



The Gold Standard of Program Evaluation

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The Good Old Days

- 1985: Orlando Police Department created the first American CPA.
- Number of CPAs in the U.S. grew exponentially.
- 1990s: CPA grant funding.





CPA Doubts and Critiques

- Effectiveness.
- For political influence.
- Cherry-picking participants.
- Doesn't build trust in marginalized communities.

CPA Doubts and Critiques

- Myth-making, valorizing, and use of “cop-a-ganda.”
- Not worth the cost.
- No reduction in crime or the fear of crime.
- Variability: Success and effectiveness cannot be generalized.

Why do you need to evaluate your CPA?

Many researchers believe CPAs are not as effective as the claims.

Police tout CPAs without supporting research.

Evidence equals support and the rationale for funding.

Do you conduct program evaluations?

- Paper versus online programs.
- Have the surveys changed over time?
- Who created the survey instruments?
- Survey training?

Five Common Mistakes with Surveys

- **Leading questions:** “How short was Napoleon?”
- **Loaded questions:** “Where do you enjoy drinking beer?”
- **Double-barreled questions:** “How satisfied are you with the pay and work benefits at your current job?”
- **Absolutes:** “Do you always eat breakfast?”
- **Respondent language:** “Do you own a tablet PC?”

What does your
program
evaluation look
like?



Evaluating knowledge



Pre-CPA surveys



Post-CPA surveys



Longitudinal



Qualitative

What are you trying to measure?

- CPAs do NOT provide law enforcement training.
- They provide training exposure and education about what police agencies do.
- Know the difference.



Level 4: Results

Level 3: Behavior

Level 2: Learning

Level 1: Reaction


Common Measurement Themes

- Instructional delivery
- Activities*
- Procedural justice:
Engagement and interaction
- Relationship development



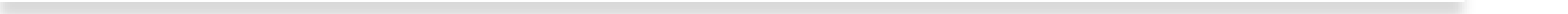
Common Measurement Themes



- Why community members are participating.
 - Impact on participant attitudes and behavior.
 - Rates of volunteerism or civic engagement.
 - Improve trust and legitimacy.
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Common Measurement Themes



- Dispel myths and counter anti-police bias.
 - Inform understanding of law enforcement adjacent professions.
 - Social workers, mental health professionals, teachers, doctors, nurses, substance abuse counselors, pastors/clergy...
- 

Common Measurement Themes

- Recruiting tool
- Community leader development
- Who is participating
- Demographics: age, race, education level, profession, gender



Themes... Demographics

- Why is collecting this data important?
- Questions, needs, and reasons for participation may be different.
- Staying relevant: Changing topics in the 1980s, 1990s, 2000s, 2010s, 2020s.

Themes... Demographics

- How will the classes, topics, and how topics are presented change?
- Look forward, not back: Who will participate in five and ten years?
- Will venues and delivery methods change?

Know Why the Data Is Necessary

- Measure the reasons your agency has a CPA.
- What are the goals of your CPA?
- Program impact and effectiveness: Are you achieving your goals?
- Future funding: recessions, shifting priorities, grants, and staffing crises.

What Story Does the Data Tell?

- Each cohort
- Annually
- Aggregated classes



What Story Does the Data Tell?

- Example: Decline in enrollment and attitudes, then an increase in participation and attitudes. Why?
- Fewer persons joining alumni associations? Why?
- Changes in trends: “gots, wants, needs.”

Breen and Johnson Instrument (2007)

25-item confidential self-administered pre- and post-test questionnaire measured participant attitudes in three areas: police–community relations, police operations, and quality of life-related issues.

Level of agreement with statements based on a 5-point Likert scale ranging from 1 (strongly agree) to 5 (strongly disagree).



