

Policy 15-01

Index as: 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.

Effective community engagement focuses not only on developing and maintaining relationships with the citizens, businesses, and/or community organizations it serves but understanding that to resolve the issue(s) facing an area, it requires a collaborative effort.

The purpose of this directive is to set forth bureau procedures regarding expectations and responsibilities for:

- Neighborhood Service Coordinators (NSCs)
- Community Resource Officers (CROs)
- Foot Patrol Officers
- Crime Reduction Team (CRT) Officers
- Community Meetings

These expectations and responsibilities are designed not only to meet legal mandates but also to improve police community relations, enhance City-wide problem solving efforts, reduce serious and violent crime, and address public safety issues through a community policing philosophy.

I. BACKGROUND

Police Department Mission, Vision and Goals

The three fundamental components of the Oakland Police Department's (OPD) mission, vision and goals are:

1. Reduce Crime
2. Strengthen Community Trust and Relationships
3. Achieve Organizational Excellence

II. Community Policing and Problem Solving

Community policing and problem solving places a high value on responses that are preventive in nature, that are not dependent on the use of the criminal justice system, and that engage other

public agencies, the community and the private sector when their involvement has the potential for significantly contributing to the reduction of the problem. Problem solving carries a commitment to implementing responses, rigorously evaluating effectiveness and subsequently reporting the results of priorities and projects in ways that will benefit the community, the organization, and policing practices in general.¹

A. Community Priorities

Community priorities are areas or issues of concern, generated by the community itself, which can be addressed in whole or in part by partnership with the Department. While typically set by attendees of the Neighborhood Councils, priorities can come from a variety of different sources. However, priorities should be applicable to a larger section of the Community Policing Beat rather than just one individual. Such priorities should be determined by a representative group of community stakeholders with a focus on diversity.

Community Policing Beats should have one to three priorities at any given time. A priority may be handled by way of a SARA (Scanning, Analysis, Response, Assessment) project or through means of a simple response. Regardless of how an identified priority is handled, any solution or action must be specific, measurable, achievable, relevant, and time bound with set due dates or evaluation dates.

B. SARA Projects

Each CRO is expected to have one open SARA project at any given time. Other organizational priorities may compete with this expectation.

SARA projects are a way to identify issues related to specific priorities or problems and to design tailored solutions for those issues. The SARA concept includes evaluation of the solutions and the target issue to determine the efficacy of the designed response. The SARA model includes the following steps:²

1. Scanning

- a. Identifying recurring problems of concern to the public and the police.
- b. Identifying the consequences of the problem for the community and the police.
- c. Prioritizing those problems.
- d. Developing broad goals.
- e. Confirming that the problems exist.
- f. Determining how frequently the problem occurs and how long it has been taking place.
- g. Selecting problems for closer examinations.

¹ Problem-Oriented Policing, Herman Goldstein, 2015

² Center for Problem Oriented Policing, 2018, <http://www.popcenter.org/about/?p=sara>

2. Analysis

- a. Identifying and understanding the events and conditions that precede and accompany the problem.
- b. Identifying relevant data to be collected.
- c. Researching what is known about the problem type.
- d. Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response.
- e. Narrowing the scope of the problem as specifically as possible.
- f. Identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem.
- g. Developing a working hypothesis about why the problem is occurring.

3. Response

- a. Brainstorming for new interventions.
- b. Searching for what other communities with similar problems have done.
- c. Choosing among the alternative interventions.
- d. Outlining a response plan and identifying responsible parties.
- e. Stating the specific objectives for the response plan.
- f. Carrying out the planned activities.

4. Assessment

- a. Determining whether the plan was implemented (a process evaluation)
- b. Collecting pre- and post-response qualitative and quantitative data.
- c. Determining whether broad goals and specific objectives were attained.
- d. Identifying any new strategies needed to augment the original plan.
- e. Conducting ongoing assessment to ensure continued effectiveness.

C. Priority and Project Review

Upon completion of responding to a priority – including the closure of a SARA project, the involved CRO should discuss with the relevant Neighborhood Council.

III. NEIGHBORHOOD SERVICE COORDINATORS

A. General Roles and Responsibilities

Neighborhood Service Coordinators are expected to support Neighborhood Councils/NCPCs and help residents work together, in partnership with the police and other city departments, to address ongoing problems in their neighborhoods.

