



SELF-ASSESSMENT OF COMMUNITY POLICING TOOL

Supervisor Level

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SELF-ASSESSMENT OF COMMUNITY POLICING SUPERVISORS 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 the officers you supervise have a wide range of partnerships.
- The resources/commitment of your officers' community partners.
- The level of interaction with your officers' 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.

Note: For most questions in this section the tool will be referring to the officers you supervise.

<p>Wide Range of Partnerships Please indicate the extent to which you agree with the following statements about the <u>partnerships of the officers you supervise</u> by circling the appropriate number to the right.</p> <p>The officers I supervise...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
<p>1. integrate their efforts with other agencies that deliver public services.</p>	<p>0 1 2 3 4</p>
<p>2. consult community members for solutions to community problems.</p>	<p>0 1 2 3 4</p>
<p>3. keep citizens informed about police activities in the neighborhood.</p>	<p>0 1 2 3 4</p>
<p>4. make contact with <u>community leaders</u> within their beats to assess their priorities.</p>	<p>0 1 2 3 4</p>
<p>5. make contact with <u>average citizens</u> within their beats to assess their priorities.</p>	<p>0 1 2 3 4</p>
<p>Wide Range of Partnerships Please indicate the extent to which you agree that <u>organizations or individuals from the following sectors are active community partners with the officers you supervise</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>
<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 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.</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 the **single most active community partner for the officers you supervise**. When responding to these questions, think about the

community partner with whom one or more of your officers 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 this community partnership. To what extent do you agree with the following statements about <u>your officers' most active community partner</u>?</i></p> <p>The community partnership includes ...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree 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 the community partnership. To what extent do you agree with the following statements about <u>your officers' most active community partner</u>?</i></p> <p>Their 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 the community partnership. To what extent do you agree that <u>your law enforcement agency</u> brings the following resources to your officers' <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
<i>To what extent do you agree that <u>your officers' most active community partner</u> brings the following resources to the partnership?</i> The community partner...	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
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
<i>To what extent do you agree that <u>your officers' most active community partner</u> brings the following resources to the partnership?</i> The community partner...	0 Not at all 1 Very little 2 Somewhat 3 A fair amount 4 Very much
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
<i>To what extent do you agree that the following <u>characterize your officers' relationship</u> with their most <u>active community partner</u>?</i> The partnership is...	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
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 officers' 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 one or more of the officers you supervise 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 officers' 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 the officers you supervise <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 the officers you supervise have an active government agency partner, skip to Item 50.</i> 	
<p>49. If the officers you supervise do not have an active government agency 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>

The following questions ask about your officers' most active government agency partner.

50. Please check the box next to the **one** statement that **best** describes the relationship between the officers and the government partner:

- Interaction with the government agency involves one-way communication from your officers to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).
- Interaction with the government agency involves one-way communication from the partner to your officers (for example, informing your officers of community-related concerns).
- Interaction between your officers and the government agency involves two-way information sharing (for example, your officers collect information on community priorities and concerns from the partner and the partner initiates conversations with the officers).
- Interaction with the government agency involves collaboration, shared power, and shared decision-making between the partner and your officers to determine community needs, priorities, and appropriate responses.

The following questions ask about your officers' most active government agency partner. To what extent do you agree with the following statements?

0 Strongly disagree
1 Disagree
2 Neither agree nor disagree
3 Agree
4 Strongly agree

The officers collaborate with the government agency through:

51. short-term problem-solving projects.

0 1 2 3 4

52. long-term problem-solving projects.

0 1 2 3 4

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

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

54. If the officers you supervise **do not** have a CBO 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 officers' most active community-based organization (CBO) partner.

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

- Interaction with the CBO involves one-way communication from your officers to the partner (for example, educating and/or informing the partner about current law enforcement initiatives).
- Interaction with the CBO involves one-way communication from the partner to your officers (for example, informing your officers of community-related concerns).
- Interaction between your officers and the CBO involves two-way information sharing (for example, your officers collect information on community priorities and concerns from the partner and the partner initiates conversations with the officers).
- Interaction with the CBO involves collaboration, shared power, and shared decision-making between the partner and your officers to determine community needs, priorities, and appropriate responses.

