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Using Genograms to Explore Transgenerational Trauma and Racism in African American Couples

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Community Trust Building and the Elgin Police

By
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Capstone Project

Submitted in partial fulfillment of the requirements

For the Degree of Doctor of Education in Interdisciplinary Leadership

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Abstract

This study focused on police and community trust and how it may be affected by one’s sense of community. The idea of sense of community has been compared to school spirit. There has been little research that examines if sense of community influences trust in their police. A quantitative study was conducted utilizing an online survey. The location was the city of Elgin, Illinois. Its purpose was to determine what level of sense of community the respondents had and what level of trust they had in the police overall and the Elgin police specifically. The study resulted in 637 respondents answering the survey. Though there was a lack of diversity there was still interesting data gathered. The analysis showed that there was a positive correlation between the sense of community score and the level of trust. Additional data showed there was a large gap in trust for minority members in the city of Elgin. Specifically, the African-American population reported the lowest levels of trust for policing and the Elgin police. Further data review showed that all groups wanted a closer connection with their police. Further implications and research are discussed.

Keywords: sense of community, trust, police, community trust
Chapter 1

Introduction

On August 9, 2014, Officer Darren Wilson conducted a non-consensual stop on Michael Brown and his friend (Witness 101) in Ferguson, Missouri. “Put me on Canfield with two and send me another car” (Department of Justice, 2015, p. 6). The result of this encounter was an unarmed African-American was shot dead. What followed was a new wave of political and social unrest.

Officer Wilson was exonerated of criminal wrongdoing, but this did not negate the brewing tensions and lack of trust the community had for its police. Officer Darren Wilson became the poster child for all real and imagined wrongs of the police. This incident is highlighted not for the specifics of it, but for the status before and the after effects. This incident is an implication of the years of community issues that finally reached a tipping point in Ferguson, Missouri, and affected the entire country.

The Department of Justice Civil Rights Division’s (2015) investigation into the city of Ferguson found a long-standing distrust of the police. It was later determined during this investigation that the leaders did know and failed to act upon this lack of trust from the community. Ferguson was not the last focal point nor was it the first. A close examination must be made of the community in addition to the police department.

President Barack Obama signed an executive order to create a task force to examine the rift that was occurring between policing and communities. On December 18, 2014, President Obama signed into law Executive Order No. 13684 (2014). The purpose of this task force was to increase trust among the police and the community while also reducing crime. The resulting entity was titled the Task Force on 21st Century Policing. This task force’s report to the president
included a six-pillar recommendation. The task force agreed that trust is of primary importance to the community and policing. Trust is Pillar One (COPS Office, 2015).

Trust can at times be difficult to express in words but is known by individuals. Trust can be to be cooperative with each other (Simpson, 2012). This is an overgeneralized view. Much of what is said about trust in policing is how one feels. Much of the understanding of trust is vague and multifaceted. Trust in police at times cannot be explained by those that have or do not have it. Trust can be given the definition of knowing what needs to be done is done. This can take many forms depending on the observer (Gilmour, 2008).

In policing, this generalized trust has been fractured at times by incidents and investigations that have been highlighted by the media. Several recent investigations have shown the need for improvement in trust by a police department’s community. The Baltimore Police Department’s investigation by the Department of Justice (2016) found credible evidence that they were conducting unconstitutional policing. They were also cited as failing to adopt a community policing perspective. In Chicago, another Department of Justice (2017) investigation found that the Chicago police were also conducting unconstitutional policing. The once lauded community policing program, Chicago Alternative Policing Strategy (CAPS), was described as a shell. The Department of Justice found that the Chicago police had much work to do in order to develop community trust.

This idea of trust begins with the day to day operations of the law enforcement agencies. Police officers have numerous contacts with residents in the United States every single day. These contacts occur for a variety of reasons and can be consensual or non-consensual. Non-consensual encounters are those that the person stopped was not free to leave. Consensual encounters can include many interactions and they all have the same basis, that the person can
leave the encounter without repercussions. In 2011, there were over 62 million non-consensual encounters in the United States (Department of Justice, 2013). Each one of these encounters either developed or destroyed community trust in the law enforcement organization conducting them.

To understand the many issues that erode the trust between a community and their police, one must examine many various aspects of both. One can start with the community. How has the community developed and what are its feelings toward the police? This will allow for a base on which to build further knowledge. Ferguson, Missouri, is an example of what can happen when the lack of community trust is left unchecked.

**Background of the Study**

The location of this study is Elgin, Illinois. Elgin is a northern Illinois city collocated in Cook and Kane counties. Per the United States’ Census Bureau (2015) the population of Elgin was 112,111. This study examined those that lived, worked, and went to school in the city of Elgin. It also examined their place on the Sense of Community Index 2 (SCI-2) and how this related to their trust of the Elgin police department. The participants were sought via email, social media, and community organizations, such as churches. The researcher observed the community outreach conducted by the Elgin police department. This outreach led to positive contacts and support from the citizens and local government. This support included funding and positive social media publicity. The researcher used these contacts in an attempt to reach a greater portion of the population of the city of Elgin.

**Problem Statement**

Police and community dynamics can lead to positive or negative outcomes. Negative relationships such as Ferguson, Baltimore, and Chicago can give examples of what can occur.
Positive outcomes can include involved communities that assist the police and their neighbors. The communities that lack trust in policing are not lost. They are examples of what work needs to be done and should serve as examples to others as to what may occur. Important questions to answer include how one feels about their own community and how does this feeling drive the level of trust in their police. The Task Force on 21st Century Policing singled out trust as an imperative in police and community relations (COPS Office, 2015). Trust can be considered an overgeneralized term and further review must be done to find what affects it.

Understanding the level of community and police trust requires understanding the community first. The community is a unique environment that can enhance or detract the image of its police. This environment can be examined by defining the community’s own sense of itself. This self-identity is the sense of community (SOC). Sense of community is an examination of how one feels within their defined community. This includes their devotion to it and whether this community fulfills their needs. It can be akin to a sense of pride in where they are, dependent on the definition of their community. The sense of community is comprised of four parts. These parts are influence, emotional connection, membership and meeting of needs (McMillan & Chavis, 1986: McMillan, 1996). In this study, the community is defined as the geographic corporate limits of the city of Elgin, Illinois.

The purpose of this study was to measure the level of sense of community within the city of Elgin, Illinois. Using the data gathered from a community survey an examination was conducted to determine if there is a connection between the sense of community and trust as it relates to the Elgin police department. The population studied were those that lived, worked, used services, or went to school in the city of Elgin, Illinois. This review allowed for a deeper
understanding of how community involvement influences police trust. This can lead to further review and development of best practices in community engagement.

**Research Purpose**

The purpose of this study was to determine if a relationship exists between a person’s sense of community and their trust in the police in the city of Elgin, Illinois. This research was location sensitive. It identified where that community was on the sense of community spectrum. This can then be used to further define and develop plans to improve trust in the police at that location.

$H_01$: A community that has a high sense of community index does not have a more trusting relationship with its police.

$H_1$: A community that has a high sense of community index has a more trusting relationship with its police.

$H_02$: A community that has a low sense of community index does not have a low trusting relationship with its police.

$H_2$: A community that has a low sense of community index does have a low trusting relationship with its police.

**Police and Community Engagement**

This research adds to the current literature and aids the understanding of the sense of community within the city of Elgin and the trust of its police. The Elgin police department strives for a close and trusting relationship with the community. This includes community building relationships within the city of Elgin. The purpose of Elgin’s community building is to create a powerful sense of trust with the department. This is a base goal that any police department wishes to achieve. Many include it in their mission and values statements. Part of the
Elgin police department’s mission includes a strong community partnership (Elgin Police Department, 2016).

Sense of community framework can be used to further develop and shape public policy. The police have long recognized that partnerships are needed to make a difference. A sense of community is more than trust in the police. A positive development of this will lead to a positive community. This link is easy to see from many differing viewpoints.

Each police organization should conduct the sense of community research in their jurisdiction. This research should be jointly conducted with their government entity. This will allow for an examination of where their community is on the spectrum. Additionally, they will also be able to gauge the level of trust by including items to measure that. Anderson’s (2010) research into political trust and sense of community showed that there is a positive relationship. Her research showed that a positive relationship existed with a high sense of community that equaled an elevated level of personal and political trust.

Conclusions

The researcher suggests that there is not much in the literature of interdisciplinary studies that examines specific reasons why a community trusts its police. The focus at times has been more segmented and not as boundary crossing. Understanding that there may be a link is important. If there is a high sense of community and a high level of trust in the police one could re-engineer the process. It could be used to examine why there is a high level of sense of community. There may be positive lessons to pass on as best practices. Whatever is learned can then be used to develop a strategic plan. This information would only be a part of the plan as the inclusion of crime rates, nuisance levels, and other quality of life issues are included.
The overall safety and quality of life of the community falls upon the police department. The idea is to capitalize on all resources available and develop a coherent strategy that shares responsibility for the aforementioned goals. Policing by consent is not a new concept. One of the unique features of American law enforcement is the separation of control. Law enforcement is locally controlled. This should allow for the community development of what they believe law enforcement should be.

Many times, the finger is pointed at law enforcement for social issues that are beyond its control. The further examination of a community and how it relates to its members should be considered. This sense of community is an important barometer that should be used to develop consistent and fair public policy. This allows for the law enforcement entity to partner with other agencies to deal more effectively with the true issues of social breakdown. Elgin, Illinois, is the first step in understanding this dynamic. This study will allow the Elgin police to determine if there is a relationship between the sense of community and police trust. With this first step, further research, and actions can then be developed to understand what areas need growth. These areas include police partnerships with outside agencies and internal training towards understanding what the community expects.
Chapter 2

Literature Review

Community identity can drive how a community behaves. This community identity will shape the police and community’s relationship. Understanding this community behavior requires understanding the sense of community. One of the most critical issues in police and community relations is that of the sense of community. Incidents such as Ferguson, Missouri, demonstrate what can occur when years of community issues finally reach a tipping point.

What is important is the recognition that trust is a focal point. The Department of Justice (2015) reported that initially, the leaders in Ferguson stated that they were unaware of the lack of trust in them, particularly the police. It was learned later in the investigation that the leaders in Ferguson did know and failed to act upon this lack of trust from the community. The issues that developed continually eroded the trust between the community and the police. Much of what the police do and what they need to be successful must come from a willing community. People must trust the police to allow them to engage them whether it is a crime related or quality of life issues (Stoutland, 2001).

Understanding Trust within Communities

The trust between the community and its police is tenuous at times. There are many factors involved that the police can control, and Ferguson explains part of that. There are also factors that can be outside of the control of the police (Goldsmith, 2005). These can include undue political influence as was seen in Ferguson (Department of Justice, 2015). Stoutland (2001) learned in Boston that many of those surveyed felt the police did not share the same neighborhood priorities. This in turn affected their trust in the police.
The basic principles of policing that were built in England nearly two hundred years ago still hold true today. The police are only as effective as the public allows them to be. The police need the public as much as the public needs the police. The principals attributed to Sir Robert Peel include the phrase:

…[T]he police are the public and that the public are the police, the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence (United Kingdom Home Office, 2012, para 8).

The police and community co-existence is based on mutual respect and trust. The police must share the duties and priorities that their citizens have. When one considers the more abstract term of community relations, you begin to get a sense of how important this truly is. Community relations is a construct as opposed to a variable (Creswell, 2015). This is too large of an idea to accurately study overall. It must be further examined and shed down to its inner layers.

Simpson (2012) states trust is hard to define. He goes on to explain his definition as acting cooperatively with each other. Trustworthiness is a deep concept that may be difficult to capture. This concept of trust is intertwined with the concept of policing by consent. Sharing responsibility for each other is a way to build trust. The lack of engagement within some communities can lead to distrust. When there is low interpersonal trust within a community there will be low trust with the police (Goldsmith, 2005). This presents a potential link to the community’s own sense and trust in their local law enforcement.

In examining the level of trust, one should look more into the causes instead of the symptoms. The symptom of lack of trust is not calling or speaking to the police if you witness a
crime. This symptom can be part of deeper issues that can include the community’s internal development. This can be examined by looking at the sense of community in that area.

To determine what connection or what framework exists under this view of police community trust, there must be further examination of the community. A common-sense assumption has always been that when citizens are involved in their community they are more conscious to their environment. These close-knit neighborhoods are often seen as more protective of each other and vocal in their community. This unique relationship of community and police trust is an interesting question.

Community Trust

Goldsmith (2005) posits that it is difficult to maintain a trustworthy police force. It is fragile at times, but not difficult. It requires both the police and the community to work at this relationship. This is a relationship that will require positive two-way interaction. The idea of trust may at times be complex, but implementation can be easy.

There appears to be a positive relationship between growing trust and shared responsibilities as mentioned previously in Stoutland’s (2001) research. The idea is that if the police represent the values of their community there will be greater trust in their abilities. This in turn will give police the community’s consent to police. This was further developed in research in England. Jackson and Sunshine (2007) posit that trust rises when the police act based on shared values. Slight consideration was given to how involved one was in their community. This sense of involvement may also be related to the idea of shared responsibilities as it drives this trust. When one is more a part of their community this helps to improve the importance of the police (Jackson & Sunshine, 2007).
To be successful in a police organization, community trust is a must. The community and the police department must work together and have trust among themselves. Community trust is one of those often hard to identify, yet essential requirements within any community. The lack of trust can lead to immeasurable problems that can include outright defiance to lawful authority.

Conceptual Framework

Understanding the question of the community and police trust can begin by examining the community. A sense of community has been described as responsibility versus need. A working framework of sense of community was presented by McMillan and Chavis (1986) in the hope that it would help develop strong communities by understanding what drives this feeling within a community. This community persona in many ways is a manifestation of its member’s values.

McMillan and Chavis (1986) explain that there are four elements to a sense of community. These are membership, influence, integration/fulfillment of needs, and emotional connection. Having a closer relationship, as explained by McMillan and Chavis (1986), can lead to greater satisfaction within the community.

Membership is belonging to a shared group. This entails giving of oneself and a sense of inclusion in the group. Influence has to do with being able to affect the group. Not all will have influence, but all should understand how to be influential (McMillan & Chavis, 1986). Communication between the groups will give them the feeling of being influential. Most want a say in what is occurring. To build and continue the level of trust there needs to be communication (Chrismas, 2012).

The needs fulfillment is having their needs met by being a part of this group. Integration and fulfillment of needs drives people together. They will tend to want to be with others that
share similar values. Other needs can include the status of being a member with the community. The last is the shared emotional connection. This can be negative or positive. Having that special relationship will lead to great satisfaction within the community. This can also be built with communication (McMillan & Chavis, 1986).

The basis was that this theory could be further developed and utilized to shape public policy. As time and research developed so did the base theory. This theory would build the community’s story (McMillan & Chavis, 1986; McMillan, 1996). The growth included a widening of the parts that defined sense of community. Membership was expanded to include the idea of spirit. This change was made to encompass what is a deeper engagement than simple membership. These connections were more emotional than just being a member.

Influence further grew with the advent of a closer tie to trust. This trust, as it relates to influence, is for the good of the community. It can involve sacrifice and the willingness to lead based on what is best for the community. The shared emotional connection was further expanded by the concept of art. Art included the idea of the story of the community’s visual history; this is conveyed through symbols and other visualizations. The essence of this is experience, which is the basis of art. This experience of being a member of a community develops art. This builds the overall experience of the shared emotional connection (McMillan, 1996). Understanding the community can also lead to developing the appropriate policies and other measures to increase or develop trust in the police.

McMillan (2011) in response to criticism of the base sense of community theory, clarified an important aspect. The idea of sense of community is more than people using the community for their own needs. It is also about being supportive and having a sense of responsibility to their community. McMillan wished to clarify that the idea of SOC is greater than selfish needs.
Developing a strong positive relationship is a must when one considers the effects of a population that mistrusts the police. If the community does not acknowledge the police as a legitimate and positive force, there is no incentive to cooperate. This can lead to a dangerously violent climate. Lack of trust is a large part of the unrest in Baltimore. The strong positive relationships have suffered and many feel that the Baltimore police have no interest in partnering with the community. This has led to a dangerous and violent environment for both the community and the police (Department of Justice, 2016).

The basis of sense of community will be used for the foundation of the project. How a person determines themselves in relation to their community will be examined as it relates to police trust. A strong sense of community has been thought to mean a strong positive community. There has been limited research into the opposite or negative aspect of sense of community. There can be a difference in the sense of community as discovered by Brodsky (1996). A group of mothers in the inner city were found to not embrace their community. This was because of the negative aspect of their community in a high-crime, inner-city neighborhood. This potentially showed that these women, while not high in sense of community, were highly resilient. They rejected the negative community values.

It is still not clearly understood how to determine the positive or negative sense of community. In examining this Mannarini, Rochira, and Talò (2014) took the initial work of Brodsky (1996) and examined it closely to conclude that the sense of community is a bipolar construct. As such, they developed a negative sense of community scale. The sense of community that is prevalent and most used is based on the original work of McMillan and Chavis (1986) and considered in the positive aspect of community behavior.
A community’s trust in the police may be related to its own sense of community. Further review of what sense of community means and how we can apply it to police trust is needed. The Elgin police department strives for close and trusting relationships with the community. This is a base goal that any police department should wish to achieve.

The Elgin Police believe in strong communication as is evidenced by its extensive use of social media, in particular Facebook. As an example, recent Facebook posts include, traffic alerts, arrests, community parties, and events like Pokemon Go Catch ‘em with a Cop (Elgin Police Department, 2016). This level of information allows the citizens to be aware of incidents and events in the city of Elgin, Illinois.

The idea of a community’s persona has been thought of as its own personality. One of the first frameworks and the most often cited is the sense of community (McMillan & Chavis, 1986; Obst & White, 2004). This framework has been used to determine if this persona existed. “When trying to describe it, one is attempting to define a spirit” (McMillan, 2011, p. 511). Understanding the basic community is paramount in understanding how it will interact within the greater environment. Of specific importance is to understand what this sense of community means for citizen’s trust of their local police.
Chapter 3

Research Methodology

Design of the Study

This quantitative study examined the Sense of Community (SOC) within a large northern Illinois city to determine its relationship to their level of trust in the police. This study was a cross sectional design that sought data from a diverse group at the same time. The study sought individual responses (Creswell, 2015). These responses were received using an online survey. The phenomenon was described based on subjective answers given. The time frame was a onetime snapshot.

Methodology

This study examined the level of sense of community index and its influences on police trust. This collected data was in part from a predeveloped survey, the Sense of Community Index 2 (SCI-2). The Sense of Community Index 2 (SCI-2) has its own self-contained measurement for determining results.

The data collection occurred in a large population. This research sought those individuals that had a connection to the city of Elgin. This data was initially examined and analyzed descriptively. The central tendency measures were used along with frequency counts and cross tabulations. This is useful when looking at demographics to determine differing views.

