

SAN FRANCISCO POLICE DEPARTMENT

COMMUNITY ORIENTED POLICING AND  
PROBLEM SOLVING

TRANSITION AND IMPLEMENTATION SURVEY, 1994

LT. JAMES N. SPEROS #436  
TRANSITION COORDINATOR  
PARK POLICE DISTRICT

# Memorandum

San Francisco Police Department



TO: DEPUTY CHIEF THOMAS PETRIN1  
COMMANDING OFFICER  
PATROL DIVISION

FROM: LT. JAMBS N.SPEROS #436  
C.O.P.P.S. IMPLEMENTATION COORDINATOR  
PARK POLICE DISTRICT \_\_\_\_\_

APPROVED

YES

NO

DATE: FRL, 01/06/95 \_\_\_\_\_

ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

## DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR ALL DISTRICT STATIONS TO ASSURE-THE "OWNERSHIP" CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF INDIVIDUAL PROBLEM SOLVING FILES AND TRACKING SYSTEMS CITY WIDE TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

### I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT" HISTORIES AT EACH OF OUR TEN DISTRICT STATIONS, EFFECTIVE THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, ( INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

### A. RESULTS OF THE P.S. SURVEY

EACH COMPANY'S INDIVIDUAL SURVEY AND RESULTS ARE ATTACHED. THE FOLLOWING ARE THE GENERAL RESULTS.

FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE PATROL OFFICER STAFFING FOR OUR DEPARTMENT WAS 917 SWORN MEMBERS TOTAL FOR OUR TEN DISTRICT STATIONS. THE TALLY OF STEADY ASSIGNMENTS WAS 561 MEMBER TOTAL. TAKING INTO ACCOUNT THOSE EARLIER MENTIONED VARIABLES. THE SPECIFIC BREAK DOWN OF MEMBERS TO SHIFTS WAS:

DAY SHIFT: 177 MEMBERS/ RADIO CARS	77 MEMBERS/FOOT BEATS
SWING SHIFT: 152 MEMBERS/ RADIO CARS	13 MEMBERS/FOOT BEATS
NIGHT SHIFT: 139 MEMBERS / RADIO CARS	3 MEMBERS/FOOT BEATS

A TOTAL OF 2244 INDIVIDUAL WATCHES WERE REVIEWED OVER THIS PERIOD, SPREAD OUT OVER THE TEN DISTRICTS. THE MEMBERS SURVEYED SHOWED AN AVERAGE RANGE OF STEADY WORK ASSIGNMENTS FROM 30% TO 90%, ALTHOUGH 90% TO 100% WAS NOTED ON SEVERAL INSPECTIONS. THE ABERRATIONS THAT DEVELOPED ON INDIVIDUAL DATES WERE CAUSED BY ABNORMAL EVENTS AND DID NOT REFLECT ANY LACK OF PLANNING OR COMMITMENT TO OUR TRANSITION AND IMPLEMENTATION OF THE LONG TERM GOALS AND OBJECTIVES OF COMMUNITY BASED POLICING AND PROBLEM ORIENTED POLICING. THE MOST DRAMATIC IMPACT ON OUR STAFFING LEVELS APPEARS TO BE THE INFLUX OF RECRUIT OFFICERS THIS YEAR. WHILE IT SHALL HAVE A SHORT TERM EFFECT ON OUR ABILITY TO MAINTAIN STEADY ASSIGNMENTS, IN THE LONG RUN THIS SHALL ENHANCE OUR ABILITY TO WORK WITH OUR NEIGHBORHOODS BETTER.

### II. SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF

OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD LEVEL. IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF **CUSTOMER SATISFACTION**. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

INDIVIDUAL STATIONS WORK SHEETS AND TRACKING LOGS WERE INSPECTED IN THE TIME FRAME OF LATE NOVEMBER THROUGH DECEMBER. MISSION DISTRICT WAS POSTPONED UNTIL JANUARY 08 DUE TO THE PROBLEMS CREATED BY THEIR MOVE TO NEW FACILITIES. THE CRITERION USED IN THIS SURVEY WERE AS FOLLOWS:

1. THAT THE WORK SHEETS WERE FILED AS PER OUR BULLETIN.
2. THAT WORK SHEETS WERE USED FOR ON-GOING PROBLEMS REQUIRING MULTIDISCIPLINARY USE OF RESOURCES AND WERE RESPONSIBLE FOR AN INORDINATE AMOUNT OF POLICE SERVICES TIME.
- 3: - THAT A SERGEANT AND OFFICER WERE ASSIGNED PRIMARY RESPONSIBILITY TO OVERSEE AND COORDINATE THE SUCCESSFUL RESOLUTION OF THE PROBLEM.
- K 4. THAT THE ESTABLISHED PROBLEM SOLVING PROCESS WAS USED TO DETERMINE IF A PROBLEM EXISTED THAT WARRANTED USE OF THE SHEET AND THE PROPOSED RESPONSE AND GOAL.
5. THAT THE COMPLAINANT WAS CONTACTED BY THE OFFICER.
6. THAT OUTSIDE AGENCIES WERE UTILIZED AND OR REFERRED TO.
7. THE TRACKING LOG WAS PROPERLY UPDATED and CLOSED OUT.
8. ONCE THE PROBLEM WAS RESOLVED. THE SERGEANT ASSIGNED CONTACTED THE COMPLAINANT FOR A CUSTOMER SATISFACTION ASSESSMENT.
9. APPROX. 10% OF COMPLETED PROBLEM FILE COMPLAINANTS WERE CONTACTED AND INTERVIEWED.

#### **A. PROBLEM SOLVING FILES AND WORK SHEET RESULTS.**

THE RESULTS OF THE INDIVIDUAL COMPANY INSPECTIONS ARE ATTACHED.

- \* 596 WORK SHEETS WERE INITIATED BY ALL COMPANIES. OF THESE, NEARLY 340 WERE FOR EVENTS AND OCCURRENCES THAT WERE BEST DESCRIBED AS "PASSING CALLS". THIS TRANSLATED INTO A COMPLIANCE VARIABLE RATE OF 0% AT ONE STATION TO 65% AT THE HIGH END.
- \* APPROX 35% OF THE FILES WERE STILL OPEN, SOME OF WHICH WERE DATED IN FEBRUARY OR MARCH 1994.
- \* OF THE FILES STILL OPEN, 85% HAD EITHER NO SERGEANT OR OFFICER ASSIGNED PRIMARY RESPONSIBILITY, (SOME DUE TO THE OVERWHELMING ISSUES LISTED AND NO CONSIDERATION BEING GIVEN TO ATTACKING SUB-PROBLEMS ONE AT A TIME)
- \* ALL COMPANIES ARE USING THE APPROVED NUMBERING SYSTEM.
- \* THREE COMPANIES, (F, H & I), HAVE ELIMINATED USE OF THE WORK SHEET FOR PASSING CALLS ENTIRELY. ONE COMPANY, (D), LOWERED THE PASSING CALLS USE TO 15%.
- \* WHEN THE FORMS ARE USED FOR PASSING CALLS NO APPARENT CONSIDERATION HAS BEEN GIVEN TO FINDING A CLEAR DEFINITION OF THE PROBLEM OR APPARENT USE OF "SARA" BY SUPERVISORS.
- \* IN SEVERAL STATIONS ONLY A FEW SUPERVISORS ARE ACTIVELY INVOLVED IN THE PROBLEM SOLVING PROCESS AND ARE ASSIGNED MOST OF THE WORK SHEETS.
- \* PROBLEM ANALYSIS CAN BE MORE IN-DEPTH AND CAN REFER PROBLEMS TO OUTSIDE AGENCIES IN APPROX 25% OF THE FILES.
- \* A MARKED IMPROVEMENT CAN BE SEEN IN FILES INITIATED IN 1994 AS COMPARED WITH THE 1993 FILES IN DEFINITIONS OF OBJECTIVES, SHORT AND LONG TERM GOALS
- \* IN ONLY 50% OF THE FILES WAS AN INDICATION MADE ON THE CHRONOLOGICAL LOG THAT THE ORIGINAL COMPLAINANT WAS CONTACTED FOR REVIEW AND UPDATING.
- \* IN A CORRESPONDING RATIO, REVIEW DATES WERE NOT COMPLIED WITH.

