

**Community Policing Perspectives: A Comparative Analysis Between Communities with
Community Policing Initiatives**

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Abstract

This study explores the differences in community policing between minority and non-minority communities. The problem to be addressed in this study is that community policing practices are different in minority communities (Black, Hispanic, and Asian) as opposed to those practices in predominantly white communities. This study employed a conceptual framework that distinguishes the four components of COP: philosophical, strategic, tactical, and organizational. The philosophical dimension encompasses the core principles and theories that guide community policing. The basic operational concepts that put theory into action are fundamental to the strategic part of community policing. The connections these strategic concepts create between the general principles and values that guide community policing and the particular initiatives and methods that carry it out make it possible. A qualitative explanatory case study methodology was used, using semi-structured interviews to gather data from participants. The participants consisted of minority residents, men, and women over the age of eighteen, who resided in Chinatown, South Boston, Roxbury, and the South End. They had never worked in law enforcement or security and were willing to participate in the study. For the study, 30 participants (Black, White, Hispanic, and Asian) were recruited: 15 from South Boston, five from Chinatown, five from Roxbury, and five from the South End. After the semi-structured Zoom interviews were completed, a thematic analysis was done using MAXQDA Windows Quality Software. I transcribed the thirty (30) participants' responses. I reviewed the transcriptions for commonalities in response and emerging themes. Inductive coding was employed during the data analysis phase. The codes were generated from the data, without any prior knowledge of what they should be. I utilized themes in a thematic analysis to organize the data after coding participant interviews based on their relevance to the study topic. Personal

experiences, cultural influences, media, and public discourse shape public perceptions.

Socialization, community policing, and racial/cultural variations influence attitudes toward law enforcement. Future research should investigate community policing strategies to facilitate the reintegration of ex-offenders.

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Chapter 1: Introduction

Community policing is a vital tool for addressing social issues. When the U.S. federal government approved the implementation of community policing, it envisioned a community whose members would work positively with the police to reduce crime rates. The United States community policing philosophy was implemented to promote positive relationships between police officers and the public (Padilla, 2023). According to the Community-Oriented Policing Services (COP, 2014), community policing is a philosophy that promotes organizational strategies supporting the systematic utilization of partnerships and problem-solving techniques to efficiently address social issues, such as crime, fear of crime, and social disorder. Community policing, thus, encourages positive partnerships between law enforcement officers, their agencies, and the public. Through the connections developed within the community, police officers are better informed and empowered to solve public safety issues and protect the public from crimes and disorderliness (COPS, 2014; Skogan, 2019)

Community policing has gained positive momentum over the past few years as police officers and their agencies seek more effective ways of protecting the public. Police officers, sheriffs, and other law enforcement officers actively assess channels allowing them and the public to work in tandem, promoting public safety and improving service quality. It is critical to note that community policing varies depending on a community's needs; however, some basic principles are common to all communities and community policing.

Despite its positive impacts on preventing and solving crimes, community policing has received significant criticism for various reasons. Some scholars and human rights organizations believe community policing has failed to promote every citizen's well-being, citing its adverse impacts on America's Black community (Peyton et al., 2019).

Peyton et al. (2019) stated that community policing has not achieved enforcing law and order objectives. Peyton et al. (2019) added that community policing has proven to expand the rift between police officers and minorities—the opposite of what it intended to achieve. Additionally, specific communities in the United States lack community policing, and they question how these areas remain safe and have lower crime rates compared to some communities that have implemented community policing (Peyton et al., 2019). This research study, thus, tried to evaluate the correlation between community policing in minority and White-dominated communities.

As mentioned earlier, community policing must focus on improving the relationship between police officers and their communities. Although rates of police killings are highest in neighborhoods with the greatest concentration of low-income residents and residents of color, Black people were recently found to be at the greatest risk in White neighborhoods (Feldman et al., 2019). The community policing program was primarily implemented in urban areas mostly affected by high crime rates (Feldman et al., 2019). This program, thus, sought to solve the trust issues between the police, which were viewed as oppressive and discriminatory towards minorities and the public (Stein & Griffith, 2017). Blacks are particularly gloomy about the country's racial progress (Pew Research, 2019). More than eight in 10 black Black adults say the legacy of slavery affects the position of black Black people in America today, including 59% who say it affects it a great deal (Pew Research, 2019).

The civil rights movement promoted the implementation of community policing (Lawrence & McCarthy, 2013). The civil rights movement in the 1960s was pivotal in the United States' history due to the numerous changes it brought about. The movement significantly highlighted the discrimination of the Black community by law enforcers and the importance of

reforming policing practices (Braga et al., 2019). According to Braga et al. (2019), individuals like Malcolm X and Martin Luther King Jr. led the protests against police brutality, racial discrimination in the criminal justice system, and racial and religious inequality. As a response to these issues the activists raised, the American criminal justice system adopted the community policing approach to positively influence trust between American police officers and minority groups (Moyer, 2022). The primary idea behind this approach was that by the police working with the public to encourage confidence, peace, and order, the United States would be safer and more just for everyone.

Mistrust among the police and minority groups has always been a negative issue in the criminal justice system. According to historians and other scholars, the problem is embedded in the story of the nation and its culture. Rooted in slavery, racial disparities in policing and police violence, they say, are sustained by systemic exclusion and discrimination and fueled by implicit and explicit bias (Harvard Gazette, 2021). According to Stein and Griffith (2017), minority groups in the United States have always had little faith in law enforcers, and recent police brutality and killings have exacerbated the situation. The researchers also stated that the economic and demographic disparities between minority and majority groups have also contributed to these groups being placed in different crime categories (Yero et al, 2012).

Yero et al. (2012) argued that the criminal justice system racially profiles Black people based on their skin color, leading to the police killing innocent Black people. According to Njoku, et al. (2021), George Floyd's killing created a significant rift between the police and African Americans and other minority groups in the United States. Such cases have led to mistrust between law enforcers and the Black community, negatively impacting community policing, questioning its ability to tackle crime, and making America safer. High crime rates are

one of the significant issues facing minority communities (Lofstrom et al., 2020). Statistics indicated that African Americans accounted for 47% of all police arrests in the country, while Latinos accounted for 15% (Lofstrom et al., 2020). Further research indicated that approximately 25% of African Americans under 30 years of age were in correctional facilities or supervised (Lofstrom et al., 2020). Researchers also stated that African Americans comprise the most significant population on death row (Lofstrom et al., 2020). The disconnect between minority communities and law enforcement can be attributed to the traditional, top-down approach to policing and a history of discriminatory practices that have led to increased aggression from police officers toward members of these communities (Doane & Cumberland, 2018). According to Doane and Cumberland (2018), statistics drawn from minority groups have indicated that these individuals are reluctant to work with the police to prevent crime because they view law enforcers as a threat to them rather than collaborators. Racism has been an unfortunate part of the history and traditions of the U.S. police force. Race and class are an integral part of the role of law enforcement in American society (Brown, 2019). To understand the history of police brutality and profiling in minority communities, it is important to look into the origins of policing, its early U.S. history, and traditions, because modern policing in the United States is a blend of these early practices and traditions. Police harassment and brutality have negatively impacted their relationships with the public, limiting their work of maintaining law and order and ensuring they safeguard the country from high crime rates.

Unlike in Black-dominated communities, community policing in White-dominated communities has proven successful (Giwa, 2018). According to Giwa (2018), the economic and demographic characteristics of White-dominated communities have contributed to philosophy's success. According to the researcher, Whites in these communities receive more favor from their

police than their Black counterparts. The researcher stated that the police are always more reluctant to arrest White lawbreakers than Black people. Giwa (2018) believed that the positive relationships that Whites have with police officers are because their race is overly represented in the criminal justice system, indicating a bias against African Americans and racial profiling.

Since the beginning of modern policing, law enforcement has perceived persons of color as internal, volatile threats to established social orders in the United States and the state authority (LeBrón, 2019). People of color, especially Black Americans, were criminalized and incarcerated through systematic racism before and after the Civil War, which influenced policing reforms in the years leading to the beginning of the war on crime introduced by President Lyndon B. Johnson in 1965 (Annual Review of Criminology, 2021). The progressive era of the early 20th century saw the establishment of laws and policing practices that disproportionately targeted Black Americans (Hinton & Cook, 2021a).

Conversely, critics have argued that when “legal standards” are blurred – that is, when police officers widely exercise discretion – factors like race, sex, and wealth may play a more significant role in who is and who is not arrested (Mastrofski, et al., 2002). The police and the public have no faith in each other (Malay, 2022), and this has negatively affected the country’s security and tainted the criminal justice system’s public image. Researchers believe that instead of helping to solve crimes and safeguard the country, it has enhanced racial profiling and discrimination against minorities (Yero et al, 2012)..

The distrust between members of the minority communities and the police has been counterproductive as it has made the criminal justice system unable to solve the underlying crime problems (Moyer, 2022). According to a national survey by the Major Cities Chiefs Association concerned with comparing levels of community policing and crime rates in areas dominated by

minorities, homicide rates remained high in the early months of 2021 compared to previous years. The recent uptick in gun violence and homicides has worsened an already dire situation in majority-black neighborhoods, where most victims of such crime live. In their analysis of 2019 gun mortality data from the Centers for Disease Control and Prevention, the Educational Fund to Stop Gun Violence and the Coalition to Stop Gun Violence found that 37% of gun homicide victims were Black males between the ages of 15 and 34—although they made up only 2% of the U.S. population (Davis et al., 2023). Their gun homicide rate was more than 20 times higher than that of White males of the same age group. Black women were also disproportionately affected by gun violence, but to a lesser extent than Black men. As the study found, "Black females were more than four times more likely to be firearm homicide victims than White females" (Lehman, n.p).

Hinton et al. (2018) explained that specific laws have an uneven impact on minorities due to the residential segregation that pushes low-income minority groups to densely populated urban areas and the majority of Whites to less dense suburbs. A combination of residential segregation and location-based proactive policing tactics—in which police target crime hotspots—leads to the disproportionate targeting of people of color who often reside in densely populated, high-crime neighborhoods (Siegel, 2020). Such neighborhoods are typically occupied entirely by Black individuals and people of Hispanic origin (Hinton et al., 2018). Due to the increased preventative police patrols in these areas, there are significant racial disparities in the nature and frequency of police-citizen encounters (Hinkle et al., 2020).

Statement of the Problem

The problem addressed in this study is that community policing practices are different in minority communities (Black, Hispanic, and Asian) as opposed to those practices in

predominantly White communities. According to Murphy et al. (2022), minority communities have a distrust of the police. In contrast, in White communities, community policing is viewed through a different lens, meaning they assume the police are there to protect them from criminal outsiders (John, 2022). Public trust in law enforcement, a crucial component of public safety, is at best shaky in some American communities. The intent, efficiency, and equity of the criminal justice system are questioned by the residents of these high-crime and severely underprivileged communities as they observe and experience an intense police presence, high rates of incarceration and community supervision, and concentrated violence (John, 2022). One can start to comprehend the lack of confidence in an equitable society by acknowledging the historical differences in how people who belong to minority or marginalized races and cultures are treated, as well as the fact that this disparate treatment ultimately affects people's worldviews and perceptions of what is fair and just (Nadal et al., 2017).

In many American cities, the issues of violent crime, drug trafficking, and gang activity have not been resolved permanently by using conventional policing techniques like sporadic squad car patrols and radio call responses (Casper, 1994). Minority groups can be highly distrustful of police (Murphy et al., 2022). This is problematic because it leads to a reluctance to seek help from the police when needed (Den Houter et al., 2022). Community policing could be seen as a means to repair the broken relationship between the public and law enforcement.

Community policing should ensure positive interactions between the police and members of the public. However, the country is witnessing the opposite of what the criminal justice system expected when implementing community policing (McNeish et al., 2022).

Purpose of the Study

The purpose of this qualitative case study was to understand the differences in community policing in minority communities in and around the city of Boston, Massachusetts, specifically, Roxbury, China Town, South End, and South Boston for community policing practices in minority communities (Black, Hispanic, and Asian) as opposed to those practices in South Boston, which is a predominantly White community. Community policing is generally defined as a policing philosophy and strategy aimed at achieving more effective and efficient crime control, reducing the fear of crime, improving the quality of life, enhancing police services, and increasing police legitimacy through a proactive reliance on community resources that seek to change crime-causing conditions (Friedmann, 1992). This implies a need for greater accountability among the police, a greater public role in decision-making, and a greater concern for civil rights and liberties (Friedmann, 1992).

These communities are separate but diverse in many ways, meaning that although they are predominantly made up of one ethnicity, there is sparse representation of other ethnicities in that community. Proactive policing has been readily embraced in large urban communities. However, it was clear that this approach to policing was prejudiced and marred by racial injustice—this aggressive kind of policing targeted young Black men in poor urban communities (Legewie, 2016). Acts of violence by the police triggered retaliation from citizens, especially the oppressed minority communities; the four largest urban riots in recent American history were reactions to police brutality (Ang, 2021).

Citizens with a negative perception of police based on racial disparities may be less

willing to work with them (Horn, 2021; Palmer, 2021). Police officers and citizens working together are vital to policing in the community; no matter how hard police try, their efforts may prove unsuccessful because some sections of the community only perceive prejudice. Community organizations, such as neighborhood watch groups, protect individuals and private properties by providing personal alarms and property marking, reducing public risk, and bridging the gap between law enforcement and vulnerable populations (Brunton-Smith et al., 2019). The Office for Victims of Crime (2020) explained that community organizations bridge law enforcement and vulnerable populations, addressing fear and facilitating access to resources. It is also important to note that the officers responsible for policing these areas are not all white; they represent that community. According to Gonzalez et al. (2022), the push to diversify the police force is not new. Policing is a historically White, working-class, male-dominated, and masculinized occupation in the United States (Gonzalez et al., 2022). For decades, the police only considered White men appropriate candidates for the job (Gonzalez et al., 2022). However, there has been a call on policing agencies to diversify their forces to symbolically dispel the image of a majority-White police force (Gonzalez et al., 2022).

Using personal resident interviews within each of the four communities, targeting 30 participants—15 from South Boston and 15 from diverse ethnic backgrounds—revealed current concerns or emerging issues of interest to the community policing effort. My process was simple and as follows:

1. The participants for this study were recruited via social media (Facebook and Instagram). Through these two social media platforms, I accessed familial group pages that had over 200 followers.

2. I utilized community network pages (Roxbury Community Board, Boston Chinatown Community Board, Southie Community Bulletin Board, and South End Community Board). These community bulletin boards are accessible to residents of each community.
3. I informed each participant that their participation would include a semi-structured video Zoom interview.

Introduction to Conceptual Framework

A carefully chosen conceptual framework can help in understanding how community trust between the police and the community they serve can be strengthened from the perspectives of both the community and police officers. Law enforcement should be required to act in the best interests of communities to create a better social environment and bridge gaps between police and communities (McCandless, 2018; Palmer, 2021). Community policing is ineffective without the help of citizens. Community-oriented policing is typically rooted in two different theories of crime: the broken windows theory (Lanfear et al., 2020) and the social disorganization theory (Kubrin et al., 2019). While both focus on community conditions to explain the occurrence of crime and disorder, the broken windows theory asserts that minor forms of physical and social disorder, if left unattended, may lead to more serious crime and urban decay (Lanfear et al., 2020). Social disorganization theory, developed by Shaw and McKay, focuses on the social causes of delinquency that appear to be concentrated in specific geographical areas. However, the theory only contributes to the understanding of delinquency and does not explain why delinquency is concentrated in some regions of a city (Kubrin et al., 2019).

Community-oriented policing (COP) is a strategy that emphasizes a collaborative relationship between law enforcement agencies and the communities they serve. The goal of

COP is to build trust, increase communication, and involve community members in the prevention and reduction of crime (Gondal et al., 2023). The conceptual framework for this study was based on the Bureau of Justice Assistance's (BJA) "Understanding Community Policing: A Framework for Action" (2014). This conceptual framework posits that community policing comprises two complementary core components: community partnership and problem-solving. Community partnerships foster positive relationships between police and the community, improving crime control and combining resources to address urgent needs. Problem-solving involves identifying community concerns and designing appropriate corrective measures. To develop community partnerships, police must foster positive relationships with the community, involve community members in the pursuit of better crime control and prevention, and collaborate with community resources to address the most pressing concerns of community members (BJA, 1994). The Conceptual Model of Community Policing is presented in Figure 1.

Community policing is an approach to transform the police beyond the conflicts that society and the police have had in the past (Brown, 2019). The implementation of community policing necessitates fundamental changes in the structure and management of police organizations (BJA, 1994). Community policing differs from traditional policing in how the community is perceived and in its expanded policing goals. While crime control and prevention remain central priorities, community policing strategies employ a diverse range of methods to achieve these goals (BJA, 1994). Cooperation with citizens is critical for successful policing. Community partnerships with clergy, local businesses, neighborhood organizations, schools, and neighborhood watch groups help police address complex, intractable problems, enhance perceptions of police legitimacy, and promote informal social control (Brunson et al., 2015; Hawdon & Ryan, 2009).

Figure 1*Conceptual Model of Community Policing*

Note. Based on Hutter et al. (2006), Ajzen and Fishbein (1980) and Ajzen (1991).

Introduction to Research Methodology and Design

This qualitative case study research approach explored and provided more profound insights into real-world problems (Moser, 2017). Qualitative research favors depth of understanding over breadth, typically involving a smaller but more focused sample size (Hennink et al., 2020). Qualitative research focuses on exploring and understanding the meanings that individuals or groups attribute to a social or human problem (Creswell, 2013). This study was designed to investigate the relationship between community policing in Massachusetts in both white and minority communities. Additionally, I developed a questionnaire comprising 23 questions. I conducted interviews with 30 residents from each of the minority communities: five from Roxbury, five from the South End, five from Chinatown, and 15 from South Boston, to ascertain their perceptions of community policing efforts. Community

policing is partly defined by efforts to develop partnerships with community members and civic organizations that collectively represent many of them (Skogan, 2019).

Numerous disciplines have extensively utilized case study research to test and develop theories, contribute to humanistic understanding and existing experiences, and uncover the intricacies of complex social phenomena (Forrest-Lawrence, 2019). In comparison to other types of qualitative research, case studies have been little understood both from a methodological point of view, where disagreements exist about whether case studies should be considered a research method or a research type, and from a content point of view, where there are ambiguities regarding what should be regarded as a case or research subject (Rebolj, 2013).

