



COMMUNITY POLICING SELF-ASSESSMENT TOOL

Our Community.
Our Assessment.



COPS
COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

Community Policing Self-Assessment Tool (CP-SAT)

Results Report

EXAMPLE REPORT

by ICF International, for the
U.S. Department of Justice,
COPS Office

September 10, 2013

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



U.S. DEPARTMENT OF JUSTICE
OFFICE OF COMMUNITY ORIENTED POLICING SERVICES

COPS

Office of the Director
145 N Street, N.E., Washington, DC 20530

Dear Colleague:

I am pleased to present this report summarizing your results from the Community Policing Self-Assessment Tool (CP-SAT). We believe that the process that your agency went through to explore the ways in which your sworn officers and civilian staff are employing community policing strategies and tactics will prove to be a valuable and instructive experience for each of them. These results will help you take stock in and possibly improve upon those successes and achievements in your community policing practice, and perhaps allow you to identify areas in which you may choose to invest further effort.

As a law enforcement practitioner, I have been involved in community policing for many years. However, over time I came to realize that capturing and measuring community policing implementation across an agency presents many challenges. Prior to the development of the CP-SAT, there had been no easy way of objectively and comprehensively assessing the extent to which an agency is engaged in community partnerships, problem solving, and organizational change. Yet the potential for gaining a more complete picture of community policing practice was too important to not address this gap in law enforcement resources. For that reason, the COPS Office worked with hundreds of police practitioners and other subject-matter experts to develop the CP-SAT.

It is important to understand that these results will not be used to influence or impact future funding decisions, and in fact the COPS Office will not even receive any agency-level data. Moreover, the CP-SAT process is not about “right” or “wrong” answers, nor “good” or “bad” scores; it was not developed to be a report card on community policing. Rather this assessment is intended to present the complete range of community policing practices that could be implemented across an agency, and provoke thinking among officers, civilian staff, and your agency about how you can fully realize your own vision for community policing implementation.

At the root of effective community policing is the intent to develop and implement strategies and processes that are fair, inspire public confidence, engage and collaborate with our communities, and solve community problems. It is my hope that this report assists in some small measure in your work toward that end.

Sincerely,

Ronald L. Davis
Director

Community Policing Self-Assessment Tool

Summary Report

Agency ORI #: EXAMPLE
Administration Date: July-12
Agency Passcode: EXAMPLE-C1
Date Report Run: 9/10/2013

The Community Policing Self-Assessment Tool (CP-SAT) is intended to help your agency assess the extent to which the community policing philosophy has been implemented throughout the agency. 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 measures 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.

Introduction

This report presents your agency's CP-SAT summary results. Results are reported as mean values (averages) of the data submitted by participants in your agency.

For each section, the first exhibit displays average scores of all your agency's participants. These exhibits also display benchmark data from other participating agencies to serve as a comparison and better help with interpretation of your agency's strengths and weaknesses.

In the exhibits that follow, your agency's average scores are broken out by staff type. At the end of the report, an appendix displays average ratings on each CP-SAT question.

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). Throughout this report, if fewer than three respondents answer a question or complete a section, "N/A" (not applicable) will appear in lieu of a score. This helps to protect the confidentiality of the respondents.

Exhibit 1.0 provides the number of respondents for the assessment.

Exhibit 1.0. Total Number of Respondents

Relationship with the Agency	N
Line Officer	65
First-line Supervisor/ Middle Management	22
Command Staff	10
Civilian Staff	5
Community Partner	24
Total	126

Understanding Report Exhibits

For the exhibits in this report, up to three CP-SAT data bars are presented per topic:

1) In every exhibit, the **blue bar** represents your agency's score in that CP-SAT section.

- Your agency's CP-SAT score

In the summary exhibits, two additional bars are displayed. These two bars display benchmark data that represent the CP-SAT scores of other law enforcement agencies.

2) The **dark red bar** represents the average first administration score in that section of ALL agencies who have taken the CP-SAT.

- Benchmark Score: ALL Agencies

3) The **light red bar** represents the average first administration score in that section of agencies similar to your agency on 3 key variables: sworn staff size, population served, and agency type. CP-SAT scores from a minimum of 4 other agencies are used to compile these data.

- Benchmark Score: SIMILAR Agencies

The following criteria were used to develop a list of agencies similar to yours:

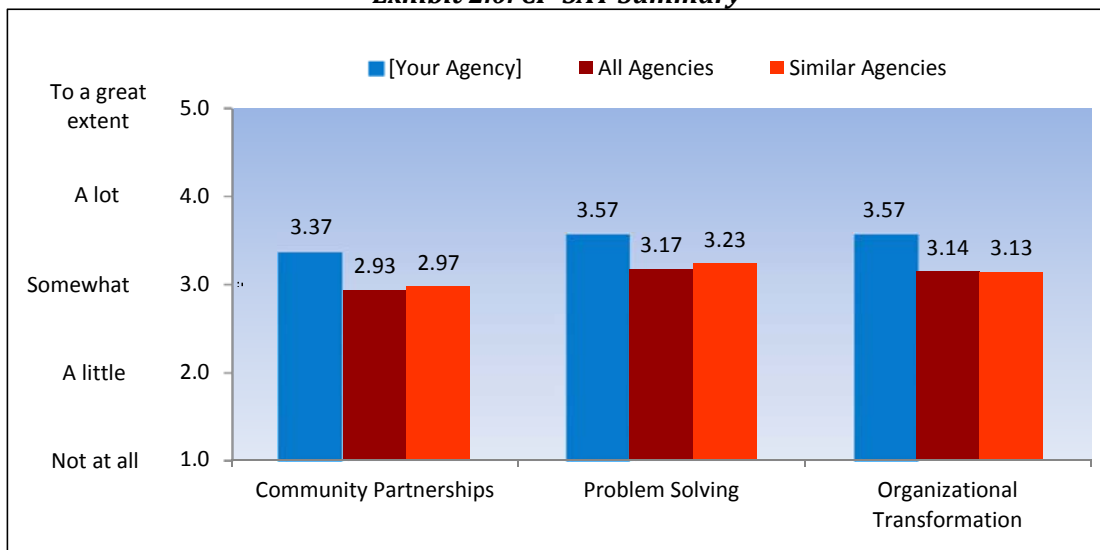
Sworn Staff Size: 26-99 Staff Size
Population Served: 50,000-349,999
Agency Type: Sheriff

Note: Benchmark data are included in this report in order to provide a greater context for your community policing. Benchmark data should not be used solely to compare your agency's scores directly to other agencies, as each agency has different circumstances, priorities, and other factors that contribute to their policing style. Instead, your agency's scores should be carefully reviewed in order to assess specific areas of strength and where improvements can be made to enhance your agency's community policing efforts.

Summary Scores

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.