Breen and Johnson (2007)

Sample of Instrument Questions

- *I am knowledgeable about the operations of the Sheriff's Department.*
 - *The County Correctional Facility is a proper jail environment.*
 - *Police use of force is appropriate.*
 - *Deputies have enough time to do proactive/preventive police work.*
 - *There is enough manpower to do a proper job.*
 - *Racial profiling is a problem at the department.*
 - *Police pursuits should be more restricted.*
 - *The county is safe relative to traffic issues.*
 - *The county is safe relative to criminal activities.*
 - *Drugs in the larger community are a big problem.*
 - *Drugs in my neighborhood are a problem.*
-

Palmiotto and Unninthan (2002)

Post-Test Survey

- 1. I have a good attitude towards the police.*
- 2. The police officer's job is difficult.*
- 3. The police officer's job is dangerous.*
- 4. Police officers are well-paid.*
- 5. Police legally have the right to use physical force in certain situations.*
- 6. The police are verbally and physically abused by citizens.*
- 7. The police in my community are fair-minded*
- 8. The police in my community treat minorities fairly.*
- 9. The police in my community are well-trained.*
- 10. The Police Department in my community has many minority officers.*
- 11. The Police Department in my community has many female officers.*
- 12. The police in my community rarely mistreat citizens.*

For each question listed on the following pages, circle the number that most closely reflects your opinion.
There are five possible choices for each item:

| | | | | |
|-------------------|-------|--------------------------|----------|----------------------|
| Strongly Agree | Agree | Neutral or No Opinion | Disagree | Strongly Disagree |
| 1 | 2 | 3 | 4 | 5 |

Palmiotto and Unninthan (2002)

Post-Test Survey

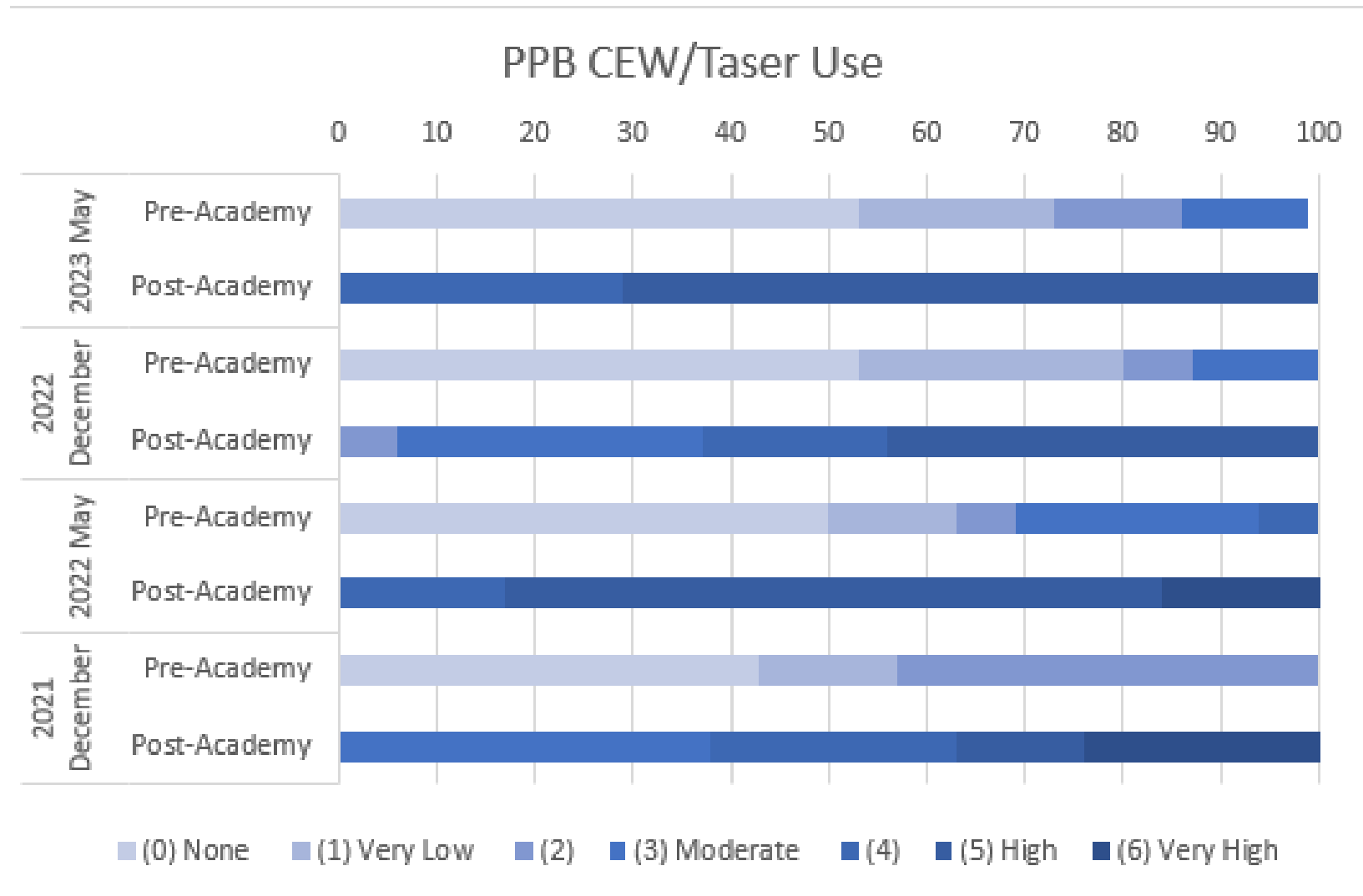
13. *The police in my community are well-educated.*
14. *Most citizens' complaints against the police are unjust.*
15. *Female officers perform as well as male officers.*
16. *Most police officers are people of integrity and honesty.*
17. *I understand why the police do not divulge a great deal of information about crime.*
18. *My community has a very good Police Department.*
19. *The police officers of this community do not treat minorities with less respect.*
20. *Police officers receive enough training in understanding and dealing with racial minorities.*
21. *I have a working knowledge of police operations in my community.*
22. *Attending CPA will be/was a valuable learning experience.*
23. *The Police Department in my community can investigate charges of misconduct against its own officers and employees effectively and properly.*
24. *The police in my community will treat a person in custody for a serious crime in a fair but firm manner.*
25. *I respect the police in my community.*

