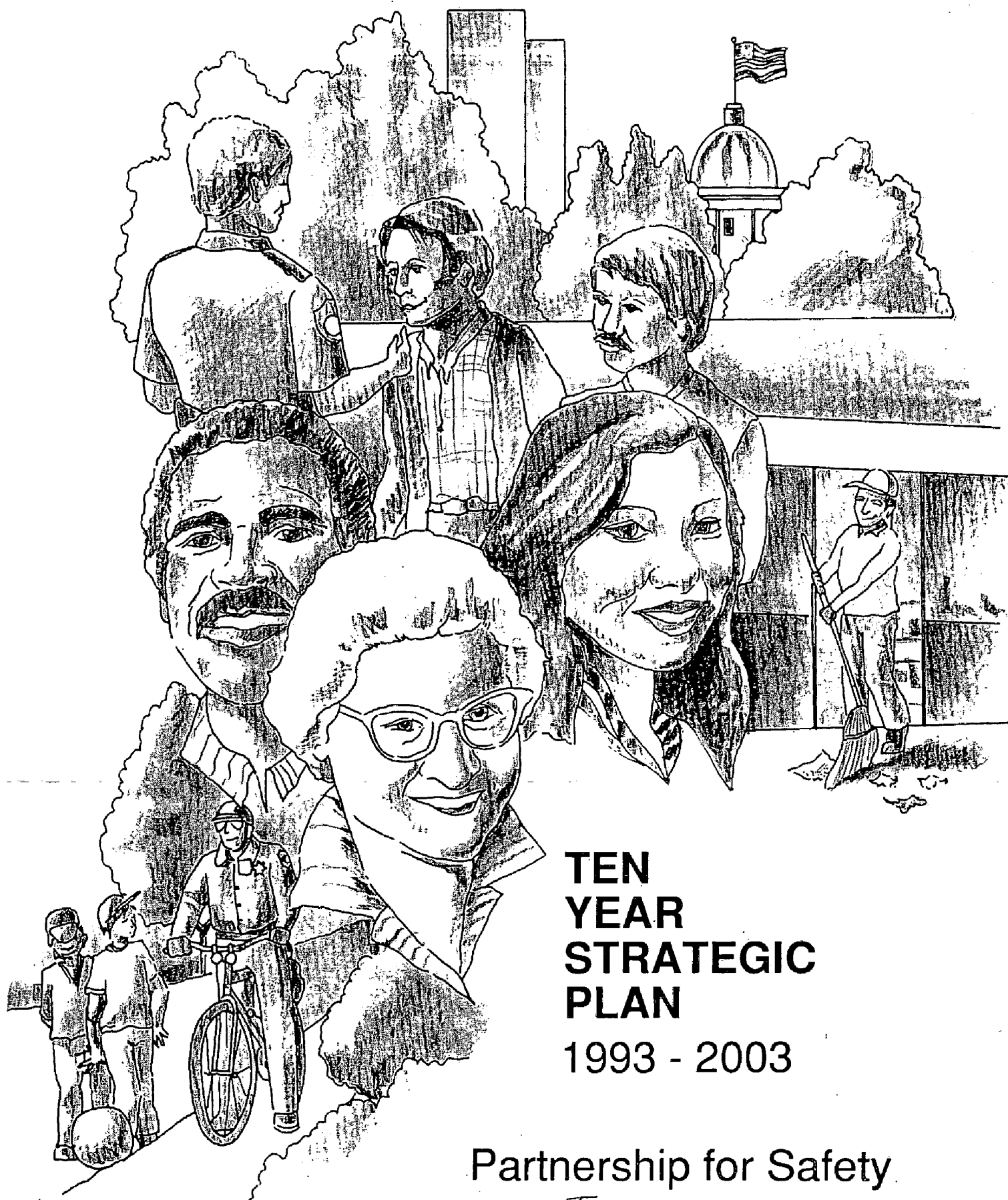


# SACRAMENTO POLICE DEPARTMENT



## TEN YEAR STRATEGIC PLAN

1993 - 2003

Partnership for Safety

*Council Meeting 5-18-93  
Item # 9.1*

## INTERNAL ASSESSMENT - MANAGEMENT STAFF

### COMMUNITY PROBLEMS

- Drugs and gangs
- Homelessness
- Fear of crime - fear also leads to uncooperative witnesses
- Feelings of being unsafe in neighborhoods
- Lack of community support when it comes to solving community problems. The community expects the police department to respond/solve problems in neighborhoods for them.
- Lack of coordination with neighborhoods
- Oak Park has a history of police/community conflict, crimes, gang activity, community neglect and distrust of all forms of governments. Community leaders are reluctant to work with us.
- Deterioration of neighborhoods. Neighborhoods are losing identity and integrity.
- Proliferation of firearms
- Resistance to assimilate on the part of many immigrants
- Increasing violence among Southeast Asians
- Lack of recreation activities for youth
- Need to work with schools to address problems facing youth
- Lack of trust, respect, and confidence of police by members of community
- Minorities view police as having a lack of understanding, sensitivity and commitment to being a culturally diverse department. This is due to lack of minorities in supervisory and command ranks.
- Fear of asset seizure results in citizens failing to report family members who deal drugs. Need to explain asset seizure process to citizens
- Lack of concern by landlords for problems occurring in their rentals and lack of tenant screening

## DEPARTMENT ISSUES

- How to manage such concerns as cutting favorite programs of the City Council
- Curtailing of overtime in Narcotics leads to more investigation time as investigations are handled piecemeal
- How to do more with less
- Share shortages throughout the department and not keep them all in one or two units
- Shortage of funds for DNA and other scientific examinations of evidence
- Allow division commanders to manage their budgets, including training dollars
- Repeated justification for asset seizure items which have been already approved in the spending plan
- While we can move on POP city-wide, the rest of the city cannot keep up.
- Police roles are being re-defined - we need to refine what the police department's responsibilities, needs and abilities are for the community and the City Council
- Do POP city-wide
- Need to try new programs/ways of doing problem solving
- Need to introduce patrol officers to community
- Move POP teams from traditional strategies to community mobilization techniques
- Department has "isolationist" posture. We have maintained tight control over advisory committees, setting the agendas. We provide stumbling blocks to community activities instead of enlisting aid.
- No line input for Community Oriented Policing or POP
- Increase horizontal communications, problem solving, and decision making
- Open lines of communication between commands - there are differences in focus
- Establish orderly defined lines of communication
- Refocus gang unit's efforts to work with street officers. Now they gather intelligence, but don't share it with the individuals who must deal with gangsters.

- Increase interaction between patrol and narcotics/TAC
- Clear definition of "open door" policy - chain of command should be maintained
- Maintain open lines of communication between chief and all employees
- Improve public image
- Advertise our Community Oriented Policing efforts
- Press - actively solicit good press. Do activities to sell ourselves such as open house, spring feat, etc.
- Problems with employees running to media with information on misconduct - need some form of information control
- Develop public relations programs such as "Traffic tip of week" "The men & women of SPD" to spotlight units and employees
- Market the Communications Center and educate citizens on how to call the police, what happens when they call, and call 9-1-1 first before calling a friend
- Low morale, due in part to excessive regulation, increased expectations, little leadership and conflicting priorities
- People are afraid to take risks
- Push down authority and responsibility to lower levels
- Clarify intent and meaning of "not sustained" dispositions in Internal Investigation cases
- Investigations needs to be looked at. There is no problem solving and investigations are being done in the same manner as in the 1980's.
- Splitting graveyard hours breaks spirit of team unit and reduces time off for employees
- Involve Sacramento Police Officers Association and other labor groups in planning
- Need to involve citizens and line staff in planning
- Need to develop a solid strategic plan, with divisions developing long/short range goals
- Define Community Oriented Policing for the organization - including POP
- Focus on what we want to be



- Re-do goals and objectives
- Need futures planning
- Clearly define Mission Statement - quality customer service is one central theme
- Physical space - leads to stress and poor performance
- Space - possibly lease buildings
- Communications facility is overcrowded and obsolete
- Develop our own training facility
- Lack of training documentation by specialized units
- Lack of field training officer applications - may be tied to decertification process
- Need to educate sergeants and officers on POP so they can become part of program
- Provide training on awareness of the sensitivities of minority communities

## **ORGANIZATIONAL STRUCTURE**

- Reorganize into two offices, operations and support services, with each office headed by a Deputy Chief
- Reorganize into three offices - administrative services, operations, and chief. Investigations, including narcotics and gangs, would be part of operations. Eliminate 1 commander and have one commander over patrol and one over investigations.
- Maintain an Assistant Chief of Police to provide for day-to-day operation thereby allowing the Chief of Police to pursue community liaison
- Eliminate a Deputy Chief and have a Chief of Police, Assistant Chief and Deputy Chief in charge of Administrative Services
- Combine Investigation and Operations. This will provide for better utilization of human resources and better communications.
- Eliminate concept of separate offices
- Appoint a Deputy Chief for Investigations
- Flatten organization and reduce reporting levels - eliminate Commander rank

- Give area captains control over resources still centralized such as Investigations, Drugs, Gangs, Selective Enforcement Section
- Department has been reorganized too often. There has been a lack of consistency.
- Clarify communication and chain of command by establishing a stable organizational structure
- Steering committee for Community Oriented Policing
- Decentralize to support Problem Oriented Policing and Community Oriented Policing concepts. Move property detectives to sub-stations and Community Service Representatives to Patrol.
- Abolish 1 Crime Suppression Unit and 1 TAC team. Make personnel POP teams with 1 POP team in each sector.
- Have bike officers act as POP officers in downtown business district
- Take 6 officers from patrol to do POP and NRPP in other areas
- Expand NRPP by combining with POP
- Don't assign a POP team - assign a specific number of officers for directed operations
- Reevaluate the specialty units such as the Crime Suppression Unit, Tactical Unit, Narcotics, Traffic, K-9, etc. Possibly reduce the number of specialty units and return the officers to patrol. Officers can be deployed to special enforcement tasks when needed.  
Note: This could lead to a loss of expertise as expertise cannot be gained by working on an occasional basis.
- Transfer 2 SWAT teams to Narcotics. These teams can work as additional TAC teams when not involved in SWAT activities and training.
- Move 2 SWAT teams to Narcotics if TAC is cut
- Move Fiscal Section to the Office of the Chief
- Evaluate the Office of Investigations, including how Narcotics operates. Analyze how investigations are done, the issue of specialists versus generalists.
- Make sure staff has clear understanding of what units do
- Eliminate the Captain in Narcotics. Place a Lieutenant in charge and have that position report to Investigations Captain.

- Move Communications to Office of Operations
- Move Crime Analysis to Operations or Investigations
- Determine where Traffic, K-9 and Crime Suppression Unit belong in the organization
- Cut number of K-9's
- Combine Planning, Fiscal, Personnel & Training under one supervisor
- Make Patrol Training Lieutenant and Sergeants responsible to Personnel and Training Lieutenant
- Assign officers by sector rather than district
- Re-look at the patrol team concept to increase staffing levels
- Re-evaluate double unit calls because of lack of cover and distance
- Plug Crime Scene Investigators and Motorcycles into the calls for service response

## **MANAGEMENT ISSUES**

- Managers are provincial, territorial and protective of turf
- Management is fragmented and lacks cooperation
- Do managers know where organization is headed
- Managers have a mind-set concerning Community Oriented Policing - feel that they must dictate what it is and how it's instituted
- Managers micro-manage. Interfere with how problems should be addressed rather than letting officers and supervisors develop solutions.
- Managers need to set example for accountability.
- Management needs to be creative and not anchored in tradition.
- All managers should practice "walk around" management or should work alongside subordinates
- Managers should have semi-annual meetings with all units under their command.
- Deputy Chiefs and captains should periodically attend roll calls.

- Lieutenants are under utilized. They need more responsibility. Trust Lieutenants and hold them accountable.
- Include Lieutenants as part of management team
- Send Lieutenants to National Academy
- Encourage Lieutenants to attend command college
- Learn to increase individual discretion and problem solving
- Need to interact with community more
- Need to improve interpersonal skills
- Empower management staff
- Racial/sexual harassment - management must take lead in this area

## **PERSONNEL ISSUES**

- Look at civilianizing sworn positions in Investigations, Community Resources, Fiscal, Inspections and Standards, Crime Scene Investigation, etc
- Civilianize the Captains positions in the Office of Administrative Services
- Subordinate input on supervisor evaluations and promotability reports
- Move Lieutenants out of Sacramento Police Officers Association
- Affirmative Action issues:
  - Concentrate on minority recruitment. Involve NAACP and other minority organizations in the process.
  - Redo recruit brochure to show cultural diversity
  - Incorporate those things that are attractive to minorities into the recruitment brochures and efforts
  - Need to maintain an ethnically diverse complement of officers in Narcotics
- Re-evaluate drug-use policy
- Compensate civilian managers accordingly - equal pay for equal work
- Lack of personnel in Records and Communications
- High turnover in Records and Communications

- Need some ability to move people by other than seniority - management-right assignment
- Correct department-wide attitude that civilians are unimportant, second-class employees and foster view we are all law enforcement employees
- Create a civilian position to Internal Investigations to handle administration functions such as pitchess motions and liaison with Risk Management and City Attorney
- Re-evaluate the lateral program
- Re-evaluate promotion process
- Re-evaluate transfer process - too much like promotions
- Restructure dispatcher position - too many trainees who are good complaint takers are lost because they cannot handle radio
- Clearly define supervisory roles
- First line supervisors need to take a more active role in supervising and discipline
- Lengthy delays in imposition of discipline
- Rotate Lieutenant in specialty units
- There is an acceptance of poor performance and a tendency to overload those who do a good job.
- Accountability throughout ranks is lacking
- Perform a classification review and identify potential modifications to allow for retention of those who may be medically retired. Create additional classifications to retain these employees.
- Offer employees modified work schedules, job sharing, part-time work, work furlough program, flex shift and flex duties
- Allow the use of compensating time off (CTO)
- Re-evaluate employee appraisal process to make them more meaningful
- Encourage Lieutenants to attend command college and send them to national academy
- Assign sergeants to attend P.O.S.T. Supervisory Leadership Institute
- Establish incentives for officer fitness

## TECHNOLOGY

- Conduct vision audit to see if we are keeping up
- Upgrade or enhance the technology/equipment in the following areas:
  - Communications - computer aided dispatch, dispatch terminals, mobile data terminals, P.C. based communications system
  - Audio Visual
  - Identification - digitized photo imaging, crime scene investigation equipment
  - Personnel and Training
  - Records - records management system, phone system for report writers, optical storage and retrieval
- Need a master plan for data processing
- Develop a disaster recovery program for computer system
- Automate Records further
- Inadequate connectivity available to city mainframe and other computer systems
- Need personal computers for Communications Center management and administrative staff
- Establish an on-going program for system and equipment replacement on a regular basis before they become technologically obsolete or fail
- Provide an in-house training program both for our computer system and for personal computers
- Detectives need to use the case management system
- Update documentation for the following systems: computer assisted dispatch, records management, and mobile data terminals
- Explore maintenance agreement for personal computers
- Purchase additional radar guns
- Overload on available radio channels and no new channels available on bands for which we are licensed
- Explore the use of lap-top computers for patrol cars and investigators

- Establish a regional criminal justice computer system or at least systems that are integrated in design so they can be interfaced easily

## **NEW PROGRAMS**

- Expand Crime Alert
- Build a homeless shelter
- Education programs to teach citizens that violence is not the answer to correct problems
- Ballot measure - to fund police/fire services
- Expand the Neighborhood Police Office program
- Create a "Human Relations Coalition" as the lead group in human relations - 2 to 3 members of each advisory committee should be part of the coalition. Members would sign waivers and provide support, not just sponsor.
- Conduct an open house once a month
- Focus on community mobilization through Community Resources and expand philosophy of Community Oriented Policing partnership by encouraging expansion of neighborhood watch programs.
- Quarterly meeting with all neighborhood groups
- Moratorium on liquor licenses
- Unit to act as "clearing house" for speakers on topics of interest to neighborhoods
- Liaison with social groups to help guide parents
- City tax for public safety
- Obtain our own Range
- Improved transcription unit for patrol officers use
- Expand Alarm Unit
- Legal affairs unit with on-site counsel and research staff
- Problem Oriented Policing Coordinator to run program city-wide

- Establish a department-homeless liaison to work with the various groups dealing with the homeless and their problems
- Expand Special Investigation Section to actively investigate Asian organized crime in concert with Federal agencies
- Move management meetings to different sections of department and highlight each
- Re-tool patrol deployment plan to recognize boundaries and share crime information w/organized neighborhoods
- Establish a revenue committee for the on-going evaluation of existing fee schedules and new revenue generating ideas
- Establish a telephone call referral system
- Create a 11550 H&S Team to target addicts on street
- Correct deficiencies in building - lack of lunchrooms, water colored by sediment, areas that need paint - etc.
- Lease/purchase surveillance airplane
- Private civilian investigation of non-sufficient fund check crimes and related offenses
- Bill for all special events
- Establish a clerical pool
- Program to encourage officers to write more tickets
- Actively apply for grants and other funding
- Re-establish a Night Investigations Unit to ease space and equipment problems in investigations
- Expand Asset Seizure
- Monthly meeting with other city departments to learn what services they are providing
- Open management meetings and briefings to all employees
- Increase Community Service Officer ranks to maintain and supplement services such as assistants to investigators



- Disaster Plan for department that would provide all employees with insight into various types of disasters and how employees could be effected
- Implement citizens academy
- Provide 24-hour child care. Include bonding and nursing breaks. Establish a committee and involve students from California State University, Sacramento and Sacramento City College.
- Rotation for detectives
- Career development training for employees
- Create a department wide employee development or mentor program to guide and encourage employees in professional development
- Expand training for officers in citizen complaints
- Develop a mentoring program for officers, field training officers, and other employees
- Ride-alongs for managers
- Annual retirement celebration for both sworn and civilian
- Full time volunteer coordinator who does volunteer recruiting
- Continuing education programs
- Management training program which include current theories
- Better training in interviews/interrogation for detectives
- Rotation policy of officers/supervisors back to patrol
- Incentives for cost savings/revenue programs
- Management Training and Rotation
- Department community outreach program.

Candidates receive credit for community work.  
 Officers/employee - incentives for community work and participation.  
 Community service dimension on annual evaluations and promotions and transfers.

- Utilize CTO time instead of overtime

- Implement a 4/10 plan throughout Department
- Foreign language classes for department personnel
- Weekly briefings at Communications Center to keep line staff updated on training and new or changing policies and practices
- Get employees involved in service clubs
- Training program for dispatch trainees similar to that for field training officers
- More training and practice of skills, such as baton
- Certification and re-certification program for Emergency Medical Dispatchers
- Training for managers dealing with management issues such as leadership, future trends, managing cultural diversity, etc.
- Establish a Departmental Ethnic Committee
- Establish a Employee Development Program
- Establish an Ethics Committee and ethics facilitation program department-wide
- Committee to explore "user friendly" methods to solicit input/ideas from employees
- Provide more support to the Police Athletic League
- Place officers in elementary and junior high schools - pursue grant funds to fund
- Establish an Hispanic officer mentoring program for problem juveniles
- Re-institute Youth Services Division
- Establish an after-school work experience program for city students 13 years and older
- Develop more youth programs such as all-night basketball
- Establish an intern program with local colleges

## **INTERNAL ASSESSMENT - POLICE OFFICER ASSOCIATIONS**

**Black Police Officers Association  
Latino Police Officers Association  
Northern California Asian Peace Officers Association  
Sacramento Peace Officers Association**

### **WHAT UNIQUE CONCERNS DO YOU HAVE REGARDING THE SACRAMENTO POLICE DEPARTMENT?**

- Management's lack of response to complaints made by other officers.
- Training officers. Unfair treatment by the training officers. Minority rookie officers are "locked" up and cannot receive outside support from other officers. Outside officers are labeled because of their support. Present Training Officers make it difficult for Blacks to support Blacks.
- No minorities in Planning and Fiscal or Personnel and Training.
- There are no minorities in decision making positions. A minority officer was loaned to the AG's office for over a year. Upon returning, a test was required before he could go into a special assignment which normally was filled by appointment.
- There are no minorities in Internal Affairs. There appears to be unjust treatment from IA.
- Minorities are denied the right to move around in the Department.
- The recruitment process.
- Interdepartmental movement.
- Academy and FTO training.
- No Black Captains or Minorities in decision making process of the Sacramento Police Department.
- Only one Black Lieutenant on the Sacramento Police Department.
- The Blacks who are in authority have no authority. Things that are given to them are final thus making input worthless or unnecessary. Others see this and the Black Officers are tolerated because of their position.
- The Black Officers's instructions are accepted differently. Officers often enter into long discussions as to why whereas a non-minority officer's instructions would not be questioned or discussed.

- The Black Supervisor is there alone and his decisions can be canceled or overruled when a non minority officer goes over his head. The Black supervisor's decision is then countered.
- Representation - parity increase and recruitment of hispanic females.
- Hispanic promotions within the department, ie. Captains, Lieutenants, Sergeants, etc.
- Increase open door policy at all levels.
- Hiring of qualified personnel no matter of race, sex or quotas.
- Keep the number of peace officers on the Sacramento Police Department up to safe standards no matter what race, sex or quotas.
- Asians must be better represented in the department and not just in rank and file, but in management as well.
- Need for Asian female peace officers.
- If budget cutbacks mandates personnel cutbacks, considerations should be made for minority retention.
- Asian Peace Officers lack community involvement on a voluntary basis.
- Asian Peace Officers should be more visible to the public.
- Lack of communication, direction, involvement in planning at "line" patrolmen/women level. Concerns about committee make-up.
- Community Oriented Policing. Lack of time to perform all "calls for duties."
- Transition to Community Oriented Policing. Calls for service no longer top priority. "Calls for service" being primary emphasized to "public service agency." Not hired to do police work. Support position not whole community. Community Oriented Policing vehicles in lot.
- Inconsistent supervision. Lack of trust in personnel. Decisions made in secret by management. Newspaper had article regarding changes. Officers should have been notified first. City Council. Some items should be meet and confer. Shared knowledge of destiny denied. General frustration and misunderstanding.

#### **WHAT IMPROVEMENTS OR CHANGES DO YOU RECOMMEND FOR THE SACRAMENTO POLICE DEPARTMENT?**

- A strong effort to achieve ethnic diversity in the department at all levels, thus promoting community harmony.
- Standardized training.

- More diversity throughout the department. Minorities should be given the opportunity to move to other aspects of the department, ie. detective, gangs, narcotics. Not just a select few or specific officers.
- All officers should have culture sensitivity training. Officers would be made more aware of things that are offensive to minorities and females.
- The placement/promotion of minority officers to decision making positions. One minority sgt. was in Internal Affairs but his decisions were a "wash" on sensitive issues.
- Patrol services to problem areas vs officers in quiet districts where their not needed.
- More concern for line personnel. The line seems to get lost in the process of impute into department needs. If it weren't for the line personnel and the work they do, this department would have a hard time functioning.
- Give more recognition to more officers than just a select few who are in the limelight who are seen as exceptional.
- Create an Asian outreach program to work with the community and not be the first victim of budget cuts.
- Eliminate the sixty unit requirement to become peace officers. This is the single most obstacle for minority hiring. It serves no relative value to the requirements of a successful police officer.
- Active and participatory function. Peer Support Group. Presently selected by SPD Management. No input by Police Officers Association.
- Regular meetings with the Chief's management staff.

#### **WHAT CONTRIBUTION CAN YOUR ASSOCIATION MAKE IN THE FUTURE OF THE SACRAMENTO POLICE DEPARTMENT?**

- Participate in the recruitment efforts to achieve a more diversified department.
- Participate in the Training process of officers including the Academy.
- Pledge of support to achieve the goals as set forth by the department as a whole.
- Active participation in achieve the goals.
- Actively recruit qualified minorities for the Sacramento Police Department.
- Participate in the diversity of the department by accepting and preforming duties in all divisions knowing we are qualified.
- Actively encouraging and training minority officers for different positions within the department.

- Be involved in the training of the new officers.
- Be more involved in the overall decision making process of the department.
- Offer assistance in promotability training.
- Assist as panel members.
- Promote recognition of officers through an awards process.
- Assist in targeting significant events or locations for minority recruitment.
- Assist immigrants into assimilation into the American culture.
- Provide direction to minority officers for both promotion and career development opportunities.
- Provide interpretation and impute to the Department regarding the special circumstances that involve the minority culture.
- Provide mentors for programs that recruit minority candidates.
- Active role not reactive role, ie. law suits. This contributes to People doing their jobs (not the department), interest in the well being of employees as they are not machines, people have to make the program work, and response to the human side of being a police officer.
- Input as to who serve on the peer support unit. The troops should pick individuals.
- Bi-monthly meetings with the Chief. Meet with the Chief, not an appointee. No double talk from management or talking from both sides of mouth. No restriction too the number in attendance.

#### **DO YOU HAVE ANY OTHER COMMENTS OR CONCERNS?**

- I have concerns about positions in the department that were at one time appointed positions but randomly become tested positions.
- The department overall should become more sensitive to the needs and concerns of all officers.
- There are a significant number of people in the organization who feel that solutions to minority issues are to merely fill quotas in hiring. This only scratches the surface. True solutions to minority issues include a myriad of changes in ideas and organizational philosophy. Only until these changes can be made throughout the organization and internalized into decision making, can we truly say that the Sacramento Police Department has reached its goal. We will be a better and more successful department when we take the minority issue seriously instead of superficial solutions that have been implemented. The new Chief is only the beginning.

- What is the new Chief of Police for the department going to do about the department? What direction are we headed? There needs to be more communications with the entire department with what is occurring.
- Survey scan gather information but the more important issue is making use of the data collected. The need for more Asians in law enforcement is obvious. Failure to address this need would make the situation more frustrating, more exasperating, surveys notwithstanding.
- Diversification of public safety impact though Chamber of Commerce and other service organizations.
- We are not against Community Based Policing. It should not be rammed down the throats. Information released is not keeping up with the pace.

## **COMMUNITY FORUMS**

A series of eleven community forums were held at locations throughout the City between March 19th and May 5th. These forums were conducted in public locations such as libraries and schools, and an effort was made through the media, mass mailings and other means to solicit as much community participation as possible.

As participants arrived at the forums, they were grouped according to which area they lived in. After some introductory comments, the groups went to different locations with officers who normally patrol in the participant's neighborhoods. The groups were asked to name the public safety issues that most concerned them and these concerns were recorded on large flip charts. After all concerns had been stated, the groups were polled to determine the three items of greatest concern. Suggestions were then solicited as to how to address these three issues. All groups then reconvened in a central location. A spokesperson from each group then made a brief presentation on their group's top three concerns and the suggested solutions.

The most frequently mentioned concerns are detailed on the pages that follow. City wide, the issues cited most frequently were drugs, gangs, traffic problems, thefts and burglaries.

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**COMMUNITY FORUM RESPONSES - CITY-WIDE TOTALS**

IDENTIFIED PROBLEMS	CITY-WIDE TOTALS
Homeless & transients problems	3
Lack of vehicle enforcement dealing with transient parkers	1
Drugs - Dealers, distribution, and drug houses	21
Teen-Gang activity	1
Break ins	1
Stop and rob	1
Unsafe streets/violence/gunshots at night	2
Gang graffiti	2
Gay bashing	1
Lack of police officers/visibility/presence/coverage	7
Gangs	20
Gang leaders (government subsidized)	1
Burglary/theft	11
Drug dealers, etc., adjacent to school	1
Unemployment	1
Non-responsive landlords	1
Auto theft	4
Speeding cars/loud cars/traffic problems	14
Lack of economic opportunity	2
Apartments at 35th-36th Sts & U/Y Sts	1
Absentee landlords/abandoned houses/drug use	7
Excessive speed driving on Azevedo	1
Lack of police coverage	3
Control juvenile problems	1
More activity for children/lack of youth programs	4
Feel unsafe in neighborhood/loss of sense of security	3
Emphasis on juvenile gangs	1
Unsafe streets	1
Vandalism	5
Loitering, traffic - schools, parks, late night	1
Too many apartment complexes	1
Problem houses	2
Suspicious vehicles	1
Prostitutes	2
Juvenile vandalism and hanging out	1
Car burglaries	2
Deteriorating infra-structure on Del Paso Blvd - Abandoned buildings/blight	1
Neighborhood blight - garbage/run-down houses	1
Alleys/drug paraphernalia/trash	1
General safety	1
Car jacking	1
Lack of community involvement	1
Safety for children	1
Low income housing	1
Vacant businesses	1
Aggressive solicitors	1
Norm's Liquor	1
Uncooperative police officers	1
Old broken down cars	1

COMMUNITY FORUM RESPONSES BY POLICE DISTRICTS - SECTOR 1

IDENTIFIED PROBLEMS	10	11, 12	13	14	15	16	17	TOTAL
Homeless & transients problems	x							1
Lack of vehicle enforcement								0
dealing with transient parkers	x							1
Drugs - Dealers, distribution, and drug houses	x	x			x	x		4
Teen-Gang activity		x						1
"Bums"		x						1
Break ins			x					1
Stop and rob			x					1
Unsafe streets/violence/gunshots at night				x				1
Gang graffiti				x				1
Gay bashing					x			1
Lack of police officers/visibility/presence/coverage					x			1
Gangs	x					x		2
Gang leaders (government subsidized)	x							1
Burglary/theft						x		1
Drug dealers, etc., adjacent to school						x		1
Unemployment						x		1
Non-responsive landlords						x		1
Auto theft						x	x	2
Speeding cars/loud cars/traffic problems			x				x	2
Lack of economic opportunity								0
Apartments at 35th-36th Sts & U/Y Sts								0
Absentee landlords/abandoned houses/drug use								0
Excessive speed driving on Azevedo								0
Lack of police coverage								0
Control juvenile problems								0
More activity for children/lack of youth programs								0
Feel unsafe in neighborhood/loss of sense of security								0
Emphasis on juvenile gangs								0
Unsafe streets								0
Vandalism								0
Loitering, traffic - schools, parks, late night								0
Too many apartment complexes								0
Problem houses								0
Suspicious vehicles								0
Prostitutes								0
Juvenile vandalism and hanging out								0
Car burglaries								0
Deteriorating infra-structure on Del Paso								0
Blvd - Abandoned buildings/blight								0
Neighborhood blight - garbage/run-down houses								0
Alleys/drug paraphernalia/trash								0
General safety								0
Car jacking								0
Lack of community involvement								0
Safety for children								0
Low income housing								0
Vacant businesses								0
Aggressive solicitors								0
Norm's Liquor								0
Uncooperative police officers								0
Old broken down cars								0

[illegible]

### COMMUNITY FORUM RESPONSES BY POLICE DISTRICTS - SECTOR 3

[illegible]

**COMMUNITY FORUM RESPONSES BY POLICE DISTRICTS - SECTOR 4**

IDENTIFIED PROBLEMS	40	40, 41	41	43, 44	45	46	47	48	TOTAL
Homeless & transients problems									0
Lack of vehicle enforcement									0
dealing with transient parkers									0
Drugs - Dealers, distribution, and drug houses		x		x	x		x		4
Teen-Gang activity									0
Break ins									0
Stop and rob									0
Unsafe streets/violence/gunshots at night				x					1
Gang graffiti									0
Gay bashing									0
Lack of police officers/visibility/presence/coverage									0
Gangs		x	x	x			x	x	5
Gang leaders (government subsidized)									0
Burglary/theft	x			x					2
Drug dealers, etc., adjacent to school									0
Unemployment									0
Non-responsive landlords									0
Auto theft									0
Speeding cars/loud cars/traffic problems	x		x			x	x	x	5
Lack of economic opportunity									0
Apartments at 35th-36th Sts & U/Y Sts									0
Absentee landlords/abandoned houses/drug use					x	x		x	3
Excessive speed driving on Azevedo									0
Lack of police coverage									0
Control juvenile problems									0
More activity for children/lack of youth programs			x						1
Feel unsafe in neighborhood/loss of sense of security									0
Emphasis on juvenile gangs									0
Unsafe streets									0
Vandalism	x			x					2
Loitering, traffic - schools, parks, late night									0
Too many apartment complexes									0
Problem houses									0
Suspicious vehicles									0
Prostitutes									0
Juvenile vandalism and hanging out									0
Car burglaries									0
Deteriorating infra-structure on Del Paso									0
Blvd - Abandoned buildings/blight									0
Neighborhood blight - garbage/run-down houses									0
Alleys/drug paraphernalia/trash									0
General safety									0
Car jacking									0
Lack of community involvement									0
Safety for children									0
Low income housing									0
Vacant businesses									0
Aggressive solicitors									0
Norm's Liquor									0
Uncooperative police officers		x							1
Old broken down cars					x				1

## **POLICE DISTRICT 10**

### **Group A**

C Street  
7th Street  
13th Street  
H Street

Facilitators: Sgt. Cooper  
Sgt. Smyth

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### **IDENTIFIED PROBLEMS**

Gangs  
Drugs  
Gang leaders (Government subsidized)  
Slumlords  
The way police respond  
Loud music  
Better lighting in park  
Public urinating, defecating  
Loitering at liquor stores  
Graffiti

Police demeanor  
Consistent officers in district  
Alcohol sales (20/20 cans)  
Funding for police  
Drug paraphernalia  
Carrying weapons  
Police introducing themselves  
Burglary  
Drag racing  
Concentrated poverty

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: GANGS**

- Solutions:
1. Mandatory work project for parole/problem gang members
  2. Citizen's own patrol
  3. Stop recruitment of younger children

Once arrested, not allowed back into area  
Make parent responsible for action of their children  
~~Mentor-programs for children~~  
Enhancements for gang members  
Put more gang members in jail  
Mixed subsidized housing  
Alternative focus of gang power to more positive direction  
More police presence  
Stop glorifying gangs (media)  
Police/Probation/neighborhoods working together  
Curfew enforcement  
Evict gang members and families from subsidized housing

#### **Problem 2: DRUGS**

- Solutions:
1. Police officers buy crack houses and live in them
  2. Police presence
  3. Rehabilitation

- Cut off source
- Mandatory prison time
- Stop same-day welfare payments
- Citizen resident involvement
- Legalize drugs
- Mandatory drug to stop drug users
- Drug users work in drug rehabilitation centers
- More diversion programs
- Youth recreational programs
- More drug busts
- Citizens on patrol
- Investigate people living above their means in subsidized housing
- Blackballed from subsidized housing
- More parent participation
- Police harassment
- More attention to community watch programs by police
- Legalize drugs
- Promote Alkali Flats as good place to live
- Educate people about gangs
- Create a "Junior" police patrol
- Gang P.O.P. projects

**Problem 3: GANG LEADERS (GOVERNMENT SUBSIDIZED)**

- Solutions:**
1. Gang leaders responsible for gang's crimes
  2. Work with Police Department to locate gang members
  3. Evict/blackball gang leaders
- Concentrated poverty (eliminate)
  - Change law
  - Certify occupants

## **POLICE DISTRICT 10**

### **Group B**

American River  
I-5  
Union Pacific R/R  
Southern Pacific R/R  
Richards Boulevard  
No. 12th Street Area

Facilitators: Sgt. Cooper  
Sgt. Smyth

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### **IDENTIFIED PROBLEMS**

Homeless and transients	Defacing property/vandalism
Trash and waste left by transients	Police tactics when contacting homeless
Lack of vehicle enforcement - moving transient parkers	Drugs and alcohol
Too much enforcement of anti-camping	Panhandling (aggressive)
Late night foot traffic	Violence to homeless (first of month)
Burglary of business	Youth gathering (Dos Rios)
Trespassing by transients	City bureaucracy

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### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: HOMELESS AND TRANSIENTS**

Solutions:

1. Controlling facilities for homeless (trash, parking, trespassing)
2. Enforce vagrant laws
3. Enforce camping laws

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Adequate housing  
Designating camping areas  
Parking time limits and stickers for businesses (enforcement)

#### **Problem 2: TRASH AND WASTE LEFT BY TRANSIENTS**

Solutions:

1. Enforcement of providers to cleanup area and provide solutions
2. Systematically employ homeless to cleanup streets
3. Litter laws enforced

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#### **Problem 3: LACK OF VEHICLE ENFORCEMENT DEALING WITH TRANSIENT PARKERS**

1. Require providers to provide adequate facilities
2. Designate parking area - enforcement by police
3. Stop favoritism to homeless vehicles by City, Police, and community



## **POLICE DISTRICT 11 - 12/11 -12A**

H Street	N Street
I-5	12th Street
12th Street	17th Street
W Street	W Street

Facilitator: Officer R.R. Davis

### **IDENTIFIED PROBLEMS**

Drugs - drug dealers and distribution  
Teen - gang activities  
"Bums"  
Alcohol in streets  
Panhandling  
Car thefts/vandalism  
Officer burn out  
Lack of visible deterrent  
Prostitution  
Traffic - speeding cars/large trucks on streets  
Southside Park problems  
Urination on public and private property  
Lack of contact with police  
Petty theft from buildings  
Graffiti  
Illegal parking

Young children running in the streets  
No response from telephone company on  
drug telephones  
Threats to kill people and pets  
Loitering  
Slumlords  
Lack of police patrol at night  
Easy jail terms  
Abandoned buildings  
Motels  
Empty lots  
Half-way house  
Resident gun training program  
Police response time or lack of  
Cheap alcohol available in large quantities -  
fortified wines

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUGS - DRUG DEALERS AND DISTRIBUTION**

- Solutions:**
1. Stronger prosecution
  2. More concentrated police effort; i.e., undercover work
  3. No more Social Security for drug addicts - drugs, bail money

Traffic regulation enforcement  
Pressure landlords to clean up buildings  
Neighbors alerting police to drug activities  
More community involvement  
Triple bail on drug-related offenses  
Improved communications between police and neighbors  
Harass the drug dealers by police and citizens

#### **Problem 2: TEEN-GANG ACTIVITY**

- Solutions:**
1. More attractive alternative activities
  2. Prosecute 15-year-olds as gang members as adults
  3. After apprehension, make parent responsible

Education and more arrests  
Partnership between parents/schools/police  
More frequent patrol in the parks and lots  
Landlords  
Parent involvement in children's lives  
More community involvement  
Mentor programs in elementary schools  
Curtailment of the gang clothing at school  
Alternative/creative sentencing of youth

**Problem 3: "BUMS"**

- Solutions:**
1. Stop cheap/fortified alcohol sales - implement "give a hand up" program
  2. Stop trend of society to support people who do not contribute to society
  3. No more SRO downtown  
More jail time to get them on their feet and out of town  
Prosecution of suppliers of alcohol  
Use military bases for camps for people  
Post park for no alcohol  
Educate people why they should not give to panhandlers  
Relocate detox  
Require old ABC license to come under new laws  
Increase housing and rehabilitation programs for homeless  
Refer them to social service or mental health  
Get rid of cheap housing

## **POLICE DISTRICT 13 - 13A**

S.P. R/R Tracks	J/K Alley
13th Street	13th Street
20th Street	20th Street
J/K Alley	N Street

Facilitator: Officer C. Westin

### **IDENTIFIED PROBLEMS**

Gay bashing  
Drug pushers  
Lack of close-up police presence  
Homeless trespassing near the American River  
Public drunkenness/intoxication  
Graffiti  
Drinking in public  
Panhandling  
More patrolling during late night  
Insensitivity to gay crime victims by police  
Street prostitution  
Slow response of patrol and detectives (sometimes)

People living in campers and cars  
Need for gang suppression  
Patrols of alleys and parks  
Litter and dumping  
Transients going to the bathroom in public  
More Spanish-speaking officers  
Lack of police sensitivity  
Transients starting fires  
Intimidating loitering  
Slumlords  
Car vandalism  
Neighbors that party

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: GAY BASHING**

- Solutions:
1. Sensitivity training for police
  2. Educating society
  3. Increase police presence in problem area

Closer ties between police and gay community

#### **Problem 2: DRUG PUSHERS**

- Solutions:
1. Increased police visibility
  2. Quick and easy reporting by neighbors (anonymously)
  3. Gang suppression

Maintain the pressure  
Identify the "big" dealers  
Legalize drugs

**Problem 3: LACK OF CLOSE-UP POLICE PRESSURE**

- Solution:**
1. Increased taxes for police protection
  2. Increase non-sworn staff to free up sworn officers
  3. Move patrols from cars to bikes

Shifting of resources (police)  
Neighborhood police officers (N.O.P.)

## **POLICE DISTRICT 14 - 14A**

S.P. R/R Tracks	J/K Alley
20th Street	20th Street
30th Street	29th Street
J/K Alley	N Street

Facilitator: Lt. G. Gregson

### **IDENTIFIED PROBLEMS**

Speeding	Assaults and muggings
Break ins	Purse snatching - elderly
Stop and rob	Vacant lot (26th and H Streets)
Homeless - lack of housing	Absentee landlords
Arson/suspected arson	House/apartment break ins - auto/garage
Lack of police patrol	Public fights - drunks
Drug dealing	Disorderly neighbors
Prostitution	Rape
Gang of young children	Illegal parking problems
Vandalism and graffiti	Traffic accidents

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: SPEEDING PROBLEMS**

Solutions:

1. Mid-town traffic plan
2. Enforce speed limits
3. Raise fines for speeding

More officers on street during peak hours  
Stop signs every four blocks  
More signs asking people to slow down  
Effective transit system  
Enforce tonnage on trucks  
Mobile radar  
Speed bumps

#### **Problem 2: BREAK INS**

Solutions:

1. Establish Neighborhood Watch
2. More officers patrolling during peak times (11:00 p.m. - 3:00 a.m.)
3. Awareness of crime patterns

Landlords responsible for safety measures of apartments  
Harsher penalties for convicted offenders (restitution/fines/community service)  
Street lights  
Awareness of crime patterns  
More foot patrol

Get to know officer on their beat

**Problem 3: STOP AND ROB (20TH AND H STREETS)**

- Solutions:**
1. Employ undercover police officers for drug dealing (entire block)
  2. Limit hours of operation (6:00 a.m. - 10:00 p.m.)
  3. Have paddy wagon patrol more frequently

Pull liquor license

Ask owner to remodel store to enhance appearance

Armed guard on duty

Fence around the store and car wash

Hold landlord responsible for cleaning up trash

## **POLICE DISTRICT 15**

N Street  
17th Street  
30th Street  
W Street

Facilitator: Sgt. L. Chavez

### **IDENTIFIED PROBLEMS**

Drug activity	Lack of patrol visits to large apartment complexes
Unsafe streets/violence/gunshots at night	Gang activity
Slumlords/not screening tenants	Transients
Gang graffiti	Poor response from Citizen Assistance Officer at City
911 non-response	Security at Light Rail
Poor officer response to mentally ill child	Traffic violations
Illegal dumping	Domestic violence
Poor maintenance of buildings	People under the influence
Criminal activities in alleys	Discarded hypodermic needles
Trespassing	Inadequate street lights
Speeding	Debris in street used for hiding drugs
School violence/weapons	Vacant, unsecured buildings
Vandalism	Non-students on campus
Cars broken into	Intimidation of citizens by gang members
Business burglaries	
Parking problems/non-resident parking	
Cruising on Broadway	

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUG ACTIVITY**

Solutions:

1. Neighborhood awareness and reporting
2. Expand Neighborhood Watch
3. Drug education

More police officers  
More street lights  
Legalization of drugs  
Juvenile counseling  
Ethics in school  
Interface between schools and neighborhood  
Interdepartmental cooperation  
Increased patrols  
Mentor program  
More enforcement in bars and nightclubs

**Problem 2: UNSAFE STREETS/VIOLENCE/GUNSHOTS AT NIGHT**

- Solutions:**
1. More neighborhood involvement
  2. Get to know your neighbors
  3. Volunteer groups

Mentor program  
Safe housing for homeless  
Safe housing for mentally ill  
Porch lights on  
Use of permits and sanctions for landlords  
Enforcement of existing codes  
Gun control laws

**Problem 3: SLUMLORDS/NOT SCREENING TENANTS**

- Solutions:**
1. Enforcement of existing codes
  2. Use of permits and sanctions for landlords
  3. Neighborhood involvement

Mentor program  
Volunteer groups  
Safe housing for homeless  
Safe housing for mentally ill  
Porch lights on  
Personal involvement  
Gun control laws  
Get to know your neighbors



## **POLICE DISTRICT 16**

### **Group A**

Business I-80  
Southern Pacific Railroad Tracks  
U.S. 50

Facilitators: Officer Salandez  
Officer Mandalla  
Officer Champion

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### **IDENTIFIED PROBLEMS**

Traffic volume	Politics affecting policing
Speeding vehicles	Loud music from vehicles
Auto burglaries	Illegal parking
Drugs	Transients
Negligent absentee landlords/tenants	Lack of enforcement of leash law
Lack of enforcement of laws around McKinley Park	Graffiti
Traffic accidents	Lack of police visibility
Motorcycle noise	Support training for citizen patrols
Residential burglary	Lack of police response to ringing alarms
Gang activity	Loud parties late at night
Vandalism	Lack of jobs for low income
Auto theft	Vacant houses

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: TRAFFIC VOLUME**

Solutions:

1. Enforcement of speeding
2. Shuttle/public transit
3. Mass transit

Tunnel under H and J streets  
Alternate routes  
Remove parking restrictions on non-arterials  
Re-engineer freeway on/off ramps  
Increase curb parking space  
Shuttle/public transit  
Public education on alternative modes of transportation  
Require government workers to car pool  
Enforcement of speeding  
Parking enforcement

Problem 2: SPEEDING VEHICLES

Solutions:

1. Stricter enforcement
  2. Neighborhood education
  3. More control devices
- More visibility of officers  
Neighborhood education  
Read-out device to monitor speeds

Problem 3: AUTO BURGLARIES

1. Neighborhood watch programs
  2. Lighting improvements
  3. Increase bicycle patrol
- Education in home security  
Parking in garages  
Enforcement of juvenile curfew  
Increase officer visibility

111 Mil 55%

## **POLICE DISTRICT 16**

### **Group B**

Business I-80  
Southern Pacific Railroad Tracks  
U.S. 50

Facilitators: Sgt. T. Cooper  
Sgt. B. Louie  
Officer M. Meraz

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### **IDENTIFIED PROBLEMS**

Burglaries	No neighborhood association
Auto thefts	Increased patrols
Gangs	Speeders
Transients	Abandoned vehicles
Graffiti	Slow response time
Too much traffic	Bicycle violators
Loitering - East Portal Park	Trash in yards
Suspected drug traffic	Trash in bicycle lanes
Auto burglaries	Joggers in street
Police Department introduce self to citizens	Dogs not on leashes

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: BURGLARIES**

Solutions:

1. Increase patrols
2. Increase neighborhood watch
3. Different methods of patrol

Parent more accountable for juveniles  
Residents increase lighting  
More neighbors interaction with police  
More police contacts out of vehicle  
Alarm systems  
Faster response  
Positive role models  
Programs to make burglars aware of neighborhoods' intolerance  
Community using better security measures

**Problem 2:**

**AUTO THEFT**

**Solutions:**

1. Increase night patrols
2. More street lights
3. Publish juveniles names

Lock your vehicles  
Park in lighted areas  
More patrol in parking garages  
Implement alternative means of transportation  
Tougher penalties  
Better security services  
Watch dogs  
Break-proof glass  
Hidden kill switch  
Increase neighborhood watch  
Publish juveniles' names  
Take car keys  
Car covers  
Buy cheaper cars  
Personalize your car

**Problem 3:**

**GANGS**

1. Curfew enforcement
2. Increase sense of neighborhood community
3. Tougher laws

Encourage parental supervision  
More jobs for youths  
Make community aware of gang activities  
Tougher school gang policies  
More education in schools about gangs  
Increase sense of community  
Involve gang members  
Gang members do community service work  
More alternatives for juveniles

## **POLICE DISTRICT 17**

### **Group A**

American River - City Limits  
City Limits  
U.S. 50 - Jackson Highway  
Southern Pacific Railroad Tracks

Participants: Lt. D. Poroli  
Officer C. Westin  
D. Robinson

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### **IDENTIFIED PROBLEMS**

Speeding/traffic problems

Theft

Vandalism

Don't know the beat officers

Maintain lower crime rate

Not taking care of property

More visible patrol

Not stiff enough sentences for criminals

Unsupervised children (truancy)

Drug dealing

Unleashed animals (cats and dogs)

Rude citizens

Child molestation

Burglaries

Abandoned vehicles

Shooting along the river

Loud stereos in vehicles/homes

Assaults on school grounds

Wild parties

Cruising

Fourth of July parties at Glenn Hall park

Parking violations

Unannounced fireworks

Noise from Cal-Expo/CSUS

Peeping Toms

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: **SPEEDING/TRAFFIC VIOLATIONS**

- Solutions:
1. More visible police patrol
  2. More night time patrol
  3. Clearer posting of speed limits

Four-way stop at Carlson/Wanda

Speed bumps on Vanderbilt/Hartnell and Commons Drive

Ticket parking violations

More traffic enforcement

Traffic safety/awareness training

Better facilitation of traffic on and off campus

Lowering the speed limit

Controlling bicycle riders

**Problem 2: THEFT**

**Solutions:**

1. Secure your property
2. More police patrol
3. Community-oriented policing

City ordinance change for easement  
Report suspicious persons  
Get to know your neighbors  
Better lighting on private property  
Disband gangs  
More helicopter patrol  
Neighborhood watch

**Problem 3: VANDALISM**

1. High visibility of police
2. Criminals sentenced to community service
3.
  - a. Youth participation in community service
  - b. Community service jobs for youth

Neighborhood responsibility for youth  
More teen centers  
Truancy enforcement  
Private security patrol for River Park  
More citizen awareness

## **POLICE DISTRICT 17**

### **Group B**

American River - City Limits  
City Limits  
U.S. 50 - Jackson Highway  
Southern Pacific Railroad Tracks

Facilitators: Sgt. L. Chavez  
Officer P. Martinson  
R. LaCosse

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### **IDENTIFIED PROBLEMS**

Thefts	Thefts from recycling bins
Home robberies	Drug dealing in public parks
Auto vandalism/burglaries	Lack of response from absentee landlords
Burglaries	Youth accosting residents
Homeless/vagrants - American River	Bike patrol along bike trail
Drugs with juveniles	Bike traffic violations
Music from Cal Expo	Door-to-door sales by children
Graffiti in school property/shopping	Vandalism to property with vehicles (lawn jobs)
Car vandalism	Home invasion robberies
Business robberies on Folsom Boulevard	Lack of enforcement laws on beach with alcohol
Parked trailers/RV's on driveways	Street needs resurfacing
Stop violations on Carlson	Students parking in residential areas
Panhandlers in community shopping centers	Fourth of July vandalism
District officer pulled to handle other calls	Closing of H Street
Vandalism to public property	Too many crows
Lack of safety along river	
Crime in other districts affecting this district	
Speeding along Carlson/La Riviera (main thoroughfare)	

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problems 1 and 2: THEFTS AND HOME ROBBERIES**

Solutions:

1. More uniform visibility (dedicated officer to his own district)
2. Neighborhood watch
3. Residential alarms

Stricter jail terms  
More prisons  
Decoy police car  
Police training for citizens groups  
Motion detector lights

Faster police response  
Streamline dispatching  
Light up your own premises  
Keep garage doors shut  
Keep property secure  
Public awareness  
Report suspicious activities  
Neighbors watch neighbors  
More personnel in communications to answer non-emergency lines  
Watch dog  
Restitution by criminals  
Prisoners should work in community  
Increase police budget

**Problem 3:        AUTO VANDALISM/BURGLARIES**

- Solutions:**
1. Auto alarms
  2. Keep doors locked
  3. Using the "Club" on automobiles

Park car in garage  
Report suspicious persons  
Get to know your neighbors  
Better lighting on private property  
Disband gangs  
More helicopter patrol  
Neighborhood watch



## **POLICE DISTRICT 20**

### **Group A**

Sutterville Road - North  
Fruitridge Road - South  
Highway 99 - East  
Sacramento River - West

Facilitator: Officer L. Maneggie  
Scribes: Officer M. McLaughlin  
Officer K. Fritzchi  
Sgt. J. Lee

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### **IDENTIFIED PROBLEMS**

Safety for kids  
Auto-vandalism  
Speeding/traffic problems  
Graffiti  
Gangs  
Signs on telephone poles  
Drinking  
Transients  
Armed assaults  
Irresponsible landlords  
Police/Community Relations  
Safety in schools  
Vacant lots/property commercial  
Lack of traffic signs

Del Rio/27th Avenue curve  
Burglaries at night  
Prowlers  
Door-to-door advertisers  
Stolen vehicles  
Cruisers - Broadway  
Public-image of area  
Inequality  
Race relations  
Solicitors  
Bicycle safety  
Panhandlers  
Safety inside William Land Park  
Short day at Cal Middle School  
Fear of retaliation

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### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: SAFETY FOR KIDS

Solutions: 1. Better school and police supervision  
2. Parents accountability  
3. Community team approach

Bike lanes  
Police visibility  
Bike safety in Land Park  
Educate kids  
Longer school days  
Organized after school activities  
Block parents programs  
Walk home group

City/school partnership  
Investigate sexual harassment/violence  
Bicycle safety programs  
School administrators taking more active role  
Parent participation/patrol groups  
Eliminate vagrants  
Eliminate drug traffic  
Stiffer penalties  
Stricter school discipline and enforcement in schools  
Graffiti board on Freeport  
Increase self esteem and value training  
Eliminate access to billboards/freeway signs  
Regularly schedule meetings  
Local employment opportunities for students

**Problem 2: AUTO VANDALISM**

- Solutions:**
1. Better street lighting/brighter lights
  2. More police patrol/higher visibility
  3. a. Neighborhood Watch  
b. Park car in garage

The Club  
Enforce youth curfew  
Remove valuables  
Alarm cars  
Lock and secure cars

**Problem 3: SPEEDING TRAFFIC**

- Solutions:**
1. Better traffic enforcement
  2. Stricter penalties
  3. More traffic officers
- Citations  
Reduce speed limits  
Increase gas tax  
Neighborhood traffic studies  
Additional traffic signs  
More sidewalks  
Speed bumps  
More bike lanes  
Limit street parking  
Parking for City College  
Educate parents on traffic safety  
Speed board

## **POLICE DISTRICT 20**

### **Group B**

Sutterville Road - North  
Fruitridge Road - South  
Highway 99 - East  
Sacramento River - West

Facilitator: Officer J. Hose  
Scribes: Officer H. Bickel  
Officer B. Gomez

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### **IDENTIFIED PROBLEMS**

Gang violence  
Drugs  
Vandalism  
Drive by's  
Weapons  
Graffiti  
Killings  
Robberies  
Beatings  
Property crimes  
Lack of youth programs  
Burglary

Speeding  
Auto theft  
Loud music  
Thefts  
Prostitution  
Peer pressure  
Alcohol  
Personal safety - fear  
Party  
Homeless

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: GANG VIOLENCE**

- Solutions:
1. Community involvement and officer involvement
  2. Public safety - a budget priority - needs to be increased/not cut (modern technology, i.e., radio dispatcher)
  3. More youth sports

More encouragement to students  
Follow-through by the community  
Religion/education programs  
Task force of retired teachers/grandparent mentors for problem students  
Strict enforcement of A.B.C. laws  
Neighborhood watch/police patrol  
Parental support - education of parents  
Sentencing to community service  
Higher police presence  
Police substations (abandoned property to be donated for use)  
Coordination of those with needs and volunteers/service providers - a

"clearing house" to connect the two  
A Crime Stopper Program offering rewards for tip  
Strict enforcement of gun laws

**Problem 2: DRUGS**

- Solutions:**
1. Stronger court system related to drugs/vigorous prosecution
  2. More "surprise" probation/parole searches by officers
  3. Education of youth by former drug users/celebrities
- Public telephone taps  
Change the exclusionary rule; i.e., search and seizure  
Stronger penalties for drug sales  
Family unit/parental education  
Youth boot camp for first time offenders  
Reward system for drug free schools and neighborhoods

**Problem 3: VANDALISM**

- Solutions:**
1. Make offenders financially responsible. If juvenile, then hold parents responsible.
  2. Community restitution (offender perform community work projects)
  3. More youth programs
- Increase patrol presence and Neighborhood Watch  
Personal community involvement working together with youth (trust)  
Control sales of spray paint/ink markers to youth

## **POLICE DISTRICT 20**

### **Group C**

Sutterville Road - North  
Fruitridge Road - South  
Highway 99 - East  
Sacramento River - West

Facilitators: Sgt. Louie  
Sgt. Somers  
Scribe: L. Tang

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### **IDENTIFIED PROBLEMS**

Vacant business that is fenced, dug up and  
an eye sore to area (Circle K facility on  
Freeport)

Armed robbery series in area

High burglary rate - homes/vehicles

Speeders

Vandalism in Curtis Park area/graffiti

Shooting into inhabited vehicles/homes

Traffic problem around 11th

Avenue/Freeport businesses

Substandard homes

Illegal activity in the alleys

Loitering/panhandling

Stop sign violations

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

**Problem 1: VACANT BUSINESSES IN THE AREA THAT ARE EYESORES**

- Solutions:**
1. Financial incentives for rehabilitation of businesses
  2. Fine property owners for closed businesses using time limits
  3. Incentives to beautify property (closed businesses)

Support local small businesses in area

Clean up graffiti

Impose and enforce time limits for closed businesses

Incentives for urban renewal (financial) of businesses

**Problem 2: ARMED ROBBERY SERIES**

- Solutions:**
1. Educate employees and employers on how to report and prevent crimes
  2. Gun control
  3. Better visibility/better lighting

More citizen involvement using neighborhood watch

Increased regards for capture of criminals

On-loan surveillance cameras

**Problem 3: HIGH BURGLARY RATE**

- Solutions:**
1. More "block" watch programs
  2. Better home security (alarms)
  3. Education of residents

More community involvement and awareness  
Improve street lighting

## **POLICE DISTRICT 21**

Fruitridge Road - North  
Florin Road - South  
Sacramento River - West  
Freeport Boulevard - East

Facilitators: Sgt. Louie  
Sgt. J. Lee  
Scribes: Officer Wohlgemuth  
Dispatcher R. Pletz

### **IDENTIFIED PROBLEMS**

Getting rid of drug houses in area  
General safety  
Drugs  
Lack of pay phones in general area  
Store that sells liquor, etc., to gangs  
Auto theft  
Lack of common moral values  
Garbage/trash/litter  
Absent or neglectful landlords  
Noise

Kids out of school with no parental control  
Speeding cars  
Availability of weapons to younger kids  
Unsupervised kids out at all hours  
Junk cars left in streets  
Working on cars  
Unlicensed business in homes  
Graffiti  
Too much off-site sales of alcohol  
General crime  
Too much traffic in the morning

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: GETTING RID OF DRUG HOUSES IN AREA**

- Solutions:
1. Track homes/record activity, i.e., cam corders, license plates, time and number of visitors
  2. Neighborhood watch/associations
  3. Community involvement/public pressure

Close/board up houses, get help for addicts  
Condemn houses  
Police feedback to concerned citizens  
Owners for accountable for property - possibly seize homes/fines  
Call the police  
Drug information for parents/children  
Block parties  
Getting to know people in case of an emergency

#### **Problem 2: GENERAL SAFETY**

- Solutions:
1. Be alert/be aware of surroundings
  2. Get involved with community
  3. Neighborhood watch

Know your neighbors

Travel with a companion  
Don't use ATM at night  
Have grocery clerks walk you out  
Keep homes well lit  
Common sense  
Keep in touch with Police  
Education of children

**Problem 3: DRUGS**

- Solutions:**
1. Education for people who have been there
  2. Parental involvement/positive role models
  3. Stiffer penalties

Educate adults  
No soft sale  
Field trips to prisons by Jr. High/High school students  
Positive youth programs  
Community involvement and education  
More rehabilitation programs



## POLICE DISTRICT 22

Fruitridge Road - North  
Florin Road - South  
City limits - East  
Highway 160 - West

Facilitator: Officer L. Maneggie  
Scribe: Officer K. Fritzsche

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### IDENTIFIED PROBLEMS

Drugs	Garden refuse left in street after pickup day
Old broken down cars	Home-run auto repairs
Absentee landlords	Home burglaries
Barking dogs	Dumping tires at ball field
Speeding cars, motorcycles	Auto burglaries
Lack of personal safety	Pay phones
Trash cans left out on street	Hazardous material dumping
Unleashed dogs	Drinking in public
Juvenile vandalism	High hedges on corners
Stolen vehicles	Running stop signs and red lights
Loud music	Vandalism
Graffiti	Gun shots
Semi-trucks/trailers parked in residential area	

### PRIORITIZED PROBLEMS AND SOLUTIONS

Problem 1: DRUGS

Solutions:

1. Good reporting
2. Better education
3. Stiffer sentences

Traffic stops by police  
Videotaping  
Legalize drugs  
More unpleasant jails (environment)  
Better screening of tenants by landlords  
Sanctions on importing countries  
Deportation  
Drug tax  
Parents held responsible  
More community awareness

"Boot camp" for first offenders  
More youth programs  
No paper money - credit card system  
Change color of money

**Problem 2: BROKEN DOWN CARS**

- Solutions:**
1. Increase fines
  2. Enlarge nuisance abatement department
  3. Tow program

Donate to homeless  
Faster towing policy  
Tow fees charged to drivers  
License fees  
Enlarge nuisance abatement department  
Tow fees to registered owner  
Youth-run low cost car  
Municipalities given more empowerment to tow

**Problem 3: ABSENTEE LANDLORDS**

1. 45-day cleanup billed to property taxes (use youth groups to cleanup)
2. Business licenses for rentals
3. a. Pay more attention to who they are renting to  
b. Monthly landlord visits

Legal process instead of civil process  
Forfeiture of property if drugs involved  
Property taxes tripled  
Quicken lien process  
Fees  
Direct reporting of problems to landlords  
Business licenses for rentals  
Landlord guidelines  
Fines to neighborhood associations  
Shorter eviction process

## **POLICE DISTRICT 23**

### **Group A**

Florin Road - North  
Freeport - East  
Sacramento River - West & South

Facilitator: Officer R. Davis  
Officer C. Callender  
Scribes: R. Robles

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### **IDENTIFIED PROBLEMS**

Burglaries (home)  
Traffic problems in area  
Car jacking  
Purse snatches - Lakecrest shopping  
Senior safety  
Police presence (not enough)  
Car thefts in parking complex  
Lack of community interests in safety  
Kids speeding after school  
School violence on school campus  
Racial violence at Kennedy

Graffiti  
Pedestrian homeless traffic  
Juvenile truancy  
Car thefts in area  
Juvenile vandalism  
Vandalism in vehicles  
Shooting at Garcia Bend  
Summer jobs for youth  
Thefts from cars  
Speeding on Gloria Drive

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: HOME BURGLARIES**

- Solutions:
1. Report unusual activities
  2. More community contact with police
  3. Get involved with neighborhood watch program

Get to know your neighbors and recognize vehicles  
Share more information with neighbors  
More home alarms  
More lighting  
Stiffer penalties  
More police participation (Neighborhood watch program)  
Lock up your homes  
Identify home belongings  
Neighborhood news publication (newsletter)  
Big dogs

#### **Problem 2: TRAFFIC PROBLEMS IN AREA**

- Solutions:
1. Drive defensively
  2. More citations
  3. More motor units

Speed bumps  
No traffic problems  
Overlapping red lights  
Observe traffic violator and take license number  
Police officer controlling traffic lights  
Police presence at end of school  
Stiffer penalties  
parental example  
Barricades in the streets  
Bike violations

**Problem 3: CAR JACKING**

- Solutions:**
1. Be aware of your surroundings
  2. Lock your car
  3. Be observant and know your neighborhood

