



CU Fresh Start Community-Police Relations Survey Report

This page is intentionally left blank for double-sided printing.

CU Fresh Start Community-Police Relations Survey Report

2017

Prepared by
Institution Builders, Inc.

This project was supported by Grant # 2014-DJ-BX-1183, awarded by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice, through the Illinois Criminal Justice Information Authority. Points of view or opinions contained within this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice, or the Illinois Criminal Justice Information Authority.

Suggested citation: Institution Builders, Inc. (2017). *CU Fresh Start Community-Police Relations Survey Report*. Urbana, IL: Institution Builders, Inc.

Acknowledgements

Institution Builders, Inc. would like to thank the community members, officers from the Champaign Police Department, and officers from the Urbana Police Department, who completed questionnaires. Without their time and contribution, this study would not have been possible.

Institution Builders, Inc. also wishes to thank the following individuals, organizations, and groups for assisting with this project:

Illinois Criminal Justice Information Authority

Andy Charles, *Urbana Police Department Sergeant*

Anthony Cobb, *Champaign Police Department Chief of Police*

Frederick Douglass Dixon, *CU Fresh Start Community Survey Data Collector*

William Goff, *CU Fresh Start Community Survey Data Collector*

Vivian Gray, *CU Fresh Start Project Specialist*

Marcus Hancock, *Urbana Police Department Officer*

Preston James, *City of Urbana Community Relations Specialist*

Rachel Joy, *City of Champaign Community Relations Manager and Compliance Officer*

Oceana Lawrence, *CU Fresh Start Community Survey Data Collector*

Donté Lotts, *CU Fresh Start Community Liaison*

Kailah McGee, *CU Fresh Start Community Survey Data Collector*

LaEisha Meaderds, *Champaign Police Department Assistant to the Chief for Community Services*

Sylvia Morgan, *Urbana Police Department Chief of Police*

Nono Mpoyi, *CU Fresh Start Community Survey Data Collector*

Tracy Parsons, *City of Champaign Community Relations Manager*

Janisha Pealer, *CU Fresh Start Community Survey Coordinator*

Bruce Ramseyer, *Champaign Police Department Lieutenant*

Joan Walls, *City of Champaign Deputy City Manager*

Cynthia Williams, *CU Fresh Start Community Survey Data Collector*

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
INTRODUCTION.....	3
METHODOLOGY	3
DEMOGRAPHIC CHARACTERISTICS	4
FINDINGS.....	8
CONCLUSION.....	16
ABOUT THE AUTHOR.....	19
REFERENCES	19
APPENDIX.....	21

EXECUTIVE SUMMARY

The purpose of the CUFS Community Survey was to provide the CUFS leadership team with baseline data on community-police relations in the initiative's target communities. The study found that perceptions of community-police relations vary, and that survey respondents have a range of suggestions for how to improve community-police relations.

The researchers used purposive sampling to recruit general community respondents and law enforcement respondents. General community respondents were recruited from the initiative's target neighborhoods, since members of those communities will be asked to help implement the initiative. All officers who patrol in the cities of Champaign and Urbana were invited to participate in the survey. A total of 717 general community members completed questionnaires. A total of 86 patrol officers and sergeants completed questionnaires.

The survey found that for some areas of concern, perceptions of community-police relations were positive, and for others, perceptions were not positive. The survey also found that perceptions varied greatly between general community respondents, and law enforcement respondents:

- ❖ Most respondents viewed shootings of any type as a serious or moderate problem. Officer respondents were more likely than general community respondents to view all listed shooting incident types except "shootings that result in death", as a serious or moderate problem. Respondents felt more safe engaging in the listed activities during the day than at night. However, feelings of safety were higher for general community respondents than for law enforcement respondents.
- ❖ The study found that most respondents (77.13%) had some interaction with police in the past year. The largest group (51.05%) had a police officer say hello to them, and the smallest group (8.38%), was arrested by a police officer. General community respondents indicated they are likely to cooperate with police in several ways in the future. The greatest portion of respondents (71.01%) is likely or extremely likely to call 911 to report a crime they witness. The smallest portion (34.02%) is likely or extremely likely to organize a neighborhood watch group.
- ❖ Officer respondents were more likely than general community respondents to state that police are likely or extremely likely to practice activities associated with community-oriented policing. The most highly-rated practice among all respondents was "giving residents information about the law if they request it".
- ❖ General community respondents were less likely than officer respondents to state that officers carry out principles of procedural justice. The most highly-rated activity among general community respondents was "consider all the facts when making decisions". Two activities were highly-rated among officers— "consider all the facts when making decisions" and "allow people to tell their side of the story before making a decision". When asked if most police in the city practice various principles of procedural justice, most officer respondents (over 90%) reported that police do. On the other hand, less than half of general community respondents reported that most police in the city practice various principles of procedural justice.
- ❖ Officer respondents were generally more familiar with CU Fresh Start than general community respondents. Most general community respondents (71.56%) were "not at all familiar" with CU

Fresh Start, while most officer respondents (63.53%), were “somewhat familiar” with CU Fresh Start.

- ❖ The survey findings show that in general, officers rate their engagement in community-police relations more positively than general community respondents rate the engagement of officers, and that officers are more familiar with CU Fresh Start than general community respondents. Given the feedback provided by survey respondents, the CU Fresh Start leadership team could benefit from closely reviewing the survey’s findings to determine areas in which they wish to gather more data, and to determine how to use these findings to assist in their development of strategies for improving community-police relations.

INTRODUCTION

The CUFS Community Survey was designed to understand how members of the initiative's target communities (those experiencing the most substantiated shots fired incidents from 2014 to 2017),¹ and police officers patrolling in Champaign and Urbana, perceived community-police relations.

This study examined community-police relations by measuring how respondents perceived: 1) shooting and safety in the initiative's target neighborhoods; 2) the relationship between police and members of the initiative's target communities; 3) community-oriented policing as implemented by local police departments; 4) procedural justice as implemented by local police departments; and 5) the CU Fresh Start initiative.

The purpose of the CUFS Community Survey was to provide the CUFS leadership team with baseline data on community-police relations in the initiative's target communities. The leadership team aims to use the study's findings to develop strategies to strengthen community-police relations.

This report details the study, including: 1) a description of the study's methodology; 2) a presentation of key findings from the study; and 3) conclusions and implications for the initiative's strategic planning.

METHODOLOGY

A purposive sampling approach was used² to recruit 717 members of the initiative's target communities, and 86 members of law enforcement, to complete questionnaires between July 2017 and August 2017.

The study's researchers recruited general community respondents, age thirteen and older, who lived in, worked in, and participated in activities in, the initiative's target neighborhoods. Responses were collected anonymously for adults and guardians provided consent for all general community respondents between the ages of thirteen and seventeen. General community respondents were recruited by a team of data collectors through door-to-door canvassing, organization meetings, and community events. Data collectors visited each of the initiative's eleven target neighborhoods at least twice during the data collection period. A total of 1,086 general community members were approached. The three recruitment methods yielded 717 valid³ questionnaires whose data is included in this report. Of those, close to half (296, 41.51%) were completed in a Champaign neighborhood. Almost one quarter (161, 22.59%) were completed in an Urbana neighborhood. And the remaining 35.90% (256) were completed in the two joint Champaign-Urbana neighborhoods. The response rate for the general community group was 66.02%.

Law enforcement respondents were invited to complete an online questionnaire via email by their departments' police chiefs. To ensure each respondent submitted only one questionnaire, each respondent entered his/her agency email address into the questionnaire. Potential respondents received at least one follow-up email, asking them to complete the questionnaire. A total of 117 patrol

¹ See the Appendix for the boundaries of the target neighborhoods.