Research Questions

RQ1

How do community policing and problem-solving strategies differ in White (South Boston) and non-white (Roxbury, Chinatown, South End) communities?

RQ2

What are residents' perceptions of community policing programs in non-White communities?

RQ3

What are residents' perceptions of community policing programs in South Boston a predominantly White community?

RQ4

What strategies of the community policing phenomenon are the preferred practices in building communal partnerships from the perception of residents in minority and non-minority communities who have interfaced with the police?

Significance of the Study

Community policing means many things to many people. This research was unique because it focused on examining the differences between minority and White communities. Community policing is a philosophy that promotes organizational strategies supporting the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions giving rise to public safety issues such as crime, social disorder, and fear of crime. The number of minority communities has increased in recent years; therefore, interactions and experiences involving minorities and police officers are beneficial because the police need the help of all citizens to prevent and solve crimes effectively. The role of a police officer is that of a leader, facilitator, educator, and role model. It is the officer's responsibility to work with and for the citizens whom they serve. Police officers can meet citizens' needs through observations and information from within communities (Bent-Goodley & Smith, 2017; Demirkol & Nalla, 2017). Black citizens have called attention to disparities in police use of force, with minorities disproportionately likely to have force used against them and to die as a result of that force (Edwards et al., 2019). Facing accusations of discrimination and bias in police-civilian interactions, police departments are increasingly turning to implicit bias training to address concerns of disparate treatment (Worden et al., 2020).

Violence does not affect populations in our society equally; public health approaches to violence prevention use a racial and social justice lens to avoid perpetuating these inequities (Carlson et al., 2020). This and other inequities are based on a history of oppression and current structural barriers that afford communities of color fewer opportunities and fewer resources than white communities (Carlson et al., 2020). Since its inception, and as a nationwide project, more than \$18 billion has been spent in an attempt to improve police and community relations

(Yero et al., 2012). When all of the key components of community policing are combined, it becomes one of the most effective and powerful law enforcement strategies. Trust between the police and the public can have a significant impact on everyone's overall safety and security (Carlson et al., 2020). This study attempted to look at community policing from the perspective of the lived experiences of the community residents and the police officers in minority and predominantly White neighborhoods.

Definitions of Key Terms

Community Partners

Community partners encompass a range of groups such as neighborhood associations, faith-based organizations, tenant councils, business groups, local government agencies, social service providers, schools (including elementary and secondary public and private schools, community colleges, vocational schools, and universities), and local businesses (What Works in Community Policing, 2013).

Community Policing

Community policing is a policing philosophy and strategy designed to achieve more effective and efficient crime control, reduce the fear of crime, improve the quality of life, enhance police services, and increase police legitimacy through a proactive reliance on community resources that aim to address crime-causing conditions. This assumes a need for greater accountability among police, a greater public share in decision-making, and a greater concern for civil rights and liberties (Friedmann, 1992).

Problem-Solving

Problem-solving is the process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses (cops.usdoj.gov, 2014).

Summary

Historically, to see change, research must be conducted, data must be shared, and individuals must be educated (Akinlabi, 2020; Burks, 2021; Slocum, 2018). There is a need for further research on how to strengthen community trust between the police and the communities they serve. The absence of trust in police forces makes community policing even more difficult. Because, at its core, effective cooperation and partnerships rely heavily on mutual trust, respect, and support.

The most influential role in the community policing model is that of an officer who is actively engaged in the community and committed to maintaining order, discipline, and effective communication within the community. Being actively involved in the community will enable the officer to gather information through direct contact with citizens, which in turn will aid in solving crimes and delivering justice. A significant number of officers view their role as crime fighters in the community; however, in community policing, crime fighting is only a part of their job. The officer's focus on community issues, combined with an increased level of community-police communication, will foster community pride and lay the groundwork for police-civilian collaboration while simultaneously enhancing the quality of life in the community.

Upon completion, this study will contribute to the existing body of knowledge. To achieve a positive relationship between the police and the minority community, there must be a broader discussion on how bias, racially charged language, and stereotyping are used in the criminal justice system. My goal in this qualitative study was to examine the perception of residents and police officers as it relates to community policing in minority and predominantly white communities.

Chapter 2: Literature Review

This qualitative study aimed to understand the impact of community policing practices and perceptions in minority communities compared to those in predominantly white communities in Boston, Massachusetts. The problem addressed in this study was the community policing practices in minority communities (Black, Hispanic, and Asian) as opposed to those practices in predominantly white communities (South Boston). The reason this topic was chosen is to gain a better understanding of why community policing is viewed through a different lens depending on the community one lives in. It is important to keep in mind that each community has its own unique reasons for holding those perceptions.

Some individuals believe police officers do not receive the credit they deserve for putting their lives on the line every time they put on their uniform. Other individuals may have a different perspective, believing police officers abuse their power, and then some are indifferent regarding how they perceive police officers. In recent years, much research has been done on the perception of police officers and community policing (Watson et al., 2021). Every day, police officers are required to deal with a multitude of situations involving individuals from diverse racial, gender, and ethnic backgrounds. In addition to traffic stops and other situations where police officers are expected to respond quickly and manage their duties without prior guidance (Watson et al., 2021). Community policing is ineffective without the help of citizens. The experiences of community members, community-oriented police officers serving racial minority communities, the efficacy of community-oriented policing, the challenges associated with implementing it, and the development and evolution of community-oriented policing were all illustrated in the conceptual framework (McCandless, 2018; Palmer, 2021).

Process for Literature Search

An initial literature search for this chapter was conducted utilizing Google Scholar, A-Z Databases, National University Library Navigator Search, peer-reviewed journal articles, National University's Library, ProQuest Dissertations & Theses National University, as well as reports and dissertations from Walden University and the University of Oxford. Additionally, practical, and insightful databases can be found under criminal justice, public policy administration, and criminology. The literature search consisted of the terms and keywords "father of community policing, "perception," minority," "fear of crime," neighborhood perceptions, and "community policing" as the base for my search. This literature review highlights previous research from the last five years that focuses on community policing and the perception of community police officers in non-white communities in comparison to how they are perceived in white communities. There is no specific literature to date that focuses on community policing and the perception of non-white and white communities in Boston, Massachusetts. Other essential resources include government websites such as the Department of Justice and the Bureau of Justice Statistics, which provide insight and statistical evidence on specific locations relevant to the topic (2021-2023).

History of Community Policing

Community policing has a long history dating back to the nineteenth century when Sir Robert Peel first implemented it in Britain in 1829 (Diphorn & van Stapele, 2021). To help prevent crime, Peel instituted community policing, in which police officers were stationed to patrol on foot to dissuade criminal activity (Diphorn & van Stapele, 2021). Although the original version of community policing differs greatly from the current version, it served as the model for more recent iterations of the practice. Initiations for contemporary community policing

date back to the 1970s and early 1980s (Hinton & Cook, 2021a). Reestablishing police-minority relations in specific urban neighborhoods was the primary goal of these initiatives; to increase public trust in the police, police leaders created them to interact with the community through foot patrols and work with people to identify the issues they faced (Diphorn & van Stapele, 2021). According to Orum et al. (2019), the broken windows theory put forth by Kelling and Wilson in the early 1980s is where community policing got its start. According to the theory, communities where disorderly behavior goes unchecked are breeding grounds for crime. Effective policing and community well-being are contingent upon community policing. It also promotes a more democratic style of policing by moving away from a state-centered and toward a people-centered approach (Diphorn & van Stapele, 2021). To support efforts to prevent crime, the relationships that are formed between the police and the community through community policing programs serve to strengthen trust and improve information sharing between the two parties. Several research studies have been carried out to investigate the effects and advantages of community policing. A qualitative study was carried out by Musuguri (2018) to investigate how community policing affects vulnerable populations. Face-to-face interview results showed that community policing assists in providing vulnerable groups with extra attention. The study's findings indicate that a few participants—women, the elderly, and people with disabilities—thought it was good that community policing focused on crimes that had an impact on their well-being both directly and indirectly. Officers who practice community policing build rapport with lawbreakers and community members at large. Police agencies accomplish this by stationing officers in neighborhoods for protracted lengths of time. Officers are better equipped to identify suspicious activity as it arises and to establish a rapport with the people living in a community. With regular

interactions with the community, this approach enables officers to build cooperative, long-lasting relationships with citizens.

Racial Differences in Community Policing

According to Shupard and Kearns (2019), police officers assigned to community policing units typically enjoy greater autonomy than their counterparts assigned to patrol or non-community-related policing details. This level of autonomy provides a balance between community involvement and law enforcement and permits more discretionary policing (Kingshot & Messig, 2019). On the other hand, patrol officers' primary responsibilities include responding to radio calls, stopping cars, responding to criminal incidents, and apprehending offenders (Drenth & van Steden, 2020). Because they differ and have different goals from community-oriented policing, patrol officers and patrol unit policing are therefore sometimes referred to as conventional policing or the traditional policing approach (Kringen et al., 2020; Silver et al., 2017).

According to Boehme et al. (2020), members of racial minority communities may exhibit a lack of compliance and respect when they interact with police officers due to feelings of mistrust, a sense of being over policed, and negative perceptions. Consequently, reducing mistrust and unfavorable perceptions while addressing instances of excessive policing in communities of color ought to be another goal of community-oriented policing (Seigel, 2017). Studies indicate that 10% of police-citizen interactions involve unruly citizens and result in unfavorable outcomes (Johnson, 2016). This leads to a generalized negative perception of the other 90% of police-citizen interactions. Consequently, to improve outcomes and foster positive perceptions, police should endeavor to increase their positive and friendly actions toward 90% of police-citizen interactions (Johnson, 2016). This fact further highlights the necessity of changing

how police operate and supporting initiatives aimed at community policing to enhance public perceptions and fortify ties between the police and the community.

In a study conducted by Kearns (2017), 741 officers from three different departments were surveyed through roll call to understand why officers support community policing with racial minority groups. With the study, Kearns aimed to answer the following two key questions: Do officers' opinions on community policing vary depending on race? If yes, what would be the reason? In summary, Kearns (2017) discovered that White communities and racial minority communities differed significantly in the officers' support for community policing. Kearns also discovered that police views on community policing in racial minority communities differed from their views on community policing in other communities. Furthermore, Kearns' research revealed that minority and non-minority officers' interactions with racial minority communities were influenced by their perceived social distance from one another, which was a result of their support for community policing (Kearns, 2017, p. 1225).

After the Ferguson incident, also known as the "Ferguson Effect," in which a White police officer killed Michael Brown in Ferguson, Missouri, there was increased opposition to police officers using community-oriented policing (Torres et al., 2018). When it comes to using traditional and community policing tactics towards racial minorities, police officers report feeling nervous, hesitant, and cynical (Murphy et al, 2022). This phenomenon, known as the Ferguson effect for police officers, is explained by feelings of hostility from the community (Marier & Ferguson, 2019). The Ferguson effect is one of the factors, according to Maguire et al. (2016), explaining why some police officers are less supportive of community-oriented policing, especially when it comes to racial minority communities. Notably, each community has unique demands that may necessitate using a variety of approaches to solve issues related to enhancing

community relations and community policing (de Guzman & Kim, 2017). As previously said, though, the main emphasis of this study will be on how ethnic minority communities might benefit from better community policing. According to Torres (2017), successful community-oriented policing in underprivileged and racial minority communities can have positive effects on the community's perception of the police and foster a sense of trust. All things considered, putting community-oriented policing programs into action is crucial. However, even more important is the idea that the people involved in the program create the kind of relationships that are trustworthy and long-lasting (Densmore, 2017).

Accordingly, Doane and Cumberland's (2018) study on an African American community and community policing discovered that enhanced community relations and community policing in African American communities necessitated a changed organizational structure, mutual flexibility, formed partnerships, and cooperative problem-solving initiatives. Furthermore, the study discovered that enhanced police legitimacy and procedural justice were essential elements in fostering better community-police relations, perceptions, and connections. The study also discovered that the good effects of police on people and communities helped to modify the unfavorable opinions and perceptions that the public had of the police. Garcia and Polson (2018) provided evidence in favor of the idea that modifying the unfavorable opinions held by community members can have a significant influence since it enhances community-police relations and fosters trust.

Building better ties and trust between the police and the community can also be accomplished through the internal and external assistance of organizational leaders in the police department. Police officers can most effectively implement community policing tactics when there are clear and supportive interventions that meet community needs and police practices that

lower social disturbance and, ultimately, improve people's quality of life (de Guzman & Kim, 2017). Police officers who receive support from organizational leaders in the police department report higher job satisfaction and job acknowledgment, which enhances employee buy-in to community policing. Rosenbaum and McCarty (2017) hypothesized that procedural justice tactics that have been put into practice have played a major role in police officers' buy-in to altered policing techniques. According to Rosenbaum and McCarty (2017), employee buy-in was more likely when they believed that they had a say in the police department's policing tactics. According to Demirkal and Nalla (2018), feedback, self-efficacy, and shared goal-setting boosted police officers' motivation, which in turn led to higher job satisfaction and organizational buy-in. The adoption and successful implementation of community-oriented policing by police officers are largely dependent on their increased motivation and job satisfaction.

Race and Perception in Community Policing

Race has a significant impact on how the public views the police. Poor police-minority relations are a result of a long history of discriminatory policing tactics and policies that encourage the police to act aggressively and produce racially unequal results in minority ethnic communities (Braga et al., 2019). People of color have suffered in terms of their social, economic, and mental health as a result of the discriminatory actions of the police. Psychological problems emerge in communities where people of color receive subpar treatment, according to research findings (McLeod et al., 2020; Williams, 2018). Studies reveal that Black Americans feel anxious and stressed even when they see the police; those who have a bad experience with the police are more likely to experience other mental health issues, such as paranoia, PTSD, and suicidal thoughts (McLeod et al., 2020; Williams, 2018). Residents' opinions of the police appear

to be influenced by their residential location. According to Robinson (2017), residents of communities with higher-than-average crime rates tend to have a more negative opinion of the police than residents of communities with lower or no crime. People of color, especially children, often have interactions with the police that alter their perceptions of both the police and themselves and may have long-term consequences (Robinson 2017).

There is variation in how different communities view the police. While some academics contend that people's opinions of the police are generally positive, others note that people's perceptions of the police are primarily negative (Nadal et al, 2017). The existing research indicates that opinions about the police in communities differ depending on race and location (Nadal & Davidoff, 2015). In a quantitative study, Nadal et al. (2017) measured the general opinions of 543 respondents of different racial backgrounds, including White, Black, Asian, and Latinx people, regarding law enforcement. The Perceptions of Police Scale (POPS) was completed by the participants. According to the study's findings, respondents who identified as Black were more likely than White or Latinx respondents to have a bad opinion of the police. Weisheit et al.,(1994) published the findings of a study that examined the variations in community relations and policing approaches by interviewing officers from one rural department and several urban departments. The study's conclusions showed that while rural police felt they were more widely praised for their toughness, urban police officers said people respected them less. Both rural and urban police were respected for different reasons: in rural areas, people respected officers for who they were as people, while in urban areas, people respected the position more than the individual.

It is common knowledge that people's perceptions of the police are influenced by their race (Nadal et al., 2017). Minority communities have expressed greater mistrust of the police as a

result of racial profiling and the noticeable racial differences in police tactics (Nadal et al., 2017). To ascertain whether minorities had a different perception of the police than the White majority, Peck (2015) carried out a systematic review. The information showed that compared to White people, those who identified as Black, minority, or non-White were more likely to have unfavorable opinions of the police. According to Ekins (2016), there has not been much of a shift in the public's perception of the police since the 1970s, when 67% of White Americans and 43% of Black Americans held favorable opinions of the police, compared to 68% of White Americans, 59% of Hispanic Americans, and 40% of Black Americans.

In a mixed-methods study, Thomas and Russell (2019) looked at the interpersonal interactions of 460 Black students with law enforcement through focus groups and surveys. The findings revealed that roughly half of the participants believed their interactions were neither positive nor negative, while roughly a third reported positive or incredibly positive interactions, and a sixth reported harmful interactions. It appears that minorities' perceptions of the police are significantly shaped by their race. Furthermore, some research suggests that the influence of race diminishes when considering the perceived quality of life. In contrast, other studies conclude that socioeconomic status has no bearing on the patterns in minority views of the police (Mbuba, 2010).

The available data also demonstrates that different minority groups have different opinions about the police (Thomas et al., 2019). Black Americans reported higher levels of perceived discrimination than Hispanic and Asian Americans, according to a study on the perceived discrimination of ethnic minority groups (Thomas et al., 2019). Black and Asian Americans also had higher odds of experiencing lifetime PTSD (Sibrava et al., 2019). Peck (2015) found support that Hispanics were more likely than Black people to have positive

perceptions of the police, which supports these findings. Some academics have discovered some parallels between Latinx and Black perspectives on the police (Peck 2015). A quantitative study was carried out by Lurigio et al. (2009) to investigate potential differences in Black and Latino students' perceptions of the police. According to the study, about 20% of Black and Latino students agreed or strongly agreed that behaviors they saw as delinquent did not pose a threat to others. Compared to Latino students, Black students reported being stopped by the police slightly more frequently (60% versus 55%). Furthermore, approximately 62% of Black students and 60% of Latino students said they had experienced police disrespect during their interactions with the officers.

Other academics have discovered that attitudes toward the police are significantly influenced by the officer's race (Foster et al., 2022). According to Cochran and Warren's quantitative study from 2012, public opinions of police stops were significantly influenced by the color of the officer, particularly among Black people. The attitudes of Black American police officers regarding bias in the agencies were assessed by Wilson et al.(2015). The research revealed that Black police officers were more likely than other officers to report instances of racial profiling in their agency (93%), and they were also more likely to concur that administrators and supervisors of the police department approved of it (70.6%). Furthermore, female officers were more likely to agree that profiling occurred—100% compared to 89.3% among their male counterparts.

