Survey Design for the City of Ramsey Police and Fire Departments

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City of RAMSEY

Resilient Communities Project
University of Minnesota
Building community-university partnerships for sustainability

The project on which this report is based was completed in collaboration with the City of Ramsey as part of the 2017–2018 Resilient Communities Project (RCP) partnership. RCP is a program at the University of Minnesota's Center for Urban and Regional Affairs (CURA) that connects University faculty and students with Minnesota communities to address strategic projects that advance local resilience and sustainability.

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Survey Design for the City of Ramsey Spring 2018

Designed by Nicholas Jelinek, Michael Prideaux, and Tyler Van Berkum
A RESILIENT COMMUNITIES PROJECT

Table of Contents

Object Description 2

Evaluation Design 5

Analysis Plan 11

Appendix A: Logic Model 17

Appendix B: Sample Survey 18

Appendix C: Survey Analysis Tool Guide 20

Object Description and Logic Model

The object description provides an overview for the project being evaluated. It provides a context for the evaluation by describing key aspects of the program. An object description, along with a logic model, can help evaluators understand how a program accomplishes its goal through its inputs, its activities, outputs, and outcomes.

Introduction

The City of Ramsey resides north of Minneapolis, Minnesota on the western edge of Anoka County. It is home to approximately 26,000 people.[1] Ramsey has a Police Department with 25 sworn officers: one Police Chief, two Captains, four Patrol Sergeants, three Investigators, one Drug Task Force Investigator, two Community Resource Officers, and 12 Patrol Officers. The Ramsey Police Department also has two non-sworn, part-time Community Service Officers, three full-time Records Technicians, one part-time Records Technician, and 13 non-sworn volunteer Reserve Officers. Ramsey has a Fire Department with 55 paid on-call firefighters, as well as one full-time Fire Chief, one full-time Fire Marshal/Assistant Chief, and two part-time Fire Inspectors.

In coordination with the Resilient Communities Project (RCP), the City requested that students from the Humphrey School of Public Affairs (evaluators) construct a survey. This survey will be distributed to the City's approximately 400 businesses. The City hopes to use the survey to identify safety needs and training opportunities within their business community.

Previously, the City conducted a similar survey in 2013. The survey consisted of four sections containing thirty questions. These questions covered crime concerns, alarm response rates, and business training programs.[2] Like the proposed survey, the previous survey also sought to identify if the City's police force was meeting the business community's safety needs.

Goal

The City of Ramsey Police Department (RPD) shares goals with the rest of the City's units. Namely:

- Provide proactive delivery of municipal services to the citizens for a cost at or below the metropolitan median for delivery of similar services
- Provide a consistent level of service to the community in the areas of public works, public safety and general operations
- Ensure responsiveness to the public and to foster an atmosphere of communication within and outside of the organization
- Actively promote economic development in an effort to expand the tax base and quality employment opportunities[3]

Evaluation and Scope

The evaluators designed an evaluation of the RPD's business outreach and business-related emergency services programs. As part of this design process, the evaluators specifically evaluated the RPD's previous 2013 survey and designed a new survey for the department's

[1] City of Ramsey. (2018). "About Us." Web. Retrieved from: http://www.ci.ramsey.mn.us/about-us
[2] Ramsey Police Department. (2013). *Business Safety Survey-2013.* Web.
[3] City of Ramsey (2018). *Adopted Budget for Fiscal Year 2018.* Web. Retrieved from: http://www.ci.ramsey.mn.us/sites/default/files/documents/Finance/2018/2018%20Final%20Budget%20Full%20Document.pdf

use. They also evaluated survey distribution methods: both the methods previously used and the potential methods of distribution. The City left both the covered topics and means of distribution up to the evaluators. The Content of the survey will include all City of Ramsey-specific police services for businesses. It will not include questions of non-city law enforcement, such as the MN State Patrol or the Anoka County Sheriff's office.

Staffing
The City of Ramsey has 51 to 200 employees.[4] The RPD has 49 employees. For the City, the main contacts are Captain Brad Bluml, Community Resource Officer Melissa Schantzen, and Community Resource Officer Drew Moldenhauer.

The University of Minnesota's Resilient Community Project connected the City with the Humphrey School of Public Affairs. The main contact is Mike Greco, the Director for RCP.

As the evaluators were enrolled in the course, no changes to people dedicated to the project were made.

Participants
The survey was designed for businesses in the City of Ramsey, of which there are approximately 400. Businesses can become involved by filling out the survey, attending trainings, and providing feedback to the police department. As community safety is a priority for the City and its businesses, many entrepreneurs participate in order to provide feedback and identify safety needs.

Setting
The setting describes the context of the program.[5,6] RPD is the City's law enforcement agency. They are tasked with upholding the rule of law, promoting public safety, and responding to public emergencies.

In pursuit of these tasks, RPD seeks community input. The Business Safety Trainings are one of RPD's community outreach programs, designed to inform businesses on the best practices for a variety of public safety situations. Previous trainings covered active shooter situations and fraud identification techniques.

This evaluation is a part of the RCP program. The RCP is a project of the University of Minnesota's Center for Urban and Regional Affairs (CURA).[7] Every year, RCP picks one location to work with and connect them to the University of Minnesota's resources. This year, the City of Ramsey was selected. As such, this evaluation of the Police Department's survey is one of many projects that are underway.[8]

