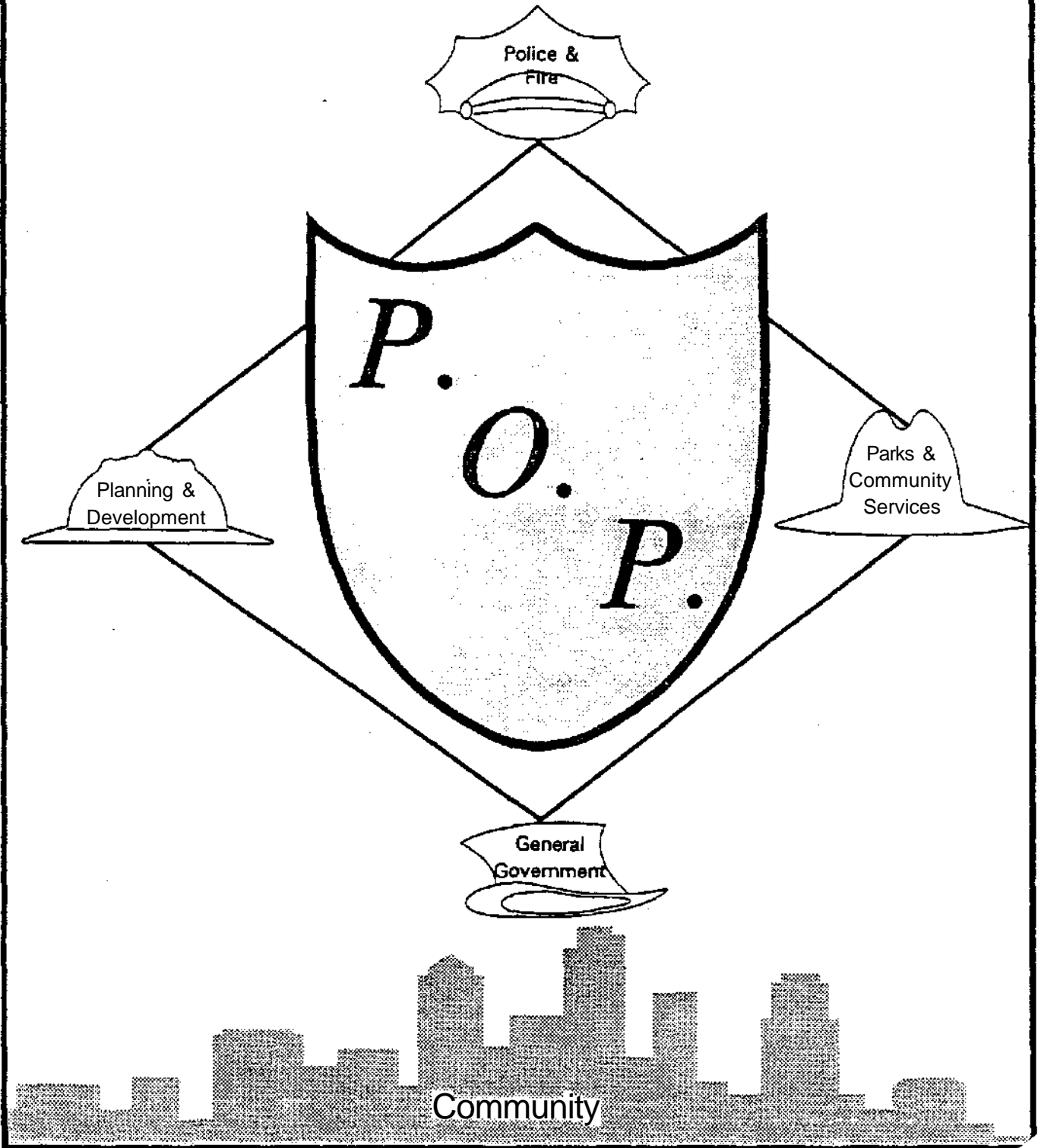


SACRAMENTO POLICE DEPARTMENT (Problem Oriented Policing)



PROBLEM ORIENTED POLICING SACRAMENTO, CALIFORNIA

BACKGROUND

Sacramento, the capitol of California, is a beautiful city located in the heart of the state, approximately 90 miles east of San Francisco. This multi-racial community is made up of diverse ethnic groups and socio-economic conditions. Like many California cities, Sacramento is experiencing a period of rapid population growth, (381,000 within city limits; approximately 1 million including surrounding areas) resulting in a dramatic increase in the associated problems of crime and social disorder. Also, like many other cities, Sacramento's police department has not kept pace with the population, or crime increases, in terms of hiring more police officers (police staffing ratio: less than 1.7 per 1,000 citizens; 614 officers).