The elements that affect how the public views the police have been the subject of extensive research (Chermak et al., 2020). While minority communities have been the subject of some studies, others have looked at the factors influencing the opinions of the general public (Chermak et al., 2020). Residents' opinions of various policing models and their level of trust in

the police were investigated in a quantitative study by Chermak and Wilson (2020). Residents of four communities were included in the sample. The researchers examined three types of policing models: a combined department, a regional agency, and agencies that use service contracts. After adjusting for other measures of public opinion toward the police, the research concluded that the policing model was a significant predictor of public trust in the police. In Durham, North Carolina, Pryce et al. (2021) conducted interviews with 77 African Americans to gain a deeper understanding of their experiences with the police. The results showed that news from social media and television, personal experiences, and the vicarious experiences of friends and family all had an impact on Black Americans' opinions of the police. Furthermore, the larger worries about police abuse and discrimination clouded the views of respondents, even those with favorable opinions of the force. Other academics confirm that the media plays a significant role in influencing public opinions about the police (Pryce et al. 2021). The predictive relationship between the roles of police-related television programming, satisfaction with recent police contact, and opinions about police performance and treatment of minorities was examined by Franklin et al. (2019). There were 246 Black American students in the sample. According to the study, perceptions of the police were significantly predicted by crime reality shows, media coverage of police use of force, and levels of satisfaction with the police (Franklin et al., 2019).

Race is a major factor in how the community views the police, according to several studies (Pryce et al. 2021). The Wisconsin Incident-Based Reporting System (WIBRS), the American Community Survey (ACS) of the U.S. Census, and the 2014 City of Milwaukee Police Satisfaction Survey were the three meta-analysis studies conducted by Wheelock et al. (2019) and it was found that the perceptions of the police by the public were significantly influenced by race. In particular, compared to White and Latinx citizens, Black respondents were more likely

to express dissatisfaction with the police. Furthermore, racial bias's influence on support for the police was not mitigated by interaction with them. Non-white inhabitants expressed less satisfaction with the police than did white residents, according to Circo et al.'s (2019) research.

A quantitative study by Clark et al. (2020) examined the impact of crime rates and demographics on people's opinions of their experiences interacting with the police. The study sample consisted of 307 citizens from a Californian city. The study found that people's perceptions of their interactions with the police were not influenced by demographics or crime rates. In a Midwestern city, the attitudes of the public toward the police were examined by Frank et al. (2005). There were 613 residents among the participants. The results showed that the way police behaved in interactions with the public, the features of police departments and interactions, and public perceptions of policing as a profession all had an impact on citizens' attitudes toward the police. Additional research indicates that the conduct of law enforcement officials during their dealings with the public influenced the public's opinion of the police. To investigate the connection between public perceptions of the police and police violence, Jackson et al. (2021) carried out a quantitative study. The researchers evaluated information from the one thousand Baltimore residents who participated in the 2017 Survey of Police-Public Encounters. According to the study's findings, opinions of the police were substantially and negatively correlated with the majority of incidents of police violence (Jackson et al., 2021).

A quantitative study was carried out by Perez et al. (2021) to evaluate how community police academies (CPAs) educate the public and how that affects public perceptions of the police. CPAs instruct the public on a range of policing subjects. The results demonstrated that public perceptions of the police did not improve with greater awareness of police practices. It was discovered, nevertheless, that the information predicted fewer worries regarding police use

of force (Perez et al., 2021). According to recent research, there might be racial disparities in how police officers and community members view community policing. Griggs (2017) investigated how African Americans perceived community policing and how it differed from that of other racial groups through a quantitative correlational study. The findings showed that participants' opinions of police outreach programs were significantly predicted by age ($p < 0.01$), media influence ($p < 0.051$), and racial issues ($p < 0.025$). Age ($\beta = .450$) was the most significant predictor, followed by racial issues ($\beta = .267$). The results showed that compared to non-Black Americans, Black Americans were more likely to support police collaboration programs. Similar findings have been reported by other academics, pointing to racial differences in how community policing is perceived. According to a study by Stein and Griffith (2017), which involved three high-crime neighborhoods in a U.S. Midwestern city, police perceptions of the relationship between the police and the community were more favorable in the neighborhood, which was primarily White. The way that police officers perceive their role in community policing may also differ based on their race. The existing literature indicates that race is a predictor of police officers' attitudes toward their work, even though this has not been proven by research (Stein and Griffith, 2017). According to a Sun study from 2003, Black and White police officers' attitudes toward their jobs were different. Black officers were less selective, had a wider role orientation, and were more supportive of legal restrictions than White officers (Stein and Griffith, 2017).

Several academics have looked into how police perceive community policing and the variables that affect their perceptions. Square-Smith (2017) carried out a qualitative study to investigate how residents and police officers view community policing and its impact. The study was carried out in Richmond, Virginia, neighborhoods. Seven police officers and four residents

participated in unstructured interviews to provide data. The results showed that both sides felt that community policing practices had improved safety, public support for the police, and community trust in addition to increasing police visibility, accountability, and transparency. In a state in the Southeast, Nix et al. (2018) looked into the opinions of police officers regarding citizen advisory councils, 567 sheriff's deputies were included in the sample. The results showed that officers' perceptions of the Citizen Advisory Council (CAC) were significantly more favorable when they felt that the organization was treating them with greater justice. Perceived self-legitimacy and perceived CAC legitimacy were significantly correlated, albeit at a lower level. It was also shown that officers assigned to the patrol division and those who felt more public scrutiny had worse opinions of the legitimacy of the CAC.

Implementing Community Policing Presents Difficulties

According to research on organizational transformation, this component of community policing is "the alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving" (U.S. Department of Justice, COP, 2014, p.1). To foster cooperative working relationships and emphasize decentralization and a flexible environment in line with community policing, organizational transformation entails aligning a police organization's management, structure, personnel, and information resources (Chappell, 2008). Since organizational transformation is a crucial element of community policing and is not included in a universal model, police agencies must customize their implementation tactics to fit the local community's needs (Gill et al., 2017).

The challenge associated with implementing community policing is another theme that emerged from a review of numerous research studies. According to a study by Giwa (2018), there is insufficient empirical data to support the claim that community policing is effective at

preventing crime. It demonstrates that certain community-policing initiatives encounter numerous operational difficulties. Neighborhood Watch is one such program that has overlooked the characteristics of many racially segregated communities. According to Giwa (2018), this program has not considered the idea that racialized communities are typically collectivist. Collectivism is likely to make it more difficult for members of the community to work together with law enforcement. As a result, certain community policing initiatives can only be successful in areas where white people and other dominant racial groups reside (Giwa 2018). When interacting with the police, the majority of racial minorities are likely to report incidents of unfairness and brutality (Giwa 2018). As a result, they might neglect to give the police important information about the incidence of crime in their areas. Because of a lack of trust, members of racially segregated communities might not report issues to the police.

Dumas et al. (2021) also support the claims made by Giwa (2018). The majority of police leaders are ignorant of significant community policing philosophies, claim Dumas et al. (2021). As a result, when putting community policing initiatives into practice, police leaders are likely to face many difficulties. According to Braga et al. (2019), the lack of trust between minority groups and the police is another reason community policing initiatives have not been implemented in racially segregated communities. Some police officers have not supported community policing initiatives in their jurisdictions, as acknowledged by Kearns (2017). According to him, a large number of police officers oppose these programs, particularly when they are interacting with racial minorities.

Interactions of Minority Communities with the Criminal Justice System

The interactions between minority communities and the criminal justice system have been studied. People from minority communities are overrepresented in the criminal justice

system in many jurisdictions, according to a study by Hinton et al. (2018). It shows that approximately 35% of the incarcerated population in the US are members of minority communities. Black Americans have thus been disproportionately burdened by the criminal justice system in the United States, according to Hinton et al. (2018). In 2020, Robertson and Wainwright substantiated the claims made by Hinton et al. (2018). People from black communities are more likely to be incarcerated, claim Robertson and Wainwright (2020). They contend that there is a significant disparity in the incarceration rates of whites and blacks in the US. Furthermore, the history of oppression and discrimination, according to Robertson and Wainwright (2020), is to blame for the disproportionate representation of minority communities in jails and prisons. They contend that oppression and discrimination against racial minorities, especially Black people, have been hallmarks of the United States.

The number of Black and minority communities represented in the "criminal justice system" has increased as a result of discriminatory laws and policies. Hinton et al. (2018) investigate the historical causes of the racial disparities that currently exist in the criminal justice system. Various sentencing and policing policies disproportionately singled out black residents of the South after the Emancipation. The Black Codes exacerbated racism in law enforcement, laws passed between 1865 and 1866. Black people were the primary targets of discrimination during policing operations because of the atmosphere they fostered. Vagrancy laws that were created in the South mandated that police arrest Black people who were unable to provide proof that they had been hired by white people (Robertson & Wainwright, 2020).

Furthermore, several current U.S. laws have led to a rise in the incarceration of Black people and members of other minority groups. For example, Hinton et al. (2018) claim that the overrepresentation of minority communities in American jails and prisons is a result of drug-free

zone laws. These laws forbid the sale and use of drugs and other substances in designated protected areas, such as parks, educational institutions, and public housing projects. Punitive sentences are imposed on drug dealers in these areas (Hinton et al., 2018). Laws in certain states mandate that those who violate drug-free zones serve a minimum of eight years in prison. Blacks and other low-income people have been compelled to live in high-density areas of cities due to racial segregation (Maryfield, 2018). Consequently, minority communities have suffered more than their majority counterparts as a result of drug-free zone regulations.

The three-strike policy is another law that significantly contributes to the higher incarceration rate among minorities. According to these guidelines, those who are caught in possession of drugs and committing other minor offenses ought to receive harsher punishments. Thus, Hinton et al. (2018)'s claim that over-policing is the primary cause of the rise in incarceration of Black people in the US is supported by Robertson and Wainwright (2020). Black people being arrested for minor offenses has significantly increased as a result of the three-strike laws (Irwin-Rogers, 2018). Both the increase in convictions involving Black people and other racial minorities and the rise in structural inequality can be explained by them. Black poverty and crime have increased as a result of specific discriminatory policies.

In addition to these discriminatory practices, bias has played a role in the disproportionate representation of Black people in correctional facilities. According to her research, Kovera (2019) believes that certain players in the criminal justice system may have biases against members of racial minorities. These players include police officers, juries, judges, and prosecutors. Additionally, according to Kovera (2019), prejudice has led to a situation in which Blacks and other minorities are disproportionately searched, stopped, and arrested. She points out that the prejudice might make police officers wary of the actions of racial minorities. Police

may stop and question Black people without a good reason. Black and Hispanic people have a higher chance of being arrested by police for drug possession (Kovera, 2019). When dealing with drug-related offenses, police officers are subject to implicit bias (Kovera, 2019). The main result of the overt racism that defines the US is typically biased. Offenders from racial minorities receive harsher and longer prison terms as a result of prosecutor bias (Irwin-Rogers, 2018). The prison terms that offenders may be expected to serve are typically determined by the prosecutors' recommendations. Therefore, when they have unfavorable opinions about Black people and other racial minorities, they might suggest severe prison terms. Racial bias affects the decisions made by prosecutors and other actors when dealing with offenders from minority communities, according to research studies by Kovera (2019) and Hinton et al. (2018). They demonstrate how Black offenders' capacity to negotiate a plea can be impacted by implicit bias. Black and Hispanic inmates are disproportionately incarcerated because they are given harsher sentences than white inmates, according to Kovera (2019).

Researchers also point to differences in jury participation as the other leading cause of variations in prison populations. Watson (2021) and Kovera (2019) claim that Black participation in the jury system is restricted in several ways. Disenfranchising those with felony convictions is one method. Minority groups' participation in the jury system has been restricted as a result. Because poverty rates are so high, members of minority groups are less likely to serve on juries.

Brutality by the Police

Various types of criminal activity have been associated with Black people. According to Schwartz's (2020) research, police officers are more likely to think that people from minority groups, including Black people, are criminals. Because of this, incidents of police brutality

involving members of minority communities have been visible. Shwartz (2020) uses George Floyd, a Black man who was killed in May 2020 after allegedly using a phony note in a store, as an example. Over the years, reports have shown that there has been a notable rise in the number of Black people killed by police (Shwartz 2020). According to Shwartz (2020), police officers are more likely to use force when they come into contact with and engage with other police officers. Black people and members of racial minorities are more likely to become victims of police brutality, according to Chaney and Robertson (2013), who back up his claims.

According to a study by Edwards et al. (2019), violent interactions between Black people and the police are frequently reported in the US. According to these researchers, one of the main things that could put Black men at risk for harm or death is police violence. As a result, they support resolving police officers' unfavorable perceptions of Black people and other minority groups.

Erroneous Convictions

As minority communities engage with the criminal justice system, erroneous convictions may also occur. Kovera (2019) asserts that the possibility of innocent Black people being wrongfully incarcerated is higher. Compared to innocent white people, innocent Black people may be more likely to be convicted of drug and sex-related offenses (Kovera, 2019). The claims made by Kovera (2019) that Black people are more likely to be accused of and convicted of sex-related crimes are supported by a related study conducted by Johnson et al. (2013). In cases of sexual assault involving Black people, eyewitness misidentification has been identified as the primary cause of erroneous convictions (Maryfield, 2018).

The victim of sexual abuse is typically depicted as misidentifying the perpetrator. Additionally, Watson (2021) backs up the claims of other researchers that Black people are more

likely to be wrongfully convicted of a variety of crimes. He points out that because Black people are more likely to be victims, the majority of them are wrongfully convicted. Furthermore, Watson (2021) claims that race and class are two important elements that foster an atmosphere in which criminal justice system actors unfairly single out certain individuals. He contends that the judicial system's racial bias is the cause of erroneous convictions. Black people in poverty may be disproportionately targeted by the police during arrests, leading to erroneous convictions. According to Kovera (2019), petty offenses may result in the expulsion of students from black communities and their referral to law enforcement.

Conceptual Framework

Following the review of the literature, the relevant categories were combined to produce a conceptual framework. According to the US Department of Justice's Office of Community-Oriented Policing Services (COPS), community policing consists of three main elements: problem-solving, organizational transformation, and community partnerships (COP, 2014). These fundamental elements support community policing and are a key strategic aspect of this approach. The connections that these strategic concepts create between the general principles and values that guide community policing and the particular initiatives and methods that carry it out are what make it possible (Gordner & Eastern Kentucky University, 1996). They ensure that the COP philosophy is reflected in agency priorities, policies, and resource allocation. Ultimately, the tactical aspect of community policing converts concepts, theories, and plans into practical policies, procedures, and methods (Gordner & Eastern Kentucky University, 1996). Understanding the organizational dimension that supports community policing and significantly impacts its execution is crucial. Police departments frequently consider adjusting their structure, management, supervision, and administration to support and enhance community policing

(Gordner & Eastern Kentucky University, 1996). The organizational dimension's components are often essential to the effective application of community policing even though they are not technically a part of it (Gordner & Eastern Kentucky University, 1996).

Community policing is a philosophy predicated on the idea that private citizens and police officers can collaborate creatively to address current community issues, including crime, fear of crime, social and physical disorder, and neighborhood deterioration (Johnson, 2017). The underlying tenet of the philosophy is that to accomplish these objectives, police departments must forge new bonds with the law-abiding members of the community, give them more influence over local policy decisions, and involve them in initiatives to raise neighborhood standards of living. It causes police work to become more problem-solving-oriented rather than responding to sporadic calls (Johnson, 2017).

In 2019, Skogan expanded on Trojanowicz's definition by stating that police officers must adapt their tactics and strategies for community policing to be successful (Skogan, 2019). Nonetheless, it is crucial to remember that law enforcement agencies are predominantly built on a hierarchical framework (Herrington & Schafer, 2019). A top-down or hierarchical authority structure indicates that a chain-of-command philosophy is followed to execute policies and strategies (Eterno et al., 2021). As a result, line staff police officers are powerless to alter the policies that mostly prescribe their method or manner of policing. However, police officers still have discretion, even in hierarchical organizations, which can lead them to form preconceived notions about communities of color (Reynolds & Helfers, 2017). In this way, police officers could modify their tactics or approaches without going against departmental guidelines or their policing philosophies (Peyton, 2019).

Community policing initiatives have changed over time, but like any organizational strategy, organizations and the practices that support them need to be flexible to adapt to a changing environment (Shupard & Kerns, 2019). Coordination, cooperation, respect for one another, fostering relationships, and bridging the gap between the police and the community should be the main goals of the changes made to community policing (Wade, 2017). It can be argued that there were shortcomings or a lack of buy-in with focus points associated with community policing, though this is not to say that other community policing endeavors failed in those areas collectively (Lawrence et al., 2019). In certain cases, outdated and imprecise mission statements that provide police officers with no clear guidance were the cause of a lack of organizational buy-in (Sherman, 2020). In practical terms, how can we expect police officers to be involved in non-enforcement community engagement if the mission and vision of community policing remain unclear (Braga, 2019). Police departments that serve racial minority communities in their districts must alter their organizational mission and vision in addition to providing training and strategies on how to properly police these communities rather than over-policing them (Schlosser et al., 2015). The main objectives ought to be to mend and repair tenses with the community, attempting to close the distance and foster a relationship of trust based on openness, responsibility, and transparency between the police and the community (de Guzman & Kim, 2017).

The Office of Community-Oriented Policing Services (COPS) was founded largely to enhance and spread community policing practices across the country in response to the national precedent (Reaves 2015). Three key elements comprise the definition of COPS. Reaves (2015) outlines the three components of COPS as follows: 1) partnerships between the police and the community; 2) support from agency management, staff, structure, and information systems; and

3) a problem-solving process that creates and rigorously analyzes effective responses. One of COPS's primary goals was to give money to police departments so they could hire more officers and allocate more funds, especially for community policing (Worrall & Kovandzic, 2007). The Violent Crime Control and Law Enforcement Act of 1994 served as the model for the COPS Office program's initial iteration to combat violent crimes nationwide (Evans & Owens, 2007).

In addition to providing 8.8 billion in federal grant money dedicated to community policing initiatives, the COPS Office program promised to hire 100,000 police officers countrywide between 1994 and 2000 (Harmon, 2015). Until 2009, when former President Obama launched a strategy for the program's revival, support and financing for the COPS Office program waned and fluctuated (U.S. Department of Justice, 2017). The COPS Hiring Program was renamed the COPS Hiring Recovery Program (CHRP) after it was expanded in 2009 under the American Recovery and Reinvestment Act (Cook et al., 2017). According to Cook et al. (2017), the primary objectives of the CHRP were to increase the number of police officers and provide additional funding to expand and revitalize the COPS program. Effective policing and public safety depend on the police and the communities they serve having strong, mutually trusting relationships. To effectively combat crime in their neighborhoods, the police rely on the community to share information about crimes and offenders, and to collaborate on finding workable solutions. A strategy to mitigate tensions between the public and the police force is community policing (Brown, 2019). Because it seeks to promote good ties between the police and the communities they serve, it has been suggested as a remedy for the uneven effects of policing practices on ethnic communities.