APPROXIMATELY 25 COMPLAINANTS WERE CONTACTED FROM THE FILES THAT WERE NOT CONSIDERED PASSING CALLS AND WHOM HAD LEFT THEIR NAMES. THREE QUESTIONS WERE ASKED.

1. "WAS THE PROBLEM RESOLVED TO YOUR SATISFACTION?"
2. "DID ANYONE CONTACT YOU TO SEE IF YOU WERE SATISFIED WITH THE OUTCOME AND IF THERE WERE OTHER NEEDS RELATED TO THE PROBLEM?"
3. "WERE YOU SATISFIED WITH THE POLICE RESPONSE?"

THE PERCENTAGE OF AFFIRMATIVE ANSWERS TO QUESTIONS 1 AND 3 WERE 85%. QUESTION #2 WAS SLIGHTLY LOWER AT APPROXIMATELY 75%. THIS DID NOT REFLECT IN THE TRACKING LOG OR CHRONOLOGICAL SHEETS, THOUGH. CUSTOMER SATISFACTION WAS EVIDENT THROUGHOUT. EVEN WITH A LACK OF FOLLOW-UP.

#### CONCLUSION:

##### PS SURVEY :

WITH ALL VARIABLES THAT IMPACT STAFFING LEVELS IN THE CITY, OUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS CONSISTENT AND EACH STATION SHOULD BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM. WHILE OVERALL NUMBERS HAVE IMPROVED OVER SINCE THE LAST SURVEY, (80- 85%), THIS CAN BE IMPROVED AS OUR STATION STAFFING LEVELS IMPROVE CORRESPONDINGLY.

AN ADDITIONAL AREA TO BE CONSIDERED WOULD BE THE ASSIGNMENT OF SERGEANTS TO STEADY GEOGRAPHIC AREAS TO ENHANCE THEIR ABILITIES AS PROBLEM SOLVING COORDINATORS AND DEVELOP SKILLS AS MANAGERS.

##### WORK-SHEET SURVEY

DEVIATIONS FROM PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES MUST BE ADDRESSED ON A DEPARTMENT WIDE BASIS AND BE THE SUBJECT OF AGGRESSIVE TRAINING BY SUPERVISORS AND MANAGERS:

STATIONS WHICH HAVE SUCCESSFULLY MET THE CHALLENGE OF THOSE ISSUES MUST BE COMMENDED FOR THEIR INNOVATIVE IDEAS WHICH SHOULD BE EXAMINED FOR ADOPTION DEPARTMENT WIDE. THESE OBJECTIVES AND PLANS INCLUDE:

1. ADOPTING A NEW PASSING CALLS FORM ALONG THE LINES OF THAT CREATED AT INGLESIDE STATION. IT HAS RESULTED IN A 100% DECREASE IN THE IMPROPER USE OF WORK SHEETS AND DOVETAILS IN TO THE "903" RADIO CODE CONCEPT. THIS HAS SAVED IMMENSE AMOUNTS OF PAPER AS MOST BUSINESS IS DONE OVER THE CAD AS HAS BEEN COORDINATED BY CAPTAIN DOWER OF INGLESIDE DISTRICT.
2. USE OF A SERVICE REFERRAL CARD, SIMILAR TO THAT DEVELOPED BY INGLESIDE DISTRICT STAFF.
3. CREATION OF A CITIZENS FOOT PATROL SIMILAR TO THE "PORTOLA PATROL" BEING INSTITUTED UNDER THE DEVELOPMENT OF CAPTAIN HETTRICH AT POTRERO STATION.
4. USE OF AN ADVISMENT LETTER TO LIQUOR STORES AS DEVELOPED UNDER CAPTAIN WILLET AT CENTRAL DISTRICT.
5. THE EFFECTIVE USE OF CRITERION TO LIMIT THE USE OF PROBLEM SOLVING WORK SHEETS, BASED ON THE SAN DIEGO MODEL, AS DEVELOPED UNDER CAPTAIN BERRY AT PARK STATION.
6. ASSIGNING SECTOR SERGEANTS ON A STEADY BASIS TO ASSURE QUALITY CONTROL AND DELEGATE OUT MORE RESPONSIBILITY. THIS WAS SUGGESTED AT RICHMOND, TARAVAL AND INGLESIDE STATIONS.
7. AT PARK STATION THE CAPTAIN DELEGATES THE WORK LOAD APPROPRIATELY SO NO ONE SERGEANT HAS TOO MANY WORK FILES.
8. IN TTF AND SOUTHERN STATIONS THE CAPTAINS AND THEIR STAFF HAVE SUCCESSFULLY DEVELOPED THE MEMBERS AS QUALITY PROBLEM SOLVERS AND ARE ROLE MODELS TO THE DEPARTMENT.
9. ALL STATIONS OBTAIN THE CITY ATTORNEYS CODE ENFORCEMENT BROCHURE TO HANDOUT AT NEIGHBORHOOD MEETINGS AS A TOOL TO REFER CALLS EARLY.  
(EXEMPLARS ARE ATTACHED)

##### TRAINING AND EQUIPMENT ISSUES ARE IDENTIFIED AS FOLLOWS:

1. RE-EMPHASIZE TO ALL MEMBERS THAT THE PROBLEM SOLVING WORK SHEET IS FOR INCIDENTS WITH MULTIPLE AND SUBSTANTIVE DEMANDS ON OUR RESOURCES, CAN USE OUTSIDE AGENCIES OR RESOURCES AND NOT HANDLED MERELY WITH A PHONE CALL OR WITHIN THE COURSE OF NORMAL PATROL OPERATIONS.
2. CONTINUED TRAINING AT THE DISTRICT LEVEL IN PROBLEM ANALYSIS AND THE CLEAR DEFINITION OF OBJECTIVES AND GOALS IN THAT ANALYSIS.
3. TRACKING LOGS. SIMILAR TO CO A CO.B, CO.G, CO.H, MUST CLEARLY AND COMPLETELY DISPLAY THE NECESSARY INFORMATION OF ENABLE SERGEANTS TO DO PROPER EVALUATION AND FOLLOW UP TO FILES.
4. THE ADDITION OF A "COMPLAINANT CONTACTED" COLUMN ON THE TRACKING LOGS TO ASSURE THIS PROCEDURE IS COMPLIED WITH AND CAN BE EASILY CONFIRMED BY ANY INSPECTING SUPERVISOR OR MANGER.

ACCOUNTABILITY ISSUES WERE INDICATED BY THE FOLLOWING:

1. SPECIFIC SERGEANTS OR MEMBERS NOT BEING ASSIGNED TO FILES.
2. AT SEVERAL STATIONS, A FEW SERGEANTS BEING ASSIGNED THE BULK OF FILES.
3. REVIEW DATES LAPSING BY MORE THAN ONE MONTH.
4. FILES NOT BEING CLOSED FOR A TWO MONTH OR GREATER PERIOD.
5. FOLLOW UP CONTACT WITH COMPLAINANTS NOT BEING DOCUMENTED ON EITHER FILE CHRONOLOGICAL OR TRACKING LOG.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING. THE INSPECTORS BUREAU IS OUR NEXT MAJOR PHASE.
2. THE INGLESIDE PROTOTYPE "PASSING CALLS" FORM BE ADOPTED AND PLACED IN OUR STATION PERSONAL COMPUTERS AS SOON AS POSSIBLE. THE GOAL IS TO ELIMINATE THE USE OF PROBLEM SOLVING WORK SHEETS FOR PASSING CALLS WITHIN TWO YEARS.
3. STATION TRACKING LOGS BE STANDARDIZED TO ASSURE ACCOUNTABILITY IN PROBLEM ASSIGNMENT, ANALYSIS, FOLLOW UP, CLOSURE AND COMPLAINANT CALL BACK. THE GOAL IS TO REDUCE TIME LAG TO ONE MONTH AND HAVE 100% COMPLIANCE IN ASSIGNMENT AND CALL BACK WITHIN 2 YEARS.
4. AS MANY SERGEANTS APPEAR TO NOT SUPPORT OR UNDERSTAND THE CONCEPTS, GOALS AND OBJECTIVES OF COMMUNITY ORIENTED POLICING AND PROBLEM ORIENTED POLICING, ADDITIONAL UPDATES IN TRAINING AND MANAGEMENT SEMINARS SHOULD BE PLANNED OUT TO BRING THEM FULLY ON BOARD. AS STAFFING ISSUES WILL BE OF PRIME CONSIDERATION, A DAY-LONG FORUM MIGHT BE THE MOST EFFECTIVE METHOD, ESPECIALLY IF EACH STATIONS FULL COMPLIMENT OF SERGEANTS ATTEND. IT WOULD BE BEST HELD AT A NEUTRAL LOCATION, SUCH AS USF, WITH AN OUTSIDE EXPERT AS A FACILITATOR, (POSSIBLY FROM PORTLAND, SAN DIEGO OR VALLEJO).
5. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED EVOLUTION AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT OUR STATIONS HAVE BUILT.
6. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D., MEMBERS MUST BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.
7. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO ALL STATIONS AND DETAILS. I AM AVAILABLE TO ADDRESS ANY STAFF MEETING, ALLIED AGENCY OR NEIGHBORHOOD MEETING ON THIS SUBJECT.
8. TO ASSURE QUALITY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY THE COMMANDING OFFICER OF EACH AFFECTED STATION BEFORE VISITING. THESE SITE TOURS SHALL ENCOMPASS 3 STATIONS PER SHIFT, BETWEEN THE HOURS OF 2000 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH THE RESPECTIVE CAPTAINS AND FOB.
9. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS, RATHER THAN ONCE A YEAR.
10. THIS COMPREHENSIVE AUDIT SHOULD BE INCLUDED AS PART OF THE YEARLY INSPECTION MADE BY STAFF INSPECTIONS TO PROVIDE AN EFFICIENT FLOW OF INFORMATION TO FOB AND THE CHIEF, CONTIGUOUS WITH THE STANDARD STAFF REPORTS.

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San Francisco Police Department



TO: CAPTAIN GROCE CASCIATO  
COMMANDING OFFICER  
TENDERLOIN TASK FORCE

APPROVED

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FROM: LT. JAMES N. SPEROS #436

C.O.P.P.S. IMPLEMENTATION COORDINATOR \_\_\_\_\_

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PARK POLICE DISTRICT \_\_\_\_\_

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DATE: MON., 12/19/94 \_\_\_\_\_

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ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR YOUR STATION TO ASSURE THE "OWNERSHIP" CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT" HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

A. RESULTS OF THE P.S. SURVEY

FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE STAFFING WAS 53 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS:

DAY SHIFT: 16 MEMBERS / RADIO CARS    15 MEMBERS/FOOT BEATS  
SWING SHIFT: 12 MEMBERS/ RADIO CARS  
NIGHT SHIFT: 12 MEMBERS / RADIO CARS

DAY SHIFT SHOWED A RANGE OF STEADY WORK ASSIGNMENTS FROM 70% TO 85 % IN BOTH CATEGORIES. SWING SHIFT HAD AN ABERRATION DUE TO SPECIAL EVENTS BEYOND YOUR CONTROL IN APRIL AND MAY THAT RESULTED IN A RATE OF 60% BUT ROSE TO 85% DURING AND AFTER THE SUMMER MONTHS. MIDNIGHTS HAD THE BEST RATIO, CONSISTENTLY OF 85% TO 90% OVER THE SELECTED TIME PERIOD.

II. SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD LEVEL. IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO

NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS VERY SATISFACTORY. THE DOCUMENTS ARE ACCESSIBLE TO MEMBERS FOR REVIEW AND UPDATING. THEY ALSO SHOW A HIGH PERCENTAGE OF DOCUMENTED CALL BACK TO DETERMINE CUSTOMER SATISFACTION.

2. THE ONLY AREA NEEDING ATTENTION IS THE USE OF THIS FORM FOR PASSING CALLS, A PROBLEM WHICH AFFECTS MANY OF OUR STATIONS. THIS APPEARS PREVALENT DUE TO A LACK OF PROBLEM ANALYSIS WHICH WOULD IDENTIFY PARTICULAR ISSUES AS PASSING CALLS AND NOT PROBLEMS JUSTIFYING THE USE OF THE WORK SHEET. HOWEVER, THE PERCENTAGE OF PASSING CALLS WAS APPROX 40%, LOWER ON THE AVERAGE THAN MOST.

3. WORK SHEETS WERE COMPLETED PROPERLY AND SIGNED OFF BY THE PROPER MEMBERS.- IN A FEW INSTANCES THERE WERE OVERDUE WORK SHEETS WHICH NEED TO BE CLOSED OUT.

4. THE LISTED WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.

CONCLUSION:

PS SURVEY

WITH ONE OF THE LOWEST STAFFING LEVELS IN THE CITY, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS THE HIGHEST AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

**WORK SHEET SURVEY**

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. THE ISSUE OF USE FOR PASSING CALLS MUST BE ADDRESSED ON A DEPARTMENT WIDE BASIS AND BE THE SUBJECT OF AGGRESSIVE TRAINING BY SUPERVISORS AND MANAGERS.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.

2. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT YOU HAVE BUILT.

3. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D.. MEMBERS SHOULD BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.

4. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NEIGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.

5. TO ASSURE QUALITY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I

SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY YOU BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

6. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS. RATHER THAN ONCE A YEAR. BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF EACH MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES FROM YOUR CLERK, ON PRE-SELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.

# Memorandum

San Francisco Police Department



TO: CAPTAIN JOHN WILLET  
COMMANDING OFFICER  
CENTRAL POLICE DISTRICT

APPROVED YES NO

FROM: LT. JAMES N. SPEROS #436  
C.O.P.P.S. IMPLEMENTATION COORDINATOR \_\_\_\_\_ D D  
PARK POLICE DISTRICT \_\_\_\_\_ a •

DATE: MON., 01/02/95 \_\_\_\_\_ o D

ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

## DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR YOUR STATION TO ASSURE THE "OWNERSHIP" CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

### I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT" HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

### A. RESULTS OF THE P.S. SURVEY

• FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE STAFFING WAS 88 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS:

DAY SHIFT: 24 MEMBERS / RADIO CARS 8 MEMBERS/FOOT BEATS  
SWING SHIFT: 12 MEMBERS / RADIO CARS 9 MEMBERS/FOOT BEATS  
NIGHT SHIFT: 20 MEMBERS / RADIO CARS 1 MEMBER/FOOT BEAT

DAY SHIFT SHOWED A RANGE OF STEADY WORK ASSIGNMENTS FROM 75% TO 85 % IN BOTH CATEGORIES. SWING SHIFT ALSO MAINTAINED A STEADY RATE OF 75% TO 90% . MIDNIGHTS WAS ALSO CONSISTENT IN A RATE OF 75% TO 100% OVER THE SELECTED TIME PERIOD.

### II. SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD LEVEL. IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS

ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS SATISFACTORY. THE DOCUMENTS ARE ACCESSIBLE TO MEMBERS FOR REVIEW AND UPDATING.

2. AN AREA NEEDING ATTENTION IS THE USE OF THIS FORM FOR PASSING CALLS. A PROBLEM WHICH AFFECTS MANY OF OUR STATIONS. THIS APPEARS PREVALENT DUE TO A LACK OF PROBLEM ANALYSIS WHICH WOULD IDENTIFY PARTICULAR ISSUES AS PASSING CALLS AND NOT PROBLEMS JUSTIFYING THE USE OF THE WORK SHEET. HOWEVER, THE PERCENTAGE OF PASSING CALLS WAS APPROX 50%, ABOUT AVERAGE FOR OUR DEPARTMENT.

3. WORK SHEETS WERE COMPLETED PROPERLY AND SIGNED OFF BY THE PROPER MEMBERS HOWEVER A TOTAL OF 32 WORK SHEETS WERE STILL CARRIED AS OPEN FOR THE YEAR, WITH 17 BEING INITIATED BEFORE 9/94.

4. THE USTED WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.

5. THE PARTICIPATION OF SERGEANTS SEEMS TO BE LIMITED TO ONLY TWO OR THREE WHO CONSISTENTLY GET INVOLVED. THIS NEEDS TO BE ADDRESSED THOROUGH CONTINUED TRAINING AND MOTIVATION SO AS TO DEVELOP NEW ADVOCATES FOR OUR CHANGES AND NOT TO BURN OUR THE WORKING SERGEANTS.

