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[Community Oriented Policing (COP) Evaluation]

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University of Nevada, Las Vegas

**In Partial Fulfillment for the Requirements for the Degree of Master of
Public Administration**

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- Reno Police Department; Reno, NV
- Glendale Police Department; Glendale, AZ
- Springfield Police Department; Springfield, MO
- Salt Lake City Police Department; Salt Lake City

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Executive Summary

An in-depth review of the use of force policies and practices used by the Las Vegas Metropolitan Police Department (LVMPD) was conducted after the alarming rate of officer involved shootings was publicized by the Las Vegas Review Journal (RJ) in 2011. The 75 recommendations handed down to LVMPD after the review not only helped guide the agency towards procedural and reporting changes, but also paved a way for the agency to begin rebuilding trust in police within the community.

This program evaluation focuses on the community engagement efforts put forth by the Bolden Area Command (BAC) community oriented policing (COP) program, from events they sponsor to youth leagues they coach, in the realm of community engagement. The evaluation will serve as a tool to determine what works with community engagement and what opportunities may come. The ultimate goal of COP programs across the United States is to improve relations between the police and the communities they serve, building trust and mutual respect. This relationship building process is imperative to effectively address underlying issues and change negative behavioral patterns not only in Las Vegas, but across the country (U.S. Department of Justice, 2017).

After initial meetings with the COP team and the Captain of the BAC, our team began to understand the client's challenges. The challenges that the program was facing which we decided to research were the inability to measure the success of COP efforts, engaging the community and addressing the assumed lack of motivation of officers to participate in COP efforts. From those challenges, we developed the following research question:

- What works with community engagement and police involvement?

We then developed the following sub-research questions that we found relevant to support our initial research question:

- How can the COP team enhance community engagement?
- How does the COP team effectively collaborate with other stakeholders?
- How can the COP team collect and utilize information from event attendees?
- How can the COP team motivate officer engagement in COP efforts?

The mixed-methods used to gather information about the COP program at the BAC consist of both qualitative and quantitative data which include: a SWOT/C analysis, a benchmark study conducted with the help of other police agencies across the country, event observation and the distribution and collection of surveys which were used for descriptive statistics and data analysis.

Altogether, our major findings included:

- The impact social media has on awareness and attendance of events.
- Event attendee's feelings regarding the First Tuesday event, LVMPD's use of resources at events, and the impact events have on the quality of life within the community.
- Opinions of BAC officers in regards to the importance of community for crime prevention.
- Analysis of survey data which includes disproving the hypothesis of a statistical significance between the age of an officer and the desire to learn more about the COP team.
- The percentage of event attendees who live within the jurisdiction of the BAC, and where others travel from to attend these events.

These major findings led us to the following recommendations:

Short-Term:

1. Require social media presence
2. Inform the department of community policing efforts

Mid-Term:

1. Institute an incentive program for officers to participate in COP efforts
2. Create an area for community feedback on the BAC website
3. Use a framework model for training

Long-Term:

1. Create an internal database system to log information from events and event attendees
2. Partner with the University of Nevada, Las Vegas
3. Integrate community policing efforts into work performance evaluations of officers
4. Create a diverse COP team of all age groups and demographics

Chapter 1: Introduction

Throughout the United States, police brutality and officer-involved shootings have become a daily occurrence. In a series of articles released by the Las Vegas Review Journal beginning on November 27, 2011, the citizens of Clark County were made aware of not only the alarming frequency of officer involved shootings occurring in their community, but also of the lack of onus put on the officers involved in these shootings. Many of the shootings were suspicious and the limited amount of information provided to the public surrounding the incidents was very convoluted. It appeared that many officer involved shootings could have been avoided had the officer involved been properly trained (Maimon, 2011). The response of the community to the publication of this series of articles prompted the United States Department of Justice, Office of Community Oriented Policing Services to conduct a review of LVMPD's use of force policies and practices (Department of Justice Completes Review of Las Vegas Metropolitan Police Department's Use of Force Policies and Practices, 2012).

There were 75 recommendations handed down to LVMPD, which the agency has been actively implementing into their policies and trainings. The first suggested implementation step was for LVMPD to partner with community leaders and hold community engagement sessions to enhance officer-citizen relationships. For this reason, we decided to base our program evaluation around COP community engagement efforts.

Recommendation 9.5 in the DOJ review states that "LVMPD should develop community policing strategies similar to those used in Sherman Gardens (an infamously known violent neighborhood located within BAC's jurisdiction) and apply them to other high crime neighborhoods in an effort to enhance police-community partnerships across the city". Our goal is to determine which of the efforts made by the BAC COP team are most effective and should be

modeled in other high crime areas. To answer this question, we observed events, surveyed event attendees and officers, used a comparative analysis benchmark study and reviewed published literature.

This report will first provide a brief background and history of the LVMPD, followed by a definition of community oriented policing. It will then define our research question and sub-research questions, and describe the methodologies used during our evaluation. There will then be a completed SWOT/C analysis, the details of our benchmark study, information about our event observations and a breakdown of the literature review. Then there will be a descriptive analysis of the data gathered through surveys of those attending events as well as surveys completed by BAC officers. Finally, the conclusion will summarize how the recommendations can be utilized to improve the BAC's COP program, along with limitations of this study and future direction.

Chapter 2: Program Description

LVMPD was activated on July 1, 1973 when the Las Vegas Police Department and the Clark County Sheriff's Department merged due to state legislation, Senate Bill 340. The current Sheriff, Joseph Lombardo, was elected in 2014 and has been with LVMPD since 1988. The department serves approximately 1.5 million Las Vegas residents, and upwards of 43 million tourists each year. Currently, LVMPD employs around 2,300 commissioned officers, with hopes to hire an additional 600 officers by 2018 (Director Chuck Callaway, 2017).

LVMPD's Office of Community Engagement was established to support and strengthen community relationships through transparent communication and proactive engagement, as well as to provide resources, contacts and services to the department and to the community. This office oversees the COP teams at each of the 9 LVMPD Area Commands (Las Vegas Metropolitan Police Department, 2017).

Each Area Command has a dedicated COP team comprised of specialized officers who are tasked with engaging the community in which they work. When first established, these teams each consisted of approximately 12 dedicated officers. In 2008, limited department-wide resources reduced this number by two thirds, leaving between 3 to 5 COP officers at each Area Command. The nine Area Commands in Las Vegas are as follows:

1. Downtown Area Command
2. Bolden Area Command
3. Northwest Area Command
4. South Central Area command
5. Northeast Area Command

6. Southeast Area Command
7. Spring Valley Area Command
8. Enterprise Area Command
9. Convention Center Area Command

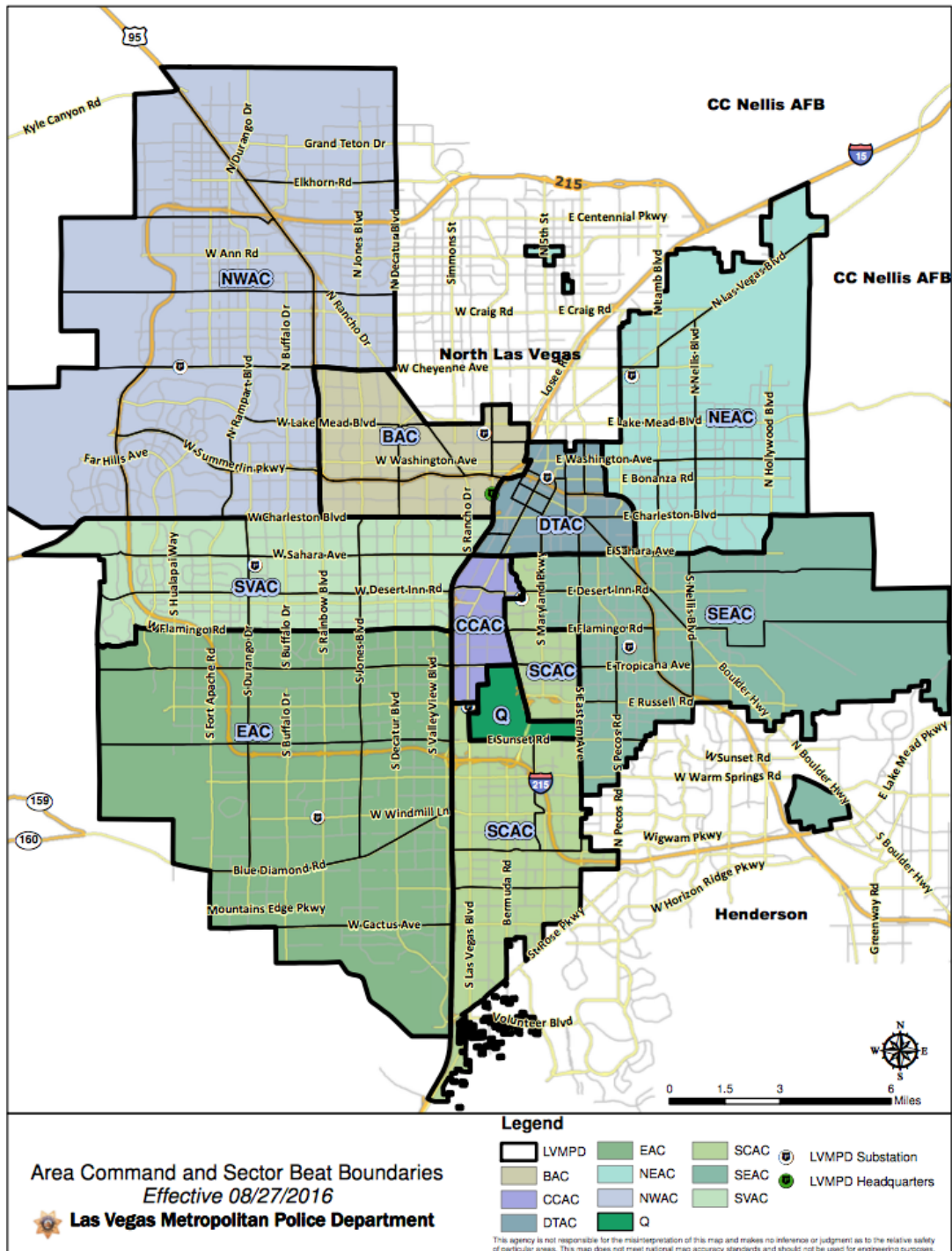


Figure 2.1 (LVMPD.com (2017))

The BAC is represented in figure 2.2 with boundaries of North-Cheyenne Ave.; East - Interstate 15; South -W Charleston Blvd.; and West US95 in the Las Vegas area. Within this area, officers are focused on lowering the crime rate, limiting the occurrence of officer involved shootings and engaging the community.



Figure 2.2: Bolden Area Command

Community Oriented Policing is defined by the U.S. Department of Justice as “a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime” (Office of Community Oriented Policing Services, 2012). In order for community policing to be effective, community partnerships, organizational transformation and problem solving must be systematically implemented.

The COP program of the BAC has proved to be a model program for others to mirror with great success implementing programs such as “Bolden Baseball”, the “I Love My City” march and the “D Street Strong” project. With so many events being held and only a handful of dedicated COP officers, the officers who make up the COP team are overextended. The implementation of small changes could help minimize the workload of COP officers.

Chapter 3: Research Questions

The initial starting point for this program evaluation began with a meeting held at BAC headquarters with Captain Robert Plummer. During this meeting, we obtained background information about the BAC COP team and insight into what the daily duties of a COP officer at this command area include. With this information, we began brainstorming our understanding of the perceived strengths and weaknesses of the program. After processing and understanding the needs of the client, we developed the prime research question of this program evaluation:

“What works with community engagement and police involvement?”

We then developed the following sub-research questions:

- How can the COP team enhance community engagement?
- How does the COP team effectively collaborate with other stakeholders?
- How can the COP team collect and utilize information from event attendees?
- How can the COP team motivate officer engagement in COP efforts?