² Purposive sampling is a sampling technique used in studies when a researcher aims to collect data from individuals or groups with specific characteristics, based on the study's objectives (Lavrakas, 2008). This is appropriate for the CUFS Community Survey since CUFS leadership aimed to understand the perceptions of members of the initiative's target communities and officers who patrol in Champaign and Urbana. This sampling approach is consistent with the approach taken in other survey studies with an interest in a particular group (La Vigne, Fontaine, & Dwivedi, 2017; Ratcliffe, Groff, Sorg, & Haberman, 2015).

³ Valid questionnaires are those in which most questions were completed by the respondent.

officers and sergeants were asked to complete the questionnaire. Of those, 86 individuals completed a valid questionnaire. Forty-nine (56.98%) work in the Champaign Police Department, and thirty-seven (43.02%) work in the Urbana Police Department. The response rate for law enforcement respondents was 73.50%.

Some general community and law enforcement questionnaires yielded incomplete responses. The valid “n” reported with each figure or table indicates the number of respondents who answered a given question.

DEMOGRAPHIC CHARACTERISTICS

General Community Respondents

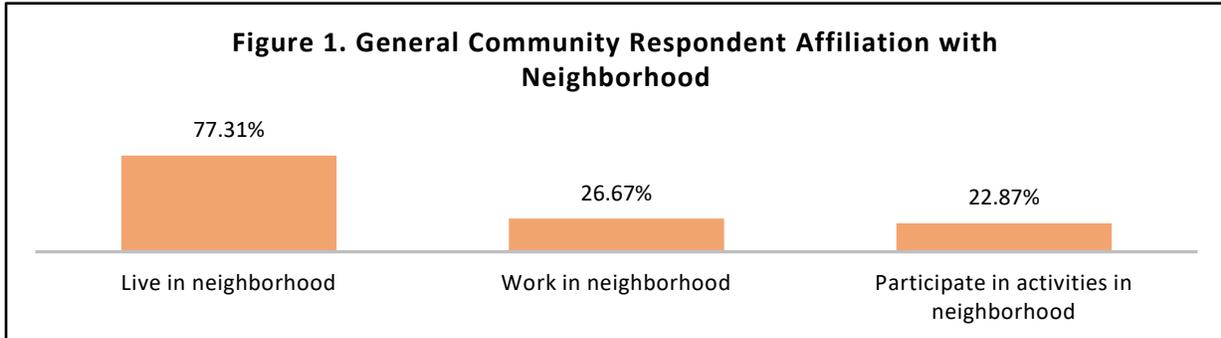
Figure 1 and Tables 1 and 2 display demographic characteristics of the general community members who participated in the CUFS Community Survey. Table 1 displays the neighborhood in which respondents completed the questionnaire. The largest portion of respondents (22.72%) completed the questionnaire in the Champaign 7/Urbana 1 neighborhood. Neighborhood boundaries were drawn based on law enforcement data. Each target neighborhood was the site of at least two substantiated shots fired incidents between July 2014 and June 2017. The boundaries for the target neighborhoods are included in the Appendix.

Figure 1 displays respondents’ affiliation with the neighborhood in which they completed the questionnaire. The largest portion of respondents (77.31%) lived in the neighborhood in which they completed the questionnaire.

Table 2 displays remaining demographic characteristics for general community respondents. Valid n for each category varies, as indicated by the rows labeled “total”. Most respondents (58.20%) self-identified as women or girls. Still, a very large portion (41.65%) self-identified as men or boys. Most respondents (57.66%) self-identified as Black or of African descent. The next largest group of respondents (30.20%) self-identified as White or of European descent. Age of respondents was distributed among response options. The age of the largest group of respondents (22.31%) was 31 to 40 years. The last level of schooling completed for the greatest percentage of respondents (35.12%) was high school diploma or equivalency. The annual income for general community respondents was distributed fairly even among the following groups: less than \$15,000 (26.42%), \$15,000 to \$34,999 (34.68%), and \$35,000 to \$74,999 (30.64%).

Neighborhood	Frequency	Percent
Champaign 1	56	7.85%
Champaign 2	47	6.59%
Champaign 3	34	4.77%
Champaign 4	49	6.87%
Champaign 5	91	12.76%
Champaign 6	19	2.66%
Champaign 7/Urbana 1	162	22.72%

Champaign 8/Urbana 2	94	13.18%
Urbana 3	27	3.79%
Urbana 4	95	13.32%
Urbana 5	39	5.47%
Grand Total	713	100.00%



Note: Valid n= 714 (live in neighborhood); 690 (work in neighborhood); 691 (participate in activities in neighborhood)

Table 2		
<i>Gender, race/ethnicity, age, schooling attainment, and income for general community respondents</i>		
	Frequency	Percent
Gender		
Woman/girl	387	58.20%
Man/boy	277	41.65%
Another gender	1	0.15%
Total	665	100.00%
Race/ethnicity		
Black or of African descent	380	57.66%
American Indian or Alaska Native	7	1.06%
Asian	17	2.58%
White or of European descent	199	30.20%
Hispanic or Latino	15	2.28%
Another race/ethnicity	15	2.28%
More than one race/ethnicity	26	3.95%
Total	659	100.00%
Age		
13 to 17 years	31	4.70%
18 to 25 years	84	12.75%
26 to 30 years	111	16.84%
31 to 40 years	147	22.31%
41 to 50 years	103	15.63%
51 to 60 years	82	12.44%
61 to 70 years	56	8.50%
Over 70 years	45	6.83%
Total	659	100.00%
Last level of schooling completed		
Less than high school	27	4.39%
Some high school	27	4.39%

High school diploma or equivalency	216	35.12%
Associate's degree	120	19.51%
Bachelor's degree	108	17.56%
Master's degree	57	9.27%
Professional degree or doctorate	23	3.74%
Some other schooling level	37	6.02%
Total	615	100.00%
Annual income		
Less than \$15,000	144	26.42%
\$15,000 to \$34,999	189	34.68%
\$35,000 to \$74,999	167	30.64%
\$75,000 to \$149,999	40	7.34%
\$150,000 or more	5	0.92%
Total	545	100.00%
Note: "Another gender" indicates the respondent did not identify as a woman/girl or a man/boy, and instead chose the option "another gender". "Another race" indicates the respondent did not identify with one of the listed racial categories, and instead chose the option "another race". These response options were included to recognize that respondents may not self-identify with the woman/girl and man/boy categories for gender or with the listed racial identities.		

Law Enforcement Respondents

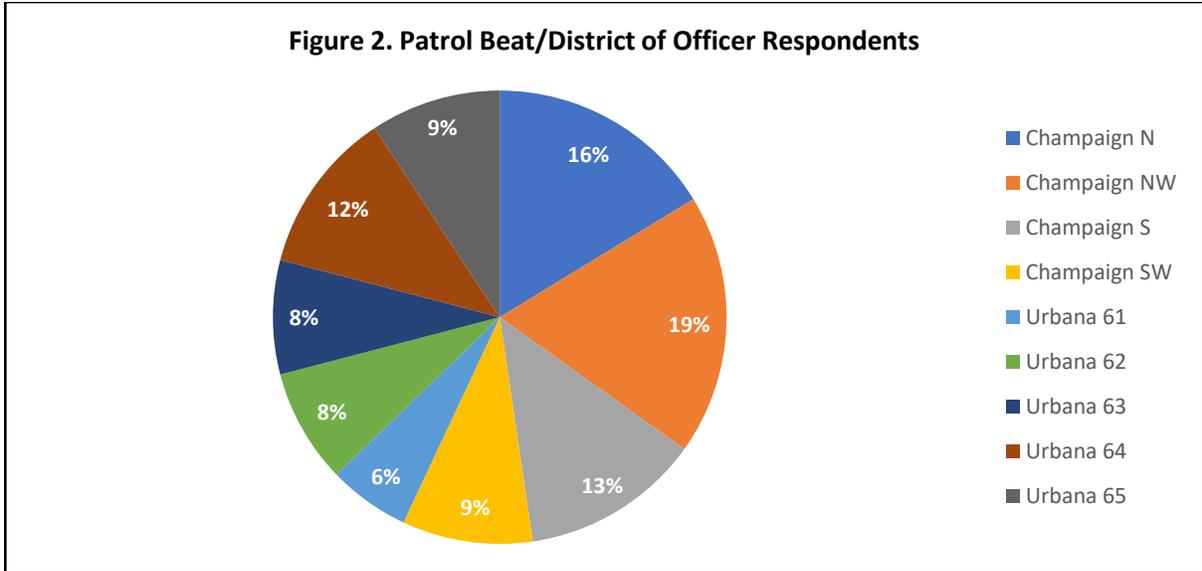
Figures 2 and 3 and Tables 3 and 4 display demographic characteristics of the patrol officers and sergeants who completed the CUFS Community Survey. Figure 2 displays the region of the city that law enforcement respondents most commonly patrol.⁴ Of the 37 respondents from the Urbana Police Department, the greatest portion (12%) patrol the 64 beat. Of the 49 respondents from the Champaign Police Department, the greatest portion (18.60%) patrol the NW district. Table 3 shows alignment between the initiative's target neighborhoods and the existing patrol beats and districts.⁵

