. The Columbia Heights Police Department, and the community, needed a change in organizational strategy that would allow them to tackle the ongoing issues with the resources they currently possessed. Below is a graph of the crimes reported to the Columbia Heights Police Department from 1981 to 2014. In 2008, when the organizational transformation began, crimes reported were nearly 2600 per year. The subsequent drop in crime provides a preview of the success found with a restructuring to a Community Oriented Policing centric agency.

CHPD TOTAL NUMBER OF CRIMES REPORTED 1981-2014

Source: Minnesota BCA Uniform Crime Reports, October 2014.
*2014 is based off projection from Anoka County RMS (October 8, 2014).

Columbia Heights Calls for Service 1

Current CHPD Approaches

The Columbia Heights Police Department (CHPD) approach began in 2008 when the police department initiated a series of organizational changes that were designed to better leverage the principles of community policing. It was recognized that community policing needed to be a department wide philosophy in order for it to be successful. The department began to convert the regular patrol officer from a call-taker into an empowered problem solver. In 2009, the department established a grant funded position of Community Policing Coordinator,

which became a sworn-officer whose full-time job was split between establishing community partnerships and acting as a liaison for other officers who were being tasked with community policing responsibilities. Department officers were trained by direct supervisors through in-service activities, and best-practice methods for dealing with problem areas and building relationships. While this officer often served as a spearhead for various community based efforts, the heavy lifting was done by all of the officers and supervisors throughout the department. Officers of the CHPD, and later non-sworn staff, were first encouraged and later required, to become involved in at least one of the police departments community policing Initiatives that aligned with the police department's strategic plan and were designed to forge positive relationships with the community. These partnerships included:

- Neighborhood Watch Liaison (responsible for a neighborhood or area)
- Cops-N-Kids Open Gym Program (held weekly at the cities middle and high schools)
- Teen Academy (a five week program introducing teens to law enforcement)
- Senior Academy (a five week program based on prevention and networking with seniors)
- Anti-Bullying Reading program (officers are assigned to a classroom of kindergarten to 2nd grade to read a book and talk about the dangers of bullying behaviors)
- School Based Big Brothers/Big Sisters (officers assigned to mentor an at risk youth while at their school one day per week)
- Business Watch (officers provide training and networking to area businesses
- Police/Community Picnic (held at city parks to liaison with neighborhood residents)
- DARE (instructed to fifth grade students)
- DART (follow-up with repeat domestic abuse situations)
- Multi-cultural outreach (to multi-cultural and religious (Muslim) groups to build relationships and form partnerships)
- National Night Out (visiting parties, providing information, answering questions)
- Coffee with a Cop (advertised get together to bring police and communities together for dialogue and rapport building).
- CPTED (officers trained in crime prevention through environmental design working with citizens and businesses to make their properties safer)
- Shop-with-a-Cop (officers assist those in need during the holidays)

It is important to note that while staff was required to participate in initiatives that promoted C.O.P. values, they were given a great deal of discretion in which program they participated in, and they were also given the latitude to suggest and implement new strategies as long as they were in alignment with the department's strategic plan. A result of this flexibility included officers suggesting and implementing programs, such as the Teen Academy, senior citizen outreach and partnership efforts, and a community wide C.O.P. day with multiple projects

being carried out in a one day period. It became apparent that allowing officers to use their own creative talents to invest in projects they saw as worthwhile was important in that it increased their desire to participate and also brought a number of great ideas to light.

The value of having officers interface with the public, especially the community's youth, in a positive way quickly helped to transform the relationship between the officers and the community they served. After three years of having officers heavily involved in community policing initiatives, the time spent by officers on proactive C.O.P. activities went from almost nothing to over 4000 hours in one year as tracked by employees through an online database.

The change in strategies resulted in measured improvements in many areas, the most notable of which is a 30 year low in reported crime, with the Columbia Heights community crime rate improving at a much better rate than county, regional, state, and national indices. The police department received recognition from local and county elected officials, was the recipient of the International Association of Chiefs of Police Community Policing Award for 2012, and observed a drastic reduction in youth related crimes and arrests of juveniles. Of course there is always the question of whether or not crime gets reported. There are many reasons why residents do not report crime to include a view that it is not important enough, they reported it elsewhere (guard, school, etc.), a belief that the police could not or would not help, or fear of reprisal. (Langton, 2012). Our belief is an effective community policing effort can help minimize this issue by building public confidence of the police. The results from our community survey support this effort, with 99% of residents indicating they feel the police will act on their problem or issue when they call (2014). These results will be discussed in more detail in the Data Sets section.

The Organizational Transformation

This type of program will not be immediately embraced by everyone, as many officers will attempt to find a status quo solution and continue to advocate for more traditional policing methods, even though they have been found to be both ineffective and a barrier to police/community relations.

The experience in a number of jurisdictions, to include Columbia Heights, is that everybody doing something is preferable to a couple of people doing everything as it relates to community policing. Not only are you able to accomplish much more as an agency, but the

principles associated with C.O.P. will be more firmly embedded in your agency if everyone is participating. More than just words on a website, or the tasks completed by a few, community policing is a way for an entire organization to partner with the community in a collaborative effort to solve the problems of the day and improve the overall safety.

As mentioned in the above definition, there are a couple of critical components to the C.O.P. philosophy to which every fully invested agency must adhere. One of those components is that of organizational strategy. The Columbia Heights Police Department embodied this component in the creation of a strategic plan that incorporated many community policing initiatives including youth collaboration, business partnerships, and landlord outreach. This was a guiding document that was referenced regularly and updated as needed to ensure that the police department was operating within the goals and objectives established. The second component involved the use of partnerships. The CHPD formed many collaborative partnerships to include corrections, the county attorney, other city departments, and multiple community stakeholders to create a culture of problem solving. What set the CHPD effort apart was this effort was not relegated to one or two "assigned" people. Rather, problem solving became everyone's job. Each employee from the police chief to the community service officer was not only empowered to solve problems, they were expected to and held accountable for doing so. It is no longer enough to just report on crime but instead the call-taker must work as that empowered problem solver and begin to fix it. This philosophy recognizes that the police are often not the only, or even the best, solution to a given problem. Instead, the police work best at times, by being the nexus that connects problems with resources needed to solve them. It is through this relationship that problem solving in Columbia Heights led to multiple years of double-digit crime reduction.

It should be noted that it can be a challenge for any agency, large or small, to add thousands of hours a year in community outreach efforts at one time. Columbia Heights was no exception to this challenge, but was able to accomplish it by scaffolding a series of smaller changes into a larger transformation. The place to start is with easy to manage tasks with a high probability of success. By opening with tasks that are easy to manage, likely to have the biggest return on investment, and have the highest opportunity for success, you are more likely to build the small wins into larger ones. It is important to avoid making excuses during this early stage along the lines of insufficient budget, not enough staff, lack of knowledge etc. The question is

not whether an agency has the time or resources to tackle community policing, but rather whether they have the time and resources not to.

A Columbia Heights Example

For illustrative purposes, the following is an example of a C.O.P./Problem Oriented Policing (POP) approach to problem solving;

> *In 2011 The Columbia Heights Police Department noted an increase in calls for service, crime, and disorder at a single family home in a residential neighborhood. Officers applied the SARA problem solving model and found a number of contributing factors to include the resident being mentally ill and using illicit drugs. The home was frequented by persons well known to the police for drug use; and persons either living at the home or visiting the home were involved in narcotics related crimes such as theft (frequently brought about to support drug habits) and violence. When traditional narcotics search warrants and enforcement actions alone did not resolve the issues related to the residence, neighborhood officers reached out to other partners and stakeholders in an effort to problem solve. Officers with mental health training worked with the resident as well as county mental health and social services workers to ensure that the resident was getting required services as well as a court order committing him to follow-thru with mental health recommendations. Officers held neighborhood meetings to empower neighbors to be a part of the problem solving process and to report to police what was happening at the residence (i.e. what types of offenses, suspect and vehicle descriptions, etc.) and to set up a communications channel between the neighborhood and the police. Police worked with city community development and code enforcement for violations occurring at the property to ensure that conditions at the home were safe and compliant with city and state codes. Officers met with the suspect's mother, who was the homeowner, in an effort to get her to intervene and bring about needed change. Officers continued to work with city and county prosecutors in an effort to provide criminal sanctions and offender monitoring. And finally, officers worked with the city council to apply civil sanctions and financial penalties for illegal and excessive calls for service on the property. It was felt that this multi-disciplinary approach, which involved a number of different entities working in concert towards a mutual goal of reduced crime and disorder, was much more effective than a more traditional approach which relied on police enforcement alone.*

Methodology

The Columbia Heights research conducted for this article was in the form of a case study using a mixed-methodology approach. We feel this approach has allowed us to achieve more accurate results than just a single method. For a detailed discussion of the methodology, please see Appendix A.

Data sets

Data Set One – Police Department Employees –

The data for this study came from survey responses by 37 full and part time employees working directly for the City of Columbia Heights Police Department. The surveys were printed on paper and distributed to each of the department employees. The surveys were anonymous and placed in an envelope when completed. Each employee had to sign off on a sheet indicating they had completed the survey.

Data Set Two – City Employees

Paper surveys were printed and sent to city employees through a payroll enclosure (included in the envelope with their paycheck). The surveys were anonymous and collected either through routing back to the police department through inner-department mail or collected by the organizer from the department break location. Approximately 150 full and part time employees received a survey (many of which do not access email).

Data Set Three – City Stakeholders

An electronic survey was created using the online tool Survey Monkey. The email link was distributed through Sergeant Erik Johnston, the police captain and the C.O.P. coordinator. The groups included other government organizations in frequent contact with Columbia Heights, business leaders in the city, non-profit organizations, and school district members.

Data Set Four – Community Resident Survey

For the community survey, a student internship was established with a criminal justice student from Metropolitan State University (St. Paul, MN). The student intern was provided with paper surveys and a list on randomly generated addresses through the city. The surveys were

conducted in person, with the volunteer knocking on doors and asking residents the survey questions. In order to provide for a near equal distribution throughout the city, and avoid a neighborhood bias, the intern was asked to obtain a like number of survey responses from each of a set of predefined districts or areas within the city. The surveys took place over three months between June and August of 2014. The student worked both day and evening hours to increase the validity of the survey. The student volunteer tabulated the survey responses into a spreadsheet for analysis.