Portland Police Bureau Community Academy Surveys

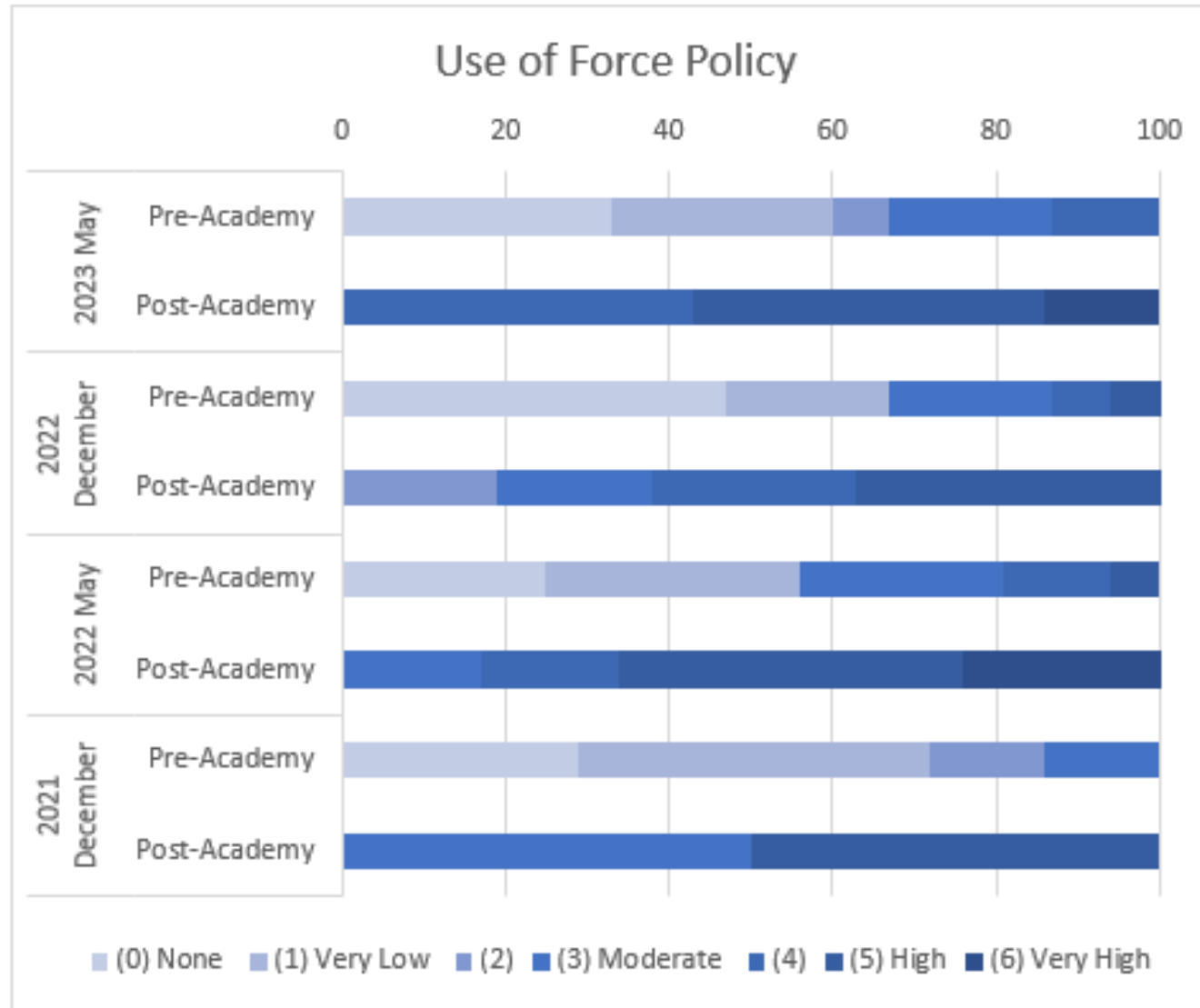
- Team of training analysts and curriculum and instruction design specialists
- Trained in the Kirkpatrick Model
- Mixed methods: Program evaluation and attitudes
- Pre-post test design
- Lickert Scale: 1=none, 5=very high