Constructive information from media  
Put your identity number on car parts  
Park close to store (objective)  
Don't drive alone late at night  
Stiffer penalties  
Get a better description  
Don't follow too close to car in front of you  
Go to a well lit area

# **POLICE DISTRICT 23**

## **Group B**

Florin Road - North  
Freeport - East  
Sacramento River - West & South

Facilitator: Officer J. Hose  
Officer D. Lawrie  
Scribe: L. Tang

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### **IDENTIFIED PROBLEMS**

Lack of community involvement  
Lack of police patrols  
Burglaries  
Speeding main thoroughfares  
Drug sales/loitering  
Car jacking

Auto burglaries  
Drive-by shootings  
Vandalism  
Gangs  
Gangs from other areas  
Lack of police officers at school

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: LACK OF COMMUNITY INVOLVEMENT**

Solutions:

1. Officers involved in community meetings on regular basis
2. Establish home alert (neighborhood watch)
3. More community forums

More information on other communities  
More citizen involvement in neighborhood  
Community parties  
Better communication with Police Department

#### **Problem 2: LACK OF POLICE PATROLS**

Solutions:

1. Hire more officers
2. More offices on the street (less desk jobs)
3. Citizen political pressure on City Council

More COP ballots (special tax)  
More neighborhood vigilantes  
Less command staff  
More visibility  
More efficient use of existing police resources  
Civilianize all desk positions

**Problem 3: BURGLARIES**

**Solutions:**

1. Neighborhood watch - notify when gone
2. Knowing your neighbors - home security systems
3. More visibility of police

Secure houses

Stiffer penalties

Vicious dog

Better education, home security

Neighborhood patrol (citizens)

## **POLICE DISTRICT 23**

### **Group C**

Florin Road - North  
Freeport - East  
Sacramento River - West & South

Facilitator: Officer Young  
Scribes: G. Stephens

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#### **IDENTIFIED PROBLEMS**

Vandalism  
Auto theft  
Lack of officer  
Speeding cars  
Armed robberies  
Burglaries  
Police response time  
Loud parties

Alarms  
Lack of patrol cars  
Attitude of complaint takers  
Graffiti  
Fear of crime  
Nuisance residents  
Truancy  
Gun shots after dark

#### **PRIORITIZED PROBLEMS AND SOLUTIONS**

##### **Problem 1: VANDALISM**

Solutions:

1. Neighborhood watch
2. Raise penalty
3. Increase patrol


Education for students (penalties and costs)  
Parental accountability  
Selective enforcement  
Positive programs for youths  
Closed campus  
Increased deterrents  
Make loss of drivers license a penalty  
Joint citizen participation  
Service hours for offenders  
Restore school police

##### **Problem 2: AUTO THEFT**

Solutions:

1. Increased penalties
2. Neighborhood watch
3. Use of anti-theft devices

Parental accountability  
Citizen/owner education  
Increase officers/patrols



Buy junker cars  
Increase auto theft detectives  
Encourage CAP program  
Eliminate garage door openers  
Publish picture of car thieves

**Problem 3: LACK OF OFFICERS**

- Solutions:**
1. Increase taxes/resident surcharge tax
  2. Double parking meter fees and allocate to Police Department
  3. Penalty assessment for convicted offenders - funds to Police Department

Use of more volunteers  
Citizen patrols  
Police fund raisers by districts  
Surcharge for traffic tickets exclusive for local Police Department  
Adopt-a-cop

**WHAT DO YOU LIKE ABOUT THE POLICE?**

Easy to talk to, approachable  
Good job patrolling area  
Cleaned up Garcia Bend park  
Good response time

**WHAT CAN WE DO TO IMPROVE?**

Add more police officers  
Add another substation



## **POLICE DISTRICT 23**

### **Group D**

Florin Road - North  
Freeport - East  
Sacramento River - West & South

Facilitator: Officer L. Maneggie  
Scribe: Officer E. Poerio  
Officer R. Codog

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### **IDENTIFIED PROBLEMS**

Auto theft  
Graffiti  
Speeders  
Large loud parties  
Maintenance of bike trail  
Kids hanging out in schools at night  
Homeless on levee  
Camellia commons

Loud music from cars  
Trash  
Garbage cans on sidewalk  
Vandalism  
Vandalism/loitering at library  
Burglaries  
Barking dogs  
Enforcing dog clean-up

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: AUTO THEFT**

Solutions:

1. Lock car in garage and lock garage
2. The club
3. More officers/stiffer penalties/volunteer patrols

CAT program  
STOP program  
The Club  
More lights  
Alarms

#### **Problem 2: GRAFFITI**

Solutions:

1. Education
2. Homeowners get rid of it themselves
3. Stiffer penalties

Curfew  
Graffiti hotline  
Increase lighting  
Wipe out gangs  
Education  
Have opposing gang wipe-out  
Have offenders clean-up  
Restrictions on purchase of paint

**Problem 3: SPEEDERS**

- Solutions:**
1. Speed bumps
  2. Stop signs
  3. Periodic enforcement

Posting speed limits  
Photo radar  
Portable radar sign  
More street signal lights  
Dummy officer

## **POLICE DISTRICT 24**

Florin Road - North  
Meadowview Road - South  
Freeport Boulevard, City Limits - East  
Highway 160 - West

Facilitators: Sgt. Louie  
Sgt. Lee

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### **IDENTIFIED PROBLEMS**

Speeding cars  
Absentee landlords  
Burglaries  
Loud car stereos  
Truancy  
Abandoned cars  
Vandalism  
Lack of supervision of group homes  
Lack of community centers  
Lack of community human services  
Lack of activities for youths  
Street/park safety  
Curfew

Library closing  
No general information officer  
Lack of cultural sensitivity  
Drive-by shootings  
Cyclone fences in front yards  
Commercial vehicles in residences  
Car jacking  
Auto repairs in residential neighborhoods  
Run-down homes  
Drugs  
Graffiti  
Lack of communication with neighbors  
Gangs

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: SPEEDING CARS**

Solutions:

1. Speed bumps
2. Higher fines
3. Call the police

Pass on information to neighbors  
More street lights  
More stop signs  
Better posting of speed limit/child at play  
Use of radar  
Gated community

#### **Problem 2: ABSENTEE LANDLORDS**

Solutions:

1. Stiff penalties
2. Landlord visit to property

3. File lawsuit

Document warning

All owner information/notify 30 days/follow through

Condemn property

Report to property authority

Less tax breaks

Problem 3: BURGLARIES

1. Neighborhood watch

2. Lighting

3. Contact police/neighbors

Lock up

Use of good locks

Dogs

More air police

Neighborhood patrol

Use of burglar alarms

## POLICE DISTRICT 25

Florin Road - North  
City Limits - South  
W.P.R.R. - East  
Freeport Boulevard, City Limits - West

Facilitator: Officer V. Walker  
Scribes: P. McGeary  
Officer P. Mulderrig

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### IDENTIFIED PROBLEMS

Drugs  
Gangs  
Gangsters driving vehicles dangerously -  
speeding  
Loud vehicle radios  
Truants loitering in neighborhood  
Stolen/abandoned junk vehicles in area  
Corner stores that sell liquor  
Location of garbage cans  
Juveniles with guns  
Vacant houses  
Minors with drugs  
Exhibition of speed

Loud disturbances from non-property  
owners  
Neighbors need to call police  
Trespassers  
Chronic parking violation  
Lack of affordable substance abuse or clean  
and sober housing  
Prostitution  
Loitering  
Unsupervised mental health patients  
Parties in park/trash left  
Sporadic gun fire at night

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### PRIORITIZED PROBLEMS AND SOLUTIONS

Problem 1: DRUGS

Solutions:

1. Crackdown on landlords who rent to known drug dealers
2. Positive media coverage for south area
3. Government to stop drug cartels

Store owners sell cigarettes to minors with a note from parents  
Close down drug houses  
Asset seize rental property with drug dealing  
Absentee landlords  
Identify chopshops  
More community support of "Circle Recovery Workshop" or drug  
workshops  
Drug support groups  
Positive role models for minors  
Stiffer sentencing, longer sentencing, probation

Drug awareness for minors  
Graffiti removal  
Make parents more responsible for kids  
Enforce curfew  
Revamp school system  
Make after school educational programs

**Problem 2:        GANGS**

- Solutions:**
1.    Ex-gang members and counseling kids on how to get out of gangs
  2.    School/community support education programs
  3.    Positive role models

More programs after school  
Employment opportunities - kids  
Jobs for parents on AFDC  
Keep students in school - provide counseling  
Neighbors getting to know juveniles in neighborhood  
Teach gangs how to run a business  
Entire neighborhood to be more responsible for kids in area  
Prayer back in schools  
Put parents of convicted gang member in jail or probation

**Problem 3:        GANGSTERS DRIVING VEHICLES DANGEROUSLY - SPEEDING**

1.    Increase traffic enforcement
2.    Speed bumps
3.    Neighborhood watch to record licenses and report

Stricter requirements for driving licenses  
Directed patrol during certain hours  
Education in home security  
Parking in garages  
Enforcement of juvenile curfew  
Increase officer visibility

## **POLICE DISTRICT 26**

### **Group A**

52nd Avenue - North  
Meadowview Road - South  
Franklin Boulevard - East  
Union Pacific Railroad Tracks - West

Facilitator: Officer E. Walker  
Scribe: Officer D. Farnsworth

### **IDENTIFIED PROBLEMS**

Drugs  
Gangs  
Police not being cooperative  
People forcing their way into houses and stealing  
Amount of guns in hands of teenagers  
Police Department doesn't seem to have the respect or confidence of people  
Alcohol abuse  
Liquor stores close to apartment complexes sell cheap wine and malt liquor  
Curfew violations

Trespassing  
Drunk driving  
Loudness  
Too many people saying "I don't want to get involved"  
Unorganized police officers  
Drinking in public  
Minors out of control  
Gathering at Pac & Save  
No identification  
Response time of police  
Loitering

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: **DRUGS**

Solutions:

1. Apartment watch/neighborhood watch
  2. Drug task force sweep
  3. Stiffer punishment
- More police  
Police being more visible in area  
More education of the public  
Someone to check door-to-door for drugs  
School bum program  
If juvenile caught selling drugs, parents should be fined  
Decriminalize drug program  
Make complex a drug-free zone  
Make required treatment of drug users  
Rehabilitation centers  
Register drug offenders  
Serious effort to educate elementary students  
Permit those in jail who want to kick habit get treatment

Better cooperation between security and police

**Problem 2: GANGS**

**Solutions:**

1. Stronger sentences for gang crimes
2. More visibility in gang areas
3. More youth activities

Call police and hope they can respond before gangs leave

Make parents more responsible for juvenile gang members

School dress codes

Increase job opportunities

Get with Gang Task Force so we can get more education on gangs

Strict enforcement of curfew

Skill training centers for kids

**Problem 3: POLICE NOT BEING COOPERATIVE WHEN CALLED**

1. Additional training for police officers
2. Police getting to know people in area
3. Report police that aren't cooperative

Letting police know people are willing to help

Getting undivided attention

Police releasing citizen arrested subjects



## **POLICE DISTRICT 26**

### **Group B**

52nd Avenue - North  
Meadowview Road - South  
Franklin Boulevard - East  
Union Pacific Railroad Tracks - West

Facilitators: Sgt. Farnsworth  
Sgt. Lucero  
L. Tang

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### **IDENTIFIED PROBLEMS**

Roaming gang activity  
Absentee landlords who rent to bad tenants  
Loud car stereos  
Gang activity in classroom and on school grounds  
Truancy  
Bad neighbors  
Burglary of opportunity  
Vandalism  
Speeding cars/running stop signs

Gunfire in neighborhoods and parks  
Noise level/noisy neighbors  
Substandard poorly maintained housing  
Destroying school property/school resources  
Graffiti  
Roaming gangs of kids  
Panhandlers  
Garbage, debris  
Drug sales  
Gang members doing brodies in street

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: ROAMING GANG ACTIVITY

Solutions:

1. Increase adult visibility/mentor program/Big Brother-Big Sister/business involved
2. Provide activities past 10 p.m.
3. Workshops for parents

10 p.m. curfew

Provide alternative associations/activities

Penalize parent along with kids

Neighborhood patrol/civilian

Encourage church evangelism

Neighborhood watch

Some sort of identification

Help kids find jobs

Treat kids better

Incentives for turning themselves in (lighter sentences)

Get to know your neighbors

Tutoring for kids when they are young/adopt a school program

Increase expectations for doing school assignments

**Problem 2: ABSENTEE LANDLORDS WHO RENT TO BAD TENANTS**

- Solutions:**
1. Licensing landlords and property-mangers/screening process for tenants
  2. Talk to landlord
  3. Improve neighborhood to attract good people (tenants)

Fines levied for every neighbor complaint

Neighbors need to get involved

After three complaints, landlord should have Section 8 pulled

Landlord signs oath regarding rules of conduct

Fines levied against landlord for violations

Letters to landlord from Neighborhood Association

Make landlord subject to public ridicule

Working a business out of residence

Call elected officials

Force owner to sell property to residents

Institute neighborhood eviction board

Class-action lawsuit against landlord

City seize the property

**Problem 3: LOUD CAR STEREOS**

- Solutions:**
1. Talk to people
  2. Limit power boosters put in car/ticket anyone with big speakers in car
  3. Enforce noise level code by increasing fees

After determined number of citations, revoke license

Restrict sell of book boxes

Citizens arrest for disturbing the peace

Second offense seize stereo

Mandatory decibel check of car stereos (annual)

Illegal to modify stock radio

## **POLICE DISTRICT 27**

Meadowview Road - North  
City limits, Mack Road, and Valley  
Hi Drive - South  
City Limits, Highway 99 - East  
Union Pacific Railroad Tracks - West

Facilitators: Officer T. Schumacher  
Officer G. Wohlegemuth  
Officer V. Walker

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### **IDENTIFIED PROBLEMS**

Speeding/reckless driving  
Gangs  
No youth activities  
Lack of police  
Drug traffic in apartments  
Graffiti (gangs)  
Shots fired  
Suspicious cruisers  
Vehicle abatement  
Area theft

Vandalism  
Lower property values  
Absentee landlords  
Group homes  
Homeless  
Damage to park  
Bad publicity  
Auto burglaries  
Bad city planning

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: **SPEEDING/RECKLESS DRIVING**

Solutions:

1. Stiffer penalties
2. Heavier enforcement/strategic traffic monitors
3. Speed bumps

Problem 2: **GANGS**

Solutions:

1. Constructive penalties
2. Neighborhood gang education by gang expert from police
3. Military boot camp

Problem 3: **NO YOUTH ACTIVITIES**

Solutions:

1. Ask kids what they would attend
2. After school activities
3. Business community job involvement

## POLICE DISTRICT 28

### Group A

Valley Hi, Mack Road - North  
Sheldon Road - South  
Stockton Boulevard - East  
Franklin Boulevard - West

Facilitator: Officer K. Fritzsche  
Scribe: Officer L. Maneggie

### IDENTIFIED PROBLEMS

Gun shots  
Vandalism and graffiti  
Increases in violence  
Traffic speeding on Calvine  
Drug sales  
Homeless people  
Speeding (children in danger)  
Drug dealers  
Community/police communication  
Car jacking  
Cars blocking driveways/sidewalks  
Heavy traffic to certain residences  
Gangs  
Burglaries  
Car thefts  
Thefts  
Lack of student forums

Boundary confusion (city/county)  
Abandoned stolen vehicles/junked  
Lack of play areas for kids/parks  
Semi-trucks/trailers parking  
Trash  
Crime at shopping centers  
Solicitation  
Noisy cars  
Absentee landlords  
Excessive speed bumps/lack of officers in neighborhood  
Problems with kids after and before school  
Safety of elementary school kids/abductions  
Lack of private security on private property  
Juveniles hanging out in undeveloped areas  
Lack of jobs for kids with Police Department  
Lack of routine patrol  
Need for D.A.R.E.

### PRIORITIZED PROBLEMS AND SOLUTIONS

Problem 1: GUN SHOTS

Solutions:

1. Ban guns
2. Gun safety education
3. Ballistic registration

Increased policing  
Stricter gun laws  
Public awareness of penalties  
Encourage reporting  
Legislation (possible confiscation)

Enforcement of existing laws  
Availability of bilingual education of the law  
Longer sentences/no plea bargaining  
"Take back the guns"  
Gun license, picture i.d., testing  
Higher dispatch priorities  
Parent accountability  
Gun Free Zones for schools  
Mediation services  
Gun insurance  
Programs at night  
More positive media

**Problem 2: VANDALISM AND GRAFFITI**

- Solutions:**
1. Identify offenders
  2. Fines for parents/parent accountability
  3. Cover within 24 hours

Volunteer paint patrols  
Community service for offenders  
Alternative youth programs  
Immediate reporting  
Education and respect programs  
Award program  
Increased police patrol  
Graffiti hotline

**Problem 3: INCREASED VIOLENCE**

- Solutions:**
1. Gentler role models and heros
  2. Self/parental accountability
  3. Neighborhood watch

Less violence on television  
More opportunity for mediation  
Increase patrol/know your district police (more opportunities)  
Less violence in music and videos  
Positive interaction with police at elementary, middle, and high school levels  
Mentor/youth programs

## **POLICE DISTRICT 28**

### **Group B**

Valley Hi, Mack Road - North  
Sheldon Road - South  
Stockton Boulevard - East  
Franklin Boulevard - West

Facilitators: Officer Chaplin  
Officer Mulderig

### **IDENTIFIED PROBLEMS**

Drugs	Pets wandering neighborhoods
Gangs	Loud music from cars
Burglary	Parking of semi-trucks on residential streets
Panhandling	Unkept property
Car thefts	Car vandalism
Suspicious people around neighborhoods	Suspicious individual around ATM
Cars parked on lawns	Graffiti
Lack of neighborhood pride	Junk cars parked in yards
Vandalism	Continuous robberies at same place
Lack of community recreation center	Open communication with Police
Vagrants	Department
Speeding in neighborhoods	Schedule of trash collection
Unsafe related to robberies	Loud autos on Earhardt
	People carrying bags with alcoholic beverages

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: DRUGS

Solutions:

1. Increase community awareness, responsibility, pride
2. More anti-drug work
3. Education for families

Neighborhood watch  
More policing  
Anti-drug work  
Adequate police funding  
Community involvement with Police Department  
Alternatives for kids (recreation, employment)  
Showing Police Department's Gang Awareness tape  
Knowledge of problem and cure  
Increase community reporting crimes or incidents

**Problem 2: GANGS**

- Solutions:**
1. Recognize and identify members, discourage involvement
  2. Sense of community and active participation
  3. More recreation facilities for kids/alternative activities for kids
- More community involvement in reporting  
Alternatives for kids  
Increase communication between police and community  
Active participation with Sacramento Police Department  
Positive peer support  
Education  
Curfew enforcement  
Organize positive gang activity

**Problem 3: BURGLARY**

- Solutions:**
1. More neighborhood watch
  2. Know your neighbors
  3. Proactive in neighborhood and vigilance
- Awareness in neighborhood  
Awareness of community and Police Department activity  
Increase in Police response time  
Dissemination of district crime analysis information  
Sensor lights

## **POLICE DISTRICT 30**

### **Group A**

U.S. 50 - North  
Freeport Boulevard - East  
Sutterville Road - South  
I-5 - West

Facilitator: Officer Gilmette  
Scribes: Officer Graham  
Officer Dieckman

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### **IDENTIFIED PROBLEMS**

Drugs  
Gangs  
Low income housing  
Guns  
Speeding  
Car thefts  
Communication gap  
Business robberies  
Cruising  
Loud music  
Threats to homeowners  
Casing

Unkept business property  
Camellia Commons  
School violence  
Illegal parking  
Winos  
Burglaries  
Transients  
Vandalism  
Youth group home  
Resident involvement  
Gun shots  
Graffiti

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUGS**

- Solutions:
1. Community Involvement
  2. Tougher laws
  3. More neighborhood police officers/beat cops

#### **Problem 2: GANGS**

- Solutions:
1. More responsible parents
  2. More training programs
  3. a. Community involvement  
b. Teach useful skills to youths

#### **Problem 3: LOW INCOME HOUSING**

- Solutions:
1. Resident involvement
  2. Fine landlords for continued tenant problems
  3. Resident tenant screening



## **POLICE DISTRICT 30**

### **Group B**

U.S. 50 - North  
Freeport Boulevard - East  
Sutterville Road - South  
I-5 - West

Facilitators: Officer J. Young  
Officer V. Walker  
Officer G. Magana  
Scribe: N. Walker

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### **IDENTIFIED PROBLEMS**

Unsafe feeling at night  
Very aggressive solicitors  
Traffic/speed  
Burglary (homes)  
Graffiti  
Parking on sidewalk  
Juvenile problems  
People loitering in Land Park after hours  
Vandalism - broken windshields  
Half-way houses  
Gunshots  
Auto theft  
Know your neighborhood

Parking ordinances  
Safety on Broadway  
Drugs  
Armed robbery  
Boom boxes from cars  
Cruise on Sunday nights  
Panhandlers  
Alcohol in the park  
Vehicle Code enforcement  
Debris on street/trash  
ATM safety  
Foot traffic on Land Park in front of zoo  
Vacant property businesses  
Child safety

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: UNSAFE FEELING AT NIGHT**

- Solutions:
1. More squad cars/moving/presence
  2. More interaction with police
  3. a. Neighborhood awareness/watch  
b. Stronger police enforcement

More street lights  
More activities for kids at night  
Gated community  
Increased landlord responsibility  
Friendly businesses open at night  
Stronger enforcement of cruisers  
More neighbors walking in their neighborhood  
Street blocked

**Problem 2: AGGRESSIVE SOLICITORS COMBINED WITH PANHANDLERS AND TRANSIENTS**

- Solutions:**
1. No solicitors law
  2. Security at shopping complexes/businesses with power to cite
  3. More interaction between City departments

More police present  
Citizens knowing the law  
Ask solicitor for license  
More business involvement  
Enforce curfew  
Trim bushes for visibility  
Work with sanitation department  
Get to know background of solicitors

**Problem 3: TRAFFIC/SPEED/PARKING ENFORCEMENT**

- Solutions:**
1. Enforcement - write traffic tickets
  2. Enforcement target areas
  3. More police presence

Enforce bicycle laws  
More radar guns technology  
Remove abandoned cars  
More sobriety check points

**WHAT IS THE POLICE DEPARTMENT DOING RIGHT?**

Quick response time  
Polite, treated as important  
Things like this! (More interaction with police officers)  
Mixed teams  
Encourage calls no matter what

## **POLICE DISTRICTS 30, 31, AND PORTIONS OF 32**

U.S. 50 - North  
Sutterville Road - South  
Sacramento River - West  
Area near Hwy. 99/50  
Interchange

Facilitator: Officer R. Davis

### **IDENTIFIED PROBLEMS**

Drugs  
Gangs  
Lack of economic opportunity  
Prostitution  
Mistrust of law enforcement  
Car theft  
Disenfranchised youth  
Crack houses  
Abandoned homes  
Lack of truancy enforcement  
90% low income residents  
Lack of enforcement of vehicle code

Burglaries  
Fear/intimidation  
Lack of safety around Martin Luther King  
and Broadway  
High concentration of public programs  
Absentee landlords  
Lenient judges  
ACLU  
Graffiti  
Need more minority officers as role models  
in schools  
Lack of on-site management of city-owned  
property

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: **DRUGS**

- Solutions:
1. Provide economic opportunity
  2. Prevention
  3. Stronger law enforcement

Legalize drugs with extensive health warnings  
Start work farm type programs for drug rehabilitation  
Work/study recreation program  
Continuation and expansion of drug-free zones  
Expand addictive personality program  
Strengthen family through education and economic development  
Involve churches in working with black male youths  
More police presence in community functions

Problem 2: **GANGS**

- Solutions:
1. Develop individual self-esteem programs
  2. More aggressive/active police gang force

3. Economic opportunity

Maximum sentence to community service

National service for 18-year-olds

Reinstitute P.I.P.

More proactive police presence on school campuses

Redirect negative gang activity with self improvement programs

Increase drug-free zones

Midnight basketball leagues

**Problem 3: LACK OF ECONOMIC OPPORTUNITY**

- Solutions:**
1. More local government/business investments
  2. Train local entrepreneurs
  3. Life skills training  
Jobs for youth

Strengthen Federal and State jobs programs

Encourage relocation to areas with more opportunities

Low interest loans for businesses

Reduce regulations on businesses

Safer business district through increased policing

More incentives to redevelop enterprise zones on Federal, State, and local levels

Less government in the area

## **POLICE DISTRICT 32**

### **Group A**

U.S. 50 - North  
Broadway - South  
Stockton Boulevard - East  
Highway 99 - West

Facilitator: Officer S. Quinn

### **IDENTIFIED PROBLEMS**

Street drug sales  
Burglaries  
Gang activity  
Prostitution  
Fear of involvement, crime suspects, police  
Street garbage  
Panhandlers  
Vandalism

Lack of reports (small crimes - have to  
phone in, no police response)  
Urinating in public  
People congregating/drinking alcohol on  
public streets  
People standing behind bushes/suspicious  
activity, behavior  
Language barriers

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: STREET DRUG SALES**

Solutions:

1. Beat cops
2. Enforcement of punishments
3. Undercover cops, more officer awareness, board up drug houses

Special telephone number  
Greater punishment/impound vehicles  
Enforcing punishment/don't reduce sentences  
Community patrol/more involvement  
Get rid of prostitutes - follow them - NPO  
Agencies work more closely together (Police, SHRA, HUD - share  
information)  
Early education  
Boot camp for first time drug offenders instead of court, users and dealers  
Post drug-free zone signs  
Increase lighting where selling drugs  
Boarding up drug houses/apartments  
Better use of drug treatment

#### **Problem 2: BURGLARIES**

Solutions:

1. Beat cops
2. Enforce punishment
3. Neighborhood watch (citizen/officer patrol)

Enforcing punishment  
Crime prevention education  
Education on crime rating (911 vs. non-emergency)  
Better street/alley lighting

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**Problem 3: GANG ACTIVITY**

- Solutions:**
1. More reporting/education on reporting
  2. Beat cops
  3. Patrol and gang unit work together and distribute information
- More public/recreational activities  
More summer jobs for youth/jobs in general for youth  
Police working more with non-English speaking/break barriers, create trust

**GOOD THINGS POLICE DO**

Working with community (forums, partnerships)  
Very professional  
Observe more patrol cars lately (create both fear and good feelings)  
Cooperative - very good with citizens

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## **POLICE DISTRICT 32**

### **Group B**

U.S. 50 - North  
Broadway - South  
Stockton Boulevard - East  
Highway 99 - West

Facilitators: Sgt. G. Smyth  
Officer V. Walker

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### **IDENTIFIED PROBLEMS**

Drug dealers, etc. adjacent to school  
Non-responsive landlords  
Auto theft  
Litter and paraphernalia in alleyways  
Purse snatching thefts  
Shootings/guns  
Better police relations  
Gangs  
Panhandlers  
Justice system not holding people  
More visible police patrols

Burglaries - residences and cars  
Vacant lots - trash  
Loitering  
Gun control  
Perception that renters are second class  
Prostitution  
Closed campus enforcement  
Better street lighting  
Graffiti/vandalism  
Lack of public restrooms  
Lack of youth programs for ages 10-14

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUG DEALERS, ETC., ADJACENT TO SCHOOL**

- Solutions:
1. Stiffer sentences and increased bail
  2. Penalize landlords
  3. Landlords better screening of tenants

Early age education  
Public listing of offenders  
Legalize and regulate drugs  
Make landlords responsible  
Community support/solidification of community  
More funding for increase enforcement  
Better police relations  
Asset seize property and penalize landlords  
Neighborhood watch groups  
Eliminate plea bargains  
More holding facilities for offenders  
More merchant responsibility (drugs/selling shirts with drug logs, etc.)  
Survey community to find the demand for drugs

**Problem 2: NON-RESPONSIVE LANDLORDS**

- Solutions:**
1. Penalties and fines
  2. City Code enforcement
  3. Education for tenants

Clean property

Better screening

Neighborhood group claims and lawsuits against landlords/owners

Public listing of landlords

**Problem 3: AUTO THEFT**

- Solutions:**
1. Stiffer sentences and no plea bargains
  2. Car alarms
  3. Increased police patrols in the a.m. hours

Well lit parking areas

Street lights

Go after chop shops

Neighborhood watch

Better police relations

Publish names



## **POLICE DISTRICT 32B and 16**

U.S. 50 - North  
Broadway - South  
Stockton Boulevard - East  
Highway 99 - West

I-80 - North  
U.S. 50 - South  
Elvas Avenue - East  
I-80 - West

Facilitators: Officer J. Young  
Officer D. Graham  
Sgt. Louie

### **IDENTIFIED PROBLEMS**

Drug dealing/drug use  
Gang problem  
Apartments 35th-36th Street and U/Y  
Streets  
Small grocery stores W area  
Abandon houses  
Burglaries, auto thefts, vandalism  
Social use of alcohol  
Trash dumped on the streets  
Language barriers - specifically non-english  
speaking persons

Trash in backyards and alleys  
Prostitution  
high speed driving i residential areas  
Lack of citizen involvement  
Guns in the area  
People hanging out  
Fights/assaults around schools  
Absentee landlords  
Door-to-door panhandling  
Conflicting, bickering behavior between  
public officials

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUG DEALING/DRUG USE**

- Solutions:
1. Stricter penalties for sales/use
  2. Elevate the priority of response when problem is in and/or around a school
  3. Foster more communication between citizens and narcotic officers

Make owners/landlords more responsible for tenants  
Drug education  
Recognition that "alcohol" is a drug  
Implementation of swift justice  
Effective rehabilitation programs

#### **Problem 2: BURGLARIES, AUTO THEFTS, VANDALISM**

- Solutions:
1. Increase police patrols
  2. Formation of neighborhood watches
  3. Installing security alarms

More police  
Better lighting in the area

Block or close alleys  
Promotion of operation identification  
Citizens more responsible for their property  
More neighborhood/school watches  
Elimination of liquor licenses in neighborhood stores

**Problem 3: GANGS AND GUNS**

- Solutions:**
1. Make them harder to obtain
  2. Stricter penalties
  3. Enforcement of curfew laws

Fight fire with fire  
Eliminate "throw away kids"  
School education  
Eliminate handguns  
Educate juveniles court justices  
"Just say No" program  
More community involvement, between police, gangs, community groups, churches

## **POLICE DISTRICT 33**

Broadway - North  
12th Avenue - South  
Stockton Boulevard - East  
Highway 99 - West

Facilitator: Officer L. Maniggee

### **IDENTIFIED PROBLEMS**

Drugs  
Gangs  
Unemployment  
Abandoned cars  
Jay Walking  
Unregistered vehicles on street  
Prostitution  
Messy vacant lots  
Unsupervised children  
Lack of neighborhood involvement  
Reckless drivers  
Lack of parking enforcement in bad neighborhoods

Dumping in alley  
Graffiti  
Burglaries (home and auto)  
Car theft  
Hazardous junky homes  
Gunshots  
Hazmat dumping  
Loitering  
Too many businesses closing  
Roaming animals  
Absentee landlords  
Too many "soup kitchens"  
Parolees discharged in area

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUGS**

Solutions:

1. Less welfare handouts
2. Stricter sentences
3. Education/prevention

Public hangings  
Legalization  
Less plea bargaining  
More community involvement  
Anonymous complainants  
More P.O.P. projects  
Job education  
Money for COPS  
Notify owners of "Drug" houses

#### **Problem 2: GANGS**

Solutions:

1. Forced armed service
2. Stiffer penalties for gang crime
3. Government programs to reverse the alienation of immigrants

Tougher gang rules in schools  
Public knowledge/awareness of gangs  
Enforced closed campus  
Increased family involvement

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**Problem 3: UNEMPLOYMENT**

- Solutions:**
1. No welfare
  2. Job training
  3. Make them work for the money

Enforce immigration laws  
Increased support for higher/lower education

## POLICE DISTRICT 34

14th Avenue - North  
Highway 999 - West  
Fruitridge Road - South  
City Limits - East

Facilitator: Officer R. Lucero  
Scribes: Officer B. Gomez  
Officer H. Penney  
P. McGeary

### IDENTIFIED PROBLEMS

Drugs  
Gangs  
Absentee landlords, abandoned houses, drug use  
Speeding on 32nd and 16th Avenues  
Vandalism  
Alleyway illicit activity  
Abandoned autos  
Fear of neighborhood crime  
Prostitution  
Not enough police  
Too many liquor stores with loitering  
Loud music  
School dropouts  
Teenage pregnancy  
Lack of dress code - boys with pants too low  
Littering

Illegal dumping  
Parking problems  
Lack of building code enforcement  
Lack of officer-citizen interaction  
Drive-by shootings  
Lack of feedback/follow-up from all city agencies to citizens  
Doorway ditchers  
Abortion  
Auto theft  
lack of law enforcement by police  
Guns  
Knives/guns in school  
Burglaries  
All schools to be both drug and alcohol free zones  
High crime creates economic depression

### PRIORITIZED PROBLEMS AND SOLUTIONS

Problem 1: DRUGS

- Solutions:
1. Take profit out of the drug business
  2. Prevention/education
  3. Zero tolerance of drugs/alcohol in schools

Burn up the drug users  
Arrest dealers/users  
Drug tolerance  
More drug rehabilitation hours  
Sticter enforcement of violators  
Sticter pen  
High fines

Focus on drug suppliers/drug cartels  
Long-term undercover follow-up suppression  
Post operation evaluations  
More ABC enforcement  
Restrictions on hours of liquor sales  
Minimum amount of detention for drug arrest  
Publish names of drug arrestees  
In patient treatment for cocaine users  
Shorten entry into rehabilitation program

**Problem 2: GANGS**

- Solutions:**
1. Enforce death penalty with no plea bargaining when convicted for murder
  2. Youth employment
  3. Deglamorize gangs

Enforce the curfew law for juveniles by special unit  
Enforcement of anti--cruise ordinance  
Education - parents/students  
Stronger family units  
Youth clubs/activities or other alternatives  
Zero tolerance  
Prevention of loitering  
Programs to build self-esteem/respect  
More structured after school activities

**Problem 3: ABSENT LANDLORDS - DRUG USERS/ABANDONED HOUSES**

- Solutions:**
1. City seizure of substandard housing
  2. Fine owners of drug houses
  3. Demolish substandard houses

Mandatory city board-up of abandoned houses  
Hold absentee landlord accountable for property  
Zero tolerance for abandoned houses over 60 days  
Actively enforce city codes

## **POLICE DISTRICT 35**

### **Group A**

Highway 50 - North  
6th Expressway - East  
14th Avenue - South  
Stockton Boulevard - West

Facilitator: Officer J. Young  
Scribe: Officer D. Lawrie

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### **IDENTIFIED PROBLEMS**

Problem houses (illegal activities)  
Traffic problems (speeders)  
Suspicious vehicles (public activity, loud  
stereos)  
Juvenile vandalism  
Inconsistent police response  
Illegal parking, abandoned vehicles (city  
code violations/illegal home business)  
Prostitution

Vehicle theft  
Lack of neighborhood involvement  
Less speed bumps  
Alcohol abuse in public  
Too many liquor stores  
Homeless  
Failure to report crimes  
Too many pay phones (drug sales)  
Petty thefts

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: PROBLEM HOUSES (ILLEGAL ACTIVITY)**

Solutions:

1. Citizen observation and reporting
2. Coordination with citizen and public agencies
3. Stronger laws and penalties

Contact owners of rental properties  
Neighborhood involvement  
More police officers  
Police feedback  
Every citizen armed  
Demolish problem homes

#### **Problem 2: TRAFFIC PROBLEMS**

Solutions:

1. More selective enforcement
2. More police motor officers (traffic police)
3. More police officers

Citizens observation and reporting  
Specific traffic telephone number (277-6030)

Citizen involvement with traffic engineers (crossing guards)  
Foot patrols around parks and schools  
Better traffic laws  
Safety check points  
Alternative transportation

**Problem 3: SUSPICIOUS VEHICLES**

- Solutions:**
1. Observe and report to police
  2. More police
  3. More citizen involvement - visibility

Neighborhood watch  
More motor cops  
Gated communities  
Check points

**WHAT ARE THE POLICE DOING RIGHT?**

Police are more visible  
Police response is reasonably fast  
Open communication with citizens  
Doing good job  
That you for putting lives on line  
Community involvement



## **POLICE DISTRICT 35**

### **Group B**

Highway 50 - North  
6th Expressway - East  
14th Avenue - South  
Stockton Boulevard - West

Facilitator: Officer Walker  
Scribe: Lt. D. Ramsey

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### **IDENTIFIED PROBLEMS**

Drug dealers  
Prostitutes/street walkers  
Burglary/theft  
Unemployment  
Absentee landlords  
Crime in alleyways  
Speeding  
Gangs  
Intimidation of elderly from 911 operators  
Vacant houses  
Genes Market/drinking, traffic, vagrants

Prowlers  
Loud misc from cars  
Vandalism  
Number of liquor stores  
Scam artists  
Lack of respect from officers toward  
public/courtesy, communication skills  
Shots fired in neighborhood  
Crack/drug houses  
People being followed home from stores and  
robbed

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUG DEALERS**

- Solutions:
1. Knock and talk to suspected drug houses
  2. Better communications between district officer and neighbors
  3. Clean up motel row

Stricter enforcement of city codes (parks)  
Legalize drugs  
Make landlords more responsible/assessment fund  
Asset seizure of houses  
Neighbors should report unusual circumstances  
Limited access to alleyways  
Increased patrol  
More drug education programs  
Removal of phone booths  
Neighborhood groups/educate and prevention  
Increased police reaction to reported incidents  
Increased penalties/more jails

**Problem 2: PROSTITUTES/STREETWALKERS**

- Solutions:**
1. Closing/better patrol of alleys
  2. Stricter penalties for Johns
  3. Clean up motels

Undercover arrest

Legalize prostitution

Publish names of Johns

Police contact with prostitutes out of public view (sometimes appears social)

Increase penalties for motels who rent to prostitutes

Impound John's car

Increased patrol

Phone booths removed

**Problem 3: BURGLARY/THEFT**

- Solutions:**
1. Better communications between police officers and residents
  2. Prevention education
  3. Neighborhood watch

Sense of community concern between neighbors

More security for homes - dogs/lights

City-funded security

Gated communities

Making landlord responsible for security/improvements to houses

More visibility of par-police deterrent

Inform SPD of special neighborhood problems

More control over students

More police patrols

## **POLICE DISTRICT 35**

### **Group C**

U.S. 50 - North  
14th Avenue - South  
65th Street Expressway - East  
Stockton Boulevard - West

Facilitator: Officer E. Walker  
Scribes: Officer M. Bauer  
Officer C. Dunham

### **IDENTIFIED PROBLEMS**

Speeding cars  
Lack of visibility of police/not enough police officers  
Auto theft  
Not enough resources dedicated to the drug problem  
Police harassment and brutality  
Street gangs  
Barking dogs

Burglaries  
Lack of community relations skills by police officers  
Racist/prejudice police officers  
Domestic violence  
Loud parties late at night  
Parking problems not being enforced  
Drivers that do not yield for pedestrians

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: SPEEDING CARS**

Solutions:

1. Add speed bumps and stop signs
2. Enforce existing laws
3. Lower length of street that qualified for speed bumps

Put more officers in traffic enforcement  
Neighborhood/citizen watch for speeding cars  
More officers patrolling  
Raise speed limit

#### **Problem 2: LACK OF POLICE VISIBILITY/NOT ENOUGH POLICE OFFICERS**

Solutions:

1. Get police out of cars - foot/bike patrol
2. Hire more police officers
3. Implement community policing procedures

Have officers take lunch break in more accessible place to public  
Mounted patrol - public attraction  
Less police in administrative jobs, more in patrol  
Have officers bring lunch instead of sitting in coffee shops/restaurants  
Re-issue .38 caliber revolvers to save money to hire more officers

**Problem 3: AUTO THEFT**

- Solutions:**
1. Investigate/crack professional car theft rings
  2. Increase street gang suppression
  3. Put more money into parks/recreation/schools to give kids something else to do

Provide public with information on how best to protect their property

Hire more police officers

Neighborhood watch

Educate young people of consequences of auto theft

Be tougher on offenders, especially juveniles

Set higher bail for suspects

## **POLICE DISTRICT 36**

### **Group A**

14th Avenue - North  
65th Avenue - East  
Lemon Hill - South  
City Limits - West

Facilitator: Sgt. J. Boyle  
Scribe: Sgt. B. Louie

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### **IDENTIFIED PROBLEMS**

Gangs  
Lack of police patrols  
Vandalism  
Speeding  
Robbery  
Youth problems  
Auto thefts  
Lack of youth programs  
Truants  
Loitering

Youth unemployment  
High school dropouts  
Mail thefts  
Auto burglaries  
Graffiti  
Generation gap  
Prostitutes  
Absent landlords  
Panhandling  
Illegal parking

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: **GANGS**

- Solutions:
1. Gun control/sales/carrying
  2. Community service sentences
  3. Increased police contacts

Organize youth activities  
Build trust between citizens/police  
Parents accountability  
Increased police patrol  
Educational programs  
Increased plainclothes Asian officers  
Police follow up  
Teach job skills  
Year-round school  
Neighborhood watch  
Stricter penalties  
Restrict alcohol sales  
Increase bail amounts  
Develop informants  
Police/gang outreach  
More drug enforcement

T.V. gang prevention/t.v. programs  
Use schools for youth programs

**Problem 2: LACK OF POLICE PATROLS**

- Solutions:**
1. Quicker response time
  2. Proactive police
  3. Hire more officers

Look for other sources of funding  
Volunteer citizens on patrol  
Special police fund raising  
More citizen involvement  
Increase number of street officers/decrease upper management  
Keep Reserve program

**Problem 3: VANDALISM**

- Solutions:**
1. Increase vandalism penalty
  2. Increase neighborhood watch/reporting
  3. Community service for vandals

Conservation Corps type program for youth  
Increase fine for vandalism  
Increase home/business security  
Hire more police with a better cross-section of the community  
Parent responsible for child's actions  
Increase youth work/play programs

**WHAT ARE THE POLICE DOING RIGHT?**

Forums  
P.O.P.  
Bicycle patrol  
Indochine Community project

# **POLICE DISTRICT 36**

## **Group B**

14th Avenue - North  
65th Avenue - East  
Lemon Hill - South  
City Limits - West

Facilitator: Officer C. Callender  
Scribe: Officer D. Graham

### **IDENTIFIED PROBLEMS**

Vehicle theft and break-ins  
Lack of youth programs  
Juvenile vandalism and hanging out  
Speeding (neighborhood)  
Loitering - persons visiting drug houses  
Loud music  
Abandoned houses  
Gangs

Drugs  
Home burglaries  
Graffiti  
Poorly maintained houses  
Stalking  
Prowlers  
Truancy  
Lack of positive role models  
Crime at apartment complex

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: VEHICLE THEFT AND BREAK-INS**

- Solutions:
1. Police neighborhood watch programs
  2. More police patrols
  3. Cost recovery programs

Auto theft devices  
More city street lights  
Keep cars in garage


#### **Problem 2: LACK OF YOUTH PROGRAMS**

- Solutions:
1. More parental involvement
  2. More mentor programs
  3. More recreational programs

Create Cadet programs  
Rewards programs  
Jobs programs

#### **Problem 3: JUVENILE VANDALISM AND HANGING OUT**

- Solutions:
1. Neighborhood watch

- 
2. Increase police patrols
  3. Stiffer penalties

Make parents more responsible

Creation of more recreational programs

High-police-visibility

More jobs for youths

Eliminate hang-out areas for kids



# **POLICE DISTRICT 36**

## **Group C**

14th Avenue - North  
65th Avenue - East  
Lemon Hill - South  
City Limits - West

Facilitators:  
Scribes:

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### **IDENTIFIED PROBLEMS**

Drug traffic/drug houses  
Residential burglaries  
Speeding/loud cars  
Gang violence  
Vandalism/theft from cars

Auto repair in front of homes  
Stolen cars  
Loose dogs  
Barking dogs at night

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUG HOUSES/HEAVY TRAFFIC**

- Solutions:
1. Stiffer sentences
  2. Take cars away - asset seizure
  3. More police visibility

Collect license numbers of strange cars  
Continued enforcement  
Report strange incidents - call police  
Police responding to house take some sort of action  
Code enforcement - close house down

#### **Problem 2: RESIDENTIAL BURGLARIES**

- Solutions:
1. Neighborhood watch - signs
  2. Report to police strangers in area
  3. More community involvement

Alarm systems  
Mark property with California Driver's License number  
Lock doors - keep lights on  
Early education for children with respect for property

#### **Problem 3: SPEEDING/LOUD CARS**

- Solutions:
1. Speed bumps
  2. Identify neighborhood speeders (chronic)
  3. Police patrol

Higher fines  
Take car  
More of loud sound ordinance

# **POLICE DISTRICT 36**

## **Group D**

14th Avenue - North  
65th Avenue - East  
Lemon Hill - South  
City Limits - West

Facilitators: Officer G. Magana  
Officer D. Matthes  
Scribes: Officer S. Feenstra  
R. Pletz

### **IDENTIFIED PROBLEMS**

Car burglaries  
Home burglaries  
Car thefts  
Unsupervised children  
Burglaries  
Speeding cars  
Abandoned vehicles

Neighborhood disturbances  
Drugs  
Halfway house  
Verbal abuse from teens  
Vandalism of vehicles  
Lack of well lit areas  
Lack of police patrol

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: CAR BURGLARIES**

- Solutions:
1. More officers
  2. More communication between neighbors and police
  3. More neighbors watching at night

Less valuables in car  
Better home security  
More communication between neighbors and police  
Build garages  
More patrolling in early morning  
More street lights  
Remove valuables from cars  
Better home and car security  
Motion detector lights  
Better parental supervision

#### **Problem 2: HOME BURGLARIES**

- Solutions:
1. Home security
  2. More officers
  3. More neighbor awareness

Better street and house lighting

**Problem 3: CAR THEFTS**

- Solutions:**
1. Secure vehicle - leave no valuables inside
  2. More police patrol
  3. More garages

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**More communication between neighbors and police**

**POLICE DISTRICT 37**  
**Group A**

Highway 16 - North  
City limits - East  
City limits - South  
65th Expresswy - West

Facilitator:  
Scribe:

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**IDENTIFIED PROBLEMS**

Heavy volume of drugs  
Residential burglaries  
Speeding/loud cars

**PRIORITIZED PROBLEMS AND SOLUTIONS**

**Problem 1: HEAVY VOLUME OF DRUGS**

- Solutions:
1. Stiffer sentences for traffic violations
  2. Take cars/asset seizure
  3. More police department visibility

**Problem 2: RESIDENTIAL BURGLARIES**

- Solutions:
1. Neighborhood watch - signs
  2. Report strangers to police
  3. More community involvement

**Problem 3: SPEEDING/LOUD CARS**

- Solutions:
1. Speed bumps
  2. Identify neighborhood speeders
  3. Police patrol

Higher fines

## **POLICE DISTRICT 37**

### **Group B**

Highway 16 - North  
City limits - East  
City limits - South and Fruitridge Rd  
between 6th Expressway to Power Inn  
Road  
6th Expressway - West from highway 50 to  
Fruitridge Road  
Power Inn Road from Fruitridge Road to  
City limits

Facilitator: Officer T. Dunham  
Scribe: Officer Rossi

### **IDENTIFIED PROBLEMS**

Lack of recreational services (teenagers)  
Gang presence  
Lack of jobs  
Drugs  
Truancy  
Car theft  
Lack of school crossing guards  
Building of fences (enclosed community)  
segregates community

Transients  
Racism  
Lack of upkeep of homes  
Absentee landlords  
Lack of neighborhood associations  
Police harassment  
Lack of positive police/community relations  
Lack of affordable day care facilities  
Yard cars

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: LACK OF RECREATIONAL SERVICES FOR TEENAGERS

- Solutions:
1. Youth task force, comprised of children, to target desired activities
  2. Use school gyms/playgrounds for organized events on daily bases with community/police/parks recreational personnel volunteers
  3. Allocating funds for neighborhood community centers

Organized sporting events by community organizations  
Intermural sports competitions between neighborhoods  
Envolving senior citizens to sponser tutoring/crafts/non-sport activiites  
Youth job internships - local business manage by community orgnaizations  
Neighborhood association to sponsor/administer playground and  
upkeep/repairs

**Problem 2: GANGS**

- Solutions:**
1. Directing funds towards youth services/family services
  2. Research and fund gang programs models, utilizing ex-gang members
  3. Funds for youth recreational services

Elementary school education of consequences of gang membership  
Speedier judicial process for gang related offenses  
Offender accountability  
Youth jobs

**Problem 3: LACK OF JOBS**

- Solutions:**
1. Job training programs for youth
  2. Incentives for businesses to stay in Sacramento/incentives for businesses to establish in Sacramento
  3. Development contracts between community and business for local employment

Funding for job training  
More advertising of job training and placement programs  
Utilize youths for community clean-up projects  
Incentives for businesses to have internships/teaching trades (financial/tax)  
Funding for management training (incubator project - Chicago model)  
On-site child care (affordable)

**WHAT ARE THE POLICE DOING RIGHT**

Police are visible and interacting with communities  
Community forum shows the police care

**POLICE DISTRICT 38**  
**Group A**

Power Inn Road - East  
City Limits - South  
Fruitridge - North  
65th Street - West

Facilitator: Officer E. Walker  
Scribe:

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**IDENTIFIED PROBLEMS**

Drugs  
Burglaries  
Gangs  
Intimidation at parks  
Unknown people and traffic  
Loitering and disregard for property  
Littering in alleys  
Theft  
Vandalism

Speeding  
Prostitution  
Shootings  
Abandoned cars and tires  
Vehicles with loud music  
Depressed properties and structures  
Unemployed and underskilled/under  
educated population  
Loud music from week-end parties

**PRIORITIZED PROBLEMS AND SOLUTIONS**

**Problem 1: DRUGS**

- Solutions:
1. Increase penalties for constant offenders - both sellers and users
  2. Patrol drug areas more - unmarked cars/drug sniffing dogs
  3. Education on consequences

Legalization  
Education between young people, parents, and schools  
More adequate employment opportunities and job training  
Felony for all illegal drug possession  
More police action  
More community action  
Increase number of officers  
More supervised social activities for young people  
More rehabilitation (treatment programs for addicts)  
Better paying jobs  
Neighborhood police officers

**Problem 2: GANGS**

- Solutions:
1. Stiffer penalties
  2. More adequate employment opportunities
  3. More police/community activities

Support for families under stress and neighbors helping neighbors

If adult crimes committed, should be tried as adult  
More available job training  
Forced job training  
Increase policemen  
Police protection instead of gang protection  
Deportation of illegal aliens  
More viable social activities  
"Education" in prison (rehabilitation)  
Community education on gang recognition  
Counseling  
Gun training for homeowners  
Interaction between gangs and community

**Problem 3: BURGLARIES**

- Solutions:**
1. Stiff sentencing
  2. Neighbors watching out for neighbors
  3. More police
- More employment  
Victim protection without repercussions  
Better lighting  
More police  
Enhanced penalties for gun



## **POLICE DISTRICT 38**

### **Group B**

Fruitridge Road - East  
Stockton Blvd - South  
65th Expressway - North  
Lemon Hill to Morrison Creek - West

Facilitators:  
Scribes:

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### **IDENTIFIED PROBLEMS**

Drug house  
Loss of sense of security  
Absentee landlord  
Students speeding on Valletta Way  
Police Department policy ignores non-drug  
gang-related activities  
Stolen cars  
Loud music from parked cars  
Breaking into occupied homes  
Conducting businesses out of residences  
Enforce the ban on drinking in the park

Gun fire in the city  
Graffiti  
Abandoned appliances  
Juveniles with weapons  
Domestic violence  
Stricter laws for juveniles that commit adult  
crimes  
Lack of inter-agency communication and  
cooperation - welfare/police  
Speeding

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUG HOUSE**

- Solutions:
1. Have police write reports in front of drug house
  2. Unmarked vehicle surveillance
  3. Neighborhood involvement

Surveillance photograph - vehicles  
Stricter penalties  
Asset seizure

#### **Problem 2: LOSS OF SENSE OF SECURITY**

1. Patrol officers and supervisors get to know citizens
2. Neighbors to get to know each other
3. Officers have better communication with outside agencies

More patrol time  
Department feedback to citizens  
Neighbors to get to know each other

**Problem 3: ABSENTEE LANDLORDS**

1. Code enforcement
2. More accountability
3. Simplified process for neighbors to take action against landlord

Joint small claims actions by neighbors

## **PATROL DISTRICT 40**

### **Group A**

City Limits - North  
Northgate Boulevard - East  
North of I-80 - South  
City Limits - West

Facilitator: Sgt. Cooper  
Scribes: Sgt. Campus  
Officer S. Winton

### **IDENTIFIED PROBLEMS**

Lack of police visibility  
Feel unsafe in neighborhood  
Emphasis on juvenile gangs  
Large trucks parked in neighborhood  
Loitering in Albertsons parking lot  
Speeding - traffic problems  
Lack of owner pride/cars on lawn  
Homeless people on bike trail  
Police response time  
People looking for cans  
Graffiti on walls  
Unsafe streets  
Panhandling - Albertsons, Bel Air, Lucky's  
More community involvement

No bathroom - Bannon Creek Park  
Funding for public safety should be highest  
General traffic  
Lack of youth recreation  
Loss of school crossing guards  
Auto burglaries  
Youth curfew violations  
Lack of supervision of school children before  
and after school  
Concern for safety  
Traffic on Azevedo and San Juan  
Noise from dogs - Rio Pacifica  
Loitering after school near school area  
Cars on lawn

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: **LACK OF POLICE VISIBILITY**

- Solutions:
1. Visit school
  2. Police involvement with youth
  3. Bike patrol/community meetings

Substations  
Get police out of car  
Police into community  
More overlapping shifts  
More patrol bikes  
Police to meet neighborhood leaders  
Officer to take more active role (Sergeants encourage)  
Police announce presence  
More officers during high crime time

**Problem 2: FEEL UNSAFE IN NEIGHBORHOODS**

- Solutions:**
1. Law enforcement education
  2. More funding/police visibility
  3. More information

Police vehicles in neighborhood  
More information on criminal problems in neighborhood  
More community involvement  
Youth programs - crime prevention  
Parental responsibility  
New residents register with police  
Police hold parents accountable  
More strict sentencing

**Problem 3: EMPHASIS ON JUVENILES/GANGS**

- Solutions:**
1. Community sponsored youth programs
  2. Parental responsibility/education in school
  3. More resources for juvenile problems

Education  
Early police intervention  
More youth recreation programs  
Crime prevention - community/family emphasis

## **PATROL DISTRICT 40**

### **Group B**

City Limits - North  
Northgate Boulevard - East  
North of I-80 - South  
City Limits - West

Facilitator: Officer R.R. Davis  
Scribes: Officer R. Williams  
Officer Martin

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#### **IDENTIFIED PROBLEMS:**

Excessive speed driving on Azevedo  
Lack of police coverage  
Too many burglaries  
Lack of lighting on Bannon Creek  
Commercial trucks parked on residential streets  
Low response time  
Vandalism  
Excessive late-night noise  
Car vandalism  
Dumpster divers  
Unkept yards  
Loose dogs in the park  
Lack of lighting on the bike trail  
Traffic problems on San Juan Road  
Parking at Bel Air  
Neighbor's loud parties

Late-night activity at the playground  
Lighting at children's play area  
Loitering at Bannon Creek Park area  
Unsupervised pre-teens and teenagers  
Gang-like activity at San Juan (Truxel)  
Gang graffiti  
No response at all from police  
Drug trafficking  
K-Mart parking lot is unsafe  
Cruising with the boom boxes  
Late night loitering by teenagers  
Double parking in front of schools  
More community involvement by police  
Loitering at Circle K  
Loss of school crossing guards  
Lack of control of pets  
Homeless

#### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: EXCESSIVE SPEED AND TRAFFIC ON AZEVEDO, STOP SIGNS, AND OTHER VIOLATIONS

Solutions:

1. More police cars visible
2. Increase the police department's budget
3. Increase the traffic police

More speed bumps  
Placing unmarked police cars on street  
Photo radar  
More stop signs  
Traffic signal lights

Make more traffic stops  
Set up a special assessment district  
Issue more tickets  
Truck weight limit signs on Azevedo

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**Problem 2: LACK OF POLICE COVERAGE**

- Solutions:**
1. More street officers, less brass
  2. Increase budget for South Natomas
  3. More money in budget for police

Neighborhood watch program  
More people calling police  
Set up a special assessment district  
Increase the coverage of police  
Increase police budget/decrease social programs  
Deter crime before it happens  
More effective deployment of police resources

**Problem 3: TOO MANY BURGLARIES**

- Solutions:**
1. Neighborhood watch
  2. Increase police budget for more manpower
  3. Increase patrol on side streets

Get to know your neighbors  
Make police respond  
Home alarm systems  
Improve lighting in neighborhoods  
Police/community communications  
Watch and take note of suspicious people/cars  
Change landscaping for security  
Increase youth programs  
Protection dogs (K-9)  
More police contact of suspicious persons

## **PATROL DISTRICT 41**

### **Group A**

San Juan Road - North  
Fairweather Powerline Access - East  
W. El Camino - South  
Azevedo Powerline Access - West

Facilitator: Sgt. Chavez  
Scribes: Sgt. Poroli  
Officer Meraz

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#### **IDENTIFIED PROBLEMS:**

Gang activity in general  
Lack of police patrol  
Unsafe streets  
Gang graffiti  
Junk cars  
Unsupervised children  
Patrol parks  
Numerous residents in rentals  
Safety of children in playgrounds  
Unkept rental property  
Breaking into properties  
Lowrider problems  
Drinking and loitering in parks  
Loud stereos from homes  
Auto traffic speeding  
Loitering in parks  
Nose in parks  
Absentee landlords  
Unsupervised youngsters  
Vandalism to mailboxes  
Police patrol of apartment complexes  
Loitering in apartment complexes  
Speeding around schools  
Organized auto burglaries  
Doing business out of the home  
911 response time  
Gun shots  
Junk cars on sidewalks  
People loitering  
Items taken from open garages  
Crowded, unsafe shopping centers  
Speeding around schools  
Parker obstructing sidewalks

Drivers running stop signs  
Youths dealing drugs  
Unauthorized soliciting  
Inadequate lighting of walkways  
Obstructed view at intersections  
Unfulfilled developer promises  
CC&Rs not enforced  
Big-rigs parked in residential areas  
Gang activity in apartment complexes  
Laundry room vandalism in apartment complexes  
High traffic (vehicle type) at school complexes after hours  
Fireworks at night  
Illegal fire zone parking  
Inadequate police response to neighborhood watch requests  
Barking dogs  
Lack of cultural sensitivity  
Invalid vehicle registration  
Speeding in the morning (7:30 a.m.-8:30 a.m.)  
Speeding in the evening (4:30 p.m.-5:30 p.m.)  
Lack of curfew enforcement  
Drug dealing from vehicles  
Panhandlers in shopping centers  
Homeless  
Unresponsive landlords  
24 hour businesses encourage loitering  
Abandoned cats  
People digging through garbage cans  
Gutter flooding  
Rude dispatchers

Unsupervised tenants  
More interest by police in citizen volunteers  
Burglary to residences  
Lack of officer presence  
Clean up after pets  
High police visibility  
Confrontive youths  
Wide streets that encourage speed  
Drinking in the playgrounds  
Inadequate leaf and grass pick-up

Inadequate number of police officers at stop signs  
Signal installation at Truxel Road and San Juan  
Homeless camping out  
Lack of community centers  
Too many pets by owners  
Loud music from cars  
Poor landscaping

## **PRIORITIZED PROBLEMS AND SOLUTIONS**

### **Problem 1. GANG ACTIVITY IN GENERAL**

- Solutions: 1. Curfew enforcement  
2. More police availability  
3. Job training

Enforcement of parental laws  
Graffiti painting program  
Parental awareness of gangs  
Private police patrol  
Enforce insurance laws  
Stricter juvenile enforcement  
Gang hotline - teens talking to teens  
Early identity of problem  
Sanctions against landlords  
More youth activity - role models  
More school enforcement by administrators  
Boom box enforcement  
More uniform police in marked vehicles

### **Problem 2. ENFORCEMENT OF PARENTAL LAWS**

- Solutions: 1. Civilianization of non-patrol functions (report writing)  
2. Redirect priorities to patrol  
3. Increase taxes to support police

Off-duty police program (real police)  
Speedy booking process  
More efficient dispatch



**Problem 3: UNSAFE STREETS**

- Solutions:**
1. More patrol
  2. Other city agencies involved
  3. Increase penalties

Phone tree communications  
Citizen call boxes  
Parking enforcement in residential areas  
Display unity  
Lighting to increase visibility

# **PATROL DISTRICT 41**

## **Group B**

San Juan Road - North  
Fairweather Powerline Access - East  
W. El Camino - South  
Azevedo Powerline Access - West

Facilitator: Sgt. M. Sandoval  
Scribes: Sgt. C. Sandoval  
Officer Vargas

### **IDENTIFIED PROBLEMS**

Vandalism	Juveniles after curfew - Northgate/West El Camino
Loitering, traffic - schools, parks, late night	Late night solicitors
Too many apartment complexes	Too few constructive activities for children
Late-night youth problems	Gang problems - Wiese way/Edmonton
Absentee owners and transient population	Loud vehicle music
Speeding	Burglaries
Shopping centers not maintained	Thefts
Vehicle theft and vandalism	Pebblewood/Azevedo speeding 22450
Late night vehicle traffic (drug) - Truxel	Shopping center safety - females
Unsupervised children	Weapons on Wiese Way/Bridgeford
Bannon Creek is thoroughfare - litter, traffic	Safety on bike trail
Safety problems in shopping centers	Children not picked up promptly from school
Gang problems - Northgate Park	Traffic problems
Loitering - West El Camino/Stonecreek	Drug paraphernalia around schools
Mail theft - Cedro Circle	

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: VANDALISM

Solutions:

1. Timely restitution - community service - parents
2. Community involvement - Neighborhood Watch/SNAC
3. More patrol in residential areas/higher visibility

Parents/Teachers - instruct basic values  
Youth center, activities  
Stiffer penalties  
Know your neighbors/watch out for each other  
Enforce park curfews  
Juvenile curfew  
Motion detector lights

**Problem 2: LOITERING**

- Solutions:**
1. Police enforcement/surveillance
  2. Alternatives for youth
  3. Reporting suspicious activities

Enforce curfews  
Undulations

Deterrent signs  
Telephone network

**Problem 3: TOO MANY APARTMENT COMPLEXES**

- Solutions:**
1. Landlord responsibility
  2. Security guards
  3. Gated

Networking - if kicked out of one place, manager informs others

## **POLICE DISTRICT 40-41**

### **Group A**

City Limits - North  
Main Drainage Canal - East  
W. El Camino - South  
Fairweather Powerline Access - West

Facilitators: Officer R. Lucero  
Scribes: Officer S. Mauser  
Officer S. Salandez

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#### **IDENTIFIED PROBLEMS**

Drugs  
Drug houses  
Gang activity  
Late night noises at school  
Speeding cars  
Residential/auto burglaries  
Auto thefts  
Accosted in business areas (panhandlers)  
Poor police response time  
Graffiti  
Curfew violations  
Loud music  
too many cars parked in streets  
Striping cars in isolated areas  
Dependency on police  
Businesses intimidated into coming into the neighborhood  
Poor city planning creating anti-social environment for businesses and residences  
Gunshots

Child safety  
Business robberies  
Strangers coming into neighborhoods to buy drugs  
Disparity between dense houses  
Nuisance abatement enforcement  
Teenagers with guns and other weapons  
Encourage citizens to report to police and how to report to police  
Commercial vehicles in residential zones  
Lack of information to citizens on crime problems  
Transients  
Youths in parks - anti-social behavior  
Alcohol outlets bars/stores  
Heavy auto traffic on Norbert/West El Camino  
Vehicles 4-wheeling through vacant lots  
Cruising  
Car jacking  
Assaults  
Attacked in public places

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#### **PRIORITIZED PROBLEMS AND SOLUTIONS**

##### **Problem 1: DRUGS**

- Solutions:
1. Neighborhood pulling together to solve problems
  2. Teach residents how to identify drug problems
  3. More police visibility

Pressure on landlords to maintain property  
Citizens to watch drug houses and report to police  
More community involvement and awareness regarding drugs  
Alternative youth activities  
Drug/gun free zones  
Drug education  
Expanded neighborhood watch (S.N.A.C.)  
More alcohol check points  
Severe punishment for first time offenders  
Identify repeat offenders out on bail  
Neighbors reaching out to children  
More parental involvement in children's drug education

**Problem 2: DRUG HOUSES**

- Solutions:**
1. Monitor activity at houses - foot/vehicle traffic
  2. Learn how to identify and report drug activity
  3. Overt citizen - disapproval of drug activity

**Problem 3: GANG ACTIVITY**

- Solutions:**
1. More information from police on gang activity in the neighborhood
  2. Citizen education as to needs of police to solve problems
  3. More neighborhood awareness
- Work with children before they get into gangs  
Identify who citizens would report activity to gangs  
Stricter punishment for gang leaders

## **PATROL DISTRICT 40-41**

### **Group B**

W. El Camino - North  
Drainage Canal - East  
Sacramento & American Rivers - South  
I-80 - West  
Includes: Area bounded by Intersection of  
W. El Camino & I-80; I-80 & I-5; &  
Intersection of I-5 & W. El Camino

Facilitator: Officer C. Westin  
Scribes: Officer F. Martinez  
D. Robinson

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### **IDENTIFIED PROBLEMS**

Drugs and gangs	Bad tenants who wander
Control juvenile problems	Drug dealers
More activity for children	Violent attitudes
Terrible drivers	Domestic violence
Auto vandalism	Organization for youth activities
Too few patrols on the street	Drug houses
Crime in the area	Burned and derelict property
Apartment managers that don't screen	Need speed bumps
Car thefts	More community awareness
Gangster-type people	Abandoned cars
Place to play	Environmental education for the young
Too many liquor stores	Weed maintenance
Prostitution and traffic	Stray dogs
Cars with ghetto blasters	Police responsiveness
Shooting of firearms	Assaults
Homeless camps	Dumping junk
Neighborhood lawlessness	Dumpster divers
Lack of maintaining property	

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: DRUGS AND GANGS

Solutions:

1. Help to organize activities for children of all ages
2. Citizens patrol
3. More community awareness

More police presence  
Proactive police instead of reactive police

More activity for children  
Role models  
Neighborhood resistance  
Monitoring programs  
Tougher laws  
More concerted effort for District Attorneys to file charges

**Problem 2: CONTROL JUVENILE PROBLEMS**

1. Organize activities for children of all ages
2. More parent involvement with children
3. Make parents responsible for their children

More activities for children  
Citizens patrol  
Free counseling  
More school activities  
More parent involvement with children  
Education

**Problem 3: MORE ACTIVITY FOR CHILDREN**

- Solutions:**
1. Help organize activities for children of all ages
  2. Develop relationships between old and young
  3. Volunteers to supervise activities

More publicity for current activities  
Inaccessible playgrounds  
Provide little league

## **POLICE DISTRICTS 43 AND 44**

I-80 - North  
Del Paso Park - East  
Arcade Creek - South  
East Levee Drainage Canal - West

Facilitator: Chief Art Venegas  
Scribes: Sgt. L. Chavez  
CSR D. Williams

### **IDENTIFIED PROBLEMS**

Norm's Liquor  
Problem apartments - particularly on Balsam  
Lack of police visibility/activity  
Lack of youth activities  
Drugs  
Lack of parental responsibilities  
Drinking  
Lack of community action  
Speeding cars  
Weapons on campus  
Slow police response time

Lack of jobs for youth  
Auto thefts  
Residential burglaries  
Lack of role models for youth  
Panhandlers  
Lack of parental support and guidance  
Inadequate lighting in neighborhoods  
No place for teens to go  
No alternative programs for students and dropouts  
No jobs  
Drug dealing on Cypress  
Panhandlers at markets

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: NORM'S LIQUOR

Solutions:

1. Relocate liquor store away from school
2. Do not patronize business that harms community
3. City to take licensing action

More citizen involvement  
Organize citizen groups to walk the streets  
Organize a march  
Sub-station  
Petition Norm's to move



**Problem 2: PROBLEM APARTMENTS**

- Solutions:**
1. P.O.P. project on Balsam
  2. Civil action
  3. Address gang problem

Neighborhood watch  
Four N.P.O. on Balsam  
Eliminate drug problem  
Eliminate gang problem  
Directed patrol

**Problem 3: LACK OF POLICE VISIBILITY/ACTIVITY**

- Solutions:**
1. Frequent stops at trouble spots
  2. Police involvement with community
  3. More officers

Citizen involvement with police  
Decrease response time  
Assist police by calling them regarding problems  
Get to know your neighborhood police officer

This Community Forum did not follow the same format as the ten other forums. On the Friday preceding this forum, Fred Lawson, a Little League coach, was shot and killed on the Grant High School Campus. This shooting enraged the community and resulted in a turnout that exceeded 400. The residents attending the forum expressed a strong desire to speak to the entire group and have police officers answer questions.

