

# COMMUNITY POLICING

*A Partnership in Action*



St. Petersburg Police Department

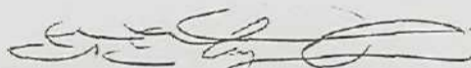
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STRATEGIC PLAN ■ 1992



The patch features an American eagle which represents the courage of our police officers who serve the citizens of St. Petersburg. The white stripes symbolize spotlights which remind the officers that they are constantly in the public's eye. "Loyalty, integrity and fidelity" are the motivating ideals of the St. Petersburg Police Department. The present design was adopted in 1959.

The St. Petersburg Police Department was established in 1903 with five officers and a chief. It has grown to an authorized strength of nearly 500 sworn officers and 200 civilians. The Department serves a population of more than 250,000 within a patrol area that exceeds 60 square miles.



*Ernest Curtsinger, -Chief of Police*



CITY OF ST. PETERSBURG POLICE DEPARTMENT  
A Nationally Accredited Law Enforcement Agency



**Policing Excellence  
in  
St. Petersburg**

**A Strategic Plan  
For The Transition To  
Community Policing**

**JANUARY 1992**

# ST. PETERSBURG POLICE.



1300 first Avenue North  
St. Petersburg, FL 33705

**ERNEST 'CURT' CURTSINGER**  
Chief of Police

November 1991

To: Don McRae, Interim City Manager

It is with great enthusiasm that I submit to you, the City Council, the community, and the dedicated men and women of this Department this Strategic Plan, it outlines what steps the Department will take to make Community Policing the dominant style of policing throughout the neighborhoods of this city. It is a blueprint for change.

This Strategic Plan describes a dynamic process. The plan brings together all the resources of the Police Department in a coordinated effort to establish a new organization in mission, structure and function. It encourages the participation of the citizens we serve and promotes individual responsibility and community commitment. Community Policing looks to the development of a community-police partnership that will provide for a safe environment in our city.

Community Policing strategies will shift the mode of policing from enforcing laws to one of solving problems. However, traditional police functions will not be compromised. It is anticipated that the Department will become increasingly sensitive and responsive to community desires and expectations.

Community Policing strategies and activities identified in this plan will be assigned to appropriate personnel within the Police Department who will report regularly on their progress. This will be an ongoing process that will need to be updated regularly as determined by measurement and evaluation, community input, integration of results from initial projects, and progress toward organizational change.

This plan charts the course for the future of this Police Department and the community. The journey will not be an easy one. Yet, with the support and trust of those involved, it will succeed. Together, we can attain what we have envisioned.

Respectfully,

A handwritten signature in black ink, appearing to read "Ernest Curtsinger".

Ernest "Curt" Curtsinger  
Chief of Police



## Dedication

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This publication is dedicated to the citizens, public servants, elected officials and business people of the community of St. Petersburg.

By working in partnership with each of you, the Police Department dedicates itself to providing quality service, problem-solving, and improving the quality of life in every neighborhood in our community.

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## Foreward

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The St. Petersburg Police Department has identified Community Policing as the future in law enforcement. That future begins today. The plan to implement Community Policing operations throughout the city of St. Petersburg is ambitious, visionary and representative of one of the most wide-reaching applications of Community Policing to date in the U.S.

Community Policing is the path by which the St. Petersburg Police Department will achieve what it defines to be "policing excellence." Specifically, this is a productive partnership between St. Petersburg Police Department members and citizens to mutually identify and resolve community problems, thereby enhancing the safety and quality of life of the entire community.

The St. Petersburg Police Department has defined five major goals in its plan to implement Community Policing, each of which represents an element commonly associated with the concept of Community Policing:

PARTNERSHIP

EMPOWERMENT

SERVICE

PROBLEM SOLVING

ACCOUNTABILITY

The Strategic Plan Outline contained in this report identifies several objectives under each major goal statement that operationalize each goal. Each objective is followed by a list of detailed strategies that lay the framework for actions needed to accomplish the objective.

The strategies identified in the Outline are laid out in a time line that spans the next five years. Fiscal costs are estimated for those strategies being implemented during the first two years of the Plan. They are expected to be absorbed within the existing Police Department budget. Beyond that time frame, fiscal analyses will take place as part of the normal budgetary process.

The results achieved during the first two years will lay the groundwork for subsequent years. What is learned may reshape what follows. While the specific impacts of each goal cannot be projected at this point in time, the following outcomes are desired and expected:

- (1) An enhanced sense of partnership. The implementation of Community Policing will lead to a greater sense of partnership between various units within the Police Department, emphasizing the value of working together toward a common mission; between citizens and police officers, accepting mutual responsibility for the community's quality of life; between the Police Department and other City departments, acknowledging that problem solving is most effective when all resources available can be brought to bear in implementing solutions; between the Police Department and other service providers, again to maximize the effective use of available community resources; between the Police Department and other law enforcement agencies and the criminal justice system. Community Policing creates, nurtures, sustains and develops growing networks of partnerships to better serve the needs of a community.
- (2) The empowerment of police officers and citizens. The Police Department will grow increasingly decentralized in its delivery of policing services, with the exception of the investigation of major crimes, such as homicide. Decentralized service delivery and decision-making will enable police officers to exercise greater autonomy in the field, to a reasonable degree. Officers will be encouraged to think creatively and to try innovative solutions to problems. They will be supported by supervisors trained to provide them with the guidance they will need to work more independently within their assigned areas. Citizens will be empowered by officers via the develop-

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ment of open lines of communication; citizen input will be sought and respected in regard to the identification, analysis, and resolution of community problems.

- (3) An enhanced service orientation. The St. Petersburg Police Department will emphasize service to the community and will view citizens as "customers." Customer satisfaction with overall Police Department services and relations between the citizens and police officers are expected to improve. Officers are expected to become more aware of, responsive, and sensitive to the specific needs of specific neighborhoods, as those needs are defined by the citizens who live in each neighborhood. Additionally, by 1993, every police officer in the Department will have completed the Cultural Diversity training modules. The Police Department is also committed to improving its responsiveness to the needs and job performance of its employees, creating better job satisfaction and a high level of morale.
- W) Effective problem-solving. The implementation of Community Policing is expected to lead to improved community livability. The effective application of problem-solving techniques and the resolution of community problems will lead to a reduction in overall crime and the fear of crime. Citizens will feel safer in their neighborhoods; victimization rates will drop; knowledge of and participation in crime prevention activities will increase; more Crime Watch Associations will be formed and citizen participation in Crime Watch will increase; more juveniles will receive drug abuse resistance awareness education and youth outreach programs will expand. Within the Police Department, alternate response strategies are expected to free more time for officers on the street to devote to problem-solving and proactive policing. The overall quality of life in the city of St. Petersburg will improve.
- (5) Greater, more stringent, accountability. The Police Department expects to be held accountable for the allocation of resources to its Community Policing efforts. The process and impact of implementing Community Policing will be subjected to an ongoing evaluation, with periodic reports made to the City Manager by the Chief of Police. The Police Department is also accountable to the citizens it serves and expects to exceed community expectations for the quality, effectiveness and efficiency of its service delivery. The St. Petersburg Police Department, operating under the philosophy of Community Policing, also expects that city management elected city officials and citizens recognize their responsibility for the quality of life in this community. If all of us work together efficiently and effectively, our city's strained resources will yield maximum public benefits.

Actions to implement Community Policing in St. Petersburg began in November of 1990 with a reorganization of the Police Department. A new Community Policing Division was created, commanded by a Deputy Chief. Existing community-oriented units within the Department were brought under this new Community Policing Division. These units are: Community Resources (which includes Crime Watch, Community Awareness officers and the citizen volunteer program); and Youth Resources (which includes the School Resource Officers, the Drug Abuse Resistance Education program, the Explorer Scouts program and Youth Investigations). The Division also includes the new Community Policing Unit, which is comprised of the 44 police officers, 3 sergeants, and 1 lieutenant responsible for Community Policing operations in the field.

A 10-city fact-finding trip took place in January and February of 1991, during which four members of the Community Policing Division observed ongoing Community Policing endeavors in the following cities:

Aurora, Colorado  
Baltimore County, Maryland  
Houston, Texas  
Lansing, Michigan  
Los Angeles, California  
Madison, Wisconsin  
Newport News, Virginia  
New York City, New York  
Portland, Oregon  
Reno, Nevada



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These cities have applied Community Policing on a limited basis, yielding anecdotal success stories. Formal evaluations of applications of Community Policing are limited. The Police Foundation has conducted evaluations of specific Community Policing programs in Houston and Newark. The Police Executive Research Forum evaluated the COPE project in Baltimore County, Maryland. Extensive evaluations were done of the Neighborhood Foot Patrol Officer program in both Flint and Kalamazoo (MI) by Robert Trojanowicz and his staff at Michigan State University. The impact of Community Policing on the quality of life in specific neighborhoods is often dramatic. As efforts become long-term and Community Policing strategies are applied, on a city-wide basis, more rigorous evaluations will be forthcoming and will be necessary to provide substantiation for the continuation of these efforts.

Information gleaned and lessons learned during the Community Policing Division's fact-finding trip were presented during a staff retreat held in March, 1991. Some of the major lessons learned included:

- (1) The pitfall of defining Community Policing as an isolated "prog/am" within a police department. Programmatic approaches are often short-lived. Community Policing is better defined as a "philosophy", which must be embodied in actions that reflect the philosophy in order to create lasting change. The organization itself must change. Community Policing is a new way of conducting the business of policing.
- (2) The importance of orienting supervisors and managers to the philosophy of Community Policing. Empowering police officers in the field loses credibility and lacks effectiveness without support and guidance made available to officers from their direct supervisors. "Buy in" must occur throughout the entire Police Department at all levels of rank.
- (3) The importance of leadership "at the top." The Chief of Police must fully support Community Policing and provide a flexible, participatory management style reflective of quality leadership principles.
- (4) The importance of "buy in" from City Hall, i.e., from the City Manager, other city administrators and elected officials, local administrative and political leaders must be made aware of the Community Policing philosophy and kept informed as to the costs and benefits involved in the implementation process. Community Policing is ultimately community-based government.
- (5) Training for Community Policing officers, and ultimately for all Department employees, in the basic values of Community Policing, in community organizing, cultural diversity, problem-solving techniques, etc., is essential.
- (6) Community involvement is the key to success of Community Policing operations. Getting the word out to the public, to other city employees, to other service providers, is critically important. A marketing or public relations campaign is a must.

Following the staff retreat, the Mission Statement of the St. Petersburg Police Department was revised to reflect the philosophy of Community Policing and highlight what the Department believes to be its core value - a partnership between the community and the police. The revised Mission Statement, an accompanying Declaration of Values and Department-wide Community Policing orientation sessions conducted by the Chief of Police have initiated the process of educating Department employees about Community Policing and its expected impact on the way Police Department employees will do business under the Community Policing philosophy.

Work began on an implementation plan designed to put into place structures and processes by which the Strategic Plan strategies would be accomplished in the short term and actions initiated to achieve long-term strategies. Action planning is detailed within this report. A specific Implementation Plan that details the selection, training and deployment of the Community Policing officers is available from the St. Petersburg Police Department Community Policing Division. This Plan describes how the initial Community Policing officers were selected, the development of Community Policing training modules, the rationale behind the development of the Community Policing areas to which the officers were assigned, how the officers were assigned to their particular areas, and their initial responsibilities following deployment. A total of 44 Community Policing officers will be deployed city-

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wide on December 16, 1991.