According to the US Department of Justice (2012), the process of proactively and methodically examining problems to identify and assess workable solutions is known as

problem-solving. Within police frameworks, problem-solving techniques signify a shift toward proactive measures to address the underlying causes of crime. Strategies, such as those outlined by Hinkle et al. (2020) in Problem-Oriented Policing (POP), focus on identifying recurring problems and developing tailored solutions (Hinkle et al., 2020). With this approach, law enforcement can address the root causes of criminal activity, thereby reducing the community's fear of crime.

The literature presents a variety of conceptualizations for community policing. Because it is an approach adapted to the changing needs of local communities, it has been defined and applied differently over time and in different contexts. Community policing is defined by Diphoorn and van Stapele (2021) as the concerted efforts to rethink and restructure policing within a community. According to Diamond and Weiss (2016), community policing comprises the police and community working together to address issues related to public safety and quality of life. Peyton et al. (2019) claim that community policing encourages constructive, non-enforcement interactions between the police and the public. A significant portion of community problems are resolved with the help of community organizations. The DOJ (2019) asserts that community organizations can be used to bridge the gaps between racial and ethnic groups and between the community and law enforcement, which is an important first step toward better police-community relations. Community organizations can facilitate coordination between law enforcement agencies and citizens, thereby increasing the level of co-production, according to Brunton-Smith and Bullock (2019). However, formal citizen organizations are not a requirement for collaborative production, which is the meeting of public police officers and citizens or groups of citizens. The majority of community organizations have different objectives, such as improving the quality of life in a particular area by fostering a sense of community, despite their

differences in size, focus, and orientation (Johnson, 2015). These groups employ a range of strategies to foster a sense of community, including informing members about neighborhood events, coordinating with the neighborhood and local government, planning social and recreational activities, and improving the quality of life. Community organizations that "can work together effectively, have the capacity to develop and sustain strong relationships, solve problems, and can collaborate effectively with their local law enforcement agency" (p. 5) are typically found in sustainable, safe communities, according to McCampbell (2010).

The safety and security of the community depend on the police and community organizations working together. For example, community organizations can collaborate with law enforcement to reduce the high rates of fatalities brought on by inadequate police intervention tactics by using social workers skilled in non-criminal intervention fields like mental health (Lamin & Teboh, 2016). In addition to reducing the overall public risk, community organizations, such as neighborhood watch groups, protect individuals and private properties by offering services like property marking and personal alarms (Brunton-Smith & Bullock, 2019). Community organizations can serve as a conduit between law enforcement and vulnerable populations that may be challenging to reach because of a fear of law enforcement, according to the Office for Victims of Crime (2020).

Empirical data suggests that neighborhood crime rates can be decreased with the support of community organizations (The Office for Victims of Crime, 2020). To investigate the connection between volunteer organizations and neighborhood crime, Wo et al. (2016) carried out a quantitative study. The researchers used data from 87,641 census blocks in ten cities. Although various voluntary groups demonstrated behavior that reduced crime, the study's findings showed that many of these groups displayed the "delayed impact scenario," in which a

delay occurred between the formation of a voluntary group and the subsequent decrease in crime. The results suggest that community organizations do not fully reap their benefits until years after they move into a neighborhood. Nonetheless, some neighborhood watch programs and other community organizations have come under fire for shifting their focus from preventing crime to evicting strangers and creating clean environments for residents who are all the same (van Steden & Mehlbaum, 2022).

Initiatives in community policing are essential to any effective model of reducing crime. To forge connections, law enforcement and the community must establish dependable and trustworthy relationships. To establish a successful partnership, openness and honesty are essential (Zambounis-Black, 2023). Community engagement is a valuable starting point for this. Because of this, law enforcement must develop plans to inspire trust among the populace. Events and occasions must engage all facets of the community, ensuring a diverse range of communication strategies (Zambounis-Black, 2023). This ensures that resources are applied to meet the needs of everyone, not just a select few. Before forming official partnerships, this kind of engagement is necessary to foster trust within our communities (Zambounis-Black, 2023).

Understanding the distinction between community engagement and community policing is essential for law enforcement and the public to build genuine and trustworthy partnerships. Building rapport through non-enforcement interactions between law enforcement and the public is the foundation of community engagement (Zambounis-Black, 2023). This is just the beginning of forming a partnership; it is the first step toward building trust and honest communication. This is the starting point for community policing tactics (Zambounis-Black, 2023). Community policing is described as a “philosophy that promotes organizational strategies that 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” by the Justice Department's Office of Community Oriented Policing Services (COP, 2014). Agency comprehension of resource needs and community involvement in crime-reduction initiatives will benefit from involving citizens from all facets of the community.

Effective policing and public safety depend on the police and the communities they serve having strong, mutually trusting relationships. To effectively combat crime in their neighborhoods, the police depend on the community to share information about crimes and offenders and to work together to find workable solutions. A strategy to change the police beyond previous tensions between the public and the force is community policing (Brown, 2019). Because it seeks to promote good ties between the police and the communities they serve, it has been suggested as a remedy for the uneven effects of policing practices on ethnic communities.

The literature presents a variety of conceptualizations for community policing. Because it is an approach adapted to the changing needs of local communities, it has been defined and applied differently over time and in different contexts. Community policing is defined by Diphoorn and van Staple (2021) as the concerted efforts to rethink and restructure policing within a community. According to Diamond and Weiss (2016), community policing comprises the police and community working together to address issues related to public safety and quality of life. Peyton et al.,(2019) claim that community policing encourages constructive, non-enforcement interactions between the police and the public.

Proactive, community-centered tactics have replaced reactive, incident-driven ones, as demonstrated by recent research by Lim et al. (2020). As highlighted by Terpstra and van Wijck (2021), the foundation of community policing places a high value on establishing partnerships,

cultivating trust, and co-producing stability with neighborhoods. To combat local crime and disorder, Community Order Policing (COP) is a comprehensive policing approach that primarily depends on police presence in the community, community partnerships, and community involvement (Terpstra & van Wijck, 2021). POP offers law enforcement organizations an analytical approach to creating plans that include problem identification, analysis, response, and assessment to prevent and lessen crime and disturbance (National Research Council, 2018).

Youth can be crucial to both POP and COP initiatives, although there are few studies specifically focusing on this topic. Youths frequently comprise the community in which police work to identify and address issues in COP. Youths can participate in the process informally or formally, such as by attending neighborhood meetings or working to improve ties between the police and the community. For instance, as part of a COP approach, a police officer on foot patrol may choose to have casual conversations with young people in the community (Cowell & Kringen, 2016). Alternatively, police may encourage young people to engage in programs like police athletic leagues, which aim to improve attitudes between the police and the youth while also preventing and reducing juvenile crime and delinquency (Rabois & Haaga, 2002). Law enforcement organizations may target juvenile-related crime and disorder issues by using POP. One POP strategy that focused on lowering homicide victimization among young people in the city was the Operation Ceasefire intervention, which was carried out in Boston, Massachusetts (Braga & Pierce, 2005).

Due to the broad nature of COP, community-based programs can take on a variety of shapes. Certain COP programs, for instance, might only be offered in one location, like a community center, a school, or a police substation. Other COP-based initiatives, like neighborhood-wide police foot patrol programs, are possible. Here are some illustrations of

particular COP program types and their effects on young people in a community. One COP program that is often used in schools is School Resource Officers (SROs) (Stern & Petrosino 2018). SROs are uniformed, trained police officers with the authority to make arrests, carry firearms, and wear department badges. According to Stern and Petrosino (2018), they must continue to be present in schools to uphold security and safety. Although SRO programs have been in place since the 1950s, their use took off in the 1990s due to many high-profile cases of extreme school violence and the ensuing policy changes (Broll & Howells, 2019; Lindberg, 2015). SROs can perform a range of duties. They aim to prevent and address crime within schools, encourage positive relationships between law enforcement, educators, and young people, and cultivate a positive learning environment. (Thomas et al., 2013)

Another program that utilizes COP elements is Foot Patrol. Police officers conduct foot patrols on foot as part of their neighborhood rounds. According to Ratcliffe et al. (2011), it is a policing strategy that entails moving within a designated area to observe and maintain security. The primary objectives of foot patrol are to increase police visibility in the community and to foster stronger relationships and rapport with local residents. In addition to responding to service requests within their designated areas and occasionally visiting businesses on their beat, officers also get to know the neighborhood well. Furthermore, by creating a sense of safety in the neighborhood, police officers on foot patrols may provide a degree of "citizen reassurance" to locals, which may lessen their fear of crime (Wakefield, 2006; Ratcliffe et al., 2011; Walker & Katz, 2017). Engaging with young people in the community is one of the responsibilities of foot patrol officers; in fact, some are trained to make special efforts to reach out to vulnerable youth. For instance, in an attempt to establish rapport, an officer may stop and strike up a casual conversation with some young people who are loitering on a street corner (Cowell & Kringen,

2016). Studies have indicated that foot patrol enhances the rapport between law enforcement and the public by fostering a sense of familiarity, trust, and approachability (Ratcliffe et al., 2011; Kringen et al., 2018). Officers can also benefit from foot patrols. According to research, officers who use foot patrol tactics report feeling more accomplished and having a higher level of job satisfaction (Wakefield, 2006; Walker & Katz, 2017).

Furthermore, the application of problem-solving techniques in neighborhood law enforcement structures has a direct effect on how people perceive fear. According to research by Ariel et al. (2023), community policing tactics enabled focused interventions in high-crime areas, which made locals feel less afraid and more secure. These types of programs reduce anxiety by addressing the root causes of crime, resulting in noticeable increases in local safety. However, there are obstacles to putting problem-solving techniques into practice. Research by Terpstra and van Wijck (2021) and Circo et al. (2019) emphasizes that successful deployment requires ongoing funding, stakeholder collaboration, and training. Furthermore, concerns about biases in predictive law enforcement models necessitate ongoing review and improvement to ensure fair and effective crime reduction initiatives. These approaches to problem-solving underscore the proactive nature of modern policing, which aims to prevent crime and respond to it effectively. This raises important questions about the relationship between these approaches and how they affect perceptions of community safety (Circo et al., 2019).

Summary

This study of the literature has explained the complex relationships between community policing, community perception, and problem-solving techniques in modern law enforcement. Analysis of numerous studies have shown that policing operations are characterized by racial disparities (Kearns, 2017). When interacting with members of minority communities, the

majority of police officers base their decisions on factors such as race and class (Kovera, 2019). Black people in particular are likely to be stopped and searched by them (Kovera, 2019). These individuals are the main targets of stop-and-search procedures (Kovera, 2019). Police brutality is another theme that emerged from the literature review.

According to several reports, when police officers encounter and engage with members of minority communities, they frequently use excessive force (Kovera, 2019). The number of Black people killed by the police has gone up over time(Kovera, 2019). When dealing with members of minority communities, police officers use aggressive policing initiatives (Kovera, 2019). The degree of force used by police when interacting with civilians is determined by racial bias (Kearns, 2017). Furthermore, the literature review has demonstrated that there is a disproportionate representation of members of minority communities in different correctional facilities (Hinton et al., 2018) Discriminatory laws and policies, like the three-strike rule, are the cause of the large population. Furthermore, the review has shown that racial bias among certain justice system actors has resulted in harsher and more severe sentences for minority group offenders (Irwin-Rogers, 2018). These criminals have been subjected to harsher and longer sentences. Additionally, the review has demonstrated that Black people are less likely to be granted pleas (Kovera, 2019). In addition, erroneous convictions have affected Blacks and other minorities (Watson, 2021).

Chapter 3: Research Method

The problem addressed in this study is that community policing practices are different in minority communities (Black, Hispanic, and Asian) as opposed to those practices in predominantly white communities. The purpose of this qualitative case study was to understand the differences in community policing in minority communities in and around the city of Boston, Massachusetts, specifically, Roxbury, China Town, South End, and South Boston for community policing practices in minority communities (Black, Hispanic, and Asian) as opposed to those practices in South Boston which is a predominantly white community.

Community policing is a vital tool for addressing social issues in society. When the United States of America's (USA) Federal government approved the implementation of community policing, it envisioned a community whose members would positively work with the police to reduce crime rates. The United States of America's community policing philosophy was implemented to promote positive relationships between police officers and the public (Padilla, 2023). According to the Community-Oriented Policing Services (COP, 2014), community policing is a philosophy that promotes organizational strategies supporting the systematic utilization of partnerships and problem-solving techniques to efficiently address social issues, such as crime, fear of crime, and social disorder. Community policing, therefore, fosters positive partnerships among law enforcement officers, their agencies, and the public. Through the connections developed within the community, police officers are better informed and empowered to address public safety issues and protect the public from crimes and disorder (COP, 2014; Skogan, 2019).

Community policing has gained positive momentum over the past few years as police officers and their agencies seek more effective ways of protecting the public. Police officers,

sheriffs, and other law enforcement personnel actively assess channels that allow them and the public to work in tandem, promoting public safety and enhancing the quality of service. It is essential to note that community policing varies depending on a community's needs; however, some basic principles are common to all communities and community policing approaches.

Despite its positive impacts on preventing and solving crimes, community policing has received significant criticism for various reasons. Some scholars and human rights organizations believe community policing has failed to promote every citizen's well-being, citing its adverse impacts on America's minority community (Peyton et al., 2019). To resolve conflicts, grievances, and misconceptions, police must honestly engage with the community they serve as part of the trust-building process. Strong bonds of mutual trust between law enforcement and the public are essential for enhancing community relations, combating crime and disturbance, maintaining public safety, and promoting efficient policing, according to Shusta (2020).

An overview of the research design and methods employed in this study is given in Chapter 3. The population and sample are also identified in this chapter. I will review the study design, data collection, analysis, and instrumentation. The study's methodology outlines the process by which I gathered and analyzed the data. It also contains pertinent information on the study's location, the method for gathering the sample, and the process for contacting the sample. Chapter 3 provides the qualitative method used to understand the impact of community policing in minority communities (Black, Hispanic, Asian, and White). This chapter also covers ethical assurances, delimitations, assumptions, and limitations. The topic of ethical assurances is covered last, along with several ethical guidelines that are considered when conducting research. A chapter summary is provided at the end of this chapter.

Research Methodology and Design

I did not choose quantitative research because it often involves statistical data and typically requires a large sample size (Hasa, 2016). Hasa (2016) found that when collecting data from respondents, questions are typically one-word answers. For example, in a quantitative study, respondents may answer questions by selecting "yes" or "no." In conclusion, the quantitative approach was not suitable for the current study because the research questions required unstructured and in-depth responses. Another reason quantitative research was not appropriate for this study is that it is more objective. It was determined that the interviewing method and the case study research design were suitable for the study. A qualitative case study design was employed in this study. A case study design is an in-depth analysis of a research problem, typically used to focus a wide field of study into one or a few areas (Marczyk, 2019). Additionally, the case study design helps demonstrate the applicability of a given theory or model to real-world occurrences. Conducting interviews facilitates flexibility for the researcher as it allows them to observe nonverbal behaviors, control the sequence of questions, and obtain better responses. This researcher may be able to determine why different people have different opinions about community policing by using the qualitative case study. To obtain insight into how people interpret their experiences and how they shape their perceptions, researchers can now explore people's lives and experiences through qualitative case study research, which has developed into a practical and adaptable research approach (Harrison et al., 2017; Rashid et al., 2019). This comparative case study intended to help the researcher comprehend the research problem, which is the differences in community policing practices in minority communities (Black, Hispanic, and Asian) as opposed to those practices in predominantly white communities. I gathered information about community policing through interviews and questionnaires.

Additionally, I aimed to understand how people perceive the police and how they believe problems are not being addressed through one-on-one interviews with community residents.

The descriptive, exploratory, experimental, and correlational research designs are the alternative research designs that were less suitable. Xu et al. (2020) suggest that among the research methods that could have been employed are surveys, experiments, and questionnaires. Among the other research designs, the exploratory design is employed in situations where prior studies have not been conducted (Xu et al., 2020). In this instance, some research was done, albeit not all of it. It was also more constrained and less suitable because it lacked the different approaches to support data collection (Xu et al., 2020). Regarding research methods, conducting surveys, for example, could deter respondents from providing the necessary and accurate information (Xu et al., 2020). Furthermore, surveys do not allow for depth of information, making it difficult to determine the veracity and accuracy of the data. The feasibility of the qualitative explanatory case study methodology and design is demonstrated by the ability to examine the minority resident group within the study. To create a seamless alignment for the study, it is helpful to use a qualitative explanatory case study, which allowed me to explore the experiences and perceptions of minority and white respondents, as well as community police officers.

Population and Sample

The study's target population consisted of adults aged eighteen and above who resided in Chinatown, South Boston, Roxbury, and the South End. They have never worked in law enforcement or security, but they are willing to participate in the study. For the study, thirty participants (Black, White, Hispanic, and Asian) were recruited, fifteen from South Boston, five

from Chinatown, five from Roxbury, and five from the South End. It is crucial to remember that interviews continued until saturation was reached, regardless of the quantity.

This study used purposive sampling to draw participants from Boston, Massachusetts' minority, and non-minority communities. Dodge (2008) defined purposive sampling as the selection of participants for a specific purpose. Purposive sampling was used to select participants based on the study's purpose of understanding the impact of community policing in minority and non-minority communities in and around the city of Boston, Massachusetts, including Roxbury, Chinatown, the South End, and South Boston, which is predominantly white. To participate in the study, participants needed to meet specific eligibility requirements. Because the participants in this study are particular to the phenomenon of interest, purposive sampling is appropriate (Palinkas et al., 2015). To be eligible for inclusion, participants had to live in one of these four communities, be aged 18 years or older, and have had some encounter with community police officers. Adults who have lived in the community for an extended period are thought to have established strong community ties and can offer valuable insights into the overall perception of the community and its police officers. Newer community members offered valuable insights based on the changes they have observed within the community. The sample size was appropriate for in-depth interviews, which were expected to yield valuable results. The study's sample size was sufficient to capture a diverse range of perceptions and provide enough data for replication. Interviews were conducted until saturation was reached. According to Saunders et al. (2017), saturation occurs when additional interviews yield no new information or themes, and there is sufficient data to replicate the study.