6. SOME PROBLEMS HANDLED BY MEMBERS COULD HAVE BEEN REFERRED TO OUTSIDE CITY AGENCIES FOR MORE EFFECTIVE RESOLUTION.

7. CALL BACKS TO REPORTERS NEED TO BE DOCUMENTED BETTER ON THE LOG SHEET.

8. YOUR "OFF-SALE" INFORMATION LETTER IS AN EXCELLENT TOOL TO USE IN ESTABLISHING NEIGHBORHOOD PARTNERSHIPS AND COULD BE DEVELOPED AS A STANDARDIZED FORM FOR THE ENTIRE DEPARTMENT.

CONCLUSION:

PS SURVEY

WITH STAFFING LEVELS A PRIME CONSIDERATION IN THE CITY, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS VERY GOOD AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

WORK SHEET SURVEY

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. THE ISSUE OF USE FOR PASSING CALLS AND CONSISTENT CLOSING OUT OF FILES MUST BE ADDRESSED ON A DEPARTMENT WIDE BASIS AND BE THE SUBJECT OF AGGRESSIVE TRAINING BY SUPERVISORS AND MANAGERS. ADDITIONALLY, SERGEANTS NEED TO BE REMINDED TO MAKE THE FOLLOW-UP CALL BACKS AND NOTE THEM ON THE LOG SHEET.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.

2. THE SUPPORT OF ADMINISTRATION AND THE CITY IS UKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT YOU HAVE BUILT.

3. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D.. MEMBERS SHOULD BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY

OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.

4. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NEIGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.

5. TO ASSURE QUALITY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY YOU BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

6. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS, RATHER THAN ONCE A YEAR, BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF EACH MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES FROM YOUR CLERK, ON PRE-SELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.

*M*emorandum

San Francisco Police Department



TO: CAPTAIN MICHAEL YALON  
COMMANDING OFFICER  
SOUTHERN POLICE DISTRICT

APPROVED

YES

NO

FROM: LT. JAMSS N.SPEROS #436  
C.O.P.P.S. IMPLEMENTATION COORDINATOR  
PARK POLICE DISTRICT

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DATE: MON., 01/02/95

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ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING IN S.F.P.D, I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE PS. FOR YOUR STATION TO ASSURE THE "OWNERSHIP"<sup>11</sup> CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDUUNG SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT"<sup>1</sup> HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

A. RESULTS OF THE P.S. SURVEY

FOR THE EIGHT MONTH PERIOD SELECTED. THE AVERAGE STAFFING WAS 106 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS:

- DAY SHIFT; 12 MEMBERS / RADIO CARS    13 MEMBERS/FOOT BEATS
- SWING SHIFT: 13 MEMBERS/ RADIO CARS
- NIGHT SHIFT: 13 MEMBERS/RADIO CARS

DAY SHIFT SHOWED A RANGE OF STEADY WORK ASSIGNMENTS FROM 75% TO 85 % IN BOTH CATEGORIES. SWING SHIFT ALSO MAINTAINED A STEADY RATE OF 30% TO 85% . MIDNIGHTS WAS ALSO CONSISTENT IN A RATE OF 30% OVER THE SELECTED TIME PERIOD.

II. SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD LEVEL IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE CRITICAL TO THIS EQUATION IS

THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS SATISFACTORY. THE DOCUMENTS ARE ACCESSIBLE TO MEMBERS FOR REVIEW AND UPDATING. THE LOG IS MAINTAINED IN AN EASY-TO-READ FORMAT.

2. AN AREA NEEDING ATTENTION IS THE USE OF THIS FORM FOR PASSING CALLS. A PROBLEM WHICH AFFECTS MANY OF OUR STATIONS. THIS APPEARS PREVALENT DUE TO A LACK OF PROBLEM ANALYSIS WHICH WOULD IDENTIFY PARTICULAR ISSUES AS PASSING CALLS AND NOT PROBLEMS JUSTIFYING THE USE OF THE WORK SHEET. HOWEVER, THE PERCENTAGE OF PASSING CALLS WAS APPROX 60%, ABOUT AVERAGE FOR OUR DEPARTMENT.

3. WORK SHEETS WERE COMPLETED PROPERLY AND SIGNED OFF BY THE PROPER MEMBERS: HOWEVER APPROX. 15% WERE STILL CARRIED AS OPEN FOR THE YEAR, HAVING BEEN INITIATED BEFORE 10/94.

4. THE USED WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.

5. THE PARTICIPATION OF SERGEANTS SEEMS IS FAIRLY WELL DISTRIBUTED AND ALL SEEM CONSISTENTLY INVOLVED.

6. SOME PROBLEMS HANDLED BY MEMBERS COULD HAVE BEEN REFERRED TO OUTSIDE CITY AGENCIES FOR MORE EFFECTIVE RESOLUTION.

7. CALL BACKS TO REPORTEE3 NEED TO BE DOCUMENTED BETTER ON THE LOG SHEET.

CONCLUSION:

PS SURVEY

WITH STAFFING LEVELS A PRIME CONSIDERATION IN THE CITY, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS VERY GOOD AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

WORK SHEET SURVEY

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. THE ISSUE OF USE FOR PASSING CALLS AND CONSISTENT CLOSING OUT OF FILES MUST BE ADDRESSED ON A DEPARTMENT WIDE BASIS AND BE THE SUBJECT OF AGGRESSIVE TRAINING BY SUPERVISORS AND MANAGERS. ADDITIONALLY, SERGEANTS NEED TO BE REMINDED TO MAKE THE FOLLOW-UP CALL BACKS AND NOTE THEM ON THE WORK SHEET AND TRACKING LOG.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.

2. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT YOU HAVE BUILT.

3. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D., MEMBERS SHOULD BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS

OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.

4. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NEIGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.

5. TO ASSURE QAUTY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY YOU BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

6. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS, RATHER THAN ONCE A YEAR, BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF EACH MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES FROM YOUR CLERK, ON PRE-SELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.

# Memorandum

San Francisco Police Department



TO: CAPTAIN TIMMOTHY HETRICH  
COMMANDING OFFICER  
POTRERO POLICE DISTRICT

APPROVED

YE3 NO

FROM: LT. JAMES N. SPEROS #436  
C.O.P.P.S. IMPLEMENTATION COORDINATOR \_\_\_\_\_  
PARK POLICE DISTRICT \_\_\_\_\_

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DATE: MON., 01/02/95 \_\_\_\_\_

ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR YOUR STATION TO ASSURE THE "OWNERSHIP" CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT" HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

A. RESULTS OF THE P.S. SURVEY

FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE STAFFING WAS 90 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS;

- DAY SHIFT: 24 MEMBERS/ RADIO CARS 7 MEMBERS/FOOT BEATS
- SWING SHIFT: 11 MEMBERS/ RADIO CARS
- NIGHT SHIFT: 8 MEMBERS / RADIO CARS

DAY SHIFT SHOWED A RANGE OF STEADY WORK ASSIGNMENTS FROM 55% TO 90 % IN BOTH CATEGORIES. SWING SHIFT ALSO MAINTAINED A STEADY RATE OF 75% TO 90% . MIDNIGHTS WAS ALSO IN A RATE OF 30% TO 95% OVER THE SELECTED TIME PERIOD. THE LOW END RATE OF 55% WAS AN ABERATION IN THE MONTH OF MAY THAT DID NOT REPEAT ITSELF DUE TO SPECIAL EVENTS AND DEMONSTRATIONS.

II- SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD LEVEL. IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO

ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS SATISFACTORY. THE DOCUMENTS ARE ACCESSIBLE TO MEMBERS FOR REVIEW AND UPDATING. THE LOG IS MAINTAINED IN AN EASY-TO-READ FORMAT.

2. AN AREA NEEDING ATTENTION IS THE USE OF THIS FORM FOR PASSING CALLS. A PROBLEM WHICH AFFECTS MANY OF OUR STATIONS. THIS APPEARS PREVALENT DUE TO A LACK OF PROBLEM ANALYSIS WHICH WOULD IDENTIFY PARTICULAR ISSUES AS PASSING CALLS AND NOT PROBLEMS JUSTIFYING THE USE OF THE WORK SHEET. HOWEVER, THE PERCENTAGE OF PASSING CALLS WAS 50%, ABOUT AVERAGE FOR OUR DEPARTMENT

3. WORK SHEETS WERE COMPLETED PROPERLY AND SIGNED OFF BY THE PROPER MEMBERS.

4. THE LISTED WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.

5. THE PARTICIPATION OF SERGEANTS SEHMS IS FAIRLY WELL DISTRIBUTED AND ALL SEEM CONSISTENTLY INVOLVED.

6. CALL BACKS TO REPORTERS NEED TO BE DOCUMENTED BETTER ON THE LOG SHEET.

7. WHILE NOT A PART OF THE WORK SHEET PROCESS, YOUR "PORTOLA PATROL" IS AN ESSENTIAL TOOL IN BUILDING PARTNERSHIPS AND SHOULD BECOME A MODEL FOR THE REST OF THE CITY TO FOLLOW AFTER ITS INITIAL BREAK IN AND MODIFICATIONS PHASE.

