

COMMUNITY
POLICING
AND
PROBLEM
SOLVING

Organizational
Plan



DM-2
10/93

**COMMUNITY POLICING AND PROBLEM SOLVING****TABLE OF CONTENTS**

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INTRODUCTION

Community Policing and Problem Solving have been adopted by the Police Commission as the operational philosophy of the San Francisco Police Department. This manual establishes the key elements of the Community Policing and Problem Solving.

Community policing is an interactive process between police officers and the citizens who work and live in the neighborhood patrolled. It is results oriented rather than incident driven providing a strategy to buttress a community's ability to produce attractive and safe neighborhoods.

Police officers in addition to their law enforcement role, become managers of their beats/sectors and are encouraged to engage in responsible and creative ways to bring about problem resolution.

Community policing is both a philosophy and an organizational strategy that allows the police and the community to work closely together in new ways to solve the problems of crime, fear of crime, physical and social disorder, and neighborhood decay. Community policing and Problem Solving give reality to the historic tradition that the police are the public and that the public are the police.

Angela 10/93



The Police Commission

CITY AND COUNTY OF SAN FRANCISCO

September 22, 1995

Anthony D. Ribera
Chief of Police

HARRY W. LOW
President

COTT-HLDE v. HEWLETT
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LT. MANUJL BARRETTA
Secretary

Dear Chief Ribera:

At the meeting of the Police Commission on Wednesday, September 1, 1993, the following resolution was adopted:

RESOLUTION NO. 94-95

ADOPTION* OF THE COMMUNITY POLICING AND PROBLEM SOLVING PROGRAM AS THE PHILOSOPHY FOR THE SAN FRANCISCO POLICE DEPARTMENT

RESOLVED, that the Police Commission hereby adopts the Community Policing and Problem Solving Program as the operational philosophy of the San Francisco Police Department."

AYES: Commissioners Feinstein, Friday, Hewlett, Low

ABSENT: Commissioner Rodriguez

*

Very truly yours,

Lieutenant Manuel Barretta
Secretary
THE POLICE COMMISSION

1157/rc
W/7003M

cc: Captain M. Hebel/Academy

COMMUNITY POLICING AND PROBLEM SOLVING**"The Operational philosophy of the S.F.P.D."****I. MISSION STATEMENT**

The San Francisco Police Department's Mission Statement boldly states:

"We, the members of the San Francisco Police Department, are committed to excellence in law enforcement and are dedicated to the people, traditions, and diversity of our city. Our number one priority is controlling crime. In order to do that and to reduce the fear of crime we will work with the community, we will provide service with understanding, response with compassion, performance with integrity, and law enforcement with vision."

II. STATEMENT OF VALUES

The Department's Statement of Values include:

- We are committed to solving neighborhood problems. We care about the quality of life in the City's neighborhoods and we believe that our service must answer their needs.
- We maintain open communication with all the communities we serve. Their input helps to determine police policies, priorities, and strategies.

COMMUNITY POLICING AND PROBLEM SOLVING

The San Francisco Police Department is committed to provide a rapid and effective response to life threatening situations and other public safety emergencies. Through the use of traditional law enforcement methods and problem solving strategies, we address the contemporary neighborhood problems of crime, disorder, and physical and social decay. The Department provides a highly visible presence in all the City's neighborhoods.

The San Francisco Police Department recognizes the need to collaborate with the public in order to reduce crime, disorder, fear and all those negative factors lessening the quality of life. We cannot effectively deal with these by ourselves. Through open communication, we strive to increase public understanding of law enforcement complexities, to ensure the certainty that Department priorities match community expectations, and to inform the public of the reasons for police actions. The key to our crime control efforts is the matrix enforcement projects. Community policing is critical to these projects serving as a bridge between the officers and the community. In order for the public to support our enforcement efforts, they must be included in the process and understand what we are doing. **Public support is critical to our enforcement efforts.**

111.

In order to promote and advance its Mission and Values, the
San Francisco Police Department:

1. Adopts community policing and problem solving as its policing philosophy, management style and organizational strategy.

COMMUNITY POLICING AND PROBLEM SOLVING

2. Commits the entire Department to this policing philosophy.
3. Encourages partnerships, problem solving, empowerment, accountability and a service orientation.
4. Emphasizes crime control, crime prevention and a reduction of fear of crime.

Community policing requires a Department-wide commitment from everyone, civilian and sworn, to the community policing philosophy and problem solving strategy. It challenges all personnel to find ways to express this new philosophy in their assignments, thereby balancing the need to maintain an immediate and effective police response to individual crime incidents and emergencies with the goal of exploring new proactive initiatives aimed at solving problems before they occur or escalate.

COMMUNITY POLICING AND PROBLEM SOLVING**DEFINITION**

- Community Policing is a philosophy, management style and organizational strategy that promotes pro-active problem solving and police-community partnerships to address the causes of crime, disorder and fear as well as other community issues.
- It is a philosophy of full service personalized policing where the same officer patrols and works in the same area on a permanent basis, from a decentralized place, working in pro-active partnership with citizens to identify and solve problems so as to make their neighborhoods better and safer places in which to live and work.