These data were compared based on descriptive data such as race and education level. The data were captured via a survey of a sample from the larger population of the city of Elgin, Illinois. The questions were derived from the Sense of Community Index 2 (SCI-2). Additionally, this survey also contained questions relating to the construct of trust in local law enforcement, in particular the Elgin Police Department.
Sampling Strategy

This quantitative research study sought out individuals that had a connection to the city of Elgin, Illinois. This study gathered data to add to a clearer understanding of the level of trust of the police in general and the Elgin police specifically. These connections consisted of six options. These options were individuals who live, work, use services, other reasons, learn, or have no connection to Elgin. The respondents were asked to choose their strongest connection.

The city of Elgin was used as a focal point since the researcher was intimately familiar with the community and the police department. The researcher had access to the appropriate persons to seek cooperation and this study was beneficial to the city. The city was able to gain an insight into the relationship of its community members. This could lead to further outreach or additional studies to examine other related areas.

The overall population in the city of Elgin is at least 112,111 (United States Census Bureau, 2015). This did not include the number of commuters into Elgin for work or school. The study had hoped to capture the opinions of those that are involved in Elgin through one of those previously mentioned ways. This allowed for a greater examination of the total perceptions of those that have close interactions in the city of Elgin. Given the size of the population and minimal reliance on specific inclusion requirements, a nonprobability sampling was done.

Convenience sampling was used as the participants were selected based on their availability and willingness to participate. In an attempt to increase the size of participants, snowball sampling was utilized. Email invitations were distributed to other local agencies and organizations asking for participation. These other organizations included businesses, churches and schools. Social service agencies were also sought in order to include populations that may
not have been previously reached, including homeless persons and others that may be reluctant to be involved in the community.

In determining the quantitative sample size needed, a sampling error formula was utilized. This research examined a sample of a larger population. To generalize the results to the population one must ensure they have a large enough sample. Several factors were decided upon prior to determining the sample size. A confidence level of 95% was used. This means that the chance that the researcher can capture the true population mean in the data will be 95%. There will be a low margin for error of 5%. This low margin of error means that the sample mean will only deviate from the population mean up to five percent.

There are numerous ways to determine this sample size such as by hand calculation, tables, or online calculators. Utilizing a hand calculation, the sample size determined was 383. For the formula, the z-value of 1.96 was used for a 95% confidence level. The population size of 112,111 was used along with 50% for the unknown proportion (Creswell, 2015). If the sample size were to increase, the margin of error would decrease.

Data Collection and Procedures

The first step was approval by the Institutional Review Board. This was received on June 19, 2018 (Project Number 18-04-01). The data were gathered at the individual level. This was also a onetime snapshot. The study utilized an internet based survey. This survey consisted of a total of 38 questions (See Appendix A). Most of the survey (25 questions) questions were from the Sense of Community Index 2 (SCI-2). The Sense of Community Index 2 (SCI-2) has its own self-contained measurement for determining the results of that survey (See Appendix B).

The Sense of Community Index 2 was the second revision of that measurement tool. The first measure had a total of twelve questions with true or false responses. This did not allow for
greater examination of variability. The second version developed more questions with a Likert response. It now allows for a stronger measure of each of the four traits of sense of community: reinforcement of needs, membership, influence, and shared emotional connection. The revised index has been determined to have a much higher reliability than the original measure (Chavis, Lee & Acosta, 2008).

The survey was mostly multiple choice. A total of nine questions were about individual demographics. An additional four questions were comprised of trust related informational questions. These trust related questions were focused on the police in general and the Elgin police specifically. The respondents were also given the opportunity to write free form comments related to improving trust with the Elgin police.

The survey was delivered online by SurveyMonkey. SurveyMonkey allowed for an easy way to gather data into downloadable format. The data was downloaded into a statistical software program, the Statistical Package for the Social Sciences (SPSS) 25. The data that was collected did not include any identifiable information. Everyone had anonymity, as there were no names or other specific characteristics that could identify a person.

An electronic consent form was the first page for the online survey (See Appendix C). With the internet-based surveys, care was taken to ensure the internet protocol (IP) addresses were not retrieved. This was done through SurveyMonkey settings. There was no sharing of the data with participants or others. Standardization included that the survey was easily accessible via the internet and that there were no special data capturing tools. The survey remained the same for all individuals.

This was a voluntary survey that had no means of control for response rates. There was a part of the population that was potentially unreachable, as they did not have access to the
internet. Additional considerations were taken to ensure that those members who do not have strong English reading skills could participate (Johnson & Christensen, 2007). In the city of Elgin, nearly 44% are listed as Hispanic or Latino (United States Census Bureau, 2015). The survey was given to Hispanic churches and civic organizations to attempt to reach this population.

The initial outreach to the sample occurred with the assistance of the city of Elgin. Initial approval was received from the acting deputy chief of police (now chief). The acting deputy chief secured approval from city management and the human resources department. Permission to utilize the email lists was granted and an all employee email was sent out from the human resources department.

The initial email lists that were used included all city of Elgin employees (1,081), Elgin senior group (900), and the neighborhood watch group (200). This initial outreach included 2,181 emails that were initially sent. Ultimately 637 responses were received, allowing for a 29.2% response rate based on this initial outreach. To help broaden the reach, the use of official department social media was approved. This was done in hopes to reach more respondents that were not part of the lists. The use of the city of Elgin neighborhood newsletter did not occur because the printing date was going to be too far outside of survey window. The introductory email that was sent included an introduction and request for participation in the survey (See Appendix D). There was also an electronic link to the survey.

**Data Analysis Plan**

Descriptive and inferential statistics were utilized to examine the quantitative data from this cross-sectional study. There were three levels of measurement involved: nominal, ordinal, and interval. The variables collected were identified as discrete variables. The data was
summarized and described using descriptive statistics. The first nine variables were demographic and attitudinal data. These data were displayed and summarized.

The descriptive statistics examined the general tendencies (Creswell, 2015). There were three types of examinations using descriptive statistics. These were central tendency, variability, and relative standing. These central tendency measures included the mean, mode, and median. These measures were reviewed to give information in an ordinal scale measurement (Creswell, 2015). These data were examined by demographics to look for trends.

Another examination considered the variability of the data. This allowed for an examination of the distribution of the scores. This further assisted in examining the data and determining what the normal distribution was. The Sense of Community Index 2 has its own self-contained measurement to describe the results of that survey (Appendix B).

The data were examined using percentages, frequency distribution, means, medians, modes, and cross tabulation. These were represented in tables and limited charts showing the demographic, attitudinal and sense of community rankings. This review was helpful when looking at demographics to determine differing views.

The main purpose of this study was to determine if the participants’ sense of community is related to their trust in the police. Inferential statistics were utilized to examine this. The central measures included hypothesis testing by using Spearman’s Correlation. A two tailed test of significance was utilized since there is no preconceived direction of effect. The data were collected and coded for use in the SPSS statistical package 25.

The free form answers created a qualitative source of data that required examination (See Appendix E). These open-ended data were more interpretive and subject to the personal assessment of the researcher. The data were analyzed by hand due to the small size and
preference of the researcher to be intimately familiar with the free form data. This type of review is more free hand as opposed to the strict review of quantitative data (Creswell, 2015). This question requested specific responses on what could be actionable for the Elgin police department. The data were examined to identify the appropriate coding. This judgement was based on the researcher’s interpretation of the written responses based on their own experiences and training (Vogt, Gardner, Haeffele, & Vogt, E. R., 2014). This coding process placed the data into broad themes to allow for further analysis.

Predominant themes were listed and reexamined. The data were then placed into the various themes. These themes were developed by utilizing the predominant responses given by the respondents. If there was not a predominant response the first response was relied upon. The first response can be considered the most important or meaningful from the respondents. The responses that did not fit into any categories were place separately.

**Limitations**

There were several limitations that were inherent in this study. These must be examined and mitigated if possible. In using a quantitative approach, one must understand that there is a limit in the amount of data to be captured. You are not able to capture all the unique behavior and nuances in complex human interactions. Your survey questions may not include all possible answers. This study utilized a Likert response and a free form answer to limit this.

In trying to understand phenomena one always strives to capture the true voice of the respondents. This includes marginalized segments and the corresponding diversity of the population. The immediate concerns were the lack of diversity among the results. In this study a limitation related to diversity was identified. Attempts were made to introduce the survey into as many various and diverse organizations that included social services and religious organizations.
It was also asked of the respondents to pass the survey on to others. This also included appropriate outreach through Spanish based organizations. Spanish organizations were included and assisted, but the extent of their outreach is unknown.

Another issue was the use of a survey through the internet. This could exclude a sizable portion of those that do not have access or do not want access to the internet. The survey was sent to social service agencies in the hopes they would forward it on to their clients. The researcher’s contact information was available for questions. No questions were received. There was no follow up with these organizations to learn if they reached out to their clients who did not have access to the internet.

These limitations include but are not limited to the lack of response or low response. For statistical purposes, there was needed a high response of at least 383 returns. This could have been difficult, as much of the initial contact was done through a onetime email. Luckily, this was not an issue as the total respondents numbered 637 from the original 2,181 emails sent.

The study’s purpose was to gain insight into whether the sense of community of an individual affects their level of trust in the police. This information is valuable in many ways. Utilizing this can allow for a greater focus on community engagement with law enforcement. It will also add more to the current literature of community engagement and policing. Agencies can use this to build a stronger outreach for a greater level of trust within the community.
Chapter 4

Results

The results of this study are presented within this chapter. The study examined the perceptions of sense of community and if it was related to trust in the Elgin Police Department. The community that was considered was the city of Elgin. The purpose of this research was to determine if there was a connection in trust in the Elgin police and the respondent’s level of sense of community. This study can then be further utilized to help examine and understand how the police can enhance their relationship within the city of Elgin.

The data were collected through an online survey administered through Survey Monkey. The unit of analysis was the individual. The sampling used was nonprobability. The data were collected as a onetime snapshot with the reliance of convenience sampling. Additionally, it was requested for respondents to pass the survey link on utilizing the concept of snowball sampling.

The survey was anonymous and did not collect any identifiable information. The online survey link was sent out via email. The initial email lists consisted of all city of Elgin employees, citizen police academy alumni, and neighborhood watch captains. This initial correspondence amounted to 2,181. A total of 637 responses were received. The response rate was 29.2%. The list management was handled by the appropriate supervisor. For the city of Elgin employees, the Human Resources department sent out the link through their office.

The survey was hosted during an open period on SurveyMonkey. There were no reminder emails as there were no specific lists of all recipients. The survey was originally going to only be available from July 1st until August 1st. A request to utilize the Elgin Hispanic Network was approved mid-July. It was then decided to allow for additional time. The survey was open from July 1, 2018 until August 12, 2018.
The survey (Appendix A) consisted of thirteen demographic and trust related questions and the twenty-five question Sense of Community Index 2 (SCI-2). The city of Elgin was the community identified for the respondents. It is important to choose a base community for the Sense of Community Index 2 (SCI-2). The persons responding were questioned about their connection to the city of Elgin, Illinois.

The data were collected and imported into a statistical software package. The statistical program used was IBM SPSS Statistics 25. There were responses that were not captured because the respondent either did not want to answer or skipped the question. These are indicated as missing data in the analyses. The missing variables were not substituted or considered in the calculations.

**Demographic Data**

The responses (n=637) collected four pieces of basic demographic information. These were gender, age, race, and education. Additional information was also collected on connection to Elgin and connection to law enforcement. These demographic responses are summarized in the below tables. Table 1 shows the total responses as divided by gender. The majority of all respondents were female. Of the total 637 who answered this question, 387 or 60.8% were female.

<table>
<thead>
<tr>
<th>Table 1</th>
<th>Gender</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Valid</td>
<td></td>
</tr>
<tr>
<td>Male (1)</td>
<td>246</td>
</tr>
<tr>
<td>Female (2)</td>
<td>387</td>
</tr>
<tr>
<td>Other (3)</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>634</td>
</tr>
<tr>
<td>Missing</td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>637</td>
</tr>
<tr>
<td>Mode</td>
<td>2</td>
</tr>
</tbody>
</table>
Further demographic analysis was conducted. It is of interest to note the age spread of those that responded. Table 2 shows the number breakdown. The age spread from 30 through 79 was evenly spread out. Nearly all of the respondents (91.3%) fell into that age spread.

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18-20 (1)</td>
<td>7</td>
<td>1.1</td>
</tr>
<tr>
<td>21-29 (2)</td>
<td>32</td>
<td>5.0</td>
</tr>
<tr>
<td>30-39 (3)</td>
<td>110</td>
<td>17.3</td>
</tr>
<tr>
<td>40-49 (4)</td>
<td>115</td>
<td>18.1</td>
</tr>
<tr>
<td>50-59 (5)</td>
<td>121</td>
<td>19.0</td>
</tr>
<tr>
<td>60-69 (6)</td>
<td>118</td>
<td>18.5</td>
</tr>
<tr>
<td>70-79 (7)</td>
<td>117</td>
<td>18.4</td>
</tr>
<tr>
<td>80 or older (8)</td>
<td>15</td>
<td>2.4</td>
</tr>
<tr>
<td>Total</td>
<td>635</td>
<td>99.7</td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>2</td>
<td>.3</td>
</tr>
<tr>
<td>Total</td>
<td>637</td>
<td>100.0</td>
</tr>
<tr>
<td>Mode</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>

Additionally, the data was further divided into ethnicity and race categories in Table 3. There is a representation from each group, though the actual numbers are very low in some. The highest response rate was received from those that identify themselves as white. The data showed 81.9% of those that responded were white, while the next highest group was only at 8.3% for Hispanic.

<table>
<thead>
<tr>
<th>Ethnicity or Race</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>African American (1)</td>
<td>28</td>
<td>4.4</td>
</tr>
<tr>
<td>Hispanic or Latino (2)</td>
<td>53</td>
<td>8.3</td>
</tr>
<tr>
<td>White (3)</td>
<td>522</td>
<td>81.9</td>
</tr>
</tbody>
</table>
Attempts were made to reach all populations. Unfortunately, the percentages represented do not match the most recent census data for the city of Elgin. According to the Census Bureau’s (2017) most recent estimates, the Hispanic or Latino makeup in Elgin is approximately 45.1%. African Americans represent approximately 7.3%. This data still proved useful and was examined in varying detail.

An educational breakdown was also examined utilizing this data. The majority responded that they had a four-year degree. This was 196 respondents or 30.8% of the total. It is important to note that most of the respondents (92.4%) stated they had at least some college. An extremely small group (.5%) reported having less than a high school diploma or equivalent. Those with graduate degrees were the second highest at 159 responses or 25% of the total.
Connections to Elgin

Since part of this study included specific feelings for the Elgin Police Department it was of interest to determine what the respondents’ connection was to the city of Elgin. Of those that responded, 444 or 69.7% stated they were residents of the city of Elgin. The next highest group were those that work in Elgin. This group had a smaller portion at only 23.5%. The remaining persons included those that utilized services (1.6%), those that are students (0.5%), other reasons (4.1%), and no connection to Elgin (0.3%).

Table 5
What is your strongest connection to the City of Elgin?

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>I utilize student in Elgin (1)</td>
<td>3</td>
<td>.5</td>
</tr>
<tr>
<td>I am a resident of Elgin (2)</td>
<td>444</td>
<td>69.7</td>
</tr>
<tr>
<td>I work in Elgin (3)</td>
<td>150</td>
<td>23.5</td>
</tr>
<tr>
<td>I utilize services in Elgin (4)</td>
<td>10</td>
<td>1.6</td>
</tr>
<tr>
<td>Other reasons (5)</td>
<td>26</td>
<td>4.1</td>
</tr>
<tr>
<td>I have no connections to Elgin (6)</td>
<td>2</td>
<td>.3</td>
</tr>
<tr>
<td>Total</td>
<td>635</td>
<td>99.7</td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>2</td>
<td>.3</td>
</tr>
<tr>
<td>Total</td>
<td>637</td>
<td>100.0</td>
</tr>
<tr>
<td>Mode</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Of those that live in Elgin, most stated (45.1%) they have lived in Elgin twenty or more years. Those that stated they lived in Elgin between ten and fourteen years made up the next largest group at 13.2% (84). Most of all respondents (84%) reported living in Elgin.
Table 6
How many years have you lived in Elgin?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
</tr>
<tr>
<td>Less than 1 year (1)</td>
<td>7</td>
</tr>
<tr>
<td>1-4 years (2)</td>
<td>50</td>
</tr>
<tr>
<td>5-9 years (3)</td>
<td>58</td>
</tr>
<tr>
<td>10-14 years (4)</td>
<td>84</td>
</tr>
<tr>
<td>15-19 years (5)</td>
<td>49</td>
</tr>
<tr>
<td>20+ years (6)</td>
<td>287</td>
</tr>
<tr>
<td>I do not live in Elgin (7)</td>
<td>101</td>
</tr>
<tr>
<td>Total</td>
<td>636</td>
</tr>
<tr>
<td>Missing</td>
<td>System</td>
</tr>
<tr>
<td>Total</td>
<td>637</td>
</tr>
<tr>
<td>Mode</td>
<td>6</td>
</tr>
</tbody>
</table>

Only 7.5% or 48 of the respondents reported being a current law enforcement officer. Ten responded (1.6%) they were a retired law enforcement officer. Sixty-five or 10.2% of those that responded reported previous or current employment as a law enforcement officer.

Table 7
Are you a law enforcement officer? Please answer the following that best describes you:

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
</tr>
<tr>
<td>Yes, I am a current law enforcement officer (1)</td>
<td>48</td>
</tr>
<tr>
<td>No, I am a retired law enforcement officer (2)</td>
<td>10</td>
</tr>
<tr>
<td>I am a former law enforcement officer (3)</td>
<td>7</td>
</tr>
<tr>
<td>None of the above (4)</td>
<td>565</td>
</tr>
<tr>
<td>Total</td>
<td>630</td>
</tr>
<tr>
<td>Missing</td>
<td>System</td>
</tr>
<tr>
<td>Total</td>
<td>637</td>
</tr>
<tr>
<td>Mode</td>
<td>4</td>
</tr>
</tbody>
</table>
To attempt to capture all who have a connection to law enforcement, it was asked if the respondents had family members in law enforcement. Much of the group (78.5%) stated they had no connection to law enforcement. A smaller group of 21.4% stated they or members of their families were employed by a law enforcement organization.

