

Study of the Community's Perception of Georgia Law Enforcement Agencies

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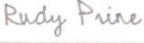
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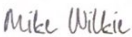
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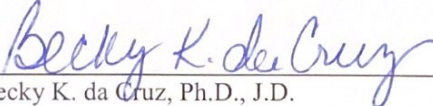
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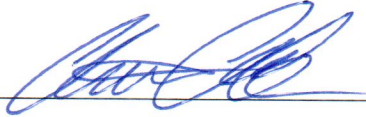
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ABSTRACT

Through the use of telephone surveys and interactions with Georgia Chamber of Commerce members, this study measured the perceptions of key community stakeholders regarding the performance of law enforcement. Comparing the level of satisfaction and confidence with agencies that had attained a Commission on Accreditation for Law Enforcement Agencies (CALEA) Accreditation or Georgia State Certification with agencies that had not achieved any level of accreditation nor certification allowed the researcher to make conclusions about the benefits of attaining an accreditation or state certification. Another area examined in this study was the comparison of Uniform Crime Reporting (UCR) to determine if the numbers were useful in determining the efficiency of a law enforcement agency. The comparison looked at five years of data with agencies that were accredited, certified, or had not attained either certification or accreditation.

By examining the UCR data, the researcher concluded that while there may be a benefit to collecting crime data, the results indicated no difference in crime rates across the three types of agencies. Based on the results from the telephone survey, the researcher was able to conclude the respondents indicated a higher level of satisfaction and confidence with the agencies that had attained either CALEA Accreditation or Georgia State Certification.

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Chapter One

INTRODUCTION

Background

Police agencies, and the men and women responsible for policing our nation's streets and neighborhoods are tasked with protecting citizens, safeguarding property, and investigating crimes that have occurred in their jurisdiction. On top of accomplishing all the basic provisions of the law enforcement position, officers are required to complete many additional tasks assigned to them, while also fostering positive community relations with the citizens in their jurisdiction. While it may not be clearly outlined in the story of the day on the television, internet, or print media, police are doing a good job. An external review or an accreditation process can positively impact the way a citizen views its police agency and the effectiveness of the agency.

While there are many ways to evaluate how a police department is doing, there is no single way to clearly outline if a department is successful. Looking for a way to evaluate their departments, several agencies decided to look for a professional organization to assess its efforts. Describing what started some of the reasons for seeking accreditation, McCabe et al., (2018) indicated it was "partly to address the public outcry against the sometimes-violent police responses to the civil rights and antiwar protests of the 1960s and 1970s (p. 298).

Even though there are not as many violent protests and antiwar protests in today's age, the profession of law enforcement has still faced critical responses after the death of

African Americans during use of force incidents. While the media has vilified some in the law enforcement profession, McCabe et al., (2018) also pointed out that “many called for more highly trained police officers in response and more police accountability,” which are both tenets of law enforcement accreditation (p. 298). In their research of accreditation, McCabe et al., (2018) also looked at why departments would engage in a voluntary accreditation process and concluded that it “may be a rational response to a history of trouble or the potential for future crisis” and some “may use accreditation to build a reputation for professional administration of public services” (p. 298).

Though many people would argue the media has an agenda, and many of the stories on the news are either false or exaggerated for ratings and sensationalism, it is uncertain what effect these stories have had on the ordinary citizen and their perception of the police. In his discussion of public confidence in policing, Jones (2015) discussed the role of many instances where black men were killed by police that influenced some of the numbers. Jones (2015) illustrated that, “these events likely contributed to the decline in confidence in police, although it is important to note that American’s trust in police has not been fundamentally shaken---it remains high in an absolute sense, despite being at a historical low” (p. 3).

Merriam-Webster defines confidence as the “faith or belief that one will act in a right, proper, or effective way” (2018). Confidence is a crucial factor and one of the variables discussed in this study. Trust, satisfaction, and effectiveness are all variables that could lead to a measure of positive or negative confidence in a police agency, based on the perceptions and feelings of each citizen. Since this study focused specifically on

the effect of external forces, it was imperative to ensure all measurements could be correlated as close as possible to this key variable.

To determine the difference between the public's perception of The Commission on Accreditation for Law Enforcement Agencies (CALEA) Accredited agencies, Georgia State Certified agencies, and non-accredited or certified agencies, the researcher posed questions to members of the Chamber of Commerce to gauge their opinion on the community's perception of the law enforcement agencies in their area. In their study of trust and confidence in the police, Bradford and Jackson (2010) determined "in all the models tested, overall confidence and trust in police fairness and engagement were highly correlated" (p. 6). The data collected was used to show the relationship between the public's perception of CALEA Accredited agencies and Georgia State Certified agencies, compared to the public's perception of agencies neither accredited nor certified. Public perception of CALEA Accredited agencies and Georgia State Certified agencies was measured to determine their effects on citizens, to gauge their level of satisfaction and confidence with their performance, and then compared to data collected from agencies neither accredited nor certified.

While there have been many studies conducted on the satisfaction or confidence of police agencies, there is very little research or substantiated conclusions on what effect an external review would have on the citizen's perceptions of law enforcement agencies. An integral part of gaining the public's trust is to have a system in place that ensures an agency's practices, policies, and procedures are sound and that the agency is in fact, following them.

There are checks and balances at pretty much all levels of the government, including, the Executive, Legislative, and Judicial Branches of the Federal Government. Currently, there are limited levels of checks and balances at the local police level and a minimum level of standards to which each that each must adhere. The Department of Justice can conduct investigations of police agencies; however, most agencies answer to elected officials, the attorney general, and state investigative agencies, which have little oversight control. While these are all valid ways to ensure agencies act properly or within their scope, most of these occur reactively, while the accreditation and certification processes are proactive. None of these checks and balances occur at a time when incidents could have been avoided, only after the damage has been done.

The education system uses an accreditation process to ensure the professionalism and accountability of the education profession. Currently, there are no required accreditation processes for law enforcement agencies in the United States. CALEA is a voluntary process that law enforcement agencies may enter if they wish to have outside evaluators determine if they are compliant with established professional standards in law enforcement. CALEA is a recognized National and International Accreditation developed for the sole purpose of creating professional agencies with stringent standards above and beyond what is required by applicable state and federal laws. Several states, including Georgia, also have similar programs on a smaller scale, focused on agencies that do not have the staffing or the funds to participate in this national program. While these processes have been in effect for well over twenty years, the number of agencies involved in one or more of these voluntary processes is clearly in the minority.

For example, in the United States, Greenberg indicated there are approximately 18,000 law enforcement departments (2016). Of the 18,000, there are only 724 agencies that have been awarded Law Enforcement Accreditation by CALEA in 2020 (2020b). Based on those numbers, CALEA Accredited agencies account for approximately four percent of the total number of law enforcement agencies in the United States. For the state of Georgia, the numbers are higher, but not by a substantial percentage. Of the 628 law enforcement agencies in Georgia, 45 are currently accredited by the CALEA process (2020b). Those 45 agencies represent approximately seven percent of the total agencies in the state of Georgia.

Since the primary hypotheses of the research project is that Georgia law enforcement agencies that are part of an accreditation or certification process will have a higher level of confidence and satisfaction than agencies that have neither accreditation nor certification, the researcher gathered data through a telephone survey to test the hypotheses. For this project, the researcher analyzed data from the surveys collected to determine the confidence and satisfaction levels of the community, through the eyes of the members of their respective Chamber of Commerce.

In this study, the researcher attempted to answer 11 questions, understanding that additional questions and conclusions may have been attained during the research and conclusion portion of the project. The researcher attempted to discover if the citizens of the CALEA Accredited agencies or Georgia State Certified agencies had a higher level of satisfaction with the overall performance, professionalism, level of transparency, response to the community, and efforts to create positive race relations than those agencies that have neither accreditation nor certification. The researcher also wanted to

determine if residents of CALEA Accredited or State Certified agencies had more confidence that the agencies were trying to establish partnerships in the city, that the agencies were working with citizens to address challenges in the community, that the agencies were working to create a diverse workforce, and that the agencies were performing impartial use of force audits more than citizens of non-CALEA Accredited or State Certified agencies. After determining the view of the members of the local Chamber of Commerce on the levels of confidence and satisfaction of their respective law enforcement agency, the researcher attempted to determine if the community's confidence of the performance level of CALEA Accredited agencies or Georgia State Certified agencies was higher than agencies that are neither accredited nor certified. The researcher planned to investigate the notion that crime reporting can be a useful way to measure agencies by examining the Uniform Crime Reporting (UCR) from the 40 CALEA Accredited agencies selected and comparing the numbers to 35 Georgia State Certified agencies and 75 agencies that are neither certified nor accredited.

Citizens must have the requisite knowledge of the accreditation process or certification process and how it will benefit their law enforcement agency. By examining citizens' perceptions through the survey process, the researcher was able to determine their level of satisfaction and confidence; and discover the role accreditation or certification enhances those perceptions.

For this study, the researcher gathered materials from CALEA and other sources that are not available to persons that are not associated with accreditation or certification. The researcher has been involved in working with agencies on the initiation and completion of their law enforcement certification or accreditation for over ten years. This

involvement allowed the researcher some initial insights into the process and provided both a personal and professional perspective on the positive attributes of accreditation or certification to law enforcement. In addition to the client relationship with accreditation and certification, the researcher also taught courses on attaining certification, held positions on boards promoting accreditation, and worked on developing some of the standards for the Georgia State Certification process.

To ensure there was limited or minimized bias in this study, the researcher took steps to remain neutral throughout the research portion of the study and the final conclusions created by the data. The researcher enlisted members of the community and local Tennessee Chamber of Commerce members to review the surveys to ensure they were unbiased, and the questions were easy to understand. The researcher had portions of the study reviewed by other students and led discussions with others in the educational community on the merits of the study. Finally, the researcher relied on the data to confirm or refute the stated hypotheses instead of forcing the researcher's opinions or expectations into the study. While it is impossible to eliminate all bias, the researcher needed the reader to have all of the information available to judge the merits of this study.

Purpose Statement

The purpose of this research was to examine the attitudes and perceptions of citizens of police agencies that have achieved CALEA Accreditation or Georgia State Certification. By studying the perceptions of the citizens of both CALEA and State Certified agencies and comparing them to agencies that have neither accreditation nor certification, the researcher was able to establish a rationale for the benefits of police

accreditation, certification, or some type of oversight for each policy agency to improve overall relations with citizens. Since accreditation and certification are based on professional law enforcement standards, this research also shows the benefits of professional standards in law enforcement and why these standards should be required of all law enforcement agencies.

Statement of the Problem

Many incidents in the United States have highlighted a divide between some law enforcement agencies and the public it serves. Pointed out by Barthelemy et al. (2016), one of the first large-scale scandals reported by the media was the Rampart Scandal in Los Angeles, California. In this scandal, it was revealed that the police conducted “bogus arrests, perjured testimony, and planted drop guns on unarmed civilians” (p. 416). This incident was just the beginning and more recently the image of law enforcement has been tarnished by the incidents in Baltimore, Maryland and Ferguson, Missouri. In their assessment, Barthelemy et al. (2016) explained that the “Department of Justice’s discovery of implicit and explicit racial bias by the Ferguson, Missouri Police Department against African American residents further crystallized the lack of trust that many Blacks have for members of law enforcement” (p. 416).

While these incidents have garnered national attention, the state of Georgia has had its share of issues with professionalism in law enforcement. In his reporting, Culver pointed out that an entire class of Georgia State Troopers were fired after an investigation was conducted into the entire class cheating on an examination while in the academy (2020). As described by Amiri, two officers were fired in Roswell, Georgia for using a coin-toss to decide what enforcement to take on a traffic stop while helping investigators

by recording the entire incident on their dash-cam video (2018). Following investigations by the Georgia Bureau of Investigation, two police officers were arrested in Northwest Georgia. Both were arrested, according to Prince, one for allegedly sexually assaulting a woman and the other for an alcohol-fueled incident that ended with gunshots (2019).

Law enforcement agencies should take measures to ensure incidents like these do not occur in their jurisdictions. While the police cannot prevent incidents from occurring, they can establish standards, transparency, and professional oversight that can assist when those incidents do occur. In relation to confidence, Barthelemy et al, (2016) explained that “mistrust in law enforcement greatly undermines community confidence in police and makes it substantially more difficult to create effective collaborations with this segment of the criminal justice system” (p. 416).

As Doerner and Doerner described, there is “very little governmental oversight” of police agencies (2012). Doerner and Doerner explained, legislatures have determined minimum standards for who can work as a police officer, but they have not set a minimum level of expectation, or a set of standards, law enforcement agencies must meet and attain (2012). This leaves each agency to determine what standards they will conform to and to what levels of accountability they will choose to adhere to.

Currently, there are very few agencies that are taking part in a voluntary accreditation or certification process that highlights professional hiring standards, transparency, retention, and many other areas that are mentioned in complaints about police agencies. For the future of policing, agencies must begin working towards the standards that the citizens expect of them, and accreditation is one step closer to meeting

that mark. As researchers, we must determine what methods and types of evaluation can be used to indicate the level of professionalism and proficiency every citizen expects of its law enforcement agency.

The final step of the process to gather the information needed for this study was to determine what type of person or group of persons would be able to provide information on the community's relationship with law enforcement. To obtain information from a group of individuals that have significant knowledge of the community, the researcher chose to solicit survey responses from members of the local Chamber of Commerce. As described by the U.S. Chamber of Commerce, "a chamber of commerce is a voluntary partnership of businesses and professionals working together to build a healthy economy and improve the quality of life in a community" (2020). Working together within the community to solve community problems provides chamber members an understanding of how their citizens perceive most issues in the community.

Research Questions

To evaluate the stated problem, the researcher conducted this study to answer the following questions:

1. Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA accredited or State Certified have a higher level of satisfaction with the performance of their police agency than police agencies that are neither certified nor accredited?
2. Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA accredited or State Certified have a higher level of satisfaction with the professionalism of their police agency than police agencies that are neither certified nor accredited?

3. Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA accredited or State Certified have a higher level of satisfaction with the level of transparency of their police agency than police agencies that are neither certified nor accredited?
4. Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA accredited or State Certified have a higher level of satisfaction with the response to the concerns of the community by their police agency than police agencies that are neither certified nor accredited?
5. Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA accredited or State Certified have a higher level of satisfaction with the efforts to create positive race relations by their police agency than police agencies that are neither certified nor accredited?
6. Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA accredited or State Certified have a higher level of confidence their police agency is working to build relationships within the community than police agencies that are neither certified nor accredited?
7. Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA accredited or State Certified have a higher level of confidence their police agency works with citizens to solve problems than police agencies that are neither certified nor accredited?

8. Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA accredited or State Certified have a higher level of confidence their police agency is working towards creating a diverse workforce than police agencies that are neither certified nor accredited?
9. Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA accredited or State Certified have a higher level of satisfaction with the confidence their agency will conduct impartial use of force investigations on its own employees than police agencies that are neither certified nor accredited?
10. Do citizens, as viewed through the opinion of the representative of the respective chamber of commerce, of police agencies that are either CALEA accredited or State Certified have a higher level of confidence in their police agency's performance than police agencies that are neither certified nor accredited?
11. Will a comparison of UCR (Uniform Crime Reporting Numbers) of Georgia CALEA accredited agencies, Georgia State Certified agencies, and non-accredited and non-certified Georgia agencies show any statistical significance?

Chapter Two

LITERATURE REVIEW

History of CALEA

In 1973, an initiative was launched to create professional standards for law enforcement agencies. The Law Enforcement Assistance Administration (LEAA) created a commission to discover and discuss ways to improve operations of police agencies and to provide guidance to agencies on how to become more efficient. This initiative led the Department of Justice in 1977 to provide a grant to professional organizations in law enforcement to form a model of accreditation for professional policing. CALEA pointed out the organizations selected for this project were the International Association of Chiefs of Police (IACP), National Organization of Black Law Enforcement Executives (NOBLE), National Sheriff's Association (NSA), and the Police Executive Research Forum (PERF) (2020g).

Due to the efforts of these organizations, a non-profit organization named, The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) was formed in 1979. The organization was tasked with developing the standards for accreditation in law enforcement and introduced its first edition of standards in 1983, containing 944 standards. In Chicago, Illinois in 1984, the first agency was awarded CALEA National Law Enforcement Accreditation. This CALEA award marked the beginning of established professional law enforcement standards in the United States (2020g).