Community engagement and officer involvement are significant factors in keeping the philosophy of community policing alive, and those were areas of concern for the client. For community oriented policing to be effective, police must actively and openly communicate and collaborate with stakeholders. Stakeholders may include public officials, community leaders, the LVMPD as a whole, local businesses and citizens. The manner in which BAC officers interact with the community and the choices these officers make has an effect on each of the stakeholders. By keeping the community involved, trustful and mutually beneficial relationships between stakeholders and officers begin to form.

Chapter 4: Methodology

To gather the necessary information for this program evaluation, we utilized a mixed-methodological approach. The chosen methods include a SWOT/C analysis, a benchmark study, event observations, survey distribution and collection and descriptive data analysis. An outline of these methods by category is displayed below in figure 4.1. In using this wide range of methods, we were able to collect both quantitative and qualitative data.

Quantitative data is data that can be measured, therefore collected in the form of numbers. This data was gathered using surveys of event participants and officers, and conducting an in-depth descriptive statistical analysis of that data. Qualitative data is information collected through communications with others and is based off of personal opinions. This information was gathered through literature review, a SWOT/C analysis, event observations and a benchmark study.

<u>QUALITATIVE</u>	<u>QUANTITATIVE</u>
<ul style="list-style-type: none">● Literature Review● SWOT/C Analysis● Event Observation● Benchmark Study	<ul style="list-style-type: none">● Survey<ul style="list-style-type: none">○ Event participants○ Officers at BAC● Descriptive Statistical Analysis

Figure 4.1: Methodologies Used

The literature review focuses on engagement and implementing awareness of COP, the effectiveness and outcomes of COP and community outreach and education. The SWOT/C analysis expresses the internal strengths and weaknesses as well as the external opportunities and challenges of the COP team, which we derived from our meetings with BAC COP officers and Captain Plummer. The event observation of First Tuesday and Farmers Market gave us an idea of the demographics of the area and the way in which attendees seemed to be responding to the police.

The benchmark study provided qualitative and quantitative data. The qualitative data was received through questionnaires sent to other police departments, and quantitative data was gathered by comparing public information such as the population, budget, and the number of commissioned officers from five US cities: Reno, NV; Salt Lake City, UT; Glendale, AZ; Henderson, NV; and Springfield, MO. The other quantitative data used in this program evaluation was obtained from surveys completed by officers at the BAC as well as surveys completed by attendees of events hosted by the BAC. The BAC officer surveys and the attendee surveys were used for statistical analysis.

SWOT/C Analysis

A SWOT/C analysis is a tool for analyzing the strengths, weaknesses, opportunities and threats or challenges of an organization. This tool can be used to help make decisions, explore possibilities and point out threats to an organization so they can be dealt with before becoming detrimental. A SWOT/C analysis can and should be used to create a strategic plan, outlining the direction an organization is heading and uncovering any challenges that may arise.

Figure 4.2 displays the framework when compiling information to form a SWOT/C analysis. This type of analysis helped our team organize the information we had gathered and

accurately differentiate the strengths from the weaknesses and the opportunities from the threats/challenges. Strengths and weaknesses are internal factors directly correlated with what is happening within the organization. They display the ways in which the agency stands out compared to others, and help to visualize any opportunities for growth. Opportunities and threats/challenges are external factors which are not controlled by anyone inside the organization. This could include obstacles that are holding back future endeavors.

Internal	(S) - Strengths <i>What about the organization stands out?</i>	(W) - Weaknesses <i>What is stopping the organization from excelling?</i>
External	(O) - Opportunities <i>What advantages does the organization have?</i>	(T/C) - Threats/Challenges <i>What could cause harm to the organization?</i>

Figure 4.2: SWOT/C Analysis Framework

For the purpose of this program evaluation, the SWOT/C analysis was used to analyze the strengths and weaknesses our team identified based off of information gathered during interviews with Captain Plummer and the COP team.

Benchmark Study

The COP program at the BAC has been recognized as an aspirant organization by a previous program review (Collins, M., Cole, C., Finn, J., & Lawrence, S. 2017). We conducted a benchmark study to compare the successful strategies used by the BAC COP program to the strategies used by COP programs at police stations in areas with similar demographics. A benchmark study/analysis is defined as “a measurement of the quality of an organization's policies, products, programs, strategies, etc., and their comparison with standard measurements, or similar measurements of its peers. The objectives of benchmarking are (1) to determine what and where improvements are called for, (2) to analyze how other organizations achieve their high performance levels, and (3) to use this information to improve performance” (Benchmarking, 2017). In order to create a set of recommendations, we chose police departments in areas with similar populations and demographics as Las Vegas who were willing to share information and respond to interview questions about their organization. This proved to be extremely difficult because Las Vegas is such a popular tourist destination. Las Vegas appears to have more officers per capita than each of the other cities used in our benchmark study; however, Las Vegas also welcomes 3.5 million visitors each month.

The objective of this benchmark study was to gain knowledge about the community policing strategies used by other agencies throughout the United States. We used Qualtrics surveying software along with email communications to interview the agencies willing to participate. After reaching out to multiple police departments, we received insightful responses from five agencies:

- Henderson Police Department, NV (Appendix A)
- Reno Police Department, NV (Appendix B)
- Glendale Police Department, AZ (Appendix C)
- Springfield Police Department, MO (Appendix D)
- Salt Lake City Police Department, UT (Appendix E)

We asked each agency about their usage of community policing efforts, the number of officers assigned to their COP programs, and any shareable information regarding the structure of their programs. With positive responses from five agencies, we were able to compare not only the structure of the BAC COP program, but also look for innovative ways to connect and build relationships with the community. We developed a matrix (Appendix F) which displays demographic information about each city including the population, budget, number of commissioned officers, number of COP officers and mission statements.

Event Observation

While attending events hosted by the BAC, we were able to take personal notes of what we observed before, during, and after the event. This gave us an idea as to how exactly these events were run and the process of doing so. In order to gather insight on the events hosted by the BAC COP team, two of our members went to personally observe the Farmers Market event held on July 13th, 2017 at 3pm. The line of attendees began over an hour before the scheduled start time, as this event is an opportunity for the community members to get free, fresh fruits and vegetables.

Data Analysis

After collecting surveys, we were able to create datasets in IBM SPSS Statistics program. Each survey was given a unique number for respondent anonymity. Once entered, we were able to clean the data and organize it to gather information on respondent backgrounds, demographics and opinions of the police officers and the public. The responses to open-ended questions were compiled into a word cloud (Appendix G) to show the frequently used response words. All survey data collected was critical in our overall analysis and established a strong framework for our findings, which led to our recommendations.

Chapter 5: Literature Review

The literature review for this evaluation consisted of six sources that led us to better answer our research and sub-research questions. This outside research was beneficial in demonstrating findings from other studies that had been conducted on community-oriented policing. This method helped to identify models currently being used in other organizations and made a strong foundational framework for this program evaluation. The literature review gave us a better understanding of police work, as well as helped us to identify work that is similar to that of the BAC and other agencies referenced in the benchmark study.

Community oriented policing is a concept that is used throughout the United States. Different COP programs have been researched to measure the success, effectiveness and the benefit to the community. In this literature review, we compare research done on other COP programs to the COP program at the BAC.

Engagement and Implementing Awareness of Community Policing

Police integrity and community partnerships are two focus areas that are significant to the COP team at the BAC. When the DOJ conducted a review of LVMPD, the research question was to “assess whether there is evidence that LVMPD engaged with the community in authentic ways” (Collins, M., Cole, C., Finn, J., & Lawrence, S. 2017). The methodologies used were mostly qualitative and the information gathered was based upon in-person, phone, and group interviews, social media scanning and an analysis of citizen complaint data. Findings show that “interviews yielded a general consensus that community engagement is a Department priority, some concerns were expressed related to the level of work needed to maintain close community

engagement and that it can sometimes present challenges when balancing responsibilities” (Collins, M., Cole, C., Finn, J., & Lawrence, S. 2017). In the opinion of those who were interviewed during this process, the collaborative reform is “no easy task and filled with challenges” and another explained that, they have to “be comfortable being uncomfortable” (Collins, M., Cole, C., Finn, J., & Lawrence, S. 2017).

The Office of Community Engagement, developed in 2015, focuses on awareness, education, outreach and engagement, as well as principles in line with those of the COP team at the BAC (Collins, M., Cole, C., Finn, J., & Lawrence, S. 2017). The COP team at the BAC meets regularly with community representatives and stakeholders at events such as First Tuesday, D Street Strong and Farmers Market. The team even hosts “Bolden Little League”, a program where children from old west side Las Vegas play baseball with the officers. This program helps to show youth that police are not the enemy, and it also gives the officers an opportunity to discuss mutual concerns with parents and familiarize themselves as individuals, rather than officers. Representatives from the OCE have seen studies which prove that when relationships like this are formed, the crime rate in the neighborhood decreases and citizens are more willing to participate in the investigation of a crime (Collins, M., Cole, C., Finn, J., & Lawrence, S. 2017).

The BAC social media is tailored to their specific community, so it is unlikely that they would reach as many people as social media accounts for LVMPD. However, if the BAC used the social media account framework of the LVMPD, they would have a much stronger presence. A 2009 study by the Community Oriented Policing Services (COPS) demonstrated that during the community oriented policing implementation process, 12 out of 12 agencies had a department website. The BAC has a departmental website; however, the information provided on the website is very generalized. Other police department websites provide useful information to the public

such as crime alerts and contact information, as well as a way to anonymously file reports of crime (Lawrence, S., & McCarthy, B., 2013).

<u>Social Media Outlet</u>	<u>Bolden Area Command</u>	<u>Las Vegas Metropolitan Police Department</u>
<i>Facebook</i>	1,229 people like page 1,232 follow	Over 100,00 followers
<i>Twitter</i>	442 followers and tweets as of 08/16	Over 100,00 followers 10,000 tweets since 2009
<i>Instagram</i>	No Page Created	20K followers
<i>Website Homepage</i>	Area map, events calendar, service request	Community feedback survey as of 09/16

Figure 5.1: Comparison of Community Outreach by Social Media Outlets

Source: Collins, M., Cole, C., Finn, J., & Lawrence, S. 2017

The Committee on Terrorism Countering Violent Extremism (CVE) has created a rubric with levels 1 through 5 to describe levels of engagement between community stakeholders and law enforcement. Level 1 is the lowest in ranking and level 5 is the top standard in engagement (IACP Committee on Terrorism, 2012). Level 5 is described as a “comprehensive network of meaningful relationships established between a community, law enforcement and partners. High levels of trust, open and transparent dialogue, deep understanding of issues, needs, expectations

and collaboration. Community is developing ownership of issue” (IACP Committee on Terrorism, 2012). Success indicators have been established to track the progressive successes of a program and they include tracking the number of referrals between outreach and operations, the number of initiatives a community creates and identifying the number of early tips received from community members by outreach staff, which can indicate strong levels of trust. Monitoring key local and national media outlets for the percentage of articles that reflect negatively, neutrally, or positively on law enforcement can provide insight into ongoing challenges and successes.

As shown in figure 5.2, the four target areas of focus that have been adopted by the BAC are engagement, awareness, education and outreach. These fall in line with many of the goals of National Security Community Outreach and Engagement. Though national security and local policing may seem very different from one another, they have similar views in the area of outreach and engagement.

<u>Team Focus of Bolden Area Command</u>	<u>Goals of National Security Community</u>
<u>Community Oriented Policing</u>	<u>Outreach and Engagement</u>
<u>Engagement</u>	Build and maintain relationships and partnerships with diverse communities
<u>Awareness</u>	Establish transparency, mutual understanding and trust between the diverse communities and law enforcement;
<u>Education</u>	Ensure public safety and address threats by building law enforcement's knowledge and awareness of diverse communities
<u>Outreach</u>	Ensure equal and respectful treatment of communities and partners.

Figure 5.2 Focus and Goals Throughout Law Enforcement
Source: IACP Committee on Terrorism, 2012

Effectiveness and Outcomes of Community Policing

Other focus areas such as organizational transformation and the structure of the organization are imperative when creating a solid agency foundation. From the *Oxford Handbook of Police and Policing (2014)*, M.D. Reising and R.J. Kane discuss the fact that the quality information is much more valuable than the quantity of information when dealing with community policing. Being able to manage this information requires regular detailed analysis. An example given would be measuring the satisfaction of the public with police response time rather than just the response time (Reising, M. D., & Kane, R. J. 2014). There is always a need for problem solving at the community level, which would be much easier using an information system. The system would also help analyze community feedback.

