TRAINING BULLETIN

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"Department Training Bulletins shall be used to advise members of current police techniques and procedures and shall constitute official policy."

COMMUNITY-ORIENTED POLICING

Introduction

This Training Bulletin sets forth Departmental objectives and sets forth procedures to strengthen the Department's commitment to Community Policing.

Our Mission, Vision, Strategic Goals and Values

Oakland Police Department Mission

The Mission of the Oakland Police Department is to provide the people of Oakland an environment where they can live, work, play, and thrive free from crime and the fear of crime.

Oakland Police Department Vision

- By the Year 2015, Oakland is one of the safest large cities in California – both in reality and perception

- The Oakland Police Department provides high quality services in a Community-driven and customer-friendly manner

- The Oakland Police Department is trusted, respected and valued by those it serves

- The Oakland Community and the Oakland Police Department work together to solve Community and neighborhood concerns and issues

- The Oakland Police Department is an effective organization, providing a supportive and positive work environment for its employees

Oakland Police Department Strategic Goals

1. Focus on the underlying causes of violent crime in Oakland – Gangs, Drugs, and Guns

2. Improve police services provided based on the Community's priorities

3. Improve the relationship between the Oakland Police Department and the Community

4. Develop and implement a "Total Community Policing" model in Oakland

5. Expand the capability of the Oakland Police Department to meet its Mission

Oakland Police Department Values

In dealing with our Community and customers, we:

- Recognize that we are here to serve the needs of the Community

- Strive to provide the best service possible, in a professional and positive manner

- Operate with ethics, honesty, and integrity

- Treat our customers with respect, dignity, and fairness

- Are responsive to the changing needs of our Community and individuals we serve

In dealing with each other, we:

- Treat each other with respect based on mutual trust and common purpose

- Do the right things, ethically and honestly

- Communicate openly and positively about plans and decisions

- Set priorities to ensure services are delivered to the Community by personnel who are properly trained, equipped, and supported

- Are accountable for the quality of our work and the quality of the service the Department provides

- Are innovative and creative, acknowledging mistakes will be made from which we will learn

- Go beyond basic duties to help others and improve our Community

- Take responsibility for developing and training each other and ourselves

The Philosophy of Community Policing

Community Policing is both an organizational strategy and philosophy that enhances customer satisfaction with police services by promoting police and community partnerships. Proactive problem solving in collaboration with other public service agencies and community-based organizations reduces crime and the fear of crime, and improves the overall quality of life in our neighborhoods. Community Policing is a customer service approach to policing that embodies a true partnership, one in which all stakeholders advise, listen and learn, and the resultant strategies reflect that input. Community Policing involves a commitment from all Departmental employees at every level in the organization to work smarter in finding creative approaches to traditional and non-traditional problems, and to do so in a manner that recognizes and rewards integrity, creativity, courage and commitment.

Department Objectives

Community policing helps us better partner with the community to respond to problems and significantly improve communication between residents, business owners, and the personnel

working in the area and institutionalizes the philosophy at all levels so that each officer engages in community policing and long-term problem solving efforts. The Department has set the following objectives:

- Establish a strong geographic focus for all Patrol Officers, assigning officers to a specific area of the City, where they spend the majority of their time responding to calls for service, proactively addressing neighborhood problems, and interacting with the community;

- Establish clearly defined roles and accountabilities for all managers;

- Hold all managers accountable for the conduct and performance of their subordinates;

- Create special assignments and use specialized teams when the solution is beyond the capability of existing units;

- Manage the call-for-service function so citizens know what they can expect when calling the police for assistance;

- Deploy personnel to match call-for-service fluctuations;

- Strengthen communication between police personnel, City staff, the community, and other governmental agencies (e.g., DEA, County Health Department, etc.); and

- Under the direction of Area Commanders, support community policing by assigning specific problem solving responsibilities to personnel assigned to the three Areas.

<u>**Components of Community Policing**</u>

The Department's plan to expand the community-policing philosophy requires the successful implementation of the component strategies discussed below.

Geographical Accountability

Geographical accountability is historically rooted in Oakland, where officers are familiar with Oakland's geography, crime problems, "hot spots," and community members. The relationships that develop between officers and community members are invaluable to the successful implementation of community-policing. Community members prefer to have their assigned police officers to remain in the neighborhood or business district. This continuity of presence provides an opportunity for daily, on-going contact and ensures that officers are aware and informed of the community's current priorities. In addition to community and city partnerships, officers are encouraged to collaborate with each other and develop creative team approaches to problems. It should be understood that the problems of a "community" often extend beyond the artificial boundaries of the beat.

Dividing the City into five areas, each headed by a Captain of Police, will provide the opportunity and time for the captains to deploy their resources effectively and efficiently, and allow them to focus on specific issues within their district. Enable them to develop and implement crime reduction and prevention strategies, be creative and innovative given our staffing and resources, develop a familiarity with problems and issues within the districts, and most importantly, reach out and involve the community in the crime reduction process; building a tighter bond and spirit of cooperation.

Requests from the Community to Meet with Members of the Department

Community members must have access to Departmental services and personnel in order to establish and maintain effective communication.

Meetings with community members to share ideas and information serve everyone's interest and give community members an opportunity to voice their concerns.

All requests for public appearances e.g., Neighborhood Watch meetings, Neighborhood Crime Prevention Councils (NCPC) meetings, or Townhall meetings, shall be processed in accordance with the provisions of Departmental General Order B-7, Public Appearances.

Attendance at Community Meetings

Officer attendance at community meetings is key to building relationships with the community and identifying community concerns. Community meetings can provide officers with information that assist with targeting their problem-solving efforts.

In accordance with BFO Policy and Procedure Manual 03-03, COMMUNITY MEETINGS, all sworn Patrol Division personnel assigned to a regular geographic area of the City, including supervisors, Crime Reduction Teams (CRT) officers, Problem Solving Officers (PSOs), and Foot Patrol Officers, shall attend at least one (1) community meeting in their regularly assigned area each quarter. Sworn Police Technicians and K-9 Officers, while not mandated, are encouraged to attend community meetings.