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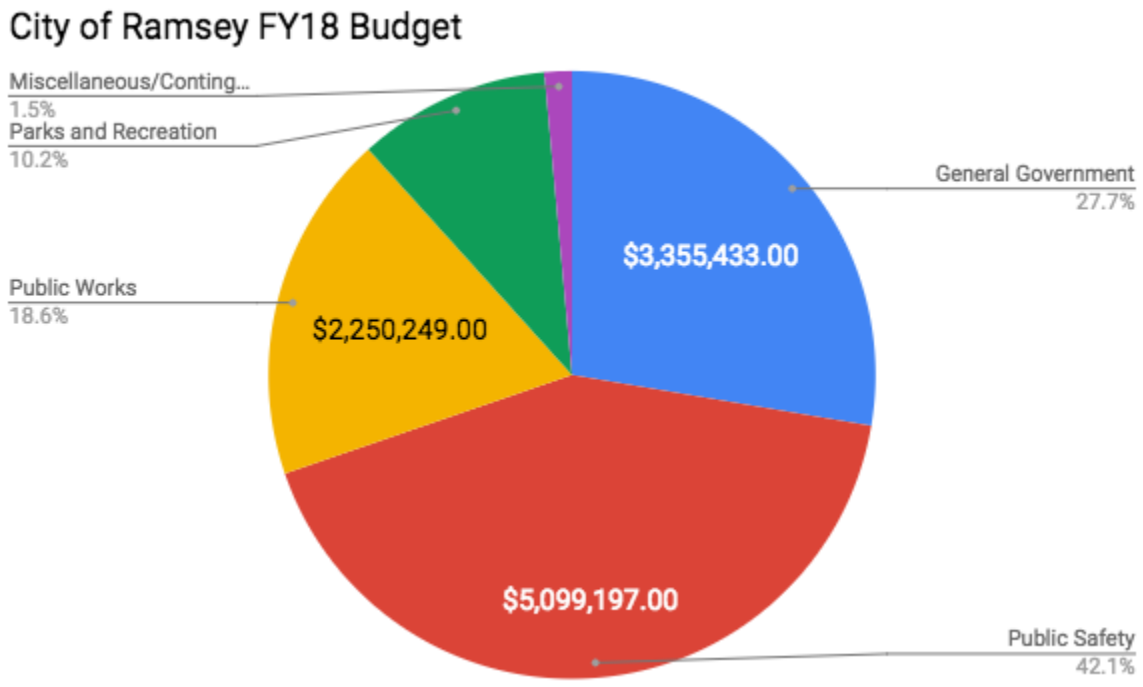
[4] City of Ramsey. (2018) "About Us." *LinkedIn. Web. Retrieved from: https://www.linkedin.com/company/city-of-ramsey/*
[5] King, J. and Stevahn, L. (2013). *The Nuts and Bolts of Evaluation Conversations: Chapter 4.* Pp. 66-95. Web.
[6] Bernardy, P. (2017). *Understanding the Program.* Video Lecture.
[7] Resilient Communities Project. (2018). "What is RCP?". *University of Minnesota*. Web. Retrieved from: http://rcp.umn.edu/home/what-is-rcp/
[8] University of Minnesota. (2017). "RCP Selects the City of Ramsey as the Next Community Partner." Web. http://rcp.umn.edu/2017/03/18/rcp-selects-the-city-of-ramsey-as-its-next-community-partner/

Inputs
The RPD is funded through public tax monies. Community outreach programs are funded through this source as well. Additionally, to carry out community outreach initiatives, staff time is needed. In addition to paid staff (usually Community Resource Officers), volunteers are also utilized by the police for reserves to assist officers with events, business interactions and other functions. The police department also requires community support, political support, and technical resources to carry out their objectives.

Activities
The police department conducts annual trainings for businesses. The topics of these trainings vary and include: how to respond to an active shooter, ensuring compliance with the alarm ordinance, and how to reduce employee theft. In addition officers are willing and able to visit businesses individually to provide technical assistance on a variety of public safety topics.

Budget
The City of Ramsey approved the fiscal year 2018 budget on December 17, 2017. RPD falls under the "Public Safety" department, receiving a total of $5,099,197, 42% of the total budget. Of the Public Safety budget, "Police Protection" receives $3,488,488 or 68.4% of the total Public Safety budget.[9]



The scope of the evaluation did not extend to the City or Police Department's budgets, and thus was not evaluated.[10]

[9] City of Ramsey (2018). *Adopted Budget for Fiscal Year 2018.* Web. Retrieved from: http://www.ci.ramsey.mn.us/sites/default/files/documents/Finance/2018/2018%20Final%20Budget%20Full%20Document.pdf
[10] Bernardy, Pete. (2017). *Understanding the Program.* Video Lecture.

Outputs
Outputs are the results of an organization's activities.[10] For RPD, some tangible outputs are the following:

- Number of training events held.
- Number of businesses trained.

Short-term Outcomes
The City of Ramsey and the RPD will gain a better understanding of the business community's public safety concern. The Police will be able to precisely target their training and outreach efforts to address business community concerns and increase their knowledge of police crime-deterrence services. This will result in an environment where criminal activity is reduced because there exists less opportunities for crime to occur.

Long-term Outcomes
Businesses will have a greater communication with the police force, increasing trust in the police force. Additionally, the perceived safety among local businesses and their patrons should increase. Through greater knowledge and utilization of police services, the crime rate should decrease, leading to an increase in public safety.

Assumptions
This model assumed that the RPD will have stable resources and interest of staff to continue the business outreach and training programs. It also assumed that by building competency in public safety in businesses, crime will ultimately go down.

External Factors
Changes in the economy both on the local, state, or federal level could have a significant impact on the budget, and ultimately ability of the RPD to achieve their mission. Any significant demographic shifts in the foreseeable future could also significantly alter community-police relations and impact the department.

Logic Model
A logic model is a visual representation of: what goes into a program (inputs), what the program does (activities and outputs), and the change the program hopes to make in the community (outcomes). Logic models can be used to acquaint funders and stakeholders with a program and can be used to explain often complex multifaceted programs simply and effectively.

In the logic model located in **Appendix A**, outputs are the specific, direct products of a program activity. For the RPD, this includes reports from patrols and emergency response, as well as the number and attendance of community events. Outcomes are organized into short and long term. Logic models also consider the external factors and assumptions that contribute or could significantly change or impact the Business Safety Training program.

Evaluation Design

An evaluation design documents *how* the program will be evaluated. Research questions are proposed with clear links to the outcomes documented in the logic model. The purpose of this section is to help understand how the form and type of evaluation chosen will demonstrate that the program has achieved its desired outcomes.

Research Questions

The following evaluation design was developed to address these four research questions:

1. Is RPD responsive to the businesses in their community? This will help address the short term outcomes in the logic model and over time be used to establish that long term outcomes of deepened community-police relations have been met.
2. What crime related issues are business owners concerned about? This will be used to evaluate the activities and outputs put out by the department to determine if they are a good match.
3. Do all the different business sectors feel like the police is responsive to their concerns? Are there any substantial differences between different business sectors? These questions are used to determine if RPD is responding in all sections of the business community, an important outcome.
4. What is the most effective method of giving businesses information and skills to prevent and respond to crime? This will help determine how to best tailor activities to achieve the desired outcomes.

Stakeholder Analysis

As RPD is a municipal department, there are a variety of important stakeholders to consider. Generally, stakeholders are "individuals, groups, or organizations that can affect or are affected by an evaluation process and/or its findings."[11] Key stakeholders for RPD include local government and the city administrator. In addition, the businesses being served by RPD are important stakeholders to consider as are citizens generally. The police chief is also a key stakeholder as is the Resilient Communities Project (RCP). The city government and administrator has a specific need from RPD to demonstrate what if any are pressing public safety issues to the community. In addition, the community has a right to know what these issues are as well. This evaluation helps meet those needs and also helps better equip RPD to respond to stakeholder needs by providing quality data as well as services.

Evaluation Frame and Context

The research questions have a formative framework. As there are not any clear standards to evaluate business engagement, a summative or standards-based evaluation is not an effective choice. Rather, a formative framework based on continuous improvement is preferred.

The difference between a formative and summative evaluation is best described through an analogy.[12] If evaluating a program is akin to a chef preparing a dish, a *formative* evaluation is when the chef tastes the dish, the ultimate result being either leaving the dish as is, or perhaps add a little salt (changing the program). A *summative* evaluation is the customer tasting the

[11] Bryson, J.M., Patton, M.Q., and Bowman, R.A. (2011). "Working with Evaluation Stakeholders: A Rational, Step-wise Approach and Toolkit." *Evaluation and Program Planning*: Vol. 34, Issue 1, 2011 Web.

[12] Adapted from Chen, H. T. (2015) "Practical Program Evaluation: Theory Driven Evaluation and the Integrated Evaluation Perspective." *SAGE*. Web.

dish, their ultimate decision will be to either declare the dish delicious or never come back to the restaurant. Since it appears that RPD wants to ensure their programs are responding to community need, instead of if they are meeting particular standards or determining if the program should be cut, a formative frame is best and the one adopted for this evaluation.

In addition to being a formative evaluaiton, this is also a utilization-oriented evaluation. A utilization-oriented evaluation "concerns how real people in the real world apply evaluation findings and experience the evaluation process."[13] As the evaluation will be used mostly by the RPD, it is important to build a plan and tools which the organization can use continuously and reliably without requiring extensive knowledge on quantitative or qualitative methods.

Furthermore, as a utilization-focused evaluation relies heavily on interpersonal dynamics and requires a deep understanding of the framework and environment the organization operates in, it is a frame best suited for RPD.[14] The final survey will be carried out by an officer with ties to both the RPD and the community at large. This officer can use their integration into both areas to use this evaluation to assist and inform leadership when they making strategic decisions about content, form, and method of serving businesses in Ramsey.

As the logic model indicates, the specific outcome to be evaluated is whether businesses are better equipped to respond to and deter public safety issues in their community. RPD's training program utilizes trained officers, financial resources, and community support to provide trainings on various topics such as break-in prevention, how to respond to an active shooter, and other topics. These regularly offered trainings attempt to provide knowledge and actionable skills for business owners to help respond to and prevent these situations, with a long term goal of keeping the community safe.

About the Process Evaluation

Fundamentally, this evaluation is a formative evaluation of RPD-provided processes for Ramsey's businesses, as well as the ability for these processes to achieve the short term outcomes discussed above. A process evaluation involves asking questions such as:

- Are businesses receiving the proper amount, type, and quality of services from RPD?[15]
- What subsectors of the business community are being served?

The purpose of this evaluation is fourfold:

1. Determine how responsive RPD services are to business needs in the community.
2. Determine what public safety issues are most dominant in the community.
3. Articulate if there exists any significant differences in either public safety concerns or perception of effectiveness of police in various business sub-sectors (e.g retail).
4. Determine the most effective way of providing services and training for business owners.

RPD can use this information to better tailor and demonstrate the need for expansion of its business services. Additionally, they can use this information to better understand the issues business owners are facing, and supplement their other programs (e.g their patrols or other more enforcement oriented activities). Furthermore, RPD can present this information to stakeholders namely the city council, mayor and other government officials to demonstrate reach and number of businesses served.

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[13] Patton, M.Q. (2012). "Essentials of Utilization-Focused Evaluation." *SAGE*. Web.

[14] Ibid.

[15] Adapted from Bernardy, P. (2017). *Process Evaluation*. *Hubert H. Humphrey School of Public Affairs at the University of Minnesota.* Video Lecture. Web.

RPD business services will be evaluated based on how well they respond to what the business community perceives as the most important threats to public safety, as well as how well RPD is serving various sub sectors of the business community (e.g food service, manufacturing, retail etc.). This evaluation can be used repeatedly to continue to inform and refine services.

Scope

In some cases, "scope" refers to the intensity of an evaluation.[16] Meaning, how deeply or closely will the program be examined? In others, "scope" refers to the breadth of an evaluation or its sense of awareness.[17] Over the course of the evaluation, both definitions will be used.

The breadth of the evaluation is narrow, applying only the RPD's business survey and its associated activities. These activities include the delivery method of the survey to the City's approximately 400 businesses, the design of the 2013 survey, the collection methods, as well as the analysis of the survey results. However, it does not extend to actions, activities, departments, or programs that are outside the Police Department's purview or authority. Due to its limited nature, the evaluation's intensity is expected to be low. As some long term outcomes can be partially measured with crime rates, this evaluation will instead focus on how well the training program is set up to achieve the short term outcomes discussed in the logic model.

Process Evaluation Methodology

The primary tool of this evaluation will be an annual survey. This annual survey allows the RPD to receive direct input from Ramsey's businesses. It will be organized around what are the concerns of business owners, how effective the RPD is at providing services to them, and if these services are answering their concerns. This survey will contain both quantitative and qualitative questions. The survey will be administered in the form of a Google forms survey emailed from an official RPD email to the managers of each business. Community resource officers should prior to the delivery of the survey send out an email informing business managers of the upcoming survey and confirming that the survey went out.

Limitations

When discussing the limitations of methodologies, one must consider both the scientific and stakeholder credibility of the method. *Scientific credibility* refers to how likely are other researchers to find these results as credible. On the other hand, *stakeholder* credibility refers to how likely are the stakeholders to see these results as credible.[18]

In addressing stakeholder credibility, the evaluators ensured to ask the RPD for feedback regarding their priorities. The RPD stressed the importance that the collected information are from the people who actively engaged in daily business operations of those businesses. Meaning, the RPD wanted to focus in on the operators of the business, which is not always the same as the owner. Moreover, as the staff members who will be administering this survey and collecting the results are full-time police officers, the evaluators wanted to minimize the amount of labor and resources required for the methods.

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[16] Nightingale, D.S. and Rossman, S.B. (2015). "Collecting Data in The Field." *Handbook of Program Evaluation* (4th ed.). Web.

[17] Weis, C.H. (n.d.). "Developing Measures." *Evaluation: Methods for Studying Programs and Policies (*2nd ed.). Web.

[18] Bernardy, P. (2017). *Data Sources*. *Hubert H. Humphrey School of Public Affairs at the University of Minnesota.* Video Lecture. Web.