Figure 3 displays the number of years that respondents have worked in law enforcement. The largest portion (21.18%) has worked in law enforcement for 0 to 2 years. The smallest portion (11.76%) has worked in law enforcement for 16 to 20 years.

Table 4 presents remaining demographic characteristics for law enforcement respondents. Most respondents (85%) self-identified as men. Most respondents (79.49%) self-identified as White or of European descent. The age of the largest group of respondents (40.96%) was 31 to 40 years. The last level of schooling completed for the greatest percentage of respondents (74.70%) was a bachelor's degree.

⁴ The Champaign Police Department calls such regions "districts", and the Urbana Police Department calls such regions "beats".

⁵ There is no perfect alignment between the police departments' beats and districts and the initiative's target neighborhoods. Thus, we can't say for sure if a law enforcement respondent patrols in one of the target neighborhoods. We can only say if there is overlap between the beat or district that a law enforcement respondent patrols, and a target neighborhood.

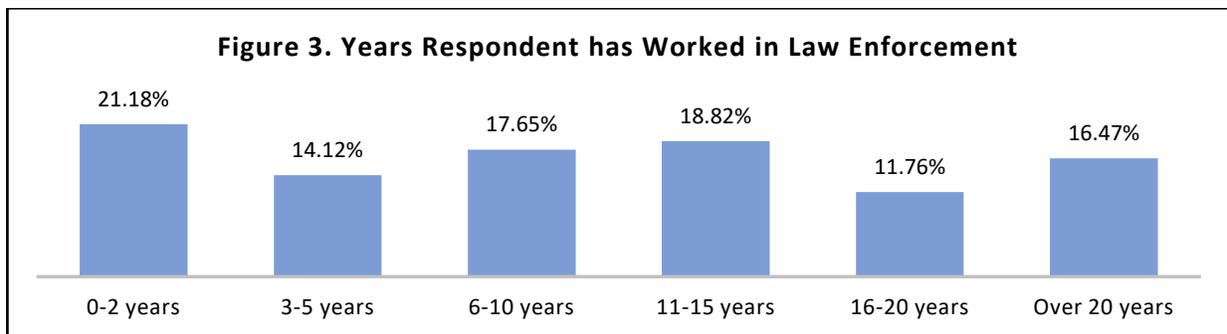


Note: Valid n=86

Table 3

Alignment between CUFS target neighborhoods and C-U police department beats and districts

District or Beat	Target Neighborhood
Champaign NW	C1; C2; C3
Champaign N	C4; C5; C6; C7/U1; C8/U2
Champaign S	None
Champaign SW	None
Urbana 61	C7/U1; C8/U2
Urbana 62	None
Urbana 63	None
Urbana 64	U4; U5
Urbana 65	U3; U4



Note: Valid n=85

Table 4		
<i>Gender, race/ethnicity, age, and schooling attainment for law enforcement respondents</i>		
	Frequency	Percent
Gender		
Woman	10	12.50%
Man	68	85.00%
Another gender	2	2.50%
Total	80	100.00%
Race/ethnicity		
Black or of African descent	6	7.69%
American Indian or Alaska Native	1	1.28%
Asian	1	1.28%
White or of European descent	62	79.49%
Hispanic or Latino	3	3.85%
Another race/ethnicity	2	2.56%
More than one race/ethnicity	3	3.85%
Total	78	100.00%
Age		
18 to 25 years	10	12.05%
26 to 30 years	13	15.66%
31 to 40 years	34	40.96%
41 to 50 years	24	28.92%
51 to 60 years	2	2.41%
Total	83	100.00%
Last level of schooling completed		
High school diploma or equivalency	7	8.43%
Associate's degree	8	9.64%
Bachelor's degree	62	74.70%
Master's degree	6	7.23%
Total	83	100.00%

FINDINGS

This section presents key findings related to the CUFS Community Survey's five areas of interest: 1) shooting and safety in the initiative's target neighborhoods; 2) the relationship between police and members of the initiative's target communities; 3) community-oriented policing as implemented by local police departments; 4) procedural justice as implemented by local police departments; and 5) the CU Fresh Start initiative. Cronbach's alphas for the item groups are listed in figures representing the data. All but one (associated with police officers' feelings of safety) are above 0.8.⁶

⁶ Cronbach's alpha provides a measure of how closely-related items in a set are to each other. Some sets of items in this survey aim to measure a "construct", or a central area of concern, such as "perceptions of shooting". Cronbach's alpha tells us if the set of items that measure perceptions of shooting, or some other construct, are in fact related to one another. A Cronbach's alpha that is closer to 1 indicates a greater level of relatedness among the items. In social science research, Cronbach's alphas above .70 are generally considered to indicate that items are related (UCLA Statistical Consulting Group, n.d.).

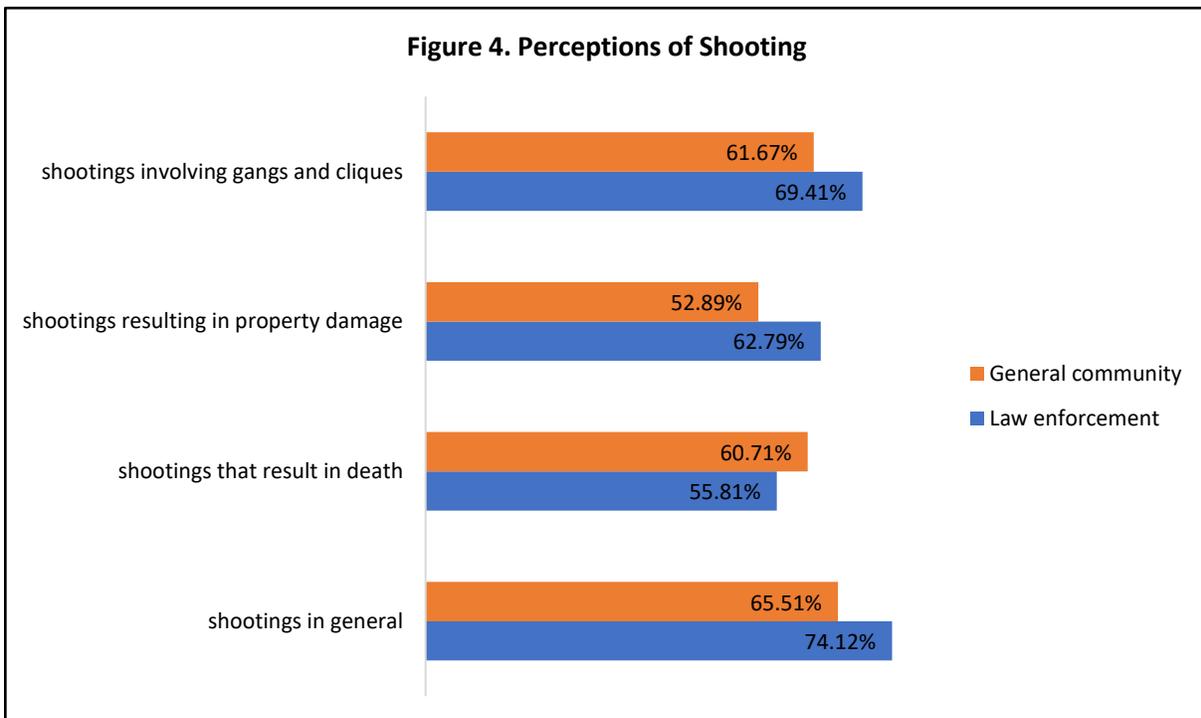
Shooting and Safety in the Initiative’s Target Neighborhoods