Because of this situation, calls for police services in Sacramento are at an all time high. The police department's ability to respond quickly to these calls, however, is increasingly hindered because district cars are continually "tied up" with a few particular problems in the district that consume all of the time and resources.

Faced with the dilemmas of rapid population growth, increasing crime rates, more calls for service, a poor officer-to-citizen ratio, and the growing inability to cure community ills, the Sacramento Police Department sought answers. Aware that they could not hire enough officers to keep up with the steady increase in community related problems, they looked for other approaches that could more effectively address crime issues.]

After researching innovative policing approaches being implemented by various law enforcement agencies throughout the nation, Sacramento Police Department officials concluded that the concepts of community policing and Problem-Oriented Policing (POP) could effectively be used to address many of Sacramento's problems.

The Department adopted a five year plan that will eventually affect the entire department including the command officers (chief of police, captains, lieutenants, etc.), sergeants, patrol officers, administrative analysts, and clerical support; and will ultimately extend to a community based policing program. Problem-Oriented Policing (POP) is one of the key components being used to achieve the goals of establishing Community-Oriented Policing.

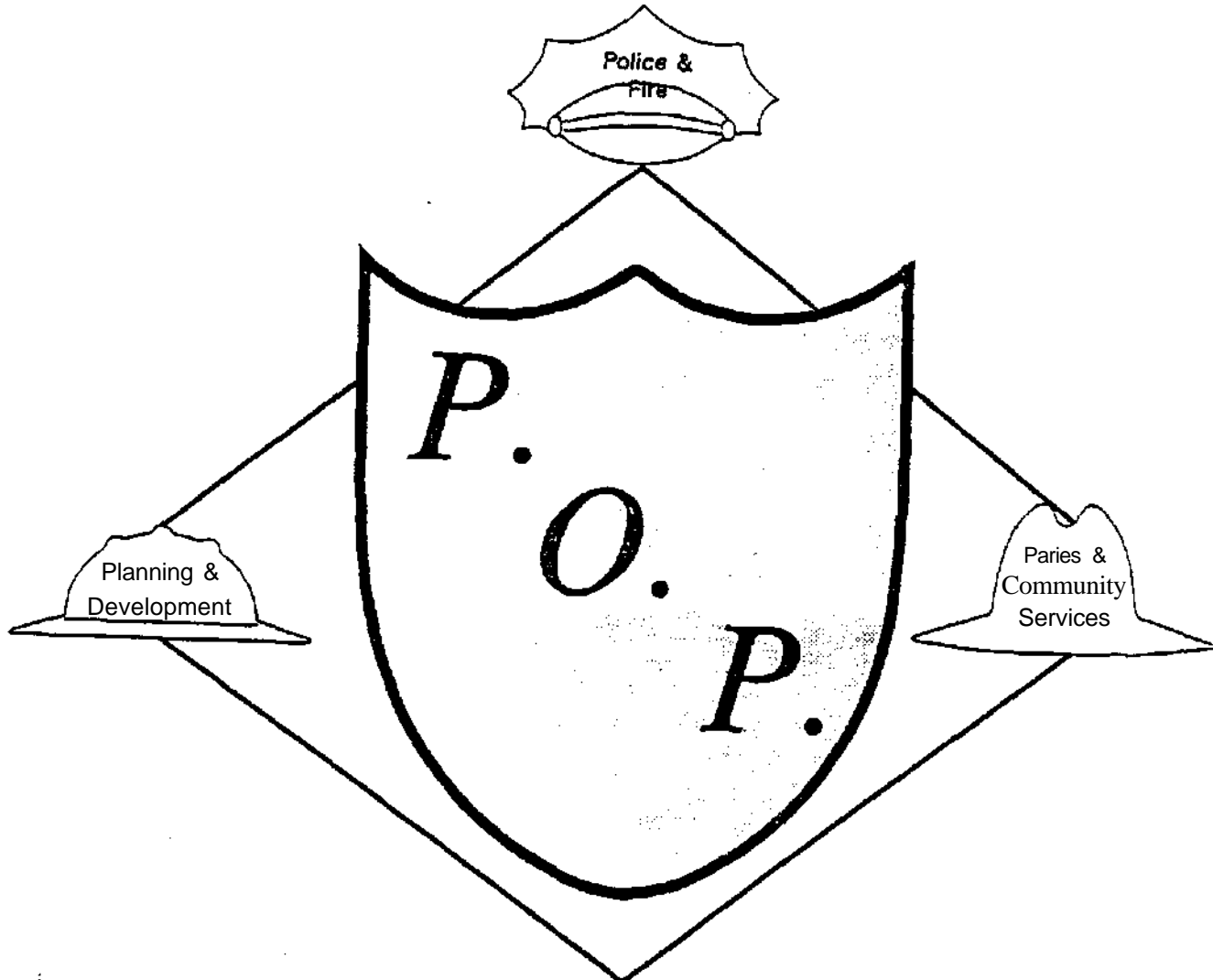
During the initial phase of this program the Department is seeking strategies to eliminate chronic problems such as drug houses and prostitution, so that patrol officers' time will no longer be totally dominated by these problems. The primary objective of POP interventions, as first implemented, is to reduce drug related crimes in neighborhoods where intense traditional enforcement has met with limited success. The specific approach is to introduce effective, long-term strategies to reduce the demand for drugs.