A key part of scientific credibility is internal and external validity. *Internal validity* refers to how likely the results are causing an effect, while *external validity* refers to how likely these results are to be seen in the general population or other populations.[19] External validity is not expected to be a concern, as the new survey samples the entire population. The evaluators do not expect other stakeholders will be looking at this data and attempt to apply it to other jurisdictions.

As this evaluation does not use quantitative analysis methods, the primary internal validity issues will come from response rate and the potential for biased responses. The previous survey had over an 80% response rate. However, it is unclear if this high rate was because this survey was delivered by hand, or if the respondents were more likely to respond to a uniformed officer. Moving to an online survey may cause a drop in response rate. If the responses are too low -especially in specific business sectors- making conclusions from this data may not capture the general trend. Rather, it would be just a localized trend for the responding businesses.

However, this concern must be weighed against the concern that an in-person survey is not feasible for the City of Ramsey. Even if response rate is not great, the survey can inform the RPD of the concerns and attitudes of the businesses most motivated to answer the survey. Those captured by the survey are most likely the businesses with the largest concerns. Moreover, if the survey fails to get an adequate response rate especially if certain sub-sectors of businesses did not even respond, it could be an indication to the RPD that a survey is not the most effective tool at answering these research questions.

There is also some concern that as the RPD is an institution of power that businesses want to have a good relationship with, respondents may consciously or unconsciously skew their answers to be favorable to the RPD. This concern is greater if the survey contains identifying information. A potential solution is to increase the anonymity of the responding businesses. However, removing the business name alone may not be adequate. In a small-to-mid-sized city like Ramsey, there may be only one manufacturer with 50 employees. By removing descriptive questions, this bias from RPD favorable skewing may decrease, but it would be at the expense of a decreased ability of the RPD to compare across business sectors and sizes.

Finally, this evaluation does not answer any questions of causal impact. Any indicator in the results that relates to a trend cannot be assumed to be the cause of the trend. This evaluation is focused on answering questions about what is happening, and to focus on why it is happening will take away resources from answering what is happening.

Sources of Information

This section refers to the areas where information for the evaluation will be collected or based upon. As of now, there are two key sources of information: the 2013 business survey and its results, and the RPD staff.

The 2013 survey was sent out to businesses along with the Business Community Registration, which was hand-delivered and collected. The survey attempted to profile business owner's crime concerns, the responsiveness of police services, and identify training opportunities. The survey's results were presented to the City Council, and should be useful in evaluating the survey's effectiveness. The results could help the evaluators identify the survey's strengths or

[19] Bernardy, P. (2017). *Indicators*. *Hubert H. Humphrey School of Public Affairs at the University of Minnesota.* Video Lecture. Web.

limitations.[20] The intended users requested that the evaluators improve the survey for future use.

As the RPD is the primary intended user of the evaluation, conversations, e-mails, and site visits with Community Resource Officers Schnatzen and Moldenhauer are necessary. Officer Schnatzen conducted the previous survey, and thus will be a key resource for evaluating it. She is familiar with the strengths and limitations of the previous survey, and may have input on what a new survey may look like. Captain Bluml or Community Resource Officer Moldenhauer also might have requests or ideas for the survey, and the evaluators will need their input.

While there are two identified key sources of information, the evaluators are not bound to them. Other sources of information may arise over the course of the evaluation. For example, the post-training surveys, attendance sheets, and public comments on previous business trainings could have important information. Likewise, other city administrators or police officers might have suggestions or input as well. The key sources listed here serve as a guiding force for preliminary inquiries, rather than a limitation on the evaluation as a whole.

Timing

The Humphrey School evaluators created the evaluation design over the course of a five-month period from mid-January to early-May of 2018.

If distributed with the Business Community Registration, recurring evaluations should take place after the summer, but prior to the end of the current fiscal year. The business survey is intended to occur in the summer of each year on a recurring basis. Thus, an evaluation of the survey should take place immediately after the survey's completion. This way, future evaluators can effectively evaluate the associated procedures and processes, as the "program" is still fresh in their minds. Some examples of associated procedures are the survey's distribution, collection, and question writing.

[20] Bernardy, P. (2017). *Design*. *Hubert H. Humphrey School of Public Affairs at the University of Minnesota.* Video Lecture. Web.

Analysis Plan

An analysis plan outlines what to do once the data is collected. It demonstrates how the data collected in the evaluation answers the research questions posed in the design section. It also highlights key limitations of the data to ensure accuracy and ethical reporting of results. The new survey is located in **Appendix B**.

Relationship of Survey Questions to Research Questions

The above survey was constructed to directly and indirectly answer the research questions listed below. Therefore, we believe this survey can be used to collect data that adequately answers the project's key evaluation and research questions.

1. Is City of Ramsey Police Department responsive to the business community's needs?
Questions 6 and 7b on the survey answer the research question. In question 6, the City of Ramsey Police Department (RPD) can see if their current programs and priorities align with what those of the business community. Question 7b can be used to help the City be more responsive by gauging general sentiment of citizens. In addition, if many people indicate the police is already helping with these issues, it provides more support that RPD is responding to the business community's needs. Question 7b can be an indicator of how responsive the RPD is. If many businesses indicate they are aware of RPD trainings, and services but not participating, this could be evidence that the trainings are not necessarily useful to the business owner held, at bad times, or other reasons.

2. What crime-related issues are business owners concerned about?
Question 6 directly answers this question. Upon collection, the frequency of responses will be analyzed with the results showing the top concerns facing businesses. To relieve survey fatigue on the part of the survey-taker we have chosen to not have them rank and only just choose the top 2. Furthermore, question 2 about subsector identity can be used to divide the data, allowing the researchers to understand if certain issues are more pressing for certain types of businesses instead of others. For example, theft might be a huge issue for retail-focused businesses, but not manufacturing businesses.

3. Do all the different business sectors feel like the police is responsive to their concerns? Are there any substantial differences between business sectors?
As described in the second research question, the survey's question 2 provides subsector identity, which will need to be coded. Once the responses of question 2 are coded, the results of questions 6-12 can be compared across the various sub sectors. Questions 6b, 11, and 12 can be filtered based on business type to determine if trainings and services need to be customized further in both timing, format, and content to certain subsectors.

4. What is the most effective method of giving businesses information and skills to prevent and respond to crime?
Questions 7a, 10, 11, and 12 all help answer this question. Question 7 helps understand if current crime-deterrence methods are perceived as effective by constituents, especially 7a. Questions 10 asks about what training can RPD provide while questions 11 and 12 looks at the logistics behind training such as time and format which are essential to designing an effective program.