General community and law enforcement respondents rated four types of shooting incidents on a four-point scale from “serious problem” to “not a problem at all”. They rated their feelings of safety associated with six types of activities on a five-point scale from “very unsafe” to “very safe”.⁷

Figure 4 displays the percentage of respondents who rated each listed type of shooting as a “serious problem”, or a “moderate problem”. Over half of the respondents (in the general community and law enforcement groups) listed each type of shooting as a serious or moderate problem. Officers were more likely than general community respondents to rate shootings involving gangs and cliques, shootings resulting in property damage, and shootings in general as a serious or moderate problem.

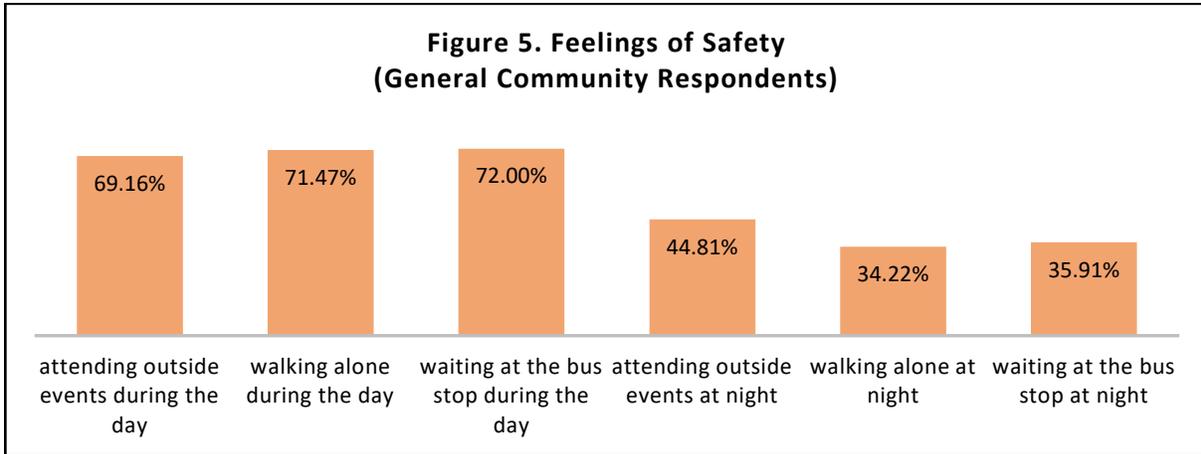
Figures 5 and 6 present the percentage of respondents who feel “very safe” or “fairly safe” while engaging in the listed activities. Most respondents feel very safe or fairly safe carrying out the listed activities during the day, (except officers, when arresting someone). General community respondents generally feel safer than officers. Between 69.16% and 72.00% of general community respondents feel safe performing the listed activities during the day, while between 47.06% and 60.00% of officers feel safe performing the listed activities during the day.

Less than half of all respondents feel very safe or fairly safe engaging in the listed activities at night. Again, general community respondents feel safer than officers. The percentage of general community members who feel very safe or fairly safe performing the listed activities at night ranged between 34.22% and 44.81%, while the percentage of officers who feel very safe or fairly safe performing the listed activities at night ranged between 24.42% and 29.76%.

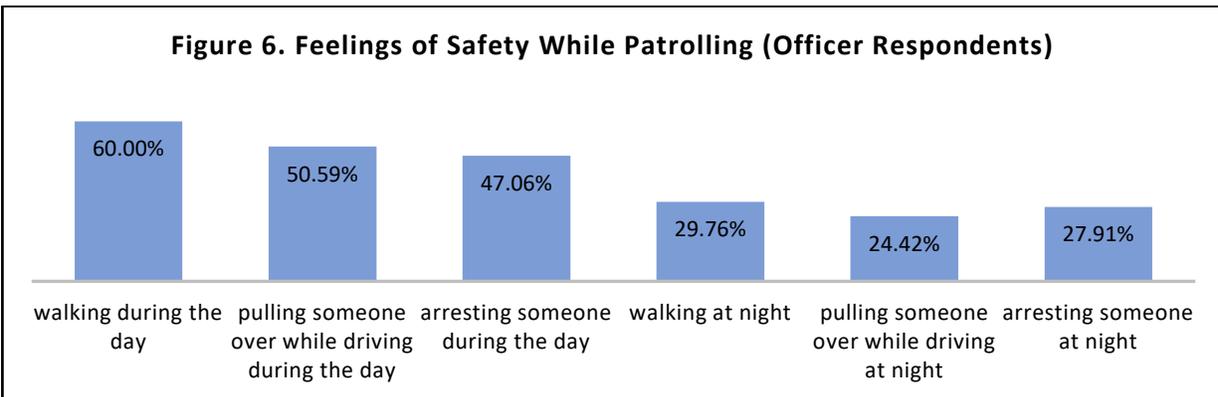


⁷ This is consistent with prior research that asked respondents to rate events as more or less severe problems, and rate their feelings of safety associated with various activities (Ratcliffe, Groff, Sorg, & Haberman, 2015).

Note: Data represents percentage of respondents who rated the type of incident as a “serious problem” or “moderate problem”. Valid n in order: General community=647, 605, 616, 693; Law enforcement=85, 86, 86, 85; Cronbach’s alpha=0.819



Note: Data represents percentage of respondents who feel “fairly safe” or “very safe” engaging in the listed activities. Valid n in order=694, 680, 625, 665, 678, 635; Cronbach’s alpha= 0.870

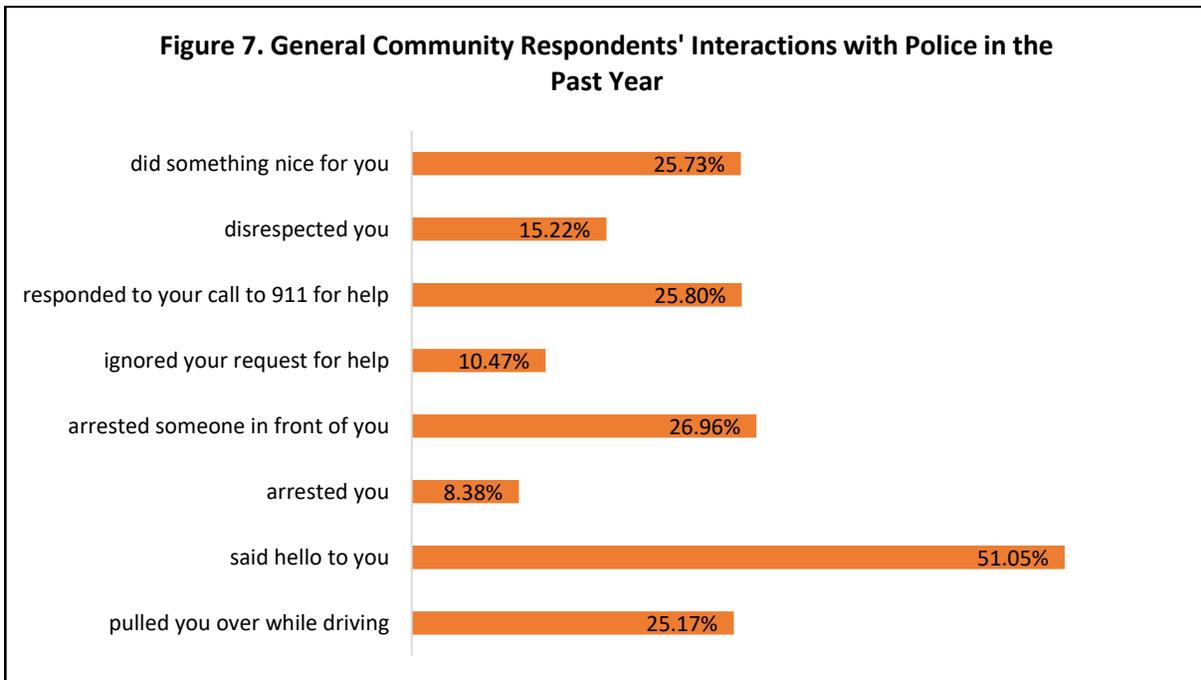


Note: Data represents percentage of respondents who feel “fairly safe” or “very safe” engaging in the listed activities. Valid n in order=85, 85, 85, 84, 86, 86; Cronbach’s alpha= 0.648

