

job more efficiently and enhance thier partnership with the neighborhoods. Monthly statistical reports are not used to compare stations as the Chief holds.that each is unique and individual. State of the art hardware and programs are used to aid the officers and neighborhoods. (Addendum #3)

CENTRAL STATION NEIGHBORHOOD POLICING TEAM, Sgt. Dave Ramirez. "NPT" Sergeants coordinate the problem solving teams in each of the 8 district stations, as CPOP was designed, thus leaving the field units, in theory, the time to handle the short-term projects. However, over the past few years this not been the case and a division has developed between the station units and the NPT members. Currently, the NPT* handles all Code Abatement issues so can cite on all municipal ordinances as infractions or misdemeanors. Their excellent working relationship with the individual City Inspectors makes up for the serious lack of cooperation from the City Attorney. The current restructuring on SDPD shall enable all members to actively participate in neighborhood problem solving, thus eliminating the rift.

03/30 HIGHLAND SATTELITE OFFICE: Sgt. Guy Swanger, Off. James Coleman.

Highland is a rehabilitated house located in a transitional neighborhood, amned by volunteers. It is open daily , 1000 - 1600., and used as a drop-in point for various city services. The use by Police doesnot attach an} "stigma" as a "substation".and has been highly effective in developing partnerships in the neighborhood. As with Portlands satellite offices, a multi-service approach, is s tressed.

EASTERN DIVISION STATION, MPT: Sgt. Alex Groza. The team is currently used to train all station members in Problem Oriented Policng, preparatory to the implementation of the Chiefs restructuring plan.

SOUTHERN DIVISION STATION, Off. Ray Baurick NPT/Gangs. This district has responsibility for the entire US/Mexico border in the San Ysidro area and deals with a- wide" variety if gang-related cross-border issues. Souther Division is first to hire a "Neighborhood Facilitator" who is a civilian, on a special grant. He shall be a liaison and coordinator for the Station; (Addendum #4-)

03/31 HQ/CENTRAL STATION: Chief of Police Jerry Sanders. Nancy McPherson, Chief Administrative Coordinator.

A line-up forum regarding the A3 specific restructuring recommendations made to the Chief was held and I was able to participate. The long-term changes have been endorsed by all levels of the Department, the POS and the City. I reviewed our Community Policing manual and the Problem Solving worksheet and format with the Administrative Staff and they feel our methods may be adaptable to SDPD.

HQ/DRUG ABATEMENT RESPONSE TEAM: Off. Tom Leavenburg. DART is primarily a Code Abatement function*- 'focused against narcotics offender locations. He works in close cooperation with the District Attorney and City inspectors. (Addendum #£)

WESTERN DIVISION/DECENTRALIZED DETECTIVES: Acting-Lt.
L.F.Gordon.

As part of the restructuring, this concept has been in effect in all districts of SDPD for the past year and has proven to be successful and accepted by the affected detectives. Detectives are Generalists at the Station level, having recently transitioned from being classified as "Property Crimes" and Personal Crimes¹¹ detectives. The current configuration of Detective Bureaus operating out of the centralized Bureaus is: Homicide, Vice/Narcotics, Fraud, Domestic Violence/Child Abuse, Robbery (Home and Commercial Only) and Juvenile (Stranger-related Offences only). The decentralized detectives handle all other issues. Also, the promotional process to Detective or Sergeant, (no dual rank), is based on the members personnel file, past performance, interview and Supervisors recommendation. Further decentralisation's on hold, pending restructuring.

04/01 EQ/INTERNAL AFFAIRS. As part of the restructuring process, a major change in the discipline schedule is being implemented. Discipline shall focus on values that drive the members and eliminate suspensions. With the increase in member self-responsibility and career development being adversely impacted by improper behavior, this experiment bears watching. A copy of the new discipline schedule shall be sent, as soon as it is available.

CONCLUSION:

San Diego's success with Community Based Policing and Problem Oriented Policing can serve as a role model for our transition. Their restructuring plan validates our own objectives and goals in our own transition to Community Based Policing and Problem Solving. The Chief of San Diego and his staff have extended an open invitation to Commissioned members of SFPD to exchange information on management/executive issues that were out of my area of expertise. This continued, active liaison shall benefit our neighborhoods, Profession and Members, well into the 21st Century.