During an initial meeting at the BAC, an officer disclosed that when the police department begins receiving more concern-related calls from the community, it is seen as an accomplishment. This informs officers that the citizens of the community are comfortable enough with the police to call for help when they believe it is needed. The only way this is possible is if a relationship has been formed and the citizens have faith and trust in the police. Simply logging the number of calls received is not sufficient; officers must keep logs of calls and detailed notes regarding the solution and whether a follow up is necessary.

Community Outreach and Education

More than 81% of United States law enforcement agencies use COP throughout their organization (Lawrence, S., & McCarthy, B., 2013). Yet studies have shown that the organizational transformation, the structures of the programs and the various models used may not be in line with one another across jurisdictions and community policing may not look the same to all (Lawrence, S., & McCarthy, B., 2013).

Organizations use models for training purposes to ensure quality performance from those working within the agency. The following stage model of change serves as a framework for defining the change process. The six stages of the model are as follows: exploration, commitment, planning, implementation, monitoring and revision, and institutionalization (Morash, M., & Ford, J., 2002). We will focus on planning and implementation and show how it is relevant to the COP team at BAC. The BAC has had issues measuring success and finding achievement indicators in the different strategies they use. These issues can be addressed by using the planning and implementation steps found in the stage model of change. The steps of this stage are as follows:

1) Create a clear goal of the change effort and develop a strategy for achievement. It is important that all departments, units, and subdivisions are represented in this process. Planning involves identifying the vision and goals for the organization and developing indicators of success, designing action plans and collecting baseline data. Identifying the vision and goals phase, which are then articulated by top management.

2) Next we need a specific action plan to get these goals. The goals should be achievable, tied to a specific action plan and aligned with vision. From there, we would need to identify indicators of success. These indicators are the observable and quantifiable signs that will be used to evaluate the change effort.

3) Finally, the organization should collect baseline data. This process involves measuring the indicators of success prior to the action plan implementation to provide a baseline for future evaluation. (Morash, M., & Ford, J., 2002).

Many law enforcement agencies have become familiar with the creative method of problem solving known as the SARA Model. SARA is an acronym for the four-step process: scanning, analysis, response, and assessment. This can entail the use of a web-based database to

keep track of progress and measure performance when it comes to problem solving. Research studies show that when agencies are consistent with the formality of the SARA model, they are more likely to produce better results and give a greater commitment to the problem solving approach (Lawrence, S., & McCarthy, B., 2013). Between 1993 and 2006, studies showed the effectiveness of SARA and crime reduction. Like community policing itself, this particular model may look different between all law enforcement agencies. The idea is to get officers to identify specific crimes and think creatively for ways to solve them. “Efforts can be as simple as an individual officer asking a store owner to improve the lighting of their storefront, while others can be more complex, longer-term issues such as zoning changes to improve a blighted neighborhood” (Lawrence, S., & McCarthy, B., 2013).

The COP officers are not the only officers who need to be on board with this style of policing. It is significant that all departments of the organization be included in the transformation in some way. Reno Police Department implements specific courses centered around the SARA model and problem oriented policing (POP) for all new law enforcement officers. Officers at the Colorado Springs Police Department also undergo a SARA based training program before beginning active duty (Lawrence, S., & McCarthy, B., 2013). In a 2010 SARA training program, Jacksonville Sheriff’s Office’s COP officers were required to take preventative measures for 90 days to attempt to reduce the crime rate within 22 violent hot spots. Examples of the preventative measures taken include cleaning recreational areas and repairing damaged property around the neighborhood. By the time the 90-day trial ended, there had been a 33% decrease in crime in those areas. This decrease in crime is directly correlated to the preventative measures officers were required to take (Lawrence, S., & McCarthy, B., 2013).

There are certain keys to success that could push the entire BAC to be more motivated and involved in COP efforts. These keys include training all levels of personnel in the department on

best practices of community policing, increasing officer buy-in by educating them on the community policing philosophy, and by integrating community policing activities into work performance evaluation systems (Lawrence, S., & McCarthy, B., 2013). By doing this, all officers would be knowledgeable of COP efforts and would be made aware of how beneficial the program is to the community. It would also be beneficial to add the interaction, participation, and event attendance of other officers to their work performance and merit evaluations. When the community feels as if local law enforcement is trustful and engaged, they are more willing to come forward with information that could lead to crime solving and prevention.

Chapter 6: Results and Findings

SWOT/C Analysis

The BAC puts on numerous events and community meetings in addition to year-round youth programs to keep their community busy and engaged (Appendix H). Because of their tireless efforts and dedication to the community, the BAC COP team has become the leading COP team within LVMPD (Collins, M., Cole, C., Finn, J., & Lawrence, S. 2017). Our team met with COP Sergeant David Watts and COP Officer Matthew Havonec shortly after meeting with Captain Plummer. During these meetings, we gained insight and understanding about areas in which the COP team is exceeding expectations, as well as areas that may need improvement.

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> ● Number of events, meetings, & youth activities that are put on by COP team ● Leading agency in community policing ● Bolden is a COP team with a sergeant ● 68 kids in Bolden Baseball 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> ● Lack of funds/resources, no training, no social media requirements ● Community engagement ● 68 kids in Bolden Baseball ● Marketing of events, meetings, & youth activities
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> ● Support from UNLV (adopt an area command) ● Community engagement (EX: 9% more phone calls – they see that as good) ● No cause transfer 	<p style="text-align: center;"><u>Threats/Challenges</u></p> <ul style="list-style-type: none"> ● Effectiveness of database management ● Crime Rates: Spike in summer ● Effective collaboration and motivation with stakeholders and others in agency

Figure 6.1: Bolden Area Command SWOT/C Analysis

Strengths and opportunities. Building strong, trusting relationships between police officers and the community they serve is crucial in decreasing crime. A program in which relationship building has exceeded expectations is Bolden Little League, which had 68 children actively participating in 2017. The Bolden COP team is actively engaged in this program because it opens an avenue for building relationships with pliable children in hopes they will gain a mutual

respect for police officers before reaching teenage years. This program also creates a monitoring system for parental accountability. Officers get to know the children and their parents, and if parents start missing these events then the COP officers can look into why and hopefully help get the parent back on track.

The COP team is a small part of the Area Command and there are many other projects, ideas and community events competing for their time and funding. The lack of funding and allocation of resources are weakness to the program.

Due to the fact there are no social media requirements made by the department, the lack of marketing for these events, meetings, and youth activities can weaken the organization. Without event information reaching everyone in the community, the programs cannot flourish to their fullest. People in the community may not be fully aware of when or where these events take place.

With a lack of funds, staff, and other resources, comes the opportunity for partnership and support from outsiders. With UNLV being within the vicinity of the BAC, gaining support from groups at the university could be very beneficial. If each semester, students were required to adopt one of the nine Area Commands, there would be much more available help when needed.

There is a sergeant on the BAC COP team which ensures that the BAC is fully represented at meetings and able to gather useful information for the team. There is opportunity to hire additional officers onto the COP team on somewhat of a trial basis, as there is a “no cause transfer” policy in place. This policy states that if an officer transfers to the COP team but realizes it is not for him or her, the officer can have the position they transferred out of back.

Weaknesses, threats and challenges. Without an effective database management system in place, the BAC is not able to track volunteer hours or event attendees, and administrative and/or demographic data cannot be collected and utilized to help better plan and market events. At the

events we attended, we noticed a large portion of the population is only Spanish speaking. If information is going to be collected, it would need to be distributed in both Spanish and English. Crime rates spike in the summer, so keeping the entire community busy with activities allows for less crime to occur.

Benchmark Study

Below are the findings from our benchmark study, including the 5 cities used to compare the BAC's program to. Detailed information and transcripts of Qualtrics responses can be found in appendix A through E.

City of Henderson, NV. The City of Henderson is the second largest city in the State of Nevada and is a suburb of Las Vegas. According the City of Henderson website, the Henderson Police Department had 336 sworn police officers as of September, 2015 (City of Henderson, 2017). We received a Qualtrics response from a Henderson P.D. Sergeant with fifteen years of experience in their community policing program, which they call the Community Relations Bureau (CRB). This program is comprised of eleven officers and two Public Information Officers (PIO) with ages ranging from 21 to 59. The CRB Officers are assigned to one of three specific area beats. Each beat has it's own set of schools, apartment complexes and neighborhood watch organizations to which the PIO develops and maintains relationships with.

The City of Henderson's PIO's report information to the community through several media outlets including Facebook, Twitter, Instagram, Radio PSA, television news and the Nextdoor app. Henderson P.D. has discovered that their ability to educate the community through the usage of social media is somewhat hindered due to the lack of Internet access in areas of low economic status. To rectify this, flyers are posted and passed out at nearby schools and apartment complexes.

Henderson Police Department's CRB has partnered with the Criminal Justice Department at UNLV to provide criminal justice students experience in their desired field, while the agency benefits from the additional help. Other partnerships that are significant to the success of CRB include: Smith's Grocery, Allstate Insurance, Sunrise Hospital, Mercy Air and Hotels in Henderson. Whether these companies donate goods or provide volunteers, the success of the Henderson PD CRB relies on community assistance.

The CRB has a working group comprised of the Mayor, City Council members, Chief of Police and various other city departments. The group meets quarterly and focuses on various issues, problems or concerns within the community. Most recently, this working group has been addressing issues related to the quality of life within low income apartment complexes. The success of this group is contributed to the combined efforts of the city personnel, who come together to work towards a specific common goal. Prior to the creation of the working group, there was a lack of communication which caused disconnect between different city departments.

The City of Reno, NV. The City of Reno is located in the Northwest corner of Nevada. According the city website, Reno is the third largest city in Nevada with a population of approximately 225,000 people. The Reno Police Department has a budget of approximately \$62,000,000 and has 338 commissioned officers (City of Reno, 2017). When we attempted to contact the COP program in Reno, we received a response from the City of Reno's PIO. This agency does not have specially designated COP officers; rather, it practices COP throughout the organization as a whole. In the online interview responses from the Reno PIO, it was explained that Reno PD uses Community Oriented Policing and Problem Solving (COPPS) and the SARA (scanning, analysis, response, and assessment) model. They use social media outlets such as Facebook and Twitter to deliver messages to the community.

The City of Reno collaborates with many stakeholders including the University of Nevada, Reno, the City of Sparks Police Department and the Washoe County Sheriff's Department. The police department also works closely with local leaders in the community including members of the City Council and local business leaders. Due to the fact that there is not a designated COP team to host community events, the department uses on duty and patrol officers at events. They have a command staff who may be required to work overtime and/or have flexible work schedules in order to ensure coverage at events. On a final note, the PIO voiced his opinion on community outreach efforts, and believes that transparency is key. He also believes that the department must target the Millennials and Generation X-ers in the community.

The City of Glendale, AZ. The City of Glendale is a suburb of Phoenix, Arizona with a population of approximately 230,000 residents. According to their website, the city has 413 commissioned officers and a budget of \$84,000,000 (City of Glendale, 2017). We were able to correspond with a patrol sergeant from the Glendale Police Department who has been with the agency for 18 years. He informed us that Glendale PD has two units dedicated to community policing: The Community Action Team (CAT) and the Neighborhood Response Unit (NRS). Each team reports to the same lieutenant; however, the NRS unit is led by a sergeant who supervises the day to day activities of the team. The CAT unit is made up of one sworn police officer and two civilian employees. The NRS unit is made up of a sergeant and six sworn police officers. Glendale PD uses Facebook, Twitter and the Nextdoor app as their main social media outlets to push their initiatives to the community. The department has also built a partnership with Arizona State University. The officers and civilian employees gain a great deal of job satisfaction knowing that they are able to affect the quality of life in the community where they live, and they especially enjoy working on projects with underprivileged youth.