During this forum, there were in excess of 50 speakers from the local neighborhood. The problems listed and solutions were taken from the speakers' comments. The Sacramento Police Department prioritized the problems and solutions based on crowd response and the number of times issues were mentioned.

## **POLICE DISTRICT 45**

Arcade Creek - North  
Altos from Arcade to Eleanor -  
Eleanor to Del Paso - East  
W. El Camino Avenue - South  
East Levee Drainage Canal - West

Facilitators: Sgt. S. Campas  
Sgt. T. Mandalla  
Officer G. Gonzales

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### **IDENTIFIED PROBLEMS**

Gang activity	Yard sales on bike paths
Narcotic activity	Expired registration on cars
Absentee landlords	A.B.C. violations - alcohol to minors
Speeding	Loud stereos
Loitering in front of book stores - Del Paso Boulevard	Lack of patrol in neighborhood parks
Prostitution	Inappropriate placing of food lockers
Truancy	Domestic violence
Loitering at telephones - Eleanor & Fairfield	Illegal yard sales at private residences
Loitering at Big G Market	No more apartments (too high density)
Stop sign violations at Norwood/Lampasas	Illegal dumping in alleys
Panhandling	Boarded up buildings
Burglaries	Weeds in vacant lots
Code enforcement - illegal parked cars - junks	Graffiti
Business code violations	Dogs running loose
Illegal dumping	Vandalism
	Defecating in public places

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: **GANG ACTIVITY**

Solutions:

1. Parent accountability
2. More youth activities
3. Stronger laws

Stronger dress codes in schools  
More police field contacts  
Boot camps  
Outlaw beepers  
More drug education  
Beat health programs  
More community involvement  
More truancy enforcement  
Education of values  
Gang intelligence  
Getting to know your local police officers

## **Gun control**

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### **Problem 2: NARCOTIC ACTIVITY**

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- Solutions:**
1. More P.O.P. officers
  2. More community involvement
  3. Deporting illegal aliens selling drugs
- More field contacts  
Stricter laws  
Quicker response time for code enforcement  
Boot camps  
More reporting  
More education in schools  
Stricter sentencing  
More neighborhood resident officers  
More drug abuse clinics  
Enforce drug and gun free zones  
More police officers

### **Problem 3: ABSENTEE LANDLORDS**

- Solutions:**
1. Yearly building inspections
  2. More code enforcement - time limits on repairs to code violations - comply with Code Enforcement Laws
  3. More code enforcement officers
- Mandatory education of property managers  
Make landlords live on their property managers  
Quicker response for code enforcement  
Stricter licensing - owner identification  
Community groups file class action suits for violations  
Time limits on repairs to code  
Social services and vouchers to landlord for rent  
Stricter laws  
No please bargaining between landlords and city for code violations

## POLICE DISTRICT 46

Arcade Creek - North  
Southern Pacific Railroad - East  
W. El Camino Avenue - South  
Altos to Eleanor to Del Paso - Del  
Paso to W. El Camino - West

Facilitators: Officer S. Mauser  
Officer M. Cooper  
Officer B. Champion

### IDENTIFIED PROBLEMS

Drugs in neighborhoods	Loud youth/teens on the street at all hours
Absentee landlords	Dogs at large in the neighborhood
Deteriorating infra-structure on Del Paso Blvd. - Abandoned buildings/blight	Poor response by city departments other than S.P.D. (Code Enforcement/Health Dept.)
Traffic problem - Clay/Glenrose	Lack of undulations
Establish control on renters	Illegal parking
Racism - Black on Asian	Unlicensed small businesses
Racing up and down Rio Linda	Fund Arden/Garden connector
Loitering in Hagginwood park	Gangs
Domestic violence - Branck & Las Palmas	Transients/homeless
Drug activity - Marysville south	Rent control
Drug users sleeping in cars and abandoned houses	Absence of sidewalks
Residential burglary	Abandoned/unregistered vehicles

### PRIORITIZED PROBLEMS AND SOLUTIONS

#### Problem 1: DRUGS IN NEIGHBORHOOD

- Solutions:
1. Closer communication with beat officer
  2. Need longer jail terms
  3. Foot patrol/beat cop

Community education from police on what police needs for descriptions, etc.  
Utilize empty business as police satellite stations  
Identify drug suppliers  
Stop incoming calls on pay phones in high drug areas

#### Problem 2: ABSENTEE LANDLORDS

- Solutions:
1. Beef up code enforcement
  2. Ensure police department follow up
  3. Central phone numbers for problems, code enforcement, drugs, etc.

Stiffer fines for code enforcement against absentee landlords  
Educate citizens on how to spot problem properties to code enforcement  
Rent control  
Ensure S.P.D. follow-ups with owners of problem properties

**Problem 3: DETERIORATING INFRA-STRUCTURE ABANDONED BUILDING**  
**BLIGHT**

- 
- Solutions:**
1. Stiffer code enforcement
  2. City to seize properties
  3. Bill owners
- 

Citizens involved in street clean-up

Bring foot beat back to the Boulevard, Marysville, Del Paso, etc.

Liaison officer for neighborhood problems

# **POLICE DISTRICT 47**

## **Group A**

W. El Camino Avenue - North  
Southern-Pacific-Railroad - East  
American River - South  
East of Levee Drainage Canal to  
American River - West

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Facilitators: Lt. D. Poroli  
Officer S. Reed  
D. Robinson

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### **IDENTIFIED PROBLEMS**

Drugs, drug traffic, and paraphernalia  
Prostitution - Johns and condoms  
Neighborhood blight - garbage - run down  
houses  
Traffic - speeding  
Transients/panhandlers - literers and  
drinking  
Noise disturbances  
Thefts and vandalism

Burglaries  
Robbery  
Late night traffic  
Wrong way drivers  
Poor alley maintenance  
Dogs  
Prowlers  
Domestic violence  
Foot traffic violations  
2255 Beaumont apartments

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: DRUGS**

Solutions:

1. More enforcement
2. Stiffer penalties
3. More police officers

Publicized arrests by neighborhoods  
Drug education in education system  
More adequate lighting  
More Problem-Oriented Policing (P.O.P./C.O.P.)  
Neighborhood watch groups  
Abatement of drug houses  
Accessibility to rehabilitation programs  
Parole accountability  
Youth programs

#### **Problem 2: PROSTITUTION**

Solutions:

1. Publicize Johns
2. Stiffer penalties
3. Visibility of police

Screening of tenants by landlords  
Red light abatement on motels  
Legalize prostitution in established areas  
Eliminate pornography business

Increase vice patrol  
Rehabilitation and education  
Quick communication with police

**Problem 3: NEIGHBORHOOD BLIGHT**

- Solutions:**
1. Enforcement or create laws holding slumlords accountable
  2. Strict enforcement of health and building codes
  3. Citizen interaction with agencies

More building and nuisance abatement  
Problem-Oriented Police - agencies, police, owners  
Class action suits against those creating blight  
Businesses held accountable for their blight  
Promote new business in vacant buildings  
Managers held responsible  
Neighborhood groups  
Anherence to Master Plan

## **POLICE DISTRICT 47**

### **Group B**

W. El Camino Avenue - North  
Southern Pacific Railroad - East  
American River - South  
East of Levee Drainage Canal to  
American River - West

Facilitators: Lt. J. Gibson  
Officer M. Sundberg  
Officer L. Abe

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### **IDENTIFIED PROBLEMS**

#### **Transients**

#### **Drugs**

Alleys/drug paraphernalia/trash

Early release parolees

Public drinking

Arden Motel - prostitution

Prostitution/crime on the street

Loitering

Abandoned vehicles

Absentee landlords

Vacant retail business

Parking on sidewalk

Parking/traffic at Woodlake School

Car thefts

Shopping carts

Living in motor homes/illegal activity

Adult bookstores

Lack of safety/fear

Lighting

Prioritizing police calls

Blighted conditions

Gang graffiti

Mailbox theft

Business out of houses

Noise pollution

Residential burglaries

Nuisance abatement

Enforce loitering

Stolen property/thrift stores

Reckless driving

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

#### **Problem 1: TRANSIENTS/VAGRANTS**

##### **Solutions:**

1. Beat cops
2. Stricter laws/more aggressive enforcement
3. More P.O.P. projects

Effective communication/cooperation

Aggressive enforcement

Shelters

Legible signs

Quicker response time

too many recycling centers

Better lighting

#### **Problem 2: DRUGS**

##### **Solutions:**

1. Specialized units/P.O.P.
2. Better communication
3. Stiffer sentences

Education/youth



Focus on location  
Focus on prostitution  
Telephones

**Problem 3: ALLEYS**

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- Solutions:**
1. Close them/deed to owners
  2. Nuisance abatement
  3. Heavier patrol

Locks on dumpsters  
Review solid waste procedures  
Patrol  
Relocate homeless services  
Lighting

## POLICE DISTRICT 48

Haggin Oaks - North  
Ethan/City limits - East  
American River - South  
Southern Pacific Railroad - West

Facilitators: Sgt. C. Sandoval  
Sgt. R. Pfeifer  
D. Gould

### IDENTIFIED PROBLEMS

Residential burglaries  
Traffic speeding problems  
Gang activity from outside in general area  
Auto theft  
Teenage curfew  
Vandalism  
Public drinking at businesses and in the street  
Arson in Ben Ali area homes  
Residential burglary  
Selling drugs at 1934 Waterford  
Auto/residential burglary - Middlebury Road  
Neglected and unattended children  
Too many calls for service at Arden Fair Mall  
Crime problems at Arden Fair Mall spilling into neighborhood  
Neighbor leaving too much debris in yard - 2012 Middlebury Road  
Negligent property and apartment owners  
Drug activity at the AM Liquor Mart on Auburn Boulevard

Unlawful dumping on Auburn Boulevard between Marconi/El Camino  
Parking of vehicles in the yard at 2136 New Haven Road  
Garbage can left out all week at 2128 New Haven Road  
Robbery of persons on Middlebury Road  
Vehicle dismantling to the rear of Toys R Us  
Illegal dumping of grass clippings from county into city  
Car and property vandalism at Windcreek Apartments - responsables are the residents at the Teal Apartments  
Teal Apartments - drug/alcohol activity and harassing of neighborhood residents  
Too much foot traffic - late at night from Arden Mall into Swanston Estates  
Non-secure, vacant houses throughout the Ben Ali area  
Auto dismantling and repair in the Ben Ali Area and Swanston Estates  
Assaults by juveniles in Swanston Estates

### PRIORITIZED PROBLEMS AND SOLUTIONS

Problem 1: RESIDENTIAL BURGLARIES

Solutions:

1. More patrol in neighborhood
2. Getting to know your neighbors
3. Reporting suspicious activity

Residential alarms  
Guard dogs  
More street lighting  
More lights at individual residences  
Neighborhood watch programs  
Home security programs for neighborhood

**Problem 2: TRAFFIC SPEEDING PROBLEMS**

- Solutions:**
1. Additional stop signs on Ethan Way
  2. Increase traffic patrol/motorcycle enforcement
  3. Speed bumps

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Stop sign/light on Auburn Boulevard between El Camino Avenue/Marconi  
Safe driver public campaign  
More one-way streets

**Problem 3: GANG ACTIVITY FROM OUTSIDE IN GENERAL AREA**

- Solutions:**
1. More patrol
  2. Better screening of potential apartment renters
  3. Business/owner intervention in enforcing no loitering laws

Stiffer enforcement penalties  
Financial penalties for curfews  
Youth centers and access to them  
Counseling services - parent/child  
Education of parents  
More responsibility towards their child's actions  
More police gang raids

## **YOUTH FORUMS**

Facilitators: ~~Officer R. Davis~~  
Officer K. Westin

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### **AMERICAN LEGION SCHOOL**

#### **IDENTIFIED PROBLEMS AND SOLUTIONS**

**Problem 1: QUICK RESPONSE TO 9-1-1 CALLS**

- Solutions:**
1. Get more police on streets
  2. Less questions for 9-1-1 callers
  3. Quicker dispatch of police calls

**Problem 2: PEOPLE SELLING DRUGS**

- Solutions:**
1. More undercover police
  2. Legalize marijuana to focus on other drugs; i.e., crank, crack
  3. More police

**Problem 3: VIOLENCE ON STREETS, KIDNAPPING**

- Solutions:**
1. More undercover police
  2. All kids fingerprinted
  3. CAMP money diverted to overseas drug problems, cocaine, etc

### **SACRAMENTO HIGH SCHOOL**

#### **IDENTIFIED PROBLEMS AND SOLUTIONS**

**Problem 1: DRUGS**

- Solutions:**
1. Harder on drug dealers in court
  2. Education
  3. Get rid of drug perchers

**Problem 2: GANG VIOLENCE**

- Solutions:**
1. Youth programs
  2. More jobs
  3. Community awareness

**Problem 3: SHOOTINGS**

- Solutions:**
1. Stricter gun laws
  2. Don't make them available
  3. Less gun shops
- 

**JUVENILE HALL**

**IDENTIFIED PROBLEMS AND SOLUTIONS**

**Problem 1: SOCIETY GLORIFICATION OF WEALTH**

- Solutions:**
1. Help people get jobs
  2. Raise minimum wage
  3. Lower taxes for juveniles

**Problem 2: ENVIRONMENT**

- Solutions:**
1. More programs in community
  2. Renovation of community
  3. Help people get jobs
- 

**Problem 3: DRUGS**

- Solutions:**
1. Government stopping drugs into the United States
  2. More drug rehabilitation centers
  3. No solution

## **BUSINESS FORUMS**

Two meetings were held with representatives of the business community to determine their concerns regarding public safety and to solicit suggestions as to possible solutions. The business forums were similar to the community forums in that each person in attendance was asked to name their public safety concerns. The group then ranked the top three concerns and suggested solutions for these concerns.

## **BUSINESS FORUM**

**April 13, 1993**

Facilitators: Cmdr. Rich Gregson  
Capt. Matt Powers  
Capt. Mary Savage

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### **IDENTIFIED PROBLEMS**

Gangs	Armed robberies
Auto Thefts - Auto Burgs	Lack of Jobs
Insufficient Police Patrol	Lack of crime stats
Budget cutbacks reducing Police	Curfew
Image of Business Community	Vandalism
Educate re reporting crime	Panhandling - Strongarm - ATM
Unavailability of off duty officers	Civil Unrest
Transients, minors, trespassing	Parolees & Probationers
Cruising - caravanning - loitering	Cooperation between City/County
Burglaries - businesses/residences	Graffiti
Speed on Franklin Blvd.	
Dumping of garbage/litter	

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

Problem 1: **GANGS**

Solutions:

- More positive youth activities
- Greater consolidation of police-CHP-SSD
- Greater use of untapped resources
- Spread money to surrounding areas
- Gang class for parents and offenders
- Remove graffiti immediately
- Allocate more budget monies for more police
- Form partnerships with community and police
- Businesses adopt school programs
- Job banks for at-risk youth
- Police-Gangs-businesses-clergy forums
- Involve parents - rebuild family structure
- Provide trade school training
- Positive media cooperation
- Forum follow-ups

Problem 2: CRUISING - CARAVANING - LOITERING

Solutions:

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- Make parents accountable
- Solve revolving door (justice system)
- Give police stronger authority
- More Police
- Officers in schools - positive role models
- Convert military bases for boot camp activities
- Stricter enforcement
- Increased "gating"
- Alternative sites

Problem 3: INSUFFICIENT POLICE PATROL

Solutions:

- Increased cooperation between allied agencies
- Explore alternative funding
- Put pressure on City Hall, County, State
- Expansion of State Bldgs. to other areas brings State Police presence



## ATTENDEES BUSINESS FORUM

APRIL 13, 1993

Eli Rodriguez  
Byers Gymnastics Center  
29 Massie Court  
Sacramento, CA 95823

Bill Johnson  
Cal Skate  
25 Massie Court  
Sacramento, CA 95823

Craig Ehnisz  
Evergreen Center  
5601 Mack Road  
Sacramento, CA 95823

George Potiris  
Perry's Restaurants  
7820 Alta Valley Way  
Sacramento, CA 95823

Chris Fontes  
Evergreen Shopping Center  
c/o 7700 College Town Dr. #201  
Sacramento, CA 95826

Thomas W. Burruss  
So. Sacramento/Greenhaven Chamber of  
Commerce  
5960 So. Land Park Drive, Ste. 245  
Sacramento, CA 95822

Janet Grisanti  
South Center Shopping Center  
c/o 6117 Florin Road  
Sacramento, CA 95823

Chuck Downs  
Mack Road Associaton  
McDonald's Corporation  
6370 Mack Road  
Sacramento, CA 95823

Mary Brill  
P.O. Box 22898  
Sacramento, CA 95822

Mike Notestine  
MNA  
2229 J Street  
Sacramento, CA 95816

Mike King  
Perry's Restaurants  
7820 Alta Valley Way  
Sacramento, CA 95823

Ed Astone  
Franklin Blvd. Business Assoc.  
P.O. Box 160422  
Sacramento, CA 95816

Joseph R. Hill  
Dura Built Transmission  
33 Massie Ct.  
Sacramento, CA 95823

Joyce Hancock  
Florin Associates-Southgate Plaza  
4220 Florin Road  
Sacramento, CA 95823

Colm Keenan  
Quality Irish Imports  
1506 Broadway  
Sacramento, CA 95818

Jim Seyman  
Tower Cafe  
1518 Broadway  
Sacramento, CA 95818

Lawrence Fong, President  
Mack Road Association  
6600 Bruceville  
Sacramento, CA 95823

Victor & Jo  
Orangewood West and East  
6550 Wyndham Drive  
Sacramento, CA 95823

## **BUSINESS FORUM**

**March 31, 1993**

Facilitators: Cmdr. Rich Gregson  
Capt. Matt Powers  
Capt. Mary Savage

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### **IDENTIFIED PROBLEMS**

Lack of police coverage	Untimely phone reporting
Investigate property crimes	Dispatchers' attitude
Transients - Panhandlers	Homeless
Construction thefts/vandals	Shoplifters
Minors - curfew?	Patrol failing to "Police"
Lack of community policing	Educate businesses
Paddy Wagon slow	Tunnel - unsanitary
Graffiti	Centers of Alcohol sales
H Street traffic	Prostitution - Drugs
Single Residence Occupancy Hotels	Auto-Thefts
Gangs	

### **PRIORITIZED PROBLEMS AND SOLUTIONS**

**Problem 1: TRANSIENTS - PANHANDLERS - UNDESIRABLES**

**Solutions:**

- Confront transients between other calls
- Keep transients moving - more pressure
- More bike officers
- Educate public - stop handouts
- Curtail number of parolees to Sacramento
- Reduce Single Residence Occupancy Hotels

**Problem 2: LACK OF UNIFORM POLICE COVERAGE**

**Solutions:**

- Broader job descriptions - more than just answer calls for service
- Redefine selection criteria for bike officers
- Maintain bike patrol - expand it
- More business involvement with police
- Lobby Council for more police resources
- More officers
- More cooperations with Mental Health
- Improve unemployment conditions
- Ordinances to regulate panhandling-loitering

**Problem 3: GANGS**

**Solutions:**

- Use video cameras
- Community outreach programs - mentoring by PD
- Police involvement with neighborhoods
- Truancy crackdown
- Greater police presence in "popular" areas
- Family intervention - proactive manner
- Curfew regulations - enforcement
- Closer monitoring (FC) suspected drug dealers

## **ATTENDEES BUSINESS FORUM**

**MARCH 31, 1993**

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Bob Keefer  
Don Connick  
Downtown Plaza Merchants Association  
547 L Street  
Sacramento, CA 95814

Joan Smithers  
Sharron Coulter  
Deborah Chausse  
Old Sacramento Citizens & Merchants Assn.  
917 Front Street  
Sacramento, CA 95814

Susan Reynolds  
Point West Area Business Association  
Arden Fair Management Office  
1689 Arden Way  
Sacramento, CA 95815

Ben Newbold  
Allan Lammers  
Eugson Wong  
Sacramento Downtown Association  
1011 L Street  
Sacramento, CA 95814

Carl Olson  
Mark Harper  
Larry Dickinson  
South Natomas Business Association  
1500 West El Camino #357  
Sacramento, CA 95833

Carmen J. Lytle  
Arden Fair Mall  
General Merchants  
Arden Fair Management Office  
1689 Arden Way  
Sacramento, CA 95815

Mike Justice  
Sacramento Builders' Exchange, Inc.  
1331 T Street  
Sacramento, CA 95814

Vicki Schlechter, Ex. Director  
Frank Vellutini  
Construction Industry Crime Prevention  
Program  
1331 T Street  
Sacramento, CA 95814

Marilyn Mackey, Broker-Owner  
Central City Land Co.  
1513 18th Street  
Sacramento, CA 95814

Pat Thielen  
North Sacramento Chamber of Commerce  
P.O. Box 13322  
Sacramento, CA 95813

## **SUMMARY OF CITY DEPARTMENT MANAGEMENT OUTREACH RESPONSES**

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Police Department Management met with the management of other City Departments as part of the information gathering process during the development of the strategic plan. At this meeting each Department Head or their represented staff were asked what the Police Department could do to assist them in accomplishing their missions. At the end of this meeting each Department Head was requested to provide written suggestions to the Police Department as to how they might be able to assist the Police Department. The responses to both issues follow.

### **HOW CAN THE POLICE DEPARTMENT ASSIST YOUR DEPARTMENT?**

1. More consistency in labor relations.
2. Resolve impact of Sacramento Police Department traffic reductions on public works.
3. Greater visibility of officers.
4. Increased partnerships.
5. Early notification and participation on emerging issues.
6. More/better emergency planning.
7. Uniform submissions to attorney's office.
8. More sensitivity in dealing with other departments.
9. Incorporate long-term recruitment into community network.
10. Continue organizing and mobilizing the community.
11. Retain park patrol.
12. Continue and expand joint programs with Parks Department.
13. Expand participation in planning and review of developments.
14. Continued awareness of proper agenda procedures.
15. Plan to mitigate emergency situations.
16. Coordinate police and redevelopment activities.
17. Continue work with SHRA on homeless issues.
18. Cooperation between police and beat officers with housing authorities.

19. Mitigate loss of reserves and impact on traffic control.
20. Theft of conduit/public works.
21. Push 800 Mhz system.
22. Keep same Police Department staff on long-term projects.
23. Ongoing enforcement to prevent camping on river.
24. Speed processing of summer youth if possible.
25. Evaluation of NRPP to see how effective a model it is.
26. Consider centralization/decentralization of administrative services.
27. Examine ways to handle problems without police.
28. Look at improving availability of cash for operations.
29. Use private security effectively.

#### **SUGGESTIONS FROM OTHER DEPARTMENTS AS TO HOW THEY MIGHT ASSIST THE POLICE DEPARTMENT:**

##### **Department of Finance**

1. Utilize Payroll/Personnel System management information to reduce paperwork associated with police pay, time, etc.
2. Budget Staff can assist the Sacramento Police Department fiscal staff in streamlining budget and policy related issues.
3. The Accounting Division can work more proactively on expenditure projections.
4. The Revenue Division will continue to assist the Sacramento Police Department in tracking permits, collection of DUI charges and other fees.
5. The Purchasing Division can assist in streamlining the Sacramento Police Department's purchasing process.
6. The office of Minority, Women and Small Business Enterprise can provide the Sacramento Police Department with critical information on M/WBE vendors and contractors.

##### **Office of the City Treasurer**

1. The City Treasurer will continue to cooperate responsibly with the Sacramento Police Department to facilitate cash to be used as "flash" or "buy money."

2. The Sacramento Police Department could assist the City Treasurer by involving the Treasurer in initial discussions of funding for capital improvement projects.

#### **Department of Parks and Community Services**

1. Include Sacramento Police Department programs in our marketing and promotional brochures.
2. Continue to support the "problem-oriented policing" programs such as at Max Baer park and Franklin Villa.
3. Our department has a liaison role with the Sacramento City Unified School District and we would be happy to represent your department interests as well.
4. Continue to cooperate with your department's recommendations in implementing park safety measures.
5. Make space available at our community centers for your field staff to write incident reports.
6. Share our volunteer community resources with your department towards a mutual benefit.

#### **Department of Data Management**

1. Suggest the Sacramento Police Department utilize problem management and inventory software in order to track application problems and to assist in tracking type and retention periods.
2. The Geographic Information System can provide the Sacramento Police Department with base maps to use for crime statistics, trends, patterns, etc.
3. Will work with the Sacramento Police Department regarding its needs for city-wide networking.
4. Can provide appropriate software for building standards, manuals, codes, ordinances, etc.
5. Can assist the Sacramento Police Department in expanding their share of the City Hall kiosk.
6. Can assist the Sacramento Police Department in examining secure methods for allowing telecommuters to dial into the city's mainframe in order to perform their work tasks.
7. Can assist the Sacramento Police Department with any change of scope or needs regarding the Traffic Accident and Reporting System.

#### **Sacramento Public Library**

1. Currently assisting the Sacramento Police Department by employing private security guards at the Central Library and several branches.

2. Library branch supervisors are working with school administrators in identifying troublemakers.

#### **City Attorney's Office**

1. Can meet with Sacramento Police Department staff to assist in compiling for filing various cases before these cases are formally submitted to the city attorney.

#### **Office of the City Clerk**

The City Clerk can assist the Sacramento Police Department in:

1. Training on how to get an item to the agenda.
2. Training on how to produce an agenda report.
3. Scheduling items(s) for future council agendas.
4. Training on how to fill out the annual Fair Political Practices Commission (FPPC) forms.
5. Keeping the positions on the Citizens Police Advisory Committee filled for good functioning.
6. Records management needs.
7. Administering oaths.

#### **Sacramento Employment and Training Agency (SETA)**

1. SETA can meet with Sacramento Police Department staff to describe SETA services in more detail so that officers can be familiar with services that could be helpful to residents you serve.
2. SETA can provide you with information regarding the employment and training programs SETA funds.
3. SETA will continue to involve the Sacramento Police Department in our Gang and Drug Diversion efforts including a training program for our operators conducted by La Familia Counseling Center, Inc.

#### **Department of Public Works**

The Transportation Division can assist in:

1. Providing traffic engineering support for situations which requires traffic control.
2. Delivering and placing street barricades as requested by the Sacramento Police Department.



3. Implementing parking controls to assist police in high crime areas or to deter criminal activity.
4. From a traffic engineering perspective, assist the police with street abandonment requests or temporary street closure requests.
5. Providing accident rate information by street segment or intersection location.

The **Special Assessment Districts** can assist in:

1. Providing recommendations regarding neighborhood lighting.
2. Implementing a "guide patrol" program similar to the one in Portland, Oregon.

**Facility Management** can assist in:

1. Helping plan the new 9-1-1 center.
2. Helping plan Facility changes that may result from reorganization within the Sacramento Police Department.
3. Expediting construction completion of the William J. Kinney Police facility.

The **Street Division** can assist in:

1. Notifying the Sacramento Police Department if street maintenance crews notice unusual or suspicious activities in areas where they are working. The activities might include break-ins, gang actions, fights, graffiti applications, and robberies in progress.
2. Responding rapidly to calls for street maintenance assistance in emergency situations and at accident sites. Activities might include sanding down toxic spills, sweeping up glass and debris, repairing hazardous road situations.
3. Notifying the Sacramento Police Department if abandoned vehicles are spotted in areas where crews are working - especially in alleys and in unpopulated areas of the City.

The **Solid Waste Division** can assist in:


1. Continuing to provide for garbage services to the city police station.
2. Continuing to provide Code Enforcement services to the Sacramento Police Department for such things as homeless camp cleanup and the pickup of abandon refrigerators.
3. Continuing to provide limited disposal of hazardous waste to the Sacramento Police Department on a case-by-case basis with prior approval.
4. Gathering information at the scene of a traffic accident involving a city vehicle. The Solid Waste Division supervisor could gather the information needed by the police officer in advance, thus saving the police officer some time.

**The Fleet Management Division can assist in:**

1. Providing cleaned, fueled, and inspected vehicles and equipment required by the Sacramento Police Department.
2. Maintaining open lines of communication with Police administration to coordinate purchase options, maintenance, and repairs; and assure an adequate number of vehicles are available for each shift.
3. Working with Police administration on special equipment and modifications to vehicles as needed.
4. Providing information and assistance on vehicle issues by attending monthly Police Department Safety meetings in an effort to reduce accidents.
5. Securing vehicles to meet special event requirements both from within the city and through outside contracts.
6. Performing regularly scheduled maintenance inspections on emergency communications generators to protect against equipment failure during emergencies.

**The Animal Control Division can assist by providing field support in the following areas:**

1. When the Sacramento Police Department makes a vehicle stop and the owner is incarcerated, subjects often have their pets in their vehicle. An Animal Control officer responds and the animal is impounded for the duration that the subject is in jail or a next of kin can pick it up.
2. On drug raid and on Warrant arrests, an Animal Control Officer is often called to the scene for protection against aggressive animals and for safe-keeping of such animals if the owners are incarcerated.
3. On sacrificial killing of animals, the Sacramento Police Department will call on the Animal Control Division for assistance on the investigation.
4. On homicides and natural deaths, when the County Coroner picks up a body from a residence, the Sacramento Police Department will turn over an animal that the deceased might own to the Animal Control Division. The animal will be impounded and kept for a next of kin to claim.
5. There are police calls where an animal might become an object of theft or ownership dispute. A police officer will respond. The Animal Control Division is called out, the animal is impounded, and the Chief Animal Control officer will decide who the animal will be turned over to.
6. The Sacramento Police Department will call on the Animal Control Division for assistance in investigating cruelty to animal complaints, cockfighting, and dogfighting.

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7. Every Animal Control Officer carries a portable Walkie Talkie with direct communication with the Sacramento Police Department and will report any crime in progress.

#### **Sacramento Fire Department**

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1. Implement a training program where the Fire Department and the Police Department can learn about one another's tactics and procedures.

# ALLIED AGENCY FORUM

APRIL 28, 1993

Facilitators: Cmdr. Rich Gregson  
Capt. Matt Powers  
Capt. Mary Savage

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## IDENTIFIED PROBLEMS

Information sharing among agencies  
Similar forums with other agencies  
Return DA information requests timely  
Look to other resources for funds  
Parks/Police share responsibilities  
Cross training personnel  
Lack of Supervisors Meetings  
Law enforcement partnerships  
Improve knowledge and coordination  
Displacement of criminal element  
Alternative funding  
Managers' Mtgs. on mutual concerns  
Consistency in Community Relations  
Employee protection  
Cooperation between Parole and Police  
Officer safety in duplicated issues  
Training needs short-long term

Interface on Training  
Improve Court Attendance  
Cooperate on Regnl. Trng. Center  
Early Coroner Notification  
Who to contact  
Multi agency task force fugitives  
Competition for asset forfeiture  
Policing Philosophy  
P.O. Selection process  
Increase in auto thefts - gangs  
Early warning in ABC premises

## PRIORITIZED PROBLEMS AND SOLUTIONS

Problem 1: Information sharing among law enforcement agencies - roles and responsibilities

Solutions: Directory of agencies  
Fax-Tree for rapid dissemination  
Share roles and responsibilities at management level  
Regularly scheduled meetings  
Joint planning and development of hi-tech system to  
avoid duplication  
Regional data base which include alert system  
Regional dispatch center  
Improve use of media - crime alert type programs

**Problem 2:** Law enforcement leadership - sharing missions and objectives for improved knowledge and coordination

**Solutions:** Commitment to regularly scheduled meetings with specified agendas relating to policy matters  
Cooperation in long range planning for regional issues  
Reduce provincialism  
Marketing of law enforcement

**Problem 3:** Interface on training to improve ability to assist one another

**Solutions:** Come to meetings with training needs and concerns  
Work collectively to bring quality training to Sacramento  
Regional Training for street level activities  
Use roll-call and staff meetings to facilitate training  
Open door to smaller agencies  
Identify what training each agency can provide to others

## COMMUNITY PERSONS INTERVIEWED

### Alcohol/Drug Prevention Services

Julie Andrews	Calif.Dept of Social Welfare
Ricardo Camarillo	Computer Industry Specialist
Harry Carlson	Drug and Alcohol Advisory Board
Shirley Dal Ballo	Mothers Against Drunk Driving, President
Clint Irby	Salvation Army, Lieutenant
David Marquez	Drug and Alcohol Advisory Board
Leo McFarland	Volunteers of America
Arthur Smith	Salvation Army, Lieutenant Colonel
Richard Smith	Salvation Army, Major
Larry Valterza	Drug and Alcohol Advisory Board
Group Session	Salvation Army

### Clergy

Gary Benjestorf	Sacramento Law Enforcement Chaplaincy
J.Burns	Church of Jesus Christ Latter Day Saints, Bishop
Jim Church	St.Peter's, Monsignor
Gloria and Mike Flores	Victory Outreach
Humberto Gomez	Catholic Diocese, Reverend
Phillip Goudeaux	Calvary Christian Center, Senior Pastor
Reverend Kirk	Union Gospel Mission
Curtis Mitchell	Antioch Progressive Church, Pastor
E.Washington	Mr.Olive Missionary Baptist Church, Reverend
Ephraim Williams	St.Paul's Baptist Church
Patror Varnado	Macedonia Missionary Baptist Church

### Education

Patrick W. Barr	Sac County Office Education, Program Manager
Richard Cisneros	Kit Carson Middle School, Principal
Cathy Cooley	Rio Tierra Jr High School, Principal
D.R.Cronenwett	American Legion High School, Principal
Walter Fairley	Grant High School, V.Principal
L.Frazier	Sac High School, Vice Principal
Sandra Green	Caleb Greenwood School, Principal
Steve Hoag	Vista Nueva High School, Principal
Otto Isaac	Del Paso Heights Elementary School, Principal
LC Johnson	Luther Burbank High, Principal
Jackie Linn	Del Paso Heights School District, Superintendent Office
Carl Mack Jr	Del Paso Heights School District, Superintendent
Ed Marquez	Sutter Middle School
Francis Oda	William Land Pk.Elementary School, Principal
Leonard Osborn	Natomas Jr High School, Principal
Paul E. Rahe	Robla School District, Superintendent
Linda Ryerson	Dos Rios Elementary School, Principal
Diann Smooth	Fairbanks School, Principal
Bonnie Sutton	Robla School District, Assistant Superintendent

### **Education cont**

Robert Tafoya ..... California Middle School, Principal  
Willis Williams ..... Martin Luther King Jr. Middle School

### **Government**

Dale Achondo ..... Sacramento City Golf Division, Manager  
Maria Baker ..... Sacramento Zoo Division, Manager  
Larry Bowler ..... California State Assembly Member  
Alan Boyd ..... Sacramento City Human Services, Parks/Community  
Illa Collin ..... Sacramento County Board of Supervisors  
Dave Cullivan ..... Sacramento City Trans/Traffic Engineering, Sr. Engineer  
Margaret Freeman ..... Sacramento City Revenue Division, Manager  
Max Fernandez ..... Sacramento City Building Inspections  
Mike Hanaumura ..... Sacramento City Neighborhood Services, Manager  
Helen Harper ..... Sacramento City Parks and Recs, North Superintendant  
Gene Moore ..... Sacramento City Fleet Management, Manager  
Ken Nishimoto ..... Sacramento City Budget Division, Manager  
Hillary Perry ..... Sacramento City Environmental Services, Asst. Planner  
Ralph Pettengell ..... Sacramento City Parks and Recs, South Superintendant  
Staff Member ..... Sacramento Human Rights Fair Housing Commission  
David Topaz ..... United States Congress, Assistant to Robert Matsui  
Duane Wray ..... Sacramento City Facility Management, Manager  
Group Session ..... Sacramento City Council Administrative Assistants

### **Legal Associations**

Ramona Armistead ..... Wiley W. Manuel Bar Association  
Margaret Pena ..... American Civil Liberty Union  
Larry Doyle ..... California State Bar Association  
Michael Iwahiro ..... Asian Bar Association, President  
Bill Kenney ..... Legal Services Northern California Association  
Kelley Newton ..... Sacramento District Attorney, C.R.I.P. Prosecution Team  
Gary Ransom ..... Sacramento Superior Court, Judge  
Stephen Victor ..... Sacramento County Asst. Public Defender

### **Media**

Eric Mandell ..... KVIE Television, Channel 6  
Steve Telliano ..... KFBK, AM Radio, Reporter  
Heidi Thomas ..... KQVR Television, Channel 13, Producer  
Martha Weller ..... KXTL Television, Channel 40  
Beat Reporter ..... Anonymous Newspaper Company

### **Medical Associations**

Tom Arjil ..... Metropolitan Ambulance, Sr. Vice President  
Marie Blaylock ..... Sutter General Hospital, Emergency Dept., Nurse Manager  
Bill Green ..... University Calif Davis Medical Center, Emergency Medicine  
Linda Hamilton ..... Methodist Hospital, Emergency Dept., Director  
Eva Harriman ..... Mercy San Juan, Psych West Regional Office  
Victoria Radtke ..... Kaiser Permanente Medical Center, Emergency Services Director  
R. Ramirez ..... Sacramento County Emergency Medical Services, Chief

### **Medical Associations cont**

Kathleen Ramey ..... Mercy General Hospital, Emergency Dept., Nurse RN  
Lou Ray ..... University Calif Davis Medical Center, Manager Emergency Services  
Dr. Sandy ..... Sacramento County Mental Health Treatment Center, Executive Director  
Bill Tubbs .. Sacramento County Mental Health Treatment Center, Administrative  
Laura Waller ..... Sutter Memorial Hospital, Nurse Manager  
Nominal Group Tech ..... Safe Program Committee

### **Minority, Special Interest and Women Association**

Michael Boyd ..... River City Democratic Club, Co-Chairman  
Louis Camera ..... Director of Student Activities, CSUS  
Ellie Carney ..... Women's Civic Improvement Club  
Leroy Chatfield ..... Loaves and Fishes  
Marge Covino ..... Lambda Community Center, President  
Barney Donnelly .... Sacramento County Commission on Aging, Adult Services Board Director  
Shelley Droeshner ..... WEAVE, Case Worker  
Nyugen Dang Hoag ..... Bach Viet Association, Vice President  
Katherine Kenney ..... WEAVE, Counselor  
Jody Muller ..... National Organization Women, Chapter President  
Trac Pham ..... Sacramento Vietnamese Coalition, President  
Martha Powers ..... Sacramento County Disability Complaints, Chief  
James Shelby ..... Sacramento Urban League, President  
Pat Walker ..... WEAVE Crisis Line Emergency Response Coordinator  
Mark Whisler ..... Human Rights Commission  
Nate White ..... National Advancement Association Color People, President  
Group Session ..... Representatives of Latino Groups  
Staff Member ..... Asian Resources  
Group Session ..... Black Peace Officer Association  
Group Session ..... Latino Peace Officer Association  
Group Session ..... Nation of Islam, Muhammad Mosque  
Group Session ..... Northern California Asian Peace Officer Association  
Group Session ..... Sacramento Police Officer Association

### **Neighborhood Associations**

Luigi Naldi ..... Richmond Grove Association  
Margaret Peterson ..... Southside Park Neighborhood Association  
Paul Tsamtsis ..... Washington Park Neighborhood Improvement  
Pam Tuss ..... South Natomas Against Crime  
Member ..... South Sacramento Neighborhood Coalition  
Member ..... Winn Park/Capital Ave Association

### **Youth Services**

Oralia Bermudez ..... La Familia Counseling Center  
Steve Campus ..... Police Athletic League  
Herb Heil ..... Sacramento County Probation, Supervisor Probation Officer  
Kathy Hill ..... People Reaching Out  
Rose Leal ..... Washington Neighborhood Center  
Carol Lopez ..... Girl Scouts of America



## **PRIVATE INTERVIEWS -- SUMMARY OF FINDINGS**

### **1. WHAT DO YOU THINK THE MISSION OF THE SACRAMENTO POLICE DEPARTMENT SHOULD BE?**

A significant number of responses indicated that the primary mission of the Sacramento Police Department is to "protect and serve" the community. Other frequent responses were directed to public safety, response time, and keeping the peace. There were a many positive comments regarding current department performance. The following are other comments, in summary.

- The Police Department needs an adequate balance between prevention and enforcement. Efforts to contact students at schools and colleges need to be made.
- To serve and protect everyone regardless of race, color, creed or wrong doing.
- "Protection and Service through Presence". We must support policy that releases the trained law enforcement officer for concentration in areas of greatest need.
- Law enforcement needs to be sensitive to the growing diverse ethnic community by recruiting from that community for inclusion on the police force. Officers should reflect the ethnic diversity of the community it serves.
- The police department should have continuous and open communication with youth, ethnic groups and neighborhood groups so that some mid-ground can be accomplished. That would eliminate the "us against them" from the community perspective and from the police department itself.
- Regain a proactive stance in law enforcement vs. reactive. This is only going to be possible when there is closer community involvement. Ownership of the neighborhood's problems with the police role is essential for the citizens. Law enforcement's role is to support and respond.
- Working to support early interventions so that students don't turn into criminals.
- Inhibit drug and gang activity and target trouble areas.
- People in poorer areas within the City of Sacramento suffer far more than others. They should be the first priority for the mission of the Sacramento Police Department.
- Coordinated problem solving by sharing of resources, plus--handle emergencies.
- "Develop equity in problem solving" and have the ability to utilize successful strategies to connect citizens to the police.
- Educational process on how to achieve the services that are provided and how to access those services.

- The department's first goal is to protect life, liberty and property, in that order. Everything else, including neighborhood watch and other programs, is secondary.
- To instill a sense of peace in the environment, stability and service in a non-violent manner.
- To stop violent crime and random violence. To build partnerships with "at risk" communities. To develop mutual respect between the police and youth.
- Prevention of crime as well as enforcement. The department also should foster some sense of community in terms of law -- an idea of "We're all in this together". It's nice to see a police car drive down my street. It's another thing to have the officer stop and say hello.
- To work with the communities to identify problems and solutions unique to that community.
- To keep the peace by being able to patrol, to do what the "Constable on Patrol" was meant to do - be able to become part of the community they protect.
- Initiate and foster mutual RESPECT in the community for individuals and their possessions.

## **2. WHAT DO YOU THINK ABOUT THE SACRAMENTO POLICE DEPARTMENT IN GENERAL?**

There was an overwhelming number of positive responses. The positive comments related to personal experiences interacting with individual officers and the police department in general. The following are other comments in summary.

- Little on-street contact. Officers in administrative roles seem very professional.
- They are doing the very best job they can under the current circumstances and budget troubles.
- It is a good department that could perhaps use some sensitizing in its relationship with the disadvantaged.
- I believe some form of committee within the department has to keep a close eye on alcohol abuse by police officers. I see the traits that go along with the disease. My biggest concern is the anger that is carried with that person who also carries a gun.
- Too much on law and order. The police have to become more aware of community problems and use other methods to solve the issues.
- An agency stuck in low gear, operating on methods of the 50's and wondering why it doesn't work in the 90's. It's an agency that tries hard to do its role as it sees it; it just doesn't see it very clearly. The agency has not grasped the scope of community problems and has remained strictly reactive.

- I have not had a lot of dealing with the Police Department. It does seem that there is unqualified stopping and searching of young black males, and I have known some to file false charges just to get them jailed.
- I'm excited about the new police chief. He seems comfortable with people and the department follows that example.
- The north area has been basically ignored since the annexation of North Sacramento in 1963 and that includes the police response to problems.
- My experience with the officers of the police department has been both positive and negative. As a citizen, I have received courteous service from most officers. However, as an African-American male, I have been stopped for no reason on numerous occasions. At one point, I was being stopped almost weekly while doing my job as principal of an Elementary School.
- I have not always been pleased with their performance. I realize the department's screening process includes comprehensive psychological, personal, and ethical assessments. Racism and many other items are what I'm referring to.
- The department is still a little militaristic but better than in the past.
- The department has been stymied by a parochial attitude, specifically as most of the higher management were born and raised in the area. They still view Sacramento as a "cow town". I believe the new chief can have a positive impact on that attitude.
- The department does a remarkable job in keeping elected officials apprised of what its initiatives are. However, the department has been slow to move into community oriented policing concepts.
- I am glad to see more emphasis being placed on the youth.
- I'm concerned by stories, I hear about how people are treated based on color or being different.
- It should become more ethnically diverse to reflect the population. I would like to see some sort of citizen review.
- SPD does a good job of integrating women and minorities into the force.
- There is a need for a more positive public relations.
- It's inaccessible in terms of its personnel. I have the sense the police department is overwhelmed, barely getting what needs to be done.
- I think it has an image problem. I also think it's somewhat top heavy in terms of management. It needs a higher profile in the community.
- The new police chief is on the right track to change the police image in Sacramento.

- The Department needs to be open to change. In the past, management has been resistive to change suggested by outside agencies.
  - Low key presence when needed, but authoritative when required.
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- I fear the in-line officers aren't getting the attention or buy-in from the new chief so they can perform their jobs.
  - There are too many officers who have an attitude that those of who live in the Central City somehow deserve all the problems we are living with and trying to correct.
  - Previously, the Police Department had strained relationships with the community due to a lack of understanding of the importance of citizen participation. Due to the new Police Chief, it has been very apparent that front line staff are receiving direction and training regarding this aspect.
  - Good response to non-emergency business-like setting up a neighborhood watch groups. However, responses have often been very slow for crimes in progress.
  - I find quite a dichotomy in the response I receive from the police department when I approach their members as a community professional as opposed to doing so as a private citizen. This leads me to believe that some officers may have double standards.

### **3. WHAT SERVICES DO WE PERFORM WELL?**

The majority of the people interviewed indicated positive comments towards the general services of the police department. Many were pleased with the emergency response time and the Problem Oriented Policing program. The following are other comments in summary.

- Area of public awareness in D.U.I., especially in local high schools. You are developing a bond and feeling of good community relations on common problems.
- Appearance in general -- auto's, uniform -- show of force, when necessary, and sometimes when unnecessary.
- Neighborhood Watch and the PAL program is great.
- Majority of the officers project care and concern.
- I think the investigative work in solving crimes.
- The Problem Oriented Policing Program has had a major impact in relation to neighborhood crime problems and person-to-person communication.
- High quality community service which takes advantage of opportunities to interact with the community.
- Effective community outreach programs.

- Traffic enforcement works well. Safe streets are an asset.

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- Gang Unit investigators do great gang information presentations.
- Community Resources contributes to community effectiveness and high image of the department.
- Prevention and youth programs before budget cuts.
- Law enforcement and arrest tactics.
- Police response has been excellent and most of the officers are sensitive towards the issues of homelessness.
- I have had tremendous support, especially in child molester/kidnapper case.
- I feel your personnel who are assigned to schools or who come to schools because of problems with students handle these problems well and provide a service to use.
- Response to school emergencies and communications with school authorities. I think that the quick response has led to many serious problems being caught early.
- Community Resources Section in service to the community.
- Appreciate involvement with youth. Contact with students has improved with officer working off-duty in the parking lots.
- Coordinating efforts with the Parks Division.
- Neighborhood Police Officers.
- Providing information to fellow city departments.
- I like the new chief's Community Forums.
- The K Street bike patrols are good. They make people aware of the police presence.
- The department seems to be very good at crowd control type things.
- The watch commanders are accessible and responsive.
- The POP program understands the root causes of crime. They are frequently open to new ways of dealing with crime and the creation of new partnerships and tools, particularly in the area of problem landlords.
- Committees focusing on Asian problems. It is also making an attempt to get in touch with different parts of the community by being sensitive to cultural differences.
- The new chief is very accessible to the media. I appreciate the department's approach to the Rodney King situation, active rather than reactive.

- The department is excellent when it comes to providing specific interview requests. It's also excellent in providing location and incident information.
- Good relationship between City police and paramedics. The ability to assist with medical incidents is very good.
- Handling violent people and helping with 5150s.
- Sacramento Police Officers operate with incredible restraint and use good tact in dealing with negative situations.
- Excellent in dealing with victims of sexual assaults and domestic violence.
- Sacramento Police Department officers are good about informing clients about restraining orders.
- Excellent outreach to at-risk youth, i.e., PIP, Expressions, etc.
- Traffic control at the Zoo on weekends, although a small matter, as an area resident, the smooth flow of traffic is well appreciated.
- The Crime Alert Program has worked very well and the joint projects where you have community, police and other agencies working together to solve community problems.

#### **4. WHAT SERVICES DO WE NEED TO PERFORM BETTER? HOW CAN WE DO THIS?**

There were a number of comments that were similar throughout the interviews. The most frequent statement was for more enforcement against drugs and gangs. Other frequent comments include better community relations, more proactive crime prevention programs that are community based, more youth programs, better communications and cultural sensitivity with the public. The following are other comments in summary.

- Drug and gang prevention. Involve John Q. Public more.
- More intensive surveillance of known drug distributors. Encourage the community to report drug activity.
- Anti-gang efforts. Create programs in connection with community groups that offer positive outlets for youth.
- Provide more crime prevention information, youth programs, stronger presence in troubled neighborhoods and training to the public.
- Response time. Utilize current service providers to relieve many of the issues which consume a great deal of valuable officer time.

- Drug enforcement procedures have gone amuck -- the treatment of the suspect, the respect for property.
- Be more responsive to mental illness issues.
- More officers out of the patrol cars, not just for formal prevention but just plain communication which leads to collaboration and cooperation.
- Lobby for stronger laws to deter participation in the drug epidemic.
- Meet force with force when necessary with a strong emphasis on controlling drug trafficking.
- A need for officers to learn to listen to citizens without prejudging a situation. Understand ethnic differences.
- Reinstate the city-county task force and coordinate teams to deal with problems where city and county boundaries require joint enforcement.
- Clarify and communicate the purpose to the community with more community contact.
- The officers have a tendency to focus attention on black communities because it is the easiest place to make arrests.
- Get the Chief to sell his community consciousness to the troops before selling it to the community.
- Some of your officers need to learn to listen instead of trying to be so intimidating.
- Would like to see more police visibility on school grounds, especially for public relations, at elementary level. More education - positive role models to visit our schools.
- Assisting the school by keeping unwanted persons off the campus.
- Enforce the laws pertaining to alcohol near any school and remove gang violation from the street.
- In working with youth, more communication.
- Racial sensitivity. There needs to be a consideration to hire minorities to patrol their own communities.
- There is a need of more officers in order for the department to function properly.
- Traffic enforcement.
- More preventive community based policing. More youth programs such as PAL.
- More prevention programs in school with increased visibility on school campus to foster and improve relationships with students.

- Response time in different communities. Empowering efforts for those communities to be more preventative themselves.
- More visible patrol -- that's the best deterrent to crime.
- More traffic enforcement. Citizens are good about reporting and assured when there is a response to their complaint.
- Beef up the Community Resources Unit for educational purposes.
- Need more POP officers.
- Community outreach through forums, etc.
- Follow up. Somehow those items that aren't high on the priority list need a means of follow up just to let citizens know that their report was seen whether anything is done with it or not.
- The department needs to re-establish the Youth Services Diversion Program. To do this, you need to establish linkages with the Parks and Recreation Department.
- The department needs to establish more linkages/relationships with the schools.
- Building bridges to the ethnic communities should be a top priority. This can be accomplished by the kinds of outreach that is being done, but on a consistent and ongoing basis.
- Improve relations with people in the community, particularly those who are different. Break down the us vs. them attitude.
- Mandatory communications training which helps officers learn how to communicate more effectively and more respectfully with minority citizens.
- Transportation and handling of the mentally ill to ensure safety. They need to search them a little more thoroughly.
- Need to emphasize more crime prevention through community oriented policing.
- Strong emphasis on cultural sensitivity which is perceived by the community as non-existent at the present time.
- Often once a POP project is over, slumlord goes back to his or her old behavior. Police and community need ordinances with some teeth to go after slumlords and owners of vacant, not maintained buildings.
- Monitoring of parking spaces reserved for persons with disabilities.



**5. WHAT PROBLEMS SHOULD TAKE TOP PRIORITY WITH THE SACRAMENTO POLICE DEPARTMENT?**

There was an overwhelming number of comments directed towards drug and gang prevention. Other frequent comments include public safety and violent crimes. The following is a summary of other comments.

- 9-1-1 response.
- Top priority should be to reduce the number of drunk drivers on the roads.
- Gang and drug problems.
- Life and death calls.
- Life threatening emergencies, drugs and gangs, problem oriented policing, handgun control, recruitment of future police officers that match the ethnic make up of the community and handling of the homeless population (negative handling).
- Community Oriented Policing
- Youthful offender programs such as intervention & networking with other City social services, even Parks & Recreation, to attack the root causes of juvenile problems.
- Murders and violence
- Racism, school counselors, and multicultural courses. Youth crime committed by youth to other youth is a top priority to safety on campus.
- Removal of alcohol and gangs from the school areas.
- I think you are already making greater steps towards the top priority which is to become closer to the community.
- Clearing up the drug houses adjacent to the school.
- The Police Department is understaffed. Need more officers. More sensitivity training.
- More visibility in the area.
- Life threatening events and bringing law enforcement officers into the elementary and middle school classrooms.
- Investigation and apprehension of those involved in criminal activity.
- Life threatening ones and ones where disabled people are in danger.
- There should be a reasonable balance between ongoing things, i.e., traffic, investigations, meaning there should be more time spent on investigations.

- Any criminal felony action.
- Building bridges to the ethnic communities should be a top priority.
- The transportation of the mentally ill.
- Drive by shootings.
- Reduce hate crimes.

#### **6. WHAT PROBLEMS SHOULD TAKE THE LEAST PRIORITY WITH THE SACRAMENTO POLICE DEPARTMENT?**

The most frequent comments include misdemeanor offenses, traffic/parking violations, petty theft, victimless and non-violent crimes. A number of people indicated that they felt that all reported crimes have the same priority. The following are other comments.

- Minor traffic offenses
- The Department should reduce paperwork and other items that take officers off the street.
- Nuisance calls regarding loud music and neighbor disputes/civil matters.
- Minor misdemeanors of a nuisance nature.
- Prostitution, although not acceptable in our society, should not direct desperately needed police presence from the more critical areas of need.
- Stopping ethnic youth because of what they wear, minor traffic accidents, traffic control at any event, "relocating homeless", traffic speed traps.
- Petty thefts and vandalism, surely are not as important as violence in progress.
- Victimless crime.
- Traffic.
- Domestic problems should take least priority.
- Any thing of a not violent nature. The kind of crimes that don't really harm anybody, such as investigations into sex and vice crimes and loud noise crimes.
- Stolen bikes or other small thefts that the parents would have marked for identification.
- We could get rid of the minor parking (meters) concerns by making all parking free (except in garages).

- There is no least priority.
- Administrative functions.
- Crimes against property.
- Things that can't be solved right away, i.e., cold crime reports.
- The problem of homelessness should not be addressed by the police department in a punitive manner.
- Sting operations
- Parking problems.
- Writing checks with insufficient funds.

## **7. IS THE SACRAMENTO POLICE DEPARTMENT TRUSTED IN THE COMMUNITY? WHY?**

The majority of people interviewed indicated a trust towards the Sacramento Police Department. However, there were numerous comments made regarding mistrust among the minority community. The following are other comments made in summary.

- Depends on the community.
- Yes, they have a good reputation towards commitment, dedication and fairness.
- The "uniformed" officers generally are, but the plain clothes are generally not trusted.
- Yes! Without taking sides, they are able to quell most problems.
- Not as much as it should be. Minority groups feel that the department picks on them.
- By the general public, yes. By the special populations, the homeless and the mentally ill, the problem runs deeper.
- By some groups, yes. However, minority communities continue to feel discriminated against.
- "Trust varies from community to community depending on the images and dynamics of the area".
- It depends what neighborhood you ask this question. Mostly yes.
- I have some reservations. The attitude of some officers has been perceived by me as inappropriate.

- No! Because of past incidents involving Police Officers who deal with the Black Community differently.
- Which part of the community?
- Some people in the Black Community trust the police and some do not, but he finds interesting that they all seem to call when they need the police.
- By some people. Not by young Black males.
- There is a distrust by the youth which I believe is a cop-out by the youth of their responsibility.
- Not as much in minority communities, especially the Asians who come from totalitarian regimes (culture differences).
- Yes. There is quite a bit of police visibility within Sacramento.
- Yes, by most, but it varies with many ethnic groups and is usually less.
- The history of abuse to African-American males still reminds many, including myself, of the great racism within the members of the force.
- We trust them at the school site.
- As a general rule, the department is trusted citywide. However, in individual communities, this may not be true, especially in minority communities.
- In the school community, yes. I'm not sure that our parents would agree.
- Trust seems to diminish in the various ethnic communities and particularly in the Asian community, which has a strong mistrust of the authorities within their homeland culture.
- I don't believe so because of the benign neglect it has perpetuated.
- The police, themselves (individually), are trusted but the system is not.
- Not 100%. There seems to be a paranoic "guilt by association" feeling, i.e., "Bad L. A. cops - all cops are bad".
- Not really. General distrust of government due to promises made and not kept.
- YES & NO - In the more affluent areas of the city, the department is trusted as their contact is not as regular as in the other areas.
- YES & NO - as a result of the "Rodney King hearings", there are mixed opinions.
- NO - Citizens have a sense that officers don't want to help, that they're too busy. They don't make people feel at ease dealing with them.

- Yes, because you are a clean department with integrity.
- The police are not trusted in the minority communities.
- In order to gain trust, you have to be reliable, and I don't think that's there yet. The department isn't as trusted as it might be.
- There are mixed feelings based on demographics.
- There is a positive relationship between the police and the medical community.
- It takes years to build trust in minority ethnic communities -and the Police Department needs to keep building bridges and keep the line of communication open to all minority ethnic groups.
- I have had some negative feedback from victims about their treatment by officers. The opinion appears to be about 50-50. Sensitivity is a critical issue.
- The Department needs to be aware of its officers actions in domestic violence cases.
- Within our neighborhood, our district sergeant has made a point of coming to meetings and listening to our concerns, and this has helped to build trust.

## 8. **DO WE RESPOND TO THE NEEDS AND CONCERNS OF THE COMMUNITY?**

There were an overwhelming number of positive comments. Comments that were neutral or negative indicate that there seems to be a bias towards the minority community in terms of equity of services provided. Also, a number of individuals indicated a recent improvement in services, possibly due to the new Chief of Police. The following are other comments in summary.