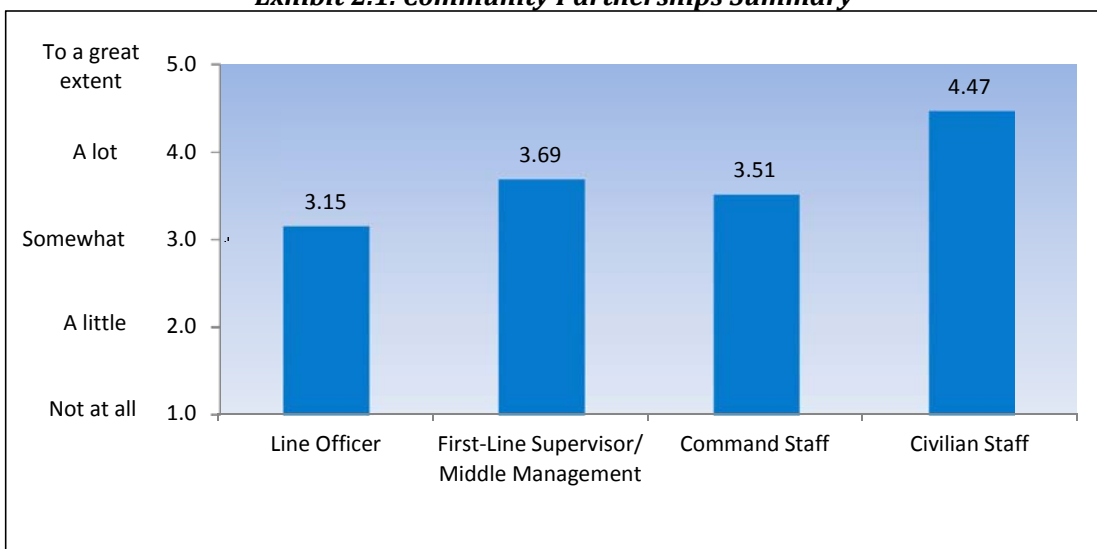
Exhibit 2.0. CP-SAT Summary



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 agency has a wide range of partnerships, and the agency's general engagement with the community.

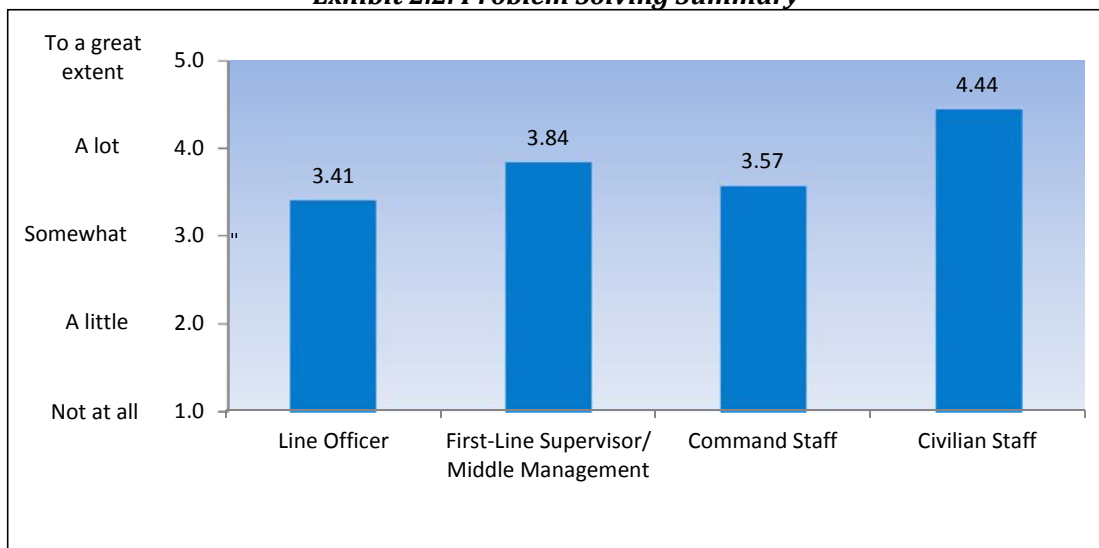
Exhibit 2.1. Community Partnerships Summary



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.

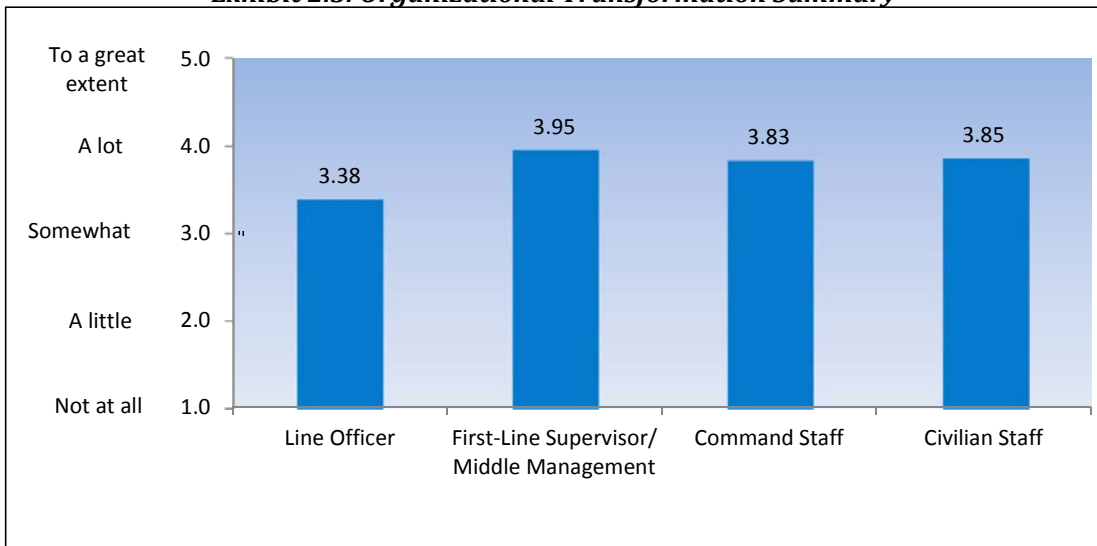
Exhibit 2.2. Problem Solving Summary



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 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 department's 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 your 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 your community include parks, public works, traffic engineering, code enforcement, and/or the school system. The score for government partnerships represents the depth of your 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 your 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 Partnerships (Cont.)

Exhibits 3.0 provides the mean scores for the extent to which various 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.

Exhibit 3.0. Engagement with a Wide Range of Partners

Types of Partners	[Name of Agency]	All Agencies	Similar Agencies
Law enforcement agencies (e.g., Federal, State, and/or Other Jurisdictions) who serve the community	4.02	3.65	3.74
Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities)	3.90	3.45	3.59
Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools)	3.51	3.20	3.10
Non-profit/ community-based organizations that serve community members	3.32	2.91	2.89
Businesses operating in the community	3.37	2.93	2.82
The local media	3.40	2.83	2.93
Individuals in the community	3.44	2.87	3.01

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

Community Partnerships (Cont.)

Exhibits 3.1 provides the mean scores broken down by staff type for the extent to which various types of organizations actively participate as community partners with your law enforcement agency.

Exhibit 3.1. Engagement with a Wide Range of Partners by Staff Type

Types of Partners	Line Officer	First-line Sup*	Cmd Staff	Civilian Staff
Law enforcement agencies (e.g., Federal, State, and/or Other Jurisdictions) who serve the community	3.85	4.18	4.30	5.00
Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities)	3.69	4.00	4.50	5.00
Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools)	3.28	3.73	3.80	5.00
Non-profit/ community-based organizations that serve community members	3.11	3.68	3.40	4.40
Businesses operating in the community	3.20	3.59	3.40	4.60
The local media	3.19	3.64	3.70	4.40
Individuals in the community	3.28	3.68	3.30	4.60

