



SELF-ASSESSMENT OF COMMUNITY POLICING TOOL

Officer Level

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SELF-ASSESSMENT OF COMMUNITY POLICING OFFICER 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.

Wide Range of Partnerships <i>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.</i>	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
1. I integrate my efforts with other agencies that deliver public services.	0 1 2 3 4
2. I consult community members for solutions to community problems.	0 1 2 3 4
3. I keep citizens informed about police activities in the neighborhood.	0 1 2 3 4
4. I make contact with <u>community leaders</u> within my beat to assess their priorities.	0 1 2 3 4
5. I make contact with <u>average citizens</u> within my beat to assess their priorities.	0 1 2 3 4

<p>Wide Range of Partnerships <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>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
<p>6. Government agencies who serve the community.</p>	<p>0 1 2 3 4</p>
<p>7. Non-profit or community-based organizations that serve or include community members.</p>	<p>0 1 2 3 4</p>
<p>8. Businesses operating in the community.</p>	<p>0 1 2 3 4</p>
<p>9. The local media.</p>	<p>0 1 2 3 4</p>
<p>10. Individuals residing, working, or otherwise having an interest in the community.</p>	<p>0 1 2 3 4</p>

<p>Resources/Commitment of Partners <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>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
<p>11. 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>12. Community members are held accountable for developing solutions to community problems.</p>	<p>0 1 2 3 4</p>
<p>13. 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>Nature of Partnership <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>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
<p>The community partnership includes ...</p>	<p>NA</p>

14. <u>multiple persons</u> from the partner agency or organization.	0	1	2	3	4	NA
15. the self-identified leadership from the partner agency or organization.	0	1	2	3	4	NA
16. individuals from multiple levels in the partner agency or organization.	0	1	2	3	4	NA

<p>Nature of Partnership <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>My most active community partner has ...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
17. the power to make decisions that affect the community.	0 1 2 3 4
18. consistent and ongoing interaction with the community and its residents.	0 1 2 3 4
<p>Nature of Partnership <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>My law enforcement agency...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
19. has accurate and current community information.	0 1 2 3 4
20. shares relevant information with community members.	0 1 2 3 4
21. makes decisions that affect the community.	0 1 2 3 4
22. initiates (proactive) communication with the partner.	0 1 2 3 4
23. takes ownership of community concerns.	0 1 2 3 4
24. provides human resources.	0 1 2 3 4
25. organizes community involvement in addressing crime and disorder.	0 1 2 3 4
26. provides financial resources.	0 1 2 3 4
27. provides political influence.	0 1 2 3 4
28. provides technological resources.	0 1 2 3 4

<p><i>To what extent do you agree that <u>your most active community partner</u> brings the following resources to the partnership?</i></p> <p>The community partner...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
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
<p><i>To what extent do you agree that <u>your most active community partner</u> brings the following resources to the partnership?</i></p> <p>The community partner...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
35. organizes community involvement in addressing crime and disorder.	0 1 2 3 4
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
<p><i>To what extent do you agree that the following <u>characterize your relationship</u> with your most <u>active community partner</u>?</i></p> <p>The partnership is...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
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 <u>government agency</u> (for example, parks and recreation department, public works, parole/probation, human service agencies):</p> <hr/> <ul style="list-style-type: none"> ▪ <i>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.</i> ▪ <i>If you have an active government agency partner, skip to Item 50.</i> 	
<p>49. If you do not 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"> 1 Weak leadership. 2 Inability to leverage financial resources. 3 Inability to leverage non-financial resources. 4 Little or no shared ownership of problems. 5 Too few shared goals. 6 Inability of law enforcement agency to take on non-traditional goals or activities.

<p><i>The following questions ask about your <u>most active government agency partner</u>.</i></p>	
<p>50. Please check the box next to the one statement that best describes the relationship between you and the government partner:</p> <ul style="list-style-type: none"> <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). <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). <input type="checkbox"/> Interaction between you and the government agency 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). 	

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>The following questions ask about your <u>most active government agency partner</u>. To what extent do you agree with the following statements?</p> <p>I collaborate with the government agency through:</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</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>

53. List your most active community partner from a community-based organization (CBO) (for example, rotary groups, victim advocate groups):

- *If you do not have an active CBO partner, write “NA” in the blank above, respond to Item 54, and then skip to Item 58.*
- *If you have an active CBO partner, skip to Item 55.*

<p>54. If you do not have a CBO partner, what barriers exist to establishing a relationship with this partner? Circle all that apply.</p>	<p>1 Weak leadership. 2 Inability to leverage financial resources. 3 Inability to leverage non-financial resources. 4 Little or no shared ownership of problems. 5 Too few shared goals. 6 Inability of law enforcement agency to take on non-traditional goals or activities.</p>
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The following questions ask about your most active community-based organization (CBO) partner.