- Efforts have been made (public/private agencies liaisons) but never followed through with.
- You are making efforts in this direction. More sensitivity training would help.
- It has been my experience over the last sixteen years that Police management has always listened to complaints and issues of concern from my organization.
- Some communities, yes and some, no. Parts of the communities need to be separated and dealt with individually for them to feel involved.
- At this time I must say the police department has given the community the best the person in that department were allowed to, but again with the current budget constraints, that could have caused some limits. I believe anything good could be better.
- Yes! I may not always agree with how they do their job, but I believe they do respond.

- Sometimes. Officers seem to respond to the "needs or concerns" according to their own perception of what those needs are. Their perception is not always correct.
- We do not respond to the needs of the Black Community.
- Basically, but not effectively.
- Speaking from my perspective, I don't think the link between the police and the community is as strong as it should be.
- Well -- programs like PAL, patrol contacts and officers in the school help meet the schools' needs.
- Yes, as evidenced by the establishment of the Drug/Gun Free Zone and the help of the police department in this project.
- Sometimes yes. Sometimes no. The department needs to be more concerned with hate crimes.
- Existing funding doesn't provide for police officers/time to address the many needs.
- Yes, but there are credibility issues with various communities. The problem can be solved by making the officers more aware of the communities that they serve.
- Has seen a tremendous increase over the last year.
- Sometimes, but not in a timely fashion. This statement recognizes and realizes that you operate on a priority basis.
- Currently, yes. In the past, no.
- They do OK on the important crimes. They just need to be more aware of their attitude and be more friendly.
- Not really sure. The new chief is making an effort to find out the community's needs, but he is not sure how we respond at this point.
- Yes, in most cases. There needs to be improvement in 5150 procedures.
- With Chief Venegas, we anticipate that issues important to the community will receive a full hearing from the police department.
- Officers treat and speak to young Blacks in such a way to make them feel less than human. Officers need to be more respectful and helpful in the community.
- No. The department needs to be more accessible in the community. In some areas, when the sun goes down, people stay inside. The department needs more resources to provide a sense of safety.

- Yes and no. The department responds to the most immediate crises, but not to situations that aren't life and death.
- I think the department responds to the crimes of the community. In terms of preventing that crime, I would say no.
- The community is most concerned with the spread of gang violence, even into neighborhoods traditionally insulated from it.
- The Vietnamese-American community's main concerns are the recurrent gang problem and the rise in crimes in general. So far, response has been inadequate (undoubtedly due to budget constraints).
- Not always, but much of that in the past may have been due to poor communication on both sides.
- Not really. Priorities and officer discretion and such.
- Greatest problem is the length of time between call and arrival of officers and the length of time and effort it takes to get a POP project assigned to a problem building.
- In most instances, it is better to have a good communication network in place before a negative incident occurs. This way you have dealt with community leaders on a positive level so you can work together to solve community problems.

**9. WHAT SERVICES OR PROGRAMS WOULD YOU LIKE TO SEE IMPLEMENTED OR EXPANDED IN THE SACRAMENTO POLICE DEPARTMENT?**

The were numerous comments for expanding the anti drug/gang and Community Based Policing programs. Other frequent comments include expansion of youth programs, more community forums and contact with the public. The following are other comments in summary.

- Car Theft, Vandalism and Graffiti Eradication Program.
- I'd like to see the D.U.I. and Traffic Section continue.
- More contact with students and schools. More work directly with gangs to change their behavior.
- More aggressively ask the public to use "Citizen's Arrest" and use a citation/summons to a court for settlement.
- I'd like to see more small stations or offices in the areas that need them.
- Expand anti-drug and anti-gang efforts. Work more at community outreach.
- Better emphasis on networking with other agencies which also "Protect and Serve".

- Continue to develop the neighborhood alliances with the Police Department.
  - Periodic forums between community and law enforcement.
- 
- Focus more training for officers on dealing with the mentally ill.
  - Community forums, workshops to inform.
  - Sensitivity training to a variety of issues including mental health. Officers need to hear the problems for themselves and should attend community meetings.
  - Problem oriented policing, neighborhood foot patrols, junior police cadets (youth), rotation of all officers (even administrative) on patrol or community participation, continued neighborhood watch programs, continue the current Sacramento Police Forums biannually, equal emphasis on white collar crimes and heavier penalties for those crimes.
- 
- ~~Include tobacco and alcohol as part of the drug strategy.~~
  - Programs directed towards the ethnic community, especially the youth.
  - Reach out to youth - Drug/Gang Prevention education programs.
  - Community interaction and emphasis on the youth to reduce negative confrontations.
  - I would like to see a youth diversion program set up to keep first time non-violent offenders out of the system.
  - I would like an all out effort of the Sacramento Police Department and the true religious leaders to work together.
  - The D.U.I. Enforcement Program.
- 
- ~~Education Program -- with elementary school.~~
  - Assignment of an officer to each school such as those in the Youth Services Division in the 70's.
  - I would like to see an individual officer/school partnership.
  - Programs for youth and minorities: Mentors, any other contact with youth.
  - To continue the officer/school contact.
  - Expand community policing possibly by restructuring patrol and collaborating with other entities and not try to it all.
  - Community Resources Section
  - Officers need to be involved in teaching responsibility in a friendly way, not just making arrests.



- Expand the bike patrol to other communities and neighborhoods.
- I would like to see the Sacramento Police Department allow community input into the Department's decision making.
- Dispatcher training, I have experienced a number of complaints regarding inconsistent information, insensitivity, rudeness, lack of helpful referrals, etc.

#### **10. WHAT SERVICES OR PROGRAMS WOULD YOU ACCEPT FOR REDUCTION OR ELIMINATION?**

A significant number of individuals indicated that no services or programs should be reduced or eliminated. Other frequent comments include traffic/parking enforcement, administrative jobs, and nuisance. The following are other comments in summary.

- Fraud Unit
- Whichever ones that impact the social programs the least.
- Using your line duty officers and street cops for diversion/education/public relations.
- None. Expand programs. No reductions.
- Try and transfer record keeping, business type activities and other jobs that can be done by civilians to non-police personnel.
- As crime increases, domestic violence increases, fear of crime increases, I am afraid I feel more services are needed, not less. I frankly cannot think of any of the services I am aware of being decreased or eliminated.
- Administrative staffing, parking meter enforcement, sworn officers used at events control and used for traffic control, sworn officers used to go into schools to do alcohol and drug prevention.
- Bicycle Patrol. All are needed, but we have to cut somewhere.
- We should drop programs and not people.
- Parking violations.
- Response to minor calls, i.e., noise complaints.
- None. Restructure yourselves and empower the community to help. (No, not vigilantes.)
- Vice Unit
- Administrative support staff.

- I would strongly recommend that the eviction of homeless people from the banks of the American River be stopped.
- Enforcement of marijuana laws and asset forfeiture.
- I would like to see the department get the community to do those kinds of things being done now by specialized units of the S.P.D.
- Burglary investigation unit and boat patrols.
- I hope Chief Venegas would consider keeping them by using volunteers.
- Crossing Guards and some administrative positions.

#### **11. WHAT DO YOU EXPECT FROM THE NEW CHIEF OF POLICE?**

A significant number of comments indicated that the new Chief needs to be open to suggestions from the community. Other frequent comments include leadership through Community Based Policing and cultural sensitivity. The following are other comments in summary.

- Community Involvement
- Honesty, integrity, must be candid and not cover anything up.
- To be available and visible to the larger groups of the community.
- A strong community leadership role, especially in the area of minority population PR.
- Dialogue with all segments of the community. Try to keep the officer morale high.
- To keep being involved with individuals, neighborhoods, youth so that he may have direct communication, have a real sense of what's happening in the city, not just impressions from the hired help or politicians.
- Restore the community trust.
- Expect him to advocate a strong representation of high standards and values among his administration and sworn officers.
- Continue to build community partnership and trust.
- Personally, I would like to see him address issues which are specific to the Hispanic youth and community. Hispanic community is very large.
- A new image and community oriented policing.
- To keep going in the direction he is headed relative to the community forums. I'd like to see the chief available for community events.

- More sensitivity to issues/concerns of minority constituents.
- High morale, good relations with various communities.
- Visibility and access. Community forums are an excellent start.
- Some sense of humanity. I think he has it.
- To be proactive with community problems.
- Try to change negative image of the police through more police/community interaction.
- Open communication and cooperation between agencies. They feel that the communication and cooperation have been lost and need to be recaptured.
- To be visionary and to produce by any means necessary a police force that is sensitive to the needs of all people.
- To be open to different styles and ways of the Police Department going about their business.
- To keep community awareness as a top priority.
- I expect him to be more sensitive to ethnic and cultural diversity in this city.
- I want the Chief to be creative, thoughtful, and focus on preventing tomorrow's problem.
- A new administrative attitude. A shakeup of the old style of policing -- Us vs. the public attitude on the part of officers.
- Well trained, professional officers.
- No more cut backs in services.
- To get "all" officers involved in the community in which they work, to build partnerships.

## 12. **WHAT CAN THE SACRAMENTO POLICE DEPARTMENT EXPECT FROM YOU?**

An overwhelming response to this question was "support and cooperation." Other frequent responses included assistance with community relations and a sharing of resources. The following are other comments in summary.

- Support when it acts in a manner that treats everyone fairly; disapproval when it ignores fair procedures equally applied.
- Participation in activities that will protect our city.

- Involvement in the community and dialogue.
- Create a collaborative, coordinated partnership to eliminate gangs, drug and alcohol abuse, open communication between the police department and all citizens in our community.
- Available to be on a task force advisory on law enforcement.
- Any service that I am able to provide when asked.
- Commitment.
- "Input" and participation, where necessary.
- Be aware of the liaisons that are necessary between the school and the Police Department to get good service.
- As a person within the school system, I can act as an information resource and enhance the continuing trust between our two agencies.
- Cooperation whenever you ask for it -- facilities or sharing of resources and programs when there are common goals (just about everything fits in this category).
- Promoting positive view of law enforcement and teaching students to be more responsible citizens.
- Communication and cooperation and access to the various cultural groups as necessary.
- Cooperation in terms of street closures, undulations. no parking signs, etc.
- All the cooperation they need, i.e., home inspections - quick response. Any information they can give that will help in regards to drug or gang activity.
- Political support and support on the state budget.
- Would like to set up mini-training sessions for officers in the field to more efficiently deal with problems that arise in the area of landlord-tenant disputes.
- I think that we need to understand how people act, and I should try to do the same.
- I would be willing to sit on a committee to discuss solutions for long-term problems.
- The department can expect that I will do my job to the best of my ability. I will also be a strong public advocate for the police department.
- Fair and balanced reporting. Also, cooperation from our (media) station as the department attempts to effect changes.
- I can help to improve police/community relations and increase cultural awareness for police officers.

- I will give blood to keep my community safe, but I expect the same from my beat officers.
- We will support any and all efforts to develop programs and strategies that will return the streets of Sacramento to all its law abiding citizens. This would be in the realm of citizen participation.
- Working to organize neighborhood watch groups to help keep the neighborhood safe.

### 13. DO YOU HAVE ANYTHING ELSE TO ADD?

Varied responses. The most frequent response was a "good job overall." Many appreciated the open communications with the new Chief and the opportunity for input. The following are other comments in summary.

- We would like a closer working relationship with the police department.
- I think it was a mistake to publicize that calls are "prioritized" because the caller with a problem -- "Now" -- its important to him "Now."
- Officers should be aware of the power they have and ethics should be stressed at all levels of the police department.
- This process is something that has been needed for a long time, and I applaud the Police Department for its courage in searching for new ways to make out city a safe place to live.
- I admire the openness of the new Chief of Police and his dedication to better community relations.
- Someday schools will become more of a community center with law enforcement, probation, health services and social services.
- Officers need training in human relationships at the entry level. Many times one's demeanor aggravates a situation. If officers were sensitive to the needs of the community, they would be better accepted.
- Impressed with the way the department is handling the community and the new ideas that the Chief is presenting.
- There should be a citizen's complaint procedure, ideally outside the department, that the citizens have confidence in.
- The sad fact is that Californians want a Cadillac on a Ford budget. We need more revenue. There is no way to provide the quantity and quality of service with the minimal funds we are operating with. Unfortunately the Police Department is like the kid with his finger in the dike. The community must show more fiscal support.

- As a whole, the officers are still not sensitive to the minority. This will take more than the effort of our new chief.
- We are very pleased to have a new chief who cares about us enough to -come to the community and listen carefully as we provide input. The new Chief has created a "new beginning", which we believe will ultimately make our city a better and safer place to live.

# "WHAT IF"

## INTRODUCTION

This section addresses a variety of external factors, beyond the control of the Sacramento Police Department, which are likely to effect the Department's ability to maintain its current level of service. These factors include such things as (1) changes in the level of service provided by non-City public and private agencies, and (2) the physical and economic development of the City of Sacramento.

## SOCIAL SERVICES

There is a certain degree of interactivity among public and private service agencies which affect each individual agency's need and/or capacity to provide services. In some cases, a service agency is the *sole* provider of a particular service, and in other instances, one agency supplements the services of another agency. When important services are eliminated or reduced, other agencies, who rely on that service, may themselves have to increase their level of service, in that area, or begin funding or actually providing the service as a sole provider.

In the short term, the current budget crisis has contributed to our need to reorganize the Police Department, and has affected the rest of local government as well. In the long term, the City will need to continue monitoring developments among public and social service agencies which influence, or are likely to influence, the delivery of services by local government. Future changes in the level of services in the City of Sacramento, or the method of service delivery, may be necessary.

An initial review of "external" service providers indicates the likelihood the City, and the Police Department, may be asked to assume more of the fiscal burden to supplement important services previously offered by other organizations. Some service reductions have already occurred and have had significant fiscal impact on the City's General Fund. Services funded or provided by other agencies which have been, or are likely to be reduced or eliminated in the future, are listed below. Additional service reductions are anticipated. Planning is underway to identify service organizations which may influence service delivery by the Police Department, and to develop appropriate responses.

## Mental Health Services

Potential reductions in State and County funding of mental health services will shift a portion of the burden for these services onto the cities. Individuals requiring, but not receiving appropriate mental health services from the State or County sponsored agencies may become reliant on City service agencies. On occasion, the mentally impaired will come to the attention of the police for violations of the law. And, when mental health services are not available, the police are often left with no alternative but arrest and incarceration. Moreover, the time spent on these matters will reduce the availability of police officers in the rest of the community.

### **Booking Fees**

Legislation designed to help the counties with budget shortfalls authorized counties to charge local law enforcement agencies "administrative fees" for booking prisoners into a county jail. It is now costing the City approximately \$2.5 million in booking fees each year.

### **Sexual Assault Examinations**

New legislation now permits hospitals to directly charge local law enforcement agencies (local governments) for sexual assault examinations. Payment for this service had previously been the legal obligation of counties. This service now costs the City approximately \$170.00 per year.

### **School Security**

Budget cutbacks have eliminated school officers in the City of Sacramento. Public safety and security services formerly provided by these officers (e.g., responding to reports of assaults, thefts, and burglar alarms) have been absorbed by the Police Department. The attention given to calls for service at local schools reduce the time available for police officers to respond to other calls for service throughout the City.

### **County General Fund Revenues**

Reductions in County General Fund revenues are anticipated due to changes in State appropriation and revenue sharing formulas. Proposed city incorporation and/or annexations also threaten the loss of County revenue sources. The likely result, which has already been demonstrated (e.g., booking fees), is the shifting of the fiscal burden for the continuation of certain services to the cities.

## **DEVELOPMENT ISSUES**

The City of Sacramento is continually undergoing physical change. Residential and commercial development affects Sacramento's political boundaries, population growth and diversity, and ability to provide service to residents. Sacramento's General Plan, for the period between 1987 and 2006, represents the City's policy plan for the physical development of land uses as well as supporting facilities and services. It is the principal tool by which the City evaluates public and private building projects and municipal service improvements. In terms of police services, the Sacramento General Plan policy statement acknowledges that "growth within the City will require additional staff to maintain a level of police service equal to that now (1987) provided."

The Police Department, too, understands that physical and economic growth within the City can affect not only the level of service the Department provides, but the method in which those services are delivered to the public. In the past two years the City (and the Police Department) has had to deal with a period of rapid economic decline, which has resulted in severe local budget cutbacks and reductions in the City's work force. The Department has found it increasingly difficult to meet existing demands, or plan for new service demands. Nevertheless, it has been, and continues to be, the Police Department's position that it will attempt to anticipate and manage service demands by:



- Reviewing development proposals and tentative subdivision maps for special policing problems
- Making recommendations on design improvements prior to the development proposal's approval and construction
- Reallocating and recommending new personnel and resources to meet the needs of population growth, crime patterns, calls for service and other related factors

The Police Department's *Strategic Plan* is intended to help guide the Department in the delivery of service to Sacramento residents over the next 10 years. In terms of land development factors, it asks the question, "what if" - what if a given development proposal is approved, constructed and built out to its maximum capacity? How will it impact the Police Department's ability to provide service, and how will the Department respond to these new service demands? In developing the *Strategic Plan*, Police Department staff have asked that question, and have identified 11 specific projects (below) which can reasonably be expected to affect the Department's ability to deliver public safety services.

Information regarding each of these projects was obtained through interviews with representatives of the City of Sacramento Department of Planning and Development (Donald J. Lockhart, Assistant Planner, 264-7584) and the Sacramento Housing and Redevelopment Agency (Mary Wray, Acting Assistant Director of Community Development, 440-1318). *It should be noted that these projects are in various stages of long term, comprehensive planning processes. The information provided consists largely of estimates and/or projections which are subject to constantly changing factors. As such, this information will be adjusted or revised as circumstances warrant during the continual assessment process of the strategic plan.*

### **North Natomas**

**The Project:** The community includes the area generally bounded by Elkhorn Boulevard on the north, Interstate 80 on the south, the Corporate City limits to the west, and the Union Pacific Railroad lines to the east. The adopted 1986 North Natomas Community Plan is being revised. The revision is expected to be completed in July 1993. Initial development could begin in fiscal year 1993-94. At buildout, in approximately 25 years, the North Natomas Community is expected to include:

- Approximately 17.8 million square feet of new office/ employment center space with 56,700 employees; 2.6 million square feet of commercial space with 6,500 employees; and 33,500 residential units
- 14 elementary schools, three (3) junior high schools, and two (2) high schools
- Approximately 1,700 acres of parks (450 acres), greenbelts, buffers, canals, and other open space areas
- A built-out population of approximately 67,000 residents. Note: An estimated 62 percent of North Natomas residents will work in the community area. So, of the estimated 73,500 employees, approximately 45,570 will live in the community.

## **South Natomas**

**The Project:** The community includes both residential and commercial development within the area bounded by Interstate 80 on the north and west, the Sacramento and American Rivers on the south, and the Union Pacific Railroad lines on the east. Approximately 84 percent of the projected 18,142 residential units have been built. However, a moratorium on residential development will remain in effect until the City Council acts to remove it when adequate flood protection is provided. At buildout, the South Natomas community is expected to include:

- 5.6 million square feet of new office and business space, 1.7 million square feet in commercial development, and approximately 18,142 dwelling units
- Nine (9) elementary schools, two (2) junior high schools, and one (1) high school
- Approximately 300 acres of new parks
- A total population of approximately 42,200 residents

### **Sports Complex (Arco Arena/ Stadium)**

**The Project:** The Sports Complex is bounded by Del Paso Road to the north, Stadium Boulevard/ North Market Boulevard to the south, East Commerce Way to the west, and Arco Arena Boulevard/ Truxel Road to the east. Land uses for this area include an existing 19,000 seat arena, a partially constructed 65,000 seat stadium, an amphitheater, and surface parking lot. There is no completion date for the stadium or estimate of additional service demands.

### **Richards Boulevard**

**The Projects:** A mix of commercial and residential development is anticipated for the area bounded by the American River on the north, the Southern Pacific Railroad lines/levee on the south, the Sacramento River on the west, and roughly along 28th Street on the east. Both the Sacramento City Planning Department and the Sacramento Housing and Redevelopment Agency (SHRA) are working on development proposals.

**The SHRA proposal** involves the establishment of a social services complex near North 12th and North "B" Streets. This facility will service homeless and public inebriate populations in and around the project site. The SHRA Development plan was completed and approved in FY 1992-93, and the initial phase of development could begin in FY-1993-94. At buildout (7 year horizon) growth from this project is expected to include:

- 572 individual and multi-person housing units
- An "on-site" service population of approximately 600 people, with an additional 150 people receiving "day services" at the project site

**City Planning** review of the draft Richards Boulevard Plan is still in progress and may be completed by FY 1993-94. Initial development could occur at that time. At buildout (35 year horizon) growth in this area is expected to include:

- Approximately 6.5 million square feet of retail and office space, and the creation of approximately 24,000 jobs in the area (daytime population increase)
- Approximately 3,800 multi-family residential units, and 6,400 new residents.

#### **Southern Pacific Railroad Yard**

***The Project:*** A mix of residential and commercial development is planned for the area bounded by the Richards Boulevard Project Area on the north, along "I" Street on the south, the Sacramento River on the west, and generally along 6th, 7th and 8th Streets on the east. Included in the development proposal is the construction of a federal courthouse, which should be completed by FY 1998-99. Planning for the federal courthouse is still in progress and may be completed by FY 1993-94. City approval for the remainder of the Southern Pacific Railroad property may be completed by FY 1993-94. At buildout (35 year horizon for all development), growth in this area is expected to include:

- Approximately 9.5 million square feet in new retail and office space (including the federal courthouse), and the creation of 38,000 new jobs (daytime population)
- Approximately 2,800 multi-family residential units and 4,600 new residents

#### **Downtown Plaza**

***The Project:*** This project focuses on the area bounded by "J" Street on the north, "L" Street on the south, 4th Street on the west, and 7th Street on the east. Construction on this project is underway and involves the expansion of retail and office space. The "grand opening" for the Downtown Plaza is scheduled for October 1993. There is no estimate on populations increases or service demands. However, upon completion, growth in this project will include:

- An addition of 210,000 square feet of new retail and office space (including 43,000 square feet for a cinema complex), and 256 new parking spaces. There will be a total of approximately 600,000 square feet of retail/office space in the Downtown Plaza Project area

#### **"R" Street Corridor**

***The Project:*** A mix of commercial and residential development is anticipated for the area bounded by "Q" Street on the north, "S" Street on the south, Interstate 5 on the west, and 29th Street on the east. Planning for this project is still in progress. Approval of recommended City policy changes, which will identify land uses in the "R" Street Corridor, may occur in FY 1993-94. Initial development could begin at that time and one third of the project could be completed within the next 10 years. At buildout (25 year horizon), growth in the "R" Street Corridor Project is expected to include:

- An increase in existing office space to a total of roughly 3 million square feet
- Approximately 2,000 new residential units and 4,000 new residents

- An increase in the daytime population of 15,000 (employees and customers)

### **Union Pacific Railroad Yard**

**The Project:** The Union Pacific Railroad yard targeted for development is within the area generally bounded by Portola Way on the north, Western Pacific Avenue/Sutterville Road on the south, the Sacramento City College and the Union Pacific switching yard on the west and 24th Street on the east. While a mix of residential and commercial development is anticipated in this area, planning is still in progress. There is no timeline for the project and there are no estimations of population growth or service demands. At buildout (10-30 year horizon), growth in the Union Pacific Railroad Project may include:

- The addition of one (1) elementary or junior high school to accommodate the area's future residential growth
- Neighborhood commercial uses
- Regional office development
- Residential development or varying density ranges
- Mixed residential and non-residential uses

### **Sacramento Army Depot**

**The Project:** This special planning district includes the area bounded by Fruitridge on the north, Elder Creek Road on the south, the Southern Pacific Railroad lines on the west, and Florin Perkins Road on the east. Four preliminary land use alternatives have been developed for this area. These alternatives will be evaluated in the Federal and City environmental impact study (EIS). Selection of a preferred land use alternative will take into account identified infrastructure and traffic constraints presently being developed in consultant-developed documents. Selection of the land use alternative may occur in July 1993. The four preliminary land use alternatives include:

- Low intensity alternative activities (quasi-public; office use, warehousing and industrial) employing approximately 12,400 people
- Medium intensity alternative activities (quasi-public; employment center, heavy commercial/warehouse, industrial and industrial labor-intensive) employing approximately 15,800 people
- Medium high intensity alternative activities (quasi public; heavy commercial/warehouse, industrial labor-intensive) employing approximately 17,000 people
- High intensity alternative activities (quasi-public; employment center), employing approximately 19,400 people

Final adoption of a development proposal is anticipated in FY 1995-96, and initial development could occur at that time. Depending upon the land use alternative chosen, at buildout (20 year horizon), growth in this area could include

- Between 30,000 and 71,000 square feet of light to heavy commercial/industrial space, and/or office space
- A daytime population increase of between 12,000 and 19,000 (new employees)

#### **Consumnes River College Special Planning District**

*The Project:* This special planning district is bounded by Consumnes River Boulevard on the north, Sheldon Road on the south, Bruceville Road on west, and Highway 99 on the east. Primarily residential and some neighborhood commercial development is anticipated for this area. Completion of the special planning process with environmental review is anticipated by January 1994. Initial residential development could occur at that time. At buildout (15 year horizon), growth in this project area could include:


- Approximately 2,500 new residential units
- An undetermined amount of acreage dedicated for parks, wetlands, and pedestrian pathways
- One additional elementary school
- A population increase of approximately 5,000 residents

#### **Laguna Annexation**

*The Project:* The Laguna area is bounded by the Sacramento City limits on the north, Elk Grove Boulevard on the south, Interstate 5 on the west, and Highway 99 on the east. The County of Sacramento has approved residential and commercial development entitlements for much of this area. However, there are no immediate plans on the part of the City of Sacramento to annex any territory in Laguna. The City has made no projections on the buildout horizon or population growth for this area.

#### **FUTURE POLICE SERVICES**

In the past several years, the availability of police officers (in proportion to the population served) has declined from about two officers per 1,000 residents, to 1.6 per thousand in fiscal year 1992-93. Because of recent budget reductions, that ratio will drop to approximately 1.4 officers per thousand residents in fiscal year 1993-94. Additional factors that will challenge the Sacramento Police Department's ability to provide the desired level of service expressed in the General Plan include (1) anticipated reductions in social services which shift additional responsibilities to the Police Department, and (2) future City development issues which will increase both population and service demands.



The Sacramento Police Department's strategic plan attempts to chart a course for its transition into a Community Based Policing (CBP) agency. Programs and activities associated with CBP are labor-intensive and typically require more personnel than required for the delivery of traditional law enforcement services. By reallocating existing resources, the Department will be able to implement some CBP programs and strategies. However, to effectively transition into a community policing agency, maintain current service levels, or meet future service demands, the Police Department must restore lost officers and explore alternative means of increasing and preserving staffing levels.

Projections for City growth from the Department of Planning and Development, both in physical size and population, are preliminary and subject to change. Accurate estimates of additional service demands and personnel increases are not possible at this time. Over the next year, the Police Department anticipates working closely with the Planning Department in determining the effects of proposed City growth on the Police Department's level of service delivery. The goal is to utilize historical data, software systems and policy requirements to determine staffing needs for proposed growth areas.



## **MISSION STATEMENT**

**The mission of the Sacramento Police Department is to work in partnership with the community to protect life and property, solve neighborhood problems, and enhance the quality of life in our City.**

### **MISSION STATEMENT DEVELOPMENT**

As part of the planning process, the police department re-examined our mission statement in light of the information received during the community forums, business forums, meetings with the Police Community Relations Advisory Committee, private interviews and internal assessments. While the previous mission statement offered detail concerning the purpose of the department, we believed that the department's mission statement should be both short and memorable. At the same time, we felt strongly that the mission statement should reflect both the department's commitment to working cooperatively with all of the community we serve and the City's focus on neighborhoods. Based on this criteria, the new mission statement was developed and sent to employees, the City Manager and the City Council for their input and comment. We are pleased to present the new mission statement for the Sacramento Police Department.

## **A COMMITMENT TO PARTNERSHIPS**

Throughout this document there is the mention of "partnerships". The new mission statement of the Sacramento Police Department commits us to working in partnership with the community to advance the cause of peace in the streets. Partnerships are two way relationships, and will require a similar commitment from individuals, groups and organizations outside of the control of the police. Everyone has a role in the pursuit of public safety.

In a very practical sense the absence, weakness or strength of the Police Department's partnerships determines the ability of this organization to maximize its contribution to the public safety of our citizens, neighborhoods and communities. For a myriad of reasons partnerships take work. The Sacramento Police Department is committed to this work and envisions the following types of partnerships will serve this community well.

### **Public Partnerships**

- Local, state and Federal justice agencies
- Crime prevention specialists
- Drug suppression officers
- Educators and school administrators
- PTA's
- Parks and recreation specialists
- Public housing resident associations
- Social service organizations
- Mental, alcohol, and drug treatment programs

### **Private Partnerships**

- Concerned citizens/groups
- Church or religious leaders
- Neighborhood watch groups
- Business and professional organizations
- Parent groups
- Community-based programs
- Community action agencies
- Youth and youth serving organizations



## **STRATEGIC GOALS - FY 1994 - FY 2003**

After reviewing the information gathered through the planning process, the police department developed the following strategic goals. Listed below the goals are the new initiatives which will be implemented to achieve them. Some of the initiatives are in the initial planning stages or early implementation phase. The Strategic Initiatives Section of the plan includes a more detailed description of the programs along with potential timetables for completion. As this plan is a living document, we anticipate new goals to be added throughout the years.

- 1. To focus department resources on the detection and apprehension of criminals and to assist in their prosecution and control.**
  - Develop a career criminal apprehension program to increase the Department's ability to remove repeat offenders from the community.
- 2. To manage the traffic flow in our City streets so that we may lessen vehicle collisions that result in fatalities, personal injuries, and property damage.**
  - Develop a program to enhance the ability of the Patrol Division to enforce traffic laws and to respond to neighborhood traffic complaints.
- 3. To educate Sacramento's citizens in crime prevention techniques and services that can be useful self-help crime fighting tools.**
  - Develop a Citizens Police Academy which will increase community awareness of police policies, practices, and challenges.
  - Implement a Youth and Community Services Unit which will provide outreach, delinquency prevention, and drug and gang prevention programs to the city's youth via the schools and other community organizations.
  - Increase participation in neighborhood watch and other crime prevention efforts and establish a non-profit corporation to coordinate neighborhood watch efforts throughout the city.
- 4. To work in partnership with the entire community to resolve crime-related problems in neighborhoods.**
  - Assist the community in establishing drug free zones in targeted areas, parks, schools, public housing developments and other areas where drug trafficking and alcohol availability problems exist.
  - Expand the neighborhood revitalization program, which focuses on the underlying physical and social conditions which contribute to the prevalence of drugs and gangs, to other areas of the city. Incorporate the Federal Weed and Seed program into these efforts.

- Expand the use of problem-oriented policing strategies throughout the department.
  - Decentralize the current two area command structure into a four area command structure.
  - Encourage community mobilization efforts by coordinating with the Neighborhood Services Department.
  - Encourage and forge positive police-public partnerships.
5. **To implement an on-going strategic planning process that will assist the Department in managing its future.**
- Coordinate programs and activities with other City Departments and other criminal justice agencies which will impact the levels of law enforcement service.
  - Solicit total community input through the continued use of community forums.
6. **To provide a work environment that is conducive to employee growth and development while ensuring the provision of high quality, efficient, and cost effective services.**
- Expand the use of volunteers throughout the department.
  - Actively recruit minority applicants and increase the ethnic and gender representation of the department to reflect the composition of the Sacramento community.
  - Provide career development and training opportunities for sworn and civilian personnel.
  - Upgrade and utilize technology to improve performance and decision-making.
7. **With concern and compassion, continue to improve the quality of service we deliver to victims and witnesses of crime.**
- Implement a Community Chaplaincy Program whereby clergy from varied ethnic and faith communions respond to events at the request of the police department to provide assistance, comfort, referrals, and follow-up to crime victims and witnesses, their families, and friends.
  - Provide a total quality management culture in the department with a commitment to providing exceptional customer service.

## **STRATEGIC GOALS - 1993 TO 2003**

After reviewing the information gathered through the planning process, the police department developed the following strategic goals. Listed below the goals are strategic initiatives which will be implemented to achieve those goals. Some of the initiatives are in the initial planning stages or early implementation phase. The Strategic Initiatives Section of the plan includes a more detailed description of the programs along with potential timetables for completion. As this plan is a living document, we anticipate new goals and initiatives to be added throughout the years.

- 1. To expand the number and scope of educational and crime prevention programs and services to the community.**
  - Develop a Citizens Police Academy which will increase community awareness of police policies, practices, and challenges.
  - Implement a Youth and Community Services Unit which will provide outreach, delinquency prevention, and drug and gang prevention programs to the city's youth via the schools and other community organizations.
  - Increase participation in neighborhood watch and other crime prevention efforts and establish a non-profit corporation to coordinate neighborhood watch efforts throughout the city.
- 2. To work in partnership with the community to resolve crime-related problems in neighborhoods.**
  - Assist the community in establishing drug free zones in targeted areas, parks, schools, public housing developments and other areas where drug trafficking and alcohol availability problems exist.
  - Expand the neighborhood revitalization program, which focuses on the underlying physical and social conditions which contribute to the prevalence of drugs and gangs, to other areas of the city. Incorporate the Federal Weed and Seed program into these efforts.
  - Expand the use of problem-oriented policing strategies throughout the department.
  - Decentralize the current two area command structure into a four area command structure.
  - Encourage community mobilization efforts by coordinating with the Neighborhood Services Department.

**3. To implement an on-going strategic planning process to identify and prepare for future trends, issues, needs and goals.**

- Coordinate with the Planning and Development Department in the proposed development and/or annexation of areas which will affect the levels of law enforcement service.
- Solicit community input through the continued use of community forums.

**4. To provide for a diverse work environment which will allow employee growth and development while ensuring the provision of quality, efficient and cost effective services to the community.**

- Expand the use of volunteers throughout the department.
- Actively recruit minority applicants and increase the ethnic diversity and gender representation of the department to reflect the composition of the Sacramento community.
- Provide career development and training opportunities for sworn and civilian personnel.
- Upgrade and utilize technology to improve performance and decision-making.

**5. To continually improve the quality of service provided by the police department, with a concern for the victims of crime.**

- Implement a Community Chaplaincy Program whereby clergy from varied ethnic and faith communions respond to events at the request of the police department to provide assistance, comfort, referrals, and follow-up to crime victims, their families and friends.
- Provide a total quality management culture in the department with a commitment to providing exceptional customer service.

## **STRATEGIC INITIATIVE: EXPAND PROBLEM ORIENTED POLICING**

### **GOAL**

To formulate the expansion of Problem Oriented Policing throughout the department.

### **VISION**

To use problem solving strategies throughout the department to provide order, consistency and predictability in our responses to community problems and to assist in meeting the overall goal of becoming a community based policing organization.

### **POP MISSION STATEMENT**

That the personnel of the Sacramento Police Department effectively encourage and use the methodology and strategies of problem solving during their course of providing Law Enforcement services to the community they serve.

### **CITY COUNCIL POLICIES**

It is proposed that the policy of the City Council be to support problem solving methodology and strategies city wide, while encouraging and supporting the commingling of resources to effectively pursue problem resolution. This support and encouragement will facilitate establishing Sacramento as a safe, healthy, and attractive place for commerce and community life.

### **BACKGROUND/HISTORY**

In January of 1991, the Sacramento Police Department implemented Problem Oriented Policing as one component of its plan to become a Community Oriented Policing agency. POP was identified as the tactical element of COP and started in the Office of Operations patrol division.

Currently, there are two sergeants and eight officers that comprise two POP teams assigned to the north and south commands. The POP supervisors and officers are under the direction of the area captains and are charged with the responsibility of facilitating problem solving within the patrol division.

From January of 1991 to March of 1993, about 400 separate POP projects have been addressed, with an emphasis on district officer participation. District officer participation is mostly influenced by the individual POP sergeants and officers, rather than from the department's first and second line supervisors and management team.

#### **Internal Assessment, 1991**

During the first year of POP's implementation, an internal, operations division, survey was conducted by the POP Coordinator and Lynette Lee-Sammons, Ph.D, CSUS. The results of the survey indicated that POP was accepted relatively well by many, but overall department training and willingness to become entirely involved was lacking.

In summary, even though POP training was part of that years Advanced Officers Training, not all of the department's patrol division developed a clear understanding of what POP meant, or how it operated, and a number of officers and supervisors surveyed were still taking a "wait and see" posture.

## **ASSUMPTIONS**

There have been assumptions that the POP team is a specialized team, or should be a specialized team. However, the intent of the POP facilitating teams is not to specialize, but to encourage involvement of district officers and to enhance the cooperation of outside resources by not overburdening them with numerous phone calls. Additionally, the use of POP teams has established credibility and expertise with resource agency personnel and instilled a confidence that a problem truly exists and their services are part of the required solution.

In other jurisdictions, the specialized unit practice has proven both successful and only somewhat successful. The Oakland Police Department has a Beat Health Unit that is funded through redevelopment monies in excess of 1.5 million dollars per year. Their successes have resulted in the expansion of the Beat Health Unit, including the assignment of a City Attorney, Building Inspector, Sidewalks and Sewers Inspector, Code Enforcement Officer etc., while Beat Health oversees the abatement of drug houses. However, as a specialized unit, decentralized from the police department, they lack buy in by the actual patrol division which has resulted in a lack of follow-up after a closure has taken place. This does not allow for the development of partnerships with the community to solve and maintain problems cohesively.

The San Diego Police Department, a leading model for many police agencies, uses a "grass roots" approach to problem solving. San Diego also began it's POP program in the patrol division with the assistance of a federal grant and a Police Executive Research Forum consultant as the program coordinator. Since the expiration of the grant, the coordinator became a contract employee of the department and is assigned to the City Manager's office as the City's Community Problem Solving Director.

While San Diego has been very successful at capturing management buy in and understanding, they have not yet fully developed the type of external support from other city departments and agencies that we have been able to foster in Sacramento. Contributing to this dilemma is the size of San Diego's local government, and their focus has been on management by virtue of the fact that their coordinator focuses on larger organizational issues and dynamics. An example is their Neighborhood Pride and Protection Program which combined the police with multiple agencies to reclaim large at risk areas.

The important factor is that each program has to be designed to fit the individual agency and community needs. Our successes have been attributed to not only the cooperation of our resource agencies, but the acceptance of our efforts at the City Government level as well as via a major portion of our line personnel.

## **EXPANSION**

Based on our experiences with problem solving strategies and our goal to become a Community Oriented Policing Agency, developing options for expanding POP throughout the department becomes part of our mission. Consideration must be given to expansion issues such as, how do

we accomplish integration into every element of the department without losing understanding and purpose, and how do we establish order, consistency and predictability.

- ORDER** The process defined. The SARA model (Scanning, Analysis, Response and Assessment) is the order by which we address problems and initiate and encourage problem solving.
- CONSISTENCY** Using the SARA model, we must address issues giving consideration to long term solutions, community and department needs, establishing honest buy-in and sharing resources, while checking each stage to ensure that all parts fit together.
- PREDICTABILITY** Since we speak the same language, we must apply problem solving in a predictable fashion. Through the predictable application of POP strategies, our actions should encourage problem solving at all levels. Our intent is to establish a positive working relationship with the community and resource agencies, to enhance our ability to solve neighborhood problems.

### **External Assessment**

A formal external assessment of the POP program has not been conducted by the police department. However, a first year report was presented to the City Council in 1992 and several articles and television interviews have been conducted by the media indicating a general acceptance of the Department's POP efforts. In addition, POP has been well received by City Council members and their Administrative Analysts, which in part is due to positive feedback received from their constituents.

In April 1993, interviews were conducted with the Dangerous Buildings Division and Neighborhoods Department managers. These are the two main resources involved in POP projects throughout the city. In summary, the manager's concerns were that the current POP team's have different working styles and that the overall program lacked coordination.

Their recommendation was that all POP activities be coordinated by a Lieutenant or Captain, who could then inter-act with other department managers and supervisors. Both managers indicated the need for this coordinator in order to prevent their personnel from being called upon unnecessarily without some consideration of prioritization, and from having too many officers requesting their assistance, which could impair their current level of responsiveness.

### **KEY STRATEGIES**

#### **Office of the Chief (OOC)**

Through the OOC, support for POP methodology and practice will enhance the support delivered via the management staff. The Chief and his managers must understand the strategies of POP, it's relationship to COP, and to encourage the development of problem solving at both the department and city government management levels.

Through the Chief of Police, city leaders (Mayor, Council, City-Manager, Department Heads) will

understand the concept of COP/POP. As a result, resource agency support will be derived from their understanding that POP is the way to do the right thing. It is proposed that city leaders be invited to attend the National Problem Oriented Policing Conferences offered by the Police Executive Research Forum.

Additionally, the practice of Community Forums as an avenue to develop and sustain community partnerships will enhance communications amongst the Police Department and other City Government agencies, allowing for ongoing assessment of how our POP efforts are proceeding. Through the community forums, the discussion of POP strategies can be discussed as an educational tool, while encouraging necessary maintenance development on the part of the individual neighborhoods.

#### **Office of Administrative Services (OAS)**

The OAS, managed by a Deputy Chief, will also be responsible for exercising and supporting the POP methodology. Development and revision of training curricula at the basic and communications academies, Advanced Officer Training and other areas of training should reflect POP methodology and support.

Additionally, active long term collaborative problem solving should become a day to day operation during OAS' decision making process. Total Quality Management (TQM)- Customer Service should be considered as a key component toward accomplishing long term, quality, department and customer service goals.

Contained in this plan is a proposed new initiative, Total Quality Management - Customer Service, which will ensure that what people do at work everyday supports the goals and values of the entire department and the needs of the its customers.

#### **Office of Investigations (OOI)**

Feedback from management, first and second line supervisors, offered varying opinions as to the value and usefulness of problem oriented policing within the Office of Investigations. Through an informal survey of the managers and supervisors, the understanding of POP varied widely. Comments ranged from, "POP does not belong," to "POP belongs in Narcotics", to "POP is already being used during investigations", to "POP strategies can work, but have to be coordinated to be effective."

Based on the feedback received, to activate the use of POP strategies and methodologies will require substantial training of OOI personnel to develop coordinators/facilitators. Ideally, each section within the OOI would have a POP coordinator to oversee and facilitate POP projects. The coordinators would provide the investigators guidance and would be the liaison between the OOO POP facilitators, while also trouble shooting in regards to resource agency conflict.

Preferably, the initial implementation of POP would consist of having selected investigators and supervisors trained in POP Training for Trainers, a POST certified course that is conducted in San Diego, California. Once trained, the trainers would then coordinate POP training and assist with the development of POP coordination within OOI.

Because the Narcotics/Gangs Division works separate from the remainder of the OOI, it has the



capability of over burdening several resource agencies due to gang/drug investigations. To avoid the potential conflict of prioritization, a POP Advisory Committee will become an essential tool. The POP Committee will need to assist with prioritizing the increased demand and competing interest for resource agency services that will no doubt result from POP expansion.

Each section POP facilitator will receive the OOO POP logs and be responsible for reporting any project being worked on to the POP Committee. Coordination with the OOO will allow the Community Services Representative(s) for the affected sector to assist with any mobilization efforts needed for the POP project.

The OOI personnel shall also coordinate with Crime Analysis to ensure distribution of crime series and wanted persons information. Any series or pattern should have a lead investigator assigned and it shall be that investigator's responsibility to develop and coordinate a strategy to solve the problem.

In addition, suspects named in reports and/or identified by investigators who are arrestable on probable cause, shall be forwarded to the appropriate OOO executive sector lieutenant. On a routine basis, attempt pick up(s) will be conducted by district officers as assigned by the executive lieutenant to the appropriate sector sergeant.

The emphasis will be to enhance the communications amongst OOI and OOO officers, thus allowing the area patrol officers additional familiarity with problems identified in their district. Other specialized arrest considerations shall be requested through the OOO appropriate specialized team executive lieutenant, who will determine which officer or team to assign to the case.

The goal is to have investigators and patrol officers working jointly to solve crime and reduce, or eliminate repeat problems. Finally, the key to successful POP implementation in the OOI will be the support and active participation of the division's supervisors.

### **Office of Operations (OOO)**

Each sector will be assigned a two officer POP team and one Community Service Representative. The POP Officers and CSR should attend the POP Training for Trainers course, along with the executive lieutenants designated to supervise POP.

The responsibility of the OOO POP team will be to coordinate training and to facilitate problem solving efforts in their assigned sector. The POP Officers will act as resource officers to Patrol Officers and liaison to the resource agencies.

Together, with the sector CSR, mobilization and neighborhood maintenance shall be one of the goals to be achieved. Primary responsibility for the identification and opening of POP project cases shall rest with the patrol officers.

In addition, each patrol team will designate one officer to act as a team coordinator, to offer assistance and guidance in the development of POP strategies. This will allow each team the capability to initiate problem solving strategies without having to be dependent on the sole assistance of the POP resource officers.

The executive lieutenants supervising POP shall maintain responsibility for overall coordination of POP activity in Sectors 1 and 4, and 2 and 3, and shall assist in organizing and facilitating the

POP committee. Additionally, the executive lieutenants shall have the responsibility of regularly sharing information with the resource agencies, auditing POP project files, responding to POP projects on an as needed basis, and to research new and innovative strategies related to Problem Oriented Policing.

In regards to calls for service information, the executive lieutenants shall, on a routine basis, coordinate with Crime Analysis and provide to their sector's watch commanders the highest calls for service locations. This information will then be made available to the sector sergeants to determine which locations require special attention.

In consideration of the resource agencies, one of their identified concerns is a lack of coordination between the sectors and with increasing the number of people who will call for their assistance. As they do not foresee any increase in staffing or budget, they are concerned that without an assigned overall coordinator, or coordinators (Lieutenant, Sergeants), it will be difficult to trouble shoot problems amongst agencies, or to further continual development of training and resources.

### **POP Training**

Training in the area of Problem Oriented and Community Oriented Policing will be an essential component for a successful operation. High priority must be given to developing trainers and a training curriculum similar to that of the initial POP teams. This training must also be provided to the resource agencies and Council Administrative Analysts in order to provide the proper background and priorities necessary for successful problem solving and community based policing.

Additionally, consideration should be given to sending the executive lieutenants, OOI and other identified personnel to the 3rd National POP Conference, to be held in San Diego in November 1993. The conference provides various workshops related to POP, as experienced by other law enforcement agencies throughout the nation.

### **Abatement Task Force**

Consideration should be given to the development of an abatement task force that would have the sole responsibility of dealing with the abatement of drug/gang related properties. Too often, there is confusion that POP is solely associated with the closure of drug houses.

An abatement team would consist of an assigned investigator, building inspector, code enforcement officer, housing and redevelopment advisor and City Attorney. The task force (Abatement Response Team) would follow up on all properties that fit the definition of that which can be abated through legal intervention.

### **Reimbursement Fees/Assessments**

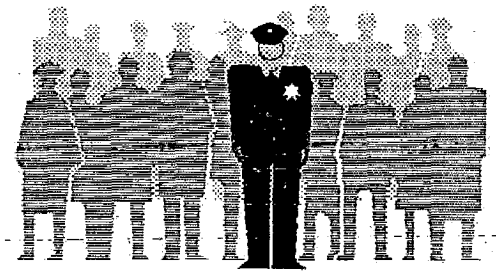
Lastly, there currently exists language under chapter 49 of the building code that allows for reimbursement of enforcement dollars needed to correct a problem of a dangerous building. This ordinance and any other legislation that would return fees to the city and police department should be researched and implemented.



### Traditional Policing

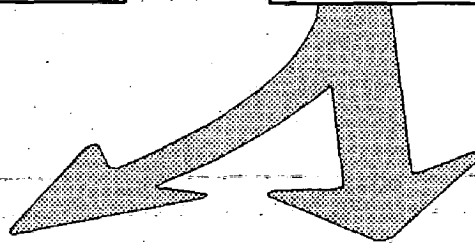
Emphasis is on enforcing laws and making arrests  
Provides short-term solutions to problems.

**VS.**



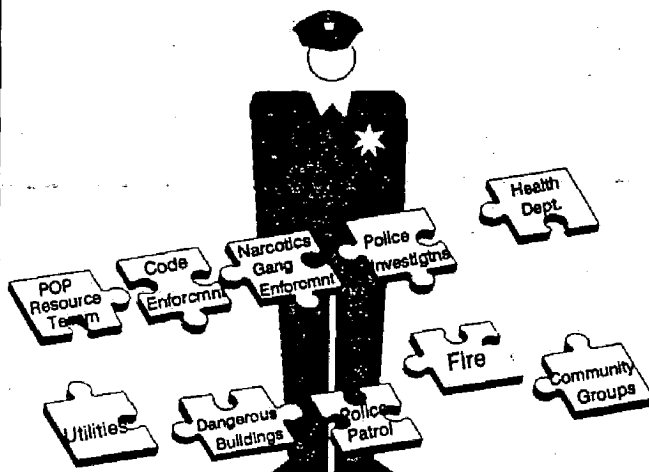
### Community Oriented Policing (COP)

Style of policing that promotes police, community and government agencies working together to solve problems and determine type of law enforcement services to be provided.



### Problem Oriented Policing (POP)

Strategy for solving a variety of problems. POP looks for long-term solutions to the whole problem. Police coordinates with community groups, government agencies and outside organizations to solve problems.



### Neighborhood Police Officers (NPO)

Strategy which teams police officers with troubled neighborhoods to solve problems and reclaim areas for residents. NPO's will be in addition to regular patrol forces and will not respond to calls for service. NPO's will use POP strategies and neighborhood education and mobilization to solve problems.



# **STRATEGIC INITIATIVE: FLATTENING OF DEPARTMENTAL COMMAND STRUCTURE AND REORGANIZATION OF THE DEPARTMENT**

## **GOAL**

To streamline organizational management and internal communications, and to enhance police operations at the community level.

## **PROGRAM DESCRIPTION**

In order to flatten the organization of the Sacramento Police Department, two ranks have been eliminated, Assistant Police Chief and Police Commander. This action was taken not only for cost saving purposes, but more importantly to streamline the administration of the organization. Now, instead of six (6) ranks between a police officer and the Chief of Police, there are only (4). This action should speed communication and decision making by reducing the number of individuals who have to participate in the process.

Increased decentralization of our Office of Operations will enhance our move toward community based policing. Now instead of having a Police Commander in charge of operations in one half of the city, we will have a Police Captain responsible for each of four area commands. A smaller geographic area of responsibility will allow police personnel to better identify with the unique needs of the neighborhoods and communities in our city. Captains assigned to the area commands will have responsibility for promoting favorable relations with the community. In this way they will strive to engender the type of partnerships Sacramento will need to solve public safety problems.

## **RESPONSIBILITY**

Initiated by the Chief of Police, to be managed by the Office of Operations.

## **RESOURCE NEEDS**

This change was made at the same time the Police Department reduced the size of its management staff, it will require the temporary assignment of a Police Captain to deal with many complex staffing changes in the Office of Operations.

## **TIME SCHEDULE**

Initiated, with transition to be complete by December, 1993.

## **STRATEGIC INITIATIVE: NEIGHBORHOOD REVITALIZATION**

### **GOAL**

To take back and hold onto Sacramento neighborhoods plagued by gang and drug activities by establishing partnerships with multiple City Departments and other private and public partners.

### **PROGRAM DESCRIPTION**

As reflected in the Council Policy Section of this report, on November 26, 1991 the Sacramento City Council adopted a neighborhood based city wide anti-drug and gang strategy known as the Neighborhood Reclamation and Protection Plan (NRPP). This effort involves the Police Department working in active cooperation with the community, multiple City departments and other public and private partners to "take back and hold on to" neighborhoods plagued with drug and gang problems. The first NRPP target area has experienced marked reductions in open air drug markets and violent crime following program initiation.

An earlier, but similar neighborhood revitalization effort is still ongoing in the public housing areas of New Helvetia and River Oaks. This area has also experienced marked reductions in crime and violence. In response to community needs and an SHRA proposal, the City Council recently adopted neighborhood revitalization plans for Franklin Villa/Casseli Circle and two areas in the Avondale neighborhood which will rely on local funds and anticipated federal moneys. There is also interest in the development of a "Weed and Seed" program for Sacramento. This is a federally sponsored neighborhood revitalization program for areas with very high rates of violent crime.

The Police Department has supported revitalization in three ways; by combining and focusing of activities of multiple police units on target areas to reduce and disrupt street crime, by having area police managers align their work closely with nuisance abatement officers, dangerous building inspectors, recreation supervisors, and various other City departments, and by providing long term community maintenance through Neighborhood Police Officers (NPO's). NPO's, who can work on foot or on a bicycle when appropriate, help protect area gains through problem solving and community mobilization.

For other neighborhoods needing this kind of assistance there has been no consistent application of a comprehensive policy guiding long range program expansion. Additionally, lack of a predictable and stable funding source has resulted in a dependency on short term funding from SHRA for Neighborhood Police Officers. This has generated questions in the community as to the financial capacity of the City to support revitalization in neighborhoods which cannot easily access this type of funding. Issues of "preferential policing" have also been raised questioning the propriety of providing these revitalization services only to those neighborhoods that are able to provide funding through some extraordinary means.

### **RESPONSIBILITY**

Office of Operations, with area Captains providing oversight of police support activities.

## **RESOURCE NEEDS**

Prior to the Council's adoption of NRPP the Police Department projected 60 officers would be needed to reclaim 13 neighborhoods over a number of years. Without adjusting for inflation, this would cost approximately \$6 million. Moreover, since neighborhood revitalization is far more than a policing initiative, about 20 to 30 additional personnel would be required by other City departments to support these efforts. NRPP expansion will necessitate increases in nuisance abatement officers, dangerous building inspectors, recreation supervisors, neighborhood improvement coordinators, and legal staff.

To date, all neighborhood revitalization efforts have relied on the availability of funding from SHRA. In addition to the previously mentioned policy issues surrounding what may be perceived as preferential policing, SHRA cannot be considered a reliable funding source for neighborhood officers over the long term, to say nothing of their inability to fund other needed personnel such as building inspectors and others. In order to insure the City's ability to revitalize all of its troubled neighborhoods based on need rather than availability of extraordinary funding sources, options should be considered which will create a more stable source of support for current and future neighborhood revitalization efforts.

## **TIME SCHEDULE**

The previous time estimate for full program expansion into all of the 13 recommended NRPP locations was seven years. (This estimate was based on continued police staffing at 1.6 officers per thousand persons in the population and an assumption that existing city wide police service levels would not be sacrificed in order to support neighborhood revitalization). Currently proposed reductions in police staffing will reduce the department's ability to provide needed support to neighborhood revitalization efforts and will lengthen the time required to fully implement the NRPP program into all 13 neighborhoods.

## **STRATEGIC INITIATIVE: ANTI-GANG & DRUGS**

### **GOAL**

To reduce gang and drug activity in Sacramento.

### **PROGRAM DESCRIPTION**

In working with the community the Department has moved in several directions.

- Parental notification letters for youths found associating with gang members
- Preparation and distribution of gang awareness brochures
- Obtaining input from advisory committees
- Working with the community in establishing drug and gun free zones
- Initiating "Community Partnership for Safety" which gives assistance in small actions
- Participate and liaison in Channel 3's "Safe Streets" program
- In the area of schools there are:
  - The Partners in Prevention Program which targets 4th, 5th and 6th grade students
  - The Expressions Program managed by Parks and Recreation along with the Police Department which targets 10 to 17 year old at risk youths

The Department has also entered into several programs internally and in conjunction with other agencies. These include:

- Weekly gang strategy meeting with Patrol, Special Enforcement Division, Detectives and Narcotics/Gangs Division
- Implementation of Problem Orientated Policing (POP)
- NRPP officers assigned to New Helvetia area
- Neighborhood officers assigned to Alkali Flats area
- Gang enforcement through cooperative efforts and information sharing with allied agencies (Gang Team, C.R.I.P. Team, etc.)
- Uniformed patrols focus on problem gang groups in their areas

- Cooperative efforts with federal and state programs:
  - ATF - Triggerlock
  - FBI - Fugitive Task Force
  - DEA - Lab Task Force
  - BNE - S.A.F.E. Team (Sacramento Asset Forfeiture Enforcement Team)
- Department re-organization to four commands with 24 hour responsibility
- Participation in committees:
  - Sacramento County Drug and Alcohol Advisory Board
  - Criminal Justice Cabinet (COP)

## **RESPONSIBILITY**

Some of the above programs have been in existence for several years while others are relatively new. The areas of responsibility are fairly global and fall on all areas of the Department.

## **RESOURCE NEEDS**

The resources needs change from one program to another, and would require a needs assessment from each component.

## **TIME SCHEDULE**

All the above programs have started. The PIP & Expressions Program have been in progress for several years while others such as POP and "drug free zones" are new.



## **STRATEGIC INITIATIVE: NEIGHBORHOOD WATCH ASSOCIATION**

### **GOAL**

To facilitate the development of a Neighborhood Watch Association.

### **PROGRAM DESCRIPTION**

This association would be responsible for the development, coordination and administration of the Neighborhood Watch Program in the City of Sacramento. This association would be a non profit community based organization governed by a board of directors representing law enforcement, neighborhood associations, city departments, and community leaders.

### **RESPONSIBILITY**

The Sacramento Police Department's Program Development Unit, would be responsible for establishing an advisory committee to develop a strategic plan for the development of this organization. The advisory committee would also identify funding sources and organizations who may be able to implement this organization.

### **RESOURCE NEEDS**

Additional cost needs will be determined and presented at a later date.

### **TIME SCHEDULE**

The formation of the advisory committee is targeted for August 1, 1993.

## **STRATEGIC INITIATIVE: YOUTH AND COMMUNITY SERVICES SECTION**

### **GOAL**

To develop a Youth and Community Services Section within the Sacramento Police Department that will be proactive and offer positive alternatives to gang and drug activities through early intervention programs.

### **PROGRAM DESCRIPTION**

This Section will develop, implement, and coordinate comprehensive juvenile delinquency prevention programs and crime prevention services offered by the Sacramento Police Department. The Youth and Community Services Section will coordinate the following programs:

- **Partners in Prevention Program**

This substance abuse awareness and prevention program utilizes six full time uniformed officer to teach self-esteem and positive decision making skills to 5th grade students in the City of Sacramento. The officers use the "Here's Looking at You, Two" , "Here's Looking at you, 2,000" and S.A.N.E curriculum. Officers assigned to this program also assist school personnel in problem identification, conflict resolution and counseling "at-risk" youth.

- **Expressions -- Police Recreation Program**

"Expressions" is a recreation and education program that offers young people a unique opportunity to interact with Police Officers and the Parks and Community Services staff. Youth receive guidance on self-esteem, positive decision making and peer pressure that build a foundation of skills to deal with drugs, gangs, and other negative influences. In addition, "Expressions" features a wide variety of fun trips and instructional events. This program is open to all youth between the ages of 7 and 17 years old who reside in Sacramento.

- **Urban Design and E.I.R. Review**

This program involves the review of all plans and Environmental Impact Reports referred by the City Planning staff. Recommendations are submitted concerning the impact of proposed projects on police services and how identified concern can be mitigated by utilizing crime prevention ideas though environmental design concepts.

- **Citizens' Crime Alert Program**

This program offers anonymity and reward for information leading to the arrest of individuals involved in criminal activity. Additionally, a wanted felon segment is featured

## **STRATEGIC INITIATIVE: COMMUNITY CHAPLAINCY PROGRAM**

### **GOAL**

To implement a Community Chaplaincy Program whereby clergy from varied ethnic and faith communions respond to events at the request of the police department to provide assistance, comfort, referrals, and follow-up to crime victims, their families and friends.

### **PROGRAM DESCRIPTION**

The Community Chaplaincy Program is established to aid the Sacramento Police Department in its services to the citizens of Sacramento.

The Community Chaplaincy is a pluralistic organization made up of clergy from varied ethnic and faith communions and operates in an ecumenical spirit.

The Chaplains provide 24-hour "on-call" coverage for response to situations where the Sacramento Police Department Field Supervisor would deem it helpful to have a chaplain's presence.

At the request of the Department, services provided may include such events and possibilities as:

- Providing 24-hour emergency response service to Sacramento Police Department
- Making death notifications
- Minister to secondary victims of crime; i.e., co-employees when a violent crime or traumatic event has occurred. (Recent examples might include: the "Good Guys" hostage situation where chaplains assisted the families of the hostages, the Franchise Tax Board shooting where co-workers were traumatized, the Sacramento City Library shooting where, once again, co-workers were traumatized.)
- Availability as a corps in the event of disaster such as floods, fires, explosions, plane crashes, etc.
- Provide comfort and assistance of victims of crime or accidents
- Assist in follow-up in domestic problems as requested
- Provide referrals for community agencies available to citizens for further follow-up and help
- Provide services to contact a clergy or minister representing the faith of a victim in a crisis situation
- Provide counsel for families in crisis

It is felt that a trained, well-managed, and responsive team of volunteer chaplains operating under the guidelines of the Sacramento Police Department, would be an invaluable resource to the people of the City of Sacramento. Along with the very practical functions that have been outlined above, the Chaplaincy will help provide a mechanism for good will between the community and the Department. The Community will see the Police Department as a responsive, caring organization attempting to meet their needs.

### **RESPONSIBILITY**

Police Chaplaincy in coordination with Department Management Liaison.

### **RESOURCE NEEDS**

Additional cost needs will be determined and presented at a later date.

### **TIME SCHEDULE**

Implementation has already begun in part with the support provided by the Sacramento Law Enforcement Chaplaincy, a non-profit organization.

## **STRATEGIC INITIATIVE: DEPARTMENTAL VOLUNTEER PROGRAM**

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### **GOAL**

To expand the use of volunteers throughout the department.

### **PROGRAM DESCRIPTION**

The Sacramento Police Department's Volunteer Program will be revised and expanded to increase the number of volunteers who work for the Police Department from approximately 40 to 150.

Hiring a full time volunteer coordinator is crucial to the success of expanding the Volunteer Program from 40 to 150. The volunteer coordinator's duties would include engaging in a large scale recruitment drive, administering a year-round appreciation program, coordinating a volunteer training program, maintaining a data base of volunteers, and implementing new volunteer programs. Other agencies with over 100 volunteers, such as the Tempe (Arizona) Police Department, employ a full time volunteer coordinator for their programs.

One goal in expanding the program would be to provide volunteer support for the Department's staffing needs under reorganization. Possible new positions would include a librarian, school crossing guards, sports coaches for Expressions and other youth programs, interpreters, a development specialist, community organizers, and volunteers with law enforcement backgrounds to augment investigations.

Another goal is to make the application process less intimidating and more "user friendly" for potential volunteers by revising the application forms and eliminating sections that are unnecessary. A letter series will also be implemented to increase contact with applicants during the initial application process.

The revised program would also expand volunteer opportunities and services available to citizens interested in volunteering. This would include extended hours for volunteering, a year-round appreciation program, special workshops and regular meetings for department volunteers.

### **RESPONSIBILITY**

The Program Development Unit (formerly part of the Community Resources Section) will have responsibility for this program.

### **RESOURCE NEEDS**

A FTE Volunteer Coordinator will have to be hired to implement the expanded Volunteer Program. A computer and data base programs will also be necessary to implement the program.

### **TIME SCHEDULE**

Some aspects of the expansion may be in place by the Summer of 1993.

## **STRATEGIC INITIATIVE: FORECASTING SERVICE DEMANDS AND STAFFING NEEDS**

### **PROGRAM DESCRIPTION**

As is the case of most other police departments, the Sacramento Police Department is required to prepare a realistic annual budget for inclusion in the city budget. However, with city budgets decreasing as a result of insufficient tax bases, and our ever increasing demand for public services, the competition for an adequate portion of the city budget is severe. Furthermore, the city's changing social, economic and demographic characteristics in conjunction with a dramatic increase in populations over the past 15 years have made police resource planning particularly difficult.