Compstat

The Department conducts bi-weekly Compstat meetings with all Department commanders and managers. The meetings focus on crime reduction strategies, violence supression projects, and problem-solving projects Representatives of other City departments, criminal justice system partners, community members, and representatives of community groups may attend to share information on community-policing collaboration efforts. Results of problem-solving projects are presented and commanders have an opportunity to discuss efforts that are working well and where there continue to be challenges.

Community Oriented Public Safety

Community Oriented Public Safety is both an organizational strategy and a philosophy that enhances customer satisfaction with police services by promoting partnerships between the police and the community. Proactive problem solving in collaboration with other public service agencies and community-based organizations reduces crime and fear of crime, and improves the overall quality of life in our neighborhoods. Community Oriented Public Safety is a customer service approach to policing that embodies a true partnership, one in which all stakeholders advise, listen and learn, and the resultant strategies reflect that input. Community Oriented Public Safety involves a commitment from not only all Departmental employees but from other City agencies as well to work smarter in finding creative approaches to traditional and non-traditional problems, and to do so in a manner that recognizes and rewards integrity, creativity, courage and commitment.

Community Oriented Public Safety empowers neighborhood residents to be the eyes and ears of the Oakland Police Department, as well as to participate in the problem solving process by providing ideas that can become solutions. The police alone cannot implement and advance Community Oriented Public Safety. Neighborhoods benefit when community partnerships

increase the amount of information available to the police, reduce duplication of efforts, and improve the comprehensiveness of approaches to community programs.

Cooperation and Collaboration

Cooperation and collaboration are vital to the success of Community Oriented Public Safety. Both cooperation and collaboration occur when a number of agencies and individuals make a commitment to work together and contribute resources to obtain a common long-term goal. For collaboration to be effective, partners must bring their expertise to the table. Trusting relationships must be created among and between the partners.

By collaborating, we accomplish what individuals alone cannot, prevent duplication of efforts, and provide a more systematic, comprehensive approach to addressing problems. Cooperation and collaboration require a problem-solving model to bring focus to every issue. A problem-solving model also serves to keep participants accountable.

Responsibilities

Responsibilities must be shared among partners to build commitment, respect, and a sense of accomplishment. When every individual, business, and government entity understands its role and how that role plays into the bigger picture of securing a safe and secure community, success becomes more and more likely.

The Community

Community participation is essential to successful neighborhood problem solving. Residents, schools, businesses and community organizations have the responsibility to provide input and feedback into the problem solving process. Community participation empowers residents and allows them to take a leadership role in determining the future of their community. Ultimately, this partnership between city government and the community will achieve success by implementing strategies that provide long-term, sustainable solutions to neighborhood problems. In a safe community, individuals have personal responsibility and participate through community involvement.

Personal Responsibility

- Take a stand against violent crime and issues that impact quality of life
- Get educated on crime prevention measures to reduce the likelihood of becoming a victim
- Get help to resolve personal and family problems
- Exercise parental authority and responsibility

Community Involvement

- Report and provide timely information about suspicious activities and crimes
- Help to prosecute criminals by assisting in the follow up investigation
- Voice concerns about community crime and disorder problems
- Actively participate in the problem solving process
- Volunteer time to community groups (such as Home Alert and Neighborhood Crime Prevention Council) and neighborhood improvement measures
- Assist in providing resources to help implement problem solving strategies

City Government

The importance of city government's role in solving long term community problems is vital to the success of Community Oriented Public Safety. The City of Oakland provides the community with many resources such as Health Services, Parks, Recreation and Marine, Public Works, Community Development, Public Transportation, Fire, Water, Planning and Building, and Energy. The responsibility of city government is to bring the skill and expertise of its many departments together so that neighborhood quality of life is enriched.

City government responsibilities include:

- Organize city resources to effectively manage community issues (e.g., Service Delivery System or SDS)
- Facilitate communication and collaboration among city departments
- Track community issues to avoid duplication of effort
- Support quality of life standards

The Police

Officers who adopt the Community Oriented Public Safety philosophy are not soft on crime nor are they social workers. When a crime occurs they do not simply assess and reflect on the situation. Rather, they enforce the law by making an arrest and putting the offender in jail. By adopting the Community Oriented Public Safety philosophy officers now have an additional tool available to help them address problems.

Police responsibilities include:

- Participate in the problem solving process
- Listen to community concerns and participate in community groups and activities
- Collaborate with other city agencies to address quality of life issues
- Establish and support crime prevention programs
- Respond to calls for service
- Investigate crimes
- Apprehend those who commit crimes
- Help to convict persons charged with crimes
- Provide various other police services

The Broken Window Theory

The Broken Window Theory assumes that serious crime can be reduced by strongly enforcing laws against quality of life crimes such as graffiti, property damage, prostitution, and public drunkenness. If evidence of decay such as accumulated trash, broken windows, overgrown trees, chipped paint, and deteriorated buildings remain in a neighborhood for a reasonably long period of time, people who live and work in the area may feel more vulnerable and begin to withdraw. As a result, individuals become more fearful and withdraw further from community involvement and upkeep. This atmosphere then attracts offenders from outside the area, who sense that it has become a vulnerable and more attractive site for crime because of minimal care for property and the appearance of lack of governmental control.

Keep in mind:

- Individuals are not always the entire problem, sometimes they may be the symptom or result of the problem
- Just making an arrest does not solve the problem
- Environmental and physical factors contribute to criminal activity such as unkempt property, poor lighting, and overgrown vegetation

BEFORE / **AFTER**

The Community Problem Solving Model

S.A.R.A. (SCAN, ANALYZE, RESPOND AND ASSESS)

S.A.R.A. has been used for some time as a model for problem solving. It is an integral part of the philosophy of Community Oriented Public Safety in the United States. It is used to identify and assess the causes and severity of a problem and allows for effective implementation of solutions. Its four stages are:

Scan – Identify neighborhood crime and disorder problems. Identify the problem and who is affected by it. Look for underlying causes and avoid focusing on symptoms. Identify problems through:

- Personal experience with the location, activity, or the behavior that has come to your attention; and
- Communication with residents, businesses, other public or private agencies.