Data Set Five – Crime and Arrest Data

 Data set five is an analysis of Columbia Heights crime and arrest data between 2007 and 2013, with projections for 2014. The source of the information is both the FBI Uniform Crime Report, as well as local Columbia Heights and Anoka County data.

Analysis of Data

Stakeholders- Police Employees–

 A pen and paper survey was sent to all police department employees. The total N= 37, and the response rate was *n= 32*.   Of the numbers one employee had a high school degree, was civilian and full time, 11 employees (3 civilian, 8 licensed) had associate degrees and were full time, 10 had bachelor degrees, three were part time and seven full time, (3 civilian, 7 licensed), 8 employees had masters degrees, were full time and all but one was licensed.

In reviewing the data there were only three employees that appeared to be outside of the "norm" for the police agency, all three were licensed police officers with 12+ years on the department. This is interesting to note that they have been with the agency the longest and might have some "resistance" to the paradigm shift of the agency from a more of a reactive agency to a proactive agency.

 A series of quantitative questions were asked and were averaged on a 5 point scale. The overall average of the responses is listed in the chart below. A full breakdown of the scores and a listing of the open ended responses can be found in Appendix B.

Compared to five years ago, do you have a better understanding of Community Oriented Policing (COP) strategies?	Do you think COP has created a crime reduction in Columbia Heights over the last five years?	Do you think the Administration (Chief Nadeau and the leadership team) has provided you the skills to appropriately understand COP?	Do you think residents within Columbia Heights have a better understanding of policing today than they did five years ago?	Do you think the strategic partnerships between the Columbia Heights Police Department and Community Stakeholders (Schools, Neighborhood Watch, Community Development, etc.) have created a reduction in crime?	Do you feel the COP approach the Columbia Heights Police Department has implemented is sustainable with current resources?	Do you feel that your efforts in Community Oriented Policing have an effect on the overall results in crime reduction?
4.28	4.22	3.94	3.81	4.00	3.56	3.94

Stakeholders – City Employees

A survey was sent to all Columbia Heights employees. The total N= 165 (105 full time) and the response rate was *n= 33*. Of the numbers the employees were broken into seven different categories for ease 1) Administrative, 2) Clerical, 3) Fire, 4) Management, 5) Other, 6) Parks, and 7) Public Works. There were a total of three Administrative employees, two full time, and one part time. All of the administrative positions were female and had a minimum of four years of service up to fifteen years with the city. There were a total of three clerical employees again all female, within the same tenure length, one of the employees was part time while two were full time. Seven fire department employees completed the survey, four were full time, three were part time, and one was female. The tenure range of service for the fire department was at least four years, to more than fifteen with the city. There were five management employees with one part time and four full time, three were male and two were female. The range of tenure with the city was from zero to fifteen plus years. The other category had five full time employees, and two part time. It had five females and two males working under this division range of service covered the entire research spread. The final category was that of five public works all of the employees were full time, two were female, and the rest was male. The public works employees showed another full range of tenure with the city.

A series of quantitative questions were asked of the respondents and the scores were averaged on a 5 point scale as indicated by the chart below. A full breakdown of the questions, and the listing of open-ended responses is included in Appendix C.

1.Compared to five years ago, do you think that the Police Department is working collaboratively with the community to solve issues?	2. Do you think the Community Oriented Policing approach has created a crime reduction in Columbia Heights over the last five years?	3. Do you think Columbia Heights city employees have a better understanding of community policing today than they did five years ago?	4. Do you think the strategic partnerships between the Columbia Heights Police Department and Community Stakeholders (Schools, Neighborhood Watch, City Departments, etc.) have created a reduction in crime?	5. Do you feel the Community Oriented Policing approach the Columbia Heights Police Department has implemented is sustainable with current resources (staffing and budget)?	6. In your current position, do you feel you are able to have an impact on Community Policing efforts as they relate to crime reduction?
3.79	3.33	3.48	3.61	3.76	3.00

Stakeholders – City Partners

Methodology

As the Columbia Heights Police Department values active partnerships with the community and other strategic partners, a separate survey was done to assess our progress with these partners. This survey was conducted anonymously, and used the on-line survey tool *Survey Monkey.* The strategic partners that were surveyed included neighborhood watch leaders, landlords, city business leaders, school officials, non-profit partners, and criminal justice partners (i.e. County Attorneys who act as prosecutors).

A demographic assessment of this group (*n*=104, N=open source survey) showed they were equally split gender wise (51.4 % male) and represented an age demographic that was largely over 38 years old (81.31%). The occupations of those in the survey ranged from business (39.05%) to education (19%) and non-profit/government workers (25.71%). The group was also found to have considerable longevity in their dealings with the City of Columbia Heights as the most (79.81%) had at least four years of experience, and the majority (65.39%) had over eight years of experience with the city.

The community partners were asked a series of eight separately defined, and three open-ended questions, that gauged their perspectives and opinions on safety and community policing in Columbia Heights. The responses to these questions, which are detailed in Appendix D of this study, indicated that 38.46% of community partners felt safer than five years ago and 52.88% did not know if they felt safer than five years ago. This response was surprising since crime had decreased dramatically in the city over this time period and this information had been communicated in print media, city publications, social media, community forums, and in other ways.

The surveyed community partners, when asked to compare the police department to five years ago, indicated they were more comfortable coming to the police department with their concerns, felt a more collaborative relationship in working on community related issues, felt community oriented policing had created a crime reduction, and believed that Columbia Heights employees had a better understanding of community policing. Also of interest was that the community partners felt as though they were a part of the crime reduction, as a majority said that

they thought their partnership with the police department and their own individual efforts had contributed to overall crime reduction.

An analysis of the open-ended questions found that survey respondents listed outreach, partnership and communication as being the most important changes over the past 5 years, while there was no discernable patterns to an open ended question that asked where further improvements could be made. When asked an open ended question about "*What else do you think is important for us to know"* themes were found that related to concerns about landlord/rental issues, crime concerns, concerns about juveniles, as well as compliments to the police department and encouragement to sustain C.O.P. efforts.

Stakeholders- Community Residents

All Columbia Heights addresses were obtained through Anoka County Central Records and were entered into an excel database. A formula was used to randomize a selection of 500 addresses throughout the city. This list was provided to the intern for the purposes of conducting the survey. For the purposes of categorizing paperwork and crime reporting, the city has been divided into 20 grids. The surveyor was asked to maintain a balance across these grids to avoid concentrating the responses from any particular area of neighborhood. The paper survey was filled out by the surveyor or the resident, and collected at the time of the survey. Additionally, if the resident requested, a survey would be left with an envelope to mail it in. Less than five residents chose this option. The surveyor reported that contact was made with one resident that declined to answer the survey. The surveyor noted that some of the challenges presented in the survey method included the time of day, potential language barriers and whether residents would answer their door.

The city has an estimated population where N = 20,000 and the response rate was $n = 292$. The questionnaire asked categorizing questions to include length of time living in Columbia Heights, owning versus renting, type of contact with police, employment status and ethnic background. 56% of the residents reported living in Columbia Heights for more than 12 years with the next largest group being 0 to 2 years at 20%. The remaining answers included 10% for 3 to 5 years, 8 % for 4 to 8 years and 6% for 8 to 12 years. 83% of the residents reported they owned their residence with the remaining 17% renting. In regards to contact with the police department 42% was the largest group which indicated they had called the police for service.

36% of respondents indicated they did not have direct contact with the police, 11% had contact at community events and 5% reported being stopped by the police. 6% indicated they had contact other than that listed above. Full time employees represented the largest group with 54% followed by those reporting they were retired at 29%. Part-time workers comprised 10% of the respondents and 7% identified as unemployed. Finally, 70% of the respondents identified as Caucasian, 9% as Black/African American, 8% as Hispanic, 8% as Other, and 5% as Asian. The Other category included Caribbean, Somali, Pacific Islander, Native American and Italian American.

A series of quantitative questions was asked in the survey with the overall results indicating a positive perception of the police department and their effectiveness. Of note among the questions, the residents felt the police department would act on their problem when they called (99%) and 98% reported feeling comfortable contacting the police. 94% felt safe from crime in their neighborhood, 93% felt officers behave respectfully and professionally, and 94% felt the police department was responsive to the needs of the community. Only 41% of the residents felt that crime had decreased, with an additional 36% being undecided. This is noteworthy as the police department has recorded multiple years in a row with crime reductions. 86% of respondents felt the police department has a good relationship with residents and 69% felt the police department is responsive to the changing demographics of the community (with 29% undecided). 68% of the residents rated the police department as excellent and 26% rated it as good.

A full breakdown of the responses is provided in Appendix E. In addition, the questions are broken down by the variable questions for further analysis. In addition, two open ended questions were asked, "In what areas does the CHPD do well?" and "In what areas does the CHPD need to improve?" The responses are included in the appendix.

<div align="center">*Columbia Heights Crime and Arrest Data*</div>

Crime Reduction

Although this study's methodology will be explained in further detail within its own section, it will be using a "Mixed Methods" approach that will involve the triangulation of different data sets to examine the effectiveness of community policing in Columbia Heights. Crime and arrests data for a police agency or area only tell part of the story.   This data needs to

