TULSA POLICE

TRAINING   H   Q   BULLETIN

The Tulsa Police Department adopted the philosophy of community based policing to enhance the quality of life of the citizens of Tulsa through better service delivery. Initially, officers used directed patrols (see attachment) as a tool to become more involved in dealing with neighborhood problems. Today, problem-oriented policing provides an additional comprehensive tool that officers can use in resolving ongoing problems in the community.

POP enables officers to discover the reasons incidents are recurring and use the appropriate resources to solve the problem. POP invites agencies outside the police department to become involved in problem solving when the department is not equipped to deal with the problem. POP also provides the structure by which the officer can present a problem, document the circumstances, and recommend solutions. The model is called SARA:

<div align="center">

SARA MODEL FOR PROBLEM ORIENTED POLICING
(Scanning, Analysis, Response, Assessment)

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Problem-oriented policing requires that the SARA model be followed in order, completing each stage before the next stage is undertaken. SARA provides guidelines to questions that officers will answer as they work through each stage of the model. SARA is not designed to be all inclusive. Officers may discover additional questions that need to be addressed.

I. Scanning (problem identification)
  A. Describe the problem as you see it:
    1. What do you believe the problem is?
    2. Where is the problem located?
    3. When (time) is the problem occurring?
11. Analysis
  A. Procure a crime profile of the affected neighborhood from the divisional crime analyst.
  E. Find the characteristics, causes, and scope of the problem by collecting information from all people connected with the problem.
    1. What is their relationship to the neighborhood and the problem?
    2. What do they perceive the problem to be?
    3. What actions are they taking to deal with the problem?
    4. Can this information be verified?

  C. Describe the past incidents of the neighborhood.
   1. What are the actions **of people involved before, during or**
    after the incident **that created the problem?**
   2. What are the characteristics of **the** neighborhood?
    a. physical
    b. social

  D. Restate the problems after considering all the information.

III. Responses (goals/objectives)
  A. Goals
   1. What do you plan to accomplish?
  B. Objectives
   1. How do you plan to accomplish your goal?
  C. Resources needed:
   1. departmental
    a. Which unit will be used? Street Crime, cycles,
     mounted/foot patrol, detectives, S. I. D.
    b. Will it be on duty?
    c. Will it require special assignment or different hours?
    d. Hov many officers will be required?
   2. outside resources-. (when appropriate)
    a. Which agency will be used?
    b. What will they provide?
     1 . before, during, after
     2. media coverage, T. V., radio, newspaper

IV. Assessment
  A. Determine what impact the approach had on the problem.
   1. personal observation
   2. crime analysis
   3. survey
  B. Redefine your goals and objectives.

INITIATING A POP PROJECT

Officers will initiate problem-oriented policing projects when
recurring incidents exist. POP may involve criminal or non-criminal
incidents. Repeated rapes, burglaries, and non-related police calls
for service are examples of when to use problem-oriented policing. The
south Tulsa rapist and the chronic caller are two problem-oriented
policing projects that were conducted. The south Tulsa rapist involved
criminal incidents, required a great amount of cooperation and
manpower, and was time consuming. The chronic caller, a non-criminal
matter, required an outside agency to solve the problem. Officers in
each case were able to solve an ongoing problem.

Officers who begin a POP project will:

(1) Meet with their supervisor (informal)
(2) Submit an inter-office
  a. officer name, division
  b. title of POP project, location, date
  c. description of the problem
(3) Send a copy to divisional crime analyst and the POP coordinator

POP COORDINATOR

The POP coordinator will serve as a liaison among the divisions and will maintain all POP files at Headquarters Division. The POP coordinator is available to assist officers at any stage of their POP project. Flexible hours al low the POP coordinator to meet with officers during their normal working hours should the need arise. The coordinator will be the resource person for identifying agencies that can assist in solving problems.

SUCCESS OF POP FOR TULSA POLICE DEPARTMENT

Traditionally performance has been measured by the number of activities an officer performed. (Ex: arrests, citations, field interviews, warrants) Management of the Tulsa Police Department understand that an officer*s performance may be better equated with how the officer reduces or eliminates ongoing problems within a given area. Proper documentation will enable officers to gain and share valuable information. Departmental success will require flexibility, cooperation, and support from officers and all levels of supervision.

Problem-oriented policing is a way of thinking, a tool that the officer can use to become the link or bridge with the community for reducing or eliminating an ongoing problem.

POP is not always easy nor will it always produce the intended results the first time. POP requires some risk taking. However, POP allows officers to be creative and recognizes their talents and skills in utilizing alternative ways to reduce or solve problems.

(4)   Officers will send a copy of the updated POP project to the POP
      coordinator after completion of each stage; analysis, response, and
      assessment. Officers may write, type, or call (steno) in their
      project.