City of Springfield, MO. The City of Springfield is located in the Southwest corner of Missouri. The city has a population of roughly 165,000 people and a police department budget of \$26,000,000 (Springfield, 2017). The City of Springfield's Community Service Section (CSS) consists of nine officers, a corporal and a sergeant. The Springfield Police Department's (SPD) PIO handles all media requests and communication on social media. Monthly meetings are held in order to best plan and assist with events due to the high amount of involvement in community activities. The SPD has full time officers assigned to two universities in Springfield. Officers assigned to the CSS are not expected to work without pay. Job satisfaction comes from finding solutions to long term issues and the forming of relationships between members of the community and other city employees.

City of Salt Lake, UT. Salt Lake City, Utah is located in central Utah and has a population of 181,000 (Salt Lake City, 2017). The city does not have a formal COP team; however, they are determined to ensure that all officers portray the values and philosophy of community policing. In the online interview, a representative explained that Salt Lake PD has specialized units such as the public relations unit, a homeless outreach program, and a community intelligence program which all strive to educate the public and work in a community oriented way.

Event Observation

At the Farmers Market, the extreme temperatures over 100 degrees became exhausting for many people when the event began to run behind schedule. The food truck did not arrive until about 3:40pm, 40 minutes later than scheduled. The only data collected by the COP team during this time was collected by a volunteer who passed out half-sheet paper surveys that were written in Spanish only. Though many people in attendance were Spanish speaking, there were some who only spoke English and had difficulties filling out the sheet. The sheet collected information such

as name and zip code. Most attendees brought 1 or more children along with them to this event, as well as sturdy bags and even wagons to carry the food.

Data Analysis

In order to learn more about opinions and the process of how the COP team at the BAC works, we created three surveys. The first survey we created is the Bolden Officer Survey (Appendix I), and it was disbursed to all police officers located at the BAC. The next survey we created is the Attendees Survey (Appendix J). This survey was distributed to all attendees who were willing to participate at the Farmers Market on July 13, 2017. Finally, we were given surveys by a colleague from a First Tuesday event hosted on June 1, 2017 (Appendix K).

The survey distribution process of the Bolden Officer's Survey consisted of dropping off surveys at the BAC, in hopes that officers would take the time to respond. These were hardcopy surveys and mainly used to gather information about officer's views of community policing, if they are informed of the COP events hosted by their own COP team, and if they show an interest in the COP program.

Next, we distributed the Attendees Surveys to those in attendance at the Farmer's Market and First Tuesday events. These surveys collected demographic data as well as determined how attendees found out about the event, if they enjoyed the event, and if they live within the jurisdiction of the BAC. After collecting the surveys, we were able to create datasets using IBM SPSS Statistics program. Each survey was given a unique number for respondent anonymity. Once entered, we were able to clean and organize the data and use it to gather information on background, demographics, and opinions of the police officers and the public. The responses to open-ended questions were compiled into a Word Cloud to show the frequently used response

words. All survey data collected was critical in our overall analysis and established a strong framework for our findings that led to our recommendations.

The Pearson's Correlation Method in IBM's SPSS program was the main method used to complete our data analysis. To find significant correlations, one must view the values labeled Sig. (2-tailed) in the correlation figures and values labeled Pearson's Correlation in each figure. If the value is < 0.05 in the Sig. (2-tailed) box this means that there is a correlation between the two variables and it is significant at the 5 percent level meaning there is a 5 percent or less chance that these variables are not correlated. If the value is < 0.01 in the Sig. (2-tailed) box, this means that there is a correlation between the two variables and it is significant at the 1 percent level, meaning there is only a 1 percent chance that these variables are not correlated. The number given in the Pearson's Correlation box is either a positive or negative number. This number signifies whether or not there is a positive or negative correlation between the two variables.

Bolden Area Command Officers Survey

We received 65 officer surveys from the BAC. Below is a representation of the ranking of the officers who completed the survey.

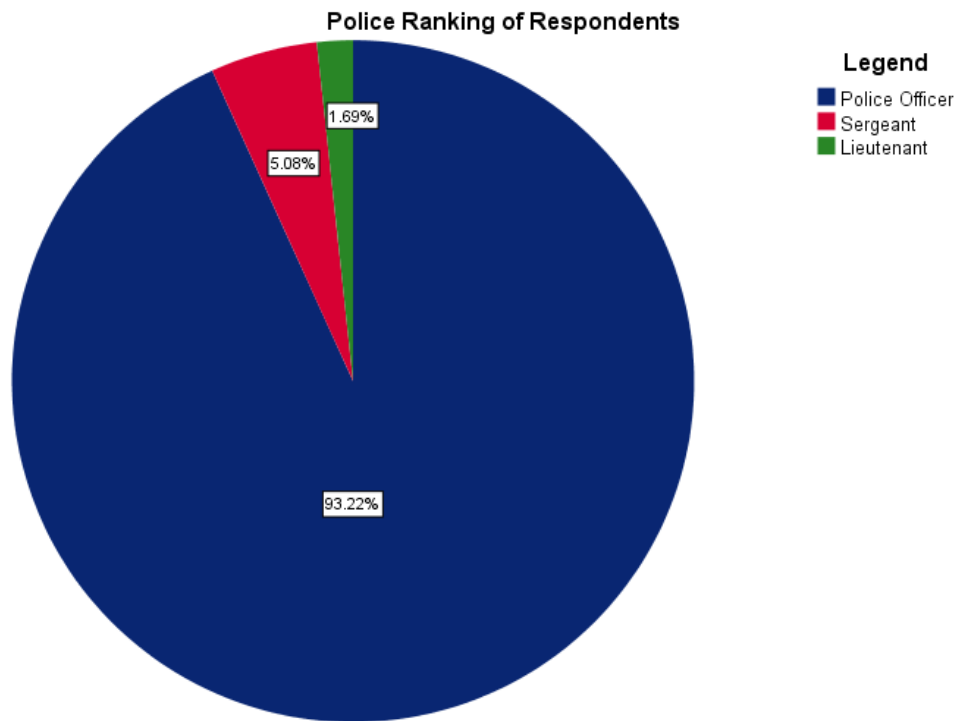


Figure 6.2

The graph shows that 93.22 percent of the respondents were police officers, along with a few sergeants and one lieutenant. We understand that there is an uneven distribution of police rankings and take it into consideration when analyzing the data.

The first piece of information we wanted to pull from the data was if there was any correlation between the age of the officers and the amount of interest they had in becoming a COP officer. Our hypothesis was that there would be a significant correlation between the age of the officer and their interest in becoming a COP officer. We created this hypothesis based off of information we received during interviews with the COP team and Captain Plummer at the BAC. It was implied that older officers did not want to participate in COP programs or events because they were on their way to retirement. When we ran a correlation between these two variables we found that there was no statistical significance between age of the respondents and their interest in becoming a COP officer (Figure 6.3).

COP Interest and Age			
		age	COP
Age	Pearson Correlation	1	-.096
	Sig. (2-tailed)		.463
	N	61	61
Learning More	Pearson Correlation	-.096	1
	Sig. (2-tailed)	.463	
	N	61	61

Figure 6.3

Next, we wanted to discover if there was a correlation between respondents who agreed that they were given notice of COP team events and if they felt that they have an effective COP team. By looking at the frequencies below we made the hypothesis that those who agree that they were notified about events also feel that they have an effective COP team (Figure 6.4 and Figure 6.5).

Given Notice of COP Team Events					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	18	27.7	29.5	29.5
	Neutral	17	26.2	27.9	57.4
	Disagree	26	40.0	42.6	100.0
	Total	61	93.8	100.0	
Missing	System	4	6.2		
Total		65	100.0		

Figure 6.4

Effectiveness of COP Team					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Effective	45	69.2	76.3	76.3
	Neutral	10	15.4	16.9	93.2
	Ineffective	4	6.2	6.8	100.0
	Total	59	90.8	100.0	
Missing	System	6	9.2		
Total		65	100.0		

Figure 6.5

Almost 40 percent of respondents disagree that they are given information about COP team events (Figure 6.4). However, 69.2 percent of the respondents felt the COP team is effective in the community (Figure 6.5). After running a correlation test on these two variables, we found that we could accept our hypothesis and it is significant at the 1 percent level (Figure 6.6).

Correlation Between Notice Given and Effectiveness

		Notice	Effectiveness
Notice	Pearson Correlation	1	.365**
	Sig. (2-tailed)		.005
	N	61	59
Effectiveness	Pearson Correlation	.365**	1
	Sig. (2-tailed)	.005	
	N	59	59

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 6.6

We then looked at the respondent's commitment with the COP team. We asked the respondent's if they would take their family to a COP team event and whether or not they would donate their own time to help with a COP event. When looking at the frequencies of the theses responses we noticed some similarities (Figure 6.7 and Figure 6.8).