After the establishing the standards, CALEA began expanding its footprint internationally and into other areas of law enforcement. In 1988, the first agency from Canada became accredited by CALEA. In 1997, the first agency from the Caribbean followed with CALEA Accreditation, and Mexico joined the accreditation field in 2007. In 1999, CALEA teamed up with communication professionals and created a national accreditation for public safety communication agencies, and in 2002, developed accreditation standards for public safety training academies. Over the past several decades, CALEA has worked to improve the process of accreditation through technological advances and continues to update professional standards to adjust for changes in the industry. Currently the Law Enforcement Accreditation Standards are in their 6th Edition (2020e).

Law Enforcement Accreditation

While other governmental entities and non-profit groups claim a level of accreditation or certification at the state level, CALEA is the only recognized National Accreditation in the United States for law enforcement agencies. In his explanation of the program, Burch described that “an accredited law enforcement agency has processes and procedures in place to demonstrate it provides professional services to the community it serves” (2017). In his analysis of the process, Burch also details that, “accreditation is a voluntary, internal process by which agencies seek to achieve, objectively verify, and maintain high quality in their operations through periodic evaluations conducted by an independent, non-governmental body” (2017).

In his overview of the CALEA process and what the CALEA process entails, Burch explained the “standards cover role, responsibilities, and relationships with other

agencies; organization, management, and administration; personnel administration; law enforcement operations, operational support, traffic law enforcement; detainee and court-related services; and auxiliary and technical services” (Burch, 2017). The purpose of the process is to create a set of standards covering all aspects of the law enforcement function. One of the highlights of the CALEA program pointed out by Burch was that “CALEA accreditation standards are practitioner-informed and developed, and many are influenced by evidence-based practices” (Burch, 2017). The standards are best practices created for agencies to establish credibility and meet a higher level of professional standard.

CALEA Process and Standards

CALEA outlines its Law Enforcement Accreditation Process in five steps. The first step is the enrollment process. This is the step where the agency begins to learn about the process and commits to joining the process. The second step is the self-assessment process, which is used for the agency to determine what standards they already meet and what standards they will have to make changes to their operations to adhere to. The third step is the assessment phase. The assessment phase consists of a reviewing each agency file (showing how they comply with the standards) and CALEA assessors visiting the agency to conduct interviews and make observations about the agency. The team leader will complete a final report and submit it to CALEA for review. If the commission determines the agency has met the established standards, the agency receives its award of accreditation (4th Step). After achieving initial accreditation, the agency is involved in the final step of the process-reaccreditation. During the reaccreditation process, the agency’s files are evaluated every year, and assessors visit the

agency every four years to ensure the agency has remained in full compliance with the standards. If there are any issues during the cycle, the agency's CEO will have to explain the issues to the CALEA commission to remain in the program (2020).

The CALEA process has two levels of accreditation that agencies choose from to participate in. The CALEA Law Enforcement Accreditation (Tier One) and CALEA Advanced Law Enforcement Accreditation (Tier Two) are the available options for agencies. The Advanced Program (Tier Two) requires the agency to meet all 459 standards established by CALEA, while the Tier One agencies are required to show compliance or adhere to the 181 standards. According to CALEA, the cost to the agency is the same no matter what tier is selected (2020e).

As part of the review process, CALEA has a committee called the Standard's Review and Interpretation Committee (SRIC) that continuously evaluates and makes suggestions for changes to the standards or accreditation process. As part of the accreditation process, all agencies are not required to adhere to all standards. Some standards that are required are based on the agency size. For example, smaller agencies are not required to have full-time personnel assigned to victim advocate positions, while larger agencies will have to adhere to the requirement. Another strategy to ensure agency size is taken into consideration is using mandatory and non-mandatory standards. Standards that are deemed critical are required to be met by each agency in the process. Other standards that are not deemed as critical are labeled non-mandatory. Each agency must meet all the mandatory standards and at least 80 percent of the non-mandatory standards to achieve and keep their law enforcement accreditation through CALEA (2020e). Each standard in the CALEA process contains a number, a standard and bullet

points, if applicable, and is followed by commentary to assist the agency with the standard's intention. Below is an actual CALEA standard taken from the 6th edition of Power DMS (2020c).

4.2.4

Annually, the agency conducts an analysis of its use of force activities, policies, and practices. The analysis should identify:

- a. date and time of incidents;
- b. types of encounters resulting in use of force;
- c. trends or patterns related to race, age, and gender of subjects involved;
- d. trends or patterns resulting in injury to any person including employees;
and
- e. impact of findings on policies, practices, equipment, and training.

Commentary

A review of incidents of force may reveal patterns or trends that could indicate training needs, equipment upgrades, and/or policy modifications. The process of collecting and reviewing the reports is also critical to this analysis. Time sensitive standard.

The numbers at the beginning of the standard are reflective of the Standard Number. This number represents the chapter (4), the section (2), and the standard number (4). The initial statement is considered the standard. Some standards contain the statement alone, while some standards also have bullet points. If the standard does not have bullet points, the agency must just satisfy the standard statement. If the standard has bullet points (similar to this standard), the agency must conform to the standard statement and all the bullet points to be in compliance. In this standard, the agency would have to

conduct an analysis of their force activities, an analysis of the policies on use of force, and an analysis of their practices. Since the standard indicates annually, this analysis must be conducted at least once per year and each of the analysis would have to be provided to CALEA to show compliance with this standard (2020e).

The analysis must contain and cover each of the five bullet points, and if it only covers four of the bullets, the agency would not be conforming to the standard. At the end of the standard in italics is the commentary section. The commentary section is non-binding, which means the agency does not have to meet all the comments or suggestions made in the narrative. The commentary is provided to add guidance to the intent of the standard and to assist agencies with understanding the meaning of the standard. Since this is a time-sensitive standard (must be completed each year), this notation is made at the conclusion of the commentary.

Agencies Involved in Accreditation

In his discussion with Chief Ramsey about the state of policing in the United States, Greenberg estimated that there were approximately 18,000 law enforcement agencies in the United States (2016). According to the CALEA Official Website, there are currently 181 agencies in the self-assessment phase of CALEA and currently 724 agencies accredited with the Law Enforcement Accreditation Award (2020b). Based on the numbers provided, CALEA accredited agencies make up approximately four percent of the total number of law enforcement agencies in the United States.

Table 1: *United States CALEA Agencies*

United States Agencies	
Municipal	476
Sheriff	83
College/University	77
County/Regional	22
Specialized	16
Transportation	15
State Law Enforcement	13
State Agencies	10
State Highway Patrols	10
Housing Authority	2
Total	724

The self-assessment phase of the CALEA process allows agencies to indicate their intention to pursue the CALEA process and begin to attain the materials and support necessary to complete the process. CALEA indicates that “self-assessment refers to the internal, systemic analysis of an agency’s operations, management, and practices to determine if it complies with applicable standards” (2020f). This self-assessment process allows agencies to evaluate their agencies internally and determine the processes and changes needed to attain accreditation. After completing the self-assessment process, the agency will reach out to CALEA to schedule an assessment of the agency. During the assessment, CALEA assessors will determine if the agency has complied with the standards and make a recommendation if the agency becomes accredited (CALEA, 2020f).

The state of Georgia has approximately 628 law enforcement agencies, as determined by Reaves who was tasked by the Department of Justice to calculate how many law enforcement agencies were in each state (2011). Of these 628 law enforcement

agencies in the State of Georgia, 45 are accredited by CALEA. This represents approximately seven percent of the total agencies in the state. The 45 agencies accredited in the State of Georgia that were utilized in this study are listed in the tables below, along with their locations and total agency size. The different types of agencies have been separated based on their specific functions.

In the state of Georgia, the Sheriff of the county is responsible for enforcement in non-incorporated areas but is also responsible for maintaining a jail, serving civil and legal papers, and maintaining court security for their jurisdiction.

Table 2: *Georgia Sheriff Office Agencies Involved in CALEA*

Sheriff's Office		
Agency Name	Agency Location	Agency Size
Catoosa County Sheriff's Office	Ringgold, GA	118
Cherokee County Sheriff's Office	Canton, GA	407
Clarke County Sheriff's Office	Athens, GA	194
Columbia County Sheriff's Office	Appling, GA	380
Dekalb County Sheriff's Office	Decatur, GA	329
Floyd County Sheriff's Office	Rome, GA	46
Forsyth County Sheriff's Office	Cumming, GA	349
Fulton County Sheriff's Office	Atlanta, GA	618
Newton County Sheriff's Office	Covington, GA	242
Richmond County Sheriff's Office	Augusta, GA	553

Municipal police agencies in the State of Georgia are responsible for enforcement activities inside of the jurisdiction as well as handling all issues with local courts and security. They are set up differently than a Sheriff's office and do not have to comply with the accreditation or certification standards dealing with civil processes.

Table 3: *Georgia Municipal Agencies Involved in CALEA*

Municipal Agencies		
Agency Name	Agency Location	Agency Size
Albany Police Department	Albany, GA	254
Alpharetta Department of Public Safety	Alpharetta, GA	145
Americus Police Department	Americus, GA	51
Athens-Clarke Police Department	Athens, GA	318
Atlanta Police Department	Atlanta, GA	2337
Clayton County Police Department	Jonesboro, GA	500
Columbus Police Department	Columbus, GA	511
Conyers Police Department	Conyers, GA	92
Covington Police Department	Covington, GA	66
Dalton Police Department	Dalton, GA	100
Forest Park Police Department	Forest Park, GA	113
Gainesville Police Department	Gainesville, GA	116
Garden City Police Department	Garden City, GA	45
Griffin Police Department	Griffin, GA	91
Johns Creek Police Department	Johns Creek, GA	79
Kennesaw Police Department	Kennesaw, GA	83
LaGrange Police Department	LaGrange, GA	106
Marietta Police Department	Marietta, GA	171
Milton Police Department	Milton, GA	44
Peachtree City Police Department	Peachtree, GA	72
Rome Police Department	Rome, GA	105
Roswell Police Department	Roswell, GA	200
Suwanee Police Department	Suwanee, GA	46
Thomasville Police Department	Thomasville, GA	66
Valdosta Police Department	Valdosta, GA	179
Waycross Police Department	Waycross, GA	75
Woodstock Police Department	Woodstock, GA	64

Regional and/or county police departments are hybrid agencies that act as municipal agencies, but instead of being responsible for the municipal areas, they are responsible for the entire county. In these instances, the Sheriff generally handles only the constitutional duties of the office.

Table 4: *Georgia Regional/County Agencies Involved in CALEA*

Regional/County Agencies		
Agency Name	Agency Location	Agency Size
Cherokee County Marshall's Office	Canton, GA	18
Cobb County Police Department	Marietta, GA	756
Dekalb County Police Department	Decatur, GA	1295
Gwinnett County Police Department	Lawrenceville, GA	1104

In the State of Georgia, there are many specialized law enforcement agencies that are not typical first responder agencies. The Georgia Bureau of Investigation was created to assist local agencies and conduct enforcement efforts on a state-wide basis. The Metropolitan Atlanta Rapid Transit Authority (MARTA) is a state agency that is responsible for policing and security of the MARTA rail system. Campus police departments are responsible for enforcement on their campus but must also comply with additional accreditation and certification standards dealing with the Clery Act.

Table 5: *Georgia Specialized Agencies Involved in CALEA*

State Law Enforcement Agencies		
Agency Name	Agency Location	Agency Size
Georgia Bureau of Investigation	Decatur, GA	811
University/College Law Enforcement		
Agency Name	Agency Location	Agency Size
Georgia State University Police Department	Atlanta, GA	272
Georgia Tech Police Department	Atlanta, GA	114
Transportation		
Agency Name	Agency Location	Agency Size
MARTA Police Department	Atlanta, GA	395

Benefits of Law Enforcement Accreditation

The CALEA website lists five significant benefits for agencies that attain accreditation through the CALEA process. Increased community advocacy, which includes participation in community policing and other community programs, is listed as one of the benefits. A second benefit listed by CALEA for attaining accreditation is

increased governmental support and support from governmental officials. The third benefit of accreditation indicated is a stronger defense against lawsuits and civil litigation as agencies that have not achieved nor attempted accreditation. Exposure to lawsuits and risk in general is the fourth benefit CALEA outlines for agencies that achieve accreditation and greater accountability within the agency is listed as the final benefit (2020a). While CALEA lists these benefits of accreditation, agencies have also shown how the process benefits them.

In their press release, the Valdosta Police Department indicated they sought accreditation after allegations of corruption to “do what they could to re-instill within the community a sense of trust in its law enforcement” (Griner, 2005). After completing the process and gaining their 2nd accreditation, the Valdosta Police Department explained that, “the men and women of the Valdosta Police Department not only enjoy excellent support from their community, the media, and city officials, they know the philosophy of CALEA, and Chief Simon’s vision is directly responsible” (Griner, 2005).

In Elgin, Illinois, Chief Miller requested funds to work on accreditation after a neighboring department was sued four times for unethical behavior. Smith indicated that Miller pointed out to the council that “accreditation would improve the overall quality of policing in Elgin” (2000).

Cost of CALEA

One of the factors that might affect the number of agencies that are involved in the CALEA Accreditation process is the cost of the program. The cost for an agency depends on the agency’s size, not the program (Tier One or Tier Two) they choose to participate in. To start the process, each agency must pay an initial fee. The agency may

choose to pay the entire fee up front or pay in installments. Currently the initial fees for a potential CALEA agency are as follows:

Table 6: *Initial Fees for CALEA Process*

1 to 24 employees	\$8,475.00
25 to 199 employees	\$11,450.00
200-999 employees	\$16,125.00
1000 or more employees	\$19,950.00

The total number of employees for the agency includes both sworn and non-sworn personnel. In addition to this initial fee, the agency is also responsible for paying for the initial assessment. This fee from CALEA includes the airfare, hotel, and per diem for all assessors assigned to the agency (2020d).

After paying the initial fee, the agency has three years to complete all phases of the program and earn its accreditation. If the agency is unable to meet the deadline, the agency will have to pay 35 percent of their contracted rate every year they remain in the program. Once an agency has attained accreditation, they begin paying annual fees that cover the cost of the program, software, and all future assessments. These CALEA fees are also based on the size of the agency and currently are as follows (2020d):

Table 7: *CALEA Annual Fees*

1 to 24 employees	\$3,470.00
25 to 199 employees	\$4,065.00
200-999 employees	\$5,000.00
1000 or more employees	\$5,765.00

Other Types of Accreditations

Currently, there is little research on how law enforcement accreditation correlates to a positive public opinion or positive public confidence in law enforcement agencies.

One avenue to examine is other forms of accreditation and how those forms of accreditation impact citizen's perceptions of the agencies. Accreditation is used in education, the medical field, and public health. All of these organizations can be examined to begin the discussion of how accreditation impacts public perception.

In their study of accreditation in the nuclear medicine field, Garcia-Burillo, Hilson, and Mirzaei (2012) pointed out that "Accreditation means "to give confidence" to all interested parties (institutions, authorities, doctors, and patients)" (p. 1644). Even though Garcia-Burillo, Hilson, and Mirzai spoke on accreditation giving confidence, their study focused on how to best manage their resources and protect workers and patients instead of using accreditation to increase public confidence (2012). In their study of the impact on accreditation on health care quality in hospitals, Petrovic, Mukovic, and Vranes (2018) revealed "the essential idea of accreditation is to contribute to the creation of continuous quality improvement in health care to include the patients and his family partners in the treatment process and to improve employee satisfaction by improving work safety and efficiency" (p. 806). It is also important to note even though they believed there would be improvement, Petrovic, Mukovic, and Vranes (2018) also stated that, "given the fact that a considerable number of studies have been conducted about the impact of accreditation on the quality of health institutions and that despite this fact, there is not enough evidence that would confirm this influence with certainty" (p. 807).

In their study of public health accreditation, Carman and Timsina (2015), spoke about recommendations from the study on the future of public health. In this instance, they indicated that the study “recommended exploration of public health accreditation as a means of improving performance and accountability for governmental public health departments” (p. S353). Paying careful attention to the terminology, Carman and Timsina (2015) pointed out that based on their findings, “national public health accreditation might be the vehicle LHD’s (Local Health Departments) could use to improve operating environments, better manage resources, and reap rewards associated with meeting national industry standards” (p. S358). Once again, the research leads to a conclusion without data confirming the same. As concerning as the lack of research is for law enforcement accreditation, the lack of research and focus on research in accreditation in other fields is also bothersome.