Relationship between Police and Members of the Initiative’s Target Communities

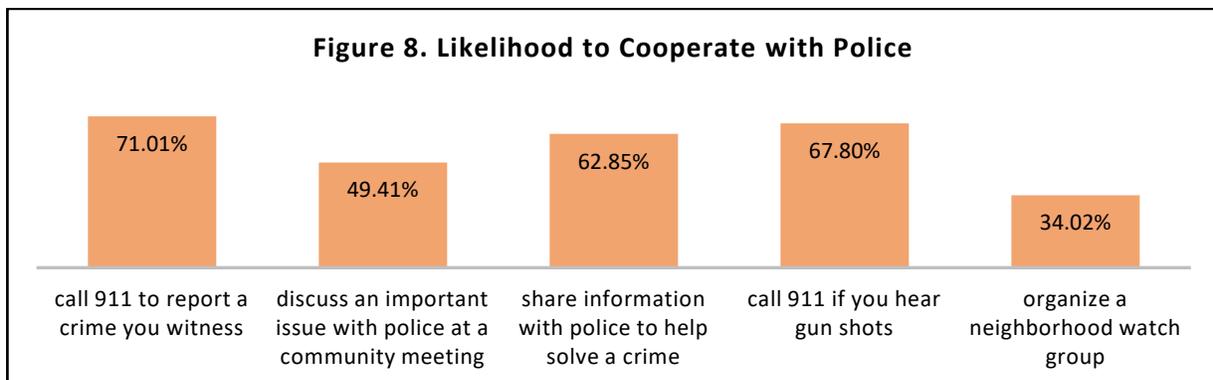
General community respondents identified, among a list of eight options, the types of interactions they had with police in the past year. Figure 7 displays the percentage of respondents who had each interaction type.⁸ Half of respondents (51.05%) had a police officer say hello to them. The smallest percentage of respondents (8.38%), were arrested in the past year. The data show that most respondents (77.13%) had some interaction with police in the past year.

⁸ This question draws on prior research that studied respondents’ perceptions of police, based on the type of interaction they had with police, for example, while reporting a crime, or during a traffic stop, and what took place during the interactions, such as police “shouting” or treating the respondent “respectfully” (Rosenbaum, Lawrence, Harnett, McDevitt, & Posick, 2015; Stickle, 2017).



Note: Data represents percentage of respondents who reported having the listed interaction with police in the past year. Valid n=717

General community respondents rated, on a scale from “extremely likely” to “extremely unlikely”, the likelihood they would cooperate with police by engaging in the listed activities.⁹ Figure 8 displays the percentage of general community respondents who would be “extremely likely” or “likely” to cooperate with police. Respondents are most likely (71.01%) to call 911 to report a crime they witness. Respondents are least likely (34.02%) to organize a neighborhood watch group.



Note: Data represents percentage of respondents who are “likely” or “extremely likely” to engage in the listed activity. Valid n=690, 682, 681, 677, 676; Cronbach’s alpha= 0.876

⁹ This is consistent with prior research measuring one dimension of police legitimacy, often termed “likelihood to obey” (Gau, 2014), and other research measuring concepts such as “willingness to partner with police” (La Vigne, Fontaine, & Dwivedi, 2017), and “community cooperation” (Rosenbaum, Lawrence, Harnett, McDevitt, & Posick, 2015). In such studies, respondents were asked to rate the extent to which they would be likely to cooperate with police in various ways such as by helping to solve a crime.

General community respondents and law enforcement respondents answered the question “what do you think can be done to improve the relationship between members of this community and the police in this city?” Respondents provided a variety of suggestions for improving the relationship, including: increasing relationship-building opportunities, providing more education to police and citizens to understand each other’s perspectives on community-police relations, and hiring more officers so officers will have more time to engage with community members. On the other end, a few respondents stated that nothing can improve the relationship. Table 5 provides a few direct quotes from respondents, along with demographic descriptors. Because the pool of officer respondents is relatively small, we provide fewer details on demographic descriptors to maintain respondent confidentiality.

Table 5

Respondents’ suggestions for improving community-police relations

...Better education to the officers about specific problems affecting quality of life within the district. Better education of the citizens about the police procedures, authorities, and limitations. (Champaign police officer)

...Police should be and act like members of the community, rather than overseers. Don't act like you're here to make everyone behave a certain way as if you're above them. Be one of us who also happens to be a police officer. Attend community events, talk to people and when you do have to deal with someone who has broken the law don't act like you are above them or better than them—just be a concerned community member doing your job... (European-descent/White man, age 26 to 30, in the Urbana 4 neighborhood)

The most common problem I hear from residents is that they don't see officers enough. That is not because we aren't out in our beats, but because call volume and problem areas don't afford the luxury of allowing officers to patrol certain parts of the city the majority of the time. Though it may not be in the budget, I believe hiring more officers is the only way to ensure more ground can be covered on a daily basis. (Urbana police officer)