 Analyze – Identify and understand conditions that cause problems to occur. Four questions that should be asked are:

- Why is the problem occurring at this specific location?
- Who is affected by the problem and how are they harmed?
- How severe is the problem?
- Who can help turn this problem around?

Respond – Develop and implement solutions. Solutions can seek to:

- Eliminate the problem
- Reduce the problem
- Reduce the harm created by the problem
- Develop a process for better management of the problem

Assess – Determine the impact by evaluating the effectiveness of the response and look for ways to sustain the improvements. Assessment may include some combination of the following:

- Reduced calls for service, reported crime or reduced complaints
- Satisfied residents or businesses
- A more manageable problem

The Problem Triangle
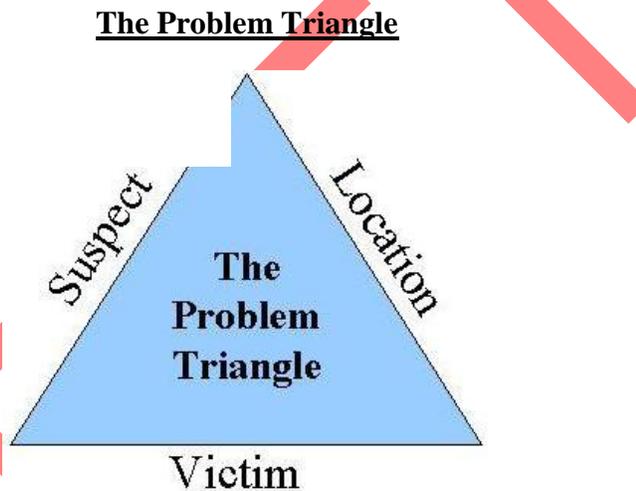
The problem triangle is helpful in conducting the analysis stage of S.A.R.A. According to the problem triangle, unless all three sides of the triangle exist, a crime or problem will not be present. The problem triangle is useful because it encourages individuals to think about the following questions:

- Why is the problem occurring?
- Who is affected by the problem?
- How severe is the problem?
- Who can provide an answer to the problem?

Take the following example of how the problem triangle may be used to solve a crime problem. Two suspects were responsible for a rash of nighttime robberies to convenience stores along a highway strip. During the analysis stage of S.A.R.A., police detectives found that only convenience stores with one nighttime store clerk on duty were being victimized.

Detectives shared this information with storeowners and even went so far as asking the city council to change the business code so that convenience stores open during nighttime hours were required to have two clerks on duty. After the number of clerks was increased, the rash of robberies subsided.

In this scenario the victims are the store clerks, the robbers are the suspects, and the location is the convenience store. By adding an extra clerk during nighttime hours, the detectives were able to remove the "victim" side of the triangle, making the crime unattractive for the suspects.

Another advantage to the problem triangle is that it can be used to address not only crime related issues but any number of problems. For example, a records clerk working in the police department noticed a rise in complaints that insurance companies were receiving copies of police reports long after the incident had occurred. The records clerk began using S.A.R.A. to identify and address the problem. During the analysis stage, the clerk discovered that the delay was due to detectives mailing reports after they had investigated the case. The clerk talked to detectives and found that reports could be mailed prior to detectives investigating cases. As a result of the clerk's use of S.A.R.A. and the problem triangle, records clerks automatically sent copies of reports to insurance companies. In this example, the insurance companies would be the suspect side of the triangle, the victim of the complaints is the records clerk, and the location of the problem is the police department. This response affected the location side of the triangle by streamlining the police department's paper flow and ultimately eliminated the problem.

Crime Prevention Through Environmental Design

Crime Prevention through Environmental Design **(CPTED)** is a straightforward, inexpensive way to crime-proof your property. It includes simple measures such as lighting improvements, landscape maintenance, and hands-on property management. Implementing CPTED in an environment eliminates the opportunity to commit crime while providing an open, inviting space for people in the community. Three principles of CPTED are Natural Access Control; Natural Surveillance; and Territorial Reinforcement. Below are summaries for each principle.

Natural Access Control – A design concept directed primarily at keeping people visible and easily observable. Features such as lighting, landscaping, and fencing create natural barriers and/or paths to guide the people through the space appropriately, while making those who are not using the space correctly more conspicuous.

Natural Surveillance – This focuses on the organization and layout of the location to provide maximum visibility of the people using it. Proper placement of windows, doors, and open space can provide people with a sense of safety while simultaneously letting the potential criminal know that others may be watching their behavior.

Territorial Reinforcement – Includes the use of physical elements to create a sense of ownership (monument signs, fencing, pavement treatments, etc.) that encourages people to use and take care of the location while discouraging those who might mistreat it.

Completing a CPTED evaluation begins with identifying the location's original purpose and evaluating its current uses and problems. Questions to ask are:

- What makes you feel safe or unsafe?
- Is the location well lit?
- Are there lots of places where people can hide?
- Does the location look like someone maintain it?
- Do you know how to get from one part of the site to the other?

The above location was considered an eyesore in a neighborhood. By applying CPTED principles the residence underwent a significant transformation by trimming trees and shrubbery to increase visibility and maintain curb appeal, planting grass, painting the residence, removing run down cars, repositioning trash cans so that they are not visible except for collection days and removing the non-working T.V. antenna from the roof.

