



City of Oakland Office of Inspector General

MEMORANDUM: COMMUNITY ORIENTED POLICING

August 5, 2026

Dear Oakland's Police Commission,

The OIG determines which policies and procedures to review based on input from the Oakland Police Commission (OPC), legislative mandates, the Negotiated Settlement Agreement (NSA), emerging trends and issues, and directly from engagement with the Oakland community.

In the summer of 2025, in order to reach out to the Oakland community to obtain an understanding of community concerns with the OPD, the OIG conducted a Summer Listening Tour. The tour was possible through key partnerships with the Oakland Public Library, which provided space for the OIG to visit eight different branches. Also with involvement from the Center for Youth Development through Law, who appointed two summer fellows to support the office's efforts. Community members were invited to share their perspectives on various topics related to OPD. From the summer listening tour, we obtained data which was totaled and analyzed. The results showed that a majority of concerns were related to OPD's community and youth engagement.

As a result of the community response, the OIG decided to conduct an assessment of OPD's policy on community policing, Training Bulletin (TB) III A.05: Community Oriented Policing. The TB indicates that it "sets forth Departmental objectives and sets forth procedures to strengthen the Department's commitment to Community Policing." The Department objectives listed are:

- Establish a strong geographic focus for all Patrol officers,
- Establish clearly defined roles and accountabilities for all managers,



- Hold all managers accountable for the conduct and performance of their subordinates,
- Create special assignments and use specialized teams when the solution is beyond the capability of existing units,
- Manage the call-for-service function so citizens know what they can expect when calling the police for assistance,
- Deploy personnel to match call-for-service fluctuations,
- Strengthen communication between police personnel, City staff, the community, and other governmental agencies, and
- Support community policing by assigning specific problem-solving responsibilities to personnel assigned to the three Areas

The OIG's planned assessment was intended to determine if this policy, which was established in 2008, is aligned with OPD maintaining a successful working relationship with the community, ensuring safe policing and long-term problem solving, and improving communication between community members and OPD personnel. In addition, the policy relates to NSA Task 47 Community Policing Plan, which requires OPD to develop and implement a plan to strengthen its commitment to relationships with local communities, as well as develop mechanisms to measure its community policing and problem-solving activities. The OIG's purview is also to monitor, audit, and evaluate OPD's compliance with the NSA tasks.

Preliminary Review

A preliminary review of the policy, which has not been officially updated since its establishment in 2008, shows that there are several areas that support update, revision, and/or clarification. For example, the policy identifies Problem-Solving Officers (PSO) who will "address neighborhood issues and develop problem-solving plans". It is unclear if currently officers are still assigned as PSOs. There were Community Resource Officers (CRO); however, this year OPD indicated that based on budgetary and staffing constraints, CROs were discontinued and reassigned to patrol. The policy does not indicate who, if anyone, will assume the duties of the PSO or CRO.



There are references in the policy around the Scanning, Analysis, Response and Assessment (SARA) problem-solving process that could be clarified and it discusses a SARA database that might no longer exist. In addition, there is language that should be revised and updated, such as referring to community members as “citizens”. Also, the policy does not discuss evolved technology such as social media engagement as an important measurement tool to assess the effectiveness of problem-solving projects.

During the preliminary review of TB III A.05, the OIG also reviewed OPD’s Special Order (SO) 9112 from 2013, which in part updated the TB to require officers to provide Informational Business Cards (IBCs) to community members at certain times. Reviews of other community-oriented policing policies were conducted, specifically those from Chicago and San Francisco, whose jurisdictions have comprehensive policies on community policing from which guidance can be drawn.

Police Commission Ad Hoc

While conducting the preliminary review, the OIG discovered that the Oakland Police Commission (OPC) and OPD had previously collaborated to update/revise OPD’s community policing policy. A review of OPC agendas shows that OPC created an ad hoc for this revision process in September 2021. Some of the draft policy revisions found online appear to be a significant re-writing of the policy going back and forth between OPD and OPC up to June and August of 2023. The OIG could not locate further information or updates on the project after August 2023. It appears that although there was significant effort by OPC and OPD, the project was not completed.

Recommendation

To address the concerns of the community and based on the importance of OPD’s continued compliance with NSA Task 47, the OIG recommends:

- The Oakland Police Commission collaborate with OPD to renew and complete their efforts to revise in full TB III A.05: Community Oriented Policing.



Sincerely,

Zurvohn Maloof, Inspector General
Office of the Inspector General

Cc:

Commission Chair Ricardo Garcia-Acosta
Commission Vice Chair Shawana Booker
Commission Chief of Staff Mykah Montgomery
Interim City Administrator Betsy Lake

Chief of Police James Beere
Deputy Chief Lisa Ausmus

Attachments:

- Training Bulletin (TB) III A.05: Community Oriented Policing
- Special Order (SO) 9112, *terminates upon revision of TB III A.05
- Chicago Police Department General Order G02-03: Community Policing Mission and Vision
- San Francisco Police Department General Order 1.08: Community Policing

TRAINING



BULLETIN

Effective Date
20 Aug 08
NSA Task: 47

Index Number: III-A.5
Alpha Index: Community-Oriented Policing

Evaluation Coordinator: BFO Deputy Chief
Automatic Revision Cycle: 2 Years

"Department Training Bulletins shall be used to advise members of current police techniques and procedures and shall constitute official policy."

COMMUNITY-ORIENTED POLICING

Introduction

This Training Bulletin sets forth Departmental objectives and sets forth procedures to strengthen the Department's commitment to Community Policing.

Departmental Core Values

The Department has adopted Community-Oriented Policing (COP) as its operational philosophy to institutionalize the core values of Fairness, Integrity, Respect, Service and Teamwork (F.I.R.S.T.).

The Philosophy of Community Policing

Community Policing is both an organizational strategy and philosophy that enhances customer satisfaction with police services by promoting police and community partnerships. Proactive problem solving in collaboration with other public service agencies and community-based organizations reduces crime and the fear of crime, and improves the overall quality of life in our neighborhoods. Community Policing is a customer service approach to policing that embodies a true partnership, one in which all stakeholders advise, listen and learn, and the resultant strategies reflect that input. Community Policing involves a commitment from all Departmental employees at every level in the organization to work smarter in finding creative approaches to traditional and non-traditional problems, and to do so in a manner that recognizes and rewards integrity, creativity, courage and commitment.

Department Objectives

Community policing helps us better partner with the community to respond to problems and significantly improve communication between residents, business owners, and the personnel working in the area and institutionalizes the philosophy at all levels so that each officer engages in community policing and long-term problem solving efforts. The Department has set the following objectives:

- Establish a strong geographic focus for all Patrol Officers, assigning officers to a specific area of the City, where they spend the majority of their time responding to calls for service, proactively addressing neighborhood problems, and interacting with the community;
- Establish clearly defined roles and accountabilities for all managers;



Community-Oriented Policing, Index Number III-A.5

- Hold all managers accountable for the conduct and performance of their subordinates;
- Create special assignments and use specialized teams when the solution is beyond the capability of existing units;
- Manage the call-for-service function so citizens know what they can expect when calling the police for assistance;
- Deploy personnel to match call-for-service fluctuations;
- Strengthen communication between police personnel, City staff, the community, and other governmental agencies (e.g., DEA, County Health Department, etc.); and
- Under the direction of Area Commanders, support community policing by assigning specific problem solving responsibilities to personnel assigned to the three Areas.

Components of Community Policing

The Department's plan to expand the community-policing philosophy requires the successful implementation of the component strategies discussed below.

Geographical Accountability

Geographical accountability is historically rooted in Oakland, where officers are familiar with Oakland's geography, crime problems, "hot spots," and community members. The relationships that develop between officers and community members are invaluable to the successful implementation of community-policing. Community members prefer to have their assigned police officers to remain in the neighborhood or business district. This continuity of presence provides an opportunity for daily, on-going contact and ensures that officers are aware and informed of the community's current priorities. In addition to community and city partnerships, officers are encouraged to collaborate with each other and develop creative team approaches to problems. It should be understood that the problems of a "community" often extend beyond the artificial boundaries of the beat.

Requests from the Community to Meet with Members of the Department

Community members must have access to Departmental services and personnel in order to establish and maintain effective communication.

Meetings with community members to share ideas and information serve everyone's interest and give community members an opportunity to voice their concerns.

All requests for public appearances e.g., Neighborhood Watch meetings, Neighborhood Crime Prevention Councils (NCPC) meetings, or Townhall meetings, shall be processed in accordance with the provisions of Departmental General Order B-7, Public Appearances.



Attendance at Community Meetings

Officer attendance at community meetings is key to building relationships with the community and identifying community concerns. Community meetings can provide officers with information that assist with targeting their problem-solving efforts.