CONCLUSION:

PS SURVEY

WITH STAFFING LEVELS A PRIME CONSIDERATION IN THE CITY, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS VERY GOOD AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

WORK SHEET SURVEY

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. THE ISSUE OF USE FOR PASSING CALLS AND CONSISTENT CLOSING OUT OF FILES MUST BE ADDRESSED ON A DEPARTMENT WIDE BASIS AND BE THE SUBJECT OF AGGRESSIVE TRAINING BY SUPERVISORS AND MANAGERS. ADDITIONALLY, SERGEANTS NEED TO BE REMINDED TO MAKE THE FOLLOW-UP CALL BACKS AND NOTE THEM ON THE WORK SHEET AND TRACKING LOG.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.

2. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT YOU HAVE BUILT.

3. TO ASSURE INSTITUTIONALIZING OF CO.P.P.S. IN THE S.F.P.D., MEMBERS SHOULD BE

DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES,

4. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NEIGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.

5. TO ASSURE QUALITY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY YOU BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

6. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS, RATHER THAN ONCE A YEAR, BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF EACH MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES FROM YOUR CLERK, ON PRE-SELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.

# Memorandum

San Francisco Police Department



TO: CAPTAIN JOAQUIN SANTOS  
COMMANDING OFFICER  
MISSION POLICE DISTRICT

FROM: LT. JAMES N. SPEROS #436  
C.O.P.P.S. IMPLEMENTATION COORDINATOR  
PARK POLICE DISTRICT

DATE: THU, 01/05/95

APPROVED	YES	NO
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>

ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

## DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY-ORIENTED P.O.U.C.I.N.S. AND PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF FOUR STATIONS IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR YOUR STATION TO ASSURE THE "OWNERSHIP" CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

### I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT" HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

#### A. RESULTS OF THE P.S. SURVEY

FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE STAFFING WAS 122 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS:

DAY SHIFT: 15 MEMBERS / RADIO CARS    10 MEMBERS/FOOT BEATS  
SWING SHIFT: 19 MEMBERS / RADIO CARS    4 MEMBERS/FOOT BEATS  
NIGHT SHIFT: 14 MEMBERS/RADIO CARS

ALL THREE SHIFTS HAD A RANGE OF STEADY WORK ASSIGNMENTS FROM 85% TO 95% IN BOTH CATEGORIES. BOTH DAYS AND SWING SHIFT FOOT BEAT SCHEDULING HAD AN ABERRATION DUE TO SPECIAL EVENTS BEYOND YOUR CONTROL IN JUNE THAT RESULTED IN A COVERAGE RATE OF 75%. MIDNIGHTS HAD THE BEST RATIO, CONSISTENTLY OF 95% TO 100% OVER THE SELECTED TIME PERIOD.

### II. SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD LEVEL. IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO

NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS VERY SATISFACTORY. THE DOCUMENTS ARE ACCESSIBLE TO MEMBERS FOR REVIEW AND UPDATING. THEY ALSO SHOW A HIGH PERCENTAGE OF DOCUMENTED CALL BACK TO DETERMINE CUSTOMER SATISFACTION.

2. OF THE 71 FILES INSPECTED ONLY 15 COULD BE CONSIDERED AS "PASSING CALLS". THIS RATIO IS CONSIDERABLY LOWER MOST OF THE REMAINING DISTRICTS AND IS TO BE COMMENDED.

3. THE AREA NEEDING PRIMARY ATTENTION IS A COMBINATION OF ASSIGNMENTS AND CLOSING OUT OF FILES. AS OF 03/94, 36 FILES REMAINED OPEN; 35 HAD NO OFFICERS ASSIGNED AND 45 HAD NO SERGEANTS ASSIGNED. IN THIS ASPECT OF "OWNERSHIP", THE ASSIGNMENT OF SPECIFIC MEMBERS IS ABSOLUTELY CRITICAL. OF COURSE. SOME PROBLEMS ARE SO DIVERSE AND SPAN SUCH A LARGE TIME FRAME, A SINGLE OFFICER OR SERGEANT CANNOT REASONABLY HANDLE IT. HOWEVER, SOMEONE NEEDS TO BE ASSIGNED RESPONSIBILITY TO COORDINATE THE RESOURCES. THIS IS A LONG TERM TRAINING AND INSTITUTIONALIZATION ISSUE WHICH MUST BE ADDRESSED CITY WIDE.

4. THE REMAINDER OF YOUR WORK SHEETS WERE COMPLETED PROPERLY AND SIGNED OFF BY THE PROPER MEMBERS.

5. THE WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.

CONCLUSION:

PS SURVEY

AS ONE OF THE MOST DIVERSE DISTRICTS WITH A MULTITUDE OF DEMANDS ON YOUR RESOURCES, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS ONE OF THE HIGHEST AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

WORK SHEET SURVEY

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. THE ISSUE OF CLOSING OUT FILES AND STEADY ASSIGNMENTS CAN BE ADDRESSED BY AGGRESSIVE TRAINING OF SUPERVISORS AND MANAGERS.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.

2. ONE EFFECTIVE TOOL USED TO INSTITUTIONALIZE THE CONCEPTS FOUND IN COMMUNITY POLICING IS THE STEADY ASSIGNMENT OF SERGEANTS TO A SET GEOGRAPHIC AREA. WHILE MANPOWER DEMANDS CAN PLAY HAVOC WITH OUR PLANS, ANY SENSE OF OWNERSHIP THAT CAN BE INSTILLED IN OUR FRONT LINE SUPERVISORS CAN THEN BE ADOPTED BY OUR OFFICERS. THIS HAS BEEN PROVEN IN MANY CITIES ACROSS THE US AND IN CANADA.

3. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT

YOU HAVE BUILT.

4. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D., MEMBERS SHOULD BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.

5. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NEIGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.

6. TO ASSURE QUALITY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1998. I SHALL NOTIFY YOU BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

7. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS, RATHER THAN ONCE A YEAR, BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF EACH MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES FROM YOUR CLERK, ON PRESELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.

# Memorandum

San Francisco Police Department



TO: CAPTAIN RICHARD CAIRNS  
COMMANDING OFFICER  
NORTHERN POLICE DISTRICT

APPROVED

YES

NO

FROM: 1.T. JAMES N.SPERSO #436  
C.O.P.P.S. IMPLEMENTATION COORDINATOR \_\_\_\_\_ D  
PARK POLICE DISTRICT \_\_\_\_\_ 0 •

DATE: MON., 01/02/95 \_\_\_\_\_ D •

ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

## DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR YOUR STATION TO ASSURE THE "OWNERSHIP" CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

### I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, Bi-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT" HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

### A. RESULTS OF THE P.S. SURVEY

FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE STAFFING WAS 134 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS:

DAY SHIFT: 35 MEMBERS / RADIO CARS 6 MEMBERS/FOOT BEATS  
SWING SHIFT: 19 MEMBERS/ RADIO CARS 3 MEMBERS/FOOT BEATS  
NIGHT SHIFT: 18 MEMBERS/RADIO CARS

DAY SHIFT SHOWED A RANGE OF STEADY WORK ASSIGNMENTS FROM 35% TO 100% IN BOTH CATEGORIES. SWING SHIFT ALSO MAINTAINED A STEADY RATE OF 90% TO 100%. MIDNIGHTS WAS ALSO IN A RATE OF 35% TO 95% OVER THE SELECTED TIME PERIOD. A SINGLE LOW END SPUR OF 75% WAS AN ABERRATION IN THE MONTH OF JUNE THAT DID NOT REPEAT ITSELF DUE TO SPECIAL EVENTS AND VACATIONS.

### U. SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD LEVEL. IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO

ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS SATISFACTORY. THE DOCUMENTS ARE ACCESSIBLE TO MEMBERS FOR REVIEW AND UPDATING. THE LOG IS MAINTAINED IN AN EASY-TO-RE'VD FORMAT.