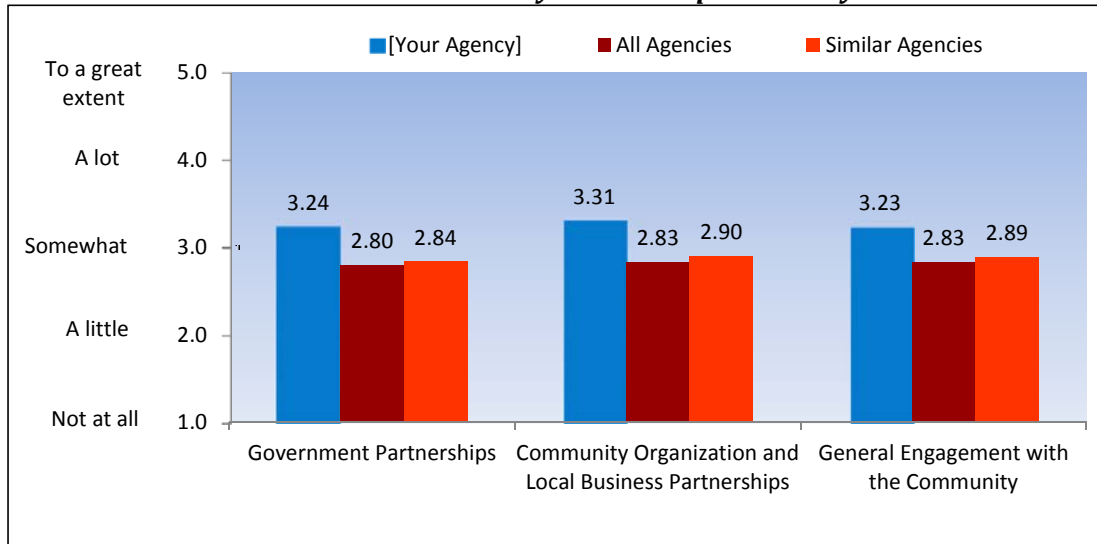
*First-line Supervisors/Middle Management

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

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.

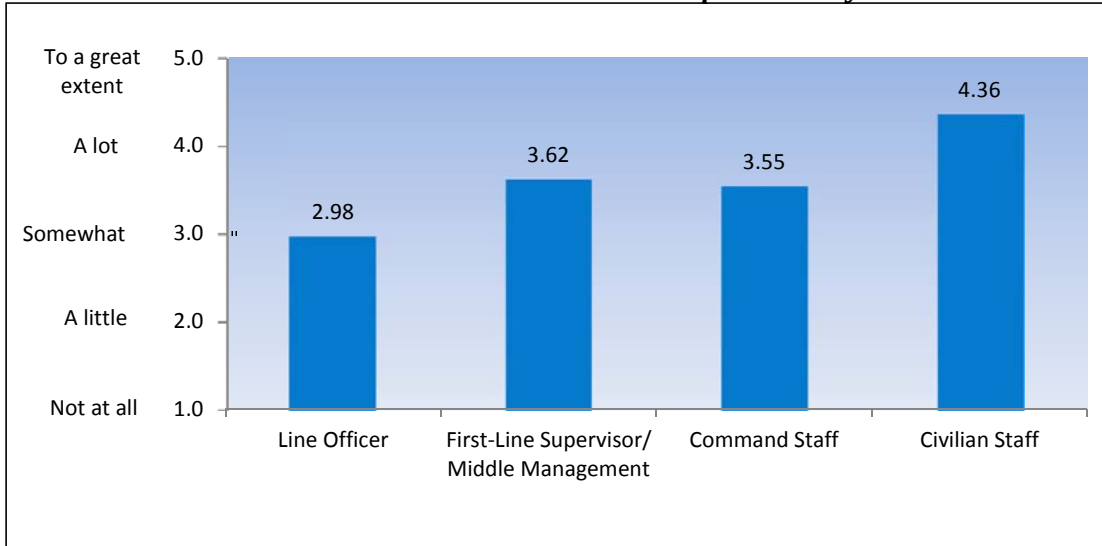
Exhibit 4.0. Community Partnerships Summary



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.

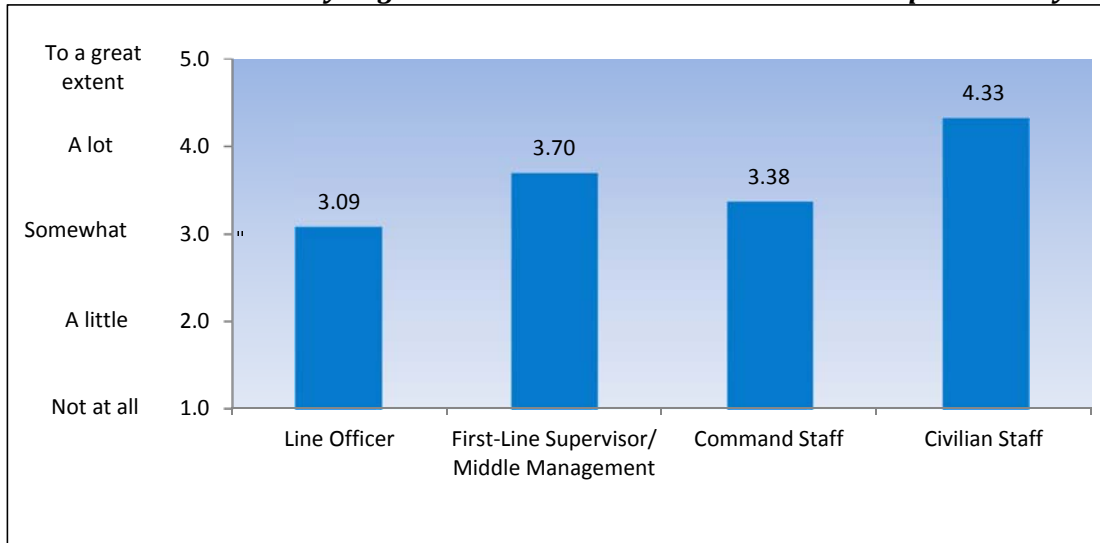
Exhibit 4.1. Government Partnerships Summary



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.

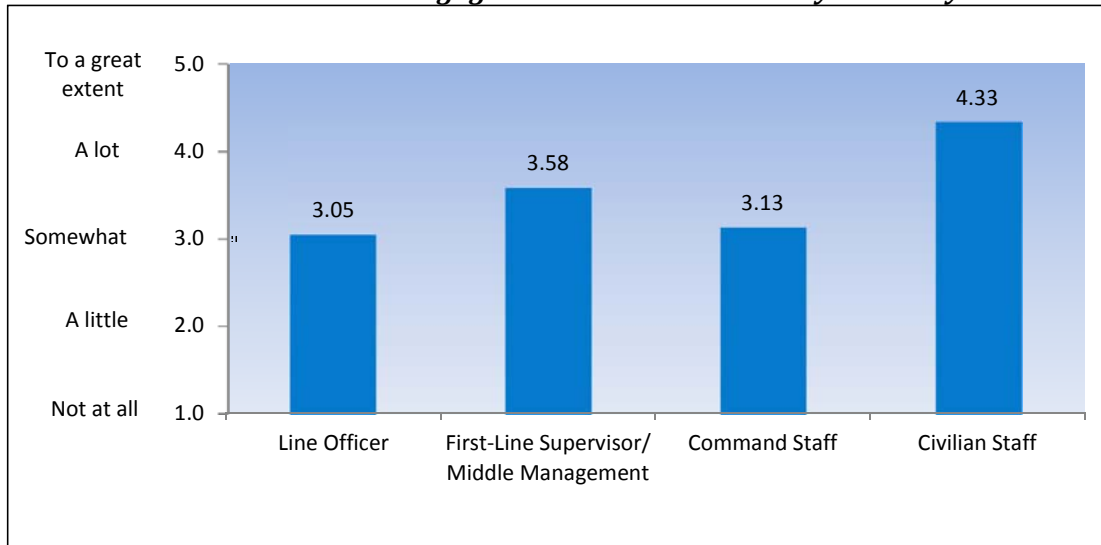
Exhibit 4.2. Community Organization and Local Business Partnerships Summary



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 department's 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.