Table 8
Are you employed or is anyone in your family employed by a local, county, state or federal law enforcement organization?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Yes (1)</td>
<td>136</td>
<td>21.4</td>
</tr>
<tr>
<td>Valid No (2)</td>
<td>500</td>
<td>78.5</td>
</tr>
<tr>
<td>Valid Total</td>
<td>636</td>
<td>99.8</td>
</tr>
<tr>
<td>Missing System</td>
<td>1</td>
<td>.2</td>
</tr>
<tr>
<td>Missing Total</td>
<td>637</td>
<td>100.0</td>
</tr>
<tr>
<td>Mode</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Those that reported a connection to law enforcement had varying types. The largest group identified as civilian employee supervisors at 10.2%. The next group was others at 6.1%, followed by sworn personnel supervisors at 4.6%.

Table 9
If yes, what capacity?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Civilian Employee supervisory (1)</td>
<td>65</td>
<td>10.2</td>
</tr>
<tr>
<td>Valid Sworn Personnel supervisory (2)</td>
<td>29</td>
<td>4.6</td>
</tr>
<tr>
<td>Valid Civilian Employee non-supervisory (3)</td>
<td>21</td>
<td>3.3</td>
</tr>
<tr>
<td>Valid Civilian Employee supervisory (4)</td>
<td>9</td>
<td>1.4</td>
</tr>
<tr>
<td>Valid Non-Sworn Personnel Supervisory (5)</td>
<td>2</td>
<td>.3</td>
</tr>
<tr>
<td>Valid Non-Sworn Personnel non-supervisory (6)</td>
<td>8</td>
<td>1.3</td>
</tr>
<tr>
<td>Valid Other (7)</td>
<td>39</td>
<td>6.1</td>
</tr>
<tr>
<td>Valid Total</td>
<td>173</td>
<td>27.2</td>
</tr>
<tr>
<td>Missing System</td>
<td>464</td>
<td>72.8</td>
</tr>
<tr>
<td>Missing Total</td>
<td>637</td>
<td>100.0</td>
</tr>
<tr>
<td>Mode</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
**Data Overview**

The number of responses were only disappointing in the ethnicity or race make up. To get true and meaningful understanding of phenomena, diverse responses are always sought. This data created a snapshot picture of the respondents to the survey. This respondent was white (81.9%), female (60.8%), 50-59 years of age (19%), having a 4 year degree (30.8%), and living (69.7%) in the city of Elgin twenty or more years (45.1%). Additionally, 78.5% claimed no affiliation to law enforcement in any aspect.

The remaining questions were related to trust in the police overall and the Elgin police specifically. This was also examined based on the varying demographics of the respondents. This allowed for a more intimate look at trends. These breakdowns and examinations are discussed below.

**Trust in the Police**

Trust in the police is a major focus in this study. Of importance in this study is the relationship between the respondents and the city of Elgin police. When compared to police overall, it was surprising to see such a high level of trust. Though there are some shortcomings, as previously indicated in the demographic data, this analysis is of importance. When asked about trust in the police overall, the majority (86.5%) stated they mostly or completely trust the police. Only 2.2% stated they did not trust the police at all.

**Table 10**

*Do you trust the police overall?*

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Not at all (1)</td>
<td>14</td>
<td>2.2</td>
</tr>
<tr>
<td>Valid Somewhat (2)</td>
<td>69</td>
<td>10.8</td>
</tr>
<tr>
<td>Valid Mostly (3)</td>
<td>349</td>
<td>54.8</td>
</tr>
<tr>
<td>Valid Completely (4)</td>
<td>202</td>
<td>31.7</td>
</tr>
<tr>
<td>Total</td>
<td>634</td>
<td>99.5</td>
</tr>
</tbody>
</table>
Table 10 (continued)

Do you trust the police overall?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>System</td>
<td>637</td>
</tr>
<tr>
<td>Total</td>
<td>3.1656</td>
</tr>
<tr>
<td>Mean</td>
<td>3</td>
</tr>
<tr>
<td>Mode</td>
<td>3</td>
</tr>
<tr>
<td>Median</td>
<td>3</td>
</tr>
</tbody>
</table>

When asked the same question about the Elgin police department the response was higher at 92.3% of the respondents. Again, the majority had a strong trust in the police, but of importance is there was a stronger trust in the Elgin police. The percentage of those who completely trust the Elgin police was at a high of 45.5%. This shows a stark increase when compared to complete trust in police overall that was at 31.7%.

Table 11

Do you trust the Elgin Police?

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
</tr>
<tr>
<td>Not at all (1)</td>
<td>14</td>
</tr>
<tr>
<td>Somewhat (2)</td>
<td>35</td>
</tr>
<tr>
<td>Mostly (3)</td>
<td>298</td>
</tr>
<tr>
<td>Completely (4)</td>
<td>290</td>
</tr>
<tr>
<td>Total</td>
<td>637</td>
</tr>
<tr>
<td>Mean</td>
<td>3.3564</td>
</tr>
<tr>
<td>Mode</td>
<td>3</td>
</tr>
<tr>
<td>Median</td>
<td>3</td>
</tr>
</tbody>
</table>

Figure 11 shows the graphical comparison of trust in police overall and the Elgin police specifically. Trust in police had four varying responses. Those that do not trust either police overall or the Elgin police remained the same for both. This small percentage was at 2.2%. It is easier to see that trust levels are higher in all the positive categories for the Elgin police department. This positive increase for the Elgin police could be related to the high community engagement conducted by the Elgin police.
Trust and Demographics

Further examination of the data through the lens of ethnicity or race is shown in Table 12. Of interest is that African Americans had the highest responses for not trusting police overall at 28.6%. The next closest group was Hispanic or Latino with only a 3.9% total of not trusting the police overall. The group that does not trust police overall represents only 2.2% of all the respondents.

Table 12
Do you trust the police overall? Ethnicity or Race

<table>
<thead>
<tr>
<th></th>
<th>Ethnicity or Race:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>African American</td>
<td>Hispanic or Latino</td>
<td>White</td>
<td>Multiracial</td>
<td>Other</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Do you trust the police overall?</td>
<td>Not at all (1)</td>
<td>8</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Somewhat (2)</td>
<td>8</td>
<td>13</td>
<td>43</td>
<td>2</td>
<td>3</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>Mostly (3)</td>
<td>11</td>
<td>30</td>
<td>284</td>
<td>10</td>
<td>11</td>
<td>346</td>
</tr>
<tr>
<td></td>
<td>Completely (4)</td>
<td>1</td>
<td>7</td>
<td>190</td>
<td>2</td>
<td>2</td>
<td>202</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
<td>52</td>
<td>521</td>
<td>14</td>
<td>16</td>
<td>631</td>
<td></td>
</tr>
<tr>
<td>Percentage of group that does not trust police</td>
<td>28.6</td>
<td>3.9</td>
<td>0.7</td>
<td>0</td>
<td>0</td>
<td>2.2</td>
<td></td>
</tr>
</tbody>
</table>
When examining lack of trust of the Elgin police, most groups remained similar in their responses to police overall. African Americans were at 25% and Hispanic or Latino were at 3.8%. One group jumped from 0% for police overall to 7.1% for not trusting the Elgin police. This group identified themselves as multiracial. This group consisted of fourteen respondents.

Combining African Americans and Hispanic as a group shows that overall 12.5% do not trust police overall. This same group had 11.1% of their respondents indicate they do not trust the Elgin police. Those that do not trust the Elgin police represent 2.2% of the total respondents.

Table 13
Do you trust the Elgin Police? Ethnicity or Race

<table>
<thead>
<tr>
<th>Do you trust the Elgin Police?</th>
<th>Ethnicity or Race:</th>
<th>African American</th>
<th>Hispanic or Latino</th>
<th>White</th>
<th>Multiracial</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all (1)</td>
<td></td>
<td>7</td>
<td>2</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>Somewhat (2)</td>
<td></td>
<td>7</td>
<td>5</td>
<td>18</td>
<td>3</td>
<td>2</td>
<td>35</td>
</tr>
<tr>
<td>Mostly (3)</td>
<td></td>
<td>9</td>
<td>32</td>
<td>240</td>
<td>6</td>
<td>10</td>
<td>297</td>
</tr>
<tr>
<td>Completely (4)</td>
<td></td>
<td>5</td>
<td>14</td>
<td>260</td>
<td>4</td>
<td>4</td>
<td>287</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>28</td>
<td>53</td>
<td>522</td>
<td>14</td>
<td>16</td>
<td>633</td>
</tr>
</tbody>
</table>

Percentage of group that does not trust the Elgin police  

|                       | 25 | 3.8 | 0.8 | 7.1 | 0  | 2.2 |

Since the respondents were overwhelmingly white, this can potentially skew the data related to trust. To attempt a closer look at Elgin police trust, the white respondents were removed. This visual representation provides a more meaningful view for understanding trust in the Elgin police data.

The responses from African Americans were somewhat surprising given that their overall survey responses were only 4.4% (28) of the total. Of the total responses for not at all trusting the Elgin police, 50% came from African American respondents. Multiracial respondents have also given an unexpected response. Their jump when asked about the Elgin police is an area that will need further exploration. Their total responses were less than all other groups at 14 or 2.2%.
Figure 13

Do you trust the Elgin police – Ethnicity or Race (Minus White)

Other demographic factors are also examined below. The differences among gender seem negligible. The differences between lack of trust in male versus female is only .1%. Of those that did not trust the Elgin police, females were at 2.1% and males reported 2.0%.

Table 14

Do you trust the Elgin Police? Gender

<table>
<thead>
<tr>
<th>Do you trust the Elgin Police?</th>
<th>Male</th>
<th>Female</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all (1)</td>
<td>5</td>
<td>8</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Somewhat (2)</td>
<td>14</td>
<td>21</td>
<td>0</td>
<td>35</td>
</tr>
<tr>
<td>Mostly (3)</td>
<td>111</td>
<td>185</td>
<td>0</td>
<td>296</td>
</tr>
<tr>
<td>Completely (4)</td>
<td>116</td>
<td>173</td>
<td>0</td>
<td>289</td>
</tr>
<tr>
<td>Total</td>
<td>246</td>
<td>387</td>
<td>1</td>
<td>634</td>
</tr>
</tbody>
</table>

Percentage of group that does not trust the Elgin Police

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Male</th>
<th>Female</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0</td>
<td>2.1</td>
<td>100.0</td>
<td>2.2</td>
<td></td>
</tr>
</tbody>
</table>

When examined for educational differences there are only minor variances. Because those with less than high school were so few (three) their data cannot be relied upon. The percentage of the varying education groups that did not trust the police were mostly consistent for all but one group. The group identified as the most highly educated, graduate degrees, had the highest percentage that did not trust the police. For this group 3.8% did not trust the Elgin police. The next highest was 2.2% for those with a high school or equivalency.
Table 15
Do you trust the Elgin Police?

<table>
<thead>
<tr>
<th>Education:</th>
<th>Less than HS</th>
<th>HS or GED equivalent</th>
<th>Some college</th>
<th>2 year degree or 60 credit hours</th>
<th>4 year degree</th>
<th>Graduate degree</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you trust the Elgin Police?</td>
<td>Not at all (1)</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Somewhat (2)</td>
<td>0</td>
<td>3</td>
<td>6</td>
<td>4</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Mostly (3)</td>
<td>0</td>
<td>15</td>
<td>55</td>
<td>47</td>
<td>95</td>
<td>86</td>
</tr>
<tr>
<td></td>
<td>Completely (4)</td>
<td>2</td>
<td>27</td>
<td>70</td>
<td>47</td>
<td>88</td>
<td>56</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>46</td>
<td>133</td>
<td>100</td>
<td>196</td>
<td>159</td>
<td>298</td>
</tr>
<tr>
<td>% no trust</td>
<td>33.3</td>
<td>2.2</td>
<td>1.5</td>
<td>2.0</td>
<td>1.0</td>
<td>3.8</td>
<td>2.2</td>
</tr>
</tbody>
</table>

The breakdown by age category shows there was no one 60 years of age or older that did not trust the Elgin police. This may be significant but there is no further data to examine as to why this may occur. The highest group of no trust for the Elgin police was the 18-20 group at 14.3%. Their total responses only accounted for 1.1%. Beyond this high number, the next largest group was the 40-49 group at 4.3% not trusting the police.

Table 16
Do you trust the Elgin Police? Age

<table>
<thead>
<tr>
<th>Age</th>
<th>18-20</th>
<th>21-29</th>
<th>30-39</th>
<th>40-49</th>
<th>50-59</th>
<th>60-69</th>
<th>70-79</th>
<th>80 or older</th>
<th>Total</th>
<th>% No trust</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>14.3</td>
</tr>
<tr>
<td>Somewhat</td>
<td>0</td>
<td>3</td>
<td>13</td>
<td>10</td>
<td>3</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>32</td>
<td>3.1</td>
</tr>
<tr>
<td>Mostly</td>
<td>4</td>
<td>22</td>
<td>55</td>
<td>51</td>
<td>68</td>
<td>58</td>
<td>36</td>
<td>3</td>
<td>110</td>
<td>3.6</td>
</tr>
<tr>
<td>Completely</td>
<td>2</td>
<td>6</td>
<td>38</td>
<td>49</td>
<td>47</td>
<td>56</td>
<td>79</td>
<td>12</td>
<td>115</td>
<td>4.3</td>
</tr>
<tr>
<td>Total</td>
<td>14</td>
<td>35</td>
<td>297</td>
<td>289</td>
<td>635</td>
<td>118</td>
<td>117</td>
<td>15</td>
<td>635</td>
<td>2.2</td>
</tr>
</tbody>
</table>
Changing Police Trust

Examining how the respondents’ level of trust has changed over the previous year was also examined. Most responded (91.3%) that their trust level for the Elgin police has remained the same or increased for the past year. Only 8.2% stated their trust decreased in the Elgin police.

**Table 17**
*How has your level of trust for the Elgin police changed over the past year?*

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increased (1)</td>
<td>167</td>
<td>26.2</td>
</tr>
<tr>
<td>Somewhat Increased (2)</td>
<td>81</td>
<td>12.7</td>
</tr>
<tr>
<td>Remained the Same (3)</td>
<td>334</td>
<td>52.4</td>
</tr>
<tr>
<td>Decreased (4)</td>
<td>52</td>
<td>8.2</td>
</tr>
<tr>
<td>Total</td>
<td>634</td>
<td>99.5</td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>3</td>
<td>.5</td>
</tr>
<tr>
<td>Total</td>
<td>637</td>
<td>100.0</td>
</tr>
<tr>
<td>Mode</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Change in trust levels was analyzed further by ethnicity or race. This data is shown broken down below in Table 18. African Americans have shown the highest percentage of decreased trust levels in the Elgin police (32.1%) over the last year. In looking at this large drop, one must consider what may have impacted this. Overall 8.1% of those who responded also indicated they experienced a decrease in trust in the Elgin police over the past year.

On March 12, 2018, the Elgin police engaged in a standoff on Interstate 90 in Elgin. The ultimate outcome was that an armed African-American woman was shot by a white male Elgin police officer. The woman succumbed to her injuries. The case is currently being reviewed by the Cook County State’s Attorney’s Office. The woman’s family has also filed a federal lawsuit that is still pending. The results of this encounter could be a reason for the drop, as evidenced by the survey.
Table 18

*How has your level of trust for the Elgin police changed over the past year?*

<table>
<thead>
<tr>
<th>How has your level of trust for the Elgin police changed over the past year?</th>
<th>Ethnicity or Race:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>African American</td>
</tr>
<tr>
<td>Increased (1)</td>
<td>4</td>
</tr>
<tr>
<td>Somewhat Increased (2)</td>
<td>5</td>
</tr>
<tr>
<td>Remained the Same (3)</td>
<td>10</td>
</tr>
<tr>
<td>Decreased (4)</td>
<td>9</td>
</tr>
<tr>
<td>Total</td>
<td>28</td>
</tr>
<tr>
<td>% of Decrease</td>
<td>32.1</td>
</tr>
</tbody>
</table>

This aforementioned information is similar to the previously reported levels of trust by ethnicity or race. Due to the low number of African-American respondents their significance can be lost in the aggregate. Examining each group has shown to increase the focus on what may be occurring in the community. These statistics can be beneficial to identify areas of improvement related to trust for the Elgin police department.

**Increasing Trust in the Elgin Police**

Respondents were also given the opportunity to state how trust in the Elgin police can be gained or increased. They were asked to write two ways that the Elgin police could increase their trust. This was a free form response (See Appendix E). Of the 637 total responses, 395 (62%) left feedback. This qualitative data was hand examined by the researcher. In examining the responses, the researcher attempted to group these by themes. The themes were based on the predominant responses as determined by the researcher. Eight distinct categories were developed: accountability, communication, enforcement, internal, shared emotional responses, training, none, and visibility. One additional theme was developed during the analysis review.
This theme included those answers that did not fit in any of the previously identified themes. This category was titled other.

Accountability represents those comments that wanted officers to be held to standards for their behavior. Communication is related to information sharing; from having a robust social media set up to informing neighbors of crimes that have occurred. Enforcement included those that simply want law enforcement action taken. Internal responses were made by those identified as having a connection to law enforcement. Their specific connection to the Elgin Police Department is unknown. These comments all dealt with how the department was run internally.

Shared emotional connection related to the sense of community terminology and included those that wanted personal interaction with the officers. Training comments covered requests for additional training of the officers that the respondents felt was needed. Comments categorized as none had no suggestions offered and were generally praiseworthy. Visible referred to wanting the officers to be more visible in their community. They did not denote enforcement or interaction, but only visibility as in driving through neighborhoods. The other category included comments that did not fit in any of the categories, nor were they developed enough for any of the previous discussed categories.

These responses were categorized and examined. The comments in their entirety are in Appendix E divided by category. The most written comment was those in the category of shared emotional connection. These comments related to more personal interactions with officers. From all categories, shared emotional connections was 34.7% of all the comments. The next closest one was that of communication at 22%.
Table 19
*How can the EPD increase your trust? Please share two ways the Elgin Police Department can increase your trust*

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td>37</td>
<td>9.4</td>
</tr>
<tr>
<td>Communication</td>
<td>87</td>
<td>22.0</td>
</tr>
<tr>
<td>Enforcement</td>
<td>13</td>
<td>3.3</td>
</tr>
<tr>
<td>Internal</td>
<td>10</td>
<td>2.5</td>
</tr>
<tr>
<td>None</td>
<td>44</td>
<td>11.1</td>
</tr>
<tr>
<td>Other</td>
<td>21</td>
<td>5.3</td>
</tr>
<tr>
<td>Shared Emotional Connection</td>
<td>137</td>
<td>34.7</td>
</tr>
<tr>
<td>Training</td>
<td>17</td>
<td>4.3</td>
</tr>
<tr>
<td>Visible</td>
<td>29</td>
<td>7.3</td>
</tr>
<tr>
<td>Total</td>
<td>395</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Most of all, groups chose shared emotional connection as the highest category. Under the category of education, only those in the less than high school and high school categories did not have the predominant theme of shared emotional connection. For the less than high school group there were only three respondents.

