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Regis University
College for Professional Studies Graduate Programs
Final Project/Thesis

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Running Head: DIFFERENCES IN COMMUNITY POLICING DEFINITIONS

DIFFERENCES IN COMMUNITY POLICING DEFINITIONS
OF COUNTY AND CITY LAW ENFORCEMENT AGENCIES IN COLORADO

by

Jenna J. Slabaugh

A Research Project Presented in Partial Fulfillment
of the Requirements for the Degree
Masters of Criminology

REGIS UNIVERSITY
July, 2011

DIFFERENCES IN COMMUNITY POLICING DEFINITIONS
OF COUNTY AND CITY LAW ENFORCEMENT AGENCIES IN COLORADO


by

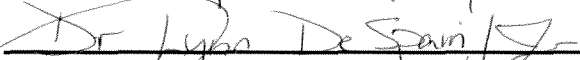
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APPROVED:

 , Faculty Facilitator

 , Thesis Advisor

 , Faculty Chair

ABSTRACT

Differences in Community Policing Definitions of County and City Law Enforcement Agencies in Colorado

While community policing has been around for decades and is widely adopted in law enforcement agencies throughout the US, there is no one accepted definition of this philosophy. This has led to departments around the country defining community policing differently. This comparative study utilized content analysis to compare the community policing definitions in county and city agencies located in Colorado. Further, a comparative analysis determined whether the type of agency influences how a department defines community policing. Survey research was used to collect data for this study and a combination of quantitative and qualitative methods were employed.

Keywords: community policing, content analysis

TABLE OF CONTENTS

Chapter	Page
1. INTRODUCTION.....	6
Statement of the Problem.....	6
Overview of the Problem.....	7
Purpose of the Project.....	8
Definitions.....	10
Anonymity.....	10
Content Analysis.....	10
Descriptive Statistics.....	10
Generalizability.....	11
Measures of Association.....	11
Purposive Sampling.....	11
Statistical Significance.....	11
Structured Response Format.....	11
Survey/Questionnaire.....	11
Unstructured Response Format.....	12
Chapter Summary.....	12
2. REVIEW OF LITERATURE.....	13
Traditional Model to Community Policing.....	13
Consensus of No Definition.....	13
Varying Definitions.....	14
Research Questions.....	19
Chapter Summary.....	19
3. METHOD.....	21
Sample.....	21
Measures.....	23
Research Design.....	24
Procedures.....	24
Chapter Summary.....	26
4. RESULTS.....	27
Text Analysis.....	27
Sheriffs.....	27
Police Chiefs.....	31
Sheriffs and police Chiefs.....	39
Statistical Analysis.....	43
Chapter Summary.....	45
5. FINDINGS AND CONCLUSIONS.....	46
Limitations.....	49

REFERENCES.....	50
APPENDICES.....	54
APPENDIX A.....	54
APPENDIX B.....	55
APPENDIX C.....	56
APPENDIX D.....	57
APPENDIX E.....	59
APPENDIX F.....	61

Chapter 1

INTRODUCTION

“Community policing received attention in the UK in the 1970s as a result of the work of John Anderson, the Chief Constable of Devon and Cornwall Constabulary, who wanted to move from the traditional authoritarian model of policing...” (Williamson, 2005, p. 153). While he was ridiculed by higher ranking officers for his new ideas, it eventually became apparent that a new style of policing was necessary (Williamson, 2005). Numerous countries around the world have adopted or have plans to adopt some form of community policing within their law enforcement departments (Meares, 2002; Williamson, 2005). From 1997 to 1999, the Bureau of Justice Statistics (BJS) reported more than an 81 percent increase in community-policing officers employed in state and local law enforcement agencies in the United States (Meares, 2002). “Typical programs include foot patrols, mini-stations, geographical sector assignments, and citizens involved neighborhood crime prevention activities such as home security education and neighborhood watch” (Colvin & Goh, 2006, p. 20). The departments that seek to adopt this change are left with a lack of guiding principles that assist the organizations in making the necessary changes due to the fact no universal definition of community policing exists (Williams, 2003). There are differences found among departments in their definition of community policing, yet, all departments claim they are carrying out community policing (Williamson, 2005).

Statement of the Problem

While scholars have been unable to agree on the implications of community policing, one thing is certain: there is a missing universal understanding of community policing in its entirety

(Forman, Jr., 2004; Murray, 2005; Rosenberg, et al., 2008; Scheider, et al., 2009). According to Scheider, et al. (2009):

Definitions are important because they serve as the basis for understanding and inform overall strategies and specific behaviors. They provide direction, structure, and in this particular context, new ways of thinking about the proper role of police in a democratic society and in an information age. Since its inception, community policing has been plagued by definitional ambiguity (p. 696).

Since it is such a broad term, many departments classify a wide variety of strategies they adopt as community policing initiatives (Dunman, 2007). There is a gap present in the literature that requires future research so scholars can gain an understanding of the definitional trends found between agencies.

Overview of the Problem

The lack of a universal definition of community policing has created much difficulty in what truly constitutes community policing in the US (Dagg, 2010; Duman, 2007). While there are numerous researchers who have identified the fact that no universal definition exists (Berlin, 2006; Dagg, 2010; Duman, 2007; Forman, Jr., 2004; Jones, 2007; Murray, 2005; Rosenberg, et al., 2008; Scheider, Chapman, & Schapiro, 2009), the differences of how community policing is defined in various departments and what those differences are attributed to are in need of further investigation. Dantzker (as cited in Colvin & Goh, 2006) puts forth that the numerous definitions with varying factors and characteristics of what makes up community policing has led to flawed research on the topic. Yates and Pillai (as cited in Colvin & Goh, 2006) address other problems in community policing research. One problem the researchers identified was the fact that the majority of studies done on community policing “focused on citizen perceptions of

community policing” (p. 20). There are few studies that have focused on how officers perceive community policing initiatives, which leaves a gap in the available research and demonstrates the need for further studies that focus on officers’ assessments.

Even with a lack of definition, community policing has received widespread acceptance and has been around for a number of decades (Berlin, 2006). The definitional ambiguity has led to each department classifying different practices as community policing. In fact, researchers have found that many sheriffs and police chiefs around the country fail to understand what community policing really means (Dagg, 2010). Departments continue to adopt new strategies and characterize them as a community policing initiative (Dagg, 2010). Researchers have found that jurisdictional forces often shape how each department utilizes this practice (Berlin, 2006). All of these factors further demonstrate the importance of identifying the differences found in the definitions of community policing, as well as if there is a noticeable difference in what county and city agencies consider community policing.

Purpose of the Project

Beginning in the 1970s and 1980s, the traditional policing model had devastated the relationship between the police and community. Under this model, the citizens were viewed by the police as enemies rather than as partners in crime-solving initiatives. This uprising led to numerous studies that examined the police practices in place. These studies revealed that the majority of officers felt the public was against them, which was not unfounded. The public’s opinions of the police were low and on the decline (Forman, Jr., 2004; Jones, 2007). As the crime rate continued to rise, so did the public’s fear of crime (Forman, Jr., 2004). Even though the public’s feelings toward the police were negative, it was still a general consensus that additional policing equipped with better citizen protection should be implemented. Researchers

concluded that policing practices at this time were inadequate and in need of change. These findings paved the way for the development of a new policing philosophy: community policing (Forman, Jr., 2004; Jones, 2007). While traditional policing distances the police and the community from one another, community policing can help bring this relationship together (Murray, 2006). According to social disorganization theory, communities that are disorganized cause crime due to the lack of collaboration to fight crime and disorder (Criminological Theory Summaries, n. d.). Establishing a relationship between the police and the community will help to collectively respond to crime and strengthen informal social controls. Reestablishing order can lead to a decrease in criminal activity in previously disorganized communities.

Community policing differs from that of the traditional policing structure (Ammar, Kessler, & Kratcoski, 2008; Rosenberg, et al., 2008; Williams, 2003). While many departments in the United States have adopted community-policing to an extent (Lord, Kuhns, & Friday, 2009; Pelfrey, Jr., 2004; Rohe, Adams, & Arcury, 2001), the majority of those departments have only assigned a small number of officers to these measures, while the remaining officers continue following a more traditional method of policing. This has created conflict regarding the responsibilities of each officer depending on their role in the department. Studies previously done on the satisfaction of officers with community policing efforts have been met with mixed results (Pelfrey, Jr., 2004). While there is no universal definition of community policing (Meares, 2002; Murray, 2005; Rohe, et al., 2001; Rosenberg, et al., 2008), it is a general consensus “that one central feature is police engagement, collaboration, or partnership with private citizens” (Meares, 2002, p. 1598). For this reason, it would be expected that police-citizen interaction would be a key component to all departments that have adopted this form of

policing (Brown, 2007; Colvin & Goh, 2006; Meares, 2002; Murray, 2005; Rohe, et al., 2001; Schnebly, 2008; Williams, 2002); however, that is not the case (Meares, 2002).

While it is clear that community policing is defined differently in each department, the differences found among departments is unknown. This study aimed to employ a comparative mixed method approach to examine the definitional disparities between both county and city law enforcement agencies located in Colorado. The purpose of this study is to determine (1) the variations among community policing differences within county and city law enforcement agencies in Colorado, and (2) the impact agency type has on county and city law enforcement agencies in Colorado with respect to how community policing is defined. This research addresses an under-researched topic that adds to the current knowledge of community policing literature and provides insight as to the definitional differences of community policing and what the differences are attributed to.

Definitions

Anonymity

“Anonymity is achieved in a research project when neither the researchers nor the readers of the findings can identify a given response with a given respondent” (Babbie, 2010, p. 67).

Content Analysis

Content analysis includes analyzing given text in order to ascertain any patterns present (Trochim & Donnelly, 2008).

Descriptive Statistics

Descriptive statistics are “[s]tatistical computations describing either the characteristics of a sample or the relationship among variables in a sample... and merely summarize a set of sample observations...” (Babbie, 2010, p. 467).

Generalizability

Generalizability is the “degree to which study conclusions are valid for members of the population not included in the study sample” (Trochim & Donnelly, 2008, p. G-4).

Measures of Association

Measures of association are defined as “[t]he association between any two variables [that] can also be represented by a data matrix... produced by the joint frequency distributions of the two variables” (Babbie, 2010, p. 468).

Purposive Sampling

According to Babbie (2010), purposive sampling is “a type of nonprobability sampling in which the units to be observed are selected on the basis of the researcher’s judgment about which ones will be the most useful or representative” (p. 193).

Statistical Significance

Statistical significance is a “general term referring to the likelihood that relationships observed in a sampled could be attributed to sampling error alone” (Babbie, 2010, p. 478).

Structured Response Format

Trochim and Donnelly (2008) define a structured response format as “a response format that is determined prior to administration” (p. 106). Such formats include fill-in-the-blank, check the answer, circle the answer, or bubble in the answer (Trochim & Donnelly, 2008).

Survey/Questionnaire

“A document containing questions and other types of items designed to solicit information appropriate for analysis” (Babbie, 2010, p. 256). For the purpose of this study, these two words are interchangeable.

