



Community Policing Self Assessment Tool  
Our Community, Our Assessment

## Community Policing Self-Assessment Tool (CP-SAT)

Webinar for COPS Hiring Recovery Program (CHRP) Grantees



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



## Presentation Outline

- The CP-SAT Team
- CP-SAT Introduction
- Overview of the CP-SAT
- CP-SAT Modules
- Administering the CP-SAT: Process for Participation
- CP-SAT Reports and Screenshots
- CP-SAT Benefits
- CP-SAT Experiences and Outcomes: Agency Feedback
- CP-SAT Preliminary Results and Trends
- Future CP-SAT Analyses
- Next Steps to Administer CP-SAT
- Questions



## The CP-SAT Team

- Community Oriented Policing Services (COPS), Department of Justice
- ICF International
- Police Executive Research Forum (PERF)



## CP-SAT Introduction

- **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.



## Overview of CP-SAT

- 15-minute online survey
    - Command staff: 87 questions
    - Officers & Civilians: 73 questions
    - Community Partners: 19 questions
  
  - Completed by sworn staff at all levels, 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 a 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.
- 
- Available in English and Spanish
  
  - Responses are 100% confidential

## 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.



## Administering the CP-SAT: *Process for Participation*

- The CP-SAT administration process is smooth and easy, with the ICF Administration Team performing almost all of the work to minimize any burden on an agency's resources.
- There are **only 2 steps** for an agency to register and participate in a designated administration period:

**Step 1:** Agency selects a Key Contact, who will support the administration with ICF, to contact the CP-SAT hotline ([CPSAT@icfsurveys.com](mailto:CPSAT@icfsurveys.com) or 877.99.CPSAT) and register for the next administration period.

*\*\*The next CP-SAT administration period will start on August 20, 2013.\*\**

**Step 2:** Key Contact compiles email list of agency's participants and adapts the template invitation and reminder email drafts (see slide 9 for invitation template), which are developed by ICF, to send participants on designated dates.

## Administering the CP-SAT: *Process for Participation*

- The following tasks are performed by the ICF CP-SAT Administration Team:
  - ICF emails agency Key Contact as a reminder to send participants the invitation and reminder emails on designated dates.
  - ICF tracks agencies' response rate and notifies the Key Contact of any agency with a low response rate after two weeks of administration.
  - Shortly after the three-week administration period ends, ICF generates a summary report and emails the report to agency key contact.



## Administering the CP-SAT: *Invitation Email*

Dear [XX Police Agency] CP-SAT participants,

Our agency has chosen to participate in the Community Policing Self-Assessment Tool (CP-SAT), an online survey which collects information about our practice of community policing. I strongly encourage you to complete this assessment, which you may 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, so 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:** <https://survey.icfsurveys.com/se.ashx?s=04BD76CC552D2179>

**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 **September 10<sup>th</sup> 2013**. If you have any questions, please contact [First Name Last Name] at [555-555-5555].

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

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

## CP-SAT Screen Shots



**Community Policing Self Assessment Tool**  
Our Community, Our Assessment

COMMUNITY ORIENTED POLICING SERVICES

OMB Control Number: 1103-0105  
Expiration Date: 07/31/2014

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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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**  
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COMMUNITY ORIENTED POLICING SERVICES

OMB Control Number: 1103-0105  
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### 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**.

#### 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
Law enforcement agencies (e.g., Federal, State, and/or other jurisdictions) who serve the community.	<input type="radio"/>				
Other components of the criminal justice system (e.g., probation, parole, courts, prosecutors, and juvenile justice authorities).	<input type="radio"/>				
Other government agencies (e.g., Parks, Public Works, Traffic Engineering, Code Enforcement, Schools).	<input type="radio"/>				
Non-profit/community-based organizations that serve community members.	<input type="radio"/>				
Businesses operating in the community.	<input type="radio"/>				
The local media.	<input type="radio"/>				

	Not at all	A little	Somewhat	A lot	To a great extent
To what extent do individuals in the community actively participate as community partners with your law enforcement agency?	<input type="radio"/>				

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

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## Automated Reports

### ➤ Currently Available:

- Agency Summary Report\*: Provides a summary of your agency's data in a user-friendly format.
- Pre-Post Summary Report: Provides a summary of your agency's data for two administrations of the CP-SAT, as well as benchmark data from other agencies that are similar in sworn staff size, population served, and agency type.

### ➤ Coming Soon:

\* Revised Agency Summary Report, which will also display benchmark data will be completed before our next administration period. This update will allow an agency to benchmark itself against other similar agencies after completing its first administration.