be compared to regional and national trends, and then analyzed against other types of data and indicators to obtain a complete picture of the agencies overall C.O.P. effectiveness.
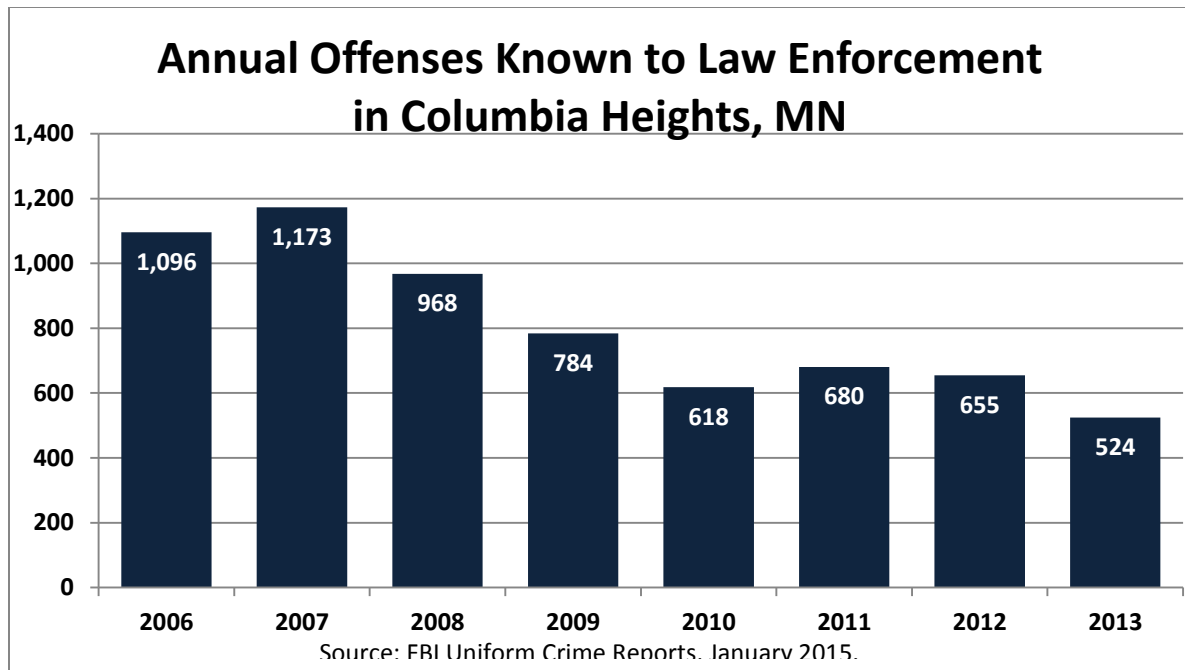
In this data set we will examine crime rates in Columbia Heights from 2007. Although 2008 was the beginning of C.O.P. efforts we started with 2007 to show a trend prior to the start of C.O.P. efforts. The crime data utilized goes through 2013 which is the last year where the agency has official UCR crime data, although it is noteworthy that preliminary crime and arrest data (generated from our police records database) for 2014 continued to show significant crime reduction.

An analysis of crime data from this time period shows that crime began a decline with the introduction of C.O.P. activities in 2008. For the period between 2007 and 2013 crime went down in every category, with many categories to include both violent and property crimes, seeing reductions over 50%.
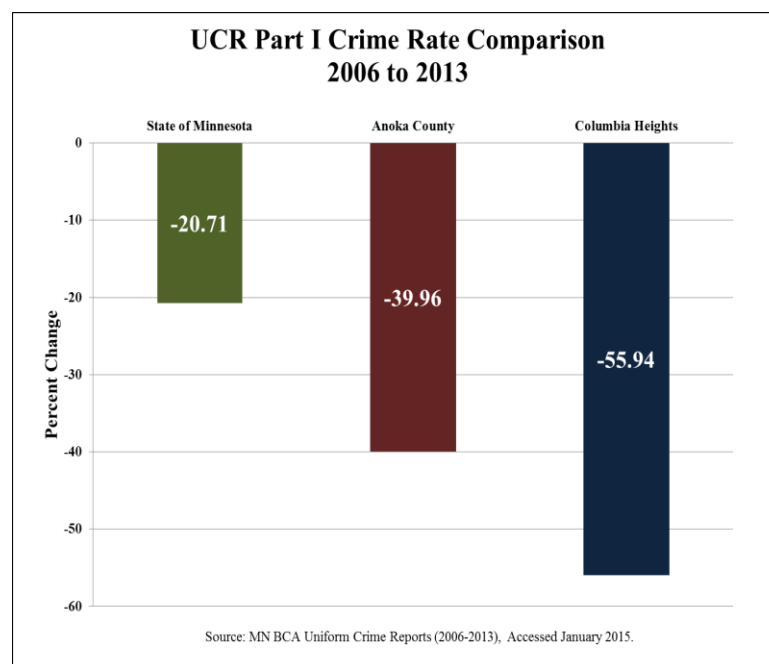
Year	Violent crime	Percent Change	Murder and non-negligent manslaughter	Rape	Robbery	Agg. assault	Property crime	Percent Change	Burglary	Larceny-theft	Motor vehicle theft	Arson[3]
2006	118		1	18	45	54	978		229	679	70	14
2007	96	-18.64%	0	9	47	40	1077	10.1%	235	762	80	7
2008	78	-18.75%	2	7	37	32	890	-17.3%	158	646	86	10
2009	59	-24.36%	0	6	23	30	725	-18.54%	165	515	45	4
2010	73	23.73%	1	7	21	44	545	-24.83%	106	413	26	5
2011	68	-6.85%	0	10	20	38	612	12.29%	128	456	28	4
2012	60	-11.77%	0	4	18	38	595	-2.78%	132	438	25	1
2013	39	-35.00	0	2	13	24	485	-18.49%	100	358	27	1

Source: FBI Uniform Crime Reports, January 2015.

Annual reported crime is shown in the following chart for another graphic representation, and this time it is shown from 2006 to 2013 to establish a lengthier trend line prior to a change to the C.O.P. philosophy:

Annual Offenses Known to Law Enforcement in Columbia Heights, MN

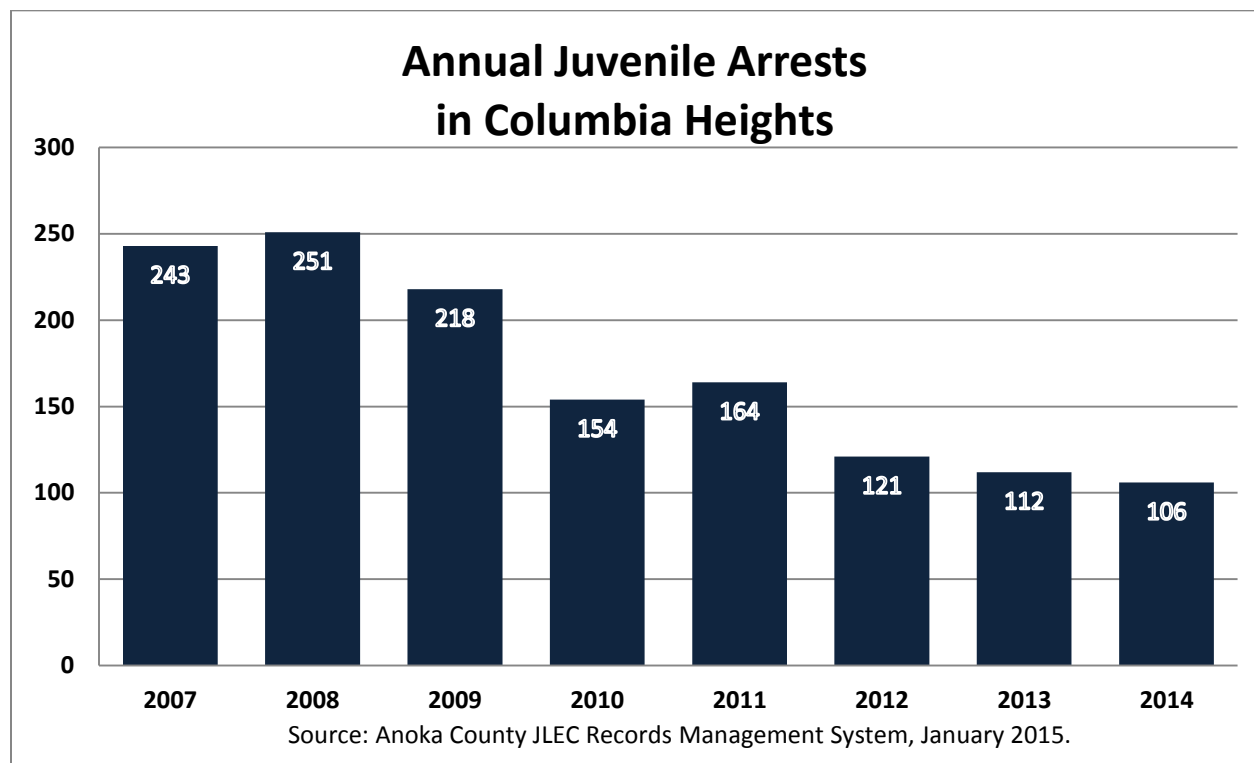| Year	Offenses
2006	1,096
2007	1,173
2008	968
2009	784
2010	618
2011	680
2012	655
2013	524

Source: FBI Uniform Crime Reports, January 2015.

Most people would agree that crime rates are cyclical and often go down in an entire state or region, which invites a comparison. The next graph shows the rate of crime reduction throughout Minnesota and in Anoka County for Part 1 crimes, contrasted to Columbia Heights.

UCR Part I Crime Rate Comparison 2006 to 2013

Percent Change

	Percent Change
State of Minnesota	-20.71
Anoka County	-39.96
Columbia Heights	-55.94

Source: MN BCA Uniform Crime Reports (2006-2013), Accessed January 2015.

It is noteworthy that the Anoka County crime reduction included data from Columbia Heights, and had the Columbia Heights data been subtracted the crime decrease in Anoka County would have been statistically lower.
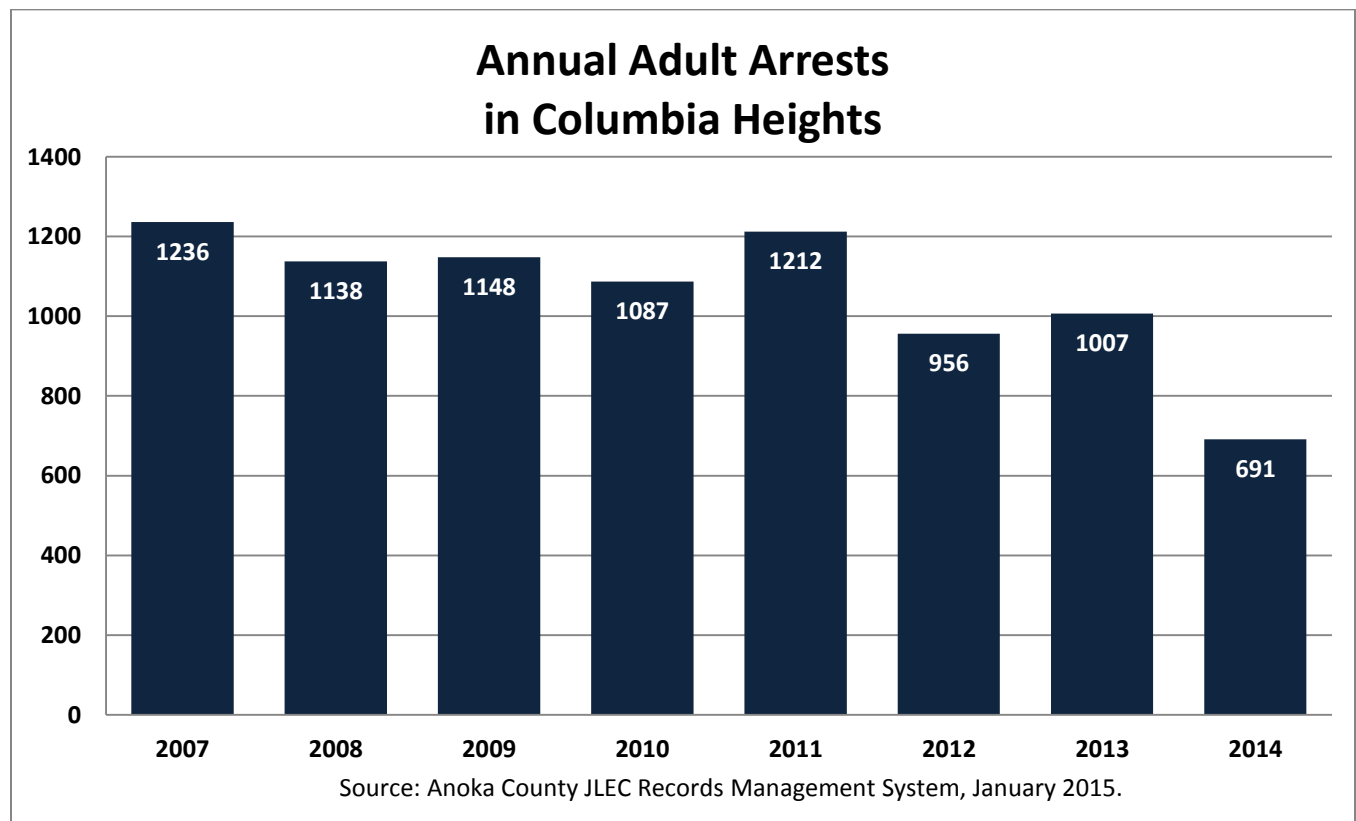
Arrest Reduction

Another interesting data set is the number of arrests and charges that occurred over the time period when C.O.P. efforts were initiated. Since the arrest data was pulled from our county records system and not from UCR numbers, we have included the most up to date statistics, so it also shows the information from 2014. An analysis shows that juvenile arrests did not fall in the first year of C.O.P. related efforts, but fell considerably over time, with juvenile arrests falling over 50% during the six year period.

Annual Juvenile Arrests in Columbia Heights

Year	Arrests
2007	243
2008	251
2009	218
2010	154
2011	164
2012	121
2013	112
2014	106

Source: Anoka County JLEC Records Management System, January 2015.

The decline in juvenile arrests is significant and the interpretation of the data, or the question of "Why did the arrests decline so much" appears to be multi-fold. We have considered several hypotheses on this data, first of which is there were far fewer crimes. In our thought, this is the largest contributing factor. Another reason for the decline in arrests was thought to be the police officers applying a "problem solving approach" to situations where they used more solutions than just arrests or citations. Finally, it was considered that improved relationships

between officers and youth lead to improved outcomes on the street. To determine definitive answers to these questions, more study will need to be done in this area.

An analysis of adult arrests also showed a sharp decline, which was larger in number but smaller in percentage when compared to the decline in juvenile arrests. The pattern was not as consistent with adults as it was with juveniles, with the arrests dropping from 2007 to 2008 but then staying fairly constant through 2011 where there was another significant decrease that took place in 2012.

Annual Adult Arrests in Columbia Heights

Year	Arrests
2007	1236
2008	1138
2009	1148
2010	1087
2011	1212
2012	956
2013	1007
2014	691

Source: Anoka County JLEC Records Management System, January 2015.

In summary, crime decreased significantly in Columbia Heights after a switch to the C.O.P. philosophy in 2008. Crime decreased in every category, and exceeded crime reductions elsewhere in the region and in the state. Arrests also decreased since the implementation of C.O.P. strategies, particularly with juveniles where they decreased by over 50% during the time period.

Analysis of Community Policing Effectiveness

In 2008, the Columbia Heights Police Department began an organizational transformation on the premise that community policing would be an effective strategy for a long-term crime reduction as well as improved relations with the public. As noted above, this strategy was implemented over the course of several months.

Earlier in the article it was noted that a series of measures posed by the Police Executive Research Forum (PERF) as a way of evaluating community policing effectiveness. While not the only measure available, we feel they represent a comprehensive look at a community policing program and measure the aspects that we have found to be important.

The first question noted was, "In what ways are agencies reaching out to communities to facilitate familiarity and trust?" The Columbia Heights Police Department can answer this question on multiple fronts. Through a myriad of programs, members of the police department interact with community on a regular basis. In addition to regular duty interactions (which are not enough), the police department hosts many activities and community events to facilitate opportunities for dialogue. Community Picnics are one example where the police department has hosted information and dialogue session for city residents. Coffee with a Cop has been another great example, meeting with various faith communities, speaking in adult education classes, hosting citizen academies at the police department and communicating through social media. All of these are efforts to create a relationship with the public, instill transparency in police operations and engage the citizens in solving community programs. While not an exhaustive list of the programs the police department engages in, it is representative of the effort that is put forth. In addition, we try to identify which groups with which we are connecting. It is not sufficient to have a large number of opportunities if they all result in interacting with the same people over and over again. When this has occurred, we have moved programs into different neighborhoods, changed the ways we advertise, and reached out to community leaders to ensure we are broadening our reach.

The second measure of effectiveness was whether agencies are moving beyond these outreach efforts to truly engage the community as partners. This has been an area of both growth and opportunity for the Columbia Heights Police Department. A great example of partnership

has occurred with the local school district in Columbia Heights. The police department has collaborated in several areas of youth outreach to include providing programming for at-risk youth, anti-bullying curriculum and truancy prevention. Other city departments, which include the fire department for inspections, and community development for problem properties, have been regular partners with the police department. The city of Columbia Heights has over 900 landlords managing rental property in the city. The police department regularly reaches out to these landlords in response to calls on their property and through regular training sessions at the police department. Finally, the residents themselves have been active collaborators through programs like Neighborhood Watch, National Night Out, and social media interaction.

The third measure posed by PERF asks if residents have sufficient trust in the police and understanding of community policing to become and stay involved. In the survey conducted the summer of 2014, and listed above, 98% of the residents indicated they Strongly Agree or Agree that they are comfortable contacting and working with the police, and the 99% feel the police will act on their problem when they call (CHPD, 2014). These responses are great measures of the confidence the public has in the police department. In addition, programs like Neighborhood Watch and Business Watch have seen regular increases in membership, and attendance at landlord trainings and meetings continues to be high. In short, the community is confident in the police department and they are engaging in active problem solving along with us.

The fourth measure listed is if the role of involving the community is relegated to a unit or team or officers, or is community involvement a core principal of the department, underlying all that is does. We feel this question alone is an approximate litmus test for community policing, and a core tenet of this article and research. The Columbia Heights Police Department is organizationally committed to community policing and as such, all employees of the police department are actively engaged in community interaction. As part of the expected job duties, all sworn officers are expected to commit a minimum number of hours into established community programs on an annual basis. This has become a measure of their job performance. In addition, all department employees remain involved to include non-sworn community service officers and civilian office staff participating in youth outreach programs and other community programs within the city. This broad involvement of the police department in these programs contributes to the success we have had with community policing. When all efforts are tied to an individual or small group, your success hinges on the performance and availability of those particular people.

By distributing the responsibility and empowering all employees, you create a whole team of active problem solvers that recognize community policing is everyone's job. This avoids officers or employees passing the buck, or any one employee become overwhelmed or ineffective when trying to manage too large an area with a limited amount of time.

The final measure posed was whether the department is engaged in partnerships to cooperatively address crime, disorder and the quality of life. This question has been answered in the paragraphs above, as well as highlighted in a case study example included in this paper. The Columbia Heights Police Department recognizes that at times they have a limited number of tools to apply to a particular problem. However, in all instances, one tool that is always present is the ability to bring people to the table in the interest of solving a problem. We make ongoing use of partnerships and collaborations by looking at what strengths and abilities each organization can leverage. This is key to what has resulted in long-lasting crime reduction rather than merely applying Band-Aids and quick fixes to a myriad of community problems.

The list of community policing effectiveness measures assembled by PERF provides us with a comprehensive way to evaluate and measure any community policing program. By applying these measures to the Columbia Heights Police Department, they have been an integral part of the program effectiveness, and support our premise that you cannot truly be a community policing agency unless you are organizationally aligned to do so.

In the beginning of this paper, the authors posed the following series of questions for consideration:

1. *Can an agency claim to be dedicated to the ideals of community policing, while having committed little or no resources (e.g. training, staff time, programs, problem identification, community forums, etc.) toward that end?*

2. *Can an agency effectively create a community policing program with just a statement of community support on a department website, absent any action steps to support it?*

3. *If only a small number or percentage of your staff is involved in community policing activities, is it reasonable to believe that those involved in traditional law enforcement activities truly understand the value and support the vision and objectives of community policing?*

4. *Can one person, or a small group of people, effectively identify and manage the problems of thousands of people in a community?*

Through review of the literature, as well as the research conducted as part of this case study, we feel comfortable stating that the answer to each of these questions is an obvious and definitive, "no."

Summary

The focus of this case study has not been to make the case for community policing, as that case has been successfully made and most agencies understand its value. Rather, this case study has sought to challenge those who claim to adhere to its philosophy and principles, yet commit few if any resources towards it. This case study is also concerned with whether the philosophy is truly adopted by police officers who are not consistently involved in its application, as they are likely to not understand it or appreciate the effects that it can have on their community.

This case study profiled community policing in Columbia Heights, and talked about the re-birth of community policing where each officer and non-sworn staff member is required to take part in activities that build community, encourage citizen collaboration, and work towards solving community problems. The Columbia Heights example shows the transition from an agency that claimed to be a C.O.P. agency yet dedicated few resources towards that end, to an agency that had an entire organizational transformation aligned with C.O.P. principles. The dramatic reduction in crime, combined with positive collaboration with the community and other strategic stakeholders, indicates that the transformation was both significant and effective.