COMMUNITY POLICING AND PROBLEM SOLVING**DEFINITION (Continued)**

- Community policing is based on the premise that both the police and the community must work together to identify, prioritize, and solve contemporary problems such as crime, drugs, fear of crime, social and physical disorder, and overall neighborhood decay, with the goal of improving the quality of life in San Francisco's neighborhoods.

COMMUNITY POLICING AND PROBLEM SOLVING

GOALS

1. **PARTNERSHIP:** A cooperative effort involving all affected participants from government, neighborhoods, social, civic, educational and religious groups to identify, address and solve problems.

2. **PROBLEM SOLVING:** The identification and analysis of criminal and disruptive behavior patterns to develop methods and solutions for permanent resolution.

3. **EMPOWERMENT:** Creating a sense of joint ownership for reciprocal behavior, skills, and attitudes which allow members of "neighborhoods" and officers to express their concerns. Through that expression of concerns, crime, livability and economic conditions can be impacted.

4. **ACCOUNTABILITY:** A form of mutual checks and balances placing shared responsibility for solving problems on citizens, police, governmental, civic and social agencies.

COMMUNITY POLICING AND PROBLEM SOLVING**GOALS (Continued)**

5. **SERVICE ORIENTATION:** The concept that the "public" is the "customer" and the police agency is the "service provider." To best serve the "customer", their needs must be taken into account. This goal also applies the same principles within the agency regarding the needs of the employee.

COMMUNITY POLICING AND PROBLEM SOLVING**PRINCIPLES**

- Traditional law enforcement duties continue (arrests, citations, response to emergency calls for service, etc.) and the other responsibilities of community policing and problem solving are in addition to and not a substitute for.
- Reassesses who is responsible for public safety and redefines the roles and relationships between the police and community.
- Requires shared ownership, decision making, and accountability, as well as sustained commitment from both the police and the community.
- Establishes new public expectations of and measurement standards for police effectiveness (e.g., from 911 response time and arrest/crime statistics...to include quality of service, customer (community) satisfaction, responsiveness to community defined issues, and cultural sensitivity.

COMMUNITY POLICING AND PROBLEM SOLVING

PRINCIPLES (Continued)

- Increases understanding and trust between police and community members.
- Empowers and strengthens community-based efforts.
- Requires constant flexibility to respond to all emerging issues.
- Requires an on-going commitment to developing long-term and pro-active programs/strategies to address the underlying conditions that cause community problems.
- Requires knowledge of available community resources and how to access and mobilize them, as well as the ability to develop new resources within the community.
- Requires buy-in of the top management of the police and other local government agencies, as well as the sustained personal commitment from all levels of management and other key personnel.

COMMUNITY POLICING AND PROBLEM SOLVING**PRINCIPLES (Continued)**

- Decentralizes police services/ operations/management, relaxes the traditional "chain of command", and encourages innovative and creative problem solving by all -- thereby making greater use of the knowledge, skill and expertise throughout the organization without regard to rank.
- Shifts focus of police work from responding to individual incidents to addressing problems identified by the community, as well as the police, emphasizing the use of problem-solving approaches to supplement traditional law enforcement methods.
- Requires commitment to developing new skills through training (e.g., problem-solving, networking, mediation, facilitation, conflict resolution, cultural competency/literacy, and community organizing.)

COMMUNITY POLICING AND PROBLEM SOLVING

PRINCIPLES (Continued)

- Encourages assignment of same officer, on a permanent basis, to the same Sector/Beat. Encourages officers to assume responsibility for crime and order maintenance problems within their assigned Sector/Beat.

COMMUNITY POLICING AND PROBLEM SOLVING

CONCEPTS:

- **Quality policing cannot be bought.** It comes from the minds, and hearts of the people doing the work. On the other hand, technology though not cheap, can be bought, and helps get the job done.
- **Information is the lifeblood of policing, and it comes from people.** People have the information police need to solve crimes. Studies of reported crimes show that when police have a lead from a victim or witness, 86% of cases are cleared. When they have no kickstart, no information to work with, even with the help of technology, the success rate drops to 8%. The willingness of people to provide information to the police is dependent upon their trust and respect of the police.
- Areas that need most of the attention are usually scattered pockets throughout the city.
- Each neighborhood in the city is unique.

COMMUNITY POLICING AND PROBLEM SOLVING**CONCEPTS (Continued)**

- **Most police work comes from steady customers, either people or places.**
Until their problems are solved, at least to the point when they can be weaned off the system, these steady customers will continue to consume a large portion of police energy and resources with little return on the dollar.
- **The basic unit of police work must move from answering a call to solving a problem.** The vast majority of police work is community problem-solving. If a call for service is viewed as a symptom of something with a past and a likely future rather than a one-time event, then it can be addressed as a problem to be solved, not a call to be answered. A whole new way of doing business develops.