One possible solution to predicting police resource requirements is to develop a methodology and criteria for forecasting police resource needs that can serve as a mechanism for predicting police resource allocations and future budgetary requirements for police service delivery systems. The mechanism, in the form of a police staffing forecasting model, could be broken into two analytical tasks that would be managed somewhat independently. The first task would be the development of several methods by which the police analyst could project future manpower work loads (patrol calls, cases to be investigated, special team requests, communications regarding incoming calls and dispatches, and report processing and records management). The second task would be concerned with the development of a method by which projected work load measures could be converted into police staffing requirements.

The model would take the form of a "calls for service" monthly time series type. Work loads for uniformed officers would be broken out by area commands (or, if necessary, patrol districts), and then converted to staffing using a goal (of calls per officer per year) specified by the department. Detective work load (cases to be investigated) would be determined as a proportion of the specific call types and converted to manpower using goals of cases to be investigated per year as defined by the department. Special teams, communications and records work load to manpower conversion would be performed by dividing the work load by a goal set by the department. If the goals are too lax or too stringent, an adjustment upward or downward could be made.

Using the monthly time series model, accurate staffing forecasts can be expected and the results can demonstrate that the methodology will add an additional dimension to the Sacramento Police Department capability.

### **RESPONSIBILITY**

The Crime Analysis Unit of the Data Services Section.

### **RESOURCE NEEDS**

The costs of staff time and needed support services have not yet been determined.

### **TIME SCHEDULE**

This program could be targeted for start-up during the fourth quarter of 1993.

## **STRATEGIC INITIATIVE: STRATEGIC TRAINING PLAN**

### **GOAL**

To provide training which supports the philosophy and principles of Community Policing by:

- Ensuring training system integrity and resource support
- Maintaining flexibility for decentralized rank and section specific training
- Developing state-of-the-art technologies
- Ensuring that the Strategic Training Plan is results oriented
- Providing for effective continuing training research and development

### **PROGRAM DESCRIPTION**

A review of the literature defines a strategic training plan as the training needed to achieve the goals of the business and lays out a comprehensive roadmap for meeting those needs.<sup>1</sup>

The key to developing a Strategic Training Plan is the planning process with the major issues focused on: first, the plan design and method development; second, providing adequate resources to implement the plan; third, ensure the results of the plan are evaluated for effectiveness; and lastly, identify any modifications required to modify the training components.

Strongly influencing the planning process will be the following assumptions:

- The Sacramento Police Department will continue to be required to provide more services with less resources.
- The Sacramento Police Department will continue to operate under the Community Policing philosophy.
- The ethnic composition of the City of Sacramento will continue to be diversified.
- Continuous learning and professional development are essential to manage change and support a successful department.
- Non-sworn staff are not receiving equitable training opportunities.

Merged into the plan development design, a number of critical questions would have to be addressed. Some of them, but certainly not all, would be:

- What are the challenges facing our organization and our strategies and goals for dealing with these challenges?

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<sup>1</sup> The Training and Development Strategic Plan Workbook; R. Svenson and M. Rinderer

- What skills, knowledge, and competencies do we need in the organization to achieve our goals?
- How can we make sure that our employees, suppliers, and customers know what to do and how to do it; what is training's role?
- How adequate is our present training system to address these needs successfully?
- What strategic goals shall we establish for training?
- What training strategies will most effectively and efficiently achieve these goals?
- What is the estimated training workload to execute these strategies?
- How many resources should we commit and what is the expected return on investment?
- What organizational, management, and administrative systems do we need to deploy the resources effectively and get the job done?
- How shall we implement the plan?

Finally, a combination of resource and action items related to developing and implementing a Strategic Training Plan are addressed below:

- There are two major universities in the Sacramento area which may be able to provide technical assistance to us in terms of technology and research. For example, a computer science graduate student may be able to assist us in developing a computer program enabling us to better track training. A criminal justice major may be able to assist us in researching state-of-the-art training techniques.
- There may be need to re-evaluate the requirements and training related to our FTO program. For example, does two years of service provide adequate experience to enable an officer to provide effective field training to recruits? What specific criteria should be used to evaluate FTO competencies and performance? Do FTOs need training on specific training methods?
- New supervisors receive mandated supervisory training. However, it has been noted that this training is sometimes delayed from 6 to 9 months after promotion. It was suggested that host individuals at the top of the list could be scheduled for training prior to the actual promotion date.
- New supervisors currently spend some time in Internal Investigations to become knowledgeable regarding disciplinary actions. However, this is a fairly recent practice, and there are several in-place supervisors who have not received this specialized training. It is suggested that these individuals be given the opportunity to spend some time in Internal Investigations.



## **RESPONSIBILITY**

The Training Section, Office of Administrative Services, will complete development of the Department's Strategic Training Plan.

## **RESOURCE NEEDS**

Specific needs will be determined as the plan is finalized.

## **TIME SCHEDULE**

The Strategic Training Plan will be completed and in place within 12 months.

## **STRATEGIC INITIATIVE: CITIZENS POLICE ACADEMY**

### **GOAL**

To develop a Citizens Police Academy which will increase community awareness of police policies, practices, and challenges.

### **PROGRAM DESCRIPTION**

A Citizens Police Academy will be offered by the Sacramento Police Department to community members. The objective will be to increase the awareness of our community with police policies, practices and challenges. This effort is in keeping with our mission to create a partnership with our service community. A curriculum for this program will be designed to reflect, in an abbreviated fashion, the training received by Sacramento Police Officers.

This type of program has been very well received in other communities. Similar programs have been offered in California by the San Diego and Santa Barbara police departments, and by police departments in Austin, Texas; Phoenix, Arizona and Tacoma, Washington. Our Citizens Police Academy curriculum will likely include information on the use of force, criminal law, arrest and control techniques, patrol procedures, the use of police canines, cultural awareness and violence reduction, crisis intervention, police communications, crime prevention, gang and drug issues, and problem oriented policing.

Classes will be held on evenings and weekends. An effort will be made to have the same instructors who teach at our police academy present at our Citizens Police Academy. The program will remain flexible so that issues of special interest to the community can be addressed in this setting. Where possible and practical, opportunities will be made for academy participants to receive exposure to actual police operations. This could include going on a ride-along with a patrol officer, observing the activities of our communications personnel as they receive 911 calls for service, seeing how civilian police report writers do their work, and observing our SWAT teams and K-9 officers during training.

### **RESPONSIBILITY**

Our Training Section will have responsibility for this program.

### **RESOURCE NEEDS**

The costs of related staff time and needed service and supplies have not yet been determined.

### **TIME SCHEDULE**

This program has been targeted for start-up during the Fall of 1993.

## **STRATEGIC INITIATIVE: DRUG FREE ZONES**

### **GOAL**

To assist the community in establishing drug free zones in targeted areas, parks, schools, public housing developments and other areas where drug trafficking and alcohol availability problems exist.

### **PROGRAM DESCRIPTION\***

A Drug Free Zone is best described as any targeted area, parks and playgrounds, schools and schoolyards, public housing developments, or neighborhood blocks, that the citizens perceive as being a place where drug trafficking and alcohol availability problems exist and the citizens decide to take action.

Drug Free Zones are historically associated with schools. Federal and state laws have provided enhanced penalties for those convicted of certain drug offenses on or near school grounds. However, the problems of drug and alcohol availability are not limited to school grounds.

While it is difficult to measure the exact extent of the social costs of drug and alcohol use, there is general consensus that those costs are tremendous. The social costs of drug and alcohol use include treatment, mortality, reduced productivity, lost employment, motor vehicle accidents, crime, and social welfare programs. Based on a national study, it is estimated that the annual cost of these problems to California society is \$17.7 billion (\$11.7 billion for alcohol abuse and \$6 billion for drug abuse). This is equivalent to \$631 for every man, woman, and child living in the state.

In many communities, the citizens have come to the realization that if these problems are to be eradicated, if the risk of exposing children to a drug lifestyle is to be reduced, "someone" must do something about it. They realize that law enforcement can't do it alone, they cannot be everywhere at once. In many cases, the people in the community have come to realize that they are the "someone" who must take on the challenge. They have joined forces in partnership with each other, law enforcement, schools, treatment providers, local government and the judicial system. Collaboratively, these partnerships have developed strategies for cleaning up their neighborhoods, for making them better, safer, and healthier places to live.

In many of these places, the people have declared their communities "drug free zones," where drug dealers are not welcome, where they have taken back the park, the school, or their block for the sake of the children, their families, and other residents. In doing so, the community has regained a sense of control, a sense of community. The community has become EMPOWERED.

Drug Free Zones are often started by government, existing community organizations, or concerned citizens. These individuals or organizations go on to develop partnerships with other community groups and government leaders. Citizen participation and involvement is most critical. Some examples of who can start a Drug Free Zone include:

- Church or religious organizations
- Community based programs
- Neighborhood Watch groups
- A school and its neighborhood

- Crime prevention/drug suppression officers
- Parent groups or PTAs
- City parks and recreation
- Public housing resident associations
- Community action agencies
- Citizens groups

The key to Drug Free Zones is community residents banding together to form partnerships with law enforcement, schools, treatment programs, local government, businesses, and community organizations. These partnerships create a powerful force to carry out a successful Drug Free Zone campaign. In short, drug free zones work because citizens work as a group to: decide what action is needed; convince government to listen and respond to the community's needs; target specific problem areas; develop realistic goals; monitor their progress and celebrate their successes.

## **RESPONSIBILITY**

Each area Executive Lieutenant will support Drug Free Zone efforts in cooperation with the Administrative Analyst working for the city-wide Anti-Drug and Gang Coordinator, Neighborhood Department.

## **RESOURCE NEEDS**

These needs will be identified in collaboration with the Administrative Analyst working for the city-wide Anti-Drug and Gang Coordinator, Neighborhood Department.

## **TIME SCHEDULE**

Summer 1993, an on-going program.

# Creating Drug Free Zones

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## Community Involvement

- ▼ Involve Key People
- ▼ Meet Often
- ▼ Look for Common Concern
- ▼ Develop Realistic Goals
- ▼ Celebrate Successes



## Targeted Areas

Neighborhood ▼

Schools ▼

▼ Public Housing

▼ Parks and Playgrounds

Community ▼  
Concern



## Drug Free Zone

▼ Government  
Responsiveness

▼  
ACTION

## **STRATEGIC INITIATIVE: STRATEGIC PLANNING**

### **GOAL**

To implement an on-going strategic planning process to identify and prepare for future trends, issues, needs and goals.

### **PROGRAM DESCRIPTION**

To effectively manage our ten year plan for the provision of public safety in the City of Sacramento through the year 2003 and beyond, a living **strategic plan** is critical. Strategic planning will be an ongoing process to ensure success. We will continually examine the threats and opportunities of identified future trends and events to determine their impact on the Department. We will constantly analyze the Department for strengths and weaknesses related to the strategic plan.

A Captain will be the **Project Manager** who will monitor and evaluate the process which will provide a mechanism to identify problem areas and allow needed adjustments to be made in a timely manner. The Project Manager will have the responsibility and authority to assure the process progresses as planned based on performance, efficiency, costs, and statistical information. There will be written evaluations to the Chief which will include input from the staff.

Our objective is a measurable target for performance - the end result that is desired or expected. We will continually analyze our performance using the following elements:

- Continuing feedback and assessment
- Development of goals and objectives
- Types of learning activities, structure and timing
- Training and learning environments
- Development of modern training materials
- Transfer of training
- Evaluation of training

Ongoing committees will be integral to the overall planning process. The Committees will include Emerging Technology, Issues and Answers, Space, Patrol Deployment, Management Outreach and Community Forums.

### **RESPONSIBILITY**

A Captain will be the **Project Manager** responsible for ongoing strategic planning.

## **RESOURCE NEEDS**

There will be costs associated with this initiative which will include consulting services to review the plan and process and provide technical assistance. The cost is estimated between \$50,000-\$60,000.

Costs of equipment identified by the Emerging Technology Committee will be encompassed within the span of the strategic plan.

Monies will be budget for ongoing community forums and other Community Based Policing activities.

## **TIME SCHEDULE**

This initiative will start in July 1993 and be ongoing. The plan will be continually reviewed to ensure that our level of performance is on target. As needs and demands change, we will be flexible enough to respond to those needs. Flexibility in this rapidly changing environment is essential for success.

## **STRATEGIC INITIATIVE: TOTAL QUALITY MANAGEMENT - FOR IMPROVED CUSTOMER SERVICE**

### **GOAL**

To improve the quality of service provided by the Sacramento Police Department so as to promote excellent customer service.

### **PROGRAM DESCRIPTION**

A component of Community Based Policing and Total Quality Management is exceptional **customer service**. This is a key component to our commitment to work as a team in partnership with the community to protect life and property and solve neighborhood problems. We will institute **value-added service** - we will go beyond good service to anticipate the customer's needs and provide more than what is expected.

We will work to provide a Total Quality Management culture in the Department. We have the following goals in successfully providing customer service:

- Listening to customers - internally and externally - to define quality
- Exceed customer expectations
- Focusing on prevention
- Planning for continuous improvement
- Determining the cost of quality
- Leadership by team building and empowerment
- Everyone responsible for quality
- Everyone's an expert

The partnership is critical for the success of customer service. There are internal and external customers. The **internal customer** is the person on the receiving end of the work assignments - the employee. The **external customer** is the person outside the Department who receives our services. A **partner** is the person who collaborates to achieve quality and gains something themselves in the process. A **team** is two or more people who work collaboratively through planning and problem-solving to accomplish a shared goal.

The Sacramento Police Department will ensure that what people do at work everyday supports the goals and values of the entire Department and the needs of its customers. The biggest challenge to today's manager is to build an organization in which shared responsibility can thrive with all players acting responsibly in pursuing mutually agreed-upon goals through an appropriate balance of team and individual action.



The manager's role is to provide the support, resources, coaching and development needed to enable teams and individuals to carry out these actions effectively. This requires working with a paradox: individuals must take responsibility for managing their own performance, but managers must provide the necessary support and guidance to ensure that those actions are defined and planned in terms of quality, which is clearly linked to customer expectations. This is the key to the elimination of costly rework.

## **RESPONSIBILITY**

The Strategic Planning Captain will be the Project Manager. Every employee has the responsibility to effectively carry out customer service.

## **RESOURCE NEEDS**

There will be costs associated with this initiative, however, they have not been determined.

## **TIME SCHEDULE**

This initiative will start in July 1993 and be ongoing. Customer service will be continually reviewed to ensure that our level of service is on target with customer needs and demands. As customer needs and demands change, we will be flexible enough to respond to those needs. Our goal is to work with the customer in partnership to anticipate those needs. Flexibility in providing continuous clarity about job priorities and quality requirements in this rapidly changing environment is essential for managers, as continuous analysis of work processes for improving and streamlining.

# **STRATEGIC INITIATIVE: LAW ENFORCEMENT MAGNET SCHOOL PROGRAM**

## **GOAL**

To develop and expand the Magnet School Program to provide the Sacramento Police Department with a better trained, highly motivated candidate desiring a career in law enforcement.

## **OVERVIEW**

The Sacramento Police Department realizes it is competing with the rest of society for qualified applicants. We must be able to actively and successfully recruit candidates into the Sacramento Police Department instead of losing them to other elements of the public and private industry. In today's competitive job market, we need to actively seek-out, recruit, and train qualified applicants or loose them to other markets.

There are five ways to become an officer with the Sacramento Police Department, one of which is through the Police Department and Kennedy High School Magnet School Program. The magnet school is designed to train and educate young people for a career in law enforcement. Although Kennedy High School is the only area school with this program, the Police Department, in cooperation with the public schools, hopes to expand the program to others.

This program can be viewed as a Police ROTC program and focuses on high school students who exhibit a strong inclination toward a law enforcement career. At the end of four years, graduates will have been exposed to subject matter presented in POST certified California police academies. All instructional units are modeled after POST certified courses, guidelines, and outlines. Additionally, we expose the students to other law enforcement and community service areas through videos, guest speakers, field trips, books, lectures, and homework assignments. The program includes a law enforcement physical fitness curriculum as well.

The Law Enforcement Magnet School Program offers high school students a more assertive, informative, and aggressive approach to entering the law enforcement field, and specifically the Sacramento Police Department.

To insure that the most deserving, hard-working, and dedicated students graduate, several conditions must be maintained throughout the program. These minimum requirements are:

- 80% attendance rate
- An overall GPA of 2.0 ("C" average)
- No unsatisfactory citizenship grades

If a student falls below any one of these minimum standards, he/she is placed on probation for one (1) semester. A letter is generated to the student's parents informing them of the situation. In addition, the student is offered tutorial help before, during, and after school. If the student

improves by the end of the semester, he/she may remain in the program. However, if no significant improvement is seen, the student is dropped.

To aid in the recruiting effort the City Personnel Department gives entry-level police officer/community service officer test to juniors and seniors in order to better prepare magnet school students for a successful exam process.

## **EXPANSION**

The future plan is to develop magnet law enforcement schools at other high schools throughout the City and County.

We try to give our students a head-start on their goals and ambitions by preparing them for successful college and job pursuits. We will tie the magnet school into the criminal justice programs at SCC and CSUS. Both institutions are considering giving Magnet School graduates scheduling priority and transferable college credits for some of the classes they have completed.

Additionally, the Department would like to extend the magnet school from a 9-month course to a 12-month course, thus having contact with the students all year long. This would be accomplished by expanding the students summer employment at various city departments. Currently, we are conducting a lifeguard training class at Kennedy High School. Students who pass both the written and physical tests for the course are guaranteed summer employment with the City of Sacramento, Parks Department.

To assist lower income students, the Police Department and the City of Sacramento will provide summer employment. The Police Department's Personnel and Training Section gives first priority for summer jobs to qualified magnet students from low-income families.

It is our plan to expand the Magnet School Program to include ROP, Sacramento County Sheriff's, and other allied agencies. In this way, the program would expand in magnitude, scope, and employment opportunities.

The John F. Kennedy and other Law Enforcement Magnet School Programs will be an invaluable source of potential Police Department personnel including police officers, community service officers, dispatchers, I.D. technicians, property clerks, and others. Additionally, the Magnet School Program assists the Police Department in meeting its affirmative action hiring goals. The program focuses on participation by minorities and females. The level of participation by these groups has increased each semester. By hiring magnet school graduates, the Department's ability to reflect the ethnic make-up of the community will be enhanced.

## **RECOMMENDATIONS**

The Magnet School Program should be expanded to at least three other schools. The nature of magnet programs preclude other similar programs in close proximity. Suggested schools include Grant Union High School, Hiram Johnson High School, or Sacramento High School. Additional schools in the county should also be targeted such as Elk Grove in the south and Highlands in the north.

Every effort should be made to obtain funding through grants and public donations.

Initially the Police Department should staff an officer and a sergeant to develop and facilitate the program. Eventually the school should administer the program leaving the department to provide instructors and management oversight.

## **EVALUATION**

The program can be evaluated by its product - the quality of students graduating from the program and entering into law enforcement directly or after completing a related college program.

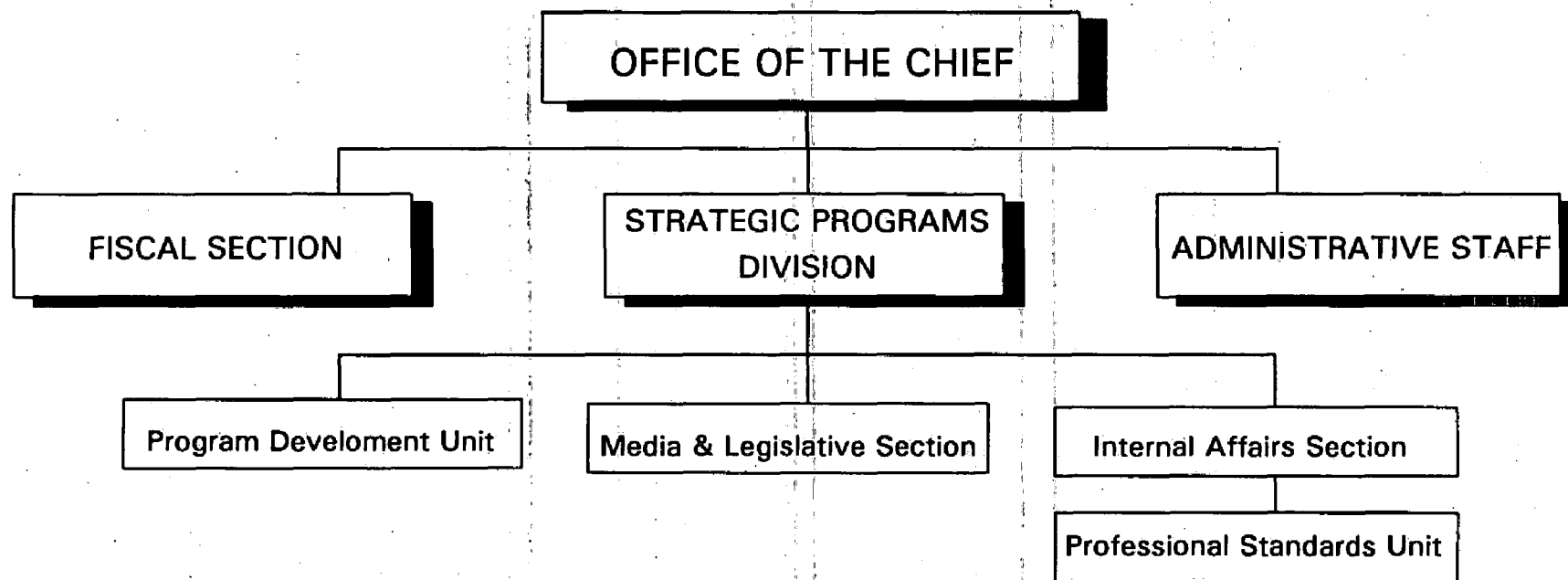
## **ADDITIONAL STRATEGIC INITIATIVES**

Some of the strategic initiatives are discussed or explained in other areas of this document. In the interest of avoiding repetition they are not repeated here but can be found in the area indicated.

- **COORDINATION WITH PLANNING DEPARTMENT REGARDING NEW DEVELOPMENT:**  
"What If?" research area
- **MINORITY RECRUITMENT ISSUES:**  
Personnel Administration Issues research area
- **CAREER DEVELOPMENT ISSUES:**  
Strategic Training Plan initiative
- **TECHNOLOGY ISSUES:**  
Technology research area

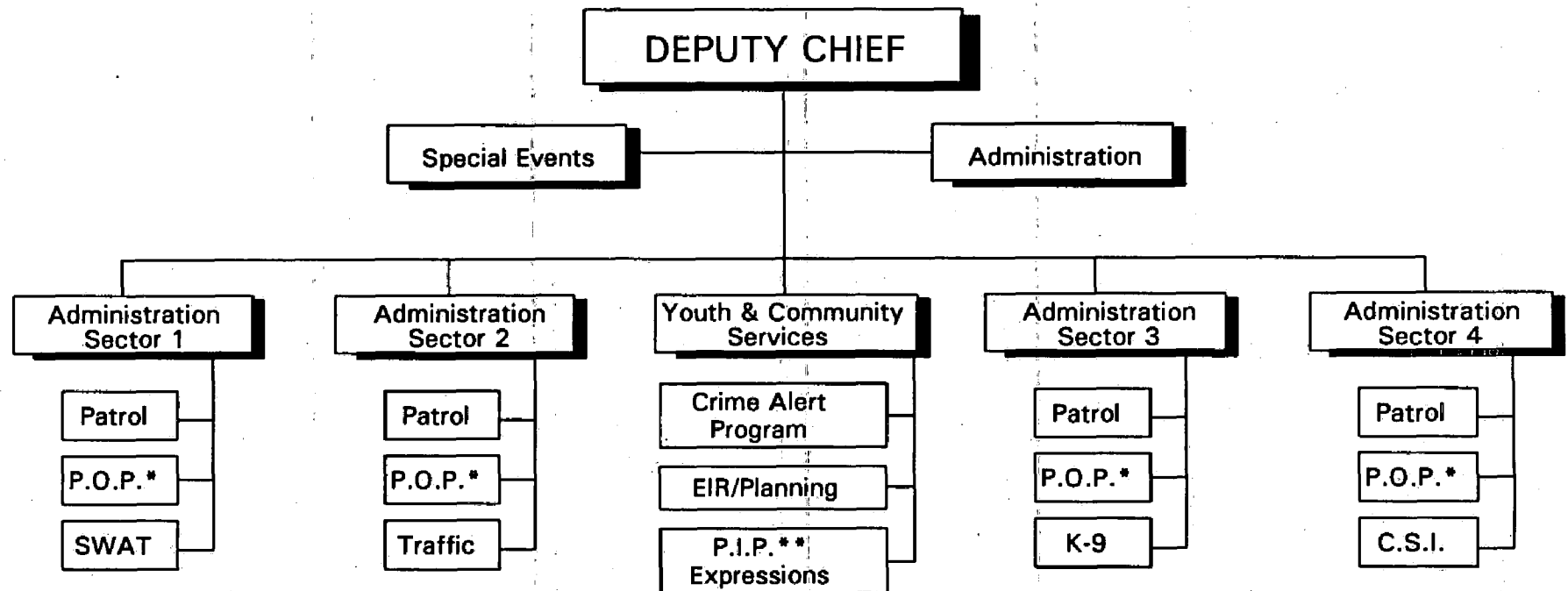
# **SACRAMENTO POLICE DEPARTMENT**

## **OFFICE OF THE CHIEF**



# SACRAMENTO POLICE DEPARTMENT

## OFFICE OF OPERATIONS



\* Problem Oriented Policing  
\*\* Partners in Prevention

Prepared for Strategic Plan - May 1993

# SACRAMENTO POLICE DEPARTMENT

## OFFICE OF INVESTIGATIONS

DEPUTY CHIEF

NARCOTICS/GANG DIVISION  
CAPTAIN

Narcotics Investigations  
Section

Gang Enforcement  
Section

Vice Unit

DETECTIVE DIVISION  
CAPTAIN

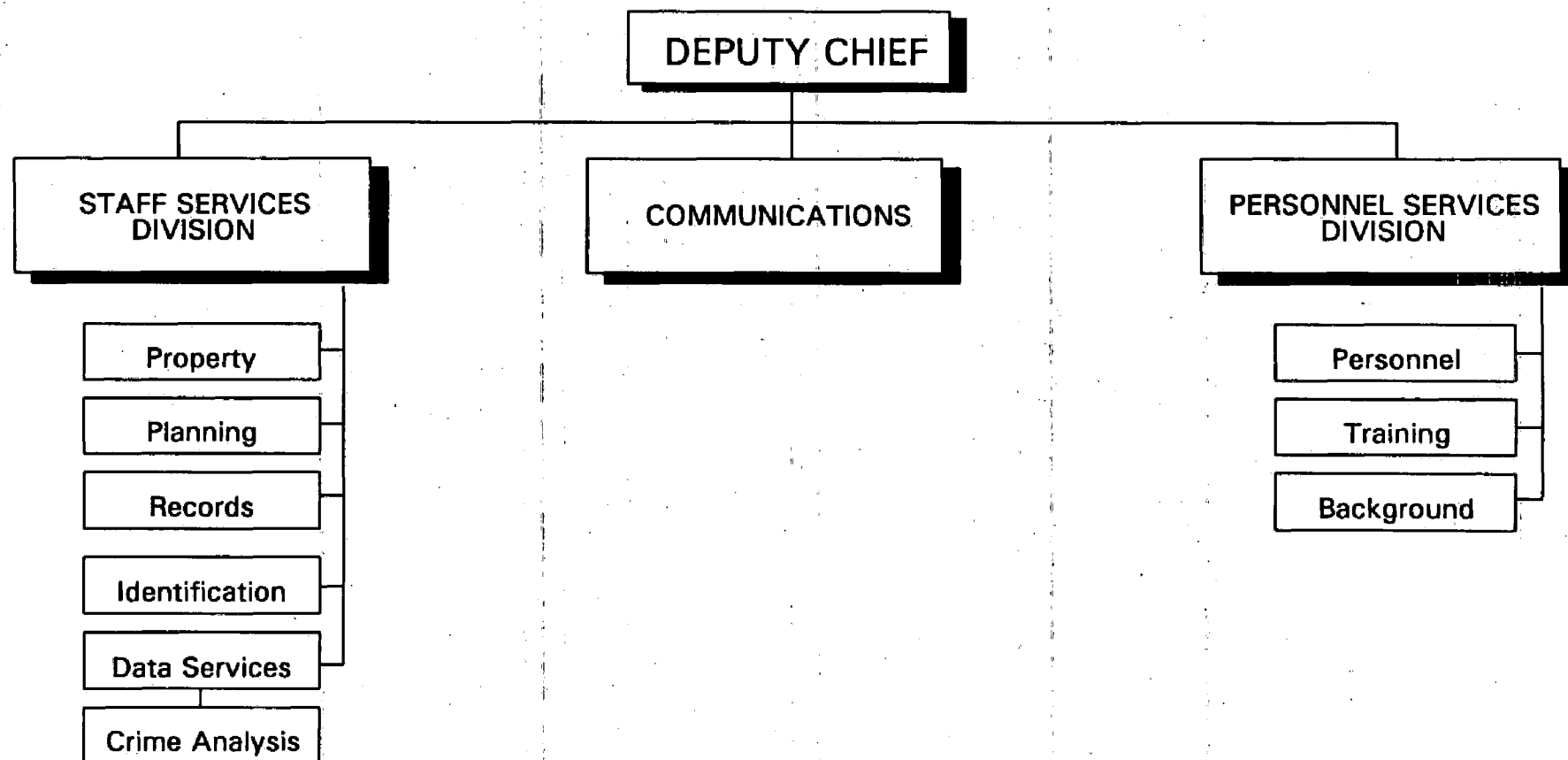
Assault Crimes Section  
Homicide/SACA/Felony  
Assault/Family Abuse/Warrants

Property Crimes Section  
Robbery, Burglary/Auto Theft/  
Metro/Financial Crime



# SACRAMENTO POLICE DEPARTMENT

## OFFICE OF ADMINISTRATIVE SERVICES



## **OFFICE OF THE CHIEF**

**Administration:** The Chief is the commanding officer of the Department and the final departmental authority in all matters of policy, operations, and discipline, and provides overall department direction and control.

**Strategic Programs** will ensure and monitor the execution of the department's community based policing goals and objectives.

**Internal Investigations** provides an effective method of investigating allegations of improper employee conduct, inadequate service, civil rights violations as required by state law, investigates intra-departmental complaints, policy violations, and officer related-shootings, develops and maintains a means of inspecting and monitoring the quality of service and efficiency of the department through an inspection process. The section includes the Policy Writing Unit, which was created to develop and maintain a centralized system of issuing and maintaining the Department's policies and procedures, and serves as liaison to the City Attorney, Risk Management, and retained outside counsel on civil litigation concerns.

**Program Development Unit** develops and implements city-wide projects and programs that promote positive community relations and maintain liaison with community service agencies and community leaders. The Program Development Unit will continue to conduct community relations functions for the department.

**Media and Legislation** will provide timely information concerning law enforcement incidents and activities to members of the news media and community; act as the department spokesperson as necessary; analyze and monitor pending legislation for its impact on the delivery of law enforcement services to the community.

**Fiscal** develops the departmental budget and monitor all department expenditures; handle procurement; assist with grant applications, prepare crime statistic reports, and coordinate reports submitted to City Council and their committees.

**Staff Assistance** provides clerical and logistical support to the office, handles "walk-in" traffic and telephone inquires regarding police services.

## OFFICE OF OPERATIONS

**Administration** oversees the deployment of personnel and is responsible for the implementation of the departments partnership commitment to Community Based Policing.

**Selective Enforcement** consists of two SWAT teams that are responsible for locating and arresting known offenders, suppressing identified crime patterns, situations involving hostages or barricaded subjects, and assisting the patrol division with special events.

**Traffic** provides for the safe and orderly flow of vehicle and pedestrian traffic and the enforcement of traffic codes. These officers patrol high violation areas, respond to citizen complaints of neighborhood traffic problems, conduct D.U.I. enforcement and investigate all major accidents and hit and runs.

**Crime Scene Investigations** works around-the-clock conducting investigations at crime scenes, including taking photographs, drawing diagrams, developing latent fingerprints, and collecting physical evidence.


**Staff Assistance** coordinates the investigation of alcohol beverage control licenses and city licenses and permits handled by the Department and provides clerical and logistical support to all patrol watches and special units. A Court Liaison Unit reduces court overtime expense by monitoring cases involving officers as witnesses and developing schedules for trial appearances.

**Patrol**, the most visible part of the Department, is comprised of uniformed police in marked patrol cars during three overlapping 10-hour watches with several start times. The Late Shift is the "graveyard" shift from 8:00 p.m. to 8:00 a.m. Day Shift from 6:30 a.m. to 7:00 p.m. Mid Shift is the "swing" shift from 3:00 p.m. to 4:00 a.m. The primary functions are responding to radio calls stemming from citizen reports or complaints and the development of problem solving strategies through community partnership. The officers are involved in criminal investigations, arrests, traffic citations, giving general assistance to the public, and developing partnerships within the community. The two-Area substation provides additional community visibility, provides improved access to the public, and the commitment to community-oriented policing.

**Bike Patrol** was created in January 1990 to replace the footbeat in an effort to improve response time. The unit consists of six officers on bicycles patrolling the core downtown area during the hours of 9:00 a.m. to 1:00 a.m. Sunday through Thursday, and 9:00 a.m. to 3:00 a.m. on Fridays and Saturdays. The bicycle beat patrol program expanded capabilities, greater mobility of the units, and improved deployment structures.

**K-9/Parks** is responsible for patrolling the City's parks, bike trails and handling calls for services where the use of a canine provides the best opportunity for success such as burglary calls and prowler calls. These units also respond to calls for service where the abilities of a police service dog will aid in the detection or apprehension of felons.

**Problem Oriented Policing (POP)** is one of the key components being used to establish Community Oriented Policing. The department is using the strategies of problem solving to eliminate chronic nuisances, such as drug houses, so that patrol officers' time will no longer be totally dominated by these problems. The objective of POP interventions is to reduce crimes in



neighborhoods where intense traditional enforcement has met with limited success. The specific approach is to introduce effective, long-term strategies to reduce repeat calls for service.

**Neighborhood Police Officer Program.** This program overlaps the patrol districts in two project areas, Alkali Flats and New Helvetia/Seavey Circle. The programs involved the return of the neighborhood officer concept in seeking long term solutions to neighborhood problems, i.e. building rapport and confidence with the officers, community mobilization, crime prevention, recreation and community leadership.

**Youth and Community Services** will work in partnership with the community to provide comprehensive juvenile delinquency prevention programs and crime prevention services such as neighborhood watch, personal safety, "Better Safe Than Sorry," senior safety, general crime prevention, operation identification, business security survey, other business programs, and assisting with Community Forums and the POP program.

## OFFICE OF INVESTIGATIONS

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**Administration** provides leadership and guidance to the various investigative activities, serves as the department's liaison with the business community and allied agencies, is responsible for planning and budgeting, and supports and expands the commitment to Community Based Policing.

**Assault Crimes** includes Homicide, Felony Assaults, SACA, and Family Abuse units. The four units investigate all homicides, assaults, missing persons, sexual assaults, child abuse/neglect crimes, domestic violence, elder abuse, telepest crimes and will provide liaison with community based organizations.

**Property Crimes** includes Burglary, Robbery, Auto Theft, Financial Crimes, Metro and Warrant units investigating all crimes in these areas. The Warrant Unit coordinates all service of warrants and the extradition and transportation of prisoners to and from other jurisdictions.

**Staff Assistance** provides 18 hour per day clerical support to the investigative staff.

**Gang and Vice Enforcement** is composed of the Gang Suppression Unit and the Vice Unit which are responsible for handling and investigating all gang-related incidents and vice offenses.

**Narcotics** investigates all controlled substance manufacture, dispensing, and abuse, and often jointly investigates cases in conjunction with the FBI, Drug Enforcement Administration, Treasury's ATF and Secret Service, and other local law enforcement agencies. Extensive clandestine surveillance and undercover work is required which involves specialized training. The Street Drug Enforcement Team initiates hand-to-hand buys of drugs and narcotics and conducts sting operations on streets and in residences.

## OFFICE OF ADMINISTRATIVE SERVICES

**Administration** is charged with planning, budgeting, implementation, and review for the delivery of services performed by the Office, and the coordination of Community Based Policing implementation with City Departments.

**Planning** conducts research and analysis on special projects; development of the department's strategic plan; coordinate the implementation of the strategic plan with all involved parties.

**Records** maintains all Department-generated reports and functions on an around-the-clock basis. This activity is also charged with preparing felony and misdemeanor report packages for the District Attorney; assigning crime report numbers; making warrant/record checks; updating RAP sheets; handling citizen requests for reports and taking reports over the telephone; providing matron support to officers; collecting bail; typing verbatim tapes pertaining to arrests, search warrants, and crime reports called in to recorders by Investigations; and taking lesser crime reports by phone and at the Public Counter.

**Property Management** secures all evidence and found property; maintains all Department weapons; issues all office supplies; maintains the vehicular fleet; acts as liaison between the Department, tow companies and citizens; and provides janitorial services to the police buildings.

**Personnel and Training** handles all hiring and transfers in coordination with the Personnel Department. This activity directs all training of sworn and civilian staff, and handles special manpower programs such as the Magnet School Program, R.O.P. and summer youth programs. This Section includes the Media Services Unit which produces audio-visual materials used by the department for public information, crime prevention instruction, in-service training, and court presentations.

**Communications** is responsible for staffing the Public Safety Communications Center 24-hours a day, seven days a week. The Division supports the officers in the field by serving as a link between citizens who need help and those that can provide it. Dispatchers have the responsibility of answering telephone requests from the public for law enforcement, fire service and medical aid, including "9-1-1" emergency calls.

Approximately 95 percent of all public safety work is first received, screened and assigned at the Communications Center. The staff dispatches and coordinates the response of uniformed patrol, traffic and investigative units of the police department, referring calls when appropriate. Calls for fire department personnel and equipment are handled rapidly with pre-arrival instructions given on medical calls, if needed. The Division also handles after hours response for City maintenance and repair crews.

**Data Services** is responsible for the maintenance and development of all departmental automated systems and related hardware. Activities include technical responsibility for CAD (Computer Aided Dispatch), the Public Safety Communications Center, and records management. This section includes the Crime Analysis Unit, which collects, maintains, and disseminates crime pattern information to patrol.

**Identification** performs crime scene functions and laboratory tests to develop evidence for investigators.

## STAFFING NEEDS

In conducting the Community Forums, Police Department staff found that the community's expectation is for police service levels to improve in all areas. While some improvement can be provided through reorganization and increased efficiency, the public's expectations cannot be met solely through these means. A multiple regression analysis was performed that showed a nearly direct correlation between either metropolitan statistical area population or City population and calls for police service. There is virtual unanimity from all quarters that City population growth over the next ten years will be significant and projections are for an additional half million residents in the MSA. Expectations that current levels of police service can be maintained, much less improved upon, with static or reduced staffing given these virtual certainties are unrealistic.

Detailed plans for additional staff were not developed for this first release of the Department's strategic plan in light of the impending loss of 90 police personnel. More general staffing projections were prepared however, to provide some indication of the commitment of human resources that will be needed in the future to maintain the current level of police service City residents receive. Two projections were conducted, one for patrol staffing and one for staffing department wide. Both projections were predicated on population projections developed from State Department of Finance data. The patrol staffing figures were calculated using the same computer modeling system used to analyze calls for service and make deployment recommendations to minimize response time to emergency calls. The department wide projection details the number of persons in each employee classification that will be needed throughout the next ten years, assuming the Department's staffing keeps pace with population growth and current ratios of employees in each classification are maintained. Below is the Department's projected budget by year which is based on this staffing projection. It assumes current ratios of employee services costs to total budget, and is not adjusted for inflation or employee salary and benefit increases.

Year	Employee Services	Total Budget
1994	\$62,190,000	\$69,100,000
1995	\$63,490,000	\$70,540,000
1996	\$64,830,000	\$72,030,000
1997	\$66,200,000	\$73,560,000
1998	\$67,540,000	\$75,050,000
1999	\$68,880,000	\$76,530,000
2000	\$70,220,000	\$78,020,000
2001	\$71,440,000	\$79,380,000
2002	\$72,630,000	\$80,704,000
2003	\$73,790,000	\$81,990,000

## PATROL DEPLOYMENT

The Sacramento Police Department, like most agencies, previously deployed officers based on schedules designed by hand. With manual methods, it is close to impossible to determine if the "hit or miss" schedules were close to optimal in terms of serving residents' needs, and it was difficult to evaluate alternative policies for scheduling and deploying officers.<sup>1</sup> The efficient scheduling of patrol officers to match community needs can result in large improvements in police service and protection.

The Sacramento Police Department has been recognized nationally and statewide for its expertise in the management of patrol operations. Several years ago the department began using software programs designed to assist in the deployment of patrol officers. The current package, Police Patrol Deployment System (PPDS) supplied by Analysis Central, produces optimal shift and days-off schedules for patrol officers, designs geographic patrol districts and sectors, and allocates officers to patrol beats and sectors.

The Police Patrol Scheduling System (PPSS) examines all possible schedules for up to 1,000 officers and finds the best schedule/deployment plan. The PPSS system uses available department Computer Aided Dispatch data on calls for service and consumed times (time requirements necessary to handle a call) to forecast patrol officer needs by day of week and hour of day. This is all done at the Electronic Data Processing subdistrict level (535 reporting districts citywide) by call priority.

Once the forecasted needs are determined, PPSS enters the mathematical scheduler, which finds the "best" match of officer's schedules with officer needs. The system works toward avoiding surpluses of officers on duty and at the same time avoiding shortages. The underlying goal of the system is to distribute the workload equally to each officer.

The Patrol Beat Design System (PBDS) and Precinct Balancer (PBAL) follow the same premise in the beat design segment of the package. The software allows the department to design and redesign district boundaries and staffing ratios to balance workloads and reduce response times.

The system also allows for an infinite number of projection scenarios. Using current service levels and staffing requirements, projections based on workloads associated with increased calls for service can be used to identify the number of patrol officers required to meet the increased calls for service needs. The effects of increased workloads can also be measured in surpluses, shortages, and priority one response times (a "priority one" call requires an immediate police response) for different staffing levels. The patrol staffing projections for the department's strategic plan are based on the current levels of service provided, and include the following assumptions:

- Calls for service projections are accurate.

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<sup>1</sup> Taylor, Philip E. and Stephen J. Huxley. "A Break from Tradition for the San Francisco Police: Patrol Officer Scheduling Using an Optimization-Based Decision Support System." Interfaces. 19.1 Jan-Feb. 1989: 4-24.



- Call type ratios remain similar. If call types drastically change the workload requirements will also change.
- Response times will remain at current levels (i.e. 7 minutes on a priority one call).
- Time allocated for patrol and POP type projects will remain at the current level of 25 percent.

Any drastic changes in any of the assumptions or the manner in which the department delivers service will affect the staffing requirements in patrol. The staffing needs reflect the patrol requirements by year based on these assumptions.

### **IMPLICATIONS OF NO STAFFING ADJUSTMENTS IN PATROL**

The same assumptions were used to project the effects on response time if patrol staffing remains at FY 92/93 levels. Priority one response time for the year 2003 is projected to increase 8.77 percent to eight minutes. While the software system is not designed to provide lower priority response times, it can be assumed that response times to these non-emergency traffic, burglary and vandalism type calls will increase at much higher rates. This assumption is based on the manner in which we respond to calls. The police department's response to calls can be compared to the prioritization of service in an emergency room. The most serious calls are handled first regardless of when they are received and the less serious calls will wait until all higher priority calls are completed.

As officers respond to more calls for service the time previously dedicated to problem solving will diminish. This will result in less of the proactivity necessary for the complete implementation of Community Based Policing. The patrol officer will once again be an island without the time required to mobilize the community.

The priority system used to dispatch calls for service was designed to provide quick police response to incidents involving violence. As officers respond to increased numbers of high priority calls with less time spent at lower priority calls and community mobilization, the potential is great for increased levels of job related stress. At current patrol staffing levels the PPDS calculates that in the year 2003 approximately 66 percent of officer time will be spent on critical calls for service. Family disputes, neighborhood disturbances, and suspicious activity calls combined with critical calls for service will consume the entire shift for most officers with no time for lower priority calls. In comparison, at the recommended staffing level of 347, the amount of officer time dedicated to critical calls for service is approximately 51 percent.

Serious consideration must be given to the effects of increasing the number of high stress calls officers respond to while simultaneously reducing the number of informal community contacts they have time for. The effects of job related stress for law enforcement officers have been well documented. In their work Community Policing - A Contemporary Perspective, Robert Trojanowicz and Bonnie Bucqueroux stated "...abuses are fostered when police officers are isolated from continuous, informal contact with the community, and when police administrators are insulated from the wants and needs of all citizens." In 1991, the Report of The Independent Commission in the Los Angeles Police Department (Christopher Commission) found that police work modifies behavior. Many emotional and psychological problems may develop during an officer's tenure on the force. Officers may enter the force as well suited psychologically for the

job, but many suffer from burnout, alcohol-related problems, cynicism, or disenchantment, all of which can result in poor control over their behavior.

Unfortunately, the notion of "working smarter" and more efficiently for police agencies generally results in diverting increasing numbers of informal low stress calls to civilian staff for handling via telephone while dispatching officers to high stress calls. This has been the trend for the Sacramento Police Department as we attempt to maintain an acceptable response to an increasing number of life threatening calls with a fixed number of patrol officers.

## **RESPONSE TIME COMMITTEE**

The Police Department is faced with the challenge of responding to an increasing number of calls for service without staffing increases and while maintaining an acceptable response time. To accomplish this, the Department has taken steps to improve its response time to high priority calls. The Department has instituted a response time committee to examine all factors that relate to the availability of officers to respond to high priority calls. The committee examined Department policies and procedures, available technology, and other issues related to officer workload and availability.

Several changes recommended by the committee have been implemented and others are still being evaluated. Most of the changes however, constitute reductions in the level of service the public receives from the Police Department. As personnel resources are taxed, the Department has had to reduce the level of service it provides on some calls and eliminate a response to others. This allows for a timely response to the highest priority calls. Some of the steps taken to date are as follows:

- **Revision of the sequence of assignment to calls**

The sequence of assignment to calls dictates the order in which field units are selected to be dispatched to calls. Changes in this order and inclusion of additional units were used as means to improve response time.

- **Revision of call priority system**

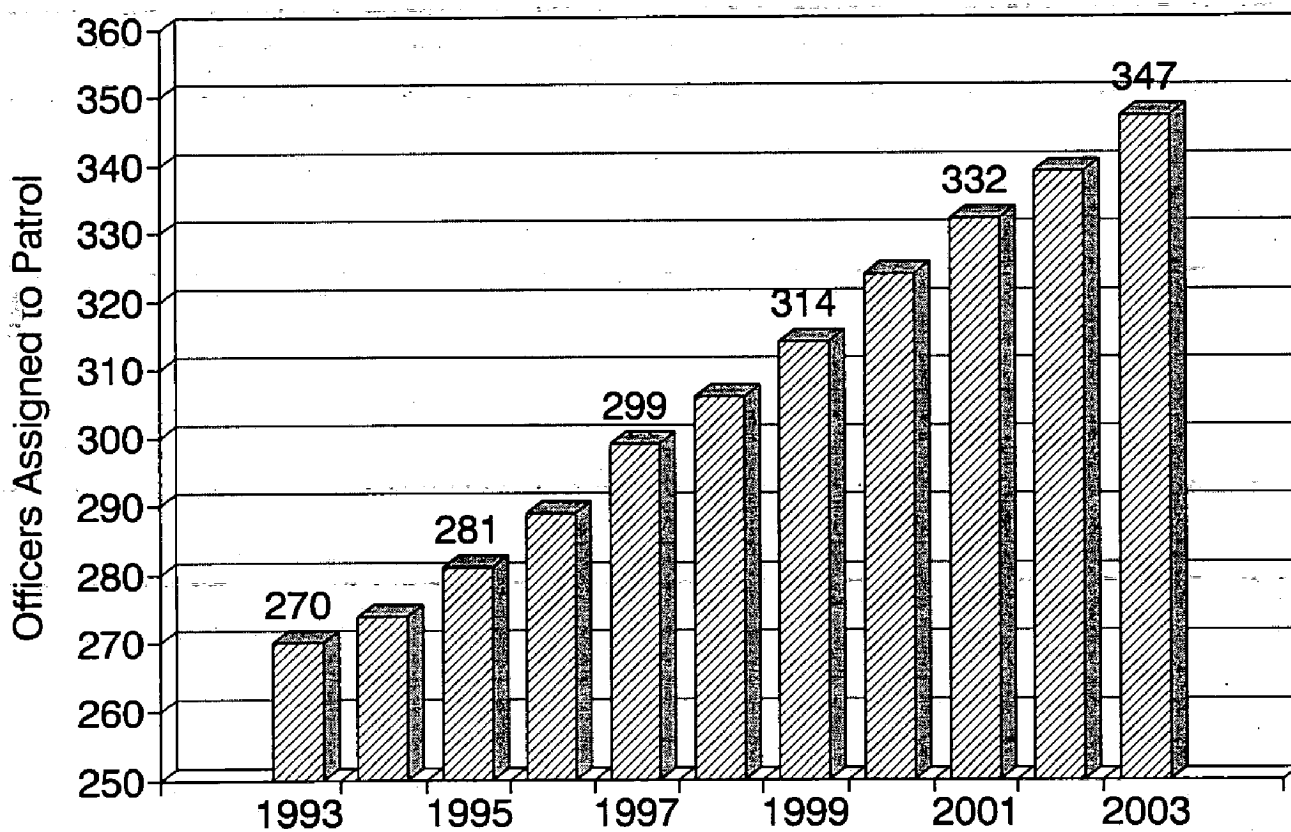
By moving some less serious call types from higher to lower priorities, the number of high priority calls decreases and an improvement in response to these calls is possible. This does reduce the level of service as calls that used to require a more timely response are put on hold to allow for a response to the high priority calls.

- **Referral of additional types of reports to telephone report writers and the use of light duty officers to handle reports by phone**

The number and types of calls that the Department will refer to a report writer instead of sending a field unit were increased. In addition, officers in the field are now allowed to direct citizens to call in reports. In the past, field officers were required to complete all reports arising from calls they were dispatched on. Again, this is a decreased level of service.

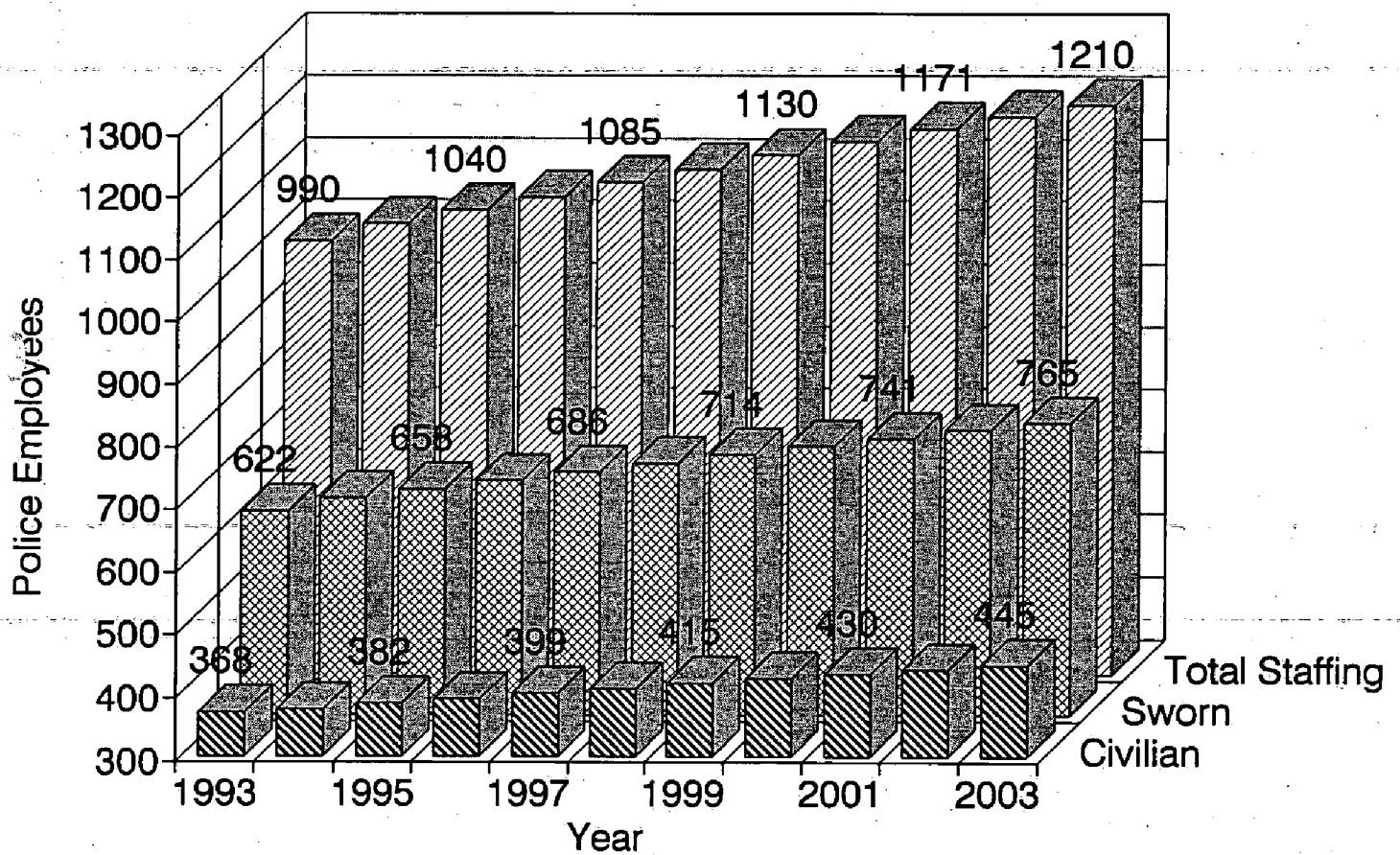
Other changes under consideration include increasing the level of severity required before a report will be taken on traffic accidents and limiting most crime reports where a suspect is not named to one page. Areas being studied for potential future implementation include the use of computers for report writing and use of automatic vehicle locator systems to dispatch the nearest unit to a call.

## Patrol Staffing Required To Maintain Current Response Time



This chart reflects the number of patrol officers required over the next ten years to maintain the Department's current 7 minute response time to priority one calls.

# Staff Needed by Year To Provide Current Level of Service



This chart reflects the number of sworn and civilian employees that the Police Department would have to employ over the next ten years to maintain its current ratio of staff to population.

	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003
POPULATION	394997	402717	410953	419729	428715	437633	446489	455060	462881	470665	478430
SWORN	622	644	658	672	686	700	714	728	741	753	765
CIVILIAN	368	375	382	390	399	407	415	423	430	438	445
TOTAL	990	1019	1040	1062	1085	1107	1130	1151	1171	1191	1210

[illegible]



Property Assistant	11.00	11	11	12	12	12	12	13	13	13	13
Pub Safety Comm Mgr	1.00	1	1	1	1	1	1	1	1	1	1
Public Service Aide	1.00	1	1	1	1	1	1	1	1	1	1
Reserve Police Officer	7.43	0	0	0	0	0	0	0	0	0	0
School Crossing Guards	16.15	0	0	0	0	0	0	0	0	0	0
Secretary	1.00	1	1	1	1	1	1	1	1	1	1
Sr Custodian	1.00	1	1	1	1	1	1	1	1	1	1
Sr Key Data Opr	2.00	2	2	2	2	2	2	2	2	2	2
Sr Media Prodn Spec	1.00	1	1	1	1	1	1	1	1	1	1
Sr Pers Trans Coord	1.00	1	1	1	1	1	1	1	1	1	1
Sr Property Assistant	5.00	5	5	5	5	6	6	6	6	6	6
Sr School Crossing Guard	1.15	0	0	0	0	0	0	0	0	0	0
Steno Clerk II	1.00	1	1	1	1	1	1	1	1	1	1
Steno Clerk III	4.00	4	4	4	4	4	5	5	5	5	5
Student Trainee	18.20	19	19	19	20	20	21	21	21	22	22
Supv Comm Svc Repv	1.00	1	1	1	1	1	1	1	1	1	1
Supv Dispatcher	10.00	10	10	11	11	11	11	11	12	12	12
Supv ID Tech (LPE)	2.00	2	2	2	2	2	2	2	2	2	2
Supv ID Tech (LPE/BA)	2.00	2	2	2	2	2	2	2	2	2	2
Supv Pol Records Asst	4.00	4	4	4	4	4	5	5	5	5	5
Supv Police Clerk	1.00	1	1	1	1	1	1	1	1	1	1
Supv Property Asst	2.00	2	2	2	2	2	2	2	2	2	2
Supv Property Mgmt Sec	1.00	1	1	1	1	1	1	1	1	1	1
Surveil Equip Tech	1.00	1	1	1	1	1	1	1	1	1	1
Systems Programmer	1.00	1	1	1	1	1	1	1	1	1	1
TOTAL ALL CLASSES	990	1019	1040	1062	1085	1107	1130	1151	1171	1191	1210



# REVENUE GENERATING ACTIVITIES

## I. RESEARCH ISSUE

The Police Department is almost completely dependent on the City's General Fund for its funding. The Police Department has researched and sought out alternative revenue sources which can augment the City's General Fund. Primary among these alternative revenue sources are cost recovery and "fees for service" programs which are described in this report. The Police Department is open to suggestions and available to participate in any examination of alternatives which could be considered to increase revenue. During these difficult financial periods, it becomes more critical that the Department seek alternative revenue sources to minimize further reductions of personnel and maintain its commitment of providing the level of service that is expected by the community it serves.

## II. OVERVIEW

### Cost Recovery and Fees for Service

Current Police Department cost recovery programs include Emergency Response Cost Recovery, "Loud Party" Second Response, Special Events, and the Off-Duty Employment Program. These programs enable the Police Department to charge a fee to offset the cost of a police response to specific incidents or events that have been defined by State law and City ordinance as cost recoverable. The fees charged are based on the actual time spent by officers at these incidents or events.

The **Emergency Response Cost Recovery Program** enables the Department to recover all costs incurred by the City associated with driving under the influence (DUI) arrests, providing an emergency response by police or fire personnel was necessary. These costs include the time spent by police and fire personnel on the scene, jail booking fees, and report writing time. The revenue generated from this program, in combination with a grant from the Office of Traffic Safety, has funded a Driving Under the Influence Enforcement Team consisting of six officers and one sergeant. The team has concentrated their efforts not only on the apprehension of DUI drivers, but also on a public awareness/education campaign to inform and educate the public about the hazards of DUI.

The **"Loud Party" Second Response Program** enables the Department to recover the costs associated with a second police response to a loud, disturbing, or disorderly party. The party host is given a written warning at the first police response that upon a second response, the host will be held liable for the costs associated with the response. Since implementing this program, second responses are seldom necessary.

The **Off-Duty Employment and Special Events Program** provides police services to businesses and organizations on a contract basis through the Department's Off-Duty Employment Program. Off-duty officers are deployed at businesses and special events to provide security and/or traffic control. The owners of the businesses and the promoters

of the events pay for the use of these officers. As a result of this program, the City was reimbursed in the amount of \$360,000 in fiscal year 91-92 for the use of police officers. With this program, the majority of special events have a very minimal impact on existing police services city-wide because the officers used to staff these events are "off-duty".

### **III. RECOMMENDATIONS**

The Department is continually looking for alternative revenue sources. New state legislation is constantly being monitored, professional publications are reviewed regularly, and networking with other agencies regarding cost recovery programs occurs on a frequent basis. Cost recovery programs utilized by other law enforcement agencies include false alarm service fees, administrative fees for towing of vehicles, and 911 misuse fees.

#### **False Alarm Service Fees**

Chapter 29 of the Sacramento City Code relating to security alarm systems has been recently revised. The revision has been approved by the City Attorney's Office and should be reviewed by the City Council's Law and Legislation Committee. If the new version of Chapter 29 is approved and adopted by the City Council, the Police Department will charge a fee for police responses to excessive false alarms. Excessive false alarms are generally defined as all false alarms to the same location in excess of three within 180 consecutive days. The fourth false alarm within the specified time frame will result in a \$50 service fee for residences and a \$75 service fee for businesses. Revenues from the false alarm service fees are expected to be in excess of \$35,000 per year.

#### **Administrative Fees for Towing**

Administrative fees for vehicle towing and storage is another cost recovery program that was approved by the City Attorney's Office. Over 2,500 vehicles per year are towed and stored as a result of a failure to comply with State laws and City ordinances. Each towed and stored vehicle takes an officer approximately 40 minutes. This program would enable the Department to charge a fee to the owners of these vehicles. No administrative fee would be charged if a vehicle was towed as a result of an accident, a theft, or an incapacitated driver. In all other circumstances, the owner of the vehicle has the ability to prevent the towing by compliance with current laws. Revenues from this program are projected to be in excess of \$135,000 per year. This program has not yet been presented to Council.

#### **911 Misuse Fees**

911 misuse fees is a proposal that is currently being reviewed by the City Attorney's Office. This proposal would enable the Department to assess a fee for each 911 telephone call that is determined to be a misuse of the 911 emergency response system. Misuse of the system can be defined as false or incomplete 911 telephone calls where no emergency or other need for the police exists. Public Safety Communications Dispatchers attempt to verify the need for police response, but often are unsuccessful when the caller hangs up and refuses to answer when called back. Due to the unknown nature of an

emergency, at least two officers must respond. The Department would charge a fee to those persons responsible for false or incomplete 911 calls where a police response was not needed. Revenues from this proposal are estimated to be in excess of \$50,000 per year.

#### **Safekeeping of Firearms Fees**

During the course of their shift, Police Officers often seize firearms for safekeeping. The firearms are usually seized due to a potentially volatile situation where no crime has yet been committed. Examples of such situations range from domestic violence incidents to neighborhood disputes. Regardless of why the firearm is seized, each firearm is booked into the Department's Property Section. Prior to returning the firearm to its owner, several administrative tasks must be completed. These tasks include a safety check of the firearm, a query of the serial number of the weapon in the computer system to determine ownership, an investigation into the background of the owner to ensure the owner can legally possess a firearm, and the completion of various release papers. The City Attorney is currently reviewing a proposal to charge a fee for this release process. Revenues from this proposal are anticipated to be in excess of \$3,300 per year.

#### **P.O.P./Dangerous Buildings Cost Recovery**

The Department is currently working with the Building Inspections Division to implement a cost recovery program involving the Department's Problem Oriented Policing (P.O.P.) Team. The P.O.P. Team often works in conjunction with the Dangerous Buildings Section to identify substandard houses and buildings. After a structure is identified as substandard, a notice and order to repair or demolish the structure is served to the property owner. Under existing city codes, fees are then levied against the property owner to recover enforcement and inspection costs. It is anticipated that the Department will recover the cost of the time spent by the P.O.P. officers when working in conjunction with Dangerous Buildings to enforce city codes regarding substandard buildings. Although the revenue generated from this program is expected to be less than \$15,000, the value of this program will be in the message it conveys. Property owners, many of whom are absentee landlords, will now pay for the cost of police services to their property while it is under notice and order. It is hoped that this will further encourage property owners to maintain their buildings and/or repair them in a timely manner.