In accordance with BFO Policy and Procedure Manual 03-03, COMMUNITY MEETINGS, all sworn Patrol Division personnel assigned to a regular geographic area of the City, including supervisors, Crime Reduction Teams (CRT) officers, Problem Solving Officers (PSOs), and Foot Patrol Officers, shall attend at least one (1) community meeting in their regularly assigned area each quarter. Sworn Police Technicians and K-9 Officers, while not mandated, are encouraged to attend community meetings.

Crime Stop

The Department conducts bi-weekly Crime Stop meetings with all Department commanders and managers. The meetings focus on crime reduction strategies, violence suppression projects, problem-solving projects, and management data associated with areas of liability (i.e., uses of force, citizen complaints and vehicle pursuits). Representatives of other City departments, criminal justice system partners, community members, and representatives of community groups may attend to share information on community-policing collaboration efforts. Results of problem-solving projects are presented and commanders have an opportunity to discuss efforts that are working well and where there continue to be challenges.

Problem Solving

The Department utilizes problem solving as its main method for implementing its Community Policing vision.

Problem solving requires all personnel to identify recurring incidents and neighborhood concerns that generate calls for service, to reduce crime, and to enhance the quality of life. Problem solving requires personnel to analyze such problems and concerns, implement solutions to the individual situations, and evaluate the effectiveness of the implemented solutions over time.

By successfully addressing the root cause(s) of a problem or neighborhood concern, officers may reduce calls for service and increase community satisfaction with police services. All personnel shall support the Department's problem solving efforts.

Problem solving uses the process of Scanning, Analysis, Response and Assessment (SARA) identified as follows:

- Scanning: Personnel identify the location and conditions, problem, parties involved, and crimes involved, if any.
- Analysis: Personnel gather detailed information about the problem, and work to understand the problem's scope, nature, and cause.
- Response: Personnel implement a solution. Implementation may involve separating a large problem into smaller, more manageable parts.
- Assessment: Personnel evaluate the solution to determine overall effectiveness and sustainability, and assess what can be done differently in the future.



Measuring Effectiveness

Supervisors and commanders shall ensure at the time a problem-solving plan or strategy is developed that a mechanism to measure its success is also developed. Any plan or strategy that lacks an effective way to evaluate its success or failure is not complete.

Mechanisms designed to measure the success of community-policing efforts and problem-solving activities include, but are not limited to the following:

- Number of active NCPCs (by calendar year) OPD is working with;
- Number of problem-solving (SARA) projects initiated each calendar year by PSOs;
- Number of problem-solving (SARA) projects initiated each calendar year by Patrol Officers;
- Results of completed problem-solving (SARA) projects (see next section);
- Number of Area Commanders who participate in Internet Groups (e.g., Yahoo on-line forum to discuss community crime/safety problems);
- Number of OPD officers attending community meetings in each Area, by quarter;
- Number of PSO positions assigned per Academy class; and
- Qualitative assessments of community policing and problem-solving efforts in annual performance appraisals of BFO field personnel.

Measuring Results of Problem-Solving (SARA) Projects

Measuring the results of problem-solving projects offer the Department valuable and necessary insight into the successes and challenges of community policing and problem-solving efforts. The following measures may be used to assess the effectiveness of problem-solving projects.

- City of Oakland Annual Community Survey
- Focused Project Surveys
- Verbal Feedback-Community Meetings (NCPC, Neighborhood Watch,, etc.)
- Email to the Department's Website
- Electronic Message Boards (NCPC & Area Yahoo groups, etc.)
- Drug Hotline Calls (the increase or decrease of complaints)
- Computer Aided Dispatch Calls (the increase or decrease of complaints)
- Crime Analysis Reports
- Complaints to Service Delivery System Teams
- Crime Statistics (i.e., Targeted Crime Statistics)
- Observations (i.e., the condition causing concern no longer exists.)
- Monthly NCPC/NSC Meeting Reports

Problem-solving strategies or project updates shall be presented at Crime Stop meetings. Updates shall include positive data on community policing and problem-solving activities along with complaints and use-of-force incidents.



Problem-Solving Implementation

When crime or quality of life issues adversely affects a neighborhood or the Department's deployment of resources, the appropriate Area Commanders, supervisors, Problem Solving Officers, and/or Patrol Officers may initiate a problem-solving project to address the issue. The SARA model is the Department's primary problem-solving process.

Officers assigned to the patrol function are available for problem-solving assignments, and are minimally required to initiate their own problem-solving projects one (1) to three (3) times per year. In addition, PSOs address neighborhood issues and develop problem-solving plans. PSOs coordinate the problem-solving effort and coordinate the resources of other Departmental units such as Crime Analysis, Criminal Investigations Division, Patrol, and Neighborhood Services Coordinators, as well as other City departments and partners in the criminal justice system.

Bureau of Field Operations officers, sergeants, and command staff are evaluated annually on their problem-solving efforts. Failures in this area will prevent members from being evaluated overall as "Fully Effective."

Personnel shall document any problem-solving project requiring a commitment of police resources in a project folder, equivalent file or an electronic database. Documentation shall be maintained for a three (3) year period.

Each Area Commander is accountable for the assignment, tracking and completion of projects within his/her Area. Projects shall be tracked through utilization of the existing database created for this purpose. Command staff shall report at CrimeStop the number of projects opened and closed during the reporting period. Meeting notes from CrimeStop shall be maintained by BFO staff.

Conclusion

The success of community policing is dependent on the level of support and cooperation from neighborhood residents, other City departments, criminal justice system partners and Department personnel. With every contact, officers and employees must seek to build community trust, respect and support. Community policing represents a genuine partnership between Department personnel and the community they serve. This partnership is strengthened when personnel display courteous behavior, willingly share information with others, and respect the rights of all Oakland's citizens, residents, and visitors at all times.



Attachment A

Sample Problem-Solving Checklist

SCANNING

1. Identify the nature of the problem

- ☐ location based
- ☐ area based
- ☐ activity/event based

Investigation

2. Identify the persons involved or present

- ☐ Property owner
- ☐ Property manager
- ☐ Business operator
- ☐ Tenant or lessee
- ☐ Squatter/trespasser
- ☐ Neighbors
- ☐ Corporate officials
- ☐ State, County officials

3. Documentation & File Building

- ☐ Property records
- ☐ Police records (LRMS,RMS)
- ☐ Information from patrol officer
- ☐ Related police reports
- ☐ Internet databases (State, private)

Site Visit

4. Verify investigation information

- ☐ Verify address/location
- ☐ Who is there
- ☐ What activity is evident
- ☐ Photographs and/or video



5. Document other activities/conditions
 - ☐ Utilities, on or off
 - ☐ Code compliance issues
 - ☐ Health & safety
 - ☐ Licensing/permitting issues
6. SMART determination
 - ☐ Needs assessment: who & why
 - ☐ Date & time
 - ☐ Owner notification
7. Immediate enforcement or resolution action
 - ☐ Owner cooperative, commits to solution
 - ☐ Arrests or citations
 - ☐ Evidence of crime gathered

ANALYSIS

Smart Response

8. Pre-meeting
 - ☐ Discuss problem
 - ☐ Set objectives
 - ☐ Confirm time & place
9. Respond to site
 - ☐ Contact all inspectors or agents
 - ☐ Render the premises safe
 - ☐ Contact owner and occupants
 - ☐ Discuss findings with team
 - ☐ Thank all participants
 - ☐ Request copies of reports for file
 - ☐ Involve patrol officer whenever possible
 - ☐ Owner present



Strategize

10. Review documentation and options

- ☐ Enforcement
- ☐ Eviction
- ☐ Nuisance Abatement or Eviction Ordinance
- ☐ Drug Nuisance Abatement
- ☐ Code enforcement, i.e. demolition
- ☐ Community action, i.e. Small Claims Court
- ☐ Other solutions appropriate to a particular site or problem
- ☐ Voluntary compliance documented by a written agreement

11. Choose measure(s) to assess effectiveness of response

- ☐ Before and after observations and pictures
- ☐ Before and after calls for service data
- ☐ Before and after drug hotline calls
- ☐ Before and after Computer Aided Dispatch Calls
- ☐ Before and after crime statistics
- ☐ Project survey
- ☐ Feedback from community meetings and message boards
- ☐ Other

RESPONSE

12. Notification

- ☐ Due process letter to property owner, i.e. §11570 H&S
- ☐ Certified Mail or hand deliver
- ☐ Document the delivery

13. File building

- ☐ Follow-up site visits
- ☐ Enforcement
- ☐ Coordinate efforts with patrol officer
- ☐ Surveillance
- ☐ File any responses from owner/occupants
- ☐ Maintain database



14. Civil Action

- ☐ Nuisance Ordinance declaration/hearing
- ☐ Eviction Ordinance filing
- ☐ Drug Nuisance Abatement lawsuit filed
- ☐ Lis Pendens
- ☐ Lender notification
- ☐ Corporate notification (businesses)
- ☐ Community action, Small Claims Court action filed

15. Code Enforcement

- ☐ Substandard Public Nuisance Declaration
- ☐ Imminent Hazard
- ☐ Relocation
- ☐ Clean & board
- ☐ Lien the property
- ☐ IRS & Franchise Tax Board notification