Qualitative Analysis and Coding Methodology

Some sections on the survey (namely questions 6b and 10) are qualitative in nature. As such, in order to extract meaning, some type of coding or analysis will be necessary. For this, the evaluators recommend the client adapt an inductive pattern of coding methodology.[21, 22] An *inductive process* is best described by Thomas (2006) "[i]nductive analysis refers to approaches that primarily use detailed readings of raw data to derive concepts, themes, or a model through interpretations made from the raw data by an evaluator or researcher."

This contrasts with *deductive approaches* of coding, which focus on determining if a particular preconceived theory is supported by the data[23]. As this evaluation is meant to continuously improve and shape the RPD's programs, there is not any predominant theory that needs to be tested. As a result, an inductive approach is preferred. Pattern coding with an inductive frame is relatively simple, and the process is summarized in Table 1.[24]

Table 1 - The Inductive Pattern Coding Process

Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Initial reading of survey data	Identify specific segments of text related to research questions	Organize the segments around preliminary "themes" (e.g for question 3: "robbery")	Eliminate redundant themes and merge overlapping ones	Share themes and raw data with the city manager as a form of informal triangulation	Finalize themes and ensure no other important themes are missed
Many paragraphs of text	Many segments of text	Around 5-12 themes a question	Around 3-10 themes a question	If the city manager agrees with thematic coding then proceed to next stage. If not, then both RPD and the city manager start at stage 2 again.	<10 themes a question.

[21] Thomas, D.R. (2006) "A General Inductive Approach for Analyzing Qualitative Evaluation Data." *American Journal of Evaluation*. Pp.237-246

[22] Rogers, P. J., and Goodrick, D. (n.d.). "Qualitative Data Analysis." In Wholey, J.S., Hatry, H.P., Newcomer, K. (Eds.), *Handbook of Practical Program Evaluation* (3rd). Pp 429-453.

[23] Thomas, D.R. (2006) "A General Inductive Approach for Analyzing Qualitative Evaluation Data." *American Journal of Evaluation*. Pp.237-246

[24] Table adapted from Thomas (2006) and Creswell (2002)

Triangulation –one form of which includes the verification of themes by an outside party- is an important step in this process.[25] As the evaluation involves engaging with both RPD and the city council, ensuring that both parties have shared meaning as to what are the most relevant themes is essential to ensuring stakeholder reliability with the city council. Once the data is cleaned and themes are assigned, we do not anticipate triangulation to take much time due to the simplicity of the drafted questions.

This six-stage process may seem burdensome, however, the survey's questions are relatively simple to code. A sample response to question 6b and its coding are shown in Table 2[26].

Table 2 - Example of Coding

Answer	Themes
I know it's really difficult to catch the bad guys, but **more patrols** would be nice. In addition, it'd be great to **meet with neighbors and see if we can band together to watch** each other's backs. It'd also be nice to have the police **respond faster** so they can defuse situations.	More patrols, neighborhood watches, faster response times.

Once coding is complete, the next step is to discover how common certain codes are. Determining frequency can be completed with a simple function in the provided analysis tool. Once the coding frequency is established, they can be used to perform simple descriptive statistics. For example: calculating how many respondents mentioned "theft" as one of their most pressing public safety concerns can inform the RPD's training programs. The RPD could offer a training on how to counteract or identify theft. Included with the survey, the evaluators provided the RPD with a Excel workbook, formatted to identify the frequency of a given code, calculate the total number of businesses with a certain code, and the percentage of businesses with this code.

In addition to code frequency, the workbook can compare the frequency of a code across two business sectors. By comparing the frequency of a code across multiple sectors, the RPD can use the workbook to quickly compare the responses to determine any major differences between the two sectors. More information on how to use this tool is in **Appendix C**.

These data analysis tools describe the data. As discussed in the "Limitations" section, the survey and the analysis tools will not be able to analyze what causes the differences between responses. For example, if there is a substantial difference between the prevalence of a crime-related concern between restaurants and bars, this survey is not able to identify what is causing that difference. It could be a variety of internal or external factors that may be creating these perceptions.

[25] Rogers, P. J., and Goodrick, D. (n.d.). "Qualitative Data Analysis." In Wholey, J.S., Hatry, H.P., Newcomer, K. (Eds.), *Handbook of Practical Program Evaluation* (3rd). Pp 429-453.
[26] The evaluators prepared an Excel document for RPD to enter survey responses and begin coding.

Moreover, if there is a difference between the prevalence of a crime-related concern between businesses that underwent a training program and businesses that did not, it does not necessarily mean that the training caused this difference.[27] For example, a retail store which receives a larger number of checks would be more likely to attend a check fraud training program, as well as be a victim of check fraud, than a retail store which does not receive many checks. It would be impossible determine if a difference in the level of concern around check fraud between those two businesses is caused by the training. Instead, it could be because the possibility of receiving a fraudulent check is higher for the businesses who handle more checks. Moreover, survey questions are not adequately formulated to produce data which can be used in methods to determine causality, and the methods required to determine causality which would not be misleading are beyond the feasibility of this evaluation.[28]

Distribution Methods

In the original survey, the community resource officer hand-delivered and collected the surveys from the businesses. While this method was labor intensive, the first survey had an 80% response rate. If the overall response rate is extremely important for the RPD or a significant amount of the area's businesses lack Internet access, the RPD may wish to consider using this method again.

However, given the technology that the RPD has access to, they should instead use an electronic means of distribution, preferably via Google Forms.[29] Electronic means of distribution does not require an officer to physically go door-to-door. Furthermore, electronic means also allow for the easy transfer of data to Excel, meaning that the RPD will not have to manually input all data.[30]

Feasibility

The United States Centers for Disease Control and Prevention's Program Evaluation Office (CDC) defines "feasibility" as whether an evaluation is "realistic, prudent, diplomatic and frugal."[31] Therefore, an evaluation should be able to be accurately conducted given the available monetary, human, and technological resources, but also should consider the political environment surrounding the evaluation. The CDC also implements the American Evaluators Association Guidelines, which breaks feasibility into the following four areas:[32]

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[27] Bernardy, P. (2017). *Evaluating Program Impact*. *Hubert H*. *Humphrey School of Public Affairs at the University of Minnesota.* Video Lecture. Web.

