



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.