Unstructured Response Format

Trochim and Donnelly (2008) define an unstructured response format as “a response format that is not predetermined and where the response is determined by the respondent. An open-ended question is a type of unstructured response format” (p. 106).

Chapter Summary

Community policing was developed as an alternative to the traditional policing model when support for the latter model began to dwindle in the 1970s and 1980s (Forman, Jr., 2004; Jones, 2007). This form of policing was widely adopted by agencies all over the US (Mears, 2002; Williamson, 2005), despite the fact that no universal definition exists (Forman, Jr., 2004; Murray, 2005; Rosenberg, et al., 2008; Scheider, et al., 2009). This has caused each department to develop their own version of what they understand community policing to be (Williamson, 2005). Unfortunately, researchers have found that many departments that claim to utilize this philosophy fail to grasp its underlying concepts. It has been put forth that an overall change to the structure of the department is necessary in order to properly implement community policing but many departments fail to adopt this change because the guiding principles of how to make this change are lacking (Rosenberg, et al., 2008; Williams, 2003). Researchers have made it clear that the definitional ambiguity of community policing has created differentiation among how departments utilize this method but there is a gap in the literature surrounding the nature of the diversity and if there are any trends dependent upon agency type. The proposed study will provide the missing pieces to this literature and provide future avenues for research that will further explore the differences in community policing among agencies.

Chapter 2

REVIEW OF THE LITERATURE

Traditional Model to Community Policing

According to Scheider, et al. (2009), community policing was developed as an alternative to the traditional model because the public's satisfaction with law enforcement was low and researchers determined the effectiveness of the police was not nearly as great as it was thought to have been. Since officers were using automobiles as their main method of patrol, this only further distanced them from the community. Community policing was developed to mend the broken relationship between the police and the community through "innovative, proactive, collaborative and strategic approaches to crime prevention" (p. 695). While these key concepts are found within some departments' definition of community policing, the lack of a universal definition has created much controversy.

Consensus of No Universal Definition

Since there is no universal definition of community policing, scholars cannot agree on exactly what constitutes this philosophy. However, scholars have come to a general consensus that no definition for community policing currently exists (Forman, Jr., 2004; Rosenberg, et al., 2008; Murray, 2005; Scheider, et al., 2009). While each agency's definition of community policing varies from the next, two common themes seem to be prevalent throughout the literature (Scheider, et al., 2009). First, it is recognized that establishing a relationship between the police and the community is important to include in the definition of community policing (Forman, Jr., 2004; Jones, 2007; Lord, et al., 2009; Murray, 2006; Rohe, et al., 2001; Scheider, et al., 2009; Schnebly, 2008; Trojanowicz & Bucqueroux, 1998; van Brunschot, 2003; Wang, 2006). According to the labeling theory, members of the community continue to commit crimes when

they are labeled as criminals. Responding to these citizens through re-integrative approaches makes it less likely they will continue on a criminal path in the future (Criminological Theory Summaries, n. d.). If the police are able to establish positive relationships with all members of the community and not treat anybody differently due to their criminal history, it may make past criminals more inclined to get involved in crime prevention activities and stray away from crime. Second, improving the quality of life within the community also seems to be a common theme for scholars when they are describing community policing (Scheider, et al., 2009; Trojanowicz & Bucqueroux, 1998; van Brunschot, 2003; Williams, 2008; Williamson, Ashby, & Webber, 2005). For instance, Trojanowicz and Bucqueroux (1998) provide the following definition of community policing that captures both of these widely-adopted notions:

Community policing is a philosophy and an organizational strategy that promotes a new partnership between people and their police. It is based on the premise that both the police and the community must work together as equal partners to identify, prioritize, and solve contemporary problems... with the goal of improving the overall quality of life in the area... (p. 6).

Moreover, Hatty (1991) classifies community policing as an organizational strategy in which the police seek to establish a relationship with the public to encourage interaction and improve the quality of life in the community (as cited by van Brunschot, 2003).

Varying Definitions

The definition of community policing presented by each scholar differs in that some classify community policing as being better than the traditional model, some believe great changes within the department are required, others feel flattening the hierarchal structure of the department to increase communication at all levels is the most important, while some emphasize

the importance of continuous meetings between police and citizens. This dispute will not be solved until a universal definition of community policing is accepted. Mastrofski, Worden, and Snipes (1995) put forth that community policing strays away from traditional policing in that the police are no longer considered to be crime fighters and take the community's preferences into consideration. The police turn to the community to determine what the most pressing issues are and what their attention should be focused on (as cited by van Brunschot, 2003). Murray (2005) puts forth that the shift from traditional policing to community policing over the past three decades "has arguably been the most significant positive change in policing philosophy" (p. 349). The researcher found the community policing model to have many more positive aspects than the traditional policing model. For instance, community policing produces a proactive response to crime rather than the reactive response of traditional policing. Additionally, Murray (2005) proposed that while traditional policing creates a gap between the police and citizens, community policing brings these two entities together to address the problems in the neighborhood. When this new model of policing is used effectively, it "reduces not just the incidence of crime but also the fear of crime" (p. 348).

Petty (2006) has a similar opinion of community policing and classifies this practice as an approach to both crime fighting and prevention that allows police to take a proactive stance. Neighborhoods are patrolled by community policing officers, which allows the residence in the neighborhoods to establish a relationship with the police and provides them with feelings of safety. Petty (2006) also finds community policing more beneficial than the traditional model. The traditional model relied on automobile patrols, which increased the gap between the police and the community. Community policing utilizes foot and bicycle patrols so the police are able to interact better with citizens. The presence of offices in the community deters crime and

allows law enforcement to gain an understanding of problems within the community that are a concern for the residents, as well as observe and intervene in criminal activity.

Additionally, Rosenberg, et al. (2008) favors community policing over the traditional policing model. These researchers put forth that making the change from a traditional policing model to a community policing model requires great change within the department and a commitment to the new policing roles. First, the purpose of law enforcement must shift from being there to protect and serve to being seen as stakeholders within the community. Next, there must be increased communication between all levels of the department. Third, the problems in the community must be solved *with* the residents rather than *for* the residents. According to the researchers, “[i]f such definitional difficulties are put aside for the moment, it is clear that the core concept behind ‘community policing’ is that it represents a crime fighting strategy which stresses partnership and problem solving” (Rosenberg, et al., 2008, p. 294). There are similarities in this definition and definitions proposed by other researchers. According to Schnebly (2008), community-policing includes a large variety of different crime prevention programs and initiatives but the main focus is to build mutual trust between the police and citizens so they can work together in a collaborative effort to reduce crime by identifying the problems in the community. Schnebly (2008) puts forth that “the community-oriented model of policing emphasizes two objectives: (1) transforming police organizational structures, and (2) developing partnerships between the police and the public” (p. 227). It is also vital that the police are able to recognize how important the community is. In doing so, they must partner with other organizations and flatten out the police hierarchy. Officers ought to emphasize their relationship with the public, and work towards community building and problem solving, in

addition to enforcing the law. The public should play an important part in formulating new policies and helping solve the problems in the community.

The importance of citizen involvement in community policing continues to be recognized throughout the literature. Lord, et al. (2009) put forth that while community policing was first widely adopted by larger departments, federal funding has allowed for its adoption to spread to smaller departments. The researchers present that this policing philosophy greatly relies on the involvement of citizens to determine the crime problems that are being experienced and viable solutions to the identified problems. Not only that, but citizens also continuously provide feedback on their perceptions of police effectiveness in combating these problems so that the departmental management can gain an understanding of how the public perceives the police's crime prevention initiatives. Crime data is argued to greatly affect citizen's opinions of the police. The researchers believe that community policing is based on developing trust between the police and citizens. In order to collaboratively work together and solve the crime problems in the community, it is vital the citizens have a favorable opinion of the police. "Only if accepted within the community can police mobilize the community resources needed to be effective" (Lord, et al., 2009, p. 576).

Other researchers identify the vital role stakeholders play in community policing. Williams (2008) defines community policing "as a philosophy where the relationship between police and public is one of trusting collaboration to solve problems" (p. 137). One purpose of community policing is to enhance the quality of life within a given community. Community policing also involves problem solving and developing partnerships throughout the community. This model seeks to include the media, public organizations, nonprofit agencies, elected officials, the community, the business community, and the police department in efforts that successfully

result in public safety and order. It is important that the department is willing to modify their hierarchal structure to initiate partnerships within the community. Rohe, et al. (2001) put forth that the responsibilities of officers involved in community policing initiatives include recognizing all problems the community is experiencing and what they entail, responding to the identified problems through strategies developed by collaboration with the residents in the community, and including both public and nonprofit agencies in carrying out the developed strategies. Similarly, Murray (2006) identifies that community policing helps create partnerships between law enforcement and various stakeholders in the community. This policing philosophy is most successful when communication between partners is encouraged. For those members of the community who do not possess trust for the police, law enforcement must specifically pursue these partnerships to better this relationship. Traditional policing distances the police and the community from one another and community policing is important to help bring together this relationship. Scheider, et al. (2009) developed the following definition of community policing:

Community policing is 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. 697).

These researchers attribute the missing definition of community policing to the fact that each department should specify such initiatives to meet their needs.

Forman, Jr. (2004) attributes the different definitions of this philosophy to the variety of tactics that can make up community policing. However, he feels community policing is not defined by tactics but by a strategy that is implemented in the organizational aspects of the department. The researcher is in agreement with most other scholars that the police-citizen

relationship is a key aspect to community policing. Citizens and law enforcement officers must meet on a regular basis in order to identify problems that are a priority in the community. These meetings are beneficial in a variety of ways. First, they provide residents a chance to inform law enforcement of their primary concerns. Second, the police are given the opportunity to educate citizens about the current crime problems in the area. Additionally, these meetings provide citizens with a chance to express any dissatisfaction they have with law enforcement. Last, the police are able to inform the citizens about the actions they have taken to prevent crime in the neighborhood and how successful the actions have been. This policing philosophy also helps citizens share the responsibility with the police in addressing the identified problems. Jones (2007) puts forth that community policing was established to mend the damaged police-community relationship so they can collaboratively work toward public safety and get citizens actively involved in crime prevention. He concurs with Forman, Jr.'s (2009) notions about the benefits that can arise from the meetings between the police and the community.

Research Questions

Research Question 1: *What differences are found in community policing definitions throughout law enforcement agencies in Colorado?*

Research Question 2: *Is there a statistically significant difference in the definitions provided by county versus city agencies in Colorado?*

Chapter Summary

Community policing was developed as a response to the traditional model of policing as an attempt to mend the broken relationship that had developed between the police and the community. Many departments around the country have adopted this model, despite the general consensus that no universal definition currently exists. While most scholars agree that

community policing involves developing a positive police-community relationship and working toward improving the quality of life, the definition of community policing presented by each scholar differs in certain aspects. Since it is unclear what differences are found in these definitions, this study sought to determine this missing piece of information and any trends found in the type of agencies studied.