For high school or equivalent the predominant theme was communication (16/34.8%), followed by shared emotional connection (10/21.7%). The groups that have college background or degrees all chose shared emotional connection. The second highest response for this same group was communication.

Table 20
*Theme and Education Level*

<table>
<thead>
<tr>
<th>Education Level</th>
<th>2 year degree or 60 credit hours</th>
<th>4 year degree</th>
<th>HS or GED equivalent</th>
<th>Less than HS</th>
<th>Some college</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theme Accountability</td>
<td>10</td>
<td>10</td>
<td>5</td>
<td>1</td>
<td>11</td>
<td>37</td>
</tr>
<tr>
<td>Communication</td>
<td>17</td>
<td>30</td>
<td>16</td>
<td>0</td>
<td>24</td>
<td>87</td>
</tr>
<tr>
<td>Enforcement</td>
<td>3</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>6</td>
<td>13</td>
</tr>
</tbody>
</table>
Under gender, both male and females had the most comments under the theme of shared emotional connection. Females had $85/245$ (34.7\%) of their responses and males had $50/146$ (34.2\%) of their responses categorized under the theme of shared emotional connection. Both genders of male and female had their second highest grouping under communications.

**Table 20 (continued)**

<table>
<thead>
<tr>
<th>Theme and Education Level</th>
<th>2 year degree or 60 credit hours</th>
<th>4 year degree</th>
<th>HS or GED equivalent</th>
<th>Less than HS</th>
<th>Some college</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theme</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal</td>
<td>3</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>None</td>
<td>14</td>
<td>2</td>
<td>6</td>
<td>2</td>
<td>20</td>
<td>44</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>10</td>
<td>21</td>
</tr>
<tr>
<td>Shared Emotional Connection</td>
<td>41</td>
<td>41</td>
<td>10</td>
<td>0</td>
<td>45</td>
<td>137</td>
</tr>
<tr>
<td>Training</td>
<td>6</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>6</td>
<td>17</td>
</tr>
<tr>
<td>Visible</td>
<td>1</td>
<td>17</td>
<td>2</td>
<td>0</td>
<td>9</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>113</td>
<td>46</td>
<td>3</td>
<td>133</td>
<td>395</td>
</tr>
</tbody>
</table>

Under gender, both male and females had the most comments under the theme of shared emotional connection. Females had $85/245$ (34.7\%) of their responses and males had $50/146$ (34.2\%) of their responses categorized under the theme of shared emotional connection. Both genders of male and female had their second highest grouping under communications.

**Table 21**

<table>
<thead>
<tr>
<th>Theme and Gender</th>
<th>Blank</th>
<th>Female</th>
<th>Male</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theme</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountability</td>
<td>0</td>
<td>23</td>
<td>13</td>
<td>1</td>
<td>37</td>
</tr>
<tr>
<td>Communication</td>
<td>0</td>
<td>54</td>
<td>33</td>
<td>0</td>
<td>87</td>
</tr>
<tr>
<td>Enforcement</td>
<td>0</td>
<td>7</td>
<td>6</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>Internal</td>
<td>0</td>
<td>1</td>
<td>9</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>None</td>
<td>0</td>
<td>24</td>
<td>20</td>
<td>0</td>
<td>44</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>15</td>
<td>6</td>
<td>0</td>
<td>21</td>
</tr>
<tr>
<td>Shared Emotional Connection</td>
<td>2</td>
<td>85</td>
<td>50</td>
<td>0</td>
<td>137</td>
</tr>
<tr>
<td>Training</td>
<td>1</td>
<td>11</td>
<td>5</td>
<td>0</td>
<td>17</td>
</tr>
<tr>
<td>Visible</td>
<td>0</td>
<td>25</td>
<td>4</td>
<td>0</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>245</td>
<td>146</td>
<td>1</td>
<td>395</td>
</tr>
</tbody>
</table>

40
The final category examined was race and ethnicity. What is interesting to note is that shared emotional connection was the highest ranked theme for all the race or ethnicity categories. For African Americans the next categories were both accountability and communication. Both were at 4/22 or 18.2% each.

Table 22
*Theme and Race or Ethnicity*

<table>
<thead>
<tr>
<th>Theme</th>
<th>Race or Ethnicity</th>
<th>African American</th>
<th>Hispanic or Latino</th>
<th>Multiracial</th>
<th>Other</th>
<th>White</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountability</td>
<td></td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>25</td>
<td>37</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td>0</td>
<td>7</td>
<td>3</td>
<td>2</td>
<td>70</td>
<td>87</td>
</tr>
<tr>
<td>Enforcement</td>
<td></td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Internal</td>
<td></td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>None</td>
<td></td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>42</td>
<td>44</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Shared Emotional</td>
<td></td>
<td>8</td>
<td>12</td>
<td>5</td>
<td>8</td>
<td>103</td>
<td>137</td>
</tr>
<tr>
<td>Connection Training</td>
<td></td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>Visible</td>
<td></td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>25</td>
<td>29</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>22</td>
<td>30</td>
<td>12</td>
<td>13</td>
<td>316</td>
<td>395</td>
</tr>
<tr>
<td>Percent of total response</td>
<td></td>
<td>5.6</td>
<td>.5</td>
<td>7.6</td>
<td>3.0</td>
<td>3.3</td>
<td>80.0</td>
</tr>
</tbody>
</table>

The most common theme fell under the shared emotional connection. It is easy to see that most simply want the personal interaction and the ability to get to know the officer on a closer level. This is also a part of one’s sense of community. The remainder of the survey was focused on determining the level of sense of community for the respondent.

The Sense of Community Index 2

The remaining part of the survey consisted of twenty-five questions out of a total of thirty-four that measured one’s sense of community. The Sense of Community Index 2 has a self-contained scoring measurement that was utilized for this study. This scoring instrument is available in Appendix B. The Sense of Community Index 2 score is a total score of all questions.
except the first. Within this score are the four elements of sense of community as described by McMillan and Chavis (1986). These are membership, influence, fulfillment of needs, and emotional connection.

In examining the sense of community, the city of Elgin was the focal point. It was explained that when considering their sense of community answer to use the city of Elgin as the community. The Sense of Community Index 2 measures the respondents’ connection with the community. It is akin to school spirit and pride.

Table 23 is a measurement of whether it is important to feel a sense of community with fellow members. This is not part of the index, but more of an overall guide. Most of those that responded (94.3%) felt that it was at least somewhat important to have this feeling with other community members. The majority felt that having a sense of community is important. This can allow for a quick snapshot of the level of importance of this community pride.

<table>
<thead>
<tr>
<th>How important is it to you to feel a sense of community with other community members?</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prefer Not to be Part of this Community (1)</td>
<td>5</td>
<td>.8</td>
</tr>
<tr>
<td>Not Important at All (2)</td>
<td>5</td>
<td>.8</td>
</tr>
<tr>
<td>Not Very Important (3)</td>
<td>24</td>
<td>3.8</td>
</tr>
<tr>
<td>Somewhat Important (4)</td>
<td>140</td>
<td>22.0</td>
</tr>
<tr>
<td>Important (5)</td>
<td>269</td>
<td>42.2</td>
</tr>
<tr>
<td>Very Important (6)</td>
<td>192</td>
<td>30.1</td>
</tr>
<tr>
<td>Total</td>
<td>635</td>
<td>99.7</td>
</tr>
<tr>
<td>Missing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>2</td>
<td>.3</td>
</tr>
<tr>
<td>Total</td>
<td>637</td>
<td>100.0</td>
</tr>
<tr>
<td>Mode</td>
<td>5</td>
<td></td>
</tr>
</tbody>
</table>
Index Responses

The Sense of Community Index 2 measured the total score based on how they responded to the last twenty-four questions. The responses were coded according to the scoring guidelines provided for the Sense of Community Index 2. This data was then examined for trends and comparisons. This index is comprised of four sections. These sections are membership, influence, reinforcement of needs, and shared emotional connection. These four separate components of sense of community contained scoring from 0 to 18. These separate elements were summed for the total index. The total Sense of Community Index 2 was a scale from 0 to 72.

The index average was 36.5536 which is just above the middle point of the index scale. This score can serve as a historic benchmark for future studies after policy and practice implementations. The index is made up of four categories which are summed for the total index. When examining the scores, the higher the score indicates the stronger the sense of community index.

Table 24
Sense of Community Index 2

<table>
<thead>
<tr>
<th></th>
<th>Sense of Community Scale</th>
<th>Membership</th>
<th>Influence</th>
<th>Reinforcement of Needs</th>
<th>Shared Emotional Connection</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
<td>578</td>
<td>617</td>
<td>611</td>
<td>612</td>
<td>614</td>
</tr>
<tr>
<td>Missing</td>
<td>59</td>
<td>20</td>
<td>26</td>
<td>25</td>
<td>23</td>
</tr>
<tr>
<td>Mean</td>
<td>36.5536</td>
<td>7.4749</td>
<td>8.9018</td>
<td>9.9918</td>
<td>10.1026</td>
</tr>
<tr>
<td>Median</td>
<td>38.0000</td>
<td>7.0000</td>
<td>9.0000</td>
<td>10.0000</td>
<td>10.0000</td>
</tr>
<tr>
<td>Mode</td>
<td>38.00</td>
<td>7.00</td>
<td>10.00</td>
<td>11.00</td>
<td>11.00</td>
</tr>
<tr>
<td>Std. Deviation</td>
<td>12.44571</td>
<td>3.32880</td>
<td>3.45180</td>
<td>3.41772</td>
<td>3.86319</td>
</tr>
<tr>
<td>Variance</td>
<td>154.896</td>
<td>11.081</td>
<td>11.915</td>
<td>11.681</td>
<td>14.924</td>
</tr>
<tr>
<td>Range</td>
<td>70.00</td>
<td>18.00</td>
<td>18.00</td>
<td>18.00</td>
<td>18.00</td>
</tr>
<tr>
<td>Minimum</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Maximum</td>
<td>70.00</td>
<td>18.00</td>
<td>18.00</td>
<td>18.00</td>
<td>18.00</td>
</tr>
</tbody>
</table>
The individual sections of the index were also averaged and scored. It is interesting to note that the shared emotional connection had the highest average of 10.1026 based on the range of 0 to 18. This is similar to the findings for the comment themes discussed earlier. When examining the total index results (Figure 24) one can observe a normal distribution of scores. The predominant number of scores fall in the middle of the scale.

Figure 24
Sense of Community Index 2

The Sense of Demographics

Overall scoring is useful for a quick snapshot of the respondents. As the other data has shown there is a difference among certain demographics. Further review of the Sense of Community Index 2 shows that the mean scores are similar. Though African Americans (34.7083) did report a lower mean. The lowest (32.6875) is reported by those who identified as
other. There is no further breakdown to understand the other category. This is like the previous
data on trust, though not as extreme.

**Table 25**

*Sense of Community Index 2 Mean – Race or Ethnicity*

<table>
<thead>
<tr>
<th>Race or Ethnicity</th>
<th>N</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sense of Community Scale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>African American</td>
<td>24</td>
<td>34.7083</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>45</td>
<td>36.4222</td>
</tr>
<tr>
<td>White</td>
<td>476</td>
<td>36.7899</td>
</tr>
<tr>
<td>Multiracial</td>
<td>14</td>
<td>37.8571</td>
</tr>
<tr>
<td>Other</td>
<td>16</td>
<td>32.6875</td>
</tr>
</tbody>
</table>

Further analysis is conducted based on educational level. Table 26 shows that the Sense
of Community drops for those with a two-year degree and a four-year degree. It presents an
interesting development when compared to those with a graduate degree. Those who have a
graduate degree report a higher mean of 38.4028 when compared to the lowest 35.3060 of those
who have a four-year degree.

**Table 26**

*Sense of Community Mean – Education*

<table>
<thead>
<tr>
<th>Education:</th>
<th>N</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sense of Community Scale</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than HS</td>
<td>3</td>
<td>36.3333</td>
</tr>
<tr>
<td>HS or GED equivalent</td>
<td>42</td>
<td>37.7381</td>
</tr>
<tr>
<td>Some college</td>
<td>118</td>
<td>36.6949</td>
</tr>
<tr>
<td>2 year degree or 60 credit hours</td>
<td>88</td>
<td>35.3750</td>
</tr>
<tr>
<td>4 year degree</td>
<td>183</td>
<td>35.3060</td>
</tr>
<tr>
<td>Graduate degree</td>
<td>144</td>
<td>38.4028</td>
</tr>
</tbody>
</table>

**Trust and Sense of Community Connection**

The data captured has shown that there is useful and informative information available. It
has also shown that there are gaps and shortcomings in this same data. The overarching goal was
to better understand community trust with the Elgin police department. The examination of one’s
sense of community as compared to the trust in the Elgin police was the central theme. This ideal was examined through the following research hypotheses:

\( H_{01} \): A community that has a high sense of community index does not have a more trusting relationship with its police.

\( H_{1} \): A community that has a high sense of community index has a more trusting relationship with its police.

\( H_{02} \): A community that has a low sense of community index does not have a low trusting relationship with its police.

\( H_{2} \): A community that has a low sense of community index does have a low trusting relationship with its police.

Understanding if one’s sense of community is related to trust can help guide future research and current programs and policies of police departments, in particular the Elgin Police Department. The data was imported into IBM SPSS Statistics 25 to learn if a correlation existed. Both questions of trust were examined. A Spearman’s rank-order correlation was done to examine the relationship between the Sense of Community Scale and trust in the police overall. This was then done to examine the Sense of Community Scale and trust in the Elgin Police.

This test provided a response that there was a statistically significant correlation for both examinations. These correlations were weak positive relationships. A statistically significant weak positive correlation between the Sense of Community Scale and the level of trust in the police overall, \( r_s (575) = .213, p < .001 \) exists. A statistically significant weak positive correlation between the Sense of Community Scale and the level of trust in the Elgin police department, \( r_s (578) = .259, p < .001 \) exists.
This weak positive correlation can suggest that as Sense of Community Index rises there may be an increase in trust in the police. The correlation is slightly stronger for the Elgin police compared to police in general. The null hypotheses suggested there is no relationship between the sense of community and level of trust in police overall or the Elgin police. The analysis suggests that this is not the case. The null hypotheses presented were rejected.

**Table 27**
Do you trust the police overall – Sense of Community Index 2

<table>
<thead>
<tr>
<th>Sense of Community Scale</th>
<th>Correlation Coefficient</th>
<th>Sense of Community Scale</th>
<th>Do you trust the police overall?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman’s rho</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sense of Community Scale</td>
<td></td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>578</td>
<td>575</td>
</tr>
<tr>
<td>Do you trust the police overall?</td>
<td>Correlation Coefficient</td>
<td>.213**</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>575</td>
<td>634</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

**Table 28**
Do you trust the Elgin Police – Sense of Community Index 2

<table>
<thead>
<tr>
<th>Sense of Community Scale</th>
<th>Correlation Coefficient</th>
<th>Sense of Community Scale</th>
<th>Do you trust the Elgin Police?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearman’s rho</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sense of Community Scale</td>
<td></td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>578</td>
<td>578</td>
</tr>
<tr>
<td>Do you trust the Elgin Police?</td>
<td>Correlation Coefficient</td>
<td>.259**</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td>578</td>
<td>637</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

**Overview**

The purpose of this study was to examine if there were any relationships between the Sense of Community one felt and the level of trust in the police overall and the Elgin police. This study gathered a wide range of data that helped identify the levels of trust within the city of Elgin.
for its police department. The data was gathered anonymously online. It became evident early on that the majority of respondents were not approximating the population in the city of Elgin.

The data overall shows that among those that responded there is a high level of trust in policing generally and higher trust in the Elgin police specifically. Upon further examination, the data shows that there is a difference among the races and ethnicity. The African-American respondents had an overall higher lack of trust for the police and the Elgin police. At least a quarter of African-American respondents did not trust the police or the Elgin police at all.

This analysis showed that African Americans showed significant differences when examining trust of their police. Unfortunately, the number of responses for nonwhite respondents (17.4%) was relatively low. This is an area of opportunity that can be further examined. Though limited in number, this data did allow for some analysis.

Respondents also gave written responses on how the Elgin police could increase their trust. Three hundred and ninety-five (65%) chose to leave a response. These responses were categorized based on the theme of the message. The majority (123 or 31.1%) of these responses were categorized as a shared emotional connection. This shared emotional connection includes interpersonal relationships and involvement with the police.

The study did show there was a minor positive relationship between Sense of Community and trust in the police. A minor positive relationship can mean that as the Sense of Community Index increases so does the trust in the police. The overarching purpose was realized with attendant information that will be utilized in future policy and outreach of the Elgin police department. This data shows the need for a greater understanding and development of relations with the African-American community in Elgin.
Chapter 5

Discussion and Conclusions

The core of this research is to learn if there is a relationship between a persons’ sense of community and their level of trust for the police. Specifically, is there a relationship with one’s trust in the Elgin police and one’s sense of community for Elgin? The focus of this study was the city of Elgin, Illinois, and the city of Elgin Police Department. The data were collected through an online anonymous survey that captured demographic data, trust data, and the sense of community as measured through the Sense of Community Index 2 (SCI-2).

Ultimately the data were examined, and it was determined there was a positive relationship between sense of community and trust in the Elgin police. This chapter reviews the data that were collected and discusses their implications. These data are further examined for what they can mean for police and community trust. Additionally, this study can also help police departments to develop appropriate and impactful outreach among its community to address lack of trust.

Further Examination

Objectively examining police trust by the community requires closely examining the relationship. There is a disappointing lack of research examining this question. Understanding trust in policing is needed to understand how the dynamics of community relationships work. This study reveals some interesting results. The connection between trust in the police and the community’s own sense of community is evident. This can be further examined for a clearer understanding of your community and where there needs to be stronger focus.

This chapter examines the findings from the study by first looking at trust and what was learned. Upon discussing trust there will be an examination of the results of the Sense of
Community Index. This index will then be examined as it relates to trust in the Elgin police. Future research will be discussed along with further implications.

**Trust in Police**

A definition of trust was developed to attempt to ensure that the data was consistent. The definition presented was that trust involved believing the police would do what is right for the community. They would not abuse their power. If a negative incident occurred the police would properly address it.

Most of the respondents stated that they mostly or completely trusted the police. The percentage became higher when asked if they trusted the Elgin police. This was interesting to note how these respondents, the majority of which lived in Elgin, felt more strongly about their police department compared to policing in general. This shows that there is a connection that has been built among the community. The Elgin police have worked on developing the social capital that is needed for a robust relationship.

When examining the data in further detail there was a higher response of no trust in the police from communities of color. At least a quarter of African-American respondents stated they did not trust the police or the Elgin police. Nearly 4% of the Hispanic respondents stated the same. When examining this as an aggregate, this number is only approximately 2% of the respondents that did not trust either police in general or the Elgin police specifically. It is important to review by ethnicity or race.