Education and accreditation have been synonymous terms for years as most institutions have one or more accreditations. In his discussion of education, Wergin (2005) described accreditation in educations as “the only organized means by which the academy provides quality assurance to the larger public” (p. 35). As stated by Wergin (2005), “accreditation is a lightning rod for any public disaffection with higher education” (p. 35). While studying patient satisfaction and accreditation, Sack, et al. (2010) indicated that “a key parameter that is believed to measure quality of care in a hospital setting is patient satisfaction” (p. 1). Patient satisfaction and confidence are not interchangeable terms; but can be used in this study to determine avenues to approach the hypotheses in question. In their research, Sack, et al. (2010) also pointed out that “there is an emerging trend that accreditation is a feasible measure to improve the quality of

care and patient safety” (p. 1). In an unexpected conclusion, Sack, et al. (2010) determined the study “did not demonstrate any significant association between hospital accreditation and the primary or secondary outcome parameters reflecting patient satisfaction” (p. 5).

Georgia State Certification

Several states have an independent program based on the CALEA model for accrediting police agencies and have used them to boost professionalism in their respective states. The state of Georgia has a program for law enforcement certification that is modeled after the CALEA formula governed by the Georgia Association of Chiefs of Police (GACP). The discussion for creating a state-wide program began in 1990 and was developed through a similar process that CALEA used to develop its program. A collaborative group of organizations represented by the Georgia Association of Chiefs of Police (GACP), Georgia Sheriff Association, and local law enforcement and government officials began meeting in 1990 to discuss the program (GACP, 2020).

As shown on the GACP website, a committee was formed within the Georgia Association of Chiefs of Police and produced the first set of standards and the tenets of the program in 1996. The standards created were developed to provide a guide for Georgia law enforcement agencies to follow to improve each agency’s overall effectiveness and efficiency. Like CALEA, Georgia agencies began the self-assessment process to determine what standards they already met and what standards they needed to work on. Once the agency determined they are ready for certification, GACP sends out assessors to review agency policies, files, and processes to ensure they are meeting the guidelines and standards of the program. Once the assessment is complete and the

governing body votes to accept the agency, the department becomes a Georgia State Certified law enforcement agency (GACP, 2020).

While there are similarities between CALEA and Georgia State Certification, there are also significant differences. According to the GACP website, the certification fee and annual certification fee for each state agency in the program is \$375.00, considerably less than the fees associated with the CALEA Accreditation program. While the advanced accreditation process with CALEA has 459 and the regular accreditation process with CALEA has 181, the Georgia State Certification process has 129 standards (2020). According to the GACP website, there are currently 136 agencies certified in the State of Georgia (GACP, 2020).

Some agencies choose to seek and retain both Georgia State Certification and CALEA Accreditation. According to the information provided by the CALEA website, 45 agencies in the state of Georgia have achieved CALEA Accreditation (2020b). Of those 45 agencies that have achieved CALEA Accreditation, 40 have also achieved certification in the state of Georgia (GACP, 2020). Five agencies (Clayton County Police Department, Columbia County Sheriff's Office, Dekalb County Sheriff's Office, Fulton County Sheriff's Office, and the Georgia Tech Police Department) are accredited through the CALEA process, but not the state certification process. For agencies that are CALEA Accredited and wish to become state certified as well, the process is reduced so they do not have to show adherence to the standards that overlap between the programs. Currently, CALEA agencies must adhere to and show compliance with 19 additional standards to claim both accreditation and certification.

President's Task Force on 21st Century Policing and Accreditation

CALEA is not the only body or entity that has tackled the issue of professionalism in law enforcement. Due to his assessment of policing in the United States and incidents that occurred that caused public outcry towards police agencies, President Barack Obama signed an executive order establishing the Task Force on 21st Century Policing on December 18, 2014 (President's Task Force on 21st Century Policing, 2015). The task force established by President Obama was tasked “with identifying best practices and offering recommendations on how policing practices can promote effective crime reduction while building public trust” (President's Task Force on 21st Century Policing, 2015).

To ensure a wide range of knowledge and perspectives would be included in the final recommendations, the 11-member task force met and discussed the proponents of police professionalism in the United States. The stakeholders included, “law enforcement officers and executives, community members, civic leaders, advocates, researchers, academics, and others—in addition to many others who submitted written testimony to study the problems from all perspectives” (President's Task Force on 21st Century Policing, 2015).

After meetings with the stakeholders, the task force released its findings and recommendations. Each of the six recommendations (pillars) were made up of an overarching goal with stated objectives on how to reach the goal. The six pillars established by the task force were, “Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction,

Officer Training and Education, and Officer Safety and Wellness” (President’s Task Force on 21st Century Policing, 2015).

While the pillars established were not identical to the established CALEA standards discussed in this study, many similarities can be observed when analyzing the two in context. In his study of the 21st Century Policing pillars, Chief Zuidema stated, “The Garner Police Department’s reliance on our values of Commitment, Integrity, and Professionalism and our commitment to maintaining our status as a CALEA Accredited agency ensure that we are meeting or exceeding many of the guidelines found in the Task Force Report” (2015).

Department of Justice and CALEA

While national accreditation, state certifications, and state accreditations have primarily been the focus of this literature review, there is also another type of external review that is conducted by the Department of Justice. One of the primary differences between an accreditation and the reviews conducted by the Department of Justice is the timing of the review. The Department of Justice will only complete a review after receiving information about a department, investigate, and determine what steps need to be taken by the agency to correct the deficiencies (2020a). On the other hand, accreditation is a process that has standards for the agency to meet to prevent the instances from happening in the first place, and the Department of Justice steps in when something goes wrong.

Information from the Department of Justice website indicates that when they receive information from community members or other sources, they will determine if there is validity to begin an investigation. They are limited to what they can investigate

and not allowed to investigate federal law enforcement agencies. Once they complete an investigation, they work with the agencies to develop a consent decree that all parties agree to. This consent decree lists all the steps and items the agency must meet to be released from the court order (2020a).

In 2015, the Department of Justice began investigating the Baltimore Police Department, based primarily on one incident that caused citizen upheaval in the community. After completing the investigation, the Department of Justice concluded the Baltimore Police Department engaged in “a pattern or practice of unlawful stops, searches, and arrests,” a “pattern or practice of excessive force and discrimination against people with mental health disabilities or in crisis,” and many other concerns that would not be consistent with a professional law enforcement organization (2020a). After the conclusion of the investigation, the Department of Justice agreed with the city of Baltimore and the Baltimore Police Department to take specific steps to correct the deficiencies noted in the investigation (2020a). The following analysis shows some of the corrections required by the consent decree and the current CALEA standards that address the same issue. To compare the CALEA standards, the author used the password protected Power DMS website, which is the only way to view the copyrighted version of the CALEA standards.

For community policing, the consent decree required the Baltimore Police Department to conduct mandatory training on community policing and to establish policies on how to develop community policing initiatives and foster positive relations between the citizens and the officers, while requiring an annual report to be conducted on their efforts. In contrast, the CALEA program requires its agencies to develop community

policing strategies, document their efforts through an evaluation every two years and complete a documented community survey to gauge the perception of the community (2020c).

In the high liability area of arrests and seizures, the Department of Justice required the Baltimore Police Department to develop policies on arrests, search and seizure, and stops that met constitutional guidelines, conduct a review of interactions, and ensure supervisors were monitoring personnel and gauging their enforcement efforts (2020c). Not only does the CALEA process require the policies for the same areas, but it also requires policies on discretion and alternative to arrest. The 6th Edition of the CALEA standards has a section on determining supervisor authority and delegation and requires training on search and seizure and annual training on legal updates (2020c).

Under the consent decree, the Baltimore Police Department was required to work on policies dealing with implicit bias and discrimination in enforcement efforts and require training for officers on the effects of bias and how to mitigate it (Department of Justice, 2020a). The CALEA process requires a policy clearly prohibiting discrimination during enforcement efforts and outlining steps to define bias and training on preventing discrimination and bias in enforcement. A review is also required that examines the agency's traffic stops, arrests, seizures, and interactions for any patterns of discrimination or bias and must be documented (2020c).

The consent decree between the Department of Justice and the Baltimore Police Department also had stipulations and requirements for handling persons with mental health issues or in a mental health crisis. In addition to training officers and coordinating with health care providers, the Baltimore Police Department was required to conduct an

assessment to identify gaps in the mental health system and determine solutions to fill the gaps (2020). While all these measures are important, the CALEA process requires policies and guidelines for assessing mental health crises, resources in the community, and documented entry-level and annual refresher training for officers on recognizing mental illness and how to respond to it (2020c).

In the area of use of force, the Department of Justice required the Baltimore Police Department to create and administer policies and training on the use of force (and de-escalation) and to require reporting and review of officers involved in use of force incidents (2020a). The CALEA process not only requires policies outlining the proper use of force and defining terms used for use of force, but also has stringent requirements for authorized weapons, proficiency training with weapons, and mandatory qualifications with weapons. The accreditation process requires training in use of force, use of deadly force, and the constitutional requirements involved in the use of force as well as a documented review of each use of force incident and an annual analysis on all use of force incidents to examine trends and issues within the agency (2020c).

Transportation of prisoners, one of the key issues that led to the Department of Justice investigation, was another area covered by the consent decree. Both the consent decree and the CALEA process require policies on how prisoners are transported, any limitations or special circumstances for transporting prisoners, and a requirement that all officers responsible for transporting prisoners receive proper training (2020c).

One of the key areas mentioned in the consent decree was supervision and the use of the Field Training Program. The consent decree required the Baltimore Police Department to enable many forms of ensuring public comment and review, but also

called for them to revitalize their Field Training Program (Department of Justice, 2020a). The CALEA process requires a Field Training Program, have requirements for completion and observation, minimum requirements, and selection process for training officers, along with minimum training requirements and annual refresher training required for the trainers (2020c).

In the area of employee investigations, the consent decree between the Department of Justice and the Baltimore Police Department required them to ensure policies were in place on integrity, to conduct investigations to ensure compliance, and make information available to the public (2020a). The CALEA process requires all complaints against the agency be investigated and the policies clearly state who is required to investigate the issues mentioned. There is also a requirement for a documented review of each complaint and an annual accounting of complaints made available to the public. Each agency must have policies in place and a system of early warning for each employee. An early warning system is a system that is in place to monitor officers and their behavior and to mitigate their behavior before they receive disciplinary action (2020c).

The final area compared and analyzed between the review of an agency by the Department of Justice and the CALEA process is focused around the hiring, recruitment, and retention of officers and staff. In the consent decree, the Baltimore Police Department was required to include incentives, background checks, and psychological testing to its applicant process, conduct a comprehensive staffing study, and implement an employee assistance program (2020a). While the CALEA process requires an employee assistance program, mandatory background checks, psychological testing, and

staffing studies, it also requires all candidates for hire to go through an interview process and be tested for deception (2020c).

Current Issues in America

Over the last several years, chants of angry citizens rang out in the streets in the United States. “Say her name!” “Say his name!” “Hands up, don’t shoot!” “I can’t breathe!” Protests sprang up in different parts of the country, and even though the messages were not always the same, there was a significant demand for change. In the Frontline Episode, Policing the Police 2020, Bourg, et al. spoke about her time at the protests and talking with young people participating and how they had a severe distrust of the police. To further her discussion, she went to Newark, New Jersey, an area of the country dealing with similar issues for over fifty years (2020).

As she arrived In Newark, the city had just completed a consent decree with the Department of Justice for shortfalls in their enforcement efforts. In the report, the Department of Justice concluded that “police were stopping people without legal justification roughly 75% of the time” (2020a). In an interview with Deputy Chief Brian O’hara of the Newark Police Department, Bourg, et al. discussed the consent decree and the impact on the department. Deputy Chief O’Hara pointed out many department’s issues, and it was similar to the national narrative that CALEA was created to try to prevent. He discussed the issues with search and seizure, use of force, bias-based policing, community engagement, and oversight of the police (2020). As the national narrative continues in a negative trend, it is even more critical for law enforcement agencies to engage the public and gain their trust and support.

Previous Research

Even though the accreditation process indicates it is designed to improve the public's perception and confidence of police agencies, there is little research to corroborate their claims. While studies have been conducted on accreditation, their scope has not broached the area of citizen perception. As illustrated by Hughes and Teodoro (2012), "a modest existing body of research shows mixed evidence for agency accreditation's effects on performance", and "critics argue that accreditation is mostly an empty, symbolic exercise" (p. 585). While also pointing out issues with studying accreditation, Hughes and Teodoro did point out one value that accreditation does provide to an agency. They (2012) indicated that, "previous studies of CALEA have shown that accreditation sends a potent signal about an agency's quality to the community" (p. 590).

Previous research studies on the topic of police accreditation have focused on use of force reporting, the number of complaints filed with the agency, and the number of complaints that were sustained on officers for various offenses. Another group of studies and surveys have attempted to determine the level of public confidence towards police agencies and the level of satisfaction citizens have with the departments that serve them. Unfortunately, no significant studies have been conducted that investigate the correlation of an agency being accredited and the corresponding level of public satisfaction or confidence citizens have in their police agencies.

The work of Doerner and Doerner represented one such example. In their discussion of the research on accreditation, they explained that "the limited amount of research that does exist is rife with interpretational difficulties, shrouded with a variety of

methodological shortcomings, and replete with simplistic analysis” (2012, p.795). After concluding that Burlingame and Baro’s conclusions on accreditation were unconvincing, Doerner and Doerner (2012) also claimed that “the time is ripe to investigate the benefits of accreditation more stringently” (p. 795). Falzarano looked at the impacts of accreditation on agencies and found a reduction in some insurance numbers, but concluded there really is no study, data, or information to back up accreditation’s claims (1999). Even though stating accreditation should not be discounted or underestimated, she also described that “research on accreditation in general as well as on police performance and effectiveness suggests that there are few measurable differences between accredited and non-accredited organizations in performance and resource allocations” (Falzarano, 1999). Other studies have been conducted on accreditation, but to date, none have measured the effects of accreditation on public perception.

Difficulties in Collecting Data

This researcher is not the first person to discuss the difficulty of measuring police confidence or properly defining the term confidence. In their study of public confidence, Cowell and Downe described that the issue of measurement as it relates to confidence deserved and needed “careful scrutiny.” In their study, they continued to point out several reasons and avenues to consider as it relates to the measures of trust and confidence (2014).

Johnson researched the area of citizen satisfaction within the police and measured the effects of many variables and their relationship with their satisfaction of police. In his research, he focused on areas of general satisfaction, citizen’s contacts with the police, perceptions of crime, media exposure, resources, immigration status, and many

demographic factors (2015b). While his research did make many conclusions about these factors and how they affect satisfaction, the research was limited to what the agencies could do and did not include anything about having an external review and what effect it would have on public satisfaction.

Most of the research dealing with accreditation deals directly with the effects that accreditation has on complaints and use of force cases. Houghland and Wolf (2017) pointed out that, “although CALEA has accredited law enforcement agencies since 1984, there has been a surprising lack of research regarding the success of accredited agencies in becoming more professional and reducing their liability and citizen complaints” (p.41).

Other Studies on Accreditation

While this research study is focused on studying the measurement of public confidence and public satisfaction in accredited and certified law enforcement agencies, there are other methods researchers have used to measure the success of law enforcement agencies. One difficulty with measuring the success or failure of accreditation is not only the lack of research in the field, but the lack of diversity and conclusions formulated on the topic. In his assessment of research evidence, Burch (2017) reviewed several studies conducted on the CALEA Accreditation process and found studies that had negative, positive, and neutral findings, discussing the lack of a process that could be used to determine what effect accreditation has more accurately. To punctuate his point, Burch discussed the issues trying to compare the success of accreditation with a combination of crime or complaint numbers, which is also examined in this study (2017).

When looking at the accreditation process and the effects on crime numbers and complaint numbers, a complex level of variables would also have to be taken into effect,

some of which could only be described by someone very familiar with the CALEA Accreditation process. For instance, CALEA requires agencies to not only accept all complaints from citizens, but they are also required to investigate and review all complaints (2020). If an agency is required to accept all complaints and a comparable agency is not required, it would be difficult to compare the effect of accreditation on the number of civilian complaints. It would also be similar in measuring crime numbers, as CALEA agencies are required to document all reports and participate in crime reporting programs (2020c).

One attempt to measure the effects of accreditation was completed by Doerner and Doerner and investigated the measure of clearance rates by accredited and non-accredited agencies. Their analysis studied the clearance rates between accredited and non-accredited agencies in the State of Florida (2012). One problem the researchers discovered in their study was the decline in overall clearance rates that still had researchers puzzled and the distinct difference in clearance rates between agencies. In their analysis of Florida agencies, Doerner and Doerner (2012) not only concluded that accreditation did not improve clearance rates, but that “accredited and non-accredited departments produce similar violent index and property index clearance rates, despite claims to the contrary made by accrediting bodies (p .22).