The research team has attempted to apply both quantative and qualitative measures to variables that are traditionally hard to study. We have also contrasted these results with reported crime data and arrest data compared the information to established effectiveness measures. The research team concurs with the PERF study as well as the C.O.P. office on program effectiveness and provides the following recommendations to similarly situated law enforcement agencies:

Recommendations

The C.O.P. approach requires that a more traditional law enforcement agency transform itself to align with C.O.P. principles. Suggestions include:

- ➢ The agency needs to help its officers understand the core principles of C.O.P. through training on all aspects of C.O.P. and actively involve officers in the learning process;
- ➢ The best way for an agency to plan for a transition to C.O.P. is to have a detailed strategic plan that covers all of the goals and objectives desired. All department personnel, to include line-staff should have input on the plan, the plan should be reviewed regularly (i.e. monthly or quarterly) to ensure that the transition, goals and objectives are being accomplished.
- ➢ The agency needs to incorporate community feedback, and should consider a variety of forums in which they can receive this feedback and incorporate it into their strategic planning and decision making processes.
- ➢ The agency needs to ensure that C.O.P. is not just the job of the few, but everyone's job on some level. It is only through active participation that most officers will have a full understanding of the true meaning and benefits of C.O.P. Officers not properly trained or actively involved in C.O.P. will often have misconceptions on what C.O.P. is and what it seeks to do in the community. Officers should be actively encouraged or required to participate in C.O.P. related activities on a regular basis.
- ➢ Agency resources and budgets should be aligned with making C.O.P. a priority and ensure that resource allocation is consistent with the agencies C.O.P. strategies.

Conclusion

In consideration of our research question, *have the strategies that have been implemented since 2008 improved law enforcement effectiveness and reduced crime?,* we have found definitive links between the programs implemented and the crime reduction in Columbia Heights. Our findings support the assertion that C.O.P. effectiveness is tied to organizational structure, direction and support. We continue to make the case that C.O.P. is not the job of the one or the few, but is really a core department philosophy that requires participation at all levels.

The purpose of this research project is to provide some objective measures to the vague concept of community policing. If future research were to be replicated, the research team recommends some of the following considerations (1) a longer time frame, (2) a comparison department and (3) potential research from arrestees once they are booked into the jail.

Acknowledgements

Appendix A: A Detailed Discussion of Methodology

Case Study

This research used the case study method, as all material and data collected was applied to one specific location. A case study, as defined by Anderson (1998),

"is a holistic research method that uses multiple sources of evidence to analyze or evaluate a specific phenomenon or instance. Most case study research is interpretive and seeks to bring to life a case. It often, but not exclusively, occurs in a natural setting and it may employ qualitative and/or quantitative methods and measures. (p. 161)

All the data that is collected is analyzed and then interpreted toward one location, event or situation. (Anderson, 1998) "Case study research, …, is highly data-based and strives for the same degree of reliability and validity as any good research" (Anderson, 1998, p. 161).

Qualitative Method

"Qualitative research is a generic term for investigative methodologies. The interviewer is an integral part of the investigation; [t]his differs from quantitative research which attempts to gather data by objective methods" (Key, 1997, para 1). Qualitative research produces a more in-depth review of the selected topic; it utilizes "subject information and participant observation to describe the context, or natural setting, of the variables" (Key, 1997, para 1). One primary disadvantage of using this type of research is that it is subjective and it is difficult, to prevent researcher bias (Key, 1997).

According to Fitzpatrick et al. (2004), qualitative data is data that is not based in numbers and takes the form of a narrative, or verbal description. Qualitative research has taken a dramatic shift, as noted by Devers and Frankel;

Qualitative research design has often been a 'black box' to researchers familiar with quantitative research design. Over the past several decades, however the craft of qualitative research has advanced significantly as researchers and methodologists have articulated the techniques and procedures used to move from the research question to the results. (2000, para. 1)

Design

"Qualitative research design can be thought of as a rough sketch to be filled in by the researcher as the study proceeds" (Devers & Frankel, 2000, para. 2). After selecting the specific questions that need to be answered a purposive sampling can take place; this type of sampling allows for a diverse cross section of individuals to be heard in the evaluation (Devers et al.,

2000). This research will use purposeful sampling; "that is sampling for information-rich cases that hold greatest potential for generating insight about the phenomenon of interest. 'Information-rich cases are those from which one can learn a great deal about issues of central importance to the purpose of the research'" (Jones, Torres, & Arminio, 2006, p. 66). It is the role of the researcher to seek out environments which can provide the most information on the topic being studied. (Jones et al., 2006).

Quantitative Method

Quantitative methods differ from qualitative methods in a variety of ways. Both are systematic approaches, however, there are four key differences; quantitative data is objective, deductive, based on generalizations and based in numbers; while qualitative data is subjective, inductive, produces few generalizations and is based in narratives. Quantitative methods test theories while qualitative methods create theories. There are three accepted forms of quantitative research designs: descriptive, quasi-experimental, and experimental (Ross, 1999).

Validity

"Validity is an important key to effective research. If a piece of research is invalid then it is worthless" (Cohen, 2007, p.133). Is important to know that validity and reliability are important in any research, with regard to qualitative research the "validity might be addressed through honesty, depth, richness and scope of the data archived" (Cohen, 2007, p. 133). Of course the use of triangulation and an objective investigator is of vital importance, however "[i]t is impossible for (qualitative) research to be 100 per cent valid [sic]; that is the optimism of perfection" (Cohen, 2007, p. 133). Validity should be measured in degrees rather than in absolutes. There are many types of validity and "validity is the touchstone of all types of educational research" (Cohen, 2007, p. 134).

In qualitative research the investigator(s) need to be prepared and cautious not to have a personal agenda. Cohen suggested that validity should be replaced with authenticity in qualitative research. Cohen (2007) further stated that by the very nature of qualitative research and the personal responses of the participants, the data should be considered valid and reliable.

There are generally five types of validity in qualitative research; they are: 1. descriptive validity, 2. theoretical validity, 3. generalizability (or external validity), 4. evaluative validity and

5. interpretive validity (Cohen, 2007). This research was satisfied by generalizability, as defined by Cohen (2007):

> *(the view that the theory generated may be useful in understanding other similar situations): generalizing here refers to generalizing within specific groups or communities, situations or circumstances validly and, beyond, to specific outsider communities, situations or circumstances (external validity); internal validity has greater significance here than external validity (135).*

With regard to internal validity, it "seeks to demonstrate that the explanation of a particular event, issue or set of data which a piece of research provides can actually be sustained by the data" (Cohen, 2007, p. 135). The purpose of internal validity is to provide an accurate description of what is being studied (Cohen, 2007).

External validity also is important because it "refers to the degree which the results can be generalized to the wider population, cases or situations" (Cohen, 2007, p. 136). With regard to the instrumentation or survey it is important to demonstrate content validity. With the sample population used by Costello it should be considered valid.

Reliability

Reliability has different meanings in quantitative and qualitative research. "Reliability in quantitative research is essentially a synonym for dependability, consistency, and replicability over time, over instruments, and over groups of respondents" (Cohen, 2007, p. 146). In quantitative research, reliability is concerned with accuracy of the data. "For research to be reliable it must demonstrate that if it were to be carried out on a similar group of respondents in a similar context, then similar results would be found" (Cohen, 2007, p. 146).

Reliability in qualitative research generally is "regarded as a fit between the researchers' record as data and what actually occurs in the natural setting" (Cohen, 2007, p. 149). One problem with qualitative research is that two researchers studying the same event might reach different interpretations of the same data. Qualitative research "strives to record the multiple interpretations of, intention in, and meanings given to situations and events" (Cohen, 2007, p. 149).

Triangulation

Triangulation is generally defined as the "use of two or more methods of data collection in the study of some aspect of human behavior" (Cohen, 2007, p. 141). "The use of triangular

techniques it is argued, will help overcome the problem of 'method-boundedness', as it has been termed;. . .demonstrate the value of combing qualitative and quantitative methods" (Cohen, 2007, p. 142). The researcher used triangulation of the interviews with the surveys in an attempt to answer each research question.

Mixed Methods

"When using mixed methods, the evaluator (researcher) should consider her purpose or purposes in using those mixed methods and select the design or approach most appropriate for achieving that purpose" (Fitzpatrick et al., 2004, p. 319).   With the use of mixed methods, it allows for triangulation. As noted in Creswell (2009),

> *Mixed methods research is an approach to inquiry that combines or associates both qualitative and quantitative forms. It involves philosophical assumptions, the use of qualitative and quantitative approaches and mixing of both approaches in a study. Thus, it is more than simply collecting and analyzing both kinds of data: it also involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research. (p. 3)*

Appendix B: Detailed Discussion of Stakeholders- Police Employees

Quantitative Questions

Question Number 1

Compared to five years ago, do you have a better understanding of Community Oriented Policing strategies?   With the average score on the scale at 4.2 of out of 5 it appears that most of the individuals working for the agency have a greater appreciation of the techniques employed. In an analysis of the information the outliers where the senior officers working in 12-15 years bracket, the average score was a 3 out of 5 on the Likert scale.

Question Two

Do you think that C.O.P. has created a crime reduction in Columbia Heights over the last five years? With the average score on the scale at 4.22 of out of 5 it appears that most of the individuals working for the agency have a greater appreciation of the techniques employed.   In an analysis of the information the outliers where the senior officers working in 12-15 years bracket, the average score was a 3.75 out of 5 on the Likert scale.

Question Three

Do you think the Administration (Chief Nadeau and the leadership team) has provided you with the skills? The combined average for this question was 3.94, it is interesting the same three individuals that rated question two low had the same tendencies here.

Question Four

Do you think the residents within Columbia Heights have a better understanding of community policing today than they did five years ago?   The average was 3.81, it is interesting to note that two of the three employees feel that the citizens have a better understand of community policing.

Question Five

Do you think the strategic partnerships between the Columbia Heights Police Department and the Community stakeholders have created a reduction in crime? The average score was 3.56, again the three lowest scores were provided by the same employees.

Question Six

Do you feel that C.O.P. approach the Columbia Heights Police Department has implemented is sustainable with current resources?   The average score was 3.56; again the three lowest scores were provided by the same employees.

Question Seven

Do you feel that your efforts in Community Oriented Policing have an effect on the overall results in crime reduction?   The average score was 3.94; once again the lowest scores were provided by the same employees.

Qualitative

What is the most important change that you have seen within the police department?

