

FINAL REPORT

Community Policing Self-Assessment Tool (CP-SAT)

Beth Heinen, Rebecca Mulvaney, Daniel Fien-Helfman, Kaitlyn Mihalco, Julie Silverman, Chelsey Thompson



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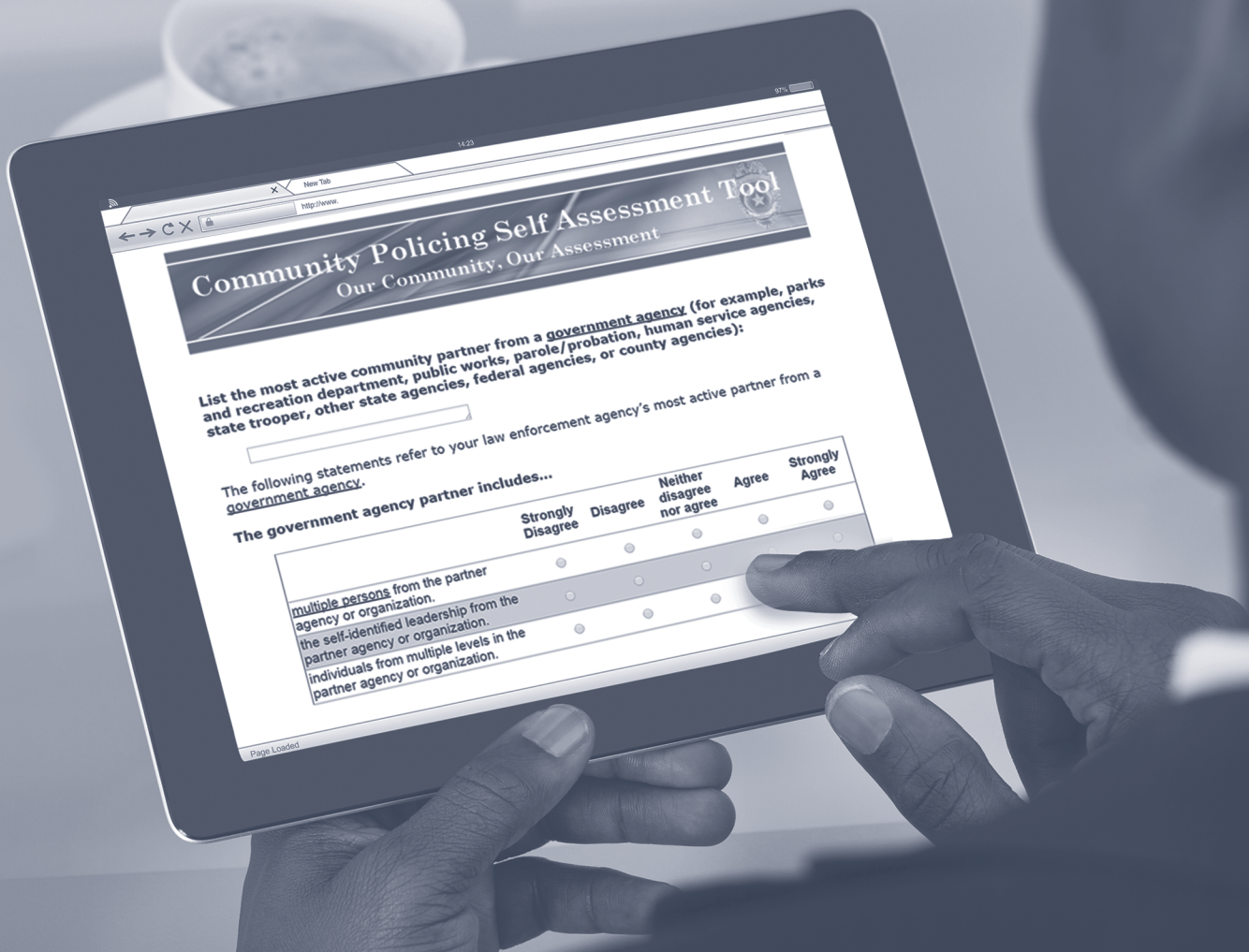
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Letter from the Director

Colleagues:

The philosophy, strategy, and practice of community policing encompasses a broad range of best practices. While this breadth is one of its great strengths, it does pose challenges for research and assessment: organizations which implement community policing may take very different approaches. The field has long needed a better tool to determine which community policing strategies and practices are successfully taking root in our communities. To this end, I am pleased to present this comprehensive report on the Community Policing Self-Assessment Tool, or CP-SAT. This is a self-administered survey designed to measure the extent of agencies' activities in the three components of community policing: Community Partnerships, Problem Solving, and Organizational Transformation. This survey was given to sworn staff, civilian staff, and community partners at 960 agencies across the United States—including every agency that received a COPS Hiring Program grant between 2011 and 2016.

The agencies that participated each received a tailored report on their results—data that helped them pinpoint their strengths, find the areas where they could focus on improvement, and celebrate their successes. Through this report, the rest of the field can also reap the benefits of this important and much-needed research. The composite data, aggregated and analyzed here, can help advance the national conversation on community policing by providing data on what agencies are doing, how they are succeeding, and what training and funding they need to continue to innovate.

I would like to thank the COPS Office's partners at ICF International for all their work in developing, administering, and analyzing the CP-SAT tool, as well as each of the 166,932 CP-SAT participants, who took the time to share their expertise and to let us all learn from their experiences.

Sincerely,

Phil Keith, Director

Office of Community Oriented Policing Services

Acknowledgments

As with any project of this magnitude and scope, this report could not have been accomplished without the contributions of many dedicated individuals. In addition to those listed here, we would like to thank all of the countless individuals who offered their input and the wide range of practitioners and academics who provided important feedback and direction in the early days.

We would also like to thank the many agencies who participated in pilot testing of the Community Policing Self-Assessment Tool, which was a significant commitment on their part when the burden of the instrument was at its greatest, especially the Appleton (Wisconsin) Police Department. All future versions of this effort would not have been possible without the experience and knowledge gained from their willingness to serve as test cases.

We would like to thank our project partners at the Police Executive Research Forum (PERF), including Bruce Taylor and Chris Koper who provided invaluable input into the initiative. We are grateful to PERF for their true partnership throughout.

We would like to also offer thanks to Matthew Scheider and Robert Chapman, who conceived of the notion of a community policing self-assessment tool as an outgrowth of their work on defining community policing and enhancing the

COPS Hiring Program application. They both played central roles in the initial conceptualization of the project and provided guidance throughout. We would also like to thank our former program managers Nazmia Comrie and Patrice Howard for their guidance and responsiveness.

We would also like to acknowledge the role of the COPS Office Grants Administration Division, specifically Wanda Seawright, Gerald Moore, Calvin Hodnett, and especially Judith Williford. Their tireless efforts to follow up with grantees to ensure the completion of the surveys significantly contributed to the success of this effort, which could not have been completed without their assistance.

In addition, former COPS Office Director Bernard Melekian should be recognized for immediately seeing the value in this project and for having the courage to make the Community Policing Self-Assessment instrument a mandatory requirement for COPS Office grantees. Without his leadership, we would not have been able to develop this comprehensive picture of community policing in the United States.

Finally, we would like to thank the men and women of law enforcement who took the time to fill out the survey and who devote themselves every day to the greater good. It is our sincere hope that the results of this process were helpful to you in your critically important work.

Executive Summary

Since the early days of community policing, experts have noted how difficult it is to determine the status of community policing (CP) implementation at an agency level, much less how the various ranks and functions of an agency practice it over time.¹ One reason was that a straightforward and objective tool was not available. Accordingly, in 2005 the U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office) provided funding to ICF International (ICF) to develop the Community Policing Self-Assessment Tool, or CP-SAT. The tool was designed to measure the extent of agencies' community policing activities in all three components of community policing: Community Partnerships, Problem Solving, and Organizational Transformation.

The CP-SAT was made available for use by law enforcement agencies that received a COPS Hiring Program (CHP) grant between 2011 and 2016. Each agency administered the CP-SAT survey twice. In all, the CP-SAT was administered more than 1,500 times to 960 unique law enforcement agencies, representing more than 150,000 respondents across the United States and its territories.

This report provides a complete account of the CP-SAT's development and administration, survey results, and analysis of the survey data. Section I of the report details the history of the development of the CP-SAT survey tool. Section II provides an account of the administration of the CP-SAT to the CHP funding recipients, including the instructions for self-administration given to each agency, including how to keep responses confidential and how to report survey data back to ICF.

Each law enforcement agency received a summary report of its scores for both CP-SAT administrations in order to document changes in community policing activities over time. The summary report also provided second-administration benchmark data from other agencies for comparison and to help with interpretation of results. Section III provides overall results across all agencies for the CP-SAT results. These findings suggest that, on average, agencies had the largest room for improvement in developing partnerships with the community, such as government agencies and local businesses. This report analyzes those results among command staff and line officers and across small, medium, and large agencies.

1. K.J. Peak, *Encyclopedia Of Community Policing And Problem Solving*, (Thousand Oaks, CA: SAGE Publications, 2013).

I. CP-SAT Project Background

The Community Policing Self-Assessment Tool (CP-SAT) is a self-administered survey that has been taken by 960 law enforcement agencies, representing more than 150,000 respondents across the United States and its territories. The CP-SAT provides a measure of how law enforcement officers and community partners view their agency's work in three different areas of community policing (CP): Community Partnerships, Problem Solving, and Organizational Transformation.

Since the early days of community policing, experts have noted how difficult it is to determine the status of community policing implementation at an agency level, much less how the various ranks and functions of an agency practice it over time.² One reason was that a straightforward and objective tool was not available. Accordingly, in 2005 the U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office) provided funding to ICF International (ICF) to develop the CP-SAT.

The CP-SAT program of research helped operationalize the CP philosophy; filled a void by creating a much-needed assessment model; informed national program, training, and funding objectives toward CP implementation; and brought agencies closer to establishing behavioral norms for police around CP. The assessment's results can advance CP in each participating agency by helping identify inefficiencies and enhance CP efforts. In addition, researchers can use the data

to build a body of knowledge about what it means to implement and advance CP. Initially, the CP-SAT was developed as a paper-and-pencil-based assessment, but was later transitioned to an online web-based survey.

Since fiscal year 2011, the COPS Office has worked in partnership with ICF to provide the CP-SAT both as a mandatory grant requirement to COPS Hiring Program (CHP) grantees at the beginning and end of their grant periods and as a voluntary resource to COPS Hiring Recovery Program (CHRP) grantees and tribal law enforcement agencies (LEA). The CP-SAT is completed by all sworn staff, by civilian staff who worked on community partnerships or problem solving, and by representatives from community partners who are knowledgeable about the agency and how it interacts with partners. All respondents are surveyed about CP behaviors exhibited individually and by the agency.

2. Peak, *Encyclopedia of Community Policing* (see note 1).

As of the end of 2016, the CP-SAT has been successfully administered 1,590 times at 960 agencies and collected data from 166,932 participants. Following each administration, the ICF administration team generated and delivered a tailored summary report to each participating agency. Using these reports, agencies were able to enhance CP efforts through the identification of CP strengths and areas for improvement. These results helped support strategic planning, identify a list of training needs, and promote the agency's CP successes to the public and governing officials.

Over a series of projects across five years, the following steps were taken to create and validate the final version of the CP-SAT:

- Operationalized CP
- CP-SAT development phase 1: CP-SAT Long Form
- CP-SAT development phase 2: CP-SAT Short Form

Each step is briefly described in the following sections.

Operationalized community policing

In 2003, the COPS Office systematically identified and reviewed all of the currently available articulated definitions of community policing. They proceeded to conduct a wide-ranging series of focus groups, interviews with subject-matter experts, and literature reviews to identify the commonalities among these definitions in order to create a single standardized definition of community policing. This

definition was in turn promulgated by the COPS Office and served as the launching point for the community policing self-assessment tool.

Under this definition, CP is a philosophy that promotes organizational strategies which support the systematic use of partnerships and problem-solving techniques in order to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.³ The CP model balances reactive responses to calls for service with proactive problem solving, centered on the causes of crime, disorder, and fear of crime. CP requires police and citizens to join as partners to identify and effectively address these issues. The CP-SAT measures the three key components of CP—community partnerships, problem solving, and organizational transformation.

Community partnerships

CP prioritizes collaborative partnerships between LEAs and the individuals and organizations they serve to develop solutions to problems and increase trust in police. Community partners may be individuals or organizations who have formally agreed to work together with LEAs to pursue common goals. Examples of community partners include other government agencies (e.g., human and health services, neighboring law enforcement, public works), community members or groups (e.g., town hall meetings, neighborhood associations, storefronts), nonprofits and service providers (e.g., victims' groups, support groups, advocacy groups),

3. *Community Policing Defined* (Washington, DC: Office of Community Oriented Policing Services, 2014), <https://cops.usdoj.gov/RIC/Publications/cops-p157-pub.pdf>.

private business (e.g., visitor centers, local chambers of commerce), and the media (e.g., news channels, newspapers).⁴ The Community Partnerships module of the CP-SAT contains the following subsections:

- Engagement with a wide range of partners
- Government partnerships (non-law enforcement)
- Community organization and local business partnerships
- General engagement with the community

Problem solving

CP emphasizes engaging in the proactive and systematic examination of identified problems to develop effective responses and evaluate them rigorously. This process is based on the SARA model: Scanning, Analysis, Response, and Assessment. *Scanning* involves identifying a basic problem; determining the nature, scope, and seriousness of the problem; and establishing baseline measures. Next, the *Analysis* stage develops an understanding of the dynamics of the problem and the limits of current responses, through establishing correlations and cause and effect. *Response* involves developing and implementing strategies to address the problem by searching for strategic responses to bring about lasting reductions in the number and extent of

problems. Lastly, *Assessment* attempts to determine if the response strategies were successful.⁵ The Problem Solving module of the CP-SAT contains the following subsections:

- General Problem Solving
- Scanning
- Analysis
- Response
- Assessment

Organizational transformation

Effective CP focuses on the alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving. In agency management, law enforcement agencies make critical changes to institutional climate and culture, leadership, formal labor relations, decision-making and accountability, strategic planning, performance management, and policy and procedures. In addition, organizational structure, hiring processes, personnel supervision and evaluations, and training may also come under scrutiny.⁶ The Organizational Transformation module of the CP-SAT contains the following subsections:

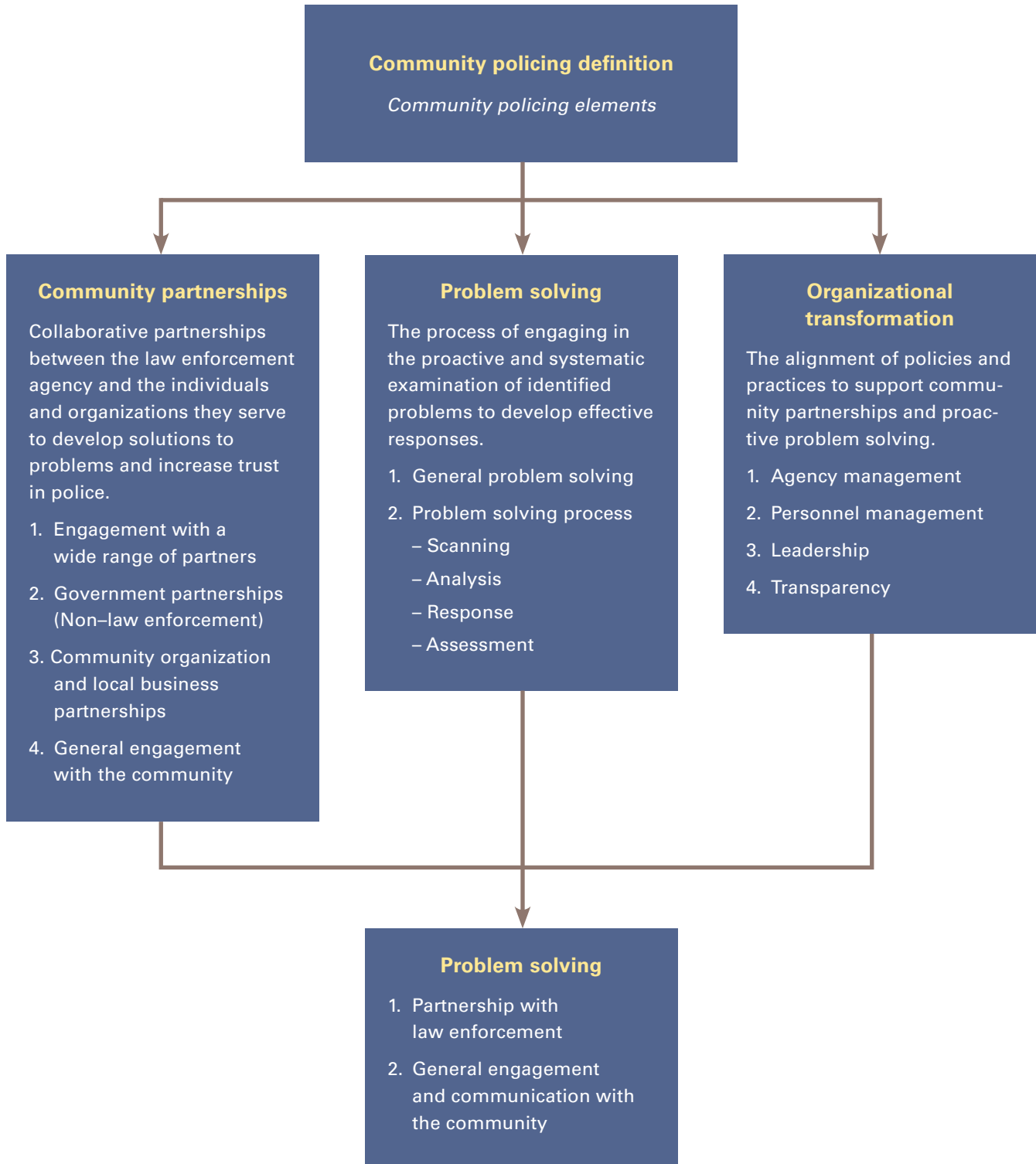
- Agency Management
- Personnel Management
- Leadership
- Transparency

4. COPS Office, *Community Policing Defined* (see note 3).

5. COPS Office, *Community Policing Defined* (see note 3).

6. COPS Office, *Community Policing Defined* (see note 3).

Figure 1. CP-SAT framework



These three CP components each constitute a module in the CP-SAT. The CP-SAT framework is depicted in figure 1 on page 4, which lists each of the CP-SAT sections and subsections.

CP-SAT development phase 1: CP-SAT Long Form

The CP-SAT was the first assessment of its kind to systematically measure CP across a large number of LEAs. The CP-SAT was created based on more than five years of work (from roughly 2005 to 2011) by the COPS Office, ICF, and the Police Executive Research Forum (PERF). One of the priorities for this project was to create a tool that could not only meet requisite scientific standards, but also be user-friendly, receive wide acceptance from practitioners, and be cost-effective for agencies to administer. Accordingly, the team used a transparent process, involving formal and informal discussions with many practitioners in the field, to identify the elements of CP and understand which of them are most important and what they look like in practice. The research team conducted focus groups in conjunction with meetings of the National Sheriffs' Association and the International Association of Chiefs of Police and convened a discussion with several COPS Office Regional CP Institute directors and staff. The team hosted a session focusing on usability issues at a PERF annual meeting. The team also secured the support and participation of numerous law enforcement agencies, which helped develop the operationalized CP framework and served as data collection, validation, and usability testing sites.

The definition of CP, as described in the previous section, was used as a framework for the development of an initial assessment tool. This CP-SAT Long Form was originally

developed as a paper-and-pencil assessment, but was later transitioned to an online platform after a needs assessment study determined the readiness of police agencies to participate in a web-based survey. The tool was developed through an iterative revision process based on three rounds of pilot tests involving six LEAs to ensure internal consistency, clarity, and accuracy of items and content validation ratings.

The final CP-SAT Long Form met all of the criteria set forth during development, meeting scientific standards for rigor and serving as a practical tool for agencies. The key benefits of the final tool were that it reliably captured a wide range of staff and community partner perceptions, assisted in strategic planning, helped identify training needs, enabled performance reporting, and provided a tool for education and communication.

The CP-SAT Long Form, like the current version of the CP-SAT, was divided into three modules corresponding to the three core CP principles. There were six versions, or forms, of the CP-SAT Long Form tool tailored to various rank levels within the organization and to outside partners:

- Officers
- Supervisors
- Command staff
- Civilian staff
- Community partners
- Cross-agency teams

Each version of the CP-SAT Long Form had between 165 and 464 items, depending upon the respondent type, with a 30- to 60-minute response burden for each participant. Command staff members had the largest number of items

to complete (based on their broader knowledge of the entire agency), and the community partners had the fewest items to complete (based on their more limited view of all aspects of the agency). See figure 2 for a screenshot from the Community Partnerships module of the CP-SAT Long Form.

It is important to note that the CP-SAT is a *process assessment* tool, not an impact assessment tool. In other words, the tool focuses on the processes used by agencies implementing CP (i.e., how well is an agency implementing CP?) rather than the results of those processes (i.e., what are the effects of an agency’s implementation of CP?). Moreover, the CP-SAT assesses the extent to which officers attend community events and meetings or the extent to which the agency

keeps historical records of problem solving activities, but does not assess the impact of these activities on crime or citizen perceptions.

To fully assess the implementation of CP, it is important to have a strong understanding of what CP comprises in an agency and how it is being implemented, which is what the CP-SAT is meant to provide. Nevertheless, agencies that use the CP-SAT should also consider the various data they may have within their agency that could supplement this assessment by providing information about outcomes of CP efforts, such as community surveys or crime statistics. The process and outcome data together would provide a rich view of the agency’s CP.

Figure 2. Screenshot from CP-SAT Long Form



List the most active community partner from a government agency (for example, parks and recreation department, public works, parole/probation, human service agencies, state trooper, other state agencies, federal agencies, or county agencies):

The following statements refer to your law enforcement agency’s most active partner from a government agency.

The government agency partner includes...

	Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly Agree
multiple persons from the partner agency or organization.	●	●	●	●	●
the self-identified leadership from the partner agency or organization.	●	●	●	●	●
individuals from multiple levels in the partner agency or organization.	●	●	●	●	●

CP-SAT development phase 2: CP-SAT Short Form

Although the CP-SAT Long Form was a powerful tool, completing the assessment required agencies to voluntarily invest a significant amount of time on the parts of an administrator and each participant. Because only about 15 agencies chose to invest this time, and because of feedback from debrief focus groups within those agencies, the CP-SAT Long Form was only made available for about one year before the COPS Office sought to make this resource more user-friendly for widespread use. To reduce the resource burden on each agency that used the CP-SAT, the COPS Office, ICF, and PERF set out to develop a shortened version of the tool. The CP-SAT Short Form was intended to

remain true to the core of the previously-validated CP-SAT Long Form, while at the same time allowing respondents to complete it in a more manageable and practical timeframe and improve within-agency response rates.

The CP-SAT Short Form (henceforth simply “CP-SAT”) was developed over a period of approximately one year to allow departments to reliably measure progress in implementing CP in a way that minimizes burden and cost to agencies. The final CP-SAT has 109 items and takes an average of 15 minutes for an individual participant to complete, compared to the 30 to 60 minutes it took a participant to complete the CP-SAT Long Form. No individual participant views more than 87 total items, with most stakeholder types viewing 73. The CP-SAT is also available in Spanish for agencies that

Figure 3. Screenshot from CP-SAT Short Form



General Engagement with the Community

To what extent do you...

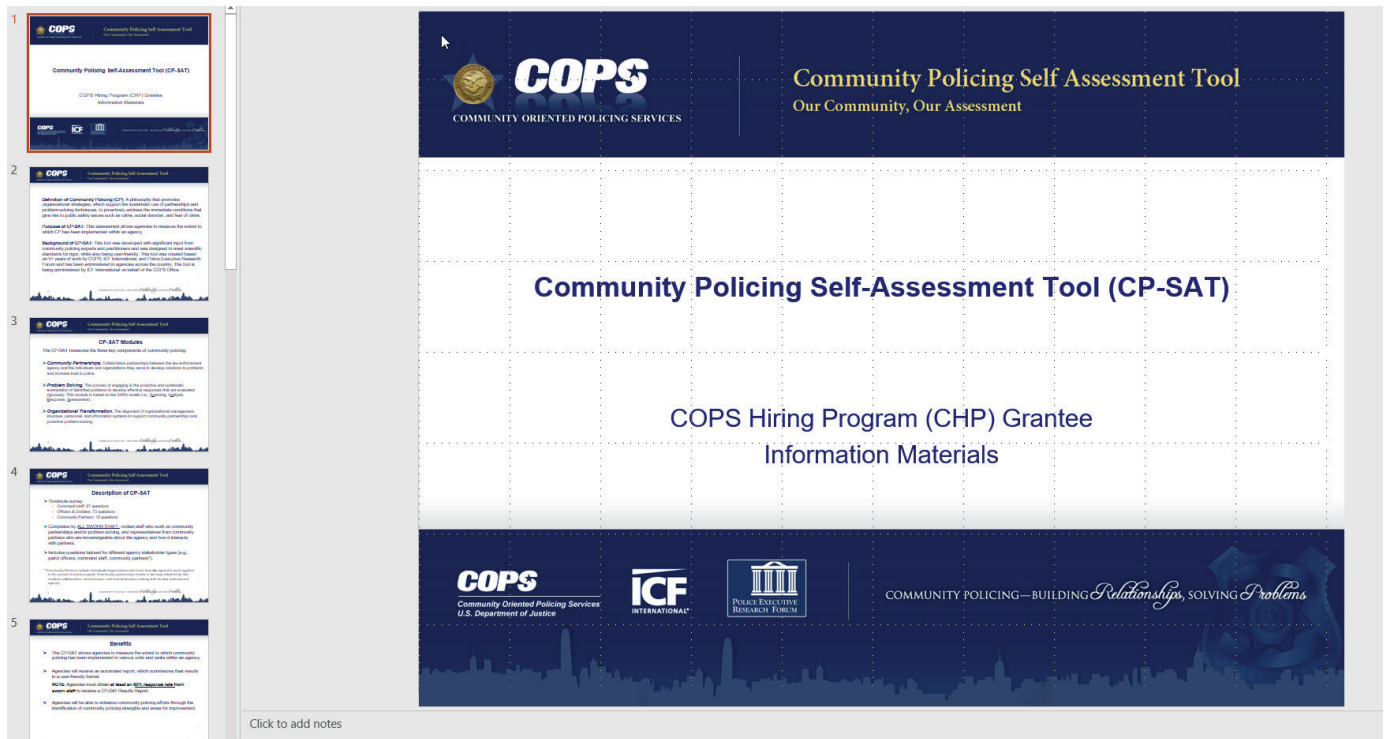
	Not at all	A little	Somewhat	A lot	To a great extent
Involve community members in solutions to community problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Make contact with a wide range of community members to assess community priorities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Attend community events and meetings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

request it for their staff or community partners. See figure 3 on page 7 for a screenshot of the initial staff type question at the beginning of the English-language CP-SAT.

To create a shorter version of the CP-SAT, ICF, PERF, and the COPS Office reviewed potential dimensions and items from the CP-SAT Long Form for inclusion on the updated assessment. In addition, ICF integrated feedback from two panels of CP experts who reviewed each section of the assessment and recommended the most appropriate sections and items for inclusion. Once the CP-SAT was finalized and approved by the COPS Office, the draft instrument was

transferred to the online survey platform Verint Enterprise Feedback Management and was pilot tested to ensure the items and process were clear and comprehensive. ICF designed a summary report template and automated process for LEAs to receive feedback on their CP efforts after their agencies completed the CP-SAT, as well as instructional materials that described the background of the CP-SAT, general information about the tool and administration process, the benefits of participation, and the steps necessary to participate (see figure 4). The final CP-SAT instrument is found in appendix A.

Figure 4. Screenshot from CP-SAT informational materials



II. CP-SAT Administration

From 2010 to 2011, the CP-SAT was offered on a voluntary basis to any LEA interested in administering it in their agency. Starting in 2012, ICF partnered with the COPS Office to administer the CP-SAT on a voluntary basis to all 2009 CHRP grantees and on a mandatory basis to all CHP grantees, starting with the 2011 CHP grantees. CHP grantees were required to administer the CP-SAT twice over the course of their grants: once toward the beginning and once toward the end. In addition, all tribal LEAs, whether a COPS Office grantee or not, were provided the opportunity to voluntarily participate in the CP-SAT up to twice. In the roughly five years (between 2012 and 2016) that the COPS Office supported the administration of the CP-SAT, nearly 1,000 separate LEAs administered the assessment, with more than 600 of those agencies participating twice. Note that agencies that had participated in the CP-SAT within the past five years (e.g., under a previous grant with the COPS Office) were exempt from administration—that is, agencies with multiple CP-SAT grants needed to participate in the CP-SAT only twice in a five-year period. In addition, 2014 CHP and 2015 CHP grantees did not complete a second CP-SAT administration due to the ending of the CP-SAT research program; only 2011, 2012, and 2013 CHP grantees administered the CP-SAT in their agencies twice.

To most efficiently administer the CP-SAT to hundreds of LEAs each year, the CP-SAT administration team grouped all administering agencies into waves (i.e., administration dates). There were typically four administration waves each year, with roughly 60 to 120 agencies participating in each wave. Agencies were assigned to an administration date based on their administration cycle (i.e., first or second administration), agency type (e.g., police, sheriff, tribal), and agency size, so that communications could be tailored and more easily managed by the administration team.

The following sections summarize the processes employed by the ICF CP-SAT Administration Team to successfully administer the CP-SAT: guidance and resources, the administration process, and reporting.

CP-SAT guidance and resources

Although the ICF CP-SAT administration team coordinated the administration process, the CP-SAT is a self-assessment tool and each LEA was responsible for administering the CP-SAT in its agency—for example, sending its own invitation and reminder emails. ICF assisted the agencies every step of the way through the CP-SAT administration process, including developing and providing many administration resources to agencies in order to make the process straightforward, easy, and as quick as possible. Resources available to agencies included the following, which are found in this report's appendices.

- **CP-SAT instrument** (see appendix A). A PDF version of the CP-SAT instrument was available for agencies to view the survey items prior to survey administration.

- **Informational materials** (see appendix B). These Microsoft PowerPoint slides provided a summary of the CP-SAT purpose, benefits, and administration details, including example invitation and reminder email language for agency key contacts to adapt and send to agency staff. These materials were tailored to agency type, size, and administration wave and were sent to all participating agencies prior to CP-SAT administration.
- **Example CP-SAT report** (see appendix C). A PDF version of an example CP-SAT results report was available for agencies to view the format and types of information included in the report that they would receive after CP-SAT participation. The example CP-SAT results report provided to agencies presented fake example data; however, the results report in appendix C summarizes actual final CP-SAT data in the same format as the results reports that each participating agency received after administration.
- **CP-SAT web page.** This COPS Office web page provided information about the benefits, content, and administration process of the CP-SAT, including 22 frequently asked questions with answers for agency administrators and staff.
- **CP-SAT resources web page.** This COPS Office web page provided links to various COPS Office resources organized by CP-SAT topic to assist agencies in implementing actions to improve CP based on their agency's CP-SAT Results.
- **CP-SAT postcard** (see appendix D). This optional postcard allowed agencies to distribute the CP-SAT survey link via paper to agency staff and community partners.
- **CP-SAT command staff flyer** (see appendix E). This optional resource was provided to agency key contacts to assist with getting approval and buy-in from agency command staff. This one-page flyer provided an overview of the survey as well as a summary of the benefits and administration process.
- **Data confidentiality statement** (see appendix F). This document described the data confidentiality procedures governing the collection, storage, and reporting of CP-SAT data. As with the command staff flyer, the data confidentiality statement was also typically used to get approval and buy-in from agency command staff to administer the CP-SAT in their agency.
- **CP-SAT marketing flyer** (see appendix G). This flyer was used by the COPS Office to notify agencies of the opportunity to administer the CP-SAT on a voluntary basis. This one-page flyer provided an overview of the CP-SAT, its benefits, and contact information for interested agencies.

In addition, the ICF team created, continuously modified, and implemented a detailed communication plan that listed up to 17 contact points (e.g., emails and phone calls) per agency for each administration (see appendix H). ICF contacted participating agencies regularly before and during CP-SAT administration to ensure each agency understood the administration process and the actions they needed to

take. In addition to the regular communication that ICF had with agencies and the COPS Office, ICF administration team members could be reached by both email and telephone during normal business hours. The CP-SAT help line was monitored by a minimum of one CP-SAT administration team member Monday through Friday, 8:00 a.m. to 5:00 p.m. Eastern Time. In addition, the CPSAT@icfsurveys.com email was monitored daily by CP-SAT administration team members. Key contacts and chief executives used these communication methods to ask questions, update agency information, and inquire about updated response rates.

