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MEASURING WHAT MATTERS: ASSESSING COMMUNITY POLICE PERFORMANCE IN PHILADELPHIA

Final Report

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EXECUTIVE SUMMARY

The National Institute of Justice funded this collaborative research project to measure the impact of the COPS AHEAD program as it was implemented in Philadelphia. The Center for Public Policy at Temple University applied quantitative and qualitative methods to assess this policing program in Philadelphia. Data were collected from nearly 400 officer surveys, observational work with footbeat and motorized patrol officers, surveys of residents, and analysis of arrest and offense information.

COPS AHEAD Program in Philadelphia

The Philadelphia Police Department's first class of 153 COPS AHEAD officers was placed on duty after their graduation from the academy in June of 1995. These officers were a principal component of the Department's shift to a community and problem-oriented policing style. The Department outlined its goals for the program:

- Increased visibility of community policing services in neighborhoods and business settings;
- Greater contact between officers and community residents;
- Improved understanding of community needs and a tailoring of services to meet those needs;
- Reduced fear of victimization and reduced potential for crime; and
- Increased police and community ownership and pride in every neighborhood and business section of Philadelphia.

RESEARCH DESIGN

Two principal units of analysis were used in this research effort: police officers and police beats. This orientation has the positive effect of nesting the effects (crime and perceptions) of police work within its efforts (the activity of the police officers). The COPS AHEAD Program in Philadelphia presented an opportunity to study the range of roles embodied by police officers; these include the "community-oriented generalist", motorized patrol; and more specialized community-oriented roles. Moreover, controls for important factors such as experience and specialized training are addressed in this analysis. The assignment process developed for the COPS AHEAD program implementation in Philadelphia lent itself to a research design that approximates a "natural experiment". This created an opportunity for testing community policing across a number of issues

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focused on policing style, officer length of service, degree of community policing training, as well as controlling for geographic, demographic and social and criminological elements within and around specific beats.

Research Questions

This research allowed questions to be addressed along several important dimensions. First, researchers targeted the ***activities of community policing officers***. A second research question considered the ***problem solving process*** of community policing. The third research question in this study concerns the ***social-psychological state*** of community policing officers in comparison to other police officers not assigned to community policing roles, most particularly their satisfaction with their jobs.

Methods

This research employed four principal methods: (1) police officer focus groups; (2) collection and analysis of official records including geographically-based offense and calls for service data for the beats these officers are assigned; (3) surveys of COPS AHEAD officers and the communities they serve; and (4) observation of officer activities.

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Geographic Analysis

The COPS AHEAD Program began in 1995 when the first 153 officers occupied 96 beats. Sixty (60) of these beats remained stable over time, and were used for the geographic portion of this analysis.

The findings indicate that the beats and their surrounding areas shared similar socio-economic and structural (dis) advantage makeup. This finding is important because it demonstrates that the beats were not selected as a function of their higher score on socio-economic correlates indicating different social circumstances of the population.

Comparisons of the COPS AHEAD beats and surrounding areas indicated that the average crime rates for each of four crime categories was higher in the beat than in the surrounding area. However, this difference was only statistically significant for Part 2 Offenses. This finding suggests that the COPS AHEAD beats represent crime problems that are typical, not atypical, of their respective police districts. Moreover, our results suggest that these beats were not "better" to begin with, thereby potentially producing more positive findings about crime impacts. Finally, the findings suggest that in comparison to their surrounding areas, the beats

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selected experienced more order maintenance problems than their surrounding areas, even though serious crime levels were approximately the same for both groups (beat and surrounding area.)

One of the primary objectives of the COPS AHEAD program was to implement the beats in the City's high crime areas. In general, our findings indicate that the COPS AHEAD beats were located throughout the City in a variety of different offense rate zones. While only a few of the COPS AHEAD beats were located in high and/or very high offense rate locations, the majority of them were located in moderate crime areas. A very small number of them were located in low offense rate areas. In sum, the COPS AHEAD beats tended to be in or located adjacent to the highest crime areas.

Impact of COPS AHEAD Program

After the COPS AHEAD program, the reporting of violent offenses increased in the beats, while they decreased in the surrounding areas. Such a finding can be attributable to police presence in these beats, capable of amplifying the reporting of violent crime that might have heretofore gone unreported or that were under-reported.

The implementation of the COPS AHEAD program also contributed to a decrease in Part 1 Property Offense rates in the beats as well as the surrounding areas. As a visible police presence in fixed areas may actually deter such behaviors it is reasonable to anticipate that such declines are tied to the COPS AHEAD deployment.

When we examined Part 2 Offense rates, time-series analysis showed an increase in Part 2 Offense rates in the beat, but a decrease in Part 2 Offense rates in the surrounding area after the implementation of COPS AHEAD. Once again, the presence of the police may indeed stimulate citizen reporting of crime and confidence that the police will indeed take action. This would explain increases in the target beats and not in the surrounding areas. Of course it is also possible that the actual occurrence of Part 2 Property offenses increased.

The implementation of COPS AHEAD appears to have decreased Part 2 Drug Arrest rates in the beats as well as the surrounding areas, thereby suggesting some deterrence or crime suppression effects.

A comparison of the these results with the crime numbers in the City for the same time period, however, suggests that the crime trends in the beats and surrounding areas correspond to those of the four crime categories

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in the City over the four year period. It may be then that as crime in the City was declining, so too was crime in the beats.

As suggested by the recent literature on crime displacement, we observed no displacement of offenses or arrests during the four-year program. While crime numbers fell slightly in both the beats and buffered areas (Part 1 Violent Offenses, Part 1 Property Offenses and Part 2 Offenses), Part 2 Drug Arrests experienced a decrease from 1994 to 1996, but slightly increased in both the beats and the surrounding areas from 1996 to 1997. None of these shifts, however, was statistically significant.

Officer Survey

Analysis reveals that rookie COPS AHEAD officers may have been better prepared to "do" community policing, as evidenced by their higher scores on the academy training scales for problem solving and dealing with diversity and conflict. Veteran COPS AHEAD, veteran motorized and the comparison group of community policing officers (for all of whom academy training pre-dated the COPS AHEAD program) scored lower on these scales. Posttests reveal that CA rookies were significantly different from all other officers except motorized rookies on both of these scales. The district level training scale revealed a marginally significant difference between veteran COPS AHEAD officers and the comparison group of community policing officers, who both reported experiencing a lower quality of district level training, and rookie motorized officers, who reported experiencing a higher quality of district level training.

The five types of officers did not significantly differ with regard to their use of official data, but rookie COPS AHEAD officers and the comparison group of community policing officers reported using unofficial data (i.e., information from community residents and business owners) more so than the other types of officers, particularly the motorized veteran officers.

Job Environment/Police Culture

Motorized rookie officers reported feeling less separated from other officers than did all other types of officers. Motorized veteran officers reported feeling least integrated, perhaps a manifestation of cynicism associated with experience and years on the job, and COPS AHEAD rookies reported feeling the most integrated.

Style of Policing

The five types of officers differ significantly with regard to their orientations toward problem solving and community policing. Both rookie and veteran COPS AHEAD officers and the comparison group of community

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policing officers reported having stronger orientations toward problem solving and community policing than their motorized counterparts. The five kinds of officers did not differ significantly with regard to orientations toward law enforcement.

Job Descriptive Index

The five types of officers differ significantly with regard to their satisfaction with work on their present job, satisfaction with co-workers, but not in their satisfaction with supervisors. Specifically, COPS AHEAD rookies appear to be more satisfied with work on their present job, as compared to other officers, and COPS AHEAD and motorized rookies are more satisfied with their co-workers, as compared to veteran officers. In addition, CA and motorized rookies are significantly different from motorized veterans with regard to their satisfaction with co-workers.

Perceptions of Officer Impact

The five types of officers differ significantly with regard to their perceptions of impact. Specifically, both rookie and veteran COPS AHEAD officers reported feeling that they have a greater impact on their beats, as compared to their motorized counterparts and comparison group of community policing officers. In addition, the comparison group of community policing specialists fell in-between the CA and motorized officer scores.

Allocation of Time

With regard to time allocation, motorized officers reported spending more time on reactive activity than COPS AHEAD officers and the comparison group of community policing officers, although rookie COPS AHEAD officers reported spending more time on reactive activity than did veteran COPS AHEAD officers. The comparison group of community policing officers reported spending the least amount of time on reactive activity.

Veteran COPS AHEAD officers reported spending less time on law enforcement activity than rookie COPS AHEAD and motorized officers. The comparison group of community policing officers reported spending the least amount of time on law enforcement activity. COPS AHEAD officers and the comparison group of community policing specialists reported spending more time on community oriented activity than did their motorized counterparts.

Observational Study

The observational data reveal that regardless of whether the officer is a veteran or a rookie, COPS AHEAD or regular motorized patrol, during a half-shift they handle about four and a half incidents on average.

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They respond to about two calls for service on average, and the incidents they handle occur primarily on the street. The typical incident involved two citizens and two officers, although a little more than one-quarter of the 297 recorded incidents involved no citizens at all. Non-crime contacts were most frequently radio initiated, except for COPS AHEAD officers who had more officer initiated contacts as compared to motorized officers. The officers' initial words to subjects were most frequently polite and informative, and the suspects' responses were most frequently respectful and deferential.

Our analysis reveals only minor differences between the groups being compared. For the comparison of COPS AHEAD officers with motorized officers, analyses reveal four statistically significant differences: compared to COPS AHEAD officers, motorized officers made more arrests, responded to more crimes in progress, and had more requests for information, but had fewer officer initiated, non-crime contacts than COPS AHEAD officers. For the comparison of rookie officers with veteran officers, analyses reveal only two statistically significant differences: veteran officers responded to more crimes in progress but encountered fewer suspects who were physically aggressive toward the officer.

Community Survey

When provided with a list of community "nuisance" problems, a good portion of the sample respondents indicated that some of the nuisances were not problems at all. Of those respondents who indicated that the "nuisance" problems are a "big" or "small" problem in their area, the majority of the respondents in the reduced samples indicated that the problems have remained the same over the past six months, rather than improving or worsening. Interestingly, a little more than half of the full sample (55.5%) indicated that their neighborhood had become a better place to live/do business over the same period of time (39.4% indicated that their neighborhood had not become a better place to live/do business).

When the respondents were asked how safe they feel alone in their neighborhood during the day and during the night, the average responses were quite positive.

Overall, 50% of the sample respondents reported seeing a police officer drive by their residence or business at least daily (i.e., 30 times over the last month), indicating that there is a noticeable police presence in the communities sampled. About 81% of the sample respondents reported never talking to a motorized officer about their neighborhood during the past month, and 87% reported never talking to a foot patrol officer about their

neighborhood during the past month. This may indicate that interaction on the part of the community may not be at the level desired by advocates of community policing.

Although interaction with police seems minimal in this sample of community residents, interestingly enough, the respondents reported that the police in their area are very responsive to community concerns. In addition, the cohesiveness of the community (certainly a core concern in discussing the drive for police-community interaction) was represented by roughly two-thirds of the sample respondents reporting that the people in their neighborhood tend to help one another, rather than go their own way. In a similar vein, three-quarters of the sample reported that the people in their neighborhood would be likely to tell a teenager spraying graffiti on a wall to stop. These results tend to indicate that although physical interaction between police and community appears to be minimal, perceptual aspects of community cohesiveness and police responsiveness to community concerns are present.

Nested Case Studies

Five beats were selected for this analysis based on the completeness of the available data. The goal of this triangulated approach is to blend together all of the available information pertaining to activity occurring at the beat-level on a small number of COPS AHEAD beats in Philadelphia.

The nested case studies revealed several interesting findings. First, these studies indicate that there was considerable variation among officers in respect to the style of policing they adopted and operationalized in the community. In general these officers adopted a higher level of problem solving and community policing as their means of operations, and were less focused on law enforcement activities as being central to their daily business. Generally speaking these officers thought their impact was significant on the communities they policed.

Several of these officers reported allocating an average amount of time toward reactive activity and law enforcement activity, while others reported more community oriented activity, as compared with other COPS AHEAD rookies. The officers' scores on the job satisfaction scales indicate that in general they had a higher level of satisfaction, slightly higher satisfaction with supervisors, and a high level of satisfaction with his co-workers. Overall, the officer's level of job satisfaction was higher than average, as compared to other COPS AHEAD rookie officers.

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The officers described beats as primarily residential, although several were located near to commercial areas. Most officers classified themselves as split-time beat officers (part of beat on foot, part in a car). The communities from which thee officers were drawn generally were positive about the officers and the type of police service they received, although the results were indeed mixed. In general the community was supportive of police activity, but at the same time there was considerable variation in how much contact the community actually had with the police.

POLICY IMPLICATIONS

Deployment Policies

The results suggest that the COPS AHEAD deployment can have an impact on selected crime types such as drug offenses, while at the same time encouraging the local community to report more serious crime. Moreover, these results suggest that the selection of the communities to receive such treatments is indeed crucial.

A hallmark of community policing is community activation and engagement. To prevent and otherwise deter crime the police must form partnerships with the community to address persistent local crime and disorder problems. Such engagement assures that the police are not held singularly accountable for crime, but rather that the police and the community have responsibility for local crime and disorder problems. This aspect of the community policing intervention in Philadelphia appears to be weakest.

Policies Regarding Policing Styles

Perhaps the strongest findings of this research are associated with the adoption of community and problem-oriented policing styles by the police officers assigned to these COPS AHEAD beats. From the analysis it is clear that police departments, through the manipulation of assignments and exposure to new policing ideas, can shape police style. The comparisons of policing style offered in the Philadelphia Police Department's implementation of the COPS AHEAD program suggest that assignment is most associated with adopting a problem and community oriented style of policing. In adopting such styles, however, it is equally clear that the practices of those in these beats favored less reaction to crime and disorder and emphasized a more proactive and less enforcement oriented focus.

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To the extent that police officers in Philadelphia and elsewhere are still evaluated on traditional measure of crime response (e.g., number of calls responded to, pedestrian and foot stops, arrests and the like), then official system assessments may be that these officers are somehow "slackers". But our assessment of the beat-level impacts suggests that results were achieved, albeit in a community and problem-oriented response system rather than reactive policing.

For those who continue to criticize community and problem-oriented policing as being "soft" on crime, the Philadelphia results suggest that such approaches may indeed produce crime and disorder impacts, and without apparent displacement effects. This form of "results-oriented" policing is within the purview of police departments, and our results suggest that polices shaping police officer adoption of such styles of policing can contribute to improved neighborhood safety.

Policies Impacting Implementation of Targeted Community Policing Services

The Department makes more use of crime and disorder information and holds local commanders more accountable for the results of their deployment. The Department has increase decision making at lower command levels, and there have been interventions where the Philadelphia Police Department has joined effort with other city agencies to address persistent community problems. But at the officer level it is clear from this analysis that those completing the survey were not positioned well to interact with other agencies, nor were they focused on the importance of such interactions. Community and problem-oriented policing shifts the responsibility for crime and its control from the police acting as an individual agency, to a wide array of community and governmental agents, each of whom affects crime and disorder in neighborhood settings.

Policies and practices that shape these relationships, and that translate these arrangements to street-level interventions can indeed shape public safety and neighborhood order. At present this linkage is fledgling within the Philadelphia Police Department, despite major gains made by the department over the past few years.

Finally, policies that shift the Philadelphia police Department from a response driven organization to one emphasizing community and problem-oriented policing, will require better information to judge the impacts and effects of such an organizational shift. Presently the data systems of the department fail to accurately describe these impacts, and are must too focused on crime (Part 1 crime, that is). There is little attention to the

patterning of calls for service and Part 2 data that would provide for a richer assessment of the disorder and local disturbance behaviors that are often associated with declining community "quality of life".

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Community and problem-oriented policing have become watchwords for policing during the 1990's. As the principles of community and problem-oriented policing have gained national attention, most police departments have shifted towards this policing style. However, the ambiguous nature of these programs, in conjunction with the difficulty of measuring changes in crime, has produced real questions concerning the impact of community policing on organizational, crime, community, and officer levels.

In 1995, the Center for Public Policy at Temple University, supported by a planning grant from the National Institute of Justice, joined with the Philadelphia Police Department to document the state of community and problem-oriented policing in Philadelphia. During this process, the COPS AHEAD program was recognized as a significant program providing a natural research design. This setting yielded an opportunity to view community and problem-oriented policing in terms of officer experience, training, and assignment, while evaluating the impact of a wide-scale policing program in Philadelphia.

The National Institute of Justice funded a second collaborative research project in 1997 to measure the impact of the COPS AHEAD program. Since then, the Center for Public Policy has applied quantitative and qualitative methods to assess this policing program in Philadelphia. Data have been collected from nearly 400 officer surveys, observational work with footbeat and motorized patrol officers, surveys of residents, and analysis of arrest and offense information. Based on these analysis, a number of findings have been derived and recommendations posed.

CHAPTER 1

INTRODUCTION

For nearly twenty years, community and problem-oriented policing ideas have captured the imagination of police officials, political, leaders, community activists and academics. The rhetoric of community policing, now embodied in the passage of the U. S. 1994 Omnibus Crime Control Act, consistently draws national and presidential attention. The federal funding and assignment of 100,000 police officers has changed the face of policing in America, expanding community policing from a philosophy to standard practice in many parts of the nation.

However the outcomes of community and problem-oriented policing are still unknown. Skolnick and Bayley suggest "community policing is advancing because it seems to make sense, not because it has yet been shown to

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be demonstrably superior" (1993:18). While the rhetoric of community policing has fueled political discussion, the reality is that community policing's efforts and effects have often evaded careful measurement and analysis. There is a steadily growing body of literature about the efforts and effects of community and problem-oriented policing, however several distinct research gaps exist (See Greene and Taylor, 1988; Lurigio and Rosenbaum, 1994). Indeed, the complexity and range of programs, strategies and ideas that fall under the community policing umbrella have complicated its evaluation. Moreover, as the adoption of community and problem-oriented programs by police departments remains in its formative stages, assessments of impacts and effects are often seen as premature. As Moore suggests;

> Almost nothing is certain about the effects of community policing programs. The programs are so varied that it will be a long time before we can say something definitive about the whole set of programs, the individual elements of the set, and the particular features about particular programs. (1994:294)

The conceptual deficit with community policing initiatives concerns how they are converted from an organizational philosophy or strategy to a set of coherent activities with measurable efforts, outputs and results. In many community policing programs it is simply assumed that police officers can act in a "community orientation;" that police organizations can support this emerging style of policing; and that communities can differentiate community policing actions from those of traditional policing. Such assumptions produce the illusion that it is relatively easy for police agencies to convert from traditional to community policing. A growing body of research suggests that without proper implementation community and problem-oriented policing are potentially "plastic concepts" (Eck and Rosenbaum, 1994) perhaps, raising public and police expectations about crime control (See Sadd and Grinc, 1994).

One of the essential deficits of community policing research has been the lack of methodologically sound research designs (Greene and Taylor, 1988; Lurigio and Rosenbaum, 1994). Towards this end, academics have sought to identify locales that provide a natural research setting or allow researchers to define a design. Since it is extremely difficult and usually inappropriate to reshape law enforcement agencies to fit research needs, natural designs are especially valuable.

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This project represents the second collaborative effort between the Philadelphia Police Department and the Center for Public Policy at Temple University. The first project, an audit of community policing in Philadelphia, sought to identify exemplary programs and provide a conceptual forum for the expansion of community policing throughout the city. By defining those factors facilitating and restricting the expansion of community policing, the Department was better able to continue the implementation of community policing practices and strategies. During that process, the COPS AHEAD project stood out as a significant program for the Department and a unique research opportunity. Over the life of the COPS AHEAD program, more than 550 officers were assigned to community policing roles across the city. Approximately half were assigned directly from the academy while the remaining half were veterans who volunteered or were selected to fill the positions. Rookie officers replaced by veterans in COPS AHEAD beats were assigned to motorized patrol. Thus a "natural" quasi-experimental design was available with two groups of COPS AHEAD officers (rookie and veteran) and two groups of motorized patrol officers (rookie and veteran) available for comparison.

Community Policing: Basic Elements

The philosophies, strategies, programs and tactics that have emerged in modern-day policing over the past two decades suggest some common orientations; the movement toward a greater community orientation embodies many of these elements. Common elements of community policing programs include a redefinition of the police role; greater reciprocity in police and community relations; area decentralization of police services and command; and some form of civilianization (Skolnick and Bayley, 1986). Each of these changes is viewed as a necessary condition to realizing greater police accountability to, and legitimacy in, the community. At the same time, these efforts suggest that, if adopted, the police can become more effective and efficient.

Among its many definitions, community policing has been defined simply as "foot patrol" (Trojanowicz, 1983, 1986), as a strategy to reduce fear (Wycoff, et. al., 1985, 1985a, 1985b; Cordner, 1986), as a crime prevention strategy (Kelling, 1987), as a method to improve police officer job satisfaction (Hayeslip and Cordner, 1987), as a problem-solving process (Cordner, 1985, Eck and Spelman, 1987; Goldstein, 1990), as a process for greater police and community consultation and sharing of information and values (Wetheritt, 1983; Manning, 1984;

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Alpert and Dunham, 1988), as a method for changing police organizations and service delivery (Manning, 1984; Skolnick and Bayley, 1986; Alpert and Dunham, 1988; Goldstein, 1990), and, most generally, as a "reform" movement (Bayley, 1988; Mastrofski, 1988).

Community policing reform at its core seeks to redefine the role of the police. Specifically, to broaden it; thus, removing the narrow and traditional definitions of policing as crime fighting, to one which view the police as problem-solvers and community advocates. Reciprocity in police and community relations seeks to redress past practices of police talking "to" and not "with" the communities they are expected to serve.

Decentralization of service and command seeks to bring the service "close to the customer." This process intends to empower citizens and line-level police officers alike to have input into defining the services produced, and in evaluating the quality and effectiveness of the services delivered. Civilianization refers to the process of employing greater numbers of non-police personnel to work within the police bureaucracy; thus increasing cost efficiency and weakening the "thin blue line" mentality often separating the police from the community.

The core elements in community and problem-oriented policing are replete with assumptions about changing people, attitudes, work routines, information, organizational structures and interaction patterns. Many of these assumptions remain unexplored in the research on community policing, although there is a growing recognition that to be realized, community policing requires supportive institutional apparatus and thoughtful implementation.

The collective assumptions imbedded within community and problem-oriented policing are admittedly complex. They include assumptions about: 1) how shifts in organizational philosophies affect service delivery; 2) how organizations translate missions and values into clear job descriptions and on-the-job behaviors; 3) how organizations interact with their wider environments and the degree to which the environment can tolerate increased interaction; and 4) how changes in philosophy, structure, training, supervision and technology impact community problems, disorder, crime and fear (Greene, 1998).

Taken together these necessary actions contribute to the organizational, personnel and community renewal aims of community policing as previously described. These processes are so interrelated that piecemeal

attempts to implement community policing programs fail to recognize this complexity and almost certainly guarantee that attempts to shift policing style will fail.

Summary of Findings from the Audit of Community Policing in Philadelphia

As noted above, the first phase of this collaborative research partnership between the Center for Public Policy at Temple University and the Philadelphia Police Department was conducted between 1995 and 1997 and involved a detailed audit of extant community policing efforts. This NIJ-funded project defined the state of community policing in the City along with developing the evolutionary framework in which it took place. We identified a series of exemplary programs that were deconstructed into their core elements; studied for their applicability to other areas; and then shared with all district captains. Thus, administrators could sample from a set of programs according to their needs and capacities. We sent formal descriptions of these programs to every district captain and division inspector via our final report that was titled: State of Community Policing in Philadelphia: A Collaborative Research Effort Between the Philadelphia Police Department and Temple University.

The core of the project included reviews of departmental efforts at the organizational, operational, and community level. We employed a variety of methodologies to define those factors facilitating and restricting the expansion of community policing in Philadelphia. At the **Organizational** level we surveyed and later interviewed every district captain. These local supervisors described the core of their community policing efforts, the Five Squad (including the Victim Assistance Officer, Community Relations Officer, Sanitation Officer, Abandoned Auto Officer, and Crime Prevention Officer) and the important functions of this group. In general, these administrators were concerned that community olicing existed in specialist roles and that the basic function of most police officers had not changed over many decades. They were also concerned with other obstacles to the expansion of community policing including the need for expanded training, the quality of recruits, technology limitations, information availability, and others. Since then, the Department has addressed many of these issues with wide use of mobile data terminals, heightened information management systems, more reliable and timely crime data, and other changes.

At the **Community** level, a variety of very active and supportive Police Department Advisory Committees (PDAC) represent the core connection between the Police Department and their constituents. There is a PDAC in every district (23 across the city) and many are active fundraisers, providing funds to acquire bikes,

computers, facility improvements, and even ministations. The Center City ministation, supported by the Center City District, a chartered public improvement district, is so substantial it is considered a subdistrict with as many as 60 officers assigned.

Conversely, some PDAC's represent an obstacle to community policing at the community level. Many district captains described the PDAC in their district as a political organization with self-serving ends and little interest in police issues. Other captains saw the PDAC as a "cheerleading" group that did little more than host cookouts and various celebrations. Wide variation exists concerning the effectiveness and utility of these organizations, with deficits unfortunately affecting those areas of the city most in need.

At the **Operational** level, findings centered on the COPS AHEAD program. Through a survey of all 153 COPS AHEAD officers (the initial deployment of COPS AHEAD), the program appeared to play a valuable role in the community policing efforts of the Philadelphia Police Department. Many officers though their work valuable, and indicated that if they were reassigned, residents in their beats would miss them. Several officers had initiated new and innovative programs aimed at further developing the relationship between the police and the community, while other officers stepped up the number of arrests on their beats.

Despite these benefits, some problems with the program existed. Many officers cited the need for sergeants to be operationally dedicated to the COPS AHEAD program (an issue addressed by the Department as the program expanded). Other officers noted poor training and confusion over their mission and objectives. Following the audit of community policing, the Department addressed training deficits by developing and implementing model training programs in several districts. Some COPS AHEAD officers indicated that strong feelings of resentment existed among other, motorized patrol officers towards their positions. Some of the COPS AHEAD officers, especially those assigned to the program directly from the Police Academy, believed they were not conducting "real police work" preferred to work in motorized patrol. Interestingly, many of the COPS AHEAD officers with prior motorized patrol experience had higher job satisfaction than rookies assigned to COPS AHEAD beats. There were also important concerns over familiarity with service referrals, as many officers were unsure how to access other city agencies and other police department functions. This finding is contrary to a key community policing tenet which suggests officers should use available resources in resolving community public safety problems.

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Development of COPS AHEAD Project

The findings of the audit of community policing in Philadelphia indicated several operational questions. These demanded further attention from researchers and policy makers. The COPS AHEAD program represented a significant portion of the Philadelphia Police Department's community policing efforts as it was rapidly expanding. The audit of community policing at the operational level suggested some COPS AHEAD officers were very pleased with their positions and conducted important work, while others were disillusioned and uncertain as to their role. This disparity suggested the Department could benefit from more closely evaluating issues within this program, correcting them, and highlighting the strengths of the COPS AHEAD program with an eye toward expanding these efforts, where appropriate.

Beneficially for researchers, the Department's policy of implementing the COPS AHEAD program produced a natural, quasi-experimental design with rookie and veteran officers assigned to COPS AHEAD roles and comparison groups of rookie and veteran officers existing in motorized patrol. This allowed researchers to address a number of cogent research questions including the impact of community policing, individual police officer adoption of the philosophies and practices of community policing, and stylistic differences between motorized patrol and community policing officers. The natural quasi-experimental design is valuable in that much of the research in community policing is post-hoc, atheoretical, and based on poor research designs (Greene and Taylor, 1988; Lurigio and Rosenbaum, 1994).

Following the successes of the first collaborative effort, the second collaborative effort moved smoothly into research question development, study design, instrument design, and implementation. Research questions were designed around issues of concern for the Philadelphia Police Department and of research interest. To represent the interests of the Department, Steering and Advisory Committees were re-established and continued to assist Center for Public Policy staff. Consistent with the objectives of the collaborative effort, research staff sought to provide usable information while answering timely research questions.

Overview of COPS AHEAD Program

Implemented in 1995, the COPS AHEAD program provides state and local jurisdictions with federal support to hire and train new community policing officers. The Office of Community Oriented Policing Services (COPS), a branch of the Department of Justice, directed COPS AHEAD (Accelerated Hiring, Education, and

Deployment). Law enforcement agencies could apply the funding to salary, benefits and training of personnel at their discretion. Each law enforcement agency was expected to contribute 25% in matching funds and eventually (usually within three years) take over the funding of the officers. Ultimately, the program was intended to support the hiring of 100,000 community policing officers nationally by the year 2000. To date, 92,000 officers have been hired and assigned (Department of Justice, 1999).

COPS AHEAD Program in Philadelphia: Concepts and Implementation

The Philadelphia Police Department submitted a grant proposal to the Department of Justice in February of 1995 to hire additional community policing officers. The Department's first class of 153 COPS AHEAD officers was placed on duty after their graduation from the academy in June of 1995. These officers are a principal component of the Department's shift to a community and problem-oriented policing style. This shift was embodied by a series of statements espoused by the Department. These statements were developed to guide the operational and tactical philosophy of the Department in their shift to a community-policing orientation.

- Assume ownership of a defined community area on a daily basis and maintaining an in-depth knowledge of the problems, cultural characteristics, and neighborhood resources within that area;
- Conduct problem solving analysis and implementing responses with community partners, while assessing the impact of police and community interventions;
- Build and expanding community policing partnerships and coordinating crime prevention and victim assistance efforts within neighborhoods;
- Assume responsibility for fashioning solutions to problems of crime, disorder, and fear within neighborhoods and business sections throughout the city; and
- Expand opportunities for citizen input in public safety decision-making and more direct feedback on the quality of police services (Philadelphia Police Department, 1995)

In addition to these general tenets contained within its grant proposal to the COPS Office the Department established the following goals for the program:

- Increased visibility of community policing services in neighborhoods and business settings;
- Greater contact between officers and community residents;
- Improved understanding of community needs and a tailoring of services to meet those needs;
- Reduced fear of victimization and reduced potential for crime; and
- Increased police and community ownership and pride in every neighborhood and business section of Philadelphia

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Developed with geographic equity in mind, the Department's initial deployment policy was to place two COPS AHEAD officers within each of the City's 23 police districts. The remaining 107 officers were assigned according to need, as demonstrated by each district commanding officer through a formalized application. The Department required that district captains hold COPS AHEAD beat officers to steady hours and a specific beat. This requirement had the intent of fostering greater levels of sector integrity and consistent community interaction.

Rather than field a group composed entirely of new officers, the Department instituted a replacement program whereby veteran officers could volunteer to fill a COPS AHEAD slot. Because of this policy, approximately half of the initial COPS AHEAD cohort of 153 was made up of veteran officers. The remaining rookie class replaced by veterans were thus assigned to regular motorized patrol beats.

After this initial class of 153, the Department has since graduated four additional classes each containing 100 COPS AHEAD funded officers. The Department has gradually shifted the focus of the program with each new class away from fixed foot beats by allowing new officers to staff patrol cars, or split time between foot and car patrols. The justification for this policy was to add flexibility to the program, as officers were now able to respond to radio calls off their beats. The number of COPS AHEAD officers assigned to bike patrol and mini-stations also increased.

Training of COPS AHEAD Officers

New officers assigned to the COPS AHEAD program while at the Police Academy completed a specialized eight-hour training module. This module was a standard training module designed by the COPS Office. The training involved outside speakers and local police officers. Outside consultants conducted presentations on the principles and outcomes of community policing around the country, while local speakers introduced the trainees to the practices of community policing in Philadelphia. Trainees also participated in role-playing activity where they applied community-policing strategies to staged scenarios.

All new recruits to the Department since 1995 were slated to receive community policing training, while the veteran replacement officers assigned to COPS AHEAD positions were retrained using a similar module shortly after their reassignment to a COPS AHEAD beat. The Department's research branch, the Management Review Bureau (MRB), was responsible for tracking all officers in the COPS AHEAD program; this includes assuring that COPS AHEAD officers received specialized community-policing training.

In addition to Academy training, COPS AHEAD officers and all other rookies receive additional community-policing training after assignment to their home district. In 1997 several districts developed model training programs that were implemented across the Department. These programs involved formal meetings of new officers and veterans representing the different functional and operational aspects of the districts including community policing officers, detectives and supervisors. Officers also underwent training that introduced district functions, community support groups, and available information sources such as crime statistics and maps.

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CHAPTER 2

RESEARCH DESIGN

Research on the efficacy of community and problem oriented policing has tended to be one-dimensional. This is unfortunate, as the strength of these policing styles rests on a rather dynamic philosophical orientation. With elements of organizational science, community and urban studies, as well as social, environmental and cognitive psychology, among others, the study of community and problem oriented policing is truly a complex enterprise.

A notable exception to the traditionally limited approach to the study of community and problem-oriented policing is Skogan's (1995) work in Chicago. This work examined community policing activities undertaken in five "prototype districts" using multiple sources of information. These included surveys of neighborhood residents and community activists, interviews with the police and community leaders, observations of community meetings and the analysis of official crime data. Much of his analysis focused on perceptions of policing and the effective of police interventions within these five districts. This general methodology employed in this research approximates this design.

Two principal units of analysis were utilized in this research effort: police officers and police beats. This orientation has the positive effect of nesting the effects (crime and perceptions) of police work within its effort (the activity of the police officers). For larger patrol areas, particularly for motor patrol beats, such analysis helps to understand the contribution of patrol officers in a more traditional police role to community safety.

As many of the COPS AHEAD beats analyzed in this project were foot patrol beats, we were able to witness and understand the activities of community policing officers while on duty. This orientation has been absent from previous examinations of policing; save for the work of Bowers and Hirsch (1987) -- who assessed foot patrol staffing in Boston and found little evidence that changes in foot patrol staffing increase crime suppression or deterrence in selected Boston neighborhoods.

Other studies of foot patrol have been limited by their use of simplistic or obvious measures, a fact that has hamstrung the researcher's ability to capture subtle indicators of performance. The complex nature of police performance evaluation is clearly a causal agent in this difficulty. Perhaps, more importantly, the need to measure both effort and outcome is a necessary precursor to any evaluation of the effectiveness of policing, especially those falling under the community policing rubric.

The need for a broader basis for community policing performance evaluation is widely recognized (Rosenbaum, 1988; Lurigio and Rosenbaum, 1994; Cordner, 1995). Merging the assessment of effort and outcome is critical to broadening our understanding of community policing, its range of activities, and the important difference between its actual and perceived impact. This research addresses a variety of community policing performance issues by analyzing police officers *in situate* as they pursue community policing roles in Philadelphia.

The COPS AHEAD Program in Philadelphia presented an opportunity to study the range of roles embodied by police officers; these include the "community-oriented generalist", motorized patrol; and more specialized community-oriented efforts. Moreover, controls for important factors such as experience and specialized training are addressed in this analysis. As mentioned above, the COPS AHEAD program, as implemented in Philadelphia, employed both recent graduates of the police academy, as well as veterans who had volunteered to take the place of rookies in assigned beats. Specialized COPS AHEAD training was developed and delivered to rookies and veterans alike. The assignment process developed for COPS AHEAD program implementation in Philadelphia lent itself to a research design that approximates a "natural experiment". This created an opportunity for testing community policing across a number of issues focused on policing style, officer length of service, degree of community policing training, as well as controlling for geographic, demographic and social and criminological elements within and around specific beats.

A summary of the research questions organizing this research is listed below. This is followed by a description of the methods employed in this study.

Research Questions

This research allowed questions to be addressed along several important dimensions. First, researchers targeted the ***activities of community policing officers***. The activity of motorized patrol officers is well documented through a variety of studies (Wilson, 1968; Rubenstien, 1972; Greene and Klockars, 1991). However, this level of scrutiny has not been applied to community policing officers. Some studies have attempted to define the types of activities officers in which community policing roles are involved, however, they tend to apply only a single methodology – be it merely a survey (see Wycoff and Skogan, 1994; Skogan, 1995) or an observational approach (see Sadd and Grinc, 1994). Multi-method approaches are known to provide a more complete overview of issues and participants (Yin, 1994). Included in this research question is the issue of time allocation. Patrol

officers have been reviewed on a number of occasions to define time expenditure (Reiss, 1971; Ostrom, Parks, and Whitaker, 1977; Greene and Klockars, 1991) but the issue of how community and problem-oriented officers allocate their time has not yet been addressed. This is especially significant with community policing officers to determine how proactive work is conducted in contrast with the reactive style of policing associated with motorized patrol. For example, one of the tenets of community policing concerns building and sustaining relationships with the community. This can be objectively described through measurement of the activity of community policing officers.

A second research question considers the ***problem solving process*** of community policing. Part of the community policing paradigm endorses the utilization of the community and other social service resource agencies to resolve problems or refer problem situations (Moore, 1994; BJA, 1994; Walker, 1999). Whether or not community-policing officers utilize these options at a higher rate than other officers, or at all, has yet to be determined. Some research has been conducted which suggests community-policing officers are in close contact with community organizations (Wycoff and Oettmeier, 1994). This research, however, fails to provide a comparison sample against motorized patrol officers to determine if there is disproportionate usage of resources, or a differential in community linkage.

The extension of this research question concerns activating the community aspect of crime fighting. Some researchers (Frank, Brandl, Worden and Bynum, forthcoming) have suggested citizens elect not to get involved with the police in co-production of order and crime fighting. These findings challenge the notion that community policing increases community participation in police sponsored efforts. Other researchers have produced findings inconsistent with this conclusion (Skogan, 1996). This study sought to identify how a long-term community policing programs alters public perception of police and ultimately influences community participation in peacekeeping.

The third research question identified during this study concerns the ***social-psychological state*** of community policing officers in comparison to other police officers not assigned to community policing roles. Research on police officer job attachment in community policing settings conducted in Philadelphia (Greene, 1989; Greene and Decker, 1989) suggests that job attachment and other aspects of police officer job satisfaction may be greatly affected by roles emphasizing solving community problems and greater police-public interaction.

However, other research suggests there are problems associated with assignment to community policing roles. Goldstein (1987) identifies the problems associated with a separation from the mainstream of policing -- that of a traditional motorized patrol officer. Cordner (1988) suggests that officers assigned to community policing roles are viewed by other police as not doing "real" police work. Our own initial collaboration effort conducted in Philadelphia identified serious acculturation and integration problems for COPS AHEAD officers, especially rookies (Pelfrey and Greene, 1997). Many studies have suggested that assignment to a community policing beat elevates job satisfaction (Police Foundation, 1981; Trojanowicz, 1982; Cordner, 1984; Bowers and Hirsch, 1984). These findings, however, were limited by methodological limitations (see Greene and Taylor, 1988 for a review) and invariably fail to use a control group of motorized patrol officers for comparison. More recently, Lurigio and Rosenbaum (1994) cite the general failure of community policing research to consider the officer as a client in the process. They advise careful review of programmatic impacts on the officer, including job satisfaction, acculturation, perceptions of effectiveness, and other measures using experimental and quasi-experimental designs. This study resolves some of these questions through use of a quasi-experimental design that includes several groups of community-oriented as well as traditional motorized police officers. The methods employed in addressing these questions are discussed below.

Methods

This research employed four principal methods: (1) police officer focus groups; (2) collection and analysis of official records including geographically-based offense and calls for service data for the beats these officers are assigned; (3) surveys of COPS AHEAD officers and the communities they serve; and (4) observation of officer activities.

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Table 1 summarizes the methods employed, their constructs and variables as well as their sources.