## Example Agency Summary Report

### Screen Shot #1

### Screen Shot #2

### Screen Shot #3

#### Summary Scores

This report summarizes the survey findings across command staff, supervisors, officers, civilian staff, and community partners. Exhibit 1.0 provides the number of respondents for the assessment. 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. 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 values (averages) for each question or set of questions.

**Exhibit 1.0. Total Number of Respondents**

Relationship with the Agency	N
Line Officer	75
First-line Supervisor/ Middle Management	31
Command Staff	9
Civilian Staff	6
Community Partner	7
<b>Total</b>	<b>128</b>

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.

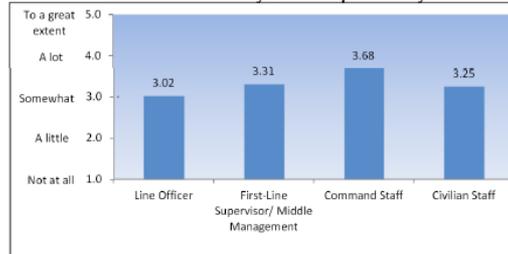
**Exhibit 2.0. CP-SAT Summary**



#### 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**



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

	N	Mean	SD
<b>Community Partnerships (Cont.)</b>			
<b>Engagement with a Wide Range of Partners</b>			
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.	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	1.64
To what extent do <u>individuals</u> in the community actively participate as community partners with your law enforcement agency?	123	4.59	0.55

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.

## Example Pre-Post Summary Report



### Summary Scores

This report first presents summary scores for each section within the CP-SAT Short Form. In the middle of the report, scores within each section are examined in greater detail. At the end of the report, the appendix displays average ratings on each question from your most recent CP-SAT administration. This information can be used in strategic planning, understanding perceptions of community partners, and tracking implementation of community policing. Information on how to improve implementation of community policing can be found on the COPS website at: <http://www.cops.usdoj.gov> or by contacting the COPS Office Response Center via telephone or email (800.421.6770 or [askCopsRC@usdoj.gov](mailto:askCopsRC@usdoj.gov)).

This report summarizes the survey findings across command staff, supervisors, officers, civilian staff, and community partners. Exhibit 1.0 provides the number of respondents for your agency's first and second administrations of the CP-SAT. 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. 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 values (averages) for each question or set of questions.

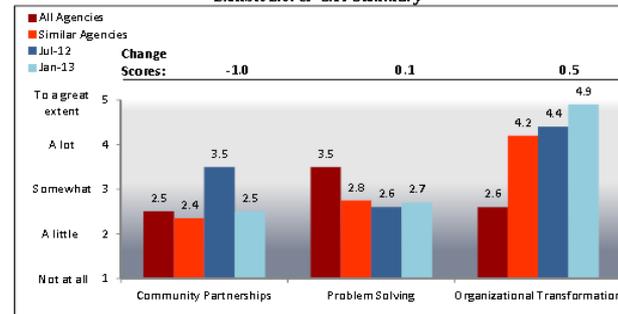
**Exhibit 1.0. Total Number of Respondents**

Relationship with the Agency	N (Jul-12)	N (Jan-13)
Line Officer	15	15
First-line Supervisor/ Middle Management	6	8
Command Staff	7	10
Civilian Staff	4	8
Community Partner	10	4
<b>Total</b>	<b>42</b>	<b>45</b>



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 Benefits

- **No Cost:** *Services associated with administering the CP-SAT are fully covered by the COPS Office for COPS Hiring Recovery Program (CHRP) and Hiring Program (CHP) grant recipients*
- **Comprehensive:** *The CP-SAT solicits input from Officers, Supervisors, Command Staff, Civilian Staff, and Community Partners to help agencies measure the extent to which community policing has been implemented in various units and ranks within an agency.*
- **Quick:** *The CP-SAT takes approximately 15 minutes for participants to complete.*
- **Valuable:** *Upon 1<sup>st</sup> CP-SAT administration, agencies receive an automated report, which summarizes their results in a user-friendly format. Upon 2<sup>nd</sup> CP-SAT administration, agencies receive an automated pre-post benchmark report summary.*
  - Reports help agencies enhance community policing efforts through the identification of community policing strengths and areas for improvement.
  - Agencies may use the results in grant applications, community presentations, and strategic planning.

