



## **SELF-ASSESSMENT OF COMMUNITY POLICING TOOL**

### **Command Staff Level**

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## **SELF-ASSESSMENT OF COMMUNITY POLICING COMMAND STAFF FORM**

The Self-Assessment of Community Policing Tool (SACP) is designed to assess three key areas in community policing: community partnerships, problem solving and organizational transformation, as described below.

### **COMMUNITY PARTNERSHIPS**

Collaborative partnerships between the law enforcement agency and the individuals and organizations that serve or include anyone with a stake in the community.

### **PROBLEM SOLVING**

The process and effect of problem solving should be assessed at each stage of the problem solving process.

### **ORGANIZATIONAL TRANSFORMATION**

The extent to which the agency environment, personnel, practices and policies are supportive of community policing philosophy and activities.

## **COMMUNITY PARTNERSHIPS**

**Community Partnerships:**

The extent to which agency staff support and develop collaborative relationships among individuals and organizations in the community.

There are three aspects of partnerships measured on this survey:

- The extent to which you and your agency have a wide range of partnerships.
- The resources/commitment of your community partners.
- The level of interaction with your community partners.

*Reminder: This survey is completely anonymous and you may skip any items you do not feel comfortable answering, but we encourage you to respond to as many survey items as possible.*

<p><b>Wide Range of Partnerships</b>                      Please indicate the extent to which you agree with the following statements about <u>your partnerships</u> by circling the appropriate number to the right.</p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>1. I integrate my efforts with other agencies that deliver public services.</p>	<p>0   1   2   3   4</p>
<p>2. I consult community members for solutions to community problems.</p>	<p>0   1   2   3   4</p>
<p>3. I keep citizens informed about police activities in the neighborhood.</p>	<p>0   1   2   3   4</p>
<p>4. I make contact with <u>community leaders</u> to assess their priorities.</p>	<p>0   1   2   3   4</p>
<p>5. I make contact with <u>average citizens</u> to assess their priorities.</p>	<p>0   1   2   3   4</p>

<p><b>Wide Range of Partnerships</b>  <i>Please indicate the extent to which you agree that <u>organizations or individuals from the following sectors are active community partners in your regular police work</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p><b>6.</b> Government agencies who serve the community.</p>	<p>0 1 2 3 4</p>
<p><b>7.</b> Non-profit or community-based organizations that serve or include community members.</p>	<p>0 1 2 3 4</p>
<p><b>8.</b> Businesses operating in the community.</p>	<p>0 1 2 3 4</p>
<p><b>9.</b> The local media.</p>	<p>0 1 2 3 4</p>
<p><b>10.</b> Individuals residing, working, or otherwise having an interest in the community.</p>	<p>0 1 2 3 4</p>

<p><b>Resources/Commitment of Partners</b>  <i>Please indicate the extent to which you agree with the following statements about <u>the resources and commitment of partners</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p><b>11.</b> My law enforcement agency has made residents aware of their responsibilities – that the success of community policing depends on them.</p>	<p>0 1 2 3 4</p>
<p><b>12.</b> Community members are held accountable for developing solutions to community problems.</p>	<p>0 1 2 3 4</p>
<p><b>13.</b> The community shoulders its share of the responsibility in maintaining public safety.</p>	<p>0 1 2 3 4</p>

Many questions throughout the following section refer to **your single most active community partner**. When responding to these questions, think about the community partner with whom you have had the most frequent contact over the past six months. For your reference, please record the name of the most active community partner below. This partner can represent a government agency, a community-based organization, local businesses, or an advocacy group; or the partner can be an individual residing, working, or having an interest in the community.

**Most active community partner:** \_\_\_\_\_

<p><b>Nature of Partnership</b>  <i>The next questions ask about the nature of your community partnership. To what extent do you agree with the following statements about <u>your most active community partner</u>?</i></p> <p><b>The community partnership includes ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b>                  NA</p>
<p>14. <u>multiple persons</u> from the partner agency or organization.</p>	<p>0 1 2 3 4 NA</p>
<p>15. the self-identified leadership from the partner agency or organization.</p>	<p>0 1 2 3 4 NA</p>
<p>16. individuals from multiple levels in the partner agency or organization.</p>	<p>0 1 2 3 4 NA</p>
<p><b>Nature of Partnership</b>  <i>The next questions ask about the nature of your community partnership. To what extent do you agree with the following statements about <u>your most active community partner</u>?</i></p> <p><b>My most active community partner has ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>17. the power to make decisions that affect the community.</p>	<p>0 1 2 3 4</p>
<p>18. consistent and ongoing interaction with the community and its residents.</p>	<p>0 1 2 3 4</p>

<p><b>Nature of Partnership</b>  <i>The next set of questions asks about the nature of your community partnership. To what extent do you agree that <u>your law enforcement agency</u> brings the following resources to your <u>most active partnership</u>?</i></p> <p><b>My law enforcement agency...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>19. has accurate and current community information.</p>	<p>0 1 2 3 4</p>
<p>20. shares relevant information with community members.</p>	<p>0 1 2 3 4</p>
<p>21. makes decisions that affect the community.</p>	<p>0 1 2 3 4</p>
<p>22. initiates (proactive) communication with the partner.</p>	<p>0 1 2 3 4</p>
<p>23. takes ownership of community concerns.</p>	<p>0 1 2 3 4</p>
<p>24. provides human resources.</p>	<p>0 1 2 3 4</p>
<p>25. organizes community involvement in addressing crime and disorder.</p>	<p>0 1 2 3 4</p>
<p>26. provides financial resources.</p>	<p>0 1 2 3 4</p>

27. provides political influence.	0 1 2 3 4
28. provides technological resources.	0 1 2 3 4
<i>To what extent do you agree that your most active community partner brings the following resources to the partnership?</i> <b>The community partner...</b>	<b>0 Strongly disagree</b> <b>1 Disagree</b> <b>2 Neither agree nor disagree</b> <b>3 Agree</b> <b>4 Strongly agree</b>
29. has accurate and current community information.	0 1 2 3 4
30. shares relevant information with community members.	0 1 2 3 4
31. makes decisions that affect the community.	0 1 2 3 4
32. initiates (proactive) communication with your agency.	0 1 2 3 4
33. takes ownership of community concerns.	0 1 2 3 4
34. provides human resources.	0 1 2 3 4
35. organizes community involvement in addressing crime and disorder.	0 1 2 3 4
<i>To what extent do you agree that your most active community partner brings the following resources to the partnership?</i> <b>The community partner...</b>	<b>0 Strongly disagree</b> <b>1 Disagree</b> <b>2 Neither agree nor disagree</b> <b>3 Agree</b> <b>4 Strongly agree</b>
36. provides financial resources.	0 1 2 3 4
37. provides political influence.	0 1 2 3 4
38. provides technological resources.	0 1 2 3 4
39. has the trust and legitimacy of the community.	0 1 2 3 4
40. provides access to hard-to-reach populations.	0 1 2 3 4
41. provides knowledge of community issues.	0 1 2 3 4
<i>To what extent do you agree that the following characterize your relationship with your most active community partner?</i> <b>The partnership is...</b>	<b>0 Strongly disagree</b> <b>1 Disagree</b> <b>2 Neither agree nor disagree</b> <b>3 Agree</b> <b>4 Strongly agree</b>
42. critical to reaching community policing goals.	0 1 2 3 4
43. characterized by trust among the partners.	0 1 2 3 4



44. characterized by shared ownership of problems.	0	1	2	3	4
45. characterized by shared goals for problem-solving efforts.	0	1	2	3	4
46. characterized by well-defined goals that are measurable.	0	1	2	3	4
47. characterized by high levels of accountability for the partnership activities.	0	1	2	3	4