- Everyone appears to be a very strong team of individual people who are all focused on a common goal.
- Team work = Acceptance, loyalty, Respect
- Drop in Crime/Calls for service
- More accountability of staff
- Increasing enforcement on specific strategic areas while simultaneously providing education, support and other resources to provide those in the community to avoid the enforcement and behave in a productive and cohesive manner.
- Building a better relationship between the police department and the schools, youth landlords, citizens and businesses.
- Getting officers out into the community.
- Reduction in crime.
- Great things are happening here. Great programs and great community outreach. We are well connected with our community and partners and have been for years. Now we are more formal with programs and outreach and document/publicize it more.
- The engagement with the community at so many levels has been the most important change.
- Identifying hotspots and focusing in those areas until problem is resolved
- less communication. No teamwork-everyone is on their own.
- Maintaining the programs. Holding owners accountable for behavior on their property.

- Understanding that hotspots can be effectively targeted and addressed.
- Getting the community more involved.
- I have not been here long enough
- I have not been employed for a year yet; I have not been able to observe substantial change within the short time frame.
- An enormous increase in proactive policing. The excessive calls for service ordinance has really helped.
- Increase efforts to identify target hot spots/ properties and follow up till problem is corrected and/or eliminated.
- Hot spot targeting seems to have the biggest impact. Not a 100% resolution rate, but very important.
- Leadership with clearly stated expectations; resources are directed based on our strategic plan.
- Buy-in from the patrol officers. It's been slow, as change always is, but people are starting to see the benefits of COP and are starting to believe.
- Direction. Focus. Excellent Street Supervision.
- Proactive policing.
- Actually doing COP and partnering. Sticking with it and making the culture.
- Attitude towards community policing strategies. Community attitude towards police/initiatives.
- More outreach opportunities to different demographics

What feedback would you give the administration on this issue?

- Keep voicing your goal to the community and letting them get a glimpse of who you are beyond the badge. COP is a great way to get everyone involved in keeping the community safe.
- Perseverance does pay off - the atmosphere on a whole while not ecstatic, is very enjoyable. The public knows who we are & what our goal is. I don't think they think of the "cops" as bad people. They understand better who we are.
- Sometimes COP efforts hinder our ability to do other police work/crime reduction strategies, or officer burn out prevents officers from signing up for initiatives. Try to find a better balance if possible.
- We need to reduce the number of programs to a manageable level and then perfect them.
- I think the COP philosophy has been very effective but I am skeptical about how much further reductions can be accomplished from the philosophy.
- I think that COP has built a great relationship with the community and has definitely helped in the reduction of crime.
- To remember that most officers already do community policing every day but there is no good way to track it.
- Reduction in crime is great.
- Sometimes it feels that quantity of programs is more important that quality. We should evaluate programs and events after they have been implemented, & decide to change, improve or stop them. Example: Low attendance at teen academy - lets have it on Tuesdays at the open gym time & area and encourage kids at the Hylander center to stop in. Example: Let kids attend the citizens academy.
- Be cautious of doing too much as opposed to doing some core programs well.
- Hotspots are great and we should continue to identify them but lets not try to scrape the bottom of the barrel. Our success is well documented. I think we should apply the hot spot analysis to traffic issues. We get our share of complaints from speeding to running stop signs. We tend to brush it off
- and put the speed trailer out. With other crime down lets take advantage of it and target aggressive driving.
- More listening instead of just hearing.
- Keep it up. Keep focused. We seem to be getting distracted from the main goal.
- Although many positive results have been obtained, many aspects of employee culture have suffered.
- We need to have the resources to police the community. All our resources have been placed in COP at the expense of patrol and protecting the public.
- it seems to work
- None at this time; I need to have a longer observation period to provide feedback.
- Many good things have been done and I think we are on the right track.
- Hot spot targeting can be taken too far, and people can be unfairly treated. Should always try to find a good balance.
- Continue to support COP efforts and nudge the change rather than force the change; patience has paid off.
- Continue to get different ideas from Patrol.
- When it becomes the culture it is a success.
- We need to continue to broaden the target audience as there are many of the same individuals at our events.
- I think the COP efforts are important to the image of the PD which in turn changes citizens behavior in a positive manner.
- Is there anything else that you think is important?
- Is there anything else that you think is important?
- not at this time Keep down this path. I believe it works.
- We all need to receive more training on C.O.P.
- I think department wide buy-in has been increasing with the consistent and sustained results over the past few years.
- No. I feel that the COP changes over the last years has made a great difference and should keep it up.
- People are always the most important part of our department and community. It is great

when an officer or perhaps someone outside of our department has an idea and has a passion to see it through - like the senior academy - instead of officers feeling like that have to do things they are not enthusiastic about. Supervisors often seem to dislike some programs too but try to get officers to participate.

- Employee morale, welfare, health
- See #8
- Be realistic about true productivity vs busy work that is not truly non-impacting.
- Numerous programs lack follow-through. They are good programs with poor follow-through.

- none
- Nothing to add.
- Continue to try new things and never be satisfied. CHPD is doing great things, there is no reason to stop now.
- Continue department wide involvement of COP activities. Staff will become more comfortable w/ those activities and will see the benefits.
- Make sure there is a balance to everything we do.
- I think continuing to build on the programs and relationships we already have. Unique ideas can help.

Appendix C: Detailed Discussion of City Employees

1. Compared to five years ago, do you think that the Police Department is working
   collaboratively with the community to solve issues?

In reviewing the data, it appears that the Public Works, Management, Administrative, Clerical employees all felt that the police department was working collaboratively with the lowest of these individual scores being a 4.00 and the highest being a 4.67. The lowest scores appears to come from the Fire, Parks, and Other categories. With the lowest score being a one, and the highest score being a 3.86 amongst these groups. The overall score on the five point Likert scale was that of 3.79.

Administrative	4.67
Clerical	4.50
Fire	2.86
Management	4.17
Other	3.86
Parks	1
Public Works	4.00

2. Do you think the Community Oriented Policing approach has created a crime reduction in Columbia Heights over the last five years?

In reviewing the data, it appears that the Public Works, Management, Administrative, Clerical employees all felt that the police department was doing an effective job in reducing crime over the past five years. The lowest scores appear to come from the Fire, Parks, and Other categories.   The overall score on the five point Likert scale was that of 3.33.

Administrative	4.00
Clerical	3.75
Fire	2.14
Management	3.67
Other	3.86
Parks	1
Public Works	3.60

3. Do you think Columbia Heights city employees have a better understanding of community policing today than they did five years ago?

In reviewing the data, it appears that the Public Works, Management, Administrative, Other employees felt that the police department and the community had a better understanding of strategies today as opposed to five years ago, with the balance of the groups demonstrating that their belief is that the police department is not as effective. But the combined average score was still 3.48 which demonstrates that there is a perceived understanding. Even the "others" category which rated (1)s on the first two question gave the highest score.

Administrative	3.33
Clerical	2.50
Fire	3.29
Management	3.67
Other	4.29
Parks	4
Public Works	3.20

4. Do you think the strategic partnerships between the Columbia Heights Police Department and Community Stakeholders (Schools, Neighborhood Watch, City Departments, etc.) have created a reduction in crime?

It should be posited that all city employees save the fire department feel that the police department is doing an effective job, as the overall Likert score is 3.61. The fire department score appears to be out of the norm for this category. This will be address in the analysis.

Administrative	4.00
Clerical	3.50
Fire	2.29
Management	4.17
Other	4.14
Parks	4
Public Works	3.80

5. Do you feel the Community Oriented Policing approach the Columbia Heights Police Department has implemented is sustainable with current resources (staffing and budget)?

It should be posited that all city employees save the fire department feel that the police department is doing an effective job, as the overall Likert score is 3.76. The fire department score appears to be out of the norm for this category. This will be address in the analysis.

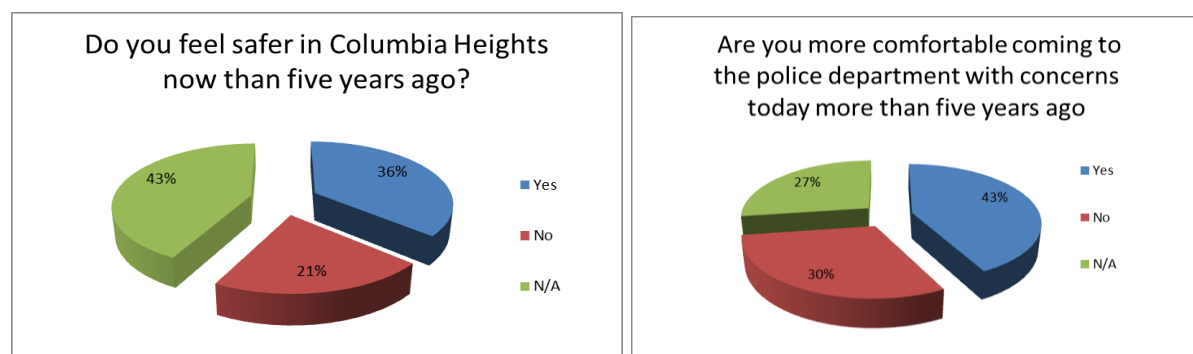|	
Administrative	3.33
Clerical	3.00
Fire	4.00
Management	4.00
Other	3.71
Parks	4
Public Works	4.00

6. In your current position, do you feel you are able to have an impact on Community Policing efforts as they relate to crime reduction**?**

This question appears to generate the lowest scores, with an overall likert scale score of 3.00.   This was an individualistic perspective of how each individual employee has towards impacting crime within the city.

Administrative	2.00
Clerical	2.25
Fire	2.57
Management	4.17
Other	3.43
Parks	3
Public Works	2.80

Qualitative Questions

Two qualitative questions were asked which are demonstrated in the below charts.

Do you feel safer in Columbia Heights now than five years ago?
- Yes 36%
- No 21%
- N/A 43%

Are you more comfortable coming to the police department with concerns today more than five years ago
- Yes 43%
- No 30%
- N/A 27%

Appendix D: Detailed Discussion of Stakeholders-Community Partners

Quantitative Questions

Question Number 1

"*Do you feel safer in Columbia Heights now than five years ago?*" The response to this question was that approximately 38% said yes, 9% said no, and 53% saying that they did not know or were unable to determine.