## CP-SAT Experiences and Outcomes: Agency Feedback

- Daniel Reynolds, Chief of Police, Greer Police Department, SC
  - 2 Administrations
  - 54 Sworn Staff
  
- Paul Paskoff, Director of Research & Planning Division, Charlotte-Mecklenburg Police Department, NC
  - Pilot Site for the CP-SAT
  - 1 Administration
  - 1,958 Sworn Staff (1,200 in CP-SAT Participant Sample)



## Preliminary CP-SAT Participation Results (All Results as of March 30, 2013)

### ➤ Overall Participation

Grant	# of Participating Agencies	# of Participants
2009 CHRP	36	3,398
2011 CHP*	223	29,046
2012 CHP*	201	20,028
<b>TOTAL</b>	<b>460</b>	<b>52,472</b>

\* 2011 and 2012 Community Hiring Program (CHP) grants require the agency to administer the CP-SAT



## Preliminary CP-SAT Participation Results

➤ Overall Participation Breakdown by Staff Type

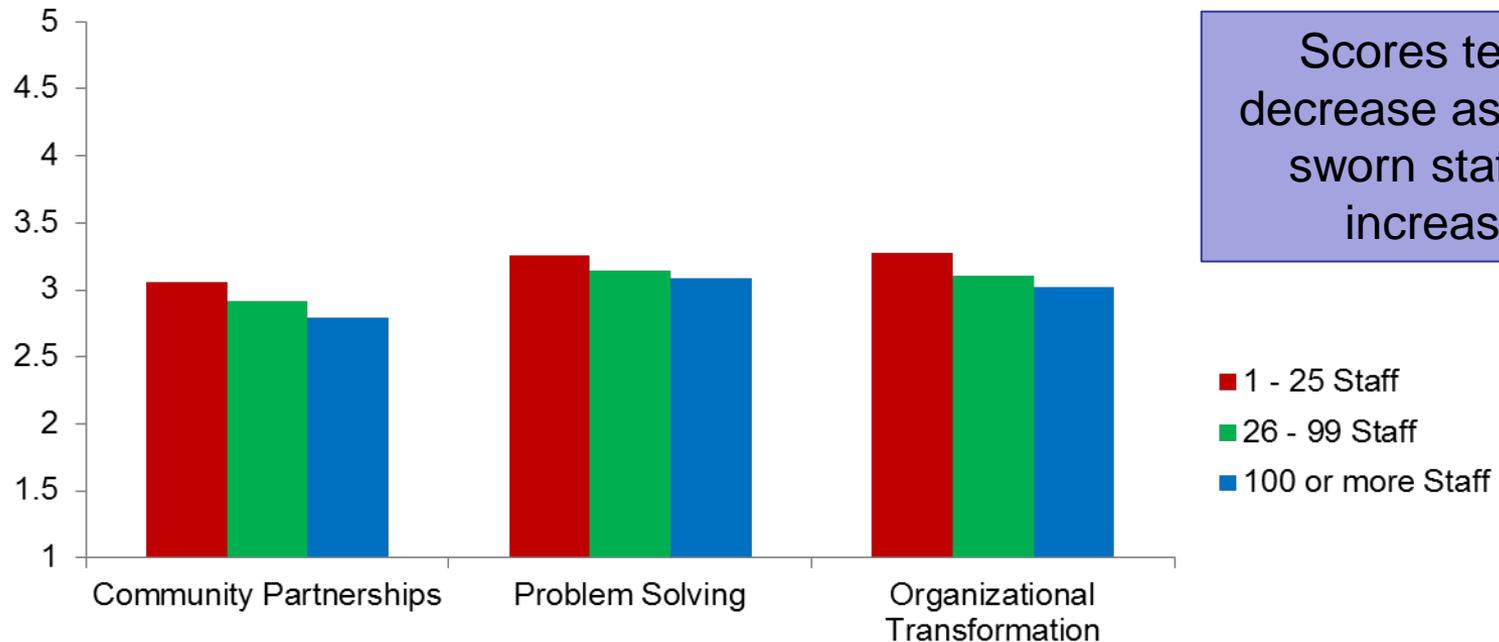
Staff Type	# of Total Participants	% of Total Participants
Line Officer	31,498	60.0%
First Line Supervisor/ Middle Management	9,805	18.7%
Command Staff	2,857	5.4%
Civilian Staff	4,070	7.8%
Community Partner	4,242	8.1%
<b>TOTAL</b>	<b>52,472</b>	<b>100.0%</b>

Median number of  
Community Partners  
per agency is 8.