The following questions ask about different types of community partners. For each set of questions, please focus on your most active community partner from each sector (the partner used above may also be used as one of these). The most active community partner is the partner with whom you have had the most frequent contact over the past six months. The sectors include community partners from:

- Government agencies
- Community-based organizations (CBOs)
- Community businesses
- Individual community members

<p>48. List your most active community partner from a <b>government agency</b> (for example, parks and recreation department, public works, parole/probation, human service agencies):</p> <hr/> <ul style="list-style-type: none"> <li>▪ If you <u>do not</u> have an active government agency partner, write “NA” in the blank above, respond to Item 49, and then skip to Item 53.</li> <li>▪ If you have an active government agency partner, skip to Item 50.</li> </ul>	
<p>49. If you <b>do not</b> have an active government agency partner, what barriers exist to establishing a relationship with this partner? Circle all that apply.</p>	<ol style="list-style-type: none"> <li>1 Weak leadership.</li> <li>2 Inability to leverage financial resources.</li> <li>3 Inability to leverage non-financial resources.</li> <li>4 Little or no shared ownership of problems.</li> <li>5 Too few shared goals.</li> <li>6 Inability of law enforcement agency to take on non-traditional goals or activities.</li> </ol>

<p>The following questions ask about your <u>most active government agency partner</u>.</p>	
<p>50. Please check the box next to the <b>one</b> statement that <b>best</b> describes the relationship between you and the government partner:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Interaction with the government agency involves <u>one-way communication from you</u> to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).</li> <li><input type="checkbox"/> Interaction with the government agency involves <u>one-way communication from the partner</u> to you (for example, informing you of community-related concerns).</li> </ul>	

- Interaction between you and the government agency involves two-way information sharing (for example, you collect information on community priorities and concerns from the partner and the partner also initiates conversations with you).
- Interaction with the government agency involves collaboration, shared power, and shared decision-making between the partner and you to determine community needs, priorities, and appropriate responses.

<p><i>The following questions ask about your <u>most active government agency partner</u>. To what extent do you agree with the following statements?</i></p> <p><b>I collaborate with the government agency through:</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>51. <u>short-term</u> problem-solving projects.</p>	<p>0    1    2    3    4</p>
<p>52. <u>long-term</u> problem-solving projects.</p>	<p>0    1    2    3    4</p>

<p><b>53. List your most active community partner from a <u>community-based organization (CBO)</u> (for example, rotary groups, victim advocate groups):</b></p> <hr/> <ul style="list-style-type: none"> <li>▪ <i>If you <u>do not</u> have an active CBO partner, write “NA” in the blank above, respond to Item 54, and then skip to Item 58.</i></li> <li>▪ <i>If you have an active CBO partner, skip to Item 55.</i></li> </ul>	
<p><b>54. If you <b>do not</b> have a CBO partner, what barriers exist to establishing a relationship with this partner? Circle all that apply.</b></p>	<p><b>1</b> Weak leadership.  <b>2</b> Inability to leverage financial resources.  <b>3</b> Inability to leverage non-financial resources.  <b>4</b> Little or no shared ownership of problems.  <b>5</b> Too few shared goals.  <b>6</b> Inability of law enforcement agency to take on non-traditional goals or activities.</p>

<p><i>The following questions ask about your <u>most active community-based organization (CBO) partner</u>.</i></p>	
<p><b>55. Please check the box next to the <b>one</b> statement that <b>best</b> describes the relationship between you and the CBO partner:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Interaction with the CBO partner involves <u>one-way communication from you</u> to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).</li> <li><input type="checkbox"/> Interaction with the CBO partner involves <u>one-way communication from the partner</u> to you (for example, informing you of community-related concerns).</li> </ul>	

- Interaction between you and the CBO partner involves two-way information sharing (for example, you collect information on community priorities and concerns from the partner and the partner also initiates conversations with you).
- Interaction with the CBO partner involves collaboration, shared power, and shared decision-making between the partner and you to determine community needs, priorities, and appropriate responses.

<p><i>The next questions ask about your <u>most active community-based organization (CBO) partner</u>. To what extent do you agree with the following statements?</i></p> <p><b>I collaborate with the CBO through:</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>56. <u>short-term</u> problem-solving projects.</p>	<p>0 1 2 3 4</p>
<p>57. <u>long-term</u> problem-solving projects.</p>	<p>0 1 2 3 4</p>

<p><b>58. List your most active community partner from a <u>community business</u>:</b></p> <hr style="border: 0.5px solid black; margin: 10px 0;"/> <ul style="list-style-type: none"> <li>▪ <i>If you <u>do not</u> have an active community business partner, write “NA” in the blank above, respond to Item 59, and then skip to Item 63.</i></li> <li>▪ <i>If you have an active community business partner, skip to Item 60.</i></li> </ul>	
<p><b>59. If you <b>do not</b> have an active community business partner, what barriers exist to establishing a relationship with this partner? Circle all that apply.</b></p>	<ol style="list-style-type: none"> <li><b>1</b> Weak leadership.</li> <li><b>2</b> Inability to leverage financial resources.</li> <li><b>3</b> Inability to leverage non-financial resources.</li> <li><b>4</b> Little or no shared ownership of problems.</li> <li><b>5</b> Too few shared goals.</li> <li><b>6</b> Inability of law enforcement agency to take on non-traditional goals or activities.</li> </ol>

<p><i>The following questions ask about your <u>most active community business partner</u>.</i></p>	
<p><b>60. Please check the box next to the <b>one</b> statement that <b>best</b> describes the relationship between you and the community business partner:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Interaction with the community business involves <u>one-way communication from you</u> to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).</li> <li><input type="checkbox"/> Interaction with the community business involves <u>one-way communication from the partner</u> to you (for example, informing you of community-related concerns).</li> <li><input type="checkbox"/> Interaction between you and the community business involves <u>two-way information sharing</u> (for example, you collect information on community priorities and concerns from the partner and the partner also initiates conversations with you).</li> <li><input type="checkbox"/> Interaction with the community business involves <u>collaboration, shared power, and shared decision-making</u> between the partner and you to determine community needs, priorities, and appropriate responses.</li> </ul>	

<p>The next questions ask about your <u>most active community business partner</u>. To what extent do you agree with the following statements?</p> <p><b>I collaborate with the community business through:</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p><b>61. <u>short-term</u> problem-solving projects.</b></p>	<p>0 1 2 3 4</p>
<p><b>62. <u>long-term</u> problem-solving projects.</b></p>	<p>0 1 2 3 4</p>

<p><b>63. List your most active community partner <u>who is an individual community member</u> (this may be any resident in the community):</b></p> <hr style="border: 0.5px solid black;"/> <ul style="list-style-type: none"> <li>▪ <i>If you <u>do not</u> have an active individual community member partner, write “NA” in the blank above, respond to Item 64, and then skip to Item 68.</i></li> <li>▪ <i>If you have an active individual community member partner, skip to Item 65.</i></li> </ul>	
<p><b>64. If you <b>do not</b> have an active individual community member partner, what barriers exist to establishing a relationship with this partner? Circle all that apply.</b></p>	<ol style="list-style-type: none"> <li><b>1</b> Weak leadership.</li> <li><b>2</b> Inability to leverage financial resources.</li> <li><b>3</b> Inability to leverage non-financial resources.</li> <li><b>4</b> Little or no shared ownership of problems.</li> <li><b>5</b> Too few shared goals.</li> <li><b>6</b> Inability of law enforcement agency to take on non-traditional goals or activities.</li> </ol>