### **IV. PERFORMANCE MANAGEMENT AND EVALUATION ISSUES**

Realizing the fiscal constraints of the City, the Police Department will continue to explore alternative revenue sources and identify revenue generating activities and/or options. If all of the recommended cost recovery and fees for service programs described in this report are ultimately adopted by the City Council, the General Fund would be augmented by \$238,300.

Several questions should be addressed when considering the implementation of a new cost recovery program:

- Is the proposed program fair and equitable to the citizens of Sacramento?

- Is the proposed program based on optional and/or avoidable police services?
- Is the proposed program cost beneficial? Do the administration and collection costs exceed the revenue the program is expected to generate?
- Is the proposed program legal?
- Is the proposed program consistent with current City policy?

Proposals deemed reasonable by Police Department staff will be presented to the City Attorney for legal review. If the proposal is determined to be legal, it will be forwarded to the City Council for final approval.

<b>Current Cost Recovery Programs</b>
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Emergency Response Cost Recovery
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"Loud Party" Second Response
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Special Events
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Off-Duty Employment
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<b>Proposed Cost Recovery Programs</b>
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False Alarm Service Fee
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Administrative Fee for Towing
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911 Misuse Fee
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Safekeeping of Firearms Fee
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P.O.P./Dangerous Buildings Cost Recovery
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## FEEDBACK AND CONTINUAL ASSESSMENT

The Sacramento Police Department is firmly committed to strategic planning the ongoing means of identifying the **opportunities, trends and constraints** that will affect public safety, and to use this information to understand and plan for the future. Accepting community feedback and continual assessment of the performance of the Sacramento Police Department is necessary to the development and maintenance of the trust needed for the police to foster the kind of **partnerships** essential to the success of our mission.

### Feedback

**Community forums** will be held annually to allow the community the opportunity to assess the department's progress and identify any new concerns the department needs to address. The annual community forums can be considered a **public report card** on the Sacramento Police Department.

In this first issuance of our proposed strategic plan, **community forums** and many other means were used to identify police related problems and issues of concern to the Sacramento community. Through this process, possible solutions were also proposed that can now be considered and acted upon as resources permit. To ensure the community is kept abreast of the status and the direction of our plan, the Police Department must receive **feedback**. The community forums will do that, and that information will be integrated into an updated strategic plan which will be presented to the City Council for their information and action.

In a less formal sense, a continuous dialogue will be encouraged as we provide public safety service in our city through:

- The decentralization of field service into **four area commands** is a strategic initiative which has already been adopted. The **Police Captains** who serve these areas will be available to receive feedback from the community.
- Management and supervisory staff in all areas of the department can also establish a dialogue to address community concerns.
- As time and resources permit, patrol officers and other field service personnel will maintain a liaison with the communities they serve to receive feedback and discuss the problems and solutions identified by the community during the forums.

### CONTINUOUS ASSESSMENT

Since the Police Department is the major contributor to the city's public safety, it is necessary to continually assess our performance. Essential to this effort will be the availability of **information**. To this end:

- The Police Department will endeavor to upgrade the quality of automated information available for policy and operational decision making. This will be an ongoing responsibility of our **Data Services Section** and the **Crime Analysis Unit**

assigned to that section.

- Our Problem Oriented Policing effort will entail the use of a variety of information sources to identify neighborhood policing problems, such as locations that result in repeat calls for service.
- Standing internal committees will continuously assess our **response time, patrol deployment, and technology issues** so as to improve the use of resources and ensure the highest quality of police service with available resources.
- Our commitment to **strategic planning** is reflected in one of the proposed strategic initiatives. It is our desire to bring in an expert in this field to assess our overall planning process. This initial strategic plan was produced in a short period of time using police personnel. As such, an assessment of this process by an outside consultant is appropriate.
- The Internal Investigations Section has been reconfigured to include supervision of the Inspections and Standard Section. The latter is responsible for quality assurance and the management, development and issuance of policies and procedures. This linkage will strengthen the relationship between these units and help to improve the performance management of the Sacramento Police Department. Combined, these sections will now be known as the **Internal Affairs Section**, and is placed strategically in the Office of the Chief.
- The Police Chief, as the City's ranking law enforcement officer, will continually assess the general performance of the Sacramento Police Department so as to keep the City Manager and City Council fully informed of police and public safety issues.

This is an advance copy of the Sacramento Police Department's Strategic Plan. Additional material was being prepared for inclusion in the plan when the advance copies went to press. To receive an update for this copy of the plan, please contact Sacramento Police Department, Planning and Fiscal, 264-5491, after June 7, 1993.



DEPARTMENT OF  
POLICE

CITY OF SACRAMENTO  
CALIFORNIA

HALL OF JUSTICE  
813 SIXTH STREET  
SACRAMENTO, CA  
95814-2495

PH 916-264-5121

May 7, 1993  
REF: 5-43

City Council  
Sacramento, California

Dear Councilmembers:

*"By the year 2003, there will exist a mutual understanding of problems shared by the police and the community. The Sacramento Police Department will work in close and consistent partnership with the community to effectively solve problems, making Sacramento a safe and healthy place for commerce and community life."*

This is my vision for the future of the Sacramento Police Department. I believe it is reflective of the desires of the citizens of this city as well as its elected officials. The department has already begun to move towards making this vision a reality for our citizens and police employees. Just as much of government is restructuring to integrate resources and provide a greater level of responsiveness to communities and neighborhoods, the Sacramento Police Department is committed to streamlining neighborhood access to police services while providing full accountability for service delivery. The development of a strategic plan constitutes the first in this process.

The department is moving away from what has been called traditional or reform style policing. This approach centered on analysis of calls for service by area, effective deployment, and rapid response to calls for service by officers deployed in patrol cars. While some of the tools that have been honed through many years of policing in this manner (crime analysis, computer aided dispatching, etc) have proven their value, other aspects have alienated the police and the public they serve from each other. Our community is no longer satisfied with seeing officers only after a crime has occurred and no longer find a "just the facts, ma'am" attitude acceptable. The challenge facing the Sacramento Police Department is how, with limited current resources and shrinking city revenues, to provide the community contacts our citizens are demanding while maintaining an acceptable level of response to emergency calls for service.

This ten year plan is a guide and an information source to be used to meet that challenge. Having laid the foundation for the plan through eleven community forums, two forums with community business leaders, one with City departments, one with allied



agencies, numerous private and group interviews with persons throughout the community, and after a thorough internal assessment, the Police Department offers this plan to the community as documentation of what the department will do, and what the community and local government must do, in order to make this vision of the future a reality.

Central to the plan are a series of strategic initiatives intended to move the department towards the desired future. Some of these initiatives involve reorganization and redistribution of current resources, others represent changes or expansions of past programs and still others are new programs that will be implemented in the immediate future. Realization of the full potential of these initiatives will require future funding at a level not currently possible. The strategic initiatives include:

Problem Oriented Policing strategies throughout the Department

Citizen's Academy

Youth and Community Services Section

Neighborhood Revitalization expansion and incorporation of Federal Weed and Seed program

Technology optimization plan

Victim/Witness Chaplaincy

Expanded Neighborhood Watch and Crime Prevention efforts

Continuous Strategic Planning, assessment and public participation

Area Command Structure and Decentralization

These strategic initiatives are demonstrative of a commitment to a holistic approach to resolving neighborhood public safety concerns through the integration of the resources of the Police Department, other City Departments, neighborhoods and community groups. It is both participative and supportive of the efforts directed by the Council and the City Manager through the Neighborhood Services Department. The expansion of the Neighborhood Reclamation and Protection Project is an example of this commitment.

Unfortunately, the expansion of the Neighborhood Reclamation and Protection Project is wholly reliant on funding from an outside agency, the Sacramento Housing and Redevelopment Agency. The State's fiscal situation has placed future availability of redevelopment funds in question. The Legislature has placed the future availability of asset seizure funds in question as well, and these funds are currently being used to fund personnel positions and critical equipment needs.

The Department proposes to embark on the above initiatives within the parameters of its proposed budget, which includes a \$5.5 million reduction that equates to 70 sworn and 23 non-sworn positions. The Department does not have in its budget any discretionary funds for new programs or technology needs that would enable its remaining members to shoulder the increasing service workload without the assistance of additional staff and technology. To succeed in the implementation of a Community Oriented Policing philosophy which utilizes Problem Oriented Policing strategies, future funding must be identified in light of community growth and Council-Community expectations of enhanced public safety service delivery levels.

The Police Department looks forward to the opportunity of forging police-public partnerships. Working with the public, the City Council and the City Manager, we


City Councilmembers

May 7, 1993

Page 3

propose to update and improve this strategic plan on an annual basis. As I have emphasized throughout its development, it is not a plan "for the shelf", but a dynamic document that will be continuously improved by input from the citizens of this City, working in partnership with their Police Department.

Sincerely,



ARTURO VENEGAS, JR.  
CHIEF OF POLICE

AV/svl

## **FORWARD**

**"There is no 'future' to guide our present decisions. There are only possible futures that we can strive to advance or resist." Richard John Neuhaus**

This document provides useful information to the City Council and others interested in advancing the most desirable future for the public safety needs of the City of Sacramento. Public safety affects almost every aspect of life in our city. It is considered by business leaders interested in Sacramento as a center for commerce, by families looking for a safe place to live, and by children who want to play and go to school in environments free of violence and social disorder. As this report reflects there are numerous issues, opportunities and constraints which must be approached in a clear manner if we are to promote public safety without creating unnecessary expectations in the community. This strategic plan follows that approach.

The sections of this document are presented in the order of occurrence in the planning process. Following this forward is a descriptive section entitled **overview** which describes the specific strategic planning process which was used for this effort.

While there has been some overlap of activity due to the short time frame in which this plan was prepared, the reader of this document would be most informed if they approached this information from a stage dependent perspective; one stage of the plan providing a foundation for the next stage.

# SACRAMENTO POLICE DEPARTMENT STRATEGIC PLAN

## EXECUTIVE SUMMARY

This report summarizes the Police Department's ten year strategic plan. The plan provides information on issues, trends and factors that will affect the future of public safety in the City of Sacramento. It also presents strategies that will, as they are implemented, be the means through which the Sacramento Police Department strives to meet the public safety needs of California's capital city.

The plan provides information that will be useful to the City Council and others interested in advancing the most desirable future for the public safety needs of the City of Sacramento. Public safety affects almost every aspect of life in our city. It is considered by business leaders interested in Sacramento as a center for commerce, by families looking for a safe place to live, and by children who want to play and go to school in environments free of violence and social disorder. The strategic plan reflects numerous issues, opportunities and constraints which must be approached in a clear manner if public safety is to be promoted without creating unnecessary expectations in the community.

We have looked to our community and our general environment for the type of information we must have to advance the most desirable future. This inquiry is an absolute essential to our future peace and order as a society. This year at a state wide conference on community policing in San Jose, recognized law enforcement futurist William L. Tafoya, chided his audience for not recognizing the relevant indicators of future urban unrest that he forecast in 1986. He forecast that legalistic policing coupled with social and economic factors would lead to the type of urban unrest experienced in Los Angeles in 1992.

For Sacramento, serious consideration must be given to the effects of increasing the number of high stress calls officers respond to while simultaneously reducing the number of informal community contacts they have time for. The effects of job related stress for law enforcement officers have been well documented. In their work Community Policing - A Contemporary Perspective, Robert Trojanowicz and Bonnie Bucqueroux stated "...abuses are fostered when police officers are isolated from continuous, informal contact with the community, and when police administrators are insulated from the wants and needs of all citizens." In 1991, the Report of The Independent Commission in the Los Angeles Police Department (Christopher Commission) found that police work modifies behavior. Many emotional and psychological problems may develop during an officer's tenure on the force. Officers may enter the force well suited psychologically for the job, but many suffer from burnout, alcohol-related problems, cynicism, or disenchantment, all of which can result in poor control over their behavior.

Unfortunately, the notion of "working smarter" and more efficiently for police agencies generally results in diverting increasing numbers of informal low stress calls to civilian staff for handling via telephone while dispatching officers to high stress calls. This has been the trend for the Sacramento Police Department as we attempt to maintain an acceptable response to an increasing number of life threatening calls with a fixed number of patrol officers.

Law enforcement for too many years has pursued a style of policing which has not embraced the goodwill and general interest of the public they serve in the development of police services. This strategic plan is a solid step toward a more desirable future than was forecast for the 1990's by Mr. Tafoya. To that end, the following methodology guided the development of the Sacramento Police Department's Ten Year Strategic Plan.

## METHODOLOGY

A two stage methodology was adopted, with the first stage detailed in this document and the second stage proposed as an ongoing activity (Fig. 1). The key elements of this process are:

- **Vision for the Future**
- **Information Gathering and Assessment**
- **Mission Statement**
- **Strategic Initiatives**
- **Implementation Plan**
- **Feedback and Continual Assessment**

A broad cross section of the department participated in the development of this plan. Each of the three department office chiefs provided broad oversight throughout this effort. An Advisory Team comprised of sworn and civilian police personnel of all ranks, as well as the City's Budget Manager and Citizens Assistance Officer monitored and contributed to the overall process. A Working Team consisting of department personnel did the research, analysis, and writing necessary to prepare this document.

From within the department, all levels of the organization contributed information. A concerted effort was made to obtain contributions from sworn and civilian personnel of all ranks, with attention given to the unique perspective of labor organizations, women and minority officers. From the citizenry for whom we work, community members helped to identify general and localized problems, and proposed solutions useful in the development of crime control and nuisance abatement strategies.

The following is a detailed description on the above mentioned key elements and information on the development of each area.

### VISION FOR THE FUTURE

*By the year 2003, there will exist a mutual understanding of problems shared by the police and the community. The Sacramento Police Department will work in close and consistent partnership with the community to effectively solve problems, making Sacramento a safe and healthy place for commerce and community life.*

This is a general view of a desired future for the City of Sacramento and its Police Department. It was adopted by the Chief of Police, and reflects staff and community input.

### INFORMATION GATHERING AND ASSESSMENT

This element of the plan is comprised of four subcomponents; an internal assessment, external assessment, current business definition, and stakeholder assessment.

An **Internal and External Assessment** was conducted in order to examine current and future weaknesses, strengths, threats and opportunities. For instance, in the area of youth, staff obtained information from the Community Services Planning Council that indicated that over 28 percent of all youth in Sacramento are living below the federal poverty level. This understanding contributed to the creation of a new initiative for the future, the creation of a Youth Services Section. This is just one example of how this part of the plan affects other parts.

Other areas of inquiry included: technology, finance, facilities, personnel issues, service delivery/response time, the effect of the city population growth on police staffing, demographics,

crime and service demand statistics, training, neighborhood revitalization and related preferential police staffing issues. The inquiry also focused on an exploration of "what ifs" related to City land use developments and other internal and external factors that could affect policing in the next ten years.

**The Current Business Definition** included a comparative analysis of the existing mission statement and other documents to better understand our current commitments and public positions. This provided a back drop for the development of a new mission statement.

This area included a review of **City Council Policies** and resolutions related to the police department since the passage of Measure G in 1989 (this measure supported a freeze on the utility use tax and advised the City Council of the community's interest in having this general fund revenue source be used for programs such as public safety).

**A Stakeholder Assessment** was prepared to understand the multiple perspectives which exist in the community we serve, and from the Sacramento Police employees who are responsible for providing service.

**Internally** we received input from all areas of the department, including the unique perspective of our women and minority officers. Chief Venegas conducted personal interviews with all his management staff, and surveys and group forums were used to elicit input from the rest of the department.

**Externally** eleven **community forums** were held covering every area of Sacramento. Forums were also conducted with the **business community** and **youth**. In addition many individual interviews and smaller group meetings were held to gain needed input from groups who interact and are affected by the Sacramento Police Department. A diverse group of concerns were raised during the community forums and these are detailed, city wide and by area, in the plan. City wide, the issues cited most frequently were drugs, gangs, traffic problems, thefts and burglaries.

## **MISSION STATEMENT**

A new **mission statement** was prepared to better reflect a philosophy of community policing and the department's commitment to problem solving. Various alternatives were considered by the Advisory Team, and by consensus a final draft was prepared and submitted to the Chief of Police. Coinciding with the efforts of the Advisory Team, the Chief of Police was soliciting input from The City Manager, City Council and Police Community Relations Advisory Committee. All of the contributions made by these groups were considered prior to the adoption of the Department's new mission statement:

*The Mission of the Sacramento Police Department is to work in partnership with the community to protect life and property, solve neighborhood problems, and enhance the quality of life in our City.*

## **STRATEGIC INITIATIVES**

Our mission will be pursued through the activities in which the Sacramento Police Department is involved. As such, serious consideration was given to all current activities and changes were made where necessary to advance the mission while operating within the constraints of our budget and human resources. To accomplish this the plan includes proposals to create **strategic initiatives**, **expand existing programs**, **reduce existing programs**, and where necessary **eliminate existing programs**.

Some prevailing themes were identified as a result of our analysis and affected this area of the plan. These include improving our **customer service**, attending to **youth and neighborhood issues**, expanding and improving our problem solving skills through the use of methodology such as **problem oriented policing**, enhancing and improving our internal and external **communications**, and maintaining an ongoing **feedback and assessment** process to monitor our performance. The specific strategic initiatives proposed for implementation in the plan are as follows:

Problem Oriented Policing strategies throughout the Department

Citizen's Academy

Youth and Community Services Section

Neighborhood Revitalization expansion and incorporation of Federal Weed and Seed program

Technology optimization plan

Community Chaplaincy

Coordination with Planning Department regarding new development

Expanded Neighborhood Watch and crime prevention efforts

Area Command Structure/Decentralization

Flattening of departmental command structure

Total Quality Management for improved customer service

Drug Free Zones

Anti-Gang and Drug Strategies

Expanded Volunteer Program

Forecasting of service demands and staffing needs

Strategic training plan

Magnet School program

Continuous Strategic Planning, assessment and public participation

In developing this plan, it was quickly understood that strategic planning in the Sacramento Police Department must be an ongoing activity. The feedback, performance evaluation and assessment process will determine the stage II methodology, and it is anticipated that in the future many new strategies and initiatives will be identified and proposed.

## **IMPLEMENTATION PLAN**

To begin movement toward our vision and mission, it is necessary to activate the plan. To do this, this area of the plan reflects:

- Information contained in our **budget**
- Identification of **revenue generating activities and options**
- A description of our **organization**, which explains changes and thus reflects sub-organizational **goals, changes and new activities**
- Current and future **staffing needs**

The Department proposes to implement, to as great an extent as possible, the strategic initiatives within the parameters of its proposed budget which includes a reduction \$5.5 million which equates to 70 sworn and 23 non-sworn positions. The Department's budget has no discretionary funds for new programs or technology needs that would enable its remaining members to shoulder the increasing service workload without the assistance of additional staff and technology. To succeed in the implementation of a Community Oriented Policing philosophy which utilizes Problem Oriented Policing strategies, future funding must be identified in light of community growth and Council-Community expectations of enhanced public safety service delivery levels.

## FEEDBACK AND CONTINUAL ASSESSMENT

Our method envisions and provides a process for sustaining this strategic planning effort as a **constant and dynamic activity**. To ensure this, the feedback and continual assessment process will include:

- **Community forums** as a regular part of our future
- **Performance management** to assess progress and identify the need to adjust to new realities
- A commitment to keep our community informed through regular **Community Policing Updates** to the City Council and the community at large.

## PUTTING THE PLAN TO USE

The information contained in the strategic plan is useful not only for planning, but also for informing the public we serve of the constraints and opportunities which will affect public safety in Sacramento. The **Information Gathering and Assessment** section lays out information which has been, and must in the future be, seriously considered as it will affect our future - no matter how we respond to it.

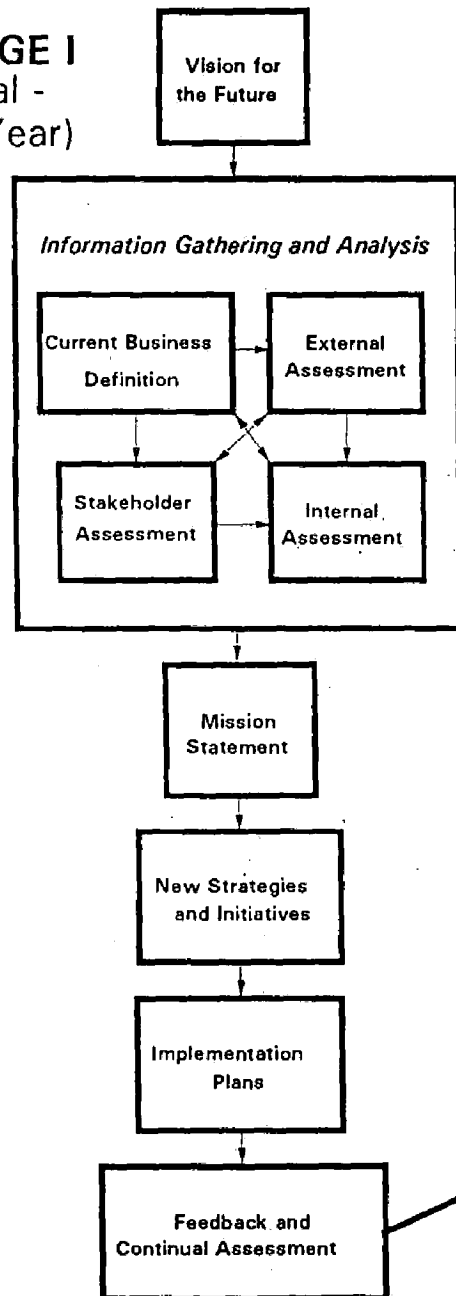
For instance, the "What if" section identified anticipated land uses and social trends. This prompted the development of our proposed strategic initiative to develop a closer working relationship with the Planning Department on land use issues. Likewise, it identified social issues such as the further reduction of state and county support for mental health services. This will affect police activities and time available for existing community problem solving when persons in need of mental health care are turned out on the street or left without effective case management and subsequently require the assistance or attention of the police.

The plan also contains projections of calls for police services. The Police Department can use this type of information to project staffing needs, make staffing adjustments, or simply to explain how staffing levels affect service in the community.

The Police Department looks forward to the opportunity of forging police-public partnerships. Working with the public, the City Council and the City Manager, we propose to update and improve this strategic plan on an annual basis. As I have emphasized throughout its development, it is not a plan "for the shelf", but a dynamic document that will be continuously improved by input from the citizens of this City, working in partnership with their Police Department.

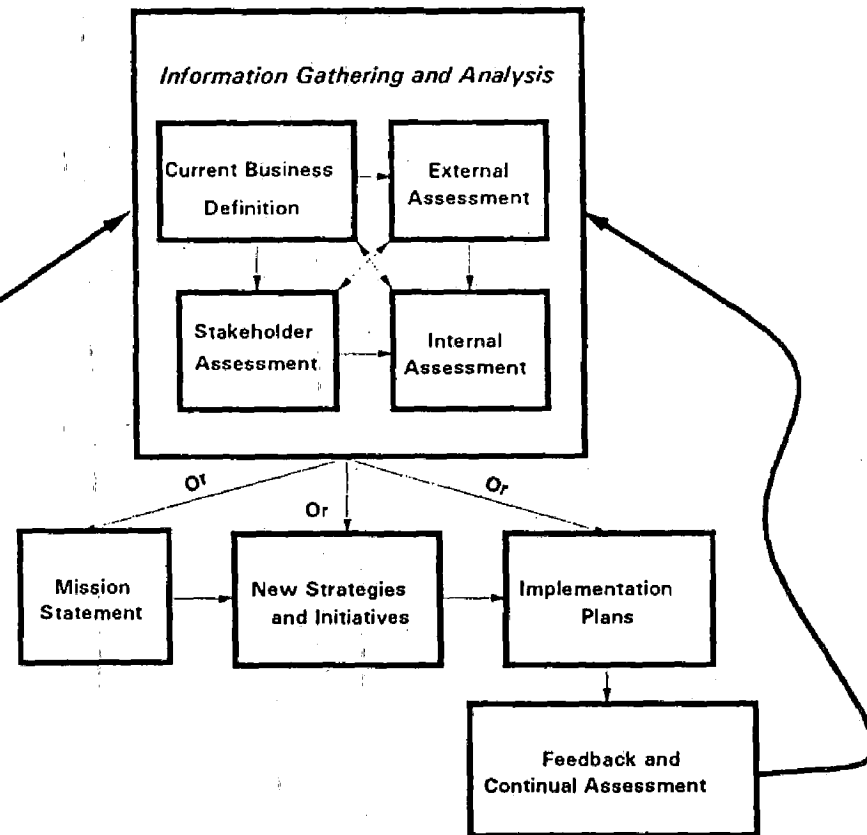


## STAGE I (Initial - 1st Year)



# STRATEGIC PLANNING PROCESS

## STAGE II (Ongoing - Years 2-10)



## **VISION FOR THE FUTURE**

**In the future, by the year 2003, there will exist a high level of confidence and harmony between the police and community. This will be reflected in a mutual understanding of shared problems. Together, the Sacramento Police Department and the community will forge a close and consistent partnership to effectively address issues and solve problems; making Sacramento a safe, healthy, and attractive place for commerce and community life.**

# *City of Sacramento*

## Mission Statement

Sacramento,  
California's capital,  
with a rich cultural and historical heritage,  
a city of trees and rivers,  
provides quality municipal services  
to protect, preserve, and enhance the City  
for present and future generations.

In this effort,

City employees are guided by the following principles.



The people of Sacramento  
are the customers and first priority.  
City government was created to serve them.  
Without them, City government would not exist.



Each person will be treated with courtesy and respect.



City government can provide quality services  
and have reasonable rates and affordable taxes.

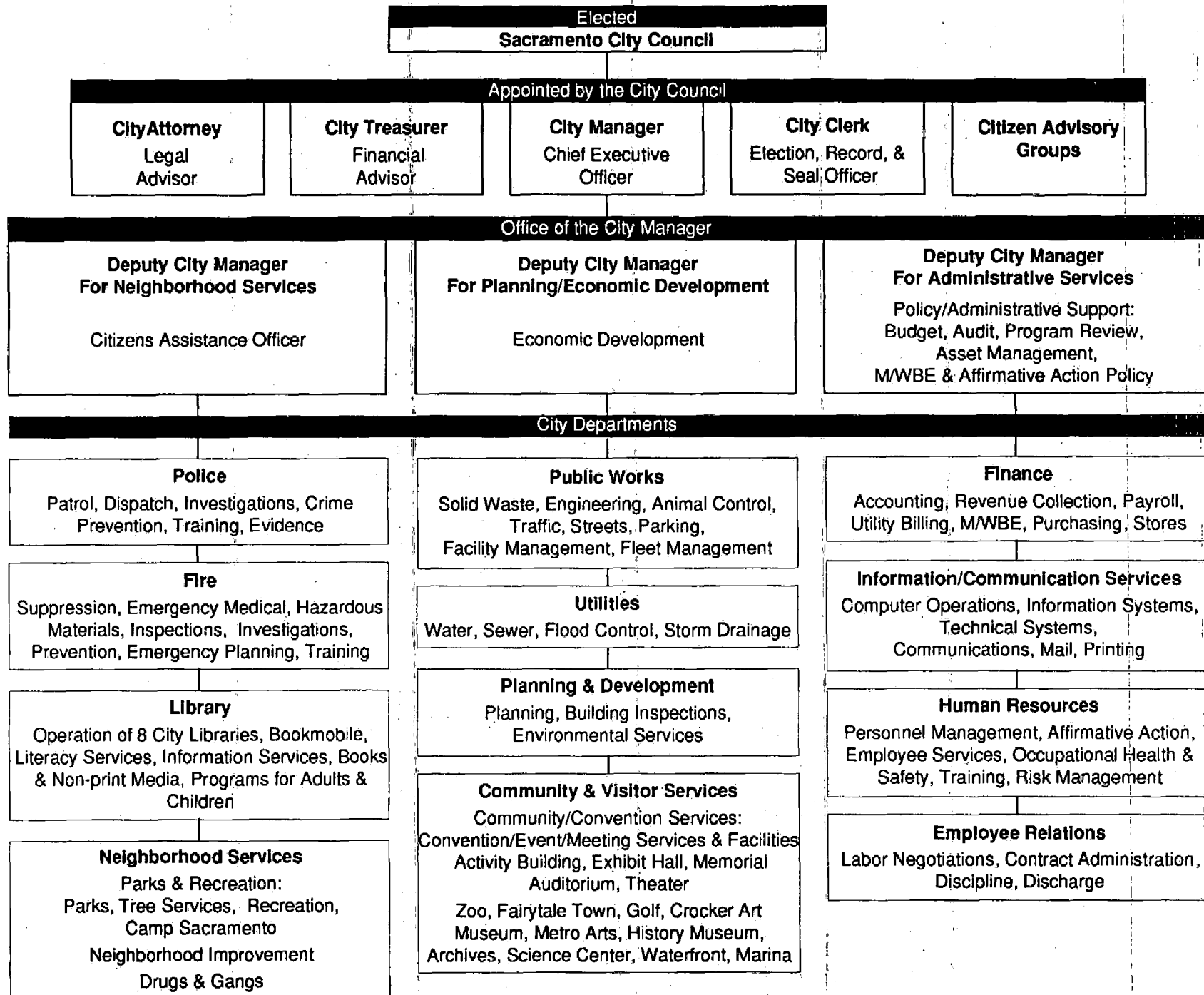


The keys to successfully serving the community  
are the honesty, talent, dedication and attitude of City employees.



Each employee is responsible  
for the excellence of the entire organization.

# City of Sacramento Organization



# **SACRAMENTO POLICE DEPARTMENT**

## **MISSION STATEMENT**

**The mission of the Sacramento Police Department is to provide timely, reliable, and quality police service that will ensure the safety of Sacramento's citizens, visitors, and businesses and the security of their property.**

**We will maintain order and facilitate the safe movement of people and traffic in the City. Our duties will be performed in a manner that safeguards citizen's rights, individual liberties and preserves human dignity.**

**We will strive to deter crime through effective patrol and the promotion of community cooperation in identifying and eliminating conditions that provide opportunity for criminal action.**

**We will actively participate in non-enforcement activities which enhance our community's safety and quality of life.**

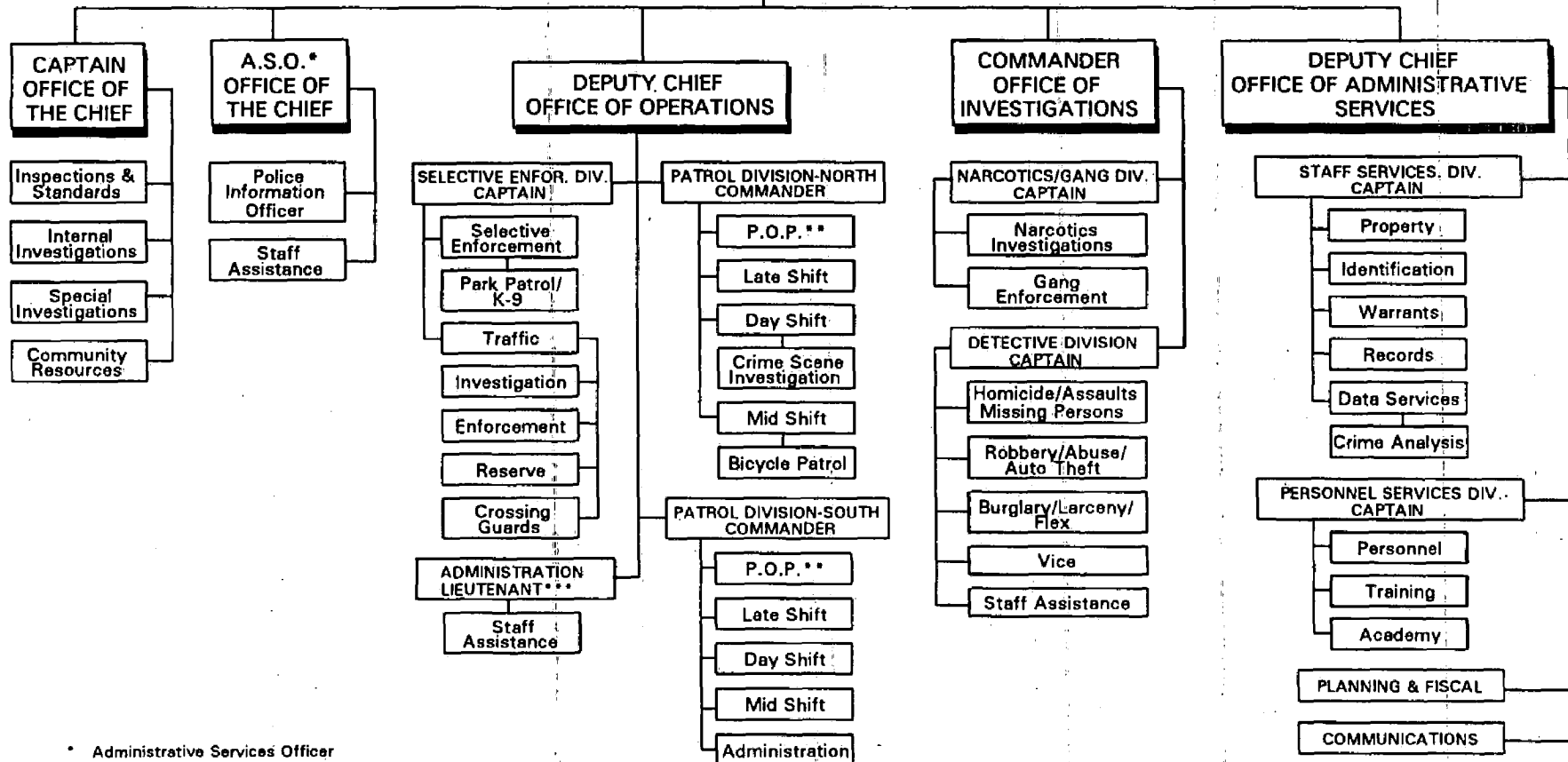
**We will strive to make our neighborhoods drug free and gang free.**

**We will respond quickly to reports of crimes in progress to increase the probability of an apprehension of those responsible. Our investigations will be thorough and professional with successful prosecution of the perpetrator as our goal.**

**We will faithfully bear the public trust and dedicate ourselves to the protection of the safety and rights of the citizens of Sacramento. We will carry out our mission in an effective and ethical manner.**

# SACRAMENTO POLICE DEPARTMENT

## CHIEF OF POLICE



- \* Administrative Services Officer
- \*\* Problem Oriented Policing
- \*\*\* Field Training Coordination

# **CITY COUNCIL POLICIES PRESENT - BACK TO MEASURE G**

## **I. RESEARCH ISSUE**

What public safety policies has the City Council set through resolution since the passage of Measure G in 1988?

## **II. OVERVIEW**

In 1988 city voters passed Measure G, an advisory vote recommending the City Council maintain what was to be a temporary 1/2 % increase in the utility user's tax to fund public safety. A review of Council Policy decisions was conducted in the interest of incorporating Council priorities into the strategic plan. Themes common to several of the resolutions are as follows:

- Intent to reduce drug and gang activity
- Pursuit of outside funding where available (Grants, SHRA)
- Emphasis on neighborhoods
- Improved technology
- Increased networking and sharing of costs and benefits

While the policies adopted follow these general trends, the policy that may be most indicative of the Council's priority was adopted on November 26, 1991. On that date, the Council elevated drugs and gangs to emergency status. Following that action, Council adopted numerous resolutions implementing programs intended to combat gangs and drugs and their effects. Several of these programs have been oriented towards specific neighborhoods, highlighting the Council's emphasis on problem solving at the neighborhood level. In addition, the Council has demonstrated its willingness to pursue outside funding sources for these efforts where such funding may be available. This has been accomplished through Council approval of grant applications and through the funding of neighborhood police officers by the Sacramento Housing and Redevelopment Agency in several areas.

Resolutions demonstrative of the Council's commitment to improvements in technology and increased networking and sharing of costs and benefits with other public agencies include Council's support of Police Department involvement in the Statewide Integrated Narcotics System, Regional Communications Center and Sacramento Regional Radio Communications System Project (800 Mhz system).

**CITY COUNCIL POLICIES  
PRESENT - BACK TO MEASURE G**

**RESOLUTION 93-092:**

Resolution and Findings of Fact regarding the temporary closure of certain streets in order to combat drug, gang and similar crime problems.

**ANALYSIS:** With funds from SHRA and the Clinton administration's economic stimulus package, Sacramento is planning to implement a reserve plan for two high crime activity neighborhoods.

As of mid-March 1993, two proposals have been placed before the City Council. Both are neighborhood revitalization plans that call for a wide range of efforts that include neighborhood bicycle patrols to intensive screening of tenants.

The program targets Caselli Circle in the south area and Avondale and Glen Elder in the south east. City Council staff has recommended that the Executive Director of SHRA, the City Manager, and the Police Chief present a staff report and resolution authorizing the allocation of funds (when available) in order to implement the neighborhood programs.

**RESOLUTION 93-091:**

Addendum to the Detective bargaining agreement between the City and representatives of the recognized employee organizations.

**ANALYSIS:** City Council adopts, ratifies and approves an addendum extending the term of the agreement for a one-year period and to permit an agreement opener.

**RESOLUTION 93-049:**

City Council authorized the City Manager to execute agreements to provide additional police patrol services at selected apartment complexes.

**ANALYSIS:** City is willing to provide additional police patrols at the Washington Square apartments. Funds will be provided by apartment owners.



**RESOLUTION 93-041:**

Amendment to resolution 92-839 covering officers and employees not represented by recognized employee organizations.

**ANALYSIS:** Amendment covering salary administration, hours of work, and other terms and conditions of employment for those employees participating in the Voluntary Separation Program and not represented by recognized employee organizations.

**RESOLUTION 93-040:**

Letters of Understanding between City of Sacramento and representatives of the recognized employee organizations.

**ANALYSIS:** City Council adopts, ratifies and approves Letters of Understanding regarding the Voluntary Separation Program.

**ORDINANCE 93-008:**

An emergency ordinance amendment relating to temporary closure of streets in cases of demonstrated serious and continued crime activity.

**ANALYSIS:** Along with verification of other City departments, the Police Department will document this specific area of streets and alleys that suffer from continual criminal activity. The police will also specify that closing the streets will substantially alleviate criminal activity in the area.

**ORDINANCE 93-001:**

Amendment to City Code relating to cardrooms operated by fraternal organizations.

**ANALYSIS:** Cardrooms not open to the general public and their employees will not be required to have permits but will have to register with the Chief of Police by completing a form and providing information required by the Chief.

**RESOLUTION 92-830:**

City Council authorizes an increase to the Sacramento Police Department budget in order to implement the Alpha Club Programs.

**ANALYSIS:** The OCJP will provide \$80,000 to the Sacramento Police Department in grant funds in order to provide salaries and supplies of the Alpha Club Program.

**RESOLUTION 92-746:**

Amendment to Resolution 92-010 regarding salary, employer-employee reductions and designation of exempt job classifications.

**ANALYSIS:** City Council approves an amendment that adds job classification to the salary

schedule, adds a non-career classification to the SPOA and adds a job classification to the exempt list.

**RESOLUTION 92-589:**

Resolution supporting the Human Rights/Fair Housing Commissions Hate Violence Crime Policy.

**ANALYSIS:** City Council directs that the Sacramento Human Rights/Fair Housing Commission will organize a hate crime response team and that the County Sheriff and the Sacramento Police Department will create standardized reporting forms and adopt standardized investigation procedures.

**RESOLUTION 92-580:**

City Council authorizes a contract with the State of California for continued use of a state owned boat.

**ANALYSIS:** The City Manager will execute a ten-year contract with the California Department of Boating and Waterways to continue the use of a state owned boat to be operated by the Sacramento Police Department in its boating safety and enforcement programs.

**RESOLUTION 92-436:**

City Council authorizes the application for an OCJP grant for a Crack Rock Impact Project - Sacramento.

**ANALYSIS:** The grant operating budget to be increased by \$386,000 to provide funds for the Sacramento Police Department and Sheriff's Department salaries and supplies in support of the Crack Rock Impact Project - Sacramento.

**RESOLUTION 92-433:**

City Council authorizes the Sacramento Police Department to expend funds for lease vehicles.

**ANALYSIS:** The Sacramento Police Department has approved to spend no more than \$90,000 for the use of lease vehicles pending the completion of bidding.

**RESOLUTION 92-432:**

City Council amends the Sacramento Police Department operating budget in support of the Reserve Officer and Expression Programs.

**ANALYSIS:** The Sacramento Police Department operating budget to be increased by \$34,500 for the cost of providing reserve officer services and continuing the Community Resources Section Expression Program.

**RESOLUTION 92-366:**

City Council authorizes the application for an OCJP grant for a Gang Violence Suppression program.

**ANALYSIS:** The grant operating budget to be increased by \$200,000 to provide funds for Sacramento Police Department salaries and supplies for 3.5 FTE positions in support of the Gang Violence Suppression Program.

**RESOLUTION 92-365:**

The City Manager is authorized to purchase used DEC or equivalent computer equipment using the informal competitive bidding process.

**ANALYSIS:** The Sacramento Police Department received City Council approval for the purchase of used mini disks for the existing DEC computer. The request and approval for using the informal competitive process will allow the Sacramento Police Department to acquire the equipment at the lowest possible price.

**RESOLUTION 92-266:**

The City Manager is authorized to contract with OCJP for establishing a Statewide Integrated Narcotic System Program.

**ANALYSIS:** The Sacramento Police Department will receive a \$29,300 grant from the State of California for participating in the Statewide Integrated Narcotics System Program, an automated narcotics information data base.

**RESOLUTION 92-236:**

City Council approves the selection by the Police Department of the City's first neighborhood target area for the NRPP.

**ANALYSIS:** The police identified the Alkali Flat area as the first NRPP project area and will serve as a model for future duplication in other areas.

**RESOLUTION 92-235:**

City Council authorizes the implementation of the Neighborhood Reclamation and Protection Plan Project (NRPP).

**ANALYSIS:** City Council approves a coordinated city-wide campaign to combine, coordinate, and concentrate City resources in selected neighborhoods to eradicate drug and gang activities.

**RESOLUTION 92-184:**

The City Council authorizes the transfer of funds for the purchase of replacement miniature hard disks.

**ANALYSIS:** Funds not to exceed \$200,000 to be transferred to the Police Department operating budget for the purchase of hard disks for the DEC VAX mainframe computers.

**RESOLUTION 92-171:**

City Council authorizes the City Manager to contract with Sacramento County for the exchange of CJIS record information.

**ANALYSIS:** Sacramento County will provide the SPD with access to their CJIS. An agreement with the County will be for a three-year period at a cost not to exceed \$140,000 annually.

**RESOLUTION 92-169:**

City Council approves the contract for the Sacramento Regional Radio Communication System Project.

**ANALYSIS:** City Council also approves the financing methodology whereby the County will finance the consultant and system core costs and the city will finance the end user equipment.

**RESOLUTION 92-134:**

City Council adopts mid-year adjustments to the city budget for FY 1991-92.

**ANALYSIS:** The Police Department's DUI fees fell short of projections by \$284,000. The department was directed to make a recommendation on continuation of the DUI program. The program was continued based on continued state grant funding.

**RESOLUTION 92-131:**

The City Manager is authorized to approve an agreement between SHRA and the Police Department to provide police services specifically to SHRA Public Housing Developments at River Oaks and New Helvetia.

**ANALYSIS:** The Police Department with funding from SHRA will add two additional FTE sworn officer positions and the equipment necessary to police the River Oaks - new Helvetia developments.

**RESOLUTION 92-126:**

The City Manager is authorized to accept a State of California grant toward the purchase of a new patrol boat.

**ANALYSIS:** The operating and grant budget of the Police Department was increased by \$30,000 for the boat purchase.

**RESOLUTION 92-054:**

The City Manager is authorized to execute a contract with the Sacramento County Office of Education to provide an alcohol and drug prevention program within the city elementary schools.

**ANALYSIS:** The Police Department will provide sworn officer support to the alcohol and drug prevention education program.

**RESOLUTION 92-033:**

City Council declares the creation and enforcement of a "Community Drug-Free School Zone" around Luther Burbank High School

**ANALYSIS:** With a three-year grant from the State of California and the support of city and county agencies, the Police Department will increase services in the "Zone" through the submittal of grant fund requests in collaboration with the Sacramento City Unified School District. In addition to the policy goal of eliminating substance abuse near Luther Burbank High School, the area has also been declared a Gun Free Zone.

**RESOLUTION 92-031:**

The Police Department is authorized to hire additional sworn officers for the Vehicle Theft Deterrence Programs.

**ANALYSIS:** The department's Office of Investigations operating budget was increased to provide salaries and supplies for 3.0 FTE's. Funds came from the County of Sacramento and provided for the enhancement of the city's anti-vehicle theft program.

**RESOLUTION 92-030:**

Authorization to destroy internal investigation files by the Police Department.

**ANALYSIS:** After written approval from the City Manager and the City Attorney, the Chief of Police is authorized to destroy internal investigation files after five years.

**RESOLUTION 91-924:**

Amendment of the Sacramento Police Department operating budget.

**ANALYSIS:** The City Council approves amending the Sacramento Police Department's operating budget by \$134,000 for Special Off-Duty employment and Reserve Officer Program.

**RESOLUTION 91-732**

City Council to receive annual review of all activities of the Police Department's Internal Investigation Section in response to Grand Jury recommendation that independent civilian review board be established.

**ANALYSIS:** The City Council establishes themselves as independent civilian review board of the Police Department and will receive annual review of all activities of the Internal Investigations Section. The City Council determined that sufficient oversight was in place and an additional independent board was not required.

**RESOLUTION 91-727:**

Amendment relating to salary schedules and employee relations

**ANALYSIS:** City Council approves changes to the employer-employee relations policy regarding additions and deletions of job classifications.

**RESOLUTION 91-687:**

City Manager to contract with SHRA to provide police services at the River Oaks Apartment complex.

**ANALYSIS:** The Sacramento Police Department with \$25,000 funding from SHRA to support additional police services at the River Oaks Apartment complex.

**RESOLUTION 91-652:**

The City Manger to contract for grant funds from the County Department of Health.

**ANALYSIS:** The Sacramento Police Department will receive grant funds from the County Department of Health to provide Tobacco Control Prevention Education within the Expression program.

**RESOLUTION 91-651:**

The City Manager to contract with the County Office of Education for implementation of the Partners in Prevention Program and the Expressions Program.

**ANALYSIS:** The County Office of Education to provide the Sacramento Police Department with \$5,300 in order to provide supplies to the Community Resources Section and certain on-going programs.

**RESOLUTION 91-650:**

The City Manager to execute a grant agreement with the State Office of Traffic Safety.

**ANALYSIS:** The Sacramento Police Department to be funded (in part) by the State in order to support a project designated Office of Traffic Safety DUI.

**RESOLUTION 91-420:**

City Council authorizes a contract with OCJP to fund (in part) the Gang Violence Suppression Program.

**ANALYSIS:** City Council agrees to provide matching funds in order that the Sacramento Police Department can implement a Gang Suppression Unit. The Sacramento Police Department's Office of Investigation will be increased by 2.5 FTE sworn officer positions.

**RESOLUTION 91-410:**

City Council authorizes the Sacramento Police Department to provide a sergeant to OCJP in order to manage a statewide effort in Problem Oriented Policing.

**ANALYSIS:** The Sacramento Police Department will be fully reimbursed for a Sacramento Police Department Sergeant's salary plus benefits for a 90-day period.

**RESOLUTION 90-844:**

City Council authorizes a grant application be submitted to state Department of Health Services to fund "Expressions" program.

**ANALYSIS:** City Manager to submit a funding request in order to expand the Sacramento Police Department's "Expressions" summer youth recreation program.

**RESOLUTION 90-806:**

City Council amends resolution regarding school crossing guards.

**ANALYSIS:** City Manager to execute amendment to city agreement with North Sacramento School District to reduce the number of school crossing guards from two to one.

**RESOLUTION 90-771:**

City Council authorizes a contract with OCJP to implement fifth-year funding of the Gang Violence Suppression Program.

**RESOLUTION 90-689:**

City Council amends budget reflecting termination of Regional Transit agreement for patrol services.

**ANALYSIS:** As a result of termination of Regional Transit agreement for patrol services on light rail trains, Sacramento Police Department staffing levels are reduced an equivalent of 5.0 police officers.

**RESOLUTION 90-681:**

City Council suspends competitive bidding for purchase of Sacramento Police Department hardware and software maintenance.

**ANALYSIS:** City Manager is authorized to sole source contract for maintenance for the Sacramento Police Department's mainframe computer. Amount not to exceed \$291,000.

**RESOLUTION 90-639:**

City Council amends agreement for certain police patrol services.

**ANALYSIS:** City Manager to amend contract with Regional Transit for police patrol services to increase the contract amount by \$60,000.

**RESOLUTION 90-586:**

City Council suspends competitive bidding for computerized access to the County Central Warrants System.

**ANALYSIS:** The City Manager is authorized to contract with the County for access to the Central Warrants System for a total amount to exceed \$140,000.

**RESOLUTION 90-568:**

City Council adopts standards from selection and performance of contracts performing emergency repairs.

**ANALYSIS:** The Sacramento Police Department will adhere to the standards for selection and rules of performance for contractors performing emergency repairs of burglarized, vandalized, or unsecured buildings.

**RESOLUTION 90-539:**

City Manager to contract with the State to provide a police sergeant to assist in developing P.O.P. program.

**ANALYSIS:** City Council and Sacramento Police Department agree to provide a police sergeant to assist the state crime Prevention Center in developing problem-oriented policing program.

**RESOLUTION 90-538:**

City Council authorizes submittal of grant application to U.S. Department of Justice regarding P.O.P. program support.

**ANALYSIS:** The City Manager is directed to request a federal grant to fund an innovative Neighborhood-Oriented Policing Program.



**RESOLUTION 90-079:**

City Manager to contract with County regarding alcohol and drug prevention education program in city grammar schools.

**ANALYSIS:** \$51,000 is transferred to the Sacramento Police Department in order to provide police officers and supplies in support of the alcohol and drug prevention program.

**RESOLUTION 90-073:**

Resolution affirming support o Sacramento Commission to Prohibit the sale of fortified wines.

**ANALYSIS:** City Council recognizes and supports the commission in its efforts to restrict the sales of fortified wines in areas impacted by public inebriates.

**RESOLUTION 90-070:**

City Manager to contract with County regarding and alcohol and drug prevention education programs in city grammar schools.

**ANALYSIS:** \$35,000 is transferred to the Sacramento Police Department in order to provide police offices and supplies in support of the alcohol and drug prevention program.

**RESOLUTION 90-028:**

City Council adopts a resolution granting certain individuals citation and arrest authority.

**ANALYSIS:** In order to enforce certain provisions of the City Code, citation and arrest authority is granted to certain individuals only when on duty and during regular working hours.

**RESOLUTION 90-025:**

City Council authorizes the Sacramento Police Department to increase the patrol division by eight FTE's.

**ANALYSIS:** The Sacramento Police Department budget will be amended by reallocating \$152,000 and transferring \$88,000 to increase the Patrol Division by eight full-time police officers.

**RESOLUTION 90-024:**

City Council authorizes the Sacramento Police Department to increase the Records Unit by seven FTE's.

**ANALYSIS:** The Sacramento Police Department budget will be amended by reallocating \$67,000 to increase the Records Unit by seven full-time police clerks.

**RESOLUTION 90-023:**

City Manager to contract with private business organizations to provide security services by off-duty police officers.

**ANALYSIS:** \$107,000 is provided to the Sacramento Police Department by ARCO Arena and the Sacramento Sports Association in order to provide security services at ARCO Arena by off-duty employment of police officers.

**ORDINANCE 90-014:**

Ordinance that reorganizes sections of the City Code relating to the display of harmful matter to minors.

**ANALYSIS:** City Council having found that the exhibition to minors of harmful matter seriously threatens to corrupt the morals and character of the city youths added or amended provisions precluding minors from entering certain business establishments or shielding harmful matter from their view.

**ORDINANCE 90-013:**

Amendment to City Code relating to picture arcades.

**ANALYSIS:** City Council adopts a City Code amendment requiring arcades showing adult motion pictures and videos to adhere to certain public health and safety regulations.

**RESOLUTION 91-948:**

City Council approves and adopts and Anti-Drug and Gang Policy.

**ANALYSIS:** City Council adopts a policy that recognizes the drug and gang problem existing in Sacramento and elevates the problem to emergency status and dedicates city resources to resolve the problem.

**RESOLUTION 89-845:**

City Council authorizes the Sacramento Police Department Sacramento Police Department an additional 2.07 FTE school crossing guards.

**ANALYSIS:** The Sacramento Police Department Office of Operations, Traffic Section, will be increased by three additional school crossing guards.

**RESOLUTION 89-832:**

City Council approves billing rates for Sacramento Police Department emergency response cost recovery program.

**ANALYSIS:** City Council sets billing rates for those persons arrested for DUI will be billed for the actual cost of the emergency response.

**RESOLUTION 89-816:**

City Council authorizes transfer and expenditure of asset seizure funds.

**ANALYSIS:** Sacramento Police Department to obtain personnel, equipment and services in the amount of \$173,000 from funds received through the asset seizure program.

**RESOLUTION 89-524:**

City Council amends Sacramento Police Department fee and charge manual.

**ANALYSIS:** City of Sacramento Fee and Charge report is amended to reflect Sacramento Police Department related service, license, and permit changes.

**RESOLUTION 89-126:**

City Council approves extension of project management services for the Public Safety System Project.

**ANALYSIS:** City Manager is authorized to contract for necessary Public Safety System management services including required Sacramento Police Department network hardware expansion.

**ORDINANCE 89-073:**

Addition to City Code regarding prohibition against remaining on exterior business premises when business is closed.

**ANALYSIS:** City Code states that it will be unlawful and a misdemeanor to remain on the exterior premises when the business is closed.

**RESOLUTION 88-982:**

Resolution approves purchase of property to provide for police property management.

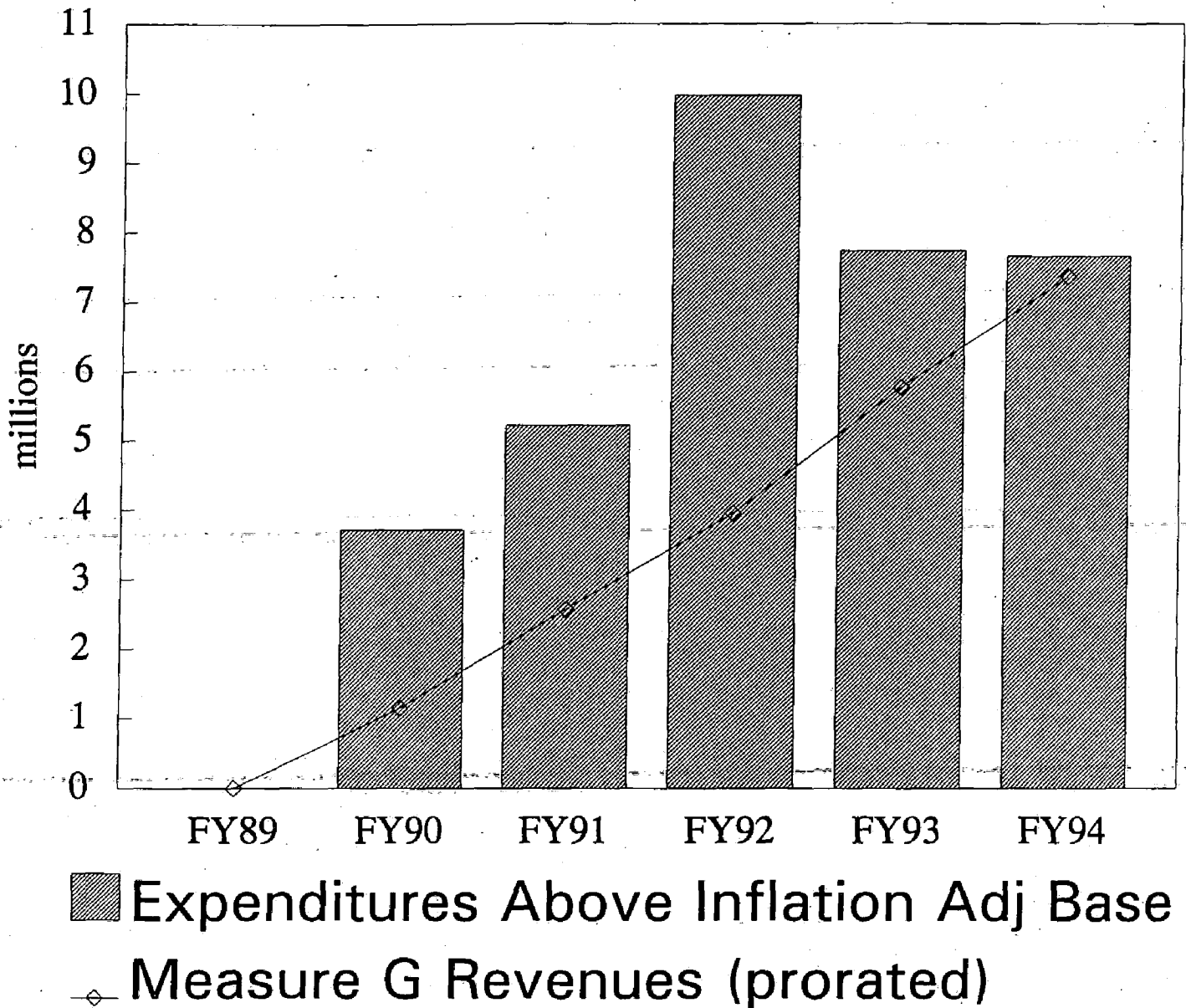
**ANALYSIS:** City Manager is authorized to purchase real property and improvements to provide the Sacramento Police Department a location for police property management, museum and history administration, archives, and collections storage.

**RESOLUTION 88-939:**

City Council approves resolution superseding the policy and procedure for disclosure of public records.

**ANALYSIS:** Public disclosure policy to include, among others, records of complaints, or investigations conducted, or intelligence information or security procedures compiled for correctional, law enforcement, or licensing purposes.

# Police Dept Expenditures versus Measure G Revenues



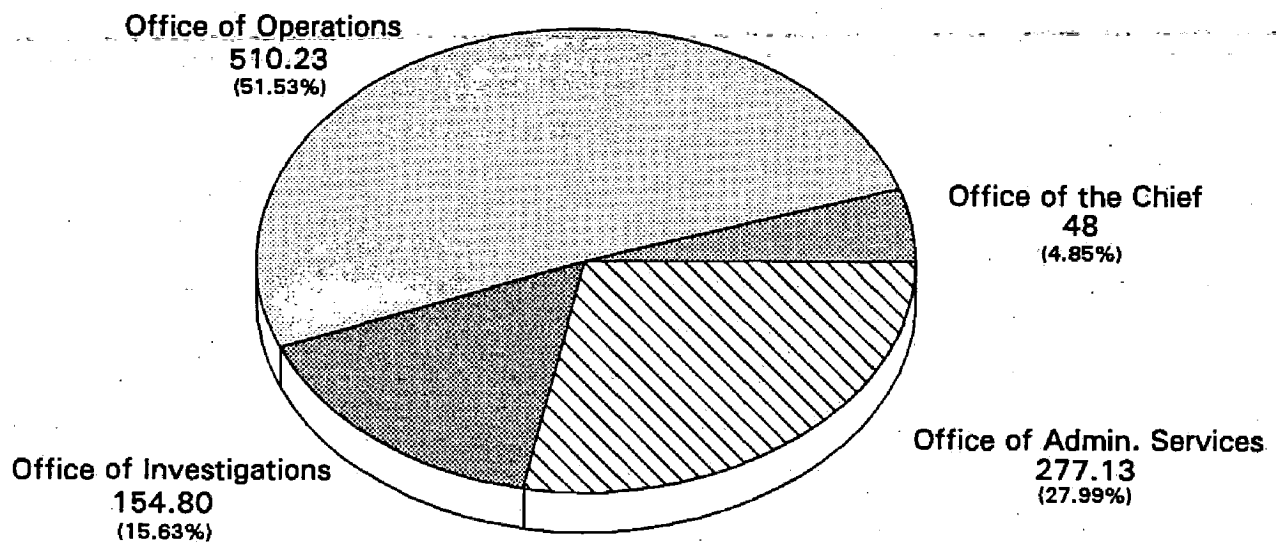
05/14/93

This graph shows that the growth in Police Department expenditures - over the FY 1988-89 base adjusted up for inflation - have exceeded the growth in Measure G revenues since FY 1988-89.