Negotiate

16. Follow-up with decision maker

- ☐ Seek resolution
- ☐ Deal only with decision maker, i.e. owner or agent
- ☐ Use sound negotiating techniques
- ☐ Written documentation of all agreements
- ☐ Settlement Agreements
- ☐ Completed by CAO
- ☐ Reviewed by OPD
- ☐ 2 year term
- ☐ Performance bond



Closure

17. Closure steps & requirements

- ☐ Verify no Drug Hotline calls or CAD calls for service for 90 days
- ☐ Owner contacted
- ☐ Site visit to verify compliance documented
- ☐ Closing statement in file
- ☐ Closing photographs
- ☐ Supervisory review and approval

ASSESSMENT

Maintenance

18. Maintenance steps & requirements

- ☐ Advise community of their responsibility to monitor
- ☐ Respond to activity indicative of a return of problem
- ☐ Maintain file on project
- ☐ Monitor indicators such as calls for service, RMS, etc
- ☐ Make a periodic drive-by or site visit

19. Measure effectiveness of response

- ☐ Changes in physical state
- ☐ Changes in calls for service data
- ☐ Changes in drug hotline calls
- ☐ Changes in Computer Aided Dispatch Calls
- ☐ Changes in crime statistics
- ☐ Community feedback
- ☐ Other

20. Process review

- ☐ Review entirety of the project for process improvement
- ☐ Incorporate successes in similar projects
- ☐ Review project with supervisor/commander
- ☐ Review project with patrol officer

OFFICE OF CHIEF OF POLICE
OAKLAND POLICE DEPARTMENT

SPECIAL ORDER NO. 9112

TO: All Sworn Personnel

SUBJECT: Addition of the Informational Business Card (IBC) and its use

EFFECTIVE DATE: 24 Jun 13

TERMINATION: Upon revision of Training Bulletin III-A.5, COMMUNITY-ORIENTED POLICING (Revision 20 Aug 08)

The purpose of this Special Order is to enhance the Department's commitment to Community-Oriented Policing by quickly providing citizens with information in a compact and portable way. Specifically, this Special Order introduces and authorizes the use of the Informational Business Card (IBC) to promote police and community relationships.

The Department also recognizes that our juvenile customers often do not ask or obtain information from police officers during a contact for any number of reasons. Misunderstanding of the event may occur with the juvenile being unable to provide appropriate information to their parent or guardian. The IBC helps to resolve that situation and lends itself to making every police contact an opportunity to build community trust, respect, and support.

I. POLICY

- A. The Department will furnish IBCs to members.
- B. Members shall carry and/or have direct access to IBCs while on-duty. "Direct access to" is defined as: A place where a member can quickly and easily obtain an IBC to provide to citizens, when required or asked, without unnecessary delay.

Examples:

- Members assigned to field duties may carry IBCs on their person, in a duty bag or store them in the patrol vehicle.
- Members assigned to positions inside a police facility may carry IBCs on their person or store them in their office or desk.
- Members assigned to an event (e.g. Raiders, A's, parade, etc.), where access to their vehicle or storage area is limited, shall carry IBCs on their person.

C. Use of the IBC:

1. Members shall complete and give an IBC, as soon as practical, to anyone requesting:
 - a. A business card; or
 - b. The member's name and or serial number; or
 - c. Information regarding an incident (e.g. RD#, Incident #, contact information, referral phone numbers, etc.)
2. Members shall complete and give an IBC, as soon as practical, to every juvenile:
 - a. Who is detained; or
 - b. When a member asks for a juvenile's information (e.g. name, birthdate, address, phone number, etc.)
3. Members are not required to complete and give an IBC to a juvenile, unless requested, when:
 - a. The parent or guardian is present; or
 - b. The juvenile is taken to and left in the custody of their parent or guardian.
 - c. The juvenile is arrested or taken in to protective custody.
4. Members may use the IBC for any other work related purpose or as specified in DGO M-3, COMPLAINTS AGAINST DEPARTMENTAL PERSONNEL OR PROCEDURES.

Examples:

- Facilitate communication with citizen's at a community meeting
 - Provide to business owners for police contact information
 - Provide to citizen's requesting assistance from other City agencies
 - Provide outside agency personnel with a direct line of contact
5. Nothing in this policy prohibits members from completing and providing citizens with the blue resource card (TF-3264) or Domestic Violence resource card (TF-869) in place of an IBC when:

OAKLAND POLICE DEPARTMENT
Special Order 9112

Effective Date:
24 Jun 13

- a. The member believes one of the resource cards is more appropriate or provides more information; or
- b. The member has exhausted their supply of IBCs; or
- c. IBCs have not been stocked.

By order of



Sean Whent
Interim Chief of Police

Date Signed: 6/24/13

**COMMUNITY POLICING MISSION AND VISION**

ISSUE DATE:	30 June 2022	EFFECTIVE DATE:	30 June 2022
RESCINDS:	31 December 2021		
INDEX CATEGORY:	02 - Human Rights and Community Partnerships		
CALEA:	Law Enforcement Standard Chapters 44 and 45		

I. PURPOSE

This directive sets forth the Department's community policing mission and vision.

II. GENERAL INFORMATION

- A. The Department acknowledges that community policing is not a program, but a philosophy that encompasses and embraces comprehensive strategies to build safe communities.
- B. The Department recognizes that strong partnerships between the community enable the department to build and strengthen trust, identify community needs, and produce positive policing outcomes.
- C. The Department will encourage and create opportunities for Department members to participate in community engagements and have positive interactions with the community, including those that extend beyond the context of law enforcement duties.

III. GOALS

- A. The goals of the community policing mission and vision are:
 - 1. promote safe communities by reducing violent crimes;
 - 2. build and foster a true collaborative partnership through engagements that result in greater public trust between the department and the community; and
 - 3. engage in comprehensive problem solving with the community to reduce crime, particularly violence.
- B. To achieve the goals of this mission and vision, the department will ensure that every police officer is a community policing officer by engaging the community in a three level process:
 - 1. **Informational:** ensure that information regarding but not limited to department policy, current crime trends, and crime prevention is shared with the community through various formats and strategies;
 - 2. **Discussion:** ensure engagement of the community by forming links of communication that create lasting partnerships. The Department will then participate in on-going discussions with the community to form a dialogue with the Department to create positive forms of interactions.
 - 3. **Participation:** ensure the Department provides the platform to participate and to foster partnership between the Department and community members through community building and problem solving to create trusting relationships.

IV. PRINCIPLES OF THE COMMUNITY POLICING MISSION AND VISION

- A. The foundation of the mission and vision will be the **Seven Pillars of Community Policing**. These pillars are:

1. **Sustainable relationships of trust between the police and the community.**

One of the key benefits of community policing is the contribution to the development of trusting relationships with unique and diverse communities. The Department will actively engage in a positive and productive manner with the community so that joint solutions and trust can be developed. As the community comes to trust police, they will be more willing to share the responsibilities for effectiveness of strategies and tactics used to produce solutions.

2. **Strong focus on engagement with the city's youth.**

The Department will actively engage with the city's youth to increase trust through strategies that positively engage and invest in youth development through a mentoring model of youth police engagement. The Department will also actively engage in networks and youth engagement mechanisms to leverage work being done with youth and families, particularly through schools.

3. **Standards for community policing so that initiatives have clearly defined objectives and contribute to the overall philosophy of the Department.**

Any community policing strategy shall facilitate positive engagement of Department members in the community. The strategy increases the engagement of Department members in the community in a manner that is viewed by the neighborhood as constructive and beneficial to residents. The Department strategies will mitigate problems that impact a community's sense of security and quality of life. The strategy contributes to solving problems that impact health and well-being in the community or addresses safety issues of concern to the neighborhood.

4. **Structures that reinforce community policing in every aspect of policing.**

The Department will implement a true community policing model and train Department members in cultural diversity and competency, active listening, and effective community engagement, and develop a real system of accountability for implementing community policing across all levels of the Department. Community policing will be seen as a core function of the Department by all its members and be reflected in all operational needs.

5. **Robust community-oriented training for all members of the Department.**

Effective community policing requires that members have a thorough understanding of key concepts inherent in the philosophy of community policing. Department members should have community engagement and problem solving skills that are demonstrated in their daily work. These skills can best be developed through effective training and practice. The Department will provide training that will be immersive and involve sustained participation in actual problem solving with community representatives.

6. **Effective problem solving exercised jointly with the community and other agencies.**

Department members will engage with both governmental agencies and the community to address issues of importance to the community. Problem solving is the core to community policing. The department will utilize the SARA (Scanning, Analysis, Response, and Assessment) method to provide mutual problem-solving accessibility between the Department, other sister agencies, and the community.

7. **Regular evaluation of the quality of community policing throughout the Department.**

The Department will ensure that the philosophy of community policing is being effectively practiced throughout the department's operations and accountability. The Department will monitor policies and practices that impact the community collaboration and evaluate the effectiveness of the department's effort and celebrating its successes in achieving core goals and objectives.