                         EXAMPLE: (STAGE I)

From: J. A Doe UDN   Date: Nov. 1, 1989

To: POP coordinator   Subject: Problem Identification
    Divisional Crime Analyst   Auto Theft, 7100 S. Memorial

Scanning: (detailed description of the problem)

                    EXAMPLE   (BEGIN STAGE II)

Analysis: (collect all information: crime profile, characterist ic&, past
              incidents, restate the problem)

                    EXAMPLE   (BEGIN STAGE III)

Response: (Define goals, objectives and resources)

                    EXAMPLE   (BEGIN STAGE IV)

Assessment: (Determine success of the project)

NOTE: Officers will not start assessment immediately after completion of
the response stage,   Accurate assessment requires a waiting period to
determine the success of the problem-oriented policing project.

DIRECTED PATROL

Improved concepts of time management in patrol operations have identified the need to provide periods of tine in which a uniformed officer may concentrate on one assignment.

Directed Patrol has emerged as a common reference to police programs in which officers are released from calls for service for set periods of time (typically one to three hours) to conduct specific, pre-planned, pre-approved activities within their beat or area of responsibility.

Directed Patrol ie a program designed to replace some portion of the time traditionally devoted to "random preventative* patrol with pre-planned activities that direct uniformed officers to engage in specific activities on the basis of crime, traffic, or other problem analysis.

A Directed Patrol program consists of two components: the Request and the Worksheet. The Request can be generated by any unit or individual. It is anticipated that the majority of Directed Patrol Requests will be generated by the individual beat officers.

The Request for a Directed Patrol activity provides the information by which to approve an activity for a specific Area, and includes details regarding personnel and equipment needed, as well as the desired results of the activity. Provisions are also made to modify the request and to reschedule an activity should it be necessary or desirable. The form is designed to encourage feedback.

The Worksheet, found on the reverse of the Request form, is to be completed by the supervisor involved in a particular activity. This form will indicate the times involved (both planned and actual), names of officers involved, the location and the purpose of the activity, as well as a Remarks section. In the Remarks section, officers may include comments concerning the activity (results, recommendations, rescheduling information, etc.). The Worksheet also hae a column to indicate unit status codes to assist supervisors in releasing the officers from calle Tor service, while indicating the relative availability of the officers to re-call, should it become necessary to interrupt the directed activity for a critical purpose. While such interruptions are anticipated to be rare, the nature of police emergencies indicates some mechanism for recalling officers when fucb a need arises.

The Boet successful uses of Directed Patrol have the following characteristics:

      a. A one to three hour assignment, usually involving only one officer.
      b. A pre-planned (prior to shift) activity, as distinguished from conventional officer-initiated (during shift) activity.
      c. Kay be used to respond to a single occurrence of a problem or an on-going problem.
      d. Kay be used as any bonafide police activity or aervice.
      e. Kay aerve as part of the analysis of a problem oriented policing program.

TULSA POLICE DEPARTMENT
DIRECTED PATROL REQUEST

IMPLEMENTED _____

RESCHEDULED _____

PERSON REQUESTING_____ DATE _____

AREA/SHIFT_____ _____

PROBLEM TYPE L_____ DESCRIBE THE PROBLEM:_____

_____

_____

_____

PROBLEM AREA/TIMES1_____

PLAN' OF ACTION;_____ _____

_____

DESIRED RESULTS!_____

REQUIRED RESOURCES!_____

TOTAL NUMBER OF PERSONNEL:_____ TOTAL MANHOURS:_____

EQUIPMENT:_____ _____

IMPLEMENTATION DAT EL_____
    INDICATE ABCVE ALSO

APPROVED CD DISAPPROVED • APPROVED AS MODIFIED CH BY:_____

INDICATE REASON FOR DISAPPROVAL OR MODIFICATION _____

_____

_____

ASSIGNED TO AREA,_____ SHIFT _____.BEAT._____

DIRECT FEEDBACK TO[1]-_____ RESCHEDULE DATE _____
                    .INDICATE ABOVE "ALSO

RESULTS a RECOMMENDATIONS^._____

_____

_____

_____

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DIRECTED PATROL DAILY ASSIGNMENT SHEET
TULSA POLICE DEPARTMENT

UNIT STATUS COOES

N-Nol o v a *** lor colls   P-PIOM clothot   M-Morkod unit   U-Unilorm

0- Unnmrtod unil   E-Emorgoncy or tn proortis call* only

B - Awutabto lor bra* bockloa.

Dolt

Day a(w«»k

ATM	Shift	Bool

Uni1 Status 'Code			UNIT	OFFICERS	DIRECTED PATROL TIME		LOCATION	PURPOSE	HOURS EXPENDED	
					From	To			Plan	Actual
									••MBBBMSS•••••«•••••	

REMARKS'-

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Total dlr«ct«l *p*Uo\ tu>ur«:   Planned   Actual

Proporad by: Approved by: Re‹'‹*ed by: