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

INNOVATIONS



Baltimore Police Department Patrol Response Survey

John Skinner | Nicole Bennett | Christine Eith

BALTIMORE POLICE DEPARTMENT PATROL RESPONSE SURVEY

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The Internet references cited in this publication were valid as of the date of this publication. Given that URLs and web sites are in constant flux, neither the author nor the COPS Office can vouch for their current validity.

ACKNOWLEDGMENTS

“Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder, and fear of crime.”

—Office of Community Oriented Policing Services, 2009

Community policing recognizes that police can rarely solve public safety problems alone and encourages interactive partnerships with relevant stakeholders. The Baltimore Police Department, under the leadership of Police Commissioner Frederick H. Bealefeld, embraces the philosophy of community oriented policing through the development and implementation of their *Patrol Response Survey*. By utilizing community members in the administration of the survey, the Baltimore Police Department is accomplishing two interrelated goals of developing solutions through collaborative problem solving and improving public trust.

Community policing encourages agencies to work proactively to develop solutions to the immediate underlying conditions contributing to public safety problems. Through their partnership with Dr. Christine Eith, an independent sociologist from Towson University, the Baltimore Police Department has developed a community-based survey to evaluate a victim’s level of satisfaction with responding patrol officers. Through this innovative application, police are seeking to proactively address the immediate conditions that give rise to public safety issues in Baltimore City.

Community policing recognizes that social disorder and fear of crime are also important issues for police. The Baltimore Police Department acknowledges that a victim’s experience with police can have a significant impact on their feelings of safety within their community. By bringing community members into the development and administration of the *Patrol Response Survey* they are allowing the public to be involved in shaping the role of the police and the prioritization of public safety problems.

The U.S. Department of Justice Office of Community Oriented Policing Services (the COPS Office) acknowledges the efforts of the Baltimore Police Department through their *Patrol Response Survey*. The *Patrol Response Survey* is a simple yet powerful tool that can assist law enforcement practitioners throughout the nation in more effectively addressing crime and social disorder in their own communities.

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INTRODUCTION

Police departments around the country have been struggling to stay connected to the communities they serve. In the past decade, patrol officers and detectives have been receiving more and more resistance from communities when trying to respond to and investigate crime. The explanations for this vary, ranging from fear of retaliation within the community to distrust or dissatisfaction with police; nevertheless, the challenge persists. One mechanism that has been identified to help departments better understand the concerns of the community is a citizen survey. This helps police officers and leadership identify, understand, and address the concerns of citizens.

Understanding the public's perception of police can help police leaders assess the current performance of the department, its officers, and ability to control crime. It also provides a mechanism to identify areas for improvement and assess if new initiatives to improve services are effective. The overall goal of measuring the public perception of and satisfaction with the police is to emphasize the importance of community participation in crime control. Police departments understand that the community is a valuable resource, and the more willing citizens are to report crimes, the more likely it would be for the police to build partnerships in the community and promote the exchange of information that can help reduce crime.

Like many other police departments across the country, the Baltimore Police Department is dedicated to the principles of community policing. The department is committed to building relationships within the communities it serves, and encourages citizen participation to help maintain social control within the neighborhoods. This project has a two-fold purpose: 1. To establish an ongoing mechanism to assess citizen satisfaction with police services and 2. To build partnerships between the community and police department through cooperation and participation to achieve the shared goal of crime control.

REVIEW OF LITERATURE

In 2008, the Baltimore Police Department developed and implemented a community-based survey program designed to evaluate the effectiveness of a police officer's response to significant crimes.

Wilson and Kelling (1982) indicate the importance of understanding the community in which police are patrolling. It is a value to police to understand the neighborhood and social control mechanisms of the community that they patrol (Alpert, Dunham, and Piquero, 1998; Cao, Frank, and Cullen, 1996; Sherman, 1986; Wilson and Kelling, 1982). Building relationships with community members and organizations is a valuable resource in understanding the characteristics of the community and the informal social control mechanisms in place and maintaining effective citizen participation in crime-reduction programs. One way to better understand the community, while also receiving feedback on current performance, is to conduct a community survey (Weisel, 1999). A community survey can also be a valuable tool to assist managers as to the best practices of crime control across different communities. This crime control function is often the public's primary concern and a vital role for police (Wilson, 1983).

There has been renewed interest in ways to measure police performance, particularly from the perspective of the citizens, given the rise in community policing. It is important to note, nevertheless, that previous research in the field does not immediately support the public as distrustful of police. Literature in the past 30 years suggests that citizens usually report favorable opinions about the police (Tewksbury and West, 2001; Mastrofski, Parks, Reiss, and Worden, 1998; Kusow, Wilson, and Martin, 1997; Apple and O'Brien, 1983; Dean, 1980; Poister and McDavid, 1978). However, as noted by Huebner, Schafer, and Bynum (2004), it is difficult to compare the body of literature on police satisfaction. There is no clear agreed upon set of predictors of police satisfaction, which could be in part because of how satisfaction is measured.

This study addressed the issues of police satisfaction by identifying three main elements that comprise overall police satisfaction: measures of satisfaction with response time, interaction with police during call for service, and follow-up regarding the case. Response time, or perception of police response time, has long been identified as a predictor of satisfaction with police (Tewksbury and West, 2001; Priest and Carter, 1999; Percy, 1980; Kelling, Pate, Dieckman, and Brown, 1974; Furstenberg and Wellford, 1973). The more rapid the response to a call for service, the more likely the victim is to report satisfaction with the police. Positive interaction with the police during the call and investigation has also been identified as a key predictor of situational and overall satisfaction.

Citizens often report greater satisfaction with police when officers were professional, take the time to listen to the victim, and exhibit some level of concern about the incident (Frank, Smith, and Novak, 2005; Tyler, 2005; Tewksbury and West, 2001; Furstenberg and Wellford, 1973). Further, it has been identified that situations where citizens initiate contact with police, overall satisfaction with police service is often higher than when police initiate contact with citizens (Cheurprakobkit, 2000). Finally, research is mixed in determining the relationship between satisfactory follow-up after the initial contact with police and the impact on overall satisfaction with police service (Pate, Wycoff, Skogan, and Sherman, 1986; Poister and McDavid, 1978).

In addition to addressing police satisfaction, this study provides a unique approach to community outreach and building communication and partnerships by a police department within the communities it serves. Experiments such as those conducted in Newark, New Jersey, and Houston, Texas, suggest that there must be a commitment to a systematic assessment of performance and effectiveness of new policies. Baltimore Police Department's *Patrol Response Survey* should be considered a solid example of an effective community survey by law enforcement that shows a commitment to community policing.

PROJECT SUMMARY

The *Patrol Response Survey* was founded upon the premise that a victim's experience in a specific crime has a significant impact on their feelings of safety as well as the entire community. The manner in which individual police officers respond to this crime directly contributes to the entire community's perception of public safety. The *Patrol Response Survey* was designed to objectively evaluate a victim's level of satisfaction with the response, attention, and professionalism provided by patrol officers. By measuring this perception of effectiveness, the Baltimore Police Department has gained tremendous insight into the needs of victims as well as the level of service provided by patrol officers.

The purpose of the *Patrol Response Survey* was to develop a strategy that assisted the Baltimore Police Department in evaluating the quality of effectiveness of patrol officers in response to specific crimes. Traditional mechanisms to evaluate police officer effectiveness are generally narrow in both focus and objectivity and often fail to incorporate a community perspective measurement. The intent of the *Patrol Response Survey* was to break through these traditional evaluations and incorporate community members within the process to measure effectiveness through a structured survey.

The Baltimore Police Department's Office of the Chief of Patrol developed the *Patrol Response Survey* and structured it as an ongoing, institutionalized program. Since inception, community representatives have administered the survey to 600 crime victims from communities and neighborhoods throughout Baltimore City. The results of these surveys have been databased and analyzed in a partnership with an independent sociologist from Towson University. This analysis has provided a foundation of information to assist in the creation of future programs, policy, and training.

The implementation, findings, and future applications of the *Patrol Response Survey* will be described within the following sections: Assessing the Need in Evaluating Police Effectiveness; Administering the Survey—Community Partnerships; Analysis of Significant Findings; and Future Applications.

ASSESSING THE NEED IN EVALUATING POLICE EFFECTIVENESS

In April 2008, the Baltimore Police Department in partnership with Dr. Christine Eith, an independent sociologist from Towson University, initiated a process to develop a structured community-based survey that would assist the department in measuring the level of effectiveness of patrol officers during response to specific crimes. Initial research revealed that nationally there was limited published analysis or research specifically evaluating police effectiveness and performance from the victim's perspective. Modern police agencies often quantify effectiveness through the measurement and comparison of crime statistics. Reductions in crime are often used to validate a police department's level of success.