to address and resolve specific neighborhood problems such as drugs and the accompanying fear of crime. Such collaboration promotes and sustains a systematic approach for information exchange, development and implementation of innovative strategies, as well as monitoring the progress and evaluating the success of resolving major drug and other crime related neighborhood complaints requiring police intervention.

Using community interaction and the philosophy and tactics of COP and POP, the department will fashion cooperative efforts to combat mutually identified neighborhood problems, primarily through demand reduction plans and strategies. The goal of this effort is to reduce the demand for drugs and thus thwart the drug supply activities that are eroding and threatening the quality of life in affected neighborhoods throughout the city. Early experiences with neighborhood oriented policing intervention has resulted in greater community support for the police department. The program's success manifests in two ways: it has been of great assistance in helping officers address issues of community safety; and it also restores the belief that the police honestly care.

Through the implementation of the POP program, the Sacramento Police Department intends to change the viewpoint of the police department, local government, and the community; and change the non-traditional resources to commonly used traditional resources. The concept is to have a police department that is aware of various resources, knows how to use them -- with the common goal being to solve problems and the end the continuous repetition of repeat calls that drain personnel resources.

CONTACT FOR INFORMATION



BACKGROUND INFORMATION:

In September 1993, the first phase of the Oak Park Revitalization Program was initiated. Sergeant Ernie Daniels, Officers Steve Quinn, Alan Geoffroy, and Milton Nenneman were assigned to this project and immediately emersed themselves into the community. These officers are funded through two grants from SHRA and the Office of Criminal Justice Planning (OCJP).

Since the initial phase, additional officers have been added to the NPO team through a variety of means. In October 1993, the University of California at Davis (UCD) Police Department contributed to this effort by assigning, part time, Officer Dave Robinson. In January 1994, the Oak Park Project Area Committee (PAC) funded two positions filled by Officers James Lassen

City Council
Update Oak Park Revitalization Program
Neighborhood Police Officer Program
July 15, 1994

and Kevin Kolbe. In July 1994, UCD Police Department increased their commitment by assigning Officer Robinson full time and the addition of another position filled by Officer Paul Freeman. The NPO team is also augmented by Drug Free Zone Officer Bob Davis and Problem Oriented Police Officers Jim Hose and Dana Matthes.