CP-SAT administration process

The CP-SAT was designed as an agency-wide initiative, reflecting the philosophy of the COPS Office that CP should be practiced across all levels and all sworn staff in an agency. Thus, the CP-SAT is meant to be completed by the following individuals:

- All sworn staff across all levels
- Civilian staff who work on community partnerships or problem solving
- Representatives from community partners⁷ who are knowledgeable about the agency and how it interacts with partners.

Involving all of these participants allowed for the assessment to accurately measure the extent to which CP has been implemented within an LEA. The CP-SAT included questions tailored for different stakeholder types (e.g., line officers, command staff, community partners) to ensure only relevant CP information was collected from each participant.

The CP-SAT administration process for each agency is summarized as follows:

1. **COPS Office and ICF introduced CP-SAT.** Each grantee agency received an email from the COPS Office notifying it of the CP-SAT opportunity or requirement. This email included basic information about the CP-SAT (e.g., benefits to participation) and informed grantees that the ICF CP-SAT administration team would contact them with more details. About one week after the COPS Office email, ICF emailed each agency with their assigned CP-SAT administration period and requested confirmation of their administration dates and agency key contact information.
2. **Agency identified key contact.** Each agency then selected a key contact who would be responsible for administering the CP-SAT to participants.
3. **Agency confirmed CP-SAT dates.** Each agency key contact emailed or called ICF to formally agree to assign an administration date and start the CP-SAT process.
4. **ICF provided administration details.** Once the agency confirmed its administration date, ICF emailed the agency the CP-SAT informational materials (see appendix B). The informational materials provided all relevant details about administration, including example pre-invitation and invitation, reminder email language, the survey URL, and the agency passcode.

7. Community partners include individuals and organizations who have formally agreed to work together in the pursuit of common goals. Community partnerships involve a two-way relationship that involves collaboration, shared power, and shared decision-making with the LEA.

5. Agency prepared for CP-SAT administration. The agency key contact prepared for CP-SAT administration via the following steps:

- Coordinating with the agency’s chief executive to ensure a pre-survey notification email was sent from the chief executive to all CP-SAT participants one day before the administration period began.
- Finalizing survey invitation and reminder email language (example language provided in the informational materials).
- Compiling an email list of CP-SAT participants.

6. Agency administered CP-SAT. The agency key contact administered the CP-SAT via the following steps:

- *Day before administration start date.* Agency key contact coordinated pre-survey notification, to be emailed from or announced by chief executive to all CP-SAT participants.
- *Administration start date.* Agency key contact sent invitation email (including survey link and agency passcode) to all CP-SAT participants.
- *One week after administration start date.* Agency key contact sent first survey reminder email (including survey link and agency passcode) to all CP-SAT participants.
- *Two weeks after administration start date.* Agency key contact sent second survey reminder email (including survey link and agency passcode) to all CP-SAT participants.

7. Participants completed CP-SAT. Once the survey invitation was emailed, participants clicked (or copied) the survey URL link provided in the survey invitation and entered their agency-specific passcode to access the

assessment items. Each CP-SAT participant completed the 15-minute survey individually, answering questions about both their own and the agency’s CP activities. The normal administration period for all agencies was three weeks, but agencies were given up to three extension weeks (for a total of six weeks of administration) to meet response rate requirements.

- *Large agencies.* ICF provided sampling assistance to agencies with 1,200 or more sworn staff to ease the time burden of CP-SAT administration for large agencies. Prior to administration, large agencies provided ICF a list of sworn staff names (or random IDs) along with each individual’s rank, tenure, gender, assignment (e.g., patrol, detective), shift, and geographic location (e.g., district, precinct), where available. ICF used random sampling to draw a list of 600 sworn staff to invite to participate in the CP-SAT. Each random sample drawn was checked for representativeness against the demographic information of the agency population. If any random samples were found to be outside acceptable ranges of representativeness, they were redrawn.

- *Small agencies.* To protect the confidentiality of individuals, agencies with four or fewer sworn staff administered the CP-SAT differently than other agencies. Small agencies were required to complete the CP-SAT together as a group. The key contact organized a meeting for all sworn staff and appropriate civilian staff to convene as a group to complete the survey. During this meeting, sworn staff and civilian staff discussed each of the survey questions and submitted only one survey response reflecting the combined and agreed-upon opinions of the agency.

8. ICF tracked response rate. ICF consistently monitored the response rates of participating agencies throughout the administration period. During the first week of administration, ICF contacted all agencies that had not yet started the assessment (i.e., had a 0 percent response rate) to encourage and guide participation. In addition, ICF provided all administering agencies their current response rate each week throughout the administration so they were regularly aware of their administration progress.

- *Minimum response rates.* Starting in 2015, the Office of Budget and Management required all agencies to achieve at least an 80 percent response rate order to receive a CP-SAT report. This figure was regularly communicated to agencies as the goal response rate. In addition, all agencies had a minimum response rate requirement that they were required to achieve in order to satisfy their CHP grant's CP-SAT requirement. These response rates varied by sworn size of the agency, as shown in figure 5 on page 14.

The COPS Office provided additional outreach to any agency that was not achieving needed response rates—specifically, ICF provided the COPS Office a list of any agencies that had not yet started the CP-SAT by one week into the designated administration period. In addition, ICF provided the COPS Office a list of agencies that were below their grant requirement or were below the 80 percent reporting requirement after four weeks of CP-SAT administration, so that the COPS Office representatives could reach out to agencies to encourage CP-SAT administration, in compliance with their grant requirements.

CP-SAT reporting

A tailored CP-SAT results report was provided to the chief executive and CP-SAT key contact of all participating LEAs that achieved an 80 percent sworn staff response rate. The results report summarized agency results in a user-friendly format and provided benchmark data from other agencies to serve as a comparison and better help with interpreting agency strengths and weaknesses. See figure 5 on page 14 for screenshots from an example CP-SAT results report.

Table 1. Grant response rate requirement by sworn staff size

Number of sworn staff	Response rate requirement
5 to 150	50%
151 to 500	40%
501 and greater*	25%

*Note: Sampling agencies were required to achieve 25 percent of their sample frame size (which was 600 sworn staff after 2014). Prior to 2014, large agencies who chose not to sample were required to get a minimum of 300 responses.

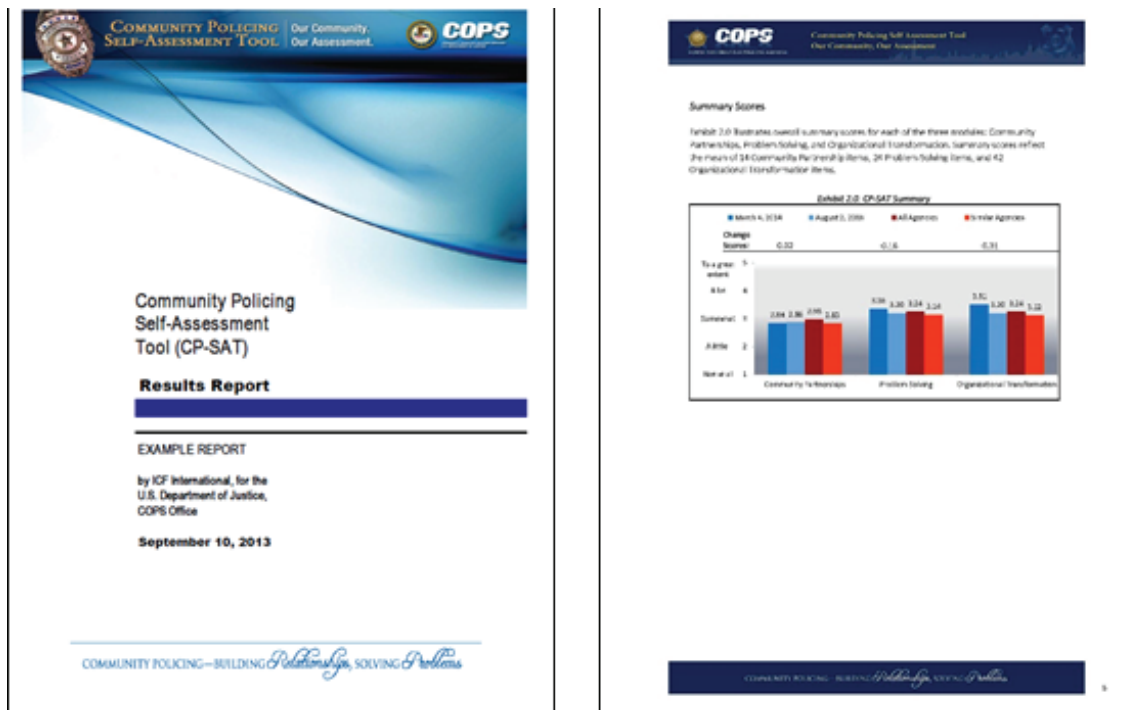
Although the report did not interpret the data collected, it allowed the agency to assess the extent to which CP had been implemented across the agency and among units and ranks. Through the identification of CP strengths and areas for improvement, agencies were able to enhance their CP efforts. In addition to summarizing CP-SAT scores for each section and subsection of the CP-SAT, agencies were provided descriptive statistics (e.g., number of responses, mean, and standard deviation) for each item on the CP-SAT to further aid in report interpretation and strategic decision-making.

After agencies participated in the CP-SAT for a second time, they received a CP-SAT second administration results report that provided their summary scores for both CP-SAT administrations, in order to document changes in CP activities over time. The report also provided second

administration benchmark data from other agencies to serve as a comparison and better help with interpretation of results. The reports were generated using an automated process to ensure the process was efficient, accurate, and secure.

To maintain confidentiality, any values in the report that were generated with fewer than three data points (i.e., fewer than three respondents) automatically displayed as “N/A” in the report to protect participants’ responses. To further protect confidentiality, a shortened version of the report was delivered to smaller agencies; this shortened version only provided summary results by CP-SAT section and subsection, and did not break out each result by stakeholder type. The ICF CP-SAT administrators sent each participating agency a PDF copy of its results report within two weeks of data collection completion.

Figure 5. Screenshot from CP-SAT results report



III. CP-SAT Results: Summary Analytics

The ICF team performed summary analytics on all CP-SAT data. The results of these analyses are presented here in summary and are broken down by module and by staff and agency characteristics in the following chapters.

CP-SAT psychometrics and participation

Prior to conducting descriptive data analyses, the ICF team conducted basic psychometric analyses on the CP-SAT instrument to make sure the results were reliable. First, ICF calculated the reliability estimates for the CP-SAT as a whole and the individual CP-SAT modules using Cronbach's alpha.⁸ Internal consistencies for the CP-SAT were acceptable, with Cronbach's alphas ranging from .79 to .97. Next ICF performed a Principal Components Exploratory Factor Analysis (EFA)⁹ to investigate the factor structure of the CP-SAT. EFA results suggest the CP-SAT is a three-factor model¹⁰ consistent with the three modules in the CP-SAT; however, all factors are moderately correlated, suggesting that all CP-SAT items measure CP as a whole.

Next, the ICF team examined the sample characteristics of CP-SAT agencies and CP-SAT participants. The vast majority of agencies that participated in the CP-SAT did so as part of CHP grant requirements. CHP grantees from 2011 to 2013 were required to participate in the CP-SAT twice—once at the beginning and once near the end of each agency's grant—while 2014 CHP and 2015 CHP grantees participated in only one CP-SAT administration due to funding restrictions at

the ending of the CP-SAT research program. A total of 835 agency first administrations and 599 agency second administrations occurred as part of this CHP grant requirement. During the five-year period in which the CP-SAT was administered, other agencies were offered the opportunity to participate in the CP-SAT on a voluntary basis, including 2009 CHRP grantees, tribal agencies, Collaborative Reform agencies, and other LEAs that requested participation (on a case-by-case basis). A total of 125 agency first administrations and 33 agency second administrations occurred on a voluntary basis. See figure 7 on page 22 for the total number of agency CP-SAT participants broken down by grant program.

Next, Table 3 on page 16 provides the total number of individual respondents and number of agencies that participated in the CP-SAT broken down by staff type. There were a total of 91,608 participants who completed a first CP-SAT administration and 69,093 individuals who completed a second CP-SAT administration. Line officers are the most numerous staff type to complete the CP-SAT for both the first administration ($N = 55,468$) and second administration ($N = 42,933$).

8. L.J. Cronbach, "Coefficient Alpha and the Internal Structure of Tests," *Psychometrika* 16, no. 3 (1951): 297–334.

9. Since some items are only seen by particular staff types, only the 71 items that were presented to all participants were examined in the EFA.

10. EFA 3-Factor Model with Oblimin Rotation, Cumulative Variance Explained = 58.50 percent; Factor 1 Loadings = .42 to .90; Factor 2 Loadings = .29 to .86; Factor Loadings 3 = .52 to .84.

Table 2. Total number of agency CP-SAT participants by grant program

Grant program	1st administration	2nd administration
2009 CHRP*	63	9
2011 CHP	227	223
2012 CHP	199	189
2013 CHP	178	182
2014 CHP**	114	1
2015 CHP**	121	2
Tribal*	51	24
Voluntary*	7	2
Total per Administration	960	632

Total = 1,592

*Voluntary administrations.

**2014 CHP and 2015 CHP Grantees did not complete a second CP-SAT administration due to the ending of the CP-SAT research program.

Note: Agencies that had already participated in the CP-SAT within five years were exempt from the CP-SAT requirement under a later grant.

Table 3. Total number of individual and agency CP-SAT participants

Relationship with the agency	1st administration		2nd administration	
	Participants	Agencies	Participants	Agencies
Line officer	55,468	905	42,933	601
First-line supervisor/ middle management	17,338	876	12,962	582
Command staff	5,302	912	4,107	593
Civilian staff	6,821	699	5,391	461
Community partner	6,679	654	3,700	372
Total	91,608	960*	69,093	632

*The total number of represented agencies is not the sum for each staff type; it represents the number of agencies for whom any staff type completed the CP-SAT. Most agencies had participants from more than one staff type, and no staff type was represented by all participating agencies.

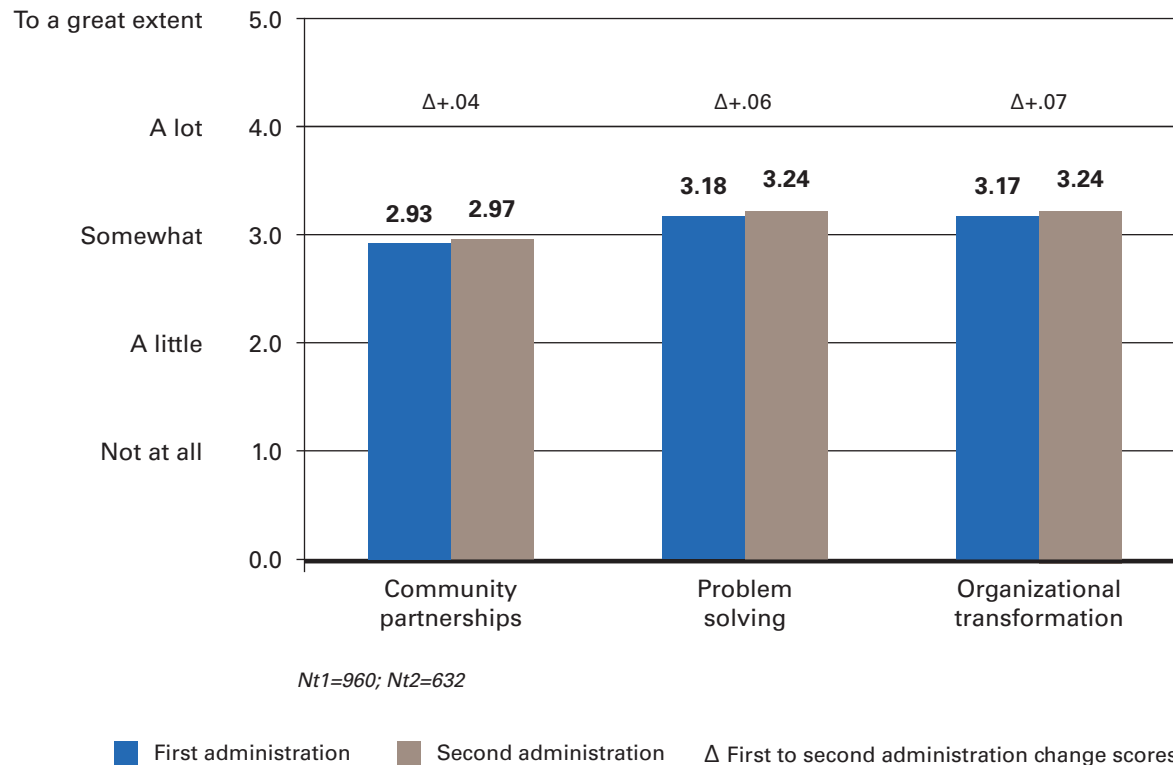
CP-SAT overall results

All questions asked participants to rate the extent of CP activities on a Likert-type scale (i.e., 1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent). Results are reported as average agency values (means) for each question or set of questions. Specifically, results consist of the mean for each agency, which are then calculated into an overall mean with other agencies for each administration period (i.e., agencies of all sizes are equally weighted).

Figure 6 illustrates overall summary means for each of the three modules: Community Partnerships, Problem Solving, and Organizational Transformation. Summary scores reflect the mean of 14 Community Partnership items, 24 Problem Solving items, and 42 Organizational Transformation items.

Community Partnerships activities, on average, were rated lowest over time ($M_{T1} = 2.93, M_{T2} = 2.97$) compared to the other types of CP activities. Problem solving ($M_{T1} = 3.18, M_{T2} = 3.24$) and organizational transformation ($M_{T1} = 3.17, M_{T2} = 3.24$) had slightly higher means with larger increases from the first administration to the second administration ($D_{T1,T2} = .06, \Delta_{T1,T2} = .07$, respectively).¹¹ These findings suggest that on average, agencies had the largest room for improvement in developing partnerships with the community, such as with government agencies and local businesses. LEAs tend to report more problem solving behaviors and higher organizational support for CP activities than forming partnerships with the community (see figure 6).

Figure 6. CP-SAT summary



11. M_{T1} = mean for 1st administration; M_{T2} = mean for 2nd administration; $D_{T1,T2}$ = mean change from 1st to 2nd administration.

Table 4. Overall CP-SAT: Item-level findings

Item number	Item	Mean/Mean change
Highest-scoring items		
Item 32	In identifying and prioritizing the problems in your community, to what extent do you consider ... Offenders?	$M_{T_1} = 3.96, M_{T_2} = 3.98$
Item 30	In identifying and prioritizing the problems in your community, to what extent do you consider ... Locations?	$M_{T_1} = 3.91, M_{T_2} = 3.94$
Item 31	In identifying and prioritizing the problems in your community, to what extent do you consider ... Victims?	$M_{T_1} = 3.85, M_{T_2} = 3.89$
Item 29	How often do you conduct problem solving in your daily work?	$M_{T_1} = 3.84, M_{T_2} = 3.90$
Lowest-scoring items		
Item 73	(Command Only) How much does your agency involve the community in recruitment, selection, and hiring processes (e.g., the community might help identify competencies and participate in oral boards)?	$MT_1 = 2.41, MT_2 = 2.54$
Item 41	How much do you work with stakeholders in developing responses to problems?	$MT_1 = 2.55, MT_2 = 2.59$
Item 19	To what extent do non-government partners share accountability for the partnership activities?	$MT_1 = 2.55, MT_2 = 2.61$
Most-improved items		
Item 55	(Command Only) To what extent are community partners represented in planning and policy activities (e.g., budgeting, citizen advisory panels)?	$\Delta T_1, T_2 = .17$
Item 56	(Command Only) To what extent does your agency prioritize CP efforts in making budgetary decisions?	$\Delta T_1, T_2 = .17$
Item 72	(Command Only) To what extent does recruit field training in your agency include ... Developing partnerships?	$\Delta T_1, T_2 = .13$

Overall CP-SAT item-level findings

In addition to the overall module means, we also examined individual item means across the entire assessment to identify the highest and lowest scoring questions on the CP-SAT. Table 4 on page 18 displays highest, lowest, and most improved items over time for the entire CP-SAT. On average, respondents thought offenders, locations, and victims were identified and prioritized “a lot” when considering problems in the community. In addition, LEAs felt

they used problem solving a lot within their daily work.

Command staff rated community involvement with recruitment, selection, and hiring processes lowest on the entire CP-SAT. Some additional areas for LEAs to improve included working with stakeholders to develop responses to community problems and developing stronger relationships and accountability with nongovernment partners for partnership activities. To review all first and second administration item means, please see appendix C.

IV. CP-SAT Results by Module

This chapter details CP-SAT results broken down more specifically within each of the three CP-SAT modules and the section completed by community partners.

Each section of the chapter provides a brief overview of the module, the module's subsections, means for first and second administrations for each section, and notable item-level findings.

Community partnerships

As noted earlier, community partnerships are defined as existing collaborative partnerships between the LEA and the individuals and organizations they serve to develop solutions to problems and increase public trust. Items in this module measured the strength, quality, and mutuality of partnerships between LEAs and other entities, including government partnerships, community organization and local business partnerships, and general engagement with the community, shown in figure 7 on page 22 and described in the following sections.

- **Engagement with a wide range of partners.** Examines the extent of active participation of numerous types of potential community partners with each agency. These potential partners include other law enforcement agencies, other components of the criminal justice system,

other government agencies, nonprofits that serve the community, the local media, and individuals in the community.

- *Example item:* To what extent do the following types of organizations actively participate as community partners with your law enforcement agency?

- **Government partnerships (non-law enforcement).**

Examples of non-law enforcement government agencies in the community include parks, public works, traffic engineering, code enforcement, and the school system. The score for government partnerships represents the depth of the LEA's engagement with these partners. The questions in this section ask about the extent of involvement with these partners, such as collaboration in developing shared goals and communication with government partners.

- *Example item:* To what extent do government partners share accountability for the partnership activities?

- **Community organization and local business partnerships.** Examples of nongovernment partners include block watch groups, faith-based organizations, neighborhood associations, nonprofit service providers, media,

local businesses, and youth clubs. The score for community organization and local business partnerships represents the depth of the LEA's engagement with these partners. The questions in this section ask about the extent of involvement with these partners, such as collaboration in developing shared goals and frequency of communication with community organization and local business partners.

– *Example item:* How often do you communicate with non government partners?

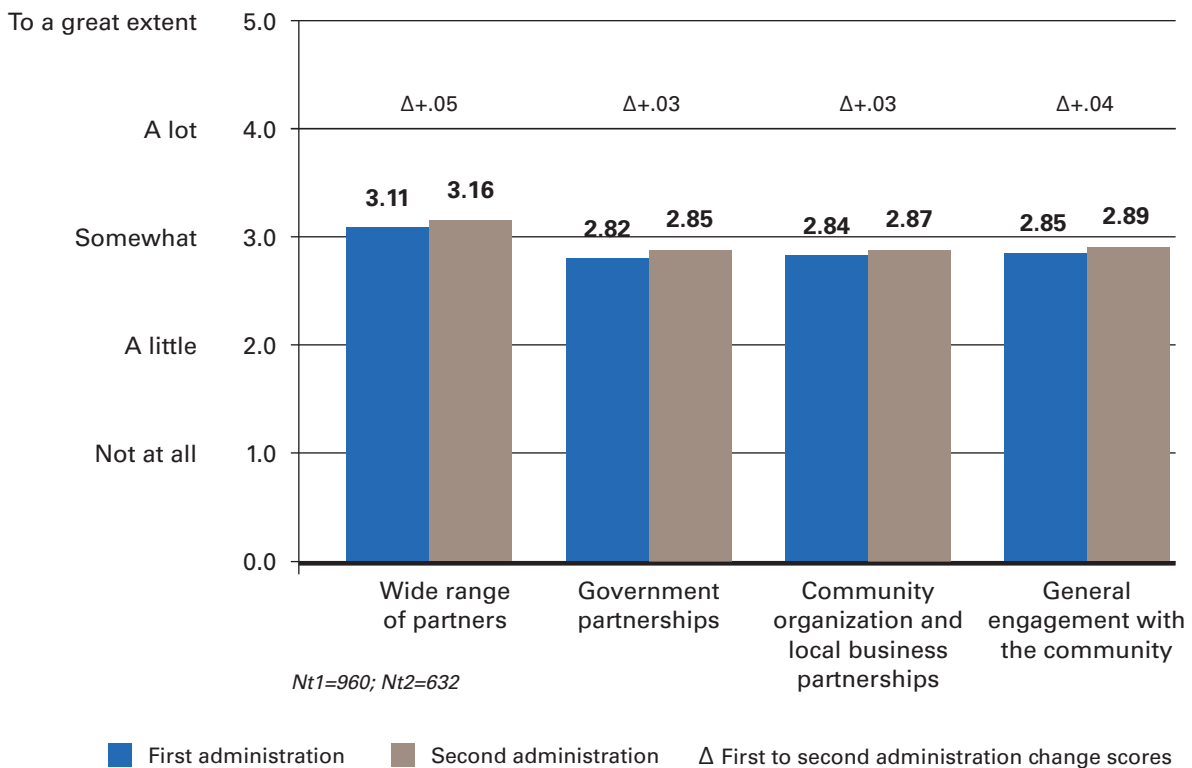
- **General engagement with the community.** Refers to the extent to which the agency proactively reaches out to the community to involve it in the CP process. The

questions in this section measure general involvement with the community, such as attending community events and meetings.

– *Example item:* To what extent do you involve community members in solutions to community problems?

Although community partnerships as a whole scored lower than other CP activities assessed on the CP-SAT, LEAs' best partnership activities were in partnering with a wide range of partners, such as other law enforcement agencies, other government agencies, business operating in the community, and the local media ($M_{T1} = 3.11, M_{T2} = 3.16$). LEAs reported lower levels of resources devoted to, collaboration with, and communication with government partners ($M_{T1} = 2.82, M_{T2} = 2.85$), community organizations and local businesses ($M_{T1} = 2.84, M_{T2} = 2.87$), and general engagement with the

Figure 7. Community partnerships summary



community ($M_{T1} = 2.85$, $M_{T2} = 2.89$). All partnership activities show a small improvement from the first to the second administration ($D_{T1,T2} = .03$ to $.05$), with the wide range of partnerships showing the largest increase over time ($D_{T1,T2} = .05$).

Community partnerships item-level findings

Item means were reviewed across all subsections within the Community Partnerships module. Item means ranged from 2.57 to 3.66 on a 5-point scale. In addition, mean changes over time were reviewed for each community partnership item; these ranged from $.01$ to $.08$ improvement. Table 5 provides the highest and lowest Community Partnerships module item scores for the first and second CP-SAT administrations and the item with greatest improvement over time.

LEAs felt that other government agencies and other components of the criminal justice system proactively participated as community partners for their agencies more than other types of partners. Although LEAs did not perceive business community partners as actively engaging with their agencies, their perceptions from first to second administration increased, thus signifying improvement with business partnerships. Furthermore, LEAs felt that community partnerships only shared some accountability in partnership activities and that non-government partners only partly collaborated in the development of goals for problem-solving efforts. To review all first and second administration item means, please see appendix C.

Table 5. Community Partnerships module: item-level findings

Item number	Item	Mean/Mean change
Highest-scoring items		
Item 3	To what extent do the following types of organizations actively participate as community partners with your law enforcement agency?...Other components of the criminal justice system	$M_{T1} = 3.66$, $M_{T2} = 3.72$
Item 4	To what extent do the following types of organizations actively participate as community partners with your law enforcement agency?...Other government agencies	$M_{T1} = 3.43$, $M_{T2} = 3.48$
Lowest-scoring items		
Item 19	To what extent do non-government partners share accountability for the partnership activities?	$M_{T1} = 2.55$, $M_{T2} = 2.61$
Most-improved items		
Item 7	To what extent do the following types of organizations actively participate as community partners with your law enforcement agency?...Businesses operating in the community.	$\Delta T1, T2 = .08$

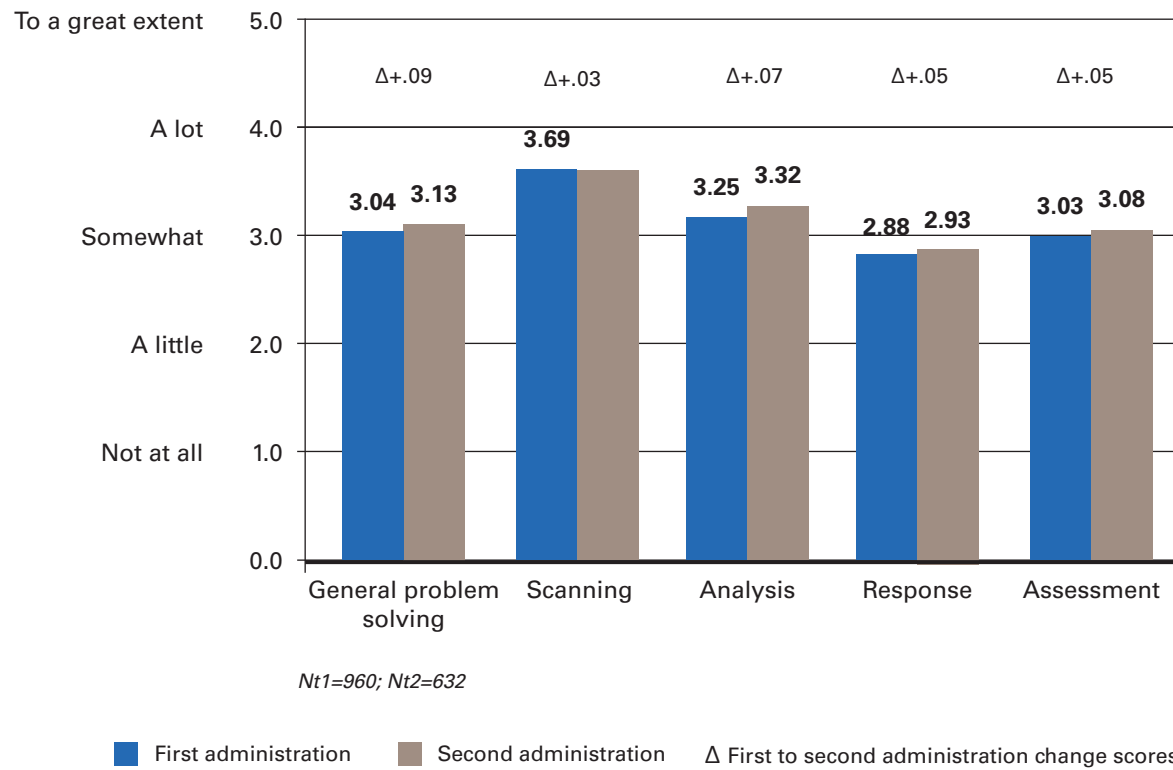
Problem solving

The Problem Solving module

Table 6 on page 26 provides the mean scores for each section of the Problem Solving module. This module measures the degree of agency-wide commitment to go beyond traditional police responses to crime to proactively address a multitude of problems that adversely affect quality of life. The first section of the module contains questions about general problem-solving topics, such as the amount of time officers are given to engage in the problem-solving process and the scope of technology resources available for problem solving. The next subsections examine problem-solving processes and are framed around the SARA (*Scanning, Analysis, Response, and Assessment*) model. The sections include questions on identifying and prioritizing problems, analyzing problems, responding to problems, and assessing problem-solving initiatives, as shown in figure 8 on page 25. The results presented here represent a snapshot of the agencies' problem-solving approaches and activities. The results are reported in five major sections:

- **General Problem Solving.** General measure of the extent to which the agency facilitates and engages in problem solving. The questions in this section reflect topics such as the amount of time officers are given to engage in problem solving and the frequency of conducting problem solving in their daily work.
 - *Example item:* To what extent are officers in your agency given the shift time to engage in the problem-solving process?
- **Scanning.** The questions in this section reflect the extent to which stakeholders identify problems by drawing upon a wide variety of police and community information.
 - *Example item:* In identifying and prioritizing the problems in your community, to what extent do you consider. . .Locations?
- **Analysis.** The questions in this section reflect the extent to which stakeholders collect and analyze police and community data on elements, contributors, and past responses to problems.
 - *Example item:* When analyzing a problem, to what extent do you. . .Analyze the strengths and limitations of past or current responses to the problem?
- **Response.** The questions in this section reflect the extent to which participants develop and implement both enforcement and non enforcement responses with long-term potential for eliminating problems.
 - *Example item:* In responding to problems, to what extent do you focus on long-term solutions that address underlying conditions of problems?
- **Assessment.** The questions in this section reflect the extent to which stakeholders evaluate the effectiveness of responses to problems and adjust responses as appropriate.
 - *Example item:* When assessing your problem-solving efforts. . .To what extent do you (or someone else) determine if the response was effective, compared to baseline data?