However, crime statistics provide very limited insight into the community's perception of police professionalism or a victim's level of satisfaction with the police service. In the publication, *Reducing Fear of Crime in Houston and Newark* (Pate, Wycoff, Skogan, and Sherman, 1986), the Police Foundation found that a community's satisfaction of police services significantly corresponded with a perception of crime and safety. Additional research revealed that there are very limited documented and published measurement processes for evaluating the overall service that police provide.

The Baltimore Police Department and Dr. Eith created and developed a community-driven survey process that evaluated the overall service police provide to crime victims. Through this partnership, a 20-question structured survey was developed. The intent of this survey was to provide a measurement tool that offered insight into a victim's perception of police service. The survey was structured to effectively measure the following specific components of police service. (See *Appendix A, Patrol Response Survey*.)

Response Time	Evaluation of the victim's perception concerning the time it took for the officers to arrive on the scene.
Police Professionalism	Evaluation of the victim's perception concerning the level of professionalism the responding police officers displayed.
Police Actions	Evaluation of the victim's perception concerning specific actions taken by police officers.
Police Follow-Up	Evaluation of the victim's perception of police/victim interaction after the initial reporting of the incident.
Neighborhood	Evaluation of the victim's general perception of crime and public safety within their neighborhood.

While citizen surveys have been conducted using a variety of samples, this study focused on a purposeful sample of victims of crime—in particular individuals who were victims of robbery or residential burglary. The value in focusing a sample on a specific group of crime victims is that the sample shares a key set of characteristics. A crime victim who initiates police contact would have a set of expectations regarding the level of satisfactory service provided by the police. Unlike a random sample of citizens who have had interaction with police, using a population of crime victims can provide more accurate evaluation of police service. Crime victims are more likely to measure satisfaction based on similar factors through direct contact with police and may also have special needs given their experience (Brandl and Horvath, 1991).

The Baltimore Police Department elected to implement this survey by specifically focusing on victims of robbery and burglary incidents. Robberies and burglaries were selected as the targeted crimes because of their encompassing nature of transcending all types of socio-economical neighborhoods and these crimes are often the catalyst for a community's perception of crime.

The structure of the survey included the measurement of specific action events needed to be completed by police officers during initial contact with the victim. The evaluation of the specific action events allowed the department to determine that the officers were providing basic required services. **Figure 1** represents a sample of questions pertaining to specific actions.

Did the responding officer:

		Yes	No	Don't know	Not applicable
a.	Arrange for an investigation of the scene of the crime (e.g. fingerprints or examination of items recovered from the scene)?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b.	Provide you with a complaint number?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c.	Provide you with contact details for officer/detective investigating the case?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
d.	Provide you with a victim's assistance booklet?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
e.	Offer advice on crime prevention?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Figure 1

The survey also included a series of measurements that evaluated the victim’s general level of satisfaction concerning the quality of service provided for specific issues. **Figure 2** represents a sample question that evaluated satisfaction.

Are you satisfied or dissatisfied with how well you were kept informed of progress of your case? Based on a scale of 1 to 5 (with 1 being very satisfied and 5 being very dissatisfied)?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

Figure 2

The final type of questions within the survey measured the impact that the crime had on the victim and if the victim’s overall perception of the police changed as a result of the incident. Through this combination of measurements, the Baltimore Police Department was able to accurately evaluate the actions provided by the responding officer and the impact that these actions as well as the total experience had on the perception of the victim.

ADMINISTERING THE SURVEY—COMMUNITY PARTNERSHIPS



Source: The Baltimore Sun

Sergeant Nicole Bennett assists community volunteer Jane Reillo in the survey database.

In April 2008, the Baltimore Police Department administered the survey telephonically by using volunteers from an assortment of community groups and organizations. On a monthly basis, community volunteers were invited to police headquarters to participate in the administration of the survey. Prior to this administration, staff from the Baltimore Police Department compiled all the incident reports for robbery and burglary crimes occurring within specific periods of time. The community representatives were provided a brief training period and then attempted to telephonically make contact with all the victims. During the 15 administration sessions, community volunteers made calls in 3,200 crimes and administered the survey to 600 victims (18 percent participation rate). The results were databased for future analysis.

The use of community groups and neighborhood-based organizations was an important element of the administration of the survey. By using these volunteers, the Baltimore Police Department attempted to create objectivity while also building upon community partnerships. The groups and organizations administering the survey gained powerful insight into both the department's commitment to professionalism as well as the challenges faced by all crime victims. During the 15 administration sessions a wide diversity of community organizations participated. These organizations included: police community council presidents, representatives from neighborhood associations, members from the Baltimore City Council, students from the University of Maryland and Towson University, a senior citizen organization, an ROTC class from Polytechnic Institute High School, and members from the Neighborhood Mediation Center. More than 250 community members assisted in the administration of the survey.

ANALYSIS OF SIGNIFICANT FINDINGS

The Baltimore Police Department worked in partnership with Dr. Eith to compile the results of the survey responses. The intent of the analysis was to assist the Baltimore Police Department in understanding police officer effectiveness and to create a foundation of information for future training and policy development. The following is a brief summary of analysis and recommendations based on the significant findings: *The analysis of significant findings is calculated on the percentage of responses. Percentages are based on the total number of answered responses per question and are rounded to the nearest whole number. There was an average of 560 responses per question. The complete survey results delineating the percentage of responses and the numerical responses can be found in Appendixes B and C.*

RESPONSE TIME FINDINGS

The survey found that 61 percent of the victims made notification of the crime through the 911 emergency system. An additional 32 percent of victims called a nonemergency number, and 7 percent of the victims used some other mechanism such as visiting a police station or finding a police officer in community (see Figure 3). These results were somewhat unexpected. The initial belief was that a significantly higher percentage of victims would have used the emergency 911 system to report the crime.

The analysis of these results offers interesting insight into both victim action and police response. It is commonly understood that the most efficient way to initiate police response is through the emergency 911 system. However, 32 percent of the victims elected not to use this system, but made notification

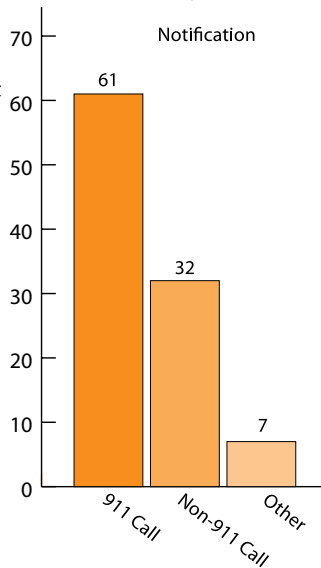


Figure 3

through a nonemergency telephone call. Predominately these victims used Baltimore City's 311 system. (Note: Baltimore City uses a nonemergency 311 call center for conditions and/or complaints related to city services.) This finding suggests that there is a notable level of confusion among victims in what mechanism they should use to report a serious crime.

The survey also revealed that based on the victim's recollection, officers arrived on the scene and made contact within 10 minutes of notification in 44 percent of the incidents and between 10 to 20 minutes of notification in 32 percent of the incidents. Overall, 76 percent of the victims reported that police took less than 20 minutes to respond to their call for a report of a robbery or burglary. Despite these positive findings, it is unclear if the confusion over what telephone number to call is creating an unnecessary delay in some response times. Based on these findings, it is recommended that the Baltimore Police Department implement a continuous community training program that provides orientation on the 911 system and the process for prioritization of police calls for service.

POLICE PROFESSIONALISM

An important element of the survey was to determine how the victims perceived they were treated by the responding officers. The officer's level of professionalism was evaluated with a series of questions focusing on qualitative interaction between the victim and officer. This analysis revealed the following:

- 92% of the victims reported that the officers listened to what they had to say.
- 82% of the victims reported that the officers showed concern.
- 93% of the victims reported that the officers treated them politely.
- 87% of the victims reported that the officers made efforts to understand the complete nature of the incident.
- 95% of the victims reported that the officers looked neat and professional.

Overall, 83 percent of the victims reported being very satisfied or fairly satisfied in the way that responding officers treated them (see Figure 4). These results provide a unique opportunity for the Baltimore Police Department to understand the level of professionalism demonstrated by its' officers. It should be noted that in the past year the Baltimore Police Department has placed significant emphasis on the promotion of professionalism within the department.