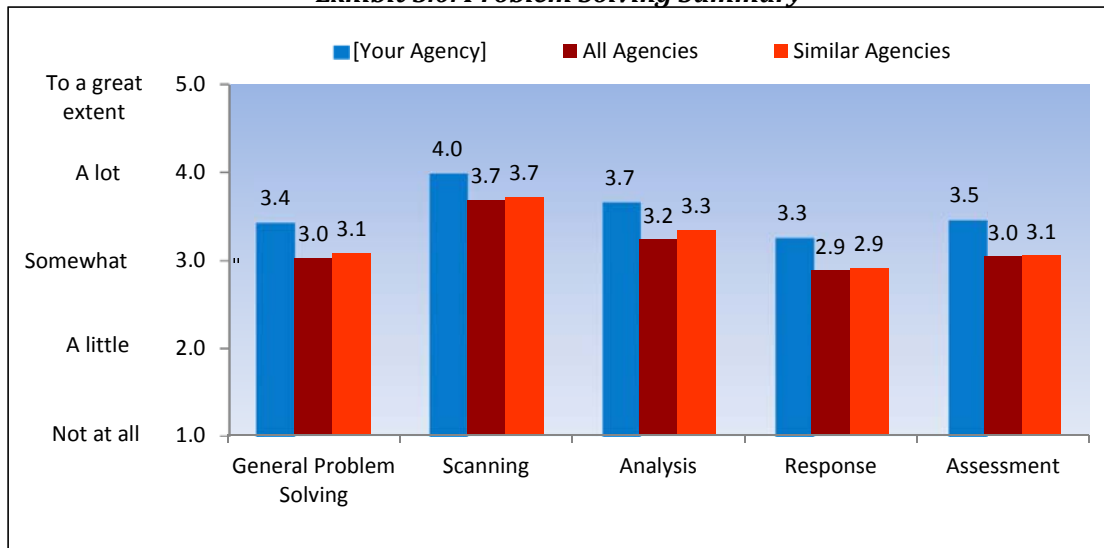
Assessment

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.

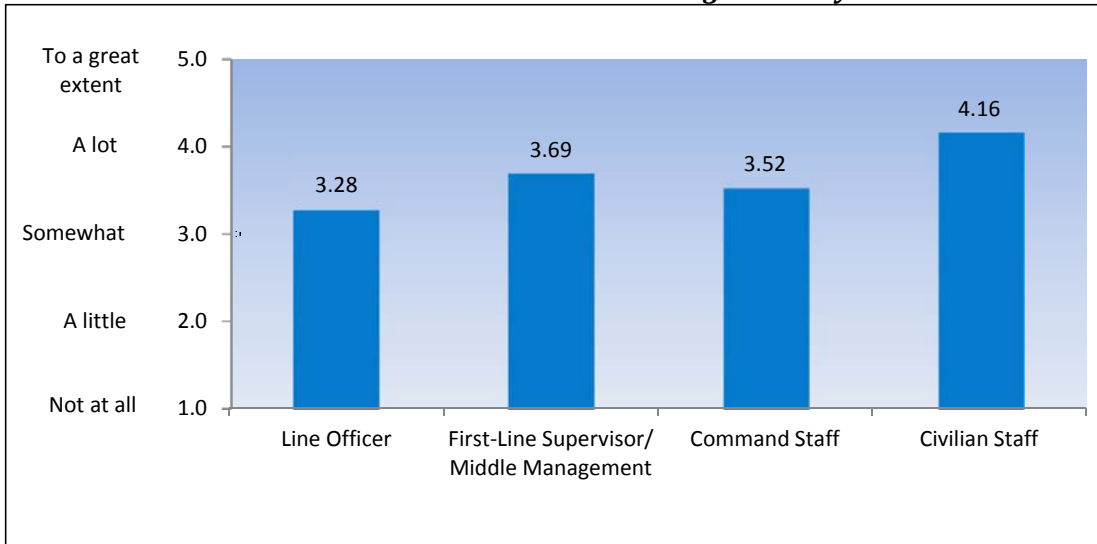
Exhibit 5.0. Problem Solving Summary



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.

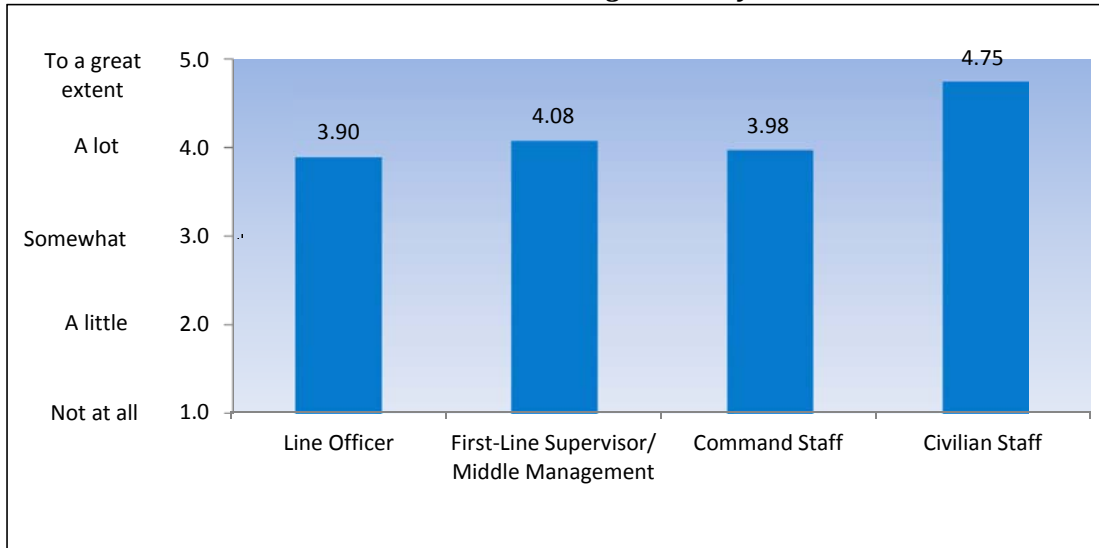
Exhibit 5.1. General Problem Solving Summary



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.

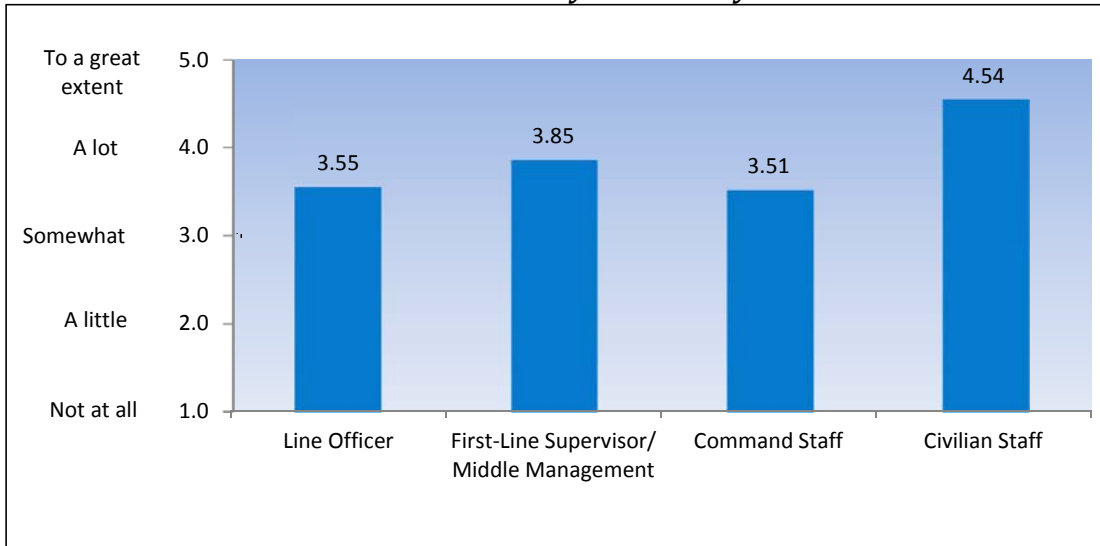
Exhibit 5.2. Scanning Summary



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.