55. Please check the box next to the **one statement that **best** describes the relationship between you and the CBO partner:**

- Interaction with the CBO partner involves one-way communication from you to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).
- Interaction with the CBO partner involves one-way communication from the partner to you (for example, informing you of community-related concerns).
- 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>I collaborate with the CBO through:</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</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>

58. List your most active community partner from a community business:

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- *If you do not have an active community business partner, write “NA” in the blank above, respond to Item 59, and then skip to Item 63.*
 - *If you have an active community business partner, skip to Item 60.*

59. If you **do not have an active community business partner, what barriers exist to establishing a relationship with this partner? Circle all that apply.**

- 1** Weak leadership.
- 2** Inability to leverage financial resources.
- 3** Inability to leverage non-financial resources.
- 4** Little or no shared ownership of problems.
- 5** Too few shared goals.
- 6** Inability of law enforcement agency to take on non-traditional goals or activities.

The following questions ask about your most active community business partner.

60. Please check the box next to the **one statement that **best** describes the relationship between you and the community business partner:**

- Interaction with the community business involves one-way communication from you to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).
- Interaction with the community business involves one-way communication from the partner to you (for example, informing you of community-related concerns).
- Interaction between you and the community business 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 community business involves collaboration, shared power, and shared decision-making between the partner and you to determine community needs, priorities, and appropriate responses.

<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>I collaborate with the community business through:</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
<p>61. <u>short-term</u> problem-solving projects.</p>	<p>0 1 2 3 4</p>
<p>62. <u>long-term</u> problem-solving projects.</p>	<p>0 1 2 3 4</p>

63. List your most active community partner who is an individual community member (this may be any resident in the community):

- *If you do not have an active individual community member partner, write “NA” in the blank above, respond to Item 64, and then skip to Item 68.*
- *If you have an active individual community member partner, skip to Item 65.*

64. If you **do not have an active individual community member partner, what barriers exist to establishing a relationship with this partner? Circle all that apply.**

- 1** Weak leadership.
- 2** Inability to leverage financial resources.
- 3** Inability to leverage non-financial resources.
- 4** Little or no shared ownership of problems.
- 5** Too few shared goals.
- 6** Inability of law enforcement agency to take on non-traditional goals or activities.

The following questions ask about your most active individual community member partner.

65. Please check the box next to the **one statement that **best** describes the relationship between you and the individual community member partner:**

- Interaction with the individual community member involves one-way communication from you to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).
- Interaction with the individual community member involves one-way communication from the partner to you (for example, informing you of community-related concerns).
- Interaction between you and the individual community member 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 individual community member involves collaboration, shared power, and shared decision-making between the partner and you to determine community needs, priorities, and appropriate responses.

<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>I collaborate with the individual community member partner through:</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</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

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

Individual resident community partners:	<i>Relationship primarily characterized as (see above):</i>
80.	0 1 2 3 NA
81.	0 1 2 3 NA
82.	0 1 2 3 NA
83.	0 1 2 3 NA
Additional community partners:	<i>Relationship primarily characterized as (see above):</i>
84.	0 1 2 3 NA
85.	0 1 2 3 NA
86.	0 1 2 3 NA
87.	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 (**Scanning**)
 - Analyzing problems (**Analysis**)
 - Responding to problems (**Response**)
 - Assessing problem solving initiatives (**Assessment**)
- 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>General Approach to Problem Solving 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>The following community partners are involved in solving problems:</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
1. Government agencies	0 1 2 3 4
2. Community-based organizations (CBOs)	0 1 2 3 4
3. Community businesses	0 1 2 3 4
4. Individual community members	0 1 2 3 4

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

<i>statements about your organization's <u>general problem solving approach</u> by circling the appropriate number to the right.</i>	2 Neither agree nor disagree 3 Agree 4 Strongly agree
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