B. Community Engagement

1. NSCs should conduct outreach, to include:
 - a. Development and distribution of outreach material promoting Neighborhood Council meetings and other events.

- b. Use of door-to-door and social media communications.
 - c. Distribution of crime prevention information based on crime trends (such as auto burglaries).
2. NSCs should create an outreach strategy with their Neighborhood Council board.
- a. This outreach strategy should include a plan to conduct door-to-door and online outreach.
 - b. Contact your Neighborhood Watch Block Captains and National Night Out host to assist with outreach in their neighborhoods.
 - c. Remind the Neighborhood Council board that they can use their allocated NCPC funds to purchase outreach material such as postcards and door hangers.
 - d. NSCs will work with Neighborhood Council board to share successes with other Neighborhood Councils.
3. NSCs should use social media to share information.
- a. NSCs will receiving training on social media.
 - b. Social media should be used to promote community successes, especially those involving OPD:
 - 1) NSCs should compose a brief narrative that highlights a successful community event, good news, a closed and/or otherwise completed priority or project. This story should be submitted to the NSC's manager for review and approval. Photos should be included. NSCs will not report out on closed SARA projects.
 - 2) NSCs should work with their Neighborhood Council boards and other members to identify positive stories related to Neighborhood Council activity.
 - c. NSCs should post meetings on social media and in the social media event calendars.
 - d. At least one NSC from BFO 1 and at least one NSC from BFO 2 will be designated to post on OPD social media accounts, including Facebook, Instagram, NextDoor, and Twitter. CROs and CRTs should forward stories and photos to the designated NSCs.
4. NSCs should coordinate with other City, county and state agencies to resolve problems. These include:
- a. Community Policing Advisory Board
 - b. Safety and Services Oversight Commission
 - c. Law Enforcement Partners (BART, Alameda County Sheriff, Oakland Unified School District)
 - d. City Administrator's Office (Nuisance Abatement, Homeless Management Team, Special Activity Permits)

- e. Oakland Fire Department;
- b. Office of the City Attorney (Neighborhood Law Corps Attorneys);
- c. Nuisance Abatement (City Administrator's Office);
- d. Alameda County Office of the District Attorney;
- e. Public Works
- f. Department of Transportation
- g. Building Services/Code Compliance
- h. Oakland Housing Authority
- i. OUSD; and
- i. Other agencies as required.

5. NSCs attend community events and track officer attendance through the use of PAR (Public Appearance Request) forms.

IV. COMMUNITY RESOURCE OFFICERS

A. General Role

Community Resource Officers are responsible for the coordination of problem solving activities in specific geographic areas, including:

1. Documenting the following:
 - a. Neighborhood Council Priorities
 - b. Community concerns
 - c. Area Command staff priorities
 - d. Crime issues
 - e. Blight concerns
 - f. SARA projects
2. Encouraging active participation of OPD personnel in Neighborhood Council and other community groups.
3. Initiating and completing SARA projects.
4. Attending Neighborhood Council meetings and providing routine updates.
5. Serving as liaisons with City Departments.
6. Providing foot and bicycle patrols.
7. Answering calls for service if needed.
8. Leading targeted enforcement projects.
9. Coordinating enforcement efforts with CRT and other personnel.

In addition to the above crime-reduction activities, CROs may assist CRTs in serving as first responders to crowd management events. CROs may also work with CRTs in providing violence or other serious crime suppression.

B. Specific Responsibilities

CROs act as coordinators and liaisons for projects and priorities in their assigned Community Policing Beats. Absent other urgent and specific Department needs, the Department is committed to keeping continuity of CROs assigned to a specific beat.