Figure 8. Problem Solving summary



On average in the Problem Solving module, LEAs report higher levels of scanning problem solving activities ($M_{T1} = 3.69$, $M_{T2} = 3.72$) than general problem solving, analysis, response, and assessment activities over time; however, scanning activities had a smaller improvement over time ($D_{T1,T2} = .03$) than any other problem solving subsection ($D_{T1,T2} = .05$ to $.09$). Furthermore, LEAs reported lower levels of response problem solving activities over time ($M_{T1} = 2.88$, $M_{T2} = 2.93$).

Problem solving item-level findings

As noted in the overall results section, the four highest-rated items on the entire CP-SAT were from the Problem Solving module. Item means within the Problem Solving module ranged from 2.55 to 3.98 on a 5-point scale ($M_{T1} = 2.55$ to

3.96, $M_{T2} = 2.59$ to 3.98). On average, LEAs thought offenders, locations, and victims were identified and prioritized “a lot” when considering problems in the community. In addition, LEAs felt they used problem solving a lot within their daily work. Conversely, results show that LEAs could have room for improvement in working with stakeholders in developing responses to problems, being familiar with the SARA model, and giving officers shift time to engage in the problem-solving process. Although officers’ awareness of the SARA model had one of the lowest means on the CP-SAT for both first and second administrations ($M_{T1} = 2.57$, $M_{T2} = 2.69$), LEAs reported significant improvements over time ($D_{T1,T2} = .12$). Table 6 on page 26 provides the highest and lowest Problem Solving module item scores for the first and

Table 6. Problem Solving module: Item-level findings

Item number	Item	Mean/Mean change
Highest-scoring items		
Item 32	In identifying and prioritizing the problems in your community, to what extent do you consider ... Offenders?	$M_{T1} = 3.96, M_{T2} = 3.98$
Item 30	In identifying and prioritizing the problems in your community, to what extent do you consider ... Locations?	$M_{T1} = 3.91, M_{T2} = 3.94$
Item 31	In identifying and prioritizing the problems in your community, to what extent do you consider ... Victims?	$M_{T1} = 3.85, M_{T2} = 3.89$
Item 29	How often do you conduct problem solving in your daily work?	$M_{T1} = 3.84, M_{T2} = 3.90$
Lowest-scoring items		
Item 25	How aware are you of the Scanning, Analysis, Response, and Assessment (SARA) model?	$M_{T1} = 2.57, M_{T2} = 2.69$
Item 26	To what extent are officers in your agency given the shift time to engage in the problem-solving process?	$M_{T1} = 2.75, M_{T2} = 2.83$
Most-improved items		
Item 25	How aware are you of the Scanning, Analysis, Response, and Assessment (SARA) model?	$\Delta T1, T2 = .12$
Item 37	When analyzing a problem, to what extent do you ... Research and conduct analyses based on best practices?	$\Delta T1, T2 = .11$

second CP-SAT administrations as well as the items with greatest improvements over time. To review all first- and second-administration item means, please see appendix C.

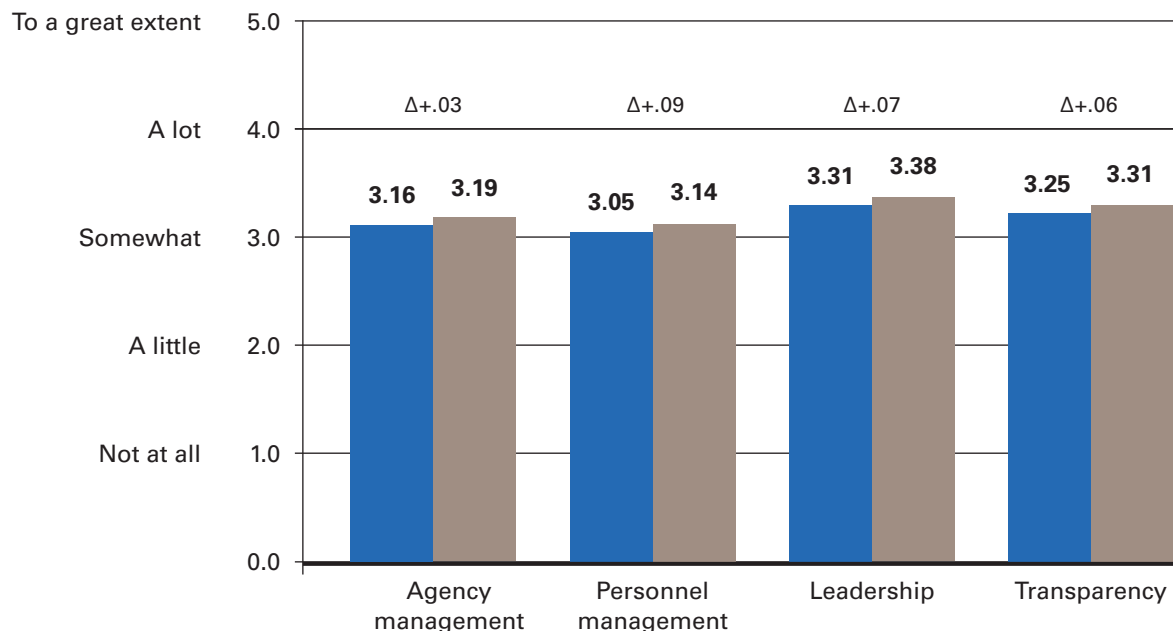
Organizational transformation

The Organizational Transformation module

Organizational transformation refers to the alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving. Figure 9 provides the mean scores for each section of the Organizational Transformation module. This module measures four aspects of organizational transformation:

- **Agency Management.** Resources and finances; planning and policies; and organizational evaluations. Of the 11 Agency Management questions, seven were given to command staff only. The command-only questions pertain to agency planning, policies, and organizational assessments. The questions all staff received pertain to resources available for CP.
 - *Example item:* To what extent are the problem-solving data available to you **accurate**?
- **Personnel Management.** Recruitment, selection, and hiring; personnel evaluations and supervision; training; and geographic assignment of officers. Of the 18 Personnel Management questions, two were answered by line

Figure 9. Organizational Transformation summary



Nt1=960; Nt2=632

Of the 11 Agency Management questions, seven were answered by only command staff.

Of the 18 Personnel Management questions, two were answered by only line officers, three by only first-line supervisors or middle management and command staff, and five by only command staff.

Table 7. Organizational Transformation module: Item-level findings

Item number	Item	Mean/Mean change
Highest-scoring items		
Item 53	(Command only) To what degree has your agency included community policing values (e.g., empowerment, trust, accountability, problem solving, and community partnership) in its mission statement?	$M_{T1} = 3.83, M_{T2} = 3.92$
Item 54	(Command only) To what degree does your agency's strategic plan (or similar document) include goals or objective statements that support community policing?	$M_{T1} = 3.68, M_{T2} = 3.79$
Item 79	To what extent does your Chief/Sheriff stress the importance of ... Community policing to personnel within your agency?	$M_{T1} = 3.52, M_{T2} = 3.57$
Lowest-scoring items		
Item 69	(Line Officers Only) To what extent do performance evaluations hold you accountable for ... Developing partnerships with external groups?	$M_{T1} = 2.58, M_{T2} = 2.67$
Item 90	To what extent does your agency provide community members with information on ... Crime maps?	$M_{T1} = 2.73, M_{T2} = 2.82$
Most-improved items		
Item 56	(Command only) To what extent does your agency prioritize community policing efforts in making budgetary decisions?	$\Delta T1, T2 = .17$
Item 72	(Command only) To what extent does recruit field training in your agency include ... Developing partnerships?	$\Delta T1, T2 = .13$

officers only and three by command staff, supervisors, and middle management only. These questions ask about officer performance evaluations and manager/supervisor evaluations, respectively. An additional five questions on the extent to which CP principles are reflected in recruiting, selection, and hiring were answered by command staff only. The remaining eight questions were answered by all staff and ask about training, geographic assignments, and decision-making.

- *Example item:* To what extent do performance evaluations hold you accountable for . . . developing partnerships with external groups?
- **Leadership.** These questions pertain to the work, actions, and behaviors of leadership, such as the chief/sheriff and top command staff, when it comes to supporting CP.
 - *Example item:* To what extent does the top command staff at your agency . . . communicate a vision for community policing to personnel within your agency?
- **Transparency.** These questions reflect the extent to which the agencies are open and forthcoming with the community about crime and disorder problems and police operations.
 - *Example item:* To what extent does your agency provide community members with information on . . . crime maps?

Mean scores across all sections of the Organizational Transformation module were moderately high over time ($M_{T1} = 3.05$ to 3.31 ; $M_{T2} = 3.14$ to 3.38), and all four subsections displayed improvements from the first to second administration. The personnel practices that support CP activities had the lowest scores over both administrations ($M_{T1} = 3.05$; $M_{T2} = 3.14$), but showed the largest average improvement over time ($D_{T1,T2} = .09$).

Organizational transformation item-level findings

Figure 16 on page 39 provides the highest and lowest Organizational Transformation module item scores for the first and second CP-SAT administrations as well as the items with greatest improvements over time. As noted previously, two of the three highest means within this module were only seen by command staff. Command staff were perceived as using their mission statements, strategic plans, and organizational goals to include and support CP efforts. In addition, sworn staff answered that their chiefs or sheriffs stressed the importance of CP with all agency personnel. Some areas for LEAs to improve organizational support for CP included involving the community in recruitment and selection for new hires, holding line staff accountable for developing partnerships with external stakeholders, and providing community members with crime maps. Command staffs' perceptions of involving community partners in planning and policies, considering CP when making budget decisions, and including how to develop partnerships in staff training were the most improved CP support activities. Table 7 on page 28 provides the highest and lowest Organizational Transformation module item scores for the first and second CP-SAT administrations as well as the items with greatest improvements over time. To review all first- and second-administration item means, please see appendix C.

Community partner perspective

The Community Partner Perspective module

Community partnerships involve collaboration, shared power, and shared decision-making with the LEA's. In the Community Partner Perspective module, community partners answered questions about the depth of their partnership and collaboration with their LEA, as well as their

perceptions of their LEA's engagement and communication with the general public. Agencies select community partners to complete the assessment based on the existence of formal agreements to work together in the pursuit of common goals. Community partners may include the following:

- Other government agencies
- Community members / groups
- Nonprofits / service providers
- Private business
- Media

The Community Partner Perspective section is composed of two subsections, as follows:

1. Partnership with the Law Enforcement Agency.

Comprises seven items asking partners to rate the involvement, collaboration, accountability, and frequency of communication with the LEA in the last year.

- *Example item:* To what degree is the law enforcement agency involved in problem-solving projects with your organization?

2. General Engagement and Communication with the Community. Comprises 11 items asking partners to rate the LEA's engagement and communication with the general public in the last year.

- *Example item:* To what extent do officers in the law enforcement agency introduce themselves to community members (e.g., residents, organizations, groups)?

Figure 10 on page 31 displays mean scores for the two subsections in the Community Partner Perspective module. Partners rated their specific partnership with the LEA higher ($M_{T1} = 3.85$, $M_{T2} = 3.79$) than the LEA's engagement and communication with the general public ($M_{T1} = 3.60$, $M_{T2} = 3.55$). Mean scores in both sections of the Community Partner Perspective module decreased from the first administration to the second administration ($D_{T1,T2} = -.06$, $D_{T1,T2} = -.04$), however, all ratings are very high.

Community partner perspective item-level findings

Although partners' ratings of their LEA decreased slightly on average from the first to the second CP-SAT administration, community partners have very positive perceptions of their LEAs. Figure 7 on page 22 lists the items with the highest and lowest means from the Community Partner Perspective section, as well as the largest decrease over time. Partners had very high trust on average for their LEAs (though this decreased by 3.25 percent over time), communicated regularly with their LEAs, and felt their LEAs are aware of community members' priorities. Some areas for LEAs to improve based on partner ratings were in communicating a CP vision to community members and providing a mechanism for community feedback. Table 8 on page 32 provides the highest and lowest Community Partner Perspective module item scores for the first and second CP-SAT administrations as well as the items with the largest decrease over time. To review all first- and second-administration item means, please see appendix C.

Figure 10. Community Partner Perspective summary

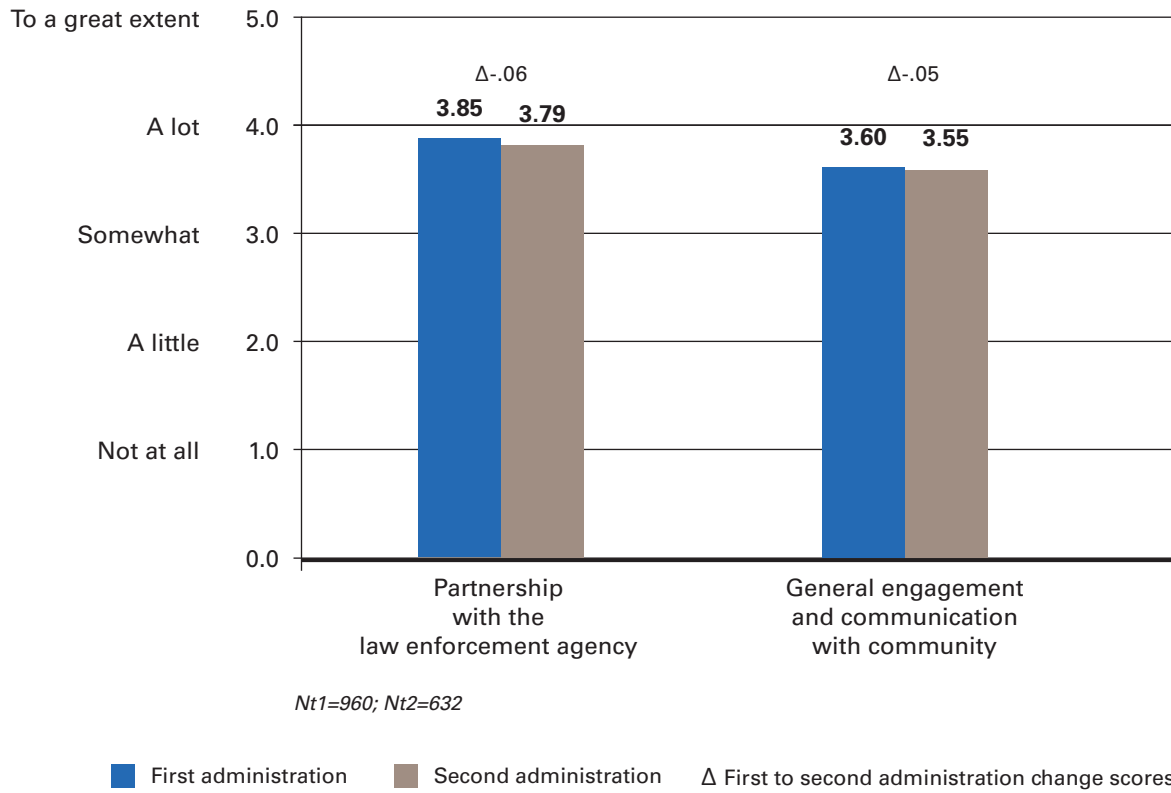


Table 8. Community Partner Perspective module: Item-level findings

Item number	Item	Mean/Mean change
Highest-scoring items		
Item 96	(Partner only) To what extent does your organization trust the law enforcement agency (e.g., share information, believe that the department takes accountability seriously, believe the agency follows through on commitments, and believe the agency will be honest about problems)?	$M_{T1} = 4.33, M_{T2} = 4.20$
Item 97	(Partner only) How often does the law enforcement agency communicate with your organization?	$M_{T1} = 4.06, M_{T2} = 4.07$
Item 102	(Partner only) To what extent is the law enforcement agency aware of the priorities of community members?	$M_{T1} = 3.83, M_{T2} = 3.80$
Lowest-scoring items		
Item 107	(Partner only) To what extent does the law enforcement partner ... Provide residents with a mechanism to provide feedback to the agency?	$M_{T1} = 3.48, M_{T2} = 3.40$
Item 104	(Partner only) To what extent does the law enforcement partner ... Regularly communicate with residents (for example, through websites, newsletters, public meetings)?	$M_{T1} = 3.50, M_{T2} = 3.46$
Largest decreased item		
Item 96	(Partner only) To what extent does your organization trust the law enforcement agency (e.g., share information, believe that the department takes accountability seriously, believe the agency follows through on commitments, and believe the agency will be honest about problems)?	$\Delta_{T1, T2} = -.13$

V. CP-SAT Results by Staff and Agency Characteristics

In the following section, the overall CP-SAT module means are broken down by several staff or agency demographic variables, including the following:

- Staff type
- Size of the agency (sworn staff size)
- Size of population served by agency
- Agency type
- Geographical location

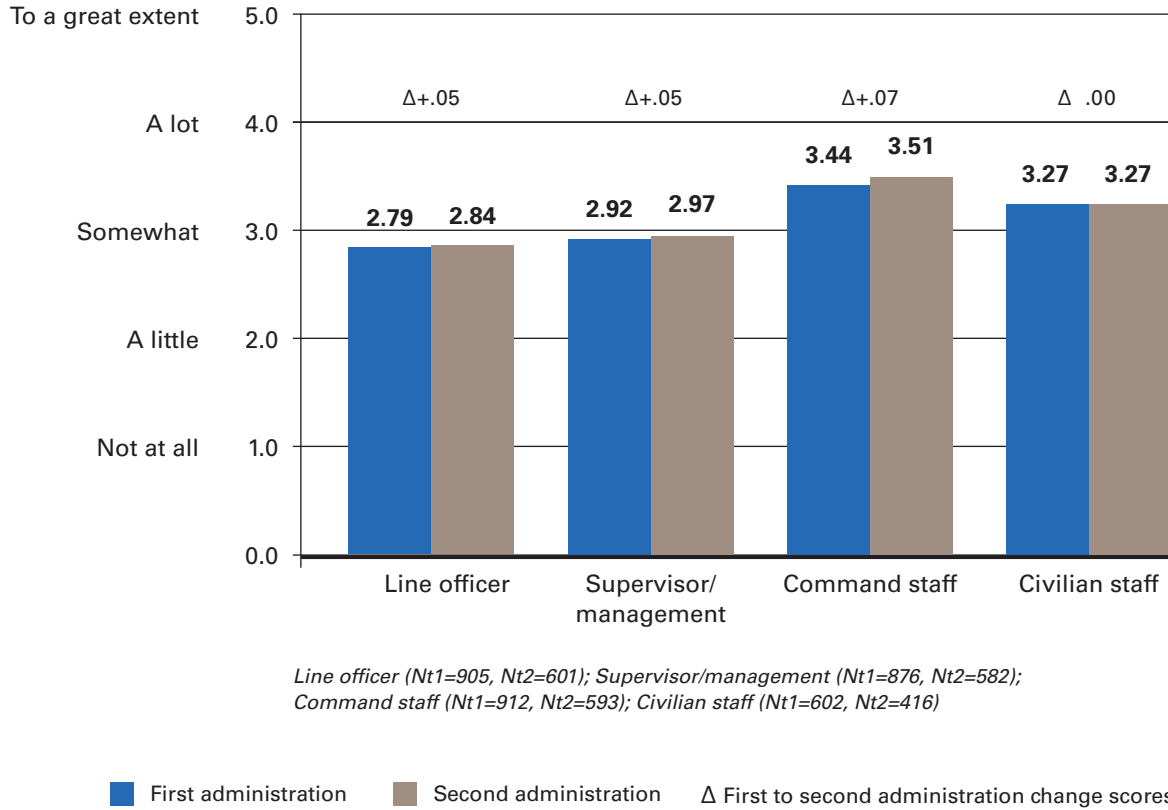
In collaboration with the COPS Office, the CP-SAT team identified category bands within each of these demographic variables for better interpretation during data analysis. CP-SAT results for each of these characteristics are described in the following sections.

CP-SAT scores by staff type

All CP-SAT participants were required to select which staff type best describes their level in or relationship with their agency using the following categories:

- Line officers
- First-line supervisors / middle management (supervisors / management)
- Command staff
- Civilian staff
- Community partners

Figure 11. Community partnerships scores by staff type

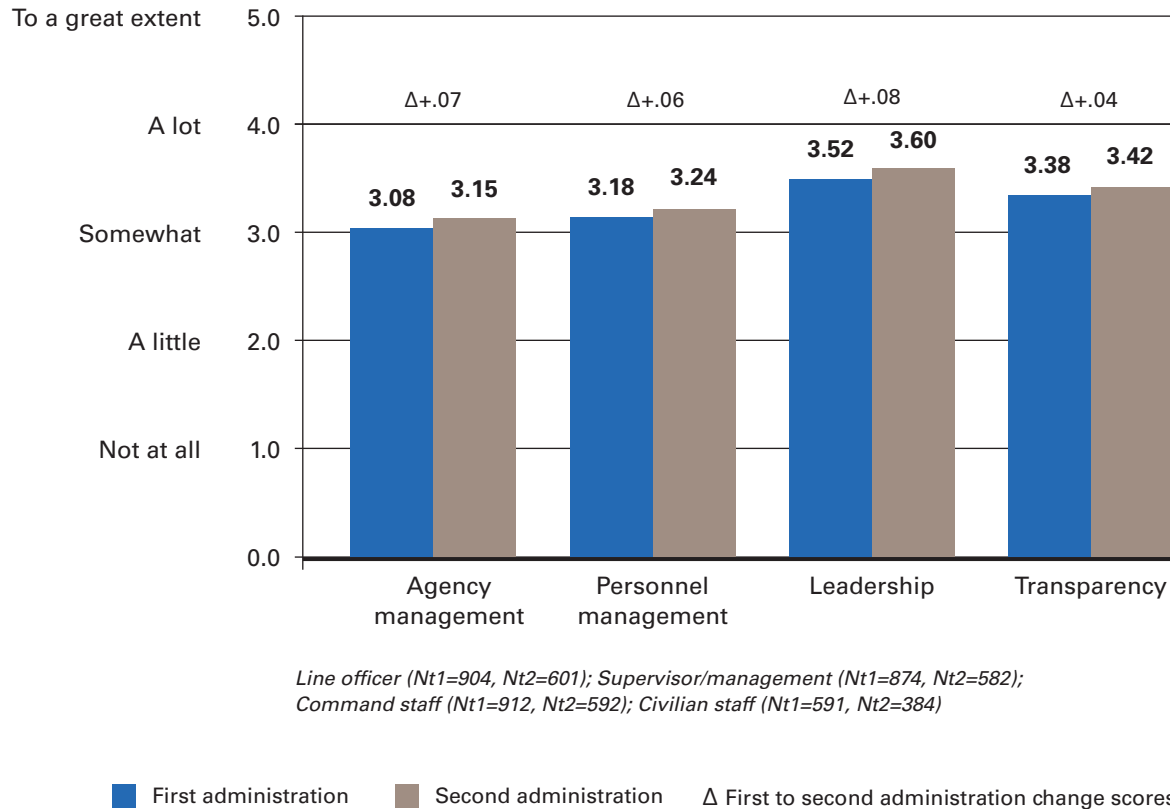


Community partnership scores by staff type

Please see the CP-SAT instrument in appendix A to view guidance given to participants on how to choose the most appropriate staff type. Figure 11 displays the overall Community Partnerships module means broken out by staff type. Line officers and command staff differ in their perceptions of the agency’s community partnerships. Command staff

($M_{T1} = 3.44, M_{T2} = 3.51$) tended to have higher perceptions of the agency’s role in CP, while line officers’ ($M_{T1} = 2.79, M_{T2} = 2.84$) perceptions were, on average, a full point lower than those of command staff. In addition, perceptions of community partnerships by all sworn staff types (i.e., excluding civilian staff, which stayed constant) improved from the first administration to the second administration ($D_{T1,T2} = .05$ to $.07$).

Figure 12. Problem solving scores by staff type

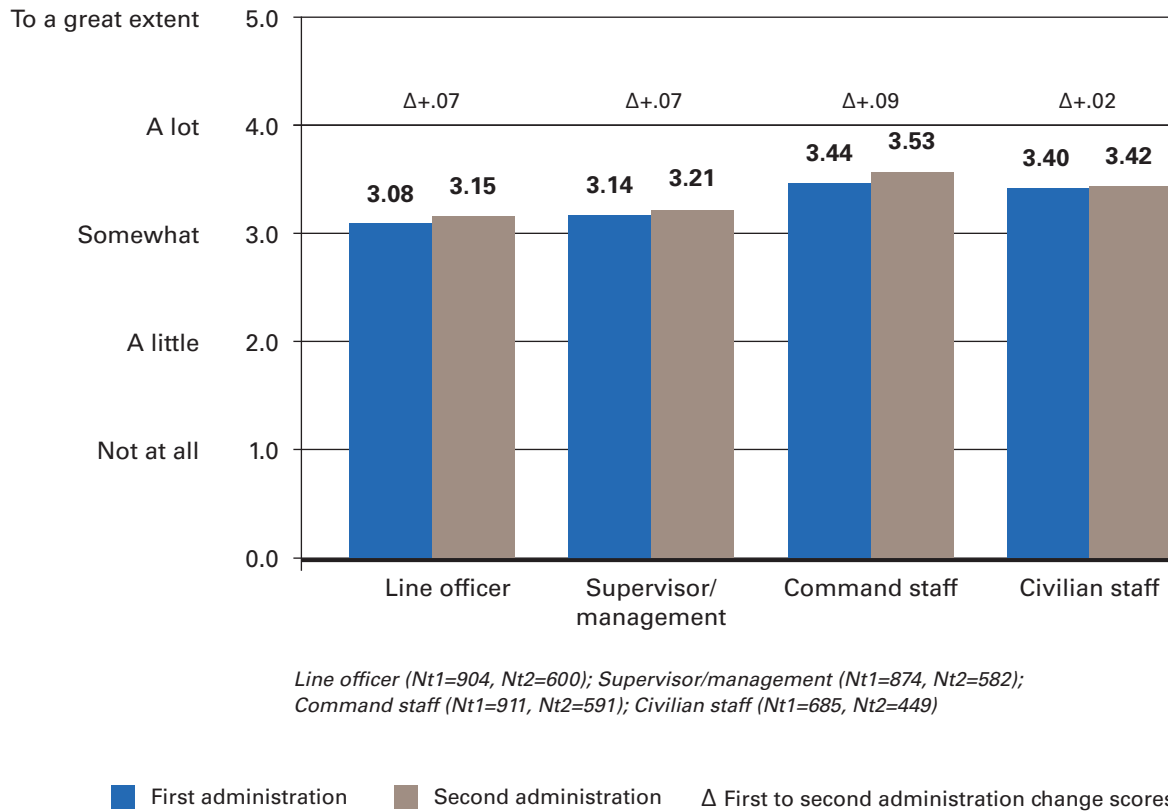


Problem solving scores by staff type

Figure 12 displays the Problem Solving module means by staff type. All staff types in the Problem Solving module had high mean scores across time ($M_{T1} = 3.08$ to 3.52 , $M_{T2} = 3.15$ to 3.60). As in the Community Partnerships module, command staff had higher perceptions of the agency's role in

problem solving across administrations ($M_{T1} = 3.52$, $M_{T2} = 3.60$), while line officers had lower perceptions of the agency's role in problem solving across time ($M_{T1} = 2.79$, $M_{T2} = 2.84$). In addition, perceptions of problem solving by all sworn staff types improved from the first to second administration ($D_{T1,T2} = .04$ to $.08$).

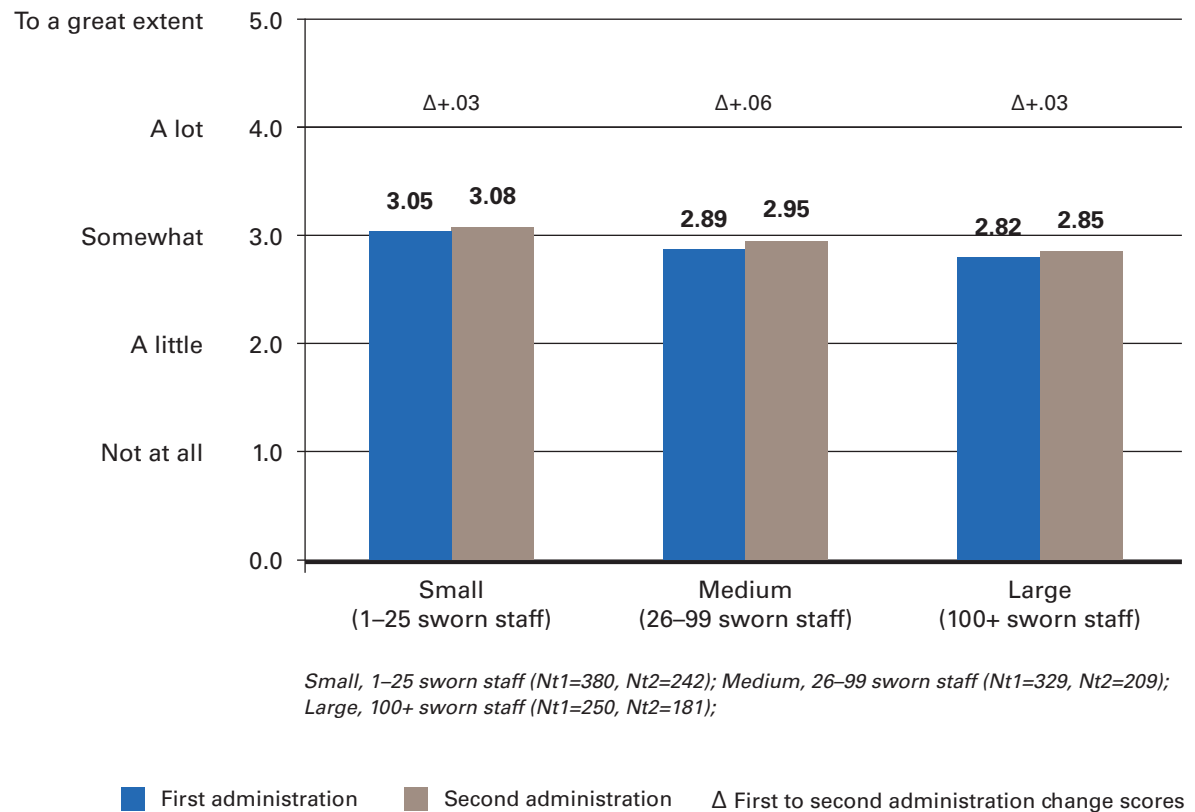
Figure 13. Organizational transformation scores by staff type



Organizational transformation scores by staff type

Figure 13 displays Organizational Transformation module means by staff type. All staff types in Organizational Transformation module had high perceptions of organizational transformation agency behaviors across time ($M_{T1} = 3.08$ to 3.40 , $M_{T2} = 3.15$ to 3.53), and also improved their

scores from the first to the second administration ($D_{T1,T2} = .04$ to $.08$). However, command staff ($M_{T1} = 3.44$, $M_{T2} = 3.53$) had the highest perceptions of organizational support for CP over time, while line officers had the lowest perception of organizational support for CP over time ($M_{T1} = 3.08$, $M_{T2} = 3.15$).