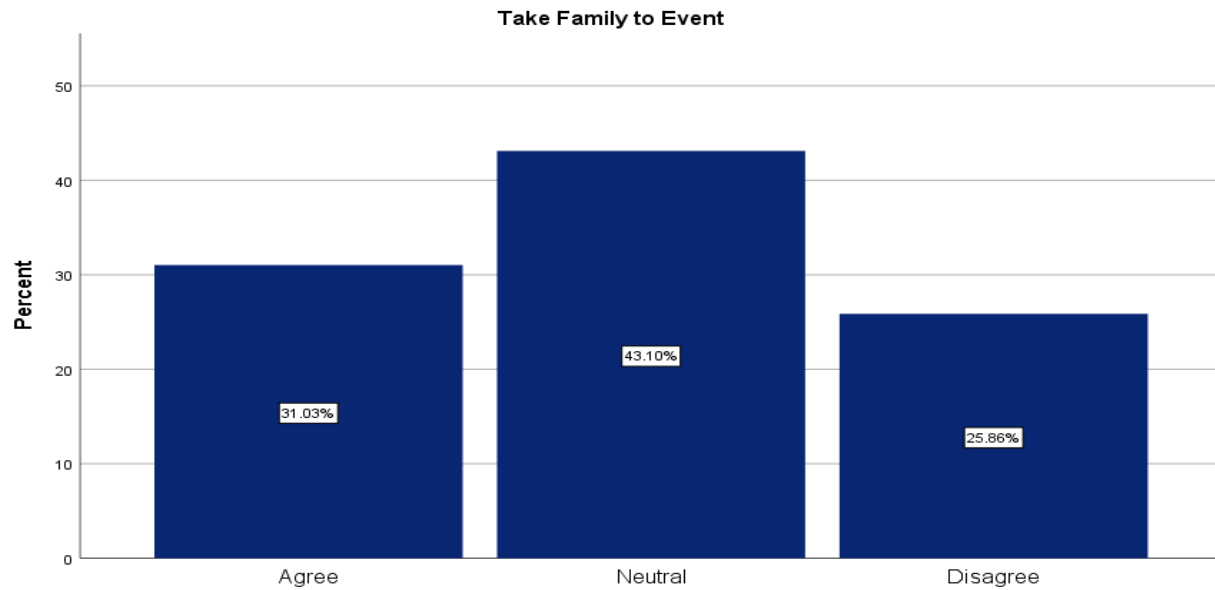


Figure 6.7

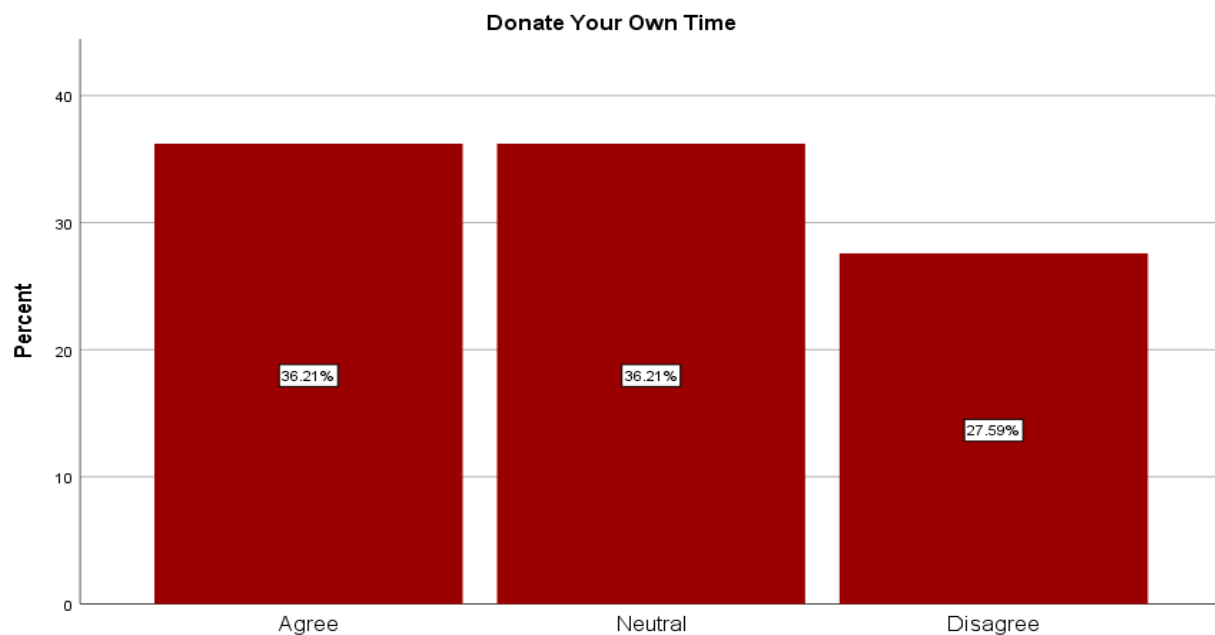


Figure 6.8

Based off of these similarities, we came up with the hypothesis that there would be a significant correlation between these two variables. After doing a correlation test, we discovered that there was a significant positive correlation and it was significant at the 1 percent level (Figure 6.9).

Correlations		Family	Donate
Family	Pearson Correlation	1	.570**
	Sig. (2-tailed)		.000
	N	58	58
Donate	Pearson Correlation	.570**	1
	Sig. (2-tailed)	.000	
	N	58	58

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 6.9

We then asked if the respondents felt that they need a larger COP team to effectively connect with the community and if they feel motivated to help out other officers at all times. Our hypothesis was that these would also be significantly correlated. We came to this hypothesis while running the frequencies because both graphs showed very similar patterns (Figure 6.10 and 6.11).

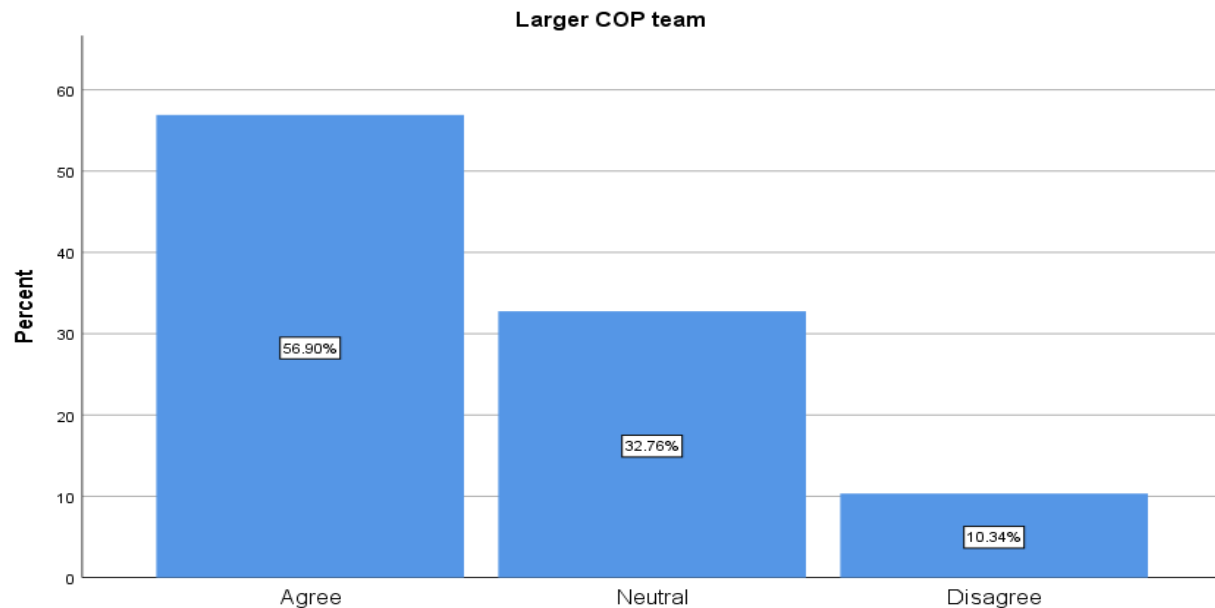


Figure 6.10

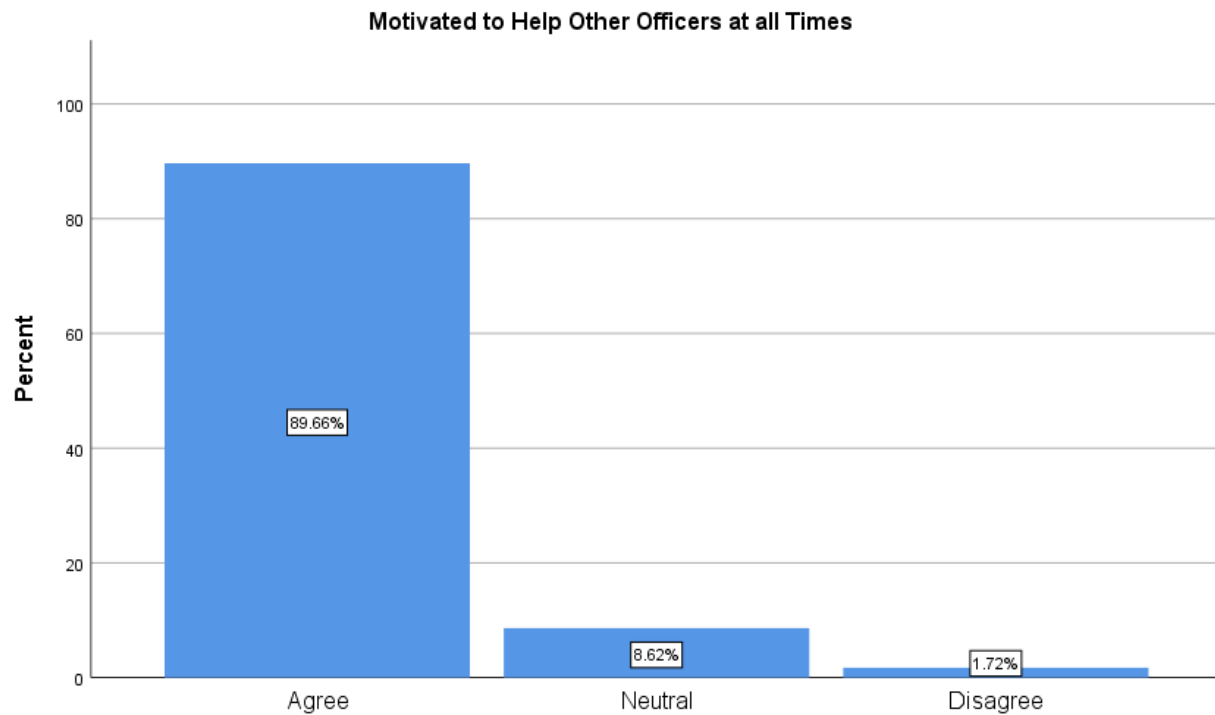


Figure 6.11

Almost 90 percent of respondents are willing to help other officers at all times and almost 60 percent believe there needs to be a bigger COP team. When running a correlation test, we proved our hypothesis because the correlation is significant at the 1 percent level (Figure 6.12).

Correlations

		Larger COP	Motivated to Help
Larger COP	Pearson Correlation	1	.358**
	Sig. (2-tailed)		.006
	N	58	58
Motivated to Help	Pearson Correlation	.358**	1
	Sig. (2-tailed)	.006	
	N	58	58

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 6.12

Other Correlations that we felt were going to be important to help us answer our research questions were the following:

- If the respondents are interested in learning more about the COP team and if the respondents believe the community needs community oriented policing (Figure 6.13).

Correlations

		Learning More COP	Community Needs COP
Learning More COP	Pearson Correlation	1	-.004
	Sig. (2-tailed)		.974
	N	61	58
Community Needs COP	Pearson Correlation	-.004	1
	Sig. (2-tailed)	.974	
	N	58	58

Figure 6.13

- If the respondents are aware of all events, meetings, and youth activities that the COP team creates and if the respondents believe that the community needs community oriented policing (Figure 6.14).

Correlations

		Event Awareness	Community Needs COP
Event Awareness	Pearson Correlation	1	.023
	Sig. (2-tailed)		.864
	N	58	58
Community Needs COP	Pearson Correlation	.023	1
	Sig. (2-tailed)	.864	
	N	58	58

Figure 6.14

- If the respondent believes that the community needs community oriented policing and if the respondents believe they need a larger COP team to effectively connect with the community (Figure 6.15).

Correlations

		Community Needs COP	Larger COP
Community Needs COP	Pearson Correlation	1	.507**
	Sig. (2-tailed)		.000
	N	58	58
Larger COP	Pearson Correlation	.507**	1
	Sig. (2-tailed)	.000	
	N	58	58

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 6.15

On the survey that was distributed to the BAC officer's, question 10 inquired:

“What would motivate you to attend more events put on by the COP team?”

In order to best display the common responses, we put together a Wordcloud illustration. We found these answers relevant due to the fact that many officers responded with similar thoughts that included: time, information, hours, graveyard, aware, and knowing. This information could be valuable to the COP team to understand why there may seem to be a lack of motivation toward officers attending the events, meetings, and youth programs that they have worked hard to make happen (Figure 6.16).

- The officers who feel that there is a need for the COP team also feel that there needs to be a larger COP team.

Farmers Market Event

We received 35 surveys at the Farmers Market, which is an event where attendees receive donated food from different charities. At the event we attended, a line was formed and a local charity called Three Square Food Bank delivered a truck full of food. Each attendee waited in a single file line with bags they brought to fill up with food. Once the food was gone, the event was over. During this event, we wanted to see the demographic makeup of the attendees. We also wanted to see where the attendees came from and how they heard about the event. We were interested in knowing their satisfaction with the event as well as their relationship with the law enforcement offices that were hosting these events.

The following are our findings:

Eighty percent of attendees at the Farmers Market event attended because they had heard about it through family or friends or on Facebook. Only 1 person attended because of an email they received, and fewer than 9 percent came after seeing a flyer (Figure 6.17).

How Attendees Heard About the Event

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	8.6	8.6	8.6
Flyer	3	8.6	8.6	17.1
Email	1	2.9	2.9	20.0
Facebook	18	51.4	51.4	71.4
Family or friends	10	28.6	28.6	100.0
Total	35	100.0	100.0	

Figure 6.17

Using the respondent's zip codes, we learned that 48 percent of the respondents in attendance at this event live within that BAC's jurisdiction. Please see the graph for the breakdown of the respondents from other areas at the Farmers Market (Figure 6.18).