B. Procedural Justice and Legitimacy

1. The Department will continue the practice of employing the concepts of Procedural Justice and Legitimacy with a focus on:

- a. Giving others a voice (listening);

- b. Neutrality in decision making;
 - c. Respectful treatment; and
 - d. Trustworthiness.
- 2. When police officers give community members a voice (listen) and are objective and respectful, police officers gain the trust of the community.
 - 3. All interactions with members of the public will be conducted with the upmost respect and courtesy and be based on the concepts of Procedural Justice and Legitimacy. During each interaction, Department members will strive to attain the highest degree of ethical behavior and professional conduct at all times.

C. Community Engagement and Partnerships

- 1. It is the responsibility of all Department members, regardless of rank, position, or unit of assignment, to positively engage members of the community with the goal of fostering productive relationships and a collaborative effort to promote safe communities.
- 2. The Department continues its open dialogue with the community as an opportunity to share experiences and embracing differing view points. These dialogues will be productive, based in facts, and continuous; not occurring just in times of crisis. The Department will work with the community to identify their concerns, develop effective crime prevention activities, and coordinate the collaborative response.
- 3. Strong police-community relationships will promote effective crime reduction and safe community environments.
- 4. The Department has established a variety of community partnerships and engagement strategies which are designed to encourage positive community interactions and relationships. These strategies include, but are not limited to:

a. Enhanced Communications

(1) Post-Event Communication

Communication will be established in which key community leaders and stakeholders are briefed through various methods including, but not limited to, Phone-Trees, E-mail, and Social Media for any news worthy incident that may require immediate community notification.. It is important to build these relationships prior to the occurrence of the incident.

(2) Robust Media Communication

The Department will use traditional media (print and broadcast), social media, and the Department's official community Webportal, located at www.chicagopolice.org, to continually communicate with the public. This communication must strike a delicate balance between protecting the investigation and keeping the public well-informed. The dissemination of criminal investigation information, including police-involved shootings, will be accurate and timely.

(3) **Social Media Outlets**

The Department participates in various neighborhood base social media outlets that have a community outreach aspect to aid in the building of stronger and safer communities using various social media platforms. If a unit commanding officer wishes to participate in a social media network that the Department does not currently use, a request will be made to the Office of Community Policing. The Department also uses Twitter that allows identified volunteer members in participating districts to maintain and update a district-specific authorized Twitter accounts. The program is outlined in the Department directive entitled "[Social Media Outlet: Twitter.](#)"

b. **Enhanced Procedural Communication**

The Department is committed to communications between investigators and victims of crime. This communication will be strictly monitored and enforced by supervisory personnel, with the understanding that information sharing may be diminished due to the pressing needs of the criminal investigation.

c. **Beat Community Meetings and District Advisory Committee (DAC)**

Two key mechanisms for building partnerships with the community on the district level are Beat Community Meetings and the District Advisory Committee (DAC). Department members will refer to the Department directives entitled "[Beat Community Meetings](#)" and "[District Advisory Committee \(DAC\)](#)."

d. **District Strategic Plans**

District-level engagement and community interactions provide for a localized and specific approach to problem solving and crime reduction. Department members will refer to the Department directive entitled "[District Strategic Plans](#)."

e. **Ride-Along Program**

The Ride-Along Program affords individuals the opportunity to personally observe patrol operations. This program is outlined in the Department directive entitled "[Ride-Along Program](#)."

f. **Gun Turn-In Program**

The Gun Turn-In Program offers an opportunity for participants to turn-in firearms, B-B guns, and replica weapons to Department personnel. This program is outlined in the Department directive entitled "[Gun Turn-In Program](#)."

g. **Troubled Buildings Program**

The Municipal Code establishes an administrative system to address property owners and managers who encourage or permit unlawful drug and gang activities and related offenses to occur on their property. This program is outlined in the Department directive entitled "Municipal Drug and Gang Enforcement Program."

h. **Trespass Affidavit Program**

The Trespass Affidavit Program is a tool to prevent, detect, and take necessary enforcement action regarding narcotics, prostitution, and other illegal activity occurring in lobbies, stairwells, basements, and other common areas of privately owned buildings. This program is outlined in the Department directive entitled "[Trespass Affidavit Program](#)."

i. **Victim Assistance Programs**

- (1) Domestic violence assistance programs seek to reduce the incidents and severity of domestic violence in our communities through a coordinated partnership in law enforcement, domestic violence service providers, prosecutors, and the community. The Department recognizes The Illinois Domestic Violence Act (IDVA) which seeks to protect victims of domestic violence and also recognizes the Violence Against Women Act that has been created for vulnerable victims to allow them to seek protection from domestic violence while minimizing the risk of deportation through the U-visa program.
- (2) Older adults assistance programs seek to partner with the City of Chicago's Department of Family and Support Services and other community- and faith-based organizations in identifying and assisting those older adults that may be at risk. The department will provide direct and indirect services to older adults to ensure that they obtain and maintain dignity, respect, independence, and personal safety.
- (3) The Crisis Response and Recovery Program is a collaboration of the department, the Chicago Department of Public Health, and Chicago Survivors. This program provides advocacy services to murder victim family members as outlined in the Department directive titled "[Crisis Response and Recovery Program.](#)"
- (4) The Crime Victim Assistance Program was designed to reduce the financial burden imposed on the victims of crimes of violence and their relatives and dependants by providing direct financial assistance to victims of violent crime who meet certain eligibility requirements. This program is outlined in the Department directive titled "[Crime Victim And Witness Assistance.](#)"

D. Youth Engagement and Partnerships

1. It is the responsibility of all Department members, regardless of rank, position, or unit of assignment, to positively engage members of the youth community with the goal of fostering productive relationships and a collaborative effort to promote safe communities.
2. The Department is committed to facilitating relationships with youth and community-based organizations by establishing regular meetings to serve as an opportunity to provide input to the Department about issues affecting their lives and their communities which include participants that represent a racially, geographically, and socio-economically diverse cross section of youth including but not limited to:
 - a. at-risk youth;
 - b. youth who have been arrested; and
 - c. youth who have been incarcerated, or otherwise involved in the criminal or juvenile legal system.
3. The Department is committed to exercising discretion to use alternatives to arrest and alternatives to referral to juvenile court, including, but not limited to:
 - a. issuing warnings and providing guidance;
 - b. referral to community services and resources such as mental health, drug treatment, mentoring and counseling organizations, and educational services;
 - c. station adjustments; and
 - d. civil citations.
4. The Department has established a variety of community partnerships and engagements to identify strategies which are designed to encourage positive interactions and relationships with members of the youth community. These strategies include, but are not limited to:

a. **Youth District Advisory Council**

Youth District Advisory Councils (YDAC) will be established in each district to expand the opportunities for positive interactions between Department members and young people within the community and will specifically address youth-based problems, solutions, and activities. Participants in these councils will meet with the district commander quarterly and include members of the youth community, district supervisory personnel, beat officers, prominent members of the community, within the community seeking a positive change in their environment and to contribute to safe and prosperous communities.

b. **Peer Jury Program**

The Peer Jury program is a juvenile intervention and prevention program designed as a collaborative, community-based partnership among neighborhood youth and their parents, the Department, the Juvenile Justice Division of Cook County, adult and teenage volunteers, local area businesses, and community leaders.

c. **Drug Abuse Resistance Education (D.A.R.E.) Program**

The D.A.R.E. program is taught by Department members with the objective of helping fifth and sixth grade students recognize and resist the many direct and subtle pressures that may influence these young people to experiment with alcohol, tobacco, marijuana, inhalants, or other drugs or engage in acts of violence outlined in the directive titled "[Drug Abuse Resistance Education \(D.A.R.E.\) Program](#)."

d. **Gang Resistance Education and Training (G.R.E.A.T.) Program**

The G.R.E.A.T. program is taught by sworn Department members with the objective of helping young people become responsible members of their communities by teaching and reinforcing how to set realistic goals, resist pressures, positively resolve conflicts, and truly understand how gangs impact the quality of life in any community, regardless of the economic level. Department members will refer to the Department directive titled "[Gang Resistance Education and Training \(G.R.E.A.T.\) Program](#)."

e. **Officer Friendly Program**

The Officer Friendly Program is a structured program taught to youth in the K-3rd grades. The goal of the program is to educate youth on how to contribute to keeping themselves safe. Topics discussed include: stranger awareness, street safety, how to use 911, and child protective behaviors. Visits are made to all City of Chicago schools, and any other groups or organizations upon request. The program is also designed to introduce youth to uniformed police officers and facilitate the development of a friendly and trusting relationship with police officers. Department members will refer to the Department directive titled "[Officer Friendly Program](#)."

f. **Bridging the Divide**

Bridging the Divide is a program that was created by the YMCA Youth Safety and Violence Prevention Team and the Chicago Police Department that is designed to build relationships and increase understanding between youth, law enforcement officials, and other community members by offering opportunities for dialogue through the use of various community-building activities outlined in the Department directive entitled, "[Bridging the Divide Program](#)."