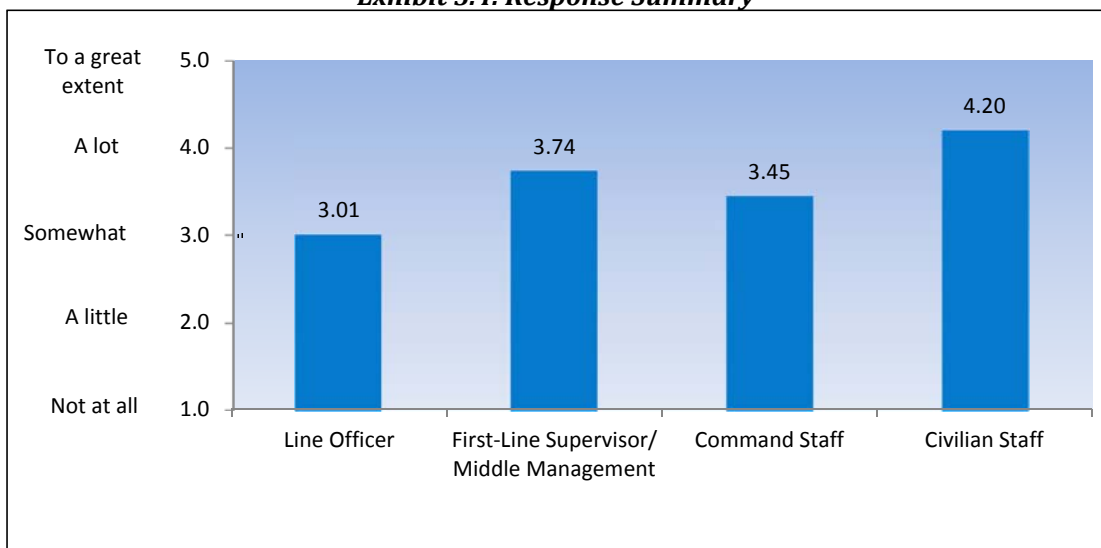
Exhibit 5.3. Analysis Summary



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.

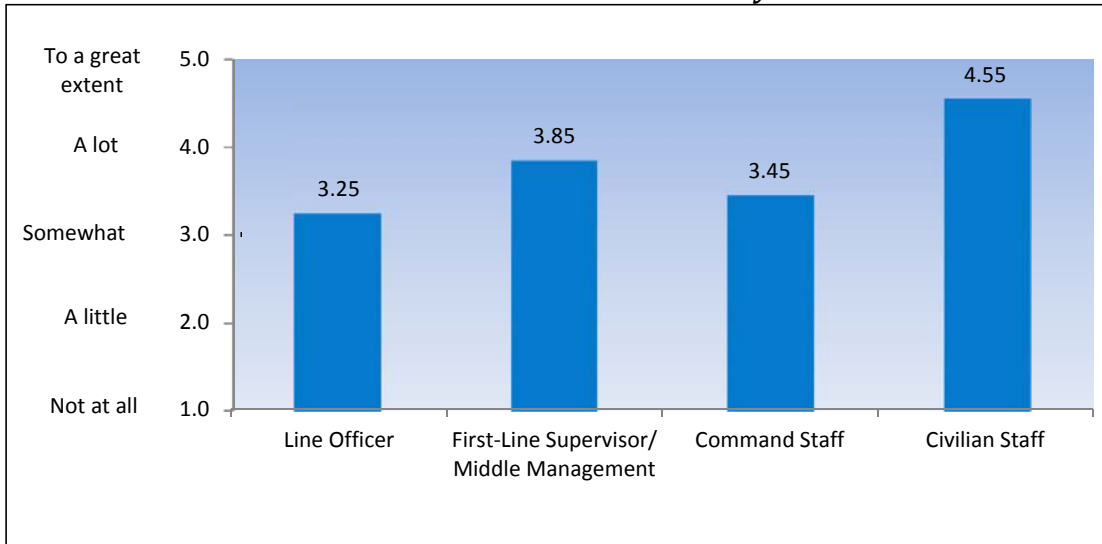
Exhibit 5.4. Response Summary



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.

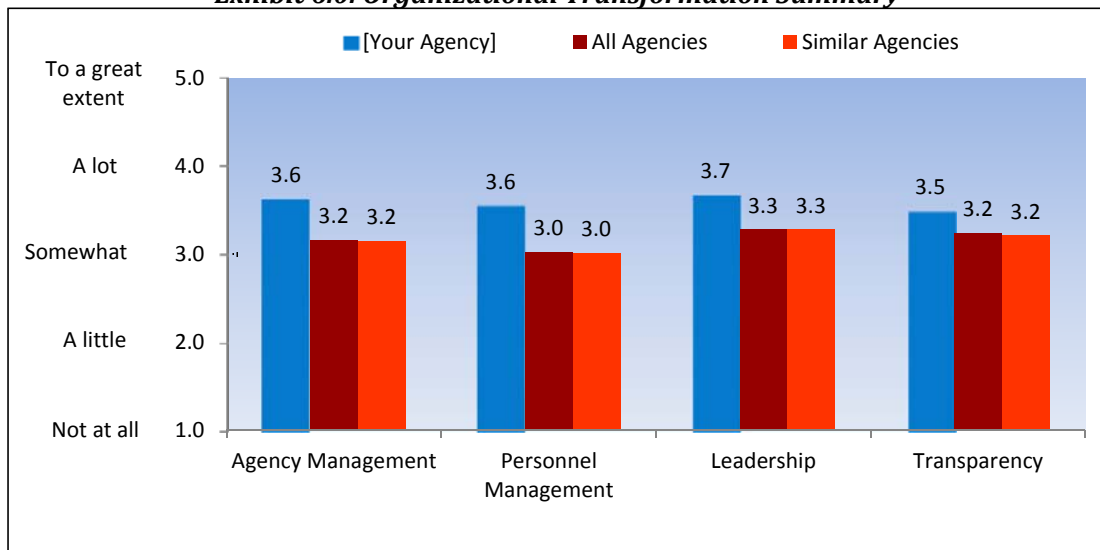
Transparency

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

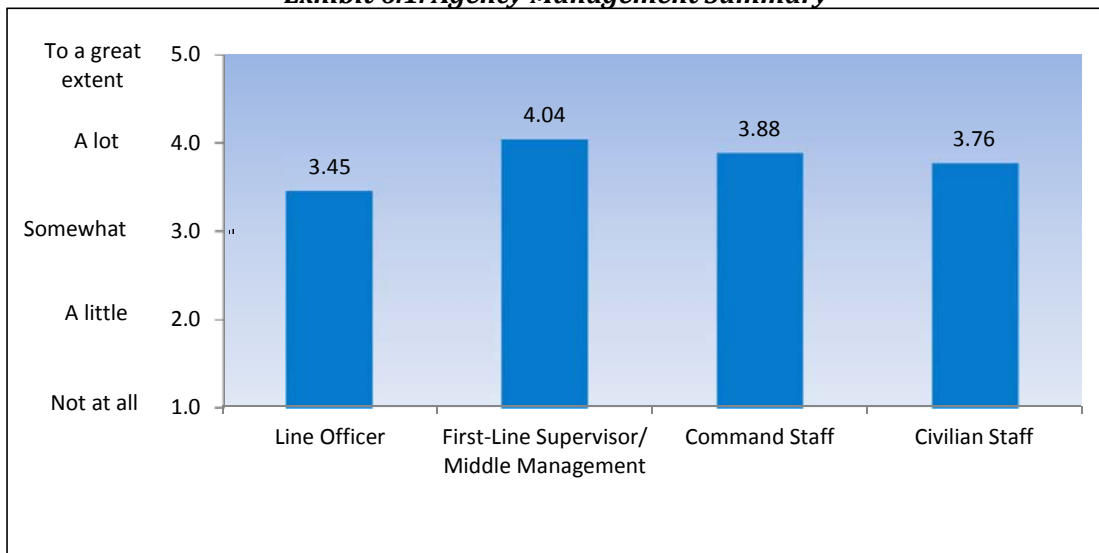


Note: Of the 11 Agency Management questions, 7 were answered by only command staff. Of the 18 Personnel Management questions, 2 were answered by only Line Officers, 3 were answered by only First-Line Supervisors/Middle Management and Command Staff, and 5 were answered by only Command Staff.

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

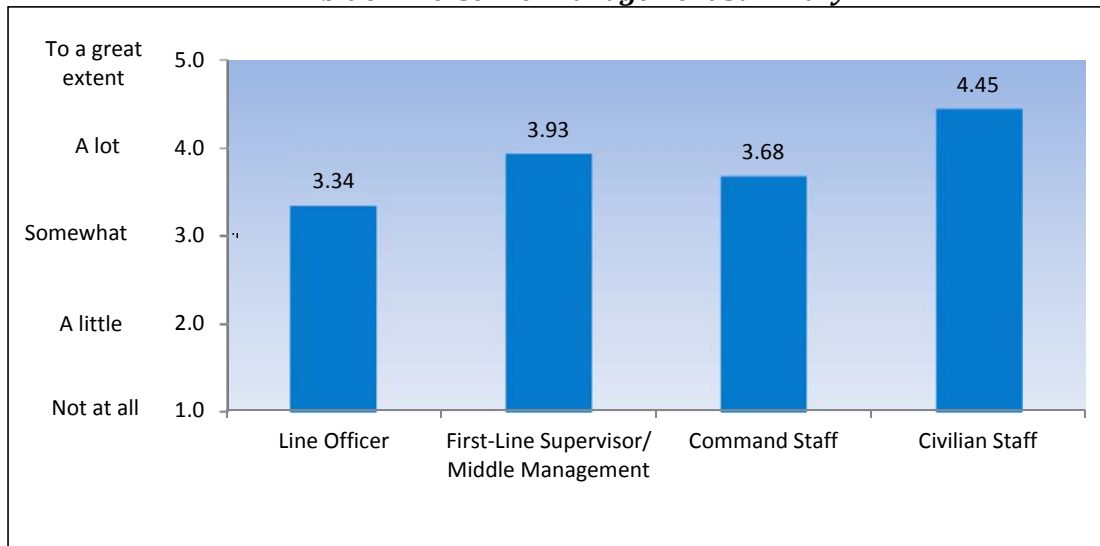


Note: Of the 11 Agency Management questions, 7 were answered by only command staff.

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

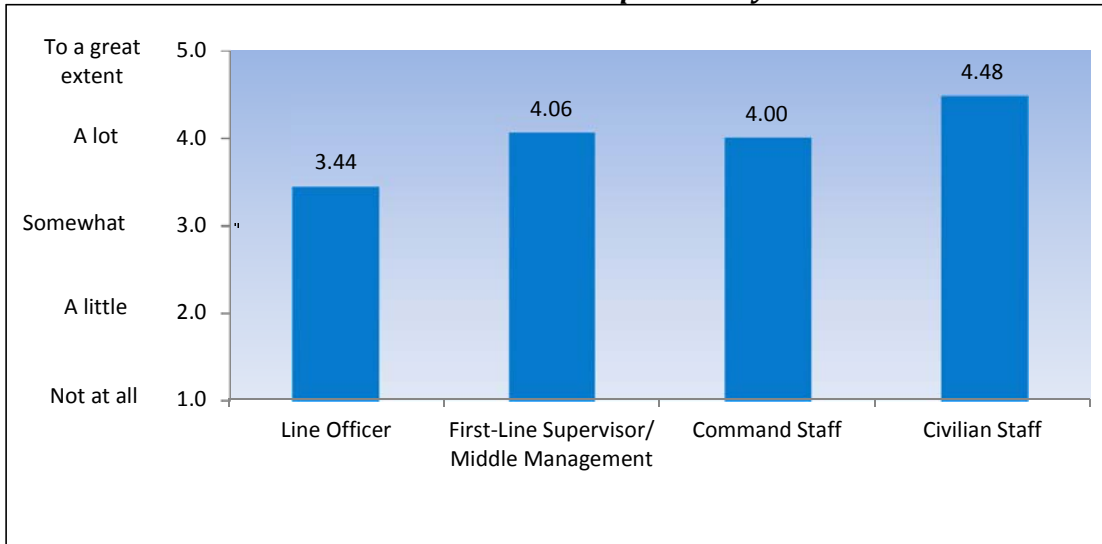


Note: Of the 18 Personnel Management questions, 2 were answered by only Line Officers, 3 were answered by only First-Line Supervisors/Middle Management and Command Staff, and 5 were answered by only Command Staff.

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.

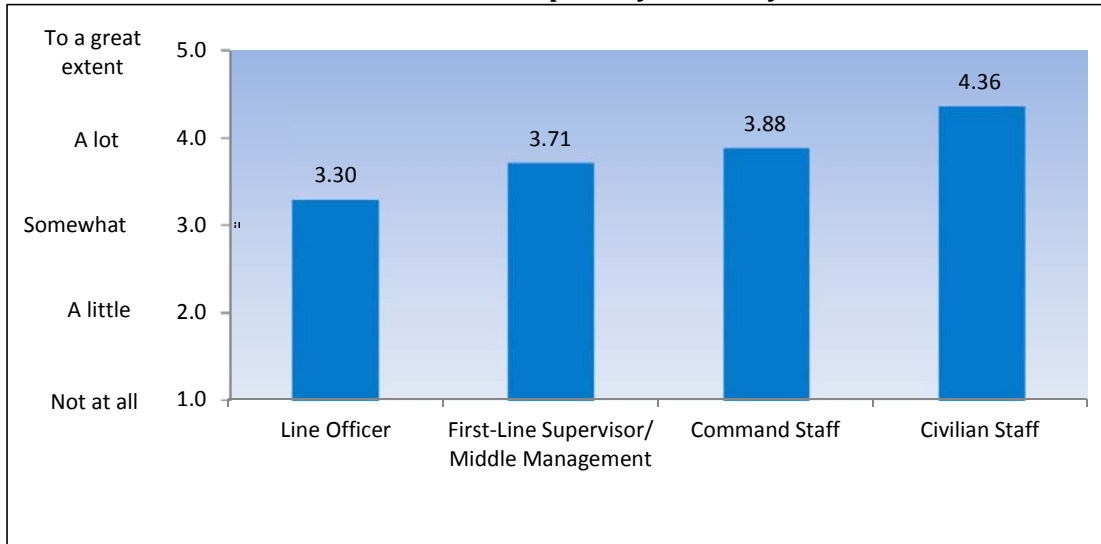
Exhibit 6.3. Leadership Summary



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 agency is open and forthcoming with the community about crime and disorder problems and police operations.