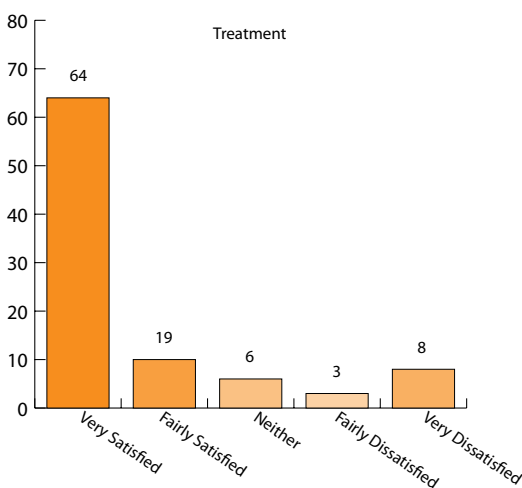


Figure 4

In 2008, the Baltimore Police Department implemented a training program called *Diamond Standard Training*. As part of the program, entire shifts of officers are taken offline and through a team approach are provided intensive instruction on professional police tactics and effective communication skills. Also in 2008, the department implemented a monthly recognition program called *Excellence in Policing*. This program recognizes officers demonstrating outstanding levels of service. Officers selected for the program attend an awards luncheon and receive specialized training.

The positive results in the survey surrounding police professionalism suggest that this intensive commitment to these programs is establishing a higher standard of professionalism within the department. It is recommended that professionalism and communication skills remain a priority focus in the development of future training.

POLICE ACTIONS/FOLLOW-UP

A component of the survey was to effectively measure police actions taken by the responding officer after arrival on the scene and during follow-up contact with the victim. The purpose of this portion of the survey was to determine if responding officers initially completed essential functions and if there was additional follow-up contact with the victims. The survey revealed that in a significant majority of incidents officers were completing specific functions during the initial contact:

- 90% of victims remembered receiving a complaint number.
- 75% of victims remembered receiving the officer's contact information.
- 69% of victims remembered the officer arranging for a further investigation of the incident, such as finger printing, notifying detectives, etc.

Additionally, as a result of the initial contact with police officers, 63 percent of the victims reported being very satisfied or fairly satisfied with the actions of the police officers. However, the results varied on questions pertaining to victim assistance. Only 47 percent of victims reported receiving literature pertaining to victim's assistance. Additionally, only 41 percent of the victims reported receiving any advice concerning crime prevention.

In the series of questions evaluating follow-up contact, 63 percent of the victims reported they have not received any re-contact or follow-up since initially reporting the incident. Additionally, in specific questions measuring the level that victims were kept informed concerning details of their incident, the results were mostly unfavorable:

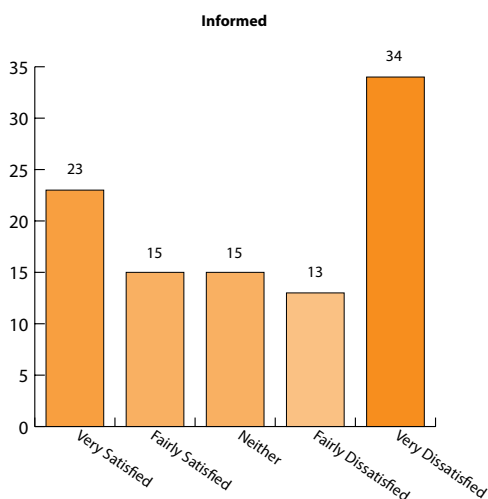


Figure 5

- 62% of victims were not told if someone was criminally charged in connection with the incident.
- 66% of victims were not told if any of their personal property was recovered.
- 63% of victims were unsure if the investigation was still active.

Collectively, only 38 percent of the victims reported being very satisfied or fairly satisfied in how well they were kept informed with the progress of their investigation. Whereas, 47 percent reported being fairly dissatisfied or very dissatisfied and 15 percent of victims remained neither satisfied nor dissatisfied (see Figure 5).

These results suggest that the Baltimore Police Department should develop strategies and systems that improve upon the total services provided by responding officers and create better processes that ensure constructive follow-up contact with victims. The following recommendations are offered based on these results:

VICTIM ASSISTANCE/CRIME PREVENTION LITERATURE

It is recommended that the Baltimore Police Department develop victim assistance and crime prevention literature that is crime specific. Patrol officers should be trained to provide this information to victims during initial contact.

Based on these findings, in 2009 the Baltimore Police Department created and began distribution of a “Burglary Prevention Toolkit.” This “Burglary Prevention Toolkit” is now distributed to all burglary victims and contains burglary prevention strategies and practical information to protect residential properties. (See Appendix E, “Burglary Prevention Toolkit.”)

FOLLOW-UP CONTACT

It is recommended that internal systems are developed so that victims of significant crimes receive constructive follow-up contact from the department. This follow-up contact is an essential component in providing a totality of services to the victim and maintaining long-term positive relationships. The Detective Division should continue to conduct follow-up investigations in incidents with immediate investigatory leads. However, patrol officers should also be trained in conducting proper follow-up investigations and a process should be established where patrol officers re-contact victims in specific periods of time.

Based on these findings, in February 2009 patrol officers assumed the responsibility of conducting follow-up investigations on all residential burglaries. The defined purpose of these follow-ups is to collect additional investigatory information and to offer crime prevention assistance.

VICTIM’S ASSISTANCE UNIT

It is recommended that the Baltimore Police Department establish a Victim’s Assistance Unit. This unit would act as a liaison between the department and victims of specific crimes. It is recommended that this Victim’s Assistance Unit coordinate support focusing on victim/witness intimidation, trial support, crime prevention, referrals on community-based resources, and crisis intervention.

THE ENTIRE EXPERIENCE

An important element of the survey was to evaluate the victim’s level of satisfaction concerning the entire level of service and response provided by the officers. The survey found that when taking the entire experience into account, 63 percent of the victims were very satisfied or fairly satisfied with the entire level of service provided by the responding officers (*see Figure 6*). Additionally, 88 percent of the victims reported that they believed the officers had handled their incident properly.

When asked about their personal opinions concerning the police department, victims reported that prior to this incident 72 percent of victims had a generally high or mixed opinion of the police department. Additionally, 32 percent of victims reported that this incident left them with a better opinion of the police department (54 percent reported no change in opinion and only 14 percent with a less opinion).

The results of this component of the survey are encouraging and also provide an important benchmark to evaluate the implementation of future programs. Despite overall positive findings, there are several specific areas that through policy, training, and program implementation that the Baltimore Police Department can improve upon.

Most notably, as described above, are issues related to providing a totality of services and follow-up contact/support to victims. To further expand recommendations based on these findings, it is proposed that the Baltimore Police Department develop a series of victim-based focus groups to assist the agency in determining additional victim needs.

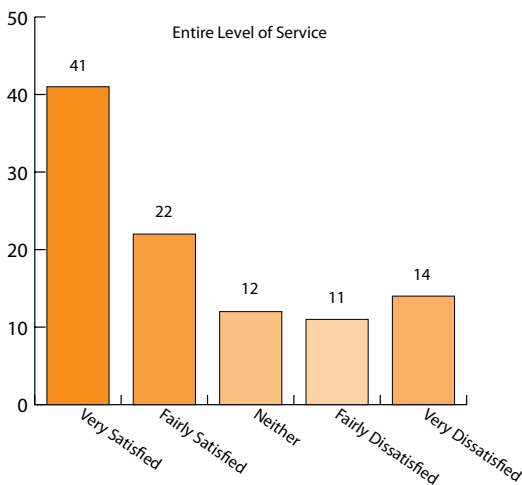


Figure 6

NEIGHBORHOOD/POLICE PRESENCE

A final component of the survey was to evaluate the victim's perception of safety within their neighborhood and their perception of police presence. A summary of these findings follows:

- 55% of victims reported living within their neighborhoods for less than 5 years.
- 78% of victims reported feeling safe within their neighborhoods during daytime hours (*see Figure 7*).
- 50% of victims reported feeling safe within their neighborhoods during nighttime hours (*see Figure 8*).
- 65% of victims reported feeling or seeing a police presence within their neighborhoods.
- 19% of victims reported personally knowing police officers that patrol their neighborhoods.

In the last 2 years, the Baltimore Police Department has developed an increased commitment to a variety of community policing programs. Specifically, the department has dedicated attention to drastically increasing neighborhood participation in both community meetings and citizen on patrol groups. It is recommended that the department design a process where victims of crime are specifically encouraged to participate in these programs. This process should use community and neighborhood leaders to facilitate direct contact with victims. These community leaders should be trained to provide support and encourage victim participation in ongoing community policing programs.