TABLE 1: LIST OF METHODS

METHOD	CONSTRUCT	VARIABLE	SOURCE
FOCUS/ADVISORY GROUPS	Police perceptions of community policing	Multiple	Line officers and field supervisors
OFFICIAL RECORDS	Community crime – Aggregated by Beat	Offenses	Philadelphia P.D. Data
OFFICIAL RECORDS	Arrests Aggregated by Beat	Arrests	Philadelphia P.D. Data
OFFICIAL RECORDS	Official planning documents	Multiple	Philadelphia P.D. Data
SURVEY	Individual perceptions of community policing efforts	Multiple	COPS Ahead Officers and officer control groups
SURVEY	Community perception of COPS Ahead Efforts	Multiple	Community residents around COPS Ahead beats
OBSERVATION	Officer activity	Multiple	COPS Ahead officer and motorized control group beats
OBSERVATION	Police/Community interaction	Multiple	COPS Ahead officer and control group beats

Focus /Advisory groups

Two focus/advisory groups were used to assist in research logistics and to provide feedback to the research team during the critical phases of data collection. One focus/advisory group was comprised of COPS AHEAD officers and their field supervisors; a second group was made up of senior command staff and officers engaged to internal research functions. In essence, these groups formed two expert panels of policing practitioners and leaders. These groups assisted in defining the parameters of the survey and observational instruments and contextualizing survey findings. Moreover, this group explored how community policing programs and projects were implemented at the tactical level, and how these efforts were translated in field settings.

Initial focus/advisory group sessions concentrated on establishing general themes of policing practice. Thereafter, group discussions progressed into more refined discussions of specific community policing methods such as information sharing, perceptions of community, individual and collective ideas on performance issues, and Departmental support for community policing initiatives.

Official Records

Assessment of official police records involved the compilation, coding and analysis of interviews performed with each COPS AHEAD officer by the Philadelphia Police Department's Management Review Bureau

(MRB). These interviews provided a starting point for this collaborative effort. In addition to these interviews, documents outlining the rationale for deployment of COPS AHEAD officers, plans for future deployment practices as well as other strategic planning activities surrounding the Department's community policing efforts were compiled and analyzed.

The largest and most complex aspect of the examination of official police data, involved the compilation, cleaning, coding and geocoding official arrest and offense data sets for the years 1993-1997. Geographic mapping systems (GIS) were used to analyze these data for geographic and temporal patterns. A more elaborate discussion of the techniques used to fulfil this analysis can be found on pages XX-XX.

Officer Survey

Five groups of police officers, distinguished by length of service and patrol assignment, are included in this analysis. Group 1 consists of newly hired COPS AHEAD officers assigned to foot-patrol and other community policing assignments. As described above, these officers were initially assigned to foot beats in residential and neighborhood commercial areas. Group 2 were comprised of veterans who volunteered to replace rookie COPS AHEAD officers. These veteran COPS AHEAD officers, like their rookie counterparts, were initially assigned foot beats. For analytic purposes, these officers are distinguished from COPS AHEAD rookie officers by their experience on the force; with experience theoretically influencing a myriad of job related elements including but not limited to: policing style, institutional knowledge, cultural orientation, and job skill base.

Group 4 is defined as those that were in the same academy class as Group 1 (COPS AHEAD rookies), but who were assigned to motor patrol and the 911 response system. These officers were either used to replace veterans who had volunteered for COPS AHEAD beats (Group 2), or assigned to police districts for general patrol duty. Group 3 shares the level of experience of the first group (rookie), but is distinguished from Group 1 by type of assignment.

Group 4 consists of a sample of veteran Philadelphia Police Officers who continue in their assignment as 911 responding patrol officers. Consequently, they share the experience levels of veteran COPS AHEAD officers (Group 2), but again differ by type of assignment.

Finally, Group 5 was culled from a sample of Philadelphia Police Officers working community-policing assignments (e.g., existing foot patrol, mini-station, victim's assistance, community relations, sanitation, crime prevention and the like). As veteran officers working in non-COPS AHEAD community policing roles, this group

serves as a control for both assignment and experience. These officers have considerable tenure in the Philadelphia Police Department, and have been the vanguard of community policing in the city, in the past. A total of 389 officers were surveyed in this effort see Tables 2 and 3 below for a complete demographic breakdown of survey respondents). Table 2 below describes the constructs contained in the officer survey. A copy of the survey can be found in Appendix A.

TABLE 2: OFFICER SURVEY CONSTRUCTS

CONSTRUCT	DESCRIPTION OF ITEMS
POLICING BACKGROUND	Type of policing (foot beat, radio car), COPS AHEAD training, knowledge of COPS AHEAD.
PREPARATION FOR COMMUNITY POLICING	Questions concerning academy and field training..
JOB ENVIRONMENT/POLICE CULTURE	Questions relating to the perceptions of police officers about their contact with other officers, knowledge of various roles within the district and their feelings of connection and support.
STYLE OF POLICING	Likert scaled items to ascertain the policing style orientation of officers (e.g. reactive vs. proactive) and their use of problems solving techniques.
JOB DESCRIPTION INDEX	Scale to gauge satisfaction with job, co-workers and supervisors.
PERCEPTIONS OF OFFICER IMPACT	Likert scaled items gauging officers' perception of their impacts on crime and levels of community interaction.
ALLOCATION OF TIME	This set of statements that ask the officer to state how often they are involved in a specific task.
DEMOGRAPHICS	Measures relating to level of gender, race, age, education, length of service and the type of area assigned.

TABLE 3: OBSERVATION CONSTRUCTS

Place, Date and Time
Type of Beat (e.g. COPS AHEAD, rookie or veteran; motorized rookie or veteran)
Type of Law Enforcement Activity
Non-crime Contact Type
Location of Incident (e.g. street, residence, business)
Incident Outcome (e.g. arrest, referral, mediation)
Community Involvement (e.g. townwatch, school groups, etc.)
Community Activity (e.g. crime prevention training, log signing, etc.)
Problem Solving (e.g. persistence of problem, severity of problem, etc.)
Demeanor of Officer and Public

Observation of Police Operations

The utility and importance of observational research has long been recognized. This style of research provides one with a reliable base for drawing causal inferences (Cook and Campbell, 1979). Observational studies are usually conducted on two fronts with data collection efforts either covering a wide range of phenomena or subjects, and/or a detailed, comprehensive profile from specific subjects.

Many of the seminal studies in criminal justice are based on qualitative work. Wilson's (1968) work in *Varieties of Police Behavior* relies heavily on observations of police in a number of distinctly different cities and

settings. From the observational information collected by Wilson and his associates, they identified important differences in styles of police work across city type.

By spending extensive amounts of time with a single officer or a small group of officers, a researcher may also be able to develop detailed information about specific styles of police work. Muir, after working closely with the fictional "Laconia Police Department", described four officers who represent differing styles of the law enforcement officer (1977). From his work, specific traits (i.e. eloquence) which are critical to effective policing could be singled out. After spending two years in two New York police districts, Reuss-Ianni was able to discuss the process of acculturation in the New York Police Department. The code of the officer, the police culture(s), and the way officers view administrators and each other are concepts which come through intensive interaction with subjects.

Alternately, observational studies can collect data that cover a wide range of subjects, but are very narrow in the phenomena they address. Observational work by Mastrofski in Richmond and Fyfe in Dade County (1988) collected substantial amounts of data that primarily covered such information as time on a call, number of calls per night, type of incident, and the like.

An observational instrument recorded discrete interactions between officers and the public. Ten categories were included in the instrument.

Incidents were compiled and aggregated to officers. Observation of 67 officers over four-hour half shifts resulted in the recording 297 incidents. This allowed for an analysis of differences in the way in which officer type influenced actual police work. In addition to an incident-based recording system, observers wrote up summary descriptions of observations; these descriptions are excerpted in the case study section of this analysis.

Geographic Analysis

In addition to the focus on officers, this study examined the geographic areas in and around policing beats. The specific methodologies for both the officer and geographic analysis are detailed later in this report. Generally, the geographic analysis of the COPS AHEAD program focused on the differences between the beats and the surrounding areas. We first examined the 96 COPS AHEAD beats for geographic stability. This was necessary to enable analysis of the beats over time. Sixty (60) of the 96 COPS AHEAD beats survived the test for stability. These beats originated in 1995 and remained constant through at least the end of 1996. Data used for

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analyzing the impact of the program included Philadelphia police offense and arrest data as well as demographic data that were attached to beats and their immediately surrounding areas.

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CHAPTER 3

ASSESSING COMMUNITY POLICE PERFORMANCE IN PHILADELPHIA

The analytic component is divided into five sections: (1) geographic analysis; (2) officer survey; (3) observational study; (4) community survey; and (5) a nested case-study analysis of officer attitudes, community attitudes, and detached third-person observations on the beat level. Each of the five sections contains an introductory overview, a discussion of sampling, research and analytic methodologies, and results. A concluding chapter summarizes the results and draws policing implications.

Geographic Analysis

Macro-level Analysis

The macro-level analysis of the impact of the COPS AHEAD program required the construction of eight map coverages. These coverages were constructed in ARC/INFO, ArcView or Atlas and were all converted to shapefiles. The coverages allowed for the organization, description and analysis of the data. Table 4 lists the each of the eight coverages used in the analysis.

TABLE 4

COVERAGE NAME
Philadelphia Streets
Philadelphia Police Districts
Philadelphia Police Sectors
Philadelphia Police Sectors, Aggregated
COPS AHEAD Beats
COPS AHEAD Beat Buffers
Philadelphia Census Tract Block Groups
Philadelphia Census Tract Block Groups, Aggregated

The Philadelphia Streets file was originally a TIGER file. It was converted into an ARC file using ARC/INFO. The file was used as a template for constructing several of the other coverages, as well as a reference map for the research team. The Philadelphia police district and sector files were constructed in ArcView 3.1. They were transferred into ARC/INFO to compute areas and then converted back into shapefiles. The aggregated sector coverage was constructed in ArcView 3.1. The research team overlaid the coverage containing the COPS AHEAD beats on the coverage containing the Philadelphia police sectors. The program selected the sectors that contained each police beat. This group of sectors was aggregated to comprise the surrounding area of the beats.

COPS AHEAD Beats

The COPS AHEAD Program began in 1995 when the first 153 officers occupied 96 beats. Over the next two years, these beats changed location and new beats were developed. In order to examine the effectiveness of

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the beats, it was necessary to ensure that the beats maintained some stability in location. Using the district reports from 1996, the research team identified 63 beats that occupied the same location from 1995 through the end of 1996. Three of these beats were entangled geographically, making it impossible to evaluate their impact. Therefore, the three beats were eliminated from the analysis, leaving 60 beats for analysis. The remaining beats fall into 22 of the 23 Philadelphia police districts and have a mean area of .043 square miles.

The coverage containing the COPS AHEAD beats was constructed in ArcView. Using the same program, the research team constructed a coverage containing 900-foot (approximately two blocks) buffers around each of the beats.

The Philadelphia Census tract block group file was originally a polygon ARC file. This file was converted into a shapefile, and the coverage containing the COPS AHEAD beats was drawn on the block group shapefile. The block group containing the centroid of each of the COPS AHEAD beats was selected. The census data were attached, providing the socio-economic characteristics of each beat. The second block group file was constructed by selecting each of the block groups that formed the surrounding area of each beat. The data were attached to the coverage, and the block groups in each surrounding area were merged to allow the program to compute the socio-economic characteristics of each surrounding area.

The COPS AHEAD program aimed to target areas with disproportionately high crime rates. In order to determine whether the COPS AHEAD beats were actually implemented in problem areas, we first focused on whether the beats were representative in socio-economic characteristics and crime rates of their surrounding areas.

A comparison of the socio-economic characteristics of the beats to those of the immediately surrounding areas allowed us to determine whether homogeneity existed between the beat and the surrounding area, so as to confirm that the beat was representative of the area in which it was implemented. Data were obtained from the 1990 Census. Table 5 lists the block group-level variables used to describe the geographical areas.

TABLE 5

Total Number of Persons
Percent Minority
Percent Under Age 18
Educational Attainment
Median Family Income
Total Number of Housing Units
Number of Housing Units Vacant
Number of Renters

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These variables allowed us to compute the population density, percent of population nonwhite, percent of population under 18 years of age, percent of population with at least a high school education, median family income, vacancy rate, and percent of housing occupied by renters for each block group.

Using ArcView, we attached the data to the block group coverage. After selecting the block group containing the centroid of each COPS AHEAD beat, we assigned the characteristics of the corresponding block group to each beat. This information was aggregated to constitute a file of beat socio-economic characteristics. Next, we selected the block groups that formed the areas surrounding the COPS AHEAD beats. The information for the surrounding area was aggregated, and the socio-economic characteristics of the beats were compared to those of the surrounding area.

To ensure that the beats represented the socio-economic characteristics of the areas in which they were located, we performed t-tests for independent samples for each of the seven demographic variables. As can be seen from Table 6, all mean-difference tests failed to reveal significant differences between the socio-economic characteristics of the beats and those of the surrounding areas.

These null findings support the proposition that the beats and the surrounding areas shared similar socio-economic and structural (dis)advantage makeup. This finding is important because it demonstrates that the beats were not selected as a function of their higher score on socio-economic correlates.

TABLE 6

VARIABLE	T	SIG.
POPULATION DENSITY	1.532	.128
MEDIAN INCOME	-.344	.731
VACANCY RATE	-.546	.586
% RENTER OCCUPIED HOUSING	.958	.340
% NON-WHITE	.459	.647
% UNDER 18	.312	.756
% AT LEAST HIGH SCHOOL DEGREE	-.440	.661

Crime Analysis

After determining that the beats were not significantly different from the surrounding areas, we focused on whether the beats were representative of the surrounding area crime rates. This analysis involved a comparison of the crime rates of the beats and the surrounding areas.

The Philadelphia Police Department provided arrest and offense data for the period 1993 through 1997. These data included location of arrest or offense; however, the address information in the databases was

aggregated to the block level. While this level of specificity may present problems in some geographic analysis, we are not interested in examining data at individual address level. Therefore, we suspect that the aggregated addresses had minimal effect on the results of the study.

After cleaning the police data, we geocoded the data using Map Marker. We were able to obtain over a 93 percent hit rate on the Part 1 arrest and offense data. However, due to incomplete or missing addresses in the Part 2 arrest and offense data, we were unable to geocode approximately 50 percent of the data. In order to improve the accuracy of our analysis, we excluded the Part 2 offenses with lower than an 80 percent hit rate. This process left us with eight categories: Part 1 Violent Offenses, Part 1 Property Offenses, Part 2 Offenses, Part 2 Drug Offenses, Part 1 Violent Arrests, Part One Property Arrests, Part Two Arrests and Part 2 Drug Arrests. We selected four of these categories for this and other parts of the crime analysis. Table 7 lists the four databases and the crimes included within each of the categories. These crime types were also selected to represent crimes thought most affected by police community and problem-oriented interventions. That is to say, the crime types selected generally fall into categories where community and problem oriented policing interventions are thought most effective—namely those public place crimes that can be influenced by police action on the street.

TABLE 7

PART 1 VIOLENT OFFENSES	Robbery, Aggravated Assault
PART 1 PROPERTY OFFENSES	Burglary, Theft, Auto Theft
PART 2 OFFENSES	Assault, Stolen Property (Buying, Receiving, Possession), Vandalism, Prostitution
PART 2 DRUG ARRESTS	Narcotic – Drug Laws

In order to determine whether the COPS AHEAD beats represented the criminal activity in the areas in which they existed, we compared the 1994 crime rates of the beats with those of the surrounding areas. Using ArcView 3.1, we attached the 1994 data to the COPS AHEAD beat coverage, and computed a crime rate (crime per square mile) for each of the above categories. We then completed the same process with the surrounding area (Philadelphia police sector, aggregated) coverage and computed the crime rates for each area. After aggregating the crime data for all beats and for all surrounding areas, we compared the 1994 crime rates for the beats and surrounding areas.

An independent sample t-test of the beats and surrounding areas indicated that the mean crime rates for each of the four categories was higher in the beat than in the surrounding area. However, this difference was only

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significant in the Part 2 Offenses (t = 2.229, p=.028). This finding indicates that the beats selected represent crime problems in their respective police districts. Moreover, our results suggest that these beats were not "better" to begin with, potentially producing more positive findings about crime impacts. Finally, these findings suggest that in comparison to their surrounding areas, the beats selected experienced more order problems than their surrounding areas, even though serious crime levels were approximately the same for both groups (beat and surrounding area.)

Beats Located in Problem Areas

One of the primary objectives of the COPS AHEAD program was to implement the beats in the city's high crime areas. The next phase of the geographic analysis focused on whether the beats were actually implemented in high crime areas. Since Philadelphia police officials based their decisions regarding the location of beats on previous information, we used 1994 police data to examine crime rates throughout the city.

Crime data were attached to the Philadelphia police district coverage. We computed crime rates for the four categories (see Table 8). Figures 1 through 4 illustrate the 1994 crime rates per square mile across Philadelphia police districts for each of the four categories of crime. All of the four maps illustrate that the highest crime rates are located in central and north central Philadelphia.

TABLE 8

VARIABLE	T	SIG.
1994 PART 1 VIOLENT OFFENSE RATE	1.158	.251
1994 PART 1 PROPERTY OFFENSE RATE	.826	.412
1994 PART 2 OFFENSE RATE	2.229	.028
1994 PART 2 DRUG ARREST RATE	1.471	.146

As demonstrated by Figure 1 (Page 25) the districts in these areas have the highest Part 1 Violent Offense rates. Ranging from 10.53 to 504.15, Part 1 Violent Offense rates are highest in the districts located in central, north and west Philadelphia. The highest Part 1 Property Offense rates are located in a more condensed area. Figure 2 (Page 26) shows that Part 1 Property Offense rates (which range from 126.63 to 3617.31) are highest in the 6th and 9th districts, located in central Philadelphia. The 6th and 9th districts also suffer from the highest Part 2 Offense rates in the city. Figure 3 (Page 27) shows that Part 2 Offense rates range from 61.36 to 603.73 offenses per square mile, with the highest rates fairly dispersed through out the districts in central, north and west Philadelphia. Central Philadelphia does not experience a high drug arrest rate, however. Figure 4 (Page 28) indicates that while the arrest rates range from 3.3 to 493.96 arrests per square mile, the districts surrounding central Philadelphia, particularly those to the north, have the highest drug arrest rate in the city.

FIGURE 1

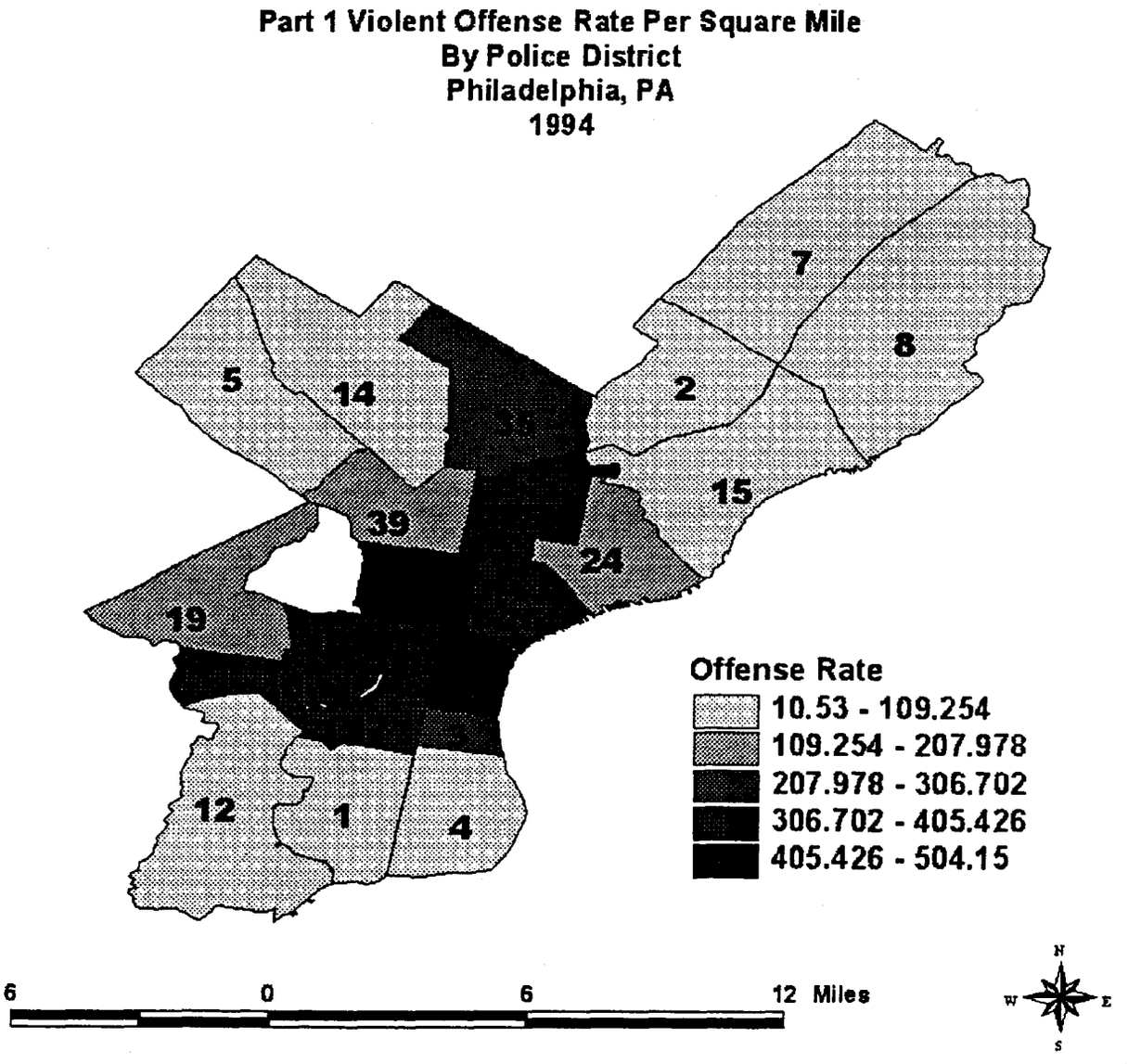

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FIGURE 2

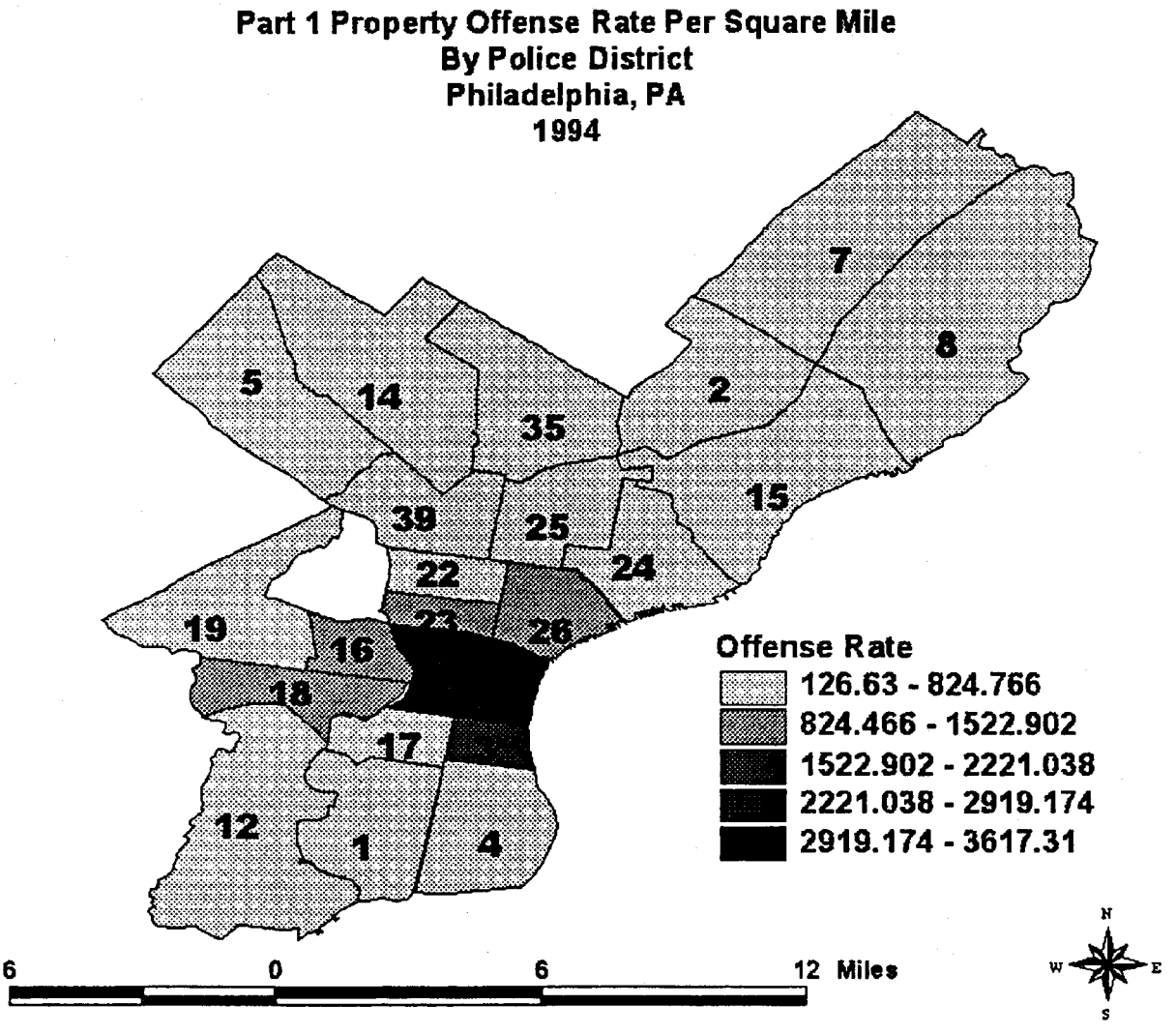

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FIGURE 3

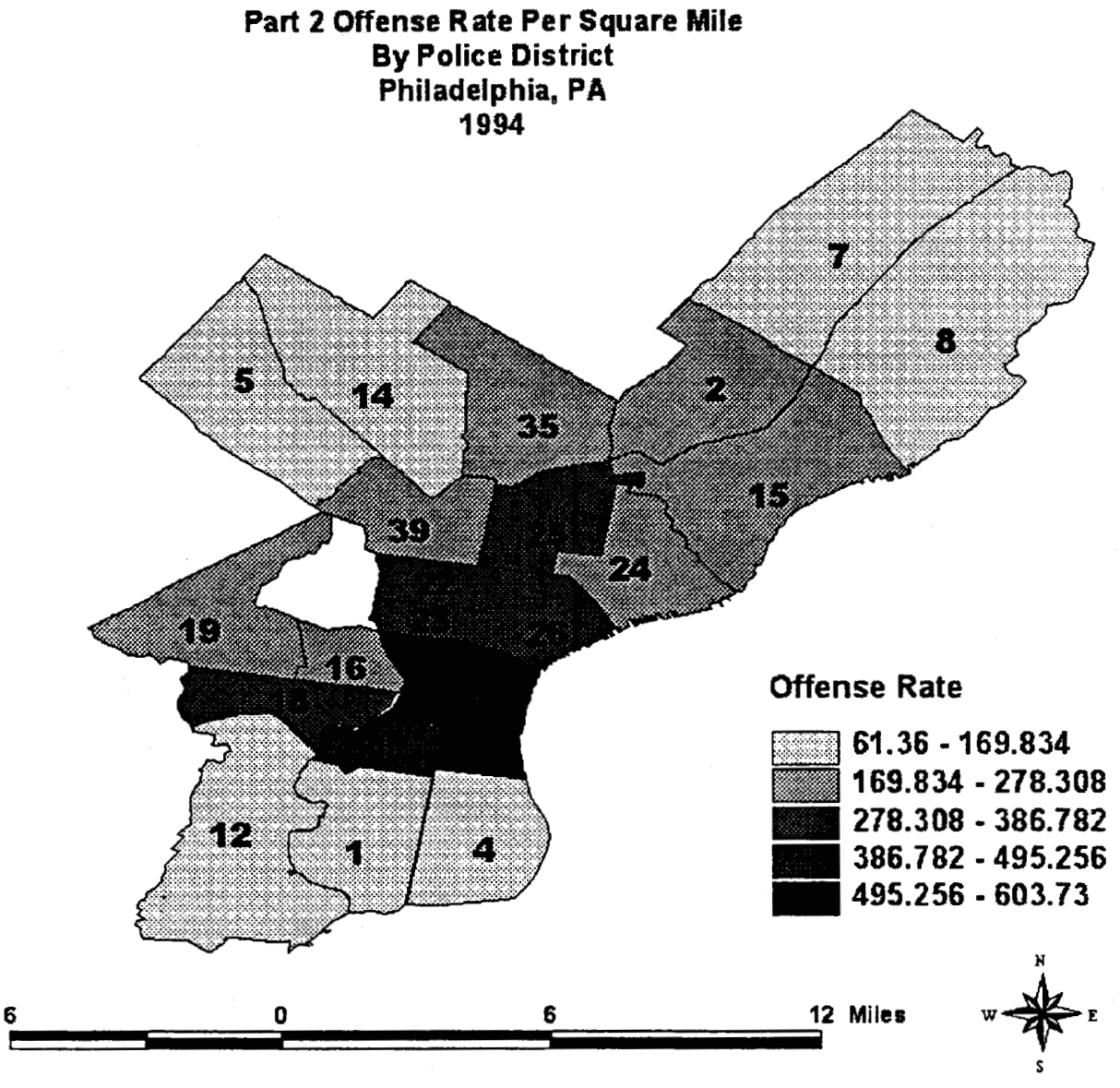

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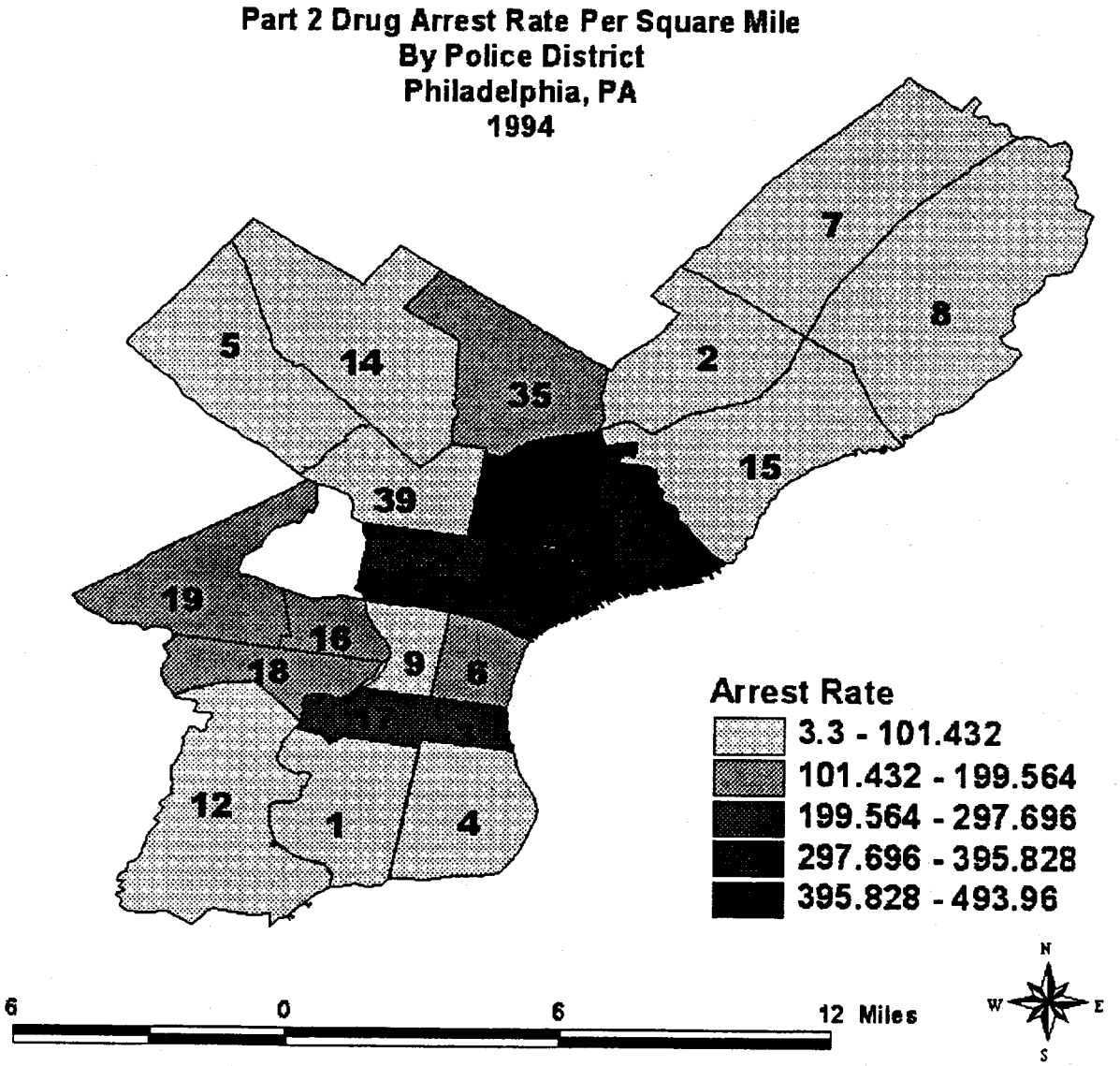
FIGURE 4



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Data were then attached to the Philadelphia police sector coverage and 1994 crime rates were computed for each sector. Figures 5 through 8 show the location of COPS AHEAD beats in reference to the police sectors. While these Figures follow the patterns of the maps illustrating the police district crime rates, they illustrate the problem sectors throughout the city, allowing us to identify smaller, more specific problems areas. Figure 5 (Page 30) demonstrates that the highest Part 1 Violent Crime rates remain in central Philadelphia and to its north and west. Similarly, Part 1 Property Offenses present the largest problem in sectors located in central Philadelphia (Figure 6 on Page 31). Part 2 Offense rates are highest in sectors scattered throughout central and northeast Philadelphia, as demonstrated by Figure 7 (Page 32). Finally, Figure 8 (Page 33) illustrates that concentrated drug arrest rates are highest in police sectors in north Philadelphia.

In 1994, each district was given at least two COPS AHEAD officers. Therefore, the COPS AHEAD beats were to be implemented in the high crime areas within each district. This meant that the beats were not necessarily implemented in the highest crime areas in the city, as one district may have a lower crime rate than another. In order to determine whether the COPS AHEAD beats were implemented in the high crime areas within each district, we attached the crime data to the Philadelphia police sector coverage. Crime rates per square mile were computed for each sector. We then computed z scores (observed crime rate of sector – mean crime rate for district) for each sector based on the mean crime rate for the district in which the sector is located.

Figures 9 through 12 (Pages 34 through 37) illustrate the Philadelphia police sector crime rate z scores with the COPS AHEAD beat coverage. In general, these figures indicate that the COPS AHEAD beats were located throughout the city in a variety of different offense rate zones. While only a few of the COPS AHEAD beats were located in high and/or very high offense rate locations, the majority of them were located in moderate crime areas. A very small number of them were located in low offense rate areas. In sum, the COPS AHEAD beats tended to be in or located adjacent to the highest crime areas.