The St. Petersburg Police Department has in place a Steering Committee for Policing Excellence, which represents a cross-section of all personnel within the Department. This Committee was formed in June of 1991 and has been charged with overseeing the implementation process. Six subcommittees, whose members include representatives from both inside and outside the Steering Committee, have also been formed and are responsible for implementing activities that fall within the following work areas:

OPERATIONS

TRAINING

OUTREACH AND INTERVENTION

MARKETING

PRODUCTIVITY AND FISCAL ANALYSIS

QUALITY ASSURANCE

The network of subcommittees ensures broadly based participation of Department employees in the implementation process. The make-up of the subcommittees stresses the importance of "teamwork" and the interdependence of each unit within the Police Department. The actions undertaken by each work group will lead to the transformation of the Police Department and each of its functions to the embodiment of the Community Policing philosophy. The values and underlying philosophy of Community Policing can be applied to every function within the Police Department. A Policing Continuum model, presented within this report, details the range of functions within the Department along a "reactive-proactive-coactive" continuum, demonstrating how all policing functions are interrelated and all reflect components of policing excellence.

Finally, an evaluation model is being developed for the purpose of measuring progress toward expected outcomes, measuring results of actions taken, providing feedback needed to adjust the process of implementation and measuring the impact of the implementation of Community Policing throughout the community. The issue of evaluation is discussed in detail in this report.

A city-wide citizen survey was administered in October and November of 1991 by a group of 50 citizen volunteers who went door-to-door in their assigned areas. Nearly 2,000 surveys were completed. Survey results will provide baseline "customer satisfaction" data - a key component of the evaluation model. This survey will be repeated at the end of 1992, one year after the initial deployment of Community Policing officers throughout the city.

The implementation of Community Policing in St. Petersburg represents the culmination of nearly two years of research and tactical and strategic planning. This Strategic Plan provides a blueprint of those actions deemed necessary to fully implement Community Policing city-wide. The Plan is not intended to be cast in stone. As the implementation process unfolds, it is expected that progress toward transitioning to Community Policing will be steady, however unpredictable outcomes may be at this point in time. The overall effectiveness and efficiency of police service delivery and policing operations are expected to improve. The degree to which improvement will be realized, the pace of progress made and quantifiable impacts remain to be seen. Structures and processes are in place to provide answers to these unknowns.

There is no model for what is being attempted by the St. Petersburg Police Department. Confidence and enthusiasm, both within the Department and the community, is high. Citizens reviewing the Strategic Plan Outline expressed positive comments about the direction this Police Department is taking to address crime and the fear of crime. They fully support the transition within St. Petersburg to Community Policing. Newly developed community-oriented strategies, action planning, organizational changes and management practices will direct this most comprehensive application of Community Policing to-date within the U.S.

The St. Petersburg Police Department Strategic Plan for the Transition to Community Policing has been developed to improve and personalize police service for our citizens. The plan addresses a philosophical change in mission, a commitment to our values, and the development of partnerships between St. Petersburg Police Department members and citizens to mutually identify and resolve community problems. This partnership is the essence of Community Policing and will ultimately enhance the safety and quality of life of the entire community.

This plan is presented as an opportunity to lay the foundation for a more responsive police department and guide our direction for the future. The focus is on structuring the St. Petersburg Police Department to provide quality service that exceeds the expectations of the community. The end result will be Policing Excellence.

The St. Petersburg Police Department has defined five major goals and supportive objectives under each goal to implement Community Policing:

**GOAL 1.0: PARTNERSHIP**

The development of partnerships between the community, city administration and government, other service providers, the criminal justice system and the St. Petersburg Police Department.

**OBJECTIVES**

- 1.1 To refer calls for service, that are not best served by the police department, to other providers.
- 1.2 To maximize communication and coordination with the criminal justice system and other law enforcement agencies.
- 1.3 To maximize communication and coordination with city government.
- 1.4 To maximize communication and coordination with other service providers.
- 1.5 To maximize communication and coordination with neighborhoods and neighborhood organizations.
- 1.6 To improve communication and coordination with businesses and private security representatives.
- 1.7 To maximize communication and coordination between all units within the St. Petersburg Police Department.

**GOAL 2.0: EMPOWERMENT**

The development of an organizational structure and environment that reflect community values and facilitate joint citizen and employee empowerment.

**OBJECTIVES**

- 2.1 To enhance the public image of the St. Petersburg Police Department, information exchange and public awareness of community policing.
- 2.2 To develop recruiting and hiring practices consistent with community characteristics and needs.
- 2.3 To increase community involvement in Police Department operations.
- 2.4 To decentralize the Police Department in function and structure wherever possible.

2.5 To decentralize Police Department decision making.

2.6 To analyze recommendations formulated by external reviews of Police Department operations and management.

GOAL 3.0: SERVICE

The development of a customer service orientation in our delivery of police services to citizens and the emphasis that our employees are our Department's most valuable resources.

OBJECTIVES

3.1 To be responsive to employee needs and job performance, and to enhance their participation in decision making.

3.2 To train all employees in Community Policing strategies and techniques.

3.3 To develop a marketing plan designed to communicate to the public the goals and objectives of community policing.

GOAL 4.0: PROBLEM SOLVING

The improvement of community livability through the use of proactive, problem-solving approaches to reduce crime and the fear of crime.

OBJECTIVES

4.1 To identify modifications needed to existing laws and ordinances, or to create new ones that help facilitate community policing strategies.

4.2 To formalize a permanent planning and research function within the Police Department.

4.3 To implement techniques that will reduce crime, the fear of crime and conditions that contribute to crime and disorder.

4.4 To establish a neighborhood problem solving process by which officers and citizens can jointly identify, analyze, and resolve neighborhood quality of life problems.

4.5 To reduce individual and unit workloads wherever possible to facilitate proactive time and encourage innovative problem solving.

GOAL 5.0: ACCOUNTABILITY

The development of systems of accountability for public safety resources and measurements of the results of actions taken to implement community policing among Police Department management, employees, city management, city government, and the citizenry.

OBJECTIVES

5.1 To review all fiscal practices and policies and revise as needed.

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5.2 To establish management practices and policies that are consistent with the mission and values of community policing.

5.3 To enhance productivity and effectiveness through continual evaluation and needed revisions of the process of implementing community policing.

5.4 To create a personnel evaluation system that incorporates the values of community policing.

5.5 To develop a community accountability process.

Each of these objectives will be accomplished through specific strategies that lay the framework for actions needed to accomplish the objective. These strategies can be reviewed in the Strategic Plan Outline in this report.

The strategies identified in the Outline are laid out in a time line that spans the next five years. Fiscal costs are estimated for those strategies being implemented during the first two years of the plan and are expected to be absorbed within the existing Police Department budget:

Jump-Start: through December 1991

- \* Steering Committee for Policing Excellence formed.
- \* No Report System implemented June 1, 1991.
- \* "Behind The Badge", a monthly police newsletter begins publication.
- \* Crime Tract Committee analysis completed.
- \* Information and Referral Guide prepared and published.
- \* Community Officers selected.
- \* City-wide citizens' survey completed.
- \* Internal SPPD employee survey completed.
- \* Cultural Diversity and Community Policing training curricula developed.
- \* Community Police Officers trained and deployed in their respective Community Policing areas.

Estimated Fiscal Impact - \$31,901

Year 1: January 1992 - December 1992

- \* Develop the "team" concept.
- Re-evaluate Academy curriculum and Field Training Officer (FTO) Program to incorporate Community Policing training components.
- \* Develop a new employee orientation to Community Policing.

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- \* Implement Quality Leadership training.
  - \* Update all Department pamphlets and brochures to include Community Policing information.
  - \* Develop strategy to resolve problems at multiple - call locations.
  - \* Continue evaluation of Community Policing - repeat surveys, begin building historical databases, monitor Community Policing Officers' daily activity reports and problem solving strategies.

Estimated Fiscal Impact - \$15,530

Year 2: January 1993 - December 1993

- \* Develop an automated comprehensive Information and Referral system.
- \* Train other city agencies' personnel to recognize and report criminal behavior.
- \* Use established church-based resources to resolve neighborhood issues and needs when appropriate.
- \* Coordinate through Business Watch the implementation of the Crime Prevention through Environmental Design crime prevention strategy.
- \* Develop citizen education programs to increase citizen participation in Community Policing.
- \* Create an employee recognition and nonmonetary award program to include specific accomplishments in application of Community Policing philosophy and values for both sworn and civilian personnel.
- \* Develop and institute a program for landlord/tenant training to enhance the participation of landlords in addressing community quality of life issues, reducing crime and engaging in effective crime prevention strategies.
- \* Train officers, the public, and merchants on the use of crime prevention through environmental design.
- \* Market the Police Department's nonemergency telephone number for non-life-threatening and late reported calls for service. De-market the 911 system and educate the public as to the inappropriate use of the 911 system.
- \* A Chief's Forum will be developed, in which representative groups from within the Department will periodically be scheduled to meet directly with the Chief of Police, in order to communicate with him and provide their input of risk-taking.

The police department will require some additional personnel in fiscal year 1993 as a consequence of personnel reductions in previous years. Other positions are the result of implementing community policing and the remaining represent additional personnel needed throughout the Department. Following is the fiscal year 1993 cost summary of the needed police department personnel enhancements:



<u>FY93</u>	<u>Function</u>	<u>Cost</u>
20 Police Cadets	Training	\$ 555,420
1 sergeant, 10 police officers	SRO	446,260
2 police officers	Community Policing	77,890
2 sergeants	Community Policing	117,660
2 office systems assistants	Community Policing	41,120
1 crime analyst	Community Policing	32,330
2 sergeants	Patrol	117,660
1 sergeant	Training - accreditation	58,830
1 safety and training officer	Training -in-service	36,240
1 civilian supervisor	Records	30,290
1 office systems specialist	Criminal Investigations	23,310
5 emergency complaint writers	Communications	<u>124,110</u>
Total: 49 positions	Estimated fiscal impact for additional personnel	\$ 1,661,120

Beyond these time frames, fiscal analyses will take place as part of the normal budgetary process.

### IMPLEMENTATION

A total of 44 Community Policing Officers will be deployed in 43 Community Policing Areas which encompass the entire city. These officers will become operational on December 16, 1991. These officers will have received two weeks of intensive training in a variety of topics related to community policing, problem-solving, and cultural diversity prior to deployment.

The implementation process is being overseen by the Steering Committee for Policing Excellence, which represents a cross-section of all personnel within the Department. Six subcommittees, whose members include representatives from both inside and outside the Steering Committee, have also been formed and are responsible for implementing activities that fall within the following work areas:

- \* Operations
- \* Training
- \* Outreach and Intervention
- \* Productivity and Fiscal Analysis
- \* Marketing, and Quality Assurance

Finally, an evaluation model will be utilized for the purpose of measuring progress toward expected outcomes and to determine the effectiveness of Community Policing strategies. The evaluation model will provide feedback needed to adjust the process of implementation and make operational decisions.

Newly developed community-oriented strategies, action planning, organizational changes and management practices will direct this most comprehensive application of community policing to-date within the U.S.

Community Policing - meeting the challenges of tomorrow today.

Policing in America is under change and headed in a new direction. This change is predicated on a philosophy that police officers and private citizens can work together to solve contemporary community problems related to crime, quality of life, social and physical disorder, and urban decay. This philosophy is known as Community Policing.