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

<p>Problem Solving Processes: Identifying and prioritizing problems Please indicate the extent to which you agree with the following statements about the way you <u>prioritize problems</u> by circling the appropriate number to the right.</p> <p>When prioritizing problems in my community, I consider ...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</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>Problem Solving Processes: Identifying and prioritizing problems 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.</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</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>Problem Solving Processes: Analyzing problems Please indicate the extent to which you agree with the following statements about the way you <u>analyze information</u> by circling the appropriate number to the right.</p> <p>When analyzing problems, I ...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
28. break down broad offense categories (for example, specific kinds of robberies) for analysis.	0 1 2 3 4
29. ensure that relevant information has been collected before proceeding with a detailed analysis.	0 1 2 3 4
30. encourage open-mindedness.	0 1 2 3 4
31. examine the location and time aspects of the problem (for example, “hot spots” and “repeat victimization”).	0 1 2 3 4
32. explore the conditions or environmental factors that relate to the problem.	0 1 2 3 4
33. <u>identify</u> available resources to assist in developing a deeper understanding of the problem.	0 1 2 3 4

<p>Problem Solving Processes: Analyzing problems Please indicate the extent to which you agree with the following statements about the way you <i>analyze information</i> by circling the appropriate number to the right.</p> <p>When <u>analyzing</u> problems, I ...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
34. <u>use</u> available resources to assist in developing a deeper understanding of the problem.	0 1 2 3 4
35. analyze the strengths and limitations of current responses to the problem.	0 1 2 3 4
36. report on the most significant findings from the analysis.	0 1 2 3 4
37. use a range of routinely collected police data and information.	0 1 2 3 4
38. use 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. examine existing research and associated interventions/responses that have been used by others.	0 1 2 3 4
40. collect data from community partners.	0 1 2 3 4
41. gather information about the victims or stakeholders affected by the problem (for example, crime reports, victim interviews).	0 1 2 3 4
42. gather information about offenders contributing to a problem (for example, offender interviews, arrest records).	0 1 2 3 4
43. involve crime analyst(s) in the process.	0 1 2 3 4
44. utilize crime analysis software.	0 1 2 3 4
45. involve community partners.	0 1 2 3 4

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

<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>	1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
63. Most <u>supervisors</u> are supportive of developing <u>responses</u> informed by the problem-solving process.	0 1 2 3 4
64. Most <u>officers</u> are supportive of developing <u>responses</u> informed by the problem-solving process.	0 1 2 3 4
65. Officers are rewarded for <u>responses</u> informed by the problem-solving process.	0 1 2 3 4
Problem Solving Processes: Assessing problem solving initiatives <i>Please indicate the extent to which you agree with the following statements about the way you <u>assess problem solving efforts</u> by circling the appropriate number to the right.</i>	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
When assessing my problem-solving efforts, I ...	
66. examine whether the response was implemented as planned.	0 1 2 3 4
67. typically collect baseline data on the problem before implementing a response.	0 1 2 3 4
68. typically collect follow-up data on the effectiveness of the response.	0 1 2 3 4
69. analyze the nature of the problem further if the response does not work.	0 1 2 3 4
70. analyze the nature of the <u>response</u> further to determine the reasons the objectives were not attained.	0 1 2 3 4
71. continue to monitor the response to sustain effectiveness.	0 1 2 3 4
72. use alternatives to routinely collected policing measurements to evaluate outcomes (for example, fear of crime or perceived safety among residents).	0 1 2 3 4
73. use a range of routinely collected police data to assess the outcomes of a problem-solving initiative.	0 1 2 3 4
74. collect both quantitative (for example, crime statistics) and qualitative (for example, interviews) measures.	0 1 2 3 4
75. use information produced from assessments to improve problem-solving initiatives.	0 1 2 3 4
76. share information about assessment results <u>internally</u> .	0 1 2 3 4
77. share information about assessment results <u>externally</u> .	0 1 2 3 4
78. use assessment results to modify problem solving responses.	0 1 2 3 4
79. involve community partners.	0 1 2 3 4
Problem Solving Processes: Assessing problem solving initiatives.	0 Strongly disagree

<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>	1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
80. Most <u>supervisors</u> are supportive of <u>assessing</u> the effectiveness of problem solving efforts.	0 1 2 3 4
81. Most <u>officers</u> are supportive of <u>assessing</u> the effectiveness of problem solving efforts.	0 1 2 3 4
82. Officers are rewarded for their <u>assessment</u> activities.	0 1 2 3 4
General Skill in Problem Solving <i>Please indicate <u>your</u> skill level in the following areas by circling the appropriate number to the right:</i>	0 Very low 1 Low 2 Satisfactory 3 High 4 Very high
83. Using technology to facilitate problem solving.	0 1 2 3 4
84. Data analysis.	0 1 2 3 4
85. Applying “best practices” in problem solving.	0 1 2 3 4
86. Using problem-oriented policing literature.	0 1 2 3 4
87. Understanding the complexities of various public safety and crime problems.	0 1 2 3 4
88. Collaborating with the community in problem solving.	0 1 2 3 4
89. Identifying who to call for a particular problem, information needed, and procedures to follow.	0 1 2 3 4
90. Coordinating problem-solving efforts across shifts and teams.	0 1 2 3 4
91. Public speaking.	0 1 2 3 4
92. Integrating problem solving into daily work.	0 1 2 3 4

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.