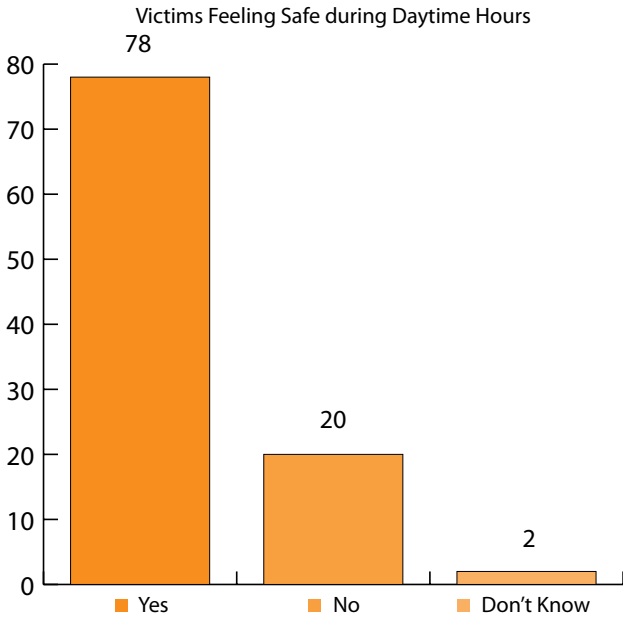


Figure 7



Figure 8

FUTURE APPLICATIONS

The *Patrol Response Survey* has been developed as an ongoing institutionalized program within the Baltimore Police Department. Through the regular administration of the survey, the department will be able to continuously collect data and further enhance community partnerships within the process. As additional data is collected, the department will have the ability to use future analysis to further evaluate policy, training, and program development. A brief composite of future applications follows:

NEIGHBORHOOD RELATIONSHIP ANALYSIS

With additional data, the *Patrol Response Survey* can be used to evaluate the relationship of police opinion and effectiveness within specific neighborhoods or police posts. This information can be used to identify specific geographic areas that could benefit from improved police/community relations. These areas could then be targeted with specifically designed programs that improve police relationships. **Note:** In August 2009, the *Patrol Response Survey* was administered to volunteers from a Hispanic-based community organization to specifically evaluate the responses of Spanish speaking victims. More than 100 Spanish-speaking victims were contacted and their responses are currently being evaluated.

INDIVIDUAL OFFICER EVALUATIONS

In the future, the *Patrol Response Survey* will have the ability to evaluate victims' responses as it relates to individual officers. Currently, with each completed survey the responding officer's numerical identification number (sequence number) is captured with the corresponding results. Over time, officers with consistently low results can be quickly identified. These specific officers can be provided with additional training or if appropriate, discipline. **Note:** By the end of 2009, the Baltimore Police Department is planning on releasing a training video on the *Patrol Response Survey*. The video is currently under production and will follow actual reported crimes from the initial response through a survey of the incident. The video will be used to educate both police officers and community members on the process as well as reinforce professionalism.

ADDITIONAL RESPONSE ANALYSIS

Currently, the *Patrol Response Survey* is evaluating police response to reported burglaries and robberies. In the future, the survey can be expanded to evaluate response to other types of crimes or even police calls for service that do not necessitate a formal report. Additional analysis can be conducted to evaluate the police response to specific crimes in comparison to other crimes.

PROGRAM EVALUATION

The *Patrol Response Survey* will also be able to provide an evaluation of the implementation of a specific program. For example, in February 2009 the department began administering the Burglary Prevention Toolkit (see Appendix E) to victims of residential burglaries. The survey will be able to determine the effectiveness of this resource in relationship to specific victims.

CONCLUSION

The *Patrol Response Survey* is an innovative and progressive program designed to evaluate a victim's perception of police effectiveness in response to a specific crime. By using members of the community to assist in the administration of the survey, the Baltimore Police Department has developed a strategy that builds community relationships while creating a foundation of information to help develop future policy and training. This foundation of information offers the department the unique opportunity to strengthen the level of service provided to all victims and enhance community confidence in public safety. The Baltimore Police Department is offering development and results of the *Patrol Response Survey* as a professional evaluation model for all law enforcement agencies.

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APPENDIX A: PATROL RESPONSE SURVEY, COMPLETE VERSION

Baltimore Police Department
Patrol Response Survey

Incident Background Information:

Complaint Number: _____

Post Number: _____

Crime Incident: _____

Date of Incident: _____

Date of Survey: _____

Primary Officer Sequence Number: _____

Victim Gender: M F

Victim Age: _____

Victim Race:

- Caucasian
- African-American
- Hispanic
- Asian
- Other

Person Administering Survey: _____

Organization/Agency: _____

SECTION ONE: FIRST CONTACT (How you first contacted the police)

Q01. How did you contact the police about this crime incident?

- By telephone call (not 911) 1
- By personal visit to a police station 2
- By 911 call 3
- Directly to a police officer 4
- The police contacted you 5

Q02. How long did it take for the police to respond?

- Within 10 minutes 1
- Within 20 minutes 2
- Over 1 hour 3
- Never arrived 4
- Don't know or can't remember 5

Q03. How satisfied or dissatisfied were you with the time it took for the police to arrive: Based on a scale of 1 to 5, (with 1 being very satisfied and 5 very dissatisfied)?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

SECTION TWO: POLICE ACTIONS REGARDING THE INCIDENT

Q04. After responding to the scene, did the police officer do the following?

	Yes	No	Don't know	N/A
a. Arrange for an investigation of the scene of the crime (e.g. fingerprints or examination of items recovered from the scene)?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b. Provide you with a complaint number?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c. Provide you with contact details for officer/detective investigating with the case?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
d. Provide you with a victim's assistance booklet?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
e. Offer advice on crime prevention?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Q05. Thinking about what the police did after they had been given the initial details, are you satisfied or dissatisfied with the actions taken by the police? Based on a scale of 1 to 5, (with 1 being very satisfied and 5 being very dissatisfied)?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

SECTION THREE: FOLLOW-UP (Being informed)

Q06. Have you been re-contacted by the police since this incident occurred? This contact could have been over the phone, face-to-face, by letter or by other means.

- Yes 1
- No 2

Q07. Did you want further contact from the police?

- Yes 1
- No 2

- Q08. Have the police told you at any point that: (please check all that apply)
- a. Somebody has been arrested in connection with the case 1
 - b. The police have recovered some or all of your property 1
 - c. No further police action is being taken at this time due to insufficient information 1
 - d. You are required to attend court as a witness 1
- Q09. Are you satisfied or dissatisfied with how well you were kept informed of progress of your case? Based on a scale of 1 to 5, (with 1 being very satisfied and 5 being very dissatisfied)?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

SECTION FOUR: TREATMENT

- Q10. Please think about how you were treated by the police officers. Did they...

		Yes	No	Don't know	N/A
a.	...listen to what you had to say?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b.	...show concern over the incident?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c.	...appear interested in what you told them?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
d.	...treat you politely?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
e.	...make the effort to understand the nature of your incident?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
f.	...try to discourage you from reporting the incident?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
g.	Did the officer look neat and professional in appearance?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Q11. Were you satisfied or dissatisfied with the way you were treated by the police officers? Based on a scale of 1 to 5, (with 1 being very satisfied and 5 being very dissatisfied)?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 8

SECTION FIVE: THE WHOLE EXPERIENCE (Your overall feelings about how the police handled this incident)

Q12. Taking the whole experience into account, are you satisfied or dissatisfied with the service provided by the police in this case? Based on a scale of 1 to 5, (with 1 being very satisfied and 5 being very dissatisfied)?

Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied	Don't know
<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 9

Q13. Prior to this experience what was your overall opinion of the police?

- Generally High 1
- Mixed 2
- Generally Low 3
- No opinion 4

Q14. As a result of your contact with the police on this incident, do you have (check one):

- A better opinion of the police 1
- A worse opinion of the police 2
- No change in your opinion of the police 3

- Q15. Looking back on this contact, do you feel that the police behaved properly or improperly?
 Properly 1
 Improperly 2
- Q16. Did you take formal action like filing a complaint or lawsuit against the police?
 Yes 1
 No 2
- Q17. If answering yes to Q16, with whom did you file this complaint?
 Civilian Complaint Review Board 1
 Law enforcement agency employing the officer(s) 2
 Local Prosecutor 3
 Court 4
 Some Other Government Agency 5
 Other 6
 Please Specify _____

SECTION SIX: YOUR NEIGHBORHOOD

Q18. Please think about the neighbourhood in which you live. Do you...

		Yes	No	Don't know	N/A
a.	...feel safe when you are outside during the day?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b.	...feel safe when you are outside at night?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c.	...feel/see a police presence in your neighborhood?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
d.	...know any of the police officers who patrol your neighborhood?	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Q19. How long have you lived in this neighborhood? _____ years

Q20a. Do you plan to move from this neighborhood in the near future?

Yes 1

No 2

Q20b. If yes, is it because of the crime:

Yes 1

No 2

SECTION SEVEN: TAKING PART IN FURTHER CONSULTATION

The Baltimore Police Department is constantly looking for new and better ways to understand the needs of the community. Would you be willing to take part in future conversations or surveys concerning police response?