<p><i>The following questions ask about your <u>most active individual community member partner</u>.</i></p>	
<p><b>65. Please check the box next to the <b>one</b> statement that <b>best</b> describes the relationship between you and the individual community member partner:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Interaction with the individual community member involves <u>one-way communication from you</u> to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).</li> <li><input type="checkbox"/> Interaction with the individual community member involves <u>one-way communication from the partner</u> to you (for example, informing you of community-related concerns).</li> <li><input type="checkbox"/> Interaction between you and the individual community member involves <u>two-way information sharing</u> (for example, you collect information on community priorities and concerns from the partner and the partner also initiates conversations with you).</li> <li><input type="checkbox"/> Interaction with the individual community member involves <u>collaboration, shared power, and shared decision-making</u> between the partner and you to determine community needs, priorities, and appropriate responses.</li> </ul>	

<p>The next questions ask about your <i>most active individual community member partner</i>. To what extent do you agree with the following statements?</p> <p><b>I collaborate with the individual community member partner through:</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>66. <u>short-term</u> problem-solving projects.</p>	<p>0 1 2 3 4</p>
<p>67. <u>long-term</u> problem-solving projects.</p>	<p>0 1 2 3 4</p>

*In addition to the detailed information you provided above about your most active partner in each sector, please list the other community partners with whom you currently work. For each community partner you list, indicate whether you consider the relationship to be primarily characterized as (please select one):*

- 0** Interaction with the partner involves one-way communication from you to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).
- 1** Interaction with partner involves one-way communication from the partner to you (for example, informing you of community-related concerns).
- 2** Interaction with the partner involves two-way information sharing (for example, you collect information on community priorities and concerns from the partner and the partner also initiates conversations with you).
- 3** Interaction with the partner involves collaboration, shared power, and shared decision-making between the partner and you to determine community needs, priorities, and appropriate responses.
- NA** No community partner identified

<b>Government agency community partners:</b>	<i>Relationship primarily characterized as (see above):</i>
<b>68.</b>	0 1 2 3 NA
<b>69.</b>	0 1 2 3 NA
<b>70.</b>	0 1 2 3 NA
<b>71.</b>	0 1 2 3 NA
<b>Non-profit/community-based organization community partners:</b>	<i>Relationship primarily characterized as (see above):</i>
<b>72.</b>	0 1 2 3 NA
<b>73.</b>	0 1 2 3 NA
<b>74.</b>	0 1 2 3 NA
<b>75.</b>	0 1 2 3 NA
<b>Local business community partners:</b>	<i>Relationship primarily characterized as (see above):</i>
<b>76.</b>	0 1 2 3 NA
<b>77.</b>	0 1 2 3 NA
<b>78.</b>	0 1 2 3 NA
<b>79.</b>	0 1 2 3 NA



<b>Individual resident community partners:</b>	<i>Relationship primarily characterized as (see above):</i>
<b>80.</b>	0 1 2 3 NA
<b>81.</b>	0 1 2 3 NA
<b>82.</b>	0 1 2 3 NA
<b>83.</b>	0 1 2 3 NA
<b>Additional community partners:</b>	<i>Relationship primarily characterized as (see above):</i>
<b>84.</b>	0 1 2 3 NA
<b>85.</b>	0 1 2 3 NA
<b>86.</b>	0 1 2 3 NA
<b>87.</b>	0 1 2 3 NA

## **PROBLEM SOLVING**

**Problem Solving:** Problem solving is an analytic process for systematically 1) identifying neighborhood problems through coordinated community/police assessments, 2) collecting and analyzing information about the problems, 3) developing and implementing responses with the potential for eliminating or reducing the problems, and 4) evaluating the responses to determine the effectiveness. Problem solving involves an agency-wide commitment to go beyond traditional police responses to crime to proactively address a multitude of problems that adversely affect quality of life.

There are three aspects of problem solving measured on this survey:

- General Approach to Problem Solving
- Problem Solving Processes including:
  - Identifying and prioritizing problems (**S**canning)
  - Analyzing problems (**A**nalysis)
  - Responding to problems (**R**esponse)
  - Assessing problem solving initiatives (**A**ssessment)
- General Skill in Problem Solving

*Reminder: This survey is completely anonymous and you may skip any items you do not feel comfortable answering, but we encourage you to respond to as many survey items as possible.*

<p><b>General Approach to Problem Solving</b> Please indicate the extent to which you agree with the following statements about your organization's <u>general problem solving approach</u> by circling the appropriate number to the right.</p> <p><b>The following community partners are involved in solving problems:</b></p>	<p><b>0 Strongly disagree</b> <b>1 Disagree</b> <b>2 Neither agree nor disagree</b> <b>3 Agree</b> <b>4 Strongly agree</b></p>
<p>1. Government agencies</p>	<p>0 1 2 3 4</p>
<p>2. Community-based organizations (CBOs)</p>	<p>0 1 2 3 4</p>
<p>3. Community businesses</p>	<p>0 1 2 3 4</p>
<p>4. Individual community members</p>	<p>0 1 2 3 4</p>

<p><b>General Approach to Problem Solving</b> Please indicate the extent to which you agree with the following statements about your organization's <u>general problem solving approach</u> by circling the appropriate number to the right.</p>	<p><b>0 Strongly disagree</b> <b>1 Disagree</b> <b>2 Neither agree nor disagree</b> <b>3 Agree</b> <b>4 Strongly agree</b></p>
<p>5. The agency provides adequate training in problem-solving approaches at all ranks and functions.</p>	<p>0 1 2 3 4</p>
<p>6. Patrol officers typically respond to calls for service using a problem-solving approach.</p>	<p>0 1 2 3 4</p>
<p><b>General Approach to Problem Solving</b> Please indicate the extent to which you agree with the following</p>	<p><b>0 Strongly disagree</b> <b>1 Disagree</b></p>

<i>statements about your organization's <u>general problem solving approach</u> by circling the appropriate number to the right.</i>	<b>2 Neither agree nor disagree</b> <b>3 Agree</b> <b>4 Strongly agree</b>
7. The agency regularly keeps records on problem solving efforts (for example, folders or database).	0 1 2 3 4
8. The agency allows officers time to develop effective problem solving strategies.	0 1 2 3 4
9. Special units or specific officers are the only members of the agency who do problem solving.	0 1 2 3 4
10. The agency collects information at each stage of problem solving.	0 1 2 3 4

<b>Problem Solving Processes: Identifying and prioritizing problems</b> <i>Please indicate the extent to which you agree with the following statements about the way your organization <u>identifies problems</u> by circling the appropriate number to the right.</i>	<b>0 Strongly disagree</b> <b>1 Disagree</b> <b>2 Neither agree nor disagree</b> <b>3 Agree</b> <b>4 Strongly agree</b>
<b>When <u>identifying</u> problems in your community, the agency ...</b>	
11. looks for patterns and trends involving repeat locations, victims, and offenders.	0 1 2 3 4
12. maps specific crimes (for example, hot spots).	0 1 2 3 4
13. reviews formal documentation (for example, police reports and citizen complaints).	0 1 2 3 4
14. engages in community outreach.	0 1 2 3 4
15. uses community surveys.	0 1 2 3 4
16. takes steps to better define the problem before reacting.	0 1 2 3 4
17. takes steps to verify the problem exists before reacting.	0 1 2 3 4
18. takes steps to identify the consequences of the problem before reacting	0 1 2 3 4
19. takes steps to identify how often the problem occurs before reacting.	0 1 2 3 4
20. involves community partners.	0 1 2 3 4