The resident sample was recruited through posting recruitment flyers on Facebook, Instagram, and online community bulletin boards. Although I intended to solicit participants

online, participants had to be current residents of Roxbury, Chinatown, South End, and South Boston. I provided an overview of the study, my contact information, and the eligibility requirements for participation. Once the participant contacted me, I verified their eligibility by asking them a series of general questions, such as race, age, gender, current city of residence, and whether they had ever been employed within a law enforcement or security capacity. Once their eligibility had been verified, I explained the study's purpose and scheduled a Zoom interview for them. I conducted the Zoom video interview in a private, quiet setting using my laptop, and I followed the same process for each participant.

Instrumentation

One of the most important measuring tools for gathering data for research is research instrumentation. To gather data on a specific area of interest, researchers employ instruments. Each research tool serves a specific function and is designed to collect a particular type of data for the researcher. These are helpful tools for gathering, quantifying, and evaluating data from research participants. The researcher can look into beliefs, actions, and experiences related to a phenomenon through interviews. The research questions were field-tested by three research experts, who will read the questions and provide me with feedback. These experts were retired Boston police officer with 20-plus years of experience on the police force, Dr. Bisola Ojikutu, the Executive Director of the Boston Public Health Commission, and Julia Frederick, MBA, MPH, Chief of Staff of the Boston Public Health Commission. These individuals were chosen due to their ties within the community and their affiliation with programs catering to residents of Roxbury, Chinatown, South Boston, and the South End.

The interview was guided by a semi-structured set of open-ended questions (see Appendix A) on the subject areas the researcher wished to cover, which are part of semi-

structured interviews (DeJonckheere & Vaughn, 2019). The open-ended question format clarifies the subject under investigation and provides the interviewer and interviewee with ample opportunity to delve deeper into related subjects. The interviewer can use cues to encourage the interviewee to think more deeply about a question if they are having difficulty answering it or if they are only able to give a brief response. In a semi-structured interview, the interviewer is also free to ask the interviewee to expand on their initial response.

The primary objectives of the interview were to gain a deeper understanding of minority citizens' perspectives on and experiences with community police officers, as well as to gather suggestions for improving community-police relations. The semi-structured interviews were conducted using open-ended questions, allowing participants to share their thoughts about the police and their experiences with them in detail (Maher et al., 2018). Respondents had the opportunity to elaborate on their beliefs and the reasons behind them through the use of open-ended questions. Since the validity of the information supplied regarding the research topic was guaranteed, this produced in-depth information.

Study Procedures

The protocols, strategies, and objectives of the research must be established before commencing the data collection process. The research used primary data collection procedures to obtain information. Non-minority residents (White) and residents of color (Black, Asian, and Hispanic) participated in the process as study subjects. To collect data, a semi-structured virtual interview was conducted via Zoom using a set of open-ended interview questions (Appendix A). Those who agreed to participate were asked to provide their email addresses, and informed consent forms (Appendix B) were sent for them to sign. The informed consent process involved distributing a written consent form that provided information about the study's purpose and

scope. Only participants who agreed to participate and signed the form were invited to continue. Once the interview was scheduled, I reviewed the informed consent form with the participant again to ensure the participant's understanding and comfort in participating. With participant consent, all interviews were recorded using Zoom. Each participant was assigned a unique identification number at the start of the recording, which was used to track them throughout the study's findings.

The primary instrument for gathering data in this study was the list of interview questions. This was achieved through conducting one-on-one interviews with each participant, directly asking them a predetermined set of questions using an open-ended questionnaire. This methodology was employed in the current study to collect community members' firsthand narratives and their opinions of the community police. The primary objective was to evaluate their individualized assessments of the effects of community policing programs and their interactions with community police officers. The primary objective of community policing is to enhance the overall well-being of a community through proactive measures that prevent and reduce criminal activities, foster a sense of safety among community members, and improve the community's physical environment (Ekici et al., 2022).

To select volunteers who met the predefined criteria, the study employed purposive sampling techniques in conjunction with non-probability sampling methods. A variety of methods are used in non-probability sampling to create a participant list. Using purposeful sampling, a researcher selects participants from the target group who meet predetermined criteria that are specified in the study (Obilor, 2023). The study aimed to establish a sample size of 30 participants—five from each of the three predominantly minority communities and 15 from South Boston, which is predominantly white. Participants had to be at least 18 years old, possess

a sufficient level of English language proficiency, and indicate their willingness to participate in the interview. Yoon and Uliassi (2022) assert that a wide range of data sources are included in qualitative research. Qualitative research data is collected using a variety of techniques. The researchers' active participation is one interesting method of gathering data. Specialists generally hold the opinion that the researcher is an instrument (Yoon & Uliassi, 2022). The notion that researchers act as both a tool for interpreting factual data over time and an active participant in the generation of ideas has been examined by scholars (Dahal, 2022). This justifies this perspective.

During the interviews, the researcher served as the primary data collector for this study, directly asking each participant a series of pre-planned questions via an open-ended questionnaire. This approach was used to record the actual experiences of community members with a particular emphasis on how they see the impact of community policing initiatives and interactions with law enforcement. During the interview process and data collection, it is helpful to have an organized, focused, and well-prepared interview guide to ensure that all interview questions and study objectives are met (Yin, 2017). Individual interviews were conducted for this qualitative research project; One-on-one interviews are crucial to guarantee the validity of the study because they offer a chance to hear directly from people who reside in the communities where community policing programs are implemented, providing firsthand knowledge and experiences.

Each participant was assigned a unique alphanumeric code, Participant (P1), Participant (P2), and so forth, to protect the privacy of their identities. Each written note, consent form, data point, and transcript of an interview was given a distinct pseudonym. The primary goal of the current study was to safeguard participants by lowering the risk of harm and upholding the

principles of confidentiality and overall well-being. A set of 17 semi-structured, one-on-one interviews was conducted to collect the data used in this investigation (Appendix A). The estimated duration of each interview was forty-five minutes. The conventional practice for conducting interviews as a research tool generally involves direct, in-person interaction with the participant.

The final tool used in this investigation is MAXQDA Windows Quality Software. This is notable because it examines a wide range of data, including text, photos, audio and video files, websites, tweets, focus groups, and survey results. The document application aims to create comprehensive documentation about the study process. Qualitative research investigations must consist of complete and accurate information since it is essential for developing case studies and the overall research investigation. The Excel program or spreadsheet recorded and generated the required data analysis, giving the case studies the necessary information. Strict procedures were in place to protect privacy, confidentiality, and individual dynamics. The responses to the questions are not linked or identified to a specific individual or their community affiliation.

Data Analysis

The recorded interview was downloaded, transcribed, and saved using a password-protected file. The file name refers only to the community and date of the interview. The researcher is the only one with access to the cross-reference between the participant responses and their names. This information will never be made public. The researcher will destroy all electronic and paper documents five years after publishing the study by shredding paper documents and deleting electronic files.

Using MAXQDA Windows Quality Software, I transcribed and analyzed the semi-structured Zoom interviews. As the fundamental phase of interpretation, Braun and Clarke's

(2006) six-phase thematic analysis approach typically offers a clear and understandable explanation of the themes and patterns that emerge in the dataset, and it is frequently utilized in qualitative research (Nowell et al., 2017). Braun and Clarke (2006) state that the following steps make up the thematic analysis approach: The process goes as follows: a) the researcher familiarizes themselves with the data; b) they create preliminary codes; c) they start looking for themes; d) they review the themes they find; e) they define and label the themes—a process known as refining and defining—and finally) Then the program generates the report. This data collection process ensures that the research questions were answered to address the study's problem.

Assumptions

After outlining the measures to ensure confidentiality and anonymity, I assumed the participants would provide truthful answers. In the context of research, assumptions are those that readers and researchers take for granted as plausible, if not true. The study's presumptions include the subjects' voluntary participation and their disclosure of all information related to each interview question. It was also assumed that participants would have differing perspectives and opinions regarding the research topic and varying experiences with police interactions.

Limitations

This study had three ways in which the research could be limited. The first included technical issues that tend to arise while using Zoom. To mitigate this limitation, I tested Zoom before every interview. Additionally, I let the prospective participants know how long the semi-structured interview should take. Every participant also had access to a scheduling link that I included on the recruitment flyer. If necessary, they had the opportunity to schedule and reschedule their interview using this link. This option helped reduce the number of people who

did not show up because of scheduling conflicts (Plakhotnik et al., 2021)—the second focused on how minority and non-minority residents in the subject communities in Massachusetts perceived community police officers. First off, only members of the most specific communities were included in the study's sample population (Hamilton & Finley, 2019). The findings cannot be applied to all minorities and community police because they are restricted to Roxbury, Chinatown, South End, and South Boston, which is predominantly white. Lastly, the information that had to be collected was restricted to the opinions and conversations of the study participants. Participants in qualitative research have more control over the data collection process because the methods are primarily open-ended. The participants' answers could be skewed as a result of this restriction.

Delimitations

The selected methodology and design were delimited because they limited the size of the study. Only residents aged 18 or older who presently reside in Roxbury, Chinatown, South End, or South Boston were chosen to participate. A small sample size is usually used in qualitative research to delve deeper into the issue and learn what research participants say (Oden, 2020). To allow respondents to address the research questions and describe their experiences fully, open-ended questions were used in this study. This study did not cover any other nearby cities or police departments; it was restricted to the city of Boston, Massachusetts, and the Boston Police/Community police officers. Although this study aimed to answer specific questions set forth by the researcher, the data collected offered a broad perspective based on the respondents.

Ethical Assurances

I sought approval from the Institutional Review Board (IRB) at the National University before conducting this study. Participation in this study was entirely voluntary, and participants

were free to leave at any time. There was no noteworthy harm connected to this research. Informed consent is a crucial step in the process of protecting human subjects in research, as highlighted by Hamilton and Finley (2019). Each research subject was given a consent form. Before and throughout the research process, informed consent was crucial. A consent form was used to confirm that the participant population is available and willing to participate in the study (Hamilton & Finley, 2019). This research contained confidential information. To preserve their anonymity, the participants' identities were coded. The data will be stored in a secure filing cabinet to ensure privacy. All study materials will be destroyed using an IRB-approved process after three years. In a qualitative study, the researcher's job is to gather data through interviews or behavior analysis of the sample population. One way to approach an interview is to prepare a list of questions about the research topic. Data collection was one of the study's concerns (Moser & Korstjens, 2017). This immediately allows the information to be related to the research. The analysis of the sample population approach, compared to other methods, proves more effective in determining how the research questions will be answered to address the study's problem. By reducing bias, this approach improves the quality of the research and its findings.

Summary

The study's methodology, inclusion and exclusion standards, research questions, data analysis, and method of gathering literature were all covered in Chapter III. This chapter also examined the possible effects of bias in data collection, data analysis, and the reliability of the collected data. In criminal justice research, qualitative research methodology is often seen as a backup plan rather than a primary choice compared to a quantitative research design. Hard facts and statistics showing how particular crime types are distributed among particular genders, age groups, or demographics are frequently needed to support changes in crime policies and

procedures; however, for this particular study, a qualitative methodology proves to be the most successful design. This exploratory, qualitative research explored the impact of community policing methods and attitudes in minority communities compared to the same methods and attitudes in communities in Boston, Massachusetts, which are primarily made up of white residents.

Chapter 4 presents the findings from this systematic literature review. It also includes the study's findings, data analysis, interpretation of the findings for research, discussion of the results, and conclusions. This information adds insight into community policing in minority and non-minority communities.

Chapter 4: Findings

The problem addressed in this study was that community policing practices are different in minority communities (Black, Hispanic, and Asian) as opposed to those practices in predominantly white communities. The purpose of this qualitative case study was to understand the differences in community policing in minority communities in and around the city of Boston, Massachusetts, specifically, Roxbury, Chinatown, and the South End, which are comprised of primarily minorities (Black, Hispanic, and Asian) as opposed to those practices in South Boston, which is a predominantly white community. Furthermore, it explored community perception as it pertained to community policing efforts.

Permission to conduct the study was granted on Tuesday, January 21, 2025, by the National University Institutional Review Board. Recruitment flyers were immediately posted on Facebook, Instagram, and community bulletin boards. There were over 50 respondents to the data collection interview request. The sample size for this study was determined by allowing the participant size to be large enough to describe the phenomenon of interest; the number was sufficient to obtain diverse opinions from each community and representative racial/ethnic group; the sample was substantive because it provided different insights for the research; in similar studies, the saturation for interviews was based on the relevancy of the information provided. Ten participants responded via Instagram, twenty responded via Facebook, and twenty from online community bulletin boards, requesting participation in the one-on-one Zoom interview. Five respondents opted out of involvement before Zoom interviews were scheduled. Forty-five participants fully participated in the research study and did not withdraw their consent to participate. The study required thirty participants, and a random sample of thirty from the overall pool of forty-five was drawn to complete the required data pool. The participants were

gathered and broken down by community. The informed consent letter in Appendix B was sent to each participant before their interview.

All participants identified as 18 or older, currently residing in Roxbury, Chinatown, South End, or South Boston, and with no past or current experience within a security or law enforcement entity. Data for this study were collected through one-on-one interviews conducted via Zoom, with the interview narratives recorded, transcribed, and reviewed. During the data analysis process, data were coded using inductive coding. There were no preconceived notions of what the codes should be; instead, the codes were created from the data itself. Participant interviews were coded based on their relevance to the research question, and I used themes in a thematic analysis to organize the data. This chapter will cover the four components of trustworthiness unique to this study. According to Lincoln and Guba (1985), these components are credibility, dependability, confirmability, and transferability. This chapter also includes the study's results, an assessment of them, and a summary.

Trustworthiness of the Data

According to Enworo (2023), Forero et al. (2018), and Lincoln & Guba (1985), trustworthiness in qualitative research involves addressing credibility, dependability, and confirmability by integrating data from various sources to understand the phenomena under study comprehensively. Researchers establish credibility by identifying the steps required to maintain the study's integrity.

Credibility

Garcia (2017) argued that credibility is strengthened by using prolonged engagement and persistent observation, triangulation, peer debriefing, and member checking. In this study, triangulation was accomplished by using multiple data collection techniques. One-on-one Zoom

interviews, observing the participants' verbal and physical behaviors during the interview, and taking notes during the data collection process. All interviews were conducted through Zoom, where participants agreed to be video and audio recorded. Participants were informed that they could stop the interview at any time and that participation was voluntary. After each transcription, member checking was used by asking participants to affirm the accuracy of the transcript or make any necessary corrections.

Dependability

Dependability is the ability for someone outside the study to observe, audit, and critique the research process (Stahl & King, 2020). However, it also refers to the consistency and reliability of the research findings and the extent to which research processes are documented (Stahl & King, 2020). I followed the following steps to ensure dependability for the one-on-one interviews. I posted a recruitment flyer on Instagram, Facebook, and online community bulletin boards. The participants were able to respond directly to the social media post or send a direct message expressing their interest. Upon the respondent expressing interest, I sent a consent form to their email. I verified that they met the study's requirements and then scheduled the date and time for their Zoom interview. During the one-on-one interview, participants were asked seventeen questions, which can be found in Appendix A. Every interview followed the same format and asked questions in the same order. Following the conclusion of each interview, a transcript was generated right away. To ensure accuracy, each participant received an email with their answers after the interviews. The data was examined after they approved their answers. This was accomplished by reading the data several times and then coding it. Coding involves assembling, synthesizing, classifying, and thematically sorting gathered material into a structured platform to create meaning (Williams, 2019). Notes, transcriptions, notebooks, photos, audio, or

video recordings, and many more methods can all be used to gather data (Williams, 2019). To guarantee validity and reliability, coding techniques must be clear and consistent (Williams, 2019). After the data had been coded, the codes were grouped into themes as part of a thematic analysis. The study's use of reflexivity and a data audit confirmed that reliability was attained.

Confirmability

Confirmability is neutrality or the degree to which the results of a study were influenced by the respondents rather than by the researcher's bias, motivation, or interest. (Lincoln & Guba, 1985). The confirmability of this study was guaranteed by recording every interview session.

After participants received the interview transcripts for their perusal, member checking took place. Since researchers cannot fully disengage from the process, reflexive practice is essential across all disciplines (McNarry et al., 2019). To maintain a neutral position on the subject, I listened to the interview questions and refrained from offering my own thoughts. I employed reflexive practice before each interview by introspecting my own views and experiences.

Transferability

Offering readers proof that the research study's conclusions might apply to different settings, circumstances, eras, and demographics establishes transferability (Stahl & King, 2020). To achieve transferability, a detailed description of the data was given. This description aids the reader in setting the scene for the research. Furthermore, readers and other researchers can evaluate transferability based on the thorough responses in this study. Additionally, the thorough explanations of the interview procedure and other data gathering facets contribute to a more comprehensive understanding of the study environment.

Results

This qualitative study analyzed the responses of 30 interview participants to questions that detailed their insights, opinions, and interpretations of community policing. I used open-ended inquiries to get detailed information. This data-gathering technique made it possible to obtain insightful descriptions and interpretations of the participants' interactions with community police officers. To comprehend the participants' emotions and thought processes, I also had the chance to observe directly. Forty-five participants of varying identities participated in this study. Each provided written consent prior to the 45–60-minute interview. For confidentiality, each participant's name was replaced with a random number. Although I had forty-five participants, my study only required thirty; I then had to pull a random sample of thirty from the overall participant pool to complete my required data pool. I used Excel's Data Analysis Toolpak to generate a random sample. I chose the sampling option and directed it to pull from the total participants column of my dataset. Then, I selected randomly and identified the number of samples needed. This provided me with a proper random sample of participants. Once I had my sample, I transcribed the thirty (30) participants' responses. I then reviewed the transcriptions for commonalities in response and emerging themes. Inductive coding was used during the data analysis phase. The codes were generated from the data, without any prior knowledge of what they should be. I utilized themes in a thematic analysis to arrange the data after coding participant interviews based on their relevance to the study topic. Below is a brief profile of each participant's demographic information. Specific demographic information included age, number of years as a resident, and the residing area. As demonstrated in Table 1, the results are shown below.