g. **Chicago Police Explorer Program**

The Chicago Police Explorers Program is a hands-on program open to youth, interested in a career in law enforcement or a related field in the criminal justice system. The program offers a personal awareness of the criminal justice system through training, workshops, practical experiences, events, civic engagement, projects, community service projects and other activities. Additionally, the program promotes personal growth through characters development, respect for the rule of law, physical fitness, good citizenship, and patriotism.

h. **Neighborhood Youth Corps Program**

The Neighborhood Youth Corps program, delivered through a partnership between the Department and CHA, is offered for six-weeks during the summer for approximately 35 youth, age 14-18. The program is structured with early mornings dedicated to health and wellness through yoga, team building drills, emotional checkins, followed by career awareness, exploration, preparedness, workshops and training through a curriculum developed by CPD. The primary objective of Neighborhood Youth Corps program is to expose youth corps members to a diverse range of professional and social opportunities to empower and prepare them to maximize their potential as they enter adulthood. Teens receive training on a variety of "life skills" ranging from conflict resolution to financial responsibility. In addition, participants explore possible future study and career options and engage in community service projects.

i. **Heroes to Heroes Program**

The Heroes to Heroes Program is a unique effort by the CPD to connect with youth in Chicago. The program uses current police officers dressed as existing iconic comic book heroes as a vehicle to create engagements and dialogue with youth to combat adverse historical and generational effects, such as incidents with police experienced by family members or others close to the youth. Officers will share the superheroes origin stories, existing story lines, or stories surrounding the creation to draw parallels between the superheroes and the lives of both officers and the young people. By beginning a conversation around the superhero's background, officers can create opportunities to discuss with the youth issues such as education, bullying, responsibility, and race in a neutral setting.

j. **Police Athletic and Arts League (PAALs) Program**

The Police Athletic and Arts League (PAALs) is a program in which members of the Department coach young people in sports, art activities, help with homework, and other school-related activities. The purpose is to build character and help strengthen police-community relations. The program is in coordination with the National Association of Police Athletic/Activities League, Inc., which exists to aid in the preventing of juvenile crime and violence by providing mentorship, civic/service, athletic, recreational, enrichment and educational opportunities and resources.

E. **Problem-Solving Policing**

1. The Department is committed to reducing crime, particularly violence, and quality of life issues in all communities by utilizing a problem-solving approach to policing. Using this approach, community issues and crime incidents are examined in order to identify their roots, develop new preventative methods for addressing the issues, and encourage a proactive and comprehensive approach to problem-solving policing and community engagement.
2. Problem-solving policing requires that members of the community and the police officers work cooperatively in the following manner to:
 - a. identify problems which cause concern for the community and the police.
 - b. determine the causes and develop possible solutions to these problems.
 - c. implement the best course of action.
 - d. regularly evaluate and assess effectiveness.

V. **COMMUNITY ENGAGEMENTS AND INTERACTIONS**

- A. Department members will engage with all members of the community. Engagements are **NOT** considered Postive Community Interactions and will be:

1. part of a public outreach strategy;

2. planned and organized activity by the community and/or the Department;
3. more than thirty minutes in time;
4. conducted with community members as participants; and
5. followed up by Department members in order to ensure productive lines of communication; and
6. entered into the Community Engagement Management System (CEMS);

NOTE: Community engagements can be financially supported by the Department.

- B. Department members will follow the procedures outlined in the Department directive titled "[Positive Community Interactions](#)" when conducting brief, spontaneous, face-to-face community interactions.

VI. RESPONSIBILITIES

A. Department-wide Responsibilities

1. All Department personnel will positively engage members of the community throughout their tour of duty to reduce violent and overall crime.
2. The Department with the assistance of the Office of Community Policing, will institute an annual public awareness campaign to inform the public about:
 - a. policies most relevant to police interactions with the public including but not limited to use of force, body worn cameras, and tasers.
 - b. the process for filing a complaint against the Department or a Department member.
 - c. the public's rights when stopped, questioned, or arrested by the Department.

NOTE: The campaign can include presentations, trainings, written guides, or web-accessible videos.

3. All command personnel including all personnel above the rank of captain, will ensure the overall management, monitoring, auditing, and support of the implementation of the Department's community policing mission and vision for the bureaus/units under their command. This support will include, but is not limited to:
 - a. coordinating and responding to Intra-Departmental Support Service Requests (IDSSR) and responding to requests for resources and additional support.
 - b. ensuring that all information is entered into CEMS (Community Engagement Management System) including all recorded engagement with the community, maintaining contact information for members of the community, and any follow-up to community issues.
 - c. designating unit members to attend meetings or other community events.
 - d. ensuring that members under their command proactively engage the community and conduct non-enforcement encounters.
 - e. creating opportunities to highlight, reward, and encourage officer, supervisory, and district performance on furthering community partnerships, engaging in problemsolving techniques, effective use of de-escalation, exemplary and effective supervision, and implementing community-oriented crime prevention strategies.
 - f. consulting with the Deputy Chief and the Director, Office of Community Policing, to recommend modifications in the implementation of the Department's community policing mission and vision.

- g. coordinating with the Deputy Chief and the Director of the Office of Community Policing to ensure members' engagement activities align with the Department's mission and vision for community policing.
- 4. Unit commanding officers, Department-wide, will review the current district-level strategies of each district for which they have geographical responsibilities, for the purpose of:
 - a. recommending unit-specific strategies, use of unit resources, or additional district strategies to supplement the effectiveness of the strategies, and
 - b. providing the necessary unit resources and support for the successful implementation of the strategies.
- B. Office of Community Policing
 - 1. While the district strategic plans and community engagement goals of each district and area will be unique to the communities it serves, the Deputy Chief, Office of Community Policing, has the authority and responsibility to establish additional guidelines and protocols in an effort to promote a consistent and efficient implementation of the Department's community policing mission and vision. The Office of Community Policing Intranet website acts as a supplement to the guidelines and policies set forth in this directive and is comprised of:
 - a. additional procedural guidelines Department members will adhere to in the implementation of the Department's community policing mission and vision.
 - b. resource documents designed to assist Department members to better fulfill their assigned duties in relation to the Department's community policing mission and vision.
 - 2. The Deputy Chief, or their designee, Office of Community Policing, will ensure:
 - a. the overall management, monitoring, and auditing of the implementation of the Department's community policing mission and vision.
 - b. community engagements are developed, scheduled, and conducted consistent with the Department's community policing mission and vision.
 - c. administrative support and training are provided for the successful implementation of the Department's community policing mission and vision.
 - d. that community policing mission and vision materials and promotional items are made available, as funding permits.
 - e. there is a presence of community organizers engaged with the Department in the community in which they serve to be involved with community problem solving efforts, as funding permits.
 - f. each district commander is notified, in writing, if DAC or other funding is available to be used and managed as outlined in existing policy.
 - g. a quarterly report is prepared, and submitted through the chain of command to the Superintendent of Police, that includes, at minimum, the following elements:
 - (1) a description of current concerns voiced by the community;
 - (2) a description of potential problems that have a bearing on law enforcement activities within the community;
 - (3) a statement of recommended actions that address previously identified concerns and problems;
 - (4) a statement of progress made toward addressing previously identified concerns and problems; and

- (5) a statistical summary from the Department's Community Concern Database and the 311/CSR System.
 - (6) a evaluation of district strategic plans and any recommended modifications.
 - h. an analysis is conducted at least once every two years on implemented strategies by crime type, geographic area, and the community perceptions, or misperceptions, of crime. The analysis will document the evaluation of crime prevention programs and strategies and will be conducted on the basis of crime data.
 - i. an annual review of the submitted Engaging Youth and Emerging Adult reports ([CPD-21.135](#)) from the Special Activities Section.
 - j. an administrative summary e.g. To-From Subject Report is completed for all Engaging Youth and Emerging Adult reports submitted from the Special Activities Section.
 - k. the final administrative summary for all Engaging Youth and Emerging Adults reports are submitted to the Superintendent for review and approval.
- 3. The Director, Office of Community Policing, will:
 - a. supervise and support the Office of Community Policing's Communication and Field Operation teams,
 - b. oversee hiring efforts for the Communications and Field Operations teams,
 - c. provide strategic direction and guidance for the Communication and Field Operations teams towards strategic goals,
 - d. lead stakeholder meeting efforts, including incorporating community outreach into strategies,
 - e. represent the Department at community events and media appearances, and work closely with News Affairs to guide strategy for highlighting positive community policing stories,
 - f. lead the Office of Community Policing responses to community crises (eg. officer involved shootings),
 - g. manage special community policing projects at the direction of the Superintendent,
 - h. oversee and consult on all training that is provided for the successful implementation of the Department's community policing mission and vision,
 - i. oversee all budgets related to the Office of Community Policing, and
 - j. act as a representative to all community policing strategies, sister agencies, and other government entities.
- 4. The Commanding Officer, or their designee, Special Activities Section, will:
 - a. annually complete and review the Engaging Youth and Emerging Adults Evaluation Report ([CPD-21.135](#)) for each juvenile prevention program.
 - b. ensure the completed Engaging Youth and Emerging Adults Evaluation Reports are forwarded to the Deputy Chief, Office of Community Policing.