<p><b>Problem Solving Processes: Identifying and prioritizing problems</b>  <i>Please indicate the extent to which you agree with the following statements about the way your organization <u>prioritizes problems</u> by circling the appropriate number to the right.</i></p> <p><b>When <u>prioritizing</u> problems in your community, the agency considers ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
21. the impact of the problem on the community (for example, size, cost, harm).	0 1 2 3 4
22. priorities in the community.	0 1 2 3 4
23. officer interest for addressing the problem.	0 1 2 3 4
24. the potential to successfully address the problem.	0 1 2 3 4

<p><b>Problem Solving Processes: Identifying and prioritizing problems</b>  <i>Please indicate the extent to which you agree with the following statements about the way your organization <u>identifies and prioritizes problems</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
25. Most <u>supervisors</u> are supportive of <u>identifying and prioritizing</u> of problems.	0 1 2 3 4
26. Most <u>officers</u> are supportive of <u>identifying and prioritizing</u> of problems.	0 1 2 3 4
27. Officers are rewarded for <u>identifying and prioritizing</u> problems.	0 1 2 3 4

<p><b>Problem Solving Processes: Analyzing problems</b>  <i>Please indicate the extent to which you agree with the following statements about the way your organization <u>analyzes information</u> by circling the appropriate number to the right.</i></p> <p><b>When <u>analyzing</u> problems, the agency ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
28. breaks down broad offense categories (for example, specific kinds of robberies) for analysis.	0 1 2 3 4
29. ensures that relevant information has been collected before proceeding with a detailed analysis.	0 1 2 3 4
30. encourages open-mindedness.	0 1 2 3 4
31. examines the location and time aspects of the problem (for example, “hot spots” and “repeat victimization”).	0 1 2 3 4
32. explores the conditions or environmental factors that relate to the problem.	0 1 2 3 4
33. <u>identifies</u> available resources to assist in developing a deeper understanding of the problem.	0 1 2 3 4

<p><b>Problem Solving Processes: Analyzing problems</b>  <i>Please indicate the extent to which you agree with the following statements about the way your organization <u>analyzes information</u> by circling the appropriate number to the right.</i></p> <p><b>When <u>analyzing</u> problems, the agency ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
34. <u>uses</u> available resources to assist in developing a deeper understanding of the problem.	0 1 2 3 4
35. analyzes the strengths and limitations of current responses to the problem.	0 1 2 3 4
36. reports on the most significant findings from the analysis.	0 1 2 3 4
37. uses a range of routinely collected police data and information.	0 1 2 3 4
38. uses a range of routinely collected non-police data and information sources (for example, insurance crash data, demographic data, survey data).	0 1 2 3 4
39. examines existing research and associated interventions/responses that have been used by others.	0 1 2 3 4
40. collects data from community partners.	0 1 2 3 4
41. gathers information about the victims or stakeholders affected by the problem (for example, crime reports, victim interviews).	0 1 2 3 4
42. gathers information about offenders contributing to a problem (for example, offender interviews, arrest records).	0 1 2 3 4
43. involves crime analyst(s) in the process.	0 1 2 3 4
44. utilizes crime analysis software.	0 1 2 3 4
45. encourages officers to engage in problem analysis.	0 1 2 3 4
46. involves community partners.	0 1 2 3 4

<p><b>Problem Solving Processes: Analyzing problems</b>  <i>Please indicate the extent to which you agree with the following statements about the way your organization <u>analyzes information</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>47. Most <u>supervisors</u> are supportive of <u>analyzing</u> problem solving data.</p>	<p>0 1 2 3 4</p>
<p>48. Most <u>officers</u> are supportive of <u>analyzing</u> problem solving data.</p>	<p>0 1 2 3 4</p>
<p>49. Officers are rewarded for <u>analysis</u> efforts.</p>	<p>0 1 2 3 4</p>
<p><b>Problem Solving Processes: Responding to problems</b>  <i>Please indicate the extent to which you agree with the following statements about the way your agency <u>responds to problems in your community</u> by circling the appropriate number to the right.</i></p> <p><b>When <u>responding</u> to problems in your community, the agency...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>50. shares information about what was learned about a given problem.</p>	<p>0 1 2 3 4</p>
<p>51. looks at what other communities have done to solve similar problems.</p>	<p>0 1 2 3 4</p>
<p>52. brainstorms new solutions with stakeholders.</p>	<p>0 1 2 3 4</p>
<p>53. prioritizes solutions in terms of their likely success.</p>	<p>0 1 2 3 4</p>
<p>54. considers how supportive the community will be of a chosen response.</p>	<p>0 1 2 3 4</p>
<p>55. gives officers discretion in choosing responses by not just relying on standard agency procedures.</p>	<p>0 1 2 3 4</p>
<p>56. develops a formal response plan that includes details such as a schedule for implementation and responsible parties.</p>	<p>0 1 2 3 4</p>
<p>57. sets realistic goals for problem solving efforts.</p>	<p>0 1 2 3 4</p>
<p>58. focuses on long-term solutions to problems.</p>	<p>0 1 2 3 4</p>
<p>59. clearly links responses with the results of problem solving analysis.</p>	<p>0 1 2 3 4</p>
<p>60. uses only traditional police tactics such as highly visible patrol, issuing summons and making arrests.</p>	<p>0 1 2 3 4</p>
<p>61. uses traditional and non-traditional police tactics.</p>	<p>0 1 2 3 4</p>
<p>62. views the development of innovative responses as essential in the problem-solving process.</p>	<p>0 1 2 3 4</p>
<p>63. involves community partners.</p>	<p>0 1 2 3 4</p>
<p><b>Problem Solving Processes: Responding to problems</b></p>	<p><b>0 Strongly disagree</b></p>

<p><i>Please indicate the extent to which you agree with the following statements about the way your organization <u>responds to problems in your community</u> by circling the appropriate number to the right.</i></p>	<p><b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>64. Most <u>supervisors</u> are supportive of developing <u>responses</u> informed by the problem-solving process.</p>	<p>0 1 2 3 4</p>
<p>65. Most <u>officers</u> are supportive of developing <u>responses</u> informed by the problem-solving process.</p>	<p>0 1 2 3 4</p>
<p>66. Officers are rewarded for <u>responses</u> informed by the problem-solving process.</p>	<p>0 1 2 3 4</p>
<p><b>Problem Solving Processes: Assessing problem solving initiatives</b>  <i>Please indicate the extent to which you agree with the following statements about the way your agency <u>assesses its problem solving efforts</u> by circling the appropriate number to the right.</i></p> <p><b>When <u>assessing its problem-solving efforts</u>, the agency ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>67. examines whether the response was implemented as planned.</p>	<p>0 1 2 3 4</p>
<p>68. typically collects baseline data on the problem before implementing a response.</p>	<p>0 1 2 3 4</p>
<p>69. typically collects follow-up data on the effectiveness of the response.</p>	<p>0 1 2 3 4</p>
<p>70. analyzes the nature of the problem further if the response does not work.</p>	<p>0 1 2 3 4</p>
<p>71. analyzes the nature of the <u>response</u> further to determine the reasons the objectives were not attained.</p>	<p>0 1 2 3 4</p>
<p>72. continues to monitor the response to sustain effectiveness.</p>	<p>0 1 2 3 4</p>
<p>73. uses alternatives to routinely collected policing measurements to evaluate outcomes (for example, fear of crime or perceived safety among residents).</p>	<p>0 1 2 3 4</p>
<p>74. uses a range of routinely-collected police data to assess the outcomes of a problem-solving initiative.</p>	<p>0 1 2 3 4</p>
<p>75. conducts formal impact evaluations on important problem solving efforts.</p>	<p>0 1 2 3 4</p>
<p>76. collects both quantitative (for example, crime statistics) and qualitative (for example, interviews) measures.</p>	<p>0 1 2 3 4</p>
<p>77. uses information produced from assessments to improve problem-solving initiatives.</p>	<p>0 1 2 3 4</p>
<p>78. collects evidence of displacement of problems and diffusion of benefits.</p>	<p>0 1 2 3 4</p>
<p>79. shares information about assessment results <u>internally</u>.</p>	<p>0 1 2 3 4</p>
<p>80. shares information about assessment results <u>externally</u>.</p>	<p>0 1 2 3 4</p>