2. AN AREA NEEDING ATTENTION IS THE USE OF THIS FORM FOR PASSING CALLS, A PROBLEM WHICH AFFECTS MANY OF OUR STATIONS. THIS APPEARS PREVALENT DUE TO A LACK OF PROBLEM ANALYSIS WHICH WOULD IDENTIFY PARTICULAR ISSUES AS PASSING CALLS AND NOT PROBLEMS JUSTIFYING THE USE OF THE WORK SHEET. HOWEVER, THE "PERCENTAGE OF PASSING CALLS WAS 50%, ABOUT AVERAGE FOR OUR DEPARTMENT"

3. WORK SHEETS WERE COMPLETED PROPERLY AND SIGNED OFF BY THE PROPER MEMBERS."

4. THE LISTED WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.

5. THE PARTICIPATION OF SERGEANTS SEEMS IS FAIRLY WELL DISTRIBUTED AND ALL SEEM CONSISTENTLY INVOLVED.

6. CALL BACKS TO REPORTERS NEED TO BE DOCUMENTED BETTER ON THE LOG SHEET.

7. SOME OF THE PROBLEM ANALYSIS SEEMED RATHER BRIEF, LOOKING MORE AT SYMPTOMS RATHER THAN CAUSES.

CONCLUSION:

PS SURVEY

WITH STAFFING LEVELS A PRIME CONSIDERATION IN THE CITY, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS VERY GOOD AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

WORK SHEET SURVEY

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. THE ISSUE OF USE FOR PASSING CALLS AND CONSISTENT CLOSING OUT OF FILES MUST BE ADDRESSED ON A DEPARTMENT WIDE BASIS AND BE THE SUBJECT OF AGGRESSIVE TRAINING BY SUPERVISORS AND MANAGERS. ADDITIONALLY, SERGEANTS NEED TO BE REMINDED TO MAKE THE FOLLOW-UP CALL BACKS AND NOTE THEM ON THE WORK SHEET AND TRACKING LOG.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.

2. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT YOU HAVE BUILT.

3. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D.. MEMBERS SHOULD BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY

OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.

4. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NEIGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.

5. TO ASSURE QUALITY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY YOU BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

6. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS, RATHER THAN ONCE A YEAR, BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF EACH MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES FROM YOUR CLERK, ON PRE-SELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.

*M*  
*amOrain:rl:llw.*

San Francisco Police Department



TO: CAPTAIN ROBERT BERRY  
COMMANDING OFFICER  
PARK POUCE DISTRICT

APPROVED YES NO

FROM: LT. JAMES,N,SPEROSS436  
C.O.P.P.S. IMPLEMENTATION COORDINATOR\_\_\_\_\_ D G  
PARK POUCE DISTRICT\_\_\_\_\_ 0 a

DATE: MON., 01/02/95\_\_\_\_\_ G c

ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY-ORIENTED POLICING AND PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR YOUR STATION TO ASSURE THE "OWNERSHIP" CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT" HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

A. RESULTS OF THE P.S. SURVEY

FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE STAFFING WAS 69 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS:

- DAY SHIFT: 7 MEMBERS / RADIO CARS 3 MEMBERS/FOOT BEATS
- SWING SHIFT: 15 MEMBERS/ RADIO CARS 8 MEMBERS/FOOT BEATS
- NIGHT SHIFT: 10 MEMBERS/RADIO CARS

DAY SHIFT SHOWED A RANGE OF STEADY WORK ASSIGNMENTS FROM 35% TO 95 % IN BOTH CATEGORIES. SWING SHIFT MAINTAINED A STEADY RATE OF 95% TO 95% . MIDNIGHTS WAS ALSO IN A RATE OF 35% TO 90% OVER THE SELECTED TIME PERIOD. RECRUIT TRAINING RESULTED IN A REDUCTION IN RAW NUMBERS OF STAFFING BUT NOT PERCENTAGES RECORDED IN THIS MONTH ALSO.

II. SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD LEVEL IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO

ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS SATISFACTORY. THE DOCUMENTS ARE ACCESSIBLE TO MEMBERS FOR REVIEW AND UPDATING. THE LOG IS MAINTAINED IN AN EASY-TO-READ FORMAT.

2. AN AREA NEEDING ATTENTION WHICH AFFECTS MANY OF OUR STATIONS IS THE USE OF THIS FORM FOR PASSING CALLS. THIS DOES NOT EXIST AT PARK.

3. THE LISTED WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.

4. THE PARTICIPATION OF SERGEANTS SEEMS IS FAIRLY WELL DISTRIBUTED AND ALL SEEM CONSISTENTLY INVOLVED.

5. CALL BACKS TO REPORTEES NEED TO BE DOCUMENTED BETTER ON THE LOG SHEET.

CONCLUSION:

PS SURVEY

WITH STAFFING LEVELS A PRIME CONSIDERATION IN THE CITY, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS VERY GOOD AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

WORK SHEET SURVEY

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. THE ISSUE OF USE FOR PASSING CALLS AND CONSISTENT CLOSING OUT OF FILES MUST BE ADDRESSED ON A DEPARTMENT WIDE BASIS AND BE THE SUBJECT OF AGGRESSIVE TRAINING BY SUPERVISORS AND MANAGERS. ADDITIONALLY, SERGEANTS NEED TO BE REMINDED TO MAKE THE FOLLOW-UP CALL BACKS AND NOTE THEM ON THE WORK SHEET AND TRACKING LOG.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.

2. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT YOU HAVE BUILT.

3. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D., MEMBERS SHOULD BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.

4. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NEIGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.

5. TO ASSURE QUALITY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY YOU BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

6. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS, RATHER THAN ONCE A YEAR, BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF EACH\* MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES FROM YOUR CLERK, ON PRE-SELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.

# Memorandum

San Francisco Police Department



TO: CAPTAIN J. PETER OTTEN  
COMMANDING OFFICER  
RICHMOND POLICE DISTRICT

FROM: LT. JAMES N. SPEROS #436  
C.O.P.P. IMPLEMENTATION COORDINATOR  
PARK POLICE DISTRICT

APPROVED

YES

NO

D

G

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a

DATE: MON., 01/02/95

ISSUE: YEARLY SITE SURVEY OF CO.P.P.S. TRANSITION PROGRESS

## DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR YOUR STATION TO ASSURE THE "OWNERSHIP" CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

### I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT" HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

### A. RESULTS OF THE P.S. SURVEY

FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE STAFFING WAS 64 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS:

DAY SHIFT: 10 MEMBERS / RADIO CARS 3 MEMBERS/TOOT BEATS  
SWING SHIFT: 3 MEMBERS / RADIO CARS 3 MEMBERS/FOOT BEATS  
NIGHT SHIFT: 15 MEMBERS / RADIO CARS

DAY SHIFT SHOWED A RANGE OF STEADY WORK ASSIGNMENTS FROM 30% TO 95% IN BOTH CATEGORIES. SWING SHIFT MAINTAINED A STEADY RATE OF 35% TO 95%. MIDNIGHTS WAS ALSO IN A RATE OF 90% TO 95% OVER THE SELECTED TIME PERIOD.

RECRUIT TRAINING AND VACATIONS RESULTED IN A REDUCTION IN PERCENTAGES RECORDED IN JUNE AND AUGUST, ON THE SWING SHIFT FOOT BEATS (50%) AND THE JUNE MIDNIGHTS STAFFING (70%). THERE WAS NO REDUCTION IN MINIMAL STAFFING. HOWEVER.

### II- SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD

LEVEL IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS SATISFACTORY. THE DOCUMENTS ARE ACCESSIBLE TO MEMBERS FOR REVIEW AND UPDATING. THE LOG IS MAINTAINED IN AN EASY-TO-READ FORMAT.

2. AN AREA NEEDING ATTENTION WHICH AFFECTS MANY OF OUR STATIONS IS THE USE OF THIS FORM FOR PASSING CALLS. RICHMOND HAS A RATION OF APPROX 50%, THE CITY-WIDE AVERAGE. --.