The following efforts can be taken by a resident to apply CPTED principles:

- Ensure your address is well lit at night
- Trim landscaping, trees, and other plantings to improve the visibility of your house
- Exchange your exterior mailbox with a locking mailbox or mail drop slot that falls directly into your house
- Do not leave outgoing mail at your home - drop it in the mail via a postal mailbox
- Open your windows, drapes, curtains, and blinds when you are home
- Don't leave personal belongings in plain view in your automobiles

Remember, once a sense of safety is created for the people who use the location, they will take pride in it – and the opportunity to commit crime will diminish.

For more information on CPTED and to download a Home Security Survey, please visit www.Oaklandnet.com

Hot Spot Policing

Academic and professional studies have shown that very small parts of a city can be the location for high concentrations for crime, and these areas are referred to as *Hot Spots*. *Hot Spots* can also be described as areas of highest crime when compared to other areas in the city.

Using community and government resources strategically in *Hot Spots* provides opportunities to dramatically reduce the overall crime rate. Lower crime rates increase the quality of life for residents, visitors, businesses. Additionally, effectively addressing the scarce community building and crime fighting resources will free them up to be used to address other *Hot Spots* throughout the city.

It may be beneficial to view *Hot Spots* in longitudinal, seasonal, time based, or spatial analysis. Other contributors to a *Hot Spot* analysis may be community feedback, site visits, or surveys. Once identified, each *Hot Spot* should be studied for the underlying reasons for the concentration of crime.

The analysis of the *Hot Spots* should also address factors in the crime triangle: location, victim, and perpetrator. When selecting the appropriate crime prevention methods, members shall attempt to employ the most effective methods, blending community engagement and enforcement strategies.
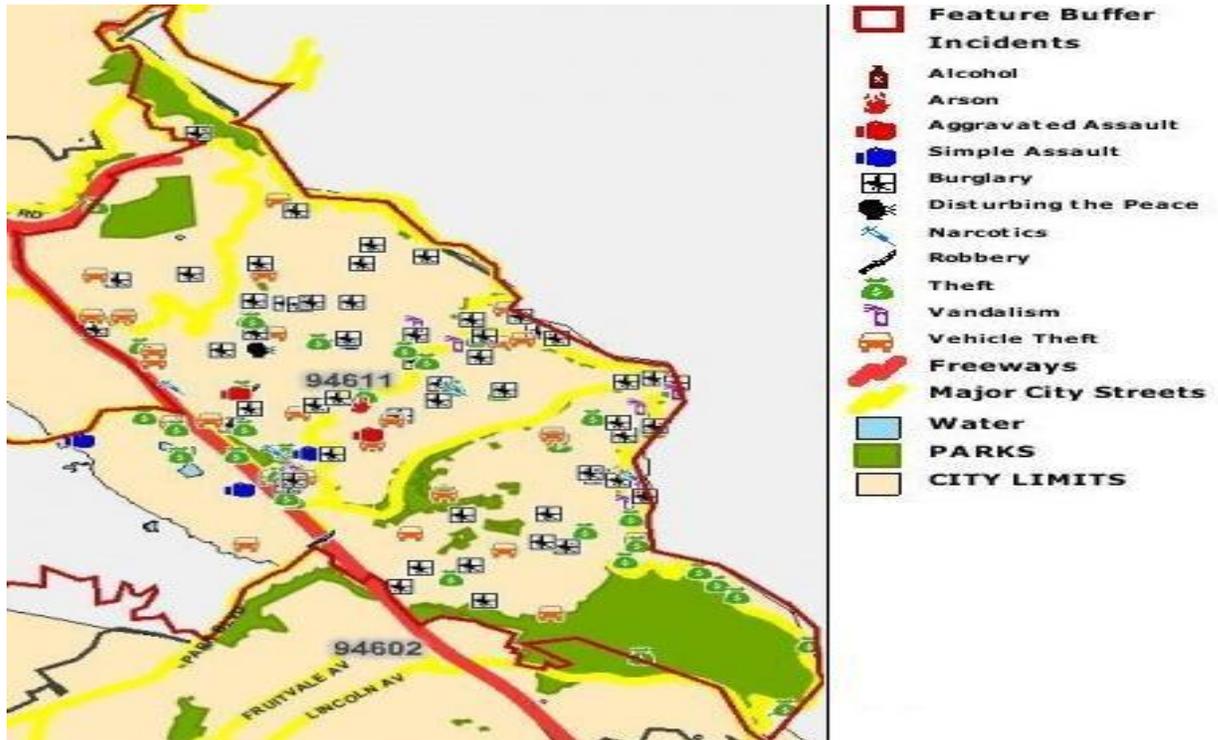
Call-In Program

The Oakland Police Department has implemented the Call In Program citywide as part of our multifaceted approach towards reducing crime and the fear of crime in our community. The program, also known as the "pulling levers" strategies, originated in Boston in the late 1990's. The Call In Program approach first emerged as part of the Boston Gun Project, a problem-policing project aimed at gang violence. "Pulling levers", or focused deterrence, strategies deploy services, enforcement, the moral voice of communities, and deliberate communication in order to create a powerful deterrent to particular behavior by particular offenders. The basic framework of this program includes:

- Selection of a particular crime problem such as an open air drug market or gang violence
- Pulling together an interagency enforcement group including, probation, parole, state and federal prosecutors
- Conducting in-depth research to identify key offenders
- Creating a tailored enforcement plan directed at those offenders with the intention of influencing their current behavior
- Matching the enforcement plan with appropriate services and the moral voices from the affected communities directed at those offenders

- Direct and frequent communications with those offenders, letting them know that they are under scrutiny, as well as the consequences if they choose to violate the law. During the call in meetings, the offenders meet eye to eye with law enforcement officials, service providers and other stakeholders from their community

Open Air Drug Markets

Open-air markets represent the lowest level of drug distribution networks. Open-air markets need to be addressed effectively due to the risks posed to market participants and to reduce the harms that illicit drugs use can inflict on our community. Drug dealing in open-air markets result in a wide range of social disorder and drug-related crimes, which negatively impacting the quality of life for our citizens. Some common problems associated with drug dealing in open-air markets include:

- Traffic congestion
- Noise (from people and traffic)
- Loitering
- Disorderly conduct
- Shootings and Homicides
- Prostitution
- Vandalism
- Robbery
- Residential and Commercial burglary

Traditional Response

Random police enforcement alone has often proven ineffective towards having long term effects on open air drug markets. Tactics such as high presence patrol, buy bust, and reverse buy bust operations alone have yielded temporary shut downs of drug spots. However, the drug spot often becomes operational again, with new sellers replacing ones arrested by police.