## Preliminary Overall CP-SAT Results

### Average Ratings by Agency Size (# of Sworn Staff)

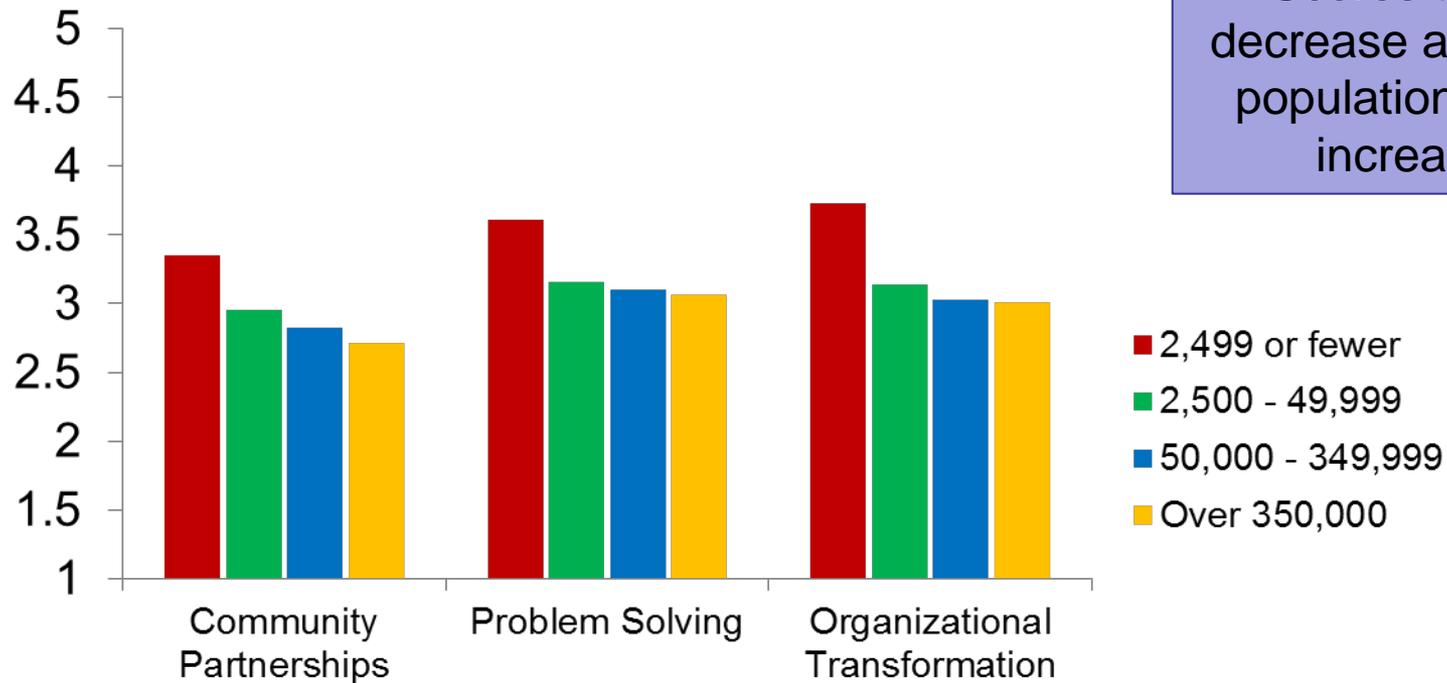


Scores tend to decrease as agency sworn staff size increases.