Another study conducted by Gaut on accreditation, focused on citizen complaints and lawsuits. In his study, Gaut (2012) evaluated 242 accredited and non-accredited agencies to determine the effects of accreditation on citizen complaints and lawsuits (or judgements against agencies). Even though Gaut expected to observe fewer citizen complaints in accredited agencies, he found the opposite to be the case (2012). Based on

his findings, instead of fewer complaints, accredited agencies had more complaints filed. For his research on lawsuits, Gaut did conclude that accredited agencies did receive less lawsuits and monetary judgements than their non-accredited counterparts (2012). While Gaut did not look at any other factors in his study, he did show other researchers the difficulty of research in the field of law enforcement accreditation and concluded his investigation recommending that agencies study law enforcement accreditation to determine if it would benefit their agency (2012). Another study completed by Houghland and Wolf on citizen complaints found no correlation between the number of complaints received or the number of complaints sustained between accredited and non-accredited agencies (2017).

While claiming little empirical research on accreditation, Johnson conducted a review of how accreditation affects the organization (law enforcement agency) as a whole. In his initial assessment, Johnson describes how accreditation requires agencies to develop policies and practices to the standards of accreditation, and that other research shows that officers and employees will not follow the policies developed as they were intended by the policy developers (2015a). Johnson's study of accredited agencies was based on a standard requiring accredited officers to be involved in community policing. Johnson's study focused on whether the officers of accredited agencies were more engaged in community policing and concluded that there was no correlation between community policing engagement and accreditation (2015a).

Public Administration Applied Theory

In their discussion of the New Public Service Theory, Denhardt and Denhardt explain the importance of professionalism in all areas of government (2007). In this

study, the researcher is discussing the importance for increased professionalism within law enforcement, as well as all forms of government. A consistent issue with law enforcement agencies, in general, lies with how they measure success. Crime rates and numbers have always been a measure of success and have led agencies to internalize their policies and focus. With the advent of community policing, agencies have become more involved, but still use the same old ways of determining how effective they are. In this project, the researcher is looking at a different way of evaluating effectiveness, with a little bit of the old. While this researcher will inevitably test the notion of comparing UCR rates of accredited and certified agencies versus non-accredited agencies, the focus will be on a new measure of effectiveness-the public's perception of each agency.

In their analysis of New Public Service, Pyun and Edey discussed the importance of determining each citizen's viewpoints on government entities and the importance of looking at government organizations in a new light. In their discussion of the theory, they pointed out two significant ideals that serve as the foundations for the argument of determining effectiveness (2018). As described by Pyun and Edey (2018), "Firstly, New Public Service... it is up to public administrators and organizations to improve relationship with citizens by serving citizens, contributing to building a collective, shared notion of the public interest" (p. 253). The New Public Service model is focused on the relationships and discusses the importance of agencies evaluating the citizen's perceptions to determine if they are being effective.

The second foundation listed by Pyun and Edey (2018) is that the "National Public Service 'Model' aims to improve citizen's trust in Public Administration" (p.253). One of the primary goals of the accreditation process, and what the standards and

procedures are intended to demonstrate to citizens, is that the agency is committed to meeting higher standards and a high level of public transparency. Denhardt and Denhardt (2007) summarized the importance of the model by indicating organizations should “serve citizens, not customers. The public interest is the result of dialogue about shared values rather than the aggregation of individual self-interests. Therefore, public servants do not merely respond to the demands of ‘customers,’ but rather focus on building relationships of trust and collaboration with and among citizens” (p. 45).

To gain a clearer understanding of the importance and focus of the New Public Service model, one needs to examine the seven (7) principles and the importance of how each of the principles reinforce the other outlined by Denhardt and Denhardt. The first principle is to serve the citizens, not customers. By creating a value-based system of treating citizens as stakeholders, officials and citizens can collaborate on what is best for the community. As Denhardt and Denhardt (2007) pointed out, the “New Public Service seeks to encourage more and more people to fulfill their responsibilities as citizens and in turn for public administrators to be especially sensitive to their voices” (p.63).

The second principle is to seek public interest. Building on the first principle, public interest is sought to create a dual responsibility for decisions. In this scenario, the government is seen as just one part of the system, with all parts working together (Denhardt & Denhardt, 2007). Valuing citizenship over entrepreneurship is the third principle outlined by Denhardt and Denhardt and it focuses on making decisions that are best for the overall good of the locality and not just concentrated on the bottom line. The fourth principle is to think strategically and to act democratically. Once again, through collaboration with government officials and citizens focused on doing what is best for the

community, needs can be addressed more efficiently and effectively (Denhardt & Denhardt, 2007).

Principle number five is related to accountability and is the cornerstone of the CALEA and other certification processes. Denhardt and Denhardt (2007) discuss the difficulty of establishing principles of accountability, while at the same time outlining their importance. They indicate that “the question of accountability in public service is a complex one, involving balancing competing norms and responsibilities within a complicated web of external controls; professional standards; citizen preferences; moral issues; public law; and ultimately, the public interest (p. 137).

Engagement is the key to the sixth principle outlined by Denhardt and Denhardt (2007). Instead of simply steering the citizens to the decisions the administrators wish to make, they should use the collaboration techniques outlined in previous principles to guide them through the process. Shared interests will create a better product. To be successful, Denhardt and Denhardt illustrate that administrators “must share power and lead with passion, commitment, and integrity in a manner that respects and empowers citizenship” (p. 154). The final principle in Denhardt and Denhardt’s (2007) New Public Service Theory is to value people, not just outcomes. They specify that if administrators “treat people as bureaucrats, as self-serving and self-interested individuals, we encourage them to become just that” (p. 168). Collaboration and accountability are key.

Police agencies cannot wait until the crisis has arrived on their doorstep to follow these principles and evaluate their citizens’ wants and expectations. McCabe et al. (2018) discussed that “demand for greater professionalism among public servants is a

common reaction to trouble in cities, whether that trouble takes the form of natural disasters, violence, or allegations of wrongdoing” (p. 298).

To determine how to define what professional is, some form of measurement and collaboration with citizens is required to establish a baseline for government entities to meet. Instead of assuming what the public wants, organizations need to establish professional standards of accountability and transparency, asking the citizens what they think, and getting them involved in the solutions. This may, in turn, help our country eliminate the disastrous incidents that have ripped communities apart and tarnished the reputation of law enforcement.

Chamber of Commerce

Since this project’s target audience is a member of the respective Chamber of Commerce, it is important to understand the purpose of a local chamber and how the chamber is involved in the community. According to reference.com, “a chamber of commerce seeks to further the business interests of its community, while also advancing its community, state, region, or nation” (2020). While the chamber is best known for its support and relationships with local businesses, “chambers are advocates of the community at large” (Reference.com, 2020).

In a discussion of the importance of belonging to a local Chamber of Commerce, Larson pointed out many benefits outside of the services for improving business in the community. He discussed how being involved in the chamber allowed people to network and get involved in the community. He stressed the importance of being involved in the community and in chamber activities to learn more about the community and the people in the community (2015). O’Brien agreed with Larson about the importance the chamber

plays in the community and, after a failed election campaign, “went to work for a local chamber so she could serve her community” (2019).

Noel and Luckett described the United States Chamber of Commerce as “the world’s largest business federation representing more than three million businesses of all sizes, sectors, and regions” with more than 96% of its members consisting of “small businesses with 250 or fewer employees” (2014). Noel and Luckett discussed the importance of the chamber to the business community and talked about the social benefit of being a member and how a business could fulfill its civic responsibility to the community and be successful financially through engagement (2014).

Many chambers have leadership development programs that allow members to interact with other community members and learn the many facets of the community. Noel and Luckett described these programs as being “designed to educate selected business and nonprofit members in the operations of local government, education, health care, key industries, and services within the county, thus providing a network of community-based, assessable, and knowledgeable citizens” (2014). The local Chamber of Commerce has sufficient knowledge about what is occurring in the community and how its citizens interact. Since they understand the community, they are a good source of information for the community’s interactions.

Community-Based Surveys

One measure of how well a law enforcement agency is doing can be assessed by asking the community it serves. Instead of measuring crime rates, the number of complaints, or the uses of force, an agency can gain insight into how the community believes they are doing and the level of trust and confidence in their efforts. Barthelmy

et al. (2016) described in their study that “in light of the increased distrust in law enforcement, it is important to examine how community members perceive police” (p. 414).

To determine how the community feels about its law enforcement partners, law enforcement must take the initiative to reach out and start the discussion. In their study of the community and law enforcement, Barthelemy et al. (2016) annotated numerous statistics that highlighted “the disconnect between law enforcement officials and the communities they are sworn to serve and protect” (p. 413). Further illustration in their study gave an account of negative feelings, fear, and lack of law enforcement trust in their communities. A law enforcement agency, by its design and purpose, will never have 100% approval, but if the community fears them, does not trust them, and has little confidence, they are not going to be successful in their protection of the community (Barthelemy et al. 2016).

Citizen engagement and citizen participation are essential to the community and can be a serious problem, as Prine, Ballard, and Robinson (2001) pointed out in their study of community policing in Thomasville, Georgia. They indicated a study conducted by Williams “reported that a lack of citizen participation, especially among African Americans, and a sense of apathy mixed with contempt emerged in focus-group discussions of community policing” (p. 214). In their study in Thomasville, Prine, Ballard, and Robinson (2001) conducted their analysis and shared their results with city officials. The city officials intended to take the data and “use the results to improve the delivery of police services to local citizens” (p. 214). It is important to measure the

community's perception of law enforcement and take the data and use it to work towards significant change.

Confidence in law enforcement is one of the measures an agency should gauge with its citizens to determine how effective they have been. Roberts and Hough (2005), in the assessment of public attitudes in criminal justice, also explain there "are a number of reasons why public trust or confidence is critical to the functioning of the criminal justice system" (p. 29).

One such way to measure confidence is the use of a community survey. Roberts and Hough claim that "public trust or confidence has become, at the beginning of this century, one of the most researched issues in the field of public opinion and justice (2005, p.31). CALEA agencies are using community surveys to measure their citizen's confidence level. Still, there is no research testing the correlation between accreditation and a positive or negative measure of public confidence (CALEA, 2020c).

To understand the purpose of a survey, the researcher turned to the text from McConville and Chui (2017), which stated that "surveys are usually carried out as part of a non-experimental design and are ideal methods of understating people's attitudes, beliefs, views, and opinions on different aspects of social life (p. 63). To better examine the community needs, the agency can use the survey to discover areas for inspections. McConville and Chui (2017) explain that "many surveys provide a detailed description of a population on a number of variables; and look for correlations or associations between variables (p. 63). Law enforcement agencies can choose the variables they wish to examine to determine the effectiveness of a program. For instance, an agency can use a community survey to test the level of confidence within the community and relate it to

variables they wish to test. One such variable could be CALEA accreditation or Georgia State Certification.

The community survey can be conducted either through mail responses or the Internet. Ballard and Prine (2002) describe in their research that “within the past decade, researchers have increasingly employed electronic data collection techniques in their work, and survey research is particularly well suited for web-based delivery to respondents (p. 485). When examining the results from web-based surveys and traditional mailed surveys, Ballard and Prine (2002) found they “produced virtually identical frequency distribution” (p. 487). One thing measured by Prine in Ballard in their study of the Thomasville Police Department, which is a CALEA Accredited agency, was the community’s grade of the police. Ballard and Prine (2002) found that “seventy percent of the mail respondents gave the police a grade of A or B, compared to 67% for the Internet respondents” (p. 487). Both numbers are significant since they are both higher than the highest confidence level recorded by Gallup (Jones, 2015).

Telephone Surveys

To ensure this research project has comparable data to analyze, a telephone study was conducted of 135 members of a Chamber of Commerce. In his discussion of telephone interviews, Tyebjee explained how telephone surveys and collecting data from telephone surveys had long been utilized for social policy research. In his discussion, he also pointed out many important variables and issues that must be considered when conducting research using telephone research. By understanding, if the same results (or better results) could be obtained in person as in the telephone survey, whether the questions asked are delivered in a manner consistent to contain the same understanding,

the manner of the data collection process, and if there are any special details or insights that must be considered for a telephone interview are all important variables Tyebjee indicated must be considered by the researcher (1979). One additional issue the researcher has considered and is important to any study is the return rate and ensuring it is large enough to create valid results. Tyebjee detailed the importance of appealing to the interviewee's civic sense and ensuring they understand the importance of the topic to garner a high return percentage (1979).

Tuckel and O'Neill spoke about the importance of the response rate and the importance of each individual's cooperation. They also spoke of the sharp decline of responses for telephone interviews and the importance of understanding respondents' attitudes and behaviors before making the call (2002). This is one of the primary reasons the researcher has selected individuals that are civic-minded, have a vested interest in the community and are taking steps to improve their communities. On top of attaining the necessary responses, it is also essential to ensure the information's accuracy since it will be retrieved by telephone. Smyth and Olson discussed how accuracy is straightforward for closed-ended questions, and open-ended questions open a set of new complications (2020). It is important to ensure the method of collecting the data accurately reflects the responses of the persons interviewed.

Chapter Three

METHODOLOGY

Introduction

This section of the study focused on the methodology used to gather the data needed to prove or disproved the stated hypotheses. After detailing the hypotheses for this project, the researcher discussed how the data was collected for this project and what issues occurred while collecting the data. With the data collected, the researcher provided graphical representations and discussion of the participation rates for the project and how the data would be used throughout the remainder of the study.

Hypotheses

The following hypotheses seek to discover:

H1-The level of satisfaction of the respondents is higher with their respective police agency's overall performance if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho-There is no difference in the level of satisfaction from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H2- The level of satisfaction of the respondents is higher with the professionalism of their respective police agency's employees if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of satisfaction from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H3- The level of satisfaction of the respondents is higher with their respective police agency's level of transparency if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of satisfaction from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H4- The level of satisfaction of the respondents is higher with the respective police agency's response to the concerns of community members if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of satisfaction from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H5- The level of satisfaction of the respondents is higher with the overall performance of their respective police agency if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of satisfaction from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H6-The level of confidence of the respondents is higher that their respective police agency is working to build relationships within the community, if their police agency has achieved CALEA Accreditation or Georgia State Certification.

Ho-There is no difference in the level of confidence from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H7-The level of confidence of the respondents is higher that their respective police agency works with citizens to solve problems within the community, if their police agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of confidence from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H8- The level of confidence of the respondents is higher that their respective police agency is working towards creating a diverse workforce that is representative of the community, if their police agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of confidence from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H9- The level of confidence of the respondents is higher that their respective police agency will conduct impartial use of force investigations, if their police agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of confidence from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H10-The level of confidence of the respondents is higher with the performance of their respective police agency, if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of confidence from the respondents; regardless if their police agency has achieved CALEA Accreditation or Georgia State Certification.

H11-There is no statistical difference between the UCR (Uniform Crime Reporting) of Georgia CALEA accredited agencies, Georgia State Certified agencies, and Georgia non-certified or non-accredited agencies.

Ho-There will be a statistical difference between the UCR (Uniform Crime Reporting) of Georgia CALEA accredited agencies, Georgia State Certified agencies, and Georgia non-certified or non-accredited agencies.

Survey Instrument

The survey instrument (see Appendix A) for this study was created by the researcher to create a cross-sectional study of data about law enforcement agencies in the State of Georgia. Thomas described a cross-sectional study as a “type of research design in which you collect data from many different individuals at a single point in time. In cross-sectional research, you observe variables without influencing them” (2020). The survey instrument was created to ask the respondents the same set of questions and a script was created to gain the knowledge needed without influencing the participants.

The survey instrument for this study contained ten questions. Half of the questions measured confidence and the other half of the questions measured satisfaction. Since the questions were designed to garner the opinion of the representative of the local Chamber of Commerce, nine of the ten questions specifically asked for their level of confidence or satisfaction for each area measured. The questions relating to satisfaction measured the overall performance of the police agency, the professionalism of the police agency's employees, the level of transparency provided by the police agency, the response to the concerns of community members by the police agency, and the police agency's efforts to create positive race relations within the community. Four of the five remaining questions measured the confidence in the police agency's ability to build relationships within the community, to work with the citizens to solve problems within the community, to work towards creating a diverse workforce that is representative of the community, and to conduct impartial use of force investigations on its own officers. The final question asked the respondents to give their opinion on the level of confidence the community felt about the performance of the police agency.