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FIGURE 5

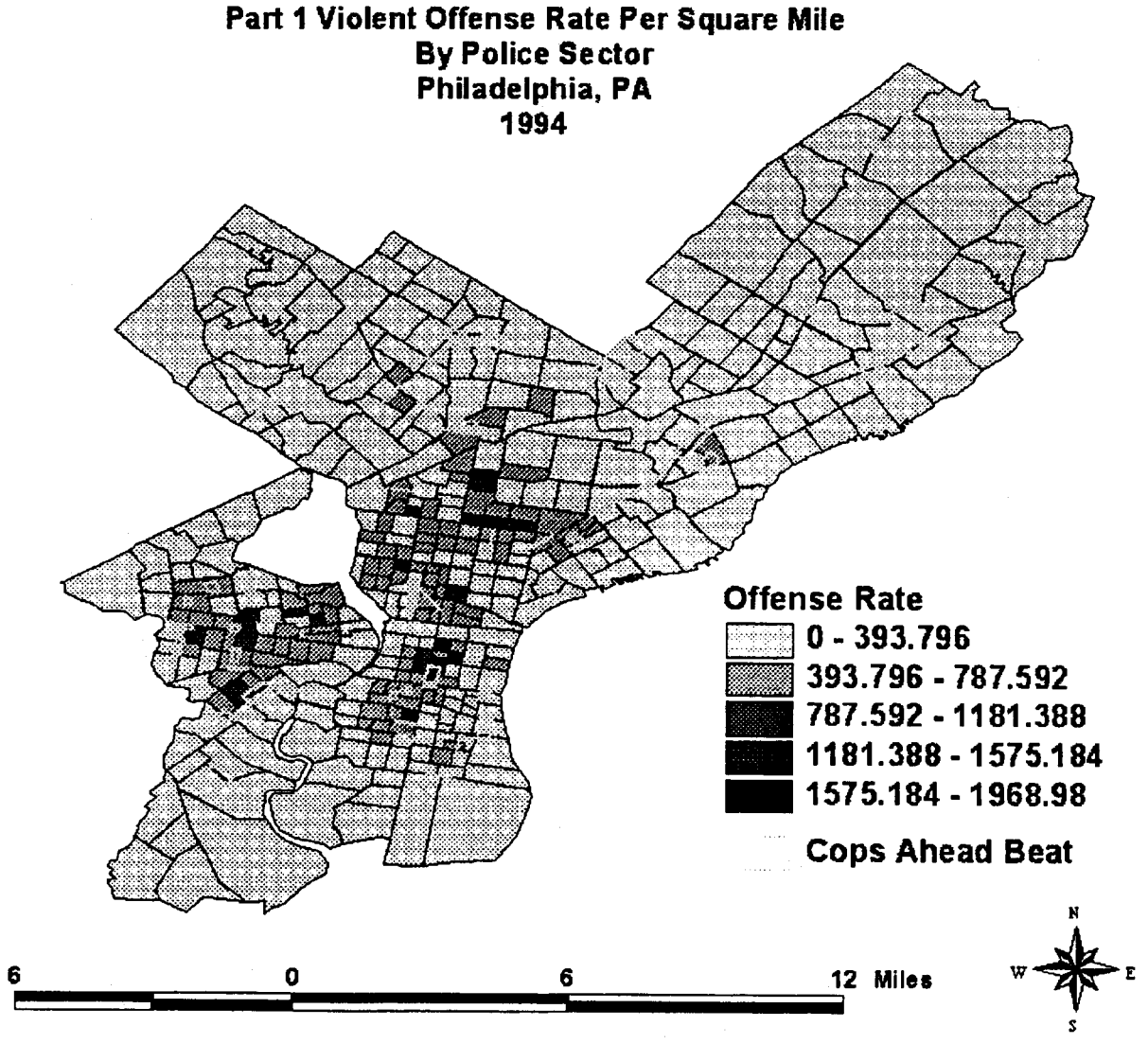

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FIGURE 6

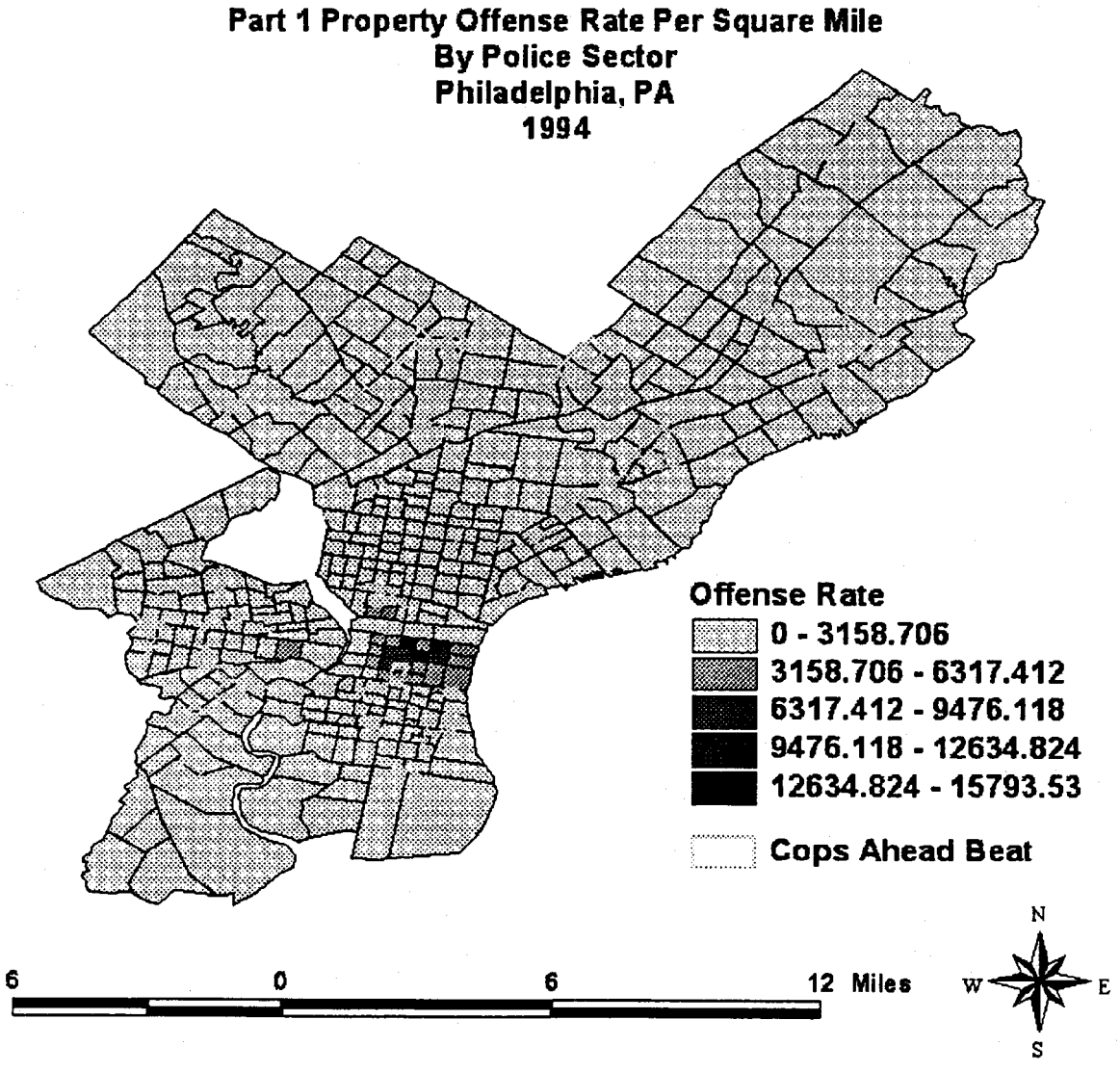

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FIGURE 7

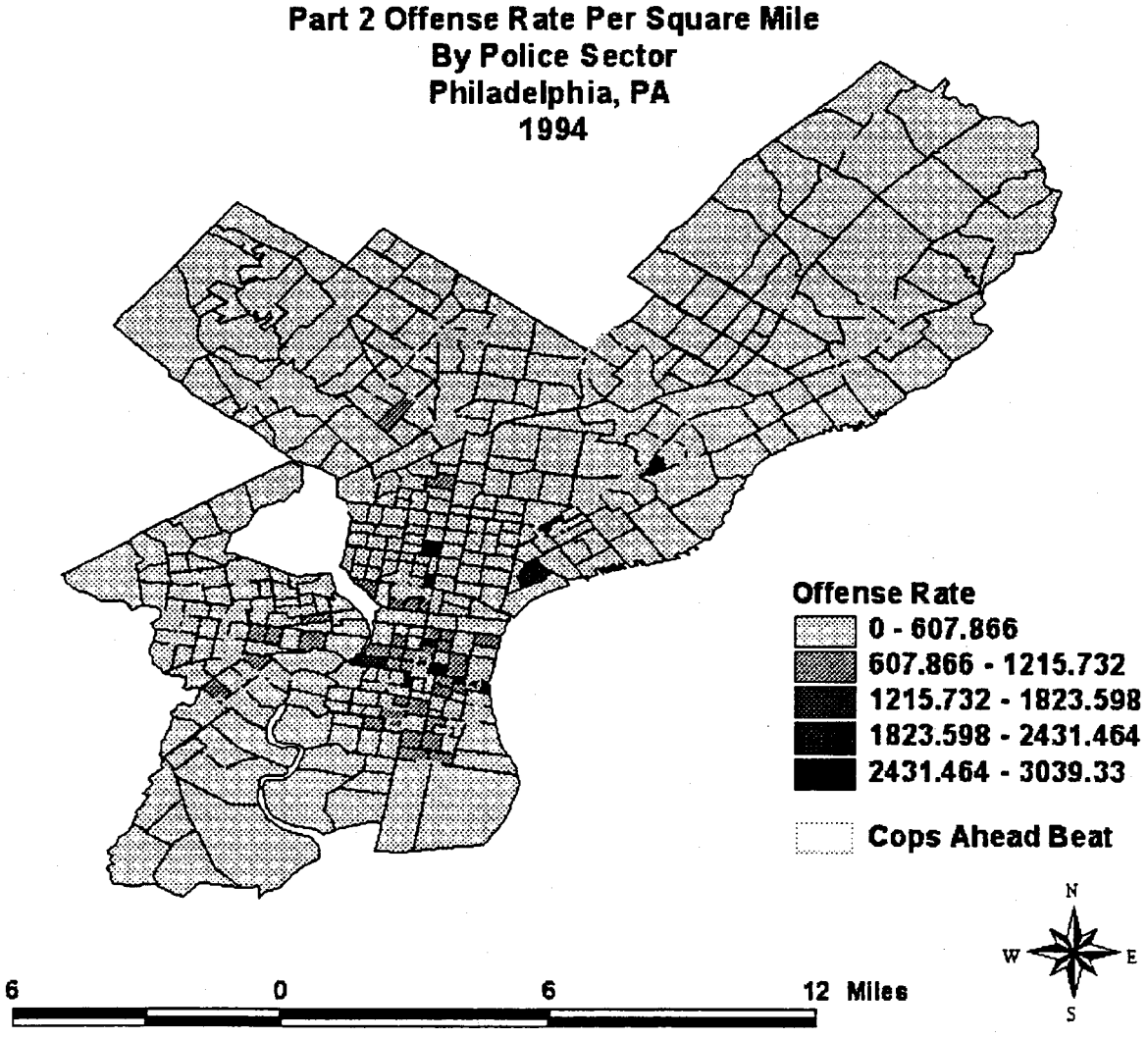

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FIGURE 8

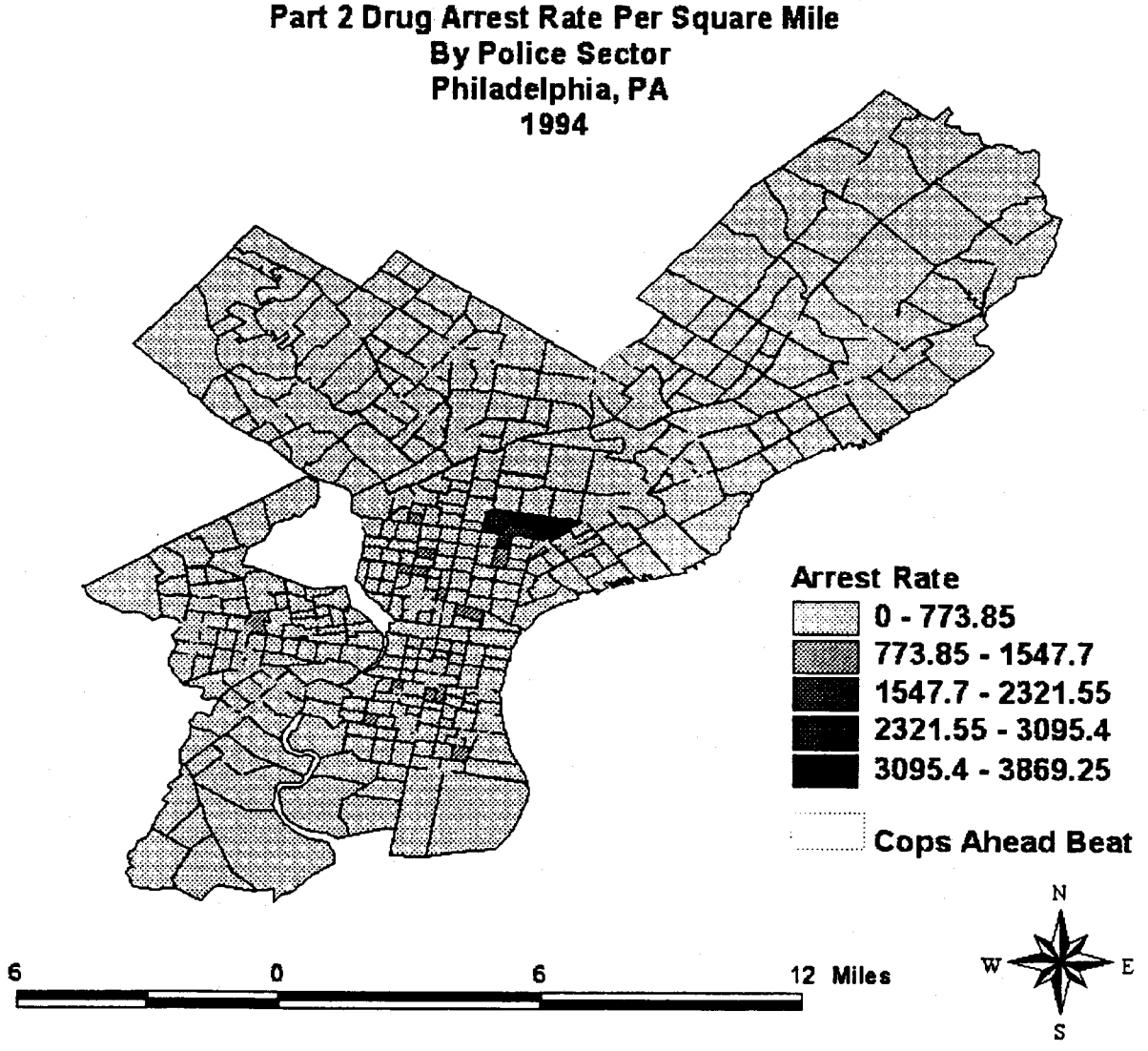

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FIGURE 9

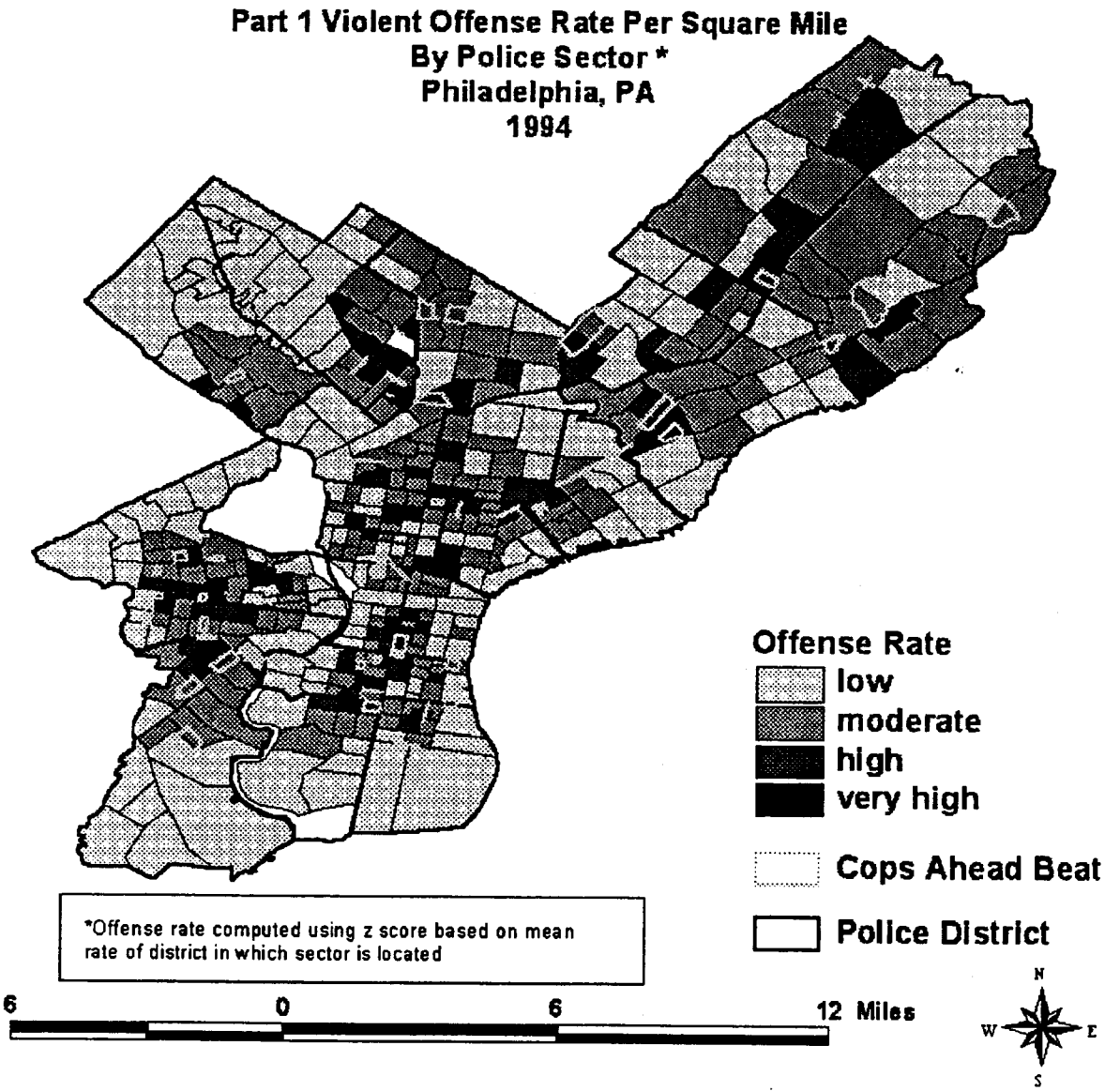

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FIGURE 10

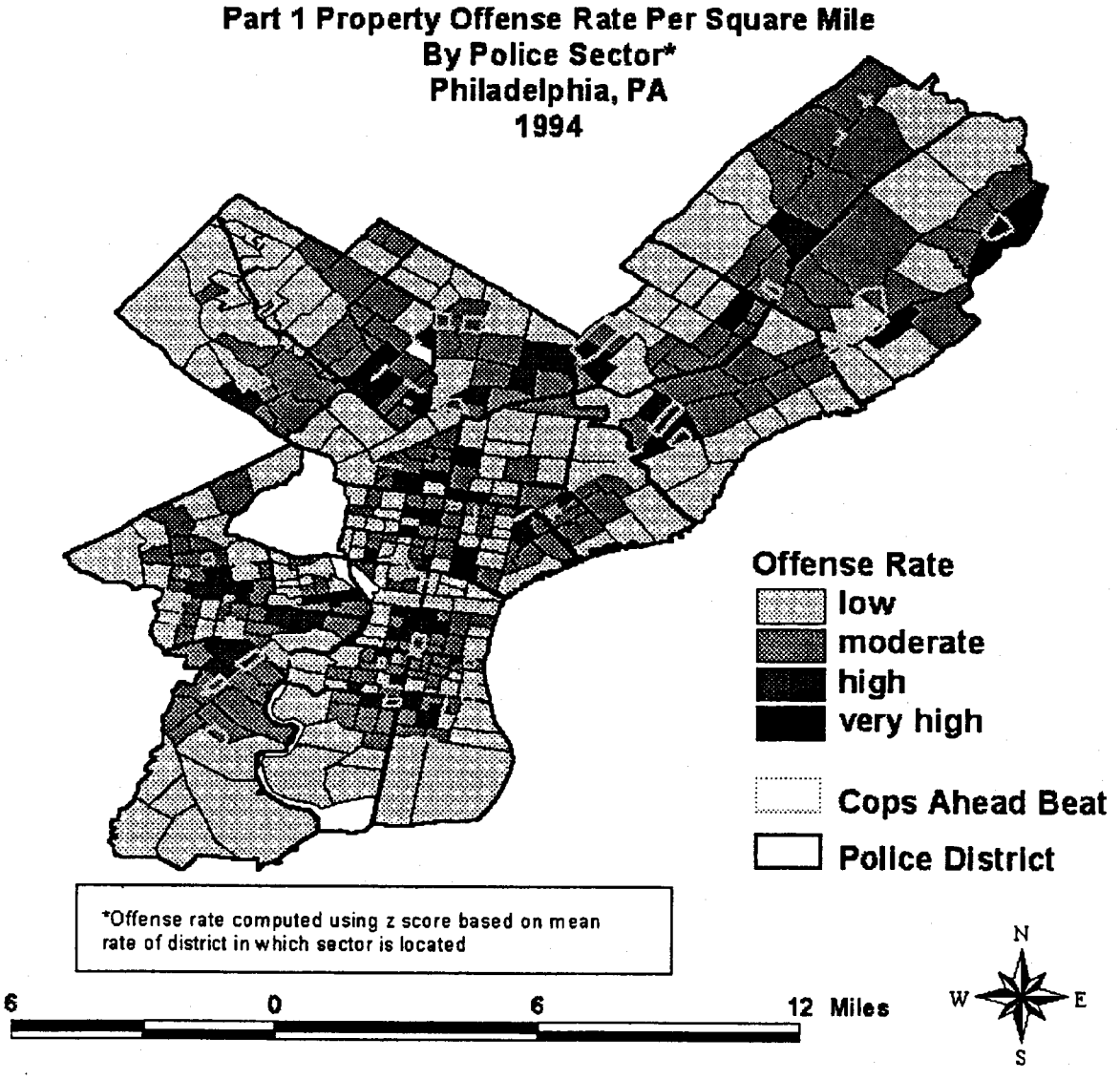

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FIGURE 11

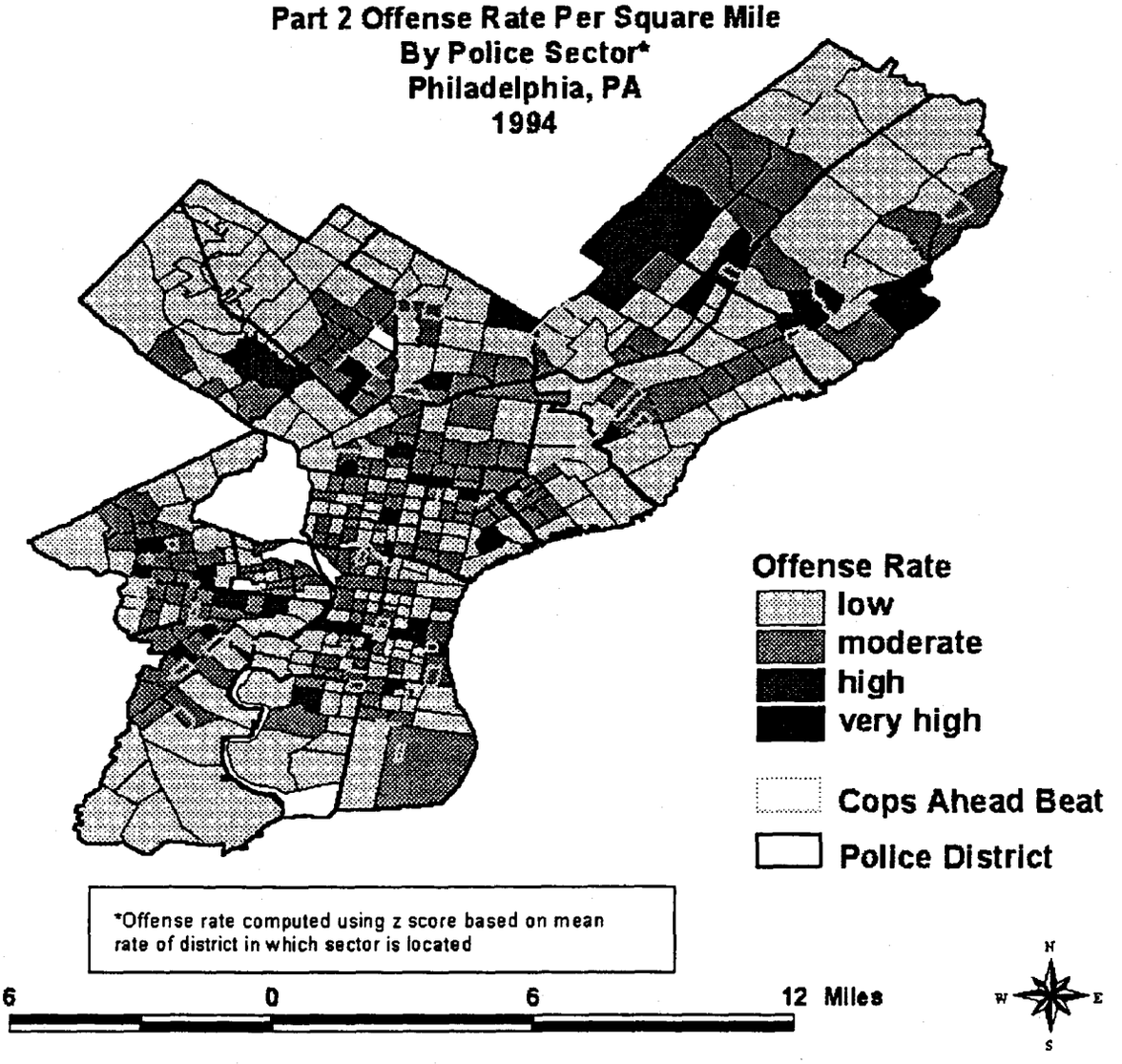

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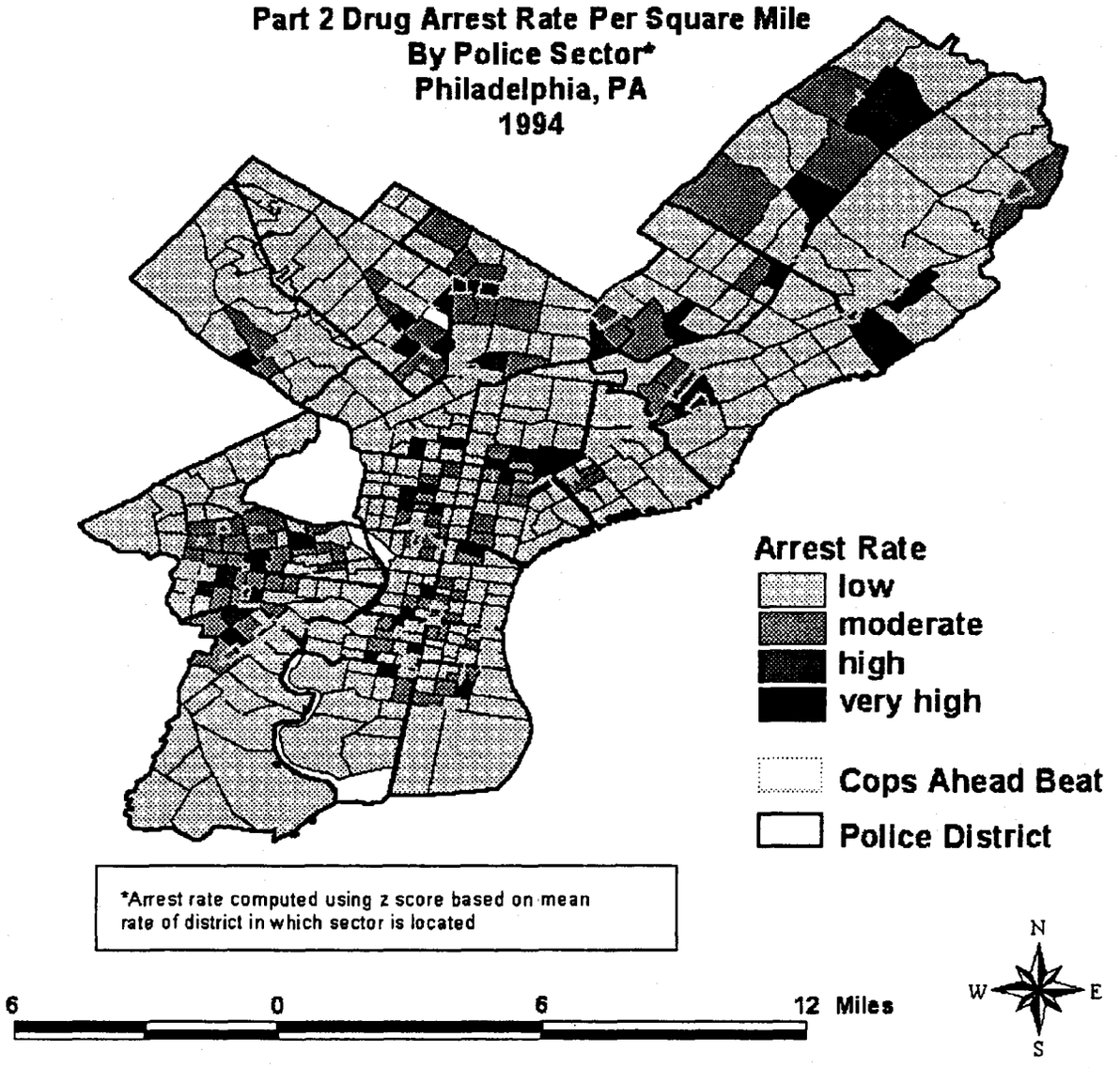
FIGURE 12



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Impact of COPS AHEAD Program

In an effort to examine how offense and arrest rates were influenced by the implementation of the COPS AHEAD program, we conducted ARIMA time-series for four different measures of crime: Part 1 Violent Offense rates, Part 1 Property Offense rates, Part 2 Offense rates, and Part 2 Drug Arrest rates. We examined the time series for each of these four crime categories in the COPS AHEAD beats as well as the surrounding area.

As with any implementation analysis, deciding the point (i.e., week in the present case) at which the implementation occurred can be difficult. In the COPS AHEAD program, the first class of COPS AHEAD officers received their beat assignments on week 39, while the last class received their beat assignments on week 50. To examine if the time series analysis was sensitive to the date at which we coded implementation as occurring, we estimated our time series models three ways: (1) with implementation at week 39, (2) at week 50, and (3) at week 44 (halfway between weeks 39 and 50). The results from these analyses were substantively similar. As such, we coded implementation as occurring at week 39. All ARIMA models were specified as (1,0,0).

In Figure 13 (Page 39), we present the time series analysis for Part 1 Violent Offense rates. The dotted line represents the COPS AHEAD beats, while the solid line represents the surrounding area. ARIMA analysis showed that the intervention had a positive (B=2.697, t=1.775) and significant effect on violent offense rates in the beats after the implementation, while the effect of the implementation on violent offense rates in the surrounding area had a negative (B=-.514, t=-1.434) but insignificant effect on the violent offense rate. After the COPS AHEAD program, violent offenses increased in the beats, while they decreased in the surrounding areas. Thus, the implementation of the COPS AHEAD program was accompanied by an increase in Part 1 Violent Offenses in the actual beats, and a decrease in such offenses in the surrounding areas.

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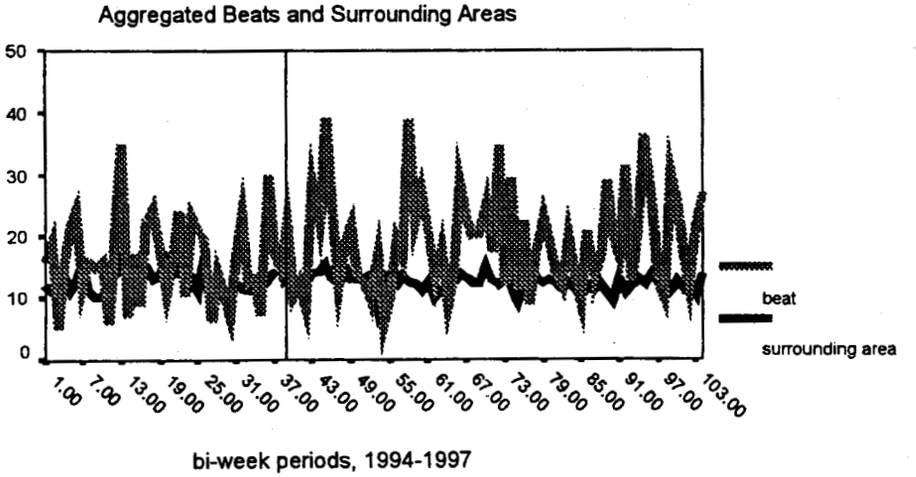
FIGURE 13

Part 1 Violent Offense Rates

1994-1997

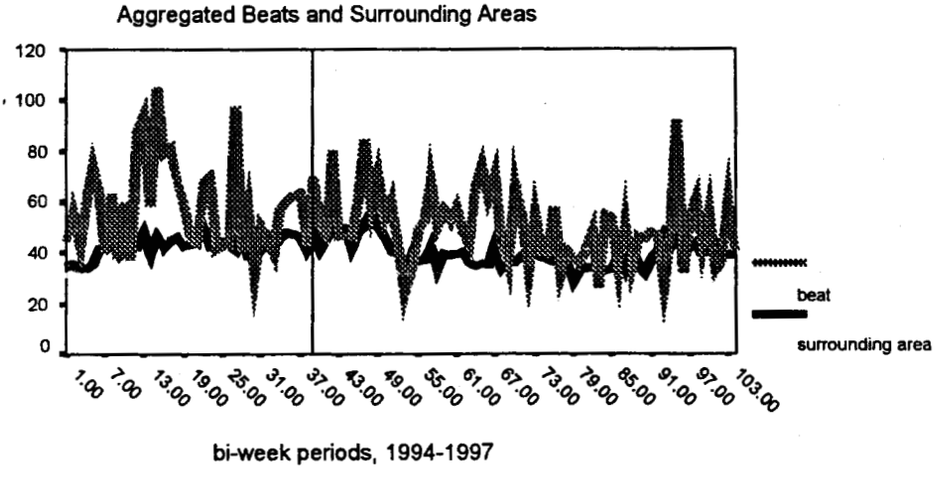


Next, we performed the same set of ARIMA models for part one property offense rates (shown in Figure 14). After implementation, the ARIMA analysis revealed that Part 1 Property Offense rates decreased in both the beat (B=-8.440, t=-2.391) and surrounding area (B=-3.472, t=-1.746). These results are both significant, suggesting that the implementation of the COPS AHEAD program may have contributed to a decrease in Part 1 PropertyOffense rates in the beats as well as the surrounding areas.

FIGURE 14

Part 1 Property Offense Rates

1994-1997



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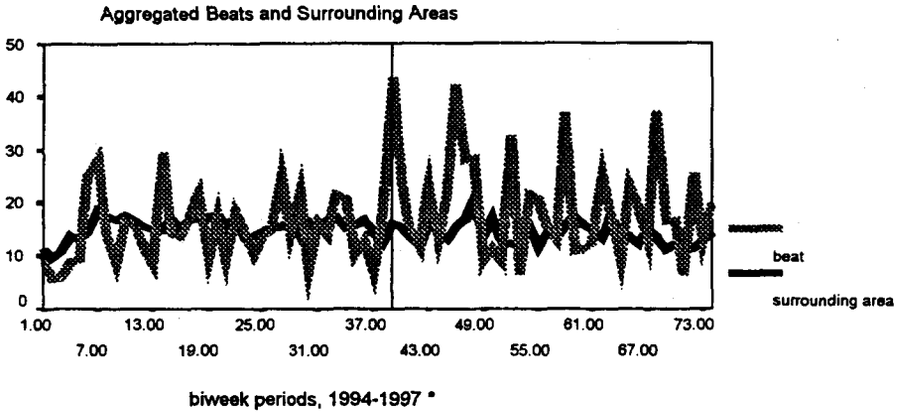
Due to incomplete data, we were forced to shorten our analysis of Part 2 Offense rates in the beats and surrounding areas. When we examined Part 2 Offense rates (shown in Figure 15), ARIMA analysis showed an increase (B=3.408, t=1.777) in Part 2 Offense rates in the beat, but a decrease (B=-1.060, t=-1.518) in Part 2

Offense rates in the surrounding area after the implementation of COPS AHEAD. Similarly to our Part 1 Violent Offense rate analysis, this analysis suggests that the COPS AHEAD program lead to an increase in Part 2 Offense rates in the beats, but served decrease Part 2 Offenses in the surrounding areas.

FIGURE 15

Part 2 Offense Rates

1994-1997

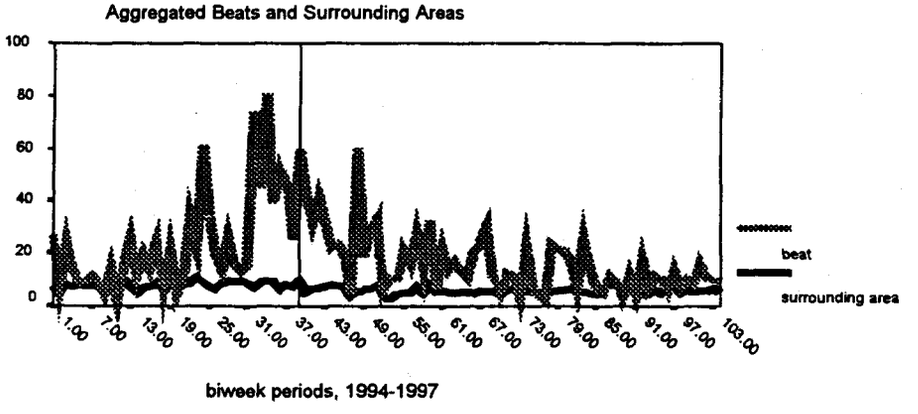


In our final comparison, we estimated the ARIMA model for Part 2 Drug Arrest rates. As can be seen from Figure 16, the implementation of COPS AHEAD appears to have decreased Part 2 Drug Arrest rates in the beats (B=-8.976, t=-2.051) as well as the surrounding areas (B=-2.153, t=-6.506).

FIGURE 16

Part 2 Drug Arrest Rates

1994-1997



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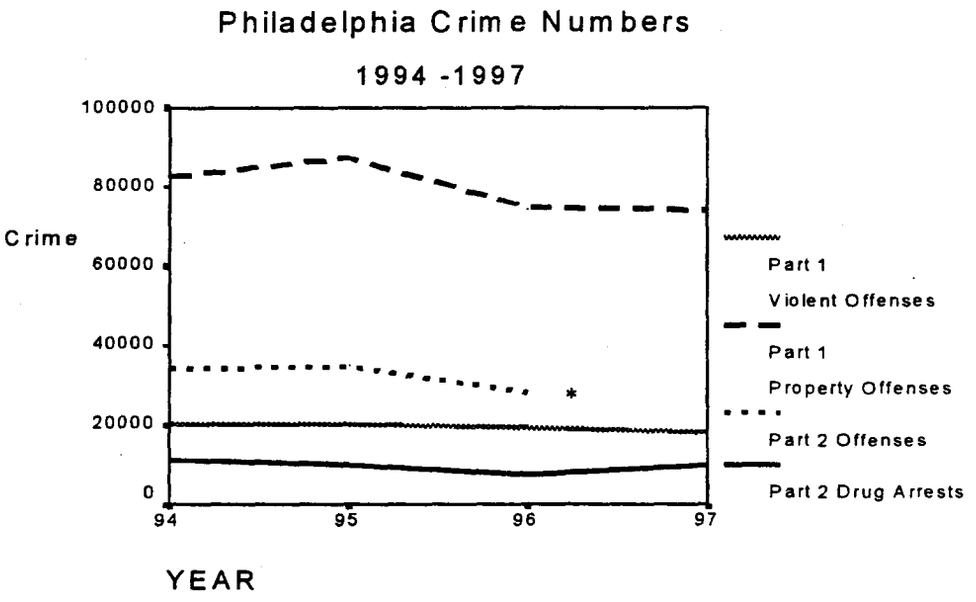
The results of the time series analyses indicate that, following the COPS AHEAD implementation, all four crime measures decreased in the surrounding areas. At the same time, however, the COPS AHEAD program served to increase Part 1 Violent Offense rates and Part 2 Offense rates in the COPS AHEAD beats (while Part 1 Property Offense rates and Part 2 Drug Arrest rates decreased in the beats). Taken together, these results suggest that the COPS AHEAD program served to increase the reporting of certain crimes as well as impacting police practice in the experimental beats, particularly arrests for drugs.

A comparison of the these results with the crime numbers in the city for the same time period (Figure 17) suggests that the crime trends in the beats and surrounding areas correspond to those of the four crime categories in the city over the four year period.

FIGURE 17



• Due to incomplete data, crime numbers for part 2 offenses were limited to 1994 - 1996.

Displacement

A final question in our examination of the COPS AHEAD program focused on whether any displacement of offenses or arrests occurred from the beat to the surrounding area from 1994 through 1997. To explore this question, we attached the crime data to the COPS AHEAD beat buffer coverage. This coverage consists of the two-block buffers drawn around each of the COPS AHEAD beats. After completing the same process for the

beat coverage, we compared yearly crime figures for each of the four categories of crime data for beats and buffered areas (Part 1 Violent Offense rates, Part 1 Property Offense rates, Part 2 Offense rates, and Part 2 Drug Arrest rates).

As suggested by the recent literature on crime displacement, we observed no displacement of offenses or arrests during the four-year program. Figures 18 through 20 (Pages 42 and 43) illustrate that the crime numbers fell slightly in both the beats and buffered areas for Part 1 Violent Offenses, Part 1 Property Offenses and Part 2 Offenses. Part 2 Drug Arrests (Figure 21 on Page 43) experienced a decrease from 1994 to 1996, but slightly increased in both the beats and the surrounding areas from 1996 to 1997.