Chapter 3

METHOD

Sample

The county sheriff's offices and city police departments located in the state of Colorado were included in the sample population. State law enforcement agencies, along with specialized agencies such as the Marshals and college and university police were excluded from this study. The sample was derived from the USACOPS website, which provided the location, phone number, and fax number for each county and city law enforcement agency in Colorado. For certain agencies in both categories, the name of the police chief or sheriff was provided, as well as the agency website and electronic mailing address. The USACOPS website had a total of 63 sheriff's agencies and 130 police departments that met the criteria for this study. The website consisted of a link for each type of agency used in this study. Under this link, there were additional links to each department where the above-stated information was found.

The participants were selected through purposive sampling (Babbie, 2010; Trochim & Donnelly, 2008), to include the sheriff or police chief from each department. Random selection, including simple random sampling and systematic sampling, were not appropriate for this study. These forms of sampling select participants at random from a given population (Babbie, 2010; Trochim & Donnelly, 2008). The sample population in this study consisted of county and city law enforcement agencies in Colorado. Not every employee possesses knowledge of the community policing definition in each department. For this reason, purposive sampling that targets the sheriffs and police chiefs of each department ensured that the participant completing the questionnaire had the appropriate understanding of the information being requested.

Utilizing the USACOPS website, all 63 sheriff's agencies were reviewed first, followed by the 130 police departments. The link to each agency was opened so the appropriate information was revealed. Within each link, the name and phone number of each agency was recorded in a separate notebook. Additionally, the name of the sheriff or police chief and electronic mailing address were recorded if this information was provided by the link. Beginning with the sheriff's agencies, the recorded list was reviewed and the website to each agency was located through Google. Once at the Google website, one of the following phrases was typed in: (agency name) county sheriff's office, (agency name) county sheriff's office Colorado, or (agency name) county sheriff's office Colorado email. The list of police departments was then reviewed and each department was also located through Google. The following phrases were utilized once the Google website was accessed: (department name) police department, (department name) police department Colorado, or (department name) police department Colorado email.

Once the appropriate website was located and accessed, the phone number was verified for all sheriff's agencies and police departments. There was then an attempt made to locate the electronic mailing address to the sheriff or police chief so the appropriate data could be collected. If the website did not provide an electronic mailing address directly to the sheriff or police chief, either this information was requested through another electronic mailing address listed on the website, through the "contact us" link provided on the website, or the general electronic mailing address listed on the website was documented and used. Some of the agency's websites in both groups only provided limited information. In this instance, the agency's phone number was utilized to contact the department and request the electronic mailing address to either the sheriff or police chief. For all of the 63 sheriff's agencies, an electronic mailing address was obtained.

For the police departments, 13 electronic mailing addresses were unable to be obtained, three that were obtained were incorrect addresses, and two departments were excluded because there was no police chief, leaving 112 police departments for a total of 175 participants.

The current research available on community policing does not address the differences in definitions between agencies and if there is a trend between county and city agencies. The participants in this study were separated into two groups depending on whether the participant was from a county or city agency. Group one included all county agencies in the sample population. Group two included all city agencies in the sample population.

Measures

An online survey was created and used to collect the required data for this study. The responses were then analyzed using content analysis because the survey asked for each agency's community policing definition through an open-ended response format. The survey was provided to the respondents via electronic mail equipped with a direct web link. The survey was available through *SurveyMonkey*, an online survey and questionnaire website that allows for the creation and distribution of such items (Survey Monkey, 2011). Each sheriff and police chief in the sample population had access to the Internet, which increased the response rate (Babbie, 2010). The survey consisted of both qualitative and quantitative items. The first research question asked the participant to provide their assigned subject identification number (SIN) so the response rate could be documented. The second research question was assessed using quantitative analysis through a dichotomous response format represented on the survey (Trochim & Donnelly, 2008). County agencies were given a 1 and city agencies were assigned a 2 to assist with comparative analysis of the collected data. The third research question, investigating the differences found in community policing definitions among law enforcement agencies, was

assessed using content analysis. Computer-based qualitative analysis and individual qualitative analysis was used to code and categorize the keywords and phrases found in the collected text (Trochim & Donnelly, 2008).

Research Design

This study utilized a comparative mixed methods approach, as well as both qualitative and quantitative measures to provide answers to the proposed research questions. Content analysis was used to determine the patterns present in the definitions provided by the selected participants.

Procedures

A survey was created utilizing *SurveyMonkey*, where the participants had access to complete the survey when provided with the appropriate web link. The survey consisted of one quantitative question with a structured response format and two qualitative questions with an unstructured response format (Trochim & Donnelly, 2008). Each agency was given a subject identification number (SIN) so the response rate could be documented. The county agencies were randomly assigned the numbers 1 through 63 and the city agencies were randomly assigned 64 through 193. This was accomplished by writing down each number on a separate piece of paper, placing the county agencies' numbers into one bag and the city agencies' numbers into another bag, and drawing out a number from the appropriate bag prior to sending the necessary information to each agency. The survey included an open-ended question where the respondents were asked to provide their assigned SIN. This made it possible to keep track of the responses, while still guaranteeing anonymity to the participants. (*See Appendix A*). Each participant was provided with a standard introduction within the electronic mail and two attachments. The attachments consisted of a research cover letter and a research informed consent. (*See Appendix*

B, C, & D). Within the research cover letter, the link to the survey was provided to each participant. After the initial electronic mail was sent out providing the participants with the necessary information to complete the study, two reminder electronic mails were sent out. Reminder electronic mails were also sent out to those participants who completed the survey but did not provide a signed research informed consent.

An analysis of the collected data began once the surveys were returned. The responses to each survey were separated into groups one or two accordingly, depending on what type of agency had completed the questionnaire. Once the responses were separated, computer qualitative data analysis was used to examine the “text efficiently for overall patterns as well as specific instances of particular kinds of words or phrases” (Trochim & Donnelly, 2008, p. 290). Due to the possibility of error ensuing the collected data through the use of this technology, individual qualitative analysis was also used to ensure the accuracy of analysis (Trochim & Donnell, 2008). The key words found in the text were then identified and categorized.

After the content analysis was complete, the data was comparatively analyzed to determine if any particular patterns are present in county and city agencies. Descriptive statistics were used to first determine if the definitions found in the single variables were similar. This was further utilized by also comparing the definitions between the two variables to decipher the similarities and differences present (Babbie, 2010). Measures of association were used so the “association between [the] variables can... be represented by a data matrix, this time produced by the joint frequency distributions of the two variables” (Babbie, 2010, p. 468). The statistical significance of the findings was determined by completing a *t*-test. This study does not have generalizability due to the small sample size. For this reason, inferential statistics were not used in the statistical analysis (Babbie, 2010).

During the conduction of this study, the guidelines set forth by the Regis University's Institutional Review Board and the American Psychological Association's Ethical Principles of Psychologists and Code of Conduct were adhered to.

Chapter Summary

This section describes the methods that were employed in this research study. Both qualitative and quantitative methods were used through the avenue of a questionnaire. The collected data was separated accordingly and analyzed using comparative content analysis to determine the difference of community policing definitions among law enforcement agencies in Colorado.

Chapter 4

RESULTS

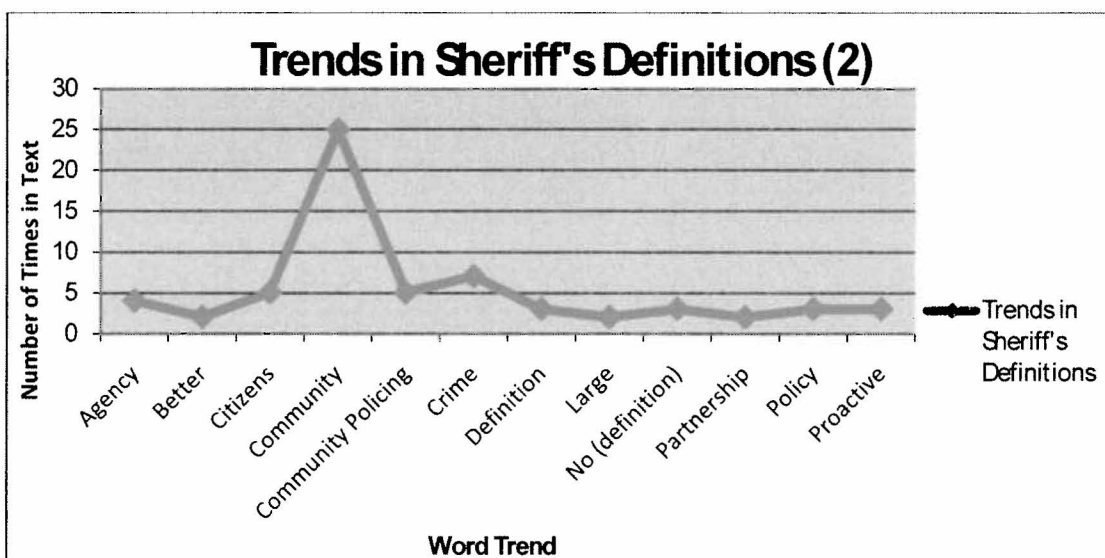
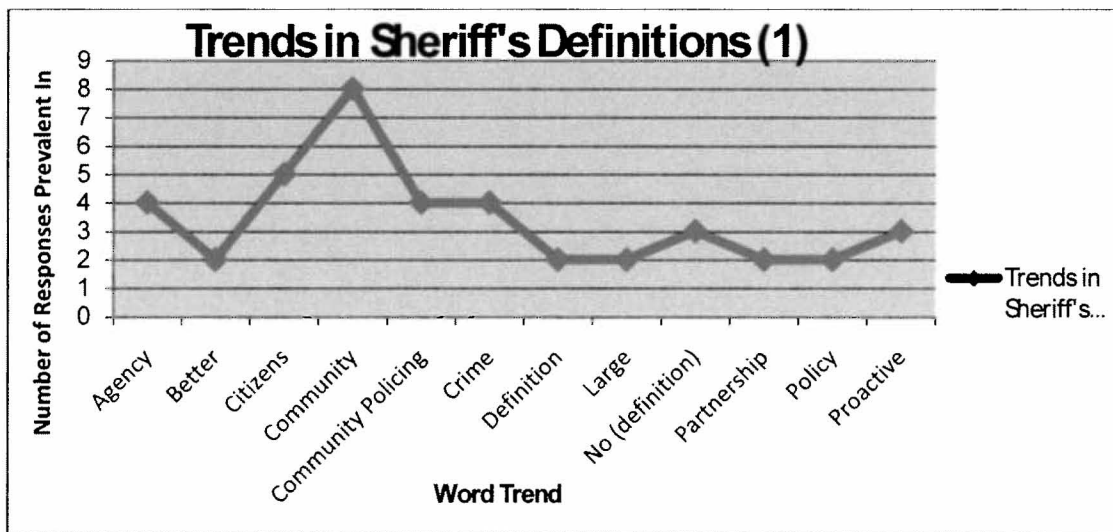
Text Analysis