Problem Oriented Policing

It is important that the police department have a "laser-like focus", but a multifaceted approach, on areas of crime such as open-air drug markets. Proper analysis of the problem will allow the police and other agencies to craft a tailored response to address the sellers and users. The following are some questions to ask while analyzing the problem:

- Where is the drug market situated? Are there any clear geographical boundaries? Is it located near a transport hub or arterial route? Are there any physical or environmental characteristics that could encourage drug-related activity (e.g., vacant buildings, vacant lots, overgrown foliage, pay phones)? Are there suitable places for sellers to hide their drugs?
- What are the times of operation? Are there any particular days that are noticeably busier – for example, weekends, or days when people receive their welfare checks?
- What types of drugs are being sold? If several types are drug are being sold, do sellers specialize in one particular drug, or is there an overlap between markets?
- Does the market have a reputation for violence? Is the market in fact violent?
- Where are drug transactions completed? On the street, in vehicles, elsewhere?
- Are there places for people to use drugs once they have purchased them?

Market Participants: Buyers and Sellers

- How many sellers are operating in the area?
- Are sellers who are incarcerated, incapacitated, or killed replaced easily and quickly by new sellers?
- Do sellers operate alone, or use runners or lookouts?
- What is the structural organization of the market; e.g., is it fragmented-made up of freelance sellers, with ad hoc alliances; or hierarchical-where organizations of sellers may dominate their local area and drive out competition?
- What role do firearms play in the market – not present; present, but rarely used; or actively used?
- What proportion of customers is local to the area?
- If buyers travel to the market, how do they travel?

Drug Market's Impact on the Local Community

- Does the local community consider the drug market to be a problem? (This may affect the level of support from local residents).
- What activities and conditions specifically are of concern to citizens in the area (e.g., loitering, noise, traffic congestion, harassment, litter)?
- Have some areas become "no go" areas for law-abiding residents due to drug-related activity?
- Do local residents feel intimidated by drug sellers and their customers?
- Do local businesses feel that trade is being affected by drug-market activity? If so, how has it been affected? Are some local businesses profiting from the drug trade – e.g., by selling products or services necessary to support the drug market)?

Drug Treatment

- Are there any provisions for drug treatment in the community? Is there a local drug treatment agency or needle exchange schemes operating in the area?
- Do the police have any contact with local drug treatment providers?

Measuring Your Effectiveness

Measurement allows you to determine to what degree your efforts have succeeded, and suggests how you might modify your responses if they are not producing the intended results. It is important that you take measures of the problem before implementing responses to determine how serious the problem is, and to determine whether responses have been effective. All measures should be taken in both the target area and the surrounding area.

The following are potentially useful measures of the effectiveness of responses to drug dealing in open air markets:

- Reduced visibility of drug-related activity
- Reduced calls for service related to drug dealing and using
- Reduced calls for service related to crime and disorder
- Diminishing arrest rates for drug selling or drug possession with similar levels of enforcement
- Increased price of drugs, or increased search time to purchase drugs
- Increased feeling of community safety (determining this may entail conducting a survey of local residents)
- Renewed legitimate use of public spaces such as parks or recreation areas
- Reduced vehicle traffic and loitering
- Reduced evidence of drug- related paraphernalia
- Reduced levels of crimes in the vicinity of the drug market that are plausibly related to drug dealing (e.g., thefts, burglaries, robberies)

Responses to the Problem of Drug Dealing in Open-Air Markets

Your analysis of your specific problem should provide you a better understanding of the factors contributing to it. Once you have analyzed your specific problem and established a baseline for measuring effectiveness, it is time to consider your response options.

When devising a strategy to tackle your local market, it is important to think beyond making arrests of offenders. Serious consideration should be made towards disrupting the mechanism of the market to reach long term effect.

1. Highly visible patrol
2. Directed Patrol,
3. Buy bust / reverse buy bust operations
4. Intelligence-led investigative work (e.g., utilizing information from drug hotline, utilization of confidential informants, debrief offenders)
5. Locating and confiscating hidden drugs
6. Warning potential buyers

Community Responses

1. Encouraging community action (e.g., anti-drug initiatives)
2. Utilizing the drug hotline to provide intelligence to police (238-DRUG / 238-3784)
3. Utilize the CPTED concept to enhance the security of homes and neighborhoods

Civil Remedies

- Working with property managers to be more proactive
- Applying nuisance abatement laws (City Attorney's office)
- Seeking "stay away orders" to keep dealers out of the area
- Specialized Multi-agency Response Team (S.M.A.R.T) inspections
- Asset seizure

Modifying the Physical Environment

- Re-claiming public areas (Parks and Recreation, Public Works)
- Installing and monitoring surveillance cameras
- Securing vacant lots

Police Department Personnel Responsibilities

Community Oriented Public Safety depends on individuals to perform problem solving. It emphasizes an organization wide philosophy where all employees take a leadership role as a problem solver. Below are some common responsibilities for Oakland Police Department personnel:

Front Line Employee Responsibilities

A Community Oriented Public Safety employee will:

- Take ownership for problems in their beat
- Support the Problem Solving Officers beat projects
- Take the time to talk to people in the community and figure out what is important to them
- Attend neighborhood meetings to collaborate with residents and merchants (Home Alert, NCPC and Merchant Meetings)
- Look at the overall picture and address problems through quality of life enforcement, crime prevention, and traditional policing
- Use S.A.R.A. as a tool for solving problems
- Develop an understanding of community and city resources available to address crime related problems
- Take care of the problem and eliminate the need to come back
- Maintain successes by checking back from time to time - it is easier to maintain the ground you've gained versus having to start all over again
- Follow-up with the community to see if the problem has been resolved
- Share successes to help other officers with similar problems
- Track beat projects via department software
- Promote Courtesy, Professionalism, and Respect

Supervisor Responsibilities

A Community Oriented Public Safety supervisor will:

- Allow officers freedom to experiment with new approaches
- Grant flexibility in work schedules when appropriate
- Encourages officers to make contacts within the community
- Know officers' beats and important citizens in them and expect officers to know them even better
- Coach officers through the problem solving process, give advice, help them manage their time, and help them develop work plans
- Support officers even if their strategies fail, as long as something useful is learned in the process, and the strategy was well thought through
- Manage problem solving efforts over a long period of time; not allow the effort to die just because it gets sidetracked by competing demands for time and attention
- Give credit to officers and lets others know about their good work
- Identify emerging problems by monitoring calls for service, crime patterns, and community concerns
- Attend a minimum of one NCPC/Community Meeting every quarter

Area Watch Commander/Special Resource Section (SRS) Lieutenant Responsibilities

- Provide guidance and directions to staff,
- Assume watch commander duties when needed,
- Enforce Departmental policies and procedures,
- Implement and support the Department's crime reduction and problem-solving strategies,
- Foster esprit de corps and loyalty to the Department,
- Ensure efficient use of Departmental resources, and
- Complete other duties and staff work assigned by the District Commander

Watch Commander

Responsible for the deployment of the Patrol resources to achieve the crime reduction objective(s) for the areas.

- Patrol resources
- Responsible for **all** administrative compliance, such as ratings, Use of Force, Pursuits, PAS reports, and IA case reviews, etc.

Responsible for operational oversight of the department during a shift, providing management presence (ICS) at major events, inspecting the quality of department performance, monitoring call for service work demands, intervening in disputes between operational units and having knowledge of the state of crime in the city and the status of the department's response to that crime.

The Watch Commander provides a management presence during one shift, maintaining an awareness of crime and other incidents and responding when appropriate. Recognizing that District Captains, and their Lieutenants are responsible and accountable for assigning District

personnel to crime reduction and problem-solving activities in their areas, Watch Commanders do not alter those assignments except in exigent circumstances, reporting to the District Commander the reasons for such actions.

***Examples of Duties*:**

- Prepares the daily detail and updates/finalizes Telestaff.
- Oversees roll calls in one of the two police facilities, coordinating with another on-duty Lieutenant for coverage in the other facility.
- Aware of and reinforces the directives and mission of the District Commander to include crime reduction strategies and community engagement.
- Responds to major incidents to monitor the quality of the police response, intervening when necessary to ensure that effective service and proper procedures are followed.
- Inspects areas of police performance as assigned,, noting positive aspects and areas for improvement needed, if any, reporting on the inspection in the daily log.
- Communicates with the Deputy Chief or designee, the appropriate District Commander, and the Chief of Police when needed, to advise them of the status of important occurrences. Makes required notifications to District Captains and the Assistant Chief.
- Relinquishes command at the scene to a high-ranking officer when requested, and turns over incident management to a District Captain or Lieutenant if they arrive on the scene and there is clear communication that the District Captain or Lieutenant will take over the scene.
- Makes emergency deployment decisions regarding special operations and other non-District personnel to meet evolving demands and situations.
- Notes performance deficiencies, only taking action when there is an urgent need to immediately correct the deficiency, reporting all such observations to the District Commander for their action.
- Maintains a log of events responded to and the action taken as well as other significant events and occurrences.
- Monitors the number of personnel at various calls for service, ensuring that units return to their assigned areas as soon as their presence is no longer required.
- Maintains liaison with Department Public Information Officer and serves as media spokesperson at major events when required when no Department media spokesperson or District management staff is available.

Specialized Resource Section (SRS) Lieutenant

Responsible for the deployment of the specialized units to achieve the crime reduction objective(s) for the areas.

- PSOs, and
- CRTs.
- Responsible for **all** administrative compliance, such as ratings, Use of Force, Pursuits, PAS reports, and IA case reviews, etc.

Area Commander Responsibilities

A Community Oriented Public Safety Area Commander will:

- Oversee the day-to-day operations of the area on a 24-hour basis

- Allow officers freedom to experiment with new approaches

- Grant flexibility in work schedules when appropriate

- Encourages officers to make contacts within the community

- Know officers' beats and important citizens in them and expect officers to know them even better

- Gather NCPC concerns in Area; prioritize and deploy resources strategically to gain best results

- Ensure that Sergeants coach officers through the problem solving process, give advice, help them manage their time, and help them develop work plans

- Ensure that support is given to officers even if their strategies fail, as long as something useful is learned in the process, and the strategy was well thought through

- Ensure that the entire problem solving process takes place; not allow the effort to die just because it gets sidetracked by competing demands for time and attention

- Give credit to officers and supervisors and lets others know about their good work

- Coordinate efforts across shifts, beats, and among outside units and agencies

- Identify emerging problems by monitoring calls for service, crime patterns, and community concerns

- Identify Area Hotspots by working with Crime Analysis and communicating with staff

- Collaborate with affected Neighborhood Service Coordinators to ensure that the police are working on issues identified by the community

- Collaborate with the Area's Advisory Group to address issues and concerns impacting the area as a whole.

- Help identify key offenders in Area and facilitate their participation in the Call In program

- Respond to homicides

- Attend a minimum of one NCPC/Community Meeting every quarter

Measuring Effectiveness

Supervisors and commanders shall ensure at the time a problem-solving plan or strategy is developed that a mechanism to measure its success is also developed. Any plan or strategy that lacks an effective way to evaluate its success or failure is not complete.