Figure 14. Community partnerships scores by sworn staff size

CP-SAT scores by sworn staff size

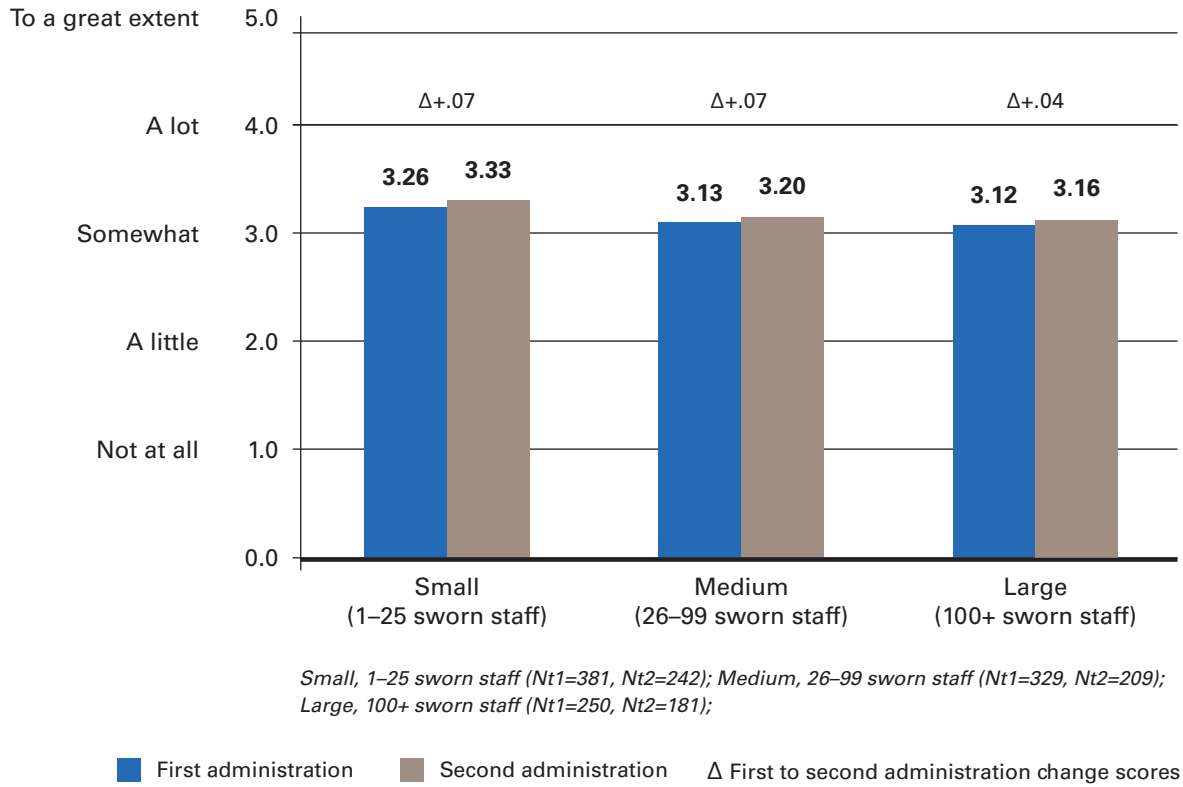
Next, CP-SAT scores were investigated by agency sworn staff size (i.e., the number of sworn staff employed by an agency). For the analyses, numbers of sworn staff were broken down into the following three categories:

- Small (1–25 sworn staff)
- Medium (26–99 sworn staff)
- Large (100 or more sworn staff)

Community partnerships scores by sworn staff size

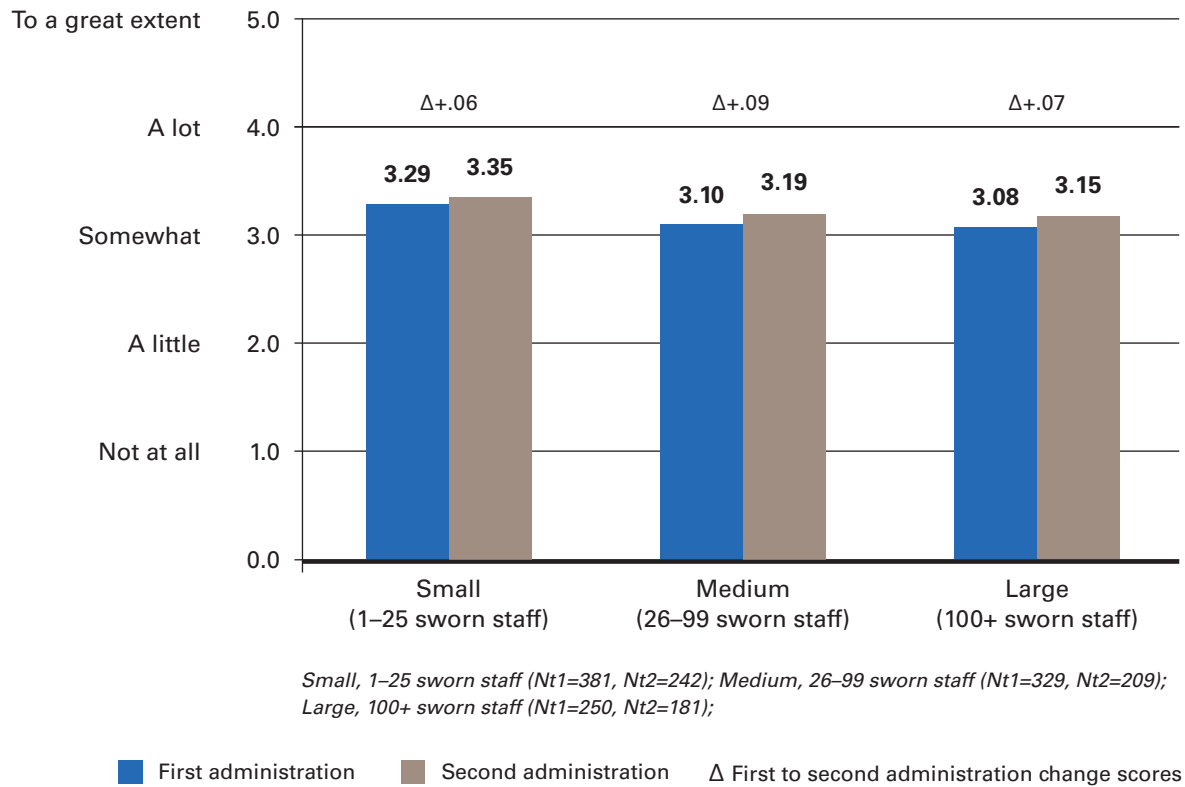
Figure 14 displays Community Partnerships module means by sworn staff size. Small agencies had the highest perceptions of community partnership activities over time ($M_{T1} = 3.05$, $M_{T2} = 3.08$), while large agencies members ($M_{T1} = 2.82$, $M_{T2} = 2.85$) consistently had the lowest community partnership perceptions across time. In addition, agencies of all staff sizes showed improvements in staff perceptions of community partnerships from the first to second administration ($D_{T1,T2} = .03$ to $.06$).

Figure 15. Problem solving scores by sworn staff size



Problem solving scores by sworn staff size

Figure 15 displays the Problem Solving module means by the sworn staff categories. Agencies of all sworn staff sizes had relatively similar, moderate perceptions of problem solving behaviors ($M_{T1} = 3.12$ to 3.26 , $M_{T2} = 3.16$ to 3.33); however, small agencies ($M_{T1} = 3.26$, $M_{T2} = 3.33$) had slightly higher perceptions than other sworn staff sizes. All sworn staff sizes displayed improvement in their perceptions of problem solving behaviors from the first to the second administration ($D_{T1,T2} = .04$ to $.07$).

Figure 16. Organizational transformation scores by sworn staff size

Organizational transformation scores by sworn staff size

Figure 16 displays the Organizational Transformation module means broken out by sworn staff size. Small, medium, and large agencies all indicated moderately high perceptions of their agencies' organizational transformation behaviors across time ($M_{T1} = 3.08$ to 3.29 , $M_{T2} = 3.15$ to 3.35), and all agency sizes, on average, exhibited improvements in perceptions of organizational support for CP from the first administration to the second administration ($D_{T1,T2} = .06$ to $.09$).

CP-SAT scores by size of population served

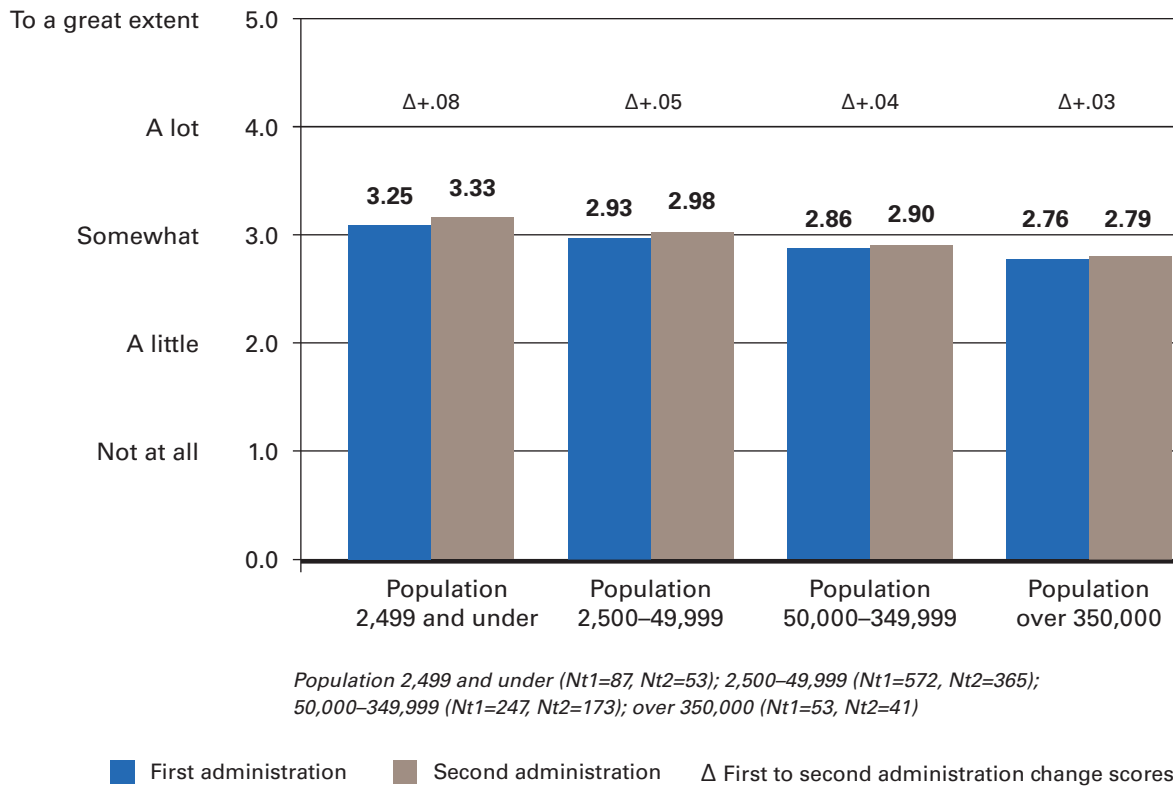
Next, module means were broken down by the size of the population served. The following categories were used to display the CP-SAT module results:

- Category 1: population of 2,499 or fewer
- Category 2: population of 2,500 to 49,999
- Category 3: population of 50,000 to 349,999
- Category 4: population of 350,000 or more

Community partnerships scores by size of population served

Figure 17 displays the mean Community Partnership ratings by size of population served. Similar to the sworn staff size breakdowns, agencies that serve fewer than 2,500 people ($M_{T1} = 3.25, M_{T2} = 3.33$) displayed the highest perceptions of community partnership behaviors across time compared to larger agencies. In addition, agencies serving populations under 2,500 had the largest improvement in community partnership activities over time ($D_{T1,T2} = .08$).

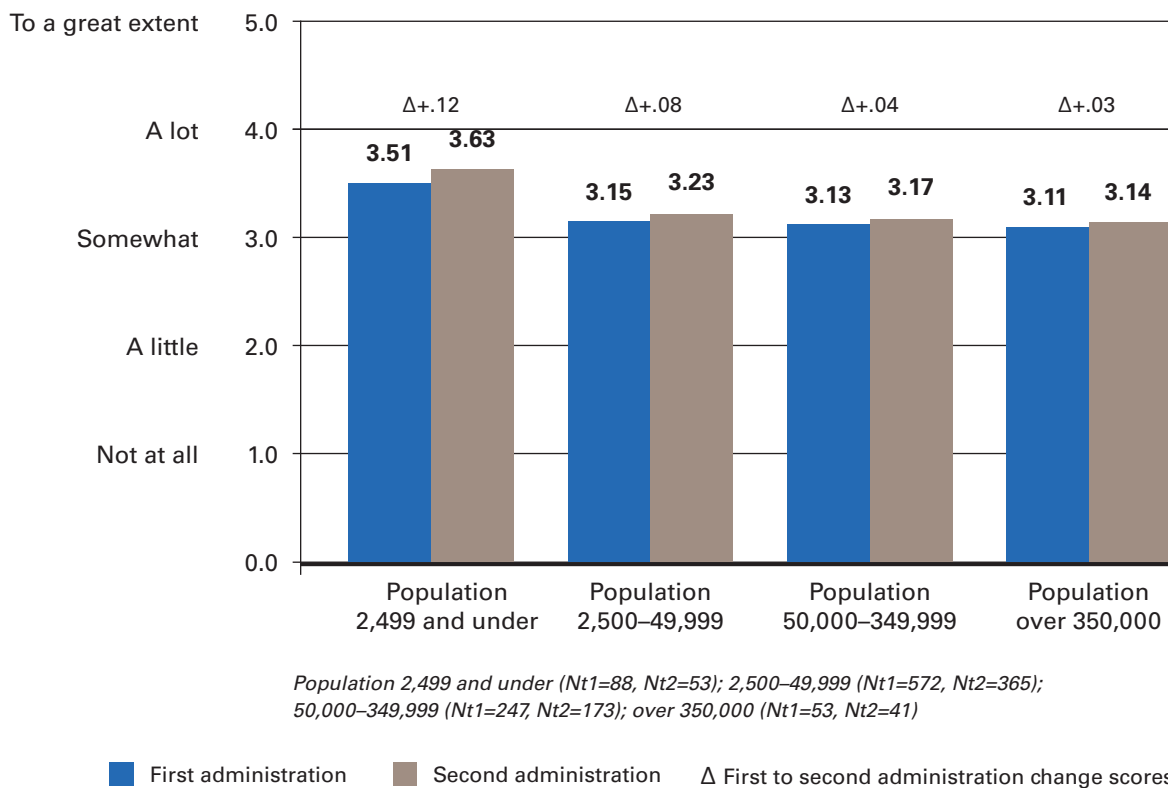
Figure 17. Community partnerships scores by size of population served



Problem solving scores by size of population served

Figure 18 displays the mean Problem Solving scores by size of the population served. Although perceptions of all problem-solving behaviors were high across agencies of all sizes, agencies that serve fewer than 2,500 people ($M_{T1} = 3.51, M_{T2} = 3.63$) indicated the highest levels of problem-solving behaviors across time. Furthermore, agencies serving fewer than 2,500 people had the largest improvement in perceptions of agency problem-solving behaviors from the first to the second CP-SAT administration ($D_{T1,T2} = .12$).

Figure 18. Problem solving scores by size of population served



Organizational transformation scores by size of population served

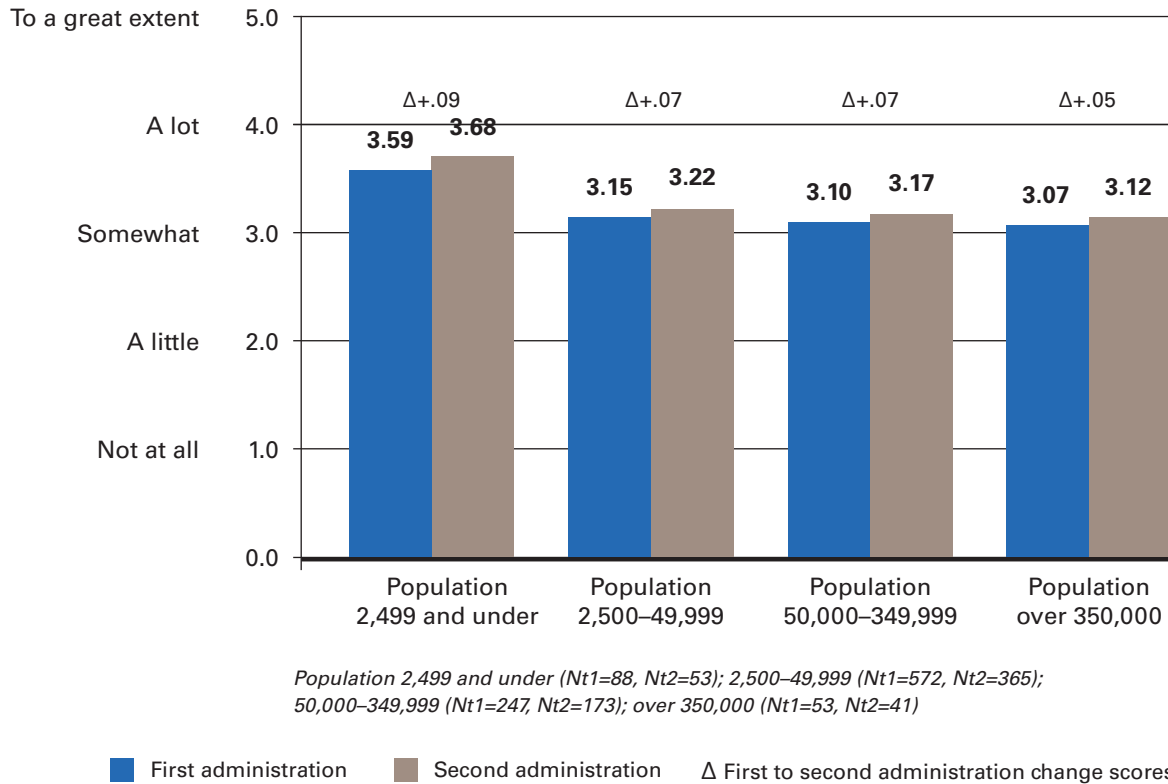
As with the other two modules of the CP-SAT, small agencies serving under 2,500 people ($M_{T1} = 3.59, M_{T2} = 3.68$) had the highest perception of organizational transformation behaviors over time (see figure 19). In addition, small agencies exhibited the largest increase in perceptions of organizational transformation behaviors from the first to the second administration ($D_{T1,T2} = .09$).

CP-SAT scores by agency type

CP-SAT scores were further broken down by the following agency types:

- **Police or municipality.** A police agency provides law enforcement services in a specific city, municipality, town, or village. It includes agencies classified as county police, municipal government, public housing, police, and regional police department on their COPS Office grant applications.

Figure 19. Organizational transformation scores by size of population served

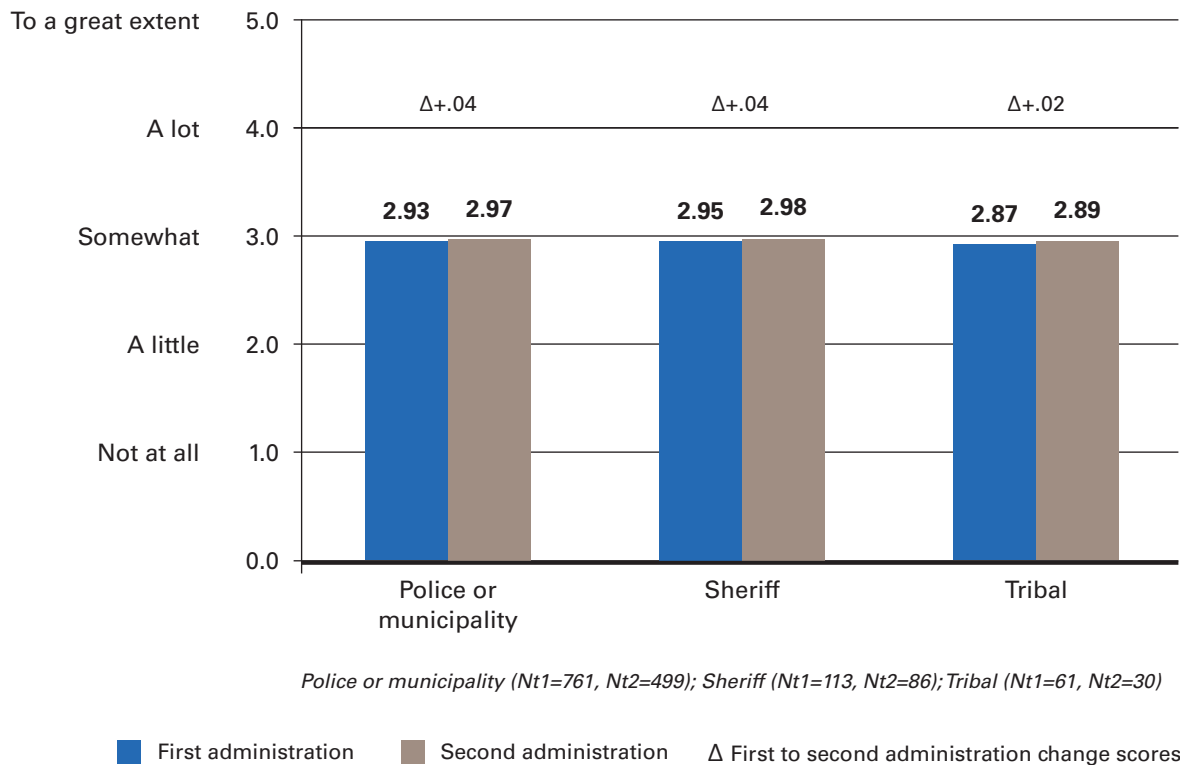


- **Sheriff.** A sheriff agency is a law enforcement agency that provides law enforcement or jail services pertaining to a county or subdivisions of a state. It includes agencies classified as sheriff on their COPS Office grant applications.
- **Tribal.** A tribal agency provides law enforcement services in Native American tribal jurisdictions. It includes agencies classified as tribal, tribal police, BIA tribal, Federally recognized tribal, Federally recognized tribal council, and Federally recognized tribal – other on their COPS Office grant applications.

Community partnerships scores by agency type

Figure 20 displays Community Partnership module means by the three agency types. Perceptions of community partnerships for all agency types were relatively low across time ($M_{T1} = 2.87$ to 2.95 , $M_{T2} = 2.89$ to 2.99); however, all agency types' perceptions of community partnerships improved slightly from the first to second administration ($D_{T1,T2} = .02$ to $.04$).

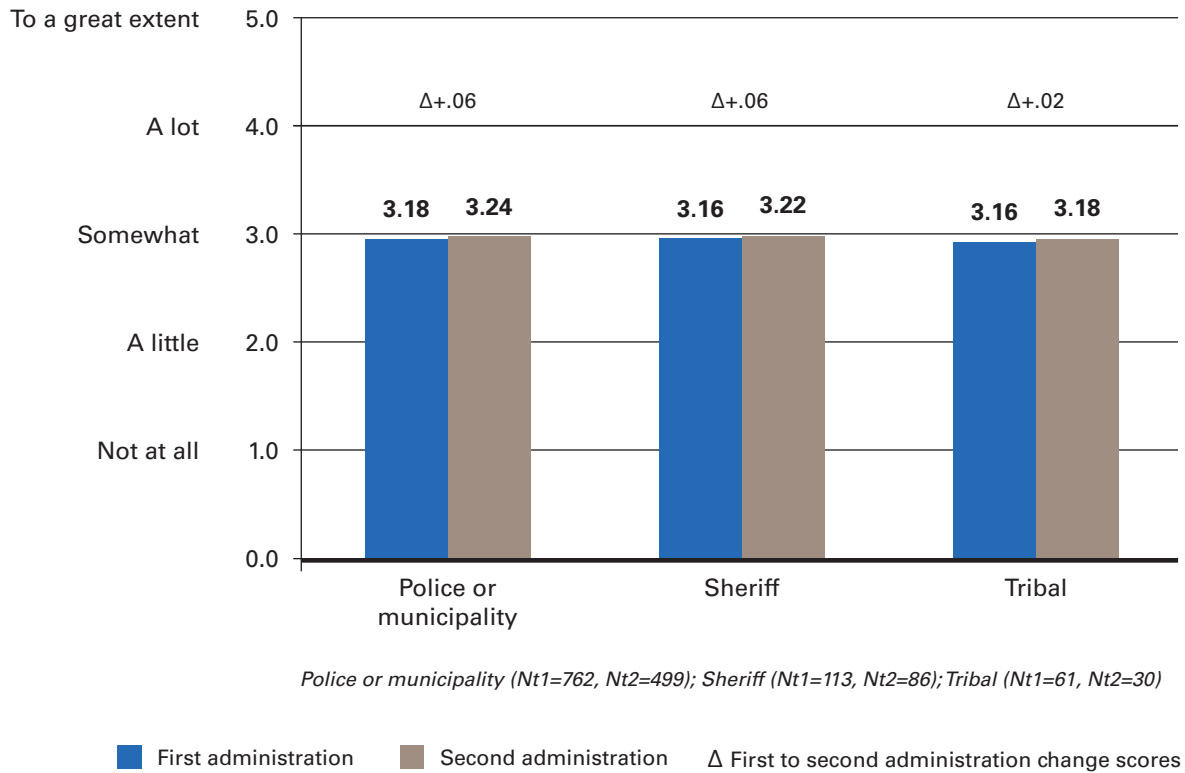
Figure 20. Community partnerships scores by agency type



Problem solving scores by agency type

Figure 21 displays the mean Problem Solving module scores broken down by staff type. On average, all agency types displayed relatively similar perceptions of problem-solving behaviors across time ($M_{T1} = 3.16$ to 3.18 , $M_{T2} = 3.18$ to 3.24), and all agency types reported improvements in problem-solving activities over time ($D_{T1,T2} = .02$ to $.06$).

Figure 21. Problem solving scores by agency type



Organizational transformation scores by agency type

Figure 22 displays the Organizational Transformation module means broken out by staff type. As with the other two CP-SAT modules, all three agency types had relatively high perceptions of organizational transformation behaviors across time ($M_{T1} = 3.11$ to 3.18 , $M_{T2} = 3.13$ to 3.24) and exhibited improvement in perceptions between the first and second administrations ($D_{T1,T2} = .02$ to $.07$).

Figure 22. Organizational transformation scores by agency type

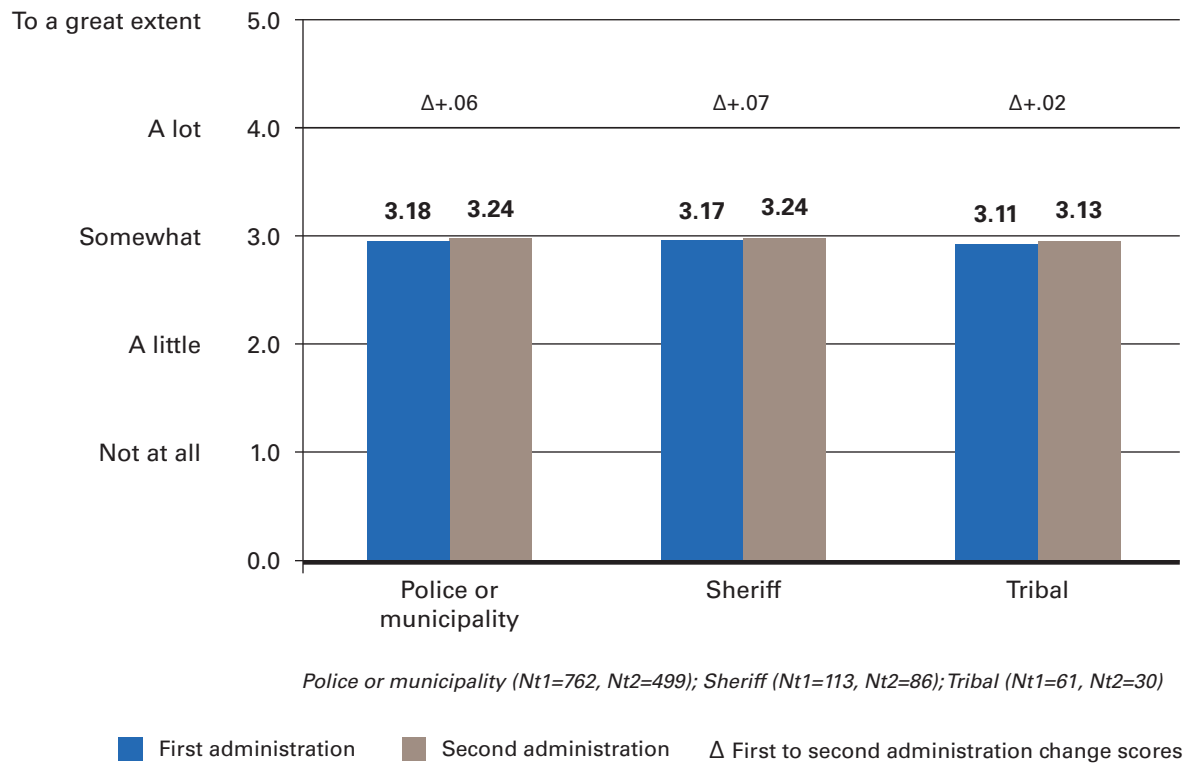
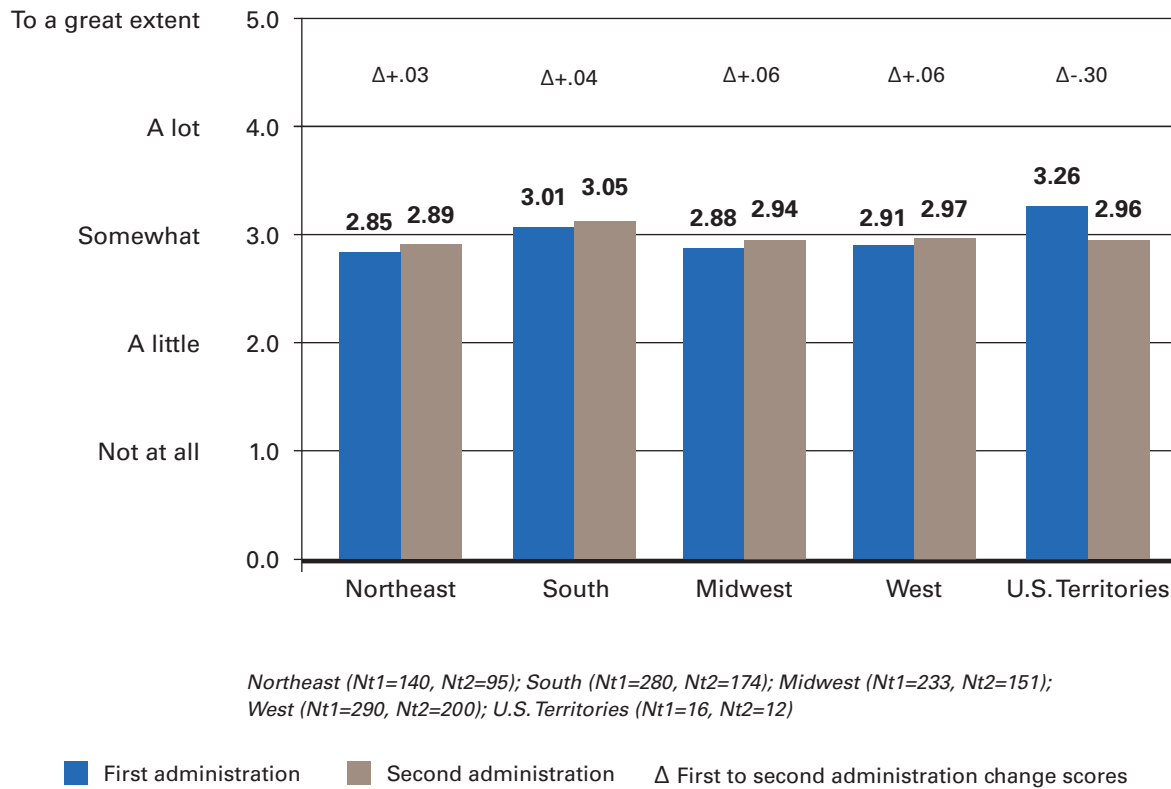


Figure 23. Community partnerships scores by geographic location



CP-SAT scores by geographic location

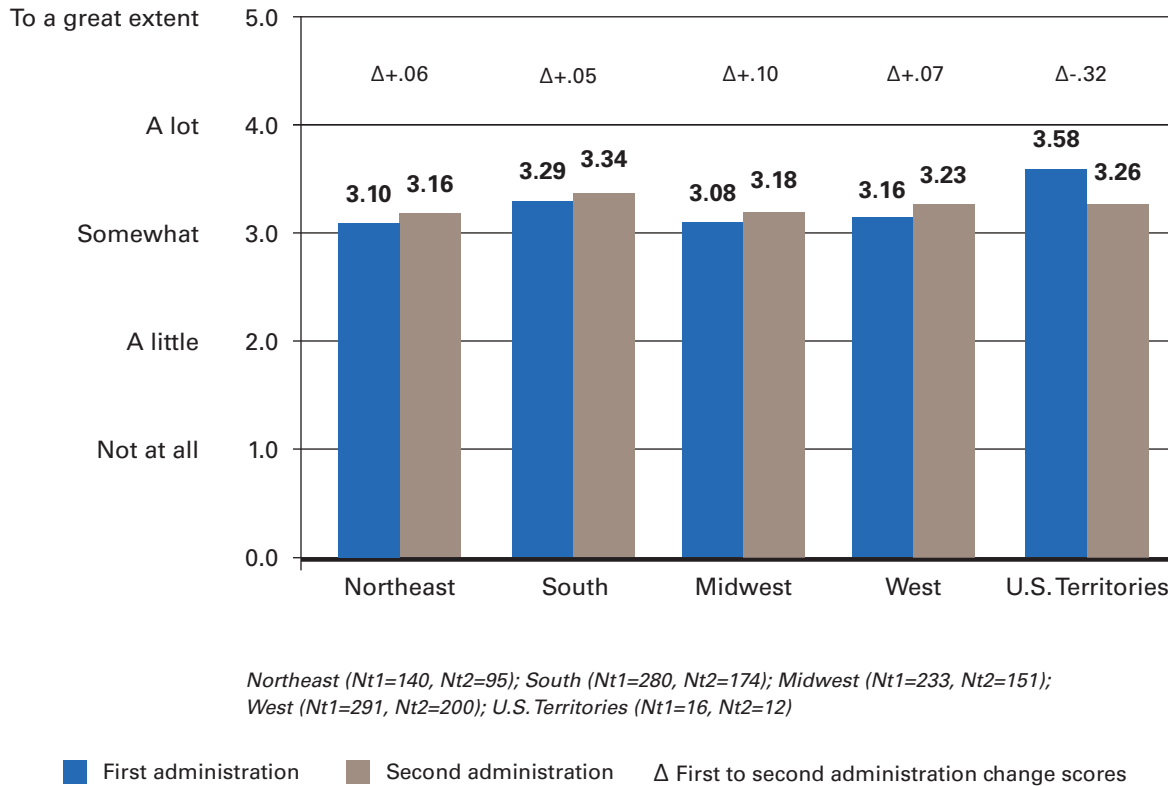
The last agency characteristic breakdown examined was by agency geographic location. Agencies were classified into geographic region categories based on U.S. Census Region Destinations. The following geographic categories were used for analyses:

- Northeast
- South
- Midwest
- West
- U.S. Territories

Community partnerships scores by geographic location

Figure 23 displays the mean partnership scores broken down by geographic location. Although agencies in the U.S. Territories ($M_{T1} = 3.26$) rated their community partnership behaviors higher, on average, during the first administration than did agencies in other locations, these ratings decreased during the second administration ($M_{T2} = 2.96$, $D_{T1,T2} = -.34$). This lower perception of community partnerships for the second administration aligns with the community partnership scores of other geographic locations. LEAs in all geographic locations other than U.S. Territories improved their community partnerships behaviors over time ($D_{T1,T2} = .03$ to $.06$).