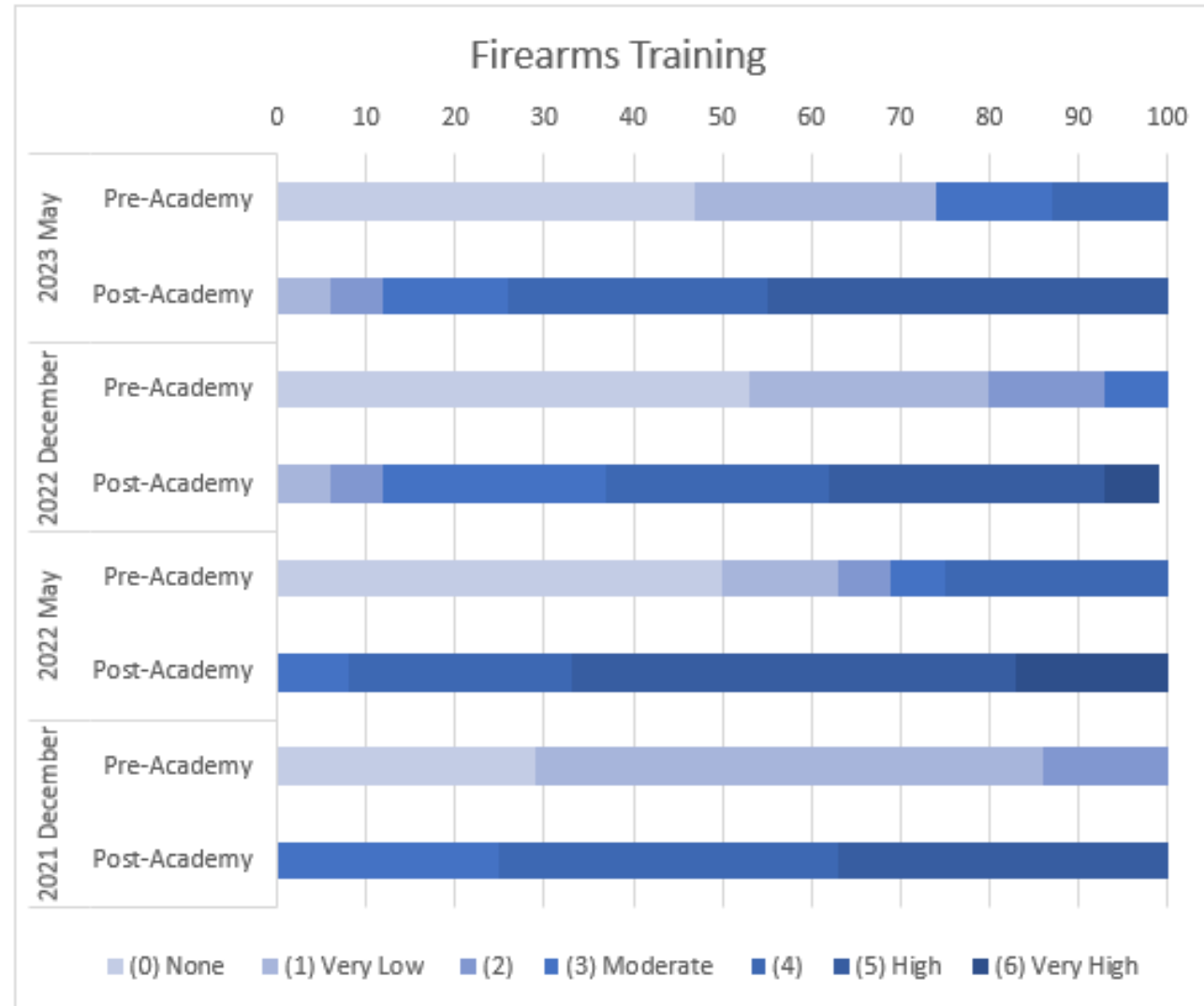
Please estimate your level of knowledge in the following areas: PPB CEW/Taser Use