Yes, I would be willing to participate in future surveys concerning police response 1

No, I am not interested in participating 2

APPENDIX B: SURVEY RESULTS BASED ON PERCENTAGES

Survey Results

The analysis of the results is summarized through the percentage of responses. Percentages are based upon the total number of answered responses and are rounded to the nearest whole number. (Complete listing of compiled numerical responses is located in Appendix C.)

Section 1: First Contact

Q01. How did you contact the police about the incident?

- | | |
|-------------------------------------|-----|
| 1. By Telephone Call (not 911) | 32% |
| 2. Personal Visit to Police Station | 01% |
| 3. 911 Call | 61% |
| 4. Directly to Police Officer | 03% |
| 5. Police Contacted You | 03% |

Q02. How long did it take the police to respond?

- | | |
|----------------------|-----|
| 1. Within 10 Minutes | 44% |
| 2. Within 20 Minutes | 32% |
| 3. Within 1 Hour | 18% |
| 4. Over 1 Hour | 01% |
| 5. Never Arrived | 04% |
| 5. Can Not Remember | 01% |

Q03. How satisfied were you with the time it took for the police to arrive?

- | | |
|------------------------|-----|
| 1. Very Satisfied | 48% |
| 2. Fairly Satisfied | 22% |
| 3. Neither | 13% |
| 4. Fairly Dissatisfied | 06% |
| 5. Very Dissatisfied | 11% |

Section 2: Police Actions Regarding the Incident

Q04a. After responding to the scene, did the police officer do the following:
Arrange for an investigation of the scene?

- | | |
|-------------------|-----|
| 1. Yes | 69% |
| 2. No | 25% |
| 3. Don't Know | 03% |
| 4. Not Applicable | 03% |

- Q04b. After responding to the scene, did the police officer do the following:
Provide you with a complaint number?
- | | |
|---------------|-----|
| 1. Yes | 90% |
| 2. No | 07% |
| 3. Don't Know | 03% |
- Q04c. After responding to the scene, did the police officer do the following:
Provide you with contact information for the officer/detective
investigating the case?
- | | |
|---------------|-----|
| 1. Yes | 75% |
| 2. No | 21% |
| 3. Don't Know | 04% |
- Q04d. After responding to the scene, did the police officer do the following:
Provide you with a victim's assistance booklet?
- | | |
|---------------|-----|
| 1. Yes | 49% |
| 2. No | 45% |
| 3. Don't Know | 06% |
- Q04e. After responding to the scene, did the police officer do the following:
Did the officer offer advice on crime prevention?
- | | |
|---------------|-----|
| 1. Yes | 42% |
| 2. No | 52% |
| 3. Don't Know | 06% |
- Q05. Thinking about what the police did after they had been given the initial
details, are you satisfied or dissatisfied with the actions taken by the
police?
- | | |
|------------------------|-----|
| 1. Very Satisfied | 42% |
| 2. Fairly Satisfied | 21% |
| 3. Neither | 11% |
| 4. Fairly Dissatisfied | 09% |
| 5. Very Dissatisfied | 17% |

Section 3: Follow-Up

- Q06. Have you been re-contacted by the police since the incident occurred?
(This contact could have been over the phone, face-to-face, by letter, or by other means.)
- | | |
|--------|-----|
| 1. Yes | 32% |
| 2. No | 68% |
- Q07. Did you want further contact from the police?
- | | |
|--------|-----|
| 1. Yes | 54% |
| 2. No | 46% |
- Q08a. Have the police told you at any point: Somebody has been arrested or criminally charged in connection with the case?
- | | |
|------------------------------|-----|
| 1. Yes | 16% |
| 2. No | 62% |
| 3. Don't Know (Not Answered) | 22% |
- Q08b. Have the police told you at any point: The police recovered some or all of your property?
- | | |
|------------------------------|-----|
| 1. Yes | 11% |
| 2. No | 66% |
| 3. Don't Know (Not Answered) | 23% |
- Q08c. Have the police told you at any point: No further police action is being taken at this time due to insufficient information?
- | | |
|------------------------------|-----|
| 1. Yes | 13% |
| 2. No | 63% |
| 3. Don't Know (Not Answered) | 24% |
- Q08d. Have the police told you at any point: You are required to attend court as a witness?
- | | |
|------------------------------|-----|
| 1. Yes | 15% |
| 2. No | 61% |
| 3. Don't Know (Not Answered) | 24% |

Q09. Are you satisfied or dissatisfied with how well you were kept informed with the progress of your case?

- | | |
|------------------------|-----|
| 1. Very Satisfied | 23% |
| 2. Fairly Satisfied | 15% |
| 3. Neither | 15% |
| 4. Fairly Dissatisfied | 13% |
| 5. Very Dissatisfied | 34% |

Section 4: Treatment

Q10a. Please think about how you were treated by the police officers. Did they: Listen to what you had to say?

- | | |
|---------------|-----|
| 1. Yes | 92% |
| 2. No | 07% |
| 3. Don't Know | 01% |

Q10b. Please think about how you were treated by the police officers. Did they: Show concern over the incident?

- | | |
|---------------|-----|
| 1. Yes | 82% |
| 2. No | 16% |
| 3. Don't Know | 02% |

Q10c. Please think about how you were treated by the police officers. Did they: Appear interested in what you told them?

- | | |
|---------------|------|
| 1. Yes | 82% |
| 2. No | 15% |
| 3. Don't Know | 03 % |

Q10d. Please think about how you were treated by the police officers. Did they: Treat you politely?

- | | |
|---------------|-----|
| 1. Yes | 93% |
| 2. No | 06% |
| 3. Don't Know | 01% |

Q10e. Please think about how you were treated by the police officers. Did they:
Make an effort to understand the nature of the incident?

- | | |
|---------------|-----|
| 1. Yes | 87% |
| 2. No | 12% |
| 3. Don't Know | 01% |

Q10f. Please think about how you were treated by the police officers. Did they:
Try to discourage you from reporting the incident?

- | | |
|---------------|-----|
| 1. Yes | 10% |
| 2. No | 89% |
| 3. Don't Know | 01% |

Q10g. Please think about how you were treated by the police officers. Did the
officer look neat and professional in appearance?

- | | |
|---------------|------|
| 1. Yes | 95 % |
| 2. No | 03 % |
| 3. Don't Know | 02 % |

Q11. Were you satisfied with the way you were treated by the police officers?

- | | |
|------------------------|-----|
| 1. Very Satisfied | 64% |
| 2. Fairly Satisfied | 19% |
| 3. Neither | 06% |
| 4. Fairly Dissatisfied | 03% |
| 5. Very Dissatisfied | 08% |

Section 5: The Whole Experience

Q12. Taking the whole experience into account, how satisfied were you with the
services provided by the police in this incident?

- | | |
|------------------------|-----|
| 1. Very Satisfied | 41% |
| 2. Fairly Satisfied | 22% |
| 3. Neither | 12% |
| 4. Fairly Dissatisfied | 11% |
| 5. Very Dissatisfied | 14% |

Q13. Prior to this experience what was your overall opinion of the police?

- | | |
|-------------------|-----|
| 1. Generally High | 44% |
| 2. Mixed | 28% |
| 3. Generally Low | 12% |
| 4. No Opinion | 16% |

- Q14. As a result of your contact with the police on this occasion, do you have?
- 1. A Better Opinion of the Police 32%
 - 2. A Worse Opinion of the Police 14%
 - 3. No Change in your Opinion 54%
- Q15. As a result of your contact with the police, do you believe the police officer handled the incident:
- 1. Properly 88%
 - 2. Improperly 12%
- Q16. As a result of this incident, did you take formal action like filing a complaint or lawsuit against the police?
- Yes 08%
 - No 92%
- Q17. With whom did you file this complaint? (Responses are total numbers and based on the 8 percent of respondents that indicated in question Q16 that a complaint was filed.)
- 1. Civilian Review Board 09 Total Respondents
 - 2. Law Enforcement Agency 17 Total Respondents
 - 3. Prosecutor 02 Total Respondents
 - 4. Court 03 Total Respondents
 - 5. Other Government Agency 02 Total Respondents
 - 6. Other 24 Total Respondents

Section 6: Your Neighborhood

- Q18a. Please think about the neighborhood in which you live. Do you: Feel safe when you are outside during the day?
- 1. Yes 78%
 - 2. No 20%
 - 3. Don't Know 02%

Q18b. Please think about the neighborhood in which you live. Do you: Feel safe when you are outside during the night?

- | | |
|---------------|-----|
| 1. Yes | 50% |
| 2. No | 47% |
| 3. Don't Know | 03% |

Q18c. Please think about the neighborhood in which you live. Do you: Feel a police presence in your neighborhood?

- | | |
|---------------|-----|
| 1. Yes | 65% |
| 2. No | 33% |
| 3. Don't Know | 02% |

Q18d. Please think about the neighborhood in which you live. Do you: Know any of the police officers that patrol your neighborhood?