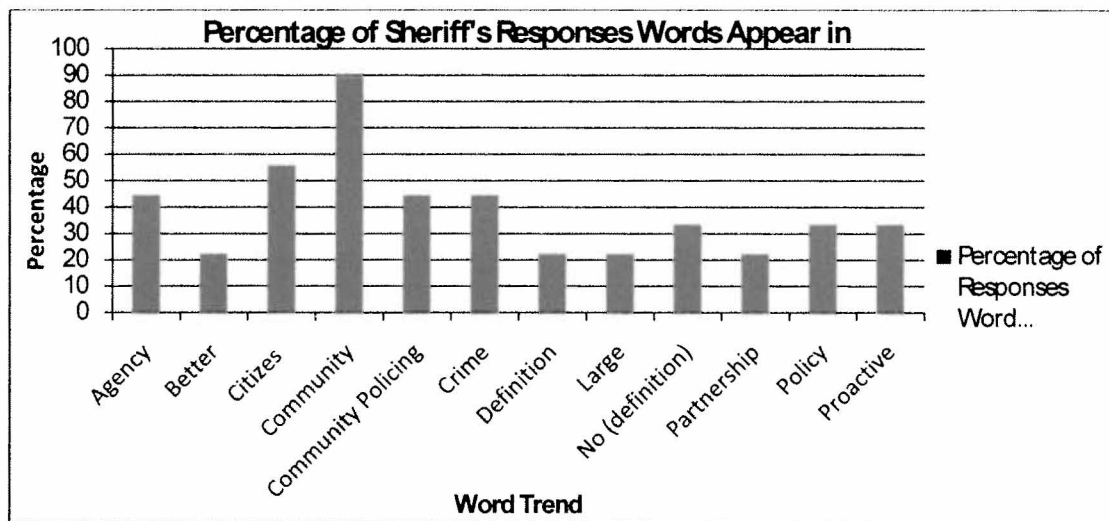
Sheriffs

There were a total of 12 questionnaires completed by 12 different sheriff's agencies located in Colorado. Of the twelve responses, three were excluded from the text analysis portion of this study because the surveys were completed by law enforcement personnel other than the sheriff. Excluding such results will ensure the code of ethics is strictly adhered to. Additionally, any responses that included the name of the responding agency or county where the agency is located were edited to exclude this information so as to keep the anonymity of the participants. IBM SPSS Text Analytics for Surveys, Version 4.0 (SPSS) was selected as the computer qualitative data analysis program to help analyze the text. The nine responses that met the criteria for the text analysis were entered into Excel, with the SIN placed in column A and the corresponding definition placed in column B. This document was then transferred into SPSS. The SIN was entered into the "Unique ID" category and the responses were entered into the "Open Ended Text" category. The trends found in the text were extracted, grouped, and categorized by the program. There were 12 words and phrases found in more than one response. These trends were individually reviewed before it was concluded how many times each appeared in the test. This analysis disclosed that not all of the numbers provided by SPSS were correct. The appropriate changes were made and data analysis continued.

The word "community" was found in eight responses (88.9 %) and used a total of twenty-five times. The word "citizens" was used in five different responses (55.6 %), one time in each. The word "agency" was found in four different responses (44.4%), one time in each. The word

“crime” was found in four responses (44.4%) and used a total of seven times. The phrase “community policing” was present in four responses (44.4 %) and utilized a total of five times throughout the text. The words “no (definition)”, “policy”, and “proactive” were prevalent in three responses (33.3%) and a total of three times in the text. The word “definition” was found in two separate responses (22.2 %) and a total of three times in the entire text. Lastly, the words “better”, “large”, and “partnership” were found one time in two separate responses (22.2 %) and were present a total of two times throughout the text. The following graphs represent this data:





The trends found in the text by SPSS were documented and further explored through individual qualitative analysis to determine the context of the words and phrases in the definitions provided by the eight sheriff's agencies. Two respondents reported their agency does not possess a standard definition of community policing. An additional agency went on to classify community policing as "[n]ot so much a definition but a practice." Another agency classified community policing as "a philosophy". Eight of the responding sheriffs classified community policing as interacting, connecting, or being involved with the community. The statements included the following: "... interact with businesses and citizens on a regular basis;" "[b]eing aware of the needs and wants of the citizens...;" "efforts to involve the community in the crime prevention and crime fighting process;" "maintaining a good relationship with the community we serve;" "[p]roactive involvement within the community to enable open communication between lawmen and citizens...;" "...interact with the residents of our community on a regular basis...;" "[p]artnership with the community;" and "...connect with the community..." All of these agencies had similar descriptions of what defines community policing.

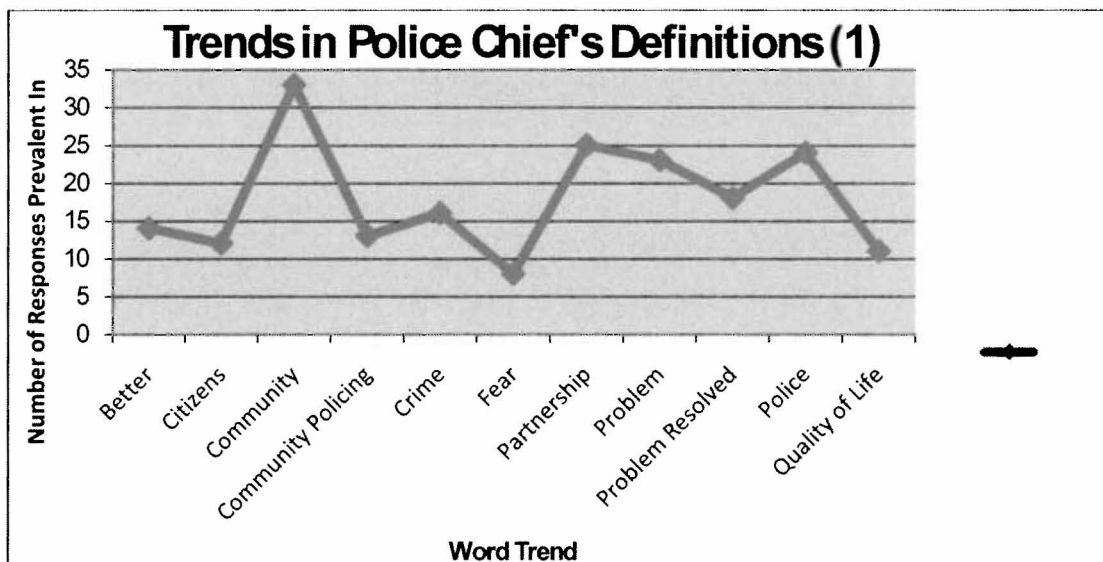
After the agencies described their definition of community policing, four went on to describe the types of practices that are carried out by the agency to achieve their definition of community policing. Each description included getting involved in various forms of community activities. Three agencies also included the outcome of their community policing activities. One agency provided that community policing “encourages creativity in the fight against crime...” The second agency stated that their community policing practices will help to strengthen the relationship between law enforcement and the community, while providing citizens with an enhanced understanding of their role within the community. The last agency specified that the community policing activities they carry out help to decrease crime through cooperation with the community.

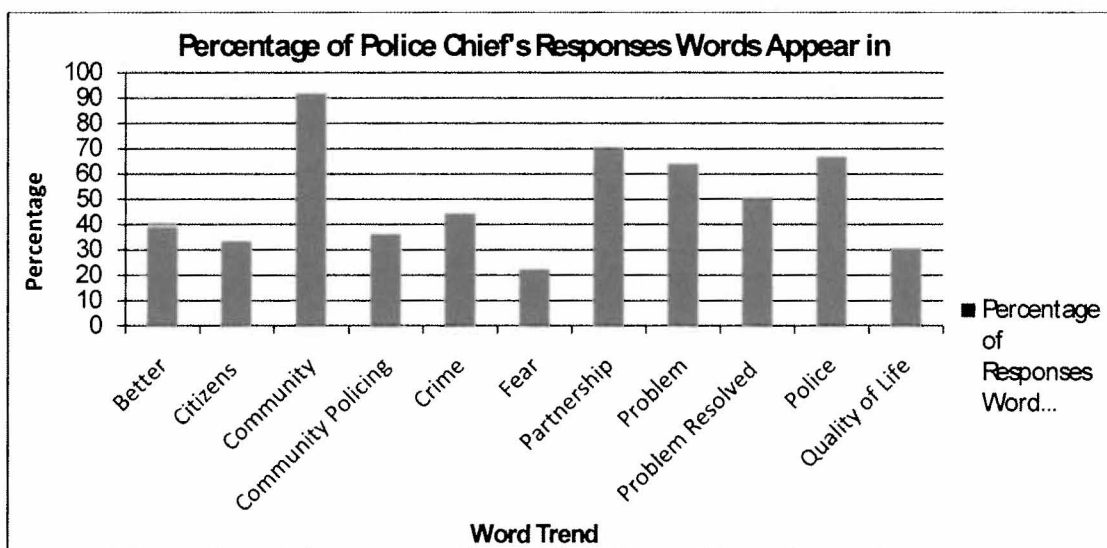
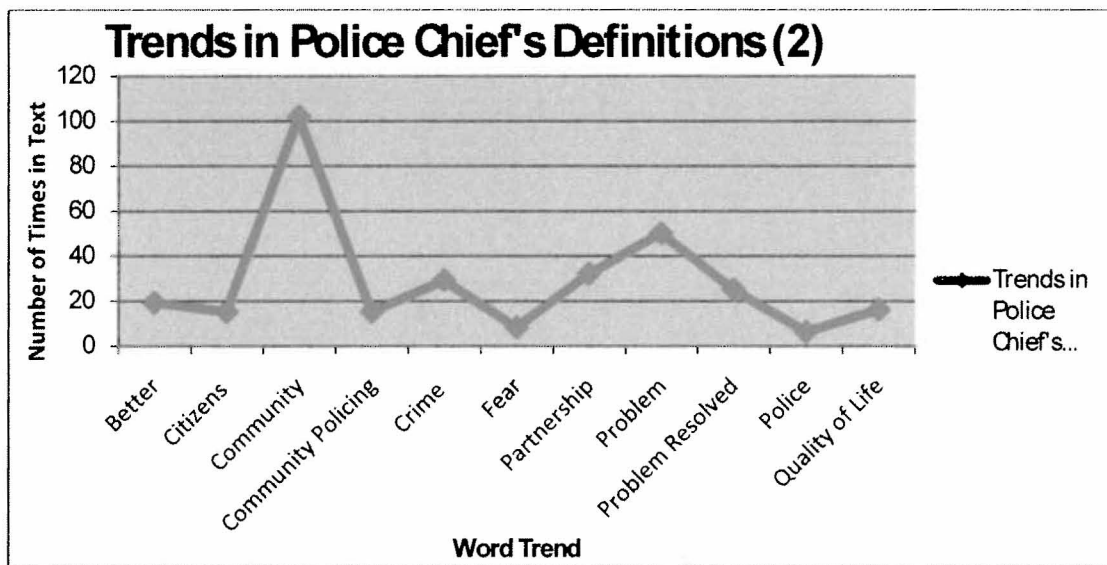
Additional text was present within the definitions provided by the sheriff’s agencies that demonstrated some differences present from one agency to another. One of the agencies that disclosed they do not have a written definition of community policing provided that community policing is a very broad term and placing a rigid definition on it will potentially limit the ways that encourage community policing to occur within an organization. This was the only agency that described community policing in this manner. Two additional agencies emphasized the importance of all of the people involved with the sheriff’s office working with and becoming involved in the community. One of these agencies also provided that community policing is a practice that promotes organizational strategies. The last agency that described community policing using unique terms stated: “As a rural law enforcement agency, [c]ommunity [p]olicing is doing what we’ve always done even before the big city agencies put a name to it!” This demonstrates that this particular agency has been utilizing community policing practices before they became widespread.