Table 1*Geographics and Demographics Summary*

Participant	Age range	Years of residency	Community
Participant 18	29-39	6-10	Chinatown
Participant 21	29-39	6-10	Chinatown
Participant 23	29-39	6-10	Chinatown
Participant 3	29-39	6-10	Chinatown
Participant 41	40-50	11-20	Chinatown
Participant 1	29-39	1-5	Roxbury
Participant 2	40-50	20+	Roxbury
Participant 36	56-65	20+	Roxbury
Participant 49	66-75	20+	Roxbury
Participant 50	40-50	11-20	Roxbury
Participant 10	66-75	20+	South Boston
Participant 28	29-39	6-10	South Boston
Participant 29	18-28	6-10	South Boston
Participant 31	18-28	6-10	South Boston
Participant 34	18-28	1-5	South Boston
Participant 37	29-39	1-5	South Boston
Participant 38	40-50	1-5	South Boston
Participant 4	40-50	11-20	South Boston
Participant 42	18-28	6-10	South Boston
Participant 44	18-28	1-5	South Boston
Participant 47	29-39	1-5	South Boston
Participant 48	40-50	6-10	South Boston
Participant 5	29-39	20+	South Boston
Participant 8	29-39	6-10	South Boston
Participant 11	40-50	6-10	Southend
Participant 15	40-50	1-5	Southend
Participant 16	18-28	1-5	Southend
Participant 19	29-39	1-5	Southend
Participant 27	40-50	6-10	Southend
Participant 33	50-55	11-20	Southend

The figures below display the racial and ethnic distribution of participants in the research study, categorized by age, ethnicity, and years of residency in each community.

Figure 2 illustrates that the age range of participants in the research study spans from 18 to 75 years. This broad age range reflects the diversity of the study participants, encompassing a

broad spectrum of life stages and experiences. Figure 3 indicates the race/ethnicity of each participant.

Figure 2

Age of Participants

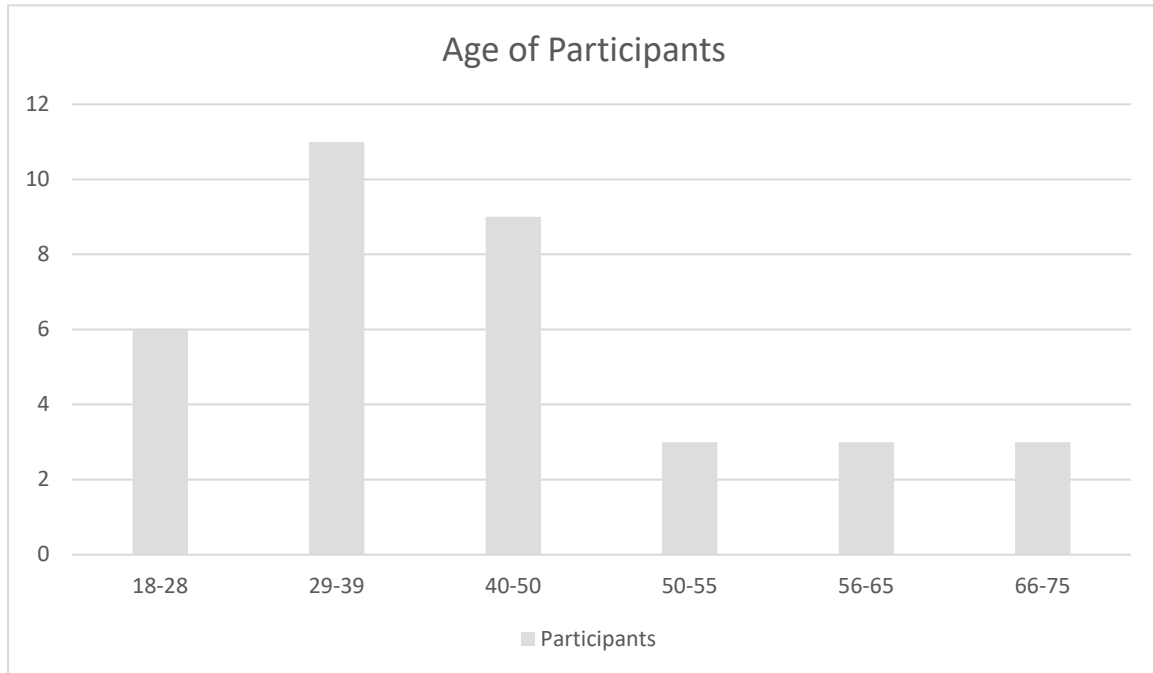
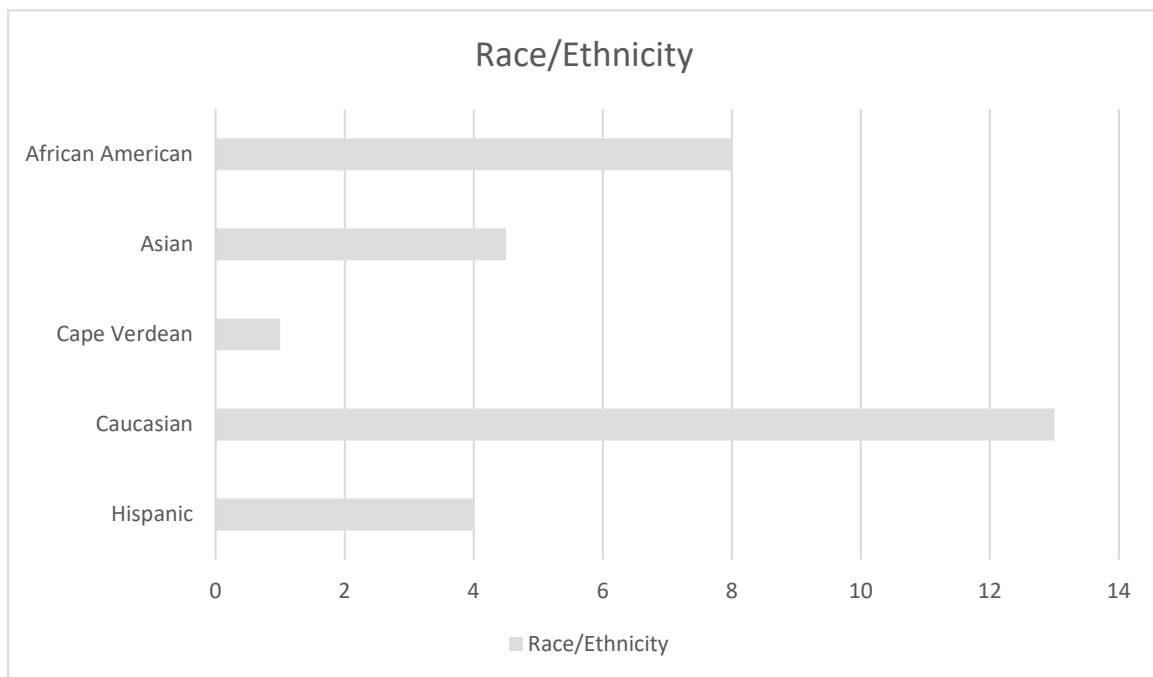


Figure 3*Race/Ethnicity Participants*

Several themes emerged during the data analysis. These topic categories reflected the participants' replies overall. The recurring themes were skepticism of community police, empowerment against powerlessness, police protection versus police profiling, social factors can influence one's perception, experiences taught by life lessons, and positive police involvement through active listening and participation.

Research Question 1

RQ1 asked: How do community policing and problem-solving strategies differ in white (South Boston) and non-white (Roxbury, Chinatown, South End) communities? RQ1 aimed to determine whether there are differences in community policing between white and non-white communities. Several themes emerged from this research question: current perceptions of community policing result from personal, familial, and overall community experiences. Often, racial bias plays a part in one's perception, and social factors can influence an individual's perception.

Table 2*Themes of Research Question One (RQ1)*

RQ1	Themes
	Theme #1: Experiences and lessons taught by the community
How do community policing and problem-solving strategies differ in white (South Boston) and non-white (Roxbury, Chinatown, South End) communities?	Theme #2: Social factors can influence one's perception

Table 3*RQ1 Themes and Responses to Interview Questions (IQ 8,9)*

Theme #1	Response
	<p>Participant 36 "Human connections can help police remember that the community consists of human beings; perhaps they will treat them better. Also, the police may be able to de-escalate situations without always resorting to excessive force as their default."</p>
Experiences and lessons taught by the community.	<p>Participant 48 "Community policing programs must be adjusted to consider Boston communities' different characteristics, challenges, and cultures. This will not only help the police understand the distinct needs in the community but also provide access to resources and connect with the community. It should go beyond the traditional law enforcement method."</p>
	<p>Participant 27 "Having officers as friends showed me that not all officers are bad, as I had grown up thinking. As a black kid who grew up when Charles Stuart murdered his pregnant wife and blamed a black man, it made all cops seem bad to me, because they stopped and frisked an entire community unjustly."</p>

Theme #2	Response
	<p>Participant 11 “It makes me view them in a different light. I know that not all police officers are the same, but this creates a greater void in the trust that was already strained by the community.”</p>
<p>Social factors can influence one’s perception.</p>	<p>Participant 37 “My general opinion of police has moderately lessened from instances of nationally publicized police misconduct, as it has subsequently highlighted more localized instances of police misconduct, imbalances in the criminal justice system, over-investment in military-grade equipment, and excessive legal protections unreasonably afforded to police officers.”</p>
	<p>Participant 15 “Recent high-profile cases of unarmed minorities by police have not changed how I perceive the Boston police/Community police. Again, luckily, none of my loved ones experienced these kinds of altercations. However, it caused me to have multiple conversations with family and friends about protocols we should follow in case of the event.”</p>
	<p>Participant 29 “Although I currently believe that I am fine, I am aware that there is a bad reputation associated with them due to their violent past toward minorities. However, some of the corruption throughout history has influenced my feelings.”</p>
	<p>Participant 18 “It makes it seem like no matter what you could be doing, you can still be treated like the worst threat imagined. I saw a recent bodycam video of a man who just got off a busy day of work and wanted to make it to his daughter’s play, but was pulled over because the officer felt like he was under the influence, he passed the sobriety test, but the officer “felt” that he was being irritable and in a rush, which were signs he might be on something else. He stated he was irritated because, despite proving his innocence, he was still treated as guilty. He stated he was in a rush because he did not want to miss his daughter’s performance.”</p>

Research Question 2

RQ2 asked: What are residents' perceptions of community policing programs in non-white communities? RQ2 sought to determine resident perceptions of community policing in non-white communities. Participants were asked about their overall perception and level of

comfort with community policing, as well as what led to their current perception. These questions aim to gather data on how minority residents currently perceive community policing and to determine whether participants have trust in the police. Additional questions provided a reason behind their current perception of police officers and the rationale for their trust or distrust toward police. Participants were also asked if high-profile cases influenced their perception.

Table 4

Themes to Research Question Two (RQ2)

RQ2	Themes
What are residents' perceptions of community policing programs in non-white communities?	Theme #1: Current perceptions and comfort levels result from personal and familial experiences.
	Theme #2: Community Policing is not all bad; it does or can help the community.
	Theme #3: We are not all treated the same.

Table 5

RQ2 Themes to Responses to Interview Questions (IQ1-6, 11)

Theme #1	Response
Current perceptions and a level of comfort result from personal and familial experiences	Participant 19: "I perceive them as a vital part of any community. Their jobs/roles are to serve and protect. I believe the roles or descriptions of what they are required to do fall upon the character of each officer. Those who enjoy and give back to the community through small interactions create a more positive area"
	Participant 50: "I perceive Boston police and community police as individuals serving a purpose in the community. Their presence provides stability; the community would be more chaotic without them."

Participant 16:

"I perceive them as dangerous bullies who prefer profit over people, especially towards the end of the month, when they must meet their quotas. I believe they "serve and protect" their own pockets and egos. "

Participant 33:

"My upbringing in both the inner city & suburban neighborhoods is how I gained my perception of police."

Participant 28

"Every experience I've had has been positive. I follow instructions, understand my rights, and try not to be combative since some cops abuse their authority."

Participant 21:

"My perspective is influenced by my community's experiences and encounters with law enforcement, which often resonate with me. I frequently find myself in their position and always have the thought of what they went through in the back of my mind whenever I deal with police officers."

Theme #2	Response
Community Policing is not all bad; it does or can help the community.	Participant 34:
	"I do not have any personal relationships with the Boston Police or the Community Police. I have interacted professionally and personally with them on multiple occasions at different events, and it has always been a positive interaction."
	Participant 18 :
	"I think that 90% of police officers will make an effort to act morally."
	Participant 41:
	"Community police officers ought to pay attention to the community's worries and include strategies to fit their suggestions. Since local business owners and merchants contribute significantly to the community by providing members with necessary resources, it is equally critical that community policing officers include and communicate with them."
Theme #3	Response

We are not all treated the same.

Participant 1 :

“I would like to believe the BPD/Community Police treat everyone equally in Boston. However, every situation and person is different, and the police can respond differently to them.”

Participant 21 :

“No, I don’t think Boston police treat everyone in Boston equally.”

Participant 5 :

“From my experience, no, some people have a pinpoint view on specific subjects, and all communication is lost. Sometimes minorities are overlooked or scrutinized more. “

Participant 2:

We are not all treated the same.

“Over the years, I have witnessed a variety of things. More precisely, my cousin and I were racially profiled while we were driving. We frequently become irate over this and term it DWB (Driving While Black) when we are pulled over.”

Participant 27

“People I have talked to have had different encounters, and it is clear that bias clouds the police’s judgments and actions. I believe that they are racist.”

Participant 49

“My upbringing in impoverished neighborhoods has always made me conscious of racism among police officers and instances of police violence. Thus, my perception has been shaped by my close relatives and friends.”

Research Question 3

RQ3 asked: What are residents' perceptions of community policing programs in South Boston, a predominantly white community? RQ3 sought to determine resident perceptions of community policing in predominantly white communities. Participants were asked about their overall perception and level of comfort with community policing, as well as what led to their current perception. These questions aimed to gather data on how white residents currently perceive community policing and to determine if there is trust from the participants toward

the police. Additional questions provided insight into the reasons behind their current perception of police officers and the rationale for their trust or distrust of the police.

Participants were also asked if high-profile cases influenced their perception.

Table 6

Themes to Research Question Three (RQ3)

RQ3	Themes
<p>What are residents' perceptions of community policing programs in South Boston, a predominantly white community?</p>	<p>Theme 1: Current perceptions and a level of comfort result from personal and familial experiences.</p> <p>Theme 2: Community Policing is not all bad; it does or can help the community.</p> <p>Theme 3: We are not all treated the same.</p>

Table 7*RQ3 Themes to Responses to Interview Questions (IQ1-6, 9 11)*

Theme #1	Response
<p data-bbox="209 600 794 674">Current perceptions and a level of comfort result from personal and familial experiences</p>	<p data-bbox="810 376 1463 562">Participant 23 : “My comfort in police encounters varies widely, and it is significantly influenced by the demeanor and personality of the specific officer(s) I deal with and the reason for the encounter.”</p> <p data-bbox="810 600 1463 719">Participant 34: “I would call 911 in an emergency because that is what I was trained to do growing up.”</p> <p data-bbox="810 757 1463 965">Participant 47: “In an emergency, I would call the police because it is their job to protect and serve. I would still fear for my safety because I know how easily events can be escalated since I am a black man in a white neighborhood.”</p>
<p data-bbox="209 1234 794 1308">Community Policing is not all bad; it does or can help the community.</p>	<p data-bbox="810 1010 1463 1234">Participant 44 : “I believe that community policing was established to allay community concerns because when police are more involved in our neighborhoods, we observe a deterrence and a decrease in criminal activity.”</p> <p data-bbox="810 1272 1463 1496">Participant 42 : “I read something that spoke positively about the collaboration and benefits of the surprise door-to-door visits with residents in an effort to continue expressing the improved attitudes of community policing.”</p> <p data-bbox="810 1534 1463 1722">Participant 48: Isn’t the purpose of community-oriented policing a means to build trust between police officers and the communities they serve? If so, isn’t that a good thing?”</p>

Theme #3	Response
	<p>Participant 10: “There are officers who are good and officers who are bad. Though occasionally the bad cops outnumber the good, I believe you have more good officers than bad. A good officer protects the public and refrains from harassing individuals based only on their skin tone.”</p>
<p>We are not all treated the same.</p>	<p>Participant 38: “There are both good and terrible cops in the force. I believe the positive outweighs the negative, but the negative damages the reputation of those who act morally. Therefore, it changes the dynamic of how residents are treated regardless of the community they live in.”</p>
	<p>Participant 8: “I have had nearly no involvement with any members of Boston’s police force or community police officers. Therefore, my objective perception is neutral, while my subjective perception is based largely on stereotypes and media portrayals.”</p>
	<p>Participant 29 “No, I do not think Boston police treat everyone in Boston equally. “ People of color have always been second-class citizens. We are judged not only by our color but also by how we dress.”</p>
	<p>Participant 23: “Everyone has bias, whether they like to admit it or not. I think certain communities and groups collectively view themselves as lesser. They will be kinder to residents of Back Bay than to residents of Chinatown.”</p>

Research Question 4

RQ4 asked: What strategies of the community policing phenomenon are the preferred practices in building communal partnerships from the perception of residents in minority and non-minority communities who have interfaced with the police? RQ4 aimed to determine how rebuilding trust, developing inclusive community programming, and fostering

community collaboration can enhance understanding among residents, community organizations, and the police.

Table 8

Themes to Research Question Four (RQ4)

RQ4	Themes
What strategies of the community policing phenomenon are the preferred practices in building communal partnerships from the perception of residents in minority and non-minority communities who have interfaced with the police?	Theme 1: Increase accountability and improve relationships.
	Theme 2: Create more community programming for youth, young adults, and seniors.
	Theme 3: Development and Collaboration within the Community
	Theme 4: Rebuilding Trust

Table 9

RQ4 Themes to Responses to Interview Questions (IQ 10,12-17)

Theme #1	Response
Increase accountability and improve relationships.	Participant 50: "Community policing entails maintaining relationships with children, adults, senior citizens, and store owners to establish a foundation of trust between the police and the public."
	Participant 29: "I would promote cooperation between law enforcement and the community when addressing quality of life by having open communication and transparency, along with accountability."
	Participant 36: "Residents will be drawn to you if you get out of your

cruiser and interact with the residents as though you were a regular person and had a real interest in the community and its residents.”