[28] The evaluators considered using a dif-in-dif measure for the difference in trends over time between businesses that received training. However, question 3 is most likely the only response which could be influenced by training. The training could affect the prevalence of a crime-related issue by making it more salient for a business, because the training highlights the concern. Alternatively, it could also make less salient for a business, as they more adequately counter the threat. An effect in one diffection will depress the effect in the other direction. After considering that a dif-in-dif chart in Excel will not have the adequate controls or the ability to test if the parallel trends assumption holds, using dif-in-dif would be meaningless at best, and misleading at worst.

[29] Google Forms. (2018). "About." Web. Retrieved from: https://www.google.com/forms/about/

[30] Statistics Canada. (2010). *Survey Methods and Practices*. *Minister of Industry*. Web. Retrieved from: http://www.statcan.gc.ca/pub/12-587-x/12-587-x2003001-eng.pdf

[31] Centers for Disease Control and Prevention. (2018). "Evaluation Standards." Web. https://www.cdc.gov/eval/standards/index.htm

[32] Centers for Disease Control and Prevention. (2018). "Program Evaluation Standards and Cultural Competencies." Web. https://www.cdc.gov/eval/standards/StandardsAndCulturalCompetenceTable.pdf.pdf

1. "**Project Management**: Evaluations should use effective project management strategies.
2. **Practical Procedures**: Evaluation procedures should be practical and responsive to the way the program operates.
3. **Contextual Viability**: Evaluations should recognize, monitor, and balance the cultural and political interests and needs of individuals and groups.
4. **Resource Use**: Evaluations should use resources effectively and efficiently."[33]

Based off these guidelines, RPD's evaluation should be performed in accordance with the above four categories.

RPD's desired evaluative tool is a survey. Even though it is a survey, RPD should implement best project management techniques, such as setting hard deadlines and reporting progress accurately. Likewise, the procedures for the survey should be practical, meaning the survey should have nearly identical procedures and handling to that of the Business Training Program. Ultimately, these two areas are up to the RPD to handle, since they will be carrying out the evaluation themselves.

Based off in-person conversations with the RPD, the contextual viability of the potential RPD survey is high. It is supported by Ramsey's city administration, the police chief, the community resource officers, and presumably Ramsey's business community. A high contextual viability is key to any successful evaluation, and the RPD is fortunate to have broad stakeholder support.

However, the project's current high contextual validity does not mean that the RPD should not continue to monitor the viability of the survey. While it may not seem likely now, a project could lose support over the evaluation's duration. Alternatively, a stakeholder may change their desires along the way, thus changing the evaluation's course. Regardless, as a utilization-based analysis, the RPD should continue to monitor stakeholder attitudes throughout the process.

Finally, RPD should use its resources wisely. While this category may seem obvious, it is critical to remember that each action has an associated cost. Overall, the evaluators are assuming that the RPD has enough resources available to conduct, collect, and analyze the survey. Regardless, the desire to minimize costs should be a priority for most any public agency.

The RPD should be aware of any departmental, technological, or resource constraints. Based off the in-person conversations, RPD is aware of these constraints. For example, the previous survey was hand delivered and collected. This year, the RPD wants to move to an online-based survey, both to reduce the human capital costs and the administrative costs that are associated with paper copies.

Professional Standards

The *Handbook of Practical Program Evaluation* argues that an excellent qualitative analysis identifies standards for the evaluation at the beginning of the project.[34] In its current form, the redesigned survey is mostly reliant on qualitative data, so standards for qualitative research should be observed. Traditionally, evaluations establish standards for objectivity, coding reliability, and generalizability prior to issuing the survey.[35]

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[33] American Evaluation Association. (2018). "Program Evaluation Standards." Web. http://www.eval.org/p/cm/ld/fid=103

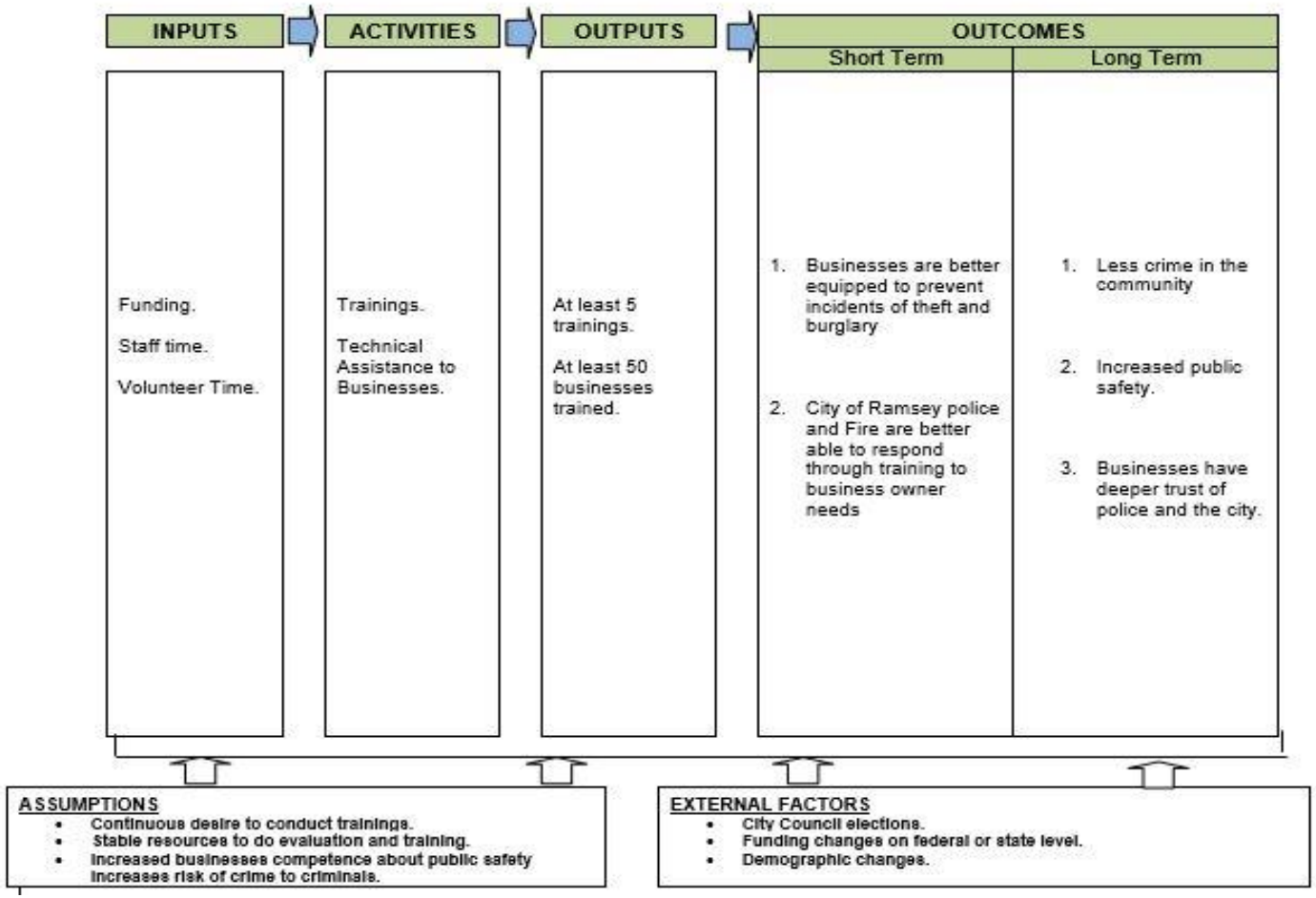
[34] Rogers, P. J., and Goodrick, D. (n.d.). "Qualitative Data Analysis." In Wholey, J.S., Hatry, H.P., Newcomer, K. (Eds.), *Handbook of Practical Program Evaluation* (3rd). Pp 429-453.