C. Bureau of Patrol

- 1. Area Deputy Chiefs will:
 - a. provide for the overall management, monitoring, and auditing of the area implementation of the Department's community policing mission and vision

- b. coordinate with the district commanders and provide support for the implementation of the community policing mission and vision at the district level.
 - c. provide assistance in obtaining responses to:
 - (1) identify district crossover or area-wide patterns and develop a comprehensive response to the identified pattern.
 - (2) submitted Intra-Departmental Support Service Requests.
 - d. coordinate with the Deployment Operations Section (DOC) and the Bureau of Detectives to ensure identified area-wide community-related concerns, problems, and patterns are addressed.
2. District Commanders will:
- a. provide for the overall management, monitoring, and auditing of their district's implementation of the Department's community policing mission and vision.
 - b. ensure district community activities and events are developed, scheduled, and conducted consistent with the Department's community policing mission and vision.
 - c. ensure the district law enforcement efforts are supported by actively organizing community members to become involved in the problem-solving process.
 - d. participate in Beat Community and DAC Committee Meetings as outlined in the Department directives entitled "[Beat Community Meetings](#)" and "[District Advisory Committee \(DAC\)](#)".
 - e. ensure that communities which have taken back their neighborhoods are given the necessary support to sustain safe communities.
 - f. ensure community organizers participate in Beat Community and DAC and Subcommittee Meetings.
 - g. designate Department members to serve as the community policing sergeant and community policing officers.
 - h. develop, monitor, and provide for the overall management of the district-level strategies with input from the community and the appropriate district personnel as outlined in Department directive entitled "[District Strategic Plans](#)".
 - i. ensure the Master District Resource and the Business Organization Location Record Files are continually managed, updated, and maintained, as appropriate. Each of these files will be audited semiannually to ensure the consistency and accuracy of the information contained within.
 - j. be accountable for their command's crime prevention efforts and quality of life concerns. A review of community policing endeavors through the CompStat process will provide a forum for analyzing the effectiveness of the implemented strategies and the Department's support of field operations. Additionally, this review will provide the Department's executive management members a level of oversight to:
 - (1) monitor the districts' response to the public's concerns as it relates to that district's chronic crime conditions.
 - (2) coordinate with the mobilization efforts of the Office of Community Policing and other governmental and non-governmental agencies.
 - (3) sustain participation in the Department's community programs and attendance at community events (e.g., Beat Community Meetings).

- (4) identify the Department's community policing's role in complaints against Department members made by members of community.

NOTE: The Inspections Division may also be utilized to review the community policing aspects of the Department's operations.

3. District executive officers will:
 - a. monitor, assign, and ensure the closure of automated Community Concerns assigned to their district.
 - b. ensure City service requests are initiated and followed-up upon with the appropriate agency/unit.
 - c. coordinate with the community policing sergeant and community policing officers and provide support for the implementation of the community policing mission and vision at the district level.
 - d. audit the district's use of the PCAD event for positive community interactions (PCI) for the purpose of identifying strategies to increase officer initiated non-enforcement related interactions with community members, youth community members, and organizations.
 - e. on a daily basis, be accountable for the proper implementation of this directive.
4. Watch operations lieutenants will:
 - a. manage watch operations, including personnel and material resources, to provide support for the implementation of the community policing mission and vision at the watch level.
 - b. monitor the Police Computer Aided Dispatch (PCAD) and dispatched radio assignments to identify calls for service that may require a problem-solving-oriented response.
 - c. monitor their watch's officer initiated non-enforcement related interactions with community members and organizations, including the use of the PCAD event for Postive Community Interactions (PCI).
 - d. prepare the period work sheets for their assigned watch with an emphasis on maintaining beat assignment integrity.
5. District station supervisors will:
 - a. ensure on-duty field officers assigned to a primary beat attend the appropriate Beat Community Meetings and community events.
 - b. ensure the implementation of the identified district-level community policing mission and vision.
6. Community policing sergeants will:
 - a. provide for the overall management of the district's Beat Community Meetings and the District Advisory Committee as outlined in Department directives entitled "[Beat Community Meetings](#)" and "[District Advisory Committee \(DAC\)](#)."
 - b. provide for the overall management of the Community Policing Office activities and personnel, and:
 - (1) monitor and manage Community Concerns and 311/City Service Requests.

NOTE: Community concerns received from Beat Community Meetings will be reviewed and entered into the CLEAR Automated Community Concerns Application and other appropriate community policing reports.

- (2) coordinate Extreme Weather Operation Plan responses.
- (3) respond to issues and requests by:
 - (a) City officials
 - (b) Community Members, businesses, and community organizations.
 - (c) Educational facilities.
 - (d) complete the required management reports, making the appropriate notifications, and maintaining the district's community relations reports and associated data, as identified by the district commander or the Deputy Chief, Office of Community Policing.
- c. serve as the district-level community policing training coordinator and reinforce previous training topics such as proven problem-solving methods.

7. Field supervisors and officers will:

- a. attend and actively participate in Beat Community Meetings and community events, when notified.
- b. coordinate with the community policing sergeant to discuss problems raised at the Beat Community Meetings or identified through other means (e.g., community member identified, personal observations).
- c. participate in community activities and positively engage members of the community throughout their tour of duty.

NOTE: A PCAD event for Community Interaction (COMINT) will be used to record officer-initiated non-enforcement related interactions with community members, organizations, and businesses.

D. The Chief, Bureau of Detectives, will ensure:

- 1. Community Alerts and Area Crime Patterns are developed, processed, and disseminated using established procedures.
- 2. each area commander designates a liaison for each district community policing office to serve as a resource to address community issues including:
 - a. domestic violence.
 - b. older adults.
 - c. juveniles.
 - d. community alerts and crime patterns.
- 3. bureau members are designated to attend meetings or other community events, when requested.
- 4. members under their command participate in community activities and positively engage members of the community throughout their tour of duty.

E. The Chief, Bureau of Counterterrorism, will ensure:

- 1. a liaison is designated for each district community policing office to serve as a resource to address community issues including:

- a. narcotics, gang, and prostitution activity.
 - b. enforcement of liquor and other license violations.
2. bureau members are designated to attend meetings or other community events, when requested.
3. members under their command participate in community activities and positively engage members of the community throughout their tour of duty.
4. the Commander, Deployment Operations Section, assigns a DOC analyst as a liaison for each area to serve as a resource for the districts when developing, monitoring, and evaluating district strategic plans.

F. Bureau of Internal Affairs

1. The Chief, Bureau of Internal Affairs, in consultation with the Chief Administrator, Civilian Office of Police Accountability (COPA), will ensure a review is conducted to evaluate the effectiveness of the Department's community relations strategy and its relationship to the number of community member's complaints against Department members and the reported allegations. This review will also include recommended strategies to positively impact complaints made against Department members by members of the community.
2. This evaluation will be submitted to the CompStat Group and the Office of Community Policing and will be included in the review of the implementation of the Department's community policing mission and vision through the CompStat process.

(Items identified by *italics/double underline* have been added or revised)

Authenticated by MWK

David O. Brown
Superintendent of Police

22-008 RM

General Order

Rev. 02/10/2021

Community Policing

1.08.01

VISION AND VALUES

The Department commits to a safe, healthy, and vibrant community. Our spirit and work is guided by a *guardian mindset philosophy and we recognize that our role as protectors is rooted in empathy, understanding, and mutual respect. We partner and engage with community members and organizations to collaboratively identify and problem-solve local challenges and increase safety for residents, merchants, visitors, and officers. All members of the Department shall embody the following values in all their work, which encompasses the tenets of procedural justice consisting of: voice, neutrality, respectful treatment, trustworthiness, and 21st Century Policing.

**Guardian - defender, protector, or keeper - one who advocates for another. Community members are more willing to cooperate with officers they already know and trust. If Officers view themselves as guardians and have built relationships in the community, they will naturally be more respectful and considerate, promoting safety with respect.*

Respect

- We respect the cultures and histories of the neighborhoods and communities we work in.
- We treat all people equally and with dignity, without regard to actual or perceived race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, mental or physical disability, socioeconomic status, or any other trait.

Partnership

- We proactively nurture relationships with and empower all San Francisco community members to take an active role in public safety and find solutions to local issues.

Honesty and Transparency

- We develop and maintain honest and transparent communication with the communities we serve.

Responsibility and Accountability

- We have the courage to take responsibility for our actions and be held accountable by ourselves and others.