SFPD Community Policing Transition Plan

1989

- Mayor's Office encouraged Dept. to observe NYPD's "CPOP"
- D/C Frank Reed and Capt. Mike Hebe! personally experience NYPD's CPOP
- Research Community Policing Program
- Mission Station Pilot Program commences (Oct.)
 - assign foot patrol officer responsibility
 - use of problem solving for neighborhood public safety concerns
 - crime control, order maintenance, community well being

1990

- External Program Marketing
 - media
 - Community meetings
 - other City agencies
- Problem Solving Model Formalized
- CPOP Implementation Ran for all district stations (Dec.)
- Preliminary Plans for Managing Organizational Change & revamping Organizational structure/systems
- Mission Station Riot Program-first year evaluation
- CPOP Goals Established
 - empowerment of officer at lowest level to problem solve and take risks to reduce crime and conditions that contribute to crime/disorder
 - involvement of neighborhoods in problem solving strategies and sharing responsibility
 - increased accountability of police to neighborhood residents
 - development of partnership
 - develop new role for line supervision and administrators to support officers in problem solving
 - customer services orientation and emphasis on officers as Dept.'s most valuable resource

1991

- Internal Program Marketing
 - FOB-training (2Q hrs)
 - AO training (2 hrs)
 - Management training (4hrs)
- CPOP Implementation Team formed
- CPOP implemented in all 10 district stations (July) as deployment model
 - district sectors and beats realigned
 - foot beats make come back
 - bicycle patrols started
- Career Development Program Advisory Committee established (Jan.)
- Community Relations and Crime Prevention Units decentralized
- Department-Mission and Values Statements developed

1992

- Internal Program Marketing
 - FOB training (20 hrs)
 - AO training (1 hr)
 - Management training (Stirs)
 - Recruit training (4 hrs)
- * Police Commission announces policy to move CPOP from district station program to department policing policy
- CPOP Policy for District Station Policing issued (<Feb.)
- Department Resource Manual development
- "Proposal to Implement Comprehensive, Fully integrated Career Development Program" issued (Jan.)
- Quarterly Performance Appraisal pilot program (Apr.-Sep.)
- Police Commission Adopts Mission and Values Statements
- OJP Tenderloin CPOP grant awarded
- OCJP Mission Corridor CPOP grant awarded

MAJOR PREMISE:
Organizational change will not happen overnight
It will take 7 to 10 years of leadership commitment

Community Policing is a philosophy of full service personalized policing where the same officer patrols and works in the same area on a permanent basis, from a decentralized place, working in partnership with citizens to identify and solve problems.

sr-PD Community Policing Transition Plan

1993

- Internal Philosophy Marketing
- FOB training (30 hrs)
- AO training (2 hrs)
- Management training (6hrs)
- Remit training (30 hrs)
- SFPCs CP basic course certified by POST (1st in state)
- Say Area Law Enforcement Agencies "Community Oriented PeScing" network
- Problem solving resources newsletter
- Department Resources Manual development
- Career Development Program
- offcenWgeantreeogn&en program
- assignment selection/ rotation
- testing & promotions
- training & education
- Quarterly Performance Appraisal for officers, supervisors & managers (incorporating community policing philosophy)
- OJP/OCJP CPOP grants implemented in Tenderloin and Mission Corridors
- Diversity Awareness Training
- AO class (4. hrs)
- recruit training (44 hrs)
- Departments Mission and Values Statements publicized
- CPOP farm reduction and simplifies a en
- problem solving worksheet
- sectoffbeat log
- Workload Reduction
- 911/Communications revamped
- community training in use of 911
- Southern St2tion problem soMng pact program
- Staff Inspection Una
- CPOP station Inspections
- Ccmmunfly Policing Transition and Implementation Task Force (Jan)
- community policing problem solving
- geographic responsibility/ accounted iity
- training
- revamp 911
- organizational structure and management systems
- interagency rapport
- personnel systems (career devei/per. app.)
- recruitment & personnel management
- fiscal support
- MCJC Take Back Our City Plan"
- Polics Commission adopts Community Pcling as SFFQ's phi lose pny

1994

- Internal Phtcsophy Marketing
- F08 training (30 hrs)
- AO training (2 hrs)
- Management training (6hrs)
- Recruit training (6hrs)
- investJgations/Admin. Bureau training (30hrs)
- Consent Decree Terminates
- Comprehensive review of Dept organizational structure
- command/control to strategic management
- flatter organizational structure
- emphasis: support patrol
- officers' problem scMng/services de&vered at neighborhood level
- Review & simplify Dept G.O.'s to give members greater latitude, discretion and authority in decision making
- CMzen satisfaction survey
- Quarterly Performance appraisal standardized (community policing philosophy emphasis)
- Diversity Awamess Traing
- AO class (4 hrs)
- recruit class (44 hrs)
- comprehensive evaluation of Oepts community policing strategies & programs
- Workload Reduction
- greater use of ccrnputer/e lectro nic technology to save officer/staff time
- district, sector beat reorganization
- target repeat/chronic offenders for arrest and incarceration
- Determine feasibility of Investigations Bureau creating district oriented investigative teams
- Establish advisory boards in districts to define servica levels
- Federal community poECng grant applications submitted
- Major restructuring of communications
- Problem solving strategies in wide use