RECOMMENDATIONS:

1. We continue and expand active liaison with LAPD, acting as a "mentor", where possible.
2. Continue and expand active liaison with SDPD in our continuing implementation and transition to Community Based Policing and Problem Oriented Policing.
3. Send Commissioned Members to both LAPD and SDPD for in-depth studies to afford the opportunity for reciprocal visits related to Administrative issues in our transitions and determine the feasibility of eliminating dual-rank and eventually decentralizing our Inspectors.
4. Establish a framework for a regional Community Policing learning center on the West Coast, with SFPD as the hub.
5. Examine the viability and unification requirements for SFPD to establish "Satellite Offices" staffed by volunteers as another tool in our commitment to our neighborhoods.
6. Memo and addendums be forwarded to the Chief's office for review.

NEIGHBORHOOD POLICING RESTRUCTURING PROJECT

SYNOPSIS OF RECOMMENDATIONS

In June, 1993, Chief Jerry Sanders established the Neighborhood Policing Restructuring project for the purpose of developing a plan to realign the "beat" system around the individual communities in the city, and to strengthen and expand the neighborhood policing program throughout the department. The project had four main goals:

1. To develop a plan to convert from a beat structure based primarily on census tracts to one that is community based.
2. To incorporate problem solving procedures into all levels of the department, and into all department functions.
3. To reduce or eliminate any friction or gulf between the Neighborhood Policing teams and regular patrol units.
4. To develop a team policing structure for all-patrol forces.

A work group comprised of personnel from throughout the department was convened to serve as the "Steering Committee" for the Restructuring project. As part of its research effort, the Restructuring Committee reviewed area maps, contacted other City Departments and personnel, and held a series of "Community Mapping" meetings to identify the specific communities around which to construct the new beat system. The committee held numerous meetings with department members to gather their input on the appropriate roles and duties of all department personnel and units in an expanded neighborhood policing effort. The committee also hosted a series of meetings for community members to provide them with the opportunity to voice their ideas and concerns about restructuring. Site visits to outside agencies were conducted, along with telephone and mail surveys to enable the Restructuring Committee to gather data on alternate staffing practices, beat structures, and service delivery systems.

As a result of its research and deliberations, the committee developed the following list of 42 recommendations:

1. The beat system should be restructured into 21 "service areas."
2. One lieutenant should be assigned to each service area, with 24-hour responsibility for managing all area police services.
3. Each service area should be staffed with patrol and investigative teams.

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4. The area investigative teams should be staffed with investigators who work as generalists. Auto Theft and Juvenile should be retained as specialized functions at each command.
5. Consideration should be given to the development of a "Second Watch" shift, or flexible schedules for detectives.
6. The Staff Sergeant position should be retained at each area command. The Executive Lieutenant position should be eliminated.
7. CSO duties should be expanded to include many of the non-emergency, non-hazardous calls currently handled by sworn personnel.
8. The total number of CSOs should be expanded to allow the assignment of five per service area.
9. A CSO II rank should be created.
10. Reserve officers should be assigned to specific area commands and policing teams as team members.
11. Responsibility for monitoring and evaluating Reserve officers should be assumed by the area commands to which they are assigned.
12. Retired officers should be-hired on an "hourly" basis to take reports, conduct preliminary investigations, and handle other non-urgent duties currently assigned to patrol officers.
13. Area captains should appoint an individual to serve as a liaison between volunteer groups and the area commands.
14. A civilian job classification of "Community Mobilizer" should be created. Position duties should include providing training and education to the community in problem identification and the use of problem solving techniques, identifying resources for use by the police and the community in addressing area problems, and assisting the policing teams and community groups in joint resolution of problems.
15. A PO MI rank should be developed, and the Agent rank eliminated through attrition.