- | | |
|---------------|-----|
| 1. Yes | 19% |
| 2. No | 80% |
| 3. Don't Know | 01% |

Q19. How long (in years) have you lived in this neighborhood?

- | | |
|---------------|-----|
| 0–5 Years | 55% |
| 6–10 Years | 15% |
| 11–15 Years | 06% |
| 16–20 Years | 06% |
| Over 20 Years | 18% |

Q20a. Do you plan to move from this neighborhood in the near future?

- | | |
|--------|-----|
| 1. Yes | 48% |
| 2. No | 52% |

Q20b. This question was eliminated from analysis based on determined recording errors.

APPENDIX C: SURVEY RESULTS BASED ON NUMERICAL RESPONSES

The analysis of the results is summarized through the number of total of responses per question.

Section 1: First Contact

Q01. How did you contact the police about the incident?

1. By Telephone Call (not 911)	186
2. Personal Visit to Police Station	10
3. 911 Call	357
4. Directly to Police Officer	16
5. Police Contacted You	16

Q02. How long did it take the police to respond?

1. Within 10 Minutes	257
2. Within 20 Minutes	189
3. Within 1 Hour	108
4. Over 1 Hour	7
5. Never Arrived	21
6. Can Not Remember	4

Q03. How satisfied were you with the time it took for the police to arrive?

1. Very Satisfied	274
2. Fairly Satisfied	123
3. Neither	71
4. Fairly Dissatisfied	36
5. Very Dissatisfied	65

Section 2: Police Actions Regarding the Incident

Q04a. After responding to the scene did the police officer do the following:

Arrange for an investigation of the scene?

1. Yes	396
2. No	145
3. Don't Know	16
4. Not Applicable	21

- Q04b. After responding to the scene did the police officer do the following:
Provide you with a complaint number?
- | | |
|---------------|-----|
| 1. Yes | 521 |
| 2. No | 40 |
| 3. Don't Know | 16 |
- Q04c. After responding to the scene did the police officer do the following:
Provide you with contact information for the officer/detective
investigating the case?
- | | |
|---------------|-----|
| 1. Yes | 429 |
| 2. No | 121 |
| 3. Don't Know | 25 |
- Q04d. After responding to the scene did the police officer do the following:
Provide you with a victim's assistance booklet?
- | | |
|---------------|-----|
| 1. Yes | 281 |
| 2. No | 256 |
| 3. Don't Know | 35 |
- Q04e. After responding to the scene did the police officer do the following: Did
the officer offer advice on crime prevention?
- | | |
|---------------|-----|
| 1. Yes | 239 |
| 2. No | 292 |
| 3. Don't Know | 36 |
- Q05. Thinking about what the police did after they had been given the initial
details. Are you satisfied or dissatisfied with the actions taken by the
police? (Responses Displayed in Figure 6.)
- | | |
|------------------------|-----|
| 1. Very Satisfied | 246 |
| 2. Fairly Satisfied | 121 |
| 3. Neither | 63 |
| 4. Fairly Dissatisfied | 55 |
| 5. Very Dissatisfied | 97 |

Section 3: Follow-Up

- Q06. Have you been re-contacted by the police since the incident occurred?
(This contact could have been over the phone, face-to-face, by letter, or by other means.)
- | | |
|--------|-----|
| 1. Yes | 190 |
| 2. No | 400 |
- Q07. Did you want further contact from the police?
- | | |
|--------|-----|
| 1. Yes | 312 |
| 2. No | 268 |
- Q08a. Have the police told you at any point: Somebody has been arrested or criminally charged in connection with the case?
- | | |
|------------------------------|-----|
| 1. Yes | 95 |
| 2. No | 371 |
| 3. Don't Know (Not Answered) | 133 |
- Q08b. Have the police told you at any point: The police recovered some or all of your property?
- | | |
|------------------------------|-----|
| 1. Yes | 63 |
| 2. No | 394 |
| 3. Don't Know (Not Answered) | 140 |
- Q08c. Have the police told you at any point: No further police action is being taken at this time due to insufficient information?
- | | |
|------------------------------|-----|
| 1. Yes | 80 |
| 2. No | 379 |
| 3. Don't Know (Not Answered) | 140 |
- Q08d. Have the police told you at any point that: You are required to attend court as a witness?
- | | |
|------------------------------|-----|
| 1. Yes | 89 |
| 2. No | 366 |
| 3. Don't Know (Not Answered) | 144 |

Q09. Are you satisfied or dissatisfied with how well you were kept informed with the progress of your case?

1. Very Satisfied	131
2. Fairly Satisfied	87
3. Neither	86
4. Fairly Dissatisfied	77
5. Very Dissatisfied	198

Section 4: Treatment

Q10a. Please think about how you were treated by the police officers. Did they: Listen to what you had to say?

1. Yes	538
2. No	43
3. Don't Know	4

Q10b. Please think about how you were treated by the police officers. Did they: Show concern over the incident?

1. Yes	473
2. No	94
3. Don't Know	8

Q10c. Please think about how you were treated by the police officers. Did they: Appear interested in what you told them?

1. Yes	470
2. No	88
3. Don't Know	15

Q10d. Please think about how you were treated by the police officers. Did they: Treat you politely?

1. Yes	534
2. No	36
3. Don't Know	2

Q10e. Please think about how you were treated by the police officers. Did they: Make an effort to understand the nature of the incident?

1. Yes	475
2. No	68
3. Don't Know	6

Q10f. Please think about how you were treated by the police officers. Did they: Try to discourage you from reporting the incident?

1. Yes	59
2. No	505
3. Don't Know	6

Q10g. Please think about how you were treated by the police officers. Did the officer look neat and professional in appearance?

1. Yes	543
2. No	15
3. Don't Know	11

Q11. Were you satisfied with the way you were treated by the police officers?

1. Very Satisfied	371
2. Fairly Satisfied	109
3. Neither	39
4. Fairly Dissatisfied	17
5. Very Dissatisfied	44

Section 5: The Whole Experience

Q12. Taking the whole experience into account, how satisfied were you with the services provided by the police in this incident?

1. Very Satisfied	239
2. Fairly Satisfied	130
3. Neither	71
4. Fairly Dissatisfied	62
5. Very Dissatisfied	82

Q13. Prior to this experience what was your overall opinion of the police?

1. Generally High	257
2. Mixed	163
3. Generally Low	66
4. No Opinion	95

Q14. As a result of your contact with the police on this occasion, do you have?

1. A Better Opinion of the Police	185
2. A Worse Opinion of the Police	79
3. No Change in your Opinion	312

Q15. As a result of your contact with the police, do you believe the police officer handled the incident:

- | | |
|---------------|-----|
| 1. Properly | 502 |
| 2. Improperly | 68 |

Q16. As a result of this incident did you take formal action like filing a complaint or lawsuit against the police?

- | | |
|-----|-----|
| Yes | 43 |
| No | 514 |

Q17. With whom did you file this complaint? (Responses are total numbers and based on the 8 percent of respondents that indicated in question Q16 that a complaint was filed.)

- | | |
|----------------------------|----------------------|
| 1. Civilian Review Board | 09 Total Respondents |
| 2. Law Enforcement Agency | 17 Total Respondents |
| 3. Prosecutor | 02 Total Respondents |
| 4. Court | 03 Total Respondents |
| 5. Other Government Agency | 02 Total Respondents |
| 6. Other | 24 Total Respondents |

Section 6: Your Neighborhood

Q18a. Please think about the neighborhood in which you live. Do you: Feel safe when you are outside during the day?

- | | |
|---------------|-----|
| 1. Yes | 429 |
| 2. No | 108 |
| 3. Don't Know | 13 |

Q18b. Please think about the neighborhood in which you live. Do you: Feel safe when you are outside during the night?

- | | |
|---------------|-----|
| 1. Yes | 264 |
| 2. No | 249 |
| 3. Don't Know | 19 |

Q18c. Please think about the neighborhood in which you live. Do you: Feel a police presence in your neighborhood?

- | | |
|---------------|-----|
| 1. Yes | 345 |
| 2. No | 174 |
| 3. Don't Know | 13 |

Q18d. Please think about the neighborhood in which you live. Do you: Know any of the police officers that patrol your neighborhood?

1. Yes	100
2. No	430
3. Don't Know	10

Q19. How long (in years) have you lived in this neighborhood?

0-5 Years	302
6-10 Years	79
11-15 Years	34
16-20 Years	32
Over 20 Years	97

Q20a. Do you plan to move from this neighborhood in the near future?

1. Yes	261
2. No	282

Q20b. This question was eliminated from analysis based on determined recording errors.