FIGURE 18

Part 1 Violent Offenses

1994 - 1997

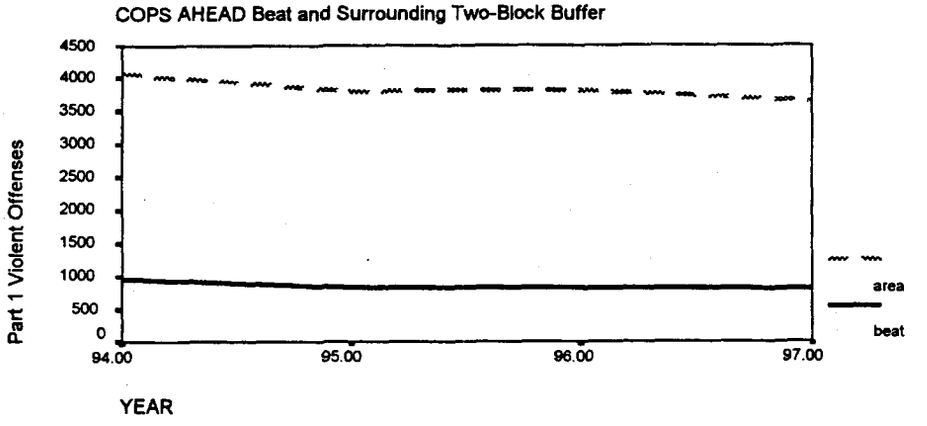


FIGURE 19

Part 1 Property Offenses

1994 - 1997

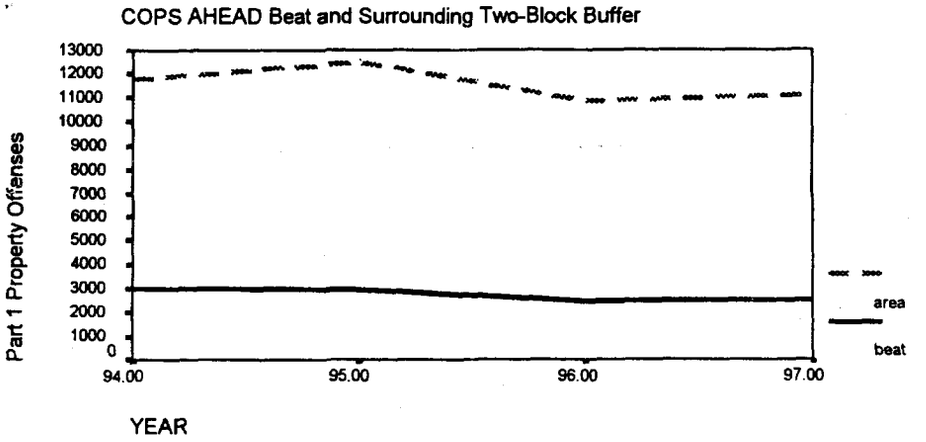


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FIGURE 20

Part 2 Offenses

1994 - 1996

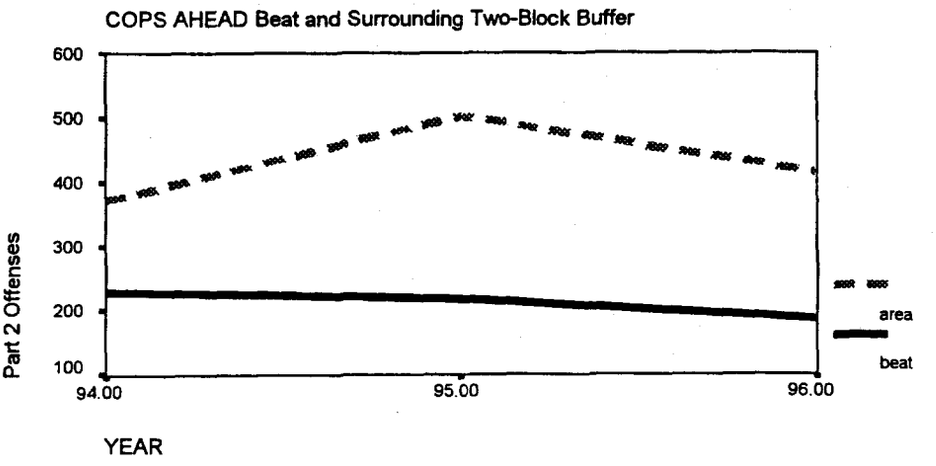
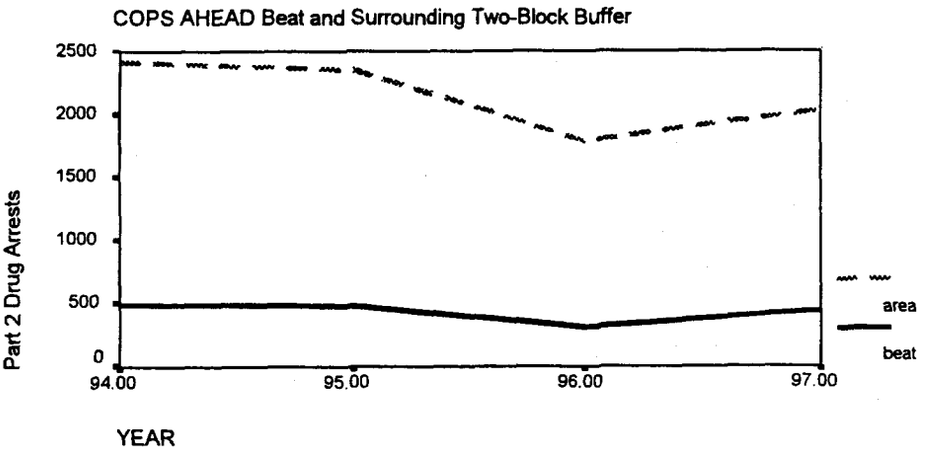


FIGURE 21

Part 2 Drug Arrests

1994 - 1997



Officer Survey

Introduction

The officer survey contained 171 questions distributed within seven major sections: (1) Preparation for Community Policing; (2) Job Environment/Police Culture; (3) Style of Policing; (4) Job Descriptive Index; (5) Allocation of Time; (6) Perceptions of Officer Impact; and (7) Demographics. The survey is a refined and

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expanded version of the survey used in the previous collaborative project. Each section is described below, and the complete survey instrument is reproduced in Appendix A.

Preparation for Community Policing

This section was designed to capture the officer's preparation for assignment. Questions on the nature, quality, and utility of all different levels of training were included to develop a profile of how community policing officers are prepared to do their job, in comparison to other officers. Training occurs at two levels: the academy (or other formal courses), and at the district level. During 1996, the department implemented an organized district level orientation process. A series of questions with Likert response sets were designed to assess this process and determine the officer's level of familiarity with the Department's resources and facilities. A section that asked the officer to define their role and their supervision type was also included. Finally, a battery of questions designed to capture the officer's use of district level information resources was included. These questions ask the officer about the utility of crime maps, official crime data, and other types of information to their policing activity.

Job Environment/Police Culture

This section included questions designed to assess the officer's level of familiarity and interaction with other police personnel. One of the core tenets of community policing concerns the use of available resources. If an officer is to refer issues or questions to the appropriate "specialists," s/he must have some degree of familiarity with those officers best suited to deal with these problems. Police culture is an amorphous concept that has been studied for many years, but few studies have specifically addressed the police culture of community policing officers. By asking about feelings of separation and integration as well as perceptions of police work, the officer-respondents provided information about how they view their position and how they believe that other officers perceive community policing. In addition, questions concerning the officer's immediate job environment (e.g., roll call, partners, and the like) were included in this series of questions.

Style of Policing

The questions in this section attempt to capture the attitudes community policing officers hold toward their positions and the behaviors in which they actually engage. The attitudinal questions concern the officer's beliefs on important and appropriate police work. These questions attempt to define an officer's beliefs in the

validity of community policing practices. The behavioral questions ask the officer to describe what they do and what they think they should be doing. Comparisons can be drawn between attitudes toward community police work and actualization of these ideas.

Job Descriptive Index

These three sections are drawn from the Job Descriptive Index (JDI), developed by Smith, et. al. (1969). This standardized job satisfaction instrument is the most widely used measure of job satisfaction in the United States, and the instrument has been applied to a diverse range of populations. The complete JDI is comprised of five scales: Satisfaction with Work on Present Job, Satisfaction with Supervision, Satisfaction with Co-Workers, Satisfaction with Pay, and Opportunity for Promotion. The nature of law enforcement organizational structure and the interests of this research precluded using the last two sections, thus only the first three satisfaction scales are included. The Work on Present Job section asks the officer to describe their perceptions of their current work. The following two scales ask the officer to indicate satisfaction levels with Supervision and Co-Workers, respectively. Each scale is comprised of a series of adjectives, asking the officer to circle "Yes," "No," or "undecided" for each adjective describing a topic (i.e., Stimulating, Boring, Slow, and the like). Higher scores on these scales correspond to greater levels of satisfaction with current work, supervision, and co-workers.

Perceptions of Officer Impact

This portion of the survey includes questions that ask the officer to indicate what type of impact they have had on their beat. If the officer believes a significant or minimal level of change has occurred since they were assigned to this beat, this information will be collected through this foil. Some additional questions are designed to tap local knowledge, asking the officer about the relationships they have established on their beats and the types of interactions in which they are involved.

Allocation of Time

This portion of the survey includes a list of activities with a response set designed to measure frequency of occurrence. The officer indicates how much time s/he spends doing each of a series of normal police activities by circling one of six frequency options: Daily, Several Times a Week, At Least Once a Week, A Few Times a Month, At Least Once a Month, and Never. The list of normal police activities was drawn from information supplied by the Management and Research Bureau (MRB) of the Philadelphia Police Department. Recent surveys

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conducted by MRB asked officers to describe the activities in which they most frequently engage. Many of those activities, and others recommended by advisory committees and research staff were included. Our methodological approach to time allocation was selected due to its clarity and simplicity. Rather than ask an individual to add up how many hours per day or week they are engaged in an activity, they are given six distinct frequency options. This approach attempts to balance specificity with accuracy and clarity. This information demonstrates the type and frequency of activity of officers by assignment.

Demographic Information

The final section of the officer survey asks relatively straightforward questions about the officer's background and personal characteristics. We know the demographics of the Department as a whole and the entire COPS AHEAD program. We can use the information we collect through the survey instrument to determine how representative the sample is of the Department and the COPS AHEAD program. Questions included race, gender, year of birth, level of education, number of years on the force, and how they were assigned to the COPS AHEAD program.

Sample and Methods

As previously mentioned, the Department instituted a replacement program where veteran officers could volunteer to fill COPS AHEAD slots. Taken with the existing community policing specialists, a five-cell sampling framework emerges. The original sample framework called for 75 participants in each of the CA beats and Motorized officer cells. This was based on the first iteration of the COPS AHEAD program, which had 153 officers assigned to COPS AHEAD beats. These officers were split almost equally into rookies and veterans. This produced a matched design with cells containing 75 members in each group. Table 9 graphically presents the sampling framework.

TABLE 9: SAMPLING FRAMEWORK—OFFICER SURVEY

	CA BEATS	MOTORIZED	OTHER CP	ROW TOTALS:
ROOKIES	75	75	---	150
VETERANS	75	75	75	225
COLUMN TOTALS:	150	150	75	N = 375

The first column in the sample framework contains COPS AHEAD officers, including both rookie (graduated from the academy and assigned directly to a COPS AHEAD position) and veteran officers (veteran who volunteered or was assigned to a COPS AHEAD position). The cell corresponding to rookie motorized

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officers represents a group of officers who were displaced by veterans in the COPS AHEAD program. These officers graduated from the academy and were assigned to the COPS AHEAD program, but were transferred to motorized patrol when district captains replaced the rookies with veteran volunteers. The veteran motorized patrol officers represent a comparison group of officers who went through the academy prior to the inclusion of a community policing training program. These officers represent the majority of officers assigned to patrol functions, or "traditional" motorized patrol. The final cell represents a group of officers who work in community policing settings but in a capacity outside the COPS AHEAD program.

The number of officers within each cell was selected based on practical and analytical rationales. The 353 COPS AHEAD officers who have been on beats for at least one year are divided between rookies and veterans. Approximately 160 are veterans who replaced rookies from the academy in a COPS AHEAD assignment while approximately 190 were assigned directly from the academy to a COPS AHEAD beat. Rather than sampling the entire population, a random sample of 100 officers from each group was selected. Since this study concerns the culture which has developed as a product of the changing policing styles and the different types of activity of the COPS AHEAD officer, as opposed to an analysis of how policing varies across the city, the random sample approach seems most appropriate. The same logic was applied to the comparison groups; rather than survey all the motorized patrol officers, an equivalent group was randomly selected from the population of eligible officers.

In order to compensate for response rate, a population of 100 in each cell was selected to guarantee minimal representation. Over the course of the survey administration, some individuals elected not to participate or were unavailable, so the number of officers invited to complete the survey increased. This model may be described as sampling with replacement. It is important to note that the population in each cell is mutually exclusive, with no overlap between groups. Although some officers may be COPS AHEAD officers assigned to the same squad as the comparison group of community policing officers, they were not eligible for sampling in multiple groups. This also holds true for types of assignment. The COPS AHEAD officers may be assigned to bike patrol, foot patrol, or mini-stations, but the comparison group of five squad officers is only assigned to the traditional five squad duties (Community Relations Officer, Victim Assistance Officer, Crime Prevention Officer, Abandoned Auto Officer, Sanitation Officer).

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Those beats within Center City Philadelphia are significantly different from the COPS AHEAD beats across the rest of the city. The approximately 61 officers who retain the COPS AHEAD designation in Center City are policing foot beats which existed prior to the COPS AHEAD program. The beats were defined as part of the Center City Business District development and represent areas of business and high business or tourist foot traffic. These officers work are assigned to the Center City mini-station and are supported by a staff of Community Service Representatives. Although they are conducting important work, this work was viewed as inconsistent with the original COPS AHEAD outline and they were therefore excluded from participation in the study.

Survey Administration

Center for Public Policy staff visited each of the division headquarters (for the nine divisions encompassing all 23 districts) to conduct the survey. Officers assigned to the districts in each division were notified in advance to meet at division headquarters at a specific time. Several time options were made available to the division inspectors, who were asked to assign officers at the most appropriate times. In Philadelphia, officers generally change shifts at 4:00 PM, although many community policing officers and COPS AHEAD officers work different schedules. In addition, to prevent "dead-time" where there are few or no officers on the street, the Department staggers the squad shift changes on half-hour increments. Thus, the survey was administered at 3:00, 3:30, and 4:00 PM. This approach was used to catch motorized patrol day work officers as they were going off their shift and evening work officers as they were going on their shift. COPS AHEAD officers usually work shifts that overlap the day and evening shifts, and five squad officers generally work shifts similar to administrative personnel. The timing of the survey administration was believed to be the optimal time to find the maximum number of motorized patrol officers, COPS AHEAD officers, and five squad officers. The survey took about 25 minutes to complete.

Once the officers were assembled in the meeting room, the survey was distributed. Each survey had a randomly generated code number (assigned to each officer) pre-printed on the survey instrument. A note-card with the officer's name, badge number, district of assignment, and the random code number was paper-clipped to each survey. In addition, a letter from the Center for Public Policy and a letter from the Philadelphia Police Department accompanied the instrument. These letters assured confidentiality of the findings and provided

contact numbers for officers having any questions. An introductory statement explained the survey, the purpose of the research, and the confidentiality of the information provided. Once the surveys were completed, research staff collected and transported the surveys to Temple University for coding and analysis. At no time were the surveys or the code numbers in the possession of the Philadelphia Police Department and no individual responses were reported to the Department.

Analysis and Results

Final Sample

The final sample consisted of 389 officers distributed across each of the cells described above. Specifically, surveys were completed by 93 CA rookies, 75 CA veterans, 78 motorized rookies, 39 motorized veterans, and 78 other veteran community policing officers. In addition, 26 rookie officers who apparently had been assigned to specialist community policing roles completed the survey. These officers were not anticipated and are not included in this analysis. The sample descriptive statistics appear in Tables 10 and 11.

TABLE 10: FINAL SAMPLE—OFFICER SURVEY

	CA BEATS	MOTORIZED	OTHER CP	ROW TOTALS
ROOKIES	93	78	26	197
VETERANS	75	39	78	192
COLUMN TOTALS:	168	117	104	N = 389

TABLE 11: SAMPLE DEMOGRAPHICS—OFFICER SURVEY

		TOTAL SAMPLE		CA OFFICERS				MOTORIZED OFFICERS				OTHER CP OFFICERS			
				ROOKIES		VETERANS		ROOKIES		VETERANS		ROOKIES		VETERANS	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%
Sex	M	270	69.4	62	66.7	59	78.7	53	67.9	32	82.1	18	69.2	46	59.0
	F	102	26.2	29	31.2	11	14.7	23	29.5	7	17.9	8	30.8	24	30.8
	Missing	17	4.4	2	2.2	5	6.7	2	2.6	0	0	0	0	8	10.3
Race	Black	138	35.5	44	47.3	21	28.0	32	41.0	12	30.8	7	26.9	22	28.2
	Latino	28	7.2	12	12.9	4	5.3	4	5.1	2	5.1	2	7.7	4	5.1
	White	197	50.6	35	37.6	44	58.7	40	51.3	23	59.0	16	61.5	39	50.0
	Asian	2	.5	0	0	0	0	1	1.3	0	0	0	0	1	1.3
	Other	8	2.1	0	0	2	2.7	0	0	1	2.6	0	0	5	6.4
	Missing	16	14.1	2	2.2	4	5.3	1	1.3	1	2.6	1	3.8	7	9.0
Education	HS/GED	141	36.2	35	37.6	30	40.0	25	32.1	20	51.3	6	23.1	25	32.1
	Tech.	28	7.2	16	17.2	1	1.3	6	7.7	1	2.6	0	0	4	5.2
	Some col	146	37.5	31	33.3	29	38.7	32	41.0	13	33.3	12	46.2	29	37.2
	Coll grad	54	13.9	8	8.6	13	17.3	14	18.0	3	7.7	6	23.1	10	12.8
	Some gra	6	1.5	2	2.2	0	0	0	0	1	2.6	2	7.7	1	1.3
	Grad deg	1	.3	0	0	0	0	1	1.3	0	0	0	0	0	0
	Missing	13	3.3	1	1.1	2	2.7	0	0	1	2.6	0	0	9	11.5
MEAN AGE (SD)		33.3 (7.85)		30.79 (6.47)		35.68 (7.6)		28.51 (5.96)		35.11 (6.47)		30.73 (6.61)		39.54 (7.82)	
MEAN YEARS (SD)		7.01 (6.94)		3.10 (3.22)		9.85 (6.44)		3.27 (4.39)		9.08 (5.93)		3.72 (6.55)		13.04 (7.65)	

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Survey Data Reduction

Data reduction was performed with Principal Components Analysis (PCA). This procedure was employed in the analysis of each section of the officer survey. A number of scales were generated to assess differences between and among COPS AHEAD rookies, COPS AHEAD veterans, motorized rookies, and motorized veteran officers. The scales encompassed dimensions of training, use of information, feelings of separation/ integration, orientation toward problem solving, community policing, and law enforcement, the job descriptive index, perceptions of impact, and time allocated to reactive policing, law enforcement, and community oriented activity. The scale items and descriptive statistics (Table 12), and the factor loadings and reliability coefficients (Table 13) on Pages 51 through 59.

Focusing on the differences between COPS AHEAD rookie and veteran officers, motorized rookie and veteran officers, and officers fulfilling other community policing roles, one-way analysis of variance (ANOVA) was performed to determine if the five types of officers differ with regard to their scores on the constructs generated through PCA. The results of these analyses are presented below, and a discussion of the findings follows.

Preparation for Community Policing

Analysis of this section of the survey reveals that rookie COPS AHEAD officers may have been better prepared to "do" community policing, as evidenced by their higher scores on the academy training scales for problem solving (F=6.458; Sig=.000) and dealing with diversity and conflict (F=7.600; Sig=.000). These elevated scores indicate that the portion of academy training devoted to community policing, for these officers, did provide them with the additional skills and knowledge necessary to carry out tasks associated with a community policing role. Veteran COPS AHEAD, veteran motorized, and the comparison group of community policing officers (for all of whom academy training pre-dated the COPS AHEAD program) scored lower on these scales, which would be expected. Tukey's Honestly Significant Difference (HSD) tests reveal that CA rookies were significantly different from all other officers except motorized rookies on both of these scales.

The district level training scale revealed a marginally significant difference (F=2.862; Sig=.023) between veteran COPS AHEAD officers and the comparison group of community policing officers, who both reported experiencing a lower quality of district level training, and rookie motorized officers, who reported experiencing a higher quality of district level training. Tukey's HSD tests revealed this to be the only statistically significant difference. The officers also differ significantly on the composite training scale (F=6.789; Sig=.000),

TABLE 12: SCALE ITEMS AND DESCRIPTIVE STATISTICS

I. Preparation for Community Policing	Mean	SD	Min	Max
Composite Training Scale	37.15	8.01	16	60
Academy Training: Problem Solving	11.68	3.38	4	20
q5: In the academy, specific problem solving strategies (i.e., the SARA model) were communicated to me.	3.09	1.11	1	5
q6: I use these problem solving strategies in my daily work.	3.19	1.11	1	5
q7: At the academy I was taught how to develop and run community meetings.	2.02	1.05	1	5
q8: During my training there was a clear emphasis placed on problem solving.	3.26	1.06	1	5
Academy Training: Diversity and Conflict	13.36	3.09	4	20
q10: I was well trained in interpersonal skills.	3.08	.97	1	5
q11: I was taught how to deal with people from a variety of cultures and backgrounds.	3.70	.92	1	5
q12: At the academy I learned how to resolve domestic disputes.	3.46	.97	1	5
q13: I was taught effective conflict negotiation strategies.	3.05	1.02	1	5
Quality of District Level Training	12.24	3.27	4	20
q14: Once assigned to my district I was assigned a field training officer.	2.93	1.36	1	5
q16: The training I received at my district was of a high quality.	3.38	1.06	1	5
q17: My district level training reinforced what I learned at the academy.	3.08	1.07	1	5
q18: The training at my district showed me everything I needed to know.	2.81	1.12	1	5
Composite Use of Information Scale	22.12	4.62	6	30
Use of "Official" Data	10.89	2.75	3	15
q30: Beat or sector maps of crime activity.	3.43	1.05	0	5
q31: Beat or sector maps off crime "hot spots."	3.51	1.08	0	5
q32: Part One daily crime sheets.	3.90	1.07	0	5
Use of "Unofficial" Data	11.26	2.66	2	15
q36: Information from other officers.	3.73	1.01	0	5
q37: Information from community residents.	3.73	.97	0	5
q38: Information from local business persons.	3.67	.97	0	5

II. Job Environment/Police Culture	Mean	SD	Min	Max
Feelings of Separation	12.02	3.27	4	20
cult3: CA officers are separated out from other officers in the district.	3.21	1.14	1	5
cult7: Non-COPS AHEAD officers perceive my job as not real police work.	2.89	1.19	1	5
cult8: The role of the COPS AHEAD officer is not well understood by other, non-COPS AHEAD officers.	3.33	1.12	1	5
cult9: The role of the CA officer is not well understood by other CA officers.	2.68	1.04	1	5
Feelings of Integration	14.26	2.94	4	20
cult1: When the COPS AHEAD officers are on duty, the officers on motorized patrol know the CA assignments.	2.76	1.12	1	5
cult4: I come into frequent contact with the other patrol personnel.	3.85	.88	1	5
cult5: I feel like I would have support if I issued an "assist officer" call.	3.95	1.32	1	5
cult6: I come into frequent contact with the other CA officers in my district.	3.69	1.12	1	5
III. Style of Policing				
Orientation Toward Problem Solving	10.85	2.03	3	15
sty10: I have developed a plan for improving my beat.	3.41	.84	1	5
sty12: I have identified specific problems I want to solve on my beat.	3.66	.83	1	5
sty17: I know how to access other resources (i.e., city agencies) to affect problems in the community.	3.77	.92	1	5
Orientation Toward Community Policing	15.03	3.45	5	25
sty5: My job is more about creating partnerships than making arrests.	3.13	1.00	1	5
sty6: It is more important to have community policing officers than motorized patrol officers.	2.46	1.00	1	5
sty7: Foot beat officers are more in touch with the community than officers assigned to a sector car.	3.61	1.16	1	5
sty14: I use local knowledge (information I collect on my beat) to solve crimes more than an officer in a sector car.	3.25	.93	1	5
sty15: I could do more for the community if I was on foot patrol full time.	2.55	1.11	1	5
Orientation Toward Law Enforcement	9.09	2.21	3	15
sty1: Making arrests is the best way to make communities safe.	3.16	1.01	1	5
sty3: A good way to measure how effective I am is to look at my arrest record.	2.41	1.02	1	5
sty4: A good measure of police effectiveness is response time.	3.54	1.02	1	5

	Mean	SD	Min	Max
IV. Job Descriptive Index	26.69	17.26	-28	53
Satisfaction with Work on Present Job	9.67	6.35	-11	18
jdi1_1: Fascinating	.34	.85	-1	1
jdi1_2: Routine (RC)	.036	.97	-1	1
jdi1_3: Satisfying	.58	.73	-1	1
jdi1_4: Boring (RC)	.70	.64	-1	1
jdi1_5: Good	.87	.43	-1	1
jdi1_6: Gives sense of accomplishment	.72	.62	-1	1
jdi1_7: Respected	.20	.94	-1	1
jdi1_8: Uncomfortable (RC)	.69	.65	-1	1
jdi1_9: Pleasant	.36	.83	-1	1
jdi1_10: Useful	.87	.41	-1	1
jdi1_11: Challenging	.76	.61	-1	1
jdi1_12: Simple (RC)	.60	.76	-1	1
jdi1_13: Repetitive (RC)	-.12	.94	-1	1
jdi1_14: Creative	.39	.85	-1	1
jdi1_15: Dull (RC)	.77	.58	-1	1
jdi1_16: Uninteresting (RC)	.84	.51	-1	1
jdi1_17: Can see results	.54	.77	-1	1
jdi1_18: Uses my abilities	72	.65	-1	1
Satisfaction with Supervisor	10.67	7.23	-13	17
jdi2_1: Asks my advice	.24	.94	-1	1
jdi2_2: Hard to please (RC)	.64	.71	-1	1
jdi2_3: Impolite (RC)	.80	.56	-1	1
jdi2_4: Praises good work	.61	.76	-1	1
jdi2_5: Tactful	.51	.80	-1	1
jdi2_6: Up-to-date	.74	.63	-1	1
jdi2_7: Doesn't supervise enough (RC)	.62	.72	-1	1
jdi2_8: Has favorites (RC)	.20	.93	-1	1
jdi2_9: Tells me where I stand	.29	.90	-1	1
jdi2_10: Annoying (RC)	.75	.60	-1	1
jdi2_11: Stubborn (RC)	.62	.75	-1	1
jdi2_12: Knows job well	.77	.58	-1	1
jdi2_13: Bad (RC)	.88	.39	-1	1

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	Mean	SD	Min	Max
jdi2_14: Intelligent	.78	.51	-1	1
jdi2_15: Poor planner (RC)	.66	.65	-1	1
jdi2_16: Around when needed	.76	.58	-1	1
jdi2_17: Lazy (RC)	.88	.41	-1	1
Satisfaction with Co-Workers	6.82	8.85	-18	18
jdi3_1: Stimulating	.053	.88	-1	1
jdi3_2: Boring (RC)	.64	.69	-1	1
jdi3_3: Slow (RC)	.39	.84	-1	1
jdi3_4: Helpful	.68	.67	-1	1
jdi3_5: Stupid (RC)	.62	.68	-1	1
jdi3_6: Responsible	.47	.76	-1	1
jdi3_7: Fast	.19	.84	-1	1
jdi3_8: Intelligent	.41	.74	-1	1
jdi3_9: Easy to make enemies (RC)	.43	.81	-1	1
jdi3_10: Talks too much (RC)	.40	.82	-1	1
jdi3_11: Smart	.44	.70	-1	1
jdi3_12: Lazy (RC)	.32	.84	-1	1
jdi3_13: Unpleasant (RC)	.52	.74	-1	1
jdi3_14: Gossipy (RC)	-.13	.91	-1	1
jdi3_15: Active	.44	.79	-1	1
jdi3_16: Narrow interests (RC)	.26	.82	-1	1
jdi3_17: Loyal	.37	.79	-1	1
jdi3_18: Stubborn (RC)	.25	.83	-1	1
V. Perceptions of Officer Impact	60.40	9.47	28	85
per1: Since I have been on this beat, crime has been reduced.	3.31	.92	1	5
per2: Things are better in this community since my beat was created.	3.39	.92	1	5
per3: I would not be missed by the community if I were re-assigned. (RC)	3.29	1.08	1	5
per4: The criminals know my routine and commit most of their crimes when I am off duty.	3.12	.99	1	5
per5: The COPS AHEAD program has not influenced the way this community perceives police. (RC)	3.16	1.02	1	5
per6: Drug sales are down in this area due to my presence.	3.27	1.00	1	5
per7: The residents on my beat interact with each other.	3.28	.86	1	5
per8: The residents on my beat avoid me. (RC)	3.56	.81	1	5
per9: The residents on my beat know me.	3.60	.88	1	5
per10: The residents on my beat tell me about community problems.	3.64	.86	1	5

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	Mean	SD	Min	Max
per11: There are organized community groups with leaders on my beat.	3.43	.96	1	5
per12: I don't talk to many business owners on my beat. (RC)	3.75	.95	1	5
per13: The business owners on my beat tell me what they think are the community problems.	3.56	.90	1	5
per14: I talk to other officers who have beat assignments near mine.	3.65	.84	1	5
per15: I occasionally go to places of business on my beat when I'm off duty.	2.55	1.08	1	5
per16: Since I started my beat the community I serve has become a better place in which to live.	3.31	.86	1	5
per17: Residents on my beat will often refer to me by name.	3.43	.94	1	5
per18: The majority of the crime on my beat is committed by non-residents.	3.11	.92	1	5
VI. Allocation of Time				
Reactive Activity	19.80	10.73	8	48
time2: Patrol your beat in a patrol car.	2.48	1.94	1	6
time4: Respond to burglar alarms.	2.26	1.52	1	6
time5: Respond to domestic disputes.	2.33	1.63	1	6
time6: Disperse crowds/clear corners.	1.79	1.46	1	6
time7: Deal with serious crimes (e.g., robbery, assault, violent crimes).	2.57	1.61	1	6
time8: Deal with vehicle accidents.	3.27	1.81	1	6
time9: Deal with minor crimes (e.g., drunk and disorderly, vandalism).	2.31	1.54	1	6
time10: Take more than 5 radio calls a day.	2.47	1.86	1	6
Law Enforcement Activity	17.33	4.23	4	24
time3: Appear in court.	4.08	1.17	1	6
time13: Make a drug arrest.	4.71	1.30	1	6
time14: Make a felony (non-drug) arrest.	4.56	1.18	1	6
time15: Make a misdemeanor (non-drug) arrest.	4.11	1.34	1	6
Community Oriented Activity	17.06	5.88	5	30
time12: Address quality of life issues (e.g., truancy, loitering, etc.).	2.24	1.58	1	6
time16: Meet with community groups.	5.06	1.39	1	6
time17: Use other city agencies (i.e., L&I, social services).	4.41	1.52	1	6
time18: Initiate contacts with business owners or operators.	3.17	1.87	1	6
time19: Initiate contacts with citizens.	2.41	1.74	1	6

TABLE 13: FACTOR LOADINGS AND RELIABILITY COEFFICIENTS

I. Preparation for Community Policing

Composite Training Scale (α = .8542)

Variable	One Factor	Factor 1	Factor 2	Factor 3
q5	.723	.882		
q6	.701	.854		
q7	.621	.562		
q8	.687	.462		
q10	.738		.660	
q11	.649		.740	
q12	.676		.814	
q13	.705		.728	
q14	.467			.591
q16	.483			.834
q17	.670			.571
q18	.361			.722

Factor	Eigenvalue
1	4.821
2	1.483
3	1.102

Composite Use of Information Scale (α = .8459)

Variable	One Factor	Factor 1	Factor 2
q30	.761	.877	
q31	.739	.877	
q32	.634	.754	
q36	.740		.803
q37	.835		.924
q38	.807		.911

Factor	Eigenvalue
1	3.422
2	1.272

II. Job Environment/Police Culture

Feelings of Separation (α = .6919)

Variable	Loading
cult3	.720
cult7	.707
cult8	.806
cult9	.647

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Feelings of Integration (α = .5530)

Variable	Loading
cult1	.639
cult4	.609
cult5	.607
cult6	.768

III. Style of Policing

Orientation Toward Problem Solving (α = .6974)

Variable	Loading
sty10	.879
sty12	.857
sty17	.633

Orientation Toward Community Policing (α = .6823)

Variable	Loading
sty5	.514
sty6	.665
sty7	.748
sty14	.666
sty15	.711

Orientation Toward Law Enforcement (α = .5518)

Variable	Loading
sty1	.733
sty3	.772
sty4	.672

IV. Job Descriptive Index (α = .9201)

Variable	Loading
jdi1_1	.196
jdi1_2	.228
jdi1_3	.357
jdi1_4	.384
jdi1_5	.249
jdi1_6	.463
jdi1_7	.454
jdi1_8	.298
jdi1_9	.312
jdi1_10	.442
jdi1_11	.412
jdi1_12	.230
jdi1_13	.240
jdi1_14	.449
jdi1_15	.354
jdi1_16	.327
jdi1_17	.451
jdi1_18	.510

Variable	Loading
jdi2_1	.419
jdi2_2	.423
jdi2_3	.388
jdi2_4	.431
jdi2_5	.404
jdi2_6	.446
jdi2_7	.384
jdi2_8	.491
jdi2_9	.386
jdi2_10	.450
jdi2_11	.353
jdi2_12	.417
jdi2_13	.399
jdi2_14	.497
jdi2_15	.493
jdi2_16	.553
jdi2_17	.389
jdi3_1	.463
jdi3_2	.462
jdi3_3	.536
jdi3_4	.481
jdi3_5	.474
jdi3_6	.559
jdi3_7	.489
jdi3_8	.673
jdi3_9	.565
jdi3_10	.466
jdi3_11	.617
jdi3_12	.653
jdi3_13	.540
jdi3_14	.546
jdi3_15	.596
jdi3_16	.633
jdi3_17	.588
jdi3_18	.529

V. Perceptions of Officer Impact (α = .8726)

Variable	Loading
per1	.771
per2	.789
per3	.499
per4	.176
per5	.510
per6	.640
per7	.580
per8	.573
per9	.711
per10	.764
per11	.615
per12	.577
per13	.653
per14	.414

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Variable	Loading
per15	.211
per16	.737
per17	.676
per18	.270

VI. Allocation of Time

Reactive Activity (α = .9160)

Variable	Loading
time2	.662
time4	.890
time5	.912
time6	.794
time7	.699
time8	.776
time9	.803
time10	.864

Law Enforcement Activity (α = .8203)

Variable	Loading
time3	.768
time13	.764
time14	.881
time15	.818

Community Oriented Activity (α = .7404)

Variable	Loading
time12	.436
time16	.707
time17	.710
time18	.833
time19	.778

expressed are those of the author(s) and do not necessarily reflect the official

an additive construct of the three scales discussed thus far. The average scores on the composite scale indicate that rookie officers have been better prepared for community policing than their veteran counterparts, a finding anticipated by advocates of an expanded police role. Tukey's HSD tests for the composite scale show that CA rookies are significantly different from all other officers except motorized rookies, and that motorized rookies are significantly different from both CA veterans and the comparison group of community policing specialists. These results are presented in Tables 14 through 17 (Pages 61 through 64).

The five types of officers did not significantly differ with regard to their use of official data (F=1.350; Sig=.251), but rookie COPS AHEAD officers and the comparison group of community policing officers reported using unofficial data (i.e., information from community residents and business owners) more so than the other types of officers, particularly the motorized veteran officers (F=5.145; Sig=.000). Tukey's HSD tests show that CA rookies are significantly different from motorized rookies and veterans. The average scores on the composite use of information scale indicate similar results (F=3.731, Sig=.005). Tukey's HSD tests reveal that CA rookies and the comparison group of community policing specialists are significantly different from motorized veterans. These results are presented in Tables 18 through 20 (Pages 65 through 67).

Job Environment/Police Culture

Motorized rookie officers reported feeling less separate from other officers than did all other types of officers (F=3.126; Sig=.015). Tukey's HSD tests show that the difference is significant for all officers except motorized veterans. This finding may reflect an eagerness, on the part of "fresh" patrol officers, to be accepted by other line officers. Since feelings of separation and integration do not necessarily fall on polar ends of the same continuum, the scores on the integration scale are of equal importance. Motorized veteran officers reported feeling least integrated, perhaps a manifestation of cynicism associated with experience and years on the job, and COPS AHEAD rookies reported feeling the most integrated (F=9.334; Sig=.000). Tukey's HSD tests show that motorized veterans are significantly different from all other types of officers, as are CA rookies. These results are presented in Tables 21 and 22 (Pages 68 and 69).