Mechanisms designed to measure the success of community-policing efforts and problem-solving activities include, but are not limited to the following:

- Number of active NCPCs (by calendar year) OPD is working with;

- Number of problem-solving (SARA) projects initiated each calendar year by PSOs;

- Number of problem-solving (SARA) projects initiated each calendar year by Patrol Officers;

- Results of completed problem-solving (SARA) projects (see next section);

- Number of Area Commanders who participate in Internet Groups (e.g., Yahoo on-line forum to discuss community crime/safety problems);

- Number of OPD officers attending community meetings in each Area, by quarter;

- Number of PSO positions assigned per Academy class; and

- Qualitative assessments of community policing and problem-solving efforts in annual performance appraisals of BFO field personnel.

Measuring Results of Problem-Solving (SARA) Projects

Measuring the results of problem-solving projects offer the Deparment valuable and necessary insight into the successes and challenges of community policing and problem-solving efforts. The following measures may be used to assess the effectiveness of problem-solving projects.

- City of Oakland Annual Community Survey
- Focused Project Surveys
- Verbal Feedback-Community Meetings (NCPC, Neighborhood Watch,, etc.)
- Email to the Department's Website
- Electronic Message Boards (NCPC & Area Yahoo groups, etc.)
- Drug Hotline Calls (the increase or decrease of complaints)
- Computer Aided Dispatch Calls (the increase or decrease of complaints)
- Crime Analysis Reports
- Complaints to Service Delivery System Teams
- Crime Statistics (i.e., Targeted Crime Statistics)
- Observations (i.e., the condition causing concern no longer exists.)
- Monthly NCPC/NSC Meeting Reports

Problem-solving strategies or project updates shall be presented at Crime Stop meetings. Updates shall include positive data on community policing and problem-solving activities along with complaints and use-of-force incidents.

Problem-Solving Implementation

When crime or quality of life issues adversely affects a neighborhood or the Department's deployment of resources, the appropriate Area Commanders, supervisors, Problem Solving Officers, and/or Patrol Officers may initiate a problem-solving project to address the issue. The SARA model is the Department's primary problem-solving process.

Officers assigned to the patrol function are available for problem-solving assignments, and may initiate their own problem-solving projects. PSOs address neighborhood issues and develop problem-solving plans. PSOs coordinate the problem-solving effort and coordinate the resources of other Departmental units such as Crime Analysis, Criminal Investigations Division, Patrol, and Neighborhood Services Coordinators, as well as other City departments and partners in the criminal justice system.

Bureau of Field Operations officers, sergeants, and command staff are evaluated annually on their problem-solving efforts. Failures in this area will prevent members from being evaluated overall as "Fully Effective."

Personnel shall document any problem-solving project requiring a commitment of police resources in a project folder, equivalent file or an electronic database. Documentation shall be maintained for a three (3) year period.

Conclusion

The success of community policing is dependent on the level of support and cooperation from neighborhood residents, other City departments, criminal justice system partners and Department personnel. With every contact, officers and employees must seek to build community trust, respect and support. Community policing represents a genuine partnership between Department personnel and the community they serve. This partnership is strengthened when personnel display courteous behavior, willingly share information with others, and respect the rights of all Oakland's citizens, residents, and visitors at all times.

DRAFT

(S . A . R . A) P R O B L E M S O L V I N G W O R K S H E E T

Employee: _____ **Serial:** _____

Employee: _____ **Serial:** _____

Problem Address(es): _____

Date Project Opened: _____ **Date Project Closed:** _____ **Estimate Hours:** _____

SCANNING: *(Describe the problem, person(s) and/or groups that are affected by the problem)*

_____

_____

_____

ANALYZE: *(Understand the problem by collecting data. Analysis may involve collecting information about offenders and victims, time of occurrence, history and potential causes of the problem, and the results of current responses)*

_____

_____

_____

RESPOND: *(Develop and implement solutions to address the problem)*

_____

_____

_____

ASSESS: *(Review actions taken to address the problem. How successful have they been?)*

_____

_____

_____

_____

(S . A . R . A) P R O B L E M S O L V I N G W O R K S H E E T
Use this worksheet as a checklist during your analysis stage

Location

Notes

☐ Location Calls for Service

☐ RD Calls for Service

☐ Utility Billing

☐ Warrants by Address

☐ Parole Address of Record

☐ Probation Address of Record

☐ Property Owner

☐ Parole Demographics

☐ Crime Analysis Map

☐ Crime Prevention through Environmental Design (C.P.T.E.D.)

Person *(For additional persons use the supplemental worksheet)*

Name _____ D.O.B. _____ Involvement _____

☐ Warrant Check ☐ Parole LEADS ☐ Parole/Probation Check ☐ Criminal Package

☐ RMS Check ☐ Cal Photo ☐ Cal Gangs ☐

Comments _____

Vehicle *(For additional vehicles use the supplemental worksheet)*

License # _____ ☐ Registered Owner ☐ Parking Citations ☐ Vehicle History

Comments _____

(S.A.R.A.)