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16. Traffic Division should be combined with the units in S.E.D. to form a new "Special Resources Division," under the direct command of a captain.
17. The department should go forward with the creation of a new "Mid-City" area command as rapidly as possible.
18. The Neighborhood Policing teams should not be eliminated at this time.
19. The Neighborhood Policing teams should be assigned to serve as training teams at each area command, to assist in training and preparing all patrol personnel for the conversion to team policing.
20. Once the team policing model is in place department-wide, the role of the Neighborhood Policing teams, and the need for their retention should be re-evaluated with community input.
21. None of the specialized investigative units should be decentralized at this time.
22. A POP Coordinator should be appointed for Proactive and Reactive Investigations, and for Family Protection. The new POP Coordinators should participate in the monthly meetings of the Area POP Coordinators.
- 23.. Representatives of specialized investigative units should regularly attend the monthly PAAC meetings.
24. The Special Operations and Field Operations captains should meet regularly to discuss area problems, major cases, on-going projects, and other issues of mutual concern to help implement the neighborhood policing philosophy and problem solving discipline throughout the department.
25. Crime Analysis staffing should be increased to a sufficient level to enable the unit to meet the increased service demands that will be placed on it due to restructuring.
26. All CSOs should be provided with sufficient training and computer skills to enable them to provide the community with basic information regarding area crime rates and trends.
27. The current alphanumeric beat/unit numbering system should be retained.
28. TRU should be decentralized to the area commands.

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29. An "Alternative Response" system should be developed and implemented to allow the department to improve its response to true emergency calls, and create more time for officers to do problem solving by better controlling the timing of the non-emergency services it provides.
30. The use of a specific code on officers' "Daily Journals" and in MDT transmissions to identify POP and other problem-solving activities should be required.
31. Both classroom and practical training should be presented to prepare field personnel for the conversion to team policing, and to provide other department members with the necessary knowledge and skills to implement problem solving within their units. Appropriate training should be provided to a] personnel, both sworn and civilian.
32. The Neighborhood Policing "teams should be assigned to serve as training teams at the area commands. They should tram full squads on a two-week basis, assuming the squads' field duties while they are in the classroom, and working in the field alongside those squads when they return to the command.
33. Southern and Northeastern Division should serve as the demonstration sites for the team policing model. The demonstrations should begin at shift change in September, 1994.
34. The remaining area commands should not be converted to a team policing format until staffing levels and resources permit the assignment of appropriate numbers of personnel to staff according to the mode! specifications.
35. Any modifications to Communications or to the dispatching system that are developed should be implemented and tested at Southern and Northeastern during the demonstration phases.
36. The roles and duties of volunteers should be expanded in order to relieve some of the workload on sworn officers, and create more time for officers and investigators to engage in problem solving activities.
37. The final report of the Restructuring Committee should be presented to the Citizens' Advisory Board on Police-Community Relations for its review and comment.

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38. A series of Community Forums should be held following presentation of the Restructuring Committee's final report, to allow Chief Sanders to meet with community members and report on the outcome of the restructuring project.
39. The Captains' Advisory Boards should be asked to provide on-going feedback on the restructuring process.
40. Personnel evaluation forms should be revised to include problem solving skills, knowledge of community problems and available resources, and understanding of the neighborhood policing philosophy as areas of review.
41. The department should seek to establish appropriate evaluation criteria to ensure our neighborhood policing efforts support our Mission and goals. An evaluation program should minimally include an assessment of its impact upon the community, as well as its affect on the internal operations of the department.
42. A series of department meetings should be held following the presentation of the final report to allow Chief Sanders to meet with personnel from all levels to report on the outcome of the restructuring effort. A "Four Star Report" should also be prepared, to ensure all department members have the opportunity to learn the results of the prefect.

Chief Sanders and the other members of the Chiefs Executive Committee have reviewed the recommendations, and have already approved a majority of them. None of the recommendations have been rejected; those that were not immediately accepted are still under consideration. Some of the approved recommendations, as well as some of those still pending, involve contractual issues, and require discussion with the labor unions. In all such instances, appropriate negotiations will be held prior to the implementation of those specific proposals.

These 42 recommendations represent a comprehensive plan for the reorganization of the San Diego Police Department. The Restructuring Committee is confident they will foster the development of strong, productive police-citizen partnerships, increase the use of problem solving as a routine policing strategy throughout the department, and significantly improve the department's ability to provide services tailored to the needs, concerns and crime problems of the individual communities in the city.

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