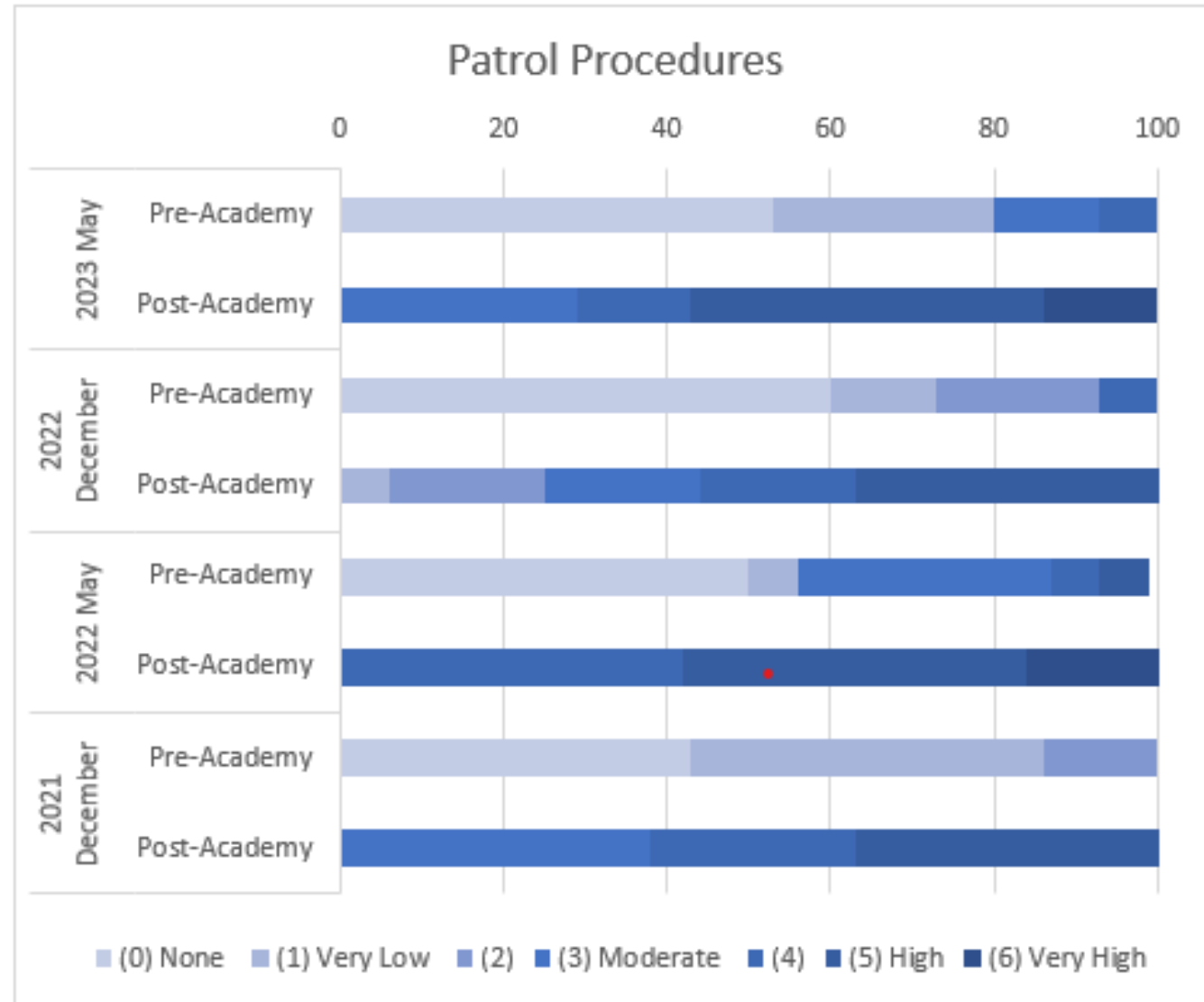
Please estimate your level of knowledge in the following areas: Use of Force Policy