1995

- Internal Philosophy Marketing
- AO training (2hrs)
- management training (Shrs)
- all bureau tming (3Chrs)
- Strategic Planning Process initiated
- yearly outcomes identified
- activities and strategies inSiated
- resources requirements specified
- impacts measured
- effectiveness evaluated
- Youth Resources Section established
- diversion programs
- high risk youth forums
- definqency prevention/ education
- Examine role/ responsibiites of sworn positions; civilianize if more cosyproducSon effective
- Create CAD program that notifies officers of existing problems at time of dispa.ii
- Promotional Exams include performance evaluation, problem solving expertise and community policing commitment
- External pro grams-marketing
- Dept Rescues Manual distributed to public
- publicize Depfs problem soiving successes
- Consider appropriate change in recruitmentfhiring (seek attributes which reflect/advance community policing)
- Improve process whereby members are involved in setting depfs goals and objectives
- Workload reduction
- demarket911
- selectwiy of responses
- no report poficy
- walk inrtnai in

1996

- Comprahensivfl evaluation of Depfs Community Poficing Strategies & programs - "
- C&en satisfiaclon surge;
- Comprehensive tiUy irrtteg. * career development programs in place
- recognfion tftat the most important Dept member is the patrol officer >/
- develop supervisory course^ entitled "PoSdng in {he Future"
- Depfs Mission 5 Values Statement fully guide the Dept operations & members conduct

7999

- Community Policing firmly established as Depfs policing philosophy
- SFPD considered a national leader in policing excellence

Community Policing is a philosophy, management style, and organizational strategy that promotes proactive problem solving and police-community partnership, to address the causes of crime, disorder and fear as well as other community issues.

COMMUNITY POLICING AND PROBLEM SOLVING**INVESTIGATIONS BUREAU**

A key component of community policing is the creation of a partnership with the community. If the police are to be truly successful in responding to community needs and expectations, it will be their responsibility to interact with the public to discover what those needs are. Furthermore, it is equally important for police personnel to interact among themselves. Purposeful interaction will result in the attainment of a consensus regarding service delivery expectations.

**INVESTIGATOR'S
RESPONSIBILITIES**

- Developing a knowledge base about crime thereby becoming an expert about criminal activity within a given community.
- Liaising with tactical crime analysts regarding the existence of crime problems and the frequency of their occurrence.
- Becoming the neighborhood crime coordinator by tracking criminal trends, investigating and closing cases and

COMMUNITY POLICING AND PROBLEM SOLVING

INVESTIGATOR'S
RESPONSIBILITIES

(Continued)

liaising with patrol officers and the community regarding criminal activity and intelligence.

- Assisting beat officers in conducting comprehensive initial investigations, limited follow-up investigations and case closures.
- Conducting investigations into criminal activity within an assigned community and assisting and coordinating with other investigators.
- Initiating or assisting in the coordination of administering, implementing and evaluating strategies designed to address problems identified within the community.
- Structuring investigative methods to be based on the team approach that consists of the investigator, beat officer, patrol supervisor and the community.

COMMUNITY POLICING AND PROBLEM SOLVING

GENERAL
RESPONSIBILITIES

- Support and promote the concept of community policing within the Department and the community.
- Champion the Department and promote its organizational Mission, Values and Goals.
- Try to find "work-load reduction strategies" to give members more time to devote to community policing.
- Be knowledgeable of community policing philosophy, goals and programs.
- Consider yourself as a valued part of the community policing team.
- Know the resources available within the Department and government.
- Know the resources available within the community.

COMMUNITY POLICING AND PROBLEM SOLVING**GENERAL
RESPONSIBILITIES
(Continued)**

- Locate and organize resources required to implement solutions.
- Adopt a customer service approach to performing your duties.
- Identify, analyze and develop strategies to address problems encountered in your working environment.
- Work with all employees and citizens to solve community problems.
- Use problem-solving techniques to create innovative solutions.
- Share information with other members of the Department.
- Monitor involvement by non-Departmental resources and follow through to ensure satisfactory results.

COMMUNITY POLICING AND PROBLEM SOLVING**GENERAL
RESPONSIBILITIES
(Continued)**

- **If** it is necessary to refer to customer, make the **first** referral the **correct** referral.
- Be willing to evaluate and improve your performance.
- **Model the behavior we are seeking!!!**

COMMUNITY POLICING AND PROBLEM SOLVING**ADMINISTRATION BUREAU**

Often times it seems that community policing only deals with changes in the manner in which patrol forces operate. Nothing could be further from the truth. Community policing is a philosophical reorientation that affects service delivery from all aspects of the law enforcement agency.

Community policing is not just a "patrol" oriented philosophy. It is a fundamental change in the policing philosophy of the entire Department. In order to achieve our community policing goals, we will need the assistance of all Departmental members.