Each question was asked to each respondent, with the ability of the respondent to add any additional information they deemed necessary as a comment. To measure the responses in a uniform manner, the researcher used a Likert-scale response for each of the ten questions. Vinney described a Likert-scale as a "closed-ended, forced-choice scale used in a questionnaire that provides a series of answers that go from one extreme to another" (2019). Since the Likert-scale response was close-ended, this allowed the researcher to force answers based on the intensity or strength intended by the respondent. Each of the ten questions used a Likert-scale on a one (1)-to-five (5) scale based on what

information was being measured. The first five questions measured satisfaction and gave the respondents a choice of “not at all satisfied,” “slightly satisfied,” “moderately satisfied,” “satisfied,” or “very satisfied.” The final five questions measured confidence and gave the respondents a choice of “not at all confident,” “slightly confident,” “moderately confident,” “confident,” or “very confident.”

Each of the questions selected by the researcher were carefully constructed to measure important areas for the law enforcement function and the community it serves. To ensure the questions were not specifically geared to the vocabulary or background of a law enforcement officer, the questions were sent to several Chamber of Commerce members to ascertain their opinion on the viability of the questions and whether they understood and could answer the questions without needing clarification. After the feedback was received, the final list of questions was modified slightly, and the order altered to create a better flow for the questions.

IRB Submission

An application (See Appendix C) for the use of Human Participants in Research was submitted to Valdosta State University for approval after review from the supervising faculty over this project. The researcher requested and was granted permission to use human participants in the project under Category 7 of the IRB Application. In the application, the researcher described how the participants would be selected, the voluntariness of the participants, how consent would be obtained, the research protocol, and how the data and the participants would remain confidential. To ensure compliance with university rules, the researcher completed the IRB Basic training course on Human Research and submitted this information to the University.

Security of Data and Participants

The following protocol was implemented to ensure that each participant's privacy was protected. Each of the 135 participants was listed in alphabetical order on a master list (maintained on a computer). Once the participant completed the survey, the participant was deleted off the list and the survey marked C1-C45, S1-S45, or N1-N45. C indicated CALEA Accredited agencies, S indicated State Certified Agencies, and N indicated neither accredited nor certified. All survey information was then transferred to Excel spreadsheets and the survey documents were stored on a flash drive. All data in the spreadsheets did not contain the names of the agencies, jurisdictions, or participants in the project. Except for a copy of all data on the flash drive, all project data (computer or hard copy) was shredded or deleted. The flash drive was kept in the safety deposit box of the researcher.

Collection of Data

The participant population consisted of three groups. The first group was pre-set and was the representative of the Chamber of Commerce representing the jurisdiction of forty (40) CALEA (The Commission on Accreditation for Law Enforcement Agencies) law enforcement agencies in the State of Georgia.

The second group of participants was the representative of the Chamber of Commerce representing the jurisdiction of 35 Georgia State Certified law enforcement agencies. The researcher determined the jurisdiction of the Chamber of Commerce based off the law enforcement agency size, type, and function to closely resemble the make-up of the CALEA Accredited agencies.

The final group consisted of the representative of the Chamber of Commerce representing the jurisdiction of 75 law enforcement agencies neither CALEA Accredited nor State Certified. The researcher determined the jurisdiction of the Chamber of Commerce based off the law enforcement agency size, type, and function to closely resemble the make-up of the CALEA Accredited agencies and State Certified Agencies.

To ensure their participation was voluntary, the researcher spoke with each of the participants prior to asking the survey questions and sent a copy of the disclaimer (Consent) (See Appendix B) to the participants to their email address, if requested. To ensure valid consent, the researcher made contact via telephone with each of the participants of the project to speak with them about taking the survey and gave each respondent the option of sending them an email with statement of consent, or if they wished to complete the survey at that time, the researcher read the statement of consent to them before conducting the survey.

The researcher contacted each of the 135 participants by telephone to solicit their agreement to participate in the survey and used a script to ensure consistency (See Appendix D). The researcher explained the purpose of the project and offered to set up a time to call back to complete the survey. During the conversation, the researcher described how the respondent's information would remain confidential and how the survey would be conducted.

Issues Collecting Data

The researcher contacted many of the Chambers of Commerce locations designated for the survey and spoke with many people associated at the chambers. Due to the Covid-19 pandemic, many of the staff were working remotely and it was difficult

for the researcher to contact the person(s) who would be best suited to complete the survey. The members the researcher was able to contact were ordinarily responsive to completing the survey after being reassured of the confidentiality of their responses. Some respondents were hesitant to participate due to a perceived conflict of interest or providing comments about a controversial issue.

During the two-month period the researcher spent contacting the Chambers of Commerce on the list, several simply did not answer the phone or did not respond to messages left on their answering machine. Of the 140 chambers contacted, 35 of the chambers did not answer the phone or return messages left within their answering machine. Each of the 35 chambers was contacted, or contact was attempted at least three times over a two-month period, varying the times and days of the week contacted. Even though there has been a constant struggle for businesses and governments to operate during a pandemic, the lack of contact was concerning, especially with an entity designed to serve the community.

Population and Sampling Procedure

According to Official USA, there are 155 Chamber of Commerce agencies in the State of Georgia (2020). To complete the study, the researcher matched up the 150 agencies selected for the project with the Chamber of Commerce within the closest proximity. Since some of the chambers were specialized, covered large geographic areas, or overlapped with other chambers, 138 chambers (See Appendix E) were contacted for this study. The total number of chambers utilized for this study accounted for 90.3% of the total number of chambers in the State of Georgia.

There were 138 Chambers of Commerce surveyed for this project. For this study, the agencies were either CALEA Accredited agencies, State Certified agencies, or agencies that had neither CALEA accreditation nor State Certification. The participation numbers were reported for the CALEA agencies and State agencies separately in the table below, but to examine the hypotheses, the participation rates were added together for a total return rate of 41.3%. The participation rate for agencies that were neither CALEA Accredited nor State Certified was 45.3%, with an overall participation rate for all three groups of 43.3%.

Table 8: *Participation Rates of Chambers*

Agency Type	#of Chambers	#Chambers Participated	Participation Rate
CALEA	40	17	42.5%
State	35	14	40.0%
CALEA + State	75	31	41.3%
Neither	75	34	45.3%
Totals	150	65	43.3%

n=65

UCR Analysis

A final component of the study compared Uniform Crime Reporting (UCR) numbers for 75 Georgia CALEA Accredited and State Certified agencies with 75 Georgia law enforcement agencies neither accredited nor certified. As indicated on the Federal Bureau of Investigation (FBI) website, UCR numbers are collected from over 18,000 police agencies in the United States and broken out into specific categories of violent crime and property crime. The numbers are indicative of crimes that have been reported by each agency over an annual period and voluntarily reported to the FBI for publication (2020). The UCR numbers of the Georgia CALEA Accredited and State Certified agencies were compared to an equal amount of Georgia police agencies that

were neither accredited nor certified to determine if any statistical differences were located.

Since UCR numbers were available from the FBI's website, the last five years of data were collected for 75 CALEA and State Certified agencies and from 75 agencies that were neither accredited nor certified. The last five years of data covered 2014 through 2018. Once each agency was identified, data was collected for the number of violent crimes and property crimes for the jurisdiction, along with the population for the jurisdiction. The data was collected to calculate the Violent Crime Rate (VCR) and the Property Crime Rate (PCR) for each of the jurisdictions for each of the five years for comparison. To calculate the Violent Crime Rate (VCR) and Property Crime Rate (PCR), the researcher used the following formulas:

Table 9: *Formulas for Calculation VCR & PCR*

$$(\text{VCR}) \text{ per } 10,000 = (\# \text{ of reported violent crimes}) / (\text{population}) \times (10,000)$$

$$(\text{PCR}) \text{ per } 10,000 = (\# \text{ of reported property crimes}) / (\text{population}) \times (10,000)$$

After calculating the crime rates, the researcher analyzed the data to determine if there was statistical significance with reported violent and property crime numbers between the agencies with CALEA or State Certification versus the agencies that have neither accreditation nor certification. Since the numbers reported to the FBI were voluntary, there were no sample sizes where 100% of the agencies participated with the UCR process. The following tables detail the submission rates for each of the types of agencies for each of the five years collected.

Table 10: *UCR Submission Rates for 2014*

Agency Type	# of Agencies	#Submissions	Participation Rate
CALEA	40	38	95.0%
State	35	27	77.1%
CALEA + State	75	65	86.7%
Neither	75	58	77.3%
Totals	150	128	82.0%

n=128

In 2014, 123 of the 150 agencies that were chosen submitted data to the UCR Reporting Site. This resulted in an overall participation rate of 82 percent, with CALEA agencies reporting a participation rate of 95 percent, State Certified agencies reporting a participation rate of 77.1 percent, and agencies that were neither accredited nor certified reporting a participation rate of 77.3 percent.

Table 11: *UCR Submission Rates for 2015*

Agency Type	# of Agencies	#Submissions	Participation Rate
CALEA	40	37	93.0%
State	35	29	82.9%
CALEA + State	75	66	88.0%
Neither	75	57	76.0%
Totals	150	123	82.0%

n=128

In 2015, 123 of the 150 agencies that were chosen submitted data to the UCR Reporting Site. This resulted in an overall participation rate of 82 percent, with 93 percent for CALEA agencies, 82.9 percent for State Certified agencies, and 76 percent for agencies that were neither accredited nor certified.

Table 12: *UCR Submission Rates for 2016*

Agency Type	# of Agencies	#Submissions	Participation Rate
CALEA	40	39	97.5%
State	35	32	91.4%
CALEA + State	75	71	94.6%
Neither	75	66	88.0%
Totals	150	137	91.3%
<i>n=128</i>			

In 2016, 137 of the 150 agencies that were chosen submitted data to the UCR Reporting Site. This resulted in a 91.3 percent overall participation rate, with 97.5 percent for CALEA agencies, 91.4 percent for State Certified agencies, and 88 percent for agencies that were neither accredited nor certified.

Table 13: *UCR Submission Rates for 2017*

Agency Type	# of Agencies	#Submissions	Participation Rate
CALEA	40	35	87.5%
State	35	32	91.4%
CALEA + State	75	67	89.3%
Neither	75	61	81.0%
Totals	150	128	85.3%
<i>n=128</i>			

In 2017, 128 of the 150 agencies that were chosen submitted data to the UCR Reporting Site. This resulted in an overall participation rate of 85.3 percent, with 87.5 percent for CALEA agencies, 91.4 percent for State Certified agencies, and 81 percent for agencies that were neither accredited nor certified.

Table 14: *UCR Submission Rates for 2018*

Agency Type	# of Agencies	#Submissions	Participation Rate
CALEA	40	30	75.0%
State	35	25	71.4%
CALEA + State	75	55	73.3%
Neither	75	53	70.7%
Totals	150	108	72.0%
<i>n=108</i>			

In 2018, 108 of the 150 agencies that were chosen submitted data to the UCR Reporting Site. This resulted in a 72 percent overall participation rate, with CALEA agencies participating at 75 percent, State Certified agencies participating at 71.4 percent, and agencies that were neither accredited nor certified participating at 70.7 percent

Significance and Implications

As discussed in the literature review, data and research on the effects of the accreditation process related to important factors in law enforcement are very scarce. The studies that were located on accreditation only compared CALEA Accredited agencies and the effects the process has on complaints, use of force, and other measurable factors. The problem with this comparison is that the accreditation and certification process is designed to increase the documentation of complaints and use of force, so the research did not adequately compare the effects of accreditation on a certain process. It is the researcher's hope, with this valuable research, to show the positive outcomes that law enforcement agencies will benefit from by being part of an accreditation or a certification process. The researcher's goal is to incorporate the advantages of accreditation and certification into a discussion about the importance of developing State and National Standards that law enforcement agencies must follow

There is a substantial benefit to determining if an accreditation or certification process, could in fact, lead to a higher level of confidence or satisfaction in policing. In the current climate, determining a process to begin requiring agencies to meet a higher standard and allowing for external reviews of their systems would be beneficial. Instead of waiting for a cataclysmic event to shutter a jurisdiction, an accreditation or certification process could not only prevent a tragedy, but also demonstrate to the public that the police agency is transparent and following an established set of professional police principles.

Chapter Four

RESULTS

Overall Data and Analysis

In this section of the study, the results reported were tabulated and calculated to conduct an analysis for the findings in this project. The responses from each of the survey questions were added to a spread sheet under the heading for the corresponding number selected (1, 2, 3, 4, or 5). After each number was added, the total number of responses for each type of agency was calculated and reported. The number of responses reported for each agency was reported as CALEA, State, C+S (CALEA + State) or Neither. Even though the hypotheses were intended to compare CALEA and State Certified agencies with agencies neither CALEA nor State, the results were reported individually as well.

After the response numbers were entered, each question and type of agency was separated, and the mean was calculated for each group of responses. After the mean was calculated, the researcher calculated the standard deviation for each response and each agency type. The overall mean and standard deviation were also calculated for the combination of CALEA Accredited and State Certified agencies and represented visually.

For the analysis of the UCR (Uniform Crime Reporting) numbers, each agency that reported data to the website was entered into a spreadsheet with the corresponding year and separated by property crime and violent crime. The mean was calculated for

each type of agency and each type of crime for each reporting year and represented graphically in this chapter.

Results of Survey Questions

In this study, there were a total of 11 hypotheses tested to gather data on the community's perception of law enforcement in the State of Georgia. Data was collected for ten of the hypotheses through a telephone survey and data was collected for the eleventh hypothesis through data collection of the FBI's UCR database. In this section, the data collected for this study was tabulated and presented for examination.

Question one through Question five asked each respondent how satisfied they were in a particular area and Question six through Question ten asked each respondent how confident they were in a particular area. In each of the questions, the respondents were asked to replace the term "Agency" with the local agency selected by the researcher. For each of the questions, each participant was instructed to respond either, "Not at all satisfied or confident," "Slightly satisfied or confident," "Moderately satisfied or confident," "Satisfied or Confident," Or "Very satisfied or confident."

After receiving the responses, the responses were recorded on a spreadsheet and assigned a numerical value. All responses of "Not at all satisfied or confident" were assigned the number one (1). All responses of "Slightly satisfied or confident" were assigned the number two (2). All responses of "Moderately satisfied or confident" were assigned the number three (3). All responses of "Satisfied or Confident" were assigned the number four (4). All responses of "Very satisfied or confident" were assigned the number five (5).

Results of Research Question and Hypothesis #1

The first question in the study addressed the topic of the level of satisfaction of the performance of the law enforcement agency. Specifically, the research question examined, “Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of satisfaction with the performance of their police agency, than police agencies that are neither certified nor accredited?” For Question #1, there were a total of sixty-five responses. All responses ranged from one to five and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 15: *Responses for Question #1*

Level of Satisfaction with Overall Performance							
Agency Type	Responses						
	1	2	3	4	5	Mean	SD
CALEA (C)	0	0	0	4	13	4.76	0.437
State (S)	0	0	0	3	11	4.79	0.426
C+S	0	0	0	7	24	4.77	0.425
Neither (N)	1	0	6	13	14	4.15	0.925
Total (C+S+N)	1	0	6	20	38		

n=65

The mean responses were representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA Accredited agencies was reported at 4.76, while the mean response from State Certified agencies was 4.79. Calculating the means of both CALEA and State agencies provided a mean response of 4.77. The mean response of agencies that were neither

CALEA Accredited agencies nor State Certified agencies was 4.15; lower than the mean responses from the CALEA and State agencies.

After the responses were entered for Question #1, the mean was calculated for each category of the agencies that participated. Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of satisfaction and low standard deviation for both the State Certified agencies and CALEA agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

Results of Research Question and Hypothesis #2

The second question in the study addressed the topic of the level of satisfaction with the professionalism of the agency's employees. Specifically, the research question examined, "Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of satisfaction with the professionalism of their police agency, than police agencies that are neither certified nor accredited?" For Question #2, there were a total of sixty-five responses. All responses ranged from one to five and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 16: *Responses for Question #2*

Level of Satisfaction with Professionalism							
Agency Type	Responses						
	1	2	3	4	5	Mean	SD
CALEA (C)	0	0	0	1	16	4.94	0.243
State (S)	0	0	1	5	8	4.50	0.650
C+S	0	0	1	6	24	4.74	0.514
Neither (N)	1	0	10	12	11	3.94	0.951
Total (C+S+N)	1	0	11	18	35		
n=65							

The mean responses were representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA Accredited agencies was reported at 4.94, while the mean response from State Certified agencies was 4.50. Calculating the means of both CALEA and State agencies provided a mean response of 4.74. The mean response of agencies that were neither CALEA Accredited agencies nor State Certified agencies was 3.94; lower than the mean responses from the CALEA and State agencies.