3. THE LISTED WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.

4. THE PARTICIPATION OF SERGEANTS SEEMS IS FAIRLY WELL DISTRIBUTED AND ALL SEEM CONSISTENTLY INVOLVED.

5. CALL BACKS TO REPORTEES NEED TO BE DOCUMENTED BETTER ON THE LOG SHEET.

6. THE TRACKING LOG OF RICHMOND IS AN EXCELLENT EXAMPLE AND COULD BE INSTITUTED CITY-WIDE AS A STANDARD. THE ONLY ITEM THAT NEEDS TO BE ADDED WOULD BE A CHECK BOX FOR REPORTEE CALL-SACKS.

CONCLUSION:

PS SURVEY

WITH STAFFING LEVELS A PRIME CONSIDERATION IN THE CITY, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS VERY GOOD AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

WORK SHEET SURVEY

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. THE ISSUE OF USE FOR PASSING CALLS AND CONSISTENT CLOSING OUT OF FILES MUST BE ADDRESSED ON A DEPARTMENT WIDE BASIS AND BE THE SUBJECT OF AGGRESSIVE TRAINING BY SUPERVISORS AND MANAGERS. ADDITIONALLY, SERGEANTS NEED TO BE REMINDED TO MAKE THE FOLLOW-UP CALL BACKS AND NOTE THEM ON THE WORK SHEET AND TRACKING LOG.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.

2. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT YOU HAVE BUILT.

3. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D.. MEMBERS SHOULD BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.

4. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NEIGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.

5. TO ASSURE QUALITY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY YOU BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

6. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS, RATHER THAN ONCE A YEAR, BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF EACH MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES FROM YOUR CLERK, ON PRE-SELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.

# Memorandum

San Francisco Police Department



TO: CAPTAIN MICHAEL DOWER  
COMMANDING OFFICER  
INGLESIDE POLICE DISTRICT

APPROVED

YES NO

FROM: LT. JAMES N. SPEROS #436  
C.O.P.P.S. IMPLEMENTATION COORDINATOR \_\_\_\_\_ a n  
PARK POLICE DISTRICT \_\_\_\_\_ a o

DATE: MON., 01/02/95 \_\_\_\_\_ a n

ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

## DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY-ORIENTED POLICING AND PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR YOUR STATION TO ASSURE THE "OWNERSHIP"<sup>11</sup> CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

### i. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGUDVR ASSIGNMENT"<sup>1</sup> HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

### A. RESULTS OF THE P.S. SURVEY

FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE STAFFING WAS 110 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS:

DAY SHIFT: 16 MEMBERS / RADIO CARS 7 MEMBERS/FOOT BEATS  
SWING SHIFT: 30 MEMBERS / RADIO CARS 2 MEMBERS/FOOT BEATS  
NIGHT SHIFT: 17 MEMBERS / RADIO CARS 2 MEMBERS/FOOT BEATS

DAY SHIFT SHOWED A RANGE OF STEADY WORK ASSIGNMENTS FROM 35% TO 95 % IN BOTH CATEGORIES. SWING SHIFT MAINTAINED A STEADY RATE OF 75% TO 95% . MIDNIGHTS WAS ALSO IN A RATE OF 75% TO 95% OVER THE SELECTED TIME PERIOD. A SINGLE LOW END SPUR OF 70% WAS AN ABERRATION IN THE MONTH OF AUGUST THAT DID NOT REPEAT ITSELF DUE TO SPECIAL EVENTS AND VACATIONS. RECRUIT TRAINING WAS RESPONSIBLE FOR A REDUCTION IN RAW NUMBERS OF STAFFING BUT NOT PERCENTAGES RECORDED IN THIS MONTH ALSO.

### II. SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD

ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS VERY SATISFACTORY. THE DOCUMENTS ARE AVAILABLE FOR REVIEW AND UPDATING. THEY ALSO SHOW A HIGH PERCENTAGE OF DOCUMENTED CALLS TO DETERMINE CUSTOMER SATISFACTION.
2. YOUR NEW PASSING CALLS FORMAT HAS ELIMINATED THE MISUSE OF THE WORKSHEETS AS PASSING CALLS FORMS AND IS TO BE COMMENDED.
3. WORK SHEETS WERE COMPLETED PROPERLY AND SIGNED OFF BY THE PROPER MEMBERS. IN A FEW INSTANCES THERE WERE OVERDUE WORK SHEETS WHICH NEED TO BE CLOSED OUT.
4. THE LISTED WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.

CONCLUSION:

PS SURVEY

WITH ALL VARIABLES THAT IMPACT STAFFING LEVELS IN THE CITY, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS VERY GOOD AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

WORK SHEET SURVEY

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. YOUR GUIDANCE AND LEADERSHIP HAS ENABLED INGLEWOOD DISTRICT TO MAKE A MAJOR TRANSITION IN ITS EVOLUTION WITHIN OUR IMPLEMENTATION OF C.O.P.P.S. AND MUST BE ACKNOWLEDGED.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.
2. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT YOU HAVE BUILT.
3. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D., MEMBERS SHOULD BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.
4. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NEIGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.
5. TO ASSURE QUALITY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY YOU

BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DIRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

6. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS, RATHER THAN ONCE A YEAR, BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF EACH MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES FROM YOUR CLERK, ON PRE-SELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.

# Memorandum

San Francisco Police Department



TO: CAPTAIN JOHN PORTONI  
COMMANDING OFFICER  
TARAVAL POLICE DISTRICT

APPROVED

YES NO

FROM: LT. JAMES N. SPEROS #436  
C.O.P.P.S. IMPLEMENTATION COORDINATOR \_\_\_\_\_ Q      °  
PARK POLICE DISTRICT \_\_\_\_\_ a      •

DATE: MON., 01/02/79 \_\_\_\_\_ °      °

ISSUE: YEARLY SITE SURVEY OF C.O.P.P.S. TRANSITION PROGRESS

## DISCUSSION:

AS PART OF MY DUTIES IN COORDINATING THE IMPLEMENTATION OF COMMUNITY ORIENTED POUICING-AND"PROBLEM SOLVING IN S.F.P.D., I CONDUCTED A TWO-STAGE SURVEY OF YOUR STATION IN NOVEMBER AND DECEMBER OF THIS YEAR. STEP ONE WAS A REVIEW OF THE P.S. FOR YOUR STATION TO ASSURE THE "OWNERSHIP" CONCEPT IS BEING MAINTAINED IN THE STEADY ASSIGNMENT OF PERSONNEL TO SET GEOGRAPHIC FOOT BEATS, RADIO CAR SECTORS OR SPECIAL ASSIGNMENTS. STEP TWO WAS THE SITE INSPECTION OF PROBLEM SOLVING FILES AND YOUR TRACKING SYSTEM TO ASSURE COMPLIANCE WITH DEPARTMENT BULLETIN #94-72.

### I. P.S. SURVEY

IN COMPLETING THIS SURVEY I CHOSE THREE DATES PER MONTH, BI-MONTHLY OVER AN EIGHT MONTH PERIOD TO REFLECT THE OVERLAP BUILT INTO OUR SCHEDULING SYSTEM OVER A LONG-TERM PERIOD OF TIME. I THEN RAN UP EACH OF THE "REGULAR ASSIGNMENT" HISTORIES ON THE 1st OF EACH MONTH FOR A STANDARD OF COMPARISON. I THEN RAN THE DAILY ASSIGNMENT SCHEDULE FOR EACH OF THE DATES SELECTED IN THOSE MONTHS. OFFICERS ASSIGNED TO CAPTAINS STAFF DUTIES WERE EXCLUDED. TAKEN INTO ACCOUNT IN THIS PORTION OF THE SURVEY WERE THE DOCUMENTED DPs, SPs, Vas, SPECIAL ASSIGNMENTS, TRAINING, SQUADS AND THOSE MEMBERS WHO WORKED AS STEADY "FLOATERS". THIS LEFT THOSE MEMBERS HAVING STEADY ASSIGNMENTS OF RADIO CARS, FOOT BEATS AND THE 35 UNITS. TAKING ALL VARIABLES INTO ACCOUNT, (INCLUDING THE DEPARTMENTS AND INDIVIDUAL CAPTAINS MINIMAL STAFFING REQUIREMENTS), I ANTICIPATED THAT OFFICERS WOULD WORK THEIR STEADY ASSIGNMENTS BETWEEN 75 AND 100 PERCENT OF THE TIME THEY WERE ON DUTY.