The St. Petersburg Police Department has recognized that the community is a valuable resource and is committed to developing a partnership in action with our citizens. To this end, it is important that the community understand that any change to a new organizational strategy will take time and planning. To fully understand the principles of Community Policing, one must look at the evolution of policing in America.

What is commonly called traditional policing was this country's dominant policing style from the 1930's through the 1970's when it peaked in popularity, but it has been under increasing scrutiny since the 1970's. This policing style is known as "reform" policing, as it developed out of a need to address the corruption of police that occurred in the earlier political era of policing. Traditional, or reform, policing has several identifying characteristics:

1. The police are *reactive* to incidents, driven largely by calls for service.
2. Information from and about the community is limited. Planning efforts were focused on internally generated data.
3. Planning is narrow in focus and centers on internal operations, such as policies and procedures, rules and regulations.
4. Recruitment focuses on the spirit of adventure rather than the spirit of service.
5. Patrol officers are restrained in their role. They are not encouraged or expected to be creative in addressing problems and are not rewarded for innovative problem-solving.
6. Training is geared toward the law enforcement role of police, even though officers spend only 15-20 percent of their time on such activities.
7. Management is authoritarian and adheres to a military mode of command and control.
8. Supervision is control-oriented.
9. Rewards are associated with participating in daring events rather than conducting service activities.
10. Performance evaluations are based not on outcomes or the results of actions, but on numbers of actions.
11. Agency effectiveness is based on the FBI's Uniform Crime Reports - particularly crime and clearance rates.
12. Police departments operate as entities unto themselves, isolated from the communities they serve.

Traditional policing first came under fire during the explosion of riots and protests that hit this country in the middle 1960's and early 1970's. The civil rights and antiwar movements challenged the legitimacy, impartiality, and effectiveness of the police. The migration of minorities into cities; a youth-oriented population; increased oversight of police actions by the courts; and the decriminalization and deinstitutionalization movements also affected policing strategies. Traditional strategies were unable to adjust to the changing social environment of the '60's and '70's.

The 1970's fostered a full-scale attempt to analyze a host of policing issues. These efforts continued into the 1980's. In 1982, a major project was launched by the Department of Justice through its research arm, the National Institute of Justice (NIJ), to identify new law enforcement strategies to effectively control the rising crime rate in America, reduce citizens' fear of crime and prevent crime from having the opportunity to occur in the first place. Working in conjunction

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with the Police Executive Research Forum, NU found that traditional police strategies were not working effectively. Specifically, this is what was learned:

1. Increasing the number of police whose primary responsibility is motorized patrol does not necessarily reduce crime rates or raise the proportion of crimes solved. Variations in both crime and clearance rates are best predicted by social conditions such as income, unemployment, population, income distribution and social heterogeneity - conditions outside the control of police.
2. Random motorized patrolling neither reduces crime nor improves the chances of catching suspects. Moreover, it does not reassure citizens enough to affect their fear of crime, nor does it raise the level of trust citizens have in the police.
  - a. Saturation patrolling does reduce crime, but only temporarily, largely by displacing it to other areas.
4. The kind of crime that scares citizens the most - robbery, burglary, assault, rape - is rarely encountered by police on random patrol. The police spend most of their time passively patrolling, answering service calls, and providing emergency services.
- &. Improving response time to emergency calls has no effect on the likelihood of arresting criminals or even in satisfying involved citizens. Studies show that the chances of making an arrest on the spot drop to below 10 percent if even one minute elapses from the time the crime has been committed. Victims typically delay an average of 4 to 5 1/2 minutes before calling police. In other words, already being on the scene is the only thing that ensures catching the criminal in the act. No city can afford to have a police officer on every corner.
- &. Rapid response is not sufficient to satisfy citizens. What they have said they want most is predictable service rather than quick response. Citizens want a police response that they can count on, a realistic expectation of the wait involved, and quality service when the police do arrive on the scene.
7. Crimes are not solved through criminal investigations conducted by police departments. Generally, crimes are solved because offenders are immediately apprehended or someone identifies them specifically. If neither of these things happen, studies have shown that the chances that any crime will be solved fall to less than one in 10. Detectives do not work from clues to criminals; they work from known suspects to corroborating evidence. They are important for the prosecution of identified perpetrators, not for finding unknown offenders.

Additional proof that time-honored policing strategies were ineffective came in the form of a widespread fear of crime among citizens, record-high crime rates, and record-high prison populations. As a result, progressive police administrators began to question the efficacy of traditional policing strategies. Their review of the situation heralded the beginning of an incremental transition to community-oriented programs, and thus, marked the beginning of what is now commonly called "Community Policing" or problem-oriented policing.

The growing awareness of the limitations of the traditional model of policing stimulated police departments across the country to experiment with new approaches to reducing crime, addressing fear of crime, improving community/police relations, and restoring community confidence in the police. These experiments were executed as discrete programs within departments that remained essentially traditional in structure and function.

Examples of this limited, programmatic approach include the foot patrol experiments in Flint, Michigan and Newark, New Jersey; the fear reduction projects in Houston and Baltimore; the Community Patrol Officer Program in New York City; and, the Senior Lead Officer programs in Los Angeles. They were begun with fanfare, produced important results, and then faded within the departments that had initiated them. These limited approaches taught two important lessons.

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First, they clearly demonstrated that the community was an invaluable partner in dealing with the problems of crime, war, and drugs, and that to build a partnership with the community, the police had to find more effective ways of interacting with citizens and responding to their needs.

Second, the ultimate demise of many of the programs showed the difficulty of trying to operate programs that embodied some of the important principles of Community Policing in the context of organizations whose administrative systems and managerial styles were designed for more traditional models of policing. Success in implementing the strategies of Community Policing lies in defining Community Policing as an overall philosophy of the department.

Although Community Policing must be embodied in an operating style, it is basically a philosophy of policing that contains several interrelated components. Some components of Community Policing that distinguish it from traditional policing are:

1. Results versus process

Community Policing focuses on results, as well as the processes used to achieve those results. Incorporated into all routine police operations are the techniques of problem identification, problem analysis, and problem resolution.

2. Values

Community Policing relies heavily on the articulation of a mission statement and declaration of values that incorporate citizen involvement in matters that directly affect the safety and quality of neighborhood life. The culture of the police department must become one that not only recognizes the merits of community involvement, but also seeks to organize and manage departmental affairs in ways that are consistent with such values.

3. Accountability

Because different neighborhoods have different concerns, needs, and priorities, it is necessary to have an adequate understanding of what is important to a particular neighborhood. To acquire this understanding, community officers must interact with residents on a regular basis. As communication builds, a cooperative and mutually beneficial relationship develops between the police and the community.

4. Decentralization

The decentralization of authority and structure is another component of Community Policing. The authority to participate in the decision-making process expands significantly. This empowers individual officers and citizens alike and enables them to take part in decision-making on the neighborhood level.

5. Partnership

The police and the community share a meaningful partnership - one that not only enables but also encourages active citizen involvement in policing efforts. Active participation is essential because citizens possess vast amounts of information that the police can use to solve and prevent neighborhood crime.

6. Beat redesign

Community Policing Areas are drawn to coincide with natural boundaries, rather than in an arbitrary fashion based only upon the needs of the police department.

7. Innovative problem solving

Community Policing officers are encouraged to initiate creative solutions to neighborhood problems. They work with

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resources within the police department, and upon other neighborhood organizations.

8. Empowerment of Community Policing officers

Neighborhood officers will be encouraged to initiate creative responses to neighborhood problems. To do so, officers will become actively involved in community affairs and events. Empowerment reflects the trust that police leaders have in their officers' ability to make appropriate decisions and to perform their duties in a professional, productive, and efficient manner.

9. Training

Officer training will be changed under Community Policing to provide information on the dynamics and skills needed to practice Community Policing - communications, interpersonal skills, community organizing, crisis intervention, problem-solving, cultural awareness, etc. Supervisors and managers must also be trained in how to facilitate the problem-solving process.

10. Performance evaluation

Rather than simply counting numbers, performance quality is based on the officer's ability to solve problems and involve the community in crime prevention efforts. The criterion for evaluation, then, becomes the absence of incidents.

11. Managing calls for service

Inherent in the Community Policing philosophy is the understanding that all police resources will be managed, organized, and directed in a manner that facilitates problem-solving. Alternate response methods will be used whenever possible and appropriate. Every effort will be made to provide more time for the officers on patrol to engage in problem-solving and community organizing activities that lead to improvements in the quality of neighborhood life. At the same time, the need for emergency response will always remain a priority.

The St. Petersburg Police Department Community Policing philosophy is embodied in a set of operational components that are aimed at:

- \* building a *partnership* with the community
- \* empowering police officers and citizens to engage in effective neighborhood-based *problem-solving*;
- \* embracing the ideal of community *service*;
- \* maintaining integrity through mutual *accountability* that recognizes the responsibility of both the police and the citizens to neighborhood quality of life;
- \* and developing a style of management and management practices that support this philosophy of providing the *flexibility* needed to ensure its successful application.

The mission statement of the St. Petersburg Police Department has been revised to embrace the above principles and now reads as follows:

The St. Petersburg Police Department is committed to establishing and maintaining a meaningful and productive partnership with our community. Our goal is to achieve excellence by facilitating a partnership between members and the citizens in order to mutually identify and resolve community problems. This partnership will ultimately enhance the safety and quality of life for our citizens.

## Declaration of Values

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The mission statement is supported by the following Declaration of Values which defines the organizational culture of this Department, articulates the Department's expectations of each member, and forms a basis for each member's actions.

The St. Petersburg Police Department values the worth of all its members, both sworn and civilian, and through its Community Policing problem-solving efforts will strive to achieve policing excellence.

### PROFESSIONALISM

Members of the St. Petersburg Police Department are professionals who obey the law and place their highest priority on protecting human life and human rights.

### QUALITY SERVICE

Members of the St. Petersburg Police Department deliver quality service to the community by developing a partnership with citizens to resolve neighborhood problems and improve the quality of life.

### TRUST

Members of the St. Petersburg Police Department treat every citizen with respect and courtesy, and facilitate positive communications with our citizenry to develop mutual trust and respect in the community.

### COMMITMENT

Members of the St. Petersburg Police Department are committed to the prevention of crime, and are sensitive to the victims of crime, while pursuing criminal violators until they are apprehended and successfully prosecuted.

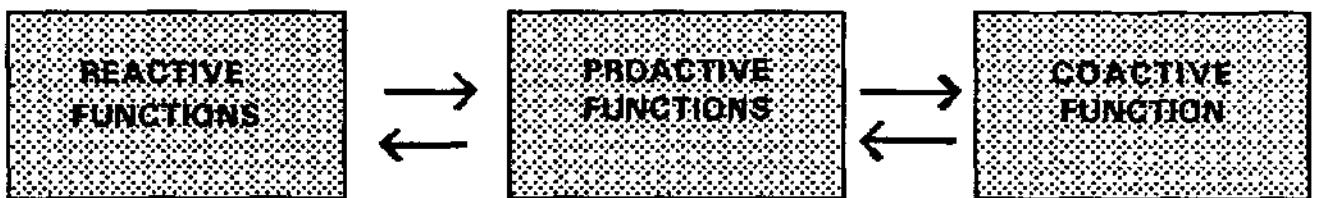


## Policing Excellence

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The achievement of policing excellence in St. Petersburg will be determined by the police Department's ability to operate effectively and efficiently along the entire policing continuum.