Figure 24. Problem solving scores by geographic location

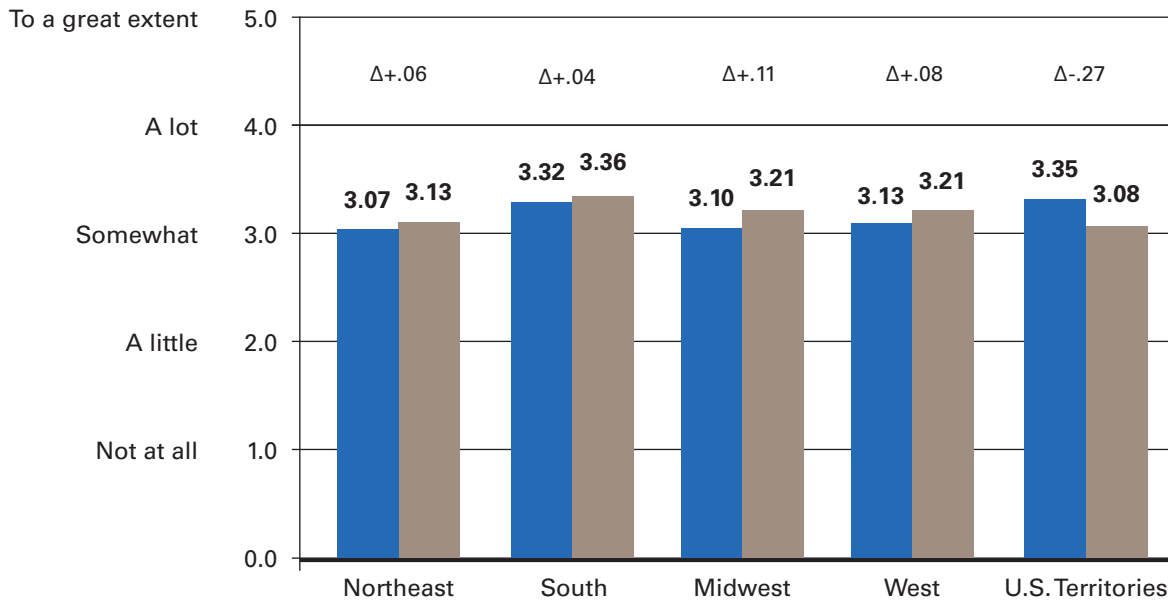


Northeast (Nt1=140, Nt2=95); South (Nt1=280, Nt2=174); Midwest (Nt1=233, Nt2=151); West (Nt1=291, Nt2=200); U.S. Territories (Nt1=16, Nt2=12)

Problem solving scores by geographic location

Figure 24 displays mean ratings of problem-solving activities by agency geographic location. While average problem-solving behavior ratings were relatively high for all agencies across time, agencies in the U.S. Territories rated their problem-solving activities highest for the first administration ($M_{T1} = 3.63$), followed by the South ($M_{T1} = 3.29$), the West ($M_{T1} = 3.16$), the Northeast ($M_{T1} = 3.10$), and the Midwest ($M_{T1} = 3.08$). As with the other CP-SAT modules,

agencies in the U.S. Territories displayed a decrease in problem solving activities during the second administration ($M_{T2} = 3.27$, $D_{T1,T2} = -.36$). However, in all other geographic locations, ratings of problem-solving activities increased over time. The Midwest demonstrated the greatest increase in problem solving behaviors over time ($D_{T1,T2} = .10$), followed by the West ($D_{T1,T2} = .07$), the Northeast ($D_{T1,T2} = .06$), and the South ($D_{T1,T2} = .05$).

Figure 25. Organizational transformation scores by geographic location

Northeast (Nt1=140, Nt2=95); South (Nt1=280, Nt2=174); Midwest (Nt1=233, Nt2=151); West (Nt1=291, Nt2=200); U.S. Territories (Nt1=16, Nt2=12)

■ First administration ■ Second administration Δ First to second administration change scores

Organizational transformation scores by geographic location

Figure 25 displays the Organizational Transformation module means by geographic location. Similar to the results of the first two CP-SAT modules, all geographic locations' organizational transformation perceptions were relatively high for the first administration, with the U.S. Territories perceptions the highest ($M_{T1} = 3.41$), followed by the South ($M_{T1} = 3.32$), the West ($M_{T1} = 3.13$), the Midwest ($M_{T1} = 3.10$), and the Northeast ($M_{T1} = 3.07$). In addition,

U.S. Territories had a significant decrease in reports of organizational transformation behaviors in the second CP-SAT administration ($M_{T2} = 3.09$, $\Delta_{T1,T2} = -.32$), while all other geographic locations increased their perceptions over time. The greatest improvements in perceptions of organizational support for CP from the first to the second CP-SAT administration came from the Midwest ($D_{T1,T2} = .11$), followed by the West ($D_{T1,T2} = .08$), the Northeast ($D_{T1,T2} = .06$), and South ($D_{T1,T2} = .04$).

Conclusion

For more than a dozen years, the CP-SAT program of research operationalized the framework for community policing and developed and administered a CP assessment to more than 160,000 police officers and their partners in more than 1,500 agency administrations to 960 agencies. The key takeaways from the rich CP-SAT data resulting from this program of research are as follows:

- LEAs reported higher average problem-solving behaviors and organizational support for CP than partnerships with the community over time. This suggests community partnership behaviors as an area to target for improvement.
- Perceptions of CP showed small, but very consistent, average improvements between the first and second administration of the CP-SAT.
- Command staff indicate higher levels of CP behaviors on average than other staff types, while line officers indicate lower CP behaviors on average than other staff types.
- Community partners rated their LEAs very highly, but their ratings of CP decreased over time.
- Smaller agencies (in both number of sworn staff and population served) reported higher CP behaviors on average than larger agencies.
- Average ratings of CP behaviors did not vary significantly by agency type (i.e., police, sheriff, tribal) or by the agency's geographic location.

This unprecedented series of CP-SAT projects were foundational for moving the philosophy of the COPS Office into practice.

Appendix A. CP-SAT Instrument



Please copy and paste your Agency passcode directly into the space below. (It is imperative that it appear exactly the same as it does in your invitation email.)

Below is an example showing where to find the Agency Passcode in your invitation email. Your Agency Passcode is unique to your agency and will not be the same as shown below.

(ONLY if Agency Passcode is entered incorrectly)

You entered an incorrect agency passcode. Your agency passcode can be found in the survey invitation email you received. Please return to the previous page and try again.



Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

The Community Policing Self-Assessment Tool (CP-SAT) is designed to assess three key areas in community policing: community partnerships, problem solving, and organizational transformation. The three key areas of community policing included in this tool are described below.

- **COMMUNITY PARTNERSHIPS**
Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.
- **PROBLEM SOLVING**
The process of engaging in the proactive and systematic examination of identified problems to develop effective responses.
- **ORGANIZATIONAL TRANSFORMATION**
The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

The majority of questions follow the same format. Please indicate your response by selecting the appropriate answer. You may skip any survey items you do not feel comfortable answering, but we encourage you to respond to as many items as possible.

Your responses to this survey will be kept confidential to the extent provided by law. There are no individual identifiers in the data that the agency will receive, and the agency will not be able to link an individual's data to their email address. This is not a test and there are no right or wrong answers. Please answer each question honestly.

Prepared By:		With Support From:
		 www.cops.usdoj.gov

For questions or technical support, please contact ICF at CPSAT@icfsurveys.com or 877-99-CPSAT.

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Community Policing Self Assessment Tool
Our Community, Our Assessment

OMB Control Number: 1103-0105
Expiration Date: 4/30/2016

1. Please choose the response that best indicates your level or relationship with the agency:

- Line officer
- First-line supervisor/Middle management
- Command staff
- Civilian/Non-sworn staff
- Community partner

If you do not work for the police agency, please select "Community partner." A community partner is an individual who has, or works for an organization that has, formally agreed to work in a partnership with a law enforcement agency in the pursuit of common goals. Community partnerships involve a two-way relationship that involves collaboration, shared power, and shared decision-making with the law enforcement agency (e.g., media, business owner, city employee in Public Works department).

If you are a volunteer for the police agency who provides support services to the agency without monetary benefit, please select "Civilian/Non-sworn staff." Services a volunteer performs typically include community outreach, telephone work, research, and other administrative tasks.

If you are a detective or a member of a special operations unit (e.g., gang unit, SWAT, school resource officer), please select the level of sworn staff that best fits with your level in the agency. For example, please select "First-line supervisor/Middle management" if you are a supervisor, but select "Line officer" if you have a non-supervisory position in your unit.

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Community Partnerships

Community partnerships refer to collaborative partnerships formed between the law enforcement agency and the individuals and organizations the agency serves in order to develop solutions to problems and increase trust in police.

The following questions ask about your agency’s community partnership activities *during the last year*.

	No involvement	A little involvement	Moderate involvement	Significant involvement	Extensive involvement
2. (Civilian Only) Please indicate your level of involvement with community partnerships in your agency. (“Community partnerships” refer to collaborative partnerships formed between the law enforcement agency and the individuals and organizations the agency serves in order to develop solutions to problems and increase trust in police.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 1 = No involvement or 2 = A little involvement, skip to Problem Solving section]

Engagement with a Wide Range of Partners

To what extent do the following types of organizations actively participate as community partners with your law enforcement agency? (“Actively participate” refers to information sharing, attending meetings, problem identification, and/or problem solving.)

	Not at all	A little	Somewhat	A lot	To a great extent
3. Law enforcement agencies (e.g., Federal, State, and/or other jurisdictions) who serve the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Non-profit/community-based organizations that serve community members.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Businesses operating in the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. The local media.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. To what extent do <u>individuals</u> in the community actively participate as community partners with your law enforcement agency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For questions or technical support, please contact ICF at CPSAT@icfsurveys.com or 877-99-CPSAT.



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Government Partnerships (Non-law enforcement)

The following questions refer to non-law enforcement government agencies in your community, such as parks, public works, traffic engineering, code enforcement, and/or the school system.

	Not at all	A little	Somewhat	A lot	To a great extent
10. To what extent does your agency provide sufficient resources (e.g., financial, staff time, personnel, equipment, political, and/or managerial support) to support the work of its government partnerships?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. To what extent are you involved in implementing problem-solving projects with government partners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. To what extent do you collaborate in developing shared goals for problem-solving efforts with government partners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. To what extent do government partners share accountability for the partnership activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Never	Rarely	Sometimes	Often	Very Often
14. How often do you communicate with government partners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

For questions or technical support, please contact ICF at CPSAT@icfsurveys.com or 877-99-CPSAT.

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



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Community Organization and Local Business Partnerships

The following questions refer to non-government partners, such as block watch groups, faith-based organizations, neighborhood associations, non-profit service providers, media, local businesses, and youth clubs.

	Not at all	A little	Somewhat	A lot	To a great extent
15. To what extent does your agency provide sufficient resources (e.g., financial, staff time, personnel, equipment, political, and/or managerial support) to support the work of its non-government partnerships?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. To what extent do non-government partners trust your law enforcement agency (e.g., share information, believe that the department takes accountability seriously, believe the agency follows through on commitments, believe the agency will be honest about problems)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. To what extent are you involved in implementing problem-solving projects with non-government partners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. To what extent do you collaborate in developing shared goals for problem-solving efforts with non-government partners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. To what extent do non-government partners share accountability for the partnership activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Never	Rarely	Sometimes	Often	Very Often
20. How often do you communicate with non-government partners?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

General Engagement with the Community

To what extent do you...	Not at all	A little	Somewhat	A lot	To a great extent
21. Involve community members in solutions to community problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Make contact with a wide range of community members to assess community priorities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Attend community events and meetings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Problem Solving

The following questions ask about problem solving work by you and your agency *during the last year*. *Problem solving* is a proactive, analytic process for systematically:

- Identifying neighborhood problems through coordinated community/police assessments (Scanning)
- Collecting and analyzing information about the problems (Analysis)
- Developing and implementing responses with the potential for eliminating or reducing the problems (Response)
- Evaluating the responses to determine the effectiveness (Assessment).

Problem solving goes beyond traditional crime responses to proactively address a multitude of problems that adversely affect quality of life.

	No involvement	A little involvement	Moderate involvement	Significant involvement	Extensive involvement
24. (Civilian Only) Please indicate your level of involvement with your agency's problem-solving efforts. ("Problem solving" is the process of engaging in the proactive and systematic examination of identified problems to develop effective responses.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

[If 1 = No involvement or 2 = A little involvement, skip to Organizational Transformation section]

General Problem Solving

	Not at all	A little	Somewhat	A lot	To a great extent
25. How aware are you of the Scanning, Analysis, Response, and Assessment (SARA) model?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. To what extent are officers in your agency given the shift time to engage in the problem-solving process?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. To what extent does your agency keep historical records (e.g., lessons learned, after action report) of problem solving for future reference?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. To what extent does your agency coordinate problem-solving efforts across the agency (e.g., separate police divisions and shifts)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Never	Rarely	Sometimes	Often	Very Often
29. How often do you conduct problem solving in your daily work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Problem Solving Processes: Scanning

In identifying and prioritizing the problems in your community, to what extent do you consider...

	Not at all	A little	Somewhat	A lot	To a great extent
30. Locations?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Victims?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Offenders?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. In identifying and prioritizing the problems in your community, how much do you use non-law enforcement information (e.g., community surveys, community partners, input from caregivers, parole officers, landlords or business managers)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Problem Solving Processes: Analysis

When analyzing a problem, to what extent do you...

	Not at all	A little	Somewhat	A lot	To a great extent
34. Examine a comprehensive set of factors, such as the location, day of week, time of day, season and environmental factors (e.g., street lighting and landscape)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Analyze the strengths and limitations of past or current responses to the problem?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Examine a range of non-police data (e.g., government records, community surveys, school information)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Research and conduct analyses based on best practices?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Gather information about the <u>victims</u> affected by a problem?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Gather information about <u>offenders</u> contributing to a problem?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Gather information about <u>locations</u> contributing to a problem?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Problem Solving Processes: Response

	Not at all	A little	Somewhat	A lot	To a great extent
41. How much do you work with stakeholders in developing responses to problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. In responding to problems, to what extent do you focus on long-term solutions that address underlying conditions of problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. To what extent do you determine a response based on results of problem analysis?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. To what extent do your problem-solving responses supplement enforcement activities with prevention-oriented strategies, such as situational crime prevention, nuisance abatement, zoning, and involving social services?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Problem Solving Processes: Assessment

When assessing your problem-solving efforts...	Not at all	A little	Somewhat	A lot	To a great extent
45. How much do you (or someone else) examine whether the response was implemented as planned?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. To what extent do you (or someone else) determine if the response was effective, compared to baseline data?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. To what extent do you (or someone else) analyze the nature of the <u>problem</u> further if a response does not work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
48. To what extent do you (or someone else) analyze the <u>response</u> further if a response does not work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Organizational Transformation

Organizational transformation refers to the alignment of policies and practices to support community partnerships and proactive problem-solving.

The four aspects of organizational transformation measured on this survey are organized as follows:

- Agency Management
- Personnel Management
- Leadership
- Transparency

The following questions ask about your agency's management, personnel practices, leadership, and transparency *during the last year*.

Agency Management

	Not at all	A little	Somewhat	A lot	To a great extent
49. To what extent are you readily able to <u>access</u> relevant information (e.g., police, community, and research data) to support problem solving?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
50. To what extent are the problem-solving data available to you <u>accurate</u> ?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
51. To what extent does your agency provide the data (e.g., through reports or intranet access) that you <u>need</u> to engage in effective problem solving?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. To what extent has your agency acquired the necessary information technology hardware and software (e.g., crime analysis, mapping) to support problem solving?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. (Command only) To what degree has your agency included community policing values (e.g., empowerment, trust, accountability, problem solving, and community partnership) in its mission statement?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. (Command only) To what degree does your agency's strategic plan (or similar document) include goals or objective statements that support community policing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. (Command only) To what extent are community partners represented in planning and policy activities (e.g., budgeting, citizen advisory panels)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. (Command only) To what extent does your agency prioritize community policing efforts in making budgetary decisions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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57. **(Command only)** Does your agency conduct a review of the performance of the organization regularly (e.g., at least once every year)?

Yes

No

[If No, skip to 61]

	Not at all	A little	Somewhat	A lot	To a great extent
58. (Command only) To what extent did your agency's most recent effort to evaluate organizational performance reflect overall impacts of your community policing efforts?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59. (Command only) In assessing your organization's community policing efforts, to what extent does your agency incorporate community assessment tools (e.g., surveys, citizen feedback letters, online input)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. (Command only) To what extent did your agency share the results from your most recent effort to evaluate community policing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Personnel Management

	Not at all	A little	Somewhat	A lot	To a great extent
61. To what extent does your agency require demonstrated competency in community policing (e.g., ability to form productive partnerships, completion of a successful problem-solving project) for promotion?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. How well are expectations for your role in community policing defined by your law enforcement agency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent are officers in your agency trained in...					
63. Problem solving?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
64. Building community partnerships?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
65. To what extent is community policing an agency-wide effort involving <u>all</u> staff?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
66. To what extent are officers in your agency given adequate uncommitted time to proactively work with the community?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	Not at all	A little	Somewhat	A lot	To a great extent
67. To what extent are geographic, beat, or sector assignments long enough to allow officers in your agency to form strong relationships with the community?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
68. To what extent does your agency give patrol officers decision-making authority to develop responses to community problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent do performance evaluations hold you accountable for...	Not at all	A little	Somewhat	A lot	To a great extent
69. (Line Officers Only) Developing partnerships with external groups?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
70. (Line Officers Only) Using problem solving?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
To what extent does recruit field training in your agency include...	Not at all	A little	Somewhat	A lot	To a great extent
71. (Command only) Problem solving?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
72. (Command only) Developing partnerships?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
73. (Command only) How much does your agency involve the community in recruitment, selection, and hiring processes (e.g., the community might help identify competencies and participate in oral boards)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
74. (Command only) To what extent does your agency recruit <u>officers</u> who have strong general problem-solving skills?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
75. (Command only) To what extent does your agency recruit <u>officers</u> who have an interest in working collaboratively with the community?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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To what extent do performance evaluations hold managers and supervisors in your agency accountable for...

	Not at all	A little	Somewhat	A lot	To a great extent
76. (First-Line Supervisor/Middle Management & Command only) Encouraging community policing among officers they supervise?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
77. (First-Line Supervisor/Middle Management & Command only) Developing partnerships with external groups?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
78. (First-Line Supervisor/Middle Management & Command only) Using innovative problem solving?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Leadership

To what extent does your Chief/Sheriff stress the importance of...

	Not at all	A little	Somewhat	A lot	To a great extent
79. Community policing to personnel within your agency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
80. Community policing externally?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent does the top command staff at your agency...

	Not at all	A little	Somewhat	A lot	To a great extent
81. Communicate a vision for community policing to personnel within your agency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
82. Advocate partnerships with the community?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
83. Value officers' work in partnership activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
84. Value officers' work in problem solving?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do first-line supervisors in your agency...

	Not at all	A little	Somewhat	A lot	To a great extent
85. Establish clear direction for community policing activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
86. Empower officers to do community policing?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Transparency

To what extent does your agency provide community members with information on...	Not at all	A little	Somewhat	A lot	To a great extent
87. Agency activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
88. Crime problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
89. Crime-prevention tips?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
90. Crime maps?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not at all	A little	Somewhat	A lot	To a great extent
91. To what extent does your agency communicate openly with community members?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Community Partner Perspective

Partnership with the Law Enforcement Agency

The following questions refer to your organization's partnership with the local law enforcement agency *during the last year.*

	Not at all	A little	Somewhat	A lot	To a great extent
92. (Partner only) To what degree is the law enforcement agency involved in problem-solving projects with your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
93. (Partner only) How much does the law enforcement agency collaborate in developing shared goals for problem-solving efforts with your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
94. (Partner only) To what degree does the law enforcement agency provide sufficient resources (e.g., financial, staff time, personnel, equipment, political, and/or managerial support) to support the work of your partnership?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
95. (Partner only) To what extent does your organization share accountability with the law enforcement agency for the partnership activities?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
96. (Partner only) To what extent does your organization trust the law enforcement agency (e.g., share information, believe that the department takes accountability seriously, believe the agency follows through on commitments, and believe the agency will be honest about problems)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Never	Rarely	Sometimes	Often	Very Often
97. (Partner only) How often does the law enforcement agency communicate with your organization?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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98. **(Partner only)** Please indicate the statement that best describes the relationship between your organization and the law enforcement agency:

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

General Engagement and Communication with the Community

The following questions refer to the law enforcement agency’s engagement and communication with the general public *during the last year*.

	Not at all	A little	Somewhat	A lot	To a great extent
99. (Partner only) To what extent does the law enforcement agency involve community members in solutions to community problems?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
100. (Partner only) To what extent do officers in the law enforcement agency introduce themselves to community members (e.g., residents, organizations, and groups)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Not at all	A little	Somewhat	A lot	To a great extent
101. (Partner only) To what extent does the law enforcement agency develop relationships with community members (e.g., residents, organizations, and groups)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
102. (Partner only) To what extent is the law enforcement agency aware of the priorities of community members?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
103. (Partner only) To what degree are beat assignments in the law enforcement agency long enough to allow police to form strong relationships with the community?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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To what extent does the law enforcement partner...	Not at all	A little	Somewhat	A lot	To a great extent
104. (Partner only) Regularly communicate with <u>residents</u> (e.g., through websites, newsletters, public meetings)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
105. (Partner only) Communicate with the <u>community</u> openly?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
106. (Partner only) Share information on crime problems with external parties?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
107. (Partner only) Provide residents with a mechanism to provide feedback to the agency?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
108. (Partner only) Make it easy for community residents and others to contact the beat officer assigned to their area?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
109. (Partner only) Communicate a vision for community policing externally?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Thank you for completing the Community Policing Self-Assessment Tool (CP-SAT).

Your feedback will be used to help create a better understanding of your agency's community policing achievements and activities.

This project was supported by Cooperative Agreement Number # 2010-CK-WXK-003 awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues.

Paperwork Reduction Act Notice: A person is not required to respond to a collection of information unless it displays a valid OMB control number. The public reporting burden for this collection of information is estimated to be up 17 minutes per response, which includes time for reviewing documentation. Send comments regarding this burden estimate or any other aspects of the collection of this information, including suggestions for reducing this burden, to the COPS Office; 145 N Street, NE; Washington, D.C. 20530, and to the Public Use Reports Project, Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, D.C. 20503.

For questions or technical support, please contact ICF at CPSAT@icfsurveys.com or 877-99-CPSAT.

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*

Appendix B. Informational Materials

The image shows the cover of a report titled "Community Policing Self-Assessment Tool (CP-SAT)". The cover has a dark blue header and footer with a white central area. The header contains the COPS logo and the title "Community Policing Self Assessment Tool" with the tagline "Our Community, Our Assessment". The central white area features the title "Community Policing Self-Assessment Tool (CP-SAT)" and the subtitle "COPS Hiring Program (CHP) Grantee Information Materials". The footer contains logos for COPS, ICF International, and the Police Executive Research Forum, along with the slogan "COMMUNITY POLICING—BUILDING Relationships, SOLVING Problems".

COPS
COMMUNITY ORIENTED POLICING SERVICES

Community Policing Self Assessment Tool
Our Community, Our Assessment

Community Policing Self-Assessment Tool (CP-SAT)

COPS Hiring Program (CHP) Grantee
Information Materials

COPS
Community Oriented Policing Services
U.S. Department of Justice

ICF
INTERNATIONAL

POLICE EXECUTIVE
RESEARCH FORUM

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Community Policing Self Assessment Tool

Our Community, Our Assessment

Definition of Community Policing (CP): A philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

Purpose of CP-SAT: This assessment allows agencies to measure the extent to which CP has been implemented within an agency.

Background of CP-SAT: This tool was developed with significant input from community policing experts and practitioners and was designed to meet scientific standards for rigor, while also being user-friendly. This tool was created based on 5+ years of work by COPS, ICF International, and Police Executive Research Forum and has been administered in agencies across the country. The tool is being administered by ICF International on behalf of the COPS Office.

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Community Policing Self Assessment Tool

Our Community, Our Assessment


CP-SAT Modules

The CP-SAT measures the three key components of community policing:

- **Community Partnerships.** Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.
- **Problem Solving.** The process of engaging in the proactive and systematic examination of identified problems to develop effective responses that are evaluated rigorously. This module is based on the SARA model (i.e., Scanning, Analysis, Response, Assessment).
- **Organizational Transformation.** The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem-solving.

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*


Community Policing Self Assessment Tool
Our Community, Our Assessment


Description of CP-SAT


- 15-minute survey
 - Command staff: 87 questions
 - Officers & Civilians: 73 questions
 - Community Partners: 19 questions
- Completed by ALL SWORN STAFF, civilian staff who work on community partnerships and/or problem solving, and representatives from community partners who are knowledgeable about the agency and how it interacts with partners.
- Includes questions tailored for different agency stakeholder types (e.g., patrol officers, command staff, community partners*).

* Community Partners include individuals/organizations who have formally agreed to work together in the pursuit of common goals. Community partnerships involve a two-way relationship that involves collaboration, shared power, and shared decision-making with the law enforcement agency.

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*




Community Policing Self Assessment Tool
Our Community, Our Assessment

Benefits


- The CP-SAT allows agencies to measure the extent to which community policing has been implemented in various units and ranks within an agency.
- Agencies will receive an automated report, which summarizes their results in a user-friendly format.


NOTE: Agencies must obtain **at least an 80% response rate from sworn staff** to receive a CP-SAT Results Report.

- Agencies will be able to enhance community policing efforts through the identification of community policing strengths and areas for improvement.

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*




Community Policing Self Assessment Tool
Our Community, Our Assessment

Process for Participation: Overall Steps


Step 1: Agency receives email from ICF International with assigned CP-SAT administration period (**Start Date – End Date; 3 week period**).

Step 2: Agency selects a key contact to be responsible for administering the CP-SAT to agency staff and community partners.

Step 3: Agency key contact emails or calls ICF (CPSAT@icfsurveys.com or 877.99.CPSAT) to formally agree to assigned administration date and start the CP-SAT process.

Step 4: Once agency contacts ICF to agree to administration date, agency receives email from ICF International with details about CP-SAT administration (including example pre-invitation, invitation and reminder email language, survey URL, and agency passcode).

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*


Community Policing Self Assessment Tool
Our Community, Our Assessment

Process for Participation: Overall Steps (cont.)


Step 5: Agency key contact:

- Coordinates with agency's Chief Executive to ensure the pre-survey notification email (see slide 9) will be sent from the Chief Executive to all CP-SAT participants 1 day before the administration period begins.
- Finalizes survey invitation and reminder email language (see slides 10 & 11 for example language).
- Compiles email list of ALL SWORN STAFF, civilian staff who work on community partnerships and/or problem solving, and representatives from community partner organizations who are knowledgeable about the agency and how it interacts with partners and the community.

Step 6: Agency key contact coordinates pre-survey notification, as well as emails survey invitation and two survey reminders to staff and community partners on specified dates.

- **Day before Start Date:** Email pre-survey notification
- **Start Date:** Email survey invitation.
- **1 Week after Start Date:** Email reminder 1.
- **2 Week after Start Date:** Email reminder 2.

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Community Policing Self Assessment Tool
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Process for Participation: *Overall Steps (cont.)*

Step 7: ICF tracks response rate and emails agencies with low response rate after two weeks of administration.


Step 8: After the three-week administration period ends, ICF generates a summary report and emails the report to agency key contact.

NOTE: Agencies must obtain **at least an 80% response rate** from sworn staff to receive a CP-SAT Results Report.

Please note that, in an effort to maintain participant confidentiality, data from sections of the CP-SAT survey with fewer than 3 respondents (including Community Partners) will not be displayed in the Results Report.

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Community Policing Self Assessment Tool
Our Community, Our Assessment

Process for Participation: *Pre-Survey Notification Email Language*

Dear [XX] agency staff,

This email is to notify you and request your participation in our agency's upcoming and required administration of the Community Policing Self-Assessment Tool (CP-SAT), which is an online survey that collects information about our agency's practice of community policing. As a requirement of our COPS Hiring Program (CHP) grant, our administration period will begin tomorrow, [Start Date].


Tomorrow you will receive the CP-SAT invitation email from [First Name Last Name of Key Contact] that includes the URL and passcode for you to participate in the online assessment. I strongly encourage you to participate. The assessment will take you approximately 15 minutes to complete. Your participation will help our agency gather valuable data, allowing us to enhance our community policing practices and identify community policing strengths and areas for improvement.

Thank you,
[First Name Last Name of Chief Executive]
[Title of Chief Executive]
[Police Agency]

This is example pre-survey notification email language. Please adapt text in red or write new language.

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*


Community Policing Self Assessment Tool
Our Community, Our Assessment

Process for Participation: *Invitation Language*

Dear [XX] agency CP-SAT participants,

As a requirement of our COPS Hiring Program (CHP) grant, our agency is participating in the Community Policing Self-Assessment Tool (CP-SAT), which is an online survey that collects information about our practice of community policing. Our agency is required to participate in this assessment, which you access by clicking the URL below. Through your participation in this assessment, our agency will be able to gather valuable data allowing us to enhance our community policing practices and identify community policing strengths and areas for improvement. The assessment is sponsored by the COPS Office and is administered by ICF International.

Your responses to this survey will be kept confidential. There are no individual identifiers in the data that the agency will receive, and the agency will not be able to link an individual's data to their email address. This is not a test, and there are no right or wrong answers. Please answer each question honestly. The assessment will take you approximately 15 minutes of your time.

Assessment URL: [URL]
Agency Passcode: [Include the agency passcode provided in your email from the CP-SAT Administration Team]
 (You will be prompted to enter your agency passcode when you click the above URL. Please copy and paste the above passcode to ensure accuracy).


Please complete the assessment by [End Date]. If you have any questions, please contact [First Name Last Name] at [555-555-5555].

Thank you,
 [First Name Last Name]
 [Title]
 [Police Agency]

This is example invitation email language. Please adapt text in red or write new language.