The white respondents expressed higher levels of trust in policing than do minority respondents. Tyler’s (2005) research relating to trust in the New York City police department found African Americans had the lowest levels of trust in policing followed by Hispanics and then whites. This is similar to the data in the present study. Examination for other demographics,
such as gender, age, and education did not show any points of interest. For African Americans, a quarter of the respondents did not trust the police. This expresses an immediate need.

The reasons for this can be numerous and may include personal interaction or social media influenced information. The study did not examine reasons behind this. Also using these same breakdowns similar data is observed when asked how trust has changed in the past year. For African Americans, 32.1% stated their trust decreased. Additionally, 11.3% of Hispanic respondents stated the same. Overall 8.2% of the respondents stated their trust in the Elgin police has decreased in the past year. Causes for trust decreasing can also be varied. These can include highly publicized incidents across the country or local incidents.

While outside the scope of this research there was an incident that occurred several months prior to surveys being sent. The Elgin police were involved in a standoff with a citizen in some type of mental distress. The person’s bizarre behavior required the police to intervene. After attempting to resolve the situation during a standoff on Interstate 90, an officer involved shooting occurred.

The citizen subsequently succumbed to her injuries. The officer was a white male and the citizen was an African-American female. The implications are that this may have impacted the survey. The case is still in the review stages with the Cook County State’s Attorney’s Office. For several days there were protests in front of the police station. One cannot dismiss the racial implications this may have ignited.

Respondents were also given the opportunity to write free form comments about how the Elgin police can increase their trust. Over half opted to do so. The predominant theme was that of shared emotional connection. This close interaction is a theme for the Elgin Police Department’s community engagement. The Elgin Police Department has numerous engagement activities.
occurring routinely. This request can be seen as a validation for what has been occurring. This close relationship was the predominant theme for all races and ethnicities in the study. This can show how having a shared emotional connection can create stronger bonds and trust.

While considering the Elgin police shooting as having an impact, one additional factor is that the number of minority respondents were low. The overall numbers did not equal the current city demographics. The overall number of African-American respondents only equaled 4.4% of the total, but according to the United States Census (2017) data African Americans accounted for 7.3% of the population. Hispanics accounted for 45.1% of the population and only 8.3% of the respondents. Additionally, the there is a smaller demographic that identifies as Asian in the city of Elgin. This portion (6%) was not specifically included in the demographic breakdown. Future studies should include all specific measurable demographics. Though the minority responses were limited, the importance of this data should not be overlooked.

**Sense of Community**

The focus of this research was to investigate trust and sense of community. Trust has already given some points of interest to follow up on. Sense of community was the next phase to be done. The idea of how one feels about their community is important to gather. To ensure the data were meaningful the community was identified as the city of Elgin. Sense of community is described as the feeling or sense of belonging, commitment and faith in one’s community and its members. It is akin to pride and drives a person’s willingness to help their fellow member (McMillan & Chavis, 1986).

With high levels of trust among respondents, it is surprising that a high average was not discovered. Many of the respondents felt it was important to feel a sense of community among
its members. The average score measured slightly above the center of the scale at 36.5536. This index had a normal distribution curve. Viewing this distribution gives relevance to the data.

The scores were then examined among subsections. When examining by subsections, African Americans scored lower than Whites or Hispanics, though there was not a large gap between their scores. The subgroup named other scored the lowest. The scores all fell within the normal distribution. Educational variations were also close. Those with graduate degrees had the highest average. The scores were close among all the groups analyzed in the study.

**SCI and Trust**

As the sense of community increases, there should be a minor increase in trust in the Elgin police. It is evident that the trust is there, but when you have low community involvement one may believe that the community is apathetic. Overall there is a lot of support for the Elgin Police Department. During remembrance and holidays is the time of the greatest outpouring of support. Likely explanations include the community taking for granted the positive relationship. During major recognition time, they do act.

It is also important to note that never in the researcher’s twenty years in law enforcement has there been as much hate and love for the police. This generally manifests itself in a unique way. The hate generally is manifested through social media and many times from afar. The love is manifested by those that live in the community.

**Conclusions for Elgin**

The data gathered added to some similar findings reference trust levels of the police. In examining the levels of trust, it is not surprising to see that the Elgin police have a higher level of trust. The Elgin police strive to engage with the community. This is shown by the commitment of
the department. The department has resident officers that live in the neighborhoods, citizen police academies, and Spanish specific outreach.

Additionally, there are teen activities such as teen council. This seeks input from teenagers on how to build stronger relationships with the Elgin police department. The Elgin police department also has a full-time victim’s services agency comprising of four full-time social workers.

Implementation of body worn cameras and drones have pushed the department to the forefront of technology. Development of a mental health unit that responds to mental crisis calls to deliver services on scene has also begun. The department is also taking a lead in the opioid crisis by developing partnerships with service agencies and actively seeking those in the throes of addiction to try and place them in to treatment. These activities drive forth that the Elgin police department is a member of the community and not just a law enforcement agency.

These activities are done with the collaboration of the residents and with direction from them. These results do several things specifically for the Elgin police department. They show that what the department is doing is working. It also gives positive reinforcement to continue this focus. During the examination phase of the data there was another aspect that was not fully expected. This data showed there was a gap in trust with the Elgin police and the African-American community within the city of Elgin. Other groups, such as gender and age, had differences that were not as striking.

Additional lessons were learned from the free form requests for ideas to improve trust. The idea of a shared emotional connection is a strong message to continue close community interaction. Simple ideas such as simply staging an officer in a busy locale to greet people will help drive the message that the police want the close relationship.
There are also calls for bias and de-escalation training listed among many of the respondents. The Elgin Police Department has been conducting training related to bias for the last five years. Conflict resolution and what is termed as de-escalation has been a part of Elgin’s training for over 15 years. Currently the police department is certifying all its sworn officers as crisis intervention officers. This is a state certified week-long training course on dealing with those in crisis, whether it is mental health, substance abuse, or different combinations of each. Right now, the department has trained approximately 80% of its 182 officers.

In much of the recent literature, you will find large departments such as Chicago agreeing with many of the Police Executive Research Forum (PERF) and the Taskforce for 21st Century Policing’s mandates for improvement of community relations and policing overall. Some of these include realistic training such as scenario-based training. This researcher has personally developed such training over 15 years ago and continues to help expand this type of training. The Elgin police department is among some of the most progressive departments in the nation. This does not mean that they are done. It is the beginning and progress will continue to be made to continue to build the community trust.

In understanding that there is a connection between the sense of community and police trust one must ensure that action is taken. Developing a clear quality of life plan is essential for any police department. This includes collaboration with other government agencies such as code enforcement, housing authorities, food banks, and other charitable organizations. This is not a diversion of the police mission, but a continuation of its role. The police must be part of the community. The Elgin Police Department believes in this by fully engaging its community.

The resident officer program is embedded in the community and actively engages the community. This is done through enforcement and collaboration. The unit can go from setting up
a food drop off to a needy family one moment to setting up an enforcement operation on a drug house at another moment. The crime free housing unit focuses on problem properties and rental properties. It trains landlords on how the legal process works and how to keep their renters and property safe. They do this by interactions with the owners and tenants. They strive to develop partnerships between both.

The next steps will be a closer focus on why the African-American community may feel less trusting of the Elgin police. The simplest approach may be the best. As previously discussed, the predominant theme of shared emotional connection was spread across all groups. This can be as simple as friendly interaction with residents.

African-American neighborhoods will be selected for more community interactions. Simple interactions such as Elgin’s walk and talks will be utilized. This is nothing more than going block by block and speaking with everyone who is willing to speak about any issues that affect Elgin.

Once the identified neighborhoods have been visited more structural outreach will need to be developed. This includes collaboration with the Elgin resident officers. The purpose of this unit is to serve the hardest hit areas. They work to develop partnerships and trust among the neighborhoods. This unit is thoroughly invested to Elgin and its betterment.

Further collaboration will be conducted among some citizens who are self-proclaimed activists. These activists have cloudy pasts, but they may be the key. The police department may need to initiate this outreach to segments that have historically distrusted the police. These groups can include convicted felons, and those that have had numerous enforcement contact with the police. This will be uncomfortable for all. This outreach may be as simple as shifting resources to African-American neighborhoods. This includes positive interactions with all
government entities to develop plans for improving quality of life. The Elgin police already understand that you cannot arrest your way out of every problem or issue. The framework for implementation is already in place in Elgin.

**Further Research**

This research answered and created questions. To understand if the police are making progress requires continual review. As such this study can be used to continually monitor progress. One understands that police trust is related to the sense of community. Though there are some new questions that remain open. Further examination into the community and police trust dynamic is warranted.

Understanding of what other factors affect this is needed to help continue to develop policies and programs to bridge this. One important area of examination would be to look at why do some have minimal trust in police and why do they have a high sense of community index? This can be done with a qualitative design of focus groups or interviews. A greater reach into all sections of the communities is needed to ensure a complete understanding can be gathered. The current study had a majority of white respondents. More respondents of color can help ensure that the data reaches across the entire community. A collaborative study through agencies that have more reach into these affected communities may help elicit more impactful data. These agencies would be social service type organizations such as counseling agencies and assistance organizations.

Purposeful research must be done to ensure that respondents are a correct sample of the population. It is of extreme importance to gather enough data from the right sources. Every organization must determine the direction of their research. While there can be generalities that can be impactful, there are too many variables to assume all research is valid. Each law
enforcement agency must examine its history of how it has interacted with their community. Understanding the historical relationships within the community can then drive and determine what approach or data is needed. Community relations are simply human relationships. Everyone can appreciate and understand how diverse and intricate these relations are. Maintaining good relationships requires work. This work includes a willingness from all parties to look past differences and past conflict.

**Future Implications**

The goal of this research was to examine if there was a relationship between sense of community and trust in the police overall and the Elgin police specifically. This was statistically determined. This shows that there must be a strong community base approach to developing trust in the community. Additionally, the theme of close personal interaction was found to be prominent. This is the essence of a good outreach program.

Police departments should look to expand efforts to collaborate with their governmental organization first. Additionally, it was reconfirmed that there are differences in trust based on demographics. Of great importance is that it has shown there is a gap in trust among minorities. This is important information to help establish future research and policy.

Law enforcement agencies need to conduct an internal review of what type of interactions are occurring in their communities between the police. This is balanced with the current environment to include crime and organizational issues such as budgets. Until they understand how they are interacting and what impact it is having there can be no progression.

This research showed that most respondents want a relationship with the police. This is also shown when examined by race or ethnicity. This can lead to higher trust. Outreach by the police into the community must be meaningful. This is expressed by the respondents stating they
want close and positive interactions. Understanding that communities need interaction with the police is the same as the police need interaction with the communities. This intimate relationship is not new to policing. It has been attributed to Sir Robert Peel and his nine principles. Simply stated the police must encourage outreach within the community “… by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing; by ready exercise of courtesy and good humor…” (Lentz & Chaires, 2007, p. 73).

Additionally, police agencies should work to increase police trust by developing collaborative partnerships. This includes partnering with social service agencies, libraries, and others to develop this collaborative framework. These interactions will help to establish the police as positive role models. If the police are invested in the community this may be the prompt that others need. This can hopefully spur those in the community to become involved and have an increased interest in their community. This in turn would raise their own sense of community.

Shared responsibilities will be a staple as the police must bridge the gap from law enforcers to community membership. Sharing of responsibilities may mean inviting organizations that have historically not collaborated with the police. These can include those that have had negative experiences or those that have never partnered with law enforcement. Elgin is doing this by partnering with low income health care providers to bring community health fairs to the neighborhoods. Community membership requires the close interaction and development of relationships that benefit the community. This type of contact is positive and personal.

Other law enforcement agencies will benefit by understanding what their sense of community is. This, coupled with understanding what level of trust there is, will allow for
successful collaborative improvements. Ultimately the agency must make the first move and put
aside negative experiences. Law enforcement must do this more robustly even when it is not
reciprocated. Then and only then will they be able to refocus on more personal interactions that
may ultimately allow for greater gains of trust for all demographics.
References


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doi:10.1002/jcop.20027


Appendix A

Survey Questions

Directions: Please select the answer that best describes your feelings, attitudes or beliefs.

1. **Gender:**
   A. Male
   B. Female
   C. Other

2. **Age:**
   A. 18-20
   B. 21-29
   C. 30-39
   D. 40-49
   E. 50-59
   F. 60-69
   G. 70-79
   H. 80 or older

3. **Ethnicity or Race:**
   A. African American
   B. Hispanic or Latino
   C. White
   D. Multiracial
   E. Other
4. **Education:**
   A. Less than HS
   B. HS or GED equivalent
   C. Some college
   D. 2 year degree or 60 credit hours
   E. 4 year degree
   F. Graduate degree

5. **What is your strongest connection to the City of Elgin?**
   A. I am a student in Elgin
   B. I am a resident of Elgin
   C. I work in Elgin
   D. I utilize services in Elgin
   E. Other reasons
   F. I have no connection to Elgin

6. **How many years have you lived in Elgin?**
   A. Less than 1
   B. 1-4
   C. 5-9
   D. 10-14
   E. 15-19
   F. 20+
   G. I do not live in Elgin
7. Are you a law enforcement officer? Please answer the following that best describes you:
   A. Yes, I am a current law enforcement officer
   B. No, I am a retired law enforcement officer
   C. I am a former law enforcement officer
   D. None of the above

8. Are you employed or is anyone in your family employed by a local, county, state or federal law enforcement organization?
   A. Yes
   B. No

9. If yes what capacity?
   A. Sworn Personnel non-supervisory
   B. Sworn Personnel supervisory
   C. Civilian Employee non-supervisory
   D. Civilian Employee supervisory
   E. Non-Sworn Personnel supervisory
   F. Non-sworn Personnel non-supervisory
   G. Other

Trust is at times a difficult term to truly define. While each of us may have our own definition of trust we must develop a common definition. The definition I wish you to consider is that trust includes believing overall that the police will do what is right for the community. This involves believing that the police will protect those that are vulnerable and give them a voice.
The police will not abuse their power and if there is negative police action the proper and legal steps will be taken to address it. This trust also includes sharing many of the same values as those in the community (Anderson, 2010; Gilmour, 2008; Simpson, 2012). With this definition in mind please answer the following:

10. **Do you trust the police overall?**
   
   A. Completely  
   B. Mostly  
   C. Somewhat  
   D. Not at All

11. **Do you trust the Elgin police?**
    
   A. Completely  
   B. Mostly  
   C. Somewhat  
   D. Not at All

12. **How has your level of trust for the Elgin police changed over the past year?**
    
   A. Increased  
   B. Somewhat Increased  
   C. Remained the Same  
   D. Decreased
13. How can the EPD increase your trust? Please share two ways the Elgin Police Department can increase your trust:

Sense of Community Index 2

The following questions utilize the Sense of Community Index 2. This index measures factors that are involved in one’s feelings about their community. This is akin to a sense of pride and loyalty for your defined community. Having a closer relationship within the community can lead to greater satisfaction (Chavis, Lee, & Acosta, 2008; McMillan, 2011; McMillan, 1996; McMillan 1986).

This sense of community will be used as a base for understanding trust in the police. Understanding the community can also lead to developing the appropriate policies and other measures to increase or develop trust in the police. The community in question is the City of Elgin, Illinois.
Directions: Please select the answer that best describes your feelings, attitudes or beliefs.

14. How important is it to you to feel a sense of community with other community members?

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<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
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</thead>
<tbody>
<tr>
<td>Prefer Not to be Part of this Community</td>
<td>Not Important at All</td>
<td>Not Very Important</td>
<td>Somewhat Important</td>
<td>Important</td>
<td>Very Important</td>
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</tbody>
</table>

How well do each of the following statements represent how you feel about this community? Please mark your answer with an ‘X’

<table>
<thead>
<tr>
<th></th>
<th>The City of Elgin</th>
<th>Not at all</th>
<th>Somewhat</th>
<th>Mostly</th>
<th>Completely</th>
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<tr>
<td>15.</td>
<td>I get important needs of mine met because I am part of this community.</td>
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<td>16.</td>
<td>Community members and I value the same things.</td>
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<td>17.</td>
<td>This community has been successful in getting the needs of its members met.</td>
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<td>18.</td>
<td>Being a member of this community makes me feel good.</td>
<td></td>
<td></td>
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<tr>
<td>19.</td>
<td>When I have a problem, I can talk about it with members of this community.</td>
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<tr>
<td>20.</td>
<td>People in this community have similar needs, priorities, and goals.</td>
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<td>21.</td>
<td>I can trust people in this community.</td>
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<td>22.</td>
<td>I can recognize most of the members of this community.</td>
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<tr>
<td>23.</td>
<td>Most community members know me.</td>
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<tr>
<td>24.</td>
<td>This community has symbols and expressions of membership such as clothes, signs, art, architecture, logos, landmarks, and flags that people can recognize.</td>
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<td>25.</td>
<td>I put a lot of time and effort into being part of this community.</td>
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<td>26.</td>
<td>Being a member of this community is a part of my identity.</td>
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<tr>
<td>27.</td>
<td>Fitting into this community is important for me.</td>
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<tr>
<td>28.</td>
<td>This community can influence other communities.</td>
<td>Not at all</td>
<td>Somewhat</td>
<td>Mostly</td>
<td>Completely</td>
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<tr>
<td>29.</td>
<td>I care about what other community members think of me.</td>
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<tr>
<td>30.</td>
<td>I have influence over what this community is like.</td>
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<tr>
<td>31.</td>
<td>If there is a problem in this community, members can get it solved.</td>
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<td>32.</td>
<td>This community has good leaders.</td>
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<td>33.</td>
<td>It is very important to me to be a part of this community.</td>
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<tr>
<td>34.</td>
<td>I am with other community members a lot and enjoy being with them.</td>
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<tr>
<td>35.</td>
<td>I expect to be a part of this community for a long time.</td>
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<tr>
<td>36.</td>
<td>Members of this community have shared important events together, such as holidays, celebrations, or disasters.</td>
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<tr>
<td>37.</td>
<td>I feel hopeful about the future of this community.</td>
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<tr>
<td>38.</td>
<td>Members of this community care about each other.</td>
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</table>

Thank you for your valuable time and cooperation!
Appendix B

Survey Consent Form

You are being asked to take part in a research study to gather information about your perceptions of the community of Elgin, your trust of police in general, as well as the city of Elgin police specifically. Thank you for reading this form carefully and asking any questions you may have before agreeing to take part in the study.

**Participation:** Your participation in this survey is voluntary. You may refuse to take part in the research or exit the survey at any time without penalty. You are free to decline to answer any question you do not wish to answer for any reason.