**APPENDIX D: ARTICLE: “HOW DID WE DO?” BALTIMORE SUN:
MAY 25, 2008**

The Baltimore Sun
'How did we do?' police ask

Crime victims' satisfaction with officers' response is gauged

By Annie Linskey
Sun reporter

May 25, 2008

The phone survey begins like this:

“Good evening, my name is _____ and I am calling on behalf of the Baltimore Police Department.”

“I am calling to follow up in reference to your [insert crime] that recently occurred.”

The callers are not detectives trying to solve a crime, but officers and neighborhood leaders trying to regain the trust of city residents and determine for themselves whether the people they protect have received the service they expect.

“We’re trying to get a measure and get a feel for the quality of police service,” said Col. John P. Skinner, who came up with the idea for the survey and ran the effort, which he plans to expand. “We tend to hear mostly about really negative police interactions. But there are a lot of people who are really satisfied.”

A handful of volunteers converted cubicles on the fifth floor of police headquarters on East Fayette Street into an ad hoc phone bank for two evenings last week. Each got the script, a stack of police reports, a list of questions developed with a university researcher’s help, and a phone line.

Melissa Techentin, president of the Southeastern District police community relations board and volunteer caller, said it reminded her of “selling bacon when I was little.” Joining her were her mother, another resident, several women who work in the chief of patrol’s office, and two uniformed officers.

Police Commissioner Frederick H. Bealefeld III stopped by just as Techentin finished speaking with a woman who had been robbed.

“I just talked to someone who was very satisfied with police,” Techentin told the city’s top officer. “This lady, she’s brand-new to Baltimore.”

Bealefeld seemed pleased. “Wow,” he said. “That is cool. Very cool.” He shook her hand and thanked her for being there, adding that having residents participate lends credibility to the results.

“I think it is going to help us with our evaluation needs,” Bealefeld said later. “We have to give our community a voice. The community needs to tell us what we need.”

The 20-question survey asks about response time and whether the victim received a complaint number and other contact information. It also asks whether there has been any follow-up from detectives, whether the victim has been kept informed, and whether the detectives appeared to be listening and showed concern.

Callers focused on victims of robberies and burglaries because such crimes can frustrate and frighten homeowners, and can be used to gauge the degree of fear in a community:

“Do you plan to move from this neighborhood in the near future?”

“If yes, is it because of the crime?”

Christine Eith, the Towson University researcher who designed the survey, said, “When their fear goes up, you can see patterns of migration based on the crime.” She knows of two other departments that have done something similar, one in California and the other in Ireland, she said.

Baltimore police promised to make the survey results public and to use the information to better train officers.

The exercise has opened the department to criticism. The 20 or so victims who were called Tuesday night conveyed a broad array of opinions about city police.

Eric E. Bruce, whose house was ransacked while he was in jail serving a yearlong drug sentence, didn't want anything to do with the Baltimore Police Department.

"I don't particularly care for any of them," he said. "I told them I wanted them to lose my phone number and forget about me."

Loukas Loukakis, who called 911 to report a theft from his construction site at the end of April, said police did a good job of quickly responding to his complaint.

"When I called 911, they responded pretty fast," he said. "The crime lab came out fast, too. The cops waited for me. They got some fingerprints, too."

Adam Boteler, whose copper pipes were stolen from a house he was rehabilitating near Patterson Park, said he was less than pleased with the help he got.

Boteler, 28, grew up in Baltimore County and rented in the city for a few years before he bought a rowhouse to renovate. He said he had never been the victim of a crime before. "This would be my first real experience," he said in an interview. "It is a big pain."

He said he has talked about his experience with his family and girlfriend. "I'm fixing up my first home to live in," he said. "You tell them because you are stressed out."

Boteler was not staying in the house when it was burglarized in mid-April. The burglar broke through a window grate on the first floor and took a 10-inch saw and copper pipes from the second floor, police said.

A witness told police the burglar took the material to a nearby basement. In that basement, detectives found bits of copper on the ground and a man sleeping. The man denied burglarizing the house and said nobody else had been in the basement. No charges have been filed.

“I don’t think they are doing their job as well as they could,” said Boteler said, adding that he enjoyed having a chance to vent at police when they called for the survey. “I was really surprised,” he said.

He said he does not plan to move out of the city—for now at least.

“If they are going to try to follow up and fix their problems, that is great,” he said.

annie.linskey@baltsun.com

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APPENDIX E: BURGLARY PREVENTION TOOLKIT



Burglary

Baltimore Police Department Information for Burglary Victims



Case information

Officer: _____

CC#: _____

Date: _____

Unit: _____

Phone: _____

IT ALWAYS HAPPENS TO SOMEONE ELSE

Household burglary – everyone knows it happens, but until it happens to you, it’s hard to imagine what you’ll do. If it does happen, it can wreak havoc – financial, physical or psychological. Yet many people don’t take their security seriously. They take risks, assuming that it always happens to someone else first.

DOES THIS DESCRIPTION FIT YOU?

Do you:

- Leave doors and windows open when you leave the house?
- Leave side gates and garden sheds unlocked?
- Hide keys outside, under a mat, on a ledge or under a flowerpot?
- Leave valuables unprotected and visible to strangers?

If so, you are taking risks that could easily be avoided.

SIMPLE STRATEGIES TO FOIL A BURGLAR

There are many things you can do to reduce the risk of becoming a victim. It isn’t necessary to convert your home into a fortress. However, in today’s society security is now part of contemporary American life. Here are some simple strategies that can be adopted to ensure our homes and communities are more secure.

Here are some ways to reduce the risk of home burglaries:

1. Always lock up. Don't overlook the obvious. Doors and windows should be locked, not only when we leave the house, but even when we are elsewhere in the house or the garden.

2. Cut away the camouflage. Burglars love camouflage. Trees, shrubs, walls and fences can provide coverage for an intruder. Keep bushes around doors and windows trimmed.

3. Deadbolt the main door. The main door is the most likely point of entry. A key-operated deadbolt on a reinforced door is the safest option. If intruders get into your home through another entry, a key-operated deadbolt on the main door will make it difficult for them to carry stolen goods out. Wherever possible, install a security screen door and a peephole.

4. Synchronize door locks. Install the same key-operated lock system on all other doors - it makes locking up easier. Sliding glass doors should be bolted top and bottom or fitted with a specifically designed deadbolt.

5. Secure all windows. All windows should be secured with keyed locks or security grates.

6. Light up at night. Keep doors, windows, and pathways well-lit at night. Movement-activated sensor lights are highly recommended.

7. Lock the side gates. Side gates should also be securely locked.

8. Get a dog. Consider keeping a dog or at least think about hanging a ‘beware of the dog’ sign at any outside gates.

9. Install alarms. Security alarms are highly visible and audible; and back-to-base alarms can be linked to a security service that monitors and responds to their call.

10. Lock up the meter box. Lock your meter box to prevent thieves from interfering with your power supply or security sensor light system. (Consult electricity companies or local councils for further information.)

11. Lock garden sheds and garages. Garden sheds and garages should be kept padlocked. If there is a connecting door between the garage and your house, ensure it is always locked.

12. Plan ahead for absences or vacations. An empty house invites burglars. Never leave your house obviously unoccupied. Put lights and radios on a timer, and install outside sensors that are movement-activated. Arrange for someone to clear out your mailbox and park a car in your driveway occasionally. Cancel all deliveries such as newspapers. Lock away the trash cans.

13. Prepare for an emergency. Ensure your house number is clearly visible from the road as it assists emergency services to find your house quickly.

A FEW FACTS ABOUT BURGLARS

Most home burglars are opportunists. They see an opportunity and take it.

Burglaries reported to the Baltimore Police Department indicate that burglars entered through an unlocked or broken door or window. Their primary targets are expensive items that are highly portable and easy to dispose of – like televisions, dvd players, iPods, lap-tops, cash, credit cards, pocketbooks, wallets, jewelry, tools, prescription drugs, and clothing – especially high-end clothing.

PROTECTING YOUR PROPERTY

List all your valuable items – remember anything small, valuable and easily moved is fair game for burglars. Record the details of each item including the make, model, size, color, serial number and original cost. Having a list will enable you to identify what is missing and assist police by giving a full description of the missing property.

