COMMUNITY POLICING AND PROBLEM SOLVING

Organizational Plan

SAN FRANCISCO POLICE

DM-2
10/93
**TABLE OF CONTENTS**

<table>
<thead>
<tr>
<th>TOPICS:</th>
<th>PAGE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction and Police Commission Resolution</td>
<td>Preface</td>
</tr>
<tr>
<td>Philosophy</td>
<td>1</td>
</tr>
<tr>
<td>Definition</td>
<td>4</td>
</tr>
<tr>
<td>Goals</td>
<td>6</td>
</tr>
<tr>
<td>Principles</td>
<td>8</td>
</tr>
<tr>
<td>Concepts</td>
<td>12</td>
</tr>
<tr>
<td>Community Policing Transition Plan</td>
<td>14</td>
</tr>
<tr>
<td>Investigations Bureau</td>
<td>16</td>
</tr>
<tr>
<td>Administration Bureau</td>
<td>21</td>
</tr>
<tr>
<td>Patrol Officers</td>
<td>26</td>
</tr>
<tr>
<td>Sergeants</td>
<td>31</td>
</tr>
<tr>
<td>Lieutenants</td>
<td>37</td>
</tr>
<tr>
<td>Commanding Officers</td>
<td>40</td>
</tr>
<tr>
<td>Problem Solving Worksheet</td>
<td>44</td>
</tr>
<tr>
<td>Worksheet Explanation</td>
<td>46</td>
</tr>
<tr>
<td>Worksheet Process</td>
<td>49</td>
</tr>
</tbody>
</table>
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.
Anthony D. Ribera  
Chief of Police

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

cc: Captain M. Hebel/Academy
"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.
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.**

III.

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.
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 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.
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.
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.
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.
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

- 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.
• 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.)
- 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.
COIVIMUNITY 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.
• 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.
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.
1993
- Internal Philosophy Marketing
- FOB training (30 hrs)
- A0 training (2 hrs)
- Management training (6hrs)
- Recruit training (30 hrs)
- SFPCs CP basic course
certified by POST (1st in state)
- Say Area Law Enforcement
  Agencies "Community Oriented
  Policing" network
- Problem solving resources
  newsletter
- Department Resources Manual
development
- Career Development Program
  - officerWine with T$T
  - management
  - 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)
- Departmental Mission and
  Values Statements publicized
- CPOP farm reduction and
  simplifies a en
  - problem solving worksheet
  - sector/beat log
- Workload Reduction
  - 911/Communications revamped
  - community training in use of
    911
- Southern Station problem
  - recruit training (44 hrs)
- Staff Inspection Unit
  - CPOP station Inspections
  - Community Policing Transition and
    Implementation Task Force
  (Jan)
- community policing problem
  solving
  - geographic responsibility/
    accountability
  - training
  - revamp 911
  - organizational structure and
    management systems
  - interagency rapport
  - personnel systems (career
developm. & app.)
  - recruitment & personnel
    management
  - fiscal support
- MCJC Take Back Our City
  Plan*
- Police Commission adopts
  Community Policing as SFFQ's
  philosophy

1994
- Internal Philosophy Marketing
  - FOB training (30 hrs)
  - AO training (2 hrs)
  - Management training (6hrs)
  - Recruit training (6hrs)
  - Investigations/Admin. Bureau
    training (30 hrs)
  - Consent Decree Terminates
  - Comprehensive review of Dept
    organizational structure
  - command/control to strategic
    management
  - flattening organizational structure
  - emphasis: support patrol
  - officers' problem
  - sc/Mg/services delivered at
    neighborhood level
  - Review & simplify Dept G.O.'s
    to give members greater
    latitude, discretion and authority
    in decision making
  - Citizen satisfaction survey
  - Quarterly Performance
    appraisal standardized
    (community policing philosophy)
  - Diversity Awareness Training
    - AO class (4 hrs)
    - recruit training (44 hrs)
  - comprehensive evaluation of
    OEPs community policing
    strategies & programs
  - Workload Reduction
    - greater use of
      computer/electronic
      technology to save
      officers/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 service levels
  - Federal community policing
    grant applications submitted
  - Major restructuring of
    communications
  - Problem solving strategies in
    wide use

1995
- Internal Philosophy Marketing
  - FOB training (30 hrs)
  - AO training (2 hrs)
  - management training
    (5 hrs)
  - Strategic Planning Process
    initiated
  - yearly outcomes identified
  - activities and strategies
    implemented
  - resources requirements
    specified
  - impacts measured
  - effectiveness evaluated
  - Youth Resources Section
    established
  - diversion programs
  - high risk youth forums
  - delinquency prevention/education
  - Examine role/ responsibilities of
    sworn positions; civilize if
    more cos productive effective
  - Create CAD program that
    notifies officers of existing
    problems at time of dispatch
  - Promotional Exams include
    performance evaluation,
    problem solving expertise and
    community policing commitment
  - External programs-marketing
    - Dept Rescues Manual
      distributed to public
  - publicize Dept's problem
    solving successes
  - Consider appropriate change in
    recruitment/retention (seek
    attributes which reflect/advance
    community policing)
  - Improve process whereby
    members are involved in setting
    Dept's goals and objectives
  - Workload reduction
    - demarket/WI
    - selectivity of responses
    - no report policy
    - walk in ratio in

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

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
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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- 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.
GENERAL RESPONSIBILITIES (Continued)

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- Know the resources available within the community.

- Locate and organize resources required to implement solutions.

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• Be willing to evaluate and improve your performance.

• Model the behavior we are seeking!!!
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 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.
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

- 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.
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.
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.
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!
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.
CUSTOMER ORIENTATION (Continued)

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

- 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.

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.
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.
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.
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.
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.
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.
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.
• 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.
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 Information

<table>
<thead>
<tr>
<th>Location</th>
<th>Date/Time of Problem</th>
<th>Nature of Problem</th>
</tr>
</thead>
</table>

## Contact Information

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Company/Department</th>
<th>Phone #: Day</th>
<th>Night</th>
<th>Received By</th>
<th>Date Received</th>
</tr>
</thead>
</table>

## Resolution Plan

### Problem Analysis

Problem Analysis

### Proposed Response and Goal

Proposed Response and Goal

### Additional Comments

Additional Comments

### Estimated Completion Time

Estimated Completion Time

### Was response successful? Why?

Was response successful? Why?

### Additional response needed? What?

Additional response needed? What?

## Allied Agencies Utilized or Referrals Made

<table>
<thead>
<tr>
<th>Agency</th>
<th>Contact Person</th>
<th>Phone #</th>
</tr>
</thead>
</table>

## Review Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Sgt.</th>
<th>Date</th>
<th>Sgt.</th>
<th>Date</th>
<th>Sgt.</th>
<th>Date</th>
<th>Sgt.</th>
</tr>
</thead>
</table>

## Completion Certification

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.

San Francisco Police Department
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?
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.

San Francisco Police Department
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.
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 Commanders 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
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.