Agency Management: Agency climate and culture <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>	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
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>Agency Management: Leadership <i>Please indicate the extent to which you agree that the <u>chief/sheriff</u> does the following things effectively by circling the appropriate number to the right.</i></p> <p>The chief/sheriff...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</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>8. stresses the importance of community policing <u>internally</u>.</p>	<p>0 1 2 3 4</p>
<p>9. stresses the importance of community policing <u>externally</u>.</p>	<p>0 1 2 3 4</p>
<p>10. serves as a strong community policing role model for others in the agency.</p>	<p>0 1 2 3 4</p>
<p>11. takes steps to remove barriers to effective community policing.</p>	<p>0 1 2 3 4</p>
<p>12. seeks input on how to better implement community policing.</p>	<p>0 1 2 3 4</p>

<p>Agency Management: Leadership <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>Top command staff ...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</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>The top command staff seek input from the following groups about meeting the needs of the community:</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>Agency Management: Leadership <i>Please indicate the extent to which you agree with the following</i></p>	<p>0 Strongly disagree 1 Disagree</p>
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<p>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.</p> <p>First-line supervisors ...</p>	<p>2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
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

<p>Agency Management: Decision-making 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.</p> <p>The agency...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
15. gives ideas from civilian personnel the same priority as ideas from sworn officers.	0 1 2 3 4
16. supports patrol officers having decision-making authority.	0 1 2 3 4
17. streamlines police procedures to minimize unnecessary bureaucracy.	0 1 2 3 4

<p>Agency Management: Decision-making 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.</p> <p>Officers are given sufficient authority to...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
18. use discretion in handling calls for service.	0 1 2 3 4
19. identify the most serious problems.	0 1 2 3 4
20. analyze problems.	0 1 2 3 4
21. develop responses to problems.	0 1 2 3 4
22. assess the effectiveness of the response implemented.	0 1 2 3 4
23. make crucial decisions affecting their patrol neighborhood.	0 1 2 3 4
24. control how they perform their duties and responsibilities.	0 1 2 3 4

<p>Agency Management: Decision-making <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>Officers are given sufficient authority to...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
<p>25. form partnerships with the community.</p>	<p>0 1 2 3 4</p>

<p>Agency Management: Transparency 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.</p> <p>The agency...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
26. regularly communicates with residents (for example, websites, newsletters, public meetings).	0 1 2 3 4
27. communicates with the <u>community</u> honestly.	0 1 2 3 4
28. communicates with its <u>partner organizations</u> honestly.	0 1 2 3 4
29. communicates with other <u>government agencies</u> honestly.	0 1 2 3 4
30. shares information on crime problems with external parties.	0 1 2 3 4
31. provides residents with a mechanism to provide feedback to the agency.	0 1 2 3 4
32. makes it easy for community residents and others to contact the beat officer assigned to their area.	0 1 2 3 4
33. regularly communicates with the media.	0 1 2 3 4

<p>Organizational Structure: Geographic assignment of officers <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>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
<p>34. 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>35. 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>36. The community has input in determining boundaries of beat areas.</p>	<p>0 1 2 3 4</p>
<p>37. Beat boundaries correspond to natural neighborhood boundaries.</p>	<p>0 1 2 3 4</p>
<p>38. Officers can receive overtime or change their work hours for appropriate community policing activities.</p>	<p>0 1 2 3 4</p>
<p>Organizational Structure: Geographic assignment of officers <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>Officers are...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
<p>39. expected to <u>introduce themselves</u> to residents and others within their beat.</p>	<p>0 1 2 3 4</p>
<p>40. expected to <u>develop relationships</u> with residents and others within their beat.</p>	<p>0 1 2 3 4</p>
<p>41. aware of the priorities of residents and others within their beat.</p>	<p>0 1 2 3 4</p>
<p>42. expected to attend community events within their beat.</p>	<p>0 1 2 3 4</p>