Exhibit 6.4. Transparency Summary



Community Partner Perspective

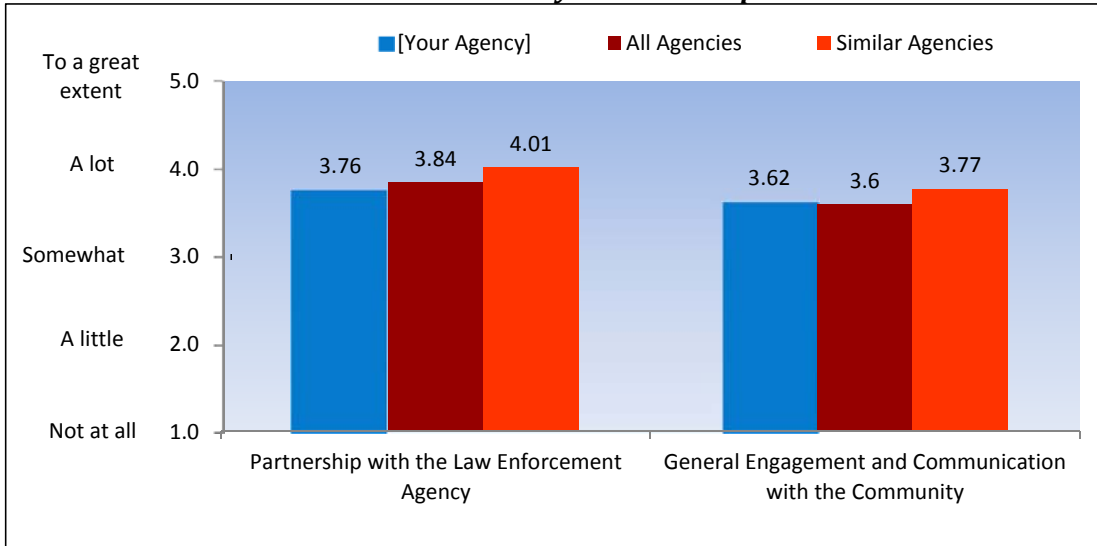
Community partners answered questions about the depth of their partnership and collaboration with the law enforcement agency as well as their perceptions of the law enforcement agency's engagement and communication with the general public. Exhibit 7.0 provides the number of community partner respondents.

Exhibit 7.0. Number of Community Partner Respondents

N	24
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Exhibit 8.0 provides mean responses from the perspective of the agency's community partners.

Exhibit 8.0. Community Partner Perspective



Appendix

If you would like more detailed information about the contents of the survey and your agency's results, the appendix provided in the pages that follow gives your agency's average scores for each question on the CP-SAT. For each survey question, "N" is the number of survey respondents for that item, "Mean" is the average rating for the item, and "SD" is the standard deviation (i.e., degree of variation or dispersion around the average) of the ratings for the item. Throughout this appendix, if fewer than three respondents answer a question, "N/A" (not applicable) appears in lieu of a score. This helps to protect the confidentiality of the respondents.

Appendix: CP-SAT Descriptive Statistics by Question

	N	Mean	SD
Community Partnerships			
(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.) [1 = No involvement, 2 = A little involvement, 3 = Moderate Involvement, 4 = Significant involvement, 5 = Extensive involvement] [If 1 = No involvement or 2 = A little involvement, skip to Problem Solving module.]	6	3.33	1.37

Note: The response scale is as follows, unless otherwise specified:
1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent.

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

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

	N	Mean	SD
Community Partnerships (Cont.)			
<i>Engagement with a Wide Range of Partners</i>			
To what extent do the following types of <u>organizations</u> actively participate as community partners with your law enforcement agency? (“Actively participate” 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.	103	4.02	0.84
Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities).	102	3.90	1.01
Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools).	102	3.51	1.11
Non-profit/community-based organizations that serve community members.	102	3.32	1.01
Businesses operating in the community.	102	3.37	1.11
The local media.	99	3.40	1.04
To what extent do <u>individuals</u> in the community actively participate as community partners with your law enforcement agency?	101	3.44	0.96

Note: The response scale is as follows, unless otherwise specified:
1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent.

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

	N	Mean	SD
Community Partnerships (Cont.)			
<i>Government Partnerships (Non-law enforcement)</i>			
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?	102	3.69	1.02
To what extent are you involved in implementing problem-solving projects with government partners?	102	2.98	1.29
To what extent do you collaborate in developing shared goals for problem-solving efforts with government partners?	102	2.96	1.30
To what extent do government partners share accountability for the partnership activities?	99	3.13	1.16
How often do you communicate with government partners? [1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Very often]	102	3.51	1.06

Note: The response scale is as follows, unless otherwise specified:
 1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent.

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

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

	N	Mean	SD
Community Partnerships (Cont.)			
<i>Community Organization and Local Business Partnerships</i>			
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?	102	3.48	1.11
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)?	103	3.91	0.84
To what extent are you involved in implementing problem-solving projects with non-government partners?	101	3.07	1.23
To what extent do you collaborate in developing shared goals for problem-solving efforts with non-government partners?	102	2.95	1.24
To what extent do non-government partners share accountability for the partnership activities?	101	3.03	1.14
How often do you communicate with non- government partners? [1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Very often]	103	3.40	1.09

Note: The response scale is as follows, unless otherwise specified:
 1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent.

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

	N	Mean	SD
Community Partnerships (Cont.)			
<i>General Engagement with the Community</i>			
To what extent do you...			
Involve community members in solutions to community problems?	103	3.22	1.05
Make contact with a wide range of community members to assess community priorities?	102	3.29	1.12
Attend community events and meetings?	103	3.18	1.18

Note: The response scale is as follows, unless otherwise specified:
1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent.

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

	N	Mean	SD
Problem Solving			
(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.) [1 = No involvement, 2 = A little involvement, 3 = Moderate Involvement, 4 = Significant involvement, 5 = Extensive involvement] [If 1 = No involvement or 2 = A little involvement, skip to Organizational Transformation module.]	6	3.50	1.38
General Problem Solving			
How aware are you of the Scanning, Analysis, Response, and Assessment (SARA) model?	102	2.66	1.29
To what extent are officers in your agency given the shift time to engage in the problem-solving process?	101	3.10	1.20
To what extent does your agency keep historical records (e.g., lessons learned; after action report) of problem solving for future reference?	99	3.64	1.09
To what extent does your agency coordinate problem-solving efforts across the agency (e.g., separate police divisions and shifts)?	102	3.65	1.03
How often do you conduct problem solving in your daily work? [1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Very often]	102	4.13	0.95

Note: The response scale is as follows, unless otherwise specified:
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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	N	Mean	SD
Problem Solving (Cont.)			
<i>Problem Solving Processes: Scanning</i>			
In identifying and prioritizing the problems in your community, to what extent do you consider...			
Locations?	102	4.05	0.87
Victims?	100	4.24	0.75
Offenders?	99	4.16	0.85
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)?	102	3.55	0.97

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

	N	Mean	SD
Problem Solving (Cont.)			
Problem Solving Processes: Analysis			
When analyzing a problem, to what extent do you...			
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)?	102	3.81	1.01
Analyze the strengths and limitations of past or current responses to the problem?	101	3.74	0.95
Examine a range of non-police data (e.g., government records, community surveys, school information)?	101	3.30	1.17
Research and conduct analyses based on best practices?	99	3.31	1.17
Gather information about the <u>victims</u> affected by a problem?	101	3.70	1.06
Gather information about <u>offenders</u> contributing to a problem?	100	3.91	0.98
Gather information about <u>locations</u> contributing to a problem?	100	3.80	1.03

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

	N	Mean	SD
Problem Solving (Cont.)			
<i>Problem Solving Processes: Response</i>			
How much do you work with stakeholders in developing responses to problems?	101	2.88	1.21
In responding to problems, to what extent do you focus on long-term solutions that address underlying conditions of problems?	101	3.40	1.15
To what extent do you determine a response based on results of problem analysis?	101	3.39	1.16
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?	100	3.39	1.20
<i>Problem Solving Processes: Assessment</i>			
When assessing your problem-solving efforts...			
How much do you (or someone else) examine whether the response was implemented as planned?	100	3.41	1.12
To what extent do you (or someone else) determine if the response was effective, compared to baseline data?	99	3.37	1.16
To what extent do you (or someone else) analyze the nature of the <u>problem</u> further if a response does not work?	100	3.51	1.11
To what extent do you (or someone else) analyze the <u>response</u> further if a response does not work?	100	3.53	1.08