Participant 47:

“To make sure that other officers will step in and stop wrongdoing if one officer does, police should consider implementing 'duty to interfere' policies and other tactics.”

Theme #2	Response
<p>Create more community programming for youth, young adults, and seniors.</p>	<p><i>Participant 2 :</i> I believe that community policing programs need to be adjusted to consider the different characteristics, challenges, and cultures of Boston communities. This will not only help the police understand the various needs in the community but also provide access to resources and foster community connections. It should go beyond the traditional law enforcement method.</p> <p><i>Participant 4 :</i> “ I would promote partnership between the police and the community to address social justice issues by prioritizing building trust in the community by having open communication and transparency, along with accountability.”</p>
Theme #3	Response
<p>Development and Collaboration within the Community</p>	<p><i>Participant 27:</i> “Recruiting minorities to defend the community could be a starting point for bettering ties between the police and the community.”</p> <p><i>Participant 3 :</i> “The impact of community efforts can be increased through cooperation with nearby businesses, nonprofits, and organizations. Collaborating with these organizations can help community projects by providing more resources, knowledge, and assistance. Determine mutual objectives and collaborate to accomplish them.”</p> <p><i>Participant 41 :</i> “The capacity to interact and establish rapport with the community is the first step towards effective policing. Active listening is another aspect of effective communication that all officers should learn. “</p>

Theme #4	Response
Rebuilding Trust	<p>Participant 15: “A stronger relationship would lead to deeper trust in the community, which in turn would make the community depend on the Boston PD, creating a safer area.”</p>
	<p>Participant 41 : “Each community has different struggles and feelings toward the police. Some may feel even more fear when they see police walking around, while others may find safety in it. They need to listen to what each community needs and what makes the majority feel safe.”</p>
	<p>Participant 49: “They can try to learn about the local way of life and climate by taking their time. Often, in minority communities, officers tend to be drawn to the area due to the reputation of the area, but if officers took the time to understand how people of color and often poor whites think and know that these groups and everyone in them are not criminals. And more specifically, men of color want to live without worrying that they will not return home.”</p>
	<p>Participant 11: “Minority leaders organizing events close to community police officers can aid in restoring and strengthening that trust. In addition to demonstrating that they are human-like us and not horrible people, it will assist in properly steering the community.”</p>

Evaluation of the Findings

The results of this study reaffirmed that racial and cultural disparities might hinder efforts to establish rapport or understand the reasons behind someone's actions. It is still necessary to dispel racial prejudices and build relationships based on respect for one another's cultures. A recurring issue in all conversations with the participants was that police should engage more with the communities they serve. They must take the time to learn about the culture of the area they work in. Community members should organize events and meetings to allow the public to meet the community officers serving in their area. Ultimately, police must understand that the public must be respected and that they must build trust. To hold each other accountable, mentor kids, and teach them the value of creating a resilient and

inclusive community, community members—including police officers—must cooperate to identify common ground on problematic situations.

RQ1

RQ1 asked: How do community policing and problem-solving strategies differ in white (South Boston) and non-white (Roxbury, Chinatown, South End) communities?

Theme: Experiences and Lessons Taught by the Community.

When participant responses are examined more closely, it becomes clear that everyone agrees that genuine connections and understanding are essential to successful community policing, particularly in minority communities. According to several interviewees, cops are more likely to dismantle barriers of mistrust when they approach communities with patience, respect, and an open mind. These observations emphasize how crucial it is to go beyond token involvement and instead cultivate meaningful connections by getting to know locals' histories, cultures, and daily struggles.

The presence and mannerisms of police officers can influence the sense of safety and community among inhabitants in both white and non-white communities. However, non-white community participants stated that attempts at problem-solving are hampered when cops disregard cultural differences and life experiences. Many recommended that police departments prioritize cultural competency, empathy, and continuous communication, emphasizing that these components are just as important as any official plan or policy. In the end, the results imply that developing trust is a continuous process requiring officers to actively engage with the vast diversity found in every community, rather than relying solely on assumptions or preconceptions. It was commonly stated that it is crucial to overcome differences and establish enduring relationships.

A lack of cultural understanding cannot hinder police problem-solving in the unequal, divisive environments where many essential community-police interactions occur. Cultural competence enhances decision-making and problem-solving, and most importantly, it aids community police officers in exercising sound judgment in culturally diverse communities. Effective community policing strategies require sincere policing, buy-in from the community, and building partnerships between police and the community. Without a sound foundation, these strategies may be ineffective and detrimental. The strategies in community policing are primarily based on the actions of each police officer, as stated by Participant #1: “For some, it cannot be merely a job, and that is why community policing is so important; in my opinion, it begins with me and them and trying to build a better neighborhood.” Participants' statements that community policing fosters a relationship with police officers, which is advantageous for fostering trust between the two groups, led to this conclusion. This result aligns with previous research, as noted by Slobogin (2019), because good community policing can improve views toward and trust in the police, while also lowering fear of disorder and crime.

Theme: Social Factors Can Influence One’s Perception. Although there are some obstacles to community policing in minority communities, the results show that there are some distinctions in the treatment of residents in non-minority communities, and that effective community policing tactics must be genuine, flexible, and adaptive. Social variables also influenced people's perceptions of police. During interviews, several participants stated that societal influences impact their perception of police. Previous study suggests that unpleasant encounters between minorities and police, as reported in the press and on social media, may influence minority perceptions of police (Intravia et al., 2017).

RQ2

RQ2 asked: What are residents' perceptions of community policing programs in non-white communities?

Theme: Current Perceptions and a Level of Comfort Result from Personal and Familial Experiences. Many participants stated that their current perceptions of police stem from personal and familial experiences. This outcome was consistent with previous research and the conceptual framework offered in the study. According to Lemieux et al. (2020), observing the experiences of family and friends can be just as effective as experiencing them directly in shaping perceptions of police contacts. During the interviews, several participants stated that their attitudes toward police officers were shaped by their own experiences or those of a loved one. This data supports the procedural justice theory, which suggests that daily contacts between civilians and police officers impact individuals' long-term attitudes towards police (Nagin & Telep, 2020). Giwa (2018) believes that the positive relationships that whites have with police officers are because their race is overly represented in the criminal justice system.

Theme: Community Policing Is Not All Bad; It Does or Can Help the Community. "I think all police are neither good nor terrible," many participants said. This specific finding supported previous studies on police credibility. Police legitimacy, according to Torrible (2016), is a person's opinion of how those in positions of authority handle them. According to him, people are more inclined to voice negative opinions of the police if they think that officers mistreat them and in a biased manner (Torrible, 2016). People are more inclined to report favorable opinions of the police if they feel that the police are treating them fairly. This conclusion aligns with the procedural justice theory and emphasizes that a person's opinion of the police is frequently influenced by how they are treated (Fine et al., 2021).

Many interviewees stated during their description of their interactions with police that they felt they were racially profiled; this finding was consistent with previous research, which suggests that many minorities still experience racial profiling when being policed (Sladky,

2020); it was also consistent with the procedural justice theory, which emphasizes the value of fairness and the potential outcomes that can occur when it is incorporated into an officer's daily routine (Tyler, 2017).

Theme: We Are Not All Treated the Same. Many participants point out a discrepancy in dealing with community police and law enforcement in general. Some cited specific incidents that led to their belief. One person noted being pulled over for DWB (Driving While Black), while another said it was more due to the cop having a specific view of the race or neighborhood, resulting in them not treating everybody equally. Many of the interviewees acknowledged feeling racially profiled when discussing their experiences with the police. This finding was consistent with a prior study, which indicated that many African Americans continue to face racial profiling while being arrested (Sladky, 2020).

Some research suggests that the influence of race diminishes when considering the perceived quality of life. In contrast, other studies conclude that socioeconomic status has no bearing on the patterns in minority views of the police (Mbuba, 2010). The available data also demonstrates that different minority groups have different opinions about the police (Thomas et al., 2019). Black Americans reported higher levels of perceived discrimination than Hispanic and Asian Americans, according to a study on the perceived discrimination of ethnic minority groups (Thomas et al., 2019).

RQ3

RQ3 asked: What are residents' perceptions of community policing programs in South Boston, a predominantly white community?

Theme: We Are Not All Treated the Same. Most participants from this community reported having had an experience in which a police officer kept them or their family member safe in a potentially dangerous situation. Respondents reported that even though their experiences have been primarily positive, societal influences do not impact their

perception of police. Giwa (2018) believes that the positive relationships that whites have with police officers are because their race is overly represented in the criminal justice system.

The idea behind fostering trust between the police and the white community was that the officers should be aware of the culture. Because the majority of police officers are white and were raised in white neighborhoods, none of the participants believed that establishing trust with the white community was a difficult assignment for the police. Since relationships and trust are already established, less is needed to understand cultural conventions or how to communicate with white populations. However, participant 10 did mention that "interacting with any race, even whites, when they are low income, usually has the same result."

According to participant 44, all ethnic groups "generally had mistrust and/or scorn for the police and usually would stick together, making it difficult to solve crimes" when their income was lower.

RQ4

RQ4 asked: What strategies of the community policing phenomenon are the preferred practices in building communal partnerships from the perception of residents in minority and non-minority communities who have interfaced with the police?

Theme: Increase Accountability and Improve Relationships. In order to keep the community safe, each participant stated that it was essential to hold one another accountable, accept responsibility for one's actions, engage with the police and treat them as individuals, and take part in neighborhood gatherings that include talks about how to care for the neighborhood's most vulnerable residents. In order to change the debate, Participant 16 also believed that "Black community members need to get involved in politics." Building relationships with the police was centered around taking responsibility for one's actions.

The data revealed that 100% (30 out of 30) of the participants believed that community policing programs are important and necessary to better the community and its

residents. 20% (6 out of 30) of participants perceived community police officers as having a cowboy mentality and being detrimental to the community, while the other 79% (23 out of 30) perceived them as a vital part, and there was one (1) individual that stated he had no perception because he had no contact with them, so it did not matter. When asked if they would call the police in an emergency, 100% (30 out of 30) stated they would, but 43% (13 out of 30) also reported experiencing uneasiness upon arrival. Many participants shared that community policing is beneficial for establishing a positive relationship between minority and non-minority residents and community police officers. This finding was consistent with existing research, as community policing is widely recognized as a primary addition to policing and as a means of restoring trust between police and citizens (Akinlabi, 2019; Saunders & Kilmer, 2019).

A significant portion of participants shared that they believed that if police officers were more present in “all” communities, it would help build trust. This finding aligned with existing literature. A previous study detailed a disconnect between police officers and minority communities (Crowl, 2017). Crowl (2017) also noted that when police effectively implement community policing, citizens’ perceptions of police are more likely to improve.

“Police who genuinely take the time to get to know the community members before crimes occur” (Participant 36). Residents articulated the belief that communication would deteriorate and that the community would become distrustful of the police if officers uniformly treated all individuals based on preconceived notions regarding their race. According to residents, community policing was most effective when police officers took the time to get to know each community member as an individual, learn about the community's people, and show interest in its customs and culture.

Theme: Development and Collaboration Within the Community. Participants were asked how law enforcement may demonstrate their commitment to their communities.

Police officers who physically patrol every community will help foster trust with the local populace, according to 9 of the 20 respondents. Participant two said, "By being more involved in the community." One way to achieve this is by visiting minority groups, being there, playing with the children, and making the children and community members feel more at ease around the police. Additionally, it will help show the children that they are good people and disprove social media."

The topics of understanding culture and social interaction were covered in order to foster trust among minorities. Social interaction emerged as a predominant theme in discussions regarding enhancing public confidence and trust. Individuals often desire to become acquainted with their law enforcement officers, similar to their inclination to engage with their neighbors. All participants agreed that the police must treat each individual as a unique entity to enhance public confidence and trust. According to participant 28, "Police need to find ways to study the culture and be less stereotypical." All participants believed that the only way to establish trust with minority communities and those white low-income individuals, regardless of where they live, would be to take the time.

Theme: Create More Community Programming for Youth, Young Adults, and Seniors.

Every participant discussed ways residents can strengthen their relationships with the police officers who patrol their communities by being more active in their communities, inviting the police to social and athletic events, and organizing community meetings with the police. Most participants (28 out of 30) thought churches needed to become involved and help the community engage with the police. "Community networks that provide constructive activities and jobs for youngsters are important," said participant 11. According to participant 1, "Parents must collaborate to create safe spaces for children and instill morals and respect."

Most participants believed that community members banding together to watch out for one another was the first step in maintaining the community and ensuring everyone's safety. Two participants discussed anything from making sure the elderly got to doctor's appointments to checking on them and speaking up when neighborhood kids misbehaved or were about to misbehave. It was widely believed that restoring community norms and resilience, while including police in community reconstruction, would create closer-knit communities in which officers were personally involved.

Additionally, they said that police should spend more time in the communities they serve by engaging in "ordinary people" activities, such as coaching young sports teams, volunteering to teach or assist teachers, and attending social events and discussions about community progress. All participants agreed that the earlier this link began, the better. Positive relationships between police officers and children that begin in childhood and continue throughout high school typically result in the children growing up and staying out of trouble. The majority of minority participants, including Black and Hispanic participants, said that the "It Takes a Village to Raise a Child" motto, which holds the entire community accountable and supports a child's growth, is effective for their success. This ideal needs to be re-instilled in each community. Many people believed that when something happened in the area, everyone should band together to protect one another and collaborate with the police to solve the crime, even if a police officer was the one who committed the crime.

Summary

In summary, this chapter reveals the findings of the qualitative interviews conducted with minority and non-minority groups. The purpose of this qualitative case study was to understand the differences in community policing in minority communities in and around the city of Boston, Massachusetts, specifically, Roxbury, China Town, South End, and South Boston for community policing practices in minority communities (Black, Hispanic, and

Asian) as opposed to those practices in South Boston which is a predominantly white community. The data in this chapter focused on each community's perception of community policing. Furthermore, the findings demonstrated how minority and non-minority perceptions of community policing are influenced by social variables as well as personal and familial experiences. Finally, the information in this chapter highlights strategies that can help build trust with the police and the communities they serve. Although I had 45 participants, my study only required 30; I then had to draw a random sample of 30 from the overall participant pool to complete my required data set. The four research questions directed the gathering, processing, and display of data. Data for this study were collected through one-on-one Zoom interviews. The interview narratives were recorded, transcribed, and reviewed. During data analysis, data were coded inductively. There were no preconceived notions of what the codes should be; instead, the codes were created from the data itself. Participant interviews were coded based on their relevance to the research question, and I used themes to organize the data in a thematic analysis. Chapter 4 included direct quotes from participants to support the study's conclusions and provide illustrations. An assessment of the results related to the study's literature concludes this chapter. The results, interpretations, limits, and suggestions of the study are covered in Chapter 5.

Chapter 5: Implications, Recommendations, and Conclusions

The problem addressed in this study was that community policing practices are different in minority communities (Black, Hispanic, and Asian) as opposed to those practices in predominantly white communities. The purpose of this qualitative case study was to understand the differences in community policing in minority communities in and around the city of Boston, Massachusetts, specifically, Roxbury, Chinatown, and South End, which are comprised of primarily minorities (Black, Hispanic, and Asian) as opposed to those practices in South Boston which is a predominantly white community. Furthermore, it examined community perceptions related to community policing efforts. This chapter likened the study's results to previous studies on community policing differences and community perception. Recognizing that community policing raises numerous complex issues, establishing trustworthy partnerships is essential for addressing them by fostering greater mutual respect and communication between the police and the community (Tyler, 2021). The results of this study showed that the collaborations and partnerships formed have the potential to enhance community perceptions and relationships with the police, boosting trust (Blair, 2022).

There were over 50 respondents to the data collection interview request. The sample size for this study was determined by allowing the participant size to be large enough to describe the phenomenon of interest; the number was sufficient to obtain diverse opinions from each community and representative racial/ethnic group; the sample was substantive because it provided different insights for the research; in similar studies, the saturation for interviews was based on the relevancy of the information provided. Ten participants responded via Instagram, twenty responded via Facebook, and twenty from online

community bulletin boards, requesting participation in the one-on-one Zoom interview. Five respondents opted out of involvement before Zoom interviews were scheduled. Forty-five participants fully participated in the research study and did not withdraw their consent. The study required 30 participants, and a random sample of 30 was drawn from the overall pool of 45 to complete the data collection. The participants were gathered and broken down by community. All participants identified as 18 or older, currently residing in Roxbury, Chinatown, South End, or South Boston, and with no past or current experience within a security or law enforcement entity.

Data used in this study were collected through one-on-one interviews conducted via Zoom, and the interview narratives were recorded, transcribed, and reviewed. During the data analysis process, data were coded using inductive coding. There were no preconceived notions of what the codes should be; instead, the codes were created from the data itself. Participant interviews were coded according to their relevance to the research question, and I used themes to organize the data during thematic analysis.

The research questions for this study were as follows:

RQ1: How do community policing and problem-solving strategies differ in white (South Boston) and non-white (Roxbury, Chinatown, South End) communities?

RQ2: What are residents' perceptions of community policing programs in non-white communities?

RQ3: What are residents' perceptions of community policing programs in South Boston, a predominantly white community?

RQ4: How do community policing and problem-solving strategies differ in white (South Boston) and non-white (Roxbury, Chinatown, South End) communities?

Implications

I sought to understand the perceived differences in community policing in non-white and predominantly white communities. According to the problem statement and literature review, conclusions were drawn from the responses of the interviewed participants. They addressed all research questions from data collected from the one-to-one interviews. The themes that emerged from the data were Experiences and lessons taught by the community, Social factors can influence one's perception, Current perceptions and a level of comfort result from personal and familial experiences, Community Policing is not all bad; it does or can help the community, We are not all treated the same, Increase accountability and improve relationships, Create more community programming for youth, young adults, and seniors, Development and collaboration within the community and Rebuilding trust. The research and interview questions offered insight into residents' perceptions of community policing.

Research Question 1

RQ1 asked: How do community policing and problem-solving strategies differ in white (South Boston) and non-white (Roxbury, Chinatown, South End) communities?