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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*


Community Policing Self Assessment Tool
Our Community, Our Assessment

Process for Participation: *Reminder Language*

Dear [XX] agency CP-SAT participants,

This is a reminder to participate in the Community Policing Self-Assessment Tool (CP-SAT). If you have already completed the assessment, thank you. If you have not yet completed the assessment, please do so by clicking on the URL below. Our agency is required to participate in this survey as part of our COPS Hiring Program (CHP) grant. Through your participation in this assessment, our agency will be able to gather valuable data that will allow us to better monitor our implementation of community policing and identify community policing strengths and areas for improvement. The assessment is sponsored by the COPS Office and is administered by ICF International on behalf of COPS.

Your responses to this survey will be kept confidential. There are no individual identifiers in the data that the agency will receive, and the agency will not be able to link an individual's data to their email address. This is not a test, and there are no right or wrong answers. Please answer each question honestly. The assessment will take you approximately 15 minutes of your time.

Assessment URL: [URL]
Agency Passcode: [Include the agency passcode provided in your email from the CP-SAT Administration Team]
 (You will be prompted to enter your agency passcode when you click the above URL. Please copy and paste the above passcode to ensure accuracy).


Please complete the assessment by [End Date]. If you have any questions, please contact [First Name Last Name] at [555-555-5555].

Thank you,
 [First Name Last Name]
 [Title]
 [Police Agency]

This is example reminder email language. Please adapt text in red or write new language.

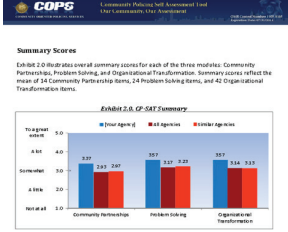
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COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*

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Community Policing Self Assessment Tool
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Example Report

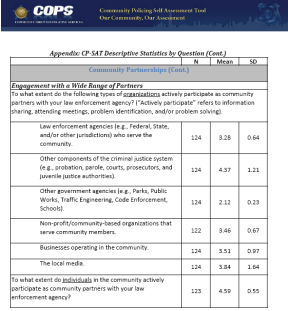
An automated report will provide a summary of your agency's data, as well as benchmark data from other agencies that are similar in sworn staff size, population served, and agency type in a user-friendly format.



Summary Scores

Exhibit 2.0 illustrates overall summary scores for each of the three models: Community Partnerships, Problem Solving, and Organizational Transformation. Summary scores reflect the mean of 34 Community Partnership items, 14 Problem Solving items, and 42 Organizational Transformation items.

Model	Our Agency	Most Agencies	Worse Agencies
Community Partnerships	3.97	3.97	3.97
Problem Solving	3.97	3.97	3.97
Organizational Transformation	3.97	3.14	3.15




Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

Community Partnerships (Cont.)	N	Mean	SD
Engagement with a Wide Range of Partners To what extent do the following types of organizations actively participate as community partners with your law enforcement agency? (Each participant refers to information sharing, attending meetings, problem identification, and/or problem solving.)			
Law enforcement agencies (e.g., Federal, State, and/or other jurisdictions) who serve the community.	124	3.28	0.64
Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities).	124	4.37	1.21
Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools).	124	2.12	0.23
Non-profit/community-based organizations that serve community members.	122	3.46	0.67
Businesses operating in the community.	124	3.51	0.97
The local media.	124	3.84	1.04
To what extent do individuals in the community actively participate as community partners with your law enforcement agency?	123	4.59	0.55

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COMMUNITY POLICING—BUILDING Relationships, SOLVING Problems

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Next Steps

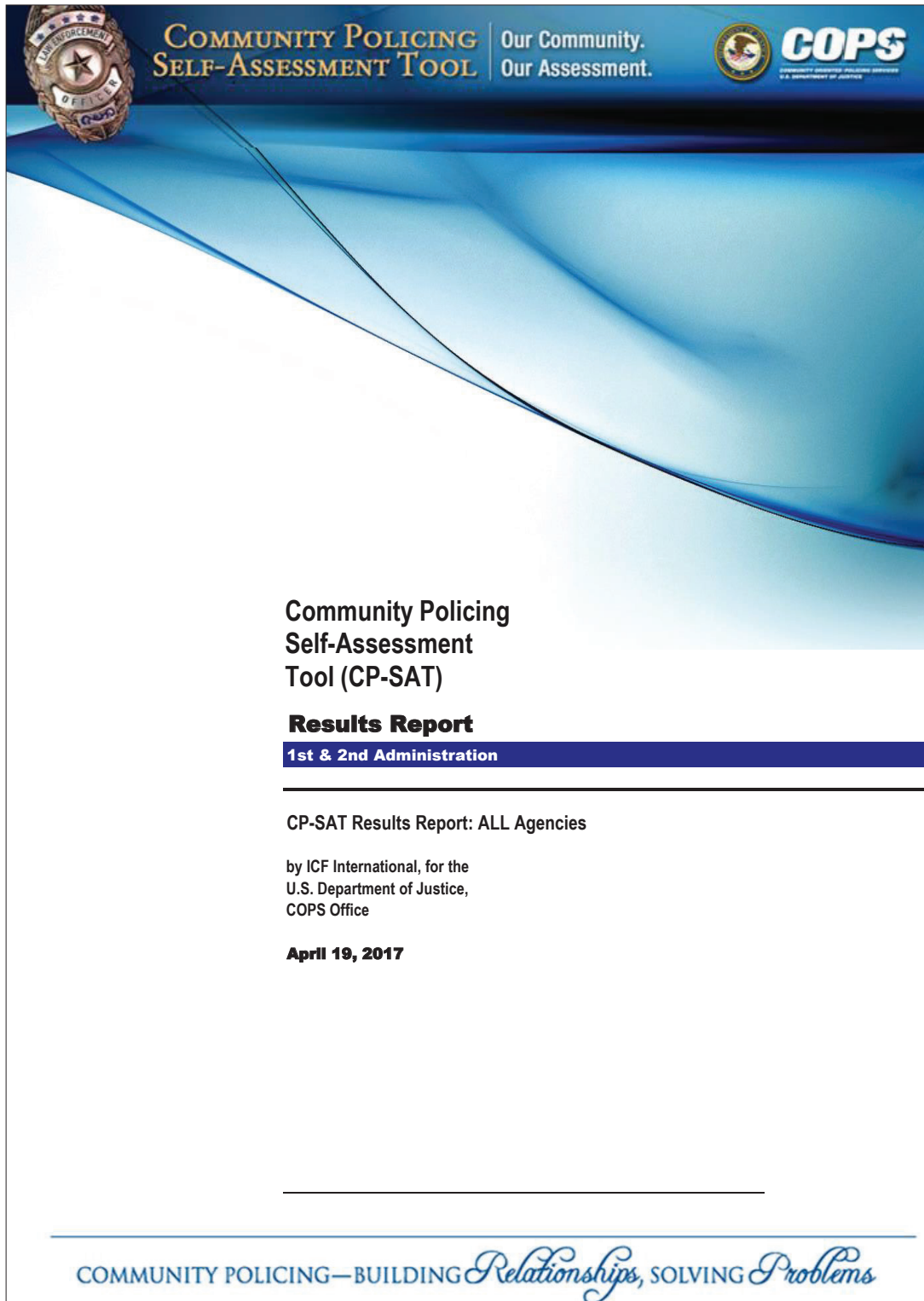
- Agency key contact finalizes pre-survey notification, survey invitation, and reminder email language and compiles email list of all participants.
- Agency key contact obtains necessary approvals and takes action to ensure pre-survey notification is sent from the Chief Executive on the specified date.
- Agency key contact emails survey invitation and two survey reminders to staff and community partners on specified dates.

Email or call ICF at CPSAT@icfsurveys.com or 877.99.CPSAT (877.992.7728) with any questions or visit <http://www.cops.usdoj.gov/Default.asp?Item=2673> for more information.

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COMMUNITY POLICING—BUILDING Relationships, SOLVING Problems

Appendix C. All Agency CP-SAT Results Report





Community Policing Self-Assessment Tool

Grant Period: ALL CP-SAT

Date Report Run: 4/19/2017

The Community Policing Self-Assessment Tool (CP-SAT) is intended to assess the extent to which the community policing philosophy has been implemented throughout participating agencies. Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

The CP-SAT is designed to measure three key areas in community policing: Community Partnerships, Problem Solving, and Organizational Transformation. The three key areas of community policing included in this report are described below.

COMMUNITY PARTNERSHIPS

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

PROBLEM SOLVING

The process of engaging in the proactive and systematic examination of identified problems to develop effective responses.

ORGANIZATIONAL TRANSFORMATION

The alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving.

This report first presents summary scores for each section within the CP-SAT across all participating agencies. Following the summary scores, it provides the average rating for each question on the CP-SAT.

CP-SAT Results Report: All Agencies

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Community Policing Self Assessment Tool
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Summary Scores

This report summarizes the survey findings across command staff, supervisors, officers, civilian staff, and community partners. Exhibit 1.0 provides the total number of individual respondents, as well as the number of agencies that participated in the assessment.

All questions were rated on a Likert-type scale (e.g., 1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent). Results are reported as mean agency values (averages) for each question or set of questions. Specifically, results are first averaged for each agency and then the mean is calculated across agency-level scores, so that agencies of all sizes are equally weighted.

Exhibit 1.0. Total Number of Respondents

Relationship with the Agency	1st Admin		2nd Admin	
	Participants	Agencies	Participants	Agencies
Line Officer	55,468	905	42,933	601
First-line Supervisor/ Middle Management	17,338	876	12,962	582
Command Staff	5,302	912	4,107	593
Civilian Staff	6,821	699	5,391	461
Community Partner	6,679	654	3,700	372
Total	91,608	959*	69,093	631*

**The total number of represented agencies is not the sum for each staff type; it represents the number of agencies for whom any staff type completed the CP-SAT. Most agencies had participants from more than one staff type, and no staff type was represented by all participating agencies.*

CP-SAT Results Report: All Agencies

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



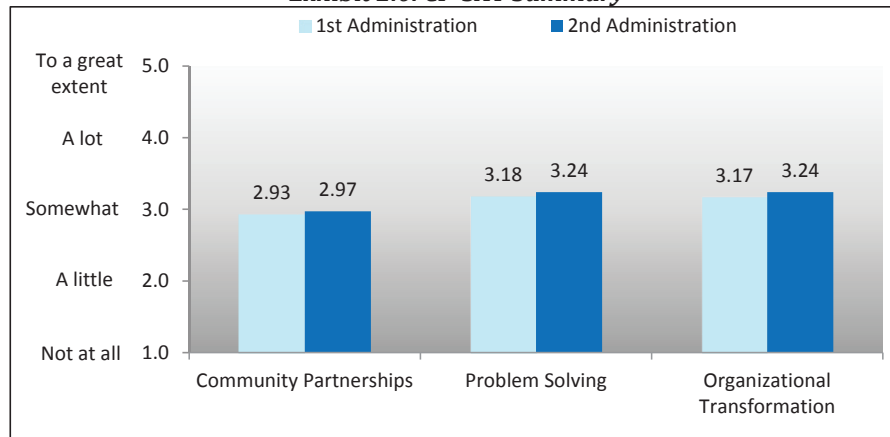
Understanding Report Exhibits

For all exhibits, two CP-SAT data bars are presented per topic:

- The light blue bar represents the average agency score from the first round of CP-SAT administration, and
- The dark blue bar represents the average agency score from the second round of CP-SAT administration

Exhibit 2.0 illustrates overall summary scores for each of the three modules: Community Partnerships, Problem Solving, and Organizational Transformation. Summary scores reflect the mean of 14 Community Partnership items, 24 Problem Solving items, and 42 Organizational Transformation items.

Exhibit 2.0. CP-SAT Summary



CP-SAT Results Report: All Agencies

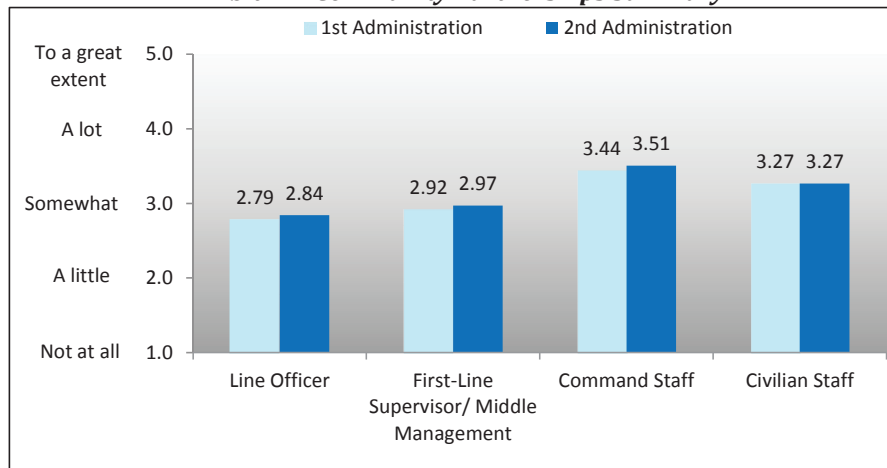
COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Summary Scores (Cont.)

Exhibit 2.1 provides the overall scores for the Community Partnerships module by stakeholder type. Community partnerships are defined as collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police. The major topics in this section include level of interaction with different types of partners, the extent to which the agencies have a wide range of partnerships, and the agencies' general engagement with the community.

Exhibit 2.1. Community Partnerships Summary

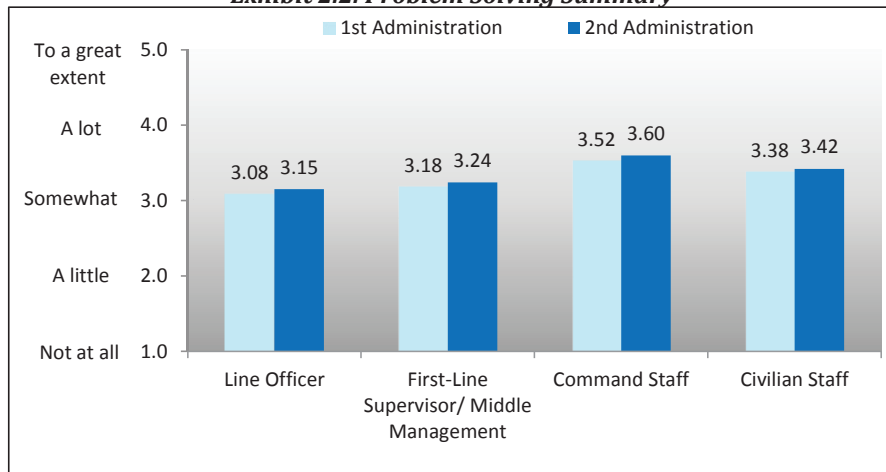




Summary Scores (Cont.)

The Problem Solving module measures the degree to which there is agency-wide commitment to go beyond traditional police responses to crime to proactively address a multitude of problems that adversely affect quality of life. Exhibit 2.2 provides the overall scores for the Problem Solving module by stakeholder type. The first section of the module contains questions about general problem solving topics, such as time officers are given to engage in the problem-solving process and technology resources available for problem solving. The next section examines problem-solving processes and is framed around the SARA model. The section includes questions on identifying and prioritizing problems, analyzing problems, responding to problems, and assessing problem-solving initiatives.

Exhibit 2.2. Problem Solving Summary

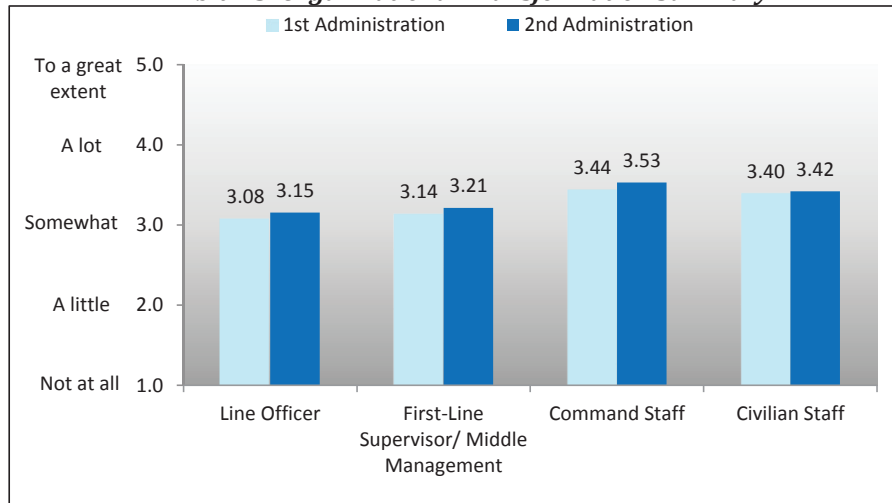




Summary Scores (Cont.)

Exhibit 2.3 provides the overall scores for the Organizational Transformation module by stakeholder type. The Organizational Transformation module measures the alignment of policies and practices to support community partnerships and proactive problem solving. There are four aspects of organizational transformation measured on this assessment: agency management, personnel management, leadership, and transparency with the community.

Exhibit 2.3. Organizational Transformation Summary





Community Policing Self Assessment Tool
Our Community, Our Assessment



Community Partnerships

Community partnerships are defined as collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police. The results presented here represent a snapshot of the agencies' partnership activities. The results are reported by the four major sections outlined below.

The Community Partnerships module includes four concepts:

Engagement with a Wide Range of Partners

Examines the extent to which there is *active* participation of numerous types of potential community partners with the agency. These potential partners include other law enforcement agencies, other components of the criminal justice system, other government agencies, non-profits that serve the community, the local media, and individuals in the community.

Government Partnerships (Non-law enforcement)

Examples of non-law enforcement government agencies in the community include parks, public works, traffic engineering, code enforcement, and/or the school system. The score for government partnerships represents the depth of the engagement with these partners.

Community Organization and Local Business Partnerships

Examples of non-government partners include block watch groups, faith-based organizations, neighborhood associations, non-profit service providers, media, local businesses, and youth clubs. The score for community organization and local business partnerships represents the depth of the engagement with these partners.

General Engagement with the Community

Refers to the extent to which the agency proactively reaches out to the community to involve it in the community policing process.



Community Policing Self Assessment Tool
Our Community, Our Assessment



Community Partnerships (Cont.)

Exhibit 3.0 provides the mean scores for the extent to which various types of organizations actively participate as community partners with the law enforcement agencies. “Actively participate” refers to information sharing, attending meetings, problem identification, and/or problem solving.

Exhibit 3.0. Engagement with a Wide Range of Partners

Types of Partners	1st Administration	2nd Administration
Law enforcement agencies (e.g., Federal, State, and/or Other Jurisdictions) who serve the community	3.66	3.72
Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities)	3.43	3.48
Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools)	3.20	3.25
Non-profit/ community-based organizations that serve community members	2.89	2.96
Businesses operating in the community	2.91	2.99
The local media	2.79	2.80
Individuals in the community	2.87	2.93

*First-line Supervisors/Middle Management

Note: 1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent.

CP-SAT Results Report: All Agencies

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Community Policing Self Assessment Tool
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Community Partnerships (Cont.)

Exhibit 3.1a provides the mean scores for the first and second round of administrations for all agencies, broken down by staff type for the extent to which various types of organizations actively participates as community partners with the law enforcement agencies.

Exhibit 3.1a. - Engagement with a Wide Range of Partners

Types of Partners	Line Officer		First-line Sup*	
	1st Admin	2nd Admin	1st Admin	2nd Admin
Law enforcement agencies (e.g., Federal, State, and/or Other Jurisdictions) who serve the community	3.55	3.95	3.64	3.66
Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities)	3.33	3.68	3.39	3.43
Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools)	3.09	3.67	3.17	3.18
Non-profit/ community-based organizations that serve community members	2.78	3.42	2.87	2.85
Businesses operating in the community	2.85	3.34	2.94	2.83
The local media	2.68	3.20	2.70	2.80
Individuals in the community	2.79	3.35	2.86	2.86

Note: 1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent.



Community Policing Self Assessment Tool
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Community Partnerships (Cont.)

Exhibit 3.1b provides the mean scores, for the first and second round of administrations for all CHP agencies, broken down by the remaining staff type for the extent to which various types of organizations actively participates as community partners with the law enforcement agencies.

Exhibit 3.1b. - Engagement with a Wide Range of Partners

Types of Partners	Cmd Staff		Civilian Staff		Total	
	1st Admin	2nd Admin	1st Admin	2nd Admin	1st Admin	2nd Admin
Law enforcement agencies (e.g., Federal, State, and/or Other Jurisdictions) who serve the community	4.02	4.05	3.71	3.98	3.66	3.72
Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities)	3.78	3.88	3.48	3.73	3.43	3.48
Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools)	3.59	3.68	3.20	3.70	3.20	3.25
Non-profit/ community-based organizations that serve community members	3.32	3.37	2.91	3.41	2.89	2.96
Businesses operating in the community	3.18	3.24	2.91	3.34	2.91	2.99
The local media	3.22	3.27	2.82	3.20	2.79	2.80
Individuals in the community	3.21	3.29	2.90	3.30	2.87	2.93

Note: 1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent.

CP-SAT Results Report: All Agencies

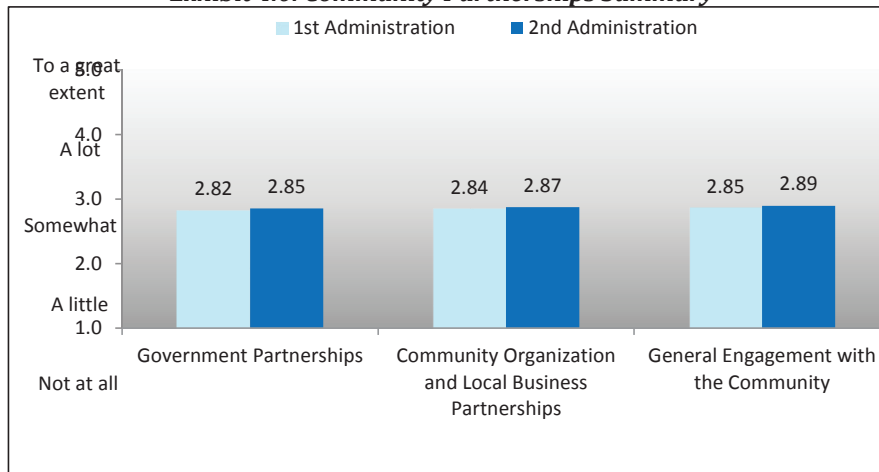
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Community Partnerships (Cont.)

Exhibit 4.0 provides the mean scores for government partnerships, community organization and local business partnerships, and general engagement with the community. Items in these sections measured the strength, quality, and mutuality of partnerships.

Exhibit 4.0. Community Partnerships Summary

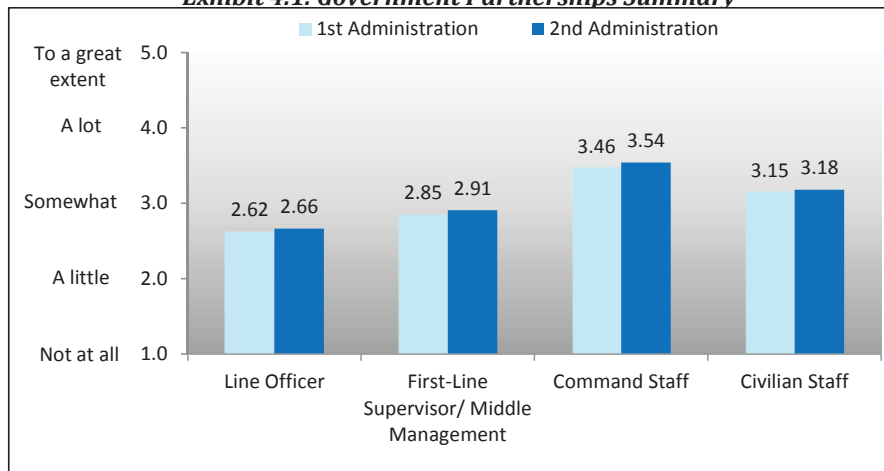




Community Partnerships (Cont.)

Exhibit 4.1 provides the mean scores for government partnerships by stakeholder type. The questions in this section ask about the extent of involvement with these partners, such as collaboration in developing shared goals and communication with partners.

Exhibit 4.1. Government Partnerships Summary

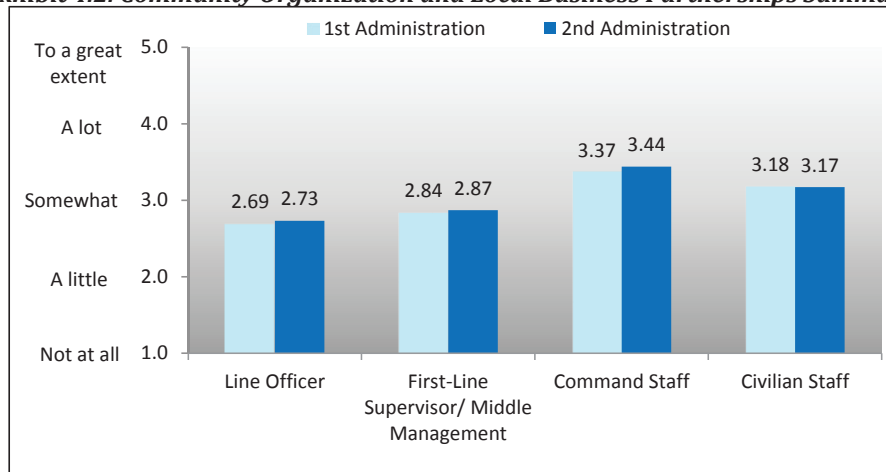




Community Partnerships (Cont.)

Exhibit 4.2 provides the mean scores for non-government partnerships, specifically those with community organizations and local business partners, by stakeholder type. The questions in this section ask about the extent of involvement with these partners, such as collaboration in developing shared goals and communication with partners.

Exhibit 4.2. Community Organization and Local Business Partnerships Summary

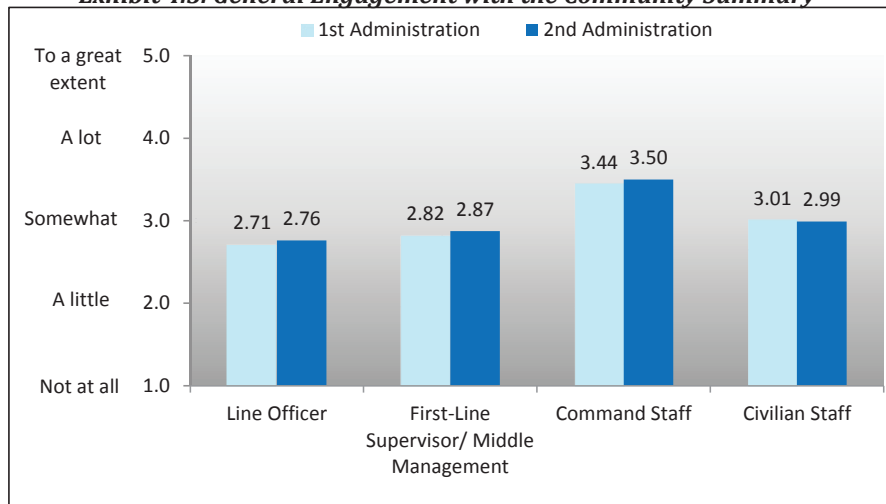




Community Partnerships (Cont.)

Exhibit 4.3 provides the mean scores for general involvement with the community, such as attending community events and meetings. These scores are provided by stakeholder type.

Exhibit 4.3. General Engagement with the Community Summary





Problem Solving

Problem solving is defined as the process of engaging in the proactive and systematic examination of identified problems to develop effective responses. The results presented here represent a snapshot of the agencies' problem-solving approach and activities. The results are reported by the five major sections outlined below.

The Problem Solving module includes five concepts:

General Problem Solving

General measure of the extent to which the agency facilitates and engages in problem solving.

Scanning

Extent to which participants identify problems drawing upon a wide variety of police and community information.

Analysis

Extent to which participants collect and analyze police and community data on elements, contributors, and past responses to problems.

Response

Extent to which participants develop and implement both enforcement and non-enforcement responses with long-term potential for eliminating problems.

Assessment

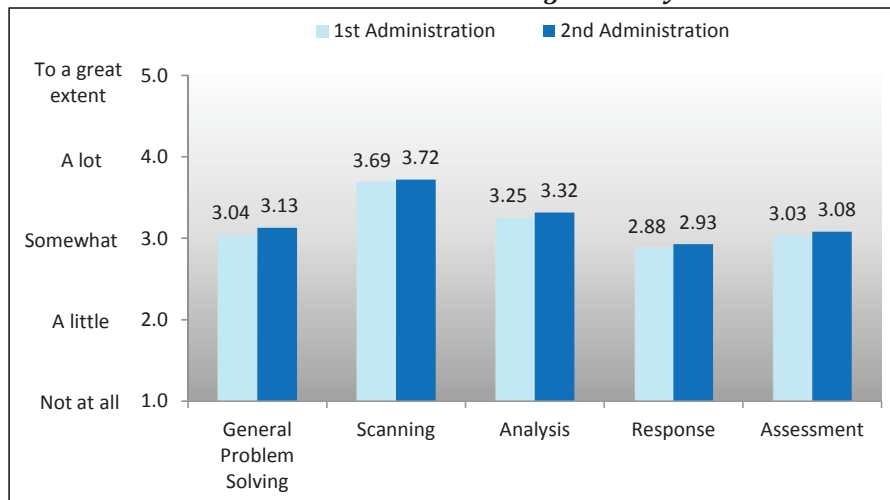
Extent to which participants evaluate the effectiveness of responses to problems and adjust responses as appropriate.



Problem Solving (Cont.)

Problem solving goes beyond traditional crime responses to proactively address a multitude of problems that adversely affect quality of life. Exhibit 5.0 provides the mean scores for each section of the Problem Solving module.

Exhibit 5.0. Problem Solving Summary

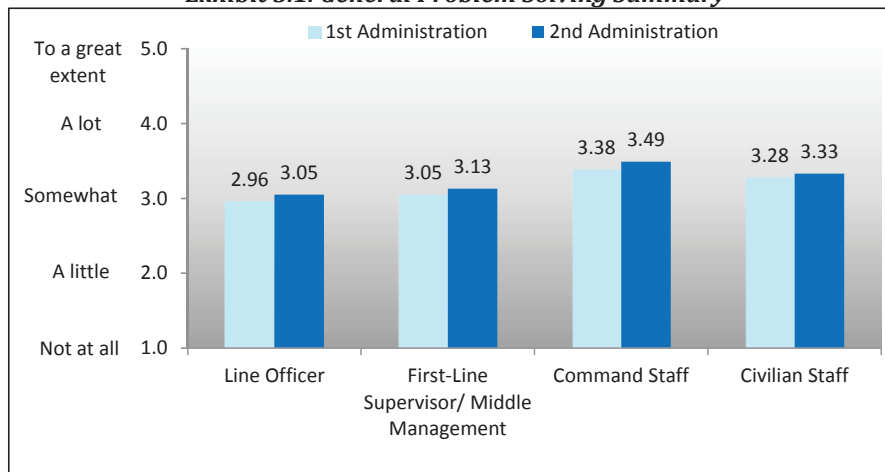




Problem Solving (Cont.)

Exhibits 5.1 provides mean scores for general problem solving by stakeholder type. The questions in this section reflect topics such as the amount of time officers are given to engage in problem solving and the frequency of conducting problem solving in their daily work.

Exhibit 5.1. General Problem Solving Summary

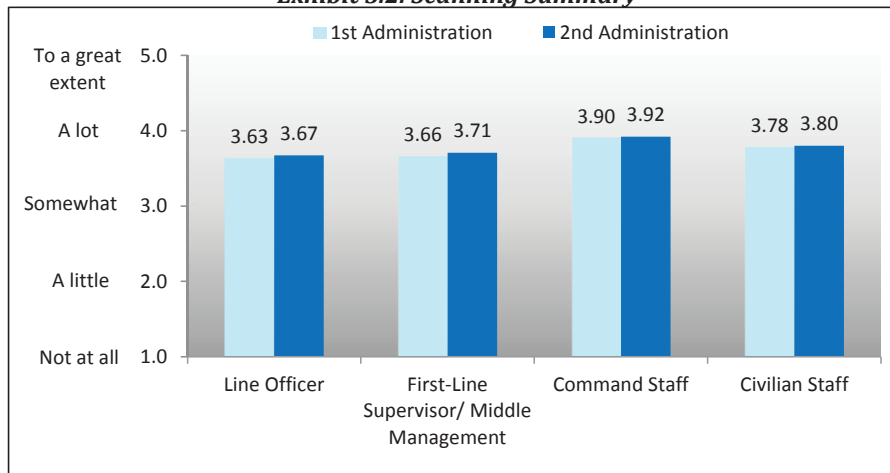




Problem Solving (Cont.)