Question Number 2

 "*Are you more comfortable coming to the Columbia Heights Police Department with your concerns today than five years ago?*" The majority (59.62%) answered yes, with some (36.54%) saying they did not know, and only a small number (3.85%) indicating they were not. These responses indicate an improved level of trust and collaboration between the police department and community partners.

Question Number 3

"*Compared to five years ago, do you think the Columbia Heights Police Department is working collaboratively to solve your community related issue?*" The majority (76.83%) of respondents agreed they were, while some (23.17%) were neutral and no one thought they were not. This question was on a five point Likert scale with an average rating of 3.99.

Question Number 4

"*Do you think the police departments community oriented policing strategy has created a crime reduction in Columbia Heights over the last five years?*" In response to this question most (69.62%) said they thought it had, while some (27.85%) were neutral and only about 3% disagreed. It is interesting to note that the majority of respondents indicate that community policing created a crime reduction, when in contrast to question number 1 many did not know if they were any safer personally. This question was on a five point Likert scale with an average rating of 3.89.

Question Number 5

"*Do you think employees of within Columbia Heights have a better understanding of community policing than they did five years ago?*" The majority of respondents (63.75%) believed that they

did while some (33.75%) were neutral or did not know. Less than three percent disagreed that Columbia Heights Officers had a better understanding of community policing when compared to five years ago. This question was on a five point Likert scale with an average rating of 3.76.

Question Number 6

"Do you think the strategic partnership between the Columbia Heights Police Department and you, or your organization; have created a reduction in crime?" The majority of respondents (75.61%) believed this to be true while some (21.95%) were neutral. Less than 3% of the respondents disagreed that their partnership with the Columbia Heights Police was responsible for a reduction in crime. This question was on a five point Likert scale with an average rating of 3.93.

Question Number 7

"Do you feel the Community Oriented Policing approach the Columbia Heights Police Department has implemented is sustainable with current resources to include staffing and budget?".   The response to this question indicated that almost half (48.78%) thought that the efforts were sustainable with current budgets and resources where the other half of the respondents (50%) were neutral. It is surmised that respondents did not have much in the way of information in regards to the police budget and many seemed to not have enough information to be able to answer the question. This question was on a five point Likert scale with an average rating of 3.61,

Question Number 8

"Do you feel that your efforts as they pertain to the community oriented policing strategy have an effect on the overall results in crime reduction? The majority of respondents (61.72%) said that they thought that they did, while some (38.27%) were neutral in their response. This question was on a five point Likert scale with an average rating of 3.77.

Question Number 9

"What is the most important change you have seen with the Columbia Heights Police Department and your organization?" This question was open ended and there was 41 responses, which appear below. The most significant themes expressed by the respondents were improved

communication (8 responses) and changes related to outreach/partnerships/collaboration (11 responses).

- Working with the schools, partnership.
- $250 Call police fees
- Collaborative practices/ partnerships that are results oriented
- More visible
- Reduction in crime
- It has gotten more political and that's not good.
- More contact than before. Inform us of recent crimes in the neighborhood. Much better communication.
- crime alerts an invitations to meetings
- N/A
- Involvement in community wide efforts
- Great communication, very approachable
- I think the CHPD is more professional in its dealings with County Government--where I work. The CHPD has implemented higher standards, and seems to be earning more respect.
- being out in the community getting involved with youth and diverse groups
- Lanlord meetings
- Communication
- Informative meetings every month for landlords/tenants issues
- Proactive communication to keep people apprised of issues.
- URGENCY WHEN NEEDED
- outreach to buisness's
- the communication piece
- Quick response times. Early intervention in situations that can escalate. good communication with the community.
- More involvment
- not much beside the Q meetings
- I am new as a landlord and Terry Nightingale was so helpful in teaching me how to deal with a difficult tenant. It was amazing. It helped me to make it through to getting a new much calmer tenant.
- I don't see much change in our organization but sense positive changes in the city in general.
- Visit from local officers to guide us in when to call and when not to call
- Getting owners of business to be & stay responsible. Gang activity seems to be down (or teens who walk or hang around in groups) seems to be down. I also think drug activity has gone down. Many thanks!
- working with landlords
- I appreciate the approachability of the department and the communication is excellent
- Easer to contact than before. Responses are more reasonable now.
- less police calls
- It's good to have a community liaison.
- Understanding of who the landlords are in the community and what they're experiences are.
- I am a duplex owner and rent both sides. Many issues in my area stem from the "Hot Market' and them selling drug bowls and pipes, etc. And the problems with the two rental apartment buildings that rent to Sec. 8. The rentals are improving. They still need more. Please continue doing what your doing. Even if it costs more money
- Active outreach to rental property owners.
- I get info as a landlord from Officer Nightingale that i find helpful. However, I do not live in MN, so if power point presentations or PDF's could be made of meetings it would be more beneficial to those of us that don't live there. Thanks
- recognition
- more officers

- I really cannot identify and point to any discernible changes. I have always had the greatest respect and appreciation for the men and women of the Columbia Heights Police Department since moving to this community in July of 1995.
- A welcoming to partner on crime-related issues; even those which are more nuisance than anything else
- Collaberative effort to work together within the community to make people more aware of what is happening in our community. Srong Communications.

Question 10

"What are some areas where improvements can be made?" This question was open ended and there were a total of 28 answers. While there was no specific or discernable pattern, 4 responses had to do with rental property and landlords while 2 responses had to do with What are some areas where improvements can be made? - Open-Ended Response

- None
- Activate Columbia Heights tenant back ground checks services as it was before for the rental property tenants.
- None at this time   We are very pleased with the helper core value modeled daily by the Department.
- As a landlord I think you should get back into screening tenants for us landlords and also give us some help to evict anyone causing problems.
- N/A
- Participation in the Lethality Assessment Grant Program Meetings with key staff
- budgets to allow more involvement.
- You are already taking steps just by conducting this survey
- working more close with youth
- MORE DRIVE BYS DURING HOURS
- Rental properties should be taken better care of. Maintainance inside and out, plus better screening of tentants.
- crime prevention
- cannot think of any at present
- Controlling street activity.
- not much is needed
- I think that the police department should work with, not against ,community business in solving problems
- I have no suggestions but please keep the landlord liaison. It meant that we can learn how to work with the police to discourage people who want to make trouble.
- The police could smile and wave as they drive around town. So many times they seem unapproachable.
- none that I can think of. doing a great job.
- Political correctness can be detrimental at times. I feel you know best the areas that need to be worked on. Continue to get the youth of the city off streets & interested in sports or activity centers. Continue to work with landlords to rent to responsible people - some landlords are only in it for the $ and those are the ones who only understand rules by being hurt in the pocket-book or not having a license re-newed. The progress the city has made already is very commendable. Thanks!
- Keep mental people and drug people out of our city.
- Would like to see crime and nuisances reduced even further such as load car radios, less graffiti, and an overall better sense of safety on the street.
- Better policing in the area and in the alleys as I still have people dumping large items behind the Hot market.
- This comment is not specific to Columbia Hts but to law enforcement in general. Please find more time to follow up on theft reports and less time giving out speeding tickets. Most "speeders" are law abiding citizens. Most thieves are not.

- resident recognition-many new residents
- More officers and a greater police presence in our neighborhood. I never see a black and white patroling Peters Place except on an occasional ad hoc service call. I've pointed this out before but my requests have always fallen on deaf ears. A cruiser seen on this street once or twice a day would be absolutely great. We're only a block east of Central; couldn't an officer, any officer, take a minute or two to drive from Gould to Reservoir Blvd. SLOWLY?!
- Anything to curve juvenile delinquency
- Cannot think of anything at this point
- juveniles.

Question #11

"What else do you think it is important for us to know"? This question was open ended and there were a total of 24 answers. Grouped into somewhat categories, 5 responses involved landlord/rental issues; 6 involved compliments or encouragement to sustain efforts; 6 involved crime concerns; and 2 involved comments or concerns about juveniles.

- Do not punch rental property landlords by tenants acts especially if they are not living in the same property, and they did the necessary back ground checks for their tenants.
- We of not take our supportive, collaborative partnership with the Police Department for granted.
- Your landlord support officer (Terry) does a great job. Just wish the inspection department (not fire) would work go out of their way to help us out. Not code related but help going after bad contractors.
- N/A
- You're doing a good job.
- This applies to all officers, not just Col. Hgts. Thorough information in police reports for juveniles. When you take a statement, are they in custody? Did you give them a Miranda notice? Did you give them a "soft Miranda". Individualized probable cause for PBTs. Sometimes when officers respond to a party, police give everyone a PBT, which might be appropriate, but PC for each individual must be described in the police reports.
- keeping a close eye on rentals in hts we have to many. need more home owners
- THEFT IS ON THE RISE IN OUR LOCATION
- loitering, public drug use, crime is still noticeable
- Groups of young teens gathering or walking down the middle of the street and will not move for cars.
- I think that the new Director of Community Development is a positive step in the right direction
- It made a difference for 4645 Taylor St. Check the number of calls there AFTER June 2014 compared to before. The community liaison makes a difference. Thank you
- When people see the police as fellow citizens, they will cooperate more freely.
- I've always had full cooperation from the Col. Hts.Police. (39 years worth)
- We will always have some lowlife & crime, but our area does not have to be known for it like some communities are. It takes constant diligence to keep our area clean. Your effort to keep the city safe or clear of low-life shows & should be considered a badge of honor - Thank you!
- Fortunately, I have had very little need of the services of the CHPD
- I would love to see Brooklyn Center adopt the Columbia Heights systems especially approachability
- It is hard to enforce visitor rules. Visitors have more troubles than tenants. Hard to track.
- I don't have a lot of knowledge about what may or may not have changed in the last 5-10 years. I know that I have never had any issues working with the police department the one time I had a question. I left a voice mail and received a phone call from Terry Nightingale about two hours later. He answered all my questions.

- I think the CHPD has a good thing going with the community outreach program, specifically working with Landlords to get the message across to them that there is a direct relationship between quality of tenants and quality of life in the community.
- Please continue the war on drugs. Stop the Hot Market from selling drug stuff. Tht will eliminate a lot of problems in the area.
- post crime on website asap area in col hgts
- You're doing a great job overall. Keep up the good work.
- Continue to reach out to the community through web page updates, seminars, community meetings.