Crime Analysis

- Under community policing, crime analysis and information management provides a vehicle through which every member of the Department can efficiently manage their own operations. In essence, the Department's Management Information Systems serves as a communications network for each line operative within the Department.

COMMUNITY POLICING AND PROBLEM SOLVING**CRIME ANALYSIS**

(Continued)

- The Crime Analysis and information management function operates as an interactive system that aids in integrating operational efforts with identified problems through the efficient management of information. Beat officers and investigators have the capacity within this system to become managers of their communities. Furthermore, it becomes their responsibility to use the system to support their neighborhood needs and commitments.

TRAINING

- It is quite evident that the Training Division will play a major role in developing and implementing training programs which will teach people new skills and help them perform old skills more proficiently. The training will also require focusing on unit training as well as individual training. Unit training will be vital in assisting units in their

COMMUNITY POLICING AND PROBLEM SOLVING**TRAINING (Continued)**

responsibilities for addressing community problems and delivering appropriate services. In concert with unit training, individual skill training should reinforce the officer skills needed to effectively work within a unit.

**GENERAL
RESPONSIBILITIES**

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- Be knowledgeable of community policing philosophy, goals and programs.
- Consider yourself as a valued part of the community policing team.

COMMUNITY POLICING AND PROBLEM SOLVING

GENERAL
RESPONSIBILITIES

(Continued)

- Know the resources available within the Department and government.
- Know the resources available within the community.
- Locate and organize resources required to implement solutions.
- Adopt a customer service approach to performing your duties.
- Identify, analyze and develop strategies to address problems encountered in your working environment.
- Work with all employees and citizens to solve community problems.
- Use problem-solving techniques to create innovative solutions.
- Share information with other members of the Department.

COMMUNITY POLICING AND PROBLEM SOLVING

**GENERAL
RESPONSIBILITIES**
(Continued)

- Monitor involvement by non-Departmental resources and follow through to ensure satisfactory results.
- If it is necessary to refer to customer, make the **first** referral the **correct** referral.
- Be willing to evaluate and improve your performance.
- **Model the behavior we are seeking!!!**

COMMUNITY POLICING AND PROBLEM SOLVING**PATROL OFFICERS**

Under community policing, the patrol officer fills four (4) specific roles/responsibilities. These are planner, community organizer, problem solver, and communicator. Additionally, the patrol officer has several other responsibilities which are "general" in nature.

PLANNER

- Work with community members to identify and analyze the principal crime and order maintenance problems within his/her assigned area and design strategies to address these problems.
- Identify the root causes of crime and order maintenance problems within his/her assigned area.
- Have a working knowledge of persons and conditions within his/her assigned area.
- Anticipate crime trends and make plans to break the negative patterns before they become established.

COMMUNITY POLICING AND PROBLEM SOLVING**COMMUNITY ORGANIZER**

- Know the residents and merchants within her/his assigned area.
- Identify community organizations in her/his area, such as, neighborhood associations, business associations, and civic groups.
- Work with community residents to help address neighborhood problems.
- Attend and actively participate in community meetings.
- Motivate community residents to organize and assist in the implementation of problem-solving strategies.
- Involve community organizations and residents in crime prevention.

PROBLEM SOLVER

- Make an earnest attempt to identify factors which contribute to the problems of the community she/he serves.

COMMUNITY POLICING AND PROBLEM SOLVING

PROBLEM SOLVER
(Continued)

- Devise strategies to deal with the root causes of crime and order maintenance problems in the community he/she serves.
- Employ other Departmental employees (sworn and non-sworn), as well as public and private agencies, in devising and implementing problem-solving strategies.
- Locate and organize the resources needed to implement solutions.
- Employ problem-solving techniques to produce innovative solutions.
- Monitor involvement by non-
 - Departmental resources and follow through to ensure satisfactory results.
- Provide the Department with information about problem conditions and locations; suggest and implement solutions.

COMMUNICATOR

COMMUNITY POLICING AND PROBLEM SOLVING**COMMUNICATOR
(Continued)**

- Establish two way communications. Be an information source to citizens regarding crime problems and solutions. Encourage them to reciprocate with neighborhood information.
- Share information with other Departmental members.
- Work closely with your neighborhood associations and be their crime prevention officer.

GENERAL PERFORMANCE

- Assume responsibility for crime and order maintenance problems occurring within his/her Beat/Sector.
- Become involved in programs and activities within his/her Beat/Sector.
- Work with the community to devise special programs to improve the quality of life within the neighborhood.
- Promote crime prevention.

COMMUNITY POLICING AND PROBLEM SOLVING

**GENERAL
PERFORMANCE**
(Continued)

- Maintain Beat/Sector integrity.
- Attempt to maintain a clean Beat/Sector. Address issues which negatively impact the quality of life.
- Work cooperatively with other officers as a team player.
- Treat others as you wish to be treated.
- Be a good listener.
- Be willing to accept learning as a goal.