## Preliminary Overall CP-SAT Results

### Average Ratings by Agency Size (Population Served)

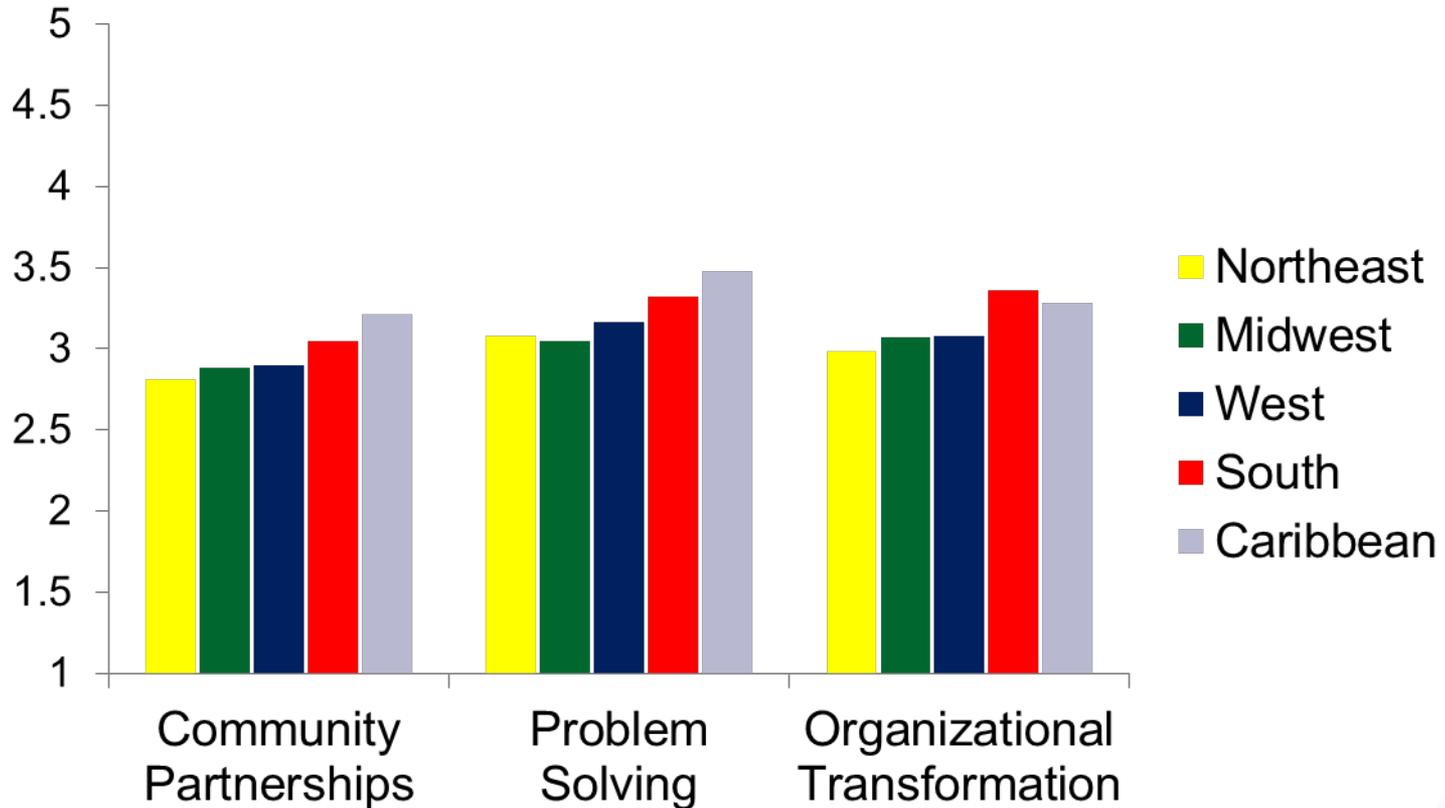


Scores tend to decrease as agency population served increases.



## Preliminary Overall CP-SAT Results

### Average Ratings by Geographical Region



## Future CP-SAT Analyses

The following research questions were developed to guide our CP-SAT analyses:

1. How do sworn staff perceptions of partnerships align with partner responses?
2. Do supervisor attitudes and actions drive implementation of community policing at the agency level?
3. How well do the different components of the Organizational Transformation section of the CP-SAT (e.g., perceptions of leadership) predict scores on other survey section items?
4. Do certain agency characteristics affect CP-SAT scores?



## Next Steps to Administer CP-SAT

- The next CP-SAT administration period will begin on **August 20, 2013**. In order to join this administration period, and take advantage of this valuable resource, your agency's Key Contact needs to:
  1. Email or call the CP-SAT hotline at [CPSAT@icfsurveys.com](mailto:CPSAT@icfsurveys.com) or 877.99.CPSAT (877.992.7728) to register.
  2. Finalize the survey invitation and reminder emails and compile an email list of all participants who will receive the emails on the specified dates.

The ICF CP-SAT Administration Team  
will do everything else for you!



## Questions



Email or call ICF at [CPSAT@icfsurveys.com](mailto:CPSAT@icfsurveys.com) or 877.99.CPSAT (877.992.7728) with any questions, or visit <http://cops.usdoj.gov/Default.asp?Item=2604> for more information.



## Contact Information

### ➤ COPS Office

- Rob Chapman: [Robert.Chapman@usdoj.gov](mailto:Robert.Chapman@usdoj.gov)

### ➤ ICF Administration Team

- CP-SAT Hotline: [CPSAT@icfsurveys.com](mailto:CPSAT@icfsurveys.com) or 877.99.CPSAT (877.992.7728)