Appendix E: Detailed Discussion of Community Resident Responses

1. I feel the Columbia Heights Police Department will act on my problem or need when I
   call.

In reviewing the results it appears the public feels very confident that the police department
will act on a problem or need when they call with a combined 99% of respondents indicating
they strongly agree or agree with the statement.

Strongly Agree	240	86%
Agree	35	13%
Undecided	3	1%
Disagree	1	0%
Strongly	1	0%

2. I am comfortable contacting/working with the Columbia Heights Police Department or
   Requesting services.

This question also returned a very positive result for the police department with 98% of
residents indicating they strongly agree or agree that they are comfortable requesting services
from the police department.

Strongly Agree	276	95%
Agree	8	3%
Undecided	3	1%
Disagree	2	0%
Strongly	2	1%

3. I feel safe and/or protected from crime in my neighborhood.

Another positive response from the community indicating they feel safe and protected it the
community. The authors feel this question and question #4 provide insight into perception of
safety versus the perception of crime.

Strongly Agree	249	86%
Agree	24	8%
Undecided	7	2%
Disagree	6	2%
Strongly	5	2%

4. Over the past five years, crime in the city has decreased.

As documented in this paper, crime in Columbia Heights is down by significant margins.
Yet, surprisingly, less than half the respondents felt this was the case. The answers between
question 3 and question 4 prompt a consideration of the issues related to perception as well as
communication.

Strongly Agree	91	31%
Agree	29	10%
Undecided	104	36%
Disagree	17	6%
Strongly	49	17%

5. The Columbia Heights Police Department Officers behave respectfully and
    professionally.

An overall positive response from the residents indicating the police department behaves
respectfully and professionally.

Strongly Agree	254	87%
Agree	16	6%
Undecided	11	4%
Disagree	4	1%
Strongly	7	2%

6. The Columbia Heights Police Department is responsive to the needs of the community.

Strongly Agree	260	90%
Agree	10	4%
Undecided	15	5%
Disagree	1	0%
Strongly	3	1%

7. The Columbia Heights Police Department has a good relationship with the residents.

Strongly Agree	237	82%
Agree	20	4%
Undecided	25	9%
Disagree	1	0%
Strongly	7	2%

8. The Columbia Heights Police Department has been responsive to the changing demographics of the community.

Strongly Agree	179	62%
Agree	21	7%
Undecided	83	29%
Disagree	0	0%
Strongly	7	2%

9. How do you rate the overall performance of the Columbia Heights Police Department.

Excellent	196	68%
Good	74	26%
Undecided	12	4%
Fair	4	1%
Poor	2	1%

Owning versus renting

Question	1	2	3	4	5	6	7	8	9
Own	4.79	4.94	4.74	3.27	4.78	4.81	4.69	4.30	4.62
Rent	4.86	4.82	4.82	3.71	4.71	4.84	4.55	4.10	4.53

By years in Columbia Heights

Question	1	2	3	4	5	6	7	8	9
0-2	4.74	4.93	4.71	3.60	4.71	4.88	4.55	4.26	4.60
4-8	4.63	4.83	4.75	3.33	4.75	4.88	4.33	3.71	4.29
8-12 yrs.	4.82	4.76	4.88	3.76	4.82	5.00	4.65	5.00	4.53
12+	4.83	4.95	4.75	3.12	4.83	4.78	4.76	4.30	4.66

Demographics

Question	1	2	3	4	5	6	7	8	9
Black	4.83	4.70	5.00	4.22	4.52	4.65	4.30	3.74	4.48
Hispanic	4.71	4.71	4.67	3.00	4.76	4.95	4.71	4.52	4.52
Asian	4.63	4.94	4.50	3.81	4.63	4.75	4.69	4.38	4.40
Caucasian	4.81	4.95	4.76	3.24	4.82	4.81	4.69	4.28	4.65
Other	4.86	5.00	4.76	3.38	4.72	4.86	4.76	4.34	4.55

Employment Status

Question	1	2	3	4	5	6	7	8	9
Unemploye	4.86	4.76	4.57	3.43	4.76	4.81	4.57	4.24	4.40
Part Time	4.76	5.00	4.86	2.62	4.71	4.71	4.76	3.90	4.52
Full Time	4.72	4.89	4.73	3.43	4.70	4.79	4.56	4.26	4.52
Retired	4.92	4.98	4.86	3.33	4.89	4.86	4.86	4.35	4.80

Contact with police

Question	1	2	3	4	5	6	7	8	9
Called	4.82	4.86	4.67	3.20	4.77	4.81	4.58	4.26	4.56
Stopped by	5	3.5	5	5	4.5	5	3	4	5
Community	4.7	5	4.9	3.75	4.85	4.95	4.9	4.1	4.8
Other	5.00	5.00	4.92	3.42	5.00	4.83	4.67	4.33	4.83
None	4.75	4.96	4.80	3.40	4.70	4.78	4.70	4.28	4.54

Open ended questions

Two open ended questions were asked and the responses are included below.

In what areas does the CHPD do well?

- Response Time
- As far as I can tell they meet the community needs
- Emails, Business notification
- Conduct professionally, friendly
- Presence without feeling nervous, friendly
- Flow of traffic at events and accidents
- Traffic
- Presence, Picnics
- Obvious part of the community, Presence
- Responsive
- Response, Quick, Effective
- Patrolling
- Patrols
- Presence
- Patrol, Presence
- Respectful, Quick Response, School Traffic

- Efficient
- Friendly
- Coffee with the cops
- Reaching out
- Nice
- Pulling people over on central
- Response
- Response
- Control school presence
- Response Time
- Patrolling Central and University
- Patrols
- Public Relations
- Response time
- Response time
- Patrols
- Newsletter, Communications, Notifications, Block Party
- Kid Programs
- Notifications
- Response Time

- Response time and follow up
- Proactive
- You name it they do it
- Response time
- Presence
- Response Time
- Patrols
- Response to questions
- Polite
- Coffee with the cops
- Patrolling
- Job
- Prompt
- Visible Presence
- Response Time, Safety Measures
- Walk bridge on central
- Drug Control
- Responsive, Survey
- Traffic on Central, Drunks
- Bike Patrol
- Courteous, Response time
- There when we need them

- Patrols have reduced crime, Reducing groups of people
- Keeping people from hanging around
- Response time
- Presence, Bikes
- Patrols
- Relationship with kids at school
- Response
- Patrolling
- Patrolling, Reliable
- Talking with kids
- Community relations, Coffee with the cops
- Try to control problems and situation very well
- As good as they can
- Helpful
- Respond, Patrol, Can't be everywhere
- Patrolling
- Responding to calls
- Responsive, Survey
- School kids
- Response time
- On top of things
- Response time
- Response time, Outreach community
- Pulling people over on central
- Presence
- Patrol

- Responding to calls
- Response, Presence
- Courtesy checks
- All over
- Block parties
- Responding
- Behavior relates to situation
- Patrols
- Speeders
- DUI enforcement
- All doing pretty well
- Good
- Patrol
- Comfortable dealing with them
- Response time
- Patrolling Central
- Speedy
- Response time
- Keep it up
- Patrols, Traffic
- Parade candy
- Everything
- Patrolling
- Personable
- Response time
- Response
- Patrol
- Patrols
- Interact with kids at the school and academy
- Patrols
- The tops

- Patrols
- Patrol
- Everything
- Patrol, Random stops, Dui enforcement
- Patrolling
- Positive
- Night patrols
- They're watching the city
- Response time
- Presence in schools
- Public communications
- Patrols
- Patrols
- Patrolling at night
- Response
- Prompt response

- Patrols
- Follow ups
- Presence
- Presence, Visible
- Central speed traps
- Taking care of us
- Patrolling
- Patrols
- Pretty much everything
- Response time
- Communications, Relations
- Catching bad people
- Patrols, Apprehension

In What Ways Does the CHPD Need to Improve?

- Stop signs, Lower neighborhood speed
- Maybe they could drive up and down city streets more often, don't see them too much
- Ask or explain parking ticket especially if resident is not home
- Foot traffic, Chief's guidance, Patrols, Burglary, Trash in alley
- Patrol the alleys between 4th and University
- Drug problem
- Leave old people's grass alone
- Park Police
- Speeders
- Speeders
- More jobs
- Speed in residential areas

- Presence
- Presence
- Community relations, Understand diversity
- Hoarding
- Caring, Friendly
- Neighborhood Presence
- Traffic speed on residential streets
- J-walking, Random stops on people
- Presence, Patrols
- Stings
- Patrol, Presence
- Drag racing down 44th
- Drugs
- Don't let up
- Demographics in school, Cultural

- Continue to enforce speeding
- People skills, Communication, Rude and disrespectful, Investigating, Truthful
- Patrol alleys at night
- Don't profile racially
- Approach and talk to people in good circumstances, J walking
- More patrols, Noise complaints
- More Patrols, Peoples yard clutter, Remove apartments by McDonalds
- Response time, Citizen tip offs, Vagrancy
- Customer service, Email account
- Break ins
- Somalians sharing drivers licenses
- Overact, Petty things
- More receptive to citizen tips, undercover work
- Stop signs enforcement
- Bullet disposal
- Driving around more
- Blow it out of proportion, Too much traffic enforcement instead of real crime
- Rental property
- Even more community involvement
- Indiscrete police cars
- Use the new library money on more cops
- Respect
- Emphasis on "real" drugs, Racial profiling at the Star bar
- Young kids running around throwing trash and littering
- Wave back
- Even more presence
- Treat Americans as good as minorities if your hands weren't tied
- Basketball outreach with middle school
- Bike Patrol
- Patrol even more in alleys at night
- This survey should have had an unsure option
- Reputation, Loitering on Central, Stolen property, Sense of security
- Reverse discrimination
- RifRaf in the park
- Patrol, Parking enforcement in winter
- Don't let Fridley cops in
- Everything
- Sensitivity training to better selves
- More patrols
- Catch racers on 44th, speed bumps
- Stop signs
- Is there enough cops
- Can always improve
- Patrol Huset Park
- Keep up the good work
- Patrol speeding on Reservoir, Increase stop signs
- Stop being Racist!!!
- Presence
- Petty Crimes
- More patrol cars
- Follow ups
- More understanding of mental abuse in domestics
- Stop sign on Hayes and 38th
- Stop sign on Hayes and 38th
- Manpower, Car chases, Directing traffic around accidents for gawkers
- Don't want anybody to know about bad stuff
- Crosswalk and J walking on 43rd and Central
- Pet enforcement
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