COMMUNITY POLICING AND PROBLEM SOLVING**SERGEANTS**

As the first-line supervisor, the Section Sergeant is critical to promoting community policing. The Section Sergeant is responsible for the success of community policing within a geographic area. We have separated the first-line supervisors' responsibilities into six areas: encouraging creative thinking, customer orientation, problem-solving, analysis and supervision, recognition and scheduling.

**ENCOURAGE CREATIVE
THINKING**

- Encourage members to think in terms of problem-solving as a primary unit of work.
- Develop a team approach.
- Encourage a shift in emphasis from short term quantity to long-term quality.
- Encourage "accountable creativity".
- Encourage risk taking. Take risks yourself!

COMMUNITY POLICING AND PROBLEM SOLVING**ENCOURAGE
CREATIVE THINKING**

(Continued)

- Encourage members to look beyond traditional responses and to challenge the status quo.
- Be willing to evaluate and improve your performance.
- Be able to trust your subordinates.
- Be able to generate the trust of your subordinates.

CUSTOMER ORIENTATION

- Know your customers.
- Seek employees' input; provide feedback on how it was used.
- Strive to develop mutual respect and trust among employees.
- Get to know residents and merchants; use the contacts to learn about community concerns and perceptions of officer performance.

COMMUNITY POLICING AND PROBLEM SOLVING**CUSTOMER
ORIENTATION
(Continued)**

- Encourage your subordinates to strive for continuous improvement in service delivery.

PROBLEM SOLVING

- Be a fixer and improver.
- Troubleshoot the system. Remove obstacles.
- Encourage problem-solving and neighborhood involvement.
- Discuss solutions with members regarding community policing problems.
- Review problem-solving progress with members.
- Learn where to find resources needed by the patrol officer. Assist the patrol officer in obtaining these resources.
- Be a good listener.

COMMUNITY POLICING AND PROBLEM SOLVING

ANALYSIS AND
SUPERVISION

(Continued)

- Know the roles of patrol officers and assist them with their responsibilities.
- Be the principal link between the officer and the district command staff.
- Shield patrol officers from any pressure to rely solely on traditional policing methods.
- Give your subordinates the freedom to be creative.
- Help identify problems within your area of responsibility which require a "community policing" solution.
- Develop your coaching skills.
- Develop a close familiarity with the work your subordinates are performing.
- Aid the patrol officers in their problem-solving process.

COMMUNITY POLICING AND PROBLEM SOLVING

ANALYSIS AND
SUPERVISION

(Continued)

- Be able to challenge ideas and issues instead of people.
- Provide your subordinates with timely feedback.
- Develop subordinates as the future supervisors of the Department.
- Model **the** behavior we are seeking!

RECOGNITION

- Encourage and praise your subordinates' efforts.
- Celebrate successes; do not chastise failures.
- Provide incentives to encourage team oriented community policing.
- Reinforce community policing through evaluations, awards and commendations.

COMMUNITY POLICING AND PROBLEM SOLVING**RECOGNITION
(Continued)**

- Identify community policing successes and talk about them.
- Work with citizen groups to provide a mechanism for them to recognize those members of the Department who are providing exemplary service.

SCHEDULING

- Encourage your subordinates to plan ahead, as much as possible, their community policing efforts.
- Ensure that your subordinates have adequate resources to support their efforts.
- Try to find "work-load reduction strategies" to give your officers more time to devote to community policing.
- Analyze productivity and assist your officers in time management.

COMMUNITY POLICING AND PROBLEM SOLVING**LIEUTENANTS**

Lieutenants are the "first-line managers" of community policing. They must be supportive of its concepts and philosophy in order for it to succeed. Patrol officers and sergeants will come to the lieutenants for assistance in obtaining the resources necessary to implement problem-solving strategies. It is the lieutenants duty to locate these resources and obtain them for the officers. In the case of competing requests for the same resources, the lieutenants will either have to prioritize the use of these resources or seek ways to obtain additional resources.

RESPONSIBILITIES

- Champion the Department and promote its organizational Mission, Values and Goals.
- Promote community policing as a team effort.
- Assign subordinates to the same Section/Sector/Beat on a daily basis.
- Encourage problem-solving and neighborhood involvement by all employees.
- Support the district community policing plan and ensure that it is implemented.

COMMUNITY POLICING AND PROBLEM SOLVING

RESPONSIBILITIES

(Continued)

- Try to find "work-load reduction strategies" to give personnel more time to devote to community policing.
- Seek out opportunities to recognize community policing successes.
- Seek employees' input and provide feedback on how it was used.
- Be willing to evaluate and improve your performance.
- Encourage risk taking by your subordinates. **Take risks yourself!**
- Take corrective action quickly to solve operational and personnel problems.
- Update the command staff regarding the progress of implemented programs.
- Have a customer orientation towards citizens and employees. Be visible and accessible.