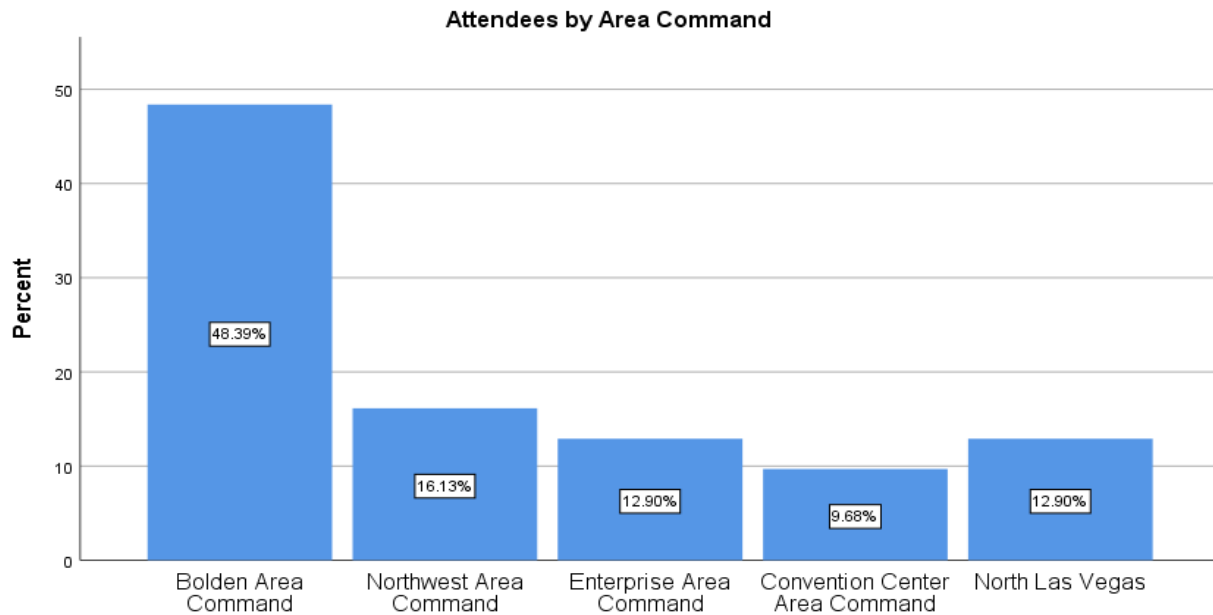


Figure 6.18

Also, to give a better visualization about the areas that people came from to attend the Farmers Market, please see the map below of the Las Vegas Valley (Figure 6.19). We noticed that even if the respondents were not directly in the BAC's area, that they were all within the jurisdiction of LVMPD.

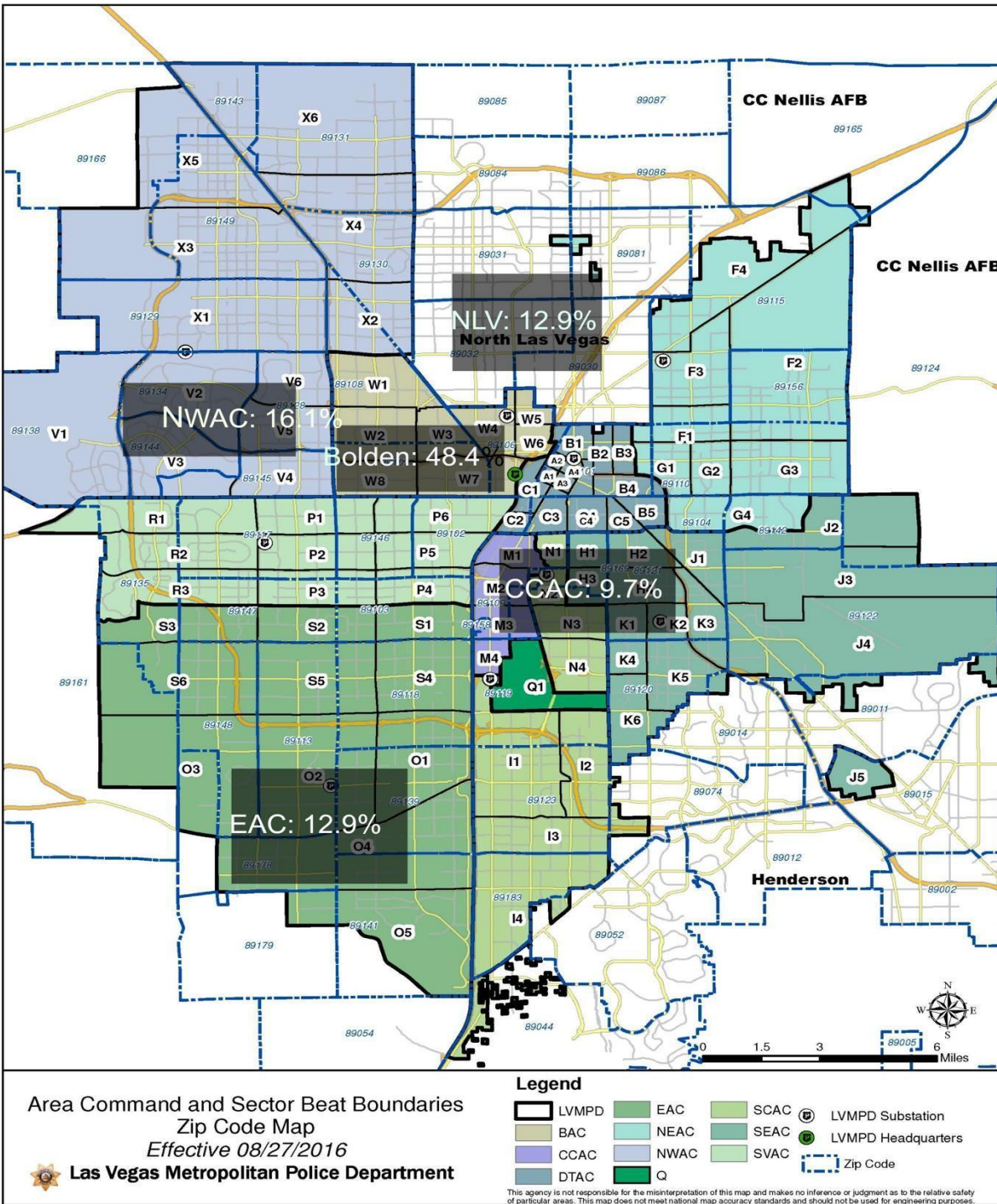


Figure 6.19

One correlation that we found interesting in this data set were the two questions asked on whether or not the respondents felt the event was organized and if they were happy or irritated with the event. Looking at the Pearson's Correlation table you can see that these two variables are significant and the correlation is significant at the 1 percent level (Figure 6.20).

Correlations		Organized	Happy
Organized	Pearson Correlation	1	.708**
	Sig. (2-tailed)		.000
	N	31	31
Happy	Pearson Correlation	.708**	1
	Sig. (2-tailed)	.000	
	N	31	32

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 6.20

Another item we found is that there were no respondents that were irritated with this event, and over 90 percent of respondents were happy with the event. This is important to note that the COP team is providing an important service to the community (Figure 6.21).

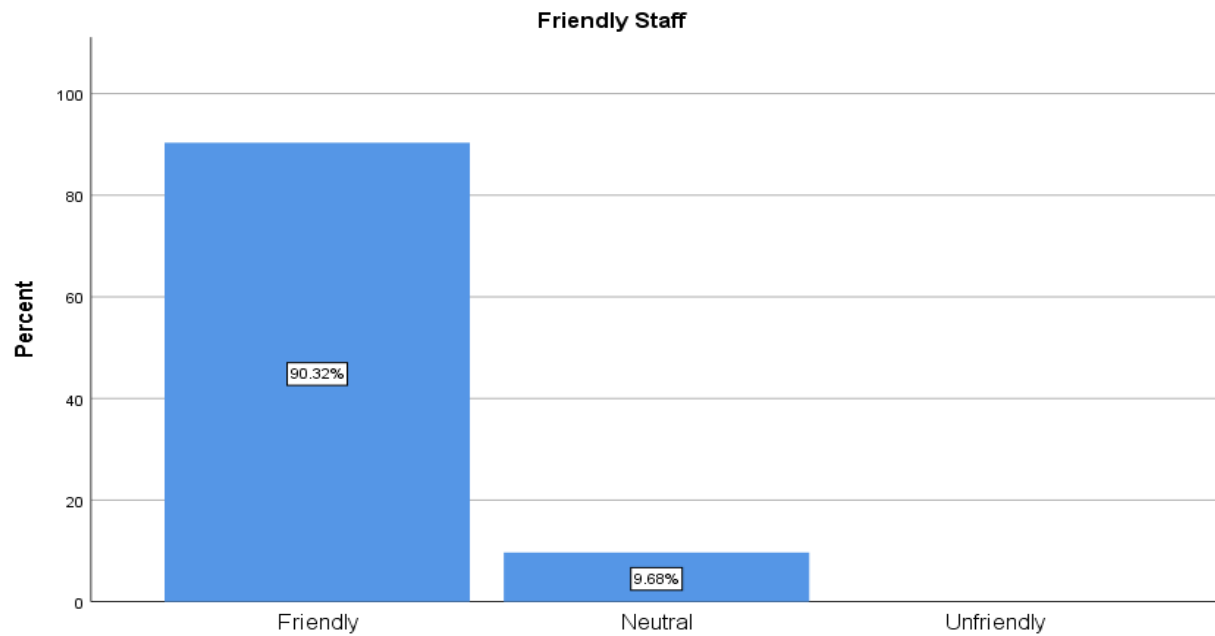


Figure 6.21

Takeaways

- Most of the respondents heard about the Farmers Market event through Facebook, family, or friends.
- Most of the respondents of the Farmers Market survey were from around the area within the BAC or areas within LVMPD's jurisdiction.
- Respondents who felt the event was organized also felt happy with the event.
- There were no respondents that felt that the LVMPD officers were unfriendly.

First Tuesday Event

We received 36 surveys at the First Tuesday event, First Tuesday is a community meeting where member of the police department discuss current issues and upcoming events with the community. Attendees are given a chance to voice their concerns and ask the officers questions. We wanted to see the demographics of the attendees, along with where they live and how they heard of the event. We were interested in knowing their satisfaction with the event as well as their relationship with the law enforcement officers that were hosting these events.

We noticed that average age of the respondents was drastically different from the Farmers Market Event (Figure 6.22 and figure 6.23).