### POLICING CONTINUUM



Arrests  
 Communications  
 Calls For Service Response  
 Initial Investigations  
 Internal Affairs  
 K-9  
 Legal Services  
 Random Patrol  
 Records/Evidence  
 SWAT  
 Technical Services  
 Traffic/Marine  
 Victim Assistance

Career Criminal  
 Computer Projects  
 Crime Analysis  
 Crime Prevention  
 Directed Patrol  
 Fiscal Services  
 Follow-up Investigations  
 Intelligence  
 Short Term Tactical Planning  
 Special Events/Off Duty  
 Staff Inspections  
 Training  
 Vice & Narcotics

Community/Police Partnership  
 Long-Term Problem-Solving  
 Public Information  
 Research  
 Self-Directed Officer Activity  
 Strategic Planning  
 Volunteers  
 Youth Resources

Policing excellence applies to the entire spectrum of police operations, of which Community Policing operations are a component. The philosophy, underlying values and strategies of Community Policing, can be applied to all police operations and encourages each individual to strive for excellence in each job assignment. The quality of our service is designed to exceed the community's expectations.

Policing excellence is defined as a productive partnership between St. Petersburg Police Department members and citizens to mutually identify and resolve community problems which will enhance the safety and quality of life for our citizens.

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The Strategic Plan Outline identifies the major goals of the St. Petersburg Police Department. Progress toward these goals is the path to policing excellence. For each goal, objectives are outlined that define how each goal will be operationalized. Finally, specific strategies are listed defining how each objective will be achieved. The strategies are designed to provide concrete actions by which the progress toward achieving objectives can be measured.

Comparisons of action results to baseline data captured prior to the initiation of activity can be made to measure effectiveness and provide the feedback necessary to modify strategies as needed. Responsibility for the implementation of strategies will be divided among six subcommittees.

The Community Policing Division will continue to coordinate and facilitate the strategic planning process. The Steering Committee for Policing Excellence is meeting regularly to provide ongoing oversight on the progress of the work of group subcommittees. Unit commanders and the appropriate subcommittees will develop specific work plans for activities in their functional areas. The first year will be used to collect baseline data for use in an evaluation of the Department's transition to Community Policing and its impact on community problems.

#### First Year Priorities

Year One will implement key steps to restructure the organization, increase operating efficiencies, and continue the strategic planning process to more fully involve Police Department employees and citizens in the organizational changes required to support Community Policing. Community Policing officers will be deployed throughout the city.

In order to support the deployment of Community Policing officers, the highest initial priorities are training, alternate response strategies, a comprehensive information and referral data base, and development of a problem-solving field guildbook. Progress toward meeting each of these objectives is already underway.

The Police Department will then begin to expand the foundation of Community Policing. Actions include revising personnel recruitment; selection; training; performance evaluation; an employee award system; expanding and updating the information and referral network; and problem-solving strategies. In addition, the Department will review recommendations from the Productivity and Fiscal Analysis Subcommittee for ways to improve operating efficiency.

In-service training in 1991 will be expanded to incorporate cultural diversity training and provide the skills needed by Community Policing officers in interpersonal communication, problem-solving, information and referral, and community organizing. Community outreach efforts; the development of liaisons with other city and county departments, service providers, and the criminal justice system; and enhanced marketing efforts complete the targeted priorities for the first year of transition.

#### Years Two To Five

Building on the foundation laid in Year One, work will continue to restructure the organization, refine its processes, and retool the new structure while maintaining traditional police services. The Department will institutionalize the values of community and employee participation, initiative, and empowerment. Resources of other city departments will be more thoroughly engaged and team efforts enhanced. Thus, an ongoing strategic planning process has begun to enable the Police Department to change according to community expectations and conditions. Yearly outcomes will be identified, activities and strategies initiated, resource requirements specified, impacts measured, and effectiveness evaluated. Internal and external reporting procedures and feedback will insure accountability and continuing input.

Form will follow function in this community-driven process of organizational development as the community and

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Police Department jointly determine what is needed and what works. The Department anticipates reduced patrol officer workload, increased operating efficiencies, and available blocks of time for meaningful Community Policing activities.

A Time For Action

It's time for action. Extensive involvement, energy, enthusiasm, and creativity have generated an unprecedented commitment to change. This momentum must be sustained by bold actions and concrete steps to make the vision of Community Policing a reality.

All are stakeholders and share equally in the process of shaping this new mission - citizens, Police employees, city government officials, and other city department workers. Each must be willing to get involved, take initiative, and cooperate. Building good working relationships will help us build a new organization to significantly improve the safety and livability of St. Petersburg.

**Community Policing - meeting the challenges of tomorrow today.**

Ernest "Curt" Curtsinger became Chief of the St. Petersburg Police Department on Aug. 27, 1990.

The Community Policing Division was formed following the November 1990 reorganization of the Police Department and is commanded by a Deputy Chief. This Division consists of the following sections:

Community Resources Section

Commanded by a Lieutenant

Responsible for:

- Crime Watch
- Business Watch
- Neighborhood Associations Liaison
- Community Resource Officers
- Volunteers Program
- Chief's Updates (weekly)
- Information and Referral guide

Youth Resources Section

Commanded by a Lieutenant

Responsible for:

- School Resource Officers
- Drug Abuse Resistance Education officers
- Police Athletic League program
- Recreation And Police Program
- Explorer Scouts
- Law Enforcement Magnet program liaison
- Youth Investigations

Community Policing Section

Commanded by a Lieutenant

Responsible for:

- Planning initial selection and deployment of Community Policing officers
- Coordinating Crime Tract analysis
- Coordinating writing of the Strategic Plan
- Supervision of Community Policing officers and sergeants

- The Community Policing Division completed a 45-day fact-finding trip. They visited 10 agencies operating under the Community Policing philosophy. During a staff retreat, Community Policing personnel presented findings from their trip and recommended actions necessary for the implementation of Community Policing in St. Petersburg.
- The Department's Mission Statement has been revised to incorporate the goals of Community Policing and is enhanced by a newly written Declaration of Values.
- The Steering Committee for Policing Excellence has been formed and is meeting regularly. This committee includes representation across all ranks and from every unit within the Department. The committee is charged with overseeing and monitoring progress toward implementing Community Policing,

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- \* The Chief of Police has completed the delivery of his Orientation to the Philosophy of Community Policing to all Department employees.
  - \* Sergeant Dave Austin (Portland Police Bureau) and consultant Jim Marshall are working to assist the Steering Committee for Policing Excellence in the development of **the** transition plan for the implementation of Community Policing.

## Strategies In Place and Ongoing

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- \* Patrol Officers currently assigned to project areas or special community assignments within the Patrol Division include:

### District 1

Jordan Park PRIDE Patrol - 3 Officers

Union/Upton - 2 Officers

Sandlewood - 2 Officers

Highland - 4 Officers

### District 2

Webb's City - 2 Officers

Round Lake - 2 Officers

Downtown Deployment Team - 11 Officers

### District 3

Central Avenue - 1 Officer

Additionally, a special operations Neighborhood Team is staffed with 8 Patrol officers and 1 sergeant.

- \* funding to place School Resource Officers in all county middle schools, in addition to all high schools, has been approved. SRO's will be in middle schools beginning with the '91 - '92 school year. (4.4.6)
- \* Drug Abuse Resistance Education (DARE) officers have also been approved to teach the DARE curriculum in all public elementary schools. (4.4.10)
- \* A plan to develop a Law Enforcement Magnet School has been approved by the Pinellas County School Board. (2.2.3)
- \* PAL and RAP programs are continuing to operate and target at-risk youth. (4.4.5)
- \* The Explorer Scouts program is also an ongoing program within Youth Resources. (4.4.9)
- \* Escape to Reality, management team skills training, was held on July 10, 1991.
- \* A citizen survey was administered city-wide prior to the deployment of Community Policing officers.
- \* A Career Development/Career Pathing proposal has been drafted.
- \* Cultural Diversity Training has been developed and will begin in December, 1991.
- \* Physical fitness facilities, equipment, and information are currently available and will be expanded. A plan for fitness standards is being reviewed.
- \* Alcohol abuse, stress management, and psychological counseling services are currently available.
- \* The Crime Tract analysis has been completed.
- \* Staffing allocation models are currently being analyzed.
- \* The No Report system was implemented June 1, 1991.



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- \* Alternate Response expansion is proceeding.
  - \* The ORO Unit has been expanded. (4.5.1)
  - \* A city-wide drug demand reduction program will be implemented.
  - \* The Notice to Appear policy is in place and is discussed in detail in the St. Petersburg Police Department's General Order III-16.
  - \* Vice-related enforcement and investigations are expanding. (4.1.3)
  - \* Staff Inspections are ongoing and will include a review of all General Orders and SOP's. (5.1.3)
  - \* The Space Allocation Committee was formed and has completed its analysis. (1.7.1)
  - \* The Automated Police Information (PI) system is presently being developed.
  - \* Database was developed for problem-solving and area profiling.
  - \* The CAD system presently has the capability of identifying multiple calls for service. A review will be completed by Community Policing officers to determine if chronic call locations can be tracked.
  - \* The following units (specifically addressed in the Plan) are staffed and operating:
    - Crime Analysis
    - Planning and Research
    - Career Criminal (4.3.4)
    - Public Information
  - \* The following sections offer opportunities for civiianization: (2.4.1)
    - Fiscal Services
    - Public Information
    - Planning and Research
    - Crime Analysts
    - Communications
    - Computer Projects
    - Records
    - Property and Evidence
    - Victims Assistance
    - Training
  - \* Fiscal Services is evaluating current methods of operation for possible cost reduction measures. (5.1.2)
  - \* Diversion programs for first- and second-time juvenile offenders have been in place and are continuing.d .2.2)
  - \* The Citizen Dispute Settlement Board is in place.
  - \* The Nuisance Abatement Board is in place.
  - \* The City has nuisance ordinances in place.
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\* The City Alarm Ordinance has been reviewed and has been in place.

\* The community has in place a Community /Police Council; Community Alliance; Council of Neighborhood Associations; and Federation of Inner City Organizations.

\* The Strategic Plan Outline was reviewed and critiqued by a panel of 10 members of the community. These citizens were then interviewed by members of the Steering Committee for Policing Excellence. A summary of their comments follows.

## Community Review of the Strategic Plan

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Citizen involvement is an important component of the Community Policing philosophy. That involvement must be a part of the process of police planning.

A panel of 10 members from the community were chosen by the Steering Committee for Policing Excellence to review the Strategic Plan outline. These citizens were then interviewed by Steering Committee members. All but one of the citizens interviewed expressed enthusiastic support for the Community Policing concept. By position, they are a former mayor, an attorney, two small business owners, a School Board member, the Parks Department director, the Housing Authority director, a Community Blood Bank representative, a Community Alliance member, and a church pastor.

Community Policing's strongest point was felt to be enhanced communication leading to better interactions between the public and police officers. Good communication would lead to good rapport which would lead to networking among citizens, officers, and other service providers to solve problems. Crime and quality of life problems can best be addressed via the development of a partnership of citizens and police officers, empowered to work together within the community.

The concept of Neighborhood Resource Centers was well-received. Centers located strategically throughout the city can help bridge the gap between citizens and police officers, provide a wide range of information, and enhance access to needed services.

