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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.

Departmental Core Values

The Department has adopted Community-Oriented Policing (COP) as its operational philosophy to institutionalize the core values of Fairness, Integrity, Respect, Service and Teamwork (F.I.R.S.T.).

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;



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- 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.

Components of Community Policing

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.

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.

Crime Stop

The Department conducts bi-weekly Crime Stop meetings with all Department commanders and managers. The meetings focus on crime reduction strategies, violence suppression projects, problem-solving projects, and management data associated with areas of liability (i.e., uses of force, citizen complaints and vehicle pursuits). 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.

Problem Solving

The Department utilizes problem solving as its main method for implementing its Community Policing vision.

Problem solving requires all personnel to identify recurring incidents and neighborhood concerns that generate calls for service, to reduce crime, and to enhance the quality of life. Problem solving requires personnel to analyze such problems and concerns, implement solutions to the individual situations, and evaluate the effectiveness of the implemented solutions over time.

By successfully addressing the root cause(s) of a problem or neighborhood concern, officers may reduce calls for service and increase community satisfaction with police services. All personnel shall support the Department's problem solving efforts.

Problem solving uses the process of Scanning, Analysis, Response and Assessment (SARA) identified as follows:

- Scanning: Personnel identify the location and conditions, problem, parties involved, and crimes involved, if any.
- Analysis: Personnel gather detailed information about the problem, and work to understand the problem's scope, nature, and cause.
- Response: Personnel implement a solution. Implementation may involve separating a large problem into smaller, more manageable parts.
- Assessment: Personnel evaluate the solution to determine overall effectiveness and sustainability, and assess what can be done differently in the future.



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 Department 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 are minimally required to initiate their own problem-solving projects one (1) to three (3) times per year. In addition, 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.

Each Area Commander is accountable for the assignment, tracking and completion of projects within his/her Area. Projects shall be tracked through utilization of the existing database created for this purpose. Command staff shall report at CrimeStop the number of projects opened and closed during the reporting period. Meeting notes from CrimeStop shall be maintained by BFO staff.

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.



Attachment A

Sample Problem-Solving Checklist

SCANNING

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

Investigation

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)

Site Visit

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