After the responses were entered for Question #2, the mean was calculated for each category of the agencies that participated. Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of satisfaction and low standard deviation for both the State Certified agencies and CALEA

agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

Results of Research Question and Hypothesis #3

The third question in the study addressed the topic of the level of satisfaction with the transparency of the law enforcement agency. Specifically, the research question examined, “Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of satisfaction with the level of transparency of their police agency, than police agencies that are neither certified nor accredited?” For Question #3, there were a total of sixty-five responses. All responses ranged from one to five and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 17: *Responses for Question #3*

Agency Type	Level of Satisfaction with Transparency					Mean	SD
	Responses						
	1	2	3	4	5		
CALEA (C)	0	0	0	1	16	4.94	0.243
State (S)	0	0	2	3	9	4.50	0.759
C+S	0	0	2	4	25	4.74	0.575
Neither (N)	2	0	7	14	11	3.94	1.042
Total (C+S+N)	2	0	9	18	36		

n=65

The mean responses were representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA Accredited agencies was reported at 4.94, while the mean response from State

Certified agencies was 4.50. Calculating the means of both CALEA and State agencies provided a mean response of 4.74. The mean response of agencies that were neither CALEA Accredited agencies nor State Certified agencies was 3.94; lower than the mean responses from the CALEA and State agencies.

After the responses were entered for Question #3, the mean was calculated for each category of the agencies that participated. Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of satisfaction and low standard deviation for both the State Certified agencies and CALEA agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

Results of Research Question and Hypothesis #4

The fourth question in the study addressed the topic of the level of satisfaction with the response to community members from the law enforcement agency. Specifically, the research question examined, “Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of satisfaction with the response to the concerns of the community by their police agency, than police agencies that are neither certified nor accredited?” For Question #4, there were a total of sixty-five responses. All responses ranged from one to five and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 18: *Responses for Question #4*

Level of Satisfaction with Response to Community Members							
Agency Type	Responses						
	1	2	3	4	5	Mean	SD
CALEA (C)	0	0	0	2	15	4.88	0.332
State (S)	0	0	1	3	10	4.64	0.633
C+S	0	0	1	5	25	4.77	0.497
Neither (N)	1	2	6	13	12	3.97	1.029
Total (C+S+N)	1	2	7	18	37		
n=65							

The mean responses are representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA Accredited agencies was reported at 4.88, while the mean response from State Certified agencies was 4.64. Calculating the means of both CALEA and State agencies provided a mean response of 4.77. The mean response of agencies that were neither CALEA Accredited agencies nor State Certified agencies was 3.97; lower than the mean responses from the CALEA and State agencies.

After the responses were entered for Question #4, the mean was calculated for each category of the agencies that participated. Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of satisfaction and low standard deviation for both the State Certified agencies and CALEA

agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

Results of Research Question and Hypothesis #5

The fifth question in the study addressed the topic of the level of satisfaction with the agency's efforts to create positive race relations in the community. Specifically, the research question examined, "Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of satisfaction with the efforts to create positive race relations by their police agency, than police agencies that are neither certified nor accredited?" For Question #5, there were a total of sixty-five responses. All responses ranged from one to five and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 19: *Responses for Question #5*

Level of Satisfaction with Positive Race Relations							
Agency Type	Responses						
	1	2	3	4	5	Mean	SD
CALEA (C)	0	0	1	1	15	4.82	0.332
State (S)	0	0	1	3	10	4.71	0.468
C+S	0	0	2	4	25	4.77	0.401
Neither (N)	1	0	11	10	12	3.94	0.982
Total (C+S+N)	1	0	13	14	37		
<i>n=65</i>							

The mean responses are representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA

Accredited agencies was reported at 4.82, while the mean response from State Certified agencies was 4.71. Calculating the means of both CALEA and State agencies provided a mean response of 4.77. The mean response of agencies that were neither CALEA Accredited agencies nor State Certified agencies was 3.94; lower than the mean responses from the CALEA and State agencies. After the responses were entered for Question #5, the mean was calculated for each category of the agencies that participated.

Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of satisfaction and low standard deviation for both the State Certified agencies and CALEA agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

Results of Research Question and Hypothesis #6

The sixth question in the study addressed the topic of the level of confidence with the agency's efforts to build relationships in the community. Specifically, the research question examined, "Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of confidence their police agency is working to build relationships within the community, than police agencies that are neither certified nor accredited?" For Question #6, there were a total of sixty-five responses. All responses ranged from one to five and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 20: *Responses for Question #6*

Level of Confidence with Building Relationships							
Agency Type	Responses						
	1	2	3	4	5	Mean	SD
CALEA (C)	0	0	0	1	16	4.94	0.242
State (S)	0	0	11	6	7	4.43	0.646
C+S	0	0	0	7	23	4.71	0.528
Neither (N)	1	2	6	13	12	3.97	1.029
Total (C+S+N)	1	2	7	20	35		
n=65							

The mean responses are representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA Accredited agencies was reported at 4.94, while the mean response from State Certified agencies was 4.43. Calculating the means of both CALEA and State agencies provided a mean response of 4.71. The mean response of agencies that were neither CALEA Accredited agencies nor State Certified agencies was 3.97; lower than the mean responses from the CALEA and State agencies.

After the responses were entered for Question #6, the mean was calculated for each category of the agencies that participated. Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of confidence and low standard deviation for both the State Certified agencies and CALEA

agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

Results of Research Question and Hypothesis #7

The seventh question in the study addressed the topic of the level of confidence with the agency's efforts to work with citizens to solve problems in the community. Specifically, the research question examined, "Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of confidence their police agency works with citizens to solve problems, than police agencies that are neither certified nor accredited?" For Question #8, there were a total of sixty-five responses. All responses ranged from one to five and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 21: *Responses for Question #7*

Agency Type	Level of Confidence Working with Citizens					Mean	SD
	Responses						
	1	2	3	4	5		
CALEA (C)	0	0	0	2	15	4.88	0.437
State (S)	0	0	2	4	8	4.43	0.755
C+S	0	0	2	6	23	4.68	0.615
Neither (N)	1	1	7	14	11	3.97	0.968
Total (C+S+N)	1	1	9	20	34		

n=65

The mean responses are representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA

Accredited agencies was reported at 4.88, while the mean response from State Certified agencies was 4.43. Calculating the means of both CALEA and State agencies provided a mean response of 4.68. The mean response of agencies that were neither CALEA Accredited agencies nor State Certified agencies was 3.97; lower than the mean responses from the CALEA and State agencies.

After all responses were entered for Question #7, the mean was calculated for each category of the agencies that participated. Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of confidence and low standard deviation for both the State Certified agencies and CALEA agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

Results of Research Question and Hypothesis #8

The eighth question in the study addressed the topic of the level of confidence with the agency's efforts to create a diverse workforce representative of the community. Specifically, the research question examined, "Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of confidence their police agency is working towards creating a diverse workforce, than police agencies that are neither certified nor accredited?" For Question #8, there were a total of sixty-five responses. All responses ranged from one to five, and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 22: *Responses for Question #8*

Level of Confidence in Creating a Diverse Workforce							
Agency Type	Responses						
	1	2	3	4	5	Mean	SD
CALEA (C)	0	0	1	2	14	4.76	0.562
State (S)	0	0	2	5	7	4.36	0.744
C+S	0	0	3	7	21	4.58	0.672
Neither (N)	1	1	11	13	8	3.76	0.955
Total (C+S+N)	1	1	14	20	29		

n=65

The mean responses are representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA Accredited agencies was reported at 4.76, while the mean response from State Certified agencies was 4.36. Calculating the means of both CALEA and State agencies provided a mean response of 4.58. The mean response of agencies that were neither CALEA Accredited agencies nor State Certified agencies was 3.76; lower than the mean responses from the CALEA and State agencies.

After the responses were entered for Question #8, the mean was calculated for each category of the agencies that participated. Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of confidence and low standard deviation for both the State Certified agencies and CALEA agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

Results of Research Question and Hypothesis #9

The ninth question in the study addressed the topic of the level of confidence that the agency would conduct impartial use of force investigations on its own officers. Specifically, the research question examined, “Do representatives of the respective Chamber of Commerce of Georgia police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of satisfaction with the confidence their agency will conduct impartial use of force investigations on its own employees, than police agencies that are neither certified nor accredited?” For Question #9, there were a total of sixty-five responses. All responses ranged from one to five and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 23: *Results for Question #9*

Level of Confidence to Conduct Impartial UOF Investigations							
Agency Type	Responses						
	1	2	3	4	5	Mean	SD
CALEA (C)	0	0	0	2	15	4.88	0.332
State (S)	0	0	0	6	8	4.57	0.513
C+S	0	0	0	8	23	4.73	0.444
Neither (N)	2	0	5	20	7	3.88	0.945
Total (C+S+N)	2	0	5	28	30		
<i>n=65</i>							

The mean responses are representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA Accredited agencies was reported at 4.88, while the mean response from State Certified agencies was 4.57. Calculating the means of both CALEA and State agencies provided a

mean response of 4.73. The mean response of agencies that were neither CALEA Accredited agencies nor State Certified agencies was 3.88; lower than the mean responses from the CALEA and State agencies.

After the responses were entered for Question #9, the mean was calculated for each category of the agencies that participated. Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of confidence and low standard deviation for both the State Certified agencies and CALEA agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

Results of Research Question and Hypothesis #10

The tenth question in the study examined the chamber member's opinion of the community's confidence in the performance of the agency. Specifically, the research question examined, "Do citizens, as viewed through the opinion of the representative of the respective chamber of commerce, of police agencies that are either CALEA Accredited or Georgia State Certified have a higher level of confidence in their police agency's performance, than police agencies that are neither certified nor accredited?" For Question #10, there were a total of sixty-five responses. All responses ranged from one to five and the totals for each category are listed in the table below, along with the mean and standard deviation.

Table 24: *Responses for Question #10*

Level of Confidence by Community in Overall Performance							
Agency Type	Responses						
	1	2	3	4	5	Mean	SD
CALEA (C)	0	2	0	7	8	4.24	0.970
State (S)	0	0	3	7	4	4.07	0.730
C+S	0	2	0	14	12	4.16	0.861
Neither (N)	1	1	10	13	9	3.82	0.968
Total (C+S+N)	1	3	13	27	21		
n=65							

The mean responses are representative of the responses received by the researcher from the participants of the respective chambers. The mean response from the CALEA Accredited agencies was reported at 4.24, while the mean response from State Certified agencies was 4.07. Calculating the means of both CALEA and State agencies provided a mean response of 4.16. The mean response of agencies that were neither CALEA Accredited agencies nor State Certified agencies was 3.82, lower than the mean responses from the CALEA and State agencies.

After the responses were entered for Question #10, the mean was calculated for each category of the agencies that participated. Even though the hypothesis examined was analyzing the relationship between agencies that were either CALEA Accredited or Georgia State Certified with agencies that did not have accreditation nor certification, the mean values were calculated and displayed for each type of agency. The high degree of confidence and low standard deviation for both the State Certified agencies and CALEA

agencies signal agreement with the question and the combined mean response is greater than the responses received for agencies that are neither accredited nor certified.

UCR Reported Data

The final hypothesis posed compared the violent crime rates and the property crime rates of CALEA agencies, Georgia State Certified agencies, and agencies that were neither certified nor accredited. The data was collected and compared for a period of five years to determine if a lower crime rate for an agency had any correlation to accreditation or certification and to the satisfaction and confidence of the community. The data was collected from the FBI website and entered into an Excel worksheet, then broken down by the different type of agencies. Once the data was entered, the mean was calculated for each type of agency, and for each of the five years, for both property and violent crime rates. The calculated data for each year is displayed with a detailed description.

In 2014, 38 CALEA agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected CALEA agency's violent crime rate was 3.92 (per 10,000 residents) and the property crime rate was 35.58 (per 10,000 residents). In 2014, 28 State Certified agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected State Certified agency's violent crime rate was 3.95 (per 10,000 residents) and the property crime rate was 37.7 (per 10,000 residents). In 2014, 58 agencies neither accredited nor certified from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean of the violent crime rate for the selected agencies that were neither accredited nor certified was 3.41 (per 10,000 residents) and the property crime rate was 32.17 (per 10,000 residents).

Table 25: 2014 Data VCR & PCR

Agency Type	2014 VCR	2014 PCR
CALEA (C) <i>n=38</i>	3.92	35.58
State (S) <i>n=28</i>	3.95	37.70
Neither (N) <i>n=58</i>	3.41	32.17
<i>Per 10,000 residents</i>		

In 2015, 37 CALEA agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected CALEA agency's violent crime rate was 3.81 (per 10,000 residents) and the property crime rate was 32.56 (per 10,000 residents). In 2015, 29 State Certified agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected State Certified agency's violent crime rate was 4.22 (per 10,000 residents) and the property crime rate was 34.59 (per 10,000 residents). In 2015, 57 agencies neither accredited nor certified from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean of the violent crime rate for the selected agencies that were neither accredited nor certified was 3.28 (per 10,000 residents) and the property crime rate was 29.55 (per 10,000 residents).

Table 26: 2015 Data VCR & PCR

Agency Type	2015 VCR	2015 PCR
CALEA (C) <i>n=37</i>	3.81	32.56
State (S) <i>n=29</i>	4.22	34.59
Neither (N) <i>n=57</i>	3.28	29.55
<i>Per 10,000 residents</i>		

In 2016, 39 CALEA agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected CALEA agency's violent crime rate was 4.23 (per 10,000 residents) and the property crime rate was 33.56 (per 10,000 residents). In 2016, 33 State Certified agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected State Certified agency's violent crime rate was 4.24 (per 10,000 residents) and the property crime rate was 34.01 (per 10,000 residents). In 2016, 66 agencies neither accredited nor certified from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean of the violent crime rate for the selected agencies that were neither accredited nor certified was 3.22 (per 10,000 residents) and the property crime rate was 28.43 (per 10,000 residents).

Table 27: 2016 Data VCR & PCR

Agency Type	2016 VCR	2016 PCR
CALEA (C) <i>n=39</i>	4.23	33.56
State (S) <i>n=33</i>	4.24	34.01
Neither (N) <i>n=66</i>	3.22	28.43
<i>Per 10,000 residents</i>		

In 2017, 35 CALEA agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected CALEA agency's violent crime rate was 3.42 (per 10,000 residents) and the property crime rate was 29.97 (per 10,000 residents). In 2017, 32 State Certified agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected State Certified agency's violent crime rate was 3.84 (per 10,000 residents) and the property crime rate was 32.44 (per 10,000 residents). In

2017, 61 agencies neither accredited nor certified from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean of the violent crime rate for the selected agencies that were neither accredited nor certified was 3.14 (per 10,000 residents) and the property crime rate was 27.52 (per 10,000 residents).

Table 28: 2017 Data VCR & PCR

Agency Type	2017 VCR	2017 PCR
CALEA (C) <i>n=35</i>	3.42	29.97
State (S) <i>n=32</i>	3.84	32.44
Neither (N) <i>n=61</i>	3.14	27.52
<i>Per 10,000 residents</i>		

In 2018, 30 CALEA agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected CALEA agency's violent crime rate was 3.28 (per 10,000 residents) and the property crime rate was 26.99 (per 10,000 residents). In 2018, 25 State Certified agencies from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean for the selected State Certified agency's violent crime rate was 3.16 (per 10,000 residents) and the property crime rate was 28.96 (per 10,000 residents). In 2018, 53 agencies neither accredited nor certified from the sample submitted violent and property crime data to the FBI's UCR database (2020). The calculated mean of the violent crime rate for the selected agencies that were neither accredited nor certified was 3.28 (per 10,000 residents) and the property crime rate was 27.5 (per 10,000 residents).

Table 29: 2018 VCR & PCR

Agency Type	2018 VCR	2018 PCR
CALEA (C) <i>n=38</i>	3.28	26.99
State (S) <i>n=28</i>	3.16	28.96
Neither (N) <i>n=58</i>	3.28	27.50
<i>Per 10,000 residents</i>		

Chapter Five

DISCUSSION

Discussion of Results

In today's tumultuous world, it is imperative for law enforcement agencies to consider all resources available to work with their community to prevent many of the tragedies and outcomes so readily available in today's news accounts. One such resource available is a set of professional standards developed by an outside entity, created by practitioners and community members to improve professionalism in law enforcement. In his explanation of the CALEA program, Burch explained that "an accredited law enforcement agency has processes and procedures in place to demonstrate it provides professional services to the community it serves" (2017). In his analysis of the process, Burch also details that, "Accreditation is a voluntary, internal process by which agencies seek to achieve, objectively verify, and maintain high quality in their operations through periodic evaluations conducted by an independent, non-governmental body" (2017).