<p>Organizational Structure: Despecialization <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>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
<p>43. Community policing is an agency-wide effort involving all staff.</p>	<p>0 1 2 3 4</p>
<p>44. The majority of agency staff (not JUST special units) are tasked with problem solving activities.</p>	<p>0 1 2 3 4</p>
<p>45. The majority of agency staff (not JUST special units) are tasked with community partnership efforts.</p>	<p>0 1 2 3 4</p>
<p>46. Only specialist units are tasked with identifying and solving complex problems.</p>	<p>0 1 2 3 4</p>
<p>47. Officers take a collaborative approach to problem solving.</p>	<p>0 1 2 3 4</p>
<p>48. Officers are given time to allow for daily, face-to-face contact with the public.</p>	<p>0 1 2 3 4</p>
<p>49. The agency’s organizational structure supports local patrol officers having decision-making authority.</p>	<p>0 1 2 3 4</p>
<p>Organizational Structure - Resources and finance <i>Please indicate the extent to which the following <u>resources are available to facilitate partnerships and problem solving in your agency:</u></i></p>	<p>0 Not at all 1 Very little 2 Somewhat 3 A fair amount 4 Very much</p>
<p>50. Financial resources</p>	<p>0 1 2 3 4</p>
<p>51. Personnel time</p>	<p>0 1 2 3 4</p>
<p>52. Staffing</p>	<p>0 1 2 3 4</p>
<p>53. IT/Technology</p>	<p>0 1 2 3 4</p>
<p>54. Information (for example, CAD data; RMS data; summary reports; library access)</p>	<p>0 1 2 3 4</p>
<p>55. Physical resources (for example, office space; furniture)</p>	<p>0 1 2 3 4</p>
<p>56. Alternatives to traditional handling of calls for service</p>	<p>0 1 2 3 4</p>
<p>57. Civilians and volunteers</p>	<p>0 1 2 3 4</p>
<p>Personnel Practices: Personnel evaluation and supervision <i>Please indicate the extent to which you agree with the following</i></p>	<p>0 Strongly disagree 1 Disagree</p>

<p><i>statements about <u>personnel evaluation and supervision</u> by circling the appropriate number to the right.</i></p> <p>In support of community policing, supervisors...</p>	<p>2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
58. serve as facilitators to help others access resources.	0 1 2 3 4
59. act as mentors who support the officers they supervise.	0 1 2 3 4
60. are included as part of a community policing team effort.	0 1 2 3 4
61. make visits to beats to monitor community policing performance.	0 1 2 3 4

<p>Personnel Practices: Personnel evaluation and supervision <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>Performance evaluations for <u>officers</u> in your agency hold them accountable for...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
62. using their free patrol time to engage in community policing activities.	0 1 2 3 4
63. developing collaborative partnerships with external groups.	0 1 2 3 4
64. using innovation in problem solving.	0 1 2 3 4
65. developing skills in community policing.	0 1 2 3 4

<p>Personnel Practices: Personnel evaluation and supervision <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>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
66. Expectations for community policing are well defined.	0 1 2 3 4
67. Agency personnel successful in community policing receive <u>formal</u> recognition.	0 1 2 3 4
68. Agency personnel successful in community policing receive <u>informal</u> recognition.	0 1 2 3 4
69. Promotional exams, interviews and oral boards require candidates to demonstrate competency in community policing.	0 1 2 3 4

70. Performance evaluations for <u>special units</u> (for example, detectives, traffic officers) assess for demonstrated competency in community policing.	0 1 2 3 4
71. Performance evaluations for <u>civilian personnel</u> assess for demonstrated competency in community policing.	0 1 2 3 4
72. The performance evaluation process allows the community opportunities for input into the assessment.	0 1 2 3 4

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

<p>Technology and Information Systems: Quality and accuracy of data <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>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
80. Officers are easily able to query relevant information and data in support of problem solving.	0 1 2 3 4
81. Officers have <u>timely access</u> to data in support of problem solving.	0 1 2 3 4
82. Officers have <u>access to accurate data</u> to inform problem solving.	0 1 2 3 4
83. The agency takes full advantage of new technology to advance community policing.	0 1 2 3 4

84. Officers use technology to document and retrieve problem solving activities.	0	1	2	3	4
85. Information technology is used to inform problem solving.	0	1	2	3	4
86. Crime analysts are used as a resource in problem solving efforts.	0	1	2	3	4
87. The agency's CAD system is able to inform problem solving efforts.	0	1	2	3	4

THANK YOU FOR COMPLETING THE ASSESSMENT.