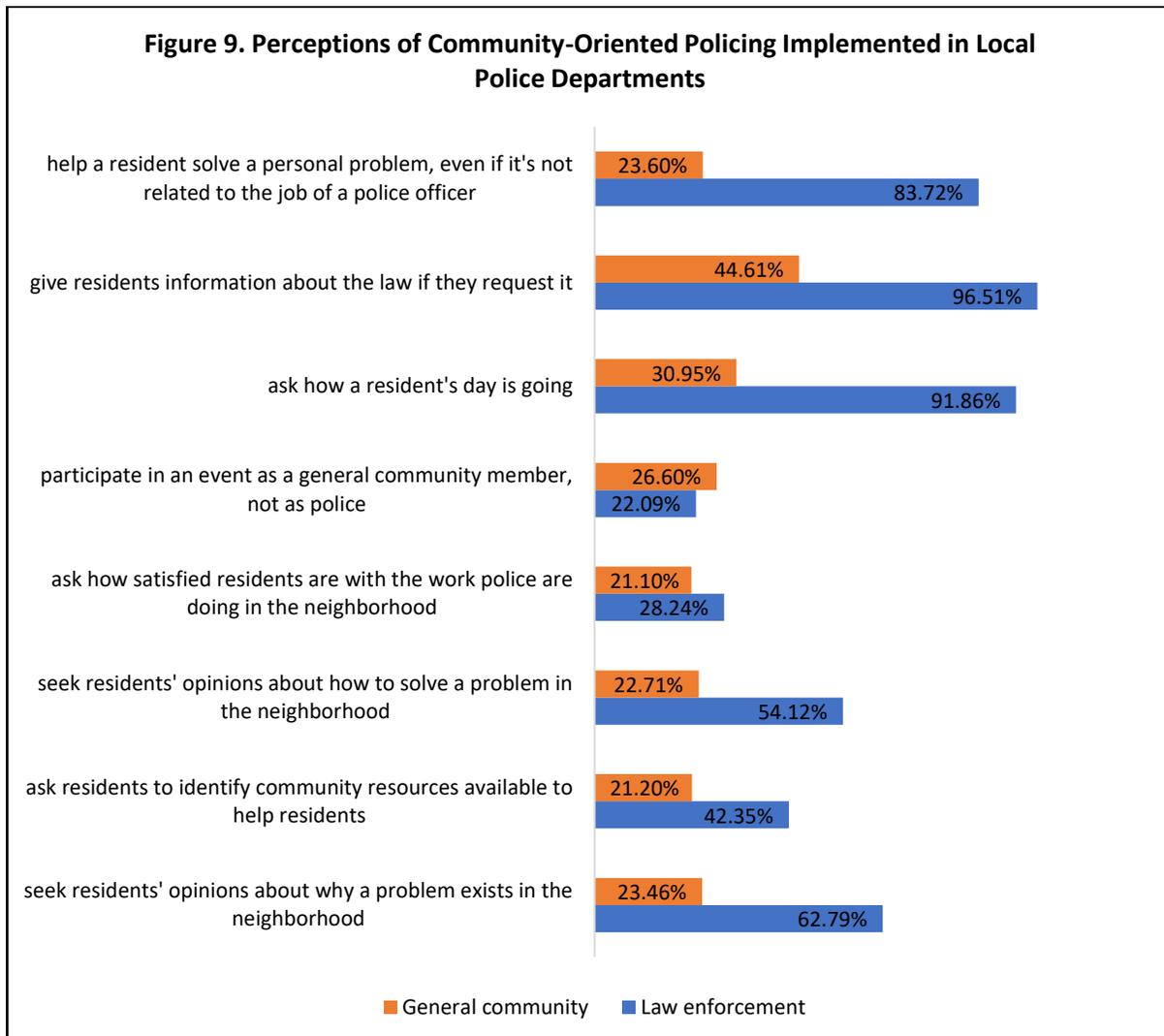
More teaching the benefit of the doubt. Whites receive the benefit of the doubt in any and every case. Minorities never get the benefit of the doubt which leads to mistrust and even dislike. (African-descent/Black man, age 31 to 40, in the Champaign 5 neighborhood)

Community-Oriented Policing as Implemented by Local Police Departments

General community and law enforcement respondents rated, on a five-point scale from “extremely unlikely” to “extremely likely”, the likelihood that officers in the city will practice activities associated with community-oriented policing.¹⁰ Figure 9 displays the percentage of respondents who believe police are “extremely likely” or “likely” to practice the listed community-oriented policing activities. At least one-fifth of general community respondents believe police are likely or extremely likely to engage in all listed activities. The activities with the highest-rated likelihood were “give residents information about the law if they request it” (44.61%), and “ask how a resident’s day is going” (30.95%). Police officer respondents were more likely than general community respondents to state that police are extremely likely or likely to practice community-oriented policing activities. However, like general community

¹⁰ This question drew on prior research that measured respondents’ beliefs that police practiced principles of community-oriented policing (La Vigne, Fontaine, & Dwivedi, 2017). This also drew on *The Collaboration Toolkit for Law Enforcement: Effective Strategies to Partner with the Community*, distributed by the U.S. Department of Justice Office of Community Oriented Policing Services (McCampbell, 2011).

members, they rated officers' likelihood to give residents information about the law (96.51%), and to ask how a resident's day is going (91.86%), higher than their likelihood to practice other activities.



Note: Data represents percentage of respondents who believe police are “likely” or “extremely likely” to practice the listed activities associated with community-oriented policing. Valid n: General community=627, 621, 630, 594, 583, 621, 599, 648; Law enforcement=86, 86, 86, 86, 85, 85, 85, 86; Cronbach’s alpha= 0.939

In an open-ended question, law enforcement respondents who stated police would be “extremely unlikely” or “unlikely” to carry out activities associated with community-oriented policing explained some of their answers. Table 6 displays selected responses.

Table 6
<i>Police officers’ reasons for being “unlikely” or “extremely unlikely” to practice activities associated with community-oriented policing</i>
<i>Patrol officers in our department are not encouraged to be problem-solvers. A patrol officer in this department</i>

is expected to handle his/her calls and make traffic stops. That's it. (Champaign police officer)

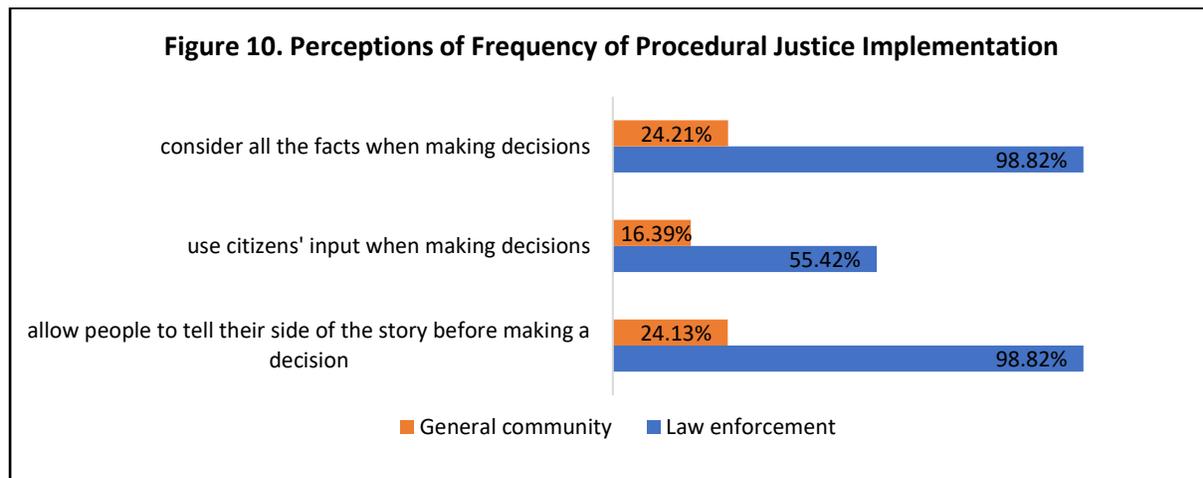
I feel as if my personal values are greatly different than those of who I patrol. I do not identify myself as a member of this community outside of my Police role and actively avoid the CU area during personal time. This sounds very negative but I think I am still able to provide the residents of my beat with fair and open-minded policing. (Urbana police officer)

The fact that most events occur within the same small percentage of residents in the community, who are affiliated with political activism, local government, or other organizations with special interests, makes having "normal" involvement difficult in this town. Even off duty, officers are treated as if it is their responsibility to be servants of the special interests. (Champaign police officer)

Police officers often avoid asking citizens how they think we are doing with our job because even when we do our job right if it is not what the citizen wants then they will often have a negative opinion of our performance. (Urbana police officer)