[35] Ibid.

The RPD needs to ensure that all evaluators, including community resource officers or other police officers, can remain objective throughout the analysis. This includes following the coding guidelines and not interpreting data in a favorable or unfavorable way based upon a certain business. There are coding guidelines above in the “Methods” section. The generalizability of the data should be quite high, as the data is fairly broad and can be applied to a variety of business training programs.

However, given that the survey collects some personal and business information such as the names and business types, the RPD needs to ensure the security of any collected data. This includes limiting access to survey results to only those who will be evaluating the data, properly storing the results, and not releasing any identifying information. The RPD should establish guidelines for the stewardship of the data prior to issuing the survey itself.

APPENDIX A
Logic Model for City of Ramsey Police Department Business Training Program



Appendix B
City of Ramsey Business Safety Survey

Thank you for filling out this survey! Your feedback will be used to help the City of Ramsey Police focus on the issues most important to the community.

Section 1: Information about Your Business

1. What is your business' name?

2. What type of business are you?
    a. Office
    b. Restaurant
    c. Bar
    d. Manufacturing
    e. Retail
    f. Other (please specify) _____
3. How many full-time employees do you have (FTE's)?:

4. Do you lease or own your building?

    Lease Own

5. Do you expect to expand your building, or relocate to a new building, within the next two years?

    Yes No

Section 2: Public Safety Concerns

6. Which of the following are the top 2 most pressing public safety or crime-related issues that impact your business?
    i. Theft
    ii. Burglary
    iii. Vandalism
    iv. Loitering
    v. Assaults
    vi. Stalking/harassment
    vii. Fraud
    viii. Other (please specify) _____

    b. What, if anything, can the City of Ramsey Police do to address the concerns raised above?

Section 3: Police Services

7. For each service, please check the box if you have used it.
    i. Emergency Response (called 911, reported a crime)
    ii. Trainings
    iii. Coffee with a cop or other events
    iv. Crime alerts, social media posts and other communications

a. If you received services, how would you rate their quality?

Very good Good Bad Very bad

b. If you received services, were they responsive to your needs as a business owner?

Very good Good Bad Very bad

c. If you have not received services, were you aware of them?

Yes No

8. Are you aware of the ordinance around false alarms which states that “if the police department responds to more than two (2) false police or fire alarms within a calendar year, an administrative civil penalty will be imposed [...] Additional penalties will be imposed for each additional false alarm during that year”?

Yes No

9. Would you be interested in attending a free business safety training?

Yes No

10. What types of training should the City of Ramsey Police provide?

11. Please indicate which time(s) if any that you could attend City of Ramsey police trainings:

Weekdays 8:00 (A.M)-12:00 (P.M) Weekends 8:00 (A.M)-12:00 (P.M)

Weekdays 12:00 (P.M)-5:00 (P.M) Weekends 12:00 (P.M)-5:00 (P.M)

Weekdays After 5:00 (P.M) Weekends After 5:00 (P.M)

12. What types of format should trainings be in (e.g online webinars, one-to-one assistance, etc.)?

Appendix C: Ramsey Police Department Survey Analysis Tool Guide

Part 1: Always make a backup copy and only work from a copy.

The most important instruction of this guide is to always make a copy of the workbook and only edit the copy. The work book uses multiple formulas linked together in an intricate system. It is really easy to break one of these formulas. If a formula is accidentally deleted or changed, it may not be clear that a break occurred. If you break a formula, the associated math may not work correctly and you could get completely meaningless numbers outputted. Therefore:

Things that will not break it:

- Making a copy of the original and work form that copy
- Anything with the raw data tab
- Only paste data in columns A, B, and C (but do not insert the copied cells)
- Typing in the input cells
- Copying the output and graph

Things that may break it:

- Editing the workbook without the backup
- Unlocking any of the locked cells
- Deleting cells (you can delete the data from the cells, but do not delete the cells themselves)
- Inserting copied data, instead of pasting it into the cells (if you do that you will have the 3 columns of data with an extra 3 columns.)
- Unhiding or delete any hidden cells
- Typing anywhere else than columns A, B, and C and the input cells.
- Editing the graph. It should update automatically and if you need to change the formatting copy it to a different document and edit it there.

If you absolutely need to unlock the locked cells the password is: “RamseyBusinessSurvey”.

Part 2: Workbook Layout

The workbook has three tabs: Raw Data, Subsector Differences, and Thematic Prevalence.