Mark your property

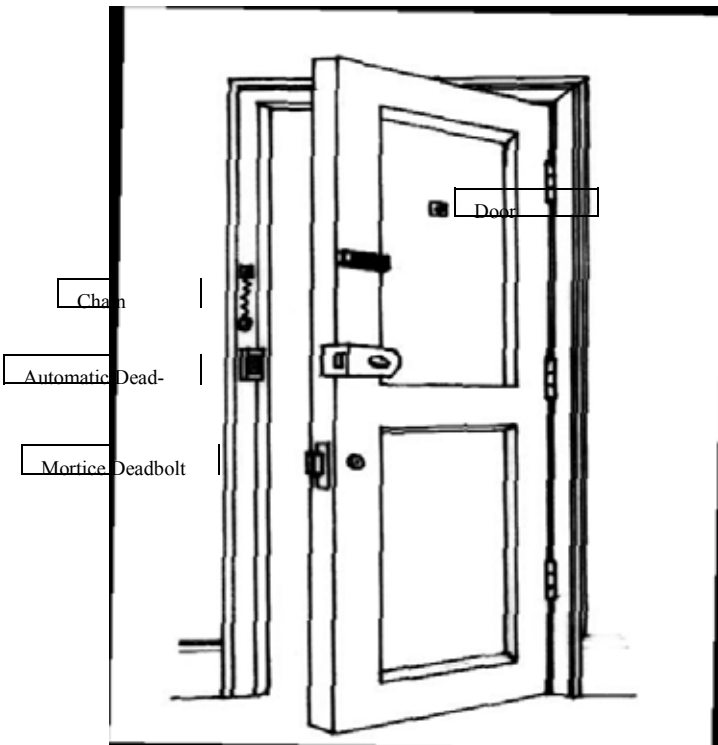
It is harder for burglars to sell property with personal identification and if police recover marked property, it's easier to claim your items. You can mark your goods with an ultraviolet pen or have them engraved.

Photograph small valuable items (e.g. watches or jewelry) for easy identification using a ruler in the photograph to indicate size. Keep the photographs with your property list to help with identification and insurance claims.

DOOR LOCKS

Some simple and inexpensive security measures for doors include fitting:

- A peep hole/viewer so that you can identify visitors before you open the door.
- A door chain to allow you to speak to strangers before you let them in.
- A security screen door – and keep it locked.
- Good locks. Door and window security is important so install the best and most appropriate locks for your home.



Security doors are great for all exterior doors. A good quality security door should have a deadbolt mounted with non-removable screws and should be kept locked at all times, even when you're at home. Special locks for sliding glass doors are also available. Check door hinges too – fit hinge bolts to reinforce the hinge side of a door against the use of force.

IF YOUR BUILDING HAS AN ENTRY PHONE SYSTEM:

Do not 'buzz open' the main door for a stranger.

Do not hold the door open for a stranger.

WINDOWS

The most common window lock is a keyed lock. Locks are inexpensive and made to fit all types of windows. Make sure there is sufficient frame material to install a window lock securely and the locks are mounted with non-removable screws.

It is important to get the right locks for your window type. Ask a locksmith for advice. Remember, small windows like skylights need locks. Any window that is larger than a human head is a potential entry point for a burglar.

REMEMBER...

You will need to work out how to get out of your home if a fire should break out, so make sure that escape routes are not blocked by furniture or storage containers, and that windows and doors can be unlocked quickly if necessary.

PRACTICAL DO-IT-YOURSELF SAFETY AUDIT FOR YOUR HOME

A safety audit of your home can identify areas where security can be improved. The following checklist can be used to review your home security.

- Is the house number clearly visible from the street?
- Can offenders be seen in the yard?
- Are the front and rear doors solid core?
- Are the doors fitted with a deadbolt?
- Are security grates fitted to doors?
- Does the door have a door viewer (peephole)?
- Are the windows fitted with key operated locks or security devices?
- Are your locks keyed alike so that one key opens all doors or windows?
- Do you have an automatic light timer or sensor activated lights?
- Are lights left on when you go out?
- Are emergency numbers saved into the telephone?
- Do you have an alarm? If so, is it always used and serviced regularly?
- Is the garage/shed securely locked?
- Is the meter box locked?
- Is property engraved or marked for personal identification?
- Has valuable property been photographed?

PROPERTY INVENTORY

You should keep a detailed inventory of all your valuable property, especially those things which are most likely to be stolen. You should mark and record details, such as serial number, make, model, color, size and original cost of the following items:

INSIDE THE HOME

- Televisions
- Video equipment and DVD players
- Gaming consoles
- Binoculars
- Stereos and CDs
- MP3 players
- DVDs and electronic games
- Microwaves
- Cameras
- Kitchen appliances
- Sporting goods
- Musical instruments
- Computer equipment
- Sewing machines
- High-end clothing

OUTSIDE THE HOME

- Power tools and tool boxes
- Lawn mowers
- Trailers
- Chainsaws
- Garden tools
- Bicycles
- Welders
- Sporting equipment
- Boats

You should photograph the following goods (next to a ruler to give an indication of their size) and record their details:

- Jewelry
- Watches
- Antiques
- Silverware
- Paintings and other artwork
- Stamp, coin and other collections

Keep a separate list of your possessions – and the photos – in a safe place with your list. Not only will this help you if you have to report a theft to your insurance company, but it will also assist you and the police to identify what is yours if the property is recovered.

ENGRAVING OR ETCHING

Engraving or etching is suitable for many hard surfaces and can be done using an electric engraving tool or a hand engraver. This method leaves a visible and permanent mark.

ULTRA VIOLET OR ‘INVISIBLE’ MARKING

An ultra-violet (UV) pen can put an invisible mark on your property which can only be seen using a UV lamp. Remember that the mark can fade in time, especially when exposed to sunlight, and can be washed off, so it needs renewing regularly.

The best identification to use is your driver’s license number preceded by the initials of your State (for example MD 1234567).

HELPING YOU TO RECOVER FROM THE EXPERIENCE

Being a victim of burglary can be a frightening and unsettling experience and can be particularly difficult for children to deal with. It is normal to feel upset after your home has been broken into. Although most people underestimate the shock that burglary can cause, the emotional or psychological impact can be as significant as its financial cost. The experience can be intimidating and the fact that there is often no direct recourse is an additional frustration.

WHAT TO DO IF YOU ARE BURGLARIZED?

If you suspect someone is inside your home, do not go inside. Go to a neighbor's house and call the police on 911.

If you see an intruder leaving, make a note or memorize a description of him/her, the vehicle and tag number.

If the burglar has gone, do not touch anything. It may need to be fingerprinted.

Itemize what has been taken. Keep notes, you may even notice items missing several days after the burglary.

Contact your insurance company and contact your bank if credit cards and check books have been stolen.

INCREASE YOUR SECURITY

Evaluate the security areas in your house: windows, doors and lights.

Install deadbolts.

Hinge doors so no pins can be removed from the outside.

Consider increasing the security of your windows by installing locks.

For sliding windows and doors purchase a slide lock with a key. These are designed to prevent patio type doors from being forced open.

Consider having a peephole installed in your outside door. You will not have to open your door to determine the identity of your visitor.

When you move into a new home, have new locks installed.

Proper and creative lighting of your premises and home not only makes you feel secure but makes your property safer.

If you are away from your home, use timers on various lights within your home to give the 'message' that your residence is inhabited. It can also be useful to leave a radio or TV playing to give the impression that someone is home.

HOW TO CONTACT US

For security reasons, **all mail must be sent to the address below.**

Baltimore Police Department

**** Section or District ****

c/o 242 W. 29th St.

Baltimore, MD 21211-2908

LOCATIONS

Central District (410) 396-2411 500 E. Baltimore Street Baltimore, Maryland 21202	Eastern District (410) 396-2433 1620 Edison Highway Baltimore, Maryland 21213
Northeastern District (410) 396-2444 1900 Argonne Drive Baltimore, Maryland 21218	Northern District (410) 396-2455 2201 W. Coldspring Lane Baltimore, Maryland 21215
Northwestern District (410) 396-2466 5271 Reisterstown Road Baltimore, Maryland 21215	Southeastern District (410) 396-2422 5710 Eastern Avenue Baltimore, Maryland 21224
Southern District (410) 396-2499 10 Cherry Hill Road Baltimore, Maryland 21225	Southwestern District (410) 396-2488 424 Font Hill Avenue Baltimore, Maryland 21223
Western District (410) 396-2477 1034 N. Mount Street Baltimore, Maryland 21217	

Community policing encourages agencies to work proactively to develop solutions to the immediate underlying conditions contributing to public safety problems. Through their partnership with an independent sociologist from Towson University, the Baltimore Police Department has developed a community-based survey to evaluate a victims' level of satisfaction with responding patrol officers. Through this application they were able to obtain timely feedback on victims' experiences in Baltimore City. The Patrol Response Survey is a simple yet powerful tool that can assist law enforcement practitioners throughout the nation in more effectively understanding victims' experiences with their services.



FOR MORE INFORMATION

U.S. Department of Justice
Office of Community Oriented Policing Services
1100 Vermont Avenue, N.W.
Washington, DC 20530

To obtain details on COPS programs, call the
COPS Office Response Center at 800.421.6770.
Visit COPS Online at www.cops.usdoj.gov.