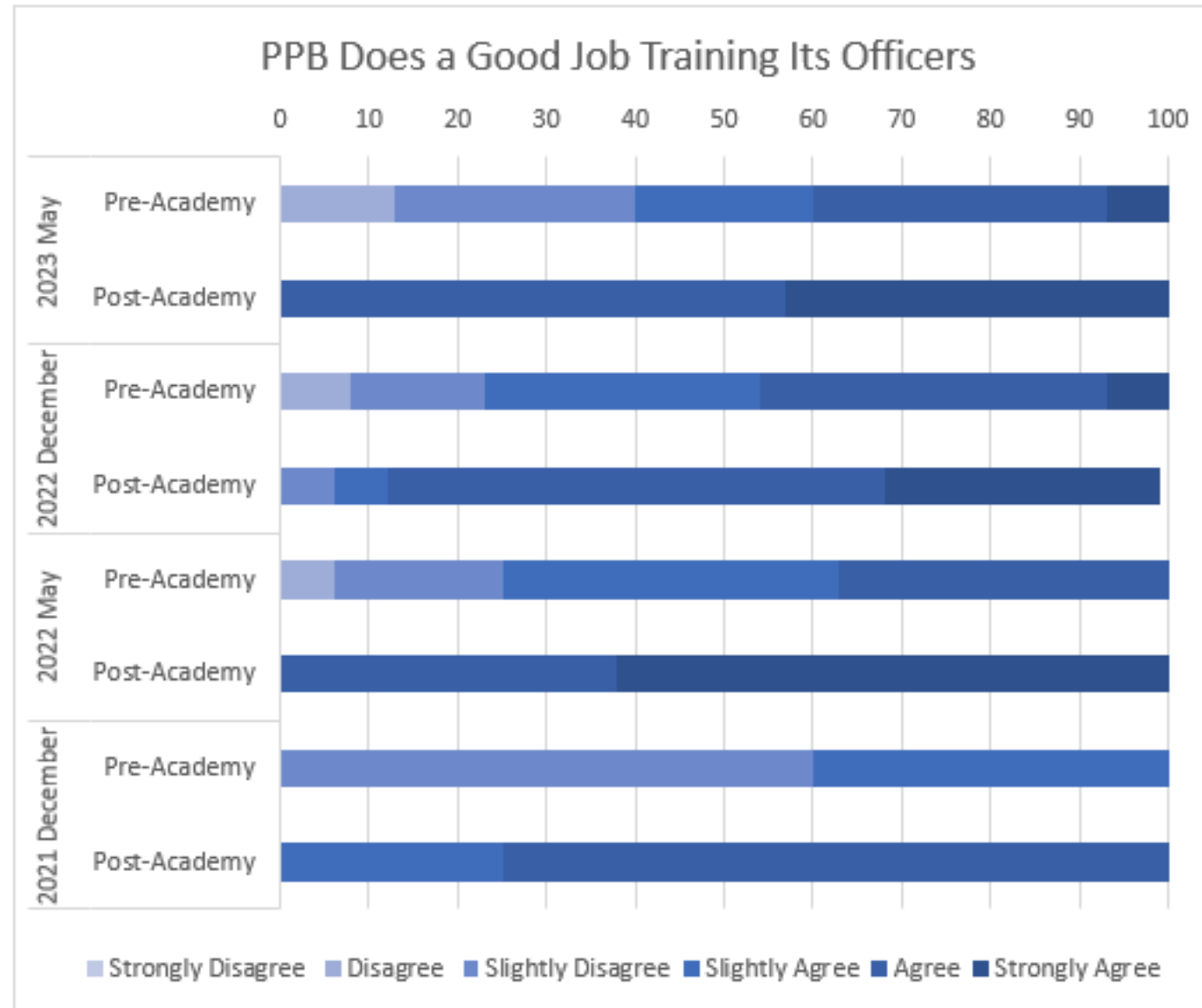
Please estimate your level of knowledge in the following areas: Firearms Training