Experiences and Lessons Taught by the Community. The number of minority communities has increased in recent years; therefore, interactions and experiences involving minorities and police officers are beneficial because the police need the help of all citizens to prevent and solve crimes effectively. The role of a police officer is that of a leader, facilitator, educator, and role model. It is the officer's responsibility to work with and for the citizens whom they serve. Police officers can meet citizens' needs through observations and information from within communities (Van Clief, 2023).

Black citizens have called attention to disparities in police use of force, with minorities disproportionately likely to have force used against them and to die as a result of that force (Edwards et al., 2019). Facing accusations of discrimination and bias in police-

civilian interactions, police departments are increasingly turning to implicit bias training to address concerns of disparate treatment (Worden et al., 2020).

Several participants stated there is a clear difference in how racial bias plays a part in one's perception, and social factors can influence an individual's perception. A lack of cultural understanding cannot hinder police problem-solving in the unequal, divisive environments where many essential community-police interactions occur. Cultural competence enhances decision-making and problem-solving, and most importantly, it aids community police officers in exercising sound judgment in culturally diverse communities. Effective community policing strategies require sincere policing, buy-in, and building partnerships between police and the community. Without a sound foundation, these strategies may be ineffective and detrimental.

Social Factors Can Influence One's Perception. Many interviewees stated that social factors influence their current perception of the police. This topic was in line with a previous study, which demonstrated that minorities' current perception of police may be influenced by unfavorable interactions between minorities and the police that are publicized in the media and shared on social media (Intravia et al., 2017).

Public perceptions are shaped by a complex interaction between personal experiences, cultural influences, media narratives, and public discourse. Socialization is at the core of perception formation, as people gradually internalize and absorb societal norms, values, and beliefs. This process begins in early childhood and is influenced by peer groups, family, education, and broader social interactions, among other factors. Since the media serves as a filter for the dissemination and interpretation of information, it has a significant impact on how the general public views the police. Social media platforms and online forums, in addition to more conventional media like newspapers, radio, television, and magazines, are playing an increasingly important role in influencing the views and opinions of their audience

in the current digital era. Repetition and focus on specific storylines in media messaging can significantly boost consensus on problems, which in turn can result in more robust audience responses and opinions. This is particularly true when a particularly gory and horrific video of police using force goes viral (such as the George Floyd shooting).

Research Question 2

RQ2 asked: What are residents' perceptions of community policing programs in non-white communities?

Current Perceptions and a Level of Comfort Result From Personal and Familial Experiences. Many participants mentioned how their own and their families' experiences had shaped their current views of the police. This result was consistent with previous studies. Previous studies have demonstrated that observing police confrontations with family and friends can have an equally significant impact on perceptions as having experience with the police (Lemieux et al., 2020). Many participants in the interviews stated that their views and perceptions stem from what they have either been taught or have viewed in their communities, whether they have experienced firsthand or have seen relatives or friends experience positive or negative interactions with police officers. Previous studies have demonstrated that observing police confrontations with family and friends can have an equally significant impact on perceptions as having experience with the police (Lemieux et al., 2020). Additionally, this conclusion reinforced the idea that a person's long-term attitude toward police is influenced by their daily experiences with police officers. Race is a significant factor in how the community views the police, according to several studies (Pryce et al. 2021). It is common knowledge that people's perceptions of the police are influenced by their race (Nadal et al., 2017).

Community Policing Is Not All Bad; It Does or Can Help the Community. Most participants believe that community policing can be effective if officers are willing to act morally and make every effort to treat community members with respect. Minority residents expressed that the technique of community policing is advantageous for building good relations between minorities and community police officers, according to a sizable portion of participants. Given that community policing is generally seen as a key supplement to policing and reestablishing confidence, this outcome was in line with previous research. A qualitative study by Musuguri (2018) investigated the impact of community policing on vulnerable populations. The study found that few participants—women, the elderly, and people with disabilities—believed that community policing, which focused on crime prevention, had a positive effect on their well-being, both directly and indirectly—officers who practiced community policing-built rapport with lawbreakers and community members at large.

We Are Not All Treated the Same. Many participants note a disparity in their interactions with community police and law enforcement in general. Some stated specific incidents that led them to that belief. One person cited being pulled over for a DWB (Driving While Black), and another believed that it was more based on the officer having a pinpoint view concerning race or community, leading to them not treating people the same. Many participants in the interviews mentioned feeling racially profiled when discussing their interactions with the police. This result was consistent with previous research, which suggested that many African Americans continue to experience racial profiling while they are being policed (Sladky, 2020). Non-white inhabitants expressed less satisfaction with the police than did white residents, according to Circo et al. (2019) research.

Some research suggests that the influence of race diminishes when considering the perceived quality of life. In contrast, other studies conclude that socioeconomic status has no bearing on the patterns in minority views of the police (Mbuba, 2010). The available data

also demonstrates that different minority groups have different opinions about the police (Thomas et al., 2019). Black Americans reported higher levels of perceived discrimination than Hispanic and Asian Americans, according to a study on the perceived discrimination of ethnic minority groups (Thomas et al., 2019).

Research Question 3

RQ3 asked: What are residents' perceptions of community policing programs in South Boston, a predominantly white community?

Current Perceptions and Comfort Levels Result from Personal and Familial Experiences.

Many participants mentioned how their own experiences and those of their families had shaped their current views of the police. This result was consistent with previous studies. Previous studies have demonstrated that observing police confrontations with family and friends can have an equally significant impact on perceptions as having experience with the police (Lemieux et al., 2020). Many participants in the interviews stated that their perceptions of community police and law enforcement in general are influenced by their personal experiences; they viewed the police in a more positive light than their minority counterparts. Giwa (2018) believes that the positive relationships that whites have with police officers are because their race is overly represented in the criminal justice system, indicating a bias against African Americans and racial profiling.

Community Policing Is Not All Bad; It Does or Can Help the Community.

Many participants expressed the opinion that all police officers are neither good nor bad. This specific result was consistent with other studies on police legitimacy. Torrible (2016) defined police legitimacy as a person's opinion of how those in positions of authority handle them. He continued by saying that people are more inclined to report negative opinions of the police if they think that officers mistreat them and do so in a biased manner.

On the other hand, people are more inclined to give favorable opinions of the police if they feel that they are receiving fair treatment. The procedural justice theory emphasizes that a person's opinion of the police is frequently influenced by how they are treated (Fine et al., 2021). Hence, this conclusion aligns with previous studies and the procedural justice theory.

We Are Not All Treated the Same. Many respondents in the white community felt that, regardless of color or ethnicity, they believe that when they interact with the police, Black people are treated less equitably than white people. There are significant racial and ethnic differences in perceptions of police officers; white participants had a more favorable view of police officers than Black and Hispanic people.

When it comes to police officers treating all racial and ethnic groups equally, this disparity between races and ethnicities is particularly noticeable. Available data also demonstrates that different minority groups have different opinions about the police (Thomas et al., 2019).

Research Question 4

RQ4 asked: What strategies of the community policing phenomenon are the preferred practices in building communal partnerships from the perception of residents in minority and non-minority communities who have interfaced with the police?

Increase Accountability and Improve Relationships. When participants mentioned accountability and community improvement, the general idea was that law enforcement should serve the community as best they can, focusing on community-shared goals rather than just enforcement options; they believed in having common goals, positive outreach to youth, young adults and seniors, as well as trying to get to know the community members and have the community get to know the officers serving their community. Participants also believed that law enforcement should regularly attend community and school events (participating, not just attending); monitor communities to understand their priorities and needs; and be aware of their concerns. The communities' safety and well-being are the top

priorities. As noted in Chapter 2, Several academics have looked into how police perceive community policing and the variables that affect their perceptions. Square-Smith (2017) conducted a qualitative study to examine how residents and police officers view community policing and its impact. The study was carried out in neighborhoods in Richmond, Virginia. Seven police officers and four residents participated in unstructured interviews to provide data. The results showed that both sides felt that community policing practices had improved safety, public support for the police, and community trust, as well as increased police visibility, accountability, and transparency.

Create More Community Programming for Youth, Young Adults, and Seniors.

Several participants stated that community policing programs need to be adjusted to account for Boston's diverse communities, challenges, and cultures. This will not only help the police understand the community's various needs but also provide access to resources and foster community engagement. It should go beyond the traditional law enforcement method. Participants believe that educational initiatives, recreational programs, and volunteer opportunities are strategies that enhance and empower residents of all ages, foster safer communities, and improve relationships within the community. According to Careless (2022), none of these efforts cost much money (if any) or require significant departmental resources, yet their influence on community relations is substantial.

Development and Collaboration Within the Community

According to the participants, positive practices are centered on fostering cooperative collaboration, demonstrating cultural sensitivity, and restoring community and law enforcement confidence. Communities still depend on maintaining public safety and order. Equally important, though, is the participants' conviction that law enforcement should make a sustained, earnest effort to improve communication, seek ways to strengthen communities, and collaborate to stop violence and aid victims. Identifying frequent problems and looking

for solutions are examples of beneficial activities. The participants concurred that it is good police practice to seek answers to quality-of-life issues. Participants stated that law enforcement must receive an invitation from a community organization to foster a collaborative spirit during community events. Participants, however, added that community police must attend community events when invited. Participants covered a wide range of instances, both conventional and unconventional.

Neighborhood gatherings, park and recreation center festivals, school functions, school athletic events, and events of nonprofit or religious institutions were among the customary activities. Sitting on discussion panels, taking part in neighborhood cleanliness or beautification initiatives, assisting at food drives or distribution centers, and attending events without uniforms were among the atypical activities. According to the participants, attending an event without a uniform is believed to increase the likelihood of being accepted as a member of the group. Attending events is meant to promote communication between the public and community police officers. Participants believed that if community police officers seized every opportunity to engage with the public, personalizing these exchanges would significantly demonstrate a desire to collaborate. Additionally, participants discussed how community police officers' attendance at multicultural community activities helps reduce public safety concerns.

Rebuilding Trust

According to the House Committee on the Judiciary (2021), the Act is a “bold, comprehensive approach to hold police accountable, change the culture of law enforcement, empower our communities, and build trust between law enforcement and our communities by addressing systemic racism and bias to help save lives” (para. 2). Effective policing and public safety depend on the police and the communities they serve having strong, mutually trusting relationships. For the police to effectively combat crime in their communities,

community members must collaborate with them and contribute information about crimes and offenders. The goal of community policing is to transform the police force and move beyond tensions between police and the public (Brown, 2019). Because it seeks to promote good relations between the police and the communities they serve, it has been suggested as a remedy for the unequal effects of policing policies on ethnic communities.

Allowing police officers to carry out their duties is one way for all communities to build trust with the police, according to several participants. Some respondents noted that building trust is facilitated by recognizing that police officers have a job to do. This result aligned with the existing body of literature. In addition, the results of this study imply that mutual respect and open communication during encounters helped to establish trustworthy relationships between the community and the police. These findings reinforce that there are problems between the police and the minority communities. Once a level of trust is established, citizens can work together not only to build cohesion but also to contribute to progressive change and problem-solving.

The framework for community policing is based on a successful tactic for reducing crime and enhancing public safety: establishing rapport and trust between law enforcement and the community. Through a proactive reliance on community resources aimed at changing crime-causing conditions, community policing is a policy and strategy designed to achieve more effective and efficient crime control, reduce fear of crime, improve quality of life, enhance police services, and boost police legitimacy. Effective community policing necessitates regular community engagement and contact. By participating in outreach initiatives, attending community gatherings and events, and being personable and accessible, police officers can build relationships with the people they serve. Building rapport and trust with the community is essential to good policing. Promoting an atmosphere in which community members are welcome to offer helpful criticism, suggestions, and comments on

policing plans and actions is crucial. Police officers can strengthen their bonds and enhance public safety by actively engaging with the community.

Recommendations for Practice

Several recommendations are provided for applying the study's findings to practice. As stated in Chapter 2 of the literature review, community policing is conceptualized in various ways because it is an approach adapted to the changing needs of local communities. It has been defined and applied differently over time and in different contexts. Community policing can be defined as the concerted efforts to rethink and restructure policing within a community. In recent years, much research has examined perceptions of police officers and community policing (Watson et al., 2021).

Recommendation 1: Community Police Training

It is recommended that community members and community police prioritize community policing and the development of additional community programming for youth, young adults, and seniors. Participants in the study described the causes and origins of their fear of the police, including racially profiled traffic stops, unfavorable contacts with minorities, as well as low-income whites, and generational suspicion of the police. It is recommended that more training be provided in creating constructive relationships within the organization, with a focus on building connections with young people on behalf of the police. Training should also be established through workshops that engage community participation in law enforcement decision-making that affects the community. Community police should be trained to properly handle and respond to social issues and situations they encounter in their role as first responders. Baraga et al. (2019) support this suggestion, stating that community policing initiatives can improve the trust between young people and the police and that minority groups may have unfavorable opinions about the police. They can help cultivate a climate of trust among the police, young people, and the broader community.

Recommendation 2: Development of Community Programs

One of the findings of this research study was the creation of programs that target various aspects of community development. It is recommended that law enforcement organizations establish youth initiatives targeting a sizable young population by promoting involvement in sports, career-based programming, mentoring, academic advancement, and fostering long-term success. The literature backs up this suggestion, as Azmy (2020) finds that mentoring teenagers can significantly aid in the development of coping mechanisms, mental stability, and other crucial elements of hope and resilience. Furthermore, mentoring young people can help address social disadvantages and inequality among the community's most vulnerable youth, as noted by Azmy (2020).

Recommendation 3: Community Engagement and the Advantages of Social Media

It is astonishing how prevalent social media is in our day-to-day lives. Social media is used by people every day, wherever they go, and whenever they are seeking resources and information. The institution of law enforcement is not an exception. There are several opportunities for law enforcement to utilize social networking sites. In order to highlight the positive aspects of their agency and disassociate themselves from divisive law enforcement incidents across the country, departments should think about how feasible it is to use social media platforms, such as podcasts and live interviews, to inform the public about the implementation of new programs aimed at partnering with neighborhoods, new policing tactics, and being transparent when necessary.

Recommendation 4: Problem Solving

There are several benefits to community policing when viewed from the standpoint of being proactive instead of reactive. This proactive approach to community policing is a

strategy intended to address underlying safety risks, foster public trust and collaborations, and adjust to community changes. The police department can use crime prevention models rather than the traditional criminal response model to solve problems. As demonstrated in the research, a variety of tactics support and implement community policing; some of the more successful ones improve public perceptions of the police and their legitimacy.

Recommendation 5: Community Partnerships

Partnerships with the community, whether through a community organization or a community representative is a key component of the community policing idea and a helpful tactic. Partnerships are essential to the most thorough and successful community policing initiatives. Under the collaboration category, local departments can work with a range of governmental, commercial, and non-profit groups to coordinate their operations strategically and successfully. Many of these partnerships can serve as both local and regional task groups to address specific crime and disorder issues.

Recommendations for Future Research

A lack of confidence between minority groups and law enforcement is the most significant consequence of the study. Establishing credibility and encouraging responsibility are essential. Additional research on community-oriented policing may also address the limitations in this study, which did not address whether there was a reduction in violent or property crime. To gain a deeper understanding of these challenges, regular surveys are essential. I believe independent groups should conduct these surveys to prevent biased responses. Conducting surveys over several years could provide a more comprehensive insight into public sentiment. The most crucial step would be an annual survey using standard samples and methods aimed at identifying trends. Based on respondents' experiences and the community's overall sense, police officers and community representatives would recognize any deviations from typical opinion patterns. Potential research might focus on community

policing initiatives that assist prisoners in readjusting to civilian life, such as wrap-around support services. I believe this research would provide important insights into effective recidivism prevention initiatives.

Community stakeholders should also watch for signs of issues that might require intervention, such as the area's condition or a lack of casual interactions between residents and police. To determine whether the study's conclusions can be applied to other populations, future research may replicate the current project in various geographic locations. Because opinions on the police vary depending on the location, it is crucial to research various scenarios (Nadal et al., 2017). To address the study topic effectively, future studies may consider using larger samples. More data points, a smaller margin of error, and improved accuracy are benefits of larger samples, enhancing the study's external validity and the findings' generalizability (Vasileiou et al., 2018). These areas warrant further research to develop recommendations for effective community policing strategies.

Conclusions

In this qualitative study, the problem that was addressed was that community policing practices are different in minority communities (Black, Hispanic, and Asian) as opposed to those practices in predominantly white communities. The purpose of this qualitative case study was to understand the differences in community policing in minority communities in and around the city of Boston, Massachusetts, specifically, Roxbury, Chinatown, and South End, which are comprised of primarily minorities (Black, Hispanic, and Asian) as opposed to those practices in South Boston, which is a predominantly white community. Furthermore, it explored community perception as it pertained to community policing efforts.

Participants in this study were asked about their experiences, both good and bad, with the police and how they ascribed such experiences to a lack of accountability and mistrust. The findings were corroborated by the literature, which also confirmed how minority

communities generally view their interactions with law enforcement. In addition to dealing with historical traumas of police violence and overrepresentation in the criminal justice system, minority communities have frequently been overpoliced. These injustices and traumas have been transmitted from one generation to the next.

Implementing successful and long-lasting community policing tactics should be the goal of community policing initiatives. However, as previously mentioned, it must be a collective effort that supports the reforms and is open to transforming policing methods. The study's participants also proposed that for community policing to be successful, police officers need to be servant-oriented and transformative, utilizing creative actions and behaviors to engage with the community. These activities and behaviors have proven successful in fostering partnerships, establishing relationships based on trust, and enhancing the public's opinion of the police. In the communities they serve, law enforcement personnel should strive to establish a responsive and personal presence. By establishing a shared vision with the community, transferring authority between the police and community leaders, and involving community representatives in departmental meetings, police departments can strengthen their ties with the community. To address the tensions between the police and the community, community policing workshops and seminars could be an effective way to engage the community in policing and discuss issues that affect both the community and the police.

Using a conceptual framework for this study, my goal was to link community policing to resident perceptions, citizen satisfaction, and trust in police-community partnerships, which in turn would lead to a reduction in crime, whether violent or property-related. A connection was identified between community policing, resident perception, community partnerships, citizen satisfaction, and trust. The study's results support the idea that community policing can influence how people perceive the police. According to Brown

(2019), community policing has been proposed as a means to reform the police force and overcome past disputes between the police and the public. However, further research is needed to determine if community policing efforts directly contribute to the reduction of violent and property crime. This study did not answer those questions, but I believe further research could offer insight.

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