Issues discussed as being particularly challenging in the implementation process included:

- \* accountability - weighing the benefits of providing officers with more autonomy and discretion in order to facilitate more effective problem solving against the increased risk of corruption and abuse of freedom.
- \* Community Policing training - must be comprehensive and reach everyone, from police recruits to experienced officers to supervisors, other city employees and managers, and the citizens.
- \* educating the public - via a marketing/public relations campaign that clearly addresses the goals, objectives, and values of Community Policing and identifies the roles the Community Policing officers, Patrol officers, and detectives will play in policing the city.
- \* public support - the methods by which various segments of the community are approached should differ according to the demographic composition of the various neighborhoods, identifying their needs as they themselves define those needs and substantively addressing their concerns about relations with police.
- \* stronger community involvement is needed in developing a community/police partnership that is more broadly representative of the population of the city as a whole, reaching out beyond local business, civic, and political leaders.

Concern for the level of commitment in City Hall for Community Policing was expressed. Doubt and lack of commitment may jeopardize the ability of the Police Department to realize 100 percent implementation of the Strategic Plan. Fiscal constraints may prohibit funding in the future for the long term strategies contained within the Plan.

Community Policing training and marketing plans must also target members of the city administration and City Council. Open lines of communication and the provision of information about Community Policing may help foster greater understanding and support.

The Strategic Plan was felt to be well-written, detailed, and a step in the right direction. The key to successful implementation is clearly identified to be citizen involvement. The Community Policing philosophy may make the difference in the battle to reclaim our neighborhoods from the grip of crime or fear of crime.

## Transitioning to Community Policing

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The Community Policing Division researched community policing in the United States extensively during its fact finding tour of 10 cities to gather hands-on information. This transition plan incorporates relevant ideas from that research. It uses the Community Policing Transition Plan from Portland, Oregon as a model. The goals and objectives in both plans are similar, however, the strategies in this plan for St. Petersburg were developed to reflect the needs of the community of St. Petersburg. We would like to thank Chief Tom Potter and the Portland Police Bureau for their contribution to our efforts.

The goals and objectives outlined on the following pages will drive the implementation of Community Policing in St. Petersburg.

Community Policing - meeting the challenges of tomorrow today.

## Goal 1.0 Partnership

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Reacting to the consequences of problems, rather than attempting to address those conditions that give rise to problems, has been and continues to be the dominant mode of action in the criminal justice system. Increasingly, law enforcement practitioners are recognizing that reactive policies and procedures are ineffective. Crime rates have continued to escalate; the fear of crime continues to terrorize law-abiding citizens.

Local law enforcement agencies must begin now to build, nurture, give credibility to and act in partnership with the residents of their communities. Law enforcement professionals, working with law-abiding citizens, can apply preventive, proactive strategies to identify problems and potential problems in neighborhoods, design effective measures to address the root causes of those problems, mobilize the resources needed to implement those measures and, thereby, work to improve the overall quality of life in each neighborhood within a community.

Partnership emphasizes working WITH the "good guys" as well as against the "bad guys."

Partnership will be facilitated by Community Policing officers as follows:

1. Understanding one's assigned neighborhood- its natural boundaries, residents, businesses, schools, churches, other institutions, and physical condition; by developing a profile of the area and its people.
2. Communicating- asking residents about their perceptions of their neighborhood, its problems, strengths and weaknesses; building open lines of communication; getting to know residents, their families, patterns of behavior, and values; understanding the informal controls that exist within the neighborhood or the lack thereof.
3. Educating neighborhood residents- about crime prevention, drugs, and identifying and solving problems; about the availability of other community resources; and about how to build mutual trust and share information.
4. Participating- in neighborhood events, neighborhood meetings, neighborhood actions, such as clean-ups.

Partnership emphasizes working WITH the "good guys" as well as against the "bad guys." Partnerships are enhancing, positive, supportive, meaningful, and hopeful. Partnerships provide the community atmosphere needed to sustain real opportunities for a better quality of life.

**Objectives**

1.1 Calls for Service Referral:  
Refer calls for service to an appropriate agency when not best served by the Police Department.

1.2 Criminal Justice/Law Enforcement Coordination:  
Maximize communications and coordination with the criminal justice system and other law enforcement agencies.

1.3 City Participation:  
Maximize communication and coordination with City Government.

1.4 External Agency Coordination:  
Maximize communication and coordination with other service agencies.

1.5 Neighborhood Participation:  
Maximize communication and coordination with neighborhoods and neighborhood organizations.

1.6 Private Business Coordination:  
Improve communication and coordination with businesses and private security representatives.

1.7 Intra-agency Coordination:  
Maximize communication and coordination between all units within the St. Petersburg Police Department.

**Goal**

1.0 Partnership:  
Develop a partnership with the community, city administration and government, other departments, service agencies, and the criminal justice system.



## Goal 2.0 Empowerment

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Crime develops out of neighborhood disorder and decay. As law-abiding residents see conditions around them deteriorating, they feel a lack of control over their environment. Disorder and decay empower criminals, who then seize control, and a spiraling rate of crime begins.

The role of the Community Police officer is to empower law-abiding residents to take back control of their environment. The process of empowerment includes:

**The role of the Community Police officer is to empower law-abiding residents to take back control of their environment.**

1. Creating a highly visible police presence in the neighborhood aimed at deterring the local criminal element.
2. Acting as a catalyst to mobilize other city services as needed to improve the physical conditions of the neighborhood.
3. Working with residents to assist them in taking action to enhance their personal safety and the safety of their property.
4. Creating Neighborhood Associations and Crime Watch associations to facilitate the development of a cohesive neighborhood identity and to form a network through which information can flow to and from the police about activity in the area.

The police officers, in turn, must be empowered by their supervisors and managers in order to have the authority they need to make decisions at the neighborhood level. Without an appropriate level of authority, officers will not gain credibility within their assigned neighborhoods. Police officers must be entrusted to exercise their responsibilities with discretion, sound moral and ethical judgment, and within the framework of the law. Supervisors and managers provide the support needed by officers in the field to facilitate effective problem-solving, encourage constructive risk-taking, creative and innovative thinking, and access needed resources.

The processes of jointly empowering the community officers and neighborhood residents provide their partnership with a basis for substantive action.

**Objectives**

**Goal**

**2.0 Empowerment:**  
Develop an organizational structure and environment that reflect community values and facilitate joint citizen and employee empowerment.

**2.1 Public Affairs and Information:**  
Enhance the image of the St. Petersburg Police Department, information exchange and public awareness of Community Policing.

**2.2 Recruitment and Hiring:**  
Develop recruiting and hiring practices consistent with community characteristics and needs.

**2.3 Increase Community Operational Input:**  
Increase community involvement in Department operations.

**2.4 Structure and Function Decentralization:**  
Decentralize the St. Petersburg Police Department in function and structure where and when possible.

**2.5 Decision-Making Decentralization:**  
Decentralize St. Petersburg Police Department decision-making where and when possible.

**2.6 Review Outside Reports**  
Analyze for possible implementation all recommendations formulated by external reviews of Police Department operations and management.

## Goal 3.0 Service Orientation

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To be "service-oriented" is to be "other-oriented", not in the sense of sacrificing your needs for someone else's, but rather, in consideration of needs that are inclusive of both yours and others. It is a win-win proposition. To "serve" is to seek to "include", rather than to "exclude." It is the awareness of and respect for diversity, individual differences, and basic human rights.

Communities are made up of many different kinds of people, all of whom desire to participate fully in the benefits the community offers, and all of whom have a responsibility to see that the opportunities to participate are indeed available to ALL residents of the community.

To "serve" is to seek to include, rather than exclude. It is the awareness of and respect for diversity, individual differences and basic human rights.

The values of service include:

1. Moral and ethical behavior;
2. Embracing the human rights of all individuals, without regard to their race, ethnicity, gender, age, socioeconomic status, religion, sexual preference, or, physical and/or mental challenges;
3. The search to find common ground;
4. Mutual respect, empathy, compassion, and responsibility.

An orientation to service compels Community Policing officers and neighborhood residents to create solutions to neighborhood problems that expand the capacity of every individual in the neighborhood to benefit from the neighborhood's quality of life. The provision of services offers the components of a quality life. Services can include:

1. Cleaning up yards, alleys, streets and walkways;
2. Fixing street lights or lighting alley ways;
3. Planting trees and flowers;
4. Painting and fixing up older or deteriorating homes;
5. Providing recreational opportunities for neighborhood youth, the elderly, and other groups with special needs;
6. Providing information and referrals to people in need of other social, healthcare, or public services;
7. Anything that addresses a need identified within the neighborhood, enabling residents to participate more fully in the life of the community.

The Police Department must also be committed to serving its employees, creating an organizational climate that is responsive to employees' needs, focusing on positive reinforcement of good performance, and encouraging participation in decision-making.

The provision of services and the values of a service orientation provide a framework within which effective, long-term problem-solving activities can make a realistic impact on a neighborhood's quality of life.

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**Goal**

**3.0 Service Orientation:**  
Develop a customer orientation in our service to citizens and our Department members.

**Objectives**

**3.1 Internal - Employee Needs and Satisfaction:**  
Be responsive to employee needs, performance, and participation.

**3.2 External - Employee Community Policing Training:**  
Train all Department personnel in Community Policing strategies and techniques to implement an effective customer service orientation.

**3.3 Marketing Plan:**  
Develop a plan to market Community Policing goals and objectives within the community.

## Goal 4.0 Problem-Solving

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Effective problem-solving looks AHEAD, anticipating the consequences of actions and the end results of conditions, if left unattended. Problem-solvers seek to put into place strategies that will facilitate the resolution of present problems and the prevention of future problems. Traditionally, the police only engaged in reactive problem resolution, i.e., taking action after the fact. Crime is a culmination of a series of incremental events that create conditions needed for crime to occur. Taking action only after crime occurs does nothing to address those conditions that precede crime, such as neighborhood disorder, decay, vulnerability, economic and social deterioration, family dysfunction, etc.

Problem solvers seek to put into place strategies that will facilitate the resolution of present problems and the prevention of future problems.

The problem-solving process involves:

1. Identification and prioritization of issues and problems that are perceived by both the Community Policing officers and area residents to impact the neighborhood's quality of life;
2. Analysis of those issues and problems;
3. Development of possible solutions to problems and strategies that address problematic conditions within the neighborhood;
4. Mobilization of resources needed to implement solutions and strategies;
5. Implementation of solutions and strategies; and
6. Evaluation of the effects of the actions taken to ensure that those actions led to the desired results.

A proactive approach to solving problems focuses on earlier intervention, prevention of future problems and lasting positive change. It is long-term, rather than short-term; flexible and multi-dimensional, rather than rigid and one-dimensional; open, rather than closed; dynamic, rather than static; innovative and risk-taking, rather than conservative and risk-averse.

Problem-solving provides vehicles of change that are designed to enhance a neighborhood's quality of life for all of its residents, so that ALL have an equal opportunity to participate and realize their highest potential. When guided by values that embody "service", the problem-solving process seeks to implement those solutions that create the greatest public good.

Objectives

Goal

Goal 4.0 Problem Solving:  
Enhance community livability through use of proactive, problem-solving approaches for reduction of incidence and fear of crime.

4.1 Laws and Ordinances:  
Identify modifications needed to existing laws and ordinances or create new ones to help facilitate Community Policing strategies.