COMMUNITY POLICING AND PROBLEM SOLVING**RESPONSIBILITIES**

(Continued)

- Know the roles of supervisors, officers and non-sworn members and assist them in filling these roles.
- Update all members regarding community policing issues.
- Strive to develop mutual respect and trust among employees.
- Treat employees as you would like to be treated.
- Be knowledgeable as to where resources can be obtained and the procedures for obtaining them.
- Think of your supervisors as part of the management team.
- Develop subordinates as the future leaders of the Department.
- **Model the behavior we are seeking!**

COMMUNITY POLICING AND PROBLEM SOLVING**COMMANDING OFFICERS**

District Commanding Officers are responsible for setting the proper managerial atmosphere necessary for the success of community policing. It is very important that district commanders remember that their subordinates will gauge the Department's commitment to community policing by the actions and not just the words of the command staff.

RESPONSIBILITIES

- Evaluate the performance of your district based upon community policing success factors. De-emphasize traditional indicators of performance which stress quantity and not quality.
- Champion the Department and promote its organizational Mission, Values and Goals.
- Encourage problem-solving and neighborhood involvement.
- Try to find "work-load reduction strategies" to give your personnel more time to devote to community policing.

COMMUNITY POLICING AND PROBLEM SOLVING**RESPONSIBILITIES**

(Continued)

- Encourage and praise your subordinates' efforts and successes.
- Seek employees' input. Provide feedback on how it was used.
- Be willing to evaluate and improve your performance.
- Encourage risk taking by your subordinates. **Take risks yourself!**
- Take corrective action quickly to solve operational and personnel problems.
- Continuously evaluate your operation and take appropriate actions to improve operating efficiency, cost effectiveness and service delivery.
- Have a customer orientation towards your employees and citizens.

COMMUNITY POLICING AND PROBLEM SOLVING

RESPONSIBILITIES
(Continued)

- Know the roles of managers, supervisors, officers and non-sworn members and assist them in filling these roles.
- Know your personnel. Strive to develop mutual trust and respect.
- Explain expectations and goals to your personnel.
- Deal with your personnel honestly, equally and fairly as partners in this profession.
- Be visible and accessible to employees and citizens.
- As much as possible, involve the community and other government agencies in solving community safety and livability problems.
- Modify structure to meet objectives.

COMMUNITY POLICING AND PROBLEM SOLVING

RESPONSIBILITIES
(Continued)

- Foster open communications and a partnership attitude between members of the Department and the community.
- Demonstrate the community/police partnership attitude between members of the Department and the community.
- Assist your personnel in obtaining the necessary resources to support community policing efforts.
- Develop subordinates as the future leaders of the Department.
- **Model the behavior we are seeking!**

Problem Solving Worksheet

Community Policing

Assigned To

Car/Beat #:

Officer(s):

Sergeant

Problem Information

Location

Date/Time of Problem

Nature of Problem

Contact Information

Name

Address

Company/Department

Phone #: Day Night

Received By:

Date Received:

Mail

Person

Phone

Resolution Plan

Problem Analysis

Proposed Response and Goal

Additional Comments

Estimated Completion Time

Was response successful? Why?

Additional response needed? What?

Allied Agencies Utilized or Referrals Made

Agency

Contact Person

Phone #

Problem - Analysis Tools

Review Dates

Date

Sgt

Date

Sgt

Date

Sgt

Date

Sgt

Completion Certification

Capt

Lt

Sgt

Off

COMMUNITY POLICING AND PROBLEM SOLVING

WORKSHEET EXPLANATION

District Complaint #:

- Assigned by Captain's Staff so as to be retrieved by number, complaint, location, complainant, officer(s) assigned, and review date (i.e., B-93-003).

Assigned To:**Car Beat #**

- Assigned by Platoon Commander based on location of problem.

Sergeant

- Assigned by Platoon Commander, to Section Sergeant responsible for location problem.

Officer(s)

- Assigned by Sergeant, to Officer(s) assigned to Radio Car/Beat that work the location of the problem.

Problem Information:

- Completed by member receiving complaint.

Location:

- Location of problem.

Date/Time of Problem:

- Specific date(s) and time frame of occurrence of problem.

Nature of Problem:

- Detailed description of problem.

Contact Information:

- Completed by member receiving complaint.

Name:

- Full name of complainant.

Address:

- Complete Address of Complainant.

Company/Department:

- If Complainant is spokesperson for group.

COMMUNITY POLICING AND PROBLEM SOLVING

- Phone No. Day/Night:** • Complete Telephone Number of Complainant.
- Received By:** • Member's name/star number that received the complaint.
- Date Received:** • Date member received complaint.
- Mail/Person/Phone** • Check box indicating how complaint was received.

Resolution Plan:

- To be completed by Officer(s) assigned to respond to the problem.

- Problem Analysis:** • An in-depth examination to discover the "Root" cause(s) of the problem.
- Proposed Response/Goal:** • A statement of how the problem is to be addressed and the realistic goal to be achieved.
- Additional Comments:** • To be used by the assigned Sergeant and/or Officer(s) to list any additional information.
- Estimated Completion:** • The Officer(s)'s estimated date of problem resolution.
- Was Response Successful:** • An examination by the Sergeant and Officer(s) to determine if the response was successful and the desired goal achieved. If they were, why were they?
- Additional Response:** • An examination by the Sergeant and Officer(s) to determine if any additional response or maintenance of the problem is needed. If so, what is needed?