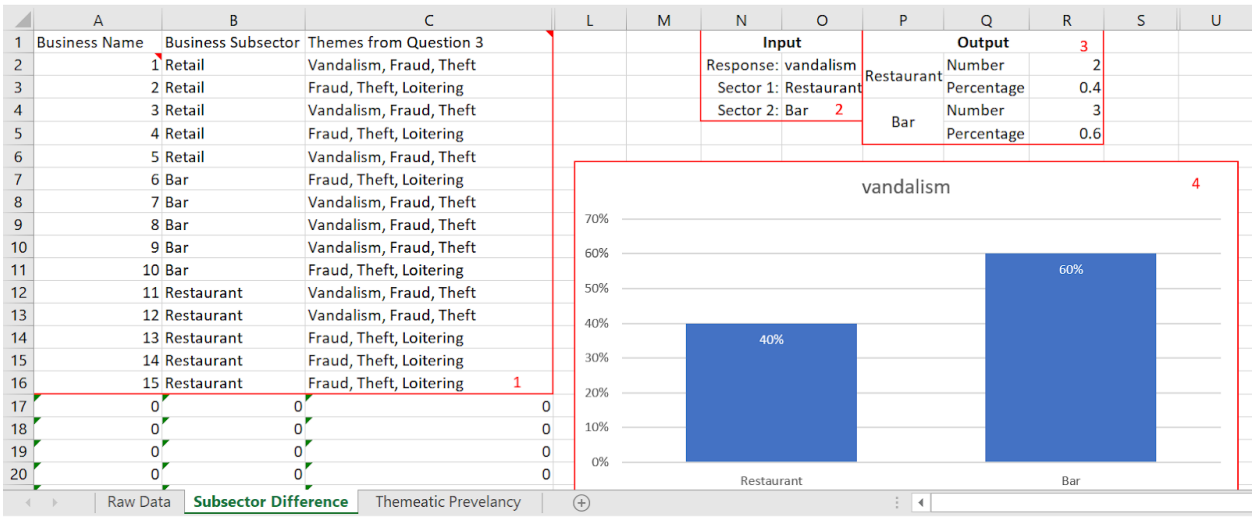
- **The Raw Data Tab** is for you to paste in the raw data from the google forms spreadsheet or any other spreadsheet. You only have to use this tab if you want to input the data using formulas.
- **The Subsector Differences** tab can analyze the differences in the frequency of a response across two different subsectors or question responses.
- **The Thematic Prevalence tab** can analyze the total number and percentage of a response to a question and filter it by an answer to another question

Part 3: Data Format

Data from the questions can be a word, phrase, or a number representing a theme or response. For questions with multiple responses, the responses need to be separated with a comma. For

questions that are not multiple choice, this may require the response to be coded. A guide to coding can be found in the data collection tool and analysis plan.

Part 4: Using the "Subsector Difference" Tab



This tab consists of 4 main sections:

- *Box 1* is the data section; this is the section where all of the raw data that is to be analyzed will be entered.
- *Box 2* is the input box; this is where the response that will be looked at and the two different sectors that will be compared will be entered.
- *Box 3* is the output of the number and percentage of the responses across those two sectors.
- *Box 4* is the graph comparing the two percentages.

The walkthrough uses an example to walkthrough a first-time user.

Step 0: Make a back-up copy of this workbook and only edit the copy.

Step 1A: Option A, Entering the data through copying and pasting.

- In column A, paste the names or a unique identifier like a number which corresponds to the respondent
- In column B, paste the question you want to use to compare responses such as business subsector
- In column C past the responses to the question you want to analyze.

Step 1B: Option B, Entering the data automatically using a formula.

- In cell A2, enter this formula ='Raw Data'!A2 replacing A with the column used for business name or the unique identifier in the raw data tab. Click on square dot on the lower right corner and drag it down to the numbers of cells you have in the raw data tab.
- In cell B2, enter this formula ='Raw Data'!B2 replacing B with the column used for the comparison question such as the business sector question in the raw data tab. Click on

square dot on the lower right corner and drag it down to the numbers of cells you have in the raw data tab.

- In cell C2, enter this formula ='Raw Data'!C2 replacing C with the column used for question you want to analyze responses from. Click on square dot on the lower right corner and drag it down to the numbers of cells you have in the raw data tab.

Step 2: Input the responses

- In the cell next to response enter the response you want to analyze. It is not case sensitive.
- In the cells next to subsector 1 and subsector 2, enter the two subsectors you want to compare the response across.

Step 3: Output

- The workbook will automatically calculate the frequency of that response in each of the two subsectors as well as automatically create a graph comparing the two percentages.
- You can copy the output and the graph into another document or excel sheet. If you do not copy it when you change the data or the input responses, the workbook will automatically calculate them for the new data not saving the old outputs. If you are copying the output cells paste them as values only so it copies the actual output and not just the formula.

Part 5: How to use the "Thematic Prevalence" tab

	A	B	C	K	L	M	N	O
1	Business Name	Sorting Question	Question to Analyze		**Input**		**Output** 5	
2	Business 1	Yes	Theft, Vandalism, Fraud		Response:	Fraud 2	Total Number:	7
3	Business 2	No	Theft, Vandalism, Fraud		Subquestion (Optional):	Yes 4	Percentage:	70%
4	Business 3	Yes	Theft, Vandalism, Loitering					
5	Business 4	Yes	Theft, Vandalism, Fraud					
6	Business 5	No	Theft, Vandalism, Fraud					
7	Business 6	Yes	Theft, Vandalism, Loitering					
8	Business 7	No	Theft, Vandalism, Fraud					
9	Business 8	Yes	Theft, Vandalism, Fraud					
10	Business 9	No	Theft, Vandalism, Fraud					
11	Business 10	Yes	Theft, Vandalism, Loitering					
12	Business 11	Yes	Theft, Vandalism, Fraud					
13	Business 12	Yes	Theft, Vandalism, Fraud					
14	Business 13	No	Theft, Vandalism, Loitering					
15	Business 14	Yes	Theft, Vandalism, Fraud					
16	Business 15	Yes 3	Theft, Vandalism, Loitering 1					
17								
18								
19								

This tab works like the previous tab, but only calculates the frequency of a response across all the businesses. If you chose to input a sub-question, it will calculate the frequency across all businesses with that response to the sub-question. For this example I will be using business subsector; however, you could use any question from the survey.

Step 0: Make a back-up copy of this workbook and only edit the copy.

Step 1A: Option A, Entering the data through copying and pasting.

- In column A, paste the names or a unique identifier like a number which corresponds to the respondent
- In column C past the responses to the question you want to analyze.

Step 1B: Option B, Entering the data automatically using a formula.

- In cell A2, enter this formula ='Raw Data'!A2 replacing A with the column used for business name or the unique identifier in the raw data tab. Click on square dot on the lower right corner and drag it down to the numbers of cells you have in the raw data tab.
- In cell C2, enter this formula ='Raw Data'!C2 replacing C with the column used for question you want to analyze responses from. Click on square dot on the lower right corner and drag it down to the numbers of cells you have in the raw data tab.

Step 2: Input the responses

- Input the response you want to analyze in the cell right of Response.

Step 3 (Optional): using another question to filter.

- You can input responses from another question in column B and input the answer you want to filter by
- If you do not want to filter leave the cell right of Sub-question blank.

Step 4: Output

- The workbook will automatically calculate the frequency of that response in a total number of businesses and as a percentage
- You can copy the output into another document or excel sheet. If you do not copy it when you change the data or the input responses, the workbook will automatically calculate them for the new data not saving the old outputs. If you are copying the output cells paste them as values only so it copies the actual output and not just the formula.