<p><b>Problem Solving Processes: Assessing problem solving initiatives</b>  <i>Please indicate the extent to which you agree with the following statements about the way your agency <u>assesses its problem solving efforts</u> by circling the appropriate number to the right.</i></p> <p><b>When <u>assessing</u> its problem-solving efforts, the agency ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
81. uses assessment results to modify problem solving responses.	0 1 2 3 4
82. involves community partners.	0 1 2 3 4

<p><b>Problem Solving Processes: Assessing problem solving initiatives</b>  <i>Please indicate the extent to which you agree with the following statements about the way your organization <u>assesses its problem solving efforts</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
83. Most <u>supervisors</u> are supportive of <u>assessing</u> the effectiveness of problem solving efforts.	0 1 2 3 4
84. Most <u>officers</u> are supportive of <u>assessing</u> the effectiveness of problem solving efforts.	0 1 2 3 4
85. Officers are rewarded for their <u>assessment</u> activities.	0 1 2 3 4

<p><b>General Skill in Problem Solving</b>  <i>Please indicate <u>the agency's</u> overall skill level in the following areas by circling the appropriate number to the right:</i></p>	<p><b>0 Very low</b>  <b>1 Low</b>  <b>2 Satisfactory</b>  <b>3 High</b>  <b>4 Very high</b></p>
86. Using technology to facilitate problem solving.	0 1 2 3 4
87. Data analysis.	0 1 2 3 4
88. Applying “best practices” in problem solving.	0 1 2 3 4
89. Using problem-oriented policing literature.	0 1 2 3 4
90. Understanding the complexities of various public safety and crime problems.	0 1 2 3 4
91. Collaborating with the community in problem solving.	0 1 2 3 4
92. Identifying who to call for a particular problem, information needed, and procedures to follow.	0 1 2 3 4
93. Coordinating problem-solving efforts across shifts and teams.	0 1 2 3 4

<p><b>General Skill in Problem Solving</b>  <i>Please indicate <u>the agency's</u> overall skill level in the following areas by circling the appropriate number to the right:</i></p>	<p><b>0 Very low</b>  <b>1 Low</b>  <b>2 Satisfactory</b>  <b>3 High</b>  <b>4 Very high</b></p>
<p>94. Public speaking.</p>	<p>0 1 2 3 4</p>
<p>95. Integrating problem solving into daily work.</p>	<p>0 1 2 3 4</p>

# **ORGANIZATIONAL TRANSFORMATION**

**Organizational Transformation:** The extent to which the agency environment, personnel, practices and policies are supportive of community policing philosophy and activities.

There are four aspects of organizational transformation measured on this survey:

- Agency management
- Organizational structure
- Personnel Practices
- Technology and information systems

*Reminder: This survey is completely anonymous and you may skip any items you do not feel comfortable answering, but we encourage you to respond to as many survey items as possible.*

<b>Agency Management: Agency climate and culture</b> <i>Please indicate the extent to which you agree with the following statements about the <u>philosophy of your agency</u> by circling the appropriate number to the right.</i>	<b>0 Strongly disagree</b> <b>1 Disagree</b> <b>2 Neither agree nor disagree</b> <b>3 Agree</b> <b>4 Strongly agree</b>
1. There is agreement on what constitutes community policing in our agency.	0 1 2 3 4
2. Agency personnel accept community policing as a valid strategy of policing.	0 1 2 3 4
3. Officers in this agency believe that police actions can be successful at improving citizens' quality of life.	0 1 2 3 4
4. Officers consider themselves community-oriented police officers.	0 1 2 3 4
5. Most agency personnel believe that community policing is the most effective means of ensuring community safety.	0 1 2 3 4
6. Officers take responsibility for public safety in the neighborhoods to which they are assigned.	0 1 2 3 4
7. Officers work towards maintaining positive relationships with the people in the communities to which they are assigned.	0 1 2 3 4
8. Agency leadership educates personnel about the fundamental philosophies and goals of community policing.	0 1 2 3 4
9. Agency leadership uses their positions to educate external groups about community policing.	0 1 2 3 4
10. Agency leadership communicates to personnel the importance of community policing.	0 1 2 3 4
11. Addressing quality of life concerns is legitimate police activity.	0 1 2 3 4

<p>8. stresses the importance of community policing <u>externally</u>.</p>	<p>0 1 2 3 4</p>
<p><b>Agency Management: Leadership</b>                  9. serves as a strong community policing role model for others in the agency.                  Please indicate the extent to which you agree that the chief/sheriff does the following things effectively by circling the appropriate number to the right.</p>	<p>0 Strongly disagree 3 4                  1 Disagree                  2 Neither agree nor disagree                  3 Agree                  4 Strongly agree</p>
<p>10. takes steps to remove barriers to effective community policing.</p>	<p>0 1 2 3 4</p>
<p><b>The chief/sheriff</b>                  11. seeks input on how to better implement community policing.</p>	<p>0 1 2 3 4</p>
<p>1. communicates the agency's vision for community policing <u>internally</u>.</p>	<p>0 1 2 3 4</p>
<p>2. communicates the agency's vision for community policing <u>externally</u>.</p>	<p>0 1 2 3 4</p>
<p>3. develops strategies to achieve the agency's vision for community policing.</p>	<p>0 1 2 3 4</p>
<p>4. acts as a consensus builder.</p>	<p>0 1 2 3 4</p>
<p>5. works with diverse communities to gather support for community policing.</p>	<p>0 1 2 3 4</p>
<p>6. empowers agency personnel to act on the agency's vision for community policing.</p>	<p>0 1 2 3 4</p>
<p>7. serves as a credible messenger of the agency's vision for community policing.</p>	<p>0 1 2 3 4</p>

<p><b>Agency Management: Leadership</b>  <i>Please indicate the extent to which you agree with the following statements about the work, actions, and behaviors of the <u>top command staff</u> in your agency by circling the appropriate number to the right.</i></p> <p><b>Top command staff ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>13. try to implement community policing as a total philosophy and not a set of programs.</p>	<p>0 1 2 3 4</p>
<p>14. provide support to middle management to promote community policing.</p>	<p>0 1 2 3 4</p>
<p>15. encourage two-way flow of information between management and officers.</p>	<p>0 1 2 3 4</p>
<p>16. serve as role models for taking risks.</p>	<p>0 1 2 3 4</p>
<p>17. serve as role models for using innovative approaches.</p>	<p>0 1 2 3 4</p>
<p>18. serve as role models for building collaborative relationships.</p>	<p>0 1 2 3 4</p>
<p>19. tolerate mistakes and give officers the freedom to “fail.”</p>	<p>0 1 2 3 4</p>
<p>20. communicate the agency’s vision for community policing <u>internally</u>.</p>	<p>0 1 2 3 4</p>
<p>21. communicate the agency’s vision for community policing <u>externally</u>.</p>	<p>0 1 2 3 4</p>
<p>22. take steps to remove barriers to effective community policing.</p>	<p>0 1 2 3 4</p>
<p><b>The top command staff seek input from the following groups about meeting the needs of the community:</b></p>	
<p>23. Patrol officers</p>	<p>0 1 2 3 4</p>
<p>24. Non-sworn agency personnel</p>	<p>0 1 2 3 4</p>
<p>25. Agency volunteers</p>	<p>0 1 2 3 4</p>