If you agree to be in this study, click the agreement tab and you will be transferred to the survey. The survey will consist of demographical questions, questions about your perceptions of law enforcement, your sense of community and trust in policing.

**Risks and benefits:** There are no foreseeable risks from participating in this research study. There are no direct benefits from your participation in this study. However, your responses may help us learn more about community and police interaction and trust. This will allow for us to develop plans and practices to strengthen the police and community bond to include trust.

**Confidentiality.** Your survey answers will be sent to SurveyMonkey.com where data will be stored in a password protected electronic format. Survey Monkey does not collect identifying information such as your name, email address, or IP address. Therefore, your responses will remain anonymous. No one will be able to identify you or your answers, and no one will know whether you participated in the study.

**Contacts.** The researcher conducting this study is Frank Trost. If you have questions or wish a copy of the results, feel free to contact Frank Trost at [contact information]. Additionally, the research advisor is Marlon Cummings, Ph.D. at [contact information] or email at [contact information].

If you have any questions regarding your rights as a participant in this research study or concerns about how this study is being conducted, you may also contact GSU Institutional Review Board Chair Renee Theiss, Ph.D. at [contact information] or email at [contact information].
Electronic Consent. Please select your choice below. Clicking on the “Agree” button indicates that:
- You have read the above information
- You voluntarily agree to participate
- You are 18 years of age or older
- You may print the consent information for your records

☐ Agree (Link to Survey)

☐ Disagree (Exit the Site)
Subject Heading: Survey of Community Trust and the Elgin Police

Dear Fellow Community Member,

Thank you for taking the time to read this. My name is Frank Trost and I am currently a police officer for the city of Elgin. I am currently pursuing a Doctorate in Education in Interdisciplinary Leadership through Governors State University. As I complete my degree requirements I will be conducting a capstone project involving one’s sense of community and trust in the police.

For this project, I am conducting a survey to capture attitudes and beliefs about this topic. I am requesting your assistance because you are in my defined area, the city of Elgin. As someone who lives, works or goes to school in the city of Elgin, your responses to the survey may help us learn more about community and police interaction and trust.

This survey is confidential, and you will not be giving any identifiable personal information. There are no right or wrong answers on this survey, it is your opinion. The answers will be used as aggregates and not individually.

If you would like to participate in this survey, please follow the link:

LINK TO SURVEY (https://www.surveymonkey.com/r/TPN7QLX)
Appendix D

Survey Comments

How can the EPD increase your trust? Please share two ways the Elgin Police Department can increase your trust:

**Accountability**

1. Advocate for sanctuary city status  
2. Have civilian oversight

1. No shooting to kill, such as the case of DeCynthia.  
2. Responding more quickly. I called 911 about a rape/beating happening before my eyes on Walnut & National St. It took 7 minutes for EPD to arrive.

1. Work with officers who have a negative attitude or are lazy, holding them accountable and offering guidance to improve. They really make a bad impression on the public and undo a lot of what our friendly, hardworking officers accomplish.  
2. Recognize good workers and seek improvement in those who need it, regardless of where they rank in the political hierarchy of the Department.

A better psychological profile to weed out racists

Abide by the laws themselves. Have knowledge of the laws.

By continuing to demonstrate: 1) The passion to protect and defend  
2) Professional judgement that does not sully the name of the EPD...... it only takes one bad officer to tarnish the reputation of the EPD.

By not abusing people who are arrested or going to be arrested.

By not racial profiling and being fair to everyone.
By not shooting any unarmed citizens.

By not violating the rules of the road when no one is around. I have recorded and witness a couple of patrol officers & squad cars running red lights, doing Cali stops, abusing the badge during none emergencies situations. If that were one of us we would get stop and ticketed. Also when a civilian greets you it be nice if some say hi back.

Continue to seek ways to diminish or abolish the use of lethal force. Increase civilian oversight.

Do not use excessive force in situations involving people of color. Honestly admit that there might be racial bias in how you deal with the public.

Do what they say and say what they do. Always put the safety of your citizens first.

Don't be so confrontational

ENFORCING THE LAW EQUALLY!

Follow the laws you enforce. If you see someone doing something wrong, address the issue, don’t wait for someone else report it.

Follow the same laws and rules that non-law enforcement workers and citizens have to follow. Continue to be involved with the community with events and such.

have a working civilian oversight committee.

Holding it officer accountable, stop racial profiling, stop excessive use of force and get a lot more diversity training.

Honor and integrity
I was in a very disturbing incident when we first moved to Elgin in which guests of ours were stopped on their way out of town at 1am in the morning. Found to have been drinking, the black male driver was taken to the station and the white female passenger was left ON THE ROAD with no car at 1am in the morning!! She had to walk home to our house in an unfamiliar neighborhood. This was extremely disturbing to me. It is highly unsafe. I don't know if it was racism with an interracial couple or simply gross mismanagement, but this has shaped my (usually good) attitude toward the police. To increase my trust, police would never, ever leave a person alone in the middle of a neighborhood they don't even live in (she lives in Rockport), especially an inebriated one! Second, they would not treat interracial couples any differently than anyone else (if this is indeed what caused the issue). I hope this was an isolated incident.

I was startled and disappointed by the shooting of Decynthia Clements. On the surface, despite her carrying a knife, the use of deadly force in place a taser or some other method of de-escalating a situation with an obviously disturbed person is not right.

In general the entire organization is trustworthy. But there are individuals that I believe are about the bottom line (numbers) and still treat people differently based on their biases. To have more of a checks and balances - someone who checks individual work of each officer/CSO and educate them on info that could be biased, it would be good.

Kindness and fair treatment of all

Less questionable actions by officers in the media. More Community support and engagement.

Make sure your officers do not break the law...especially while on duty. I see them on their cell phones, they speed while not on a call (sometimes returning to the station), they don't use turning signals, they make illegal lane changes (within 100' of intersections, across solid lines), et cetera.
Minimally terminate officers that kill unarmed people. Terminate officers that make racial comments to their fellow officers and community.

One way is to ensure that officers are backed completely; especially when they are in the hot seat for actions they have taken...until all the facts are in. The second way is to ensure that promotions should remain from within the Department.

remember they work for the people instead of using fear and intimidation to exercise power and treat people inhumanely

Speak out against Police Brutality and create increased accountability in the department. By that I mean, if the community or a community member wishes to make a complaint against the police, have a process where an external body intervenes and evaluates, involving the community 100%, and there has to be consequences for actions.

There are a handful of individuals whom I don’t trust. Overall, I trust the department, but I do wonder if what is said about a culture of protecting each other-no matter what the person does—is true. Not sure what you can do about that.

They need to quit racial profiling. I’ve never seen a group of Caucasian guys on the ground being searched. Put black officers and black neighborhoods and his hispanic officers in his Hispanic neighborhoods. If you don’t like other races, you should not police them.

To treat EPD officers who do wrong the same as civilians, but to treat the officers who do right with respect

Treat everyone equally. Don't display an attitude of superiority when it isn't called for. Obey the speed limits and wear your seat belt like you expect the rest of us to do.
weed out the ones on a power trip and the one fly off the handle at any disagreement

Would like to observe police routinely obeying traffic laws just as regular citizens. Am disappointed when I hear of intoxication or other questionable behaviors even when off-duty. You are still the same person 24/7.

You could not shoot women armed with knives. Hire people of color and more women who are not programmed to be so cowardly. (White men are, it seems, not used to people who are different from them and as a result so fearful of people who are different. You almost never hear of women shooting random people of color, or anyone else for that matter, so hire a lot more women.

**Communication**

1) Be transparent. When/if mistakes are made, acknowledge them and communicate what is being done to prevent it from happening again. 2) Be visible. Let the people know that you are never too far away or too busy too help.

1) By transparent in all actions and activities. 2) By being consistent and equitable in its treatment of all community members.

1) continue with Facebook posts 2) patrol my neighborhood (Edgewater) on a regular basis - hardly ever see EPD

1) Easier access to find out what is going on in our neighborhood. i.e. We had a shooting on the block and it was closed off and then you never hear what really happened or the resolution to know if we are safe. 2)
1) make sure issues involving police misconduct are reported to the public and 2) dealt with quickly. I have no reason to believe this isn't happening, but don't really know.

1) Continue to be in the community understanding the community issues and be transparent on how the police is responding to community concerns. 2) Engaging and understanding the community non-profits that are serving the most vulnerable of our community and how EPD can assist in our work.

1. Complete openness. Continue wearing body cams 2. Continue to work hard at treating minorities, poor people, and those with mental illness with the same respect I have always had.

1. Continue to be a value in the community. 2. Continue to be transparent when things do go awry, or they are perceived to be awry.

1. Continue to be open to the community, letting the community know where they are at in particular controversial investigations. 2. Continue to be present and open to learn about residents in the community.

1. Continue to be transparent when situations arise (such as the officer involved shooting a few months ago) 2. Continue to be involved in the community.

1. Continue to include other groups in the ongoing work of the police (civic groups, religious leaders, etc.) 2. Be as transparent as possible, especially during tense times.

1. Continue with transparency 2. Continue with public outreach

1. Remain committed to transparency especially during challenging situations such as internal investigations and incidents related to race (such as the shooting on I-90). 2. Continue to build relationships through partnering with community groups, or EPD initiatives. Strong relationships with individual EPD members will help perceptions of trust with entire department.

1. Transparency. 2. Being tough on crime. Quit pandering to the wimps. The silent majority of the public wants a heavy stick.

Accountability, transparency, non-bias decisions

As a neighborhood we have asked EPD to help us with speeders at our intersection. My trust in the EPD would increase if it would take our concerns seriously. I believe since we are on the outskirts of Elgin and that Elgin has so many other problems that our concerns have been neglected and put at a really low priority. A second way EPD could increase my trust is by having more drive throughs. I see the Bartlett police here all the time and rarely see the EPD.

As a social service provider, we have a strong relationship with the police department, but many of our clients do not. So I will answer this question from the perspective of what I hear. 1. Be willing to listen and act accordingly. In other words, they feel that EPD is open to listening, but nothing changes. 2. Some of our clients report feeling profiled so continuing to work toward diversity goals.

As opposed to merely responding to neighborhood complaints, the officer would review the law and the complaint prior to the response. Laws regarding cats on leashes is an example. Use common sense regarding complaints. Putting out trash (which might be wanted by others) a day early. E.g. a working barbeque. In the scheme of things, I consider these very, very minor.

Be honest and have tough love.
be more active on social media - being more transparent

being less political transparency

Believe my clients when they report sexual assault and domestic violence

Better communication and explanation of procedures so people understand

better community relations transparency

by being transparent in all that they do. always showing respect to whomever they encounter

by continuing to act in a completely open way with all of the individuals they come in contact

regardless of race, and to practice restraint in all questionable circumstances

communication visibility

Communication and keeping our kids safe

Communication and Support

Continue being transparent with the public. Continue to engage the public and engage with the

public in activities.

Continue to be forthcoming in releasing information about incidents involving the department

and it members. Continue to remain visible to the community.

Continue to be transparent about negative media events and continue looking for ways to be

proactive in your approach to law enforcement.

Continue to be transparent and promptly divulge what you are able as soon as possible. I do

believe EPD does a good job of that.
Continue to be transparent when possible, and engage with the community as much as possible

Continue to be transparent; visible presence throughout community events

Continue to maintain open and transparent communication with residents. I would love to see more community outreach programs (you already do a lot) however the more you can get officers in community with residents in a non officer role the more trust will grow. I also would like that community outreach not only for low income at risk population (where I believe most of your focus is).

Continue to proceed with transparency. Candid conversations. Proactively develop and maintain relationships (as you already do) with resident and businesses.

Continue to speak openly about issues as they have done in the past.

Continue to use social media outlets to keep residents informed of police involved situations and safety concerns. Continue to be present at community events, Mobile food pantries, National night out etc.

Continue Transparency  Continue open dialogue with residents

Continue transparency / Don't shoot unarmed citizens

Continue with full disclosure of criminal activities in Elgin. Gang areas, members, types.

Continued transparency and involvement in the community. Honestly I think they've done a great job to reach out and connect. I just don't trust any organization totally. There are very honest and very dishonest people in the world. Just a reality, but EPD works hard as a whole to earn trust.
During the most recent Clement shooting, the department was honest and responsive. My struggle was in conversation when members of the community would say, could we improve deescalation techniques or the way the EPD responds to the mentally ill—the response was, we have already done that. Well, if so, why is this woman dead?

Elgin PD already has my trust. They are a great department who are not afraid to speak their minds. They have unbelievable training, resources etc.

I appreciate the transparency of EPD in quickly releasing the video of the Decynthia Clements shooting, and in holding public forums. Continued efforts to improve practices and a just resolution to this matter will help improve trust that has been diminished as a result of this incident.

I guess just a feeling of professionalism and being treated with respect.

I have complete trust and admiration for the EPD so in the past year I would find it hard to increase. Communication with the citizens is paramount as is the various activities the EPD promotes. I have taken the Senior Police Academy and would be part of the volunteer senior group if I was not already participating in other activities.

I have complete trust in EPD. The only thing I would say is to continue with the communication with your residents and keeping with community events.

I love seeing interaction with police and community and I like to know what's going on good and bad so we as citizens of Elgin can know what's happening. So direct contact with officers and information on good and bad that directly affect the area residents live in.
I think EPD does an outstanding job of building trust within the community. Specifically in regards to the police officer involved shooting death that took place this year-the department acted quickly to disclose information and video. I also think the department went above and beyond to interact with the community and provide opportunities for community members to voice their opinions. I think—that in the long term- body cams will significantly improve community relationships.

I was asked the very same question only in a different city that I used to live in but my answer before was TRANSPARENCY, I would ask for the same here in Elgin where I live now for years although they (EPD) have been for the past 3 years. Also, it would be really great (IF possible) to have a great response and help that we need EVERYTIME we ask/call on the Non-Emergency number. I have had personal (and my friends as well) awful experiences about EPD's response to Non-Emergency calls/situations. Not that I'm saying its all bad, all I'm saying is from my OWN experience and a handful of friends. Thats all.

I would have answered completely above but am concerned about the officer-related shooting (tollway incident). 1. As the Chief did, talk directly and honestly with the public. 2. Continue to not defend an officer's behavior if inappropriate.

Improved crime statistics

Increased transparency and more diversity in the ranks

I've been treated like a "Gladys Cravits" when I call about suspicious activity. I won't call unless it's real, don't treat me like an annoyance. This includes 911 & non-emergency phone operators.

Keep being open and honest with the public. Involvement in the community outside of work
Minimize corruption. Be more transparent. Hold more forums, conduct surveys, have one on one talks with a broad range of community members to determine in what ways these members feel underserved, underappreciated, and unheard in order to develop greater strategies to combat these issues. Hold all employees equally accountable to high standards.

More visible communication regarding activities within my neighborhood if there is an increase in crime. Also if there is unusual things happening in the community more car break ins at Metra

Not covering up for officers when they make errors. Being open and transparent to the public.

Open lines of communication, outreach programs, determination to help clean out the bad seeds within our community.

Open policies and not so much secret regarding operations in the city.

Publically address community concerns, be accountable for increasing diversity in the ranks and making and meeting milestones to do so.

Reach community in many ways. Every event, we can depend on EPD support.

remain open and visible in the community.

Remain transparent through difficult circumstances that challenge our community. Training and conversations: add restorative practice, implicit bias and mental health first aid training for police and community, and hold more community conversations to address and process community feedback.

Stay transparent and open to community input.

The department needs a full time public information officer to keep the public fully informed of the good and bad things happening in Elgin. Transparency is essential in this day and age.
The EPD has done a good job communicating with community members. This must continue and be increased. The ROPE program also needs to continue since that is a way for police officers to increase their presence and trust with a part of the community that is somewhat isolated.

their attitudes. That is the biggest thing and it is very off-putting. I do not trust people who speak to me or anyone else like they have absolutely no respect for them. I am not saying all of the police officers are like this but a lot are. I understand there is so much risk when being a police officer, but their attitude is scary at times.

Transparency

Transparency A Facebook page that’s not centered around the chief

Transparency Continue to be visual in the community

Transparency Fairness

Transparency, that being said I believe the public should be accountable for their actions as well

Transparency and Communication

Transparency and empathy!

Transparency- there never is enough Provide more training in direct contact with the public.

Transparency with internal events before it becomes news More community outreach, would be nice to know there is a specific officer I could turn to if I had a problem.

transparency, consequences
Transparency, communication. For example I think you guys handled the aftermath of the Clemons incident very well.

Transparency, involvement in the community

Transparency. Community interaction.

Transparency; community involvement outside of normal police duties.

Transparent communication with the community. Citizen Police Academy. Events.

Neighborhood officers. ROPE officers.

When we ask about something occurring within a 2-block radius of our home, we would like you to tell us rather than telling us it doesn’t concern us. IT DOES OR WE WOULD NOT HAVE asked!! Please don’t be evasive.

**Enforcement**

**ANSWER MY 311 CALLS IN A MORE TIMELY MANNER. i DO NOT FEEL THAT THEY ARE TRYING TO STOP THE SPEEDING.**

Be proactive to things going on in the community, arrests, big Police presence etc Interaction with Public

Catch people speeding on Hill Ave between Park and Division, keep up the momentum after the great new Police Chief and Deputy Chief!

Continue to remove the negative element of people from the city. Make the city unattractive to people who want to break the law. Enforce policy that makes homeless, gang bangers, people with their pants down showing their underwear, and other undesirable behavior be not tolerated in our community. Honor residence who live in Elgin, buy houses and support the community
better. There are too many undocumented illegal immigrants here, too many houses with too many people living in them, too many cars on the streets because of this, and Elgin still seems to allow it to happen. We have seen improvement for sure... but there is still opportunity for improvement and gentrification of this city that would serve us all.

continue with your fight against guns and gangs

I don’t necessarily believe EPD has a lack of trust within the community. I believe law enforcement, in a whole, has a “bad rep” for a lack of a better term. In today’s world everyone is so quick to yell racism and claim oppression that when law enforcement must intervene (when necessary) they are labeled “bad cops” or racists. EPD does a good job at trying to be leaders of law enforcement throughout the nation. They do have questionable times like letting fellow officers off the hook of more serious offenses like DUI cases or possible domestic calls. I get the brotherhood and wanting to give a brother the benefit of the doubt, but when you break the law it’s police that have to enforce it. The courts are the ones to find you innocent or guilty. Officers can’t play judge and jury. Overall, I am happy to have EPD as our law enforcement agency.

Increased crackdown on gangs  The 2nd way is just, that the change in police cheif etc, i want to see if the department continues with the great programs set up by the previous administration

Less focus on revenue generating activities, more focus on catching murderers, rapists, burglars, etc.

Not being so laid back on some of the laws. Help enforce the codes that are not being followed

Over the past several years-sometimes it feels the department operates more as a social services agency and not as a law police department.  ie-ignoring heroin issue.
Stop and ticket people with no front plate and people who cut thru private property e.g. Gas station to avoid a traffic control device.