4.2 Planning Function:  
Formalize a permanent planning function within the St. Petersburg Police Department.

4.3 Crime Reduction:  
Reduce crime, fear of crime and conditions that contribute to crime and disorder.

4.4 Neighborhood Problem Analysis:  
Establish a neighborhood problem analysis function and identify solutions.

4.5 Workload Reduction:  
Reduce individual and unit workloads wherever possible to facilitate innovation and problem-solving opportunities.

## Goal 5.0 Accountability

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Forming partnerships, empowering individuals, embracing a service ethic, and solving problems are all laudable goals. However, if Community Policing officers and neighborhood residents all look to "someone else" to either make it all happen, to accept responsibility for ensuring results or to make necessary adjustments when things either don't go according to plan, conditions change, or unanticipated problems arise, then not even the best of intentions will lead to Community Policing success.

Every individual involved in the life of any given neighborhood - officers and residents alike - must accept personal accountability for "results" or the lack of results!

**If Community Police Officers and neighborhood residents all look to "someone else" to make it all happen ... then not even the best of intentions will lead to Community Policing success.**

Being accountable means:

1. I am responsible for the quality of my life, and, therefore, the quality of my life in my neighborhood.
2. The quality of my life, however, is no more or no less important than that of my family members, friends, coworkers, and others in my neighborhood.
3. I accept personal responsibility for improving the quality of my life and the overall quality of life in my neighborhood.
4. I accept personal responsibility for participating in the development of partnerships in my neighborhood.
5. I empower myself to act as an agent of change in my neighborhood and I acknowledge and respect the empowerment of others.
6. I accept personal responsibility to participate in solving problems in my neighborhood, to the best of my ability to do so.
7. I respect the rights of others in my neighborhood and I expect them to respect my rights.

Accountability, then, means we are responsible for making our neighborhoods better places to live. Only when we each accept this responsibility on a personal level and conduct our lives accordingly, will the ideals of Community Policing and potential for the highest quality of life in our neighborhoods be realized.

Within the Police Department's management staff lies accountability to measure the progress being made to achieve the goals of Community Policing implementation. An evaluation model must be planned and in place to ensure the actions are achieving the results expected and to provide the feedback needed to adjust actions being taken in order to ensure successful results.

Goal

**5.0 Accountability:**  
Foster mutual accountability for **Public Safety** resources and results among Police Department management and employees, the community and the city government.

Objectives

**5.1 Fiscal Practices and Policies:**  
Review all fiscal practices and policies and revise, as needed.

**5.2 Management Practices and Policies:**  
Make a transition to new management practices and policies consistent with the mission of Community Policing.

**5.3 Program Evaluation:**  
Enhance productivity through continual evaluation and necessary revision of Department programs.

**5.4 Personnel Appraisal System:**  
Create a personnel appraisal system to continually evaluate all Police Department personnel to ensure attainment of goals.

**5.5 Community Accountability:**  
Develop a community accountability process.



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The Strategic Plan Outline is presented in the following pages.

The Outline provides a detailed description of the major goals and objectives previously presented. Explanations about St. Petersburg Police Department's five-year transition to Community Policing are listed in greater specificity under the strategies sections. The strategies detailed in this Outline were developed specifically for St. Petersburg, however, many describe activities that could be applied in any jurisdiction.

Questions about the application of the goals, objectives, and strategies that follow should be addressed to the St. Petersburg Police Department Community Policing Division or the Chief of Police.

## STRATEGIC PLAN OUTLINE

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### GOAL 1.0. PARTNERSHIP

Develop external partnerships with the community, city administration and government, other public and private service agencies, and the criminal justice system.

Develop internal partnerships between the departments, sections and units that comprise the St. Petersburg Police Department, and between the Police Benevolent Association and police/city management.

#### OBJECTIVE 1.1. Calls for service referral

Refer calls for service to the appropriate agency when not best served by the Police Department. Develop systematic coordination with other city and county service agencies.

##### STRATEGIES:

- 1.1.1. Develop an automated comprehensive Information and Referral system, establishing contacts within other city and county agencies.
- 1.1.2. Train all employees in use of the Information and Referral system.
- 1.1.3. Expand training of 911 call takers to better screen police service calls.
- 1.1.4. Maintain the current strength of the Offense Reporting Officer Unit (telephone reports). Evaluate periodically for continued expansion of responsibilities and manpower.
- 1.1.5. The "No Report" system was implemented on June 1, 1991.
- 1.1.6. Develop better coordination and identification of joint problems and strategies with other city and county service agencies.

#### OBJECTIVE 1.2. Criminal Justice/Law Enforcement coordination

Maximize communications and coordination with the criminal justice system and other law enforcement agencies. Crime problems often cross jurisdiction boundaries. The Police Department must maintain a liaison with other law enforcement agencies on all levels and actively participate in joint enforcement efforts and interagency investigative units. Police officers must know how to access and effectively use these resources in applying problem-solving at the neighborhood level.

##### STRATEGIES

- 1.2.1. Inform court administration and judges of Community Policing goals and objectives. Request their input and provide them with feedback.
- 1.2.2. Juvenile Diversion Programs are in place and on-going.

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- 1.2.3. Explore with the Sheriffs Office the feasibility of additional diversion programs: first-time offenders, prostitution sentencing, multiple drug-use offenders, et al.
  - 1.2.4. Work with the Sheriffs Office and the County Office of Justice Planning to encourage multi-jurisdictional programs based on Community Policing principles.
  - 1.2.5. A Citizen Dispute Settlement Program is in place and on-going.
  - 1.2.6. Create an interagency investigator's liaison.
  - 1.2.7. Educate police personnel in use of interagency task forces.
  - 1.2.8. Develop a plan for residential drug treatment programs, housed in properties seized by the Vice & Narcotics Section and funded by grant monies, if possible. Work with the courts to establish a program for referring first-time drug offenders to these treatment facilities in lieu of serving jail time.
  - 1.2.9. The Notice to Appear policy is detailed in General Order 111-16.

**OBJECTIVE 1.3. City participation**

Maximize communication and coordination with city government. The Police Department should be viewed as the primary or coordinating city agency for crime prevention and reduction. Community Policing requires full utilization of each city agency resource that can help eradicate those conditions that give rise to opportunities for crime. The result of this coordination will support the development of comprehensive approaches to solving community safety problems and enhancing community quality of life.

**STRATEGIES**

- 1.3.1. Inform the City Attorney's Office of the goals and objectives of Community Policing.
- 1.3.2. Evaluate the possible use and role of Fire personnel and facilities.
- 1.3.3. Train other city agencies' personnel to recognize and report criminal behavior, and be alert as to conditions in need of improvement to reduce the opportunity for criminal activity.<City Watch)
- 1.3.4. Encourage resource sharing between Fire and Police where feasible.
- 1.3.5. Create an interagency task force to help resolve neighborhood problems and disputes.
- 1.3.6. Coordinate efforts of all agencies working through varying means to same ends - e.g., Planning, Engineering, Police, Fire, Code Enforcement, etc., - as they work on problems in their areas of expertise to improve the quality of life in the various neighborhoods.

**OBJECTIVE T.4. External agency coordination**

Maximize communication and coordination with other service agencies. In addition to city agency involvement there are a number of social service providers and regulatory agencies that respond to persons victimized by criminal

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activity or that regulate activities or establishments where criminal activities may occur. Closer coordination with these agencies can assist in problem-solving strategies and greater efficiency in use of Police Department resources.

#### STRATEGIES

- 1.4.1. Explore the feasibility of alternate methods of transportation of children and mental patients. (The Police Department is presently obligated under the Baker Act to transport persons who meet the criteria for involuntary examination, as defined by this Act, to the nearest treatment facility. When treatment is required, these persons will be transported to Bayfront Medical Center Emergency Room).
- 1.4.2. Establish a liaison and effective working relationship with Health and Rehabilitative Services.
- 1.4.3. Re-evaluate the system for dealing with the mentally ill and homeless at the street level. Develop useful strategies to resolve those problems.
- 1.4.4. Improve liaison with public and private service providers. Utilize these providers as a resource for the development of the Information and Referral system.
- 1.4.5. Utilize local colleges and universities as resources for information, technical assistance, and consulting in the formation of partnerships within the city.

#### OBJECTIVE 1.5. Neighborhood participation

Maximize communication and coordination with neighborhoods and neighborhood organizations. The focal point of Community Policing is the neighborhood or business district with its unique mix of characteristics, attributes, demographics, and safety problems. This plan will require both individuals and the collective group to express their priorities and concerns regarding police services, crime strategy development and order maintenance problems.

#### STRATEGIES

- 1.5.1. Assist Crime Watch and the Neighborhood Associations in increasing resident participation in community watches/patrols and crime prevention activities.
- 1.5.2. Enhance Neighborhood Associations and Crime Watch through more block watches, phone trees, neighborhood patrols, and property identification participation.
- 1.5.3. Develop methods for communicating major neighborhood problems to the appropriate agency. The assigned Community Policing Officer will facilitate the flow of communication by utilizing a variety of Community Policing and organizing strategies. The Community Resource officers can provide assistance, as well, through established networks within Neighborhood and Crime Watch Associations.
- 1.5.4. Coordinate with the Neighborhood Associations to increase the use of mediators to resolve neighborhood disputes.
- 1.5.5. Use established church-based resources to resolve neighborhood issues and needs when appropriate.

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**OBJECTIVE 1.6. Private business coordination**

Improve communication and coordination with businesses and private security representatives. Many businesses are developing in-house security operations and private security companies are proliferating. The Police Department must work with this expanding element of the community to maximize their input and utility in the reduction of crime and fear throughout the city.

**STRATEGIES**

- 1.6.1. Form a Task Force of representatives from the State Attorney's Office, law enforcement and private security to find ways to expedite the arrest and complaint process.
- 1.6.2. Continue and enhance the liaison with private security and loss prevention associations.
- 1.6.3. Coordinate through Business Watch the implementation of the Crime Prevention through Environmental Design crime prevention strategy.

**OBJECTIVE 1.7. Intra-agency communication, cooperation, and coordination**

Enhance partnership and teamwork between all units that comprise the St. Petersburg Police Department. Enhance the partnership with the Police Benevolent Association.

**STRATEGIES**

- 1.7.1. The space allocation report has been completed. The real location of space in the physical facility will support better inter-unit communication and teamwork.
- 1.7.2. The Steering Committee for Policing Excellence is formed and meeting.
- 1.7.3. Develop the "Team" concept to facilitate a cooperative work environment among teams of Community Policing officers. Patrol officers, detectives and supervisors assigned to work together within a common neighborhood to solve problems, enhance community safety and quality of life, and reduce crime and fear of crime.

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## GOAL 2.0. EMPOWERMENT

Develop an organizational structure and environment that reflect and support community values and facilitate joint citizen and employee empowerment.

### OBJECTIVE 2.1. Public affairs and information

Enhance the image of the St. Petersburg Police Department, information exchange and public awareness of Community Policing. Community Policing is a significant change from traditional policing activities, although various elements of problem-solving are presently used. Change can cause anxiety and uncertainty, both internally and externally. It is important to maximize employee and public information about the transition to Community Policing. This effort will minimize anxiety, project and reinforce a positive Community Policing image to the public and to potential police officer applicants. Additionally, Community Policing will maintain a high visibility profile in the neighborhoods, and inform the media, employees, and the public about significant events during the transition.