During the early phase of the program, the NPOs met with the community and collected information through community forums, neighborhood meetings and "door to door" surveys. With this information, it was discovered that drugs, gang activity, violence and burglaries were the greatest concerns of the community.

An assertive enforcement campaign was initiated using information provided by the community. The NPOs, assisted by County Probation, UCD Police, Alcohol Beverage Control (ABC), Alcohol Tobacco Firearms (ATF), Sheriffs Office, and FBI made over 300 felony arrests. Some of the strategies used for arrest included drug sweeps of suspected dealers, undercover narcotic purchases, search warrants, closure of drug houses, high profile enforcement and reverse sting operations. With this action, the Oak Park area has experienced several significant service and crime reductions. For example, there was a 20 percent reduction in calls for service between January and June 1994 in comparison to the same time period in 1993. Attached to this report is a statistical comparison of calls for service between 1993-94 in the major crime categories (exhibit B).

The SHRA Drug Elimination grant has produced excellent results indicated by the calls for service on SHRA properties, (exhibit C)' The NPOs assigned to this grant have written and executed 35 search warrants and evicted 11 problem tenants as a result of their efforts.

The Problem Oriented Police Officers (POP) have been instrumental in solving and abating many of the problems associated with the Oak Park area. There have been sixty six POP projects started in the Oak Park area between January and June 1994. (Thirty two POP projects initiated by NPOs.) Twenty of these projects have been successfully concluded. During this same time period in 1993, only thirty two POP projects were initiated.

Along with enforcement, NPOs began working with residents and community leaders in order to develop cohesive neighborhood organizations. The NPOs have attended numerous community meetings and conducted several community forums in order to identify problems and to stimulate interest in participating in solutions. For example, one of the solutions to the drug and gang problem is to create drug free zones. As a result, the community and NPOs have established three drug free zones. These drug free zones are at Oak Park Community Center, Oakridge Elementary School and Sacramento High School. A fourth drug free zone is planned for McClatchy Park which is a frequent location for drug dealing and violence. The formation of these drug free zones are the impetus to expand into other areas of community involvement such as Neighborhood Watch and Safe Streets.

City Council
Update Oak Park Revitalization Program
Neighborhood Police Officer Program
July 15, 1994

There are a variety of successful projects initiated by the NPOs in partnership with the community. A "Citizen's Patrol" was organized in the Oakridge and 4th Ave Park areas. Several Neighborhood Watch groups have been formed due to the efforts of the NPOs. Those groups include 4th Avenue neighborhood, 6th Avenue neighborhood, Sacramento High School neighborhood, Oakridge Elementary neighborhood, Sumac Lane/32nd St and Community Center neighborhood. Currently, the NPOs are involved in the organization of an Oak Park Apartment Manager's Association. With this association, tenants and landlords will create a responsible and peaceful process for mitigating landlord and tenant problems.

The Revitalization Program has made significant strides in organizing the business community in the Oak Park Neighborhood. For example, the UCD Medical Center has enthusiastically embraced the program and made available to the community such resources as buses, building assistance, and interpreting services.

"Seeding" Programs

Another facet of the Neighborhood Policing Philosophy is "seeding." Many good "seeding" programs have been initiated. For example, the NPOs have organized field trips to Lake Tahoe and Echo Summit exposing inner city youth to some of our natural resources. (Many youth have never been exposed to snow.) In the planning stages are camping, boating and rafting excursions. The following are other "seeding" programs initiated by the NPOs.

Job Program: A job program has been created in partnership with UCD Medical Center. The program entails developing an applicant pool of "at risk" youth from Sacramento High School for employment with UCD. The NPOs will recruit and assist youth in preparing resumes, filing job applications and interviewing. Once the applicants are interviewed and hired by UCD, they will be monitored by the NPOs. Continued employment is dependent on good attendance in school and improved grades, as well as a good work ethic. An NPO is assigned to each student employee as a liaison and mentor.

Mentoring Program: A mentoring program has been implemented with the aid of UCD. NPOs will recruit volunteers to act as mentors for "at risk" youth. Mentors will be selected from a variety of professions and experiences. The mentor will be available to the youth for guidance about various aspects of life in general, as well as career choices.