1.08.02

DEFINITIONS

Community Policing is a mindset through which officers build collaborative, transparent, trusting relationships with the communities they serve through partnerships and problem solving. It is built upon the philosophy of embodying a guardian mindset, where officers feel like and are seen as a part of the community, rather than separate from it.

Community Engagement reflects a community policing mindset through actions in which Department members seek to build trust and relationships with community members, such as through positive one-on-one interactions while on patrol, Department sponsored programs, or participation in community events and discussions. Community engagement upholds the language and spirit of the Department's community policing Vision and Values statement.

Problem Oriented Policing and Problem Solving is a community policing strategy that seeks to identify and address the underlying conditions that contribute to public safety problems in our communities. Problem Solving involves a systematic "long view" approach to solving and/or significantly reducing community problems. Typically, a problem is defined by two or more related and ongoing crimes, community concerns, or disorder that the police are expected to handle. Department members are encouraged to utilize formalized problem solving methods in partnership with the community in an effort to identify and solve problems. Department Manual 2 (Community Policing) provides the structure and process for the application of Problem Solving for community problems.

1.08.03

COMMUNITY POLICING STRATEGIC PLAN

The Department, in collaboration with the community, has identified goals and objectives in the development of a Community Policing Strategic Plan. As members of the Department, we embrace the below goals to build a strong relationship with all people in all communities in which we serve.

All members shall ensure their work in community policing, community engagement and problem solving support the following goals and objectives:

Goal 1: Communication

Honest, transparent, and empathetic dialogue between the Department and the San Francisco community.

- a. Create a diverse set of communication channels between the Department and the community where we share and receive information and feedback across a range of communication channels.
- b. Respond to requests for service and information in a timely and transparent manner.
- c. Solicit conversation, input, and collaboration from a culturally diverse demographic.
- d. Transparently communicate, publicize, and educate the community about Department goals and policies.

Goal 2: Education

The Department both trains and is trained by the communities it serves.

- a. Teach the community to empower them to improve community safety.
- b. Invite community members who possess neighborhood-specific expertise to present at Department trainings.

Goal 3: Problem Solving

Increase safety through collaborative working partnerships between the Department, community members, and organizations to identify and address local topics of concern.

- a. The Department shall provide members with resources and guidance to connect individuals with external resources, and members should provide information regarding those resources when a call for service is outside their scope.
- b. Collaboratively identify and develop responses to local issues and concerns with individuals, community-based organizations, and city services.
- c. Utilize a formalized problem-solving model across all district stations which is structured to address the root causes of important community challenges. (Refer to Community Policing and Problem Solving Manual - DM2)

Goal 4: Relationship-Building

Strong, trusting, and respectful relationships between the Department and all facets of San Francisco community.

- a. Increase visible officer presence and proactive, positive engagement with individuals and businesses outside of calls for service.
- b. Provide bias free, dignified, and equal treatment to all community members. Also provide bias free access to resources to all community members. (Refer to DGO 5.17)

Goal 5: SFPD Organization

The Department's organization and operation leads community policing efforts and demonstrates a guardian mindset.

- a. Develop policies, priorities, and procedures that are consistent across stations and bureaus and support neighborhood-specific plans.
- b. The Department will be committed to continuous review of our community policing practices and suggest improvements as needed.
- c. Support restorative justice goals.
- d. Support officers with sufficient resources to meet these expectations effectively and sustainably.
- e. Recruit members who reflect the city's diversity and know the communities they serve.
- f. Integrate community policing values in recruitment, training, and professional development of members.
- g. Deploy officers in a way that maintains consistency and continuity with the communities they serve.

1.08.04

POLICY

COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING

A. Community Policing

District Station Captains are expected to provide time and resources for officers to participate in community events, relationship-building, and problem-solving activities. District Station Captains shall be provided the authority to serve the diverse populations represented in their respective districts within the tenets of community policing. The Department has provided structure and support as provided by the Community Policing Strategic Plan (see above).

In addition, District Station Captains shall, when practicable, include foot and bicycle patrol as part of their strategy in building partnerships with the community. Officers working outside the confines of a patrol car may find it easier to interact with community members and to identify otherwise overlooked problems. District Station Captains shall continue to evaluate the effectiveness of this deployment strategy by considering the numbers of calls for service, crime prevention initiatives, and individual interactions with the community.

B. Community Engagement

All members of the Department are expected to seek out and engage in positive interactions with the community whenever possible. District Station Captains will actively support community policing programs and problem solving efforts. They will provide officers with the time and resources to participate in these activities.

District Stations should host events that build strong relationships and trust between district officers and community members. These events are to be coordinated through the Community Liaison Officer and guided by community engagement best practices. District Station Captains shall implement minimum Community Engagement practices as outlined in Department Manual 2 - Community Policing and Problem Solving.

When planning and participating in these events, members shall broaden and deepen the dialogue with community groups, community leaders, and community members. An effort should be made to include individuals and groups who have been critical of Department and/or City services. Such broad engagement serves the goals of building trust, developing relationships, and working together to identify and address areas of mutual concern.

C. The Role of the Community Engagement Division (CED)

The Commander of the Community Engagement Division is responsible for promoting and auditing Community Oriented Policing and Problem Solving concepts and efforts throughout the entire Department. The Commander will ensure that the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our City. The Commander of CED will work collectively with the Commanders of FOB (Golden Gate and Metro), Airport Bureau, Administration Bureau, Special Operations Bureau, and Investigations Bureau, to support the effort of all stations, bureaus and assignments in the Department by promoting community oriented policing and problem solving policies, procedures and practices. CED will be staffed within the Field Operations Bureau and is required to provide the necessary structure and support so that the entire Department may accomplish community oriented policing and problem solving goals.

In addition to providing Community Oriented Policing and Problem Solving support, CED is also responsible for promoting and hosting community engagement events and programs throughout the Department in an effort to build community trust and relationships.

Members assigned to the Community Engagement Division should reflect the diversity of the community it serves in order to effectively coordinate community policing efforts throughout the City.

The Community Engagement Division should partner with the Department's Media Relations Unit (MRU) in order to provide information to the community.

The Media Relations Unit (MRU) shall produce and distribute to all members a video from the Chief which highlights various community policing topics and officers who

exemplify community policing values and behavior during each monthly video distribution.

D. Community Liaison Officer Program

District Station Captains shall appoint at least one Community Liaison Officer. This officer will serve as a liaison between the Community Engagement Division, the District Station Captain, and the Community. They will be responsible for planning community engagement events and for keeping the Community Engagement Division updated as to the implementation of their plan.

In addition, the Community Liaison Officer (CLO) will attend the Community Engagement Division's monthly CLO meeting.

E. Community Police Advisory Boards (CPABs)

The Department's strategy on the oversight and implementation of Community Police Advisory Boards for the ten District Station Captains rests with the Commander of the Community Engagement Division. SF Safe will serve to assist with meeting logistics as agreed upon by contract. District Station Captains shall maintain Community Police Advisory Boards (CPABs). These forums will provide a venue for consultation, collaborative problem-solving, and community engagement events and activities. (Refer to Community Police Advisory Boards Department Manual - 24).

F. Chief's Community Advisory Forums

The Commander of the Community Engagement Division oversees the implementation and oversight of the various Advisory Forums with the approval of the Chief of Police. The Department shall conduct regular Community Advisory Forums meetings. The Chief of Police or their designee will facilitate a discussion with a variety of Advisory Forums either on a monthly or quarterly basis in order to provide a venue for consultation, collaborative problem-solving, and community engagement events and activities.

Forums will consist of a Department Chair at the rank of Commissioned Officer, one civilian co-chair, and several community members, approved by the Chief of Police. Each Community Advisory Forum will nominate a team member to document action items and issues raised which will be included in a quarterly report to the Community Engagement Division. Any pressing issues raised will be documented using the Issues Raised Form (SFPD Form 598A) and forwarded to the Community Engagement Division within 3 days of the meeting. Within 30 days, the Community Engagement Division will respond with a proposed disposition of the issue/request. Any feedback from this process that will benefit or improve a unit or division outside of the Community Engagement Division will be shared with that unit or division.

G. Weekly District Station Newsletter

District Station Captains shall publish a weekly newsletter (following the newsletter guidelines outlined in DM-2) with the support and resources of the Department's Media Relations Unit and Technology Division.

H. Town Hall Meeting-Officer Involved Shooting

The Investigative Services Detail, District Station of Occurrence, and the Community Engagement Division will coordinate their efforts for the convening of a Town Hall Meeting to be held within 10 days of an Officer Involved Shooting. The meeting may include the release of Body Worn Camera (BWC) videos, provide basic facts of the case, explanations of the investigative process, and listening to community members.

The Community Engagement Division will serve as a liaison between the Department and the family of the deceased or injured subject and will contact the family as soon as practical after the incident.