#### STRATEGIES

- 2.1.1. Publicize the Mission Statement and accompanying Declaration of Values of the Police Department now based upon a Community Policing philosophy.
- 2.1.2. Expand the use of Crime Watch and Community Resource officers as a resource for public speaking programs.
- 2.1.3. Coordinate the efforts of the Public Information Manager and the Community Resource Lieutenant for the dissemination of public information on Community Policing.
- 2.1.4. Improve communications with the local media to provide access to Community Policing information.
- 2.1.5. Develop media and education programs targeted to ethnic and other special needs groups within the city regarding Community Policing values, activities and goals, and solicit feedback from the community.
- 2.1.6. Provide the media and community with examples of Community Policing successes.
- 2.1.7. Establish a media/information library on Community Policing.
- 2.1.8. Develop, administer, analyze and report the findings of periodic surveys of public attitudes and perceptions of Community Policing, quality of life issues, and Police Department service in general.

### OBJECTIVE 2.2. Recruitment and hiring

Develop recruiting, hiring, and training practices consistent with community characteristics and needs. Under a Community Policing orientation, police officers must reflect the community's demographics and cultural diversity, have analytical ability, interpersonal and communications skills, and a problem-solving orientation. As a service agency, policing is heavily dependent upon an adequate pool of qualified applicants. A formalized system must be in place for recruiting, selecting, and training police officers with the backgrounds, skills and attributes appropriate for Community Policing.

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## STRATEGIES

- 2.2.1. Survey Police Department employees to gauge their attitudes, perceptions, and experiences of Community Policing and police service in general.
- 2.2.2. Continue to recruit minority and female police officer applicants.
- 2.2.3. A Law Enforcement Magnet Program has been approved by the Pinedas County School Board.
- 2.2.4. Enhance the role of the St. Petersburg Police Department, via its Training Division, in the city's recruiting, psychological screening, background investigation, and hiring of police applicants to ensure an adequate pool of candidates with those attributes and values necessary for effective Community Policing. The time lag between initial receipt of police candidate applications and actual hiring must be reduced.

### OBJECTIVE 2.3. Increase community operational input

Increase community involvement in Department operations. The community is a full-fledged "partner" only if it has a voice in police resource allocation, service delivery, and policy making. The Police Department desires appropriate input consistent with safe and efficient police operations, adherence to confidentiality of information concerns, and data privacy legal restrictions.

## STRATEGIES

- 2.3.1. Determine through the City Attorney's office the legal limits of citizen involvement in the review of police policies, procedures, and internal operations while maintaining confidentiality, data privacy and officer safety.
- 2.3.2. Develop citizen education programs to increase citizen participation in Community Policing.
- 2.3.3. Educate citizens to help them identify and address criminal activities and neighborhood quality of life issues.
- 2.3.4. Utilize and enhance the role of both the Community/Police Council and the Community Alliance to encourage citizens to participate in a review of police policies and procedures. Recommend some type of limitation of the length of time a citizen can serve in these organizations or rotate terms to encourage broader participation. Develop methods that make these groups more broadly representative of citizens and accountable to the City Council. It will be the Community/Police Council's responsibility to keep the City Manager and his staff informed about citizen input.

### OBJECTIVE 2.4. Structure and function decentralization

Decentralize the St. Petersburg Police Department in function and structure where and when possible. Most traditional police departments are highly centralized with all functions performed by sworn police officers. Community Policing is based on allocating and distributing resources to specific areas with identified problems. Neighbor-

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hoods, business districts and police officers must be able to easily access Department resources without diminishing availability to other areas and problems.

#### STRATEGIES

- 2.4.1. Civilianization is an on-going personnel strategy.
- 2.4.2. Analyze the feasibility of decentralizing Criminal Investigations sections. Explore the advantages and disadvantages of specialist versus generalist detectives.
- 2.4.3. Review the General Orders and Standard Operating Procedures.
- 2.4.4. Determine the optimal number of Community Policing officers to be deployed and where they should initially be deployed utilizing a Crime Tract analysis based on Computer Assisted Dispatch data, and a determination of the number and distinct character or composition of discrete neighborhoods that exist in various police zones.
- 2.4.5. Redeploy personnel to be consistent with Community Policing and service needs, according to the CT analysis.
- 2.4.6. Evaluate which police services, units, activities and positions should be decentralized to the neighborhood level.

#### OBJECTIVE 2.5. Decentralize Police Department decision-making where and when possible

Decision-making is largely centralized and follows the chain of command structure traditional to police and paramilitary organizations. Community Policing encourages problem-solving by empowering the police officers and citizens to work together. This can only occur when police officers have the authority to undertake commitment of resources and a course of action. Guidelines and conditions must be developed to empower police officers and citizens without usurping authority, discipline, and order in Police Department operations.

#### STRATEGIES

- 2.5.1. Define the appropriate levels for decision making in specific situations.
- 2.5.2. Review General Orders/Standard Operating Procedures to give police officers greater latitude, discretion, and authority in decision-making, within reasonable limits.
- 2.5.3. The Steering Committee For Policing Excellence, with its representation of both sworn and civilian personnel from all units, and inclusive of all ranks and grades, will provide a forum for input from employees concerning decisions, policies, and procedures. This committee will facilitate a flow of information from many perspectives, upon which good decisions can be based.

#### OBJECTIVE 2.6. Review Outside Reports

Analyze for possible implementation all recommendations formulated by external reviews of Police Department operations and management. Periodically, groups or individuals outside the Police Department examine its operations to identify possible areas of improvement, which should be thoroughly evaluated by the Police Department.



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## **STRATEGIES**

- 2.6.1. Analyze recommendations from internal review committees for possible implementation.**
- 2.6.2. Analyze recommendations from the City Auditor, City Manager and/or the Assistant City Manager for Public Safety.**
- 2.6.3. Review recommendations from outside consultants or other law enforcement practitioners brought in to observe and/or evaluate St. Petersburg Police Department Community Policing efforts.**

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## GOAL 3.0. SERVICE ORIENTATION

Develop a customer orientation in provision of services to citizens and responsiveness to employees.

### OBJECTIVE 3.1. Internal - employee needs and satisfaction

Be responsive to employee needs, performance, and participation. Before an organization can successfully motivate employees to be oriented toward the customers it serves, management must serve its employees. If the Department is to value community participation and position itself to better meet citizens' expectations, then the Department must fully demonstrate its concern for its employees and be responsive to their needs, problems, and expectations. It must be recognized and affirmed that the Department's human resources are its most important asset. This internal customer service orientation should be reflected not only in words, but in the actions of Department employees. This Department will "walk its talk."

### STRATEGIES

- 3.1.1. Create an employee recognition and award program to include specific accomplishments in the application of Community Policing philosophy and values, for both sworn and civilian personnel.
- 3.1.2. Create awards given by the Police Department to citizens, recognizing their participation in enhancing neighborhood quality of life, their crime prevention efforts, and contributions to the success of Community Policing.
- 3.1.3. A stress-reduction program will be developed.
- 3.1.4. Institute the Career Development plan, aimed at job enrichment and career pathing/options, consistent with the values and philosophy of Community Policing, within Policing Continuum guidelines. Develop alternate career paths that provide lateral mobility and the opportunity to achieve a special professional designation, similar to the Master Police Officer Plan in place in the Orlando Police Department. Identify alternatives to monetary incentive.
- 3.1.5. Expand alternatives for the use of permanent and temporary light duty officers.
- 3.1.6. Develop an alcohol abuse rehabilitation program.
- 3.1.7. Develop a personal fitness/wellness program.
- 3.1.8. Begin quality leadership training in January 1992.
- 3.1.9. Develop a peer counseling service.
- 3.1.10. Develop retirement counseling.
- 3.1.11. Develop family counseling.
- 3.1.12. Develop a day care/after school care service.

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### OBJECTIVE 3.2. External - employee Community Policing training

Train all Department personnel in the Community Policing philosophy and problem-solving strategies to implement an effective customer service orientation. Community Policing, over the course of the next several years, will change the Department from a reactive law enforcement and crime suppression agency to a coactive, problem-solving organization. The Department will grow increasingly responsive to the unique crime and order maintenance problem assessments and quality of life issues of varied neighborhoods and business districts, as identified by area residents. Empowering employees to make decisions (providing both the responsibility and authority) is the essence of exemplary customer service philosophies. Employees will need some initial training to convey this new role. Topics will include: human relations; crisis intervention; problem-solving; community organizing; communications; citizen satisfaction; information and referral.

#### STRATEGIES

- 3.2.1. Develop a comprehensive training curriculum on Community Policing concepts and strategies, and Community Policing applications for all personnel.
- 3.2.2. Integrate Community Policing training into the existing Training Division schedule.
- 3.2.3. Cultural Diversity training for all employees will begin in December 1991 • This training encompasses training modules on: Values/Ethics; Cultural Diversity; Human Relations/Interpersonal Communications; Crisis Intervention/Conflict Management; Instructor Enhancement; and Substance Abuse.
- 3.2.4. Define and develop criteria for the initial selection of Community Policing officers and supervisors. Provide training for these persons. Subsequent Community Policing officers' training can then be augmented by "coaching" provided by existing Community Policing officers.
- 3.2.5. Re-evaluate the Field Training Program to add performance ratings based on Community Policing strategies and provide training for all Field Training Officers on Community Policing values, problem-solving, and Quality Leadership. Incorporate a training phase within the Field Training Officer program that places Probationary Officers (PO) with Community Policing Officers (CPO) to facilitate the Probationary Officers' orientation to Community Policing values and strategies, and provide an evaluation of each PO by a CPO.
- 3.2.6. Train all newly hired personnel in Community Policing. Develop an employee orientation program.
- 3.2.7. Develop a plan to facilitate cross-training of sworn personnel within the Department to enhance the attainment of multiple skills and increase the flexibility and effective use of our human resources.
- 3.2.8. Train supervisors and managers to be "trainers" or coaches for Community Policing.
- 3.2.9. Train officers in the use of city codes and ordinances that are helpful in Community Policing strategies.

### OBJECTIVE 3.3. Marketing Plan

Develop a marketing plan that details and publicizes Community Policing services, goals, and objectives to the

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citizens of St. Petersburg.

## STRATEGIES

- 3.3.1. Continue publishing a monthly newsletter. *Behind The Badge*. Its purposes are to cover topics of interest to police employees and recognize achievements at every level among both sworn and civilian employees.
- 3.3.2. Coordinate with Public Information to disseminate information to the media publicizing Community Policing values, strategies, events, and successes. Initiate press releases and assist in the coordinator! of media coverage for special events.
- 3.3.3. The media will be invited "behind the scenes" to gain a broader perspective and understanding of Department operations. The Department will cooperate with the media in filling their data needs and provide "true to life" examples of Community Policing work.
- 3.3.4. Update all Police Department pamphlets and brochures that are used to communicate with the public. Develop channels of distribution for these materials in the community. Get the word out to the public.
- 3.3.5. Prepare posters, etc., for use within the Department highlighting the principles of the Community Policing philosophy, the Declaration of Values, Customer Service, Quality Leadership, the Policing Continuum and the elements of Policing Excellence.
- 3.3.6. Develop an Information and Referral Guide to city services and other service providers that can be easily used by officers in the field.
- 3.3.7. Implement ongoing internal public relations and esprit de corps by doing the following: publicizing Police Department members' participation in various fundraising and community service events; displaying employee photographs around the Department; include features highlighting a Department employee in each issue of *Behind The Badge*; and investigating the feasibility of producing "baseball cards" of St. Petersburg Police Department officers and canine partners for distribution to city youth.

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## GOAL 4.0. PROBLEM SOLVING

Enhance community quality of life through the use of coercive, problem-solving approaches for reduction of crime and fear of crime and facilitation of crime prevention.

### OBJECTIVE 4.1. Laws and ordinances

Identify modifications needed to existing laws and ordinances or create new ones to help facilitate Community Policing strategies. Enactment of new legislation or city ordinances is an available option for constricting or regulating activities, practices, or conditions that contribute to neighborhood safety problems, or place a disproportionately high work load on police officers.

#### STRATEGIES

- 4.1.1. Review city codes, state laws, and city ordinances, seeking revisions to solve neighborhood and law enforcement problems.
- 4.1.2. Analyze the effectiveness of the city alarm ordinance in reducing false alarm incidents and their impact on police resources. Modify again if needed.
- 4.1.3. Vice-related investigations are expanding.
- 4.1.4. Examine the private security industry and continue to work with it toward establishing standards.
- 4.1.5. Develop and institute a program for land lord/tenant training to enhance the participation of landlords in addressing community quality of life issues, reducing crime, and engaging in effective crime prevention strategies.
- 4.1.6. Enforce and increase the use of city nuisance ordinances (ongoing).
- 4.1.7. Stress the effective use of the Nuisance Abatement Board.

### OBJECTIVE 4.2 Planning function

Planning is an integral part of the administrative process. Police command staff and supervisors are regularly involved in planning to meet the operational objectives of their units. This frequently encompasses day-to-day tactical planning activities in Patrol, Investigations, Special Events, and major incident responses. Improving or changing policies, practices, and procedures and applying them in actual operations also requires planning. But this type of planning should be formalized to also take a broad view of long range organizational needs such as staffing, training, budgeting and operational requirements. The resources available in the Planning & Research Unit can assist all other units in devising the most effective methodology for their planning and evaluation efforts. Strategic planning is the most effective method of managing the dynamics of change.

#### STRATEGIES

- 4.2.1. Coordinate requests for technical assistance from the Planning & Research Unit through the Staff Inspections Lieutenant and the Administration Bureau Assistant Chief.

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4.2.2. Utilize local colleges and universities as technical assistance resources for planning and research projects.

4.2.3 The Steering Committee for Policing Excellence is an integral component of the planning process.

**OBJECTIVE 4.3. Crime reduction**

Reduce crime, fear of crime, and conditions that contribute to crime and disorder. Reduction of the incidence and fear of crime is the central element of a Police Department's mission. Patrol units should respond to the scene of emergency calls for service as rapidly as possible to make an arrest, minimize injury or property loss, and resolve the incident. Proactive measures directed at prevention of and resistance to crime are equally important under Community Policing. Crime prevention addresses eradication of crime-causing conditions while crime resistance focuses on reducing vulnerability to crime. Crime prevention includes the targeting of career offenders and locations that breed crime. Crime resistance includes target hardening, public education, and security improvements to reduce vulnerability to crime.

**STRATEGIES**

4.3.1. Expand and continue Crime Watch and Community Resource programs.

4.3.2. Determine the feasibility of following up on Crime Reports with specific information mailed to the complainant.

4.3.3. Examine increasing criminal investigative support. Develop case screening methods which focus on continuing investigations based on solvability factors. Cases without leads should be referred to Crime Analysis for pattern analysis and the formulation of action plans.

4.3.4. The Career Criminal Unit is operational.

4.3.5. Train officers, the public, and merchants on the use of Crime Prevention Through Environmental Design. A specially trained police officer should be added to the other city agencies involved in reviewing plans for new development - Fire, Building Codes, Planning, and Engineering.

4.3.6. Analyze repeat calls for service to determine locations where multiple calls originate. Develop a plan to identify and address the underlying problem(s) and execute the plan to resolve the problem (s).

**OBJECTIVE 4.4. Neighborhood problem analysis**

Establish a neighborhood problem analysis function and identify solutions. The central focus of Community Policing is the neighborhood and business district. Jointly empowered, police officers and citizens can work together in problem-solving. A city-wide citizen survey can be administered to yield data on citizens' perceptions of the most urgent problems facing their neighborhoods. A Community Policing Team can then compile for each problem area a comprehensive list of applicable problem-solving resource agencies, strategies and techniques. Further refinement into a Problem-Solving Guide, with training on its use, will form the basis for analyzing, targeting, and resolving identified problems at the neighborhood level.

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## STRATEGIES

- 4.4.1. Administer a city-wide citizen survey.
- 4.4.2. Develop a Problem-Solving Guide and train Community Policing officers and neighborhood residents in its use.
- 4.4.3. Coordinate efforts of Community Policing officers, Patrol officers and the Crime Analysis Unit to analyze information and programs necessary to address neighborhood problems.
- 4.4.4. Evaluate and implement the most appropriate patrol techniques for neighborhood problem-solving.
- 4.4.5. Police Athletic League (PAL) and Recreation And Police (RAP) programs are ongoing.
- 4.4.6. The School Resource Officer program is ongoing.
- 4.4.7. Publicize the activities of the Police Athletic League and encourage support of PAL programs within the community and from other city agencies. Pursue private and corporate financial support and equipment donations.
- 4.4.8. Via the School Resource Officers and Drug Abuse Resistance Education (DARE) officers, refer at-risk youth and families to appropriate community, religious, and social service resources.
- 4.4.9. The Explorer Scouts program is ongoing.
- 4.4.10. The Drug Abuse Resistance Education program is ongoing.
- 4.4.11. Using Drug Abuse Resistance Education officers as a resource, create a drug awareness/ education program for use by Community Policing officers in their neighborhoods. Emphasize getting parents involved in ongoing programs in their children's schools and enhancing awareness of other neighborhood adults of drug education and drug use prevention. Coordinate community education with desensitization of citizens to neighborhood residential drug treatment homes for rehabilitating addicts, enhancing efforts by the Vice & Narcotics Section to reduce the number of repeat drug-use offenders.
- 4.4.12. Community Policing officers will work to create a cohesive identity in neighborhoods presently lacking such an identity. Officers will revitalize existing identities in neighborhoods where an identity had been established, but may be unknown to newer neighborhood residents.

### OBJECTIVE 4.5. Workload reduction

Reduce individual and unit workloads wherever possible to facilitate innovation and problem-solving opportunities. The availability of blocks of time sufficient for meaningful activities is critical to the success of Community Policing. This can occur by increasing the number of police officers, reducing existing officer workload, civilianization or some combination of these factors.

## STRATEGIES

- 4.5.1. The Telephone Report Unit is operational.
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- 4.5.2. Expand alternate response strategies and the No Report policy to free reactive resources that will concentrate on reducing response time to emergency calls for service, and proactive/coactive resources to expand Community Policing efforts.
  - 4.5.3. Incorporate technology that saves officer time or utilizes human resources more efficiently. Examples include: Mobile Digital Terminals; direct report entry; computer-assisted scheduling model.
  - 4.5.4. Market the Police Department's nonemergency telephone number for non-life threatening and late-reported calls for service. De-market the 911 system and educate the public as to the inappropriate use of the 911 system. An important part of de-marketing 911 isto convince citizens that, while some police responses will be delayed, selectivity of response to nonemergencies will yield better service and time for attention once police do arrive.
  - 4.5.5. Examine feasibility of mail-in/walk-in reports.
  - 4.5.6. Increase the responsibility of private alarm companies and alarm owners for reductions of false alarms.
  - 4.5.7. Analyze calls for service to target nuisance complaints, such as barking dogs, and develop strategies for solving these problems that do not require a police officer's response in person, whenever possible. Coordinate efforts with Code Enforcement and other city and county agencies.



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## GOAL 5.0. ACCOUNTABILITY

Foster a sense of accountability for public safety resources and strategies among police department management and employees, the city manager and city employees, city council, and the community.

### OBJECTIVE 5.1. Fiscal practices and policies

Review all fiscal practices and policies and revise as needed. Most management decisions have a financial impact. The budget process is necessary to identify the funds needed for planning, implementation, and ongoing operations of Police Department functions. As the Department moves into Community Policing, it is important to integrate line item and internal operating unit costs into specific activities and resources of Community Policing. The Police Department will actively pursue all available outside sources of funding for Community Policing including foundation, state and federal grants, service fees and/or revenue enhancements, and corporate or private sector donations.

### STRATEGIES

- 5.1.1. Investigate information on grant funds and prepare and submit requests for proposals as appropriate.
- 5.1.2. Fiscal Services is operational.
- 5.1.3. Staff Inspections is operational.

### OBJECTIVE 5.2. Management practices and policies

Make a transition to new management practices and policies consistent with the mission of Community Policing. Direction and control in a police agency is essential in maintaining order and consistency. It adheres to administrative and procedural law while protecting civil rights. The Chief of Police sets the administrative tone through a management style, values, policies, and written communications. Decision-making follows a hierarchical rank structure that is guided by those policies and the Department's General Orders. Successful implementation of Community Policing requires open and frequent communication at *all* levels of the Department with management practices and policies that embrace the mission of Community Policing.

### STRATEGIES

- 5.2.1. The Chief of Police has expressed his personal vision for the future of the St. Petersburg Police Department and communicated the core values, philosophy and basic implementation process of Community Policing in a series of meetings that enabled him to communicate directly with every employee of the Department.
- 5.2.2. The Steering Committee For Policing Excellence is overseeing the implementation process.
- 5.2.3. Quality Leadership training will begin in January 1992.
- 5.2.4. Establish and maintain spans of control that facilitate effective management/supervision within the context of Community Policing.

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- 5.2.5. Review and revise General Orders and Standard Operating Procedures to help decentralize decision making and empower employees.
  - 5.2.6. The Police Department will encourage and provide the support necessary for decision-making and innovative problem-solving to occur at the lowest effective level.
  - 5.2.7. Improve the Department's response to recommendations made by employees.
  - 5.2.8. A Chief's Forum will be developed, in which representative groups from within the Department will periodically be scheduled to meet directly with the Chief of Police in order to communicate with him and provide their input on topics under review by the Chief.
  - 5.2.9. The Department will work closely with the police employee bargaining units to explore ways to stimulate peer participation in decision-making. Peer input will be built into in-service training following a seminar style format in which all participants will be encouraged to exchange ideas.

**OBJECTIVE 5.3. Program evaluation**

Enhance productivity through continual evaluation and necessary revision of Department programs. The strategies for Community Policing involve innovation and an element of risk-taking. It is not possible in advance to accurately predict their success or failure in contributing value to the concept of Community Policing. A formal evaluation system should be in place to qualitatively and quantitatively measure the organizational impact of internal and external resources and effort expended. It must provide sufficient flexibility to allow revisions to program content and structure and to allow for changing conditions in the community and the Police Department's organization.

**STRATEGIES**

- 5.3.1. Develop Police Department service delivery performance measures that are both qualitative and quantitative.
- 5.3.2. Establish ongoing Community Policing evaluations to assess the Department's transition to Community Policing.
- 5.3.3. Develop performance measures based upon citizens' assessments of police officers' ability to solve community problems.
- 5.3.4. Develop evaluations that are flexible enough to provide a constructive response to ineffective outcomes of risk-taking.
- 5.3.5. Create a Quality