CROs utilize the SARA process to solve problems. This process is documented by CROs in the community project database, SARANet. CROs are expected to:

1. Build community support for OPD through positive customer service;
2. Be visible to and engage with the community;
3. Identify violent crime hot spots on their Community Policing Beat;
4. Assist Neighborhood Councils in establishing appropriate priorities based on crime data;
5. Research and identify the three locations generating the highest calls for service on their Community Policing Beat and, as appropriate, open projects aimed at reducing these calls for service;
6. Identify properties associated with neighborhood problems (calls for service, crime, blight, and nuisance) and institute projects to address these problems;
7. Communicate important information to Patrol officers and coordinate the response activities of these officers in solving projects;
8. Check email and voicemail messages daily and respond within a reasonable time (CROs shall use beat-specific email addresses for all communication related to issues in Community Policing beats);
9. Know and identify formal and informal community leaders (e.g., Neighborhood Watch block captains, school principals, community center staff, religious leaders, etc.); and
10. Coordinate with other City, county and state agencies to resolve problems. These include:
 - a. Oakland Fire Department;
 - b. Office of the City Attorney;
 - c. Nuisance Abatement (City Administrator's Office);
 - d. Alameda County Office of the District Attorney;
 - e. Public Works
 - f. Department of Transportation
 - g. Building Services/Code Compliance
 - h. Oakland Housing Authority
 - i. OUSD; and
 - j. Other agencies as required.
11. Create, gather or provide updates, results, and events regarding projects or priorities, responses, and results to NSCs for posting to social media platforms.

C. Use and Auditing of the SARANet Database

CROs should update the SARANet Database on the status of their projects regularly, at bi-weekly sergeant/officer meetings. CROs should maintain contact with other personnel to include updates of coordinated work on projects in the database.

CRO supervisors should conduct audits of the SARANet Database at least monthly to ensure that projects are properly documented. SRS commanders should also conduct regular audits.

D. CRO Assignment to Neighborhood Councils

CROs will be responsible for close and continuous coordination with their assigned Neighborhood Councils and Neighborhood Service Coordinator (NSC). However, each of the 57 Neighborhood Councils may not have a solely dedicated CRO.

Area Commanders have the flexibility to assign a CRO to a maximum of two Neighborhood Councils, with the exception of Beat 13, where one CRO may be assigned to all three Neighborhood Councils. CROs shall meet with and assist their assigned Neighborhood Councils in accordance with each Neighborhood Council's published meeting schedule. Neighborhood Councils are not the single point of contact for the CRO and attention must also be paid to other community organizations (including faith-based organizations) on their beat.

E. Data Collection and Dissemination

CROs are required to use SARANet to document community-based projects. In addition to using SARANet, CROs should track other activities undertaken (such as crowd management).

CROs should make every effort to disseminate information on community projects and priorities to involved or required Department staff.

F. Professional Development

OPD should provide annual training to all CROs. Such courses could address the below:

1. CRO-specific training course provided by OPD;
2. Problem-oriented or problem-solving using SARA model
3. Search warrant;
4. Undercover and crime reduction operations;
5. Custom notifications;
6. Community relations/customer service;
7. Cultural diversity and competency;
8. Tactical training; and
9. Procedural Justice.

Additionally, supervisors and commanders of CROs should identify training which will enhance the professional development of CROs. CROs should identify training which will enhance their development or job performance and submit training requests for consideration.

G. Tenure

There is no mandatory length of time for CRO members to serve in their role. Transfers into and out of any CRO unit are governed by OPD DGO B-04, *Personnel Assignments, Selection Process, and Transfers*. However, newly-appointed members are expected to serve a minimum of five years absent promotion or transfer to another specialized assignment.

V. FOOT PATROL OFFICERS

A. Roles and Responsibilities

Foot Patrol Officers maintain a high-visibility presence in specific geographic areas, such as Downtown Oakland. Foot Patrol Officers also serve as Bicycle Patrol Officers.

B. Professional Development

Foot Patrol should attend all of the below-listed training:

1. Problem solving (SRS school)
2. Bicycle patrol

C. Tenure

There is no mandatory length of time for Foot Patrol Officers to serve in their role. Transfers into and out of any Foot Patrol unit are governed by OPD DGO B-04, *Personnel Assignments, Selection Process, and Transfers*. However, newly-appointed members are expected to serve a minimum of five years absent promotion or transfer to a related assignment such as the Criminal Investigation Division (CID) or Ceasefire.

VI. CRIME REDUCTION TEAM OFFICERS

A. Roles and Responsibilities

Crime Reduction Teams are OPD's primary means of addressing and reducing violent and other serious crime. CRT officers are expected to perform a variety of tasks to achieve these objectives, including:

1. Directed enforcement and operations in line with Department or Area Crime Reduction Plans
2. Conducting basic to intermediate-level investigations
3. Service of search and arrest warrants
4. Location and arrest of suspects

In addition to the above crime-reduction activities, CRTs generally serve as OPD's first responders to crowd management events.