ANALYSIS SUPPLEMENTAL WORKSHEET

Person

Name _____ D.O.B. _____ Involvement _____

☐ Warrant Check   ☐ Parole LEADS   ☐ Parole/Probation Check   ☐ Criminal Package

☐ RMS Check   ☐ Cal Photo   ☐ Cal Gangs   ☐

Comments _____

_____

Person

Name _____ D.O.B. _____ Involvement _____

☐ Warrant Check   ☐ Parole LEADS   ☐ Parole/Probation Check   ☐ Criminal Package

☐ RMS Check   ☐ Cal Photo   ☐ Cal Gangs   ☐

Comments _____

_____

Person

Name _____ D.O.B. _____ Involvement _____

☐ Warrant Check   ☐ Parole LEADS   ☐ Parole/Probation Check   ☐ Criminal Package

☐ RMS Check   ☐ Cal Photo   ☐ Cal Gangs   ☐

Comments _____

_____

Vehicle *(For additional vehicles use the supplemental worksheet)*

License # _____ ☐ Registered Owner   ☐ Parking Citations   ☐ Vehicle History

Comments _____

_____

COMMUNITY ORIENTED PUBLIC SAFETY ACTIVITY LOG

Address

DATE	ACTIVITY	TIME (MINUTES)

COMMUNITY ORIENTED PUBLIC SAFETY TASK LIST

Use this form to manage tasks assigned to individuals

Access ID# _____ Address _____

DATE ASSIGNED	TASK	PERSON	DATE COMPLETED

Sample Problem-Solving Checklist

SCANNING

1. Identify the nature of the problem
   - ❑ location based
   - ❑ area based
   - ❑ activity/event based

<u>**Investigation**</u>

2. Identify the persons involved or present
   - ❑ Property owner
   - ❑ Property manager
   - ❑ Business operator
   - ❑ Tenant or lessee
   - ❑ Squatter/trespasser
   - ❑ Neighbors
   - ❑ Corporate officials
   - ❑ State, County officials

3. Documentation & File Building
   - ❑ Property records
   - ❑ Police records (LRMS,RMS)
   - ❑ Information from patrol officer
   - ❑ Related police reports
   - ❑ Internet databases (State, private)

<u>**Site Visit**</u>

4. Verify investigation information
   - ❑ Verify address/location
   - ❑ Who is there
   - ❑ What activity is evident
   - ❑ Photographs and/or video

5. Document other activities/conditions
   - ❑ Utilities, on or off
   - ❑ Code compliance issues
   - ❑ Health & safety
   - ❑ Licensing/permitting issues

6. SMART determination
   - ❑ Needs assessment: who & why
   - ❑ Date & time
   - ❑ Owner notification

7. Immediate enforcement or resolution action
   - ❑ Owner cooperative, commits to solution
   - ❑ Arrests or citations
   - ❑ Evidence of crime gathered

ANALYSIS

Smart Response

8. Pre-meeting
   - ❑ Discuss problem
   - ❑ Set objectives
   - ❑ Confirm time & place

9. Respond to site
   - ❑ Contact all inspectors or agents
   - ❑ Render the premises safe
   - ❑ Contact owner and occupants
   - ❑ Discuss findings with team
   - ❑ Thank all participants
   - ❑ Request copies of reports for file
   - ❑ Involve patrol officer whenever possible
   - ❑ Owner present

Strategize

10. Review documentation and options
    - ❑ Enforcement
    - ❑ Eviction
    - ❑ Nuisance Abatement or Eviction Ordinance
    - ❑ Drug Nuisance Abatement
    - ❑ Code enforcement, i.e. demolition
    - ❑ Community action, i.e. Small Claims Court
    - ❑ Other solutions appropriate to a particular site or problem
    - ❑ Voluntary compliance documented by a written agreement

11. Choose measure(s) to assess effectiveness of response
    - ❑ Before and after observations and pictures
    - ❑ Before and after calls for service data
    - ❑ Before and after drug hotline calls
    - ❑ Before and after Computer Aided Dispatch Calls
    - ❑ Before and after crime statistics
    - ❑ Project survey
    - ❑ Feedback from community meetings and message boards
    - ❑ Other

RESPONSE

12. Notification
    - ❑ Due process letter to property owner, i.e. §11570 H&S
    - ❑ Certified Mail or hand deliver
    - ❑ Document the delivery

13. File building
    - ❑ Follow-up site visits
    - ❑ Enforcement
    - ❑ Coordinate efforts with patrol officer
    - ❑ Surveillance

- ❑ File any responses from owner/occupants
- ❑ Maintain database

14. Civil Action
   - ❑ Nuisance Ordinance declaration/hearing
   - ❑ Eviction Ordinance filing
   - ❑ Drug Nuisance Abatement lawsuit filed
   - ❑ Lis Pendens
   - ❑ Lender notification
   - ❑ Corporate notification (businesses)
   - ❑ Community action, Small Claims Court action filed

15. Code Enforcement
   - ❑ Substandard Public Nuisance Declaration
   - ❑ Imminent Hazard
   - ❑ Relocation
   - ❑ Clean & board
   - ❑ Lien the property
   - ❑ IRS & Franchise Tax Board notification

Negotiate

16. Follow-up with decision maker
   - ❑ Seek resolution
   - ❑ Deal only with decision maker, i.e. owner or agent
   - ❑ Use sound negotiating techniques
   - ❑ Written documentation of all agreements
   - ❑ Settlement Agreements
   - ❑ Completed by CAO
   - ❑ Reviewed by OPD
   - ❑ 2 year term
   - ❑ Performance bond

Closure

17. Closure steps & requirements
   - ❑ Verify no Drug Hotline calls or CAD calls for service for 90 days
   - ❑ Owner contacted
   - ❑ Site visit to verify compliance documented
   - ❑ Closing statement in file
   - ❑ Closing photographs
   - ❑ Supervisory review and approval

ASSESSMENT

Maintenance

18. Maintenance steps & requirements
   - ❑ Advise community of their responsibility to monitor
   - ❑ Respond to activity indicative of a return of problem
   - ❑ Maintain file on project
   - ❑ Monitor indicators such as calls for service, RMS, etc
   - ❑ Make a periodic drive-by or site visit

19. Measure effectiveness of response
- ❑ Changes in physical state
- ❑ Changes in calls for service data
- ❑ Changes in drug hotline calls
- ❑ Changes in Computer Aided Dispatch Calls
- ❑ Changes in crime statistics
- ❑ Community feedback
- ❑ Other

20. Process review
- ❑ Review entirety of the project for process improvement
- ❑ Incorporate successes in similar projects
- ❑ Review project with supervisor/commander
- ❑ Review project with patrol officer