Exhibits 5.2 provides mean scores for the problem-solving process "scanning" by stakeholder type. The questions in this section reflect the extent to which stakeholders identify problems drawing upon a wide variety of police and community information.

Exhibit 5.2. Scanning Summary

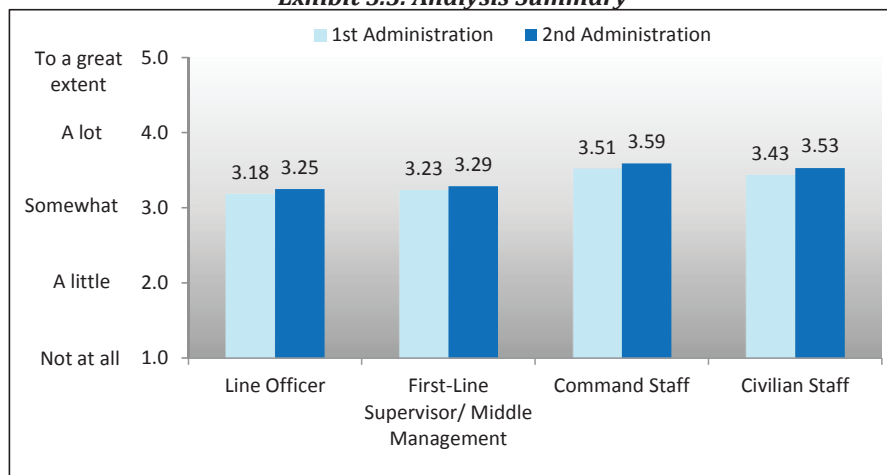




Problem Solving (Cont.)

Exhibits 5.3 provides mean scores for the problem-solving process "analysis" by stakeholder type. The questions in this section reflect the extent to which stakeholders collect and analyze police and community data on elements, contributors, and past responses to problems.

Exhibit 5.3. Analysis Summary

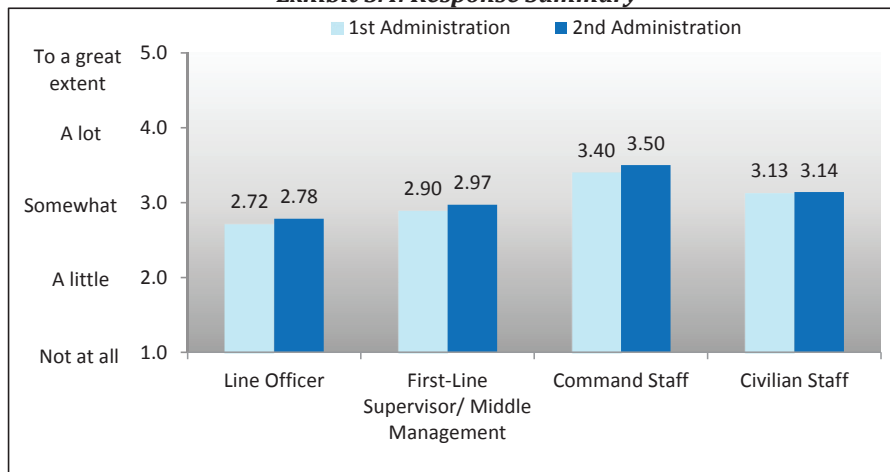




Problem Solving (Cont.)

Exhibits 5.4 provides mean scores for the problem-solving process "response" by stakeholder type. The questions in this section reflect the extent to which participants develop and implement both enforcement and non-enforcement responses with long-term potential for eliminating problems.

Exhibit 5.4. Response Summary

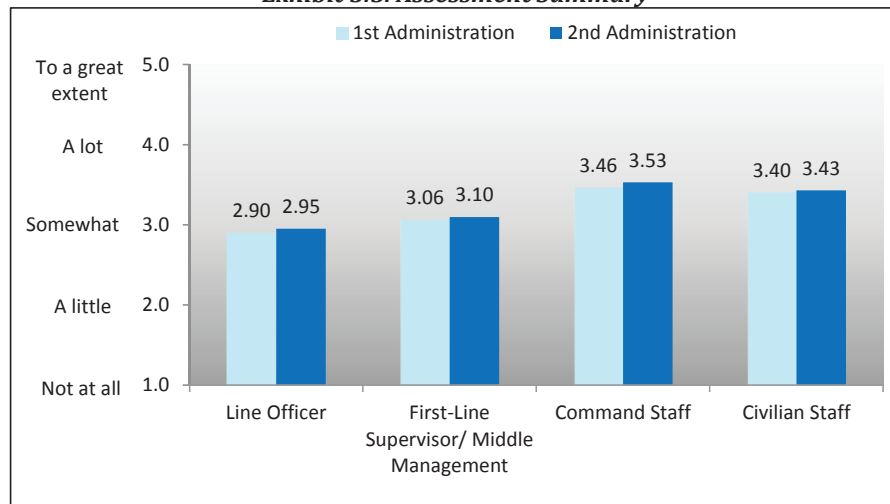




Problem Solving (Cont.)

Exhibits 5.5 provides mean scores for the problem-solving process "assessment" by stakeholder type. The questions in this section reflect the extent to which stakeholders evaluate the effectiveness of responses to problems and adjust responses as appropriate.

Exhibit 5.5. Assessment Summary





Organizational Transformation

Organizational transformation refers to the alignment of policies and practices to support community partnerships and proactive problem solving. The results presented here represent a snapshot of the department's principles of organizational transformation. The results are reported by the four major sections outlined below.

The Organizational Transformation module measures four concepts:

Agency Management

Resources and finances; planning and policies; and organizational evaluations.

Personnel Management

Recruitment, selection, and hiring; personnel evaluations and supervision; training; and geographic assignment of officers.

Leadership

The work, actions, and behaviors of leadership, such as the chief/sheriff and top command staff, when it comes to supporting community policing.

Transparency

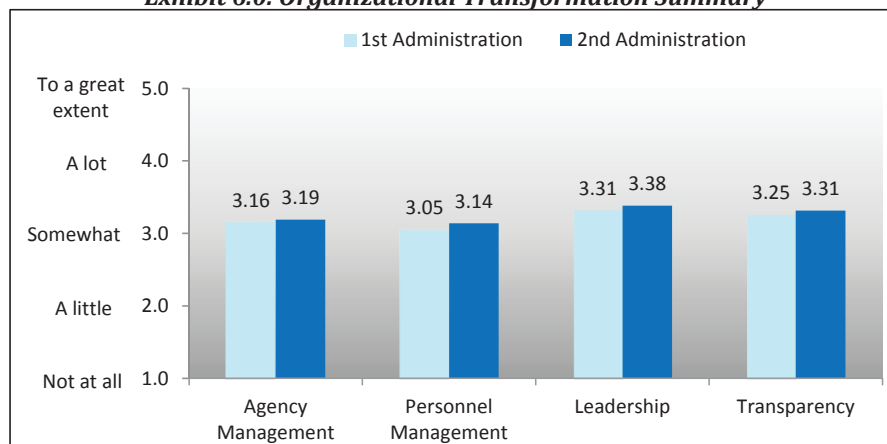
The extent to which the agency is open and forthcoming with the community about crime and disorder problems and police operations.



Organizational Transformation (Cont.)

Organizational transformation refers to the alignment of organizational management, structure, personnel, and information systems to support community partnerships and proactive problem solving. Exhibit 6.0 provides the mean scores for each section of the Organizational Transformation module.

Exhibit 6.0. Organizational Transformation Summary



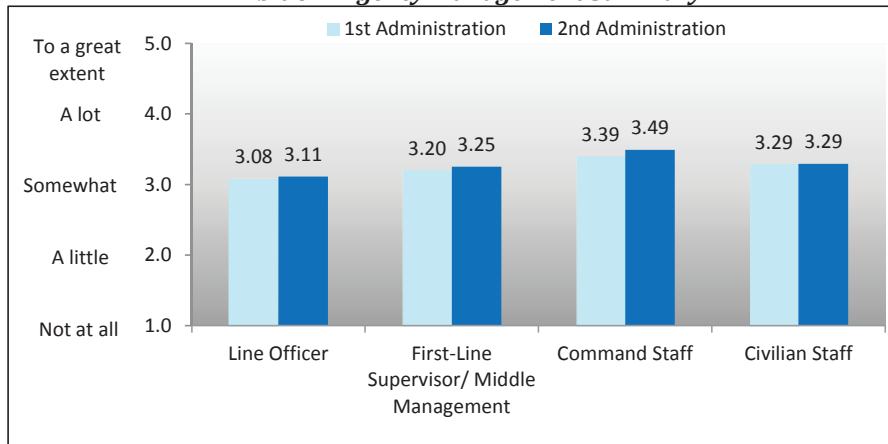
Note: Of the 11 Agency Management questions, 7 were answered by only command staff. Of the 18 Personnel Management questions, 2 were answered by only Line Officers, 3 were answered by only First-Line Supervisors/Middle Management and Command Staff, and 5 were answered by only Command Staff.



Organizational Transformation (Cont.)

Exhibit 6.1 provides mean scores for agency management by stakeholder type. Of the 11 Agency Management questions, 7 were given to command staff only. The command only questions pertain to agency planning, policies, and organizational assessments. The questions that all staff receive pertain to resources available for problem solving.

Exhibit 6.1. Agency Management Summary



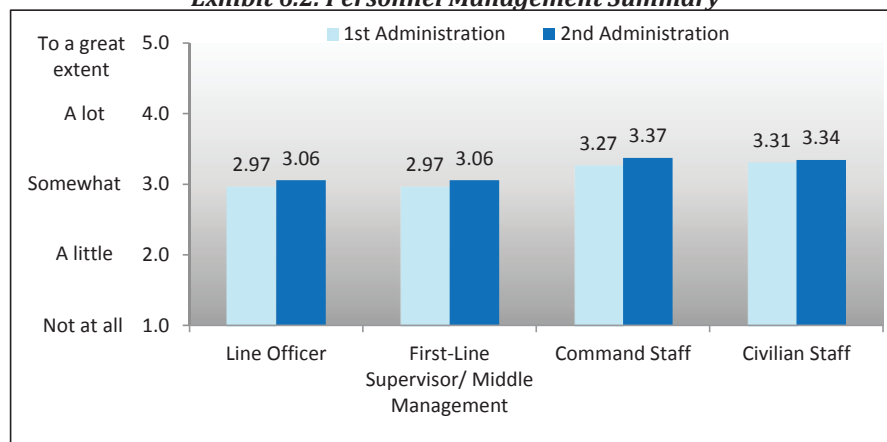
Note: Of the 11 Agency Management questions, 7 were answered by only command staff.



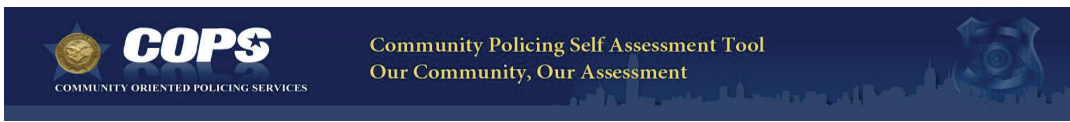
Organizational Transformation (Cont.)

Exhibit 6.2 provides mean scores for personnel management by stakeholder type. Of the 18 Personnel Management questions, 2 are answered by line officers only, and 3 are answered by command staff, supervisors, and middle management only. These questions ask about officer performance evaluations and manager/supervisor evaluation, respectively. An additional 5 questions on the extent to which community policing principles are reflected in recruiting, selection, and hiring, are answered by command staff only. The remaining 8 questions are answered by all staff and ask about training, geographic assignments, and decision making.

Exhibit 6.2. Personnel Management Summary



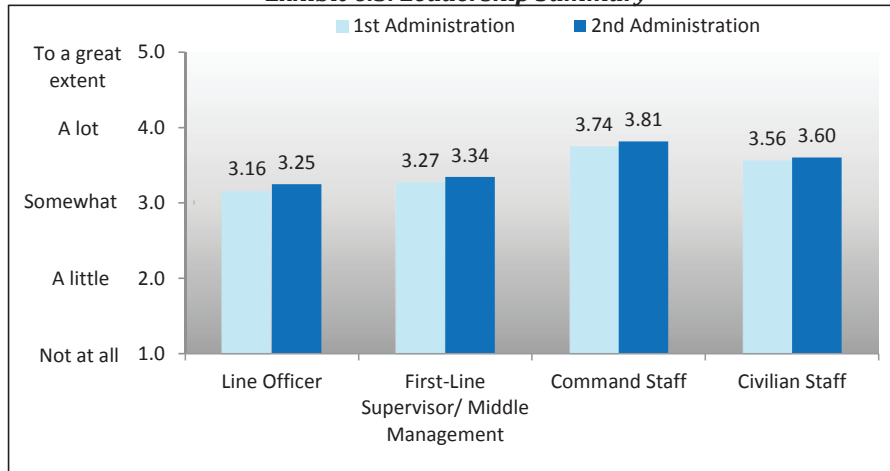
Note: Of the 18 Personnel Management questions, 2 were answered by only Line Officers, 3 were answered by only First-Line Supervisors/Middle Management and Command Staff, and 5 were answered by only Command Staff.



Organizational Transformation (Cont.)

Exhibit 6.3 provides mean scores for leadership by stakeholder type. These questions pertain to the work, actions, and behaviors of leadership, such as the chief/sheriff and top command staff, when it comes to supporting community policing.

Exhibit 6.3. Leadership Summary

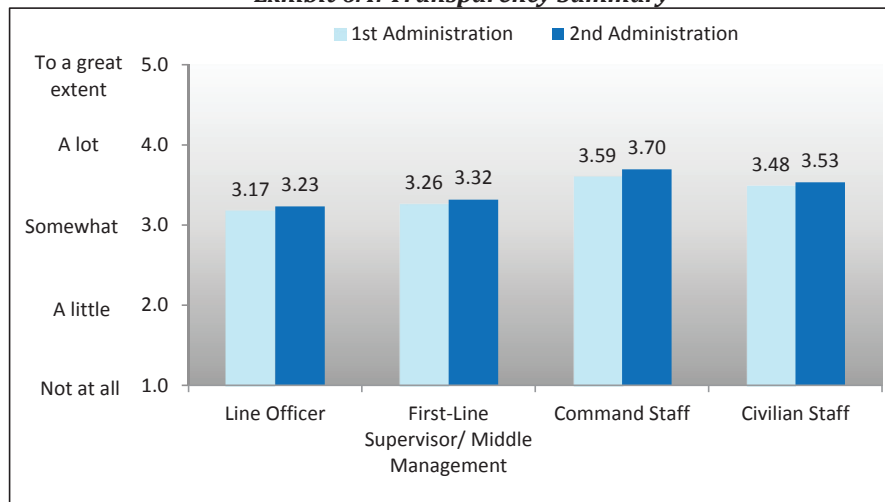




Organizational Transformation (Cont.)

Exhibit 6.4 provides mean scores for transparency with the community by stakeholder type. These questions reflect the extent to which the agencies are open and forthcoming with the community about crime and disorder problems and police operations.

Exhibit 6.4. Transparency Summary





Community Partner Perspective

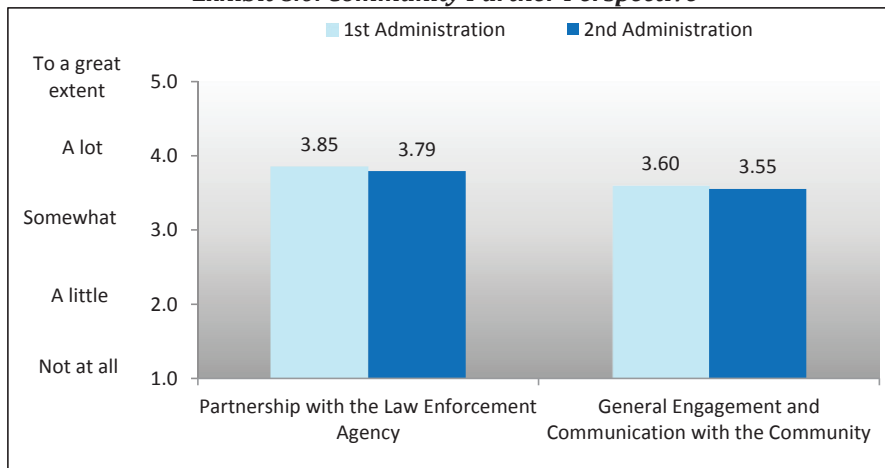
Community partners answered questions about the depth of their partnership and collaboration with their law enforcement agency as well as their perceptions of their law enforcement agency's engagement and communication with the general public. Exhibit 7.0 provides two numbers: 1) the total number of community partner respondents across all agencies, and 2) the number of agencies that received at least one response from a community partner respondent(s).

Exhibit 7.0. Number of Community Partner Respondents

	Admin 1	Admin 2
Participants	6,679	3,700
Agencies	654	372

Exhibit 8.0 provides mean responses from the community partner perspective.

Exhibit 8.0. Community Partner Perspective





Appendix

The appendix provided in the pages that follow gives the average scores for the first round of administration on each survey question. These data are reported at the agency level. "N" is the number of agencies with responses for that item, "Mean" is the agency-level average rating for the item, and "SD" is the standard deviation (i.e., measure of typical spread or variation around the average) of the agency-level ratings for the item.

Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Community Partnerships							
Engagement with a Wide Range of Partners							
To what extent do the following types of organizations actively participate as community partners with your law enforcement agency? ("Actively participate" refers to information sharing, attending meetings, problem identification, and/or problem solving).							
3. Law enforcement agencies (e.g., Federal, State, and/or other jurisdictions) who serve the community.	958	3.66	0.43	632	3.72	0.36	0.06
4. Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities).	959	3.43	0.42	632	3.48	0.37	0.05
5. Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools).	959	3.20	0.47	632	3.25	0.47	0.05
6. Non-profit/community-based organizations that serve community members.	959	2.89	0.45	632	2.96	0.41	0.07
7. Businesses operating in the community.	958	2.91	0.46	632	2.99	0.43	0.08
8. The local media.	958	2.79	0.52	632	2.80	0.52	0.01
9. To what extent do individuals in the community actively participate as community partners with your law enforcement agency?	959	2.87	0.44	632	2.93	0.42	0.06



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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Community Partnerships (Cont.)							
Government Partnerships (Non-law enforcement)							
10. To what extent does your agency provide sufficient resources (e.g., financial, staff time, personnel, equipment, political, and/or managerial support) to support the work of its government partnerships?	958	3.15	0.47	631	3.20	0.45	0.05
11. To what extent are you involved in implementing problem-solving projects with government partners?	959	2.68	0.51	631	2.70	0.47	0.03
12. To what extent do you collaborate in developing shared goals for problem-solving efforts with government partners?	958	2.60	0.51	630	2.65	0.48	0.05
13. To what extent do government partners share accountability for the partnership activities?	959	2.61	0.46	631	2.67	0.43	0.06
14. How often do you communicate with government partners? [1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Very often]	959	3.04	0.49	631	3.05	0.45	0.01

CP-SAT Results Report: All Agencies

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Community Partnerships (Cont.)							
Community Organization and Local Business Partnerships							
15. To what extent does your agency provide sufficient resources (e.g., financial, staff time, personnel, equipment, political, and/or managerial support) to support the work of its non-government partnerships?	958	2.97	0.47	631	3.02	0.45	0.05
16. To what extent do non-government partners trust your law enforcement agency (e.g., share information, believe that the department takes accountability seriously, believe the agency follows through on commitments, believe the agency will be honest about problems)?	959	3.38	0.48	631	3.40	0.45	0.02
17. To what extent are you involved in implementing problem-solving projects with non-government partners?	959	2.65	0.53	631	2.65	0.45	0.01
18. To what extent do you collaborate in developing shared goals for problem-solving efforts with non-government partners?	958	2.57	0.52	631	2.60	0.47	0.03
19. To what extent do non-government partners share accountability for the partnership activities?	958	2.55	0.46	631	2.61	0.43	0.07
20. How often do you communicate with non-government partners? [1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Very often]	959	2.96	0.46	631	2.97	0.42	0.01



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Community Partnerships (Cont.)							
General Engagement with the Community							
To what extent do you...							
21. Involve community members in solutions to community problems?	958	2.90	0.48	632	2.91	0.43	0.01
22. Make contact with a wide range of community members to assess community priorities?	959	2.85	0.52	632	2.91	0.48	0.07
23. Attend community events and meetings?	959	2.81	0.61	632	2.85	0.57	0.04



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Problem Solving							
General Problem Solving							
25. How aware are you of the Scanning, Analysis, Response, and Assessment (SARA) model?	960	2.57	0.66	632	2.69	0.63	0.12
26. To what extent are officers in your agency given the shift time to engage in the problem-solving process?	960	2.75	0.58	632	2.83	0.56	0.08
27. To what extent does your agency keep historical records (e.g., lessons learned; after action report) of problem solving for future reference?	959	2.98	0.56	632	3.08	0.54	0.09
28. To what extent does your agency coordinate problem-solving efforts across the agency (e.g., separate police divisions and shifts)?	960	3.08	0.54	632	3.15	0.51	0.07
29. How often do you conduct problem solving in your daily work? [1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Very often]	960	3.84	0.38	632	3.90	0.34	0.06



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Problem Solving (Cont.)							
Problem Solving Processes: Scanning							
In identifying and prioritizing the problems in your community, to what extent do you consider...							
30. Locations?	959	3.91	0.34	632	3.94	0.31	0.02
31. Victims?	959	3.85	0.38	632	3.89	0.33	0.04
32. Offenders?	959	3.96	0.33	632	3.98	0.31	0.03
33. In identifying and prioritizing the problems in your community, how much do you use non-law enforcement information (e.g., community surveys, community partners, input from caregivers, parole officers, landlords or business managers)?	959	3.02	0.46	632	3.08	0.43	0.06





Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Problem Solving (Cont.)							
Problem Solving Processes: Analysis							
When analyzing a problem, to what extent do you...							
34. Examine a comprehensive set of factors, such as the location, day of week, time of day, season and environmental factors (e.g., street lighting and landscape)?	959	3.49	0.41	632	3.53	0.38	0.04
35. Analyze the strengths and limitations of past or current responses to the problem?	959	3.32	0.42	632	3.36	0.38	0.04
36. Examine a range of non-police data (e.g., government records, community surveys, school information)?	959	2.79	0.48	632	2.89	0.45	0.10
37. Research and conduct analyses based on best practices?	959	2.84	0.49	632	2.96	0.45	0.11
38. Gather information about the victims affected by a problem?	958	3.25	0.48	632	3.34	0.43	0.09
39. Gather information about offenders contributing to a problem?	959	3.53	0.43	632	3.58	0.38	0.04
40. Gather information about locations contributing to a problem?	959	3.52	0.42	632	3.57	0.38	0.05



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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Problem Solving (Cont.)							
Problem Solving Processes: Response							
41. How much do you work with stakeholders in developing responses to problems?	959	2.55	0.53	631	2.59	0.50	0.05
42. In responding to problems, to what extent do you focus on long-term solutions that address underlying conditions of problems?	959	3.05	0.47	632	3.10	0.44	0.05
43. To what extent do you determine a response based on results of problem analysis?	959	2.93	0.46	631	2.97	0.44	0.04
44. To what extent do your problem-solving responses supplement enforcement activities with prevention-oriented strategies, such as situational crime prevention, nuisance abatement, zoning, and involving social services?	957	2.99	0.47	632	3.06	0.45	0.07
Problem Solving Processes: Assessment							
When assessing your problem-solving efforts...							
45. How much do you (or someone else) examine whether the response was implemented as planned?	959	3.02	0.46	631	3.07	0.44	0.05
46. To what extent do you (or someone else) determine if the response was effective, compared to baseline data?	959	2.93	0.49	632	3.00	0.45	0.07
47. To what extent do you (or someone else) analyze the nature of the problem further if a response does not work?	959	3.08	0.49	631	3.12	0.46	0.04
48. To what extent do you (or someone else) analyze the response further if a response does not work?	959	3.10	0.50	632	3.14	0.47	0.04

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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Organizational Transformation							
Agency Management							
49. To what extent are you readily able to access relevant information (e.g., police, community, and research data) to support problem solving?	960	3.22	0.51	631	3.25	0.45	0.03
50. To what extent are the problem-solving data available to you accurate?	960	3.20	0.47	632	3.21	0.43	0.02
51. To what extent does your agency provide the data (e.g., through reports or intranet access) that you need to engage in effective problem solving?	960	3.28	0.51	631	3.29	0.48	0.01
52. To what extent has your agency acquired the necessary information technology hardware and software (e.g., crime analysis, mapping) to support problem solving?	960	3.04	0.59	631	3.09	0.57	0.05
53. (Command only) To what degree has your agency included community policing values (e.g., empowerment, trust, accountability, problem solving, and community partnership) in its mission statement?	910	3.83	0.74	590	3.92	0.70	0.09
54. (Command only) To what degree does your agency's strategic plan (or similar document) include goals or objective statements that support community policing?	910	3.68	0.80	590	3.79	0.76	0.11
55. (Command only) To what extent are community partners represented in planning and policy activities (e.g., budgeting, citizen advisory panels)?	910	2.97	0.82	589	3.14	0.79	0.17
56. (Command only) To what extent does your agency prioritize community policing efforts in making budgetary decisions?	911	3.22	0.78	589	3.39	0.78	0.17



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

Organizational Transformation (Cont.)

Agency Management (Cont.)							
	1st Admin		2nd Admin		Δ %		
	N	%	N	%			
57. (Command only) Does your agency conduct a review of the performance of the organization regularly (e.g., at least once every year)?	5248		4072				
Yes		79.2%		81.1%		1.9%	
No [If No, skip the next 3 questions]		20.8%		18.9%		-1.9%	
	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
58. (Command only) To what extent did your agency's most recent effort to evaluate organizational performance reflect overall impacts of your community policing efforts?	837	3.36	0.61	554	3.47	0.61	0.11
59. (Command only) In assessing your organization's community policing efforts, to what extent does your agency incorporate community assessment tools (e.g., surveys, citizen feedback letters, online input)?	837	3.05	0.77	554	3.14	0.75	0.09
60. (Command only) To what extent did your agency share the results from your most recent effort to evaluate community policing?	834	3.01	0.81	555	3.12	0.80	0.11



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Organizational Transformation (Cont.)							
Personnel Management							
61. To what extent does your agency require demonstrated competency in community policing (e.g., ability to form productive partnerships, completion of a successful problem-solving project) for promotion?	959	2.95	0.56	631	3.04	0.52	0.09
62. How well are expectations for your role in community policing defined by your law enforcement agency?	959	3.12	0.57	631	3.22	0.53	0.10
To what extent are officers in your agency trained in...							
63. Problem solving?	960	3.30	0.50	630	3.39	0.47	0.09
64. Building community partnerships?	960	3.04	0.58	631	3.15	0.54	0.11
65. To what extent is community policing an agency-wide effort involving all staff?	960	3.08	0.63	631	3.18	0.58	0.09
66. To what extent are officers in your agency given adequate uncommitted time to proactively work with the community?	960	2.83	0.64	632	2.92	0.61	0.08
67. To what extent are geographic, beat, or sector assignments long enough to allow officers in your agency to form strong relationships with the community?	960	3.17	0.62	632	3.22	0.59	0.05
68. To what extent does your agency give patrol officers decision-making authority to develop responses to community problems?	960	3.21	0.58	632	3.26	0.56	0.05
To what extent do performance evaluations hold you accountable for...							
69. (Line Officers Only) Developing partnerships with external groups?	904	2.58	0.59	601	2.67	0.53	0.09
70. (Line Officers Only) Using problem solving?	903	3.02	0.58	601	3.11	0.55	0.09

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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Organizational Transformation (Cont.)							
Personnel Management (Cont.)							
To what extent does recruit field training in your agency include...							
71. (Command only) Problem solving?	908	3.45	0.74	586	3.57	0.69	0.12
72. (Command only) Developing	908	3.20	0.77	589	3.33	0.75	0.13
73. (Command only) How much does your agency involve the community in recruitment, selection, and hiring processes (e.g., the community might help identify competencies and participate in oral boards)?	908	2.41	0.94	589	2.54	0.97	0.12
74. (Command only) To what extent does your agency recruit officers who have strong general problem-solving skills?	909	3.44	0.76	589	3.52	0.72	0.08
75. (Command only) To what extent does your agency recruit officers who have an interest in working collaboratively with the community?	908	3.47	0.76	588	3.55	0.75	0.08
To what extent do performance evaluations hold managers and supervisors in your agency accountable for...							
76. (First-Line Supervisor/Middle Management & Command only) Encouraging community policing among officers they supervise?	950	3.10	0.73	624	3.19	0.69	0.09
77. (First-Line Supervisor/Middle Management & Command only) Developing partnerships with external groups?	950	2.97	0.74	625	3.04	0.68	0.07
78. (First-Line Supervisor/Middle Management & Command only) Using innovative problem solving?	950	3.07	0.71	624	3.13	0.66	0.06

CP-SAT Results Report: All Agencies

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Organizational Transformation (Cont.)							
Leadership							
To what extent does your Chief/Sheriff stress the importance of...							
79. Community policing to personnel within your agency?	958	3.52	0.64	631	3.57	0.61	0.06
80. Community policing externally?	957	3.48	0.64	632	3.54	0.60	0.06
To what extent does the top command staff at your agency...							
81. Communicate a vision for community policing to personnel within your agency?	959	3.23	0.65	631	3.30	0.60	0.07
82. Advocate partnerships with the community?	959	3.36	0.62	632	3.42	0.57	0.06
83. Value officers' work in partnership activities?	959	3.31	0.64	631	3.36	0.59	0.05
84. Value officers' work in problem solving?	959	3.36	0.62	632	3.41	0.59	0.05
To what extent do first-line supervisors in your agency...							
85. Establish clear direction for community policing activities?	959	3.07	0.60	631	3.16	0.56	0.09
86. Empower officers to do community policing?	959	3.18	0.60	632	3.29	0.58	0.11



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Organizational Transformation (Cont.)							
Transparency							
To what extent does your agency provide community members with information on...							
87. Agency activities?	959	3.29	0.56	631	3.36	0.51	0.07
88. Crime problems?	959	3.36	0.53	632	3.42	0.51	0.05
89. Crime-prevention tips?	959	3.40	0.55	631	3.45	0.54	0.05
90. Crime maps?	959	2.73	0.73	632	2.82	0.69	0.09
91. To what extent does your agency communicate openly with community members?	959	3.48	0.53	632	3.53	0.50	0.04



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Community Partner Perspective							
Partnership with the Law Enforcement Agency							
92. (Partner only) To what degree is the law enforcement agency involved in problem-solving projects with your organization?	655	3.69	0.69	373	3.65	0.70	-0.04
93. (Partner only) How much does the law enforcement agency collaborate in developing shared goals for problem-solving efforts with your organization?	655	3.64	0.68	373	3.56	0.77	-0.07
94. (Partner only) To what degree does the law enforcement agency provide sufficient resources (e.g., financial, staff time, personnel, equipment, political, and/or managerial support) to support the work of your partnership?	653	3.72	0.66	371	3.66	0.76	-0.06
95. (Partner only) To what extent does your organization share accountability with the law enforcement agency for the partnership activities?	654	3.69	0.66	372	3.61	0.71	-0.08
96. (Partner only) To what extent does your organization trust the law enforcement agency (e.g., share information, believe that the department takes accountability seriously, believe the agency follows through on commitments, and believe the agency will be honest about problems)?	654	4.33	0.57	372	4.20	0.74	-0.13
97. (Partner only) How often does the law enforcement agency communicate with your organization? [1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Very often]	654	4.06	0.60	371	4.07	0.66	0.01



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin		2nd Admin		Δ %
	N	%	N	%	
Community Partner Perspective (Cont.)					
Partnership with the Law Enforcement Agency (Cont.)					
98. (Partner only) Please indicate the statement that best describes the relationship between your organization and the law enforcement agency:	6405		3471		
1 = Interaction with the law enforcement agency involves one-way communication from the law enforcement agency to your organization (for example, educating and/or informing the organization about current law enforcement initiatives)		5.8%		5.0%	-0.80%
2 = Interaction with the law enforcement agency involves one-way communication from your organization to the law enforcement agency (for example, informing the law enforcement agency of community-related concerns)		9.4%		9.0%	-0.40%
3 = Interaction between your organization and the law enforcement agency involves two-way information sharing (for example, your organization collects information on community priorities and concerns for the law enforcement agency and the law enforcement agency provides information about responses)		45.7%		48.2%	2.50%
4 = Interaction with the law enforcement agency involves collaboration, shared power, and shared decision-making between the law enforcement agency and your organization to determine community needs, priorities, and appropriate responses.]		39.1%		37.7%	-1.40%



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Community Partner Perspective (Cont.)							
General Engagement and Communication with the Community							
99. (Partner only) To what extent does the law enforcement agency involve community members in solutions to community problems?	647	3.54	0.62	372	3.50	0.75	-0.04
100. (Partner only) To what extent do officers in the law enforcement agency introduce themselves to community members (residents, organizations, and groups)?	649	3.81	0.62	372	3.78	0.74	-0.02
101. (Partner only) To what extent does the law enforcement agency develop relationships with community members (residents, organizations, and groups)?	649	3.83	0.62	371	3.81	0.77	-0.02
102. (Partner only) To what extent is the law enforcement agency aware of the priorities of community members?	648	3.83	0.61	372	3.80	0.70	-0.03
103. (Partner only) To what degree are beat assignments in the law enforcement agency long enough to allow police to form strong relationships with the community?	646	3.50	0.69	369	3.50	0.76	0.00



Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	1st Admin			2nd Admin			Δ Mean
	N	Mean	SD	N	Mean	SD	
Community Partner Perspective (Cont.)							
General Engagement and Communication with the Community (Cont.)							
To what extent does the law enforcement partner...							
104. (Partner only) Regularly communicate with residents (for example, through websites, newsletters, public meetings)?	647	3.50	0.69	371	3.46	0.80	-0.04
105. (Partner only) Communicate with the community openly?	647	3.60	0.66	372	3.55	0.76	-0.05
106. (Partner only) Share information on crime problems with external parties?	644	3.52	0.63	369	3.46	0.79	-0.06
107. (Partner only) Provide residents with a mechanism to provide feedback to the agency?	648	3.48	0.68	372	3.40	0.82	-0.08
108. (Partner only) Make it easy for community residents and others to contact the beat officer assigned to their area?	646	3.52	0.73	370	3.45	0.83	-0.07
109. (Partner only) Communicate a vision for community policing externally?	647	3.41	0.73	371	3.32	0.87	-0.09

N = Number of agencies with responses to the item, Mean = the average agency-level rating for the item, SD = the standard deviation of agency-level scores for the item, and Δ Mean = the mean change from the 1st admin to the 2nd admin.