The beat officer for the South Country Knoll area passed by a illegally parked car (gray convertible parked across the sidewalk of my neighbors home and he did not stop to correct.

There have been occasions when we have had several police blocking a street, but that particular area block captains were never notified. Since our former Chef of Police Jeff Swoboda has left, it seems our EPD has relaxed. Ever since the Chef was in charge, the community seemed good. Now What's up????????

Try to commit to being more proactive rather than reactive. Be more transparent when series issues have occurred.

**Internal**

1) Discipline supervisory personnel for policy violations to the same extent as non-supervisory personnel. 2) Publicly back up their personnel when they did nothing wrong despite a negative community reaction to their action(s).

1) Vocally support officers  2) Hold additional training for civilians

1-Promote deserving, honest candidates that care about their people. 2- If police personnel (sworn and non sworn) report and issue with management, address it seriously, swiftly and justly. Silence because they are "friends" is NOT acceptable. You must take care of ALL aspects of the police department. Records, Dispatch, CSO, PCO, ACO, Social Services, etc. If there's a complaint, investigate it. It's easy to look the other way and ignore it instead of taking the issue head on. Don't just talk about it, be about it with the WHOLE department. This makes employees feel underappreciated, causing them to stop providing the best services to its residents.
Administration that stands behind its officers

Apply the same standards across the board to its personnel. Reduce favoritism and ensure all officers are treated fairly, regardless of rank.

Consistency with discipline in the department Care as much about the welfare of the officers as the community

Disciplinary transparency. Less focus on public relations over employee welfare.

Have the third floor be more open with the line staff as to what is going on.

Integrity. Treat employees equally, and fairly. Don't assign employees to positions for the purpose of mentally breaking them. If the Elgin Police Department treats it's own employees in this manner imagine how they treat the public.

Less concern for what the race/nationality is when considering promotions within the police department

None

1. I feel that the Elgin P.D. is completely trustworthy. 2. I do not see any necessary increase.

Can’t think of anything

Continue doing what you’re doing! Thank you for all your hard work

Continue just as you are. I mean that. Don't do anything wacky or crazy just to "increase PR". People can see thru stupid acts like that. Just stay stalwart. Stay as visible and transparent as you can without compromising your ability to do your work. Bodycams might seem aggravating and prying, but they can defend an officer's actions too.
Continue to do a honest and effective job. Be available promptly when called for help.

Don’t know. Husband retired from Elgin force.

Honestly I'm not sure

I am pleased. I have no suggestions.

I am sorry to say, that I don't trust anything completely. That, in my opinion, is contrary to human nature. People are fallible. And try as they may, people make mistakes. I do believe, that the EPD does a good to excellent job at community outreach. So hats off to you. My family goes back in Elgin history more than 100 years, and in my opinion, you are doing a very good job. So, continue what you -- the Elgin Police are doing. P.S. I am a "graduate of the seniors Police Academy (Class of 2017) and that was a real eye-opener. Maybe you should see if you can squeeze in two of them per year.

I believe EPD is doing an excellent job.

I completely trust the EPD. Many questions do not apply to me, as I don’t live in Elgin, but I am the owner of several houses. I feel the EPD is doing an excellent job in keeping the neighborhood safe.

I do trust the EPD. I am not naive and know any squad can have members who do not live up to expectations. That being said, I believe the majority of EPD are decent people who want to do what's best for Elgin.

I don’t think they need to do anything to increase my trust! They do an amazing job!

I feel that the EPD is doing a fantastic job in spite of the current climate.
I feel there can be corruption somewhere in any system. That's what society has shown over the years. We may not see it but it's there. The Elgin police officers are always very helpful and I have never doubted their trust. They are all human trying to do their job.

I generally have a high level of trust, respect and appreciation for the Elgin Police Department, but police are human and as such make mistakes and have biases.

I have 100% trust there is no room for increase they are my friends trained in numerous Medical solutions as well.

I have trust in the EPD. I understand the Police are human and can be tempted, but overall, I think the EPD is a great force and I am proud of them.

I have very little interaction with the police, so don't have any suggestions for improvement.

I THINK OUR COPS ARE THE BEST. THEY ARE PEOPLE TO, WITH A VERY TOUGH JOB. THEY ARE NOT PERFECT, EITHER AM I.

I trust Elgin Police completely so there are not two ways I can share.

Just keep up the good work and good luck to our new chief

keep doing what they are doing

KEEP DOING WHAT THEY ARE DOING

Keep doing what they have been doing over the past 12 years I have been here.

Keep doing what you are doing

Keep doing what you are doing. Being available to your residents and businesses.

Keep doing what your doing. Always interact with the community
Keep doing what you're doing. Stay involved in the community and strive for positive public interactions.

My distrust is not with the EPD. It is with city officials. Like the mayor and other entities of the city that are supposed to support the community.

N/A

Na. They are great.

None. Keep up great work

Nothing comes to mind.

Nothing specific - I think maybe impressions in the media about police nationwide might impact my impressions of my local police, but not from any direct experience.

There will always be a few bad apples. Human nature. In my eyes it doesn't reflect on the department as a whole. I feel the epd does a great job.

They are doing a very good job. I believe in what they are doing.

They can't.

They do a great job. My trust issues are with Kane County and Pingree Grove. There is little trust there.

unknown at this time

Unless I myself encounter otherwise I will continue to trust the police.

We have a wonderful Police Dept. in Elgin. I can't think of one way they could increase my trust.
You're assuming it needs to be increased! I was taught as a child growing up in the 40's and 50's that the cops were the good guys. That hasn't changed.

Other

Be faster to the scene.

Become an active participant in changing the laws that destroy communities - War on Drugs laws, specifically.

EPD can increase my trust by working better with other Law Enforcement agencies. Many times, EPD likes to work in a silo as if no other LE agency has anything to offer them. There needs to be more collaboration with County, State and Federal Agencies (not just task forces). This will also leverage the costs of problem solving.

Fire Chief Swoboda Same as above

Former Elgin Police Chief had many affairs. Trust with the community also include a good police chief who will be trustworthy both professionally and personally.

Having more police officers that represent our community (all different races, ages, genders, experiences, etc.) Having more officers live in our neighborhoods, more R.O.P.E. officers.

Hiring the best qualified candidate for open positions Body cameras

I had a breakin and they took everything from our home of value, I never recieved feedback or talk to a detective.

I hear of mistreatment of minority residents. I see reports in the newspaper of misconduct. So, if I stop hearing about mistreatment/bias and stop seeing negative reports in the media, that would increase trust.
I like the neighborhood in residence officers and would like to see the program expanded to my neighborhood. We had to call for an active shooter in front of our house, about 3 years ago and the response see time seemed to take forever.

increase your understanding of the situation. hire personal with a higher level of intelligence.

It seems that police try to obtain confessions harder than they try to serve and protect. They seem most interested in easy arrests

Listen to issue at hand without judgment Follow the law without prejudice or bias

Media coverage probably has a bearing on how I perceive the entire elgin police department. I have had 99.9% great experiences with officers.

Not shoot mentally unstable women

Show an understanding of systemic racism and how America's history of racism affects public discourse and policing.

Sometimes, I feel like arrests, especially for traffic issues, are revenue generators. Although I know that safety is an issue, no refusal weekends seem unconstitutional.

Train operators who answer the phones to not question or dismiss someone calling with a concern. Provide more adequate staffing so a taxpayer can know an officer will respond promptly, especially on weekends.

Treat others as they would want to be treated. Never give false information during an interrogation process.

Use only the appropriate show of force needed for the situation
Victims of a crime or apparent crime other than domestic receive not support or place to gain support or advice as to where they can get support or what to expect or after crime reported.

**Shared Emotional Connection**

1. **JUST BY DOING WHAT THEY ARE DOING, THE RIGHT THING.** 2. **THEY HELP EVERYONE THE SAME WAY THEY WOULD DO A FAMILY MEMBER. THERE SERVICE IS EXCELLENT. NEED I SAY MORE.**

1) More activities involving the Police and the Community  
2) remain transparent and punish officers who willingly violate the publics trust.

1) more interaction with civilians to bridge gap  
2) showcase objectivity as a law enforcer absolutely

1) Stop promoting people who have a track record of bad behavior.  
2) I like seeing them focusing on initiatives that will really stretch them community relations; not hitting a quota for traffic stops.  

There needs to be positive reinforcement for community involvement and relationship building coming from the top. Not making events mandatory or staging media ops, but educating and demonstrating to the officers that their involvement at that level is wanted by the community, effective, and appreciated. Elgin has a homeless population, instead of officers spending time shuffling them and kicking them out of public places, get educated as to the heading cause of this population being homeless. What was the original cause, is it mental illness, financial crisis, addiction, etc.. What can the city do with the help of the PD to get these people clean, educated, and back on their feet. Writing them ticket after ticket is pointless in my opinion.
1. Meeting with groups to discuss updated police procedures. 2. Continue to offer classes to inform the public of what the responsibilities are for the different departments.

1. Becoming involved in the community (block/neighborhood meetings) 2. Coming to workplace to provide public safety education

1. By continuing to engage in the community--by being visible at events, visiting local gathering spots, etc. 2. By continuing to be communicative and transparent

1. By following your sworn duties. 2. By remaining visible and encouraging dialogue with citizens.

1. Consistent messaging 2. Hispanic community outreach

1. Continue and expand community policing programs. 2. Find ways to enforce information given to the community in general - for example, calls and texts were sent out about fireworks, but what could still be done to suppress use of fireworks?

1. Continue on the path that Chief Swoboda started with all the community outreach and programs, Coffee with a Cop, etc. 2. I'm not sure at this time since my trust level is pretty high.

1. Continue to be as transparent as you possibly can. 2. Continue reaching out to the community and being available for us. Your walk and talks are a great example of this. Also being visible to children and showing them that you are available, friendly and real people. They are the future of this community and having your trust and respect, I feel, will only benefit the city of Elgin.

Overall I think the City of Elgin Police department is doing a really good job.

1. Don’t jump to conclusions so fast 2. Interact with the community more
1. Equip each officer with a 40mm "rubber bullet" gun to avoid another shooting like the Decynthia Clements case. It's still on YouTube.  
2. Better race relations. It seems minorities distrust the Police in general. More educational engagements in minority schools

1. Get outside the car more: bicycle patrols and walking patrols are a positive presence.  
2. It's great when the Chief (and other EPD) participate in community events like the House Walk.

1. Have an officer stationed at a public place once in awhile to answer questions informally and meet the public.  
2. Have events designed for preteens and teens to meet police officers. It would foster mutual respect and help individual officers and kids get to know each other.

1. More communication with community. The random conversations help.  
2. Having more officers at community events... an EPD t-shirt may be less intimidating than a uniform at these events.  
   It was difficult to come up with ideas. I think Elgin PD does a great job building trust. I did live in town for 6 years and had nothing but positive experiences with EPD.

1. More interaction in our age restricted community.  
2. ?

1. More introductory meetings. Maybe door to door introduction to the area they are servicing.  
2. More events/get to know you sessions.

1. More ROPE officers.  
2. Get more drug dealers out of the neighborhoods.

1. Schedule Town halls and Informational meetings with multiple resident areas of the Elgin community.

1. Stop treating civilians as criminals. We have been treated as if we are always guilty of something.  
2. Be more helpful. If you see an elderly person crossing the street, help them to be sure they reach the other side safely. Be an officer of the community like St. Charles officers.
A few more officers on the streets during peak times. More involvement/participation in the community as a whole

A larger presence out of patrol cars. I'd love to my kids to be able to smile, wave, or chat with an officer patrolling our neighborhood. Hosting community events where officers are present and developing relationships with those they serve.

Active involvement in the senior community.

As an active member of police volunteer groups, I've enjoyed getting to know some of the police on a more personal level. Continued & more involvement in the local communities strengthens support from the residents.

Be involved more with all. Stop arresting people for petty crimes. And stop going after the less fortunate.

Be more approachable. Don't have another sugges9

Be more respectful of the individual that you are interacting with.

Be open minded. Don't be so quick to charge people from the low income minority communities and tell them the lies that they had no choice when we know that officers have a great level of discretion when it comes to making an arrest or redirect.

Become interactive with citizens in neighborhood events. Don't over react with young people.

Being honest and treating people with the same treatment they would expect for themselves no matter what part of town or race or color rich or poor.

Being out in the community at events and being respectful to all kinds of people. Participating in smaller intimate gatherings like Coffee with a Cop.
better customer service  be more helpful

Building Relationships  Listening to community concerns

By doing more work to work with black people, my grandson is mixed race and I worry what it will be like for him when he gets here older

By striving to decrease crime. By having a greater police presence in the community.

By supporting the communities. I have enjoyed past years where officers do community walks/talks in every neighborhood. I feel that the last 2-3 years they have my neighborhood which in my opinion is high risk for crime and should take the consideration of the residents who may feel unsafe in their neighborhood.

By walking around neighborhoods talking to residents (regularly). Patrolling high crime areas (regularly).

Community engagement - Participating in community activities and being present in the neighborhoods

Community interaction, interaction @ schools with students (instructing a class community service)

Community Meetings  Be open

Continue "Coffee with a Cop" and continue the ROPE housing program.

continue community involvement
Continue community outreach and open forums for people to attend. Also make the effort to go into neighborhoods to meet with residents who don't otherwise have the means to travel to the Centre for meetings.

Continue showing up at all events- not because you have to but because you're a part of the community. Would love to see something created where if you want to get involved in the community, there is a list of things that impact your part of Elgin.

Continue the amazing community outreach. Use social media and other outlets to introduce/spotlight more officers, so they become more familiar faces to the community. It always feels good to know (or perceive to know/recognize) an officer if you are in public or ever in need. It brings comfort.

Continue the Citizen Police Academy

Continue their community involvement/ open dialog with community groups and residents.

Continue their transparency.

Continue to be personally present in the community and continue to communicate with the community.

Continue to be visible at community events  Inform residents via social media about incidents

Continue to do community outreach events to build relationships; hold themselves accountable (and be transparent) if/when law enforcement officers abuse their power or do not comply with their sworn duties for ALL citizens

Continue to educate the community. Be a good listener/advisor
Continue to interact with the community in non-traditional, policing ways. Acknowledging that police are empathetic humans, citizens, parents helps go a long way from believing that they are simply a municipal mechanic.

continue to meet with the community and be open  continue to display concern for us

Continue to reach out to the community the way you do. I've seen officers attending community events. Very positive. Also reports from others of positive feeling about our PD. I've been impressed with the leadership by example from the last police chief, Chief Swaboda. Keep it up.

Continue to serve and hold meetings to increase communication and build better relationships with ethnic groups in our diverse city. Find new ways to connect with diverse youth to build trust and deescalate perceptions of bias; plus eliminating any bias. Our young people of color are afraid and the police must prove trustworthy responses free of bias or reactionary violence over and over and over.

Continue to stay involved with the community and show positive engagement with us.

Continue to stay involved/communicate with our community, due to the many changes happening currently w/upper management, it will be more important than ever to continue and add to the "open door" policy, which I feel the department has had for the last several years with us in the community. Help keep the "record straight". Yes, there are times when comments can't be made during an investigation or inquiry, however just stating that there is ongoing activity and more information will be released when appropriate. Help to not appear to be hiding information from the public.

Continue to visit communities such as Bowes Creek Active adult where I live to hear from the community. Have presence in local events
Continue with community involvement  Increase their presence in school but in a nonthreatening way.

Continue with the community outreach and transparency via social media, etc.

Continue with the plans and programs since Chief Swoboda began.

Continued community interaction is the only way to make a unified community. Most people especially in the Hispanic communities have a level of fear of police because of barriers language/cultures

Continued visibility and regular interaction

Continuing community outreach  Targeted focus groups

Continuing to to their upmost best  Connecting with the community as a whole and individually one by one as each incident is I countered.

Demonstrate a real interest in citizens  Appreciate ethnicity

Engage with the minorities in fun ways. Keep officers in or by schools at all times.

EPD has earned my trust as I have gotten involved and know several members. I think  the ways to continue gaining trust are more interactions with the officers. I also think community events where officers are present and interact are great ways.

Exposure, seeing them in our neighborhood  More activities in the city for families to meet them

Friendly community presence. Abiding rules and following procedures.

Friendlyness, wave, interact with the public.

Get out in public more. Open police station frequently.
Get to know its citizens better and make their presence more personable.

Hard to say since I have 1st hand experience watching our police department at work. To continue the many outreach programs in the community with all groups & neighborhoods.

Having Community Workshops, Open House, explaining to residents about services EPD can provide, etc

Hold meet and greets for community where they are able to meet/mingle with officers. Publish "a day in the life of" features of individual officers or something about initiatives and results of past initiatives.

I already feel the Elgin Police Department is doing a fantastic job. I think the only way my trust could increase would be more exposure or contact through perhaps more community engagement activities. Maybe training in Rosenberg's Nonviolent Communication.

I believe there are good reliable trustworthy police officers and I am sure there are a few who are less trustworthy and abuse their power. That being said I feel this is true of any and all professions. There is good and bad in all communities no one person or profession is exempt. I think the work and community involvement that the EPD goes along way in providing and supporting the belief that the EPD has many good caring and honest officers on their force

I can't think of a specific way. I am aware of them being involved in different neighborhoods and think it's good that they continue to build relationships.

I do not have an answer for this question. I would have to have more interactions w/EPD that were positive experiences to increase my level of trust. I have only had one exp with EPD and that was good.
I have had opportunities to meet some of the officers in the community out at different events so that builds trust. Being at events, engaging the community in townhall settings.

I know your job is difficult at times, dealing with bad people. When someone asks a question to an officer, please be humble, we are not all bad. Very happy with my interactions of all Elgin Police Officers!

I live, work and spend most of my recreational time in the downtown area. One day some officers stopped into my workplace for no reason. They just stopped in to say hello and ask if everything was going well and if there was anything they could do better for us. I would love to see this happen more often. I would also love to see an investment in/more use of non-lethal weapons.

I think by visiting local churches and engaging in "random acts of kindness" with civilians in the community.

I think continuing the programs currently in place and continuing that community engagement will help increase trust.

I think EPD increasing the places they are accessible, and making intentional effort to reach out and connect with residents. For example, the Community Officer of the local school spending time at events and meeting families.

I think the Elgin PD already does a good job of gaining the public's trust. The PD does a lot of public outreach in the community. I do have one suggestion: there should be more neighborhood walk throughs by the officers. I know they did it once in my neighborhood, but that was long ago. They would ask questions such as what our concerns were in the neighborhood.
I truly believe EPD does a great job! Like any place of employment, you’ll have a few “bad” seeds which can’t be against an entire department. As someone who follows rules/laws to the best of my ability, the only thing I can say I don’t like, which I know takes place, is letting people off because of who they know. This involves something as simple as a traffic violation. I completely love how Jeff Swoboda made the community involvement a importance and I hope the future of EPD stays on the same path of improvement and community involvement.