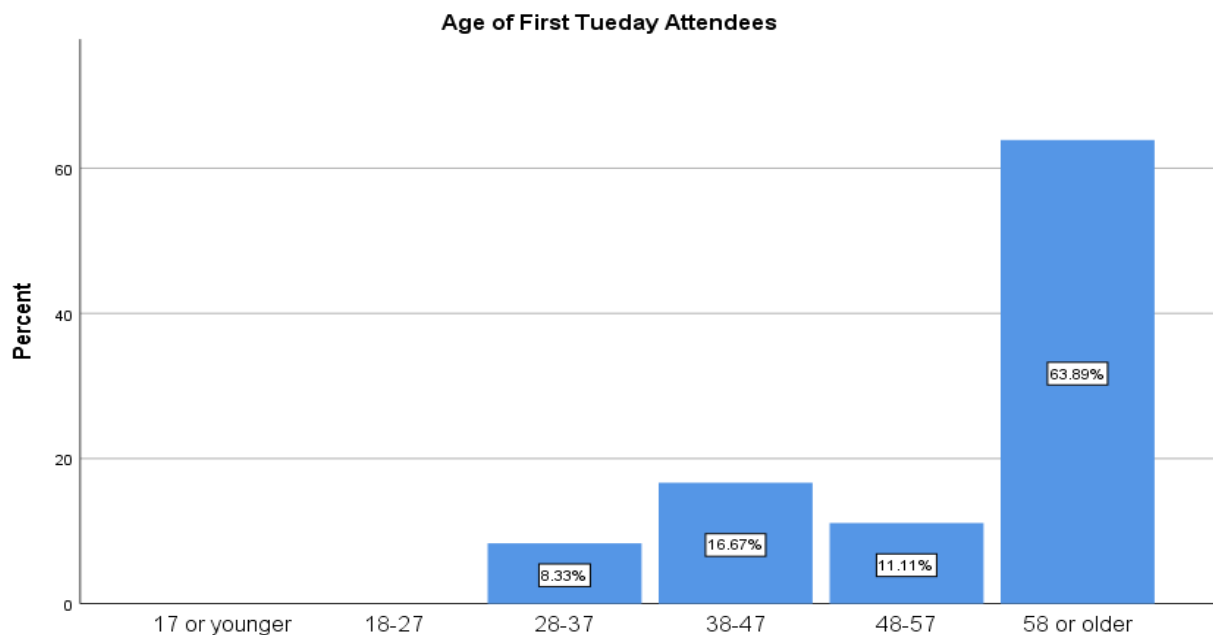


Figure 6.22

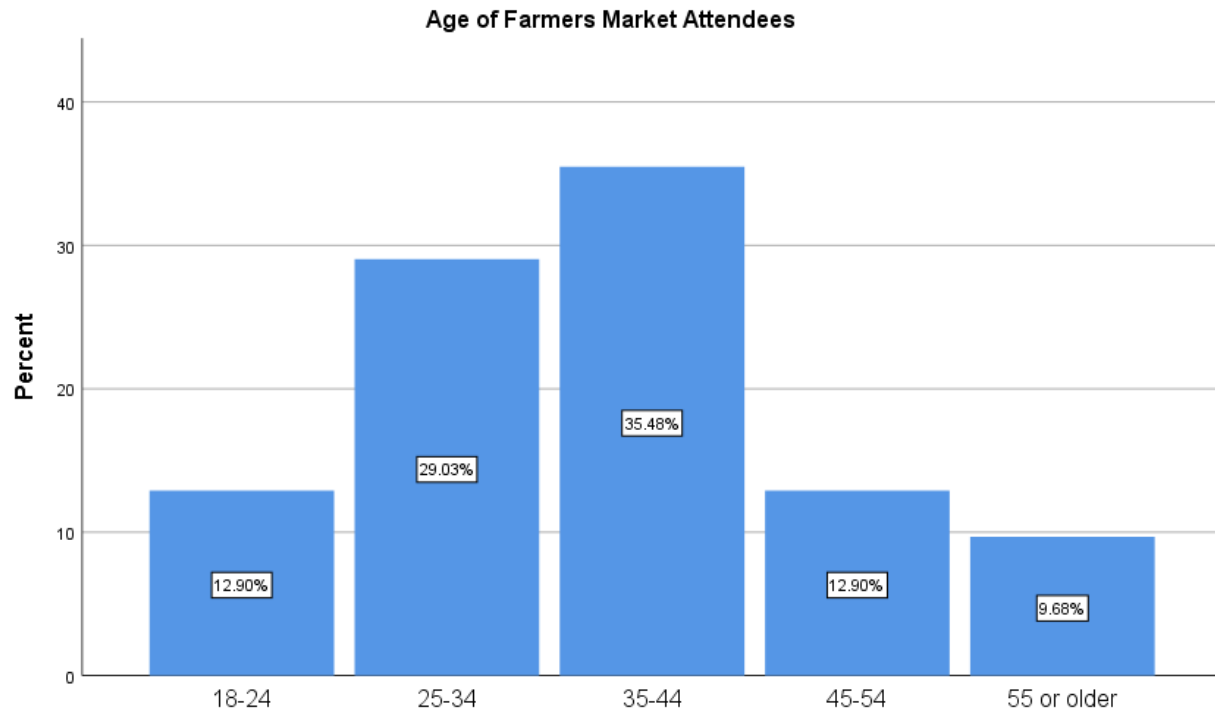


Figure 6.23

While the Farmers Market had mostly middle-age respondents, the First Tuesday event respondents consisted mostly of citizens age 58 and above. There was also a significant difference in the way they heard about the event. Eighty percent of the attendees at the Farmers Market heard about it through Facebook, family or friends, and 66.7 percent of First Tuesday respondents heard about the event directly from LVMPD or through family and friends (figure 6.24).

How Did You Hear About First Tuesday

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Social Media	2	5.6	5.6	5.6
	Flier	1	2.8	2.8	8.3
	Friend or family member	9	25.0	25.0	33.3
	LVMPD	15	41.7	41.7	75.0
	Other	6	16.7	16.7	91.7
	Neighborhood Watch Association	1	2.8	2.8	94.4
	Ranchomanornextdoor.com	2	5.6	5.6	100.0
	Total	36	100.0	100.0	

Figure 6.24

We looked at correlations from the First Tuesday event to answer the following questions:

- Has First Tuesday improved citizen's quality of life (Figure 6.25)? Does LVMPD dedicate adequate time and resources to the event?

Correlations

		Quality	Time and Resources
Quality of Life in the Community	Pearson Correlation	1	.376*
	Sig. (2-tailed)		.028
	N	34	34
Time and Resources.	Pearson Correlation	.376*	1
	Sig. (2-tailed)	.028	
	N	34	35

*. Correlation is significant at the 0.05 level (2-tailed).

Figure 6.25

- Is the respondent's household income correlated with the number of First Tuesday events they have attended (figure 6.26)?

		Correlations	
		Income	How many events
Income	Pearson Correlation	1	.197
	Sig. (2-tailed)		.257
	N	35	35
How many events	Pearson Correlation	.197	1
	Sig. (2-tailed)	.257	
	N	35	36

Figure 6.26

- Does the respondent's employment status have an effect on the amount of events they attend (figure 6.27)?

		Correlations	
		Events Attended	Employment Status
Events Attended	Pearson Correlation	1	-.020
	Sig. (2-tailed)		.907
	N	36	36
Employment Status	Pearson Correlation	-.020	1
	Sig. (2-tailed)	.907	
	N	36	36

Figure 6.27

- Does the First Tuesday event improve citizen's quality of life, and has it changed perceptions of LVMPD (figure 6.28)?

		Correlations	
		Quality	Perception
Quality of	Pearson	1	.540**

Life	Correlation		
	Sig. (2-tailed)		.001
	N	34	34
Perception	Pearson Correlation	.540**	1
	Sig. (2-tailed)	.001	
	N	34	35

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 6.28

- Does the First Tuesday event improve citizen's quality of life, and does LVMPD dedicate adequate time and resources to the event (figure 6.29)?

Correlations

		Quality	Time and Resources
Quality of Life in the Community	Pearson Correlation	1	.376*
	Sig. (2-tailed)		.028
	N	34	34
Time and Resources.	Pearson Correlation	.376*	1
	Sig. (2-tailed)	.028	
	N	34	35

*. Correlation is significant at the 0.05 level (2-tailed).

Figure 6.29

Takeaways

- First Tuesday respondents were primarily over the age of 58.
- The respondents mostly heard about the event through a family, friend or through LVMPD.
- There is not a significant correlation between the income of the respondents, their employment status or the number of events they have attended.
- If the respondent believes First Tuesday has improved the quality of life in their community, then they also tend to feel First Tuesday has changed their perception of LVMPD.
- If the respondent feels that First Tuesday improves the quality of life in their community, then they tend to feel like LVMPD dedicates adequate time and resources to the event.

Recommendations

We compared the qualitative and quantitative data from each of the research methodologies used in this program evaluation to create a set of recommendations. We created this list as a guide for the COP officers at the BAC. The timeframes and recommendations are as follows:

Short-Term:

1. Require social media presence
2. Inform department on community policing efforts

Mid-Term:

1. Institute incentive program
2. Create area for community feedback on websites
3. Use a framework model for training

Long-Term

1. Produce an internal database system to log information from events
2. Partner with local university
3. Integrate community policing efforts into evaluation program
4. Create a diverse COP team of all age groups and demographics

Short-Term Recommendation Explanation

The short-term recommendations that our group created are steps that the COP team can immediately use. The first recommends that it be required for COP officers to have a social media presence. Since most of the respondents from the Farmers Market found out about the event through Facebook, family, or friends, someone needs to take on the responsibility of managing the social media accounts to ensure events are publicized in a timely manner. Each COP officer will be required to post to the BAC Facebook page a photo or a message that uniquely and positively represents the efforts put forth on his day of work. We discovered that many of the duties that the COP officers complete go unnoticed. For example, officers go several times a week to pressure wash and sanitize the areas in which the homeless population spends time. Due to a lack of shelter and facilities, all is left behind from those who sleep and pass time in this area. By publicly documenting these tasks, the philosophy of community policing could become more well-known around the community as well as spread to other officers on duty, possibly motivating them to volunteer and help.

The second recommendation is to inform the entire department of community policing efforts. This could be as simple as sending out emails and posting flyers with announcements around the department. While completing our data analysis we discovered that when respondents are given more notice of COP team events, they tend to feel that the COP team is effective in the community. It would also be beneficial to inform officers of the no cause transfer policy. This policy allows an officer to seek employment on the community oriented policing team, and if it is not for them, they are able to transfer back into their previous position. Many may be interested in joining the COP team, but could have a fear of overcommitting. Awareness of the no cause transfer policy could entice officers to try community policing without overcommitting.

Mid-Term Recommendation Explanation

Instituting an incentive program for officers to attend events, meetings, and youth activities could lead to increased participation. The incentive would attract the interest of officers and is a creative way to gain internal motivation. For example, a program could be established in which officers earn points for each event they attend, and extra points for volunteering their time. The points could be used towards prizes such tickets to a local show, dinner at a restaurant, or admission to an activity. The incentive would gain the officer recognition in the workplace, as well as give them the opportunity to win a prize.

Another recommendation is for the BAC to develop an area on their website and social media pages for community feedback. There are currently places on the website to commend an officer and file a complaint, so adding a simple survey tool such as a [SurveyMonkey.com](https://www.surveymonkey.com) link should be fairly uncomplicated.

The last mid-term recommendation is to use a framework such as the Stage Model of Change or the SARA model, for training current and incoming COP officers. The SARA model is currently being used with the D Street Strong program, and should be utilized it in all areas possible. There currently are not any training programs focused on community policing efforts outside of what is learned during the academy. Requiring the entire department to learn more about these models will encourage those who answered they were interested in learning more about community policing to participate. As a whole department, the educational process of community oriented policing should be on a continuous basis.

Long-Term Recommendation Explanation

Making changes and improvements to an organization a lengthy and complicated process. Our first long-term recommendation is for the COP team to develop and produce an internal database system for logging event information. This can be as simple as logging the number of attendees at each event and develop into a bigger system that can include information such as the zip codes of attendees and the number of people in each household. The database system could be used similarly to one used by a non-profit organization to sort donors and volunteers. Without having this information, it will be difficult to document who attended or helped out at an event. With this information set in a database, reaching out to potential volunteers or those who had previously attended an event would allow for repeated attendees, therefore more engagement.

Building a strong partnership with UNLV could strengthen the relationship between the community and the COP team in many ways. Several police departments across the United States partner with university criminal justice programs and use students to help with tasks when needed. This partnership could be much more. The Bolden Little League and basketball league could partner with UNLV Athletics to create a mentorship program where children who participate in the league are able to practice and learn from UNLV players. This would provide assistance to the officers who work with the children as well as create role models for the children to look up to. The players could influence the children to grow up to be athletes, students, and also to volunteer within the communities that need it most.

Even more incentive to participate in COP events can be created by incorporating and integrating community policing efforts into the current work performance evaluation program used by LVMPD. If officers know that this is a portion of their weighted evaluation, they will begin to attend events, meetings and youth activities.

As a final recommendation, the goal of the COP team should always include creating and maintaining a diverse COP team, with officers from all age groups, genders and ethnicities. Officers may not fully understand community policing until they are given the chance to change the lives of the community in the ways that these officers do on a daily basis. As shown in our data analysis, there is no statistical significance between the age of an officer and their interest in becoming a COP officer. Out of those officers surveyed, it did not matter if they were beginning their career or on the verge of retirement; there was no correlation between the two variables.

Conclusion

Key findings of this study include the importance social media has on event attendance and how important it is that officers are aware of these events. Awareness of these events is crucial not only for the community, but for the involvement of other BAC officers to volunteer and contribute. Event attendees at First Tuesday felt that the event was beneficial, that LVMPD and BAC use adequate resources towards the event, and that these types of events improve the overall quality of life in the community.

Officers at the BAC feel as if community policing is important for crime prevention, especially when they are aware of upcoming events and efforts. It is also important to note that there is no statistical significance between age and officers wanting to learn more about the COP team. Also, it is important to note that the Farmers Market event is heavily attended by those within the BAC neighborhoods, as well as LVMPD. There are attendees from North Las Vegas, which too could become a possible partnership and area for growth.