Police Chiefs

A total of 38 police departments responded to the community policing questionnaire. Two of the questionnaires were completed by personnel other than the police chiefs so those were excluded from the text analysis, making it a total of 36 surveys to be analyzed. This ensured that all ethical considerations were adhered to and no exceptions were made, thus increasing the validity of the study. Excluding the surveys that do not meet the criteria for the study prevented the results from being skewed. Some responses included the name of the police department or location of the department in the text. This was excluded from the text analysis so the anonymity that was promised to the participants could be kept. The 36 responses that met the criteria for the text analysis were placed into an Excel document, with the SIN in column A and the definitions in column B. This data was then entered into SPSS. The SIN was entered into the "Unique ID" category and the responses were entered into the "Open Ended Text" category. The program extracted, grouped, and categorized the trends found throughout the group of police chief responses. SPSS identified a total of 110 words and phrases that appeared more than once in the responses provided by the police chiefs. (*See Appendix E*). The lowest percentage of the duplicate words found in the sheriff's responses was 22.2 percent. In order to make the results between the agencies comparable, the percentage each word was found in the responses according to SPSS was considered and only those words and phrases that were found in 22.2 percent of the responses or greater were analyzed further, making there a total of 11 words and phrases. Prior to concluding how many times the words and phrases were present, each response was reviewed individually. This determined that some of the numbers provided by SPSS were incorrect. The appropriate changes were made prior to continuing the data analysis.

The word “community” was present in 33 responses (91.7 %) and found a total of 102 times throughout the text. The word “partnership” was used in 25 different responses (69.4 %) and a total of 32 times in the text. The word “police” was found in 24 responses (66.7%), for a total of 61 times in the text. The word “problem” was present in 23 responses (63.9 %) and 50 times total. The phrase “problem resolved” was prevalent in 18 of the 36 responses (50 %) and used 25 times throughout the text. The word “crime” was found in 16 responses (44.4 %) and 29 different times in those responses. The word “better” was used in 14 responses (38.9 %), for a total of 19 times in the text. The phrase “community policing” was present in 13 responses (36.1 %) and used throughout the text 15 times. The word “citizens” was prevalent in 12 responses (33.3 %) and utilized 15 times total. The phrase “quality of life” was found in 11 different responses (30.6 %) and 16 times throughout the text. Finally, the word “fear” was present in eight responses (22.2 %), one time in each response. The data is presented in the following three graphs:





Additional individual text analysis was conducted so the identified trends could be interpreted further. Many of the police chiefs from the participating departments classified community policing using different terms, such as community oriented policing, community oriented problems solving, community policing and problem solving, community oriented governance, COPS, COP, POP, and COPPS. These terms were present in seven of the responses and used a total of nineteen times. The term community policing was used in 13 answers, three

of which also used an additional above-listed term to classify community policing. Community policing appeared a total of 15 times in the text.

The word partnership was used in 25 different responses. This word was used to describe a variety of different partnerships that are formed between the police and the community. One agency each specified the partnerships were between the following: law enforcement and law-abiding citizens; law enforcement and community members and visitors; law enforcement and citizens; law enforcement and the individuals and organizations the department serves; law enforcement and residents, businesses, educational facilities, and visitors; law enforcement and the community and each other; law enforcement and other agencies; law enforcement and the government and the community; and law enforcement and other government agencies, community members and groups, human and social service providers, private businesses, and the media. The following partnerships were each specified by two agencies: law enforcement and community stakeholders; and law enforcement and businesses and citizens. Three of the agencies that included the term partnership in their response did not provide any specification of whom the partnerships were with. Last, ten agencies described the partnerships as being between law enforcement and the community in general.

Another trend frequently found throughout the text provided by the police chiefs was that community policing includes a relationship between the police and the community. This was prevalent in 31 responses, though the language differed in many. One department described community policing as “an interactive process between employees and the citizens who work or reside in the community”. This was the overall theme for the majority of the departments that described the importance of the police-community relationship. Two departments specified that the relationship was between the police and law-abiding citizens, while the other departments

went on to include the community in general. The latter departments specified relationships with the following: citizens who work or reside in the community, businesses, visitors, customers of street officers, individuals and organizations law enforcement serves, educational facilities, and the community.

Many responses also included text regarding identifying the problems in the community and creating solutions to the problems. 23 responses included text regarding problems within the community. Nine of those responses specifically stated that community policing includes identifying problems. While this was the general term that was used, one response used the language "...bring problems to the attention of police..." Identifying problems in the community was the main theme for two of the responses. The first response emphasized problem identification as follows: "...identify problems and concerns..." "...address the problems or concerns..." and "...identify the underlying causes of recurring problems..." The second response was similar and included the following statements: "...identify problems and concerns..." "...identifying problems..." and "...identify the underlying causes of recurring problems..." 13 responses included text about creating solutions to community problems. The solutions were classified as permanent solutions, viable solutions, solutions, responses, potential solutions, solve, mitigate, or prevent the issues, resolve issues, and solutions that employees should participate in. One of the responses that focused heavily on problem identification also focused heavily on developing solutions by stating the following: "...assess viable solutions..." "...address the problems..." and "...eliminate those causes..."

The term quality of life was prevalent throughout the text and used in 11 responses. Within some of those responses, the term was used more than once making it appear a total of 16 times. This term was clearly a priority for a number of police chiefs who responded to the

survey. Additionally, many departments classified community policing as a philosophy. This was used in eight times and a total of ten times throughout the text. In a few instances, the police chiefs in the study disclosed that their departments relied on community policing definitions from various researchers and organizations. One of the police chiefs disclosed that their department relies solely on the community policing definition created by Dr. Robert Trojanowicz that states, “[c]ommunity policing is pro-active, decentralized and designed to reduce crime, disorder and by extension the fear of crime by intensely involving the same officer in the same community on a long term basis so that residents will [develop] trust to cooperate with police by providing information and assistance to achieve those three crucial goals.” A second department’s definition of community policing was also derived from Dr. Trojanowicz, along with Dr. Herman Goldstein, Carter, the COPS office, and others that were not listed.

A few police chiefs involved youth in their community policing definitions. This was prevalent in four responses, with one department making youth their main focus. One police chief described that they allocate resources in order to mentor the youth in their community. Another department described their efforts that help youth as providing “...different programs to our school [aged] children to educate them on the law.” The third department described their plans for establishing a teen court within the next calendar year. The last police chief made youth a major focus when defining community policing by stating:

We also make sure to be familiar with the children in the area so that they are not afraid of us as is common in larger metropolitan areas. Year round we participate in programs for youth that encompasses gun safety, child identification, [and] activities that are fun and engaging to keep them off the streets.

Many departments also included reducing crime and the fear of crime as part of their community policing definition. Nine police chiefs included reducing crime as an objective in their community policing definition. Reducing the fear of crime was prevalent in nine definitions. Eight definitions included both reducing crime and the fear of crime. One definition only included reducing crime and a separate one only included reducing the fear of crime. The term proactive was also prevalent in ten of the definitions. Proactive was used to describe partnerships with stakeholders, responses to crime and quality of life issues, problem solving initiative, interactions between the police and the community, and community policing in general. Many definitions also included the term problem solving. This phrase was present in 18 of the 36 responses that were analyzed and appeared a total of 25 times in the text.

Also present in the definitions was an emphasis on the integrity and honesty of the people employed within the departments. One police chief explained that community policing can be achieved by "...[maintaining] a high standard of professionalism within the department... [which] can be accomplished by constant and earnest endeavor on the part of all members and employees of the department to perform their duties in an efficient, honest[,] and professional manner." An additional department stated, "[w]e embrace the highest ethical standards in law enforcement while protecting the rights and dignity of every citizen." These were the only definitions that this was present in, making this not a very common trend in the text.

While there were many trends found within the community policing definitions provided by the police chiefs, there were also differences. There was only one police chief who described their departmental philosophy as being a combination of both traditional policing methods and community policing. The following was provided:

Traditional policing includes, but is not limited to, timely responses [to] calls for service, through investigations, courteous customer service, accident investigation, recovery and return of property, crime scene processing, criminal apprehension[,] and successful prosecution of [offenders]... Community oriented policing emphasizes the importance of... [addressing] issues of crime, social disorder,... and traffic.

There were many other trends that were also not a commonality among the responses. Two departments stated in their definition that they seek to identify the underlying causes of crime and disorder through their community policing initiatives. One of the police chief respondents is the only police officer in the small town he serves. He has created what he calls “coffee with the chief” where the citizens have a chance to meet with him each month to discuss issues they would like the chief to address. While there was an additional police chief who stated he takes pride in being visible and available to the community, this was the only police chief who designated a time to meet with the citizens of the town one-on-one. An additional police chief also had a unique stance on the department’s community policing definition. The following was provided in the definition: “We work close with the Colorado State Patrol and our local [Sheriff’s] Department when doing the different meetings so that it reflects a united front from the law enforcement agencies in the area.”