### A. RESULTS OF THE P.S. SURVEY

FOR THE EIGHT MONTH PERIOD SELECTED, THE AVERAGE STAFFING WAS 73 SWORN MEMBERS TOTAL FOR YOUR STATION. THE TALLY OF STEADY ASSIGNMENT REFLECTED AS FOLLOWS:

DAY SHIFT: 13 MEMBERS / RADIO CARS 5 MEMBERS/FOOT BEATS  
SWING SHIFT: 15 MEMBERS / RADIO CARS  
NIGHT SHIFT: 12 MEMBERS / RADIO CARS

DAY SHIFT SHOWED A RANGE OF STEADY WORK ASSIGNMENTS FROM 30% TO 95 % IN BOTH CATEGORIES. SWING SHIFT MAINTAINED A STEADY RATE OF 30% TO 90% . MIDNIGHTS WAS ALSO IN A RATE OF 35% TO 95% OVER THE SELECTED TIME PERIOD.

RECRUIT TRAINING AND VACATIONS RESULTED IN A REDUCTION IN PERCENTAGES RECORDED IN JUNE ON THE DAY SHIFT FOOT BEATS (70%). THERE WAS NO REDUCTION IN MINIMAL STAFFING, HOWEVER.

### II. SITE INSPECTION

DEPARTMENT BULLETIN 94-72 WAS ISSUED TO MAINTAIN STANDARDIZATION IN THE METHODOLOGY OF OUR DOCUMENTING LONG-TERM PROBLEM SOLVING AT THE NEIGHBORHOOD

LEVEL. IT ALSO IS MEANT TO ENABLE THE DELEGATION OF RESPONSIBILITY AND AUTHORITY TO ALL PARTIES CONCERNED WITH SOLVING PROBLEMS. THIS EXTENDS FROM THE DEPARTMENT TO NEIGHBORHOODS AND THE REST OF OUR CITY INFRASTRUCTURE. CRITICAL TO THIS EQUATION IS THE CONCEPT OF CUSTOMER SATISFACTION. I DEVELOPED THIS WORK SHEET TO ADDRESS ON-GOING PROBLEMS WHICH COST US EXCESSIVE AMOUNTS OF TIME AND DOLLARS DUE TO REPEAT CALLS FOR SERVICE TO SPECIFIC LOCATIONS. IN MANY INSTANCES WE ONLY ADDRESSED THE SYMPTOMS AND NOT THE CAUSES OF THE PROBLEMS. IN OTHER CASES THERE WAS NO TRACKING DOCUMENTATION TO SHOW THE INNOVATIVE THINKING GOING ON AND THE CREATIVE PARTNERSHIPS BEING DEVELOPED BY OUR MEMBERS. IN ALL EVENTS, THIS WORK SHEET IS INTENDED TO BE A TOOL AND NOT A REASON TO CREATE WORK

A. PROBLEM SOLVING WORK SHEET INSPECTION RESULTS.

1. THE INSPECTION OF YOUR WORK SHEETS AND TRACKING LOG WAS SATISFACTORY. THE DOCUMENTS ARE ACCESSIBLE TO MEMBERS FOR REVIEW AND UPDATING. THE LOG IS MAINTAINED IN AN EASY-TO-READ FORMAT.
2. AN AREA NEEDING ATTENTION WHICH AFFECTS MANY OF OUR STATIONS IS THE USE OF THIS FORM FOR PASSING CALLS. AS OF JUNE, TARAVAL HAD 13S WORK SHEETS INITIATED WITH 30 FALLING INTO THE PASSING CALLS FORMAT. SINCE JUNE ONLY 13 HAVE BEEN LOGGED AND NONE WERE PASING CALLS BUT ARE LEGITIMATE LONG-TERM PROBLEMS.
3. THE LISTED WORK SHEET COMPLAINANTS CONTACTED WERE VERY SATISFIED WITH THE RESPONSE AND COMMITMENT OF YOUR MEMBERS. THIS APPLIED TO LONG-TERM PROBLEMS THAT HAD NOT YET BEEN SOLVED ALSO.
4. THE PARTICIPATION OF SERGEANTS SEEMS IS FAIRLY WELL DISTRIBUTED AND ALL SEEM CONSISTENTLY INVOLVED.
5. CALL BACKS TO REPORTEES NEED TO BE DOCUMENTED BETTER ON THE LOG SHEET.
6. AS OF 10/94 THERE WERE 32 OLD FILES THAT HAD NOT YET BEEN CLOSED OUT.

CONCLUSION:

PS SURVEY

WITH STAFFING LEVELS A PRIME CONSIDERATION IN THE CITY, YOUR PERCENTAGE OF OFFICERS ASSIGNED TO PERMANENT BEATS/CAR ASSIGNMENTS WAS VERY GOOD AND TO BE COMMENDED. ANY ABERRATIONS ON SURVEY DATES WHICH ADVERSELY IMPACTED STAFFING LEVELS WERE ONE TIME INCIDENTS THAT NO STATION WAS IMMUNE FROM.

WORK SHEET SURVEY

YOUR STATION IS IN COMPLIANCE WITH PROVISIONS OF OUR TRAINING AND STRATEGIC GUIDELINES. THE ISSUE OF USE FOR PASSING CALLS AND CONSISTENT CLOSING OUT OF FILES MUST BE ADDRESSED ON A DEPARTMENT WIDE BASIS AND BE THE SUBJECT OF AGGRESSIVE TRAINING BY SUPERVISORS AND MANAGERS, ADDITIONALLY, SERGEANTS NEED TO BE REMINDED TO MAKE THE FOLLOW-UP CALL BACKS AND NOTE THEM ON THE WORK SHEET AND TRACKING LOG.

RECOMMENDATION:

1. CONTINUED TRAINING IS ABSOLUTELY ESSENTIAL TO MAINTAIN CONSISTENCY IN OUR APPLICATION OF THE VALUES OF COMMUNITY ORIENTED POLICING AND THE EXECUTION OF THE TACTICS OF PROBLEM ORIENTED POLICING.
2. THE SUPPORT OF ADMINISTRATION AND THE CITY IS LIKEWISE KEY TO OUR CONTINUED SUCCESS AND DIRECTLY RELATED TO THE EXCELLENT NEIGHBORHOOD SUPPORT YOU HAVE BUILT.
3. TO ASSURE INSTITUTIONALIZING OF C.O.P.P.S. IN THE S.F.P.D., MEMBERS SHOULD BE DEVELOPED AS ADVOCATES OVER THE NEXT 3 TO 5 YEARS TO AID IN THIS TRANSITION. ANY OUTSIDE TRAINING AVAILABLE THROUGH POST OR PARTICIPATION IN REGIONAL WORK SHOPS OR CONFERENCES MUST BE ENCOURAGED AND ASSISTED BY DEPARTMENT RESOURCES.
4. AS PART OF OUR CONTINUING DEVELOPMENT I SHALL BE AVAILABLE AS A RESOURCE

TO YOU, YOUR STAFF AND MEMBERS. IF YOU WISH ME TO ADDRESS ANY STAFF MEETINGS OR NBGHBORHOOD MEETINGS ON THIS SUBJECT PLEASE FEEL FREE TO CALL AND I SHALL ATTEND.

5. TO ASSURE QAUTY INSPECTIONS AND EFFECTIVE INFORMATION GATHERING I SHALL COMMENCE REGULAR SITE INSPECTIONS IN JANUARY, 1995. I SHALL NOTIFY YOU BEFORE VISITING YOUR STATION, AS I SHALL VISIT 3 PER SHIFT, BETWEEN THE HOURS OF 200 AND 2400. IN THIS WAY I CAN GATHER DfRECT INFORMATION AS TO WHAT IS WORKING AND WHAT NEEDS MID-COURSE CORRECTIONS AS PART OF OUR EVOLUTION. I SHALL REVIEW ALL DATA COLLECTED WITH YOU.

6. I SHALL CONDUCT THE P.S. SURVEY ON A CONTINUING BASIS. RATHER THAN ONCE A YEAR, BY OBTAINING THE REGULAR ASSIGNMENTS PRINTOUT FROM OUR P.S. ON THE FIRST OF E^CH MONTH. I SHALL THEN REQUEST 2 OR 3 DAILY ASSIGNMENT SHEETS FOR ALL WATCHES =ROM YOUR CLERK, ON PRE-SELECTED DATED TO ASSURE OVERLAP AND MAXIMUM EFFICIENCY.