The next questions ask about your officers' most active community-based organization (CBO) partner. To what extent do you agree with the following statements?

My officers collaborate with the CBO through:

56. short-term problem-solving projects.

57. long-term problem-solving projects.

0 Strongly disagree
1 Disagree
2 Neither agree nor disagree
3 Agree
4 Strongly agree

0 1 2 3 4

0 1 2 3 4

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

-
- *If the officers you supervise 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 the officers you supervise have an active community business partner, skip to Item 60.*

59. If the officers you supervise **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 officers' most active community business partner.

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

- Interaction with the community business involves one-way communication from your officers 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 your officers (for example, informing your officers of community-related concerns).
- Interaction between your officers and the community business involves two-way information sharing (for example, your officers collect information on community priorities and concerns from the partner and the partner initiates conversations with the officers).
- Interaction with the community business involves collaboration, shared power, and shared decision-making between the partner and your officers to determine community needs, priorities, and appropriate responses.

<p><i>The next questions ask about your officers' <u>most active community business partner</u>. To what extent do you agree with the following statements?</i></p> <p>My officers 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 officers' most active community partner who is an individual community member (this may be any resident in the community):

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- *If the officers you supervise 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 the officers you supervise have an active individual community member partner, skip to Item 65.*

64. If the officers you supervise **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 officers' most active individual community member partner.

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

- Interaction with the individual community member involves one-way communication from your officers 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 your officers (for example, informing your officers of community-related concerns).
- Interaction between your officers and the individual community member involves two-way information sharing (for example, your officers collect information on community priorities and concerns from the partner and the partner initiates conversations with the officers).
- Interaction with the individual community member involves collaboration, shared power, and shared decision-making between the partner and your officers to determine community needs, priorities, and appropriate responses.

<p>The next questions ask about your officers' <u>most active individual community member partner</u>. To what extent do you agree with the following statements?</p> <p>My officers 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 officers' most active partner from each sector, please list the other community partners with whom the officers you supervise currently work. For each community partner listed, indicate whether you consider the relationship to be primarily characterized as (please select one):

- 0** Interaction with the partner involves one-way communication from the law enforcement officers 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 the law enforcement officers (for example, informing your officers of community-related concerns).
- 2** Interaction with the partner involves two-way information sharing (for example, your officers collect information on community priorities and concerns from the partner and the partner initiates conversations with the officers).
- 3** Interaction with the partner involves collaboration, shared power, and shared decision-making between the partner and the officers 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

Additional 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

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.

Note: For most questions in this section the tool will be referring to the officers you supervise. In most cases, the tool refers to the average or overall knowledge, skills, abilities or attitudes of the officers you supervise.

General Approach to Problem Solving <i>Please indicate the extent to which you agree with the following statements about <u>your organization's general problem solving approach</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
The following community partners are involved in solving problems: 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

General Approach to Problem Solving	0 Strongly disagree
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<i>Please indicate the extent to which you agree with the following statements about <u>your organization's general problem solving approach</u> by circling the appropriate number to the right.</i>	1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
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
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 the officers you supervise <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 the community, the officers I supervise ...	
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
Problem Solving Processes: Identifying and prioritizing problems <i>Please indicate the extent to which you agree with the following</i>	0 Strongly disagree 1 Disagree

<p><i>statements about the way the officers you supervise <u>prioritize problems</u> by circling the appropriate number to the right.</i></p> <p>When <u>prioritizing</u> problems in the community, the officers I supervise consider ...</p>	<p>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 <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>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 <i>Please indicate the extent to which you agree with the following statements about the way officers you supervise <u>analyze information</u> by circling the appropriate number to the right.</i></p> <p>When <u>analyzing</u> problems, the officers I supervise ...</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
34. <u>use</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 officers you supervise <u>analyze information</u> by circling the appropriate number to the right.</p> <p>When <u>analyzing</u> problems, the officers I supervise ...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
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 the officers you supervise <u>respond to problems in your community</u> by circling the appropriate number to the right.</p> <p>When <u>responding</u> to problems in the community, the officers I supervise ...</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 <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>	0 Strongly disagree 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
Problem Solving Processes: Responding to problems <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>	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
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 the officers you supervise <u>assess their 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 <u>assessing</u> their problem-solving efforts, the officers I supervise ...	
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