I would have the Police department continue it's efforts to increase the positive involvement that the have with the public like the "coffee with a cop", the radio interviews discussing different topics, and the outreach that they do within the community with the different academies they offer. Also, being transparent with documents and video that effect the public.

Improve engagement with the general public. Increase prevalence in unsafe areas.

Increased outreach by rank and file officers Quarterly updates on use of force

Interact with (i.e. Chat up) the public outside of their vehicles.

Interact with our neighborhood- we are on the far west side and are safe, but I rarely see police here. Otherwise, I trust the police department.

Involvement with CPAAA has helped

Keep active in community events

Keep community policing in place.

Keep doing meetings with the community. Keep reaching out to teens.

Keep presence in communities
Many more engagement opportunities for non city sponsored events. Community engagement should not just happen because the the people running the even request officers.

Many positive interactions in the neighborhoods. Attendance at area mtgs to talk w residents explaining what is happening /expected on specific neighborhoods...ex S.W.A.N., Edgewater by Del Webb

Meeting more citizens  Continue with transparency in issues

More community interaction> Listening to residents at all levels

More community involvement and more training for officers on racial sensitivity

More community involvement, with positive engagement

More diversified staff. More intentional efforts establishing relationships with church communities.

More extended community interaction! Better training for those that only can follow instructions and do not know how to think and act on their own to situations they come in contact with.

More frequent, visible rounding by the ROPE officer 1) in the community 2) as well as at community businesses and organizations.

More interaction with homeless population causing problems for downtown businesses

more plublicity about ways the epd already communicates with the community  more coffee with a cop  perhaps cops as story time readers for kids  or posters of police in uniform with community members during events  showing police uniformed people participating with people in fun ways  ( this should be the medias role )
More rope officers  more school officers

My trust level has been and continues to be very high. Exposure to police at various community functions displays the kinder side of law enforcement.

Neighborhood Policing  Try to connect with the 20 something young adults

Not appear so contrived in their community engagement

Obey traffic laws as well as do a better job of enforcing them. Also, host community events to better interact and build relationships with the residents. I believe these will not only help adult residents, but youth as well. Our residents need to see good examples and know who the EPD is.

Participate in question and answer sessions w community groups  Volunteer in community activities/functions

Personal interaction on a non emergency basis - taking a few moments to speak to people with normal conversation while in uniform. We have a police officer who goes to our church - that makes me feel much better, too.

positive contact with the community  minimal use of force

Prior to May 2018, when I enrolled in EPDs Senior Citizen Police Academy class, my only interaction was regarding one accident I had in 26 years. Now that I graduated from the Senior Citizen Police Academy class, my views of EPD are very positive. After I went through presentations by the Patrol Division, Traffic Division, the K-9 Unit, Arrest/Search/Seizure presentations, Gang Unit, Drug Unit, Major Investigation Division, Surveillance, Crime Scene & Evidence gathering I can see that Elgin has an amazing Police Dept. Two ways to increase trust, are —— (1) for Elgin citizens to get to the point where they are able to part of the Citizens Police
Academy Alumni Association, and (2) to make an attempt to attend the “Coffee With A Cop” sessions.

Since working for the police department, my trust has drastically increased as I have learned what officers do, how they do things, and why things are done a specific way. I am proud to back the blue line!!

Some EPD activities have increased trust, we interact/talk/learn more about EPD duties.

Stop driving around with your windows up, talking on your phone, wave at people you pass, interact with people on your beat, be proactive, stop and walk around the park a bit, talk with the people, teach them about courtesy and littering.

Take me to continue to control my area as well as increase Community programs. Since I don't live there full-time really unaware what the police department as going on.

Talk to people more, and children..

The EPD can start giving out small ‘positive-reinforcement’ ‘gifts or prizes’ for the Good and GREAT things people of the community do, opposed to the more commonly ‘negative-reinforcement’ tickets, etc that are the usual.

They are doing a good job. I think more interaction with community with Seminars, social events to engage general public and let them meet the officers and their supervisors.

They are doing a wonderful job protecting us plus VERY FRIENDLY & that starts from the TOP and works its way down. I am a graduate of citizens police academy June 2017 I have a better understanding of ALL the hard work they do. THANK YOU for all you do & to all the people
that took the time to put this program on. what fun & a MUCH better of who they are. thanks again.

THEY DO A LOT OF THINGS FOR THE PEOPLE OF ELGIN. THEY ALSO CARE FOR THE PEOPLE THEY ARE SERVING.

They do a wonderful job of visiting our community and presenting themselves in a friendly helpful way. That makes a huge difference. I noticed the Chicago Fire department had a chili cookoff competition among the different stations. Just a thought but you might consider having a friendly competition such as this.

They to treat everyone as there own, serve and protect.

through personal contact, through participation in community events - easier to trust someone you feel you know on a personal level

Visiting communities and speaking to local citizens Advertising individual acts of kindness

Walking the neighborhoods and meeting people. More small group settings

we attended the Senior Police Academy which was outstanding and allowed citizens to relate to EPD

Working in asset protection and having relationships with officers has increased my trust with Elgin police officers. Several officers have communicated with me and have followed up with arrest with theft related incidents. Merchant meetings conducted by Detective Hughes has also increased my trust by sharing information with some crime incidents that have occurred in Elgin and the surrounding areas.

Working with the residents, listening, and keeping them involved.
Training

(1) Continue to be transparent with issues in our community and how the EPD is addressing those issues. (2) Continue to require training for all EPD personnel to ensure understanding and implementation of best practices to accommodate diversity, prevent racial bias, and honor the individuals whom you serve.

1. Public education regarding being polite to police when stopped. 2. " running from police probably will not have a good outcome.

By holding their officers accountable for their actions, and by making their white and Latino officers go through more training on how to deal with black peoples as they deal with whites and Latinos

Continue to find ways to increase the officers' capacity to understand the needs of the community by way of cultural knowledge as well as knowledge of factors contributing to issues like mental illness, substance abuse, homelessness, trauma, domestic violence, and recidivism in crime.

Continue to provide classes for volunteers Elgin needs an Emergency Management Services team, instead of using just CERT or CPAAA.

Continue with CIT training so that all personnel are trained. Continue with transparency and openness.

Diversity Training. Deescaltion training

Educational programs
HIV, mental health, cultural, racial and restorative justice training. Ending out dated confrontational command presence training. Restore concept of "officers of the peace" rather than "law enforcement".

I had a great feeling about the EPD until the recent shooting. The former chief had made great strides in community engagement. It is a shame that the improvements gained over many years of hard work were eliminated by one officer who acted rashly/inappropriately/wantonly when a lesser use of force may have provided the needed result. One way that could increase my trust would be the EPD sharing how officers are evaluated/trained/reprimanded over the course of their training and years with the department. I know in a Union situation that this information may be hard to release or share.

I think truly listening to the concerns of the community in regards to the racial biases that have been documented across the county, and in Elgin is critical. Engaging in concrete steps to acknowledge and unlearn the biases DAILY, will also be critical. Be it training, being more reflective of the communities of color, queer communities, undocumented folks in Elgin is also critical.

Justice for Cynthia Clements— the officers really assumed she would come out with a knife. They said this. They believed she would hurt them prior to the shooting. They discussed this on camera. They planned to use force on her from the beginning. All she did was emerge from a car. She was many feet away and not an imminent threat, knife or no. But they just believed she was a threat all along. Here is no accountability here. The attitude seems to be “Oh, she had a knife, guess there was nothing else to do.” Regular, ongoing implicit bias training De-escalation training Training on handling mentally ill people (see: Cynthia) and people with disabilities such as autism who do not easily understand verbal cues Refuse to cooperate with
ICE  Recruit people of color  Promote people of color  Reject any and all offers of military equipment from the government  Overall de-militarize  Spend time with the communities of Elgin which have higher than state average population of poor and LatinX people— What do THOSE community members need from their police?  Require reading. Yes, for real. Reading builds empathy. There are studies on it. Do reading as professional development. Work with the library to find great books.

More community policing training of non-lethal deterrence after seeing shooting video of woman on the tollway.

Police officers should receive training on traumatic responses and not treat everyone as a perceived threat when they are fleeing (traumatic response in certain cases) and you clearly don’t see a weapon and if the person is having a medical episode no matter the color of their skin.

Police in general should be aware of the implicit biases and take the training combined with traumatic response/flight or freeze. Not everyone who runs away is guilty of a perceived crime, but afraid and it might be their natural response to a perceived threat based on their culture and life experiences. It shouldn’t always be about expressing power to control a situation when that’s sometimes needed in order to show mutual respect for LEO. Police officers should also undergo psychological evaluations every six months.

Stronger non lethal training, human interaction training and deescalation techniques, participation in community based activities and a clear understanding in protocol related to the subjects.

training commutation
With the killing and pursuit of Cynthia Clements, in the body cam video that was released to the public, the officers talked about using rubber bullets and a taser as restraint in case things got hectic. Yet when she got out of the car and allegedly lunged at the officers with a knife, she was shot in less than 3 seconds. What happen to the less invasive measures of restraint?? I also had a friend whom was pulled over for a broken tail light. He was patronized by the officer and threatened not to "get smart" or else he'd be sorry. To increase my trust, EPD needs to receive daily training on how to not feel threatened at the presence of minorities. This so called threatened feeling that they get are costing people their LIVES. Evidently, they feel the need to only use deadly force when it comes to such a demographic. Everyone has bias when it comes to things, so maybe training EPD on how to be less bias and how to be culturally knowledgeable can improve my trust level. That way I'll know that my ethnic group aren't being harassed or mistreated based on the soul purpose of their skin. As for an additional method to increase my trust, EPD can also receive training on when the appropriate time is to draw their fire arm and use it. I understand that they must do so if they feel like their life is at risk, however, the death of Cynthia Clements COULD HAVE been prevented. It was clear that she was mentally ill and not in her right state of mind. I could see if she pursued them for an extensive amount of time with the "alleged knife" but she stepped out the car within less than 3 seconds and within that time frame she was shot and killed. Disgusting.

Visible

more patrol in the bad areas of town, ex. when I go to certain parts of town, I avoid certain places because of people harassing you for money, or trying to sell you their government benefits. Keep up the community events to meet the people of Elgin, makes people feel more approachable and trust in what you guys do.
1. Be more visible. 2. Reinforce the law no matter how small. I've seen officers at lights or parking lots, don't stop people on the phone, loud music, erratic and just not paying attention. Need to reinforce laws, if not why have them as a law

1. Stay Visible to community 2. Continue to share, as much as possible, when it will not interfere with a case to the citizens.

Be more visible  Be more transparent

Be more visible in my neighborhood on the west side. It seems the downtown and east side of Elgin get all the police department's focus.

Be more visible in the community. Be better trained in how the officers speak in public.

Be more visible, drive a little slower down side streets. Let us know when we need to be careful in our neighborhood because something is going on.

Be seen in the community. Give a warning ticket once in awhile, don't act like we are all the bad guys.

Be visible  Be and use fair and consistent practices when encountering all suspects regardless of race

Be visible in case I need help. Continue to provide senior liason through Cheryl Aschenbrenner.

Be visible in community

Be visible... and continue doing what you do everyday. Much appreciated!

Being involved in the community and following all safety rules when on the job.

Being more visible! Always keeping the residents informed about our community.
Being present. Have actions printed in local newspapers or newsletters.

Being present/visible in evening hrs  Continue senior seminars/services

Being visible  Work with ICE

continue being a visible presence on the streets as well as the media. there is nothing to hide

I support and trust the EPD 100%. Keep up the great work!  1. Continue responding when there is a neighborhood concern.  2. Be visible

Increase their police patrolling and to decrease discriminatory language ( be familiarize with the population they are working with)

Increase visibility in the community  Cooperate with the organization I work with

More officers visible, walking, riding...heavier emphasis on community. Establish a civilian oversight board related to instances of complaints about police, so that citizens feel the police are not investigating police complaints.

More patrol on the far west side in the 55 communities

Overall our PD does a remarkable job. If I had to say a negative it would be the number of officers we have. I would like to see an increase of officers on the streets.

See more patrol cars cruising in all Elgin areas.

seeing more of them hearing more stories of positive news

Showing more presence in the downtown area during the warmer months.

Treat everyone fairly. Maintain high visibility.
Visibility in neighborhoods.
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Appendix E

Scoring Instrument

Sense of Community Index 2 (SCI-2): ©
Background, Instrument, and Scoring Instructions

Community Science
438 N. Frederick Avenue, Suite 315
Gaithersburg, MD 20877
301-510-0722 voice
301-510-0724 fax
www.communityscience.com
www.senseofcommunity.com
The Sense of Community Index (SCI) is the most frequently used quantitative measure of sense of community in the social sciences. It has been used in numerous studies covering different cultures in North and South America, Asia, Middle East, as well as many contexts (e.g. urban, suburban, rural, tribal, workplaces, schools, universities, recreational clubs, internet communities, etc.). The SCI is based on a theory of sense of community presented by McMillan and Chavis (1986) that stated that a sense of community was a perception with four elements: membership, influence, meeting needs, and a shared emotional connection.

Results of prior studies have demonstrated that the SCI has been a strong predictor of behaviors (such as participation) and a valid measurement instrument. Nonetheless the SCI has also been subject to criticisms and limitations. The reliability of the overall 12 item scale has been adequate, however it consisted of four subscales whose reliability were inconsistent and generally very low. The SCI had a true-false response set that limited variability and concerned critics. Despite its use with different cultural groups, there were concerns about the adequacy of the SCI as a cross cultural measure. A study of immigrant integration in a western US state, provided the research team the opportunity to revise the SCI in order to address previous concerns. The research team created a 24 item Sense of Community Index version 2 (SCI-2). Unlike the earlier version, it was able to cover all the attributes of a sense of community described in the original theory. A Likert scale was developed instead of the True-False format. The original draft was piloted with 36 culturally person in seven different settings from Maryland to Hawaii. Strong reliability was found, but there were several suggestions for improvement which were incorporated (i.e., rewording of the statement to increase clarity).

The SCI-2 was revised and used within a larger survey of 1800 people. The analysis of the SCI-2 showed that it is a very reliable measure (coefficient alpha= .94). The subscales also proved to be reliable with coefficient alpha scores of .79 to .86.

Community Science is pleased to share this material with other organizations and individuals free of charge. No changes may be made to the SCI-2, for use in either print or electronic form, without the permission of David Chavis, Ph.D., Community Science, 438 N. Frederick Ave., Suite 315, Gaithersburg, MD 20877; 301-519-0722 (office) or 301-519-0724 (fax) or email dacchavis@communityscience.com.

Citation for this instrument:
SENSE OF COMMUNITY INDEX II

The following questions about community refer to: [insert community name].

How important is it to you to feel a sense of community with other community members?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prefer Not to be Part of This Community</td>
<td>Not Important at All</td>
<td>Not Very Important</td>
<td>Somewhat Important</td>
<td>Important</td>
<td>Very Important</td>
</tr>
</tbody>
</table>

How well do each of the following statements represent how you feel about this community?

<table>
<thead>
<tr>
<th></th>
<th>Not at All</th>
<th>Somewhat</th>
<th>Mostly</th>
<th>Completely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. I get important needs of mine met because I am part of this community.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>2. Community members and I value the same things.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>3. This community has been successful in getting the needs of its members met.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>4. Being a member of this community makes me feel good.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>5. When I have a problem, I can talk about it with members of this community.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>6. People in this community have similar needs, priorities, and goals.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
<tr>
<td>7. I can trust people in this community.</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>

Community Science 1

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<table>
<thead>
<tr>
<th></th>
<th>Sense of Community Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.</td>
<td>I can recognize most of the members of this community.</td>
</tr>
<tr>
<td>9.</td>
<td>Most community members know me.</td>
</tr>
<tr>
<td>10.</td>
<td>This community has symbols and expressions of membership such as clothes, signs, art,</td>
</tr>
</tbody>
</table>
<pre><code>|   architecture, logos, landmarks, and flags that people can recognize.                   |
</code></pre>
<p>| 11.| I put a lot of time and effort into being part of this community.                        |
| 12.| Being a member of this community is a part of my identity.                               |
| 13.| Fitting into this community is important to me.                                          |
| 14.| This community can influence other communities.                                         |
| 15.| I care about what other community members think of me.                                   |
| 16.| I have influence over what this community is like.                                       |
| 17.| If there is a problem in this community, members can get it solved.                      |
| 18.| This community has good leaders.                                                         |
| 19.| It is very important to me to be a part of this community.                               |
| 20.| I am with other community members a lot and enjoy being with them.                       |
| 21.| I expect to be a part of this community for a long time.                                 |
| 22.| Members of this community have shared important events together, such as holidays,      |
|   celebrations, or disasters.                                                           |
| 23.| I feel hopeful about the future of this community.                                       |
| 24.| Members of this community care about each other.                                         |</p>
Instructions for Scoring the Revised Sense of Community Index

1. Identifying the Community Referent

The attached scale was developed to be used in many different types of communities. Be sure to specify the type of community the scale is referring to before administering the scale. Do not use “your community” as the referent.

2. Interpreting the Initial Question

The initial question “How important is it to you to feel a sense of community with other community members?” is a validating question that can be used to help you interpret the results. We have found that total sense of community is correlated with this question — but keep in mind this may not be true in every community.

3. Scoring the Scale

For the 24 questions that comprise the revised Sense of Community Index participants:

- Not at All = 0, Somewhat = 1, Mostly = 2, Completely = 3

Total Sense of Community Index = Sum of Q1 to Q24

Subscales

- Reinforcement of Needs = Q1 + Q2 + Q3 + Q4 + Q5 + Q6
- Membership = Q7 + Q8 + Q9 + Q10 + Q11 + Q12
- Influence = Q13 + Q14 + Q15 + Q16 + Q17 + Q18
- Shared Emotional Connection = Q19 + Q20 + Q21 + Q22 + Q23 + Q24

Community Science
IRB Approval

To: Dr. Marlon Cummings and Mr. Frank Trost
From: Institutional Review Board – Governors State University
      Renée D. Theiss, PhD, IRB Chair
CC: irb@govst.edu
Date: June 19, 2018
Re: "Community Trust Building and the Elgin Police"

Project Number: #18-04-01

The Institutional Review Board at Governors State University has granted exempt approval for your project. You may begin your research.

Please be advised that if you make any substantive changes in your research protocol, you must inform the IRB and have the new protocol approved.

For implied consent (electronic and paper), please note that you may ONLY used the text from your April 2018 revision that has been approved by the IRB.

Please refer to your GSU project number when communicating with us about this research.