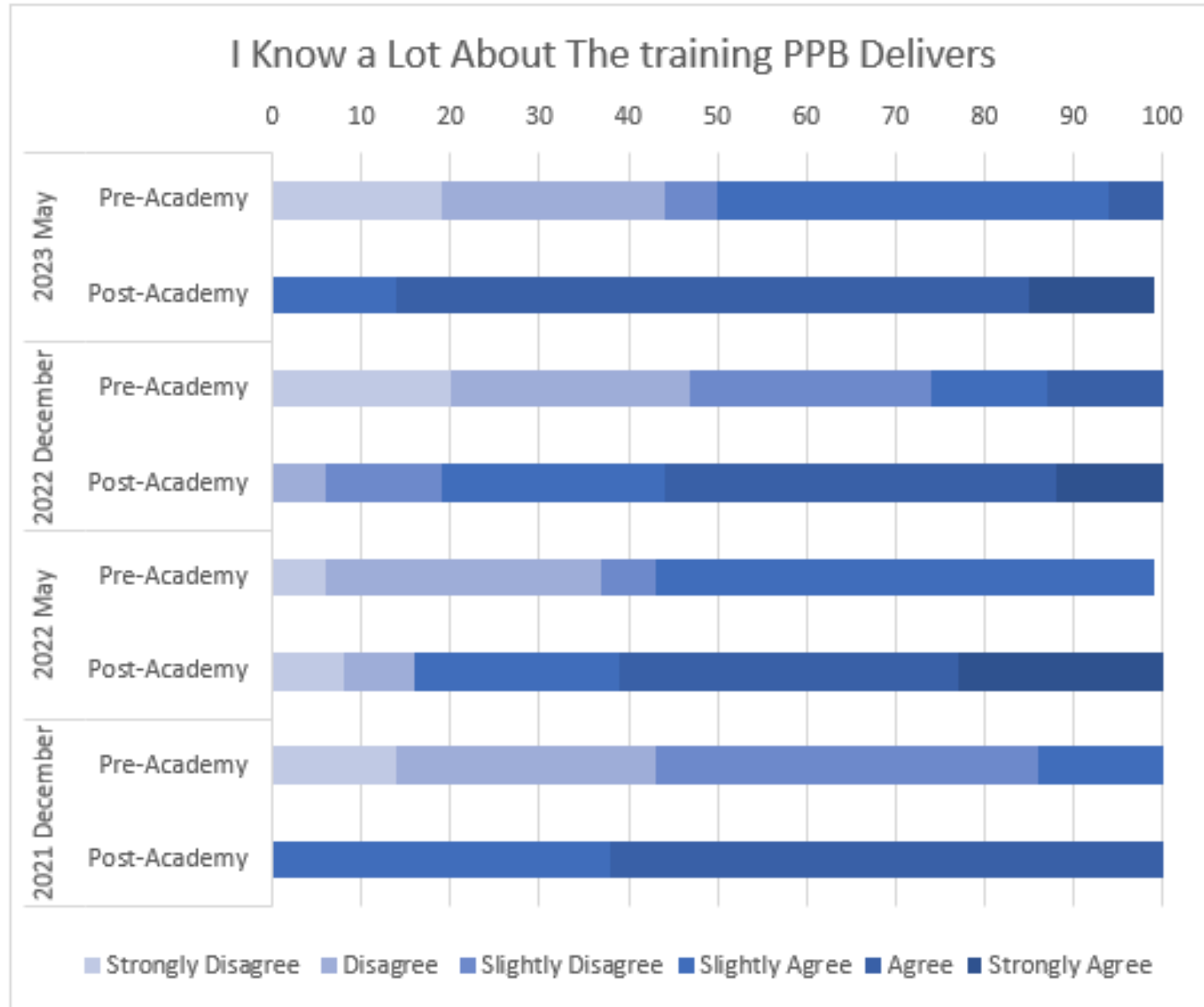
Please estimate your level of knowledge in the following areas: Patrol Procedures



PPB does a good job training its officers.



I know a lot about the training PPB delivers.



Recommendations

- Partner with a university to develop a survey instrument.
- Find other agencies to adopt the same instrument to compare results.
- Use a longitudinal design.
- Administer an online instrument for easy analysis, aggregation, comparison, and relationships.
- Retain the same questions for at least five years.

Recommendations

- Counter survey fatigue by explaining the importance to participants, or they won't complete them.
- *Your voice matters. Please help us understand...*
 - *Are CPAs effective?*
 - *Do they make a difference?*
 - *Are they worth continuing?*
 - *How should they evolve?*
- *“Every survey not completed is a de facto argument against the prevailing results....”*

Recommendations

- Don't become a quantifrenic and test-o-maniac!
- Ensure the data is actionable – Don't just collect it to collect it!!





Questions and Discussion



Question for the Conference Participants

Is there interest in a standardized survey instrument if it meets the needs of your CPA?

Shared data after five years of use.

Understand relationships within and across CPAs.

Compare CPA similarities and differences.



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