Note: The response scale is as follows, unless otherwise specified:
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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	N	Mean	SD
Organizational Transformation			
Agency Management			
To what extent are you readily able to <u>access</u> relevant information (e.g., police, community, and research data) to support problem solving?	102	3.65	1.10
To what extent are the problem-solving data available to you <u>accurate</u> ?	99	3.56	1.03
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?	101	3.70	1.08
To what extent has your agency acquired the necessary information technology hardware and software (e.g., crime analysis, mapping) to support problem solving?	100	3.76	1.16
(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?	9	4.11	0.93
(Command only) To what degree does your agency's strategic plan (or similar document) include goals or objective statements that support community policing?	9	4.00	1.00
(Command only) To what extent are community partners represented in planning and policy activities (e.g., budgeting, citizen advisory panels)?	9	3.56	0.88
(Command only) To what extent does your agency prioritize community policing efforts in making budgetary decisions?	9	3.56	0.88

Note: The response scale is as follows, unless otherwise specified:
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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	N	Mean	SD
Organizational Transformation (Cont.)			
Agency Management (Cont.)			
	N	%	
(Command only) Does your agency conduct a review of the performance of the organization regularly (e.g., at least once every year)?	10		
Yes	7	70.0%	
No [If No, skip the next 3 questions]	3	30.0%	
	N	Mean	SD
(Command only) To what extent did your agency's most recent effort to evaluate organizational performance reflect overall impacts of your community policing efforts?	6	3.83	0.75
(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)?	6	3.67	0.82
(Command only) To what extent did your agency share the results from your most recent effort to evaluate community policing?	6	3.67	0.82

Note: The response scale is as follows, unless otherwise specified:
 1 = Not at all, 2 = A little, 3 = Somewhat, 4 = A lot, 5 = To a great extent.

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

	N	Mean	SD
Organizational Transformation (Cont.)			
<i>Personnel Management</i>			
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?	99	3.51	1.07
How well are expectations for your role in community policing defined by your law enforcement agency?	97	3.68	1.07
To what extent are officers in your agency trained in...			
Problem solving?	100	3.70	1.10
Building community partnerships?	99	3.58	1.19
To what extent is community policing an agency-wide effort involving <u>all</u> staff?	100	3.50	1.15
To what extent are officers in your agency given adequate uncommitted time to proactively work with the community?	99	3.38	1.15
To what extent are geographic, beat, or sector assignments long enough to allow officers in your agency to form strong relationships with the community?	100	3.89	0.94
To what extent does your agency give patrol officers decision-making authority to develop responses to community problems?	100	3.67	1.03
To what extent do performance evaluations hold you accountable for...			
(Line Officers Only) Developing partnerships with external groups?	65	2.85	1.24
(Line Officers Only) Using problem solving?	65	3.29	1.22

Note: The response scale is as follows, unless otherwise specified:
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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	N	Mean	SD
Organizational Transformation (Cont.)			
Personnel Management (Cont.)			
To what extent does recruit field training in your agency include...			
(Command only) Problem solving?	9	3.56	1.13
(Command only) Developing partnerships?	9	3.67	1.12
(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)?	9	3.33	1.00
(Command only) To what extent does your agency recruit <u>officers</u> who have strong general problem-solving skills?	10	3.50	0.85
(Command only) To what extent does your agency recruit <u>officers</u> who have an interest in working collaboratively with the community?	9	3.56	0.88
To what extent do performance evaluations hold <u>managers and supervisors</u> in your agency accountable for...			
(First-Line Supervisor/Middle Management & Command only) Encouraging community policing among officers they supervise?	30	3.70	1.02
(First-Line Supervisor/Middle Management & Command only) Developing partnerships with external groups?	30	3.80	0.96
(First-Line Supervisor/Middle Management & Command only) Using innovative problem solving?	28	3.82	0.98

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

	N	Mean	SD
Organizational Transformation (Cont.)			
Leadership			
To what extent does your Chief/Sheriff stress the importance of...			
Community policing to personnel within your agency?	100	3.86	1.07
Community policing externally?	98	3.83	1.06
To what extent does the top command staff at your agency...			
Communicate a vision for community policing to personnel within your agency?	100	3.58	1.14
Advocate partnerships with the community?	100	3.71	1.14
Value officers' work in partnership activities?	99	3.61	1.24
Value officers' work in problem solving?	99	3.63	1.18
To what extent do first-line supervisors in your agency...			
Establish clear direction for community policing activities?	99	3.57	1.25
Empower officers to do community policing?	99	3.60	1.25

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

	N	Mean	SD
Organizational Transformation (Cont.)			
Transparency			
To what extent does your agency provide community members with information on...			
Agency activities?	100	3.41	1.07
Crime problems?	99	3.59	1.05
Crime-prevention tips?	100	3.55	1.13
Crime maps?	100	3.23	1.19
To what extent does your agency communicate openly with community members?	101	3.61	1.03

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

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

	N	Mean	SD
Community Partner Perspective			
<i>Partnership with the Law Enforcement Agency</i>			
(Partner only) To what degree is the law enforcement agency involved in problem-solving projects with your organization?	24	3.50	1.18
(Partner only) How much does the law enforcement agency collaborate in developing shared goals for problem-solving efforts with your organization?	24	3.58	1.10
(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?	23	3.65	1.23
(Partner only) To what extent does your organization share accountability with the law enforcement agency for the partnership activities?	24	3.42	1.28
(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)?	24	4.38	0.97
(Partner only) How often does the law enforcement agency communicate with your organization? [1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Very often]	24	4.08	0.93

Note: The response scale is as follows, unless otherwise specified:
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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	N	%
Community Partner Perspective (Cont.)		
Partnership with the Law Enforcement Agency (Cont.)		
(Partner only) Please indicate the statement that best describes the relationship between your organization and the law enforcement agency:	23	
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)	0	0.0%
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)	2	8.7%
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)	9	39.1%
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.]	12	52.2%

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

	N	Mean	SD
Community Partner Perspective (Cont.)			
General Engagement and Communication with the Community			
(Partner only) To what extent does the law enforcement agency involve community members in solutions to community problems?	23	3.48	0.95
(Partner only) To what extent do officers in the law enforcement agency introduce themselves to community members (residents, organizations, and groups)?	24	3.83	0.96
(Partner only) To what extent does the law enforcement agency develop relationships with community members (residents, organizations, and groups)?	24	3.83	1.13
(Partner only) To what extent is the law enforcement agency aware of the priorities of community members?	24	3.96	1.00
(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?	24	3.88	0.95

Note: The response scale is as follows, unless otherwise specified:
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Appendix: CP-SAT Descriptive Statistics by Question (Cont.)

	N	Mean	SD
Community Partner Perspective (Cont.)			
General Engagement and Communication with the Community (Cont.)			
To what extent does the law enforcement partner...			
(Partner only) Regularly communicate with <u>residents</u> (for example, through websites, newsletters, public meetings)?	24	3.25	1.11
(Partner only) Communicate with the <u>community</u> openly?	24	3.58	1.02
(Partner only) Share information on crime problems with external parties?	22	3.18	1.01
(Partner only) Provide residents with a mechanism to provide feedback to the agency?	23	3.35	1.15
(Partner only) Make it easy for community residents and others to contact the beat officer assigned to their area?	24	3.75	1.03
(Partner only) Communicate a vision for community policing externally?	23	3.57	1.16

N = Number of respondents to answer the question, Mean = the average rating across the respondents, and SD = the standard deviation of scores across the respondents.

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