1.08.05

ACCOUNTABILITY

A. Annual Community Policing Plans

By November 1st of each year, Commanding officers of every Bureau, District Station, Unit and Detail shall issue an Annual Community Policing Strategic Plan. This plan outlines how their command will continue to build relationships with local city agencies, community groups, nonprofit organizations, and members of the public for the upcoming year effective on January 1st of the following year. Plans should be developed in line with the Department's overall Community Policing Strategic Plan and should reflect input from the community the command serves. The plans will be submitted through the chain of command to the Community Engagement Division. Once approved, plans will be posted on the Department's website by January 1st.

Each December, the Commander of the Community Engagement Division (CED) shall meet with the Deputy Chief and Commanders of the Field Operations Bureau (FOB) to present a review of the past year's community policing strategies, engagements, and outcomes. The presentation shall include a summary of community feedback regarding these topics.

B. Community Policing Review Committees

1. Internal Review Committee

During the month of January, the Commander of the Community Engagement Division shall schedule a meeting to review the outcomes of Community Policing, Engagement,

and Problem Solving. The Deputy Chief of the Field Operations Bureau and the Commanders of the Metro and Golden Gate Divisions shall select three district captains who engaged in successful and innovative community policing practices during the previous year to serve as peer-to-peer trainers to the other district station captains and lieutenants for the current year. Such trainers shall also seek local community input on effective strategies and future goals.

2. External Review Committees

The Commander of the Community Engagement Division is responsible for coordinating two committees consisting of the **Community Policing and Problem Solving Implementation Committee** and the **Community Policing and Problem Solving Oversight Committee**.

a. Community Policing and Problem Solving Implementation Committee

This committee will meet on a quarterly basis and will be responsible for reviewing the Department's overall efforts on Community Policing and Problem Solving.

In addition, the Committee will be responsible for:

1. Discussing the current engagement strategies for effectiveness by reviewing evaluations from community survey feedback and discussing programming.
2. Discussing cross organizational goals, and current community policing and problem solving plans and outcomes.
3. Regularly assessing existing framework by remaining abreast of emerging community policing strategies and best practices employed by other law enforcement agencies.
4. Developing new ideas or strategies.

The committee will consist of both Department and community members selected by the chair of the committee in consultation with our city and community partners.

Department representatives include:

1. Commander of the Community Engagement Division, Chair
2. Two District Station Captains (one from the Metro Division and one from the Golden Gate Division).
3. Captain, Lieutenant and Sergeant of the Community Engagement Division.
4. A Community Liaison Officer Representative selected by the Department Captains.

Community representatives include:

5. Representatives from the Department of Police Accountability, SF Safe, Department of Public Health, and Controller's Office.
6. Two representatives from the Department's Community Police Advisory Board.
7. Other community members as selected by the Commander of the Community Engagement Division.

b. Community Policing and Problem Solving Oversight Committee

This committee will be responsible for overseeing community policing and problem solving strategies and will focus on:

1. Recognizing the District Captains engaged in best practices and utilizing them as peer trainers for other Captains.
2. Reviewing best practices and monitor progress and growth.
3. Auditing District Stations to determine if the stations are meeting outcomes, effectiveness of the electronic platform, and the problem solving efforts, following best practices in community engagement and formalized problem solving as outlined in the Community Policing and Problem Solving Manual (DM2).

The committee will consist of:

1. Deputy Chief of the Field Operations Bureau and Commander of the Community Engagement Division (Co-Chairs).
2. Commanders of the Field Operations Bureau.
3. Captains from the Community Engagement Division, Metro and Golden Gate Divisions (Rotated quarterly).
4. Lieutenant of the Community Engagement Division.
5. A representative from the District Attorney's Office.
6. Representative from training division (FTO, CPT, etc.)
7. Community Stakeholders to serve a 1-year term as designated by the co-chairs.

The Oversight Committee will be responsible for inviting District Station Captains in on a rotating basis, as an accountability measure, to determine specifically the goals, strategies and outcomes of formalized Community Oriented Policing and Problem Solving and to document best practices for later use.

C. Internal Community Policing Discussions

The Commander of the Community Engagement Division will facilitate a discussion with the District Station Captains assigned to the Field Operations Bureau regarding community policing efforts in the monthly Field Operations Bureau meeting in order to coordinate and align efforts, messaging, and problem-solving.

District Station Captains shall provide a report on all community policing activities within their command on monthly reports routed through their chain of command to the Community Engagement Division.

During Crime Strategy meetings, Commanding Officers should report on their community policing, community engagement activities, and/or problem solving efforts.

1.08.06

DATA COLLECTION AND METRICS

A. Community Engagement Tracking and Data Collection

District Station Captains shall digitally track all community engagement activities via standardized electronic templates provided by the Community Engagement Division.

All Department sponsored events shall collect data, which includes feedback from the community, to help measure the effectiveness of our community policing and engagement strategies. This data will be used during internal and external review of the Department's community policing and community engagement practices.

The results of this information should be included in the Department's Annual Report on community policing and posted on the Department webpage for public viewing.

In addition, whenever feasible, the Department should produce periodic community surveys and provide a mechanism for community feedback via the Department's website. Results of community surveys should be posted on the Department's webpage.

B. Internal Tracking of Community Engagement Events

The Department shall provide a shared calendar both externally to the community and internally to Department members which lists upcoming Department sponsored events. The internal calendar should track information related to the planning and after-action of an event.

C. Community Oriented Policing and Problem Solving

The Department has developed a standardized method and strategy for District Station Captains to follow when addressing a community issue and/or problem. This strategy involves tracking and/or assigning issues for follow up. Adequately addressing community problems involves including the community in the response as well as utilizing proven tools such as the "S.A.R.A" (Scan-Analysis-Response-Assess) Model to work through the problem. Refer to Department Manual 2, Community Policing, for the Department's standardized procedure.

D. Community Policing Metrics

The Community Engagement Division shall utilize the Community Policing performance objectives (outlined in the Community Policing Strategic Plan) as well as qualitative and quantitative success criteria from each station, unit, and detail. The Community Engagement Division will share the performance results across the Department and Community on an annual basis as in the Department's Annual Community Policing report.

The goals and performance measures related to Community Policing for all stations, units, and details will be re-evaluated on a continual basis for review and improvement. Changes and revisions will be incorporated into the overall Community Policing Strategic Plan, Department General Order 1.08 and Department Manual 2, Community Policing, as amendments to the policy.

E. Performance Evaluations

Department performance evaluations shall include members' efforts to meet the Department's community policing and community engagement goals, positive police-community interaction, and problem resolution.

The Department shall reward Department members through standard award practices (refer to DGO 3.09 Department Awards) for outstanding accomplishments in community policing, community engagement and formalized problem solving.

1.08.07

TRAINING

A. Community Policing Training

The Commanding Officer of the Youth and Community Engagement Unit within CED is responsible for ensuring the Department remains abreast of national policing best practices and will work closely with the Training Division to ensure that the training curriculum is consistent with such practices and includes contemporary examples of successful practices both within the Department and nationwide. The Community Policing and Problem Solving Oversight Committee will be responsible for the ongoing review process to review national policing best practices and update the training curriculum. On an annual basis, the Community Policing and Problem Solving Oversight Committee will convene to discuss emerging community policing practices and provide a brief public report of its findings or recommendations.

All Department members (sworn and non-sworn) shall attend Community Policing training every two years. This training shall be developed by the Training Division in consultation with the Community Engagement Division and be a minimum of 2 hours in length. Training should include best practices in community policing, community engagement, customer service, and problem solving. Non-sworn Department members are also required to receive training in community policing. At the Basic Academy level, academy training will include discussions, tours, and other interactions with a range of communities and neighborhoods as part of the Academy's Community Immersion Program.

The Field Training Office of the Department's Training Division is required to direct Field Training Officers to develop and deliver training to a recruit during Field Training,

which includes key community policing concepts as a way to augment and expand training provided in the Basic Academy.

B. Maintaining Knowledge of Community Policing Best Practices

Members of the San Francisco Police Department shall be required on annual basis to read and maintain a working knowledge of the Final Report of the President's Task Force on 21st Century Policing. The Department will provide recommendations and guidance to Sergeants, Lieutenants, and Captains to continue conversations on the Final Report through roll call, in-service training, and community meetings.



August 20, 2026

Dear Deputy Inspector General Jones,

The Oakland Police Commission acknowledges receipt of the Office of Inspector General's August 5, 2026 memorandum regarding Community Oriented Policing.

The Commission recognizes the importance of the OIG's recommendation that the Commission collaborate with OPD to renew and complete efforts to fully revise Training Bulletin III A.05: Community Oriented Policing.

The Commission's Policies Ad Hoc Committee is responsible for reviewing and prioritizing policies for Commission consideration. This recommendation will be provided to the Policies Ad Hoc Committee with a charge that the establishment of a Community Policing Ad Hoc Committee be given high priority.

We will continue to provide updates to the OIG regarding the status and anticipated establishment of the Ad Hoc. The Commission is committed to taking the appropriate steps to move this initiative forward.

Thank you for your review and recommendation.

Best,

Mykah Montgomery

Chief of Staff

Oakland Police Commission

On behalf of Chair Ricardo Garcia-Acosta