By taking into consideration the data within the major findings, the BAC COP team would be able to: enhance community engagement, build trust, create internal motivation, gain insight from event attendees, decrease crime rates, and improve the quality of life of the surrounding community. We were able to make several recommendations, despite the many limitations to our study. Due to university deadlines and the splitting off of an original fourth team member, we were not able to attend as many events put on by the COP team as we had hoped. Time remained a consistent challenge through our study, as well. For the Farmers Market survey, many attendees were only Spanish literate; therefore, we were unable to gain a full sample size from all who attended. Our sample size for the BAC officer survey was able to show meaningful data, though it does not represent the full department at the BAC. For future evaluations, it is important to

understand that COP theories, philosophies, and strategies are constantly changing. By participating in more events, ride alongs, and being able to immerse oneself within the daily work of the COP team, the work of the officers may be able to be evaluated firsthand.

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Appendix

Appendix A: Henderson Police Department Qualtrix Response

Appendix B: Reno Police Department Email Response

Appendix C: Glendale Police Department Qualtrix Response

Appendix D: Springfield Police Department Email Response

Appendix E: Salt Lake City Police Department Email Response

Appendix F: Demographic Information Matrix

Appendix G: Wordcloud

Appendix H: Email from Sargent David Watts: Breakdown of COP Events

Appendix I: Bolden Officers Survey

Appendix J: Attendees Survey

Appendix K: Attendees of First Tuesday Event Survey

Appendix A

Q7. What is your current title, length of service, and agency you are serving?

Sergeant of Community Relations Bureau (CRB), 15 years, City of Henderson Police Department.

Q1.

What is the organizational structure of your Community Oriented Policing (COP) team?

The CRB falls under the operations branch within the organizational structure. The City of Henderson PD has a Deputy Chief who oversees the operations portion of the department. There is a Captain, Lieutenant, Sergeant and eight officers.

Q2.

How does the COP team in your department use the media, including social media, to promote their initiatives?

The Henderson Police Department has a dedicated public information office consisting of two officers and one non-sworn media relations employee. CRB often uses the assistance of the public information office to inform the community of social events, programs and safety alerts which are or will occur in the future. The means of which the public information office promotes the event is the Next Door app, Facebook, Twitter, Instagram, Radio PSA, and TV news interviews. We often host events in low income areas which may not have access to social media. In these situations we make digital and paper flyers. These flyers are provided to the area schools and apartment complexes to distribute to the families in the area.

Q3.

Does your COP team collaborate with any other stakeholders in the community?
(e.g. local universities, non-profit organizations, City Council Members or other government officials)

The City of Henderson CRB works with UNLV CRJ classes on community projects which they are assigned.

CRB has a program called every 15 minutes which is a two day event which takes place at each high school located within the City of Henderson. Several companies such as Smith's grocery, Allstate insurance, Sunrise Hospital, Mercy Air and hotels in Henderson donate goods, services and manning to each event.

CRB has a working group which meets quarterly with the Mayor, city council members, Chief of police and various other city departments. This group focuses on various issues. As of late the group has been working on raising the quality of life within our low income apartment complexes. This working group has had great success due to bringing all city personnel together to work on a common goal. Prior to the group a lack of communication led to each city department not knowing what others were doing and not understanding the true needs of each others issues.

Q4.

Understanding that being part of the COP team could mean working more than 40 hours a week and sometimes unpaid, what are factors that motivate your officers to be on the COP team?

Each officer who works in CRB has worked in patrol for a minimum of 3 years. Many have worked specialized assignments such as detectives and the problem solving units. In patrol and specialized assignments many times officers are primarily tasked with arresting people and working in a reactionary response.

In CRB, Officers are able to be proactive and create solutions to solve problems which many times assist the patrol officers. The officers also get to work with the children in schools and the area in which they are assigned. CRB Officers also get to plan and participate in many community events which bring the citizens of the community and police together in a positive atmosphere.

In Henderson we break up the CRB Officers into three sides of town. Each officer is assigned a group of schools, apartment complexes and neighborhood watches. This has given ownership to the officers. The officers are able to build strong working relationships with the community members in the area.

The majority of CRB officers continue to be motivated due to the above factors and the passion to make a positive aspect within the community they serve and live.

Q5.

Is there any other information you would like to share with us that may contribute to the continued success of the LVMPD COP team?

N/A

Q6.

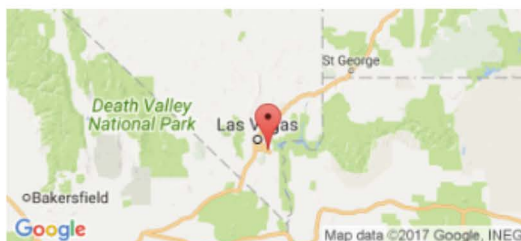
Are there common characteristics of police officers that are interested in being involved with community policing? (Age, race, gender, etc.)

The officers who work and tend to apply with CRB tend to have 10 years of prior police experience. The age of Officers in CRB range from 29-51. Many of the officers have children. Our unit consists of six males and two females. This gender ratio is consistent with the ratio of male to female officers within the Henderson Police Department.

Location Data

Location: [\(36.012298583984, -114.95639801025\)](#)

Source: GeolP Estimation



Appendix B

[Timothy Broadway <broadwayt@reno.gov>](mailto:broadwayt@reno.gov)

Hi James,

I am the Public Information Officer for the Reno Police Department and was given the questions you had sent to our department. Please let me know if you need any further clarification.

1. What is the organizational structure of your Community Oriented Policing (COP) team?

The Reno Police Department practices COP as a whole in our organization from our executive staff down to our officers and support staff. Like many agencies we use other facets of COP with Community Oriented Policing and Problem Solving (COPPS) and the SARA (scanning, analysis, response, and assessment) model.

2. How does the COP team in your department use the media, including social media, to promote their initiatives?

Because we do not have a COPS team, we use our PIO and 2 other members of the department (1 Commander and our IT Officer) to promote our initiatives and messages on Facebook, Twitter and Instagram. Our PIO works closely with all Lieutenants in our different divisions (Detectives, Patrol, Gangs, Traffic, etc) to get positive messages out to the community through the media outlets in our area.

3. Does your COP team collaborate with any other stakeholders in the community?

(e.g. local universities, non-profit organizations, City Council Members or other government officials)

Yes. We work closely with the City Council and the City Manager but Code Enforcement, Special Use Permit section and public works regularly when doing COP projects. On the civilian side we work with the University of Nevada Reno on a regular basis as well as Catholic Charity's, Northern Nevada HOPES, Cross Roads and many local religious leaders. Additionally, we also partner quite a bit with Sparks PD and the Washoe County Sheriff's Office since our jurisdictions are so close together.

4. Understanding that being part of the COP team could mean working more than 40 hours a week and sometimes unpaid, what are some factors that motivate your officers to be on the COP team?

Because we don't have a "COP team" when we have COP projects or events, we first try to use on duty officers with our Community Action Office Officers or Patrol Officers. If we do not have officers available our command staff is very supportive in overtime and flexing work schedules.

5. Is there any other information you would like to share with us that may contribute to the continued success of the LVMPD COP team?

Transparency with everything the department and officers do that make a positive impact with the community and media is essential with any law enforcement agency. Targeting positive messaging with Millennials and now Gen X's is also very important.

6. Are there common characteristics of police officers that are interested in being involved with community policing? (Age, race, gender, etc.)

Because we practice the COPS philosophy throughout our department every officer and employee contributes positively to our on-going community efforts.

APPENDIX C

Q1.

What is the organizational structure of your Community Oriented Policing (COP) team?

It is the philosophy of the Glendale Police Department to incorporate community policing as a guiding principle for all members of the department. There are two separate units dedicated to community policing as a normal course of their duties and assignment. The first is the Community Action Team (CAT) and the second is the Neighborhood Response Unit (NRS). Each team reports to the same Lieutenant, however, the NRS unit is led by a Sergeant who supervises the day to day activities. The CAT unit is made up of one sworn police officer and two civilian employees. The NRS unit is comprised of a sworn supervisor and six sworn police officers.

Q2.

How does the COP team in your department use the media, including social media, to promote their initiatives?

The COP teams use Facebook, Twitter, Ntzel, and Nextdoor.com to provide information to the community and surrounding law enforcement agencies.

Q3.

Does your COP team collaborate with any other stakeholders in the community?
(e.g. local universities, non-profit organizations, City Council Members or other government officials)

Yes, they work closely with members of the city council, local business leaders, Department of Economic Services, Maricopa County Adult Parole and Probation and on occasion Arizona State University.

Q4.

Understanding that being part of the COP team could mean working more than 40 hours a week and sometimes unpaid, what are some factors that motivate your officers to be on the COP team?

Our COP teams are not required to work in an unpaid capacity but adjust their work schedules to meet the needs of the department as it pertains to community outreach initiatives. Officers who are assigned to these units enjoy a great deal of flexibility with their schedules and are able to schedule personal time off through their direct supervisor as opposed to being subject to seniority based bidding for time off. Additionally, these officers and civilian employees garner a great deal of job satisfaction working projects that effect quality of life issues within the communities in which they have established personal relationships.

Q5.

Is there any other information you would like to share with us that may contribute to the continued success of the LVMPD COP team?

Q7. What is your current title, length of service, and agency you are serving?

C2

The Glendale Police Department has been successful in adopting the concept of community policing as a central tenet to the mission of the department rather than a strategy. All officers are trained to use community policing strategies as a means to solve problems within their assigned work areas.

Q6.

Are there common characteristics of police officers that are interested in being involved with community policing? (Age, race, gender, etc.)

Most officers who work on community policing units have a strong desire to assist the community regardless of the demographic or socioeconomic factors. They typically have a customer service perspective and are skilled at effective communication and mediation. Age, race and gender do not seem to be a common trait within our department, most want to be part of making a difference in the community..

Q7.

What is your current title, length of service, and agency you are serving?

Patrol Sergeant 18 years of service with the Glendale Police Department, Glendale Arizona.

Location Data

Location: [\(33.538101196289, -112.18509674072\)](#)

Source: GeolP Estimation



APPENDIX D

Greetings,

The answers I provide to your questions are simply my opinion and not necessarily a reflection of the Springfield Police Department.

In response to your questions,

Σ The Springfield Police Department's COP team is referred to as the Community Services Section (CSS) and it is made up of nine (9) officers, a corporal, and a sergeant. Officer assignments include crime prevention, police area representative, and an event coordinator.

Σ All media requests and releases are typically handled by our department's Public Information Officer (PIO) who is a civilian employee. The PIO is also responsible for presenting information through social media.

Σ Members of the CSS are active in neighborhood association meetings that occur monthly. CSS Members assist with the planning (and are present at) community events, parades, runs, etc. The SPD has officers assigned (full time) to two (2) universities in Springfield. Requests for police services by members of the City Council regarding long term issues, are made through the Police Chief and filter down to the officer for follow-up. The CSS is heavily involved in community activities throughout the year.

Σ Officers assigned to the CSS are not expected to work without pay. Job satisfaction comes from finding solutions to long term issues and the relationships formed between members of the community and other city employees. In comparison to those officers assigned to patrol, officers assigned to the CSS have more time to dedicate to resolving complex problems.

Σ Police Officers assigned to the CSS are similar to those answering calls for service assigned to Patrol. They all like to solve problems and better the community. I believe one reason officers decide to spend time in the CSS is to take on new challenges. The types of calls for service and the expectations of each assignment is different and some officers like change. It's more of a personal characteristic than a physical characteristic.

Good luck with your project.

Lt. Jason Laub

Community Services Section - SPD

Appendix E



Judd, Christina <Christina.Judd@slcgov.com>

Jun 28 (1 day ago)

to
me

Thank you for your interest. I wanted to write back and let you know that SLCPD does not really have a formal COP program, per se. We definitely subscribe to the tactics and theory of the initiative, though, using several public-facing units like, Public Relations, Homeless Outreach, Community Intelligence, Bikes, and Patrol. Each unit has a role in working in a community-oriented way and promoting interaction, public education, and outreach within their own directives.

I hope this helps answer some of your survey questions,

~Christi