Note: Q2 and Q24 are civilian items that screen out civilian staff who have a small or no level of involvement in community policing within their agency. These items have been excluded from this appendix.

Appendix D. CP-SAT Postcard


CP-SAT Community Policing Self Assessment Tool



How's your community policing going? Take CP-SAT and find out.

Please Help Our Agency By Completing the CP-SAT

Our agency is participating in the Community Policing Self-Assessment Tool (CP-SAT), which is an online survey that collects information about our practice of community policing.

- ▶ 100% confidential
- ▶ Takes about 15 minutes
- ▶ Tailored to your position

[http:// Survey](http://Survey)



<https://survey.icfsurveys.com/se.ashx?s=04BD76CC1E43EC40>
Agency Passcode: [password]

Through your participation in this assessment, our agency will be able to gather valuable data to identify community policing strengths and areas for improvement, and enhance our community policy practices.

Thank you for supporting our agency with your participation.
If you have questions, please contact:
[FirstName LastName at 555-555-1212]

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*
Visit Us Online - <http://www.cops.usdoj.gov/Default.asp?Item=2673>


CP-SAT Community Policing Self Assessment Tool



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<https://survey.icfsurveys.com/se.ashx?s=04BD76CC1E43EC40>
Agency Passcode: [password]

Through your participation in this assessment, our agency will be able to gather valuable data to identify community policing strengths and areas for improvement, and enhance our community policy practices.

Thank you for supporting our agency with your participation.
If you have questions, please contact:
[FirstName LastName at 555-555-1212]

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*
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Appendix E. CP-SAT Command Staff Flyer



CP-SAT OVERVIEW

The Community Policing Self-Assessment Tool (CP-SAT) is a 15-minute online survey that your agency is required to administer twice (beginning and end of your grant period) as a COPS Hiring Program (CHP) grantee. CP-SAT confidentially captures information about community partnerships, problem solving, and organizational impact from all ranks of sworn staff, as well as from civilian staff and community partners, in order to help law enforcement agencies measure their progress in implementing community policing. Upon completing the CP-SAT, your agency will receive a results report that summarizes your agency's data and helps your agency to enhance its community policing efforts through the identification of strengths and areas for improvement.

Benefits of CP-SAT

- No Cost – Services are fully covered by the COPS Office for CHP grantees
- Comprehensive – Allows for input from officers, supervisors, command staff, civilian staff, and community partners
- Quick – Takes about 15 minutes for participants to complete
- Valuable – Use the report data in grant applications, community presentations, strategic planning

Administration Steps

1. Agency key contact compiles participant email list including the following:
 - a. All sworn staff
 - b. Civilian staff (i.e., non-sworn) who work on community partnerships and/or problem solving
 - c. Community partners/organizations that are knowledgeable about the agency and how it interacts with partners and the community
2. Agency key contact emails survey invitation and two survey reminders (ICF provides sample language) to participants on the dates specified below:
 - a. (INSERT ACTUAL DATE): Email Survey Invitation
 - b. (INSERT ACTUAL DATE): Email Reminder 1
 - c. (INSERT ACTUAL DATE): Email Reminder 2
3. Agencies with a low response rate are emailed after two weeks of administration
4. (INSERT ACTUAL DATE): Administration period ends
5. Chief executive and agency key contact receives summary report via email

For additional information about the CP-SAT and administration process, please visit <http://www.cops.usdoj.gov/Default.asp?Item=2673>

For questions or technical support, please contact ICF at CPSAT@icfsurveys.com or 877-99-CPSAT.

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*

Appendix F. Data Confidentiality Statement

Confidentiality of Data

Confidentiality of participant data is of great importance to the COPS Office and ICF International. All CP-SAT responses are anonymous. The data collection process provides no way to identify which participants completed the CP-SAT. Additionally, there are no individual identifiers in the data and no one (e.g., the agency, the COPS Office, ICF International) will be able to link an individual's data to their name, email address, or other personally-identifiable data.

Data are reported to each agency in aggregate at the agency-level; no individual responses are reported. Additionally, the CP-SAT modules and subsections are broken down by staff type when sufficient number of responses are collected. Any individual item or subsection where fewer than three responses are collected will not be displayed on the agency's report.

Large agencies that request sampling assistance are asked to provide a roster of staff to ICF International. This data is used to select a representative sample of staff to invite to take the CP-SAT and no data, including staff name and email address, can be linked to participant responses. Additionally, ICF maintains the security of all data provided by maintaining the data on secure servers that are only accessible by project team staff. Although name and email address are requested as part of the roster to aid the agency in creating the sample frame's email list, agencies can opt to provide a unique identifier (e.g., number) to ICF that is later mapped back by the agency to the appropriate email addresses prior to administration.

All CP-SAT data will ultimately be provided to the COPS Office for future research use. In the dataset that the COPS Office will receive, all agency-identifiable data (e.g., agency name) will be removed from the data and certain demographics characteristics (e.g., size, geographic location) will be included for research purposes.

If you have any questions about confidentiality of data or anything else regarding the CP-SAT, please feel free to call the ICF International CP-SAT administration team at CPSAT@icfsurveys.com or 877.99.CPSAT (877.992.7728).

Appendix G. CP-SAT Marketing Flyer



COPS

COMMUNITY ORIENTED POLICING SERVICES

CP-SAT

Community Policing Assessment
for COPS Hiring Grantees

How's your community policing going?
Take the CP-SAT and find out.

COMMUNITY POLICING—BUILDING *Relationships*, SOLVING *Problems*

CP-SAT (Community Policing Self-Assessment Tool) is an online survey that helps you measure your agency's progress in implementing community policing. CP-SAT confidentially captures information about community partnerships, problem solving, and organizational impact. You'll receive an easy-to-use automated report that summarizes your agency's data so you can understand strengths and areas for improvement.

- ▶ **No cost** – The COPS Office is underwriting the cost of the CP-SAT for its hiring grantees
- ▶ **Comprehensive** – Allows for input from officers, supervisors, command staff, civilian staff, and community partners
- ▶ **Quick** – Takes about 15 minutes for participants to complete
- ▶ **Valuable** – Use the report data in grant applications, community presentations, strategic planning, and benchmarking

[http:// Survey...](http://Survey...)



Email CPSAT@icfsurveys.com
or call 877.99.CPSAT (877.992.7728)

Visit Us Online
<http://www.cops.usdoj.gov/Default.asp?Item=2673>

Appendix H. Example ICF CP-SAT Communication Plan

Overview of 2016 CP-SAT Administration Periods for 2015 and 2013 CHP			
#	Grant (Admin #)	Wave	Admin Period
1	2015 CHP (1 st Admin)	1	March 8 – March 29
2	2015 CHP (1 st Admin)	2	May 3 – May 24
3	2013 CHP (2 nd Admin)	3	Aug 2 – Aug 23
4	2013 CHP (2 nd Admin)	4	Sept 27 – Oct 18

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
Initial Communication/Scheduling CHP Agencies (Wave Scheduling Template)						
January 12, 2016	N/A	COPS Office provides ICF with updated list of grantees, including award accepted data	Email	ICF Admin Team	COPS Office	All agencies provide COPS Office with grant acceptance notification by 1/1/16 . COPS Office provides ICF Admin Team with final list of grantee acceptors. This includes all the information for each agency participating in the CP-SAT, including date grantee accepted CHP award.
Wave 1 & 2: January 19, 2016 Wave 3 & 4: June 14, 2016	1.0	COPS Office notifies ALL CHP agencies of the upcoming CP-SAT process	Batch Email or Letter	ALL CHP agencies	COPS Office	Provides ALL CHP agencies with project background, participation requirements for CHP grant; 2 administration dates; ICF will contact agencies in 1 week: Wave 1 & 2: January 26, 2016 Wave 3 & 4: June 21, 2016

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
Wave 1 & 2: January 26, 2016 Wave 3 & 4: June 21, 2016	2.0: Non-Sampling 2.1: Sampling 2.2: Small 2.3: Sheriff 2.4: Spanish	ICF notifies <i>Specific Agency Types</i> with assigned administration date	Batch Email	Specific Agency Type <ul style="list-style-type: none"> • Small (<5 sworn) • Sampling (>1200 sworn) 	ICF drafts and sends email to participants	Provides <i>Specific types of agencies</i> with project background, participation requirements for CHP grant; notify agencies of assigned administration date; ask agencies to confirm administration date by 4.5 weeks before admin start date: Wave 1 & 2: February 5, 2016 Wave 3 & 4: July 1, 2016
Wave 1 & 2: February 2, 2016 Wave 3 & 4: June 28, 2016	3.0	ICF reminds ALL agencies who have not yet confirmed administration date to email or call CP-SAT hotline to confirm	Individual Email	ALL CHP <i>NON-CONFIRMED agencies</i>	ICF drafts and sends email to participants	Reminds all <i>NON-CONFIRMED agencies</i> to email or call CP-SAT hotline to confirm assigned administration date before deadline of 4.5 weeks before admin start date: Wave 1 & 2: February 5, 2016 Wave 3 & 4: July 1, 2016
Wave 1 & 2: February 8, 2016 Wave 3 & 4: July 5, 2016	4.0	ICF notifies ALL agencies who have not yet confirmed administration date and reminds them to confirm; Extends deadline to confirm	Individual Email	ALL CHP <i>NON-CONFIRMED agencies</i>	ICF drafts and sends email	Provides all <i>NON-CONFIRMED agencies</i> with the information provided in previous email (3.0); Emphasizes the importance of confirming administration date; Extends deadline to confirm to 3.5 weeks before admin start date. Wave 1 & 2: February 12, 2016 Wave 3 & 4: July 8, 2016
Wave 1 & 2: February 15, 2016 Wave 3 & 4: July 11, 2016	5.0	ICF notifies COPS GAD with a list of <i>NON-COMPLIANT</i> agencies that have not confirmed administration date	ICF Emails	COPS GAD	ICF Tracker Lead drafts and sends email	Provides COPS GAD with a table of all <i>NON-COMPLIANT agencies</i> , including PoC name and contact information.
Wave 2 & 4: As agencies confirm admin date	6.0: Non-Sampling in Non-Subsequent Wave 6.1: Sampling in Non-Subsequent Wave	ICF thanks non-sampling agencies that confirm Wave 2/4 and informs key contact we will be in touch one month before administration period ICF thanks sampling agencies that want sampling support for confirming Wave 2/4	Individual Emails, Informational Materials	<i>All Agencies assigned to Wave 2 or 4</i>	ICF drafts and sends email	Acknowledges non-sampling agencies in <i>WAVE 2 or 4</i> for confirming admin start date and identifying key contact; informs key contact that we will provide administration details one month prior to start date. Wave 2: April 5, 2016 Wave 4: August 30, 2016 Acknowledges sampling agencies in <i>WAVE 2 or 4</i> for confirming admin start date and requesting sampling support; identifies variables needed to provide sampling support. Requests support and notifies deadline to submit sworn staff roster at least six weeks prior to start date. Wave 2: April 5, 2016 Wave 4: August 16, 2016
Administration Wave						

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
<p>Wave 1 & 3: As agencies confirm admin date</p> <p>Wave 2: April 5, 2016</p> <p>Wave 4: August 30, 2016</p>	<p>7.0: Non-Sampling</p> <p>7.1: Sampling</p> <p>7.2: Small</p> <p>7.3: Sheriff</p> <p>7.4: Spanish</p>	<p>ICF provides <i>Specific Agency Types</i> in upcoming wave with administration details</p>	<p>Individual Emails, Informational Materials</p>	<p><i>Specific Agency Type</i></p>	<p>ICF drafts and sends email</p>	<p>Provides <i>Specific Agency Type</i> with project background, participation requirements for CHP grant; reminds agencies of assigned administration date; attached informational materials; provides survey URL and agency passcode. Include the following dates:</p> <p>Pre-Survey Notification: 1 day prior to admin start date</p> <p>Wave 1: March 7, 2016</p> <p>Wave 2: May 2, 2016</p> <p>Wave 3: August 1, 2016</p> <p>Wave 4: Sept. 26, 2016</p> <p>Initial Invitation: Admin start date</p> <p>Wave 1: March 8, 2016</p> <p>Wave 2: May 3, 2016</p> <p>Wave 3: August 2, 2016</p> <p>Wave 4: Sept. 27, 2016</p> <p>Reminder 1: 1 week following admin start date</p> <p>Wave 1: March 15, 2016</p> <p>Wave 2: May 10, 2016</p> <p>Wave 3: August 9, 2016</p> <p>Wave 4: October 4, 2016</p> <p>Reminder 2: 2 weeks following admin start date</p> <p>Wave 1: March 22, 2016</p> <p>Wave 2: May 17, 2016</p> <p>Wave 3: August 16, 2016</p> <p>Wave 4: October 11, 2016</p>

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
<p>Wave 1: February 23, 2016</p> <p>Wave 2: April 19, 2016</p> <p>Wave 3: July 19, 2016</p> <p>Wave 4: Sept. 13, 2016</p>	<p>8.0. Non-Sampling</p> <p>8.1: Sampling</p> <p>8.4: Spanish</p>	ICF sends PoC at ALL agencies (see agency type) email reminding them the administration period starts in 2 weeks	Batch Email based on <i>Agency Type</i> (Mail Merge)	<i>Specific Agency Type</i>	ICF drafts and sends email	<p>Reminder for <i>Specific types of agencies</i> to get approval from Chief Executive on pre-survey notification email and finalize invitation and reminder email language (including survey URL and agency passcode) and to send initial invitation on Admin Start Date.</p> <p>Pre-Survey Notification: 1 day prior to admin start date Wave 1: March 7, 2016 Wave 2: May 2, 2016 Wave 3: August 1, 2016 Wave 4: Sept. 26, 2016</p> <p>Initial Invitation: Admin start date Wave 1: March 8, 2016 Wave 2: May 3, 2016 Wave 3: August 2, 2016 Wave 4: Sept. 27, 2016</p> <p>Reminder 1: 1 week following admin start date Wave 1: March 15, 2016 Wave 2: May 10, 2016 Wave 3: August 9, 2016 Wave 4: October 4, 2016</p> <p>Reminder 2: 2 weeks following admin start date Wave 1: March 22, 2016 Wave 2: May 17, 2016 Wave 3: August 16, 2016 Wave 4: October 11, 2016</p>

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
<p>Wave 1: March 3, 2016</p> <p>Wave 2: April 28, 2016</p> <p>Wave 3: July 28, 2016</p> <p>Wave 4: Sept. 22, 2016</p>	<p>9.0: All Agencies except Small and Spanish</p> <p>9.2: Small</p> <p>9.4: Spanish</p>	<p>ICF sends PoC at ALL agencies, (see agency type) a quick reminder to arrange for pre-survey notification and send initial invitation</p>	<p>Batch Email based on <i>Agency Type</i> (Mail Merge)</p>	<p><i>Specific Agency Type</i> in wave</p>	<p>ICF drafts and sends email</p>	<p>Quick reminder for <i>Specific Agency Types</i> to send pre-survey notification on Monday (1 day before admin period starts):</p> <p>Wave 1: March 7, 2016 Wave 2: May 2, 2016 Wave 3: August 1, 2016 Wave 4: Sept. 26, 2016</p> <p>...and initial invitation on Admin Start Date.</p> <p>Wave 1: March 8, 2016 Wave 2: May 3, 2016 Wave 3: August 2, 2016 Wave 4: Sept. 27, 2016</p> <p>Quick reminder for only SMALL agencies to send the initial survey invitation to Community Partners on Admin Start Date (Tuesday).</p> <p>Wave 1: March 8, 2016 Wave 2: May 3, 2016 Wave 3: August 2, 2016 Wave 4: Sept. 27, 2016</p>
<p>Wave 1: March 8, 2016</p> <p>Wave 2: May 3, 2016</p> <p>Wave 3: August 2, 2016</p> <p>Wave 4: Sept. 27, 2016</p>		<p>Admin period begins and agency PoC disseminates invitation email to participants</p>	<p>Verint Website</p>	<p>ALL agencies in wave</p>	<p>Individual agencies will be responsible for communicating start date to sworn staff & sending email</p>	<p>Verint CP-SAT survey goes live</p>

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
Wave 1: March 10, 2016 Wave 2: May 5, 2016 Wave 3: August 4, 2016 Wave 4: Sept. 29, 2016	10.0: All Agencies except Small and Spanish 10.4: Spanish (no reminder for Small agencies)	ICF tracks agencies with 0 responses and contacts agency PoC to make sure they sent out the survey invite	Individual Email	ALL agencies (<i>except Small agencies</i>) in wave with 0 sworn staff responses	ICF drafts and sends email	Reminder for agencies with 0 responses to send survey invitation if they haven't already done so. See if ICF can provide any assistance to their agency in helping them send out assessment Reminder 1: 1 week following admin start date Wave 1: March 15, 2016 Wave 2: May 10, 2016 Wave 3: August 9, 2016 Wave 4: October 4, 2016
Wave 1: March 11, 2016 Wave 2: May 6, 2016 Wave 3: August 5, 2016 Wave 4: Sept. 30, 2016	11.0	ICF calls agencies with 0 responses to notify the agency PoC of response rate and identify any issues	Phone	ALL agencies in wave with 0 sworn staff responses	ICF administrator	Reminder for agencies with 0 responses to send survey invitation if they haven't already done so. See if ICF can provide any assistance to their agency in helping them send out assessment
Wave 1: March 14, 2016 Wave 2: May 9, 2016 Wave 3: August 8, 2016 Wave 4: October 3, 2016	12.0A: All agencies except Small and Spanish (ABOVE Rep. Req) 12.0B: All Agencies except Small and Spanish (BELOW Rep. Req) 12.2B: Small (BELOW Rep. Req) 12.4A: Spanish (ABOVE Rep. Req) 12.4B: Spanish (BELOW Rep. Req)	ICF sends agency PoC reminder to send draft reminder #1 email to agency participants	Batch Email based on <i>Agency Type</i> (Mail Merge)	<i>Specific Agency Type</i>	ICF drafts and sends email	Reminder for ALL agencies (see agency type) to send survey reminder to all participants on: Wave 1: March 15, 2016 Wave 2: May 10, 2016 Wave 3: August 9, 2016 Wave 4: October 4, 2016 Agencies that have surpassed the 80% report requirement will be notified, while agencies that are below the 80% requirement will be notified of their current response rate and told the number of additional sworn participants needed to meet the 80% response rate to receive a Result Report. Small agencies are reminded to send the reminder email to their community partners.
Wave 1: March 16, 2016 Wave 2: May 11, 2016 Wave 3: Aug. 10, 2016 Wave 4: October 5, 2016	13.0	ICF provides COPS Office with contact information for the agencies that have 0 or extremely low response rate so they can begin monitoring and outreach efforts	ICF Emails	COPS Office	ICF drafts and sends email	Provides COPS Office with a list of agencies that have either 0 or extremely low response rate to contact and encourage participation.

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
Wave 1: March 21, 2016 Wave 2: May 16, 2016 Wave 3: Aug. 15, 2016 Wave 4: Oct. 10, 2016	14.0A: All agencies except Small and Spanish (ABOVE Rep. Req) 14.0B: All agencies except Small and Spanish (BELOW Rep. Req) 14.2B: Small (BELOW Rep. Req) 14.4A: Spanish (ABOVE Rep. Req) 14.4B: Spanish (BELOW Rep. Req)	ICF sends agency PoC reminder to send draft reminder #2 email to agency participants	Batch Email based on <i>Agency Type</i> (Mail Merge)	<i>Specific Agency Type</i>	ICF drafts and sends email	Reminder for ALL agencies (see agency type) to send survey reminder to all participants, including community partners on: Wave 1: March 22, 2016 Wave 2: May 17, 2016 Wave 3: August 16, 2016 Wave 4: October 11, 2016 Agencies that have surpassed the 80% report requirement will be notified, while agencies that are below the 80% requirement will be notified of their current response rate and told the number of additional sworn participants needed to meet the 80% response rate to receive a Result Report. Small agencies are reminded to send the reminder email to their community partners.
Wave 1: March 24, 2016 Wave 2: May 19, 2016 Wave 3: Aug. 18, 2016 Wave 4: Oct. 13, 2016	*15.0: All agencies Below Grant Req. * This communication may not occur within a given admin period	ICF informs agencies that have not met response rate requirement of their current response rate and the # of additional participants needed for compliance	Phone calls	ALL agencies that have not met minimum response rate associated with the Grant	ICF administrator	Provides agencies that have not met minimum response rate with information on the number of participants needed and the agencies current percentage of sworn participation. Agencies are contacted individually.

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
Wave 1: March 29, 2016 Wave 2: May 24, 2016 Wave 3: August 23, 2016 Wave 4: October 18, 2016		Admin period ends	Verint Website	ALL agencies in wave that have satisfied CP-SAT requirements	N/A	N/A
Wave 1: March 30, 2016 Wave 2: May 25, 2016 Wave 3: August 24, 2016 Wave 4: October 19, 2016	16.0	ICF notifies <i>COMPLIANT</i> agencies of meeting 80% response rate required for Result Report	Batch Email (Mail Merge)	ALL agencies in wave that met required response rate to receive Report	ICF drafts and sends email	Notifies <i>COMPLIANT</i> agencies that their administration was successful (satisfied their CP-SAT requirements) and that they will receive an agency report via email within the next couple of weeks (all compliant agencies should receive report within 2-3 weeks of admin end date).
Wave 1: March 30, 2016 Wave 2: May 25, 2016 Wave 3: August 24, 2016 Wave 4: October 19, 2016	17.0A: All Agencies except Small (ABOVE Grant Req but BELOW Rep. Req) 17.0B: All Agencies except Small (BELOW Grant Req) 17.2: Small (BELOW Grant Req)	ICF informs agencies that have not met response rate required to receive Result Report (80%) of their current response rate and the # of additional participants needed to receive Report. As a result, the administration period for these agencies is being extended an additional week.	Individual Emails	ALL agencies in wave not meeting required response rate	ICF drafts and sends email	Notifies all <i>NON-COMPLIANT</i> agencies of its current response rate and required response rate; extends admin period 1 week (until 4 weeks after admin start date). Wave 1: April 5, 2016 Wave 2: May 31, 2016 Wave 3: August 30, 2016 Wave 4: October 25, 2016

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
<p>Wave 1: Batch 1 Starts (80% in weeks 1-3): March 30; Batch 2 Starts (80% in weeks 4-6): April 20</p> <p>Wave 2: Batch 1 Starts (80% in weeks 1-3): May 25; Batch 2 Starts (80% in weeks 4-6): June 15</p> <p>Wave 3: Batch 1 Starts (80% in weeks 1-3): August 24; Batch 2 Starts (80% in weeks 4-6): September 14</p> <p>Wave 4: Batch 1 Starts (80% in weeks 1-3): October 19; Batch 2 Starts (80% in weeks 4-6): November 9</p>	18.0	ICF provides ALL <i>COMPLIANT</i> agencies with Summary Reports	Individual Emails	ALL agencies in wave that met required response rate	ICF runs and provides Summary Reports to each compliant agency in wave	Individual agency data and agency benchmark data provided to each compliant agency in wave. Report delivery email also request contact or chief exec to provide confirmation of Summary Report delivery

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
<p>Wave 1: Batch 1 Starts (80% in weeks 1-3): March 30; Batch 2 Starts (80% in weeks 4-6): April 20</p> <p>Wave 2: Batch 1 Starts (80% in weeks 1-3): May 25; Batch 2 Starts (80% in weeks 4-6): June 15</p> <p>Wave 3: Batch 1 Starts (80% in weeks 1-3): August 24; Batch 2 Starts (80% in weeks 4-6): September 14</p> <p>Wave 4: Batch 1 Starts (80% in weeks 1-3): October 19; Batch 2 Starts (80% in weeks 4-6): November 9</p>	19.2: Small (Non-Compliant)	ICF notifies <i>NON-COMPLIANT SMALL agencies</i> of our inability to provide a Results Report (i.e., agency did not follow the required admin process by submitting more than 1 sworn response).	Individual Emails	<i>SMALL agencies</i> (<4 sworn) in wave that did not follow required admin process and submit only 1 response	ICF drafts and sends email	Notifies <i>NON-COMPLIANT SMALL agencies</i> that it will not receive a Report Summary because the agency did not follow the admin process (>1 sworn/civilian response submitted)
<p>Wave 1: April 6, 2016</p> <p>Wave 2: June 1, 2016</p> <p>Wave 3: August 31, 2016</p> <p>Wave 4: October 26, 2016</p>	<p>20.0A: All Agencies except Small (ABOVE Grant Req but BELOW Rep. Req)</p> <p>20.0B: All Agencies except Small (BELOW Grant Req)</p> <p>20.2: Small (BELOW Grant Req) (<i>Phone call follow-up</i>)</p>	<p>ICF notifies <i>ALL agencies</i> less than 80% sworn response rate of additional extension to try to meet response rate required to receive Result Report.</p> <p>ICF notifies <i>NON-COMPLIANT agencies</i> of their current response rate and the additional number of sworn staff required to participate to satisfy grant rate requirement. Also notifies agencies of COPS turnover.</p>	Individual Emails	ALL agencies in wave that have not met required response rate	<p>ICF drafts and sends email</p> <p>20.2 is a phone call to <i>NON-COMPLIANT</i></p>	<p>Notifies all <i>NON-COMPLIANT agencies</i> of its current response rate and response rate required to receive Result Report; Agencies below grant rate requirement are also notified of the agency Turnover to COPS; extends admin period another 1 week (until 5 weeks after admin start date).</p> <p>Wave 1: April 12, 2016 Wave 2: June 7, 2016 Wave 3: September 6, 2016 Wave 4: November 1, 2016</p>
<p>Wave 1: April 6, 2016</p> <p>Wave 2: June 1, 2016</p> <p>Wave 3: August 31, 2016</p> <p>Wave 4: October 26, 2016</p>	21.0	ICF notifies COPS of <i>NON-COMPLIANT agencies</i> with unmet response rates <i>and agencies</i> less than 80% sworn response rate for them to contact	ICF Emails	COPS GAD	ICF Tracker Lead drafts and sends email	Provides COPS Office with a list of agencies that remain <i>NON-COMPLIANT</i> after 1 week extension period.

COPS Hiring Program (CHP) Community Policing Self-Assessment Tool (CP-SAT) Communication Plan 2016						
Timeline/Date	Communication/ Schedule Numbering	Purpose	Medium/ Media	Target Audience	Communication Source	Content
Wave 1: April 20, 2016 Wave 2: June 15, 2016 Wave 3: September 14, 2016 Wave 4: November 9, 2016	22.0	ICF informs agencies below the 80% sworn response rate of our inability to provide a Report Summary	Individual Emails	All agencies that did not get at least 80% sworn staff response rate.	ICF drafts and sends email	Notifies <i>ALL agencies</i> that received less than an 80% sworn response that they will not receive a Report Summary.

Acronyms

CP-SAT– Community Policing Self-Assessment Tool

CP– community policing

COPS Office– U.S. Department of Justice Office of Community Oriented Policing Services

PERF– Police Executive Research Forum

CHP– COPS Hiring Program

CHRP– COPS Hiring Recovery Program

LEA– law enforcement agency

EFA– exploratory factor analysis

About ICF

Headquartered in Fairfax, Virginia, ICF provides professional service solutions that deliver impact in areas critical to the world's future. ICF is fluent in the language of change, driven by markets, technology, or policy. Since 1969, we have combined a passion for our work with deep industry expertise to tackle our clients' most important work challenges. Our more than 7,000 employees serve federal, local, international, and commercial clients from more than 69 ICF offices worldwide. The services for this project were

provided by our human capital experts, who specialize in conducting workforce studies and improving management challenges faced by organizations and the individuals who comprise them. Our staff are well known for designing and deploying assessments and analytics across the range of human capital disciplines, including training, workforce planning, selection, promotion, engagement, recruitment, retention, and succession planning.

About the COPS Office

The **Office of Community Oriented Policing Services (COPS Office)** is the component of the US Department of Justice responsible for advancing the practice of community policing by the nation's state, local, territorial, and tribal law enforcement agencies through information and grant resources.

Community policing begins with a commitment to building trust and mutual respect between police and communities. It supports public safety by encouraging all stakeholders to work together to address our nation's crime challenges. When police and communities collaborate, they more effectively address underlying issues, change negative behavioral patterns, and allocate resources.

Rather than simply responding to crime, community policing focuses on preventing it through strategic problem-solving approaches based on collaboration. The COPS Office awards grants to hire community policing officers and support the development and testing of innovative policing strategies. COPS Office funding also provides training and technical assistance to community members and local government leaders, as well as all levels of law enforcement.

Since 1994, the COPS Office has invested more than \$14 billion to add community policing officers to the nation's streets, enhance crime fighting technology, support crime prevention initiatives, and provide training and technical assistance to help advance community policing. Other achievements include the following:

- To date, the COPS Office has funded the hiring of approximately 130,000 additional officers by more than 13,000 of the nation's 18,000 law enforcement agencies in both small and large jurisdictions.
- Nearly 700,000 law enforcement personnel, community members, and government leaders have been trained through COPS Office-funded training organizations.
- To date, the COPS Office has distributed more than eight million topic-specific publications, training curricula, white papers, and resource CDs and flash drives.
- The COPS Office also sponsors conferences, round tables, and other forums focused on issues critical to law enforcement.

COPS Office information resources, covering a wide range of community policing topics such as school and campus safety, violent crime, and officer safety and wellness, can be downloaded via the COPS Office's home page, www.cops.usdoj.gov. This website is also the grant application portal, providing access to online application forms.

The Community Policing Self-Assessment Tool, or CP-SAT, was developed by ICF International to measure the extent of agencies' community policing activities in the areas of community partnerships, problem solving, and organizational transformation. It provides a way to determine the status of community policing implementation at the agency level, at different ranks and functions and across time.

The CP-SAT was made available for use by law enforcement agencies that received a COPS Hiring Program grant between 2011 and 2016: It was administered more than 1,500 times to 960 unique agencies, representing more than 150,000 respondents. This report provides an account of the development, administration, and results of the CP-SAT over that time and analyzes CP-SAT results among command staff and line officers and across small, medium, and large agencies. These data offer a much-needed benchmark for researchers: a detailed snapshot of community policing practices in use across the field.



U.S. Department of Justice
Office of Community Oriented Policing Services
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To obtain details about COPS Office programs, call the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at www.cops.usdoj.gov.



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