Style of Policing

The five types of officers differ significantly with regard to their orientations toward problem solving (F=8.182; Sig=.000) and community policing (F=19.209; Sig=.000). This finding would not be unanticipated,

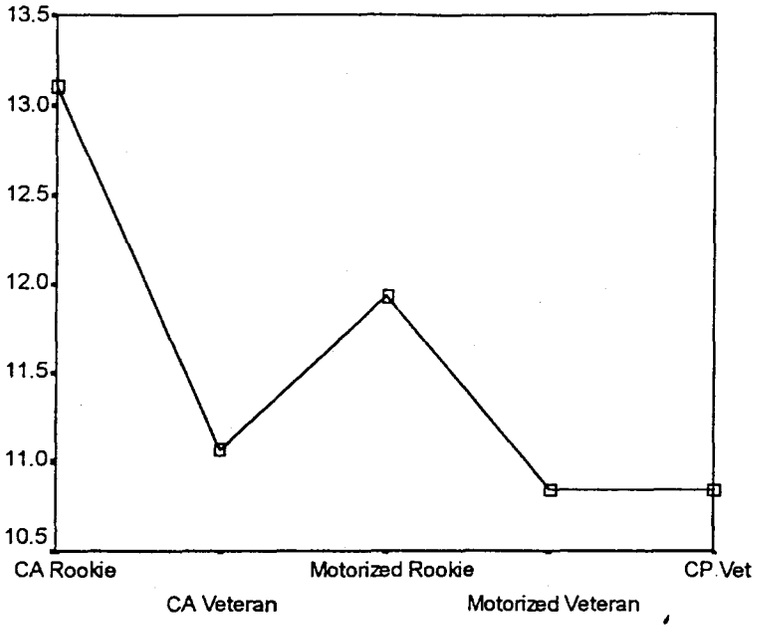

TABLE 14: ACADEMY TRAINING—PROBLEM SOLVING

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	88	13.11	3.18	.34	12.44	13.79	4	20
CA Veteran	69	11.07	3.61	.43	10.21	11.94	4	18
Motor Rookie	76	11.93	2.98	.34	11.25	12.61	4	20
Motor Veteran	37	10.84	3.62	.60	9.63	12.05	4	20
Other CP Vet	67	10.84	3.38	.41	10.01	11.66	4	18
Total	337	11.73	3.42	.19	11.36	12.09	4	20

F = 6.458; Sig. = .000

TUKEY HSD

(I)	(J)	Mean Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1)	2	2.04	.534	.001	.59	3.50
	3	1.18	.520	.155	-.24	2.60
	4	2.28	.650	.004	.50	4.05
	5	2.28	.538	.000	.81	3.75
CA Veteran (2)	1	-2.04	.534	.001	-3.50	-.59
	3	-.86	.552	.522	-2.37	.64
	4	.23	.676	.997	-1.61	2.08
	5	.24	.569	.994	-1.32	1.79
Motor Rookie (3)	1	-1.18	.520	.155	-2.60	.24
	2	.86	.552	.522	-.64	2.37
	4	1.10	.665	.467	-.72	2.91
	5	1.10	.556	.278	-.42	2.62
Motor Veteran (4)	1	-2.28	.650	.004	-4.05	-.50
	2	-.23	.676	.997	-2.08	1.61
	3	-1.10	.665	.467	-2.91	.72
	5	2.02E-03	.680	1.000	-1.85	1.86
Other CP Vet (5)	1	-2.28	.538	.000	-3.75	-.81
	2	-.24	.569	.994	-1.79	1.32
	3	-1.10	.556	.278	-2.62	.42
	4	-2.02E-03	.680	1.000	-1.86	1.85

expressed are those of the author(s) and do not necessarily reflect the official

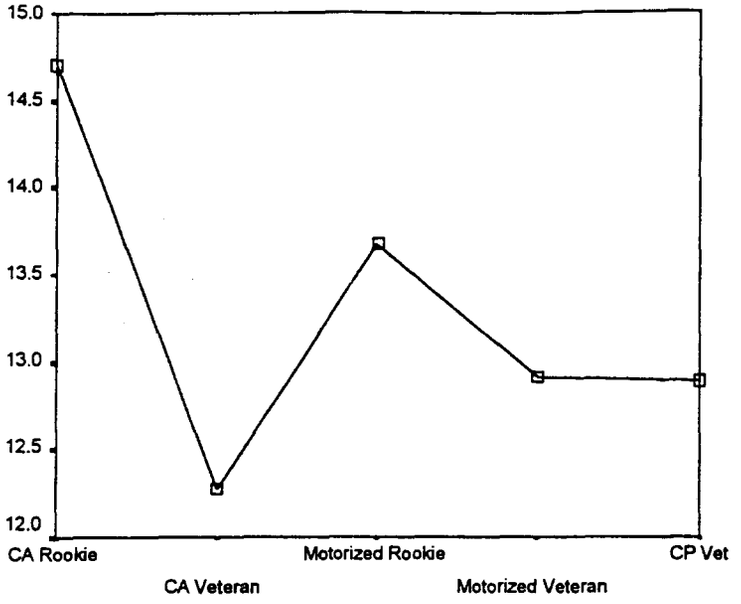

TABLE 15: ACADEMY TRAINING—DIVERSITY AND CONFLICT

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	88	14.70	2.71	.29	14.13	15.28	8	20
CA Veteran	72	12.28	3.12	.37	11.54	13.01	4	18
Motor Rookie	77	13.68	3.08	.35	12.98	14.37	4	20
Motor Veteran	39	12.92	3.71	.59	11.72	14.13	4	19
Other CP Vet	68	12.90	2.63	.32	12.26	13.53	5	20
Total	344	13.41	3.11	.17	13.08	13.74	4	20

F = 7.600; Sig. = .000

TUKEY HSD

(I)	(J)	Mean Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1)	2	2.43	.476	.000	1.13	3.72
	3	1.03	.467	.178	-.24	2.30
	4	1.78	.576	.017	.21	3.35
	5	1.81	.483	.002	.49	3.13
CA Veteran (2)	1	-2.43	.476	.000	-3.72	-1.13
	3	-1.40	.491	.036	-2.74	-5.91E-02
	4	-.65	.595	.815	-2.27	.98
	5	-.62	.506	.738	-2.00	.76
Motor Rookie (3)	1	-1.03	.467	.178	-2.30	.24
	2	1.40	.491	.036	5.91E-02	2.74
	4	.75	.588	.704	-.85	2.36
	5	.78	.498	.522	-.58	2.14
Motor Veteran (4)	1	-1.78	.576	.017	-3.35	-.21
	2	.65	.595	.815	-.98	2.27
	3	-.75	.588	.704	-2.36	.85
	5	2.60E-02	.601	1.000	-1.61	1.67
Other CP Vet (5)	1	-1.81	.483	.002	-3.13	-.49
	2	.62	.506	.738	-.76	2.00
	3	-.78	.498	.522	-2.14	.58
	4	-2.60E-02	.601	1.000	-1.67	1.61

expressed are those of the author(s) and do not necessarily reflect the official

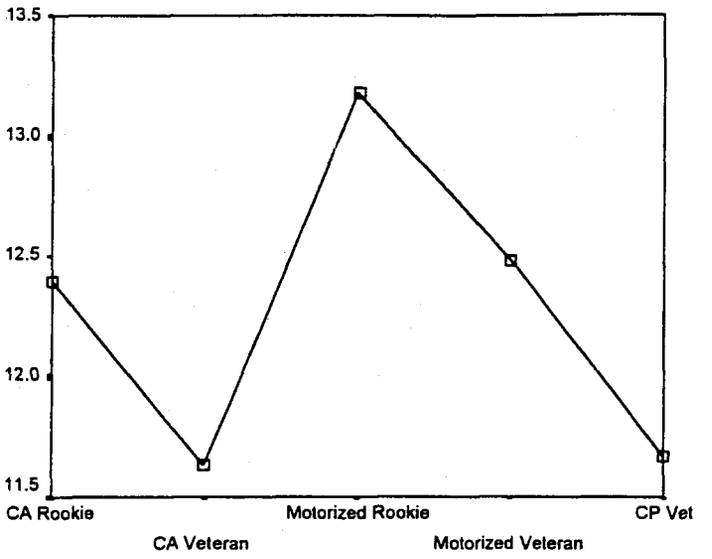

TABLE 16: QUALITY OF DISTRICT LEVEL TRAINING

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	91	12.40	3.44	.36	11.68	13.11	4	20
CA Veteran	71	11.63	2.78	.33	10.98	12.29	4	18
Motor Rookie	76	13.18	3.70	.42	12.34	14.03	4	20
Motor Veteran	37	12.49	3.11	.51	11.45	13.52	8	20
Other CP Vet	70	11.67	2.93	.35	10.97	12.37	4	16
Total	345	12.28	3.28	.18	11.93	12.62	4	20

F = 2.862; Sig. = .023

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	.76	.514	.574	-.64	2.16
	3	-.79	.504	.520	-2.16	.59
	4	-9.09E-02	.633	1.000	-1.82	1.63
	5	.72	.516	.625	-.68	2.13
CA Veteran (2	1	-.76	.514	.574	-2.16	.64
	3	-1.55	.535	.031	-3.01	-8.98E-02
	4	-.85	.658	.694	-2.65	.94
	5	-3.76E-02	.546	1.000	-1.53	1.45
Motor Rookie (3	1	.79	.504	.520	-.59	2.16
	2	1.55	.535	.031	8.98E-02	3.01
	4	.70	.650	.821	-1.08	2.47
	5	1.51	.537	.039	4.68E-02	2.98
Motor Veteran (4	1	9.09E-02	.633	1.000	-1.63	1.82
	2	.85	.658	.694	-.94	2.65
	3	-.70	.650	.821	-2.47	1.08
	5	.82	.659	.730	-.98	2.61
Other CP Vet (5	1	-.72	.516	.625	-2.13	.68
	2	3.76E-02	.546	1.000	-1.45	1.53
	3	-1.51	.537	.039	-2.98	-4.68E-02
	4	-.82	.659	.730	-2.61	.98

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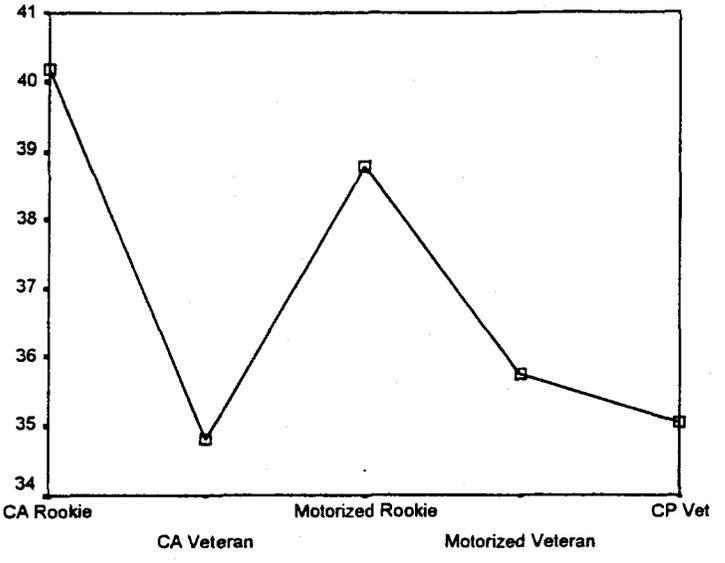

TABLE 17: COMPOSITE TRAINING SCALE

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	85	40.18	8.12	.88	38.42	41.93	20	60
CA Veteran	66	34.82	7.34	.90	33.01	36.62	16	49
Motor Rookie	73	38.78	8.33	.98	36.84	40.72	17	60
Motor Veteran	35	35.74	9.10	1.54	32.62	38.87	18	59
Other CP Vet	62	35.06	6.41	.81	33.44	36.69	19	47
Total	321	37.29	8.11	.45	36.40	38.18	16	60

F = 6.789; Sig. = .000

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	5.36	1.284	.000	1.85	8.86
	3	1.40	1.249	.798	-2.01	4.80
	4	4.43	1.572	.039	.14	8.72
	5	5.11	1.308	.001	1.55	8.68
CA Veteran (2	1	-5.36	1.284	.000	-8.86	-1.85
	3	-3.96	1.330	.024	-7.59	-.34
	4	-.92	1.637	.980	-5.39	3.54
	5	-.25	1.385	1.000	-4.02	3.53
Motor Rookie (3	1	-1.40	1.249	.798	-4.80	2.01
	2	3.96	1.330	.024	.34	7.59
	4	3.04	1.610	.324	-1.35	7.43
	5	3.72	1.352	.047	2.80E-02	7.40
Motor Veteran (4	1	-4.43	1.572	.039	-8.72	-.14
	2	.92	1.637	.980	-3.54	5.39
	3	-3.04	1.610	.324	-7.43	1.35
	5	.68	1.655	.994	-3.84	5.19
Other CP Vet (5	1	-5.11	1.308	.001	-8.68	-1.55
	2	.25	1.385	1.000	-3.53	4.02
	3	-3.72	1.352	.047	-7.40	-2.80E-02
	4	-.68	1.655	.994	-5.19	3.84

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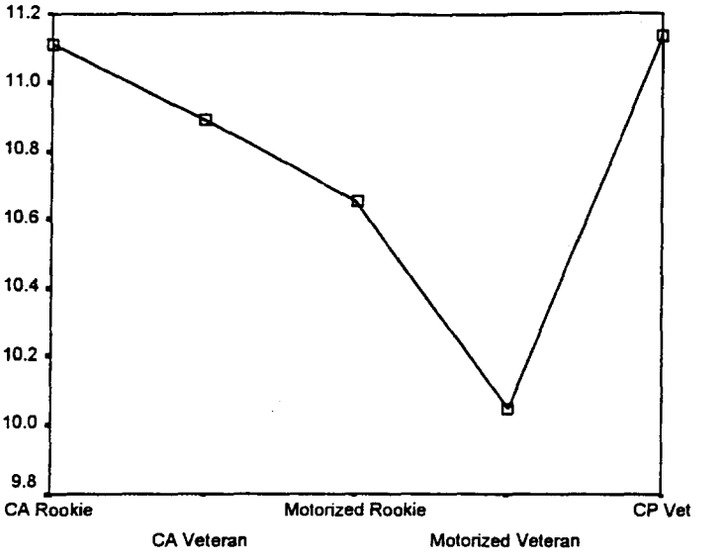

TABLE 18: USE OF OFFICIAL DATA

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	89	11.11	2.55	.27	10.58	11.65	3	15
CA Veteran	75	10.89	2.40	.28	10.34	11.44	5	15
Motor Rookie	78	10.65	2.90	.33	10.00	11.31	3	15
Motor Veteran	39	10.05	2.71	.43	9.17	10.93	3	15
Other CP Vet	74	11.14	3.05	.35	10.43	11.84	3	15
Total	355	10.85	2.73	.15	10.57	11.14	3	15

F = 1.350; Sig. = .251

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	.22	.427	.986	-.95	1.38
	3	.46	.423	.815	-.70	1.61
	4	1.06	.524	.253	-.37	2.49
	5	-2.28E-02	.429	1.000	-1.19	1.15
CA Veteran (2	1	-.22	.427	.986	-1.38	.95
	3	.24	.441	.983	-.96	1.44
	4	.84	.538	.520	-.63	2.31
	5	-.24	.447	.983	-1.46	.98
Motor Rookie (3	1	-.46	.423	.815	-1.61	.70
	2	-.24	.441	.983	-1.44	.96
	4	.60	.535	.792	-.86	2.06
	5	-.48	.442	.813	-1.69	.73
Motor Veteran (4	1	-1.06	.524	.253	-2.49	.37
	2	-.84	.538	.520	-2.31	.63
	3	-.60	.535	.792	-2.06	.86
	5	-1.08	.540	.262	-2.56	.39
Other CP Vet (5	1	2.28E-02	.429	1.000	-1.15	1.19
	2	.24	.447	.983	-.98	1.46
	3	.48	.442	.813	-.73	1.69
	4	1.08	.540	.262	-.39	2.56

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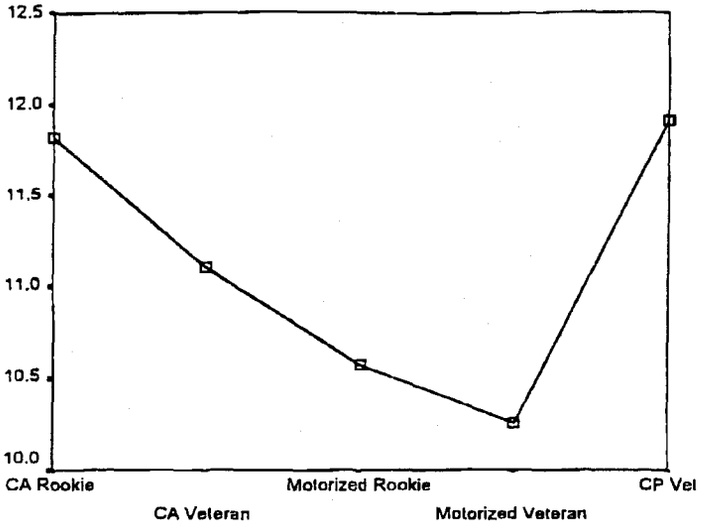

TABLE 19: USE OF UNOFFICIAL DATA

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	90	11.82	2.53	.27	11.29	12.35	3	15
CA Veteran	72	11.11	2.30	.27	10.57	11.65	4	15
Motor Rookie	78	10.58	2.61	.30	9.99	11.17	2	15
Motor Veteran	39	10.26	2.94	.47	9.30	11.21	3	15
Other CP Vet	75	11.92	2.72	.31	11.29	12.55	3	15
Total	354	11.25	2.65	.14	10.97	11.53	2	15

F = 5.145; Sig. = .000

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	.71	.410	.413	-.41	1.83
	3	1.25	.401	.016	.15	2.34
	4	1.57	.497	.014	.21	2.92
	5	-9.78E-02	.405	.999	-1.20	1.01
CA Veteran (2	1	-.71	.410	.413	-1.83	.41
	3	.53	.424	.715	-.62	1.69
	4	.85	.516	.460	-.55	2.26
	5	-.81	.428	.322	-1.98	.36
Motor Rookie (3	1	-1.25	.401	.016	-2.34	-.15
	2	-.53	.424	.715	-1.69	.62
	4	.32	.508	.970	-1.07	1.71
	5	-1.34	.419	.012	-2.49	-.20
Motor Veteran (4	1	-1.57	.497	.014	-2.92	-.21
	2	-.85	.516	.460	-2.26	.55
	3	-.32	.508	.970	-1.71	1.07
	5	-1.66	.512	.010	-3.06	-.27
Other CP Vet (5	1	9.78E-02	.405	.999	-1.01	1.20
	2	.81	.428	.322	-.36	1.98
	3	1.34	.419	.012	.20	2.49
	4	1.66	.512	.010	.27	3.06

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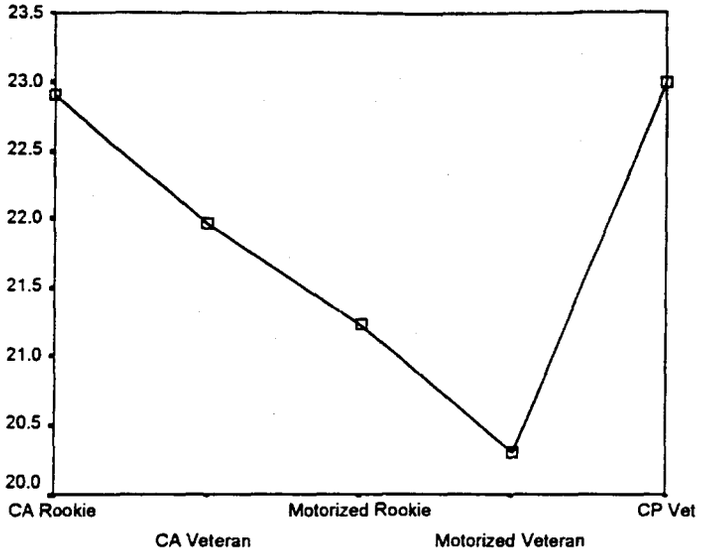

TABLE 20: COMPOSITE USE OF INFORMATION SCALE

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	89	22.91	4.36	.46	21.99	23.83	9	30
CA Veteran	72	21.97	4.02	.47	21.03	22.92	11	30
Motor Rookie	78	21.23	4.70	.53	20.17	22.29	7	30
Motor Veteran	39	20.31	4.91	.79	18.72	21.90	6	28
Other CP Vet	73	23.00	4.68	.55	21.91	24.09	12	30
Total	351	22.07	4.57	.24	21.59	22.55	6	30

F = 3.731; Sig. = .005

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	.94	.714	.683	-1.01	2.89
	3	1.68	.698	.114	-.23	3.58
	4	2.60	.865	.022	.24	4.96
	5	-8.99E-02	.711	1.000	-2.03	1.85
CA Veteran (2	1	-.94	.714	.683	-2.89	1.01
	3	.74	.736	.852	-1.27	2.75
	4	1.66	.895	.340	-.78	4.11
	5	-1.03	.748	.644	-3.07	1.01
Motor Rookie (3	1	-1.68	.698	.114	-3.58	.23
	2	-.74	.736	.852	-2.75	1.27
	4	.92	.883	.834	-1.49	3.33
	5	-1.77	.733	.112	-3.77	.23
Motor Veteran (4	1	-2.60	.865	.022	-4.96	-.24
	2	-1.66	.895	.340	-4.11	.78
	3	-.92	.883	.834	-3.33	1.49
	5	-2.69	.893	.022	-5.13	-.26
Other CP Vet (5	1	8.99E-02	.711	1.000	-1.85	2.03
	2	1.03	.748	.644	-1.01	3.07
	3	1.77	.733	.112	-.23	3.77
	4	2.69	.893	.022	.26	5.13

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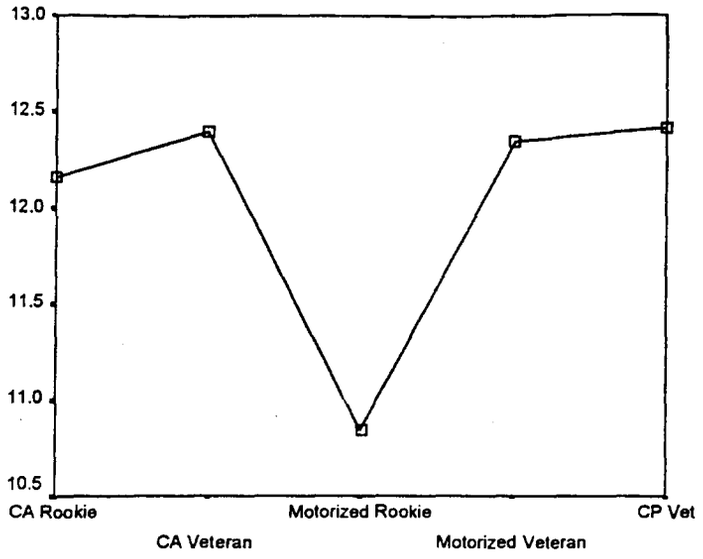

TABLE 21: FEELINGS OF SEPARATION

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	91	12.16	3.41	.36	11.45	12.88	4	20
CA Veteran	72	12.40	3.46	.41	11.59	13.22	4	20
Motor Rookie	76	10.84	3.06	.35	10.14	11.54	4	20
Motor Veteran	37	12.35	3.10	.51	11.32	13.39	6	19
Other CP Vet	71	12.42	3.16	.37	11.68	13.17	5	20
Total	347	12.00	3.30	.18	11.65	12.35	4	20

F = 3.126; Sig. = .015

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	-.24	.515	.991	-1.64	1.17
	3	1.32	.507	.069	-6.12E-02	2.71
	4	-.19	.637	.998	-1.92	1.55
	5	-.26	.517	.988	-1.67	1.15
CA Veteran (2	1	.24	.515	.991	-1.17	1.64
	3	1.56	.537	.030	9.60E-02	3.03
	4	5.14E-02	.660	1.000	-1.75	1.85
	5	-1.98E-02	.546	1.000	-1.51	1.47
Motor Rookie (3	1	-1.32	.507	.069	-2.71	6.12E-02
	2	-1.56	.537	.030	-3.03	-9.60E-02
	4	-1.51	.654	.143	-3.29	.28
	5	-1.58	.539	.028	-3.05	-.11
Motor Veteran (4	1	.19	.637	.998	-1.55	1.92
	2	-5.14E-02	.660	1.000	-1.85	1.75
	3	1.51	.654	.143	-.28	3.29
	5	-7.12E-02	.662	1.000	-1.88	1.73
Other CP Vet (5	1	.26	.517	.988	-1.15	1.67
	2	1.98E-02	.546	1.000	-1.47	1.51
	3	1.58	.539	.028	.11	3.05
	4	7.12E-02	.662	1.000	-1.73	1.88

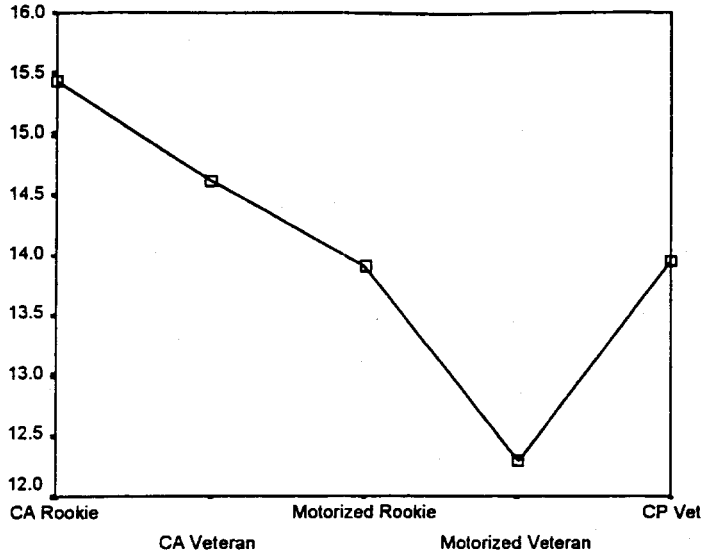

TABLE 22: FEELINGS OF INTEGRATION

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	90	15.43	2.67	.28	14.88	15.99	8	20
CA Veteran	72	14.63	2.73	.32	13.98	15.27	7	20
Motor Rookie	77	13.91	2.93	.33	13.24	14.57	6	20
Motor Veteran	38	12.29	2.26	.37	11.54	13.03	7	18
Other CP Vet	73	13.96	3.21	.38	13.21	14.71	4	19
Total	350	14.28	2.95	.16	13.97	14.59	4	20

F = 9.334; Sig. = .000

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	.81	.446	.366	-.41	2.02
	3	1.52	.438	.005	.33	2.72
	4	3.14	.546	.000	1.66	4.63
	5	1.47	.444	.008	.26	2.69
CA Veteran (2	1	-.81	.446	.366	-2.02	.41
	3	.72	.462	.531	-.55	1.98
	4	2.34	.565	.000	.79	3.88
	5	.67	.468	.613	-.61	1.94
Motor Rookie (3	1	-1.52	.438	.005	-2.72	-.33
	2	-.72	.462	.531	-1.98	.55
	4	1.62	.559	.031	9.45E-02	3.14
	5	-4.98E-02	.461	1.000	-1.31	1.21
Motor Veteran (4	1	-3.14	.546	.000	-4.63	-1.66
	2	-2.34	.565	.000	-3.88	-.79
	3	-1.62	.559	.031	-3.14	-9.45E-02
	5	-1.67	.564	.026	-3.21	-.13
Other CP Vet (5	1	-1.47	.444	.008	-2.69	-.26
	2	-.67	.468	.613	-1.94	.61
	3	4.98E-02	.461	1.000	-1.21	1.31
	4	1.67	.564	.026	.13	3.21

expressed are those of the author(s) and do not necessarily reflect the official

considering the fact that the different types of officers have been assigned to distinctly different roles. Both rookie and veteran COPS AHEAD officers, and the comparison group of community policing officers, reported having stronger orientations toward problem solving and community policing than their motorized counterparts. Tukey's HSD tests show that these differences are statistically significant. However, the five kinds of officers did not differ significantly with regard to orientations toward law enforcement (F=.964; Sig=.427). These results are presented in Tables 23 through 25 (Pages 71 through 73).

Job Descriptive Index

The five types of officers differ significantly with regard to their satisfaction with work on their present job (F=3.398; Sig=.010), satisfaction with co-workers (F=3.288; Sig=.012), but not in their satisfaction with supervisors (F=2.011; Sig=.093). Specifically, COPS AHEAD rookies appear to be more satisfied with work on their present job, as compared to other officers, and COPS AHEAD and motorized rookies are more satisfied with their co-workers, as compared to veteran officers. Tukey's HSD tests show that CA rookies are significantly different from motorized officers, but not CA veterans or community policing specialists, with regard to satisfaction with work on their present job. In addition, CA and motorized rookies are significantly different from motorized veterans with regard to their satisfaction with co-workers. The five types of officers differ significantly on a combined job satisfaction scale (F=3.588; Sig=.007), an additive construct of the three job descriptive scales discussed thus far. On the combined scale, COPS AHEAD rookies have scores indicating greater overall job satisfaction, as compared to the other officers. Tukey's HSD tests show that CA rookies are significantly different from only motorized veterans. These results are presented in Tables 26 through 29 (Pages 74 through 77).

Perceptions of Officer Impact

The five types of officers differ significantly with regard to their perceptions of impact (F=26.263; Sig=.000). Specifically, both rookie and veteran COPS AHEAD officers reported feeling that they have a greater impact on their beats, as compared to their motorized counterparts and comparison group of community policing officers. Tukey's HSD tests reveal that CA rookies and veterans are significantly different from all other types of officers. In addition, the comparison group of community policing specialists fell in-between the CA and motorized officer scores. Tukey's HSD tests reveal that the comparison group is significantly different from all other types of officers. These results are presented in Table 30 (Page 78).

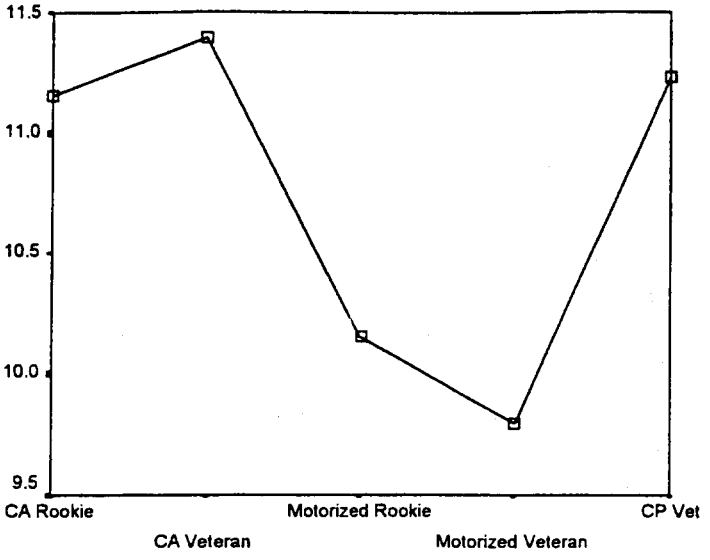

TABLE 23: ORIENTATION TOWARD PROBLEM SOLVING

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	89	11.16	1.80	.19	10.78	11.54	5	15
CA Veteran	73	11.40	2.03	.24	10.92	11.87	5	15
Motor Rookie	76	10.16	2.04	.23	9.69	10.62	3	15
Motor Veteran	39	9.79	1.96	.31	9.16	10.43	6	13
Other CP Vet	64	11.23	1.73	.22	10.80	11.67	8	15
Total	341	10.84	1.99	.11	10.63	11.06	3	15

F = 8.182; Sig. = .000

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	-.24	.302	.932	-1.06	.58
	3	1.00	.298	.007	.19	1.81
	4	1.36	.367	.002	.36	2.36
	5	-7.71E-02	.313	.999	-.93	.78
CA Veteran (2	1	.24	.302	.932	-.58	1.06
	3	1.24	.313	.001	.39	2.09
	4	1.60	.379	.000	.57	2.64
	5	.16	.327	.988	-.73	1.06
Motor Rookie (3	1	-1.00	.298	.007	-1.81	-.19
	2	-1.24	.313	.001	-2.09	-.39
	4	.36	.376	.871	-.66	1.39
	5	-1.08	.324	.008	-1.96	-.19
Motor Veteran (4	1	-1.36	.367	.002	-2.36	-.36
	2	-1.60	.379	.000	-2.64	-.57
	3	-.36	.376	.871	-1.39	.66
	5	-1.44	.388	.002	-2.50	-.38
Other CP Vet (5	1	7.71E-02	.313	.999	-.78	.93
	2	-.16	.327	.988	-1.06	.73
	3	1.08	.324	.008	.19	1.96
	4	1.44	.388	.002	.38	2.50

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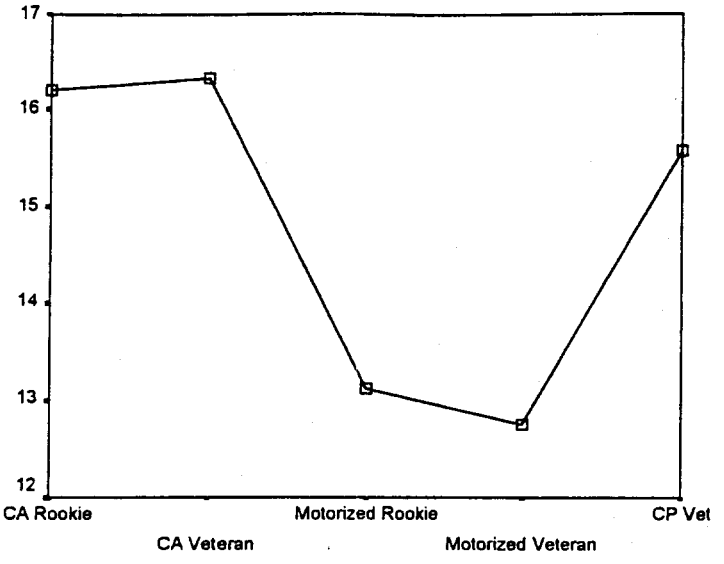

TABLE 24: ORIENTATION TOWARD COMMUNITY POLICING

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	89	16.20	3.24	.34	15.52	16.88	6	23
CA Veteran	72	16.33	3.18	.38	15.59	17.08	9	23
Motor Rookie	75	13.13	3.15	.36	12.41	13.86	7	20
Motor Veteran	38	12.76	2.73	.44	11.87	13.66	7	18
Other CP Vet	64	15.59	2.85	.36	14.88	16.31	10	22
Total	338	15.05	3.40	.18	14.68	15.41	6	23

F = 19.209; Sig. = .000

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	-.13	.489	.999	-1.46	1.20
	3	3.07	.483	.000	1.75	4.39
	4	3.44	.597	.000	1.81	5.07
	5	.61	.505	.749	-.77	1.99
CA Veteran (2	1	.13	.489	.999	-1.20	1.46
	3	3.20	.509	.000	1.81	4.59
	4	3.57	.618	.000	1.88	5.26
	5	.74	.529	.630	-.70	2.18
Motor Rookie (3	1	-3.07	.483	.000	-4.39	-1.75
	2	-3.20	.509	.000	-4.59	-1.81
	4	.37	.614	.975	-1.30	2.04
	5	-2.46	.524	.000	-3.89	-1.03
Motor Veteran (4	1	-3.44	.597	.000	-5.07	-1.81
	2	-3.57	.618	.000	-5.26	-1.88
	3	-.37	.614	.975	-2.04	1.30
	5	-2.83	.631	.000	-4.55	-1.11
Other CP Vet (5	1	-.61	.505	.749	-1.99	.77
	2	-.74	.529	.630	-2.18	.70
	3	2.46	.524	.000	1.03	3.89
	4	2.83	.631	.000	1.11	4.55

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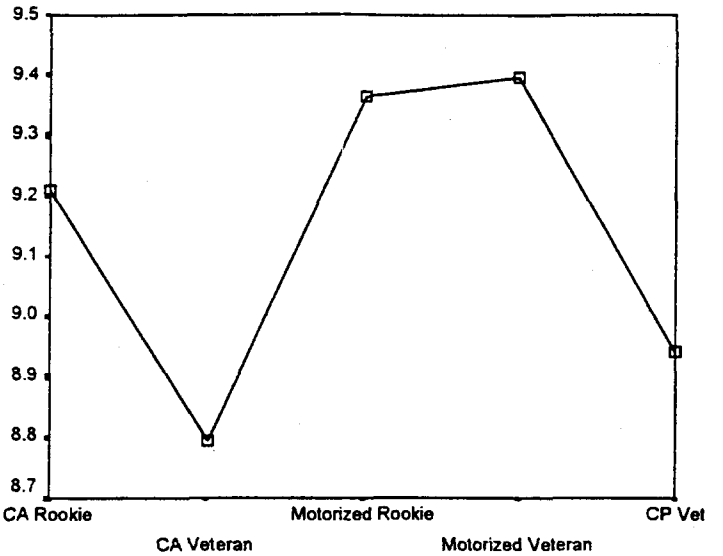

TABLE 25: ORIENTATION TOWARD LAW ENFORCEMENT

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	91	9.21	1.99	.21	8.79	9.62	3	14
CA Veteran	73	8.79	2.20	.26	8.28	9.31	4	15
Motor Rookie	77	9.36	2.13	.24	8.88	9.85	4	13
Motor Veteran	38	9.39	2.33	.38	8.63	10.16	5	15
Other CP Vet	70	8.94	2.30	.27	8.40	9.49	3	15
Total	349	9.12	2.17	.12	8.90	9.35	3	15

F = .964; Sig. = .427

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	.41	.340	.741	-.51	1.34
	3	-.15	.335	.991	-1.07	.76
	4	-.19	.418	.992	-1.33	.96
	5	.27	.344	.939	-.67	1.21
CA Veteran (2	1	-.41	.340	.741	-1.34	.51
	3	-.57	.354	.492	-1.53	.40
	4	-.60	.433	.637	-1.78	.58
	5	-.15	.362	.994	-1.14	.84
Motor Rookie (3	1	.15	.335	.991	-.76	1.07
	2	.57	.354	.492	-.40	1.53
	4	-3.11E-02	.429	1.000	-1.20	1.14
	5	.42	.358	.765	-.55	1.40
Motor Veteran (4	1	.19	.418	.992	-.96	1.33
	2	.60	.433	.637	-.58	1.78
	3	3.11E-02	.429	1.000	-1.14	1.20
	5	.45	.436	.839	-.74	1.64
Other CP Vet (5	1	-.27	.344	.939	-1.21	.67
	2	.15	.362	.994	-.84	1.14
	3	-.42	.358	.765	-1.40	.55
	4	-.45	.436	.839	-1.64	.74

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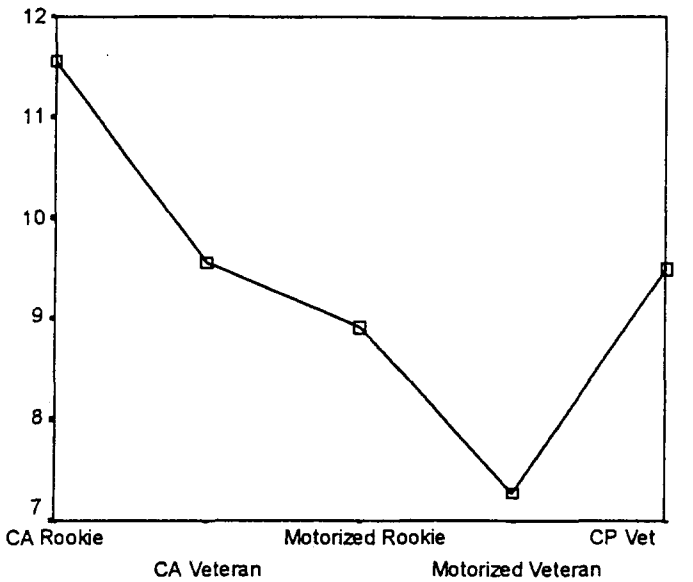

TABLE 26: SATISFACTION WITH WORK ON PRESENT JOB

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	81	11.57	5.59	.62	10.33	12.80	-8	18
CA Veteran	66	9.55	6.93	.85	7.84	11.25	-10	18
Motor Rookie	72	8.92	5.88	.69	7.54	10.30	-10	18
Motor Veteran	34	7.26	6.89	1.18	4.86	9.67	-11	17
Other CP Vet	62	9.50	6.40	.81	7.87	11.13	-10	18
Total	315	9.67	6.35	.36	8.96	10.37	-11	18

F = 3.398; Sig. = .010

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	2.02	1.04	.291	-.81	4.85
	3	2.65	1.01	.067	-.11	5.42
	4	4.30	1.28	.007	.82	7.79
	5	2.07	1.06	.287	-.81	4.95
CA Veteran (2	1	-2.02	1.04	.291	-4.85	.81
	3	.63	1.07	.977	-2.28	3.54
	4	2.28	1.32	.417	-1.32	5.88
	5	4.55E-02	1.11	1.000	-2.97	3.06
Motor Rookie (3	1	-2.65	1.01	.067	-5.42	.11
	2	-.63	1.07	.977	-3.54	2.28
	4	1.65	1.30	.711	-1.90	5.20
	5	-.58	1.08	.983	-3.54	2.37
Motor Veteran (4	1	-4.30	1.28	.007	-7.79	-.82
	2	-2.28	1.32	.417	-5.88	1.32
	3	-1.65	1.30	.711	-5.20	1.90
	5	-2.24	1.34	.450	-5.88	1.41
Other CP Vet (5	1	-2.07	1.06	.287	-4.95	.81
	2	-4.55E-02	1.11	1.000	-3.06	2.97
	3	.58	1.08	.983	-2.37	3.54
	4	2.24	1.34	.450	-1.41	5.88

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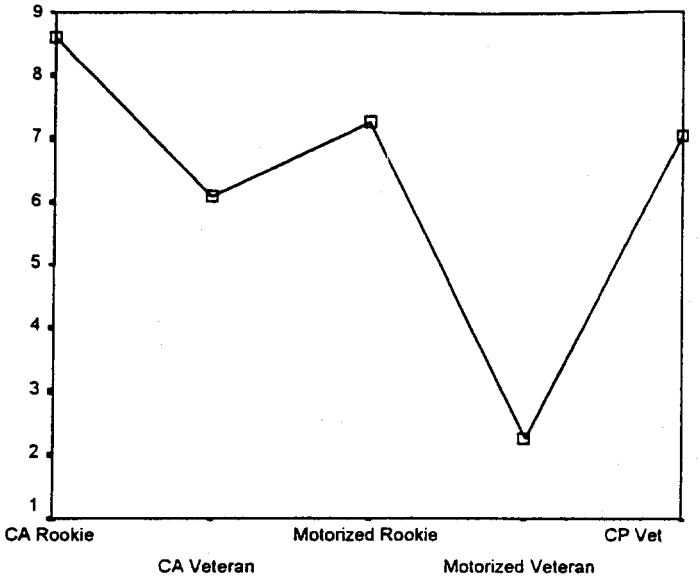

TABLE 27: SATISFACTION WITH CO-WORKERS

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	83	8.61	8.30	.91	6.80	10.43	-18	18
CA Veteran	66	6.11	9.44	1.16	3.79	8.43	-16	18
Motor Rookie	69	7.28	7.46	.90	5.48	9.07	-8	18
Motor Veteran	33	2.27	10.41	1.81	-1.42	5.96	-16	18
Other CP Vet	67	7.06	8.82	1.08	4.91	9.21	-14	18
Total	318	6.82	8.85	.50	5.84	7.79	-18	18

F = 3.288; Sig. = .012

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	2.51	1.44	.407	-1.42	6.43
	3	1.34	1.42	.880	-2.54	5.22
	4	6.34	1.80	.004	1.44	11.24
	5	1.55	1.43	.814	-2.35	5.46
CA Veteran (2	1	-2.51	1.44	.407	-6.43	1.42
	3	-1.17	1.50	.937	-5.27	2.93
	4	3.83	1.86	.237	-1.24	8.91
	5	-.95	1.51	.970	-5.08	3.17
Motor Rookie (3	1	-1.34	1.42	.880	-5.22	2.54
	2	1.17	1.50	.937	-2.93	5.27
	4	5.00	1.85	.053	-3.49E-02	10.04
	5	.22	1.50	1.000	-3.87	4.30
Motor Veteran (4	1	-6.34	1.80	.004	-11.24	-1.44
	2	-3.83	1.86	.237	-8.91	1.24
	3	-5.00	1.85	.053	-10.04	3.49E-02
	5	-4.79	1.86	.074	-9.85	.27
Other CP Vet (5	1	-1.55	1.43	.814	-5.46	2.35
	2	.95	1.51	.970	-3.17	5.08
	3	-.22	1.50	1.000	-4.30	3.87
	4	4.79	1.86	.074	-.27	9.85