<p><b>Agency Management: Leadership</b>  <i>Please indicate the extent to which you agree with the following</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b></p>
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statements about the work, actions, and behaviors of <u>the first-line supervisors</u> in your agency by circling the appropriate number to the right.	<b>2 Neither agree nor disagree</b> <b>3 Agree</b> <b>4 Strongly agree</b>
<b>First-line supervisors ...</b>	
12. establish clear direction for community policing activities.	0 1 2 3 4
13. effectively communicate community policing expectations.	0 1 2 3 4
14. empower officers to engage in community policing.	0 1 2 3 4

<b>Agency Management: Decision-making</b>	<b>0 Strongly disagree</b>
<b>Agency Management: Labor Relations</b>	<b>0 Strongly disagree</b>
statements about decision-making in your agency by circling the appropriate number to the right.	<b>1 Disagree</b>
<b>The agency...</b>	<b>2 Neither agree nor disagree</b>
<b>The agency ...</b>	<b>3 Agree</b>
	<b>4 Strongly agree</b>
15. gives ideas from civilian personnel the same priority as ideas from sworn officers.	NA
26. updates labor representatives about how community policing impacts their members.	0 1 2 3 4 NA
167. supports patrol officers having decision-making authority.	00 11 22 33 44 NA
178. streamlines police procedures to minimize unnecessary bureaucratic bargaining agreement.	00 11 22 33 44 NA
29. has structured the collective bargaining agreement to facilitate community policing.	0 1 2 3 4 NA

<p><b>Agency Management: Decision-making</b>  <i>Please indicate the extent to which you agree with the following statements about <u>decision-making</u> in your agency by circling the appropriate number to the right.</i></p> <p><b>Officers are given sufficient authority to ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>18. use discretion in handling calls for service.</p>	<p>0 1 2 3 4</p>
<p>19. identify the most serious problems.</p>	<p>0 1 2 3 4</p>
<p>20. analyze problems.</p>	<p>0 1 2 3 4</p>
<p>21. develop responses to problems.</p>	<p>0 1 2 3 4</p>
<p>22. assess the effectiveness of the response implemented.</p>	<p>0 1 2 3 4</p>
<p>23. make crucial decisions affecting their patrol neighborhood.</p>	<p>0 1 2 3 4</p>
<p>24. control how they perform their duties and responsibilities.</p>	<p>0 1 2 3 4</p>
<p>25. form partnerships with the community.</p>	<p>0 1 2 3 4</p>

<p><b>Agency Management: Planning and policies</b>  <i>Please indicate the extent to which you agree with the following statements about your organization's <u>policy and planning activities</u> related to community policing by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>26. The agency's mission statement supports community policing values, such as empowerment, trust, accountability, problem solving, and community partnership.</p>	<p>0 1 2 3 4</p>
<p>27. Agency personnel are consulted in agency planning.</p>	<p>0 1 2 3 4</p>
<p>28. Agency personnel are knowledgeable about the community policing aspects of the strategic plan.</p>	<p>0 1 2 3 4</p>
<p>29. The community policing philosophy has become fully incorporated into policies and procedures.</p>	<p>0 1 2 3 4</p>



<p><b>Agency Management: Planning and policies</b>  <i>Please indicate the extent to which you agree with the following statements about your organization's <u>policy and planning activities</u> related to community policing by circling the appropriate number to the right.</i></p> <p><b>The agency:</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>30. holds public meetings near the beginning of the policy making process.</p>	<p>0 1 2 3 4</p>
<p>31. examines barriers to community policing.</p>	<p>0 1 2 3 4</p>

<p><b>Agency Management: Planning and policies</b>  <i>Please indicate the extent to which the following groups are represented in <u>planning and policy activities</u> related to community policing:</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b>  <b>NA</b></p>
<p>32. Top command staff</p>	<p>0 1 2 3 4</p>
<p>33. Middle-management staff</p>	<p>0 1 2 3 4</p>
<p>34. First-line supervisors</p>	<p>0 1 2 3 4</p>
<p>35. Officers</p>	<p>0 1 2 3 4</p>
<p>36. Civilian staff</p>	<p>0 1 2 3 4</p>
<p>37. Police labor representatives</p>	<p>0 1 2 3 4 NA</p>
<p>38. Other government agencies</p>	<p>0 1 2 3 4</p>
<p>39. Non-profits and/or community-based groups</p>	<p>0 1 2 3 4</p>
<p>40. The business community</p>	<p>0 1 2 3 4</p>
<p>41. Other individuals (not associated with any of the above groups)</p>	<p>0 1 2 3 4</p>

<p><b>Agency Management: Planning and policies</b>  <i>Please indicate the extent to which you agree with the following statements about your organization's <u>strategic planning activities</u> as they relate to community policing by circling the appropriate number to the right.</i></p> <p><b>My agency's strategic plan:</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>42. reflects its dedication to the community policing philosophy.</p>	<p>0 1 2 3 4</p>
<p>43. identifies appropriate resources to do community policing.</p>	<p>0 1 2 3 4</p>
<p>44. includes ways to measure progress towards community policing goals.</p>	<p>0 1 2 3 4</p>
<p>45. is regularly updated.</p>	<p>0 1 2 3 4</p>

<p><b>Agency Management: Planning and policies</b>  <i>Please indicate the extent to which you agree with the following statements about your organization's <u>strategic planning activities</u> as they relate to community policing by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>46. The agency developed action steps to achieve desired outcomes.</p>	<p>0 1 2 3 4</p>
<p>47. Elements of the strategic plan are reflected in staff performance evaluations.</p>	<p>0 1 2 3 4</p>
<p>48. Our written strategic plan includes goal or objective statements that support community policing.</p>	<p>0 1 2 3 4</p>
<p>49. The agency communicates the strategic plan as it pertains to community policing <u>internally</u>.</p>	<p>0 1 2 3 4</p>
<p>50. The agency communicates the strategic plan as it pertains to community policing <u>externally</u>.</p>	<p>0 1 2 3 4</p>
<p><b>Agency Management: Organizational evaluations</b>  <i>Please indicate the extent to which you agree with the following statements about <u>organizational evaluations</u> by circling the appropriate number to the right.</i></p> <p><i>Organizational program evaluation is defined as a systematic process of gathering and analyzing information in order to assess and improve strategies and programs. It provides a structured way to assess the effectiveness and efficiency of programs by verifying, documenting, and quantifying program activities and their results.</i></p> <p><b>This agency's organizational evaluations of community policing...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b>  <b>NA</b></p>
<p>51. examine impact on community priorities.</p>	<p>0 1 2 3 4 NA</p>
<p>52. reflect various kinds of outcomes beyond crime data (for example, improvements in quality-of-life in the community).</p>	<p>0 1 2 3 4 NA</p>
<p>53. use evaluation findings to aid in internal agency decision making.</p>	<p>0 1 2 3 4 NA</p>
<p>54. allow the community opportunities for input into the assessment.</p>	<p>0 1 2 3 4 NA</p>
<p>55. assess human resource practices (for example, selection, training).</p>	<p>0 1 2 3 4 NA</p>
<p>56. examine technology systems (for example, RMS).</p>	<p>0 1 2 3 4 NA</p>