## PERSONNEL STAFFING

Fiscal Year	Sworn	Civilian	Civilian Non-Career	Total Personnel	% Yearly Increase/Decrease	% Increase/Decrease Over 1983-84
1983-84	503	209	56.21	768.21		
1984-85	508.75	230	57.31	796.06	3.6%	3.6%
1985-86	536	257	60.57	853.57	7.2%	11.1%
1986-87	549	268.25	57.77	875.02	2.5%	13.9%
1987-88	568	271	59.17	898.17	2.6%	16.9%
1988-89	582	276	60.01	918.01	2.2%	19.5%
1989-90	599	296	63.16	958.16	4.4%	24.7%
1990-91	620	309	63.16	992.16	3.5%	29.2%
1991-92	618	307	62.16	987.16	-.5%	28.5%
1992-93	622	306	62.16	990.16	.3%	28.9%

### STAFFING FY 1992-93



# PERSONNEL ASSIGNMENT

**FY 1992-93**

Sworn	-	622.00
Civilian Career	-	306.00
Civilian Non-Career	-	62.16
Department Total	-	990.16

	OOC	OOO	OOI	OAS	TOTAL	% OF SWORN
Chief of Police	1				1	.2
Deputy Chief of Police		1	1	1	3	.5
Captain	1	5	2	2	10	1.6
Lieutenant	4	15	5	1	25	4.0
Sergeant	7	45	20	3	75	12.1
Police Officer	4	387	109	8	508	81.6
TOTAL SWORN	17	453	137	15	622	
TOTAL CIVILIAN CAREER	29	15	16	246	306	
TOTAL CAREER PERSONNEL	46	468	153	261	928	
TOTAL CIVILIAN NON-CAREER		43.23	2.8	16.13	62.16	
GRAND TOTAL POSITIONS	46	511.23	155.8	277.13	990.16	
% SWORN (BY OFFICE)	2.7	72.8	22.0	2.4		
% CIVILIAN CAREER (BY OFFICE)	9.5	4.9	5.2	80.4		
% TOTAL CAREER (BY OFFICE)	5.0	50.4	16.5	28.1		
% DEPARTMENT TOTAL (BY OFFICE)	4.6	51.6	15.7	28.1		

## DISTRIBUTION BY SWORN CLASSIFICATION

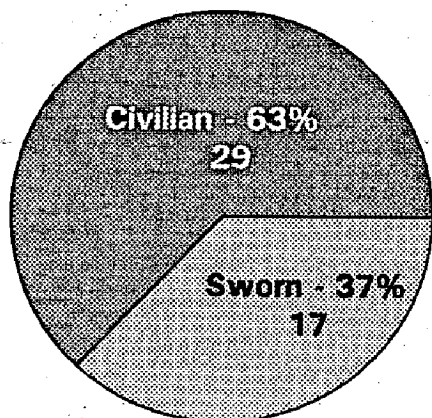
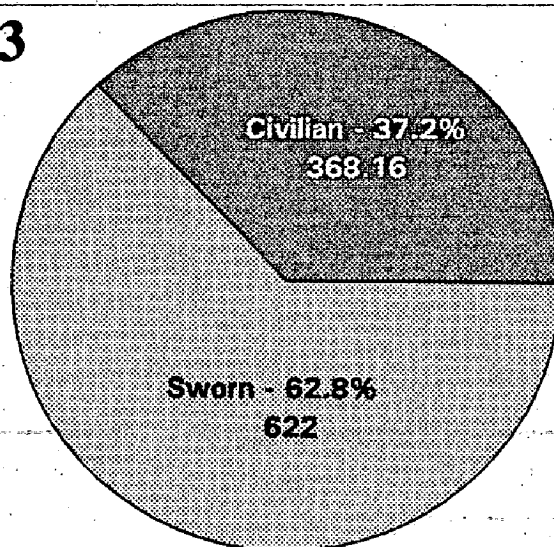
**FY 1992-93**

RANK	NUMBER	% OF TOTAL
Captain and above	14	2.3
Lieutenant	25	4.0
Sergeant	75	12.1
Police Officer	508	81.6
TOTAL	622	100.0%

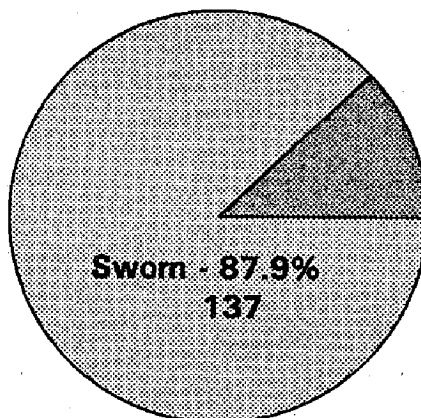
# SACRAMENTO POLICE DEPARTMENT PERSONNEL ALLOCATION

**FY 1992-93**

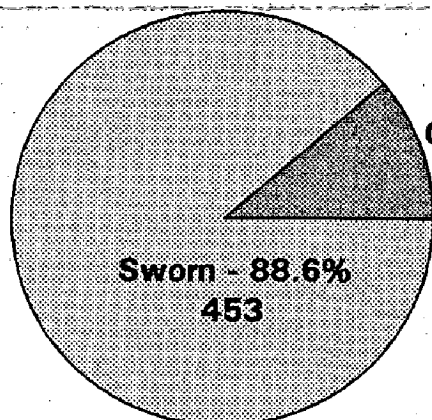
**TOTAL 990.16**



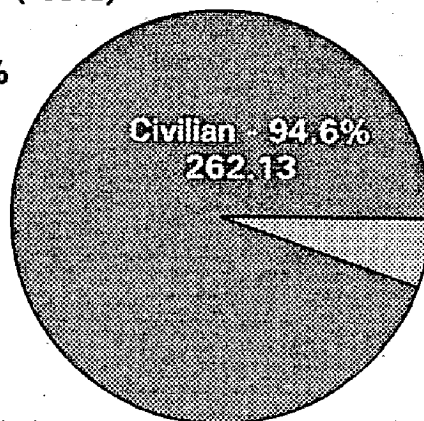
**Office of the Chief  
(46)**



**Office of Investigations  
(155.8)**



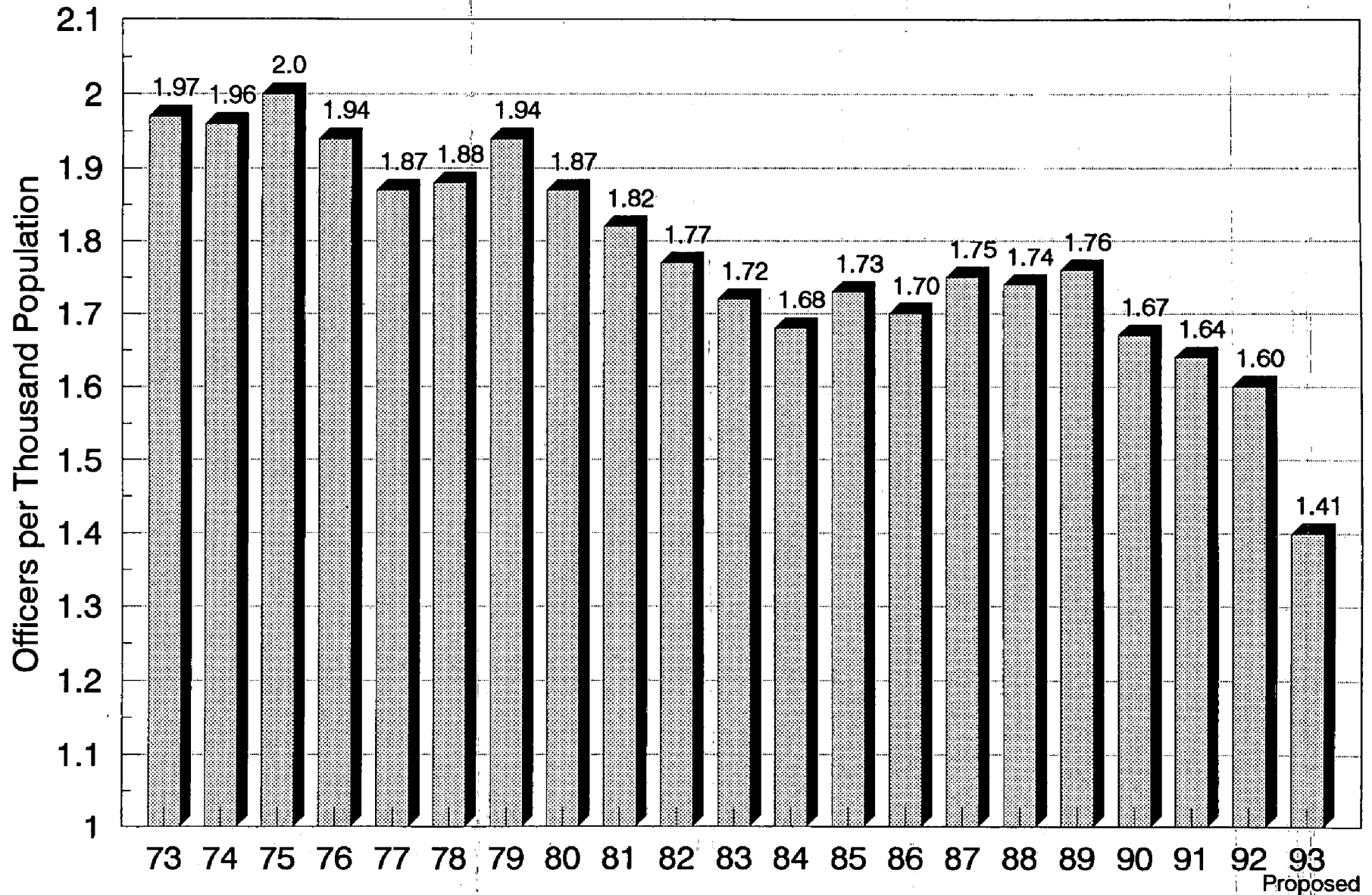
**Office of Operations  
(511.23)**



**Office of Administrative Services  
(277.13)**

# Historical Staffing Ratio

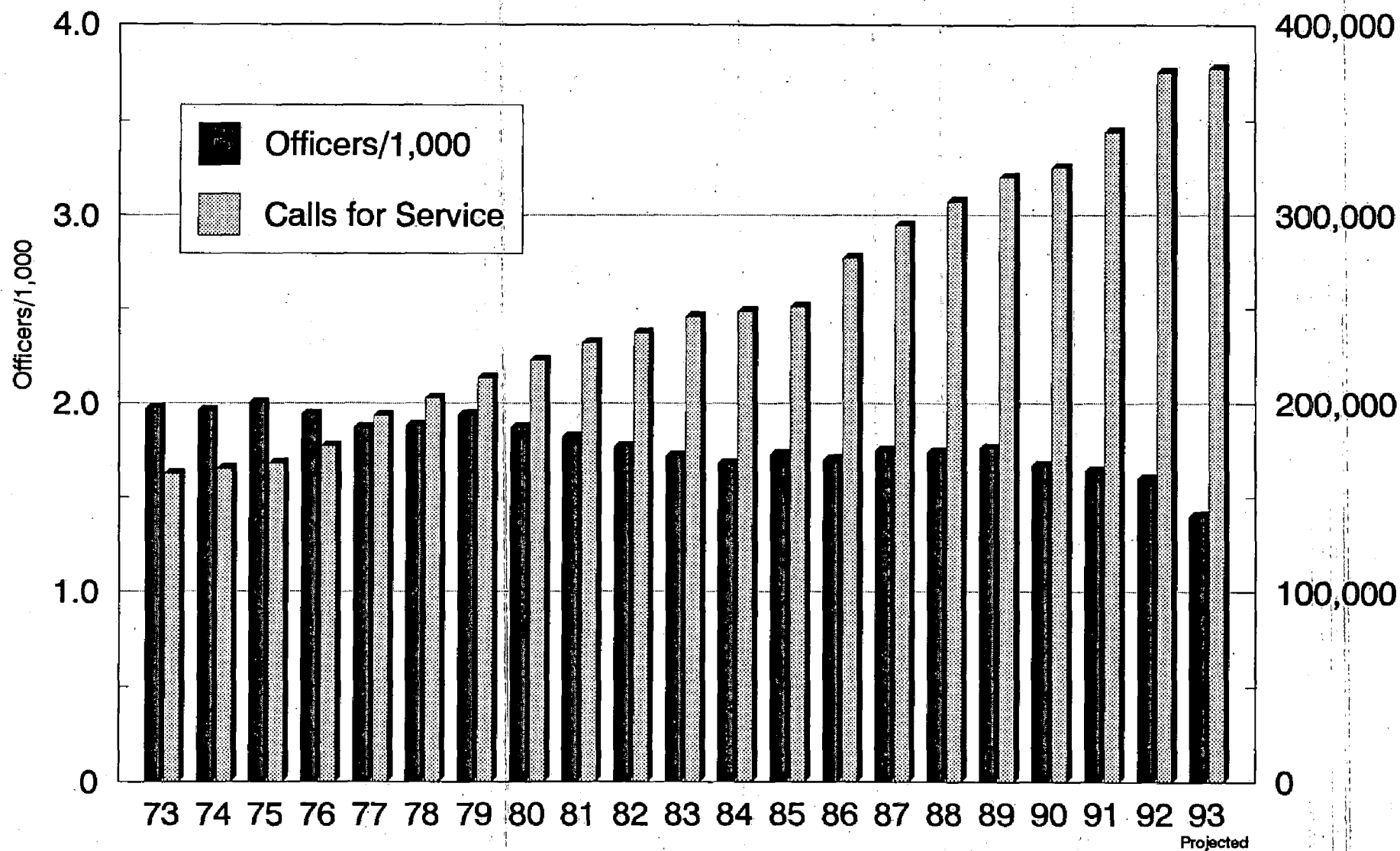
## Officers per Thousand Population





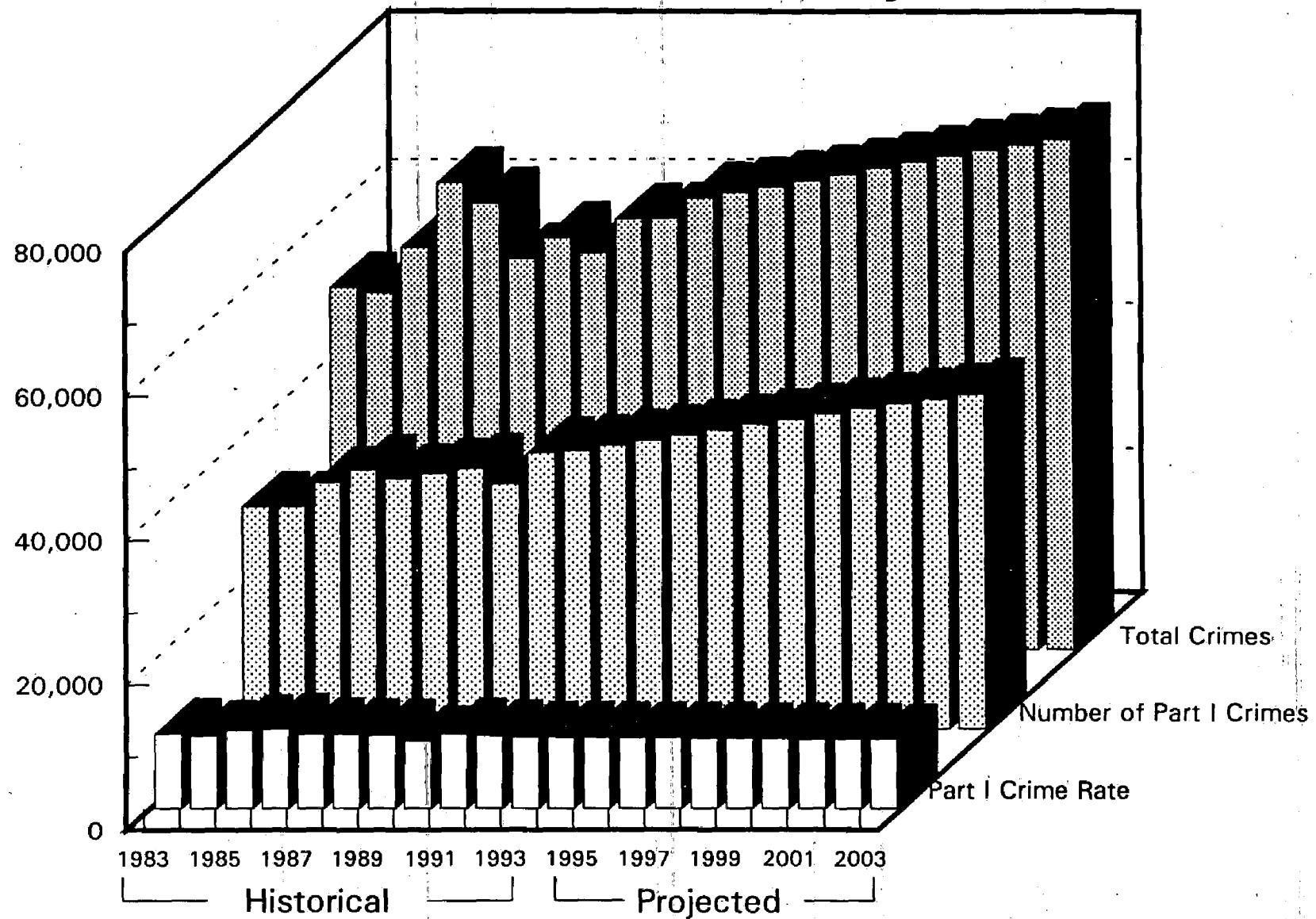
# Staffing vs. Calls for Service

Officers per 1,000 Population vs. Calls for Police Services



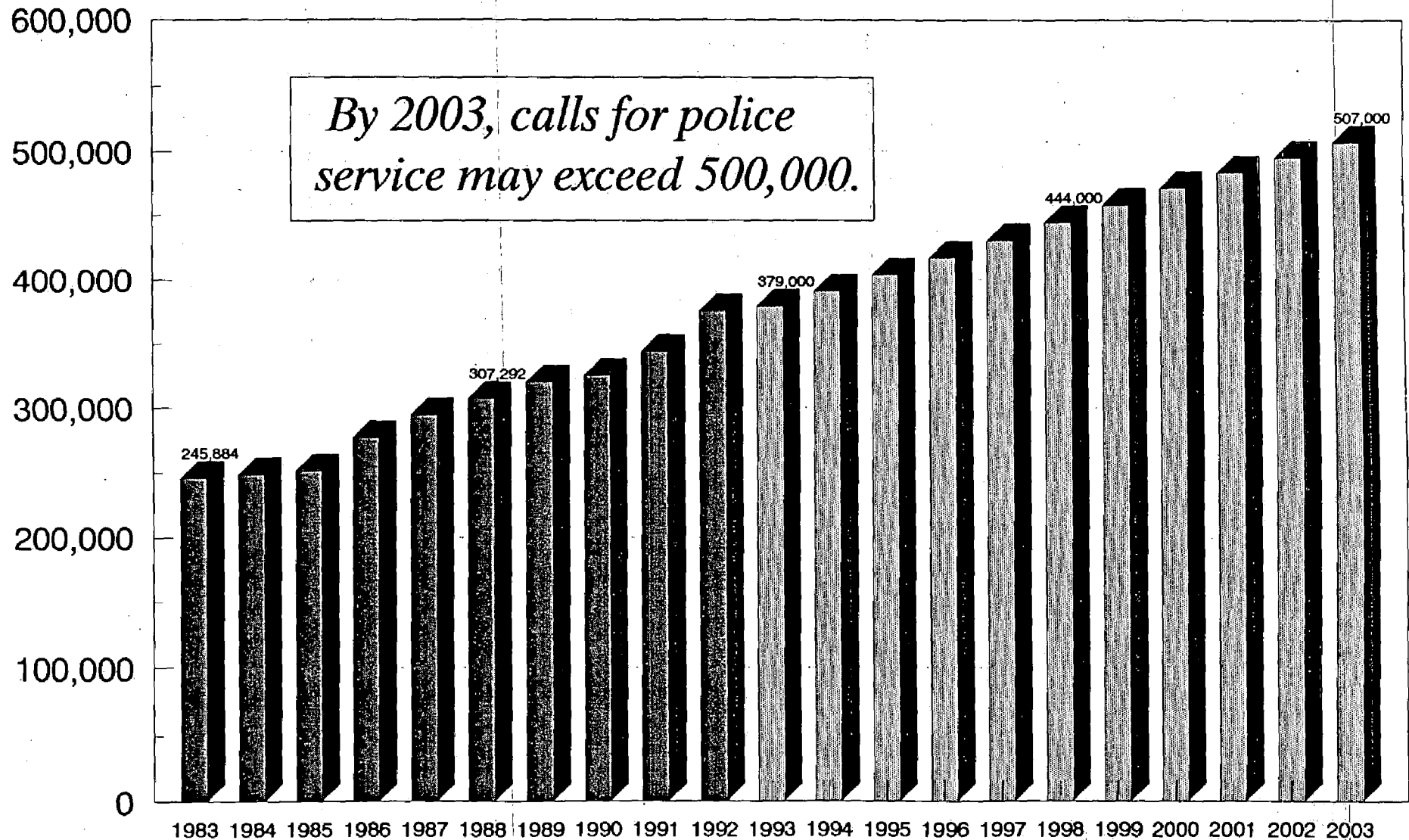
# Crime and Crime Rate

## Historical and Projected



# Calls for Service

## Historical and Projected



# Radio Calls and Response Time

In 1991, the Sacramento Police Department handled 205,498 incoming calls for service and 139,351 officer initiated calls, for a total of 344,849 calls for service.

## Median Response Time

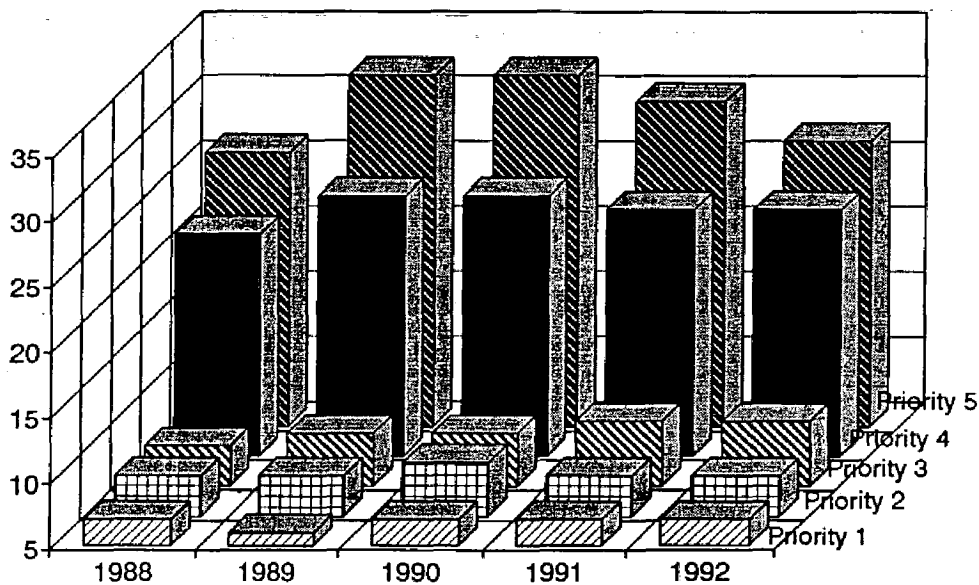
In Minutes

	1988	1989	1990	1991	1992
Priority 1	7	6	7	7	7
Priority 2	8	8	9	8	8
Priority 3	8	9	9	10	10
Priority 4	22	25	25	24	24
Priority 5	26	32	32	30	27
Overall	8	9	9	10	8

Does not include officer initiated or Crime Scene Investigations calls.

## Median Response Time

In Minutes



## **DEMOGRAPHIC TRENDS**

### **I. POPULATION**

Projections from State and private research centers predict that the Sacramento area will grow at the fastest rate in the state during the 1990s, gaining a half million new residents by the year 2000. The population of the City of Sacramento will grow steadily, but at a slower rate than the rest of the five county region. This growth in population in both the City and the metropolitan area is significant for law enforcement in that a nearly direct correlation has been found to exist between the area population and the number of calls for police service. This correlation exists in comparisons both to the City population and the population of the metropolitan statistical area which includes outlying county areas. This is likely due to the significant increase in City population during the daytime hours when thousands of residents of the outlying areas travel into the City to work, conduct business, or enjoy leisure activities.

### **II. ETHNICITY**

In addition to sheer numbers, the City will also gain in cultural diversity, as residents of Hispanic and Asian/Pacific Islander descent come to make up 40% of the population. The percentage of City residents of African American heritage will increase by 3% to a total of 17% and the relative proportion of white persons will decrease by 20% to 42%. The 1990 census revealed that Hispanics have become the city's largest ethnic group. Sixteen percent of the city's 1990 population was Hispanic, with that percentage expected to increase to nearly 20% by 2003. While Spanish is, and will continue to be, the most common non-English language spoken in Sacramento, the majority of the City's Spanish-speakers also speak English well, with less than 2% being categorized as having limited English proficiency.

Fifteen percent of the City's 1990 population was Asian or Pacific Islander.

Asians and Pacific Islanders are now the largest identified ethnic group in the City's schools, comprising 22% of the city's public school enrollment. Asians and Pacific Islanders report higher rates of limited English proficiency than any other ethnic or racial group. Of the 6% of the City's population that does not speak English well or at all, more than half is Asian or Pacific Islander. While this group is measured as a single category, they speak a multitude of languages, many with several distinct dialects. Asian and Pacific Island cultures are equally diverse, and sometimes include long histories of ethnic hatreds or racial biases that create divisions greater than language. This great diversity can make for difficult problem solving from a public safety perspective.

A relatively recent development that warrants attention from public sector service providers is the significant increase in immigration to the Sacramento area by persons leaving former communist block eastern European countries. There is a significant and growing ethnic Russian community established in this area and indications are that it will continue to grow. Law Enforcement and other service providers will need to monitor developments in this community and respond appropriately.

### III. ECONOMY

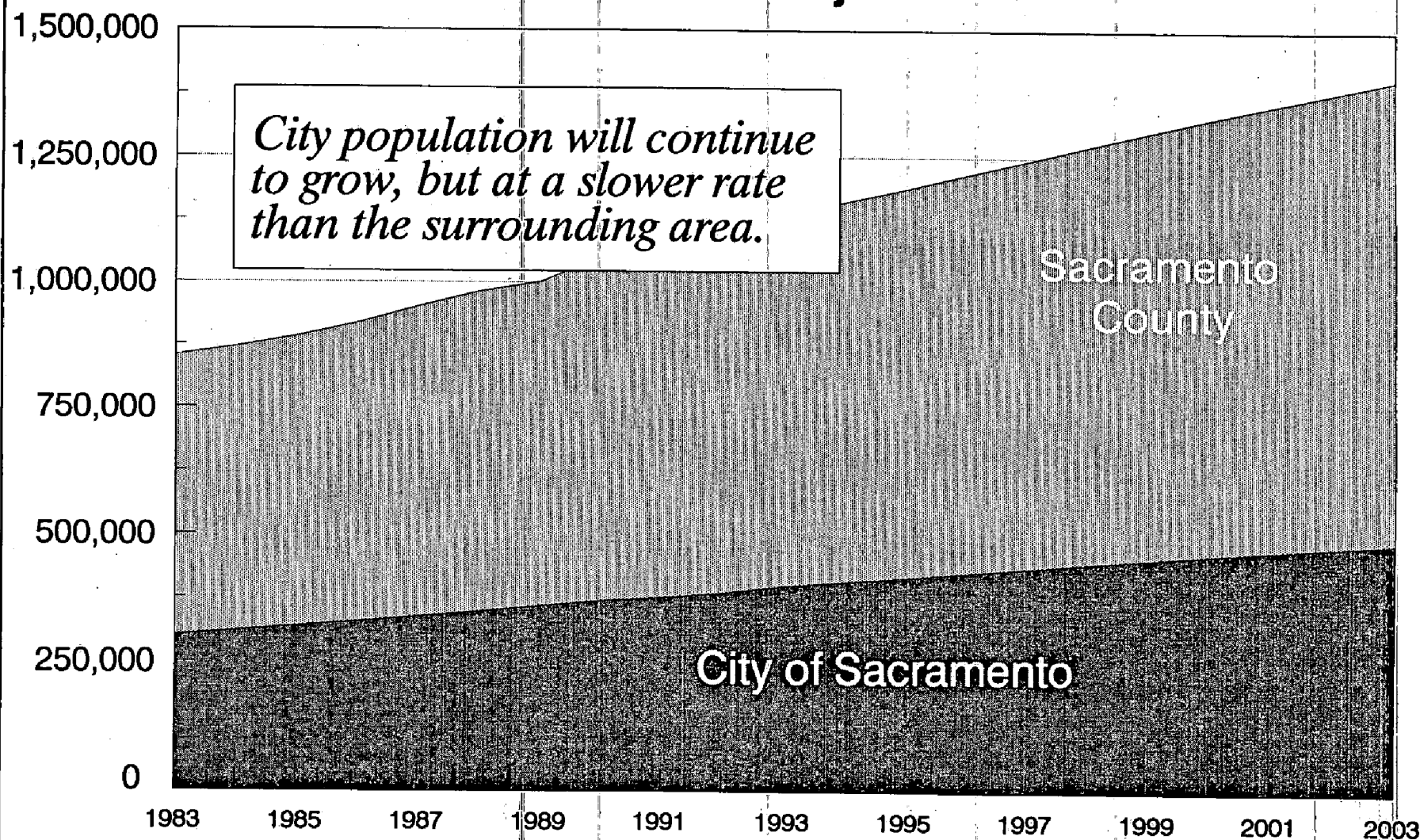
Economists predict a slow recovery from the recession, possibly including a period of virtually no growth, followed by slow but steady growth for the next ten years. Economically, the Sacramento region is predicted to do better than much of the state and will boast a greater degree of affluence than many of its neighbors. However, not all of the region's residents will fare as well. During the economic growth of the 1980's, the City's population increased 34 percent while the percentage of City residents living below the poverty level increased by nearly 53 percent. 1989 Census data indicated that 17 percent of City residents (62,000 people) were living below the federal poverty level of \$6,810 for an individual and \$13,950 for a family of four. It would seem that if the number of persons living in poverty in the City increases during a period of strong economic growth, it is very possible that the number of persons finding themselves in these circumstances would grow at a greater rate during a period of slow or no growth. This presents a difficult challenge for government agencies in that as service demands are rising markedly, the number of people who are unable to contribute to the cost of providing those services are rising at an even more rapid pace. Law enforcement service demands are particularly affected in that the poor are more often victims of crime than are the more affluent.

### IV. YOUTH

1989 census data indicated that over 28% of City residents under the age of 18 were living below the Federal poverty level. It is likely, given the economic downturn of the last few years, that this number is now larger. Only slightly more than half of the children in our city enjoy the apparent luxury of a two parent household. City schools have a dropout rate that is approximately 10% higher than that of the surrounding area. As the City's population grows, already overcrowded classrooms will overflow as the states' school age population grows another 31% by 2000. Additional pressure will come to bear as Baby Boomers' babies become adolescents. The City's population of 15 to 19 year olds will increase 40% by 2003. This dramatic increase will place 100,000 children in an age group "at risk" of involvement in the violence of gangs and drugs. The magnitude of this situation is clearly beyond the ability and mission of any one public agency to address. The Police Department is nonetheless committed to doing what it can, even with decreasing resources, to face the challenge this situation presents. A new Youth and Community Services section (described in more detail in another part of this plan) is being created to mitigate the potential effects of these future realities.

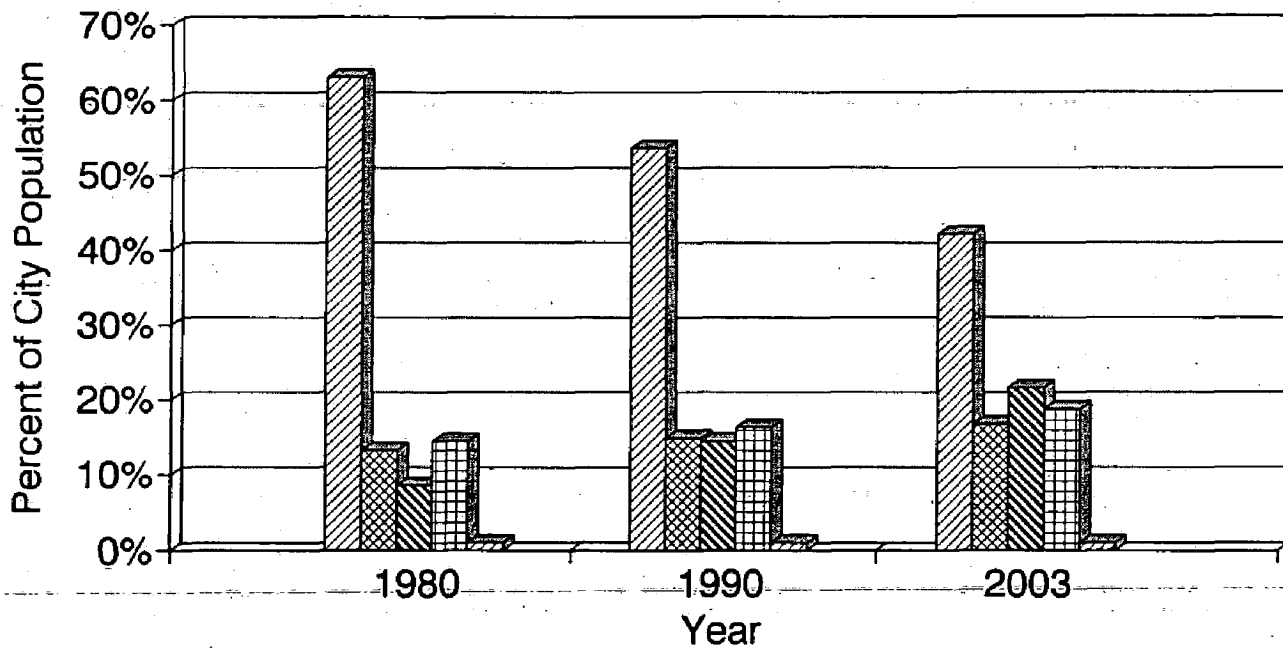
# Sacramento Population






## Historical and Projected



# Ethnicity of City Residents

## Historical and Projected



 White	 African American	 Asian\Pac. Islander
 Hispanic	 American Indian	

The trend illustrated above is indicative of an increase in the percentage of the City's Hispanic and Asian/Pacific Islander populations, and a decrease in the percentage of white persons residing in the City. This projection utilizes historic data for the period 1980 to 1990 and assumes the change over that ten year period is representative of changes that will occur through 2003.



# **POLICE DEPARTMENT PERSONNEL MANAGEMENT ISSUES**

## **I. RESEARCH ISSUE**

The following research focuses on contemporary issues pertaining to personnel management. Inclusive in personnel management is the development of minimum qualifications for 67 classifications utilized by the Police Department, review and development of classification specifications, recruitment, hiring, training and personnel records management.

## **II. OVERVIEW**

This examination of personnel management issues encompasses five areas that directly impact the future of the police department. They are:

1. Impact of the Americans with Disability Act of 1991 as it relates to hiring disabled persons and retention of employees who may become disabled.
2. Methods to achieve the revised affirmative action goals based on the 1990 census.
3. Trends related to workers compensation claims.
4. Projected retirements in sworn and non-sworn classifications.
5. Potential changes in Labor Relations issues.

The method used to examine the issues employed the nominal group technique (NGT). The committee participating in the NGT discussion represented the Personnel Department, Workers Compensation Unit, Employee Relations Department, City Affirmative Action Office and the Police Department. Each representative is a subject matter expert in their respective field. In addition to NGT this research is based in part on statistical data retrieved from files maintained in the Department's, Personnel Services Division, and the Workers Compensation Unit. This research relies on the assumption that current legislation and case law has obligated the department to adopt specific policies and procedures to implement new laws. Moreover, because the needs of society are continually changing it is assumed that future legislation may further obligate the department to conform to revisions of existing law or the enactment of new laws related to the personnel management function. Based on these assumptions the department should be prepared to take the necessary steps to identify the impact of future legislation and implement policies and procedures accordingly.

### **Americans with Disability Act (ADA)**

ADA encompasses a broad spectrum of issues. The NGT committee focused on Title I of the act, pertaining to employment, and more specifically the requirement to accommodate protected individuals (disabled), who content that they can perform the essential functions of a position. ADA guidelines require that an employer provide reasonable accommodations for disabled individuals if the accommodations will enable them to perform the essential functions of a job. The concern surrounding this issue is one of defining the essential elements of various positions within the department. In the absence of a clear definition of the essential functions of each

position, it may be nearly impossible to determine the extent to which a reasonable accommodation may exist. This issue applies to both entry level employment, as well as continued employment of individual employees who may become disabled. A related matter is the potential requirement to accommodate a disabled person by redefining the essential functions of a job excluding any function they cannot perform, in effect creating a new job description. This is most likely to occur in jobs that do not require difficult physical effort, i.e. dispatcher vs. telephone complaint taker.

### **Affirmative Action**

Based on the 1990 census the current affirmative action goals established by the City Council will be revised to require ethnic minority representation at 46.5% and female representation at 51.0%. This revision is a significant increase in the previous goal established by the City Council in 1981. Furthermore, projected demographic changes in Sacramento will increase the need to achieve the new affirmative action goals. Additionally, it appears that representation comparable to local demographics will apply to all classifications and assignments throughout the police department. This expectation will apply equally to promotion and transfer of personnel within the department, as well as entry level appointments.

### **Workers Compensation Law**

Statistical information available through the Workers Compensation Unit reveals that as of January 31, 1993 the City of Sacramento has incurred an \$82,360,000.00 liability for workers compensation injuries. These injuries date from 1971 through the present and further information indicates that the Police Department represents 33% of the total liability. At the present time the Police Department has a total of 161 active cases involving police officers dating back to 1972 and 23 active cases involving non sworn personnel. These active cases are valued at \$25,000.00 or more each. To further complicate the workers compensation process is a 1991 law that significantly modified the reporting procedure for all employers. The new law has a two year sunset clause ending on December 31, 1993, however it is likely that the legislature will extend this law for an indefinite period of time. Current trends related to the nature of injuries of police officers appear to involve the potential for high risk exposure to infectious diseases, i.e. HIV, Tuberculosis and Hepatitis-B, as well as an increase in the submission of stress related disability claims.

### **Projected Retirements**

The City of Sacramento is affiliated with two retirement systems: SCERS - Sacramento City Employees Retirement System and PERS - Public Employees Retirement System. There are forty four civilian employees of the Department remaining in the SCERS program. All other sworn and civilian employees are enrolled as PERS safety or miscellaneous members.

Research relative to projected retirements has identified the likely number of sworn and civilian employees who will become eligible for service retirement between December 31, 1993 and December 31, 2003. The calculation for retirement identified employees who become eligible for a 75% annuity within each calendar year through the end of 2003.

In summary, there will be 185 sworn personnel eligible for retirement within the next ten years. 1997 and 1998 will be the highest years with 31 and 34 retirements respectively.

Civilian employees eligible for service retirement in the same period number thirty eight. The department will experience one to three service retirements each year through the end of 2001. In 2002 five employees will retire while in 2003, nineteen service retirements will occur by the end of the year.

### **Labor Relations Issues**

One clearly definable trend in Labor Relations issues is the increased potential for bargaining units to negotiate issues that will further erode management prerogatives, such as the right to determine the number of employees, assignments, promotions and related issues. In the area of discipline there appears to be a move toward use of an arbitrator to resolve disciplinary appeals rather than appealing directly to a Civil Service Board. Although this may cost employers more per case there is a prediction that it would limit the number of trivial cases brought before the Civil Service Board or a arbitrator. Lastly the issue of grievances may show a trend in the area of arbitration. It appears likely that the bargaining units will be more willing to pursue issues to the fourth step of the grievance procedure (arbitration), to resolve cases of alleged contract violations.

## **III. RECOMMENDATIONS**

### **Americans with Disabilities Act**

The actual impact of ADA has yet to be felt. Nevertheless, it should be the goal of the Police Department to work closely with the Personnel Department to facilitate any policy and procedure changes necessary to comply with the ACT. The Police Department should be a willing partner in the development of a City wide policy on ADA related issues.

The projected budget impact caused by the department's compliance to the Act will be determined by the extent to which the disabled person will need to be accommodated. It may be as inexpensive as purchasing a magnifying screen for a computer monitor, to the purchase of specialized work stations and equipment. The fiscal impact will be determined on a case by case basis.

### **Affirmative Action**

The goals of the department relative to affirmative action is to develop and implement a comprehensive recruitment program, specifically targeted for ethnic minority and female applicants. Additionally, the department should determine if there are hiring procedures that may create barriers against protected individuals, and preclude their employment.

The department should explore an expansion of the police trainee program and other viable options to address pre-employment training designed to qualify individuals for employment in full-time career positions.

Lastly, steps should be taken to ensure that future promotional examinations are free from biases that may discriminate against protected candidates.

### **Workers Compensation Trends**

The concern for an increase in the number, severity and cost to administer the City's Workers Compensation claims necessitates an awareness of the factors that cause job incurred injuries and illness. In view of the likelihood that each department may be held accountable for managing its expenditures for Workers Compensation Claims, it is appropriate for the department to develop a broader understanding of the Workers Compensation issue. Department managers should be concerned with identifying preventative measures to reduce the incidence of HIV infection, Tuberculosis and Hepatitis exposure, as well a methods to reduce and/or prevent the incident of ergonomic related injuries and emotional stress in the work place.

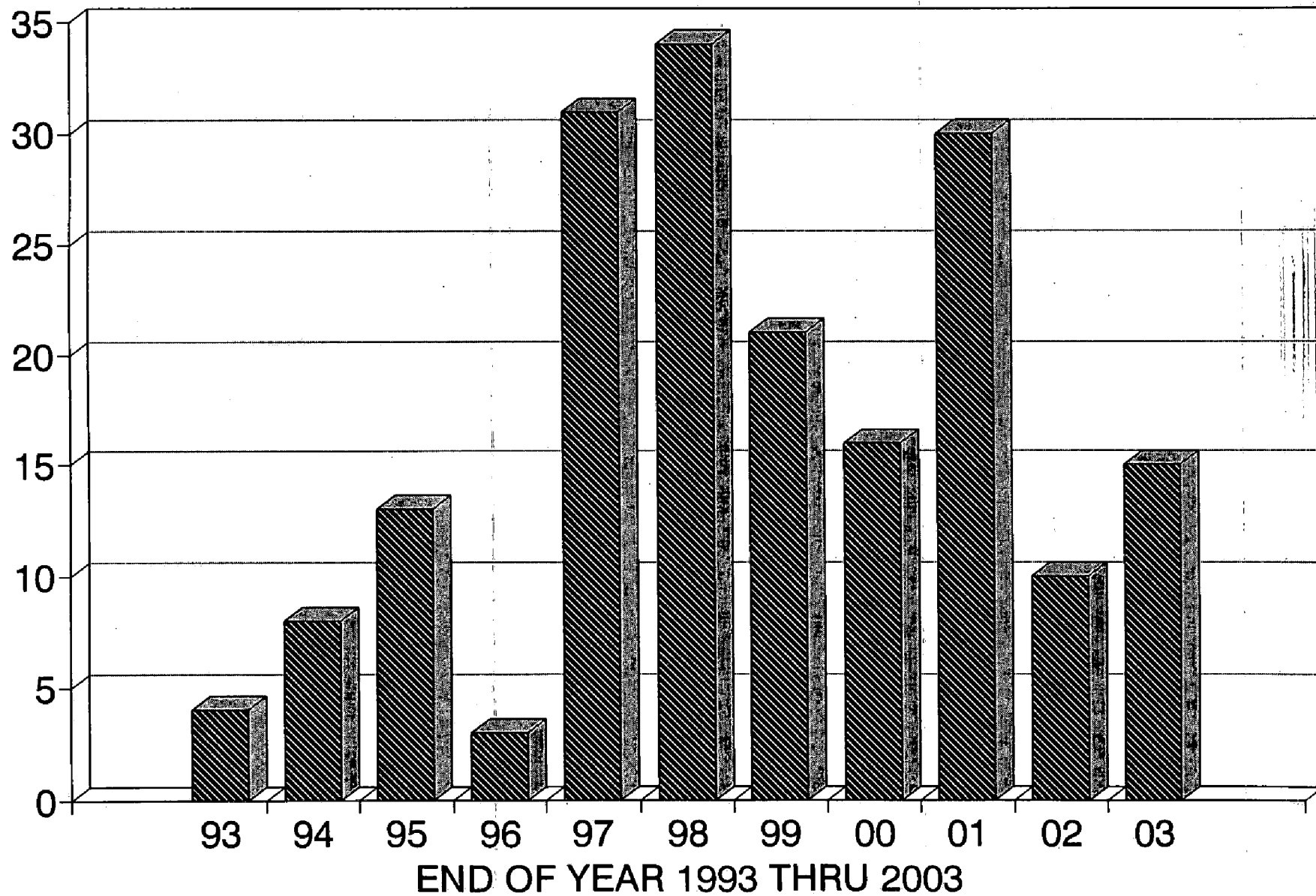
### **Projected Retirements**

The projection of Sworn and Civilian retirements enables the Department to plan for entry level testing and promotional examinations so vacancies will not go unfilled for long periods of time. When necessary the Department can use the projected retirements to adjust for budget reductions thereby averting employee lay offs. Lastly, the Department can also use projected retirement information to forecast progress in the departments affirmation action goals.

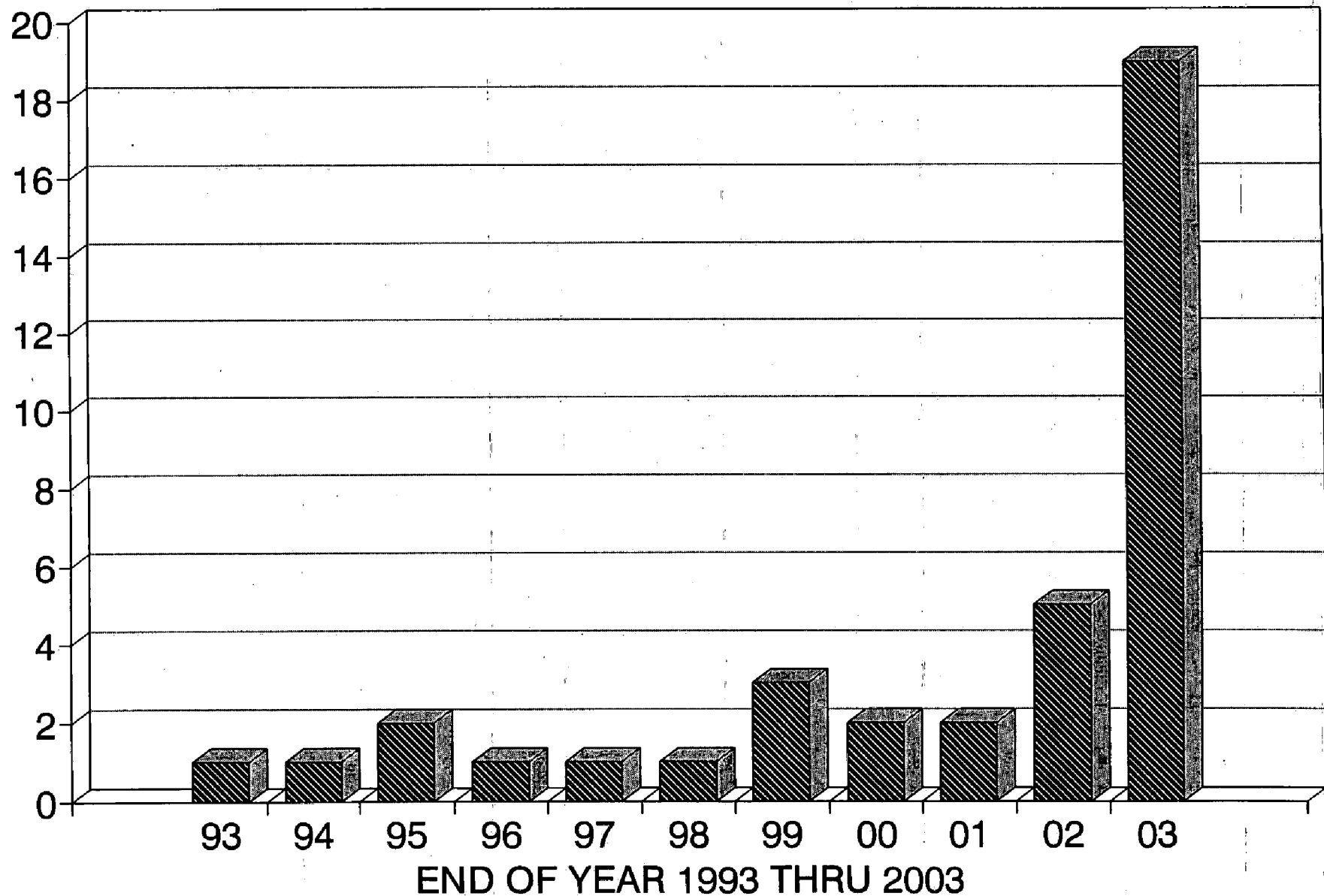
### **Labor Relations**

Although, full contract negotiations with Local 39 and SPOA are not anticipated until 1994, the Department Management Staff should plan to review the current contract and prepare a list of issues to negotiate. Typically, a review of grievances serve as an indication of contract problems appropriate for negotiations. The Department should continue the assignment of a Labor Relations Liaison Officer to administer grievances and to represent the Department at all stages of contract negotiations. The liaison officer should have the freedom to participate in Labor Relations assignments as they arise. In that regard, the individual selected to represent the Department should have an assignment that has a flexible workload. Frequently contract maintenance and negotiations issues require full time attention and the liaison officer should be available to commit full attention to this important task.

# PROJECTED SWORN RETIREMENT



# PROJECTED CIVILIAN RETIREMENT



# **POLICE DEPARTMENT FACILITY AND SPACE ISSUES**

## **I. — RESEARCH ISSUE —**

The Police Department has outgrown the facilities the department currently occupies and substantial additional and/or new space will be required during the next ten years to meet projected staffing and equipment/technological needs.

## **II. OVERVIEW**

The Police Department's additional facility needs have been well documented, including the City's Space Needs Study final report in 1990 which concluded that current department space was approximately half of what was required. Since the City's Space Needs Study was completed the department has benefitted by the addition of a new and larger property warehouse, the opening of the department's first patrol substation located in the Southern part of the City, the groundbreaking for the second patrol substation located in the Northern part of the City, and the doubling of space allocated to the Narcotics/Gang Division. However, even with the above facility additions, the Police Department continues to face severe space shortages. Projected increases in staffing levels over the next ten years suggest that facility needs by 2003 will continue to remain critical. While some decentralization is desirable, our current use of seven city owned or leased facilities has created communications and coordination problems.

The three most critical areas of space needs currently, and over the next ten years, will be Public Safety Communications, Patrol Operations, and Administration.

### **● Public Safety Communications**

There are several projects relating to public safety communications which will have an impact on current and projected facility/space needs. These projects include a joint communications facility operated as a regional communications center, an 800 Mhz radio system operated on a regional basis, and measures needed to address current critical needs at the existing Public Safety Communications Center. These projects, and their associated costs, are discussed in a separate research document.

Public safety communications faces a space shortage due to staff and equipment needed to meet projected increases in population and the resulting increase in calls placed for public safety assistance. The Public Safety Communications Center is designated as the primary public safety answering point (PSAP) for all incoming requests for public safety services, including all 9-1-1 calls. The State of California has established recommended guidelines for determining the number of answering points (complaint stations) required to receive incoming telephone requests based upon population. For the City of Sacramento, the current recommended number of answering points is fifteen, of which the Public Safety Communications Center has eleven. Four additional answering points should be added to the existing facility if the proposal to move the Fire Department dispatch function to the Sacramento Regional Fire/EMS Communications Center is approved. However, the current computer and telephone systems utilized by incoming telephone answering points have reached maximum age and capacity and would need to be replaced when additional answering points are added. The estimated cost of replacing

telephone and computer systems for all answering points is \$350,000. The estimated cost of adding four additional ergonomically correct answering points is \$250,000.

Based on projected population increases over the next ten years, the number of primary answering points required by the Public Safety Communications Center will increase to a total of eighteen. One additional answering point would be required in 1996, one more in 1999, and the third in 2003. The current facility cannot accommodate three additional answering points. Either the Public Safety Communications Center must move into a larger facility or the City must face the reality that requests for emergency services from the public will not be answered within established recommended guidelines and a liability issue may result.

- **Patrol Operations**

One of the strategies of Community Oriented Policing is the decentralization of police functions to allow for improved contact with the community. Locating smaller police facilities within communities provides a sense of ownership for the community and allows for easier access to police management. The Sacramento Police Department currently operates one substation in the southern part of the city and has broken ground on the second substation in the northern part of the city. Each substation is designed to function with a maximum of 220 sworn positions. Assuming the Police Department maintains the current percentage of sworn positions to population, and assuming that the current percentage of sworn positions assigned to patrol remains the same, the Police Department will need a third substation in 1997. The anticipated cost of a third substation using 1993 dollars, including land acquisition and site development, is \$6.2 million. After the third substation no additional substations are anticipated through 2003.

- **Administration**

The current facility housing the central administrative functions of the Police Department includes the Office of the Chief, various sections of the Office of Administrative Services, and the Office of Investigations. This facility was originally constructed and opened in 1917 and has approximately 35,500 square feet. Severe overcrowding conditions have existed in this facility for several years and various options have been proposed but nothing is under active consideration.

Working relationships between various units and sections dictate work adjacencies and requires the Police Department to house these units together or in close proximity to each other. A larger administrative facility of at least 50,000 square feet is required immediately.

### **III. RECOMMENDATIONS**

It is recommended that the Police Department continue to focus on facility/space issues, especially those issues regarding the Public Safety Communications Center and administration building. The Public Safety Communications Center has reached a critical juncture where additional space must be identified and available by 1997. Failure to meet this date creates a very real possibility of systems failure and a breakdown in communications capability. If the development and implementation of a jointly owned and operated regional communications



center does not become a reality in the next six months then the Police Department should make every effort to work with the City Manager and City Council to develop a new Public Safety Communications Center for the City of Sacramento.

# **PUBLIC SAFETY COMMUNICATIONS ISSUES**

## **I. RESEARCH ISSUE**

There are several projects relating to the provision of public safety communications in the city that are currently under development. This paper will summarize the projects and their associated costs.

## **II. OVERVIEW**

Staff from the Police Department as well as other City departments and the County of Sacramento are continuing to work on several projects that will ensure effective public safety communications to the Sacramento area for the next ten years and beyond. Ongoing efforts towards the implementation of these projects is being taken in compliance with past City Council direction. These projects include:

- **An 800 Mhz trunked radio system, also known as the Sacramento Regional Radio Communications System (SRRCS)**

The Sacramento Regional Communications System Project is guided by a steering committee whose goal is the implementation of an 800 Mhz trunked radio system for the Sacramento region. The County of Sacramento is the lead agency for this project. Current equipment has reached the end of its useful life and FCC frequency changes mandated to occur in the next few years will render current equipment useless. 800 Mhz frequencies have been made available and several local agencies are pursuing a joint effort at implementing a shared state of the art 800 Mhz system. A request for proposal for the implementation of the 800 Mhz trunked system has been released and one proposal was received. This proposal is currently under evaluation. Agencies participating in the SRRCS project include:

City of Sacramento	County of Sacramento
City of Folsom	City of Folsom
City of Galt	City of Galt
City of Roseville	City of West Sacramento
American River Fire Dist.	Folsom Fire District
Courtland Fire Dist.	Herald Fire District
Elk Grove Fire District	Sacramento County Fire
Fair Oaks Fire District	Florin Fire District
Wilton Fire District	Walnut Grove Fire District
Sacramento Regional Transit Authority	

The estimated cost for the shared portion of the system (to be paid for on a pro rated basis by agency) is in excess of \$18 million. The estimated cost for City equipment is \$6 million. This includes equipment for fire and local government as well as police. Shared equipment should be operational in August of 1994.

- **A joint communications facility, the Sacramento Regional Communications Center (SRCC)**

The Sacramento Regional Radio Communications Facility Working Group is charged with resolving issues relating to the implementation of a jointly owned and operated regional communications center. The City of Sacramento is the lead agency on this project. The primary issue under consideration at this time is selection of a site suitable for the facility. Space needs of participating agencies are currently being computed including space needed to provide for a joint Emergency Operations Center (EOC) that would be capable of handling emergency and disaster response throughout the City and County. A previous cost estimate for a 70,000 square foot building without land was \$14 million. The final building may be larger and a suitable publicly owned site may not be available, resulting in an increased project cost. The preliminary operational date for the center is June of 1997.

- **Measures needed to address critical equipment and space needs at the City's existing Public Safety Communications Center (PSCC)**

Police and Fire Department staff are continuing to work towards solutions to problems at the City's Public Safety Communications Center (PSCC). Among the most immediate concerns is a lack of space needed to accommodate staff and equipment at the center. Because the earliest possible completion date for a regional communications facility is June of 1997, staff is proceeding with a proposal to move the Fire Department dispatch function to the Sacramento Regional Fire/EMS Communications Center. If the proposed move occurs, the PSCC would continue to be the primary answering point for all 911 calls originating within the City, however the dispatching of City fire units would be done at the Sacramento Regional Fire/EMS Communications Center. Space and staff currently used to dispatch fire calls at the PSCC could then be used to answer incoming 911 calls. This would bring the number of 911 answering positions at the PSCC up to State recommended levels and would allow the Police Department to come closer to meeting its goal of answering all 911 calls within three rings. The most recent cost estimate for the proposed relocation of only the fire dispatch function and retrofitting of PSCC to accommodate the additional 911 answering points is \$ 1.2 million.

The most critical equipment need at the PSCC is the necessity to replace obsolete computer terminals at the dispatch and complaint taking stations. The current terminals are failing and replacement parts are no longer available. Terminals have been kept in service by scavenging parts from terminals discarded by other agencies but this is no longer an option. Replacement of these terminals by more cost effective personal computers and terminals is scheduled to be provided in a CIP for fiscal year 93/94. Resolution of other equipment issues will be addressed following the award of the 800 Mhz system and include ergonomic workstations and associated modifications. The estimated cost of correcting these deficiencies is \$600,000.

### **III. RECOMMENDATIONS**

It is recommended that the Police Department continue to keep the Council informed as to the status of public safety communications in the City so that the Council will be able

to actively support those projects necessary to ensure no further deterioration in public safety communications occurs. If this does not occur, the following can be expected:

- The City's current radio system will be unusable as of January 1, 1996 due to changes in FCC frequency assignments. No public safety radio communications will be possible.
- As terminals at the Public Safety Communications Center fail and cannot be repaired or replaced, the computer aided dispatch system will become unusable.
- The number of 911 calls routed to an answering machine due to a lack of staff and or equipment to answer them promptly will increase and exceed the current figure of 20% (one in five).
- Adequate staffing levels will be difficult or impossible to maintain due to high levels of attrition and repetitive motion disorders generated by the marginal ergonomics of existing workstations and lack of physical space for staff.

# NARCOTICS / GANGS ENFORCEMENT ISSUES

## I. RESEARCH FOCUS

Narcotics and Gangs enforcement is continually getting more and more difficult. Seizures of property, contraband and cash are all increasing, but arrests have been in a decreasing trend since 1989. It is becoming very important to utilize the greatest possible variety of approaches in attacking these two enforcement areas.

## II. OVERVIEW

The decrease in the number of the Department's narcotics arrests is probably a result of two factors in combination; a **shift in focus** in the Narcotics Division away from street-level arrests towards mid and upper level dealer arrests, and **increasing sophistication** in the criminal community. This increased sophistication takes three basic forms: (1) the criminal community is educating itself about and utilizing up-to-date equipment and has virtually unlimited access to money to purchase sophisticated technologies, (2) the criminal community is becoming aware of the *modus operandi* employed by the Sacramento Police Department, and (3) the criminal community's own internal relationships are becoming more sophisticated and complex.

The solutions to these problems lie in three traditional areas, all of which are critical for the continuing effectiveness of Narcotics/Gangs enforcement efforts; **staffing, equipment and training**. Many of the issues involved require solutions comprised of combinations of the three areas above. For purposes of discussion, they will be listed under those categories.

## III. RECOMMENDATIONS

### STAFFING

Relationships between and within narcotics dealers and gang members are becoming more complex and farther-ranging in geographic area. Dealing with this evolving complexity requires 1) the ability to follow-up Sacramento narcotics/gang activities with investigations outside of the immediate Sacramento region, 2) the creation and continual maintenance of liaisons and/or task forces with allied agencies at the local, state and federal levels, and 3) the ability to generate "fresh" faces for street operations, which can be accomplished by rotating patrol officers through the Division (in addition to regular staff). Increasing staffing levels would enhance the Division's ability to implement this entire category of solutions, which is limited at present. However, the increased emphasis on Community/Problem Oriented Policing may force a new decision regarding the focus of narcotics/gangs enforcement activities, since the movement towards COP/POP will require more street-level enforcement activity. Without increased staffing levels of the Narcotics/Gangs Division and/or increased participation by patrol officers, the simultaneous goals of increasing neighborhood enforcement activity and "going after" mid- and high-level dealers are incompatible.

## **EQUIPMENT**

Implementation of new/improved technology is critical if the Division is to stay ahead of and maintain an advantage over the criminal community. The Division's current advantage is eroding quickly. Examples of new and/or existing technologies that would maintain and enhance the Division's advantage and increase efficiency are:

- Scrambled cellular phones
- Scrambled and/or "silent transmission" mobile radios
- A city-wide information system to connect the Police Department, City Manager's Office, Code Enforcement, etc.
- Availability to obtain "buy fund" cash through ATM machines
- Enhanced inter-agency communications capabilities
- Satellite and/or land-based vehicle/personal locator systems for following criminals' movements and trafficking patterns
- Voice-activated laptop/desktop microcomputer systems for writing reports, search warrants, transmitting faxes, etc. in the field and in the office
- Microwave transmission capabilities for remote surveillance and intelligence (transmission of video images)
- Night vision systems for surveillance (live and remote)
- Image transmission capabilities for cellular phones

## **TRAINING**

Training is an increasingly critical component of effective Narcotics/Gangs enforcement activities. Continual training is necessary to stay abreast of emerging criminal trends (to head them off before they get established in the community) and to continually increase the Division's efficiency. Areas of critical training needs are: 1) initial and follow-up training in the use of new and/or existing equipment, 2) initial and follow-up training in enforcement techniques, and 3) attendance at conferences widely attended by members of other law enforcement agencies. The Division also plans to continue the training that it provides to the rest of the department (on narcotics enforcement tactics and laws, and asset seizure requirements) and to the public on gang awareness.

# **EMERGING TECHNOLOGY**

## **I. RESEARCH ISSUE**

The Police Department has not remained current in technological advances made in the area of law enforcement information management, communications, identification or surveillance. Substantial changes must be made in the next ten years to maximize the resources of the Department and allow us to do more with less.

## **II. OVERVIEW**

Improvements in technology can provide resources critical to the Department's efforts to improve service delivery channels to the Sacramento community during a time of financial retrenchment. Recognizing the strategic value of technology as a Department resource, the Department formed an Emerging Technology Committee charged with the active pursuit of innovative applications of technology to reduce costs and improve service delivery. The initial findings of that committee are summarized here as a ten year plan. Since few areas of endeavor experience such rapid change as technology, the charge of the Technology Committee is ongoing and the plan will be updated continuously as a part of the strategic planning effort.

## **III. RECOMMENDATIONS**

### **Current Public Safety System Enhancements and Upgrades**

The Public Safety System Project (PSSP) computer supports the Computer-Aided Dispatch (CAD) and Records Management System (RMS) for both Police and Fire, 24 hours per day, 7 days a week. The success of the communications, patrol and investigative branches of the Department hinge on the capabilities or limitations of this system. The system requires some immediate upgrades and eventual replacement to support the growing volume and complexity of the workload. A description of the identified upgrades and replacements are as follows:

- Gateways: We are currently in the process of replacing our old PDP gateways with newer VAX-based gateways, which will provide more than double the number of connections we have now. In addition, these new devices will provide greatly expanded access to the City IBM mainframe, opening up its EMail, LGFS and Text Management systems to the Department's many users.
- Terminal Equipment Upgrade: The PSSP computers currently use ADM-42 terminals or VT220 terminals connected with TCU-80 devices. A project is currently underway to replace the obsolete ADM-42 dispatch terminals with more capable and ergonomic microcomputers and appropriate software. This project is CIP funded and scheduled to commence during the 93/94 fiscal year. When this project is complete, we will have the necessary software tools installed to allow other microcomputers to connect to the PSSP computers, without using a TCU-80 device.

With these upgrades in place, we can begin to explore the development of client-server systems to distribute many of the processing tasks now performed by the PSSP computer onto high-performance microcomputers. For example, much of the Detective Division's case-tracking and Crime Analysis' pattern matching could be done on high-end microcomputers, improving their response time and productivity rate. The PSSP computers would also see a performance increase as this work is shifted away, extending its ability to keep up with growing CAD and RMS demands. In addition, as specific functional areas which share information are identified, LANs could be installed to handle the local network traffic using large PC-based servers to connect the LANs to the PSSP computer. The Department's first Novell LAN is currently under development and will be used as a controlled testing ground for LAN solutions to our growing need for a more distributed information system.

- **Enhancements to Current Records Management System:** Due to staffing shortages at all levels of the Department, there is a substantial backlog of requests for programming enhancements to the current records management system. These enhancements are essential to the Department's ability to continue to deal with the burgeoning workload with diminishing staff resources. Most notably, our Crime Analysis, Narcotics, and Property Evidence systems need immediate work, as well as general systems cleanups and maintenance. We anticipate continued inadequate staffing to perform these tasks immediately, but four to six weeks of programming assistance from our system vendor in the next fiscal year, and an additional four weeks in two successive years, would enable us to maintain our current level of service delivery until a new and more capable records management system can be brought on line.
- **Data Network Upgrade:** Our current PSSP data communications network is near capacity with nearly all of the communications ports already assigned. In addition, the transmission network supporting all police facilities other than the Communications Center consists of analog data circuits and supporting control equipment which operate at speeds (9600 BPS or less) now considered relatively slow. Digital circuits offer significantly higher line speeds and insure more reliable and accurate transmissions. AT&T and Pacific Bell received tariff approval from the PUC to triple, or even quadruple, the cost of analog data circuits over the next three years, to put pressure on customers to upgrade their networks to digital data communications technology. Conversion from analog to digital service will require replacing our existing modem equipment with DSU/CSU devices which support digital data communications. This conversion will allow us to avoid the increased costs from AT&T and Pacific Bell and will provide improved communication speed and capacity.
- **MDT Replacement:** Replacing our current mobile data terminals (MDTs) with laptops will increase CAD capabilities in patrol cars and offer enhanced report-writing functions. Reports can be generated in the field and later uploaded to the PSSP computer, bypassing the need for additional keypunching by records personnel and providing immediate access to the information by investigative



divisions. The replacement of MDTs with laptops will be a multiphase project, including the acquisition and testing of appropriate laptop hardware, RMS forms generation and data entry functions programming, and a CAD interface and dedicated radio channel to accommodate an alternate radio technology.