The purpose of this research was to examine two different lenses to determine the level of success a law enforcement agency has within its community. The first approach was to examine a long-standing model for success in the industry and one of the only models used by the Federal Government to measure the success of law enforcement agencies-crime rates. The researcher sought to determine if agencies with a separate level of professional standards would translate into lower crime rates. Due to the complex nature of crime reporting, many factors would lead to the dismissal of using

crime rates to indicate an agency's success. The second part of the study was to examine the perception of members of the local Chamber of Commerce as to their level of confidence and satisfaction in their law enforcement agencies in various areas to determine if a level of accreditation or certification has a positive or negative impact.

A telephone survey was utilized to gain the knowledge needed from the members of the Chamber of Commerce and UCR data was retrieved from the FBI's website to acquire the data to make conclusions about crime rates. Topics included in this study measured the level of performance of agency employees, matters on community involvement, race relations, use of force investigations, and other areas of concern to community members. After the data was collected and analyzed, the researcher was able to make conclusions based on the findings and lead a discussion on the implication of the findings and to discuss future recommendations and areas to address to improve the perception of the law enforcement profession.

Discussion Question One

Question one evaluated the chamber member's response to their level of satisfaction in the performance of their respective agency. The hypothesis and null hypothesis related to this research question were:

H1-The level of satisfaction of the respondents is higher with their respective police agency's overall performance if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho-There is no difference in the level of satisfaction from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.76 for CALEA Accredited agencies, a mean response of 4.79 for Georgia State Certified Agencies, and 4.15 for agencies neither accredited nor certified. The higher degree of satisfaction with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question.

While many areas are important to law enforcement, one area that must be measured is overall performance. In this study, agencies that had attained some type of accreditation or certification had more success in their performance measures, which is one of the areas that accrediting bodies claim agencies will enjoy after completion of the program. This is significant since the turmoil currently in the country is looking for ways to hold law enforcement agencies accountable and demanding change.

Sparrow revealed using such measurement areas similar to clearance rates, response times, crime reporting, and enforcement productivity are not accurate measures of good performance, but narrowly focused, and not accurate indicators of how well an agency is performing (2015). While these numbers can provide some insight into what the agency is doing, these metrics do not translate into agency success with the public it serves. Behn was also convinced that government agencies needed to view the measurement of their performance through a different lens and discussed many different types of metrics that could be used that involved eliciting community input (2003). For law enforcement to take the next step, they must measure metrics that accurately show how they are doing.

Discussion Question Two

Question two evaluated the chamber member's response to their level of satisfaction with the professionalism of their respective agency's employees. The hypothesis and null hypothesis related to this research question were:

H2- The level of satisfaction of the respondents is higher with the professionalism of their respective police agency's employees if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of satisfaction from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.94 for CALEA Accredited agencies, a mean response of 4.50 for Georgia State Certified Agencies, and 3.94 for agencies neither accredited nor certified. The higher degree of satisfaction with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question.

Another important area for law enforcement agencies to measure is the level of professionalism of their employees and how the public views its employees. Stone and Davis shared their views on the current state of professionalism in law enforcement. They indicated that the profession is still struggling with realizing the importance of leaving some of the old ways behind and looking at ways to measure how professional their people are. While they stressed that some departments have established means of creating new and better standards, most agencies are still lacking in this area (2011). If agencies that are accredited or certified enjoy a higher level of satisfaction with the

professionalism of its employees, agencies need to examine how it may benefit them as well.

Discussion Question Three

Question three evaluated the chamber member's response to their level of satisfaction in the transparency of their respective agency. The hypothesis and null hypothesis related to this research question were:

H3- The level of satisfaction of the respondents is higher with their respective police agency's level of transparency if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of satisfaction from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.94 for CALEA Accredited agencies, a mean response of 4.50 for Georgia State Certified Agencies, and 3.94 for agencies neither accredited nor certified. The higher degree of satisfaction with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question.

Transparency from law enforcement agencies is one of the primary areas the public is demanding to change. There have been several instances where a lack of transparency has created additional problems for communities. In his study of transparency in law enforcement for the past 50 years, Forst illustrates that law enforcement has improved considerably, but still lacks in the area of transparency. He also discusses the importance of creating a consensus for what information should be

provided to the public (2008). While CALEA and State Certification do not have specific standards on transparency, they have several areas that deal with citizen and media interaction, and the results from this question show the positive results that could be expected.

Discussion Question Four

Question four evaluated the chamber member's response to their level of satisfaction in the agency's response to the concerns of community members. The hypothesis and null hypothesis related to this research question were:

H4- The level of satisfaction of the respondents is higher with the respective police agency's response to the concerns of community members if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of satisfaction from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.88 for CALEA Accredited agencies, a mean response of 4.64 for Georgia State Certified Agencies, and 3.97 for agencies neither accredited nor certified. The higher degree of satisfaction with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question.

Creating a culture of community involvement is critical in the standards established from accreditation and certification. As seen in the results of this question, CALEA Accredited agencies and State Certified agencies enjoyed a higher level of success in the area of response to the community. Even though Perez, et al., suggest that

citizens do bear some of the responsibility for communicating with law enforcement, it is critical for police agencies to understand and accept the community's culture. To be successful, the culture of the agency and the community must be similar (2003).

Discussion Question Five

Question five evaluated the chamber member's response to their level of satisfaction in the agency's efforts to create positive race relations in the community. The hypothesis and null hypothesis related to this research question were:

H5- The level of satisfaction of the respondents is higher with the overall performance of their respective police agency if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of satisfaction from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.82 for CALEA Accredited agencies, a mean response of 4.71 for Georgia State Certified Agencies, and 3.94 for agencies neither accredited nor certified. The higher degree of satisfaction with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question.

Accredited and certified agencies are required to complete analyses and reviews of processes related to their fair treatment of citizens. Even though there have been improvements in race relations over the past several decades, past instances have still created a divide between the police and citizens concerning race (Solomon, 2016). In her article about race relations, Solomon pointed out that African Americans consistently

show less confidence in the police than white Americans. To move forward, she believes there must be levels of accountability and communication in place (2016). While there is no standard for forcing police agencies to improve race relations, there are many standards that do address the root causes that have led to so many of the problems discussed in this study, and accredited and certified agencies should expect to have better success than agencies neither accredited nor certified.

Discussion Question Six

Question six evaluated the chamber member's response to their level of confidence that the agency is working to build relationships in the community. The hypothesis and null hypothesis related to this research question were:

H6-The level of confidence of the respondents is higher that their respective police agency is working to build relationships within the community, if their police agency has achieved CALEA Accreditation or Georgia State Certification.

Ho-There is no difference in the level of confidence from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.94 for CALEA Accredited agencies, a mean response of 4.43 for Georgia State Certified Agencies, and 3.97 for agencies neither accredited nor certified. The higher degree of confidence with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question.

In the area of confidence in building relationships with the community, CALEA Accredited agencies and State Certified agencies showed a much higher agreement with

the responses than agencies that were neither accredited nor certified. Speaking on community relationships and the importance of building them between law enforcement and citizens, the Department of Justice described that, “strong relationships of mutual trust between police agencies and the communities they serve are critical to maintaining public safety and effective policing” (2020b). This mutual trust is one of the many areas that agencies must build on to improve the perception of law enforcement.

Discussion Question Seven

Question seven evaluated the chamber member’s response to their level of confidence the agency work with citizens to resolve problems in the community. The hypothesis and null hypothesis related to this research question were:

H7-The level of confidence of the respondents is higher that their respective police agency works with citizens to solve problems within the community, if their police agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of confidence from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.88 for CALEA Accredited agencies, a mean response of 4.43 for Georgia State Certified Agencies, and 3.97 for agencies neither accredited nor certified. The higher degree of confidence with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question.

Working with citizens to solve problems is a key component in the Community Policing Model. Accreditation and certification are focused on ways to improve community policing and to find ways to work with citizens to solve problems, as was shown in the results from this question. In his assessment of working with the community, Lewis compared Peoria, Illinois and Ferguson, Missouri. He reported that findings from the Department of Justice showed the Ferguson police department has a history of practices that caused significant issues in the community. He also spoke of the success of the Peoria Police Department and how they used community engagement and community policing to increase the level of trust in the community (2019). Peoria Police Department is a CALEA Accredited agency.

Discussion Question Eight

Question eight evaluated the chamber member's response to their level of confidence that the agency is working towards creating a workforce that is representative of its community. The hypothesis and null hypothesis related to this research question were:

H8- The level of confidence of the respondents is higher that their respective police agency is working towards creating a diverse workforce that is representative of the community, if their police agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of confidence from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.76 for CALEA Accredited agencies, a mean response of 4.36 for Georgia State Certified Agencies, and 3.76 for

agencies neither accredited nor certified. The higher degree of confidence with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question.

The CALEA process pushes its agencies to show steps they are taking to increase the level of diversity in the workforce, with the goal of having a police agency that is representative of its community. This is reflected in the results of this question as CALEA agencies had a higher level of agreement as they progress towards this objective. Ungar-Sargon discussed how the pattern of minorities being underrepresented in police departments is a widespread issue. While he points out that a representative department does not guarantee success, it does eliminate issues with portions of the population trusting the police (2015).

Discussion Question Nine

Question nine evaluated the chamber member's response to their level of confidence the agency would conduct impartial use of force investigations on its own officers. The hypothesis and null hypothesis related to this research question were:

H9- The level of confidence of the respondents is higher that their respective police agency will conduct impartial use of force investigations, if their police agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of confidence from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.88 for CALEA Accredited agencies, a mean response of 4.57 for Georgia State Certified Agencies, and 3.88 for

agencies neither accredited nor certified. The higher degree of confidence with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question.

The application of force or how the use of force is presented to the community has garnered much national attention. With so many standards on how to train on use of force, document use of force incidents, review policies on use of force, and requirements to analyze force incidents, it makes sense there was a higher level of agreement that CALEA Accredited and State Certified agencies would conduct impartial investigations. Force is going to happen. It is how the agency handles the investigation and how the agency addresses the public as to how the outcome will ultimately be decided (Bohrer & Chaney, 2010).

Discussion Question Ten

Question ten evaluated the chamber member's response to how they felt the level of confidence about the agency's performance would be through the community's viewpoint. The hypothesis and null hypothesis related to this research question were:

H10-The level of confidence of the respondents is higher with the performance of their respective police agency, if the agency has achieved CALEA Accreditation or Georgia State Certification.

Ho- There is no difference in the level of confidence from the respondents, regardless of whether their police agency has achieved CALEA Accreditation or Georgia State Certification.

The survey results provided a mean response of 4.24 for CALEA Accredited agencies, a mean response of 4.07 for Georgia State Certified Agencies, and 3.82 for

agencies neither accredited nor certified. The higher degree of confidence with agencies that were accredited or certified, along with the low standard deviation, signaled agreement with the hypothesis for this question. Public trust and confidence are critical to the success of law enforcement agencies. Bradford and Jackson discussed how trust and confidence in the police increase community participation and engagement and can assist law enforcement with cooperation from the public (2010).

Discussion Question Eleven

The eleventh research question addressed the difference between the violent and property crime rates of CALEA Accredited agencies, State Certified agencies, and agencies that are neither accredited nor certified. The hypothesis and null hypothesis related to this research question were:

H11-There is no statistical difference between the UCR (Uniform Crime Reporting) of Georgia CALEA accredited agencies, Georgia State Certified agencies, and Georgia non-certified or non-accredited agencies.

Ho-There will be a statistical difference between the UCR (Uniform Crime Reporting) of Georgia CALEA accredited agencies, Georgia State Certified agencies, and Georgia non-certified or non-accredited agencies.

UCR numbers were evaluated and analyzed in two areas over a five-year period.

In 2014, CALEA Accredited and State Certified agencies had a higher level of violent and property crime reported than agencies that were neither accredited nor certified. CALEA agencies reported a mean response of 3.92 in violent crime and 35.58 in property crime. State Certified agencies reported a mean response of 3.95 in violent

crime and 37.7 in property crime. Agencies neither accredited nor certified reported a mean response of 3.41 in violent crime and 32.17 in property crime.

In 2015, CALEA Accredited and State Certified agencies had a higher level of violent and property crime reported than agencies that were neither accredited nor certified. CALEA agencies reported a mean response of 3.81 in violent crime and 32.56 in property crime. State Certified agencies reported a mean response of 4.22 in violent crime and 34.59 in property crime. Agencies neither accredited nor certified reported a mean response of 3.28 in violent crime and 29.55 in property crime.

In 2016, CALEA Accredited and State Certified agencies had a higher level of violent and property crime reported than agencies that were neither accredited nor certified. CALEA agencies reported a mean response of 4.23 in violent crime and 33.56 in property crime. State Certified agencies reported a mean response of 4.24 in violent crime and 34.01 in property crime. Agencies neither accredited nor certified reported a mean response of 3.22 in violent crime and 28.43 in property crime.

In 2017, CALEA Accredited and State Certified agencies had a higher level of violent and property crime reported than agencies that were neither accredited nor certified. CALEA agencies reported a mean response of 3.42 in violent crime and 29.97 in property crime. State Certified agencies reported a mean response of 3.84 in violent crime and 32.44 in property crime. Agencies neither accredited nor certified reported a mean response of 3.14 in violent crime and 27.52 in property crime.

In 2018, CALEA Accredited and agencies that were neither accredited nor certified had the same level of violent crime reported than agencies that were State Certified. State Certified agencies had the highest level of property crime reported for

the time frame examined. CALEA agencies reported a mean response of 3.28 in violent crime and 26.99 in property crime. State Certified agencies reported a mean response of 3.16 in violent crime and 28.96 in property crime. Agencies neither accredited nor certified reported a mean response of 3.28 in violent crime and 27.5 in property crime.

One thing that is clear from the data analyzed over the five-year period is that there is no argument one way or the other for whether a professional set of standards would impact Uniform Crime Reporting. While this is a standard of measuring the performance of law enforcement agencies that has been used repeatedly in the past, the researcher feels there are other areas that will provide a better indication of just how well an agency is performing. Moore studied how to assess the police with a different matrix and used a private company as an example. He pointed out the flaw of creating a strategy where the bottom line was measuring crime rates, and not what it cost to achieve those results (2002). If the agency's expense is a loss of trust and confidence to achieve crime reduction, what is the benefit to the community?

Other Findings

Is the measure of community support, or the measure of the crime rate for a community the ultimate judge of how well a law enforcement agency is doing in a particular community? As well as a discussion on each of the eleven areas investigated in this study, there are other conclusions that were noted by the researcher while completing this study. While analyzing the data, it was apparent that the chamber members had a positive response for the law enforcement agencies studied. The lowest mean calculated for any one group was 3.76 for a particular question, while 4.94 was the highest mean calculated. One additional finding the researcher did not expect was the

difference in the individual chamber members' perception and their perception of what the community felt about their local agency. The calculated means for Question #1, which examined the perception of the chamber members on the agency's performance, were .33 and .51 higher than the calculated mean responses for Question #10, which examined how they believed the community felt about the performance of the agencies. Question #10, which was the only one that asked participants to rate how they thought the community felt rather than how they felt, received the lowest number of responses statistically.

By evaluating each of the questions in a community, a law enforcement agency can determine how the community feels they are doing in a particular area. Of the areas examined in this study, the question that produced the lowest responses by the chamber members was in creating a diverse workforce representative of the community. This is a topic that has sparked a lot of and has been reflective in many professional change movements.

Study Limitations

There were several limitations discovered and examined while conducting the study. One key issue found was the lack of information or prior research on accreditation or certification in law enforcement. While there was ample information on accreditation in general, most of the information pertained to educational and medical fields. The variable of how much knowledge was possessed on accreditation by each of the participants was not addressed, limiting any context that could have been gained by discussing the concept of accreditation or certification during the surveys.

The Covid-19 pandemic had shuttered offices in the State of Georgia and several chambers did not answer the phones or return messages. Many of the participants spoke of working limited hours and not having the resources to fully staff the buildings. In several of the interviews and interactions with the participants, they indicated how polarizing law enforcement was as a topic and their fear of taking part in this study could lead to a negative interaction with their boards and community members. The Covid-19 pandemic and polarizing view of some limited the number of participants in this study.