Procedural Justice as Implemented by Local Police Departments¹¹

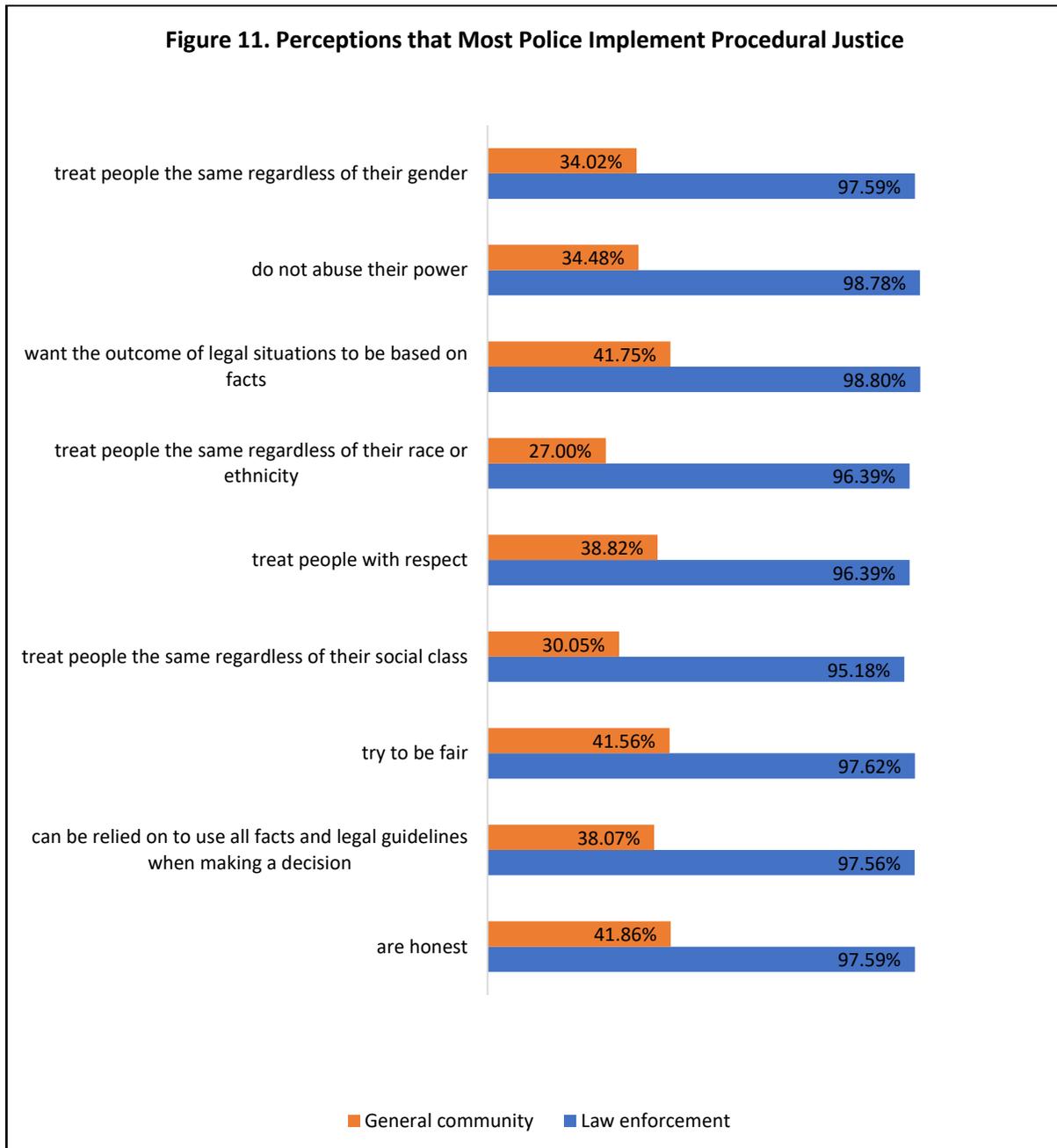
General community and law enforcement respondents rated the frequency with which they believe officers in the city implement procedural justice, on a five-point scale from “never” to “almost every time”. Figure 10 displays the percentage of respondents who believe police practice the listed procedural justice activities “every time” or “almost every time”. General community respondents were less likely than officer respondents to state officers engage in the listed activities every time or almost every time. Almost all police officer respondents (98.82%) believe police in their city consider all the facts when making decisions and allow people to tell their side of the story before making a decision. Less than a quarter of general community respondents believe police in the city engage in the listed activities every time or almost every time.



Note: Data represent percentage of respondents who believe police practice the listed procedural justice activities “every time” or “almost every time”. Valid n: General community=599, 598, 605; Law enforcement=85, 83, 85; Cronbach’s alpha= 0.935

¹¹ Measurement of perceptions of procedural justice are consistent with research measuring respondents’ perceptions that police implement principles of procedural justice drawn from Tyler’s (2006) concepts of role in decision-making, neutrality of decision-making, motives of authorities, and fairness of outcomes, (Gau, 2014; Ratcliffe, Groff, Sorg, & Haberman, 2015; Tatar, Kaasa, & Cauffman, 2012).

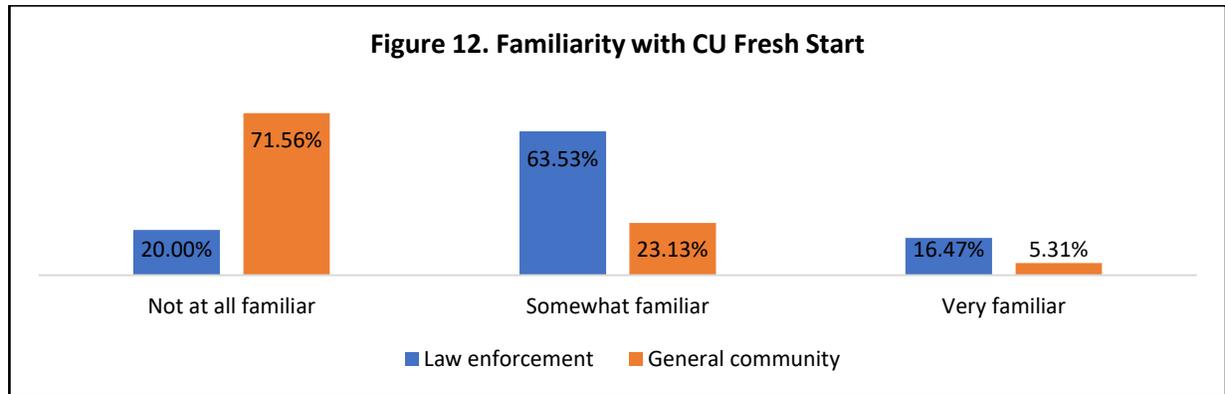
General community and law enforcement respondents reported on the percentage of police they believe practice procedural justice on a five-point percentage scale from “0%” to “100%”. Figure 11 presents the percentage of respondents who believe most police officers (100% or 75%) practice the listed procedural justice activity or principle. Most officer respondents stated that 100% or 75% of police in the city practice each listed activity or principle. Between 27.00% and 41.86% of general community respondents stated that most police practice the listed activities or principles.



Note: Data represent the percentage of respondents who believe “75%” or “100%” of police practice the listed activity, associated with procedural justice. Valid n: General community=635, 638, 606, 637, 644, 639, 640, 633, 645; Law enforcement=83, 82, 83, 83, 83, 83, 84, 82, 83; Cronbach’s alpha= 0.969

CU Fresh Start Initiative

General community and law enforcement respondents reported their level of familiarity with the CUFS initiative, on a three-point scale from “not at all familiar” to “very familiar”. Figure 12 displays respondents’ level of familiarity with CU Fresh Start. In general, law enforcement respondents are more familiar with CU Fresh Start than general community respondents. Most officer respondents (63.53%) are “somewhat familiar” and 16.47% are “very familiar”. Only 5.31% of general community respondents are “very familiar”. Most general community respondents (71.56%) are “not at all familiar”.



Note: Valid n: Law enforcement=85; General community=640

CONCLUSION

The CU Fresh Start Community Survey is intended to assist the CUFS leadership with developing strategies for improving community-police relations. The study outlined in this report provides baseline data on perceptions of community-police relations among members of the initiative’s target communities, and members of law enforcement from the cities of Champaign and Urbana. The study found that while perceptions of community-police relations vary, in general, law enforcement respondents viewed community-police relations more positively than did general community respondents.

Most study respondents viewed shootings of any type as a serious or moderate problem. Officer respondents were more likely than general community respondents to view most listed shooting incident types as a serious or moderate problem. All respondents felt more safe engaging in the listed activities during the day than they did at night. General community respondents expressed greater feelings of safety than law enforcement respondents. Less than half of law enforcement respondents felt safe carrying out four of the six listed work-related tasks. This lack of feeling safe while patrolling one’s beat or district is important to note. It may be worthwhile for CUFS leadership, in partnership with law enforcement agencies, to gather additional data from members of law enforcement to understand why they feel unsafe and to design strategies to remove barriers to feelings of safety.