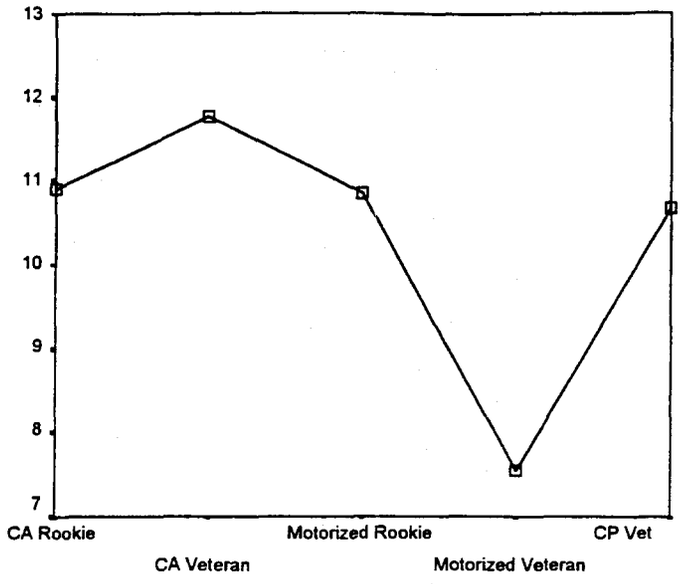

TABLE 28: SATISFACTION WITH SUPERVISORS

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	78	10.91	6.54	.74	9.44	12.38	-11	17
CA Veteran	65	11.77	6.56	.81	10.14	13.40	-8	17
Motor Rookie	75	10.87	5.92	.68	9.51	12.23	-7	17
Motor Veteran	34	7.56	10.04	1.72	4.05	11.06	-13	17
Other CP Vet	64	10.70	8.05	1.01	8.69	12.71	-12	17
Total	316	10.67	7.23	.41	9.87	11.47	-13	17

F = 2.011; Sig. = .093

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	-.86	1.21	.954	-4.15	2.43
	3	4.36E-02	1.16	1.000	-3.13	3.21
	4	3.35	1.48	.155	-.68	7.38
	5	.21	1.21	1.000	-3.10	3.51
CA Veteran (2	1	.86	1.21	.954	-2.43	4.15
	3	.90	1.22	.947	-2.42	4.22
	4	4.21	1.52	.045	6.31E-02	8.36
	5	1.07	1.26	.917	-2.38	4.52
Motor Rookie (3	1	-4.36E-02	1.16	1.000	-3.21	3.13
	2	-.90	1.22	.947	-4.22	2.42
	4	3.31	1.49	.170	-.74	7.36
	5	.16	1.22	1.000	-3.17	3.50
Motor Veteran (4	1	-3.35	1.48	.155	-7.38	.68
	2	-4.21	1.52	.045	-8.36	-6.31E-02
	3	-3.31	1.49	.170	-7.36	.74
	5	-3.14	1.52	.237	-7.30	1.01
Other CP Vet (5	1	-.21	1.21	1.000	-3.51	3.10
	2	-1.07	1.26	.917	-4.52	2.38
	3	-.16	1.22	1.000	-3.50	3.17
	4	3.14	1.52	.237	-1.01	7.30

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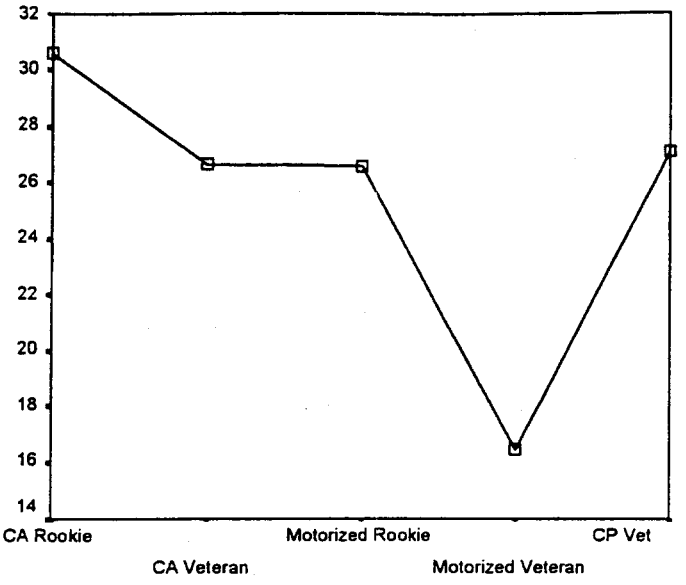

TABLE 29: COMBINED JOB SATISFACTION SCALE

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	71	30.61	17.41	2.07	26.48	34.73	-20	53
CA Veteran	57	26.70	17.96	2.38	21.94	31.47	-28	53
Motor Rookie	65	26.63	15.35	1.90	22.83	30.43	-20	53
Motor Veteran	29	16.48	16.95	3.15	10.04	22.93	-15	47
Other CP Vet	53	27.09	17.03	2.34	22.40	31.79	-19	52
Total	275	26.69	17.26	1.04	24.64	28.74	-28	53

F = 3.588; Sig. = .007

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	3.90	3.01	.694	-4.31	12.12
	3	3.97	2.91	.649	-3.96	11.91
	4	14.12	3.73	.001	3.94	24.31
	5	3.51	3.08	.784	-4.88	11.90
CA Veteran (2	1	-3.90	3.01	.694	-12.12	4.31
	3	7.10E-02	3.07	1.000	-8.31	8.46
	4	10.22	3.86	.063	-.32	20.76
	5	-.39	3.23	1.000	-9.21	8.43
Motor Rookie (3	1	-3.97	2.91	.649	-11.91	3.96
	2	-7.10E-02	3.07	1.000	-8.46	8.31
	4	10.15	3.78	.057	-.17	20.47
	5	-.46	3.14	1.000	-9.02	8.09
Motor Veteran (4	1	-14.12	3.73	.001	-24.31	-3.94
	2	-10.22	3.86	.063	-20.76	.32
	3	-10.15	3.78	.057	-20.47	.17
	5	-10.61	3.91	.052	-21.29	6.24E-02
Other CP Vet (5	1	-3.51	3.08	.784	-11.90	4.88
	2	.39	3.23	1.000	-8.43	9.21
	3	.46	3.14	1.000	-8.09	9.02
	4	10.61	3.91	.052	-6.24E-02	21.29

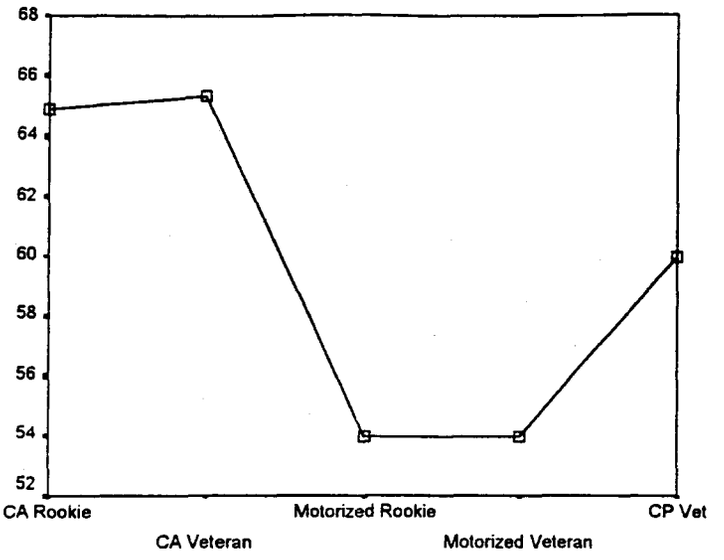

TABLE 30: PERCEPTIONS OF OFFICER IMPACT

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	74	64.88	8.85	1.03	62.83	66.93	44	84
CA Veteran	68	65.37	8.68	1.05	63.27	67.47	42	85
Motor Rookie	66	53.97	8.23	1.01	51.95	55.99	28	71
Motor Veteran	31	53.97	6.47	1.16	51.60	56.34	40	65
Other CP Vet	53	60.00	7.83	1.08	57.84	62.16	52	82
Total	292	60.48	9.60	.56	59.38	61.59	28	85

F = 26.263; Sig. = .000

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	-.49	1.389	.997	-4.28	3.30
	3	10.91	1.400	.000	7.09	14.73
	4	10.91	1.769	.000	6.09	15.74
	5	4.88	1.488	.009	.82	8.94
CA Veteran (2	1	.49	1.389	.997	-3.30	4.28
	3	11.40	1.429	.000	7.50	15.29
	4	11.40	1.792	.000	6.51	16.29
	5	5.37	1.515	.004	1.24	9.50
Motor Rookie (3	1	-10.91	1.400	.000	-14.73	-7.09
	2	-11.40	1.429	.000	-15.29	-7.50
	4	1.96E-03	1.800	1.000	-4.91	4.91
	5	-6.03	1.525	.001	-10.19	-1.87
Motor Veteran (4	1	-10.91	1.769	.000	-15.74	-6.09
	2	-11.40	1.792	.000	-16.29	-6.51
	3	-1.96E-03	1.800	1.000	-4.91	4.91
	5	-6.03	1.869	.011	-11.13	-.93
Other CP Vet (5	1	-4.88	1.488	.009	-8.94	-.82
	2	-5.37	1.515	.004	-9.50	-1.24
	3	6.03	1.525	.001	1.87	10.19
	4	6.03	1.869	.011	.93	11.13

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Allocation of Time

With regard to time allocation, motorized officers reported spending more time on reactive activity than COPS AHEAD officers and the comparison group of community policing officers, although rookie COPS AHEAD officers reported spending more time on reactive activity than did veteran COPS AHEAD officers (F=57.488; Sig=.000). The comparison group of community policing officers reported spending the least amount of time on reactive activity. Tukey's HSD tests show that all scores are significantly different, except between motorized rookies and veterans.

Veteran COPS AHEAD officers reported spending less time on law enforcement activity than rookie COPS AHEAD and motorized officers (F=12.762; Sig=.000). The comparison group of community policing officers reported spending the least amount of time on law enforcement activity, which would be expected considering their "specialist" roles. Tukey's HSD tests show that CA veterans are significantly different from CA and motorized rookies, and community policing specialists, but not motorized veterans.

COPS AHEAD officers and the comparison group of community policing specialists reported spending more time on community oriented activity than did their motorized counterparts (F=5.667; Sig=.000). Tukey's HSD tests show that CA rookies and veterans, and community policing specialists, are significantly different from motorized officers. These results are presented in Tables 31 through 33 (Pages 80 through 82).

Observational Study

Introduction

Observations in the form of ride-alongs and walk-alongs were conducted by research staff during the summer months of 1998. The observational component of this project was designed to develop a qualitative perspective of the officer's relationship with the community to which s/he is assigned, and serves to contextualize other data collection efforts. The field observations attempted to tap into various dimensions of "doing" community policing by observing community police officers in their various roles, and comparing them with other officers.

Observations were conducted with COPS AHEAD officers during their regular shift and with motorized patrol officers during day shifts. Each officer was observed for one half of their shift, and the observers recorded events on an incident-based coding instrument. The coding instrument is discussed below, and the actual instrument is presented in Appendix A.

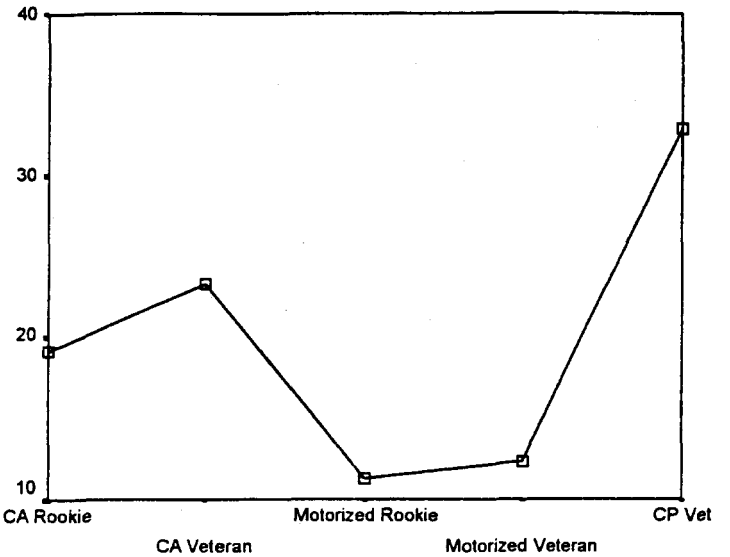

TABLE 31: ALLOCATION OF TIME: REACTIVE ACTIVITY

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	65	19.08	7.13	.88	17.31	20.84	8	34
CA Veteran	51	23.35	9.03	1.26	20.81	25.89	8	43
Motor Rookie	58	11.24	3.53	.46	10.31	12.17	8	21
Motor Veteran	23	12.30	4.30	.90	10.44	14.16	8	26
Other CP Vet	44	32.89	11.47	1.73	29.40	36.37	9	48
Total	241	19.97	10.77	.69	18.60	21.34	8	48

F = 57.488; Sig. = .000

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	-4.28	1.446	.026	-8.22	-.33
	3	7.84	1.397	.000	4.03	11.65
	4	6.77	1.876	.003	1.66	11.89
	5	-13.81	1.509	.000	-17.93	-9.69
CA Veteran (2	1	4.28	1.446	.026	.33	8.22
	3	12.11	1.484	.000	8.06	16.16
	4	11.05	1.942	.000	5.75	16.35
	5	-9.53	1.591	.000	-13.87	-5.19
Motor Rookie (3	1	-7.84	1.397	.000	-11.65	-4.03
	2	-12.11	1.484	.000	-16.16	-8.06
	4	-1.06	1.905	.981	-6.26	4.13
	5	-21.64	1.546	.000	-25.86	-17.43
Motor Veteran (4	1	-6.77	1.876	.003	-11.89	-1.66
	2	-11.05	1.942	.000	-16.35	-5.75
	3	1.06	1.905	.981	-4.13	6.26
	5	-20.58	1.989	.000	-26.01	-15.16
Other CP Vet (5	1	13.81	1.509	.000	9.69	17.93
	2	9.53	1.591	.000	5.19	13.87
	3	21.64	1.546	.000	17.43	25.86
	4	20.58	1.989	.000	15.16	26.01

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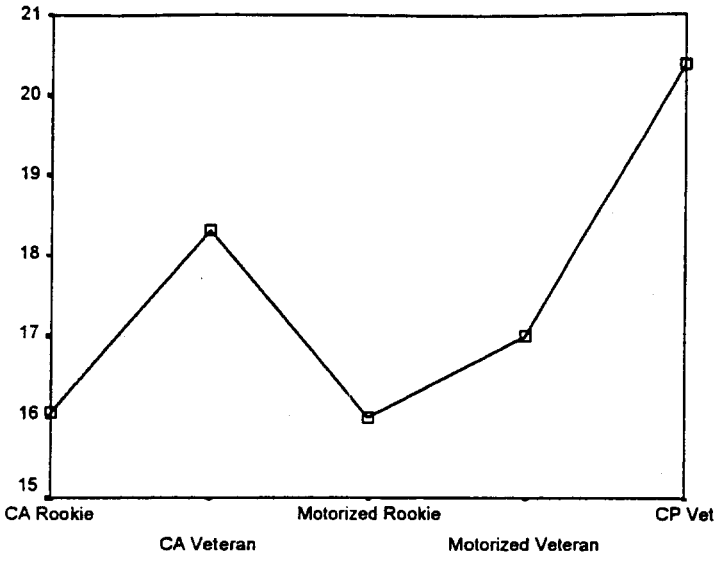

TABLE 32: ALLOCATION OF TIME: LAW ENFORCEMENT

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	76	16.07	4.20	.48	15.11	17.03	7	22
CA Veteran	55	18.33	3.29	.44	17.44	19.22	7	24
Motor Rookie	71	15.99	3.50	.42	15.16	16.82	5	24
Motor Veteran	28	17.00	4.13	.78	15.40	18.60	8	22
Other CP Vet	48	20.40	4.20	.61	19.18	21.62	9	24
Total	278	17.33	4.17	.25	16.84	17.83	5	24

F = 12.762; Sig. = .000

TUKEY HSD

(I)	(J)	Mean Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1)	2	-2.26	.682	.008	-4.12	-.40
	3	7.99E-02	.636	1.000	-1.66	1.82
	4	-.93	.852	.809	-3.26	1.39
	5	-4.33	.711	.000	-6.27	-2.39
CA Veteran (2)	1	2.26	.682	.008	.40	4.12
	3	2.34	.692	.006	.45	4.23
	4	1.33	.895	.574	-1.11	3.77
	5	-2.07	.761	.052	-4.15	8.55E-03
Motor Rookie (3)	1	-7.99E-02	.636	1.000	-1.82	1.66
	2	-2.34	.692	.006	-4.23	-.45
	4	-1.01	.860	.764	-3.36	1.33
	5	-4.41	.720	.000	-6.37	-2.44
Motor Veteran (4)	1	.93	.852	.809	-1.39	3.26
	2	-1.33	.895	.574	-3.77	1.11
	3	1.01	.860	.764	-1.33	3.36
	5	-3.40	.917	.002	-5.90	-.90
Other CP Vet (5)	1	4.33	.711	.000	2.39	6.27
	2	2.07	.761	.052	-8.55E-03	4.15
	3	4.41	.720	.000	2.44	6.37
	4	3.40	.917	.002	.90	5.90

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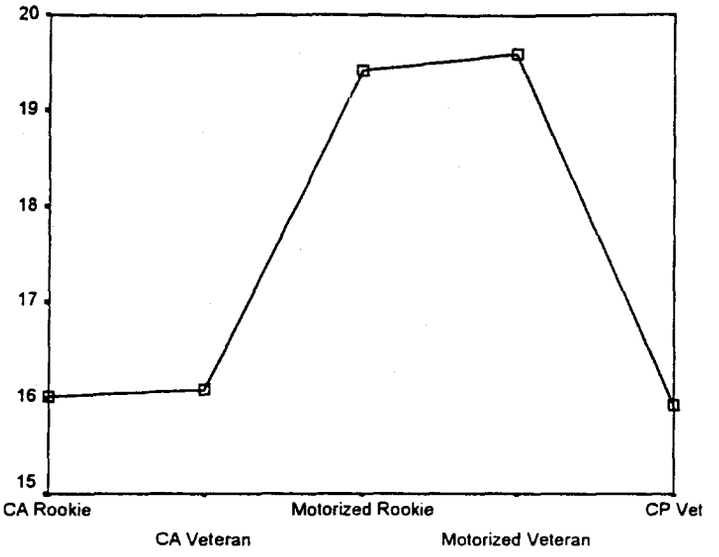

Table 33: Allocation of Time: Community Oriented Activity

Officer Type	N	Mean	SD	SE	95% Confidence Interval for Mean Lower Bound	Upper Bound	Min	Max
CA Rookie	73	16.01	5.45	.64	14.74	17.28	5	28
CA Veteran	51	16.10	3.67	.51	15.07	17.13	10	28
Motor Rookie	64	19.42	4.78	.60	18.23	20.62	8	28
Motor Veteran	27	19.59	6.00	1.16	17.22	21.97	5	28
Other CP Vet	50	15.94	7.84	1.11	13.71	18.17	5	30
Total	265	17.20	5.81	.36	16.50	17.91	5	30

F = 5.667; Sig. = .000

TUKEY HSD

(I	(J)	Mea Difference	SE	Sig.	95% Confidence Interval Lower Bound	Upper Bound
CA Rookie (1	2	-8.43E-02	1.025	1.000	-2.88	2.71
	3	-3.41	.961	.004	-6.03	-.79
	4	-3.58	1.265	.038	-7.03	-.13
	5	7.37E-02	1.031	1.000	-2.74	2.89
CA Veteran (2	1	8.43E-02	1.025	1.000	-2.71	2.88
	3	-3.32	1.054	.014	-6.20	-.45
	4	-3.49	1.336	.068	-7.14	.15
	5	.16	1.117	1.000	-2.89	3.21
Motor Rookie (3	1	3.41	.961	.004	.79	6.03
	2	3.32	1.054	.014	.45	6.20
	4	-.17	1.288	1.000	-3.69	3.34
	5	3.48	1.060	.009	.59	6.37
Motor Veteran (4	1	3.58	1.265	.038	.13	7.03
	2	3.49	1.336	.068	-.15	7.14
	3	.17	1.288	1.000	-3.34	3.69
	5	3.65	1.341	.051	-5.15E-03	7.31
Other CP Vet (5	1	-7.37E-02	1.031	1.000	-2.89	2.74
	2	-.16	1.117	1.000	-3.21	2.89
	3	-3.48	1.060	.009	-6.37	-.59
	4	-3.65	1.341	.051	-7.31	5.15E-03

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Law Enforcement Contact

This section was used to record incidents classified as law enforcement contacts. When such an incident occurred, the observers recorded the type of law enforcement activity, the number of officers and citizens present at the scene, and whether or not the incident occurred on the officer's beat or assigned patrol area. The coding instrument provided for six types of law enforcement contacts: call for service, officer assist, crime in progress, resident initiated, assist other police agency, and pedestrian/vehicle stop.

Non-Crime Contact

This section was used to record contacts classified as non-crime contacts. When these incidents occurred, the observers recorded the type of non-crime contact, and who initiated the contact. The coding instrument provided for five types of non-crime contacts: general criminal justice-related inquiry, complaint/ information regarding crime, directions/information request, medical contact, hazard/safety issue. A sixth category, "other," was also included. Contact initiation was recorded as officer initiated with adult, officer initiated with juvenile, adult initiated, juvenile initiated, radio dispatch, or officer assumed radio call.

Officer's Initial Words and Suspect(s) Response

For all law enforcement and non-crime contacts, the observers recorded the officer's initial words to the suspect(s), and the suspect(s) response to officer(s). The officer's initial words were classified as polite and informative; intimidating and authoritative; openly hostile and/or demeaning; physically aggressive; or N/A or suspect gone on arrival. Suspect response was classified as nervous and apologetic; respectful and deferential; obviously annoyed and/or demeaning; openly hostile, argumentative, disrespectful; physically aggressive toward officer(s); or suspect(s) fled from officer(s).

Location of Incident

When an incident occurred, the observers recorded the location of the event. Locations listed on the coding instrument included the street, residence, business, parking lot, public building, or "other."

Outcome Information

In this section, the observers recorded the outcome of each incident. The coding instrument listed arrest, referral, mediation, separation of subjects, field interrogation card filed, no action taken, and "other" as outcomes.

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Problem-Solving

This section included three dichotomous questions and one open-ended question that the observers were to ask the officer after incidents. These questions were asked in the following order: "Has this been a persistent problem for you (Y/N)?" "Are there specific days and times when this is a problem more so than other times (Y/N)?" "Would you say the problem has become better or worse (B/W)?" and "Why has the problem become better or worse?" Unfortunately, the number of incidents in which these questions were appropriate was extremely small, thereby precluding analysis.

Community Involvement

This section was included to capture the officer's participation, if any, in activities consistent with community interaction and involvement. These included townwatch meetings, blockwatch meetings, PDAC meetings, business groups, clergy programs, block captain meetings, community politicians, schools/youth groups, city agencies, or "other."

Community Activity

This section was included to capture proactive behaviors and activities related to community level activity. The coding instrument included teaching crime prevention/safety, reducing physical disorder, drug education, signing logs, bank deliveries, and providing information.

Sample and Methods

The sample for the observational component was drawn as a sub-sample from the list of officers who actually completed the officer survey. Officers were randomly selected from the four principle groups being evaluated: COPS AHEAD rookies and veterans, and motorized rookies and veterans. Table 34 presents the sampling framework.

TABLE 34: SAMPLING FRAMEWORK—OBSERVATIONS

	CA BEATS	MOTORIZED	ROW TOTALS
ROOKIES	30	20	50
VETERANS	30	20	50
COLUMN TOTALS	60	40	N = 100

The observers received training spread-out over the course of one week. This process started by having the observers watch police training videos employing vignettes that portrayed incidents ranging from noise complaints and drunk and disorderly, to domestic violence and assault. Videos that focused specifically on community-oriented policing philosophy and practice were also used. The observers used the coding instrument

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to code what occurred in the scenarios. After watching each vignette and coding the event(s) independently of one another, the observers reported what they coded and research staff led discussions geared toward ensuring accuracy and consistency across the observers. The observers recorded only those incidents lasting longer than 60 seconds in order to filter out more passive, indifferent contacts and record important information from significant contacts. Following each half-shift observation, the observers wrote short narratives discussing the type and quality of interaction generally, and an overview of any unusual events, discussions, or other significant information.

The initial ride-alongs/walk-alongs served to test the adequacy of the coding instrument and to ensure the comfort of the observers in using the instrument out in the field. In order to check inter-rater reliability, the observers were occasionally directed to accompany other observers as "shadow" coders. Inter-rater reliability was excellent, with no apparent discrepancies between observers.

Analysis and Results

Final Sample

The final sample consisted of 67 officers distributed across each of the cells discussed in the sampling framework. Specifically, observations were conducted with 11 COPS AHEAD rookies, 9 COPS AHEAD veterans, 18 motorized rookies, and 29 motorized veterans. The final cell sizes appears in Table 35.

TABLE 35: FINAL SAMPLE—OBSERVATIONS

	CA BEATS	MOTORIZED	ROW TOTALS
ROOKIES	11	18	29
VETERANS	9	29	38
COLUMN TOTALS	20	47	N = 67

Due to the small sample sizes for each cell, largely an artifact of conflicts in locating and scheduling observations with officers, we limited our focus to the distinctions between rookies and veterans on one hand, and COPS AHEAD and motorized officers on the other. In order to conduct this analysis, the incident-based data set was converted to an officer-based data set. The descriptive statistics are presented in Tables 36 and 37 (Pages 85 and 86). Event categories for which there was no frequency for any of the four groups have been eliminated from the tables. T-tests were performed to determine if the four types of officers (grouped as rookies vs. veterans and COPS AHEAD vs. motorized) differ with regard to a number of activities performed during the course of the observations. The results of these analyses are presented below.

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The observational data reveal that regardless of whether the officer is a veteran or a rookie, COPS AHEAD or regular motorized patrol, during a half-shift they handle about four and a half incidents on average (M=4.43; SD=2.46). They respond to about two calls for service on average (M=1.84; SD=1.94), and the incidents they handle occur primarily on the street (M=2.27; SD=1.89). The typical incident involved two citizens (M=2.14; SD=2.05) and two officers (M=1.90; SD=1.30), although a little more than one-quarter (28.3%) of the 297 recorded incidents involved no citizens at all. Non-crime contacts were most frequently radio initiated, except for COPS AHEAD officers who had more officer initiated contacts as compared to motorized officers. The officers' initial words to subjects were most frequently polite and informative, and the suspects' responses were most frequently respectful and deferential.

A casual glance at Tables 36 and 37 (Pages 87 and 88) reveals only very minor differences between the groups being compared. For the comparison of COPS AHEAD officers with motorized officers, t-tests reveal four statistically significant differences at the conventional .05 alpha level. Specifically, as compared to COPS AHEAD officers, motorized officers made more arrests (t=-2.842; Sig=.007), responded to more crimes in progress (t=-3.072; sig=.004), and had more requests for information (t=-2.929; Sig=.005), but had fewer officer initiated, non-crime contacts than COPS AHEAD officers (t=2.185; Sig=.039). For the comparison of rookie officers with veteran officers, t-tests reveal two statistically significant differences: veteran officers responded to more crimes in progress (t=-2.066; Sig=.043), but had fewer suspects who were physically aggressive toward the officer(s) (t=2.117; Sig=.043).

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TABLE 36: DESCRIPTIVE STATISTICS—OBSERVATIONS (ROOKIES AND VETERANS)

	ROOKIES (N=29)		VETERANS (N=38)	
	N	Mean (SD)	N	Mean (SD)
TOTAL INCIDENTS	131	4.52 (2.50)	166	4.37 (2.45)
LAW ENFORCEMENT CONTACTS				
Calls for Service	48	1.66 (1.45)	75	1.97 (2.26)
Officer Assist	13	.45 (.74)	7	.18 (.39)
Crime in Progress	1	.034 (.19)	7	.18 (.39)
Resident Initiated	1	.034 (.19)	1	.026 (.16)
Pedestrian/Vehicle Stop	22	.76 (1.41)	25	.66 (1.05)
NON-CRIME CONTACTS				
General CJ-Related Inquiry	3	.10 (.41)	2	.054 (.23)
Complaint/Information re: Crime	7	.24 (.79)	6	.16 (.44)
Directions/Information Request	6	.21 (.49)	3	.081 (.28)
Medical Contact	2	.069 (.26)	1	.027 (.16)
Hazard/Safety Issue	3	.10 (.31)	2	.054 (.23)
Other	4	.14 (.44)	7	.19 (.46)
LOCATION OF INCIDENT				
Street	68	2.34 (2.07)	82	2.22 (1.77)
Residence	24	.83 (.89)	36	.97 (.96)
Business	16	.55 (.95)	24	.65 (1.36)
Parking Lot	3	.10 (.31)	2	.054 (.23)
Public Building	4	.14 (.44)	2	.054 (.23)
Other	6	.21 (.41)	5	.14 (.42)
Incident Off Beat	7	.24 (.44)	11	.29 (.46)
CONTACT INITIATION				
Officer Initiated	8	.28 (.59)	7	.19 (.52)
Radio Initiated	20	.69 (1.11)	11	.30 (.88)
Citizen Initiated	10	.34 (.72)	7	.19 (.40)
OUTCOME INFORMATION				
Arrest	3	.10 (.31)	4	.11 (.31)
Referral	6	.21 (.56)	14	.38 (.49)
Mediation	4	.14 (.35)	10	.27 (.51)
Separation of Subjects	0	0 (0)	2	.054 (.23)
Field Interrogation Card Filed	19	.66 (.94)	19	.51 (.77)
No Action Taken	61	2.10 (1.80)	67	1.81 (1.68)
Other	12	.41 (.63)	15	.41 (.64)
OFFICER'S INITIAL WORDS				
Polite and Informative	61	2.10 (1.52)	67	1.81 (1.63)
Intimidating and Authoritative	10	.34 (.72)	14	.38 (.64)
SUSPECT'S RESPONSE				
Nervous and Apologetic	16	.55 (.87)	16	.43 (.65)
Respectful and Deferential	40	1.38 (1.18)	37	1.00 (1.11)
Obviously Annoyed and/or Demeaning	11	.38 (.73)	17	.46 (.77)
Openly Hostile, Argumentative, Disrespectful	2	.069 (.26)	9	.24 (.76)
Physically Aggressive	4	.14 (.35)	0	0 (0)
SIGNED LOG	13	.45 (1.02)	18	.49 (1.26)

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TABLE 37: DESCRIPTIVE STATISTICS—OBSERVATIONS (CA AND MOTORIZED)

	COPS AHEAD (N=30)		MOTORIZED	
	N	Mean (SD)	N	Mean (SD)
TOTAL INCIDENTS	90	4.55 (2.21)	206	4.38 (2.58)
LAW ENFORCEMENT CONTACTS				
Calls for Service	28	1.40 (1.47)	95	2.02 (2.10)
Officer Assist	5	.25 (.55)	15	.32 (.59)
Crime in Progress	0	0 (0)	8	.17 (.38)
Resident Initiated	1	.05 (.22)	1	.02 (.15)
Pedestrian/Vehicle Stop	12	.60 (1.05)	35	.74 (1.28)
NON-CRIME CONTACTS				
General CJ-Related Inquiry	2	.01 (.45)	3	.065 (.25)
Complaint/Information re: Crime	6	.30 (.80)	7	.15 (.51)
Directions/Information Request	0	0 (0)	9	.20 (.45)
Medical Contact	0	0 (0)	3	.065 (.25)
Hazard/Safety Issue	3	.15 (.37)	2	.043 (.21)
Other	4	.20 (.52)	7	.15 (.42)
LOCATION OF INCIDENT				
Street	36	1.80 (1.61)	114	2.48 (1.99)
Residence	19	.95 (.83)	41	.89 (.97)
Business	18	.90 (1.71)	22	.48 (.86)
Parking Lot	2	.10 (.31)	3	.065 (.25)
Public Building	3	.15 (.49)	3	.065 (.25)
Other	2	.10 (.31)	9	.20 (.45)
Incident Off Beat	3	.15 (.37)	15	.32 (.47)
CONTACT INITIATION				
Officer Initiated	10	.50 (.76)	5	.11 (.38)
Radio Initiated	6	.30 (.80)	25	.54 (1.07)
Citizen Initiated	4	.20 (.70)	13	.28 (.50)
OUTCOME INFORMATION				
Arrest	0	0 (0)	7	.15 (.36)
Referral	5	.25 (.55)	15	.33 (.52)
Mediation	4	.20 (.41)	10	.22 (.47)
Separation of Subjects	0	0 (0)	2	.043 (.21)
Field Interrogation Card Filed	11	.55 (.60)	27	.59 (.93)
No Action Taken	35	1.75 (1.41)	93	2.02 (1.86)
Other	8	.40 (.68)	19	.41 (.62)
OFFICER'S INITIAL WORDS				
Polite and Informative	32	1.60 (1.54)	96	2.09 (1.59)
Intimidating and Authoritative	7	.35 (.67)	17	.37 (.68)
SUSPECT'S RESPONSE				
Nervous and Apologetic	8	.40 (.60)	24	.52 (.81)
Respectful and Deferential	21	1.05 (1.28)	56	1.22 (1.09)
Obviously Annoyed and/or Demeaning	8	.40 (.82)	20	.43 (.72)
Openly Hostile, Argumentative, Disrespectful	0	0 (0)	11	.24 (.71)
Physically Aggressive	2	.10 (.31)	2	.043 (.21)
SIGNED LOG	19	.95 (1.79)	12	.26 (.65)

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Community Survey

Introduction

Community policing is predicated on some level of involvement on the part of the community. The community survey component of this research served to obtain the opinions of those who receive the services of the officers. During the Winter of 1998-99, research staff conducted 155 door-to-door interviews using a structured interview coding instrument. The instrument was designed to assess citizen perceptions of crime and safety, perceptions of, attitudes toward, and interaction with the police, and neighborhood cohesiveness.

Perceptions of Crime and Safety

There were five questions in this section of the coding instrument. First, the interviewers listed a series of "problems." For each problem, the respondent was instructed to indicate which of them are a big problem, small problem, or no problem at all. The problems included drug dealing, drug use, prostitution, physical disorder (trash, graffiti, abandoned autos), and loitering. The respondents were also given the opportunity to indicate any additional problems, recorded as "other." Next, for each item that the respondent indicated was a problem, the interviewers asked if the problem had gotten better, worse, or stayed them same over the past six months. The respondents were also asked to indicate how safe they feel while alone in their area during both the day and the night, and whether these feelings have changed over the past six months. An additional question asked the respondent to indicate whether their area had become a better place to live or do business over the last six months.

Perceptions, Attitudes, Interaction with the Police

There were seven questions in this section of the coding instrument. The first three questions asked the respondent to indicate how many times, over the past month, they had seen a police car drive by their residence/ business, a police officer walk by their residence/business, and a police officer casually talking to neighbors. The next three questions asked the respondent to indicate how many times, over the past month, they had called 911, talked to an officer (sitting in his patrol car) about their neighborhood, and talked to an officer walking his beat about their neighborhood. The final question in this section asked the respondent to indicate how responsive the police in their area are to community concerns.

Neighborhood Cohesiveness

This section contained two questions. First, the interviewer asked the respondent if the people in their neighborhood tend to help one another, or tend to go their own way. The second question asked if area residents would be likely to tell a teenager spraying graffiti on a wall to stop.

Demographic Information

In this section, the interviewer recorded the respondent's age, sex, marital status, race/ethnicity, employment status, education, number of years at location, whether they own or rent, and whether the location was a business or a residence.

Sample and Methods

Based on the number of CA beats for which both officer survey data and observational data had been collected, we selected ten of these beats as candidates for the third level of analysis, the community survey. Some beats had to be eliminated from the selection pool because of special assignments or details, such as school beats. The sample for the community survey does not constitute a representative sample of all CA beats, but the selected beats were located within eight of the nine police divisions in Philadelphia, providing good geographic representation.

For each beat, an estimate of the number of housing units (as defined by the US Census Bureau) was constructed using official Census data for the area. In order to make comparisons between the beats, we selected a minimum of 25 interviews per beat. Compensating for an estimated response rate of 75%, sampling ratios were calculated for each beat. Interviewers drove to the beats in pairs and circumnavigated the area to establish the beat boundaries and streets included in the beat geography. Next, the interviewers chose a random starting point, and attempted the first interview. If the interview attempt was successful, the interviewers used the sampling ratio for the beat to select the next target housing unit. If the interview attempt was unsuccessful, the interviewers selected the next available housing unit. When 25 interviews were completed, the interviewers moved to another beat.

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Analysis and Results

Final Sample

Due to limitations caused by inclement weather and a somewhat lower response rate than anticipated, the final sample included seven of the ten beats. In sum, 155 interviews were completed on these seven beats. The aggregate descriptive statistics for the respondents in this sample are presented in Table 38.

The descriptive statistics reveal that the sample respondents are slightly more male than female, and the sample is largely composed of white respondents (69.0%). Roughly one-half of the sample reported working full-time, and the next largest employment categories are "retired" and "work part-time." Forty five percent of the sample respondents reported having attended college (some obtaining degrees), and 38.7% reported graduating from High School or obtaining a GED. 60.6% of the sample respondents were married. Sixty eight percent of the sample respondents reported owning their business or residence, and the average length of tenure was about 18 years, although there is wide variation. The average age of respondents was about 44 years old.

TABLE 38: DESCRIPTIVE STATISTICS—COMMUNITY SURVEY RESPONDENTS

RESPONDENT CHARACTERISTICS		N	%
SEX	Male	83	53.5
	Female	69	44.5
RACE/ETHNICITY	Black/African-American	18	11.6
	White	107	69.0
	Hispanic/Latino	6	3.9
	Asian/Pacific Islander	6	3.9
	Other	2	1.3
EMPLOYMENT STATUS	Work Full-time	85	54.8
	Work Part-time	24	15.5
	Homemaker	8	5.2
	Unemployed	7	4.5
	Retired	26	16.8
	Other	5	3.2
EDUCATION	Graduate School	14	9.0
	College Degree	24	15.5
	Some College	32	20.6
	Tech School	2	1.3
	High School/GED	60	38.7
	Some High School	20	12.9
	Other	2	1.3
MARITAL STATUS	Single	60	38.7
	Married	94	60.6
OWN/RENT	Own	106	68.4
	Rent	49	31.6
BUSINESS/RESIDENCE	Business	32	20.6
	Residence	114	73.5
TENURE	Mean Years (SD)	18.23 (19.09)	---
AGE	Mean Age (SD)	43.99 (17.81)	---

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Perceptions of Crime and Safety

When provided with a list of community "nuisance" problems, a good portion of the sample respondents indicated that some of the nuisances were not problems at all. For example, 36.1% of the respondents reported that drug dealing is not a problem in their area. Similarly, 32.3% of the respondents reported that visible drug use is not a problem in their area. Roughly forty percent of the respondents said that physical disorder (e.g., trash, graffiti, abandoned autos) is not a problem in their area. For prostitution and loitering, 60% and 53.5% respectively of the respondents indicated that they are not problems in their area.

Of those respondents who indicated that the "nuisance" problems are a "big" or "small" problem in their area, the majority of the respondents in the reduced samples indicated that the problems have remained the same over the past six months, rather than improving or worsening (see Table 39). Interestingly, a little more than half of the full sample (55.5%) indicated that their neighborhood had become a better place to live/do business over the same period of time (39.4% indicated that their neighborhood had not become a better place to live/do business).