<p>Problem Solving Processes: Assessing problem solving initiatives Please indicate the extent to which you agree with the following statements about the way the officers you supervise <u>assess their problem solving efforts</u> by circling the appropriate number to the right.</p> <p>When assessing their problem-solving efforts, the officers I supervise ...</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
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
<p>Problem Solving Processes: Assessing problem solving initiatives 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.</p>	<p>0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree</p>
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
<p>General Skill in Problem Solving Please indicate the skill level <u>of the officers you supervise</u> in the following areas by circling the appropriate number to the right:</p>	<p>0 Very low 1 Low 2 Satisfactory 3 High 4 Very high</p>
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

General Skill in Problem Solving <i>Please indicate the skill level of the officers you supervise 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
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:

1. **Agency management**
2. **Organizational structure**
3. **Personnel Practices**
4. **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 9. stresses the importance of community policing externally. Please indicate the extent to which you agree that the chief/sheriff</p>	<p>0 Strongly disagree 3 4 1 Disagree</p>
<p>10. does the following things effectively by circling the appropriate number to the right. serves as a strong community policing role model for others in the agency.</p>	<p>2 Neither agree nor disagree 3 Agree</p>
<p>The chief/sheriff takes steps to remove barriers to effective community policing.</p>	<p>4 Strongly agree 0 1 2 3 4</p>
<p>11. communicates the agency's vision for community policing internally.</p>	<p>0 1 2 3 4</p>
<p>12. communicates the agency's vision for community policing externally.</p>	<p>0 1 2 3 4</p>
<p>Agency Management: Leadership Please indicate the extent to which you agree with the following statements about the work, actions, and behaviors of the top command staff in your agency by circling the appropriate number to the right.</p>	<p>0 Strongly disagree 1 Disagree 2 3 4</p>
<p>3. develops strategies to achieve the agency's vision for community policing.</p>	<p>2 Neither agree nor disagree 3 Agree</p>
<p>4. acts as a consensus builder.</p>	<p>4 Strongly agree 0 1 2 3 4</p>
<p>Top command staff ...</p>	
<p>5. works with diverse communities to gather support for community policing.</p>	<p>0 1 2 3 4</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>6. empower agency personnel to act on the agency's vision for community policing.</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>7. serves as a credible messenger of the agency's vision for 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 internally.</p>	<p>0 1 2 3 4</p>
<p>21. communicate the agency's vision for community policing externally.</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 Please indicate the extent to which you agree with the following 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>0 Strongly disagree 1 Disagree 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
<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>
24. control how they perform their duties and responsibilities.	0 1 2 3 4
25. form partnerships with the community.	0 1 2 3 4

Agency Management: Transparency <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> The agency ...	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
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

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>	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
34. Beat assignments are long enough to allow police to have a <u>measurable impact</u> on community problems.	0 1 2 3 4
35. Beat assignments are long enough to allow police to <u>form strong relationships</u> with the community.	0 1 2 3 4
36. The community has input in determining boundaries of beat areas.	0 1 2 3 4
37. Beat boundaries correspond to natural neighborhood boundaries.	0 1 2 3 4
38. Officers can receive overtime or change their work hours for appropriate community policing activities.	0 1 2 3 4

<p>Organizational Structure: Geographic assignment of officers 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>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>

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>	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
43. Community policing is an agency-wide effort involving all staff.	0 1 2 3 4
44. The majority of agency staff (not JUST special units) are tasked with problem solving activities.	0 1 2 3 4
45. The majority of agency staff (not JUST special units) are tasked with community partnership efforts.	0 1 2 3 4
46. Only specialist units are tasked with identifying and solving complex problems.	0 1 2 3 4
47. Officers take a collaborative approach to problem solving.	0 1 2 3 4
48. Officers are given time to allow for daily, face-to-face contact with the public.	0 1 2 3 4
49. The agency's organizational structure supports local patrol officers having decision-making authority.	0 1 2 3 4