Other departments felt that the public was an important part of community policing. There were both similarities and differences found in how this is carried out. One police chief stated this is done “...by providing information and assistance...” Another department also stated this involves preventing crime through education but also included awareness and cooperation as other important aspects. An additional department disclosed that they target the social problems that cause crime. One department included that along with solving community

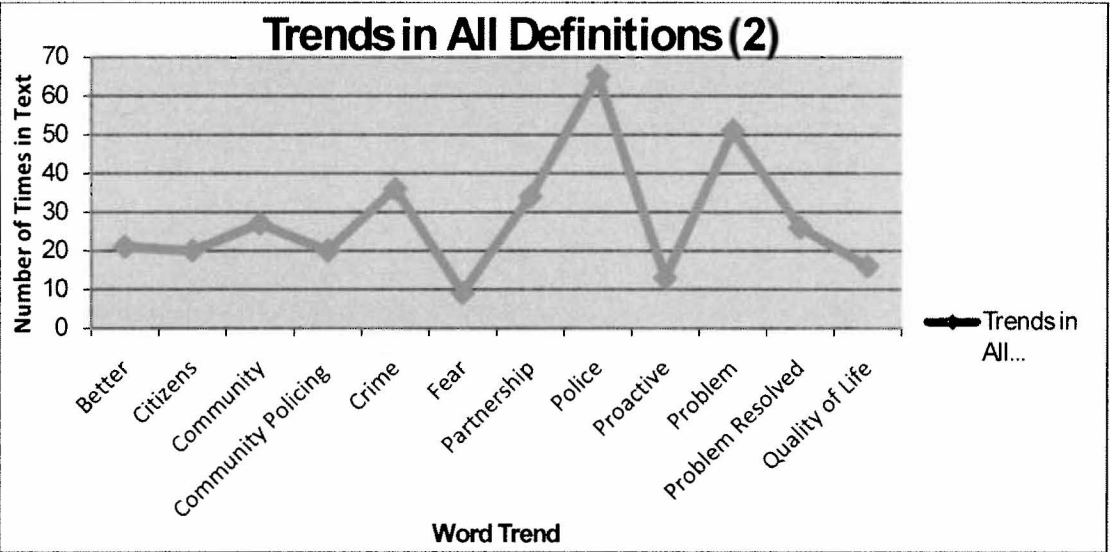
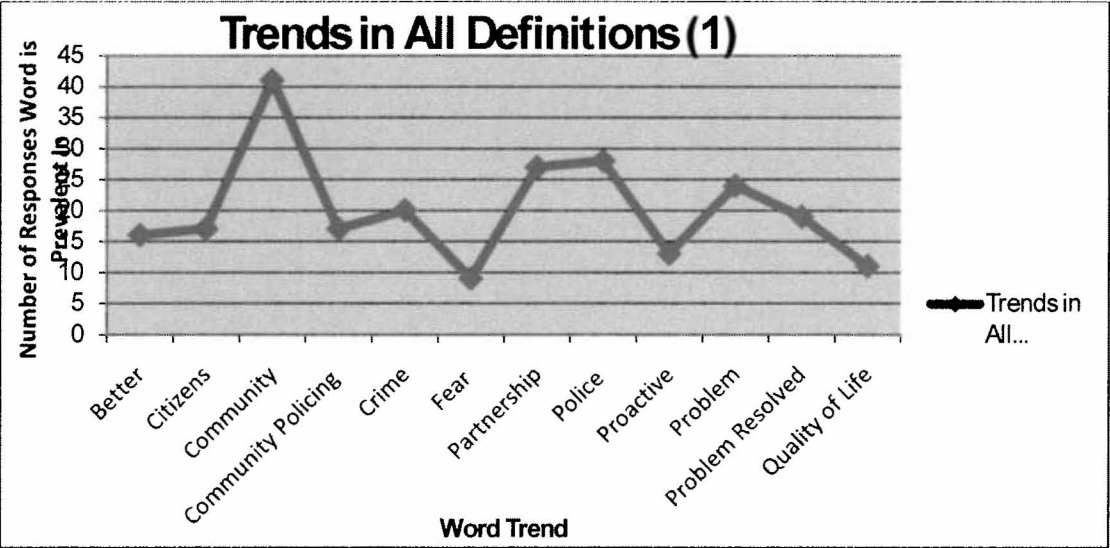
problems, they also try to mitigate and prevent such issues. Lastly, two departments disclosed that they utilize public and private resources to combat the problems present in their communities.

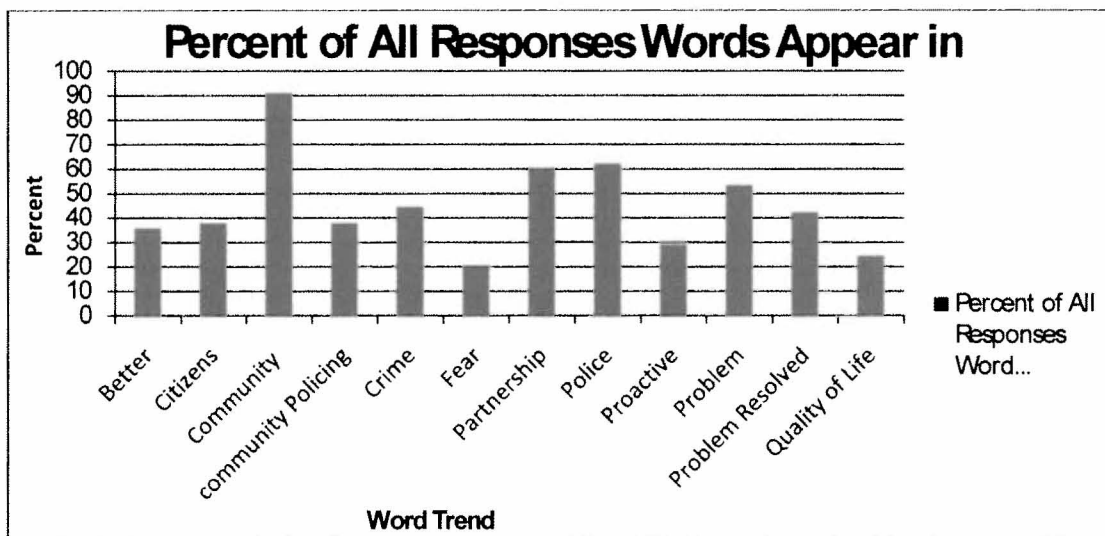
Sheriffs and Police Chiefs

SPSS was also used to assist with analyzing the trends found in all of the participating agencies' definitions combined. The information was placed in an Excel document, with the SIN in column A and corresponding definition in column B. This document was then imported into SPSS for data analysis purposes. The information present in column A was placed into the "Unique ID" category and the information in column B was placed into the "Open Ended Text" category. The trends found in the data were then assessed by the program, extracted, grouped, and categorized. There were a total of 116 words and phrases that the program found to be present more than once in the text. (See Appendix F). For comparative purposes and better analysis of the trends, only the words and phrases that the program found in more than 20 percent of the responses were included for further interpretation.

The word "community" was found in 41 of the responses (91.1 %) and a total number of 127 times in the text. The word "police" was present in 28 responses (62.2 %) and 65 times in the text. The word "partnership" was prevalent 34 times in 27 responses (60 %). The word "problem" was used in 24 responses (53.3 %) and 51 times in the text. The word "crime" was found in 20 responses (44.4 %) and 36 times total. The phrase "problem resolved" was used 26 times in 19 different responses (42.2 %). The word "citizens" and phrase "community policing" were each used in 17 responses (37.8 %) and 20 times total. The word "better" was used in 16 responses (35.6 %) and a total of 21 times throughout the text. The word "proactive" was used one time in 13 different responses (28.9 %). The phrase "quality of life" was prevalent in 11

responses (24.4 %) and used a total of 16 times. Last, the word “fear” was present in 9 responses (20 %) and utilized one time in each. The following graphs represent this data:





Aside from the trends identified by SPSS, there were other similarities in the definitions provided by the county and city agencies. There were two sheriff's agencies that emphasized the importance of having all of the people with the sheriff's office work with and become involved in the community. Along with the sheriff's agencies, this concept was greatly accentuated by many police departments. There were also two police departments that emphasized the importance of working with and becoming involved in the community. One additional department described how they have integrated community policing into the municipal government so all city departments utilize community policing principles and provide the best possible service to the community. Another department's community policing involves "...providing police services, committed to maintaining and improving peace, order and safety with professionalism, integrity, and a spirit of excellence..." in sync with the community. Other police chiefs stated that community policing involves providing responsive and professional services, interacting with the community in all aspects of law enforcement, involving the same officer in the same community on a long term basis, and establishing credibility with the

community. Finally, another police chief described community policing as a method that increases trust in the police, involves the community in identifying suspects, and seeks community interaction and support.

One more similarity found in the sheriffs' and police chiefs' definitions of community policing is the importance of organizational structure. One sheriff's agency provided that community policing is a practice that promotes organizational strategies. The importance of organizational transformation and strategies in community policing was also described by some police chiefs. One police chief stated this organizational transformation includes employee empowerment, providing employees with enough time to engage in community policing, and allowing those at the lowest possible level decision making power. An additional department described that their chain of command is significantly relaxed, involvement with civic groups is required, and arrests and citations are not a priority. One department promotes organizational strategies that address immediate conditions that give rise to public safety issues including social disorder, while another department promotes accountability at every level of the organization. One other police chief stated, "You must give officers the freedom to be creative in addressing community problems."

There were also noticeable differences found in the definitions provided by the two types of agencies. One difference was not with the content but with the length of the answers provided. Overall, the definitions provided by the sheriff's agencies were shorter and more precise than many provided by the police departments. While some police chiefs did only provide a sentence or two, there were many who went into great detail about their community policing practices. Within this context, the sheriffs did not provide as many examples describing the ways their agency utilizes community policing. There was also differences in the percentage

of the words and phrases identified by SPSS when both county and city definitions were inputted. The following words and phrases were twice as prevalent in the definitions provided by the police chiefs as the sheriffs: problem, partnership, problem resolved, fear, and quality of life. After completing the comparisons between all of the agencies, the agencies classified under the same type seemed to have much more in common than when the two groups were compared together.

Statistical Analysis

Statistical analysis was done to determine if there were statistically significant differences between the trends used in the two agencies. A *t*-test was completed on each of the following trends: “community”, “problem”, “partnership”, “problem resolved”, “crime”, “community” “policing”, “better”, “citizens”, “police”, “fear”, “proactive”, and “quality of life”. GraphPad QuickCals software was utilized to compare the number of times the words were used in each response provided by each type of agency. The number the trend was found in each of the sheriff’s agencies’ responses were placed under the Group 1 column and the number the trend was found in each police department was placed under the Group 2 column. Zeros were also entered so the total number under Group 1 was 9 and the total number of responses under Group 2 was 36. First, the number of responses each word was found in was statistically analyzed by placing the percentage of responses that had the word in them in the analysis software. The data was entered in the order listed above. The two-tailed *p* value was 0.1117 and the difference between the two groups was not statistically significant. There was a 95 percent confidence interval of this difference from -34.995 to 3.905.

The number of times the word was found in the responses was also analyzed. The word “community” was found to have a two-tailed *p* value of 0.9506 and the difference between the

two groups was not statistically significant. There was a 95 percent confidence interval of this difference from -1.86 to 1.74. For the word “problem”, the two-tailed p value was equal to 0.0539 and the difference between the sheriff and police chief definitions was not quite statistically significant. There was a 95 percent confidence interval of this difference from -2.52 to 0.02. The word “partnership” had a p value of 0.0143 and the difference is statistically significant. There was a 95 percent confidence interval of this difference from -1.19 to -0.14. For the phrase “problem resolved”, the two-tailed p value was 0.0443 and was considered to be statistically significant. A 95 percent confidence interval of this difference was present from -1.15 to -0.02. The word “crime” had a two-tailed p value of 0.9424 and the difference was not statistically significant. There was a 95 percent confidence interval of this difference from -0.80 to 0.74. For the phrase “community policing”, the two-tailed p value was 0.5562, which was not statistically significant. The confidence interval was 95 percent from -0.33 to 0.61. The word “better” had a two-tailed p value of 0.2837 and the difference was not considered to be statistically significant. There was a 95 percent confidence interval of this difference from -0.87 to 0.26. For the word “citizens”, the two-tailed p value was 0.5777 and was not statistically significant. The confidence interval of this difference was 95 percent from -0.36 to 0.64. The word “police” had a two-tailed p value of 0.1270 and was not considered to be statistically significant. There was a 95 percent confidence interval of this difference from -2.61 to 0.34. For the word “fear”, the two-tailed p value was 0.4674, which was not a statistically significant difference. The confidence interval was 95 percent from -0.42 to 0.19. The word “proactive” had a two-tailed p value of 0.7491 and the difference was not statistically significant. This difference had a 95 percent confidence interval from -0.29 to 0.40. The last phrase was “quality

of life.” For this, there was a two-tailed p value of 0.1243, which difference was not statistically significant. The confidence interval was 95 percent of this difference from -1.02 to 0.13.