B. Direction

While direction for CRT activities may come from a variety of sources, primary mission direction should come from Area Commanders using the Department's crime-reduction plans.

C. Data Collection

CRT supervisors and commanders are required to provide evidence of their activities through completion of a weekly activity report.

D. Professional Development

CRT supervisors should attend all of the below-listed training:

1. Undercover operations
2. Basic narcotics enforcement
3. Advanced Procedural Justice
4. Search Warrant
5. Operational planning and supervision for crime reduction strategies
6. Crime reduction field operations

E. Tenure

There is no mandatory length of time for CRT officers to serve in their role. Transfers into and out of any CRT unit are governed by OPD DGO B-04, *Personnel Assignments, Selection Process, and Transfers*. However, newly-appointed members are expected to serve a minimum of five years absent promotion or transfer to a related assignment such as the Criminal Investigation Division (CID) or Ceasefire.

VII. COMMUNITY MEETINGS

A. Attendance at Community Meetings

BFO personnel attending a community meeting or public appearance shall complete and forward a Public Appearance Report (PAR, TF-3225) as follows:

1. Personnel receiving an appearance request shall complete Part I (Request Information) of the PAR and forward the PAR to the appropriate commander.
2. Immediately upon completing the public appearance, the NSC (for NCPC meetings) or in his/her absence, the primary OPD speaker/attendee, shall complete and forward the PAR to the BFO Administrative Unit through the chain-of-command of the person completing the PAR.
3. When there is more than one attendee, multiple PARs may be completed and forwarded. However, multiple attendees may be listed in Part III of the PAR.

B. Presentations at Community Meetings

Depending on assignment and/or classification, staff members may be required to make presentations at community meetings. CROs and NSCs are expected to make presentations on a regular basis. When presenting a community meeting, the assigned NSC should do the following in order to ensure City-wide consistency:

1. Send an Outlook calendar invite (specific to a single meeting – not a recurring appointment) to the:
 - a. BFO Deputy Chief
 - b. BFO Neighborhood Services Manager

- c. Area Captain
- d. Area Special Resource Lieutenant
- e. Area CRO Sergeant
- f. Area CRT Sergeant
- g. Assigned CRO

The calendar invite should include beat priorities and NSC contact information.

2. Provide an agenda that minimally includes:
 - a. Contact information.
 - b. Current beat priority and project updates (Status of priority or project, responses since last meeting, status of assessment or evaluation)
 - c. Identification of new priorities or projects (if needed)
 - d. Community Beat crime trends and crime rates
 - e. Misc. Agenda Items (Other announcements, other presentations, etc.)
 - f. Summary of key activities related to these items.
 3. Introduce yourself at the beginning of the meeting.
 4. Explain the role of CROs and CRTs. If needed, required, or requested
 5. CROs are required to provide:
 - a. Crime statistics for the Area and Beat.
 - b. Updates on priorities and projects, including:
 - 1) Defined priority and project problem and goal
 - 2) Status of each active priority or project or for each priority or project closed since the last meeting or update
 - 3) Responses completed or logged by all priority or project partners since last meeting or update
- OPD staff should consider hosting community meetings and other events in different areas in the beat.
6. CRO and NSC Interaction
 - a. CROs and NSCs should collaborate prior to every Neighborhood Council meeting to review and discuss beat information, crime statistics, crime trends, priorities, and projects. Identification of current neighborhood concerns including problem properties and hot spots should be included.
 - b. CROs should provide NSCs with the CRO's report prior to the meeting.

C. Living Room Meetings

Living room meetings are a specific type of community meeting. Like all community meetings, the goal of a living room meeting is to improve police-community relations. Living room meetings employ specific criteria, such as the following:

- Intimate setting (such as an actual residential living room) OR Local facility recommended by the assigned NSC (such as a library or recreation center)
- Small group size (no more than 20 participants)

Living room meetings are generally attended by Area command staff, supervisors, and officers. NSCs should attend when possible.

Approved by

Roland Holmgren
Acting Deputy Chief
Bureau of Field Operations 1

LeRonne Armstrong
Deputy Chief
Bureau of Field Operations 2