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 department:</u></i>	0 Not at all 1 Very little 2 Somewhat 3 A fair amount 4 Very much
50. Financial resources	0 1 2 3 4
51. Personnel time	0 1 2 3 4
52. Staffing	0 1 2 3 4
53. IT/Technology	0 1 2 3 4
54. Information (for example, CAD data; RMS data; summary reports; library access)	0 1 2 3 4
55. Physical resources (for example, office space; furniture)	0 1 2 3 4
56. Alternatives to traditional handling of calls for service	0 1 2 3 4
57. Civilians and volunteers	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 and supervision</u> by circling the appropriate number to the right.</i></p> <p>In support of community policing, supervisors...</p>	<p>0 Strongly disagree 1 Disagree 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 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>managers and supervisors</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. removing bureaucratic obstacles that inhibit community policing.	0 1 2 3 4
63. encouraging community policing among officers they supervise.	0 1 2 3 4
64. delegating authority to the officers they supervise.	0 1 2 3 4
65. securing resources for community policing.	0 1 2 3 4
66. developing community policing skills in less experienced staff.	0 1 2 3 4
67. developing collaborative partnerships with external groups.	0 1 2 3 4
68. encouraging officers to use free patrol time to engage in community policing activities.	0 1 2 3 4
69. using innovation in problem solving.	0 1 2 3 4

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> Performance evaluations for <u>officers</u> in your agency hold them accountable for...	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
70. using their free patrol time to engage in community policing activities.	0 1 2 3 4
71. developing collaborative partnerships with external groups.	0 1 2 3 4
72. using innovation in problem solving.	0 1 2 3 4
73. developing skills in community policing.	0 1 2 3 4

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>	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
74. Expectations for community policing are well defined.	0 1 2 3 4
75. Agency personnel successful in community policing receive <u>formal</u> recognition.	0 1 2 3 4
76. Agency personnel successful in community policing receive <u>informal</u> recognition.	0 1 2 3 4
77. Promotional exams, interviews and oral boards require candidates to demonstrate competency in community policing.	0 1 2 3 4
78. Performance evaluations for <u>special units</u> (for example, detectives, traffic officers) assess for demonstrated competency in community policing.	0 1 2 3 4
79. Performance evaluations for <u>civilian personnel</u> assess for demonstrated competency in community policing.	0 1 2 3 4
80. The performance evaluation process allows the community opportunities for input into the assessment.	0 1 2 3 4

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> The agency provides officers with sufficient training in...	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
81. interpersonal relationships.	0 1 2 3 4
82. conflict resolution.	0 1 2 3 4
83. phases of problem solving (problem identification, analysis, response, and assessment).	0 1 2 3 4
84. building community partnerships.	0 1 2 3 4
85. diversity.	0 1 2 3 4
86. using policing literature to inform problem solving efforts.	0 1 2 3 4
87. understanding the importance of quality of life issues	0 1 2 3 4

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>	0 Strongly disagree 1 Disagree 2 Neither agree nor disagree 3 Agree 4 Strongly agree
88. Officers are easily able to query relevant information and data in support of problem solving.	0 1 2 3 4
89. Officers have <u>timely access</u> to data in support of problem solving.	0 1 2 3 4
90. Officers have <u>access to accurate data</u> to inform problem solving.	0 1 2 3 4
91. The agency takes full advantage of new technology to advance community policing.	0 1 2 3 4
92. Officers use technology to document and retrieve problem solving activities.	0 1 2 3 4
93. Information technology is used to inform problem solving.	0 1 2 3 4
94. Crime analysts are used as a resource in problem solving efforts.	0 1 2 3 4
95. The agency's CAD system is able to inform problem solving efforts.	0 1 2 3 4

THANK YOU FOR COMPLETING THE ASSESSMENT.