Chapter Summary

A total of nine responses from the sheriff’s agencies and thirty-six responses from the police departments met the criteria for analysis in this study. The groups were first compared separately and then together. SPSS was utilized to identify the word trends in the responses and then individual qualitative analysis was used to ensure the accuracy of the software. The words that were most prevalent were analyzed and further interpreted to provide insight regarding the context in which they were used. After the comparison was complete, it was determined that there were more similarities in the definitions provided by the same agency type than when both the agencies were compared together. Statistical analysis was also done using GraphPad QuickCalc to conduct t -tests on the results and determine if the differences found between the two groups were statistically significant. There were statistically significant differences found with the word “partnership” and the phrase “problem resolved”.

Chapter 5

FINDINGS AND CONCLUSIONS

Community policing first emerged in the 1970s and has now been adopted by law enforcement departments all over the world (Mears; 2002; Williamson, 2005). No universal definition of community policing is currently in existence, leaving the departments that seek to adopt this change with a lack of guiding principles to make the necessary changes (Williams, 2003). This has created great variations in community policing definitions used in each department (Williamson, 2005). While scholars have been able to agree that no definition exists, they have failed to concur with one another on what truly defines community policing (Forman, Jr., 2004; Murray, 2005; Rosenberg, et al., 2008; Scheider, et al., 2009). Researchers recognize that no universal definition exists (Berlin, 2006; Dagg, 2010; Duman, 2007; Forman, Jr., 2004; Jones, 2007; Murray, 2005; Rosenberg, et al., 2008; Scheider, Chapman, & Schapiro, 2009) but have not investigated what the differences are or what they are attributed to. This definitional ambiguity has led to each department classifying different practices as community policing. Previous studies have even demonstrated that numerous sheriffs and police chiefs in the United States fail to fully grasp the concept of community policing (Dagg, 2010).

While researchers cannot agree on a precise definition of community policing, two trends are prevalent throughout the literature (Schieder, et al., 2009). First, an important aspect to include in the definition of community policing is to establish a relationship between the police and the community (Forman, Jr., 2004; Jones, 2007; Lord, et al., 2009; Murray, 2006; Rohe, et al., 2001; Scheider, et al., 2009; Schnebly, 2009; Trojanowicz & Bucqueroux, 1998; van Brunschot, 2003; Wang, 2006). Additionally, most scholars include improving the quality of life within the community in their definition of community policing (Schneider, et al., 2009;

Trojanowicz & Bucqueroux, 1998; Williams, 2008; Williamson, Ashby, & Webber, 2005). The definition of community policing presented by each scholar differs in that some classify community policing as being better than the traditional model, some believe great changes within the department are required, others feel flattening the hierarchal structure of the department to increase communication at all levels is the most important, while some emphasize the importance of continuous meetings between police and citizens. This dispute will not be solved until a universal definition of community policing is accepted.

The current study investigated the difference in community policing definitions in county and city law enforcement agencies located in Colorado and the influence agency type has on the provided definitions. This comparative study utilized a mixed methods approach to help fill in the gap currently present in the literature and pave the way for future studies. Purposive sampling was used to select the participants (Babbie, 2010; Trochim & Donnelly, 2008), which included the sheriffs and police chiefs from the sample agencies. An online questionnaire was created for the data collection portion of this study. The link to this questionnaire was sent to the sheriffs and police chiefs via electronic mail whose correct electronic mailing addresses were obtained. The participants were split into two groups, with group one consisting of the county agencies and group two consisting of the city agencies. There were a total of 45 surveys returned that met the criteria for the analysis portion of this study. Computer qualitative analysis was conducted using SPSS software, which coded and categorized all of the responses, first in separate groups and then altogether. Individual qualitative analysis was then used to determine the accuracy of SPSS and decipher any additional trends in the text. The data was comparatively analyzed to determine if any particular patterns are present in county and city agencies. Descriptive statistics were used to compare the single variables and then the two variables to one

another to determine the similarities and differences present in the provided definitions.

Measures of association were also used. A *t*-test helped to determine the statistical significance of the findings (Babbie, 2010).

The content analysis in this study first analyzed and compared the definitions in Group one, followed by the definitions in Group two, and finally concluded with a comparison of the definitions from both groups. There were nine responses provided by the sheriff's agencies and 36 responses from the police departments that met the criteria for analysis. The SIN and corresponding definitions were entered into SPSS software to determine the word trends present within the provided definitions. The sheriff's agencies and police departments were first entered at in different projects so the groups could be analyzed separately. A total of twelve words and phrases were found in more than one response from sheriffs and 110 words and phrases were found in more than one response from the police chiefs. So the data was comparable, only the words and phrases present in 22.2 percent of the police chiefs' definitions were interpreted for further analysis since this was the lowest percentage any duplicate word was present in the sheriff's agencies definitions. The word that was the most prevalent in both types of agencies' definitions and present in 88.9 percent of the sheriff's definitions and 91.7 percent of the police chief's definitions was "community". Individual qualitative analysis was then done to further explore the trends identified by SPSS.

After each type of agency was analyzed separately, all definitions were analyzed together. The SINs and corresponding definitions were placed into SPSS and 116 words and phrases were found in more than one response. All twelve words and phrases found in more than 20 percent of the responses were analyzed further using individual qualitative analysis. It was concluded that there are more common trends found within each agency type than when

compared together. Additionally, statistical analysis was done using GraphPad QuickCalc to conduct *t*-tests on the results and determine if the differences found between the two groups were statistically significant. There were statistically significant differences found with the word “partnership” and the phrase “problem resolved”.

Limitations

The small sample size created limitations for this study. Since this study only included participants employed in Colorado law enforcement agencies, the results do not possess generalizability for the rest of the United States. Additionally, the number of responses received was much smaller than intended. This also affects the generalizability of this study for all the agencies in Colorado. Future studies that are done on this subject should include a sample population outside of the state of Colorado. It is also recommended that researchers do not limit the participants to the sheriffs and police chiefs of the sample law enforcement agencies. It is likely the small sample size was attributed to this and additional studies should only specify that the participant has knowledge of the agencies’ community policing definitions. An additional avenue for future researchers is to explore the implementation of community policing practices. Utilizing methods such as participant observations would be appropriate for such studies. Lastly, future researchers should compare the community policing definitions to the crime statistics in each area. This could help explain why the community policing definitions of each agency and department differ to some degree.

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APPENDIX A

1. Please disclose the SIN assigned to your agency.
2. What type of agency are you employed in?
 - (a) County
 - (b) City
3. Please provide your agency's definition of community policing.

APPENDIX B

Dear (Sheriff or Chief name),

I am a student at Regis University in pursuance of my master's degree in criminology. As part of the program requirements, I am required to conduct my own research. You have been selected to participate in this study and I request that you take a few minutes to review the attached documents. The study requires only a small amount of your time.

Study: Differences in Community Policing Definitions of County and City Law Enforcement Agencies in Colorado

Your Subject Identification Number (SIN) is:

The SIN you provide will not be linked to you or your agency in any way. Information obtained from the questionnaire will be published in a thesis manuscript and may be published in professional journals or presented in professional meetings for educational purposes. At no point in time will your identity be revealed.

Thank you for your time,

Jenna Slabaugh

APPENDIX C

Jenna J. Slabaugh
Regis University
slaba154@regis.edu

June 4, 2011

(agency electronic mailing address)

Dear (Sheriff or Chief name),

I am a Regis University student who is conducting research in partial fulfillment of my Master of Science in Criminology degree. My investigation will determine the differences in community policing definitions in county and city law enforcement agencies in Colorado. Additionally, this investigation will also determine the influence agency type has on the provided definitions. Your agency has been selected through a purposive sampling process to participate in this study.

My investigation seeks to further the knowledge regarding community policing definitions. Numerous other researchers have identified that the lack of a universal definition of community policing has led each law enforcement agency to consider this policing philosophy to be something different. Currently, there is a gap in the literature regarding what the differences entail and if the type of agency has any influence on the departmental definitions. I feel this investigation will begin to fill this gap and pave the way for further research on this subject. Your decision to participate in this study is strictly voluntary. Should you elect not to participate, your decision will not prejudice me or this investigation in any manner. Your name and agency's name will be kept confidential and they will not be linked to your responses in any way.

Please review the attached informed consent. If you choose to participate in this study, please sign and date the informed consent document and return this document to me via electronic mail. You may elect to provide an electronic signature by typing your name above the signature line. To proceed with the questionnaire, please click on the following link and complete the three present questions: <http://www.surveymonkey.com/s/FMNK6R7>

A copy of the informed consent is provided to you for your records. If you have any questions, please contact me via electronic mail at slaba154@regis.edu or via telephone at (303) 995-8735. Thank you for your time.

Sincerely,

Jenna J. Slabaugh

APPENDIX D

Research Informed Consent**Invitation to Participate**

You are invited to participate in a research study titled: Differences in Community Policing Definitions of County and City Law Enforcement Agencies in Colorado conducted by Jenna J. Slabaugh, a student from the Regis University Master of Science in Criminology program under the direction of Lynn DeSpain, Ph.D. The study uses a questionnaire designed to be completed at the convenience of your location for content analysis purposes.

Basis of Subject Selection

You are invited to participate because your agency was selected through purposive sampling of county and city law enforcement agencies located in Colorado and are present on the USACOPS website. This study excludes state law enforcement agencies, along with specialized agencies such as the Marshals and college and university police.

Purpose of the Study

We want to determine the differences in community policing definitions in law enforcement agencies in Colorado and what influence the type of agency has on the given definitions.

Explanation of Procedures

You will complete a brief questionnaire which asks for you to provide the type of agency you are employed in. Additionally, you will be asked to provide your department's definition of community policing. The time required to complete this questionnaire is minimal.

Potential Risks and Discomforts

There are no known potential risks or discomforts as a result of completing this questionnaire.

Potential Benefits

The results of this study will advance our knowledge of community policing. This information may provide insight as to the definitional differences of community policing and what those differences are attributed to. This study could also pave the way for future research on this subject. Other than providing you with the results of this study if requested, you will receive no direct benefit from participating in this study.