TABLE 39: PERCEIVED CHANGE IN NUISANCES OVER LAST SIX MONTHS

NUISANCE	STAYED SAME	BETTER	WORSE
Drug Dealing	54 (55.7%)	24 (24.7%)	16 (16.5%)
Drug Use	57 (55.9%)	23 (22.5%)	18 (17.6%)
Prostitution	27 (45.8%)	21 (35.6%)	10 (16.9%)
Physical Disorder	51 (53.7%)	17 (17.9%)	22 (23.2%)
Loitering	41 (57.7%)	17 (17.9%)	22 (23.2%)

When the respondents were asked how safe they feel alone in their neighborhood during the day and during the night (5-point Likert scale), the average responses were quite positive. During the daytime, the average response was "somewhat safe" (M=4.15, SD=1.05) with 79.4% of the respondents reporting feeling "somewhat" or "very" safe alone during the day. During the nighttime, the average response was lower (M=3.65, SD=1.50) with 67.1% reporting feeling "somewhat" or "very" safe. About twenty eight percent of the respondents reported feeling "somewhat" or "very" unsafe during the night.

Cross-tabs reveal that, of those who reported feeling somewhat or very safe during the day, 85.2% (104/122) reported feeling the same, as compared to six months ago. Twelve percent reported feeling more safe, and 2.5% reported feeling less safe. Of those who reported feeling somewhat or very unsafe during the day (N=14), eight of the respondents reported feeling the same, as compared to six months ago. Five respondents

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reported feeling less safe, and one respondent reported feeling more safe. During the night, of those who reported feeling somewhat or very safe, 78.8% (82/104) reported feeling the same, as compared to six months ago. Twelve and one half percent reported feeling more safe, and 8.7% reported feeling less safe. Of those who reported feeling somewhat or very unsafe during the night, 69% (29/42) reported feeling the same, as compared to six months ago. Twelve respondents reported feeling less safe, and one respondent reported feeling more safe.

Perceptions, Attitudes, Interaction with Police

Overall, 50% of the sample respondents reported seeing a police officer drive by their residence or business at least daily (i.e., 30 times over the last month), indicating that there is a noticeable police presence in the communities sampled. Conversely, 65.8 % of the sample respondents reported never seeing a police officer walking by their residence or business during the last month, and 70.3 % reported never seeing a police officer talking to neighbors (casually) during the last month, indicating that the police in these areas may not be interacting with the community on a more "personal" level. On the other hand, 81.3% of the sample respondents reported never talking to a motorized officer about their neighborhood during the past month, and 87.7% reported never talking to a foot patrol officer about their neighborhood during the past month, indicating that interaction on the part of the community may not be at the level desired by advocates of community policing.

Taken together, the descriptive statistics indicate that the relationship between police and community in the sampled areas may not include much in terms of actual interaction, but also that the mechanism for such interaction may be lacking on both sides of the equation. Although interaction with police seems minimal in this sample of community residents, interestingly enough, the respondents reported that the police in their area are very responsive to community concerns (5-point Likert scale, M=4.53, SD=.85). (91.6% reported somewhat or very responsive.) In addition, the cohesiveness of the community (certainly a core concern in discussing the drive for police-community interaction) was represented by roughly two-thirds (67.7%) of the sample respondents reporting that the people in their neighborhood tend to help one another. In a similar vein, three-quarters (76.1%) of the sample reported that the people in their neighborhood would be likely to tell a teenager spraying graffiti on a wall to stop. These results tend to indicate that although physical interaction between police and community appears to be minimal, perceptual aspects of community cohesiveness and police responsiveness to community concerns are present.

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Nested Case Studies

Introduction

In this section, the three different perspectives discussed thus far (officer, community, observer) are nested within each other in an attempt to develop a series of detailed, beat-level case studies. The goal of this triangulated approach is to blend together all of the available information pertaining to activity occurring at the beat-level on a small number of COPS AHEAD beats in Philadelphia. Five beats were selected for this analysis based on the completeness of the available data. These nested case studies are presented below.

Case Study #1

The Officer

The officer assigned to this beat was a 53 year old white male with three years of service[1] in the Philadelphia Police Department. He reported having attained a high school education. He reported that he participated in an 8 hour COPS AHEAD training program, and was told in the academy that he would be assigned to the COPS AHEAD program. He was assigned to his COPS AHEAD beat directly after his academy training. The officer's perceptions of preparation for community policing are captured in his scores on the training scales, which suggest that he thought his academy preparation for community policing was good. His scores fall above his COPS AHEAD group mean (problem solving = +1.22 SD; diversity and conflict = +.85 SD). In performing daily policing activities, he reported making roughly average use of official data (-.44 SD), but more frequent use of unofficial data (+1.26 SD), such as information obtained from community residents and business owners. This idea is reflected in the observer's notes:

> *While the two officers would patrol in the neighborhood they would stop to speak with residents in order to find out their concerns and what's really going on the streets. Neighbors gave him information like names and addresses of the troublemakers in the neighborhood. The officer reported that there was one drug-addicted female whom he would always run into on his beat. There are times when she would ask him for money in order to get something to eat. The officer would refuse to give it to her for fear of what she might buy instead. She would then offer some information about drug activity in the neighborhood in exchange for the money. Once the woman gave the officer information then he would buy her a sandwich instead of giving her the money. Once he was able to bust a house where a guy was actually growing marijuana plants in his basement.*

The officer reported feeling less separated (-1.51 SD) and more integrated (+1.34 SD) in the department. His orientation toward problem solving was extremely strong (+2.13 SD), and his orientation toward community policing in general was roughly average (-.37 SD). In contrast, his orientation toward law enforcement was

[1] It is important to note that the Philadelphia Police Department has no upper age-limit on police recruits. As of this writing, there are two recruits in the current academy class who are over the age of 50.

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extremely low (–3.12 SD), and his perceptions of officer impact were higher than most (+1.26 SD). He reported allocating an average amount of time toward reactive activity (+.30 SD), law enforcement activity (-.22 SD), and community oriented activity (+.74 SD), as compared with other COPS AHEAD rookies. The officer's scores on the job satisfaction scales indicate that he had a higher level of satisfaction with work on his present job (+1.15 SD), slightly higher satisfaction with supervisors (+.47 SD), and a high level of satisfaction with his co-workers (+1.13 SD). Overall, the officer's level of job satisfaction was higher than average (+1.11 SD), as compared to other COPS AHEAD rookie officers.

The Beat

The officer described his beat as primarily residential, and classified himself as a split-time beat officer (part of beat on foot, part in a car). The observer's notes (below) indicate that a least some portion of this beat includes abandoned houses used by drug dealers/users. The community data indicate that, although the officer classified the beat as primarily residential, the beat itself was comprised primarily of businesses. Indeed, this CA beat was geographically defined by a business strip along a major thoroughfare. This tends to suggest that the officer may "wander" off the geographic beat boundaries, and may consider surrounding residential areas to be included and perhaps more important parts of the beat.

The observational data for this officer indicates that four total incidents were observed during a half-shift. None of these incidents included a call for service. Two of the recorded events involved the signing of logs within businesses. The other two incidents were officer initiated, non-crime contacts occurring within residences. The observer recorded that the officer's initial words to the subjects were somewhat intimidating and authoritative, as opposed to polite and informative, and the subjects' responses were nervous and apologetic. The officer took no formal action in either of these incidents. The observer's notes shed some explanatory light on this data:

> *On the beat the officers do random searches in abandoned crack houses. I was able to assist them on four of their searches. These houses were absolutely the worst smelling and looking places I have ever set foot in. There were human feces, dead rodents, trash, and hundreds of crack bags lying all over the floor. Graffiti covered the walls, and some of the floors weren't even stable enough for walking. In the first home we found a lady lying down on an old dirty mattress. The officer and the lady knew each other. He checked her for drugs, then without finding anything he simply instructed her to leave and not return. In another home we found a white juvenile male who was also sleeping. The juvenile was checked for drugs and warrants. After nothing was found, he too was also ordered to leave and not return.*

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The Community

As previously mentioned, the data suggest that the officer may "wander" from the true beat geography, but 80% of the respondents on this beat reported seeing a police officer drive by at least daily, indicating a noticeable police presence in the area. Sixty percent reported seeing an officer walk by at least once during the past month. Seventy-two percent reported never seeing an officer talking to neighbors (casually) during the past month, which may be explained by the fact that 80% reported never talking to a motorized officer and 84% reported never talking to a foot patrol officer about their neighborhood during the past month.

The respondents reported that drug activity is a concern for this area. Eighty percent reported that drug dealing is a "big" problem in this area, and the other 20% indicated that it is a "small" problem. In addition, 68% reported that visible drug use is a big problem, and the remaining 32% said it is a small problem. None of the respondents indicated that drug dealing or drug use are "not a problem at all." Sixty-eight percent and 64% indicated that drug dealing and visible drug use, respectively, has stayed the same or gotten worse over the past six months. The observer's notes offer a couple of opinions suggesting long-term improvement:

> *As I walked with Officer G. I got a chance to speak to some of the people within the community. An elderly lady named Mrs. A. made statements about how the drug boys in the neighborhood had at one time controlled all the activity that went on in the streets. She also said that during that period of time she had trouble sleeping at night for fear of what might happen to her. When asked why she thought things had changed, she simply pointed at the two officers. She said "they ran them the hell out of town." I also spoke with a storeowner who said that the success of their business couldn't have been without the great job done by the two officers on the beat.*

Eighty-eight percent of the respondents reported that prostitution is a big problem in this area, and the remaining 12% indicated that it is a small problem. Sixty-eight percent indicated that prostitution has stayed the same or gotten worse over the past six months. The respondents had mixed feelings regarding physical disorder in the area, with 44% reporting that it is not a problem at all. Of those who reported that physical disorder is a big or small problem, 72.7% (8/11) indicated that the problem has stayed the same or gotten worse over the past six months. With regard to loitering, 84% of the respondents indicated that it is not a problem at all in this area.

Although the community respondents clearly indicated that there are some problems in the area, and that these problems have not really improved, roughly three-quarters (76%) reported that the police in the area are somewhat or very responsive to community concerns. Additionally, 80% reported feeling somewhat or very safe during the daytime, and 80% (16/20) of those reported feeling the same as compared to six months ago. In contrast, 72% reported feeling somewhat or very *un*safe during the nighttime, and 76.5% (13/17) of those

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reported feeling the same as compared to six months ago. Overall, 60% of the respondents reported that this area has not become a better place to live over the past six months.

Case Study #2

The Officer

The officer assigned to this beat was a 25 year old white female with two years of service in the Philadelphia Police Department. She reported being a college graduate. She reported that she did not participate in the 8 hour COPS AHEAD training program and was not told in the academy that she would be assigned to the COPS AHEAD program. However, she was assigned to her COPS AHEAD beat directly after her academy training. The officer's perceptions of preparation for community policing are captured in her scores on the training scales, which suggest an average response (problem solving=-.008 SD; diversity and conflict=+.11 SD). In the performance of daily policing activities, she reported making roughly average use of official data (-.44 SD), and less frequent use of unofficial data (-1.11 SD). She reported feeling a bit more separated (+.54 SD) from other officers and a roughly average feeling of integration (+.21 SD) within the Department.

The officer's orientation toward problem solving was slightly higher than average (+.46 SD), and her orientation toward community policing was roughly average (-.06 SD). In contrast, her orientation toward law enforcement was lower than most (-1.61 SD). Her perceptions of officer impact were slightly above average (+.47 SD) and she reported allocating slightly less time toward reactive activity (-.41 SD), very little time toward law enforcement activity (-1.41 SD), and more time toward community oriented activity (+.73 SD). This orientation might be reflected by the observer's notations that, "*She seemed to seek informal outcomes [in the calls to which she responded].*" and, regarding community interaction, "*Officer B. got along very well with children, and Officer B. stopped in a housing project to talk to several different kids. While in this area, she stopped and warned a group of children about playing with a broken windshield on a vehicle.*"

The officer's scores on the job satisfaction scales indicate that she had a slightly lower level of satisfaction with work on her present job (-.64 SD), roughly average level of satisfaction with supervisors (+.32 SD), and an average level of satisfaction with her co-workers (+.05 SD). Overall, the officer's level of job satisfaction was average (-.04 SD), as compared to other COPS AHEAD rookie officers.

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The Beat

The officer described her beat as a combination of residential and commercial space, and classified herself as a split-time beat officer (part of beat on foot, part in a car). The observational data for this officer indicates that nine total incidents were observed during a half-shift. Three of these incidents were calls for service. Four of the recorded events involved the signing of logs within stores. One incident was an officer initiated, safety contact occurring on the street (the above referenced interaction with children and broken glass). Another incident was a pedestrian/vehicle stop resulting in the issuance of a ticket. The observer recorded that the officer's initial words to subjects were polite and informative, and the subjects' responses were generally respectful and deferential. The observer's notes shed some explanatory light on this data:

> *Most of what I observed were log signings in various stores. The officer was polite and friendly, and seemed well liked by the people in these stores. There were some radio calls that the officer picked up, but the bulk of the observation consisted of log completions. Her attitude remained the same on calls for service, proving her to be approachable and rather informal.*

The Community

Fifty-five percent of the community respondents on this beat reported seeing a police officer drive by less than 10 times in the past month, indicating a less visible police presence in the area. In addition, 85% reported never seeing an officer walk by during the past month. Eighty percent reported never seeing an officer talking to neighbors (casually) during the past month, which may be explained by the fact that 85% reported never talking to a motorized officer and 90% reported never talking to a foot patrol officer about their neighborhood during the past month.

The respondents' opinions were mixed with regard to drug activity in this area. Fifty-five percent reported that drug dealing is either a big or small problem in this area, with the remaining respondents indicating it is not a problem at all. In addition, 45% reported that visible drug use is either a big or small problem, with 50% reporting it is not a problem at all. Of those who reported drug dealing is a problem, 72.7% (8/11) reported that it has stayed the same or gotten worse over the past six months. Of those who reported visible drug use is a problem, 88.9% (8/9) reported that it has stayed the same or gotten worse over the past six months. None of the respondents reported that prostitution is a problem in this area. The respondents had mixed feelings regarding loitering and physical disorder in the area, with 55% reporting that loitering is not a problem at all, and 65%

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reporting that physical disorder is not a problem at all. Of those who reported that loitering is a big or small problem, 77.8% (7/9) indicated that the problem has stayed the same or gotten worse over the past six months. Of those who reported that physical disorder is a big or small problem, 71.4% (5/7) indicated that the problem has stayed the same or gotten worse over the past six months.

Although the community respondents clearly indicated that there are some problems in the area, and that these problems have not really improved, all of the respondent reported that the police in the area are somewhat (10%) or very responsive (90%) to community concerns. Additionally, 70% reported feeling somewhat or very safe during the daytime, and 85.7% (12/14) of those reported feeling the same as compared to six months ago. Ninety percent reported feeling somewhat or very safe during the nighttime, and 77.8% (14/18) of those reported feeling the same as compared to six months ago. Overall, 65% of the respondents reported that this area has become a better place to live over the past six months.

Case Study #3

The Officer

The officer on this beat was a 40 year old black male with three years of service in the Philadelphia Police Department. He reported having taken some college courses. He reported that he participated in an 8 hour COPS AHEAD training program, and was told in the academy that he would be assigned to the COPS AHEAD program. He was assigned to his COPS AHEAD beat directly after his academy training. The officer's perceptions of preparation for community policing, captured in his scores on the training scales, suggest that he thought his academy preparation for community policing was excellent. His scores fell at the high end of the scales (problem solving = +2.16 SD; diversity and conflict = +1.96 SD). In addition, he reported making very frequent use of both official data (+1.53 SD) and unofficial data (+1.26 SD) in his daily policing activities.

The officer's orientation toward problem solving was average (-.09 SD), and his orientation toward community policing was roughly average (-.37 SD). His orientation toward law enforcement was slightly lower than average (-.61 SD). The officer's perception of impact was higher than average (+.92 SD), and he reported allocating less time toward law enforcement activity (-.94 SD), and more time toward community oriented activity (+1.47 SD). The officer's scores on the job satisfaction scales could only be calculated for two of the scales. The officer's scores indicated that he had an average level of satisfaction with work on his present job (+.43 SD),

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and a higher than average level of satisfaction with co-workers (+.89 SD). In addition, he reported feeling less separated (-.63 SD) and more integrated (+1.34 SD) within the department.

The Beat

The officer described his beat as primarily residential, and classified himself as a split-time beat officer (part of beat on foot, part in a car). The observational data for this officer indicates that six total incidents were observed during a half-shift. Two of these incidents were calls for service. Two of the incidents involved discussions with local community politicians, and one involved a discussion with a school/youth group. One incident involved the issuance of a traffic ticket.

The Community

A little over one-third (37%) of the community respondents on this beat reported seeing a police officer drive by at least daily in the past month, indicating a fairly visible police presence in the area. In addition, 37% reported never seeing an officer walk by during the past month. Fifty-five and a half percent reported never seeing an officer talking to neighbors (casually) during the past month, some of which may be explained by the fact that 88.9% reported never talking to a motorized officer and 81.5% reported never talking to a foot patrol officer about their neighborhood during the past month.

The respondents indicated that drug activity is a concern in this area. Exactly two-thirds (66.6%) reported that drug dealing is either a big or small problem in this area, with the remaining respondents indicating it is not a problem at all. In addition, 81.4% reported that visible drug use is either a big or small problem, with the remaining respondents reporting it is not a problem at all. Of those who reported drug dealing is a problem, 70.6% (12/17) reported that it has stayed the same or gotten worse over the past six months. Of those who reported visible drug use is a problem, 76.2% (16/21) reported that it has stayed the same or gotten worse over the past six months. Seventy-four percent of the respondents reported that prostitution is either a big or small problem in this area. Of those who reported prostitution is a problem, 50% (10/20) reported that it has stayed the same or gotten worse over the past six months. 70.3% reported that physical disorder is a problem in the area, and 59.2% reported that loitering is a problem. Of those who reported that physical disorder is a big or small problem, 88.9% (16/18) indicated that the problem has stayed the same or gotten worse over the past six months. Of those who reported that loitering is a big or small problem, 73.3% (11/15) indicated that the problem has stayed the same or gotten worse over the past six months.

Although the community respondents clearly indicated that there are some problems in the area, and that these problems have not really improved, 92.6% of the respondents reported that the police in the area are somewhat or very responsive to community concerns. Additionally, 77.8% reported feeling somewhat or very safe during the daytime, and 71.4% (15/21) of those reported feeling the same as compared to six months ago. In contrast, 59.2% reported feeling somewhat or very safe during the nighttime, and 56.3% (9/16) of those reported feeling the same as compared to six months ago (37.5% reported feeling "more safe"). Overall, 70.4% of the respondents reported that this area has become a better place to live over the past six months.

Case Study #4

The Officer

The officer on this beat was a 54 year old black male with 24 years of service in the Philadelphia Police Department. He reported having attended some college. His academy training, some 25 years ago, obviously did not include any COPS AHEAD training. He classified himself as a Police Community Relations Officer, one of the five types of community policing "specialists" in the department.

This veteran 5-squad officer indicated that his preparation for community policing was mixed, with his scores on the academy training scales falling above his group mean for problem solving (+.93 SD) and below the group mean for diversity and conflict (-.72 SD). This reflects his veteran status, as his academy training of many years ago probably did not emphasize issues of diversity and conflict, to the same extent as current academy training. He reported using official data as often as the average 5-squad officer (-.05 SD) but more frequent use of unofficial data (+.76 SD) in his daily policing activity. The officer's scores on the job satisfaction scales indicate a higher level of satisfaction with work on his present job (+.70 SD; the observer recorded that "*He served as a motorized patrol officer for several years prior to holding this position. According to him, he prefers his current role.*") and a roughly average level of satisfaction with supervisors (+.29 SD). Although the other satisfaction scales could not be calculated, the observer's notes may shed light on the officer's interaction with coworkers:

> *Relations with other police were friendly. both in formal and informal situations. At headquarters, the officer spoke with colleagues briefly about various [issues related to police work]. Everyone we passed in the corridors knew Officer C., and greetings were plentiful. The officer made it a point to show me around the district, peeking into various offices along the way. I was introduced to a lot of people, and all of them seemed to get along very well with the officer. He also knew a lot of people that were officers in a sister district, and he exchanged pleasantries with them as well.*

Due to missing responses, scores could only be calculated for two other scales: his orientation toward law enforcement was extremely low (-2.58 SD), and he reported allocating a great deal of time toward community oriented

activity (+1.27 SD). The observer noted that the officer spent a great deal of time interacting with the community, and that the officer has been trying to develop police-community interaction on various levels. With regard to the quality of these interactions, the observer noted that "... [T]*his officer talked to quite a few citizens. All contact was informal. Everyone we came in contact with responded well to the officer. He was friendly and outgoing in general. We talked to many children as well, all of whom seemed to like the officer.*" The observer detailed two of the officer's efforts at developing police-community relationships; one of his own design, and the other of the Department's design:

> *Officer C. recently started a choir that consists of community members and police officers. An event was planned for the beginning of August for "The Police and Community Gospel Choir" to make their debut. Officer C. handed out flyers describing the "Family fun Day." Live entertainment, information tables, prizes, and vendors were advertised on the flyer. The officer had planned this event, and was very excited about it. Much of this shift consisted of running errands in preparation for the upcoming day, as well as contacting participants.*
>
> *Part of Officer C.'s job is to head the townwatch meetings and the advisory board. We discussed when the meetings were held, and I was invited to attend them, when they resume after summer break. He expressed that the citizens in his district cared about their neighborhoods, but that attendance at the townwatch meetings generally consisted of the same people. Advisory board members are local business owners that meet to discuss various problems within the district. Officer C. attends and heads all of the meetings, which occur on a monthly basis.*

The Beat

The observational data for this officer indicates that only two incidents were recorded during the half-shift. Both of these contacts were classified as non-crime contacts, and involved extensive meetings with community residents. The observer's notes elaborate on one of these meetings:

> *[We met with] a resident of a nearby neighborhood. We traveled to the woman's residence with information on drill teams that she had requested. She had contacted Officer C. after he was referred to her by another citizen. The woman we met with organizes dance groups for local girls. They exhibit their talents at local events, and also travel to dance competitions. We stayed at the woman's house for quite awhile, engaging in social and business conversations. Officer C. learned that she took care of many of the expenses herself, including costume materials and travel. He provided ideas and information about generating sponsors for the group, as well as additional events that needed participants. We also watched videos of the performers at various events. The woman also committed her dance group to a performance at an upcoming event that Officer C. was organizing. The meeting was pleasant, and the officer gave the woman a lot of suggestions for cutting costs. They exchanged numbers again, and she invited both of us to an upcoming street festival.*

The Community

Forty-four percent of the community respondents on this beat reported seeing a police officer drive by at least daily in the past month, indicating a fairly visible police presence in the area. In addition, 84% reported

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never seeing an officer walk by during the past month. Eighty percent reported never seeing an officer talking to neighbors (casually) during the past month, some of which may be explained by the fact that 88.0% reported never talking to a motorized officer and 96% reported never talking to a foot patrol officer about their neighborhood during the past month.

The respondents indicated that drug activity is a concern in this area. Almost two-thirds (64%) reported that drug dealing is either a big or small problem in this area, with the remaining respondents indicating it is not a problem at all. In addition, 68% reported that visible drug use is either a big or small problem, with the remaining respondents reporting it is not a problem at all. Of those who reported drug dealing is a problem, 75% (12/16) reported that it has stayed the same or gotten worse over the past six months. Of those who reported visible drug use is a problem, 81.3% (13/16) reported that it has stayed the same or gotten worse over the past six months. Seventy two percent of the respondents reported that prostitution is not a problem at all in this area. Sixty percent reported that physical disorder is a problem in the area, and 52% reported that loitering is a problem. Of those who reported that physical disorder is a big or small problem, 64.3% (9/14) indicated that the problem has stayed the same or gotten worse over the past six months. Of those who reported that loitering is a big or small problem, 66.6% (8/12) indicated that the problem has stayed the same or gotten worse over the past six months.

Although the community respondents clearly indicated that there are some problems in the area, and that these problems have not really improved, 88% of the respondents reported that the police in the area are somewhat or very responsive to community concerns. Additionally, 88% reported feeling somewhat or very safe during the daytime, and 95.2% (20/21) of those reported feeling the same as compared to six months ago. Seventy-two percent reported feeling somewhat or very safe during the nighttime, and 88.9% (16/18) of those reported feeling the same as compared to six months ago. Overall, 60% of the respondents reported that this area has become a better place to live over the past six months.

Case Study #5

The Officer

The officer on this beat was a 38 year old black female with two years of service in the Philadelphia Police Department. She reported being a college graduate. She reported that she did not participate in the 8 hour COPS AHEAD training program, and was not told in the academy that she would be assigned to the COPS

AHEAD program. She was assigned to her COPS AHEAD beat directly after her academy training. Her preparation for community policing was roughly average, with her scores on the academy training scales falling very close to the mean (problem solving = -.35 SD; diversity and conflict = +.11 SD). She reported making much more frequent use of official data (+1.53 SD) and unofficial data (+1.26 SD) in her daily policing activity. She reported feeling a bit more separated (+.83 SD) from other officers and slightly less integrated (-.16 SD) in the department.

Her orientation toward problem solving was higher than average (+1.02 SD), and her orientation toward community policing was also quite high (+1.17 SD). Her orientation toward law enforcement was above average (+.90 SD), and her perception of officer impact was well above average (+1.60 SD). Her score on time allocation to reactive activity could not be calculated, but she reported allocating less time toward law enforcement activity (-.70 SD), and more time toward community oriented activity (+.92 SD). This orientation may be reflected in the observer's notes:

> *Officer B. was well known by the people in the community. Officer B. initiated contact with the public, and was approached by several people as well. Although she drove a cruiser, we often parked it and walked around. We spent this observation signing logs and interacting with the public. We traveled to an assisted living community, where Officer B. went around and visited the citizens. She inquired about problems, and made informal suggestions. We walked through a park, where she checked on local kids that were fishing in the creek. Also, Officer B. traveled through an area of business where there had been some theft, and got out to talk with proprietors.*

The officer's scores on the job satisfaction scales indicate a higher level of satisfaction with work on present job (+.79 SD), a much lower level of satisfaction with supervisors (-1.67 SD), and a lower level of satisfaction with coworkers (-.92 SD), although the observer noted that, "*Relations with other police were good. After the observation, Officer B. and I spent about an additional hour chatting with various officers that approached her.*" Overall, the officer's score on the combined job satisfaction scale was lower than average (-.78 SD).

The Beat

She described her beat as primarily residential, and classified herself as a split-time beat officer (part of beat on foot, part in a car). The observational data for this officer indicates that three incidents were observed during a half-shift. Two of the recorded events involved the signing of logs within businesses. One incident involved an officer initiated, safety contact occurring on the street. The observer recorded that the officer's initial words in this contact were intimidating and authoritative, as opposed to polite and informative, and the subjects'

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responses were nervous and apologetic. The observer recorded detailed notes concerning the safety contact and community interaction:

> *She observed two young boys pushing each other into the street on big wheels. She made them stop, and later traveled to their apartment and warned the boys' mother of what they were doing. She also stopped at homes where a lot of calls for police originate. She knew residents, and checked on how the family members were getting along. We spent about forty-five minutes in one problem area, where Officer B. talked to kids and showed them police equipment.*

The Community

All of the community respondents on this beat reported seeing a police officer drive by as often as (or more frequently than) once a day during the past month, indicating a visible police presence in the area. In addition, 60% reported having seen an officer walk by at least once during the past month. Fifty percent reported never seeing an officer talking to neighbors (casually) during the past month, some of which may be explained by the fact that 50% reported never talking to a motorized officer and 80% reported never talking to a foot patrol officer about their neighborhood during the past month.

The respondents indicated that drug activity is a concern in this area. Sixty percent reported that drug dealing is either a big or small problem in this area, with the remaining respondents indicating it is not a problem at all. In addition, 70% reported that visible drug use is either a big or small problem, with the remaining respondents reporting it is not a problem at all. Of those who reported drug dealing is a problem, 83.3% (5/6) reported that it has stayed the same or gotten worse over the past six months. Of those who reported visible drug use is a problem, 57.1% (4/7) reported that it has stayed the same or gotten worse over the past six months. Sixty percent of the respondents reported that prostitution is a small problem in this area. Of those who reported prostitution is a problem, 66.6% (4/6) reported that it has stayed the same or gotten worse over the past six months. All of the respondents reported that physical disorder is a problem in the area, and 70% reported that loitering is not a problem at all. Of those who reported that physical disorder is a big or small problem, 90% indicated that the problem has stayed the same or gotten worse over the past six months.

Although the community respondents clearly indicated that there are some problems in the area, and that these problems have not really improved, 90% of the respondents reported that the police in the area are somewhat or very responsive to community concerns. Additionally, 80% reported feeling somewhat or very safe during the daytime, and 75% (6/8) of those reported feeling the same as compared to six months ago. Seventy percent reported feeling somewhat or very safe during the nighttime, and all of those respondents reported feeling

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the same as compared to six months ago. Overall, 60% of the respondents reported that this area has become a better place to live over the past six months.

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CHAPTER 4

CONCLUSIONS AND POLICY IMPLICATIONS

The National Institute of Justice funded this collaborative research project to measure the impact of the COPS AHEAD program as it was implemented in Philadelphia. The Center for Public Policy at Temple University applied quantitative and qualitative methods to assess this policing program in Philadelphia. Data were collected from nearly 400 officer surveys, observational work with footbeat and motorized patrol officers, surveys of residents, and analysis of arrest and offense information.

COPS AHEAD Program in Philadelphia

The Philadelphia Police Department's first class of 153 COPS AHEAD officers was placed on duty after their graduation from the academy in June of 1995. These officers were a principal component of the Department's shift to a community and problem-oriented policing style. The Department outlined its goals for the program:

- Increased visibility of community policing services in neighborhoods and business settings;
- Greater contact between officers and community residents;
- Improved understanding of community needs and a tailoring of services to meet those needs;
- Reduced fear of victimization and reduced potential for crime; and
- Increased police and community ownership and pride in every neighborhood and business section of Philadelphia.

Developed with geographic equity in mind, the Department's initial deployment policy was to place two COPS AHEAD officers within each of the City's 23 police districts. The remaining 107 officers were assigned according to need, as demonstrated by each district's commanding officer through a formalized application. The Department required that district captains hold COPS AHEAD beat officers to steady hours and a specific beat. This requirement had the intent of fostering greater levels of sector integrity and consistent community interaction.

Rather than field a group composed entirely of new officers, the Department instituted a replacement program whereby veteran officers could volunteer to fill a COPS AHEAD slot. Because of this policy, approximately half of the initial COPS AHEAD cohort of 153 was made up of veteran officers. The remaining rookie class replaced by veterans was thus assigned to regular motorized patrol beats.

The Department has gradually shifted the focus of the program with each new class away from fixed foot beats by allowing new officers to staff patrol cars, or split time between foot and car patrols. The justification for this policy was to add flexibility to the program, as officers were now able to respond to radio calls off their beats. The number of COPS AHEAD officers assigned to bike patrol and mini-stations also increased.

Trainees assigned to the COPS AHEAD program while at the Police Academy completed a specialized eight-hour training module. This module was a standard training module designed by the COPS office. The training involved outside speakers and local police officers. Outside consultants conducted presentations on the principles and outcomes of community policing around the country, while local speakers introduced the trainees to the practices of community policing in Philadelphia. Trainees also participated in role-playing activity where they applied community-policing strategies to staged scenarios.

All new recruits to the Department since 1995 were slated to receive community policing training, while the veteran replacement officers assigned to COPS AHEAD positions were retrained using a similar module shortly after their reassignment to a COPS AHEAD beat. The Department's research branch, the Management Review Bureau (MRB), was responsible for tracking all officers in the COPS AHEAD program; this included assuring that COPS AHEAD officers received specialized community-policing training.

In addition to Academy training, COPS AHEAD officers and all other rookies receive additional community-policing training after assignment to their home district. In 1997 several districts developed model-training programs that were implemented across the Department.

RESEARCH DESIGN

Two principal units of analysis were utilized in this research effort: police officers and police beats. This orientation has the positive effect of nesting the effects (crime and perceptions) of police work within its effort (the activity of the police officers). For larger patrol areas, particularly for motor patrol beats, such analysis help us to understand the contribution of patrol officers in a more traditional police role to community safety.

The COPS AHEAD Program in Philadelphia presented an opportunity to study the range of roles embodied by police officers; these include the "community-oriented generalist", motorized patrol; and more specialized community-oriented roles. Moreover, controls for important factors such as experience and specialized training are addressed in this analysis. The assignment process developed for COPS AHEAD program

implementation in Philadelphia lent itself to a research design that approximates a "natural experiment". This created an opportunity for testing community policing across a number of issues focused on policing style, officer length of service, degree of community policing training, as well as controlling for geographic, demographic and social and criminological elements within and around specific beats.

Research Questions

This research allowed questions to be addressed along several important dimensions. First, researchers targeted the ***activities of community policing officers***. A second research question considered the ***problem solving process*** of community policing. The extension of this research question concerns activating the community aspect of crime fighting. The third research question identified during this study concerns the ***social-psychological state*** of community policing officers in comparison to other police officers not assigned to community policing roles, specifically their job attachment and job satisfaction.

Methods

This research employed four principal methods: (1) police officer focus groups; (2) collection and analysis of official records including geographically-based offense and calls for service data for the beats these officers are assigned; (3) surveys of COPS AHEAD officers and the communities they serve; and (4) observation of officer activities.

ASSESSING COMMUNITY POLICE PERFORMANCE IN PHILADELPHIA

Geographic Analysis

COPS AHEAD Beats

The COPS AHEAD Program began in 1995 when the first 153 officers occupied 96 beats. Sixty (60) of these beats remained stable over time, and were used for the geographic portion of this analysis.

The COPS AHEAD program aimed to target areas with disproportionately high crime rates. In order to determine whether the COPS AHEAD beats were actually implemented in problem areas, we first focused on whether the beats were representative in socio-economic characteristics and crime rates of their surrounding areas.

All mean-difference tests failed to reveal significant differences between the socio-economic characteristics of the beats and those of the surrounding areas. The findings indicate that the beats and their surrounding areas shared similar socio-economic and structural (dis) advantage makeup. This finding is important because it

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demonstrates that the beats were not selected as a function of their higher score on socio-economic correlates indicating different social circumstances of the population.

Crime Analysis

After determining that the beats were not significantly different from the surrounding areas in terms of population characteristics, we focused on whether the beats were representative of the surrounding area crime rates.

The Philadelphia Police Department provided arrest and offense data for the period 1993 through 1997. Four aggregated crime and arrest types were selected for analysis. They included Part 1 Violent Offenses (Robbery, Aggravated Assault), Part 1 Property Offenses (Burglary, Theft, Auto Theft), Part 2 Offenses (Assault, Stolen Property-Buying, Receiving, Possession, Vandalism, and Prostitution),and Part 2 Drug Arrests (Narcotic–Drugs).

In order to determine whether the COPS AHEAD beats represented the criminal activity in the areas in which they existed; we compared the 1994 crime rates of the beats with those of the surrounding areas. T-test of the beats and surrounding areas indicated that the average crime rates for each of the four categories was higher in the beat than in the surrounding area. However, this difference was only significant for Part 2 Offenses. This finding suggests that the COPS AHEAD beats represent crime problems that are typical, not atypical, of their respective police districts. Moreover, our results suggest that these beats were not "better" to begin with, thereby potentially producing more positive findings about crime impacts. Finally, these findings suggest that in comparison to their surrounding areas, the beats selected experienced more order maintenance problems than their surrounding areas, even though serious crime levels were approximately the same for both groups (beat and surrounding area.)

Beats Located in Problem Areas

One of the primary objectives of the COPS AHEAD program was to implement the beats in the City's high crime areas. Since Philadelphia police officials based their decisions regarding the location of beats on previous information, we used 1994 police data to examine crime rates throughout the City to ascertain whether the COPS AHEAD program as implemented in Philadelphia, targeted appropriate beats for intervention.

Crime data were attached to the Philadelphia police district coverage. Part 1 Violent Offense rates are highest in the districts located in central, north and west Philadelphia. The highest Part 1 Property Offense rates

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are located in a more condensed area in the 6th and 9th districts, located in central Philadelphia. The 6th and 9th districts also suffer from the highest Part 2 Offense rates in the City. Central Philadelphia does not experience a high drug arrest rate, however. The districts surrounding central Philadelphia, particularly those to the north, have the highest drug arrest rate in the City.

Data were then attached to the Philadelphia police sector coverage and 1994 crime rates were computed for each sector. Our analysis demonstrates that the highest Part 1 Violent Crime rates remain in central Philadelphia and to its north and west. Similarly, Part 1 Property Offenses present the largest problem in sectors located in central Philadelphia. Part 2 Offense rates are highest in sectors scattered through out central and northeast Philadelphia. Finally, concentrated Drug Arrest rates are highest in police sectors in north Philadelphia.

In 1994, each district was given at least two COPS AHEAD officers. Therefore, the COPS AHEAD beats were to be implemented in the high crime areas within each district. This meant that the beats were not necessarily implemented in the highest crime areas in the city, as one district may have a lower crime rate than another. In general, our findings indicate that the COPS AHEAD beats were located throughout the city in a variety of different offense rate zones. While only a few of the COPS AHEAD beats were located in high and/or very high offense rate locations, the majority of them were located in moderate crime areas. A very small number of them were located in low offense rate areas. In sum, the COPS AHEAD beats tended to be in or located adjacent to the highest crime areas.

Impact of COPS AHEAD Program

In an effort to examine how offense and arrest rates were influenced by the implementation of the COPS AHEAD program, we conducted time-series analysis for four different measures of crime: Part 1 Violent Offense rates, Part 1 Property Offense rates, Part 2 Offense rates, and Part 2 Drug Arrest rates. We examined the time series for each of these four in the COPS AHEAD beats as well as the surrounding area.

Time-series analysis showed that the intervention had a positive and significant effect on violent offense rates in the beats after the implementation, while the effect of the implementation on violent offense rates in the surrounding area had a negative but insignificant effect on the violent offense rate. After the COPS AHEAD program, violent offenses increased in the beats, while they decreased in the surrounding areas. Such a finding can be attributable to police presence in these beats, capable of amplifying the reporting of violent crime that might have theretofore gone unreported or that were under-reported.

Next, we performed the same analysis for Part 1 Property Offense rates. The analysis revealed that Part 1 Property offense rates decreased in both the beat and surrounding area after program implementation. These results are both significant, suggesting that the implementation of the COPS AHEAD program may have contributed to a decrease in Part 1 Property Offense rates in the beats as well as the surrounding areas. As a visible police presence in fixed areas may actually deter such behaviors (Wilson and Boland, 1979) it is reasonable to anticipate that such declines are tied to the COPS AHEAD deployment.

Due to incomplete data, we shortened our time series analysis of Part 2 Offense rates in the beats and surrounding areas. When we examined Part 2 Offense rates, time-series analysis showed an increase in Part 2 Offense rates in the beat, but a decrease in Part 2 Offense rates in the surrounding area after the implementation of COPS AHEAD. Similar to our Part 1 Violent Offense rate analysis, this analysis suggests that the COPS AHEAD program lead to an increase in Part 2 Offense rates in the beats, but served to decrease Part 2 Offenses in the surrounding areas. Once again, the presence of the police may indeed stimulate citizen reporting of crime and confidence that the police will indeed take action. This would explain increases in the target beats and not in the surrounding areas.

In our final comparison, we conducted a time-series analysis for Part 2 Drug Arrest rates. The implementation of COPS AHEAD appears to have decreased Part 2 Drug Arrest rates in the beats as well as the surrounding areas, thereby suggesting some deterrence or crime suppression effects.

The results of the time series analyses indicate that, following the COPS AHEAD implementation, all four crime measures decreased in the surrounding areas. At the same time, however, the COPS AHEAD program served to increase Part 1 Violent Offense rates and Part 2 Offense rates in the COPS AHEAD beats while Part 1 Property Offense rates and Part 2 Drug Arrest rates decreased in the beats. Taken together, these results suggest that the COPS AHEAD program served to increase the reporting of crime in the beats and may suggest that overall police practice in the experimental beats reduced some drug activity.