57. assess internal resource allocation.	0	1	2	3	4	NA
58. includes process evaluations.	0	1	2	3	4	NA
59. are shared with the community.	0	1	2	3	4	NA
60. consider whether community partners achieved their partnership goals.	0	1	2	3	4	NA

<p><b>Agency Management: Transparency</b>  <i>Please indicate the extent to which you agree with the following statements about <u>agency transparency</u> by circling the appropriate number to the right.</i></p> <p><b>The agency ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>61. regularly communicates with residents (for example, websites, newsletters, public meetings).</p>	<p>0 1 2 3 4</p>
<p>62. communicates with the <u>community</u> honestly.</p>	<p>0 1 2 3 4</p>
<p>63. communicates with its <u>partner organizations</u> honestly.</p>	<p>0 1 2 3 4</p>
<p>64. communicates with other <u>government agencies</u> honestly.</p>	<p>0 1 2 3 4</p>
<p>65. shares information on crime problems with external parties.</p>	<p>0 1 2 3 4</p>
<p>66. provides residents with a mechanism to provide feedback to the agency.</p>	<p>0 1 2 3 4</p>
<p>67. makes it easy for community residents and others to contact the beat officer assigned to their area.</p>	<p>0 1 2 3 4</p>
<p>68. regularly communicates with the media.</p>	<p>0 1 2 3 4</p>

<p><b>Organizational Structure: Geographic assignment of officers</b>  <i>Please indicate the extent to which you agree with the following statements about <u>geographic assignment of officers</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>69. Beat assignments are long enough to allow police to have a <u>measurable impact</u> on community problems.</p>	<p>0 1 2 3 4</p>
<p>70. Beat assignments are long enough to allow police to <u>form strong relationships</u> with the community.</p>	<p>0 1 2 3 4</p>
<p>71. The community has input in determining boundaries of beat areas.</p>	<p>0 1 2 3 4</p>
<p>72. Beat boundaries correspond to natural neighborhood boundaries.</p>	<p>0 1 2 3 4</p>
<p>73. Officers can receive overtime or change their work hours for appropriate community policing activities.</p>	<p>0 1 2 3 4</p>

<p><b>Organizational Structure: Geographic assignment of officers</b>                      Please indicate the extent to which you agree with the following statements about <u>geographic assignment of officers</u> by circling the appropriate number to the right.</p> <p><b>Officers are...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>74. expected to <u>introduce themselves</u> to residents and others within their beat.</p>	<p>0 1 2 3 4</p>
<p>75. expected to <u>develop relationships</u> with residents and others within their beat.</p>	<p>0 1 2 3 4</p>
<p>76. aware of the priorities of residents and others within their beat.</p>	<p>0 1 2 3 4</p>
<p>77. expected to attend community events within their beat.</p>	<p>0 1 2 3 4</p>

<p><b>Organizational Structure: Despecialization</b>  <i>Please indicate the extent to which you agree with the following statements about <u>despecialization of officers</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>78. Community policing is an agency-wide effort involving all staff.</p>	<p>0 1 2 3 4</p>
<p>79. The majority of agency staff (not JUST special units) are tasked with problem solving activities.</p>	<p>0 1 2 3 4</p>
<p>80. The majority of agency staff (not JUST special units) are tasked with community partnership efforts.</p>	<p>0 1 2 3 4</p>
<p>81. Only specialist units are tasked with identifying and solving complex problems.</p>	<p>0 1 2 3 4</p>
<p>82. Officers take a collaborative approach to problem solving.</p>	<p>0 1 2 3 4</p>
<p>83. Officers are given time to allow for daily, face-to-face contact with the public.</p>	<p>0 1 2 3 4</p>
<p>84. The agency’s organizational structure supports local patrol officers having decision-making authority.</p>	<p>0 1 2 3 4</p>

<b>Organizational Structure - Resources and finance</b> <i>Please indicate the extent to which the following resources are available to facilitate partnerships and problem solving in your department:</i>	<b>0 Not at all</b> <b>1 Very little</b> <b>2 Somewhat</b> <b>3 A fair amount</b> <b>4 Very much</b>
85. Financial resources	0 1 2 3 4
86. Personnel time	0 1 2 3 4
87. Staffing	0 1 2 3 4
88. IT/Technology	0 1 2 3 4
89. Information (for example, CAD data; RMS data; summary reports; library access)	0 1 2 3 4
90. Physical resources (for example, office space; furniture)	0 1 2 3 4
91. Alternatives to traditional handling of calls for service	0 1 2 3 4
92. Civilians and volunteers	0 1 2 3 4



<p><b>Personnel Practices: Recruitment, hiring, and selection</b>  <i>Please indicate the extent to which you agree with the following statements about <u>recruitment, hiring, and selection</u> by circling the appropriate number to the right.</i></p> <p><b>The agency ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>93. incorporates the philosophy of community policing in its recruitment, selection, and hiring systems and processes.</p>	<p>0 1 2 3 4</p>
<p>94. involves the community in recruitment, selection, and hiring processes (for example, the community might help identify competencies and participate in oral boards).</p>	<p>0 1 2 3 4</p>
<p>95. encourages representatives from the community to sit on officer selection oral boards.</p>	<p>0 1 2 3 4</p>
<p>96. includes information on community policing responsibilities in recruiting materials (including job descriptions).</p>	<p>0 1 2 3 4</p>
<p>97. targets individuals from populations with a service orientation in recruiting efforts.</p>	<p>0 1 2 3 4</p>
<p>98. tests candidates for the knowledge, skills and abilities needed to be an officer in a community-policing environment.</p>	<p>0 1 2 3 4</p>

<p><b>Personnel Practices: Recruitment, hiring, and selection</b>  <i>Please indicate the extent to which you agree with the following statements about <u>recruitment, hiring, and selection</u> by circling the appropriate number to the right.</i></p> <p><b>The agency considers community policing-related activities in job-task analysis for the:</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>99. entry-level officer position.</p>	<p>0 1 2 3 4</p>
<p>100. first-line supervisor position.</p>	<p>0 1 2 3 4</p>
<p>101. command staff position.</p>	<p>0 1 2 3 4</p>
<p>102. chief/sheriff position.</p>	<p>0 1 2 3 4</p>
<p>103. civilian position.</p>	<p>0 1 2 3 4</p>

<p><b>Personnel Practices: Recruitment</b>  <i>Please indicate the extent to which you agree with the following statements about <u>recruitment</u> by circling the appropriate number to the right.</i></p> <p><b>The agency attempts to recruit officers who ...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>104. embrace problem solving.</p>	<p>0 1 2 3 4</p>

105. are good at multitasking.	0	1	2	3	4
106. like working with the community.	0	1	2	3	4
107. have strong communication skills.	0	1	2	3	4
108. have high ethics and integrity.	0	1	2	3	4
109. have critical thinking skills.	0	1	2	3	4
110. have promising leadership skills.	0	1	2	3	4
111. have a service orientation.	0	1	2	3	4

<p><b>Personnel Practices: Personnel evaluation and supervision</b>  <i>Please indicate the extent to which you agree with the following statements about <u>personnel evaluation and supervision</u> by circling the appropriate number to the right.</i></p> <p><b>In support of community policing, supervisors...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
112. serve as facilitators to help others access resources.	0 1 2 3 4
113. act as mentors who support the officers they supervise.	0 1 2 3 4
114. are included as part of a community policing team effort.	0 1 2 3 4
115. make visits to beats to monitor performance.	0 1 2 3 4