Financial Obligations

The cost of returning the questionnaire will be at no cost to you. The current Internet access provided by your agency will be sufficient for this study. The only expense to you will be the time you take to complete this questionnaire, which will be minimal.

Assurance of Confidentiality

Your name will not be linked with your scores in any way. Instead, your data will be identified only by a subject number. Information we get from this study may be published in professional journals or presented at professional meetings. In such publications or presentations, your identity will never be revealed.

Withdrawal from the Study

Participation is voluntary. If you decide to participate, you are free to withdraw from the study at any time without prejudice from the researchers.

Offer to Answer Questions

If you have any questions now or at any time during the study, please call (303) 995-8735 or email slaba154@regis.edu. If you have any questions concerning your rights as a subject, you may contact Bud May, the Director of the Regis University Institutional Review Board at (303-458-4206).

YOU ARE VOLUNTARILY MAKING A DECISION WHETHER OR NOT TO PARTICIPATE IN THIS STUDY. YOUR SIGNATURE MEANS THAT YOU HAVE DECIDED TO PARTICIPATE KNOWING WHAT WILL HAPPEN, AND KNOWING THE POSSIBLE GOOD AND BAD. YOUR SIGNATURE ALSO MEANS THAT YOU HAVE HAD ALL YOUR QUESTIONS ANSWERED TO YOUR SATISFACTION. YOU WILL BE GIVEN A COPY OF THIS CONSENT FORM TO KEEP.

_____	_____	_____
Printed Name/Position	Agency Name	Phone Number
_____	_____	
Signature	Date	

IN MY JUDGMENT THE SUBJECT IS VOLUNTARILY AND KNOWINGLY GIVING INFORMED CONSENT AND POSSESSES THE LEGAL CAPACITY TO GIVE INFORMED CONSENT TO PARTICIPATE IN THIS RESEARCH STUDY.

_____	_____
Signature of Investigator	Date

INVESTIGATOR:

Jenna J. Slabaugh, (303) 995-8735

APPENDIX E

Full List of SPSS Duplicate Words Found in All 36 Police Chief Responses

*number in parentheses discloses number of responses word was found in

- | | |
|----------------------------|-----------------------------------|
| 1. Community (24) | 38. Employees (3) |
| 2. Problem (20) | 39. Community members (3) |
| 3. Partnership (14) | 40. Disorder (3) |
| 4. Problem resolved (13) | 41. People (3) |
| 5. Crime (12) | 42. Process (3) |
| 6. Better (10) | 43. Social disorder (3) |
| 7. Police (10) | 44. Agency (3) |
| 8. Community policing (10) | 45. Public safety (3) |
| 9. Quality of life (9) | 46. Police department (3) |
| 10. Fear (8) | 47. Community partnership (3) |
| 11. Citizens (8) | 48. Service (3) |
| 12. Reliable (7) | 49. Residents (3) |
| 13. Proactive (7) | 50. Support (3) |
| 14. Work (7) | 51. Police service (3) |
| 15. Less (6) | 52. Organizational strategies (3) |
| 16. Resolve (6) | 53. Communication (3) |
| 17. Committed (5) | 54. Mission (3) |
| 18. Solutions (5) | 55. Working together (3) |
| 19. Relationships (5) | 56. Cops (3) |
| 20. No (4) | 57. Would be good (2) |
| 21. Professional (4) | 58. Remove (2) |
| 22. Entertaining (4) | 59. Standard (2) |
| 23. Excellent (4) | 60. Open (2) |
| 24. Positive (4) | 61. Greater (2) |
| 25. Working (4) | 62. Small (2) |
| 26. Officers (4) | 63. Recurring (2) |
| 27. Concerns (4) | 64. Long-term (2) |
| 28. Resources (4) | 65. High (2) |
| 29. Philosophy (4) | 66. Honest (2) |
| 30. Address (4) | 67. Responsive (2) |
| 31. Large (3) | 68. Available (2) |
| 32. Solving (3) | 69. Right (2) |
| 33. Interactive (3) | 70. Viable (2) |
| 34. Creative (3) | 71. Good (2) |
| 35. Safe (3) | 72. Timely (2) |
| 36. Integrity (3) | 73. Fast (2) |
| 37. Courteous (3) | 74. Valuable (2) |
| 75. Successful (2) | |
| 76. No feeling (2) | |
| 77. Cooperation (2) | |

- 78. Confidence (2)
- 79. Professional service (2)
- 80. Value (2)
- 81. Respect (2)
- 82. Success (2)
- 83. Police officer (2)
- 84. Idea (2)
- 85. Principles (2)
- 86. Goal (2)
- 87. Customer (2)
- 88. Information (2)
- 89. City (2)
- 90. Conditions (2)
- 91. Area (2)
- 92. Mission statement (2)
- 93. Level (2)
- 94. Community to address (2)
- 95. Department objectives (2)
- 96. Responsibility (2)
- 97. Develop solutions (2)
- 98. Child (2)
- 99. Department (2)
- 100. Rise to public safety (2)
- 101. Partnership with community (2)
- 102. Techniques (2)
- 103. Programs (2)
- 104. Definition (2)
- 105. Approach (2)
- 106. Individual (2)
- 107. Working with (2)
- 108. Home (2)
- 109. Impact (2)
- 110. Businesses (2)

APPENDIX F

Full List of SPSS Duplicate Words Found in All 45 Responses

*number in parentheses discloses number of responses word was found in

- | | |
|-----------------------------------|-------------------------------|
| 1. Community (28) | 41. Solving (3) |
| 2. Problem (21) | 42. Interactive (3) |
| 3. Partnership (16) | 43. Safe (3) |
| 4. Problem resolved (14) | 44. Good (3) |
| 5. Crime (14) | 45. Fast (3) |
| 6. Community policing (13) | 46. Integrity (3) |
| 7. Better (12) | 47. Courteous (3) |
| 8. Citizens (12) | 48. Cooperation (3) |
| 9. Police (10) | 49. Community members (3) |
| 10. Fear (9) | 50. Disorder (3) |
| 11. Proactive (9) | 51. People (3) |
| 12. Quality of life (9) | 52. Information (3) |
| 13. Work (8) | 53. Process (3) |
| 14. No (7) | 54. Conditions (3) |
| 15. Less (7) | 55. Public safety (3) |
| 16. Reliable (7) | 56. Police department (3) |
| 17. Resolve (6) | 57. Rise to public safety (3) |
| 18. Relationships (6) | 58. Techniques (3) |
| 19. Agency (6) | 59. Programs (3) |
| 20. Large (5) | 60. Community partnership (3) |
| 21. Committed (5) | 61. Service (3) |
| 22. Officers (5) | 62. Residents (3) |
| 23. Solutions (5) | 63. Police service (3) |
| 24. Philosophy (5) | 64. Mission (3) |
| 25. Address (5) | 65. Working together (3) |
| 26. Professional (4) | 66. Cops (3) |
| 27. Creative (4) | 67. Businesses (3) |
| 28. Entertaining (4) | 68. Would be good (2) |
| 29. Excellent (4) | 69. Remove (2) |
| 30. Positive (4) | 70. Standard (2) |
| 31. Employees (4) | 71. Greater (2) |
| 32. Working (4) | 72. Small (2) |
| 33. Social disorder (4) | 73. Recurring (2) |
| 34. Concerns (4) | 74. Long-term (2) |
| 35. Resources (4) | 75. High (2) |
| 36. Definition (4) | 76. Honest (2) |
| 37. Support (4) | 77. Responsive (2) |
| 38. Organizational strategies (4) | 78. Available (2) |
| 39. Communication (4) | 79. Right (2) |
| 40. Open (3) | 80. Viable (2) |

- 81. Timely (2)
- 82. Valuable (2)
- 83. Successful (2)
- 84. No feeling (2)
- 85. Confidence (2)
- 86. Professional service (2)
- 87. Value (2)
- 88. Respect (2)
- 89. Success (2)
- 90. Police officer (2)
- 91. Policy (2)
- 92. Idea (2)
- 93. Principles (2)
- 94. Goal (2)
- 95. Organizations (2)
- 96. Customer (2)
- 97. City (2)
- 98. Area (2)
- 99. Town (2)
- 100. Mission statement (2)
- 101. Level (2)
- 102. Community to address (2)
- 103. Department objectives (2)
- 104. Crime prevention (2)
- 105. Activities (2)
- 106. Responsibility (2)
- 107. Develop solutions (2)
- 108. Child (2)
- 109. Department (2)
- 110. Partnership with community (2)
- 111. Law enforcement (2)
- 112. Approach (2)
- 113. Individual (2)
- 114. Working with (2)
- 115. Home (2)
- 116. Impact (2)

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Master of Science in Criminology**

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Student Information: Please provide accurate contact information in case there is any problem with your project, forms or disc.

Email: jenna.j.slabaugh@gmail.com

Mailing Address 5420 Water Tower Promenade #301
Arvada, CO 80002

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**Regis University
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Final Professional Project/ Thesis

Student Name (Print): Jenna J. Slabaugh

Telephone: 303-995-8735

Email: jenna.j.slabaugh@gmail.com

Date of Submission 09/12/2011

Title of Submission: Differences in Community Policing Definitions of County and City Law Enforcement Agencies in Colorado.

Advisor/ Faculty Name: Dr. Lynn DeSpain

Certificate of Authorship:

I hereby certify that I am the author of this document and that any assistance I received in its preparation is fully acknowledged and disclosed in the document. I have also cited all sources from which I obtained data, ideas or words that are copied directly or paraphrased in the document. Sources are properly credited according to accepted standards for professional publications. I also certify that this paper was prepared by me for the purpose of partial fulfillment of requirements for the **Master of Science in Criminology** Degree Program.

Signature: Jenna J. Slabaugh **Date:** 7/5/11

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Advisor/Professional Project Faculty Approval Form

Student's Name: Jenna J. Slabaugh

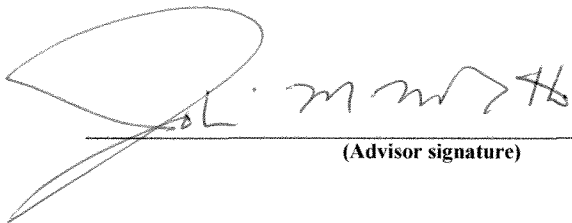
Professional Project Title: (PLEASE PRINT) Differences in Community Policing
Definitions of County and City Law Enforcement Agencies
in Colorado

Advisor Name: McGrath, Jack

Project Faculty Name: Lynn DeSpain

Advisor/ Faculty Declaration:

I have advised this student through the Professional Project Process and approve of the final document as acceptable to be submitted as fulfillment of partial completion of requirements for the Master of Science in Criminology Degree Program.



(Advisor signature)

Date: 9/1/11

Degree Chair Approval, if required by the program:

The student has received project approval from Faculty and has followed due process in the completion of the project and subsequent documentation.



(Degree Chair/ Designee Signature)

Date: 9/1/11