While most general community respondents (77.13%) had some interaction with police in the past year, many respondents (general community and law enforcement) suggested that community-police relations can be improved with more opportunities for relationship-building interactions between general community members and police officers. General community respondents reported they are likely to cooperate with police in several ways in the future. The greatest portion of respondents

(71.01%) is likely or extremely likely to call 911 to report a crime they witness. This high likelihood to cooperate and the suggestion that more opportunities be created for community-police interactions, seems to be promising for the initiative's overall effort of improving community-police relations.

Officer respondents were more likely than general community respondents to state that police are likely or extremely likely to practice activities associated with community-oriented policing. The most highly-rated practice among all respondents was "giving residents information about the law if they request it". Since the Department of Justice¹² has highlighted the important role that community-oriented policing plays in strengthening community-police relations, it may be useful for CUFS leadership, in collaboration with local law enforcement, to take inventory of current community-oriented policing practices implemented in the Champaign and Urbana Police Departments. By taking inventory of current practices, the group can determine what future strategies it would like to put in place to expand the practices that are currently being implemented, and to ensure that the principles are practiced widely throughout the departments.

General community respondents were less likely than officer respondents to report that officers carry out principles of procedural justice. Because prior research has highlighted the important link between perceptions of procedural justice and likelihood to trust and cooperate with police¹³, it would be worthwhile to further explore this study's data on procedural justice and determine if there are areas in which CUFS would like to gather additional data. Such follow-up studies could examine if general community respondents' perceptions of procedural justice are drawn from their individual interactions with police, or if their perceptions are largely informed by other sources of data such as news reports and other people's interactions¹⁴. By understanding the sources of general community respondents' ratings of procedural justice, CUFS leadership can determine the best strategies for working with law enforcement to increase implementation of procedural justice principles, and to increase the likelihood that general community respondents will experience procedural justice in their interactions with police.

Officer respondents are generally more familiar with CU Fresh Start than general community respondents. Most general community respondents (71.56%) are "not at all familiar" with CU Fresh Start, while most officer respondents (63.53%), are "somewhat familiar" with CU Fresh Start. Because a minority of general community and law enforcement respondents are "very familiar" with CU Fresh Start, it will likely be important for CUFS leadership to strengthen its communications strategy. Since CUFS leadership has highlighted that collaboration is essential to the success of the initiative, then ensuring that people are aware of the initiative and understand its goals and their potential role in implementing the initiative, will be important.

The survey findings show that in general, officers rate their role in community-police relations more positively than general community respondents, and that officers are more familiar with CU Fresh Start than general community respondents. Since this study was intended to collect baseline data on perceptions of community-police relations, it will be important to conduct follow-up studies to understand if, and how, perceptions change as the initiative and strategies for improving relations are implemented. Follow-up studies would benefit from exploring the specific strategies being implemented through CU Fresh Start. In addition, supplementing the questionnaire collection with other methods

¹² U.S. Department of Justice (n.d.)

¹³ Tyler & Fagan (2008); Wolfe, Nix, Kaminski, & Rojek (2016)

¹⁴ Gau (2014)

such as focus group interviews may be worthwhile, to get a more in-depth understanding of respondents' perceptions of community-police relations.

The survey findings suggest that general community respondents and officer respondents are interested in working with each other to improve community-police relations. Thus, it seems hopeful that with careful planning and systematic implementation, CUFS, in collaboration with its partner organizations, may be able to positively influence community-police relations in the CUFS initiative target communities.

ABOUT THE AUTHOR

Institution Builders, Inc. is an independent consulting firm that helps organizations that serve youth, families, and communities to improve their programs and services. To do this, they design and conduct tailor-made research studies, execute insightful program evaluations, create custom data collection instruments, and facilitate engaging evaluation capacity building workshops.

To learn more, visit: <https://www.institutionbuildersinc.com/>

REFERENCES

- Gau, J. (2014). Procedural justice and police legitimacy: A test of measurement and structure. *American Journal of Criminal Justice, 39*(2), 187-205. doi: 10.1007/s12103-013-9220-8.
- La Vigne, N., Fontaine, J., & Dwiveldi, A. (2017). How do people in high-crime, low-income communities view the police? Washington, D.C.: Urban Institute: Justice Policy Center.
- Lavrakas, P.J. (2008). Purposive sample. *Encyclopedia of Survey Research Methods*. from <http://methods.sagepub.com/Reference//encyclopedia-of-survey-research-methods/n419.xml>.
- McCampbell, M.S. (2011). The collaboration toolkit for law enforcement: Effective strategies to partner with the community: U.S. Department of Justice: Office of Community Oriented Policing Services.
- Ratcliffe, J., Groff, E., Sorg, E., & Haberman, C. (2015). Citizens' reactions to hot spots policing: Impacts on perceptions of crime, disorder, safety and police. *Journal of Experimental Criminology, 11*(3), 393-417. doi: 10.1007/s11292-015-9230-2.
- Rosenbaum, D., Lawrence, D., Hartnett, S., McDevitt, J., & Posick, C. (2015). Measuring procedural justice and legitimacy at the local level: The police-community interaction survey. *Journal of Experimental Criminology, 11*(3), 335-366. doi: 10.1007/s11292-015-9228-9
- Stickle, B. (2017). Does the use of physical force during contact with the police affect one's perception of procedural justice? *Journal of Behavioral & Social Sciences, 4*(2), 87-97.
- Tatar, J.R., II, Kaasa, S.O., & Cauffman, E. (2012). Perceptions of procedural justice among female offenders: Time does not heal all wounds. *Psychology, Public Policy, and Law, 18*(2), 268-296. doi: <http://dx.doi.org/10.1037/a0025118>.
- Tyler, T.R. (2006). *Why people obey the law*. Princeton, NJ: Princeton University Press.
- Tyler, T.R., & Fagan, J. (2008). Legitimacy and cooperation: Why do people help the police fight crime in their communities? *Ohio State Journal of Criminal Law, 6*, 231-275.
- UCLA Statistical Consulting Group. (n.d.). What does Cronbach's alpha mean? SPSS FAQ. Retrieved from <https://stats.idre.ucla.edu/spss/faq/what-does-cronbachs-alpha-mean/>.

U.S. Department of Justice. (n.d.). *Community Oriented Policing Services*. Retrieved from <https://cops.usdoj.gov/>.

Wolfe, S., Nix, J., Kaminski, R., & Rojek, J. (2016). Is the effect of procedural justice on police legitimacy invariant? Testing the generality of procedural justice and competing antecedents of legitimacy. *Journal of Quantitative Criminology*, 32(2), 253-282. doi: 10.1007/s10940-015-9263-8

APPENDIX

Table 7

Boundaries for CUFS target neighborhoods

City and Area #	West	North	East	South
Champaign 1	Mattis Ave	Bloomington Rd	Garden Hills Dr	Railroad tracks (South of Paula Dr)
Champaign 2	Mattis Ave	Railroad tracks (South of Paula Dr)	Hedge Rd	Bradley Ave
Champaign 3	Redwood Dr	Paula Dr/Francis Dr	Hagan St	Maple St
Champaign 4	Harris Ave	Briar Lane	Neil St	Eureka St
Champaign 5	Elm St	Eureka St	Market St	Washington St
Champaign 6	Neil St	Kenyon Rd	Oak St	Beardsley Ave
Champaign 7/Urbana 1	Railroad tracks (East of Market St)	Bradley Ave	Lincoln Ave	Washington St/Beslin St/Fairview Ave
Champaign 8/Urbana 2	First St	Washington St/Beslin St/Fairview Ave	Lincoln Ave	University Ave
Urbana 3	Cottage Grove Ave	Colorado Ave	Philo Rd	Eliot Dr
Urbana 4	Cottage Grove Ave	Washington St	Rainbow View/Lincolnwood Dr	Florida Ave
Urbana 5	Smith Rd	Washington St	Abercorn St	Michigan Ave