COMMUNITY POLICING AND PROBLEM SOLVING**Allied Agencies:**

- List name of agency, the contact person for that agency, and their telephone number. These are any Departmental/Public/Private agencies used, or referrals made to, that were utilized to help resolve the problem.

Review Dates:

- Assigned by Sergeant to review the Officer(s) ability to manage the problem/project effectively.

Completion Certification:

- After problem resolution, reviewed and signed off by the Officer(s), the Sergeant, the Platoon Commander, and the District Captain.

Chronological Report:

- Entries made by Officer(s) indicating actions taken to resolve the problem. Also the last entry is made by the Sergeant, indicating the complainant's satisfaction of the problem's resolution and their opinion of how the Officer(s) performed their duties.



PROBLEM SOLVING WORKSHEET

Worksheet Process:

RECIPIENT OF PROBLEM

When a contact/complaint is received, the member receiving the information shall complete the "**Problem Information**" and the "**Contact Information**" boxes of the Problem Solving Worksheet. The member shall then deliver the worksheet to the on-duty Platoon Commander for assignment.

PLATOON COMMANDER

The Platoon Commander, upon receiving the worksheet, will complete car/beat # of the "**Assigned To**" box, based on the location of the complaint/contact. He/She will assign and deliver the worksheet to the Section Sergeant that covers the problem location and works during the time frame of the problem. The Sergeant's name will be entered into the "Assigned To" box, under Sergeant.

SECTION SERGEANT

The Section Sergeant, upon receiving and reviewing the worksheet, will enter the name(s) of the officer(s) assigned to solve the problem. The Radio Car and/or Foot Beat Officer(s) assigned may be in different watch off groups to allow for seven day a week coverage. The officer(s) assigned will be officer(s) working the radio car sector and/or foot beat containing the problem location, and work during the time frame of the problem. Before delivering the worksheet to the officer(s) assigned, the Sergeant shall assign the first review date, enter this date in the "**Review Dates**" box, photocopy the worksheet, and forward it to the Captain's staff to be given a District Complaint Number. It shall be the Sergeant's responsibility to forward a copy of the worksheet to the Captain's staff, after each review date.

COMMUNITY POLICING AND PROBLEM SOLVING**CAPTAIN'S STAFF**

The Captain's staff shall assign a District Complaint Number to the Worksheet. This number (i.e., B-93-003) shall indicate the District (i.e., B-), the last two numbers of the year (i.e., 93-003) and the next number in sequence (i.e., 002, 003, etc.) and a "D" or a "N" indicating it is assigned to the Day or Night Watch. The information from the worksheet shall then be logged in such a way as to be retrieved by number, problem location, complainant's name, officer(s) assigned, and next review date. The worksheet will then be filed, and the complaint number forwarded to the assigned Sergeant. Weekly, the worksheet with review dates coming due, or past due, will be listed and forwarded by Captain's staff to the Platoon Commander's for action. The Platoon Commander shall ensure that the assigned Section Sergeant contacts the designated officer(s) to guarantee the follow-up of the assigned problem.

ASSIGNED OFFICER(S)

The assigned Radio Car/Beat Officer(s), upon receiving the worksheet, will contact the complainant, analyze the problem, propose a response/goal, estimate a completion date/time, and list any allied agencies used or referrals made. This information will be placed in the "**Resolution Plan**" box, prior to the first review date.

REVIEW PROCESS

The Officer(s) will then meet with the assigned Section Sergeant on, or prior to, the first review date. The Sergeant will examine and approve of the problem analysis and the proposed response/goal. The Sergeant will then sign off on the first review date, assign and enter a new review date, photocopy the worksheet, and forward the copy to the Captain's staff. This review process will continue, in a like manner, until the problem is resolved. The officer(s) will work the complaint through, making chronological entries on the back of the worksheet indicating what actions have been taken and an evaluation of the response.

PROBLEM RESOLUTION/COMPLETION

Once the problem is resolved, the officer(s) will meet with the Sergeant and examine the response to see if it was successful and if any additional response is needed. These entries will then be made on the worksheet. If the problem has been resolved, the officer(s) will sign the "**Completion Certification**". The Sergeant will contact the complainant and determine if the problem has been resolved to their satisfaction and

COMMUNITY POLICING AND PROBLEM SOLVING**PROBLEM RESOLUTION/COMPLETION**

(Continued)

their opinion-of how the officer(s) performed. This information will then be listed as the last entry in the chronological. The Sergeant will then sign off the "Completion Certification" and forward the original worksheet to the Platoon Commander for review. The Platoon Commander will then sign off, and forward it to the District Commanding Officer for review.

OFFICER RECOGNITION

If an exemplary Resolution Plan and/or Response is completed by the Officer(s) assigned the problem, a Captain's Complimentary should be submitted to the Chief of Police.

Angela:10/93