<p><b>Personnel Practices: Personnel evaluation and supervision</b>  <i>Please indicate the extent to which you agree with the following statements about <u>personnel evaluation</u> by circling the appropriate number to the right</i></p> <p><b>Performance evaluations for <u>managers and supervisors</u> in your agency hold them accountable for...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
116. removing bureaucratic obstacles that inhibit community policing.	0 1 2 3 4
117. encouraging community policing among officers they supervise.	0 1 2 3 4

<p><b>Personnel Practices: Personnel evaluation and supervision</b>  <i>Please indicate the extent to which you agree with the following statements about <u>personnel evaluation</u> by circling the appropriate number to the right</i></p> <p><b>Performance evaluations for <u>managers and supervisors</u> in your agency hold them accountable for...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
118. delegating authority to the officers they supervise.	0 1 2 3 4
119. securing resources for community policing.	0 1 2 3 4
120. developing community policing skills in less experienced staff.	0 1 2 3 4
121. developing collaborative partnerships with external groups.	0 1 2 3 4
122. encouraging officers to use free patrol time to engage in community policing activities.	0 1 2 3 4
123. using innovation in problem solving.	0 1 2 3 4

<p><b>Personnel Practices: Personnel evaluation and supervision</b>  <i>Please indicate the extent to which you agree with the following statements about <u>personnel evaluation</u> by circling the appropriate number to the right.</i></p> <p><b>Performance evaluations for <u>officers</u> in your agency hold them accountable for...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
124. using their free patrol time to engage in community policing activities.	0 1 2 3 4
125. developing collaborative partnerships with external groups.	0 1 2 3 4
126. using innovation in problem solving.	0 1 2 3 4
127. developing skills in community policing.	0 1 2 3 4

<p><b>Personnel Practices: Personnel evaluation and supervision</b>  <i>Please indicate the extent to which you agree with the following statements about <u>personnel evaluation</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
128. Expectations for community policing are well defined.	0 1 2 3 4
129. Agency personnel successful in community policing receive <u>formal</u> recognition.	0 1 2 3 4

130. Agency personnel successful in community policing receive <u>informal</u> recognition.	0	1	2	3	4
131. Promotional exams, interviews and oral boards require candidates to demonstrate competency in community policing.	0	1	2	3	4
132. Performance evaluations for <u>special units</u> (for example, detectives, traffic officers) assess for demonstrated competency in community policing.	0	1	2	3	4
133. Performance evaluations for <u>civilian personnel</u> assess for demonstrated competency in community policing.	0	1	2	3	4
134. The performance evaluation process allows the community opportunities for input into the assessment.	0	1	2	3	4

<p><b>Personnel Practices: Training</b></p> <p><i>Please indicate the extent to which you agree with the following statements about <u>the integration of community policing into training</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b></p> <p><b>1 Disagree</b></p> <p><b>2 Neither agree nor disagree</b></p> <p><b>3 Agree</b></p> <p><b>4 Strongly agree</b></p>
135. The agency assesses community policing training needs.	0 1 2 3 4
136. Officers are trained in collaborative problem-solving.	0 1 2 3 4
137. Officers are trained in building community partnerships.	0 1 2 3 4
138. Field training officers and supervisors encourage problem solving and partnerships.	0 1 2 3 4
139. Training for the top command incorporates community-policing principles.	0 1 2 3 4
140. Middle managers and first-line supervisors receive leadership training that focuses on serving in a coaching/facilitation role.	0 1 2 3 4
141. Community policing is incorporated into all facets of training (for example, recruit, field, in-service, roll call, and management training).	0 1 2 3 4
142. Community policing training is provided during roll call.	0 1 2 3 4
143. In-service training is provided in community policing.	0 1 2 3 4
144. Community policing training is available to the community.	0 1 2 3 4

<p><b>Personnel Practices: Training</b>                  Please indicate the extent to which you agree with the following statements about <u>the integration of community policing into training</u> by circling the appropriate number to the right.</p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>145. The agency maintains a library of information on a variety of community policing topics.</p>	<p>0 1 2 3 4</p>

<p><b>Personnel Practices: Training</b>                  Please indicate the extent to which you agree with the following statements about <u>training</u> by circling the appropriate number to the right.</p> <p><b>The agency provides officers with sufficient training in...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>146. interpersonal relationships.</p>	<p>0 1 2 3 4</p>
<p>147. conflict resolution.</p>	<p>0 1 2 3 4</p>
<p>148. phases of problem solving (problem identification, analysis, response, and assessment).</p>	<p>0 1 2 3 4</p>
<p>149. building community partnerships.</p>	<p>0 1 2 3 4</p>
<p>150. diversity.</p>	<p>0 1 2 3 4</p>
<p>151. using policing literature to inform problem solving efforts.</p>	<p>0 1 2 3 4</p>
<p>152. understanding the importance of quality of life issues.</p>	<p>0 1 2 3 4</p>

<p><b>Technology and Information Systems: Communication/access to data</b>                  Please indicate the extent to which you agree with the following statements about <u>communication and access to data</u> by circling the appropriate number to the right.</p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>153. The Internet is used as a way to distribute information to the community.</p>	<p>0 1 2 3 4</p>
<p>154. Information technology is used for improving communication between officers and citizens (for example, 311, cell phones, internet, laptops).</p>	<p>0 1 2 3 4</p>
<p>155. The Internet is used to facilitate on-going dialogue <u>between the community and the agency</u> (for example, through websites, email).</p>	<p>0 1 2 3 4</p>
<p>156. Internal electronic communications are used to facilitate ongoing dialogue <u>within the agency</u>.</p>	<p>0 1 2 3 4</p>

<p><b>Technology and Information Systems: Communication/access to data</b>  <i>Please indicate the extent to which you agree with the following statements about <u>communication and access to data</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>157. Up-to-date crime statistics are available to the public.</p>	<p>0 1 2 3 4</p>

<p><b>Technology and Information Systems: Quality and accuracy of data</b>  <i>Please indicate the extent to which you agree with the following statements about <u>quality and accuracy of data</u> by circling the appropriate number to the right.</i></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>158. Officers are easily able to query relevant information and data in support of problem solving.</p>	<p>0 1 2 3 4</p>
<p>159. Officers have <u>timely access</u> to data in support of problem solving.</p>	<p>0 1 2 3 4</p>
<p>160. Officers have <u>access to accurate data</u> to inform problem solving.</p>	<p>0 1 2 3 4</p>
<p>161. The agency takes full advantage of new technology to advance community policing.</p>	<p>0 1 2 3 4</p>
<p>162. Officers use technology to document and retrieve problem solving activities.</p>	<p>0 1 2 3 4</p>
<p>163. Information technology is used to inform problem solving.</p>	<p>0 1 2 3 4</p>
<p>164. Crime analysts are used as a resource in problem solving efforts.</p>	<p>0 1 2 3 4</p>
<p>165. The agency’s CAD system is able to inform problem solving efforts.</p>	<p>0 1 2 3 4</p>
<p><b>Advances in technology are used to support the following...</b></p>	<p><b>0 Strongly disagree</b>  <b>1 Disagree</b>  <b>2 Neither agree nor disagree</b>  <b>3 Agree</b>  <b>4 Strongly agree</b></p>
<p>166. Crime analysis functions.</p>	<p>0 1 2 3 4</p>
<p>167. Incident reporting</p>	<p>0 1 2 3 4</p>
<p>168. Call management functions.</p>	<p>0 1 2 3 4</p>

**THANK YOU FOR COMPLETING THE ASSESSMENT.**