A comparison of the these results with the crime numbers in the City for the same time period, however, suggests that the crime trends in the beats and surrounding areas correspond to those of the four crime categories in the City over the four year period. It may be then that as crime in the City was declining, so too was crime in the beats.

Displacement

A final question in our examination of the COPS AHEAD program focused on whether any displacement of offenses or arrests occurred from the beat to the surrounding area from 1994 through 1997. To explore this question, we attached the crime data to the COPS AHEAD beat buffer coverage. This coverage consists of the two-block buffers drawn around each of the COPS AHEAD beats.

As suggested by the recent literature on crime displacement, we observed no displacement of offenses or arrests during the four-year program. While crime numbers fell slightly in both the beats and buffered areas (Part 1 Violent Offenses, Part 1 Property Offenses and Part 2 Offenses), Part 2 Drug Arrests experienced a decrease from 1994 to 1996, but slightly increased in both the beats and the surrounding areas from 1996 to 1997. None of these shifts, however, was statistically significant.

Officer Survey

The officer survey contained 171 questions distributed within seven major sections: (1) Preparation for Community Policing; (2) Job Environment/Police Culture; (3) Style of Policing; (4) Job Descriptive Index; (5) Allocation of Time; (6) Perceptions of Officer Impact; and (7) Demographics. The survey is a refined and expanded version of the survey used in the previous collaborative project between the Center for Public Policy and the Philadelphia Police Department. The final sample consisted of 389 officers completed by 93 CA rookies, 75 CA veterans, 78 motorized rookies, 39 motorized veterans, and 78 other veteran community-policing officers.

Data reduction was performed with Principal Components Analysis (PCA). A number of scales were generated to assess differences between and among COPS AHEAD rookies, COPS AHEAD veterans, motorized rookies, and motorized veteran officers. The scales encompassed dimensions of training, use of information, feelings of separation/integration, orientation toward problem solving, community policing, and law enforcement, the job descriptive index, perceptions of impact, and time allocated to reactive policing, law enforcement, and community oriented activity.

Preparation for Community Policing

Analysis of this scale reveals that rookie COPS AHEAD officers may have been better prepared to "do" community policing, as evidenced by their higher scores on the academy training scales for problem solving and dealing with diversity and conflict. These elevated scores indicate that the portion of academy training devoted to

community policing, for these officers, did provide them with the additional skills and knowledge necessary to carry out tasks associated with a community policing role. Veteran COPS AHEAD, veteran motorized and the comparison group of community policing officers (for all of whom academy training pre-dated the COPS AHEAD program) scored lower on these scales. Posttests reveal that CA rookies were significantly different from all other officers except motorized rookies on both of these scales. The district level training scale revealed a marginally significant difference between veteran COPS AHEAD officers and the comparison group of community policing officers, who both reported experiencing a lower quality of district level training, and rookie motorized officers, who reported experiencing a higher quality of district level training.

The five types of officers did not significantly differ with regard to their use of official data, but rookie COPS AHEAD officers and the comparison group of community policing officers reported using unofficial data (i.e., information from community residents and business owners) more so than the other types of officers, particularly the motorized veteran officers. Posttests show that CA rookies are significantly different from motorized rookies and veterans.

Job Environment/Police Culture

Motorized rookie officers reported feeling less separated from other officers than did all other types of officers. This finding may reflect an eagerness, on the part of "fresh" patrol officers, to be accepted by other line officers. Since feelings of separation and integration do not necessarily fall on polar ends of the same continuum, the scores on the integration scale are of equal importance. Motorized veteran officers reported feeling least integrated, perhaps a manifestation of cynicism associated with experience and years on the job, and COPS AHEAD rookies reported feeling the most integrated.

Style of Policing

The five types of officers differ significantly with regard to their orientations toward problem solving and community policing. This finding would not be unanticipated, considering the fact that the different types of officers have been assigned to distinctly different roles. Both rookie and veteran COPS AHEAD officers and the comparison group of community policing officers reported having stronger orientations toward problem solving and community policing than their motorized counterparts. The five kinds of officers did not differ significantly with regard to orientations toward law enforcement.

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Job Descriptive Index

The five types of officers differ significantly with regard to their satisfaction with work on their present job, satisfaction with co-workers, but not in their satisfaction with supervisors. Specifically, COPS AHEAD rookies appear to be more satisfied with work on their present job, as compared to other officers, and COPS AHEAD and motorized rookies are more satisfied with their co-workers, as compared to veteran officers. In addition, CA and motorized rookies are significantly different from motorized veterans with regard to their satisfaction with co-workers.

Perceptions of Officer Impact

The five types of officers differ significantly with regard to their perceptions of impact. Specifically, both rookie and veteran COPS AHEAD officers reported feeling that they have a greater impact on their beats, as compared to their motorized counterparts and comparison group of community policing officers. In addition, the comparison group of community policing specialists fell in-between the CA and motorized officer scores.

Allocation of Time

With regard to time allocation, motorized officers reported spending more time on reactive activity than COPS AHEAD officers and the comparison group of community policing officers, although rookie COPS AHEAD officers reported spending more time on reactive activity than did veteran COPS AHEAD officers. The comparison group of community policing officers reported spending the least amount of time on reactive activity.

Veteran COPS AHEAD officers reported spending less time on law enforcement activity than rookie COPS AHEAD and motorized officers. The comparison group of community policing officers reported spending the least amount of time on law enforcement activity, which would be expected considering their "specialist" roles. COPS AHEAD officers and the comparison group of community policing specialists reported spending more time on community oriented activity than did their motorized counterparts.

Observational Study

Research staff conducted observations in the form of ride-alongs and walk-alongs during the summer months of 1998. The observational component of this project was designed to develop a qualitative perspective of the officer's relationship with the community to which s/he is assigned, and serves to contextualize other data collection efforts.

The observational data reveal that regardless of whether the officer is a veteran or a rookie, COPS AHEAD or regular motorized patrol, during a half-shift they handle about four and a half incidents on average. They respond to about two calls for service on average, and the incidents they handle occur primarily on the street. The typical incident involved two citizens and two officers, although a little more than one-quarter (28.3%) of the 297 recorded incidents involved no citizens at all. Non-crime contacts were most frequently radio initiated, except for COPS AHEAD officers who had more officer initiated contacts as compared to motorized officers. The officers' initial words to subjects were most frequently polite and informative, and the suspects' responses were most frequently respectful and deferential.

Our analysis reveals only minor differences between the groups being compared. For the comparison of COPS AHEAD officers with motorized officers, t-tests reveal four statistically significant differences: compared to COPS AHEAD officers, motorized officers made more arrests, responded to more crimes in progress, and had more requests for information, but had fewer officer initiated, non-crime contacts than COPS AHEAD officers. For the comparison of rookie officers with veteran officers, t-tests reveal only two statistically significant differences: veteran officers responded to more crimes in progress but encountered fewer suspects who were physically aggressive toward the officer.

Community Survey

During the winter of 1998-99 research staff conducted 155 door-to-door interviews using a structured interview-coding instrument. The instrument was designed to assess citizen perceptions of crime and safety, perceptions of, attitudes toward, and interaction with the police, and neighborhood cohesiveness.

The descriptive statistics reveal that the sample respondents are slightly more male than female, and largely white (69.0%). Roughly one-half of the sample reported working full-time. The next largest employment categories are "retired" and "work part-time." Forty five percent of the sample respondents reported having attended college (some obtaining degrees), and 38.7% reported graduating from high school or obtaining a GED. Sixty percent were married and 68.4% of the respondents reported owning their business or residence. The average length of tenure was about 18 years, although there is wide variation. The average age of respondents was about 44 years old.

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Perceptions of Crime and Safety

When provided with a list of community "nuisance" problems, a good portion of the sample respondents indicated that some of the nuisances were not problems at all. For example, 36.1% of the respondents reported that drug dealing is not a problem in their area. Similarly, 32.3% of the respondents reported that visible drug use is not a problem in their area. Roughly forty percent of the respondents said that physical disorder (e.g., trash, graffiti, abandoned autos) is not a problem in their area. For prostitution and loitering, respectively, 60% and 53.5% of the respondents indicated that they are not problems in their area.

Of those respondents who indicated that the "nuisance" problems are a "big" or "small" problem in their area, the majority of the respondents in the reduced samples indicated that the problems have remained the same over the past six months, rather than improving or worsening. Interestingly, a little more than half of the full sample (55.5%) indicated that their neighborhood had become a better place to live/do business over the same period of time (39.4% indicated that their neighborhood had not become a better place to live/do business).

When the respondents were asked how safe they feel alone in their neighborhood during the day and during the night, the average responses were quite positive. During the daytime, the average response was "somewhat safe" with 79.4% of the respondents reporting feeling "somewhat" or "very" safe alone during the day. During the nighttime, the average response was lower with 67.1% reporting feeling "somewhat" or "very" safe.

Cross-tabs reveal that, of those who reported feeling somewhat or very safe during the day, 85.2% reported feeling the same, as compared to six months ago. Twelve percent reported feeling more safe, and 2.5% reported feeling less safe. During the night, of those who reported feeling somewhat or very safe, 78.8% reported feeling the same, as compared to six months ago. Twelve and a half- percent reported feeling more safe, and 8.7% reported feeling less safe. Of those who reported feeling somewhat or very unsafe during the night, 69% reported feeling the same, as compared to six months ago.

Perceptions, Attitudes, Interaction with Police

Overall, 50% of the sample respondents reported seeing a police officer drive by their residence or business at least daily (i.e., 30 times over the last month), indicating that there is a noticeable police presence in the communities sampled. Conversely, 65.8 % of the sample respondents reported never seeing a police officer

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walking by their residence or business during the last month, and 70.3 % reported never seeing a police officer talking to neighbors (casually) during the last month, indicating that the police in these areas may not be interacting with the community on a more "personal" level. On the other hand, 81.3% of the sample respondents reported never talking to a motorized officer about their neighborhood during the past month, and 87.7% reported never talking to a foot patrol officer about their neighborhood during the past month, indicating that interaction on the part of the community may not be at the level desired by advocates of community policing.

Taken together, the descriptive statistics above indicate that the relationship between police and community in the sampled areas may not include much in terms of actual interaction, but also that the mechanism for such interaction may be lacking on both sides of the equation. Although interaction with police seems minimal in this sample of community residents, interestingly enough, the respondents reported that the police in their area are very responsive to community concerns. In addition, the cohesiveness of the community (certainly a core concern in discussing the drive for police-community interaction) was represented by roughly two-thirds (67.7%) of the sample respondents reporting that the people in their neighborhood tend to help one another, rather than go their own way. In a similar vein, three-quarters (76.1%) of the sample reported that the people in their neighborhood would be likely to tell a teenager spraying graffiti on a wall to stop. These results tend to indicate that although physical interaction between police and community appears to be minimal, perceptual aspects of community cohesiveness and police responsiveness to community concerns are present.

Nested Case Studies

Five beats were selected for this analysis based on the completeness of the available data. The goal of this triangulated approach is to blend together all of the available information pertaining to activity occurring at the beat-level on a small number of COPS AHEAD beats in Philadelphia.

The nested case studies revealed several interesting findings. First, these studies indicate that there was considerable variation among officers in respect to the style of policing they adopted and operationalized in the community. In general these officers adopted a higher level of problem solving and community policing as their means of operations, and were less focused on law enforcement activities as being central to their daily business. The officers varied considerably on the degree to which they felt integrated and accepted within the department. This variation was associated in part with officer tenure, the expectations the officer had at the time of appoint-

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ment (COPS AHEAD assignment versus a motorized patrol assignment), and the social characteristics of the officer (female officers appeared to feel less well integrated and accepted). Generally speaking these officers thought their impact was significant on the communities they policed.

Several of these officers reported allocating an average amount of time toward reactive activity and law enforcement activity, while others reported more community oriented activity, as compared with other COPS AHEAD rookies. The officers' scores on the job satisfaction scales indicate that in general they had a higher level of satisfaction, slightly higher satisfaction with supervisors, and a high level of satisfaction with his co-workers. Overall, the officer's level of job satisfaction was higher than average, as compared to other COPS AHEAD rookie officers.

The officers described beats as primarily residential, although several were located near to commercial areas. Most officers classified themselves as split-time beat officers (part of beat on foot, part in a car). This may be an artifact of when the surveys were conducted, as by the time of the survey the style of the COPS AHEAD deployment in Philadelphia shifted from fixed beats to other modes of policing including "park and walk" type of activities.

The communities from which these officers were drawn generally were positive about the officers and the type of police service they received, although the results were indeed mixed. In general the community was supportive of police activity, but at the same time there was considerable variation in how much contact the community actually had with the police.

Across all areas respondents reported that drug activity was a concern, although this too varied by area. Prostitution as a social and order maintenance problem also varied by area, as did problems of loitering and graffiti. By all accounts, however, in these five beats the community was generally supportive of this effort, saw some results and believed that the police were, indeed, responding to local crime and disorder problems.

POLICY IMPLICATIONS

The policy implications that can be drawn from this research fall under three primary headings: 1) policies regarding deployment; 2) policies regarding the development of policing styles to address community issues and to foster problem-solving, and 3) policies impacting the implementation of targeted community policing services.

Deployment Policies

The results of this study have direct import for police deployment, particularly in densely populated urban cities like Philadelphia. The results suggest that the COPS AHEAD deployment can have an impact on selected crime types such as drug offenses, while at the same time encouraging the local community to report more serious crime. Moreover, these results suggest that the selection of the communities to receive such treatments is indeed crucial. In Philadelphia, it appears that the targeted COPS AHEAD beats were experiencing crime, but perhaps were not the most serious. Nevertheless, the selection process must ensure that the targeted beats are simply not "creamed" from those available, so as to produce better results. This does not appear to be the case in Philadelphia.

A related deployment policy implication is that communities targeted for such interventions should also reflect the demographic makeup of their surrounding areas. Beats are admittedly administrative areas that may or may not reflect the actual dynamics of "communities". Simply selecting a place that has high or moderate levels of crime, does not ensure that there is a corresponding "community" that can adapt to the policing shift and style that is being presented. In the community survey it was clear that while the community was aware that the police had changed a deployment, they were not well engaged by those on the street, providing this new policing service. Linking such deployment to community dynamics will be an important policy issue for the Philadelphia Police Department to consider in the future.

A hallmark of community policing is community activation and engagement. To prevent and otherwise deter crime the police must form partnerships with the community to address persistent local crime and disorder problems. Such engagement assures that the police are not held singularly accountable for crime, but rather that the police and the community have responsibility for local crime and disorder problems. This aspect of the community policing intervention in Philadelphia appears to be weakest.

Policies Regarding Policing Styles

Perhaps the strongest findings of this research are associated with the adoption of community and problem-oriented policing styles by the police officers assigned to these COPS AHEAD beats. From the preceding analysis it is clear that police departments, through the manipulation of assignments and exposure to new policing ideas, can shape police style. The comparisons of policing style offered in the Philadelphia Police

Department's implementation of the COPS AHEAD program suggest that assignment is most associated with adopting a problem and community oriented style of policing. That is to say, officers assigned to these beats, irrespective of length of tenure in the Philadelphia Police Department, reported more use of crime and local information, and adopted a style of policing more congruent with the principals of community and problem-oriented policing.

In adopting such styles, however, it is equally clear that the practices of those in these beats favored less reaction to crime and disorder and emphasized a more proactive and less enforcement oriented focus. To the extent that police officers in Philadelphia and elsewhere are still evaluated on traditional measure of crime response (e.g., number of calls responded to, pedestrian and foot stops, arrests and the like), then official system assessments may be that these officers are somehow "slackers". But our assessment of the beat-level impacts suggests that results were achieved, albeit in a community and problem-oriented response system rather than reactive policing.

For those who continue to criticize community and problem-oriented policing as being "soft" on crime, the Philadelphia results suggest that such approaches may indeed produce crime and disorder impacts, and without apparent displacement effects. This form of "results-oriented" policing is within the purview of police departments, and our results suggest that polices shaping police officer adoption of such styles of policing can contribute to improved neighborhood safety.

Policies Impacting Implementation of Targeted Community Policing Services

While our analysis was less focused on the actual implementation of these COPS AHEAD beats, our prior assessment of community policing in Philadelphia suggested that there were several organizational and communication issues that needed to be addressed if this style of police response was to take hold in this city. These changes were associated with decentralizing management, increasing horizontal and vertical communications throughout the Department and linking the services of the Philadelphia Police Department with those of other city agencies.

Our interactions within the Department suggest that some of these issues are being addressed administratively. The Department makes more use of crime and disorder information and holds local commanders more accountable for the results of their deployment. The Department has increase decision making at lower command

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levels, and there have been interventions where the Philadelphia Police Department has joined effort with other city agencies to address persistent community problems. But at the officer level it is clear from this analysis that those completing the surveys were not positioned well to interact with other agencies, nor were they focused on the importance of such interactions. Community and problem-oriented policing shifts the responsibility for crime and its control from the police acting as an individual agency, to a wide array of community and governmental agents, each of whom affects crime and disorder in neighborhood settings.

Policies and practices that shape these relationships, and that translate these arrangements to street-level interventions can indeed shape public safety and neighborhood order. At present this linkage is fledgling within the Philadelphia Police Department, despite major gains made by the Department over the past few years.

Finally, policies that shift the Philadelphia Police Department from a response driven organization to one emphasizing community and problem-oriented policing, will require better information to judge the impacts and effects of such an organizational shift. Presently the data systems of the Department fail to accurately describe these impacts, and are must too focused on crime (Part 1 crime, that is). There is little attention to the patterning of calls for service and Part 2 data that would provide for a richer assessment of the disorder and local disturbance behaviors that are often associated with declining community "quality of life". Moreover, the absence of assessment of community and problem-oriented interventions will in all likelihood subvert the possibility that the police can make a shift in policing style, and then measure the style efforts and their associated effects on communities and business areas. The old admonition that "you get what you count" can ultimately be a significant force in undercutting the study of community and problem-oriented policing, as well as in assessing what officers do, and what impact such actions have on crime, disorder and community quality of life.

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APPENDIX A

COPS AHEAD Observational Instrument
COPS AHEAD Community Survey Instrument
Philadelphia Police Department Survey

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COPS AHEAD Observational Instrument

47605

Obs. #	District	Badge Number	CA Beat	Month	Day
0 OOO	0 O 0 O	0 O O O O	0 OOO	6 O	0 O O
1 OOO	1 O 1 O	1 O O O O	1 OOO	7 O	1 O O
2 OOO	2 O 2 O	2 O O O O	2 OOO	8 O	2 O O
3 OOO	3 O 3 O	3 O O O O	3 OOO	9 O	3 O O
4 OOO	4 O	4 O O O O	4 OOO		4 O O
5 OOO	5 O	5 O O O O	5 OOO		5 O O
6 OOO	6 O	6 O O O O	6 OOO		6 O O
7 OOO	7 O	7 O O O O	7 OOO		7 O O
8 OOO	8 O	8 O O O O	8 OOO		8 O O
9 OOO	9 O	9 O O O O	9 OOO		9 O O

Time Event Started: ☐☐ ☐☐ A P O O

Time Event Ended: ☐☐ ☐☐ A P O O

Type of Beat
- CA Rookie O
- CA Veteran O
- Motorized Rookie O
- Motorized Veteran O

Observer ID
- 1 O
- 2 O
- 3 O
- 4 O

LAW ENFORCEMENT CONTACT

Type of Activity
- Call for Service O
- Officer Assist O
- Crime in Progress O
- Resident Initiated O
- Assist other police agency O
- Pedestrian/Vehicle Stop O

# of Officers Present ☐☐

# of Citizens Present ☐☐

Was the incident on the officer's Beat? Y N O O

Officer's Initial Words to Suspect(s)
- Polite and Informative O
- Intimidating and Authoritative O
- Openly Hostile and/or Demeaning O
- Physically Aggressive O
- N/A or suspect GOA O

NON-CRIME CONTACT

Type of Contact
- General CJ-Related Inquiry O
- Complaint/Information re: crime O
- Directions/information request O
- Medical contact O
- Hazard/Safety Issue O
- Other: _____ O

Contact Initiated By:
- Officer initiated w/adult O
- Officer initiated w/juvenile O
- Adult initiated O
- Juvenile Initiated O
- Radio Dispatch to officer O
- Officer assumed radio call O

Suspect(s) Response to Officer(s)
- Nervous and Apologetic O
- Respectful and Deferential O
- Obviously Annoyed and/or Demeaning O
- Openly Hostile, Argumentative, Disrespectful O
- Physically aggressive toward officer(s) O
- Suspect(s) fled from officer(s) O

LOCATION OF INCIDENT
- Street O
- Residence O
- Business O
- Parking Lot O
- Public Building O
- Other: _____ O

OUTCOME INFORMATION
- Arrest O
- Referral O
- Mediation O
- Separation of subjects O
- Field interrogation card filed O
- No action taken O
- Other: _____ O

PROBLEM-SOLVING (Ask Officer)

Has this been a persistant problem for you? Y N O O

Are there specific days and times when this is a problem more so than other times? Y N O O

Would you say the problem has become better or worse? B W O O

Why has the problem become better or worse?

_____

_____

_____

_____

_____

COMMUNITY INVOLVEMENT
- Townwatch meeting O
- Blockwatch meeting O
- PDAC meeting O
- Business groups O
- Clergy programs O
- Block Captain meeting O
- Community Politicians O
- Schools/youth groups O
- City agencies O
- Other: _____ O

COMMUNITY ACTIVITY
- Taught crime prevention/safety O
- Reduced physical disorder O
- Drug education O
- Signed log O
- Bank deliveries O
- Information provided O

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COPS AHEAD Community Survey Instrument

2504

ID # | District | CA Beat | Day | Month

0 1 2 3 4 5 6 7 8 9 | 0 1 2 3 | 0 1 2 3 4 5 6 7 8 9 | 0 1 2 3 4 5 6 7 8 9 | S O N D

Time (Military)

1. Interview Respondent Data

Age

Sex (M F)

Marital Status (M S)

Race/ethnicity
1) Black/African-American
2) White
3) Hispanic/Latino
4) Asian/Pacific Islander
5) American Indian
6) Other

Employment Status
1) Work full-time
2) Work part-time
3) Homemaker
4) Unemployed
5) Retired
6) Disabled
7) Other

Education
1) Graduate school
2) College degree
3) Some college
4) Technical school
5) HS Diploma/GED
6) Some HS
7) Other

Business or Residence? (B R)

Own or Rent? (O R)

Number of years at current residence or business

2. Perceptions of Crime and Safety

1. From the following list of problems, which of them are currently a big problem, small problem, or no problem at all in your area: (B S N)
   a) Drug dealing
   b) Drug use
   c) Prostitution
   d) Physical disorder (trash, graffiti, abandoned autos)
   e) Loitering
   f) Other: _____

2. In the last six months, have these problems gotten better, worse, or stayed the same? (B W S)
   a) Drug dealing
   b) Drug use
   c) Prostitution
   d) Physical disorder (trash, graffiti, abandoned autos)
   e) Loitering
   f) Other: _____

3. Over the past six months, would you say that this area has become a better place to live / do business? (Y N)

4. In general, how safe do you feel alone in this area during the day? night?

	Day	Night
a) Very safe	A	A
b) Somewhat safe	B	B
c) Neutral/don't know	C	C
d) Somewhat unsafe	D	D
e) Very unsafe	E	E

5. Compared to six months ago, do you now feel more safe, less safe, or about the same being alone in this area during the day? night?

	Day	Night
a) More safe	A	A
b) About the same	B	B
c) Less safe	C	C

3. Perceptions, Attitudes, Interaction with Police

1. In the last month, how many times have you seen:
   a) A police car drive by your residence/business
   b) A police officer walk by your residence/business
   c) A police officer talking to negihbors

2. In the last month, how many times have you:
   a) Called 911
   b) Talked to an officer in his patrol car about your neighborhood
   c) Talked to an officer walking his beat about your neighborhood

3. In general, how responsive are the police in your area to community concerns?
   a) Very responsive (A)
   b) Somewhat responsive (B)
   c) Nuetral/don't know (C)
   d) Not very responsive (D)
   e) Not at all responsive (E)

4. Neighborhood Cohesiveness

1. Do the people in your neighborhood tend to help one another, or do they tend to go their own way? (H G)

2. In general, if a teenager was spraying graffiti on a wall in your neighborhood, would residents be likely to tell him/her to stop? (Y N)

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Philadelphia Police Department Survey

1 2 3 4 5 6 7 8 9 0
O O O O O O O O O O
1 2 3 4 5 6 7 8 9 0
O O O O O O O O O O
1 2 3 4 5 6 7 8 9 0
O O O O O O O O O O

Instructions: The following questions concern your job as a police officer in Philadelphia. Please answer the questions directly, keeping in mind your responses WILL NOT be seen by the Department. Read all directions completely, as some questions are formatted differently than others. Please completely fill in the circle associated with your selection. This survey is part of an assessment of the COPS AHEAD program. Even if you are not a COPS AHEAD officer, please answer all the questions.

I. Policing Backgound

1. Current Assignment--Please fill in the option which best describes your current assignment.

A. Split time beat officer (part of beat on foot, part in a car)	A O
B. Full time foot beat	B O
C. Full time in a car	C O
D. Bike patrol	D O
E. Full time at a ministation/substation	E O
F. School beat	F O
G. Other (please state title)_____	G O

2. Do you have a sergeant assigned to supervise the COPS AHEAD program in your district? O Yes O No

3. Immediately after the academy or during the academy, did you participate in the 8 hour COPS AHEAD training program? O Yes O No

4. At the academy were you told you would be assigned to the COPS AHEAD program? O Yes O No

Preparation for Community Policing

For the following questions, select your response from options that range from "strongly disagree" to "strongly agree".

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5. In the academy, specific problem solving strategies (i.e. the SARA model) were communicated to me.	O	O	O	O	O
6. I use these problem solving strategies in my daily work.	O	O	O	O	O
7. At the academy I was taught how to develop and run community meetings.	O	O	O	O	O
8. During my training there was a clear emphasis placed on problem solving.	O	O	O	O	O
9. Most of what I learned at the academy does not apply to my daily work.	O	O	O	O	O
10. I was well trained in interpersonal skills.	O	O	O	O	O
11. I was taught how to deal with people from a variety of cultures and backgrounds.	O	O	O	O	O
12. At the academy I learned how to resolve domestic disputes.	O	O	O	O	O
13. I was taught effective conflict negotiation strategies.	O	O	O	O	O
14. Once assigned to my district I was assigned a field training officer	O	O	O	O	O
15. The field training at my district was not well linked to the work I do on a daily basis.	O	O	O	O	O
16. The training I received at my district was of a high quality.	O	O	O	O	O
17. My district level training reinforced what I learned at the academy.	O	O	O	O	O
18. The training at my district showed me everying I needed to know.	O	O	O	O	O

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The following statements concern police personnel in your district. Please fill in the response which most accurately describes your interactions with these positions or officers.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
19. I work closely with the Detectives of my division.	O	O	O	O	O
20. Police Radio understands my assignment and duties.	O	O	O	O	O
21. I have used the resources of the Victim Assistance Officer	O	O	O	O	O
22. I regularly refer people to the Crime Prevention Officer.	O	O	O	O	O
23. I am familiar with officers of the other squads.	O	O	O	O	O
24. I work with the Community Relations Officer	O	O	O	O	O
25. Patrol officers often refer problems to COPS AHEAD officers	O	O	O	O	O
26. I refer problem cars to the Abandoned Auto Officer.	O	O	O	O	O
27. I am familiar with the district supervisors.	O	O	O	O	O

28. Once assigned to your district, were you assigned a foot beat? O Yes O No

29. Have you participated in any district level Community Oriented Police training? O Yes O No

Please indicate how useful the following information sources are in helping you police your beat/sector. If you have never used these information sources, please fill in the "Never Used" column for those items. If the information source is simply not available in your district, please fill in the "Not Available" column.

	Use All the Time	Use Regularly	Use Sometimes	Rarely Use	Never Used	Not Available
30. Beat or sector maps of crime activity.	O	O	O	O	O	O
31. Beat or sector maps of crime "hot spots".	O	O	O	O	O	O
32. Part One daily crime sheets.	O	O	O	O	O	O
33. Mobile Data Terminals.	O	O	O	O	O	O
34. Files of incidents that happen on your beat or sector when you are off duty.	O	O	O	O	O	O
35. Notes or minutes of community or PDAC meetings.	O	O	O	O	O	O
36. Information from other officers	O	O	O	O	O	O
37. Information from community residents	O	O	O	O	O	O
38. Information from local business persons.	O	O	O	O	O	O

II. Job Environment/Police Culture

The following statements concern police personnel in your district. Please fill in the response which most accurately describes how familiar you are with these officers and their assignments.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. When the COPS AHEAD officers are on duty, the officers on motorized patrol know the CA assignments.	O	O	O	O	O
2. I am assigned more radio calls than I can handle.	O	O	O	O	O
3. CA officers are seperated out from other officers in the district.	O	O	O	O	O
4. I come into frequent contact with the other patrol personnel.	O	O	O	O	O
5. I feel like I would have support if I issued an "assist officer" call.	O	O	O	O	O
6. I come into frequent contact with the other CA officers in my district.	O	O	O	O	O
7. Non-COPS AHEAD officers perceive my job as not real police work.	O	O	O	O	O
8. The role of the COPS AHEAD officer is not well understood by other, non-COPS AHEAD officers.	O	O	O	O	O
9. The role of the CA officer is not well understood by other CA officers.	O	O	O	O	O

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10. I stand roll call with a regular shift. O Yes O No
11. Is your presence ("Officer Smith will be on foot patrol in sector X from 2-10 p.m.") announced at roll call, even if you don't usually stand roll call? O Yes O No
12. When you go on duty is your presence announced over police radio? O Yes O No
13. Do you have a partner? O Yes O No
14. Is this a regular partner O Yes O No
15. Is your partner a COPS AHEAD officer? O Yes O No
16. District patrol personnel check on me at least once during a tour of duty. O Yes O No
17. About how many radio assignments are you given on an average 8 hour tour? Please fill in the boxes to the right with your answer. ☐☐
18. About how many pedestrian (ped) stops do you make on an average 8 hour tour? Please fill in the boxes to the right with your answer. ☐☐

III. Style of Policing

Your responses here should be based on your beliefs and perceptions, not suggestions or pressures by your supervisors or commanding officers. Please fill in the most appropriate circle.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Making arrests is the best way to make communities safe.	O	O	O	O	O
2. The perception of safety is as important as the crime rate.	O	O	O	O	O
3. A good way to measure how effective I am is to look at my arrest record.	O	O	O	O	O
4. A good measure of police effectiveness is response time.	O	O	O	O	O
5. My job is more about creating partnerships than making arrests.	O	O	O	O	O
6. It is more important to have community policing officers than motorized patrol officers.	O	O	O	O	O
7. Foot beat officers are more in touch with the community than officers assigned to a sector car.	O	O	O	O	O
8. Responding to calls should be just as high a priority as lowering citizens' fear of crime.	O	O	O	O	O
9. Public cooperation is a key product of my work.	O	O	O	O	O
10. I have developed a plan for improving my beat.	O	O	O	O	O
11. I am required to have a plan in mind for improving my beat.	O	O	O	O	O
12. I have identified specific problems I want to solve on my beat.	O	O	O	O	O
13. I deal with incidents or calls for service more than I deal with citizens' problems and concerns.	O	O	O	O	O
14. I use local knowledge (information I collect on my beat) to solve crimes more than an officer in a sector car.	O	O	O	O	O
15. I could do more for the community if I was on foot patrol full time.	O	O	O	O	O
16. I have enough time in my schedule to address the problems on my beat.	O	O	O	O	O
17. I know how to access other resources (i.e. city agencies) to affect problems in the community.	O	O	O	O	O

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IV. Job Descriptive Index Scales

Work on Present Job

Think of the work you do at present. How well does each of the following words or phrases describe your work? Next to each descriptor, please fill in the most appropriate response.

Fill in bubble next to **Yes** if it describes your work.
Fill in bubble next to **No** if it does NOT describe your work.
Fill in bubble next to **?** if you can not decide.

Fascinating	O Yes	O No	O ?
Routine	O Yes	O No	O ?
Satisfying	O Yes	O No	O ?
Boring	O Yes	O No	O ?
Good	O Yes	O No	O ?
Gives sense of accomplishment	O Yes	O No	O ?
Respected	O Yes	O No	O ?
Uncomfortable	O Yes	O No	O ?
Pleasant	O Yes	O No	O ?
Useful	O Yes	O No	O ?
Challenging	O Yes	O No	O ?
Simple	O Yes	O No	O ?
Repetitive	O Yes	O No	O ?
Creative	O Yes	O No	O ?
Dull	O Yes	O No	O ?
Uninteresting	O Yes	O No	O ?
Can see results	O Yes	O No	O ?
Uses my abilities	O Yes	O No	O ?

Supervision

Think of the kind of supervision that you get on the job. How well does each of the following words or phrases describe your supervisor? Next to each descriptor , please fill in the most appropriate response.

Fill in bubble next to **Yes** if it describes your supervision
Fill in bubble next to **No** if it does NOT describe your supervision.
Fill in bubble next to **?** if you can not decide.

Asks my advice	O Yes	O No	O ?
Hard to please	O Yes	O No	O ?
Impolite	O Yes	O No	O ?
Praises good work	O Yes	O No	O ?
Tactful	O Yes	O No	O ?
Up-to-date	O Yes	O No	O ?
Doesn't supervise enough	O Yes	O No	O ?
Has favorites	O Yes	O No	O ?
Tells me where I stand	O Yes	O No	O ?
Annoying	O Yes	O No	O ?
Stubborn	O Yes	O No	O ?
Knows job well	O Yes	O No	O ?
Bad	O Yes	O No	O ?
Intelligent	O Yes	O No	O ?
Poor planner	O Yes	O No	O ?
Around when needed	O Yes	O No	O ?
Lazy	O Yes	O No	O ?

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Co-Workers (People)

Think of the majority of the people that you work with now or the people you meet in connection with your work. How well does each of the following words or phrases describe these people? Please fill in the bubble next to the best response.

Fill in bubble next to **Yes** if it describes your co-workers.
Fill in bubble next to **No** if it does NOT describe your co-workers.
Fill in bubble next to **?** if you can not decide.

Stimulating	O Yes	O No	O ?
Boring	O Yes	O No	O ?
Slow	O Yes	O No	O ?
Helpful	O Yes	O No	O ?
Stupid	O Yes	O No	O ?
Responsible	O Yes	O No	O ?
Fast	O Yes	O No	O ?
Intelligent	O Yes	O No	O ?
Easy to make enemies	O Yes	O No	O ?
Talks too much	O Yes	O No	O ?
Smart	O Yes	O No	O ?
Lazy	O Yes	O No	O ?
Unpleasant	O Yes	O No	O ?
Gossipy	O Yes	O No	O ?
Active	O Yes	O No	O ?
Narrow interests	O Yes	O No	O ?
Loyal	O Yes	O No	O ?
Stubborn	O Yes	O No	O ?

V. Perceptions of Officer Impact

In this section we are interested in your perceptions of the impact you have had on your beat. Please fill in the best option.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Since I have been on this beat, crime has been reduced.	O	O	O	O	O
2. Things are better in this community since my beat was created.	O	O	O	O	O
3. I would not be missed by the community if I were re-assigned.	O	O	O	O	O
4. The criminals know my routine and commit most of their crimes when I am off-duty.	O	O	O	O	O
5. The COPS AHEAD program has not influenced the way this community perceives police.	O	O	O	O	O
6. Drug sales are down in this area due to my presence.	O	O	O	O	O
7. The residents on my beat interact with each other.	O	O	O	O	O
8. The residents on my beat avoid me.	O	O	O	O	O
9. The residents on my beat know me.	O	O	O	O	O
10. The residents on my beat tell me about community problems.	O	O	O	O	O
11. There are organized community groups with leaders on my beat.	O	O	O	O	O
12. I don't talk to many business owners on my beat.	O	O	O	O	O
13. The business owners on my beat tell me what they think are the community problems.	O	O	O	O	O
14. I talk to other officers who have beat assignments near mine.	O	O	O	O	O
15. I occasionally go to places of business on my beat when I'm off duty.	O	O	O	O	O
16. Since I started my beat the community I serve has become a better place in which to live.	O	O	O	O	O
17. Residents on my beat will often refer to me by name.	O	O	O	O	O
18. The majority of the crime on my beat is committed by non-residents.	O	O	O	O	O

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VI. Allocation of Time

Fill in the appropriate circle on the scale below to indicate how often you engage in the police activities listed during the course of **an average month of work, excluding the night shift (12:00 A.M. to 8:00 A.M.). Thus your answers should decribe your work during day and evening shifts.**

	Daily	Several Times a Week	At Least Once a Week	A Few Times a Month	At Least Once a Month	Never
	1	2	3	4	5	6
Patrol your beat on foot	①	②	③	④	⑤	⑥
Patrol your beat in a patrol car	①	②	③	④	⑤	⑥
Appear in court	①	②	③	④	⑤	⑥
Respond to burglar alarms	①	②	③	④	⑤	⑥
Respond to domestic disputes	①	②	③	④	⑤	⑥
Disperse crowds/clear corners	①	②	③	④	⑤	⑥
Deal with serious crimes (e.g. robbery, assault, violent crime)	①	②	③	④	⑤	⑥
Deal with vehicle accidents	①	②	③	④	⑤	⑥
Deal with minor crimes (e.g. drunk and disorderly, vandalism)	①	②	③	④	⑤	⑥
Take more than 5 radio calls a day	①	②	③	④	⑤	⑥
Witness a crime	①	②	③	④	⑤	⑥
Address quality of life issues (e.g. truancy, loitering, etc.)	①	②	③	④	⑤	⑥
Make a drug arrest	①	②	③	④	⑤	⑥
Make a felony (non-drug) arrest	①	②	③	④	⑤	⑥
Make a misdemeanor (non-drug) arrest	①	②	③	④	⑤	⑥
Meet with community groups	①	②	③	④	⑤	⑥
Use other city agencies (i.e. L&I, social services)	①	②	③	④	⑤	⑥
Initiate contacts with business owners or operators	①	②	③	④	⑤	⑥
Initiate contacts with citizens	①	②	③	④	⑤	⑥

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VII. Demographics

Please fill in the response which most accurately describes you.

1. What is your sex? O Male O Female
2. What is your ethnic background?

A. Black/African American	A O
B. Latino/Hispanic American	B O
C. White/Caucasian	C O
D. Asian/Asian American	D O
E. Other	E O

3. What is your age? Please fill in the appropriate numbers. ☐☐

4. How many years of service do you have as a sworn member of the Philadelphia Police Department? Please fill in the appropriate numbers. ☐☐

5. Please fill in the bubble of the category which most accurately describes you.

A. Graduated from academy and assigned directly to the COPS AHEAD program.	A O
B. Veteran who volunteered for COPS AHEAD program.	B O
C. Veteran who was assigned to COPS AHEAD program.	C O
D. Motorized Patrol Officer	D O
E. Five Squad Officer	E O
F. Other _____	F O

6. Please fill in the bubble next to year you graduated from the academy.

A. 1995	A O
B. 1996	B O
C. 1997	C O
D. 1998	D O
E. A year other than those above.	E O

7. What is the highest level of formal education you have completed?

A. High school graduate or G.E.D.	A O
B. Some technical school but did not finish	B O
C. Technical school graduate	C O
D. Some college but did not graduate	D O
E. Community college graduate	E O
F. College graduate	F O
G. Some graduate courses	G O
H. Graduate degree	H O

8. Please fill in the bubble below the most accurate response.
The beat I patrol would best be described as:

All Residential	Primarily Residential	Combination	Primarily Commercial	All Commercial
O	O	O	O	O

THANK YOU FOR YOUR PARTICIPATION

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