The information provided was from the State of Georgia and did not include any data from other states that could have aided in some of the conclusions. The data collected from the UCR database was information on reported crime cases and not actual cases of crime. Many factors could lead individuals not to report crime, and those numbers were not gathered for the section on crime rates. The participants in this study were active members of local Chambers of Commerce in the state of Georgia. Their viewpoint led to conclusions, but the community was not surveyed and would have led to a more definite conclusion on the matters researched.

Study Assumptions

There were numerous assumptions made during the production of this research. The first assumption was related to the knowledge of the community members surveyed. It was assumed that the members of the Chamber of Commerce work directly with community leaders and would have sufficient knowledge about the local police departments and how the community viewed them. At a minimum, the members of the Chamber of Commerce should have a general understanding of any issues, problems, or success local police agencies had in the community.

Also, it was assumed the responses from the members of the Chamber of Commerce were reflective of their viewpoints on the subjects discussed in the survey. While there was some hesitation on the part of some of the participants, the survey was anonymous and the protocols to protect their identity were explained if needed.

Implication of Findings

Studies on accreditation and certification, especially as it pertains to its success, have been woefully inadequate. The studies conducted have not addressed the common issues that plague the United States and continue to erode the profession of law enforcement. As stated by Hughes and Teodoro, “a modest existing body of research shows mixed evidence for agency accreditation’s effects on performance” and “critics argue that accreditation is mostly an empty, symbolic exercise” (2012, p.585). This study provided a different metric for evaluating law enforcement in the community without relying on outdated methods of measurement. Doerner and Doerner agreed by boasting that, “the time is ripe to investigate the benefits of accreditation more stringently” (2012, p.795).

More studies need to be examined and completed exploring the models of accreditation and certification Bradford and Jackson (2010) determined “in all the models tested, overall confidence and trust in police fairness and engagement were highly correlated” (p.6). If engagement, confidence, and trust are to be sought by the community, these areas must be measured. Even though this study was limited to one state and one population, there was direct evidence that increased standards can lead to a higher level of confidence and law enforcement satisfaction in the community. An integral part of gaining the public’s trust is having a system in place to ensure an

agency's practices, policies, and procedures are professional and that the agency follows them.

Crime rates and numbers have been used to measure success and have led agencies to internalize their polices and concentrate their focus on areas. With the advent of community policing, agencies have become more involved, but still use the same ways of determining how effective they are. While searching for new ways to evaluate law enforcement, the researcher spent time investigating the New Public Service Model of Public Administration. As described by Pyun and Edly, (2018) "First, New Public Service...it is up to public administrators and organizations to improve relationships with citizens by serving citizens, and contributing to building a collective, shared notion of public interest" (p. 253). One of the primary goals of the accreditation process and what the standards and procedures are intended to show the citizens is-the agency is committed to meeting a higher level of standard and a higher level of transparency within the public. This is not measured by simply measuring crime rates or looking at raw numbers; this is measured by determining the level of confidence and satisfaction the community has in the agency.

One thing that is apparent from the research is the lack of agencies that have volunteered to hold themselves to a higher standard and submit to an outside assessment of how they are doing. Doerner and Doerner indicated there is very little government oversight of police agencies, and legislatures have determined minimum standards for who can work as a police officer, but they have not set a minimum level of expectation, or a set of standards law enforcement agencies must comply with and attain (2012). The government is relying on agencies to take this step of accountability under their own

volition. One could argue that better agencies have already taken this step and the remaining agencies have contributed to the mistrust and turmoil in this country. The numbers are clear from this study. CALEA Accredited agencies account for approximately four percent of the law enforcement agencies in the United States. Of the 628 law enforcement agencies in the State of Georgia, 45 agencies are accredited by CALEA, representing approximately seven percent of the total agencies in the State. To make a difference and bridge the gaps between law enforcement and the community, other agencies need to examine their standards and ask their community what is expected of them.

Future Research Recommendations

The outcomes of this research provided insights into the benefits of accreditation and certification and finding new ways to evaluate the success of law enforcement agencies. Four recommendations for further research on this topic are:

- 1) Since the study's findings were based on what the chamber members believed and their impression of how the community felt, it would be prudent to conduct this study with the population of the community served. Not only would this allow for more documentation on the topic, but it would also provide more detailed information on what is important to the community.
- 2) CALEA Accreditation is a process used in the United States and many countries around the world, while Georgia State Certification is confined strictly to the State of Georgia. Since this survey was only conducted using Georgia agencies, it would be ideal to conduct this study on a

nationwide scale to determine if the results were similar, or if any of the results could be regional or influenced by other factors.

- 3) In this study, reported property and violent crime rates of CALEA Accredited agencies, Georgia State Certified agencies, and agencies neither accredited nor certified were compared. With few exceptions, agencies that did not have any type of accreditation or certification had lower reported violent and property crime. While this was not a surprise for the researcher, it would be prudent to expand current studies on reported crime and study why agencies with additional oversight and standards may have higher levels of reported crime.
- 4) In the State of Georgia, the certification system has far fewer standards than the CALEA Accreditation process. Even though this study used a combination of CALEA and Georgia State Certified agencies, CALEA agencies had a higher mean response for nine of the ten questions posed in the survey. It would be interesting to compare the standards and the areas surveyed to determine what established standards lead to a higher level of community support in those areas.

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Appendix A

Survey Instrument

1. How satisfied are you with the overall performance of the “Agency”?
Not at all satisfied Slightly satisfied Moderately Satisfied Satisfied Very Satisfied

2. How satisfied are you with the professionalism of the “Agency’s” employees?
Not at all satisfied Slightly satisfied Moderately Satisfied Satisfied Very Satisfied

3. How satisfied are you with the level of transparency provided by the “Agency”?
Not at all satisfied Slightly satisfied Moderately Satisfied Satisfied Very Satisfied

4. How satisfied are you with the “Agency’s” response to the concerns of community members?
Not at all satisfied Slightly satisfied Moderately Satisfied Satisfied Very Satisfied

5. How satisfied are you with the “Agency’s” efforts to create positive race relations within your community?
Not at all satisfied Slightly satisfied Moderately Satisfied Satisfied Very Satisfied

6. How confident are you that the “Agency” is working to build relationships within the community?
Not at all confident Slightly Confident Moderately Confident Confident Very Confident

7. How confident are you that the “Agency” works with citizens to solve problems within the community?
Not at all confident Slightly Confident Moderately Confident Confident Very Confident

8. How confident are you that the “Agency” is working towards creating a diverse workforce that is representative of its community?
Not at all confident Slightly Confident Moderately Confident Confident Very Confident

9. How confident are you that the “Agency” will conduct impartial use of force investigations on its own officers?

Not at all confident Slightly Confident Moderately Confident Confident Very Confident

10. In your opinion, how confident is the community about the performance of the agency?”

Not at all confident Slightly Confident Moderately Confident Confident Very Confident

Appendix B
Research Informed Statement

You are being asked to participate in an interview as part of a research study entitled “Study of the Community’s Perception of Georgia Law Enforcement Agencies,” which is being conducted by Chris Cooke, a Doctoral Candidate at Valdosta State University. The purpose of the study is to examine the level of trust and confidence of informed community leaders for their respective Georgia law enforcement agencies. You will receive no direct benefits from participating in this research study. However, your responses may help us learn more about how communities view law enforcement agencies that are CALEA Accredited, State Certified, or have no Certification or Accreditation. There are no foreseeable risks involved in participating in this study other than those encountered in day-to-day life. Participation should take no longer than ten (ten) minutes. No one, including the researcher, will be able to associate your responses with your identity. Your participation is voluntary. You may choose not to participate, to stop responding at any time, or to skip any questions that you do not want to answer. You must be at least 18 years of age to participate in this study. Your participation in the interview will serve as your voluntary agreement to participate in this research project and your certification that you are 18 years of age or older. You may print a copy of this statement for your records.

Questions regarding the purpose or procedures of the research should be directed to Chris Cooke at cmcooke@valdosta.edu. This study has been exempted from Institutional Review Board (IRB) review in accordance with Federal regulations. The IRB, a university committee established by Federal law, is responsible for protecting the rights and welfare of research participants. If you have concerns or questions about your rights as a research participant, you may contact the IRB Administrator at 229-253-2947 or irb@valdosta.edu.

Appendix C
IRB Exemption Form



***Institutional Review Board (IRB)
For the Protection of Human Research Participants***

PROTOCOL EXEMPTION REPORT

Protocol Number: 04070-2020

Responsible Researcher: Christopher Cooke

Supervising Faculty: Dr. Rudy Prine

Project Title: *Study of the Community's Perception of Georgia Law Enforcement Agencies.*

INSTITUTIONAL REVIEW BOARD DETERMINATION:

This research protocol is **Exempt** from Institutional Review Board (IRB) oversight under Exemption **Category 2**. Your research study may begin immediately. If the nature of the research project changes such that exemption criteria may no longer apply, please consult with the IRB Administrator (irb@valdosta.edu) before continuing your research.

ADDITIONAL COMMENTS:

- *Upon completion of the research study all data (email correspondence, survey responses, participant name lists, etc.) must be securely maintained (locked file cabinet, password protected computer, etc.) and accessible only by the researcher for three years and then permanently destroyed.*
- *The Research Statement must be read aloud to each participant at the start of each telephone interview.*
- *Each research participant must be provided a copy of the informed Research Statement before the interview takes place.*

☒ *If this box is checked, please submit any documents you revise to the IRB Administrator at irb@valdosta.edu to ensure an updated record of your exemption.*

Elizabeth Ann Olphie *08.20.2020*
Elizabeth Ann Olphie, IRB Administrator

*Thank you for submitting an IRB application.
Please direct questions to irb@valdosta.edu or 229-253-2947.*

Revised: 06.02.16

Appendix D
Telephone Survey Script

Hello. My name is Chris Cooke, and I am a doctoral student from Valdosta State University. I am working on my dissertation and I am studying the community's perception of law enforcement agencies. To accomplish this, I am asking for members of the chambers of commerce, who have a great level of knowledge about the community, to provide feedback on their respective agency by answering 10 questions. This survey is confidential, and all information will be reported in an aggregate manner. No personal information from respondents will be maintained after the summary has been completed and I will be happy to share the protocols that have been approved by the Internal Review Board to ensure their confidentiality.

This survey will take approximately 10 minutes, but also requires me to read you a 30-second disclaimer from the University first to ensure your consent and to see if you have any questions about the purpose or validity of this survey. If you would like to set up a time for me to call back to complete this survey or would like to see a copy of the disclaimer and the questions ahead of time, I would be happy to send them to you and set up a time that is convenient for you.

Of the 10 questions, 9 of the questions are going to ask your opinion of the policy agency on various topics and 1 question will ask your opinion about how the community views the agency. Once all the results are gathered, the results will be added to other data to evaluate how the community views its departments in the state of Georgia and used for future projects to work on ways to improve law enforcement service in the state.

Appendix E

List of Chambers Utilized

Chamber of Commerce Listing

Adel-Cook County Chamber of Commerce	Gwinnet Chamber of Commerce
Albany Chamber of Commerce	Habersham County Chamber of Commerce
Alma-Bacon County Chamber of Commerce	Harris County Chamber of Commerce
Alpharetta Chamber of Commerce	Hart County Chamber of Commerce
Americus-Sumter Chamber of Commerce	Hazelhurst-Jeff Davis Chamber of Commerce
Appling County Chamber of Commerce	Heard County Chamber of Commerce
Athens Area Chamber of Commerce	Henry County Chamber of Commerce
Augusta Metro Chamber of Commerce	Homerville/Clinch Chamber of Commerce
Bainsbridge-Decatur Chamber of Commerce	Jackson County Chamber of Commerce
Banks County Chamber of Commerce	Jefferson County Chamber of Commerce
Barnesville-Lamar Chamber of Commerce	Johns Creek Chamber of Commerce
Barrow County Chamber of Commerce	LaGrange-Troup Chamber of Commerce
Blairsville/Union Chamber of Commerce	Lakeland-Lanier Chamber of Commerce
Blakely/Early County Chamber of Commerce	Lavonia Chamber of Commerce
Brookhaven Chamber of Commerce	Lee County Chamber of Commerce
Brunswick-Golden Isles Chamber of Commerce	Liberty County Chamber of Commerce
Buena Vista/Marion Chamber of Commerce	Lincolnton/Lincoln Chamber of Commerce
Burke County Chamber of Commerce	Long County Chamber of Commerce
Butts County Chamber of Commerce	Macon County Chamber of Commerce
Cairo/Grady County Chamber of Commerce	Madison-Morgan Chamber of Commerce
Camden County Chamber of Commerce	Meriwether County Chamber of Commerce
Camilla Chamber of Commerce	Metro Atlanta Chamber of Commerce
Carroll County Chamber of Commerce	Metter Candler Chamber of Commerce
Cartersville-Bartow Chamber of Commerce	Milledgeville-Baldwin Chamber of Commerce
Catoosa County Chamber of Commerce	Monticello-Jasper Chamber of Commerce
Chamblee Chamber of Commerce	Moultrie-Colquit Chamber of Commerce
Chattooga County Chamber of Commerce	Murray County Chamber of Commerce
Cherokee County Chamber of Commerce	Nashville-Berrien Chamber of Commerce
Claxton-Evans County Chamber of Commerce	Newnan-Coweta Chamber of Commerce
Clayton County Chamber of Commerce	North Bryan County Chamber of Commerce
Clayton County Chamber of Commerce	Ocilla-Irwin County Chamber of Commerce
Cobb County Chamber of Commerce	Oconee County Chamber of Commerce
Cochran-Bleckley Chamber of Commerce	Oglethorpe County Chamber of Commerce
Colquitt-Miller Chamber of Commerce	Okefenokee Chamber of Commerce
Columbia County Chamber of Commerce	Paulding County Chamber of Commerce
Cordele-Crisp Chamber of Commerce	Pelham Chamber of Commerce
Covington-Newton Chamber of Commerce	Perry Area Chamber of Commerce
Dade County Chamber of Commerce	Pickens County Chamber of Commerce
Dahlonega-Lumpkin Chamber of Commerce	Pierce County Chamber of Commerce

Darien/McIntosh Chamber of Commerce
Dawson County Chamber of Commerce
DeKalb Chamber of Commerce
Douglas County Chamber of Commerce
Douglas/Coffee County Chamber of Commerce
Dublin-Laurens County Chamber of Commerce
Dunwoody Perimeter Chamber of Commerce
Eastman/Dodge County Chamber of Commerce
Eatonton-Putnam Chamber of Commerce
Elbert County Chamber of Commerce
Ellaville-Schley County Chamber of Commerce
Fannin County Chamber of Commerce
Fayette County Chamber of Commerce
Fitzgerald-Ben Hill Chamber of Commerce
Forsyth County Chamber of Commerce
Forsyth/Monroe Chamber of Commerce
Franklin County Chamber of Commerce
Gilmer County Chamber of Commerce
Gordon County Chamber of Commerce
Greater Columbus Chamber of Commerce
Greater Dalton Chamber of Commerce
Greater Eastside Chamber of Commerce
Greater Hall Chamber of Commerce
Greater Haralson Chamber of Commerce
Greater Macon Chamber of Commerce
Greater North Fulton Chamber of Commerce
Greater Rome Chamber of Commerce
Greater Tattnall Chamber of Commerce
Greene County Chamber of Commerce
Griffin-Spalding Chamber of Commerce

Pike County Chamber of Commerce
Polk County Chamber of Commerce
Pooler Chamber of Commerce
Rabun County Chamber of Commerce
Randolph County Chamber of Commerce
Richmond Hill-Bryan Chamber of Commerce
Roberta/Crawford Chamber of Commerce
Savannah Area Chamber of Commerce
Screven County Chamber of Commerce
South Fulton Chamber of Commerce
Statesboro-Bulloch Chamber of Commerce
Stewart County Chamber of Commerce
Swainsboro-Emanuel Chamber of Commerce
Talbot County Chamber of Commerce
Terrell County Chamber of Commerce
Thomaston-Upton Chamber of Commerce
Thomasville-Thomas Chamber of Commerce
Thomson-McDuffie Chamber of Commerce
Tifton-Tift County Chamber of Commerce
Toccoa-Stephens Chamber of Commerce
Toombs County Chamber of Commerce
Valdosta-Lowndes Chamber of Commerce
Walker County Chamber of Commerce
Walton County Chamber of Commerce
Warren County Chamber of Commerce
Washington Chamber of Commerce
Waycross-Ware Chamber of Commerce
White County Chamber of Commerce
Wilkinson County Chamber of Commerce
Worth/Sylvester Chamber of Commerce