Additional components envisioned for using enhanced technology in the field are automatic vehicle locations (AVL) systems using Global Positioning Satellites, voice recognition and "heads-up" displays to provide improved officer and traffic safety.

- **PSSP Hardware Upgrade:** Our current PSSP hardware was installed during the mid-1980's and is increasingly obsolete. As the equipment ages, yearly maintenance charges and the unavailability of replacement parts and skilled support personnel make the lease or purchase of new, faster hardware increasingly attractive. We must begin to develop a feasibility study to upgrade or replace the main CPU hardware and its peripheral equipment.
- **New CAD System:** Our CAD system was last upgraded in 1988. While this system has performed exceptionally well, technology has advanced tremendously in the intervening five years. Our current system suffers many signs of age, including a extremely complex programming language used in its development. Since programmers skilled in this language are rare and we have none on staff, we must contract nearly all of our programming changes with our CAD vendor, PRC. Upgrading to a new CAD system, written in a high-level language such as COBOL or C, will modernize our CAD system and allow our staff to make timely programming changes as necessary, improving our programming flexibility and response time.
- **New RMS System:** Our current RMS data base has over 10 million records, a volume far beyond its original design. Also, our current RMS data base was not designed to store dates past the year 1999. If we do not replace this system before 2000, all date-of-birth and other date information will become corrupted. Since the current data base is not formatted to accept the relational model used in most of today's data base systems, we need to concentrate on restoring data integrity and reformatting this data to provide an easy conversion to a new RMS system. The addition of new relational database management software (DBMS) would allow us to offload some of the systems current workload onto client/server systems to improve data access and system response time.

While the replacement and upgrades to the Public Safety system must be the first priority in our plans for technological enhancements in the coming decade, other areas where technological solutions can streamline administrative and line functions, allowing us to do more with less, have been identified, as follows:

#### **Office Enhancements**

Microcomputer hardware and software purchases to replace and upgrade existing equipment and applications are a constant need. All of the Departments microcomputer related equipment

should be placed on a five year replacement schedule to permit continued efficiency in the face of administrative staffing cutbacks. Use of Voice Mail telephone systems and access to electronic mail systems should be maximized to allow as much automation of former clerical functions as possible.

### **Automated Tape Arrest and Disposition Reporting**

We should enter into a joint venture with Sacramento County Sheriff's Department to track and report arrest and disposition data which is already in the County Mainframe and report final activity to Department of Justice via tape. This one-time expenditure would eliminate the manual processing of approximately 15,000 forms required by the Department of Justice annually.

### **Automated Mapping Systems**

The Police Department should invest in the City Data Management automated mapping capabilities (GIS). The Department has had little success using smaller scale mapping programs and supports the development of a city-wide mapping facility.

### **Computerized Image (Mug Shot) Database Management System**

Using video technology to capture photographs of arrestees allows the use of instant image database technology to create, store and retrieve mug shots and lineups. These images are electronically stored and printed using dedicated printers, eliminating the need for photographic development through darkroom processes. Investigators now spend many hours searching for well-matched line-up photographs that could be prepared in minutes through automated processes.

### **Latent Fingerprint Enhancement**

The purchase of an automated fingerprint capture and enhancement system would allow technicians to capture latent prints directly off evidence using video tape and produce enlargements of those prints which meet state criteria for inclusion in the State's CAL-ID database. This automated process reduces the cost of latent print enlargement and reproduction to one-tenth the cost of the current manual process. This system can also enhance latent prints recovering previously unusable prints for suspect identification and submission to Cal-ID. Print enhancement provides physical evidence that can save hundreds of hours of investigator time in suspect identification and case development.

### **Image Management Systems**

An Image Management System would allow incoming hard copy reports to be read electronically and stored for subsequent review and printing in Records and ultimately at local user work stations throughout the Department. The Department has already run out of room to appropriately store hard copies of documents as required by law.

## **Airborne Surveillance Capabilities**

Due to budget cutbacks, the Sheriff's department will no longer provide airborne surveillance for the Police Department at the levels we have previously enjoyed. The Sheriff's Department has offered us the option of shared time, personnel and operating costs with Sacramento Sheriff's Department for helicopter surveillance.

## **Training**

Training is often one of the first things to go during times of fiscal constraint. The Department will continue to rely on large amounts of in-house training to keep costs down while maintaining effectiveness. The Department's Media Services Unit provides virtually all of the Department's internally produced informational, training and rollcall videos. The video recording decks the Media Services Unit uses to produce the Department's training tapes are no longer economically repairable and must be replaced. The replacement of this equipment is essential to the Department's ability to field a well-trained and adequately informed workforce.

The Department should also investigate participation and financial support of regional skills training centers as outlined in AB 492 to establish learning technology laboratory and training modules. Training modules from Office of Criminal Justice for on-line officer training are also under development .

This list of technological changes is the result of a review of current department equipment, system enhancements that are available in 1993 and the ten year plan for the Department. In order to be truly responsive to the future, this list will be in constant revision. As pieces are purchased, advances are made in technology, or the needs of the Department change, the plan will adjust to those changes. It will be the task of the Emerging Technology Committee to identify possible future trends and events so that intelligent and forward-looking choices are made to shape the capabilities and role of law enforcement in the years to come.

# PROJECT TITLE: PSSP - Gateways

**PURPOSE:** Expand the capacity to interface with the County IBM mainframe and add the capability and capacity to interface with the City IBM mainframe.

**DESCRIPTION:** FY 93-94: Current DEC PDP based SNA Gateway devices will be replaced with VAX-based Gateway devices. New data link to City IBM will be established.  
FY 95-96: Add one more VAX-based Gateway  
FY 97-98: Upgrade to state-of-the-art Gateways

**OPERATING ITEMS:** Data circuits, maintenance, training

**PERSONNEL:** No effect on staffing

**BENEFIT:** More PD terminals can access County IBM for CJIS information. New link to City will allow PD users access to City IBM for E-mail and LGFS.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994		50,000		(9,000)			41,000
1994 - 1995				(9,000)			(9,000)
1995 - 1996		12,000		(4,500)			7,500
1996 - 1997				(4,500)			(4,500)
1997 - 1998		75,000		10,000			85,000
1998 - 1999				10,000			10,000
1999 - 2000				10,000			10,000
2000 - 2001				10,000			10,000
2001 - 2002				10,000			10,000
2002 - 2003				10,000			10,000
<b>Totals</b>	0	137,000	0	33,000		0	170,000

OPERATING EXPENSES INCLUDE: ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

# PROJECT TITLE: PSSP - Terminal Equipment Upgrade

**PURPOSE:** Upgrade existing terminals and printers on network with state-of-the-art PC and printer equipment.

**DESCRIPTION:** Phased upgrade of existing network equipment. Replacement cycle begins again in FY 99-00.  
FY 93-94: Dispatch terminals replaced with PCs. PC's installed in North Area Substation.  
FY 94-95 thru 97-98 Phased replacement of DEC VT and printer devices.  
FY 99-00: Replacement cycle begins again.

**OPERATING ITEMS:** Data circuits, maintenance, training (Estimated \$200 per employee for PC classes - 200 employees per year.)

**PERSONNEL:** Add Departmental Data Analysts (PC specialists) for PC support (trouble-shooting, help desk, training)  
FY 94-95: Add 1 DDA      FY 96-97: Add 1 DDA      FY 99-00: Add 1 DDA

**BENEFIT:** Enhanced functionality, color capabilities, state-of-the-art equipment.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994		250,000		50,000			300,000
1994 - 1995		200,000		60,000	+1	50,000	310,000
1995 - 1996		200,000		70,000			270,000
1996 - 1997		200,000		80,000	+1	50,000	330,000
1997 - 1998		200,000		90,000			290,000
1998 - 1999		200,000		90,000			290,000
1999 - 2000		200,000		90,000	+1	50,000	340,000
2000 - 2001		200,000		90,000			290,000
2001 - 2002		200,000		90,000			290,000
2002 - 2003		200,000		90,000			290,000
<b>Totals</b>	0	2,050,000	0	800,000	+3	150,000	3,000,000

OPERATING EXPENSES INCLUDE: ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

# PROJECT TITLE: PSSP - Data Network Upgrade

**PURPOSE:** Upgrade existing analog data circuits/communications equipment to digital data circuits/communications equipment and increase capacity.

**DESCRIPTION:**

<u>FY 93-94:</u>	Install digital data communications to North Area Substation (requires adding Muxserver and DEC MUX devices)
<u>FY 94-95:</u>	Upgrade existing analog circuits to 813-6th ST., 625 H St., South Area Substation, and Sequoia Pacific facilities.
<u>FY 96-97:</u>	Move to new Regional Comm Center - data network upgrade
<u>FY 99-00:</u>	Upgrade to state-of-the-art data network

**OPERATING ITEMS:** Data circuits, maintenance

**PERSONNEL:** No effect on staffing

**BENEFIT:** Reduced operating costs, higher speed transmissions, more reliable data circuits, expanded network capacity.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1994 - 1995	25,000			3,600			3,600
1995 - 1996		25,000		(8,000)			17,000
1996 - 1997				(10,000)			(10,000)
1997 - 1998		100,000		2,000			102,000
1998 - 1999				2,000			2,000
1999 - 2000				2,000			2,000
2000 - 2001		100,000		(5,000)			95,000
2001 - 2002				(5,000)			(5,000)
2002 - 2003				(5,000)			(5,000)
2003 - 2004				(5,000)			(5,000)
<b>Totals</b>	25,000	225,000	0	(28,400)		0	196,600

OPERATING EXPENSES INCLUDE: ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

# PROJECT TITLE: PSSP - New CAD System

**PURPOSE:** Transition to new CAD system using client/server technology and GUI interface.

**DESCRIPTION:**

- FY 94-95: Miscellaneous CAD enhancements; UNIX training
- FY 95-96: GUI interface for dispatch workstations; interim CAD enhancements
- FY 96-97: Develop requirements; prepare RFP; procure new CAD system
- FY 97-98: Final design, installation, testing, documentation, training. (Installed in new Regional Communications Center)

**OPERATING ITEMS:** Maintenance, consulting services, supplies, and training (OT will be required for dispatchers -- estimate 10-20 hours OT per dispatcher)

**PERSONNEL:** Cannot be determined at this time. Expect improved system efficiencies to offset the need to hire additional staff.

**BENEFIT:** Enhanced system performance; easier for dispatchers to learn and use; more functions automated to assist dispatcher; improved information available to field units; increased dispatcher productivity; more software tools for analysis.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1994 - 1995		20,000		5,000			25,000
1995 - 1996		250,000		20,000			270,000
1995 - 1996		10,000		20,000			30,000
1996 - 1997		1,000,000		(30,000)			970,000
1997 - 1998		1,000,000		(30,000)			970,000
1998 - 1999				(30,000)			(30,000)
1999 - 2000				(30,000)			(30,000)
2000 - 2001				(30,000)			(30,000)
2001 - 2002				(30,000)			(30,000)
2002 - 2003				(30,000)			(30,000)
<b>Totals</b>	0	2,280,000	0	(165,000)		0	2,115,000

OPERATING EXPENSES INCLUDE: ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

# PROJECT TITLE: PSSP - Hardware Upgrade

**PURPOSE:** Upgrade of existing PSSP computer system as interim step until new CAD and RMS systems are installed at Regional Communications Center. Required to support other proposed enhancements and network expansion.

**DESCRIPTION:** FY 95-96: Upgrade consoles and logging devices with PC's  
FY 96-97: Interim upgrade of "core" PSSP system (CPU's, tape drives, etc.)

**OPERATING ITEMS:** Maintenance, supplies, operator training

**PERSONNEL:** No effect on staffing

**BENEFIT:** Substantial improvements in system performance and capacity to support increased workload and new client-server technology.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1995 - 1996							0
1996 - 1997		12,000		(6,000)			6,000
1997 - 1998		750,000		(96,000)			654,000
1998 - 1999				(56,000)			(56,000)
1999 - 2000	<<New Regional Communications Center Operational>>						0
2000 - 2001							0
2001 - 2002							0
2002 - 2003							0
2003 - 2004							0
2004 - 2005							0
<b>Totals</b>	0	762,000	0	(158,000)		0	604,000

OPERATING EXPENSES INCLUDE: ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.



## PROJECT TITLE: PSSP - MDT Replacement

**PURPOSE:** Develop report-writing capabilities using PC (laptop/notebook) devices. Add MDT emulation capabilities. Interface to new CAD system will include AVL functions, as well as voice recognition and "heads up" display.

**DESCRIPTION:**

FY 93-94: Pilot project for PC report writing

FY 94-95: Refine PC report-writing software; add mag strip readers (for new Calif. driver's licenses); equip 85 patrol vehicles with laptops; 50 laptops for detectives for report-writing; develop MDT emulation software and paperless system software

FY 95-96: Equip 85 more patrol vehicles and 40 detective vehicles with laptops; begin "paperless system"; implement MDT emulation.

FY 96-97: Develop plan to implement AVL as part of new CAD; pilot voice recognition and heads up display projects.

FY 97-98: Evaluate system and begin laptop/MDT replacement planning; implement heads-up/voice recognition; develop/begin install AVL (85 units)

FY 98-99: Replace 85 laptop/MDT's; finish AVL install (85 units)

FY 99-00: Replace remaining laptop/MDT's

**OPERATING ITEMS:** Maintenance, supplies, training (as laptops are phased in officers will require 2-4 days of training - AOT?)

**PERSONNEL:** FY 94-95: Should add 1 Programmer Analyst

**BENEFIT:** Estimate 20%-reduction in report-writing time (should offset need to hire additional officers); reduction in records data entry time (should offset need to hire additional Records staff); improved report products; more timely availability of data.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994	106,000			21,000			127,000
1994 - 1995	534,000	610,000		100,000	+1	60,000	1,304,000
1995 - 1996	455,000	640,000		180,000			1,275,000
1996 - 1997	67,000			190,000			257,000
1997 - 1998	217,000			200,000			417,000
1998 - 1999	187,500	425,000		210,000			822,500
1999 - 2000		625,000		210,000			835,000
2000 - 2001				210,000			210,000
2001 - 2002				210,000			210,000
2002 - 2003				210,000			210,000
<b>Totals</b>	1,566,500	2,300,000	0	1,741,000	+1	60,000	5,667,500

\* Cost relative to FY 92-93 Budget.

# PROJECT TITLE: PSSP - New RMS System

PURPOSE: Transition to new RMS utilizing relational database capable of supporting client/server technology.

DESCRIPTION:   
FY 96-97: Property Subsystem enhancements; clean-up/purge existing RMS files; miscellaneous RMS enhancements  
FY 97-98: Develop RMS requirements; develop RFP; procure new system; miscellaneous RMS enhancements  
FY 98-99: Final design; system installation and testing; documentation, begin training; prepare for RMS database conversion  
FY 99-00: Database conversion; complete training; system implementation. (Installed in new Regional Communications Center.)

OPERATING ITEMS: Maintenance, consulting services, supplies, and training (expect OT)

PERSONNEL: Cannot be determined at this time. Expect improved system efficiencies to offset the need to hire additional staff. (Assumes 1-2 in-house programmers dedicated to this project at all times.)

BENEFIT: Enhanced system performance; redundant data storage substantially reduced; easier to learn and use; more software tools for analysis; enhanced information collected; rapid transmission (paperless) of information to system users.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1996 - 1997							0
1997 - 1998							0
1998 - 1999							0
1999 - 2000		750,000		30,000			780,000
2000 - 2001		750,000		30,000			780,000
2001 - 2002				30,000			30,000
2002 - 2003				30,000			30,000
2003 - 2004				30,000			30,000
2004 - 2005				30,000			30,000
2005 - 2006				30,000			30,000
<b>Totals</b>	0	1,500,000		210,000		0	1,710,000

OPERATING EXPENSES INCLUDE: ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

## PROJECT TITLE:    **OFFICE ENHANCEMENTS**

**PURPOSE:**            Personnel Computer (hardware and software) purchase.

**DESCRIPTION:**      Purchase 5 (five) personnel computers per year.

**OPERATING ITEMS:** 486/DX 33 computers with copies of DOS and WordPerfect.

**PERSONNEL:**        No additional personnel.

**BENEFIT:**            Increased performance and productivity.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994	15,000		17,250	1,000			33,250
1994 - 1995	15,000	570	19,838	1,000			36,408
1995 - 1996	15,000	1,537	19,018	1,000			36,555
1996 - 1997	15,000	2,364	19,969	1,000			38,333
1997 - 1998	15,000	3,232	20,967	1,000			40,199
1998 - 1999	15,000	4,144	22,016	1,000			42,160
1999 - 2000	15,000	5,100	23,115	1,000			44,215
2000 - 2001	15,000	2,161	25,485	1,000			43,646
2001 - 2002	15,000	3,269	26,759	1,000			46,028
2002 - 2003	15,000	4,432	28,097	1,000			48,529
<b>Totals</b>	150,000	26,809	222,514	10,000		0	409,323

OPERATING EXPENSES INCLUDE: ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

## PROJECT TITLE:    **AUTOMATED TAPE DISPOSITION REPORTING**

**PURPOSE:**            To automate Areest and Disposition reporting to DOJ

**DESCRIPTION:**      Joint Venture with Sacramento County Sheriff's Department to track and report arrest and disposition data which is already in the County Mainframe and report final activity to DOJ via tape.

**OPERATING ITEMS:** None. Amount indicated is to pay for Police Department's share of the system enhancements to be performed by County of Sacramento personnel.

**PERSONNEL:**        None.

**BENEFIT:**            Eliminate manual handling of approximately 15,000 JUS 8715 forms annually.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994	20,000						20,000
1994 - 1995							0
1995 - 1996							0
1996 - 1997							0
1997 - 1998							0
1998 - 1999							0
1999 - 2000							0
2000 - 2001							0
2001 - 2002							0
2002 - 2003							0
<b>Totals</b>	20,000	0	0	0		0	20,000

**OPERATING EXPENSES INCLUDE:** ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

# **PROJECT TITLE:    AUTOMATED MAPPING TECHNOLOGY**

**PURPOSE:**            Provide automated mapping capabilities to Department personnel via PSSP system or alternative.

**DESCRIPTION:**    FY 93-94:    Purchase five Metroscan workstations with current accessor information for tracking of property owners.  
                          FY 98-99:    With implementation of UNIX capabilities on PSSP system, purchase workstations for programming patrol sector information onto GIS Base Data Maps.  
                          FY 00-01:    Training of Department personnel on access of automated mapping facility on PSSP system.

**OPERATING ITEMS:** Phase I: 5 486DX/33 personnel computers with CD-ROM drives to read Metroscan data bases.  
                          Phase II: 1 SUN UNIX CAD workstation with network software to overlay sector information on GIS base maps. The final product will require sufficient port space on PSSP mainframe to allow multi-user access to City Mainframe.

**PERSONNEL:**        1 GIS analyst to prepare basic mapping overlays.

**BENEFIT:**            The end product will allow all department personnel whether working from MDT/vehicle laptops or desktop computers with PSSP capabilities to access automated street maps of the City of Sacramento.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994	17,350						17,350
1994 - 1995		3,771					3,771
1995 - 1996		3,771					3,771
1996 - 1997		3,771					3,771
1997 - 1998		3,771					3,771
1998 - 1999	34,750	3,771	13,520		1	47,000	99,041
1999 - 2000		3,771					3,771
2000 - 2001		3,711					3,711
2001 - 2002							0
2002 - 2003							0
<b>Totals</b>	<b>52,100</b>	<b>26,337</b>	<b>13,520</b>	<b>0</b>		<b>47,000</b>	<b>138,957</b>

**OPERATING EXPENSES INCLUDE:** ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

# **PROJECT TITLE: COMPUTERIZED IMAGE (MUG SHOT) DATABASE MANAGEMENT SYSTEM**

**PURPOSE:** Instant image database technology to create, store and retrieve mug shots and lineups.

**DESCRIPTION:** Proven on-line computer technology, system design, hardware connectivity, multi-user capability, high capacity database facilities, and ease of user operation.

**OPERATING ITEMS:** Hardware and software maintenance.

**PERSONNEL:** Existing staff.

**BENEFIT:** The escalating cost of photo services mandates transition to a more efficient and cost effective technology.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994	121,250			18,480			139,730
1994 - 1995	32,850			15,000			47,850
1995 - 1996	64,900			41,070			105,970
1996 - 1997	71,980			49,500			121,480
1997 - 1998	11,250			57,660			68,910
1998 - 1999			130,000	20,000			150,000
1999 - 2000			40,000	25,000			65,000
2000 - 2001			75,000	45,000			120,000
2001 - 2002			80,000	55,000			135,000
2002 - 2003			13,000	60,000			73,000
<b>Totals</b>	<b>302,230</b>	<b>0</b>	<b>338,000</b>	<b>386,710</b>		<b>0</b>	<b>1,026,940</b>

**OPERATING EXPENSES INCLUDE:** ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

## **PROJECT TITLE: LATENT FINGERPRINT ENHANCEMENT WORKSTATION**

**PURPOSE:** To enhance and reproduce latent prints using computer imaging and still video technology.

**DESCRIPTION:** Automated fingerprint capture and enhancement system would allow technicians to capture latent prints directly off evidence using video tape and produce enlargements of those prints which meet state criteria. This system can also enhance latent prints recovering previously unusable prints for suspect identification and submission to State's Cal-ID print database.

**OPERATING ITEMS:** Hardware and software maintenance.

**PERSONNEL:** Existing staff.

**BENEFIT:** Escalating evidence processing and latent comparisons mandates transition to a more efficient and cost effective technology.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994	30,000			3,000			33,000
1994 - 1995	8,200			800			9,000
1995 - 1996							0
1996 - 1997							0
1997 - 1998			25,000	500			25,500
1998 - 1999							0
1999 - 2000							0
2000 - 2001				500			500
2001 - 2002							0
2002 - 2003			25,000				25,000
<b>Totals</b>	38,200	0	50,000	4,800		0	93,000

**OPERATING EXPENSES INCLUDE:** ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

## PROJECT TITLE: **IMAGE MANAGEMENT SYSTEM**

**PURPOSE:** Allows incoming hard copy reports to read electronically and stored for subsequent review and printing in Records and ultimately at local user work stations throughout the Department.

**DESCRIPTION:** Consultation, hardware, 3 (three) 486 personnel computers, high speed scanner, laser printer, optical disk and necessary software.

**OPERATING ITEMS:** Maintenance, training, laser disks.

**PERSONNEL:** Fill open positions. At this time, no anticipated increase or decrease of personnel.

**BENEFIT:** Resolve paper movement and handling problems. Save storage space and expense on and off site.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994	250,000			15,000			265,000
1994 - 1995				15,000			15,000
1995 - 1996	100,000			20,000			120,000
1996 - 1997		25,000		20,000			45,000
1997 - 1998		25,000		20,000			45,000
1998 - 1999			20,000	20,000			40,000
1999 - 2000				20,000			20,000
2000 - 2001				20,000			20,000
2001 - 2002		20,000		20,000			40,000
2002 - 2005*			25,000	40,000			65,000
<b>Totals</b>	350,000	70,000	45,000	210,000		0	675,000

OPERATING EXPENSES INCLUDE: ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.



# PROJECT TITLE: **SHARED HELICOPTER COSTS WITH SHERIFF'S DEPARTMENT**

- PURPOSE:** To increase and expedite police presence, enhance citizen and police safety, improve search capability, and provide accurate and timely information on crimes in progress and major incidents as they are occurring.
- DESCRIPTION:** Shared costs with Sacramento Sheriff's Department for operation of helicopter.
- OPERATING ITEMS:** The use of personnel would likely start with one FTE, i.e., two pilots working 1/2 as a pilot and 1/2 in another assignment, such as an intelligence officer. This would give about 4 hours of flight time per day (1708 hours).
- BENEFIT:** We currently rely on the county and sometimes the CHP to assist us on searches, pursuits, crimes in progress, etc. Once our specific activity has concluded, they return to their jurisdiction and have little or no effect on other City calls or problem areas. Additionally, cuts in these programs are likely.

FISCAL YEAR	SYSTEM COSTS			OPERATING EXPENSES*	PERSONNEL PERMANENT FTE		TOTAL COSTS
	NEW	UPGRADE	REPLACEMENT		(+/-)	SALARY/BENEFITS PACKAGE	
1993 - 1994							0
1994 - 1995							0
1995 - 1996				197,750		147,750	345,500
1996 - 1997				197,950		147,750	345,700
1997 - 1998				197,950		147,750	345,700
1998 - 1999				197,950		147,750	345,700
1999 - 2000				197,750		147,750	345,500
2000 - 2001				197,750		147,750	345,500
2001 - 2002				197,950		147,750	345,700
2002 - 2003				197,950		147,750	345,700
<b>Totals</b>	0	0	0	1,583,000		1,182,000	2,765,000

OPERATING EXPENSES INCLUDE: ANNUAL MAINTENANCE, SERVICES AND SUPPLIES, TRAINING.

\* Cost relative to FY 92-93 Budget.

# **FINANCIAL ISSUES**

## **I. RESEARCH ISSUE**

Calls for service, the crime rate, and the population rate are increasing steadily. These benchmarks for determining police staffing are not expected to decrease in the next ten years. However, due to recent local economic conditions, the City must reduce its budget by \$29 million for fiscal year 93-94. The Police Department's portion of that reduction will be \$5.5 million. These reductions do not include the potential impact of State cuts to cities, which may result in an additional \$20 - \$30 million loss to the City.

In spite of the current identified budget reductions, the Police Department has utilized activities such as community forums, the further decentralization of patrol into four areas, and the creation of a new Youth Section to respond to community needs and future issues identified in the Strategic Plan. Additional reductions, changes, and/or efficiencies will be extremely difficult in the future and may jeopardize public safety.

## **II. OVERVIEW**

The Police Department budget comprises 30% of the General Fund, making the Police Department budget the largest general fund budget of any department within the City. The General Fund is made up primarily from revenue received from property, sales and utility users taxes.

Over the last ten years (FY's 1984-93), the Police Department's approved budget has increased at an average rate of 7.57% per year, while the City's approved budget has increased at an average rate of 7.44% per year. During this same period, staffing (FTE - full time equivalent) throughout the City has increased at an average rate of 1.71% per year, while the Department's staffing has increased at an average rate of 1.29% per year.

### **Fiscal Year 1992-93 Budget**

The Department's budget for FY 1992-93 is \$70,975,000 with an authorized FTE of 990.16. External sources such as grants, asset seizure, the Sacramento Housing and Redevelopment Agency (SHRA), and the registration fees collected by the Department of Motor Vehicles (DMV) fund 26.5 FTE of the authorized total. The positions funded by these external sources perform vital tasks for the Department and the community and are at risk due to state legislative efforts to divert funds or eliminate enabling legislation. Among the positions funded are neighborhood police officers, narcotics detectives, auto theft detectives, DUI enforcement officers, community relations officers, and essential civilian support staff. The following is a breakdown of the positions by funding source:

- Grants                      Narcotics: 1 sergeant, 1 detective  
                                    DUI Enforcement: 1 sergeant, 6 officers
- Asset Seizure              Narcotics: 1 sergeant, 3 detectives, 3.5 civilians  
                                    Community Resources: 2 officers, 1 civilian

- DMV                      Auto Theft: 2 detectives, 1 civilian
- SHRA                     Alkali Flats: 2 neighborhood police officers  
River Oaks: 2 neighborhood police officers

SHRA is currently working with the City on plans to fund as many as fifteen additional neighborhood police officers.

#### **Fiscal Year 1993-94 Proposed Budget**

The impact of the recession on the local economy and the shift in property tax revenues by the State away from cities will cause a 13% reduction in the City's General Fund for FY 1993-94. Under the proposed city-wide budget reductions, maintaining public safety has been a high priority. Police and Fire budgets will be reduced by 8% and 9% respectively, while all other General Fund departments will be experiencing budget reductions ranging from 12% to 21%.

For FY 1993-94, the Department's budget will be reduced by \$5.5 million. Staffing will be reduced by 90.3 FTE, from 990.16 FTE to 899.86 FTE. Although the Department is intent on doing "more with less", the reality is that these budget reductions will have a significant impact on the Department's ability to provide services to the community. Narcotics enforcement, traffic enforcement, and the apprehension of wanted felons will decline due to the reductions in units that specialize in these functions.

#### **State Budget Impact**

The City's proposed budget for FY 93-94 does not include potential reductions in funding from the State. A reduction in funding is expected, but will not be known until the State finalizes its 93-94 budget. Further budget reductions totalling as much as \$30 million may be required to offset the impact of the State budget. It is unknown how these additional cuts will impact the Police Department.

### **III. RECOMMENDATIONS**

California's recession is predicted to continue until the later part of 1993, followed by a weak recovery period lasting through 1994. The decline in defense spending (California's largest industry), the decline in construction, and high business and housing costs all contribute to the state's economic problems.

#### **Commitment to Fund**

A reduction of 90.3 FTE is scheduled for FY 1993-94. Without the continued funding of 26.5 FTE by external sources (grants, asset seizure, DMV, SHRA), the reductions in personnel staffing would be greater. These external sources should not be considered as a constant funding sources; grants expire, asset seizure amounts vary from year to year and the state law "sunsets" this year, DMV's funding is based upon legislation that will "sunset" in 1996 unless further legislative action is taken, and SHRA's funding is dependent on property taxes and federal monies such as community block grants.

The DUI Enforcement grant is scheduled to terminate on July 30, 1993. An attempt will be made to extend the grant, but if it is unsuccessful, the DUI Enforcement Team will be eliminated as part of the 1993-94 budget reductions. The Department will no longer have a team of officers dedicated to DUI enforcement. This team made 1,300 driving under the influence arrests last year. As the Department rebuilds in the future, commitments from the City Council for continued funding of essential positions currently funded by external sources will be requested.

#### **Public Safety: Top Priority**

A Budget Brief of the Governor's Proposed State Budget for 93-94 by the Legislative Analyst's Office released in January, 1993, indicates that the Governor does not intend on using state level tax increases to solve the deficits caused by the continued recession. It is apparent that any tax increases will be up to individual localities as the Budget Brief concludes, "tax increases at the local level are at least implicit in the budget."

The Governor is aware of the effects of his proposed budget on public safety. He has recently proposed a constitutional amendment mandating that local governments give top budget priority to public safety. Other elected state officials have proposed extending the 1/2 cent sales tax increase that is due for termination in June of 1993 as a way of funding public safety but these efforts do not appear promising.

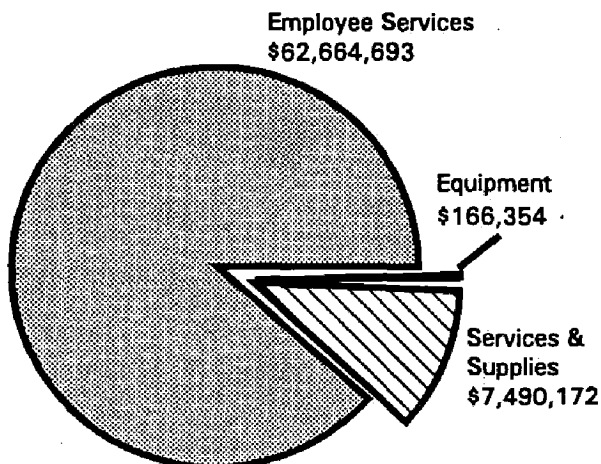
# APPROVED BUDGET FY 1992-93

<b>TOTAL</b>	<b>\$70,321,219</b>	<b>100%</b>
Office of the Chief	4,582,400	6.5%
Office of Operations	36,203,227	51.5%
Office of Investigations	11,478,334	16.3%
Office of Administrative Services	18,057,258	25.7%

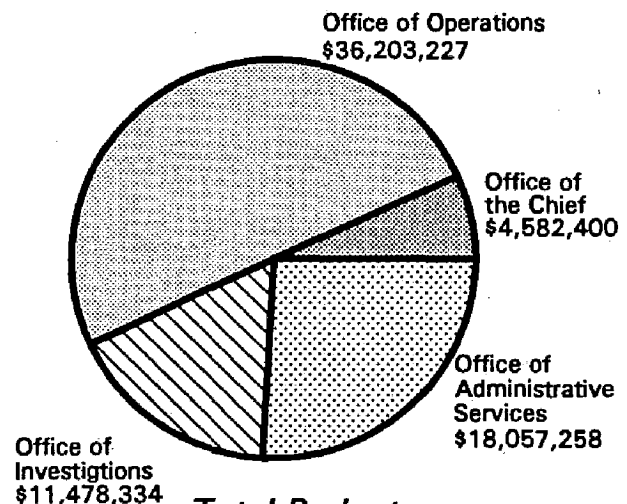
<b>EMPLOYEE SERVICES</b>	<b>\$62,664,693</b>	<b>100%</b>
Office of the Chief	3,347,583	5.4%
Office of Operations	35,746,548	57.0%
Office of Investigations	11,206,725	17.9%
Office of Administrative Services	12,363,837	19.7%

<b>SERVICES AND SUPPLIES</b>	<b>\$7,490,172</b>	<b>100%</b>
Office of the Chief	1,234,817	16.4%
Office of Operations	431,679	5.8%
Office of Investigations	271,609	3.6%
Office of Administrative Services	5,552,067	74.2%

<b>EQUIPMENT</b>	<b>\$166,354</b>	<b>100%</b>
Office of the Chief	0	0%
Office of Operations	25,000	15.0%
Office of Investigations	0	0%
Office of Administrative Services	141,354	85.0%



*Total Budget  
by Services*



*Total Budget  
by Office*

## **INTERNAL ASSESSMENT - SWORN AND CIVILIAN-LINE PERSONNEL**

As part of the internal assessment process, group meetings were held with sworn and civilian line staff. Those who wanted to provide input and were unable to attend a meeting were allowed to complete a questionnaire. The sworn and civilian personnel were asked the same four questions as the sergeants and civilian supervisors.

- What services do we perform well?
- What services do we need to perform better? How can we do this?
- How well do we respond to the needs and concerns of the community?
- Any other comments you may have.

As with the responses from the supervisors, the information from the surveys was compiled and categorized by the question asked. Listed below are the themes that surfaced most frequently in the assessments by sworn and civilian line personnel:

### **WHAT SERVICES DO WE PERFORM WELL?**

Most police department employees take pride in their work and felt that the department performs well in most areas. In particular, staff noted that response to telephone inquiries, narcotic complaints, calls for service, and community responsiveness and outreach were areas where the department excelled.

### **WHAT SERVICES DO WE NEED TO PERFORM BETTER? HOW CAN WE DO THIS?**

Line staff indicated that even though the department performs well in most areas, there is always room for improvement. The two most prevalent themes centered around improving communications within the department and improving the services provided to the public. Suggestions ranged from expanding the hours of the public counter and report writing unit to providing officers with training about the neighborhoods in which they work. Many felt that the public needs more information on what the police department can and cannot do as well as what procedures are followed to accomplish duties. Within the department, staff indicated that better communication throughout would increase employee satisfaction and efficiency. They also stressed the need for increased accountability throughout all ranks of the department.

### **HOW WELL DO WE RESPOND TO THE NEEDS AND CONCERNS OF THE COMMUNITY?**

Most staff believe that the department generally responds to the needs and concerns of the community. Here again, they indicated that there is always room for improvement. Many indicated the department's response in the past was reactionary and we are now taking a

proactive posture in this area. Staff expressed concern that budget constraints and staffing levels will have an impact on our effectiveness in this area.

### **ANY OTHER COMMENTS YOU MAY HAVE**

As with any large organization, employees have a wide range of concerns. Many used the internal assessment process as the vehicle to bring their ideas and concerns to the forefront. Comments included the need for building security, improved morale, improved technology, and the lack of staff. As with the supervisors, the line staff indicated a desire for personal contact with the Chief of Police. Employees were supportive of the department and pleased with the opportunity to provide input into the strategic plan.

The following is list of the various comments made by civilian and sworn personnel.

## **INTERNAL ASSESSMENT - SWORN AND CIVILIAN LINE PERSONNEL**

### **WHAT SERVICES DO WE PERFORM WELL?**

- Investigate cases in a timely manner
- Return all telephone calls promptly
- Refer citizens to proper agency whenever possible
- POP program does a good job hammering problem areas
- Expeditors do a good job; they are helpful and relieve officers from having to handle reports, etc.
- Specialized units such as Bikes, TAC, DUI, do a great job and are good for public relations.
- Dispatchers do a good job working with the public and answering telephones in a timely manner.
- Internal affairs complaint procedures
- Response to calls for service
- Recovery of stolen vehicles
- Processing of evidence, fingerprinting and other identification services
- Processing of photographs
- Testifying in court by identification technicians
- Follow-up investigation and arrests on property crimes
- Response to community needs
- Vehicle pursuits
- Setting up perimeters and catching suspects.
- Work well with community and outside agencies
- Personal contact with walk-ins
- Respond quickly and effectively to crimes in progress
- Exhibit a professional and courteous attitude towards the public



- Taking of all types of reports either through patrol or report writers
- Referrals to assist victims of sex assaults, child abuse, domestic violence, etc.
- Enforcement of asset forfeiture laws
- TAC unit responds in a timely and effective manner to citizen complaints, narcotic log complaints, and other complaints.
- Referrals for juveniles and adults who need assistance with drug problems
- Response to community concerns about neighborhood narcotic trafficking.
- Identification and investigation of gang-related narcotics traffickers.
- Investigation of all types of drug dealers from low level to mid range to upper level.
- Training of new officers
- Crime Alert
- Timely callbacks by report writers
- Low error rate on reports
- Booking and storing evidence
- Returning property back to the correct owners.
- Calling victims of auto theft to inform them of the dispositions of their vehicles.
- Public Counter services which assist citizens.
- Youth programs, prevention and intervention
- Community outreach - Neighborhood Police Officer Program, Ride Along Program, POP
- Neighborhood Watch
- Dealing with special interest groups
- Simulator radio training for radio dispatchers
- Prompt response to incoming emergency telephone calls
- Emergency medical dispatch

- Response to computer system emergencies by Data Services staff
- Planning
- Crime scene investigations
- Dealing with public inebriates
- School programs such as Partners in Prevention
- Media relations
- Peer support program
- Magnet School Program
- Police Trainee Program
- Ride Along Program
- K-9 duties
- Gang unit is outstanding. They have extensive knowledge of the gang issues.
- SWAT and crime suppression units
- Team work among employees of various sections such as Family Abuse, Records, etc.
- Patrol services
- Handling cold report calls and taking reports
- High profile criminal investigations

**WHAT SERVICES DO WE NEED TO PERFORM BETTER? HOW CAN WE DO THIS?**

- We need to investigate criminal cases better and faster. This can be accomplished by having more detectives.
- Sergeants need to monitor their units better
- Public education on when to call 9-1-1 and when to call the non-emergency lines as well as why officers are or are not dispatched.

- Involve dispatchers in community meetings.
- More patrol time so officers have the opportunity to get community oriented and work on the special needs in their district.
- Handle crimes in progress better.
- Train supervisors to promote cohesiveness within the department.
- Response for field investigations - need to re-examine case management
- Improve communications at all levels and between all divisions of the department.
- Supervisors need to be more conscientious about addressing concerns and keeping employees informed and aware of current issues.
- Directed patrol, patrol requests and crime series do not get the attention they deserve.
- Increase pro-active approach to law enforcement. Have CSO's and report writers on 24-hours to write reports, freeing officers to perform other duties.
- Improve traffic and parking enforcement. Have traffic officers handle any and all traffic related accidents.
- Expedite report process by having lap-top computers in patrol cars, dictation machines so officers can call in reports; report writers on duty 24-hours, and mail-in reports for insurance reporting purposes.
- Eliminate the investigation of unnecessary cases.
- Follow-up contact with crime victims - a civilian investigative aide could accomplish this service
- More complete initial investigations by the first officer on the scene.
- Field Training Officer program - need more experienced officers to do training.
- Lower response time by placing more officers on the street.
- Referrals of citizens on a 24-hour basis - social service agencies need to provide aid on a 24-hour basis.
- Increase working relationship with social service and community organizations so officers can make proper referrals.
- Actively pursue ounce-level narcotic dealers.

- Target major drug traffickers with a long term investigative team with less travel limitations.
- Initiate an aviation program and include major events and possibly prime-time patrol to alleviate pursuits.
- Pay more attention to the special needs of officers.
- Address neighborhood complaints regarding specific narcotic house by establishing better communication between narcotics investigators, community leaders, patrol, POP officers, etc.
- Improve relations within the department.
- Provide constant feedback and training for personnel.
- Improved response to messages left via voice mail.
- Extend public counter hours.
- Report writing would be better if we had adequate personnel to handle the calls as they come in, extend the hours for the unit, and provide more training.
- More sensitivity training for officers, dispatchers and other employees
- Improve consistency in the information provided to citizens by employees throughout the department. Refer callers properly.
- Improve computer system by making enhancements that would generate property notification letters and allow for a bar code system for booking property.
- Officers need to be clear when they tell citizens what they have done on a call, such as taken a report or just advised them.
- Provide death notifications that the County Coroner no longer does.
- Officer visibility - more bike and foot patrols in high crime areas
- More meetings in schools so parents are aware of gangs, drugs and crimes.
- Better leadership from supervisors on down.
- Determine real priorities and assign projects accordingly.
- Emphasis on education programs for youths on drugs and gangs.
- Maintain and improve working relationship between parents, school officials, educators, students and law enforcement officials to effectively deal with crime on campus.

- Better organization for Neighborhood Watch, Business Watch and others who have immediate concerns with crime.
- More flexibility in the area of positions assignments for dispatcher II's
- Managerial interaction with dispatcher I's and II's on a first hand basis, particularly within the area of training.
- Public service announcements to re-educate public on 9-1-1 do's and don'ts
- Word processing training for all dispatchers.
- Inconsistency in training of dispatchers. Schedule trainees with one trainer for four weeks at a time instead of two.
- Insufficient number of patrol units on the street prior to 9:00 a.m.
- Give CSO's more latitude in handling some report calls, freeing officers to do other things.
- Establish a full-time complaint taker position for employees who cannot handle police radio.
- Train all fire dispatchers in emergency medical dispatch.
- More consistency for all shifts on the sequence of assignment.
- More interaction between officers and dispatchers
- Better configurations of districts.
- Better training for civilian employees in screening incoming calls for service.
- Field supervisors being more aware of pending calls.
- Define community policing concept for patrol officers. Provide training as to what is expected of the street officers.
- More information to the public on minimum qualifications for police officer positions.
- Market the department better in the community.
- Provide officers training about the neighborhoods in which they work.
- Re-evaluate the calls we respond to.
- Evaluate the use of 2-officer units to decrease response time.
- Reduce the number of false alarm calls.

- Get more patrol officers involved in community programs.
- Increase communications between specialized units and patrol for the sharing of information.
- We should be able to handle non-emergency calls for service in a more timely fashion and investigate them thoroughly and properly.
- Increase technology to make employees more efficient such as upgrade for identification equipment, computers, etc.
- Increase the continuity of experience being handed down by eliminating the team policing concept that separates the senior officers from the junior officers.
- Increased follow-up investigation on the scene by patrol
- Increased accountability. Command staff must insure that supervisors are doing their job.
- Establish measurable objectives for determining the success or failure of projects.
- Establish measurable criteria for performance.
- Civilian vs. Sworn Issue - some employees believe that there is discrimination and exclusion because they are civilian staff rather than sworn. Improve communication between sworn and civilian personnel.

## **HOW WELL DO WE RESPOND TO THE NEEDS AND CONCERNS OF THE COMMUNITY?**

- It takes too long to respond to problem areas once they are identified.
- Neighborhood meetings are good, but citizens want to see improvement. Officers need to be more visible.
- Not to our satisfaction due to the lack of officer availability. Many districts need two or three officers due to the nature of the district concerns or needs.
- We are not responding to the community's desire for fast response as we are short of officers.
- Good and improving with new administration.
- Citizens complain about delayed response time for crime scene investigations.

- The community wants to see more officers in the areas of patrol, narcotics and traffic enforcement---and if we don't get them, we will continue to do reactive instead of pro-active police work.
- Although it seems we have made a conscientious effort to respond to the community's needs over the past several years, I believe we should continue to strive for excellence, for their benefit as well as our own.
- Generally speaking, we are very good. Due to budget cuts, we will not be responding as well as we could, but in the coming years that will improve.
- Our department is aware of and attempts to meeting the needs and concerns of the community.
- Too well, we respond to special interests too much.
- We continue a band aid approach. When one problem area is addressed, other areas are neglected. When we move on to the next problem, there is little or no follow-up to continue to deal with the previous problem.
- Adequately, but there is definitely room for improvement.
- Only fairly well, unless it's a portion of the community that happens to have the ear of management.
- We do a good job meeting the concerns of the citizens. A lot of their frustration would be lessened if they were better educated on department policy such as no units being dispatched on cold vehicle burglaries.
- Poorly in regards to response to low priority calls and cold reports.
- Not well enough. Citizens who work during the day cannot come to the public counter to take care of police business.
- Up until now, we were not responding to anything but trouble. There has been a genuine effort to understand what problems citizens have, but little done to eliminate problem areas.
- We can improve on response to priority calls.
- We are very attentive to the needs of the community. Whenever a problem is brought to our attention, regardless of the nature, a reaction to alleviate or reduce the problem is made.
- We are minimally satisfying the needs of the community. With the shortage of officers we cannot perform many of the needs that build public confidence and support.
- Not well - there tends to be a band-aid approach to long term problems.

- We do an effective job; however, the public has a poor understanding of what we can and cannot do for them.
- Appears to be getting better with the introduction of POP.
- Over the years I have seen little community contact in attempts to find out what they want.
- We are not providing the amount of protection to make the public feel secure.
- The department does respond to the needs of the community in dealing with ongoing problems such as drugs, gangs, etc. We need to insure that we handle problems specifically related to law enforcement and not those passed down due to the failure of other organizations.
- Areas where we can improve our relationship with the community include enlisting media support; encouraging ride alongs by news media, community leaders, and council members; creating a Public Information Unit to respond to all public information requests; and establish youth programs.

#### **ANY OTHER COMMENTS YOU MAY HAVE:**

- There is a lack of officers on graveyard shift.
- Develop consistency in the rules employees must follow.
- Would like informal meetings with the Chief of Police.
- The Chief needs to introduce himself to more employees.
- Officers need more say in department policies regarding equipment.
- Building security needs to be improved.
- Civilianize crime scene investigations.
- Remove take home cars from administrators and assign the vehicles to the detectives.
- Improve working conditions in Investigations.
- Supervisors need to lead not drive. Officers should be willing to meet and confer and not just resist changes of management.
- Existing radio system has too many sporadic problems that create safety concerns.



- Department needs to control vehicle fleet - too many cars are kept in patrol service longer than they should be.
- Morale continues to be a problem. Positive reinforcement by supervisors would have a positive effect on officers' ability/willingness to carry out daily duties.
- We need to promote team work.
- Conduct internal forums similar to the community forums.
- Explore the use of CTO and 4-10 schedule throughout the department.
- Department should have an optical laser disc storage/retrieval system.
- Improve computer technology and training.
- Build a new building with a parking lot.
- Improve morale by providing training in enhancing people skills and being a team player.
- Improve overall communications.
- Advise staff on re-organization plans and provide a sense of direction.
- Provide better services to the Southeast Asian population.
- Improve the ergonomics of the work stations.
- Charge for repeated false alarms on alarm calls.
- Develop higher standards for dispatchers.
- Establish a training program for dispatchers whereby they spend 8 hours in the various sections/units learning what they do.
- Expand the Neighborhood Policing program to other areas of the city. - Create small substations out of donated apartments in problem neighborhoods throughout the city.
- Discipline is administered unfairly.
- Insurance companies should be billed for our time in investigating and taking accident reports.
- There is a lack of proper delegation.
- Involve civilian employees in programs. They need to be informed where they department is going and what programs will be implemented. This is a resource that is never tapped.

- Develop a career ladder for civilian employees so they have the opportunity to promote within the department.
- We are starting down the right road. We need to make sure that our new sensitivity is not perceived as weakness in the future.
- Bias needs to be confronted.
- More emphasis needs to be placed on traffic enforcement.
- Community oriented policing is helpful, but aggressive and proactive law enforcement is a must for curbing crime. Both go hand in hand.
- A program must be initiated to educate the public on police powers and limitations. The public should know that the police can only do so much.
- Reduce the needless waste of paper by providing one or two sets of general orders and procedures to the sections rather than to the individual employees.
- Officers and supervisors need to be responsible for their actions.
- Promote based upon ability and performance. Gender, race and creed should not be a consideration for promotion.
- Institute a supervisor evaluation form.
- Supervisors need the training and confidence to accept criticism from time-to-time and to defuse complaints without creating further animosity.

## **INTERNAL ASSESSMENT - SERGEANTS AND CIVILIAN SUPERVISORS**

As part of the internal assessment process, surveys were sent to all Sergeants and first line civilian supervisors. The survey questions were:

- What services do we perform well?
- What services do we need to perform better? How can we do this?
- How well do we respond to the needs and concerns of the community?
- Any other comments you may have.

Information from the surveys was compiled and categorized by the question asked. Listed below are the themes that surfaced most frequently in the Sergeant and civilian supervisor assessments:

**What services do we perform well?** - On the whole, the Sergeants and civilian supervisors felt that the department performs well in a wide variety of areas from patrol to community outreach. In particular they noted that we provide good response to both emergency calls and other calls for service. They also indicated that the department provides good service via the Problem Oriented Policing (POP) and Neighborhood Police Officer (NPO) Programs.

**What services do we need to perform better? How can we do this?** - The most prevalent theme in this area centered around working in partnership with the community. While the supervisors believed that we perform a wide range of services well, the department could improve in the area of community education and involvement. Suggestions included working closer with the community in the area of crime prevention, gaining the community's trust, having more empathy for victims, expanding the POP and NPO programs, and educating the public regarding the department's response to calls and the length of time it may take for an officer to arrive during non-emergency situations. Other areas for improvement included internal communications, minority hiring, and our relationships with other City departments.

**How well do we respond to the needs and concerns of the community?** - Responses in this area ranged from very well to not very well. Some supervisors commented that the department has been addressing the community's concerns for a number of years, while others indicated that the response has been fragmented. Most felt that there was room for improvement. Many indicated that the department does not respond to community needs as well as expected as a result of having a large workload and not enough officers and staff to handle the volume of calls and requests from citizens.

**Any other comments you may have** - In this area supervisors made comments concerning low morale and the need to reach out to employees and empower them. They also indicated that we need to establish performance indicators to measure the effectiveness of the services provided. Several supervisors expressed concern about the small amount of time the Chief of Police has spent introducing himself to the employees in the department. On the whole, however, the sergeants and civilian supervisors were supportive of the new direction the department is taking.

The following is a listing of issues raised in the sergeant and civilian supervisor assessments.

## **INTERNAL ASSESSMENT - SERGEANTS AND CIVILIAN SUPERVISORS**

### **WHAT SERVICES DO WE PERFORM WELL?**

- Narcotics enforcement
- Basic recruit training
- Handling of 9-1-1 calls by dispatchers. Dispatchers are highly trained and answer the calls very well, with few citizen complaints regarding their phone demeanor.
- Timely response to priority calls and critical incidents
- Thoroughness of investigations and the investigation of crimes against persons
- In-service training of officers
- Good reputation in regards to not having an image of excessive force
- Good call-for-service response from officers, report writers and investigators
- Problem Oriented Policing - gives citizens hope regarding neighborhood problems
- Neighborhood Policing Program in Alkali Flats and New Helvetia
- Complaint investigations made by citizens regarding department personnel
- Apprehension of wanted suspects
- Report writing over the telephone - this is a difficult job, but their assistance is invaluable.
- Patrol - the organization's strength is its employees who do the work.
- Planning
- Community Resources does well
- Patrol does an outstanding job answering calls as well as stopping crimes in progress and directed patrol for crime prevention.
- Responsive to the needs and wants of special interests
- Recording and documenting complaints from citizens, i.e. traffic, drugs, and other related problems
- Ability to work well with other allied agencies, including the handling of crime/accident reports when there is a jurisdictional problem

- Willingness to satisfy and work with the community - when an issue or problem is brought to our attention, we do whatever is within our capabilities to deal with it.
- Peer Support program
- The handling of civil disobedience incidents and special events
- Crime scene investigations
- SWAT calls
- Specialty teams perform well such as DUI, crime suppression units, etc.
- Our reactionary service is great.
- Good relationship with the media
- Progressive in sanctioning licenses and permits that are authorized under the City Code

### **WHAT SERVICES DO WE NEED TO PERFORM BETTER? HOW CAN WE DO THIS?**

- Human resources management - use positive reinforcement to obtain desired behaviors.
- Work closer with the community in the area of crime prevention and gaining the trust of the citizens in order to reduce crime in their neighborhoods. Accomplish this by educating employees in cultural awareness, becoming active and visible in the communities, and possibly using the media to address issues of concern for the citizens.
- More funds need to be available to perform patrol, investigations and administrative support services. Use assessment districts to improve the standard of protection.
- Booking of property - officers need update training on how to properly book property in order to cut down on errors.
- Expand neighborhood policing
- Greater response to gang/drug problems - dedicate more officers to TAC, target the neighborhood dealers rather than the larger dealer, re-define the gang unit's job and have them involved in enforcement, education and intervention.
- More community involvement - continue the forums, allow officers time to work in the community by flexing their hours
- Improve minority hiring
- Better planning

- Use crime scene investigation function more effectively by having the unit take burglary reports or have them respond to print vehicles involved in auto burglaries rather than having the citizens bring the vehicles to the department.
- Educate the public regarding the department's response to calls and the length of time it may take on non-emergency situations.
- Community Resources - there are too many programs and too few employees to carry them out. We need to develop a list of priority programs that can be effectively managed and cut those that can't be fully developed without adequate resources.
- Data Services and Crime Analysis - both areas have antiquated equipment. There also needs to be a clear policy on what these units do and how they do it.
- Communications - Need to make efforts in stress reduction to keep experienced dispatchers.
- Employees need to empathize with the victims.
- The department needs to improve its treatment of its employees. While community support is vital to proactive law enforcement, the support of the workers is probably even more important.
- Dispatcher hiring and training - we need better and more frequent training and we also need to consider having training dispatchers like the officers have field training officers so that only those who want to train do the training.
- Improve the report writing policy for auto theft.
- Improve rapport between Patrol and Investigations by having a mandatory ride-along for investigators.
- Improve our towing policy and guidelines - consider running our own tow business.
- Improve communications with the community concerning our goals, missions, policies and procedures. Help the community to understand why we do what we do.
- Follow-up investigations - explore balancing the caseload based on complexity and frequency.
- Need to spend more time taking proactive measures to prevent calls for service.
- Response to complaints of drug activity - screen complaints and use a point system to determine if the complaint will be worked.
- Take more routine reports over the telephone rather than send an officer or community service officer. While it may be unpopular, it is more efficient.
- Management personnel need to take a more active role in police-community programs and issues.

- Develop a computer program which would extract only that report information which is releasable to citizens. This would save a great deal of personnel time.
- Being consistent with regard to policies and procedures and giving citizens information.
- Increase the manpower for the POP program. One method would be to combine POP with SWAT. When SWAT officers were not on SWAT calls, they would perform POP duties.
- Sharing of information with staff who respond to citizen inquiries.
- Regain control of the streets in the minority community.
- Increase enforcement of drug and gang activities by assigning TAC teams to each area.
- Train all supervisors on computers.
- Improve our internal relationships as well as our relationships with other City departments.
- Expand the number of report writers to ease the number of complaints about not being able to get through.
- Internal training on which section handles what activities. Establish an on-line information file for each location where employees could learn all the players dealing with a problem location.
- Increase the amount of computer training for all personnel

### **HOW WELL DO WE RESPOND TO THE NEEDS AND CONCERNS OF THE COMMUNITY?**

- The department responds with a knee-jerk reaction to vocal minorities and ignores the needs and concerns of the silent majority.
- Our agency does an adequate job in responding to the needs and concerns of the community.
- Recently we have begun responding to the needs of the community. However, forums, committees and actions are only good if we listen, discuss, get their help and support. We need to respond to the community and not the politics of individuals.
- I think we are improving and relating better all the time. That's what it is going to take...time to adapt.
- Fairly well. We are trying to get beat officers back to knowing the residents and their particular concerns. However, they are still expected to handle the high volume of calls. We need to lessen the workload by hiring more officers.

- Recorded messages and voice mail are sending a negative message to the citizens that we don't feel their problems are important.
- Not very well from a dispatcher's point of view. We are the citizen's first contact 80% of the time. Yet, the majority of them don't know why we ask the questions we do. Dispatchers need to be involved in educating the public on police procedures.
- This department has been addressing the needs and concerns of citizens for years. There has been a fairly close relationship between the department and citizens. We have been responsive to criticism about policies and procedures. We need to continue this.
- We need to make ourselves available to the public, especially children and elderly citizens by visiting schools and senior citizen complexes.
- Not very well - current problems are addressed and once the fire is out, it's on to the next one, even though the first problem was not solved.
- It is increasingly difficult to service the community since our manpower has been cut and we are revising the types of calls we respond to and the types we refer. We need to have more community education so citizens know what type of calls we consider an emergency.
- I still believe we are able to respond to the needs of the community. I know everyone wants more police. The fact is, if they are not willing to pay for more police services, they will have to get used to receiving less police service.
- Response to community needs is fragmented. There needs to be an effective method of responding to community needs which involves all stakeholders. A system needs to be developed whereby problems and solutions are shared with other department personnel.
- Overall we do a pretty good job...What would help is when a citizen calls the Communications Center that they would treat the citizens with a little more empathy.
- I don't feel we are responding to the needs and concerns of the community as much as they would like. I believe that this is because of our consistent minimum staffing in patrol and due to the large amount of calls for service. This limits our ability to meet their expectations.
- The police department is not aware of the needs or concerns of the communities where the problems are.
- We do okay in this regard now; we could do better.
- We need to respond to the public's mid-range, non-critical needs more effectively. Examples of this type of needs are: assisting victims of crimes find avenues available to them for compensation and addressing the cost of services.
- Not as well as we probably should. Everywhere we are so short staffed that employees just do their work and don't consider that courteousness goes a long way.



## **ANY OTHER COMMENTS YOU MAY HAVE:**

- Empower employees
- Management staff needs training in positive management skills.
- When and if money ever comes back, increase the line officers and administration at the same rate. If you add officers and don't add support, you have not helped the officer at all. They need support to make their job easier.
- I am concerned about the demise of the DUI unit. I hope this does not signal a blind eye to the drunk drivers in our city.
- Reach out to employees more.
- Management staff should ride along with officers on a regular basis, maybe once a month. This would increase morale.
- Participation in community forums, drug free zones, problem oriented policing should be mandated and included in the evaluation, promotion and transfer of employees.
- We have employees who continually take the extra time and effort to provide the public with the best possible service, even under difficult conditions. We should set their standard as the minimum.
- We need to bring community oriented policing programs in line with enforcement efforts in patrol. Programs are successful when officers and citizens are enthusiastic and build mutual trust and cooperation.
- Managers need to set goals and plan rather than micro-manage and deal with tactical matters.
- Morale is lower than in the past. We have become so big that we don't think about the employee, just the services we provide. By raising our morale, we can provide better service.
- We should do more to get the media to become our ally. They are the perfect vehicle to ensure proper communication and education to the public.
- It is good to see a new Chief that has a vision and is committed to bringing this department into a new age.
- We need a new building with adequate space for growth.
- We need to address the security problem in our current building.
- The department should establish and use performance indicators to measure effectiveness of services provided. Through the use of performance indicators we can determine areas that require improvement, modification or elimination.

- **The proposed changes and sense of change motivate us to look at what the department can become rather than a continuation of what was.**
- **We need to improve intra-department communications.**
- **There is a limit to the ability of patrol teams to do more police work with fewer officers. Burnout is a fact of life and devastates morale.**

## **INTERNAL ASSESSMENT - MANAGEMENT STAFF**

In order to properly evaluate our effectiveness, as well as our strengths and weaknesses, the police department conducted an internal assessment. Sworn and civilian managers, including the Lieutenant classification, provided their assessments in writing to the Chief of Police. Each one then met with the Chief on an individual basis to discuss their recommendations. The questions asked of the managers were:

- Describe your command, what are the major concerns it faces, and describe what is being done to address the concerns.
- Describe any organizational structure, communication and chain of command problems that you feel should be or need to be addressed so that we can improve the Department.
- Describe what major community problems exist that you feel should be top priorities for the department. What solutions do you recommend.
- Describe what programs you would implement if you had the authority to do so.

Information from the written assessments and meetings was compiled and categorized into seven major groupings: Community Problems, Department Issues, Organizational Structure, Management Issues, Personnel Issues, Technology, and New Programs. Listed below are the themes that surfaced most frequently in the management assessments.

**Community Problems** - The most pressing problem identified by the management staff was drugs and gangs. Drugs and gangs lead to fear and feelings of being unsafe in neighborhoods. The management staff believes that our neighborhoods are deteriorating and that the police department needs to work closely with the community and neighborhood groups to improve the conditions in individual neighborhoods.

Other community problems that staff identified as top priority are homelessness and the increasing problems facing our youth. The staff came up with several programs to deal with these issues which are incorporated in the New Programs section.

**Department Issues** - The comments in this area centered around three major items. One was the budget and the problems being encountered with the shrinking dollars and rising calls for service and community expectations. Suggestions for solving this issue included community mobilization and refining the department's responsibilities, needs and abilities for both the City Council and the community. Another major item was open communication. Managers felt that open lines of communication between top management and line employees as well as communication between sections need to be improved and maintained. Suggestions included increased interaction between units and a continuation of meetings between the chief and all employees. A third major issue for the department was identified as a need for planning. Staff believes that planning is vital to insure that the department moves forward toward its goal of institutionalizing community oriented policing.

**Organizational Structure** - Issues in this area ranged from eliminating the concept of separate offices to insuring that staff has a clear understanding of what each unit does. A prevalent theme was that the department has reorganized too frequently over the last several years, and the frequent reorganizations have been detrimental to employee morale and efficiency. Specific suggestions for change in the organization, such as flattening the organization and decentralizing functions to support community oriented policing concepts, were evaluated as part of this plan and some were incorporated in the new organizational structure of the department.

**Management Issues** - The major themes in this area centered around management performance. Some felt that department managers were provisional, anchored in tradition, and distant from subordinates. Suggestions included practicing "walk-around" management, conducting semi-annual meetings with all units under their command and improving interpersonal skills.

**Personnel Issues** - A myriad of personnel issues were identified with civilianizing sworn positions, concentrating on affirmative action issues, and accountability throughout the ranks leading the list. Many of the solutions to these issues are long-term but are in the implementation process such as concentrating on minority recruitment. Other solutions such as making the employee appraisal process more meaningful may require meetings with the labor groups.

**Technology** - The consensus of management staff was that the department needs to upgrade and enhance our technology and equipment throughout the department and especially in Communications, Records and Identification. The department has a technology committee which is researching and evaluating emerging technologies and will be making specific recommendations for purchase.

**New Programs** - The number of new programs were as varied as the members of the management staff. Suggestions centered around establishing more youth oriented programs and developing additional revenue sources to support public safety. Management also expressed interest in programs for employees such as career development training, mentoring programs, and continuing education programs which would enrich their careers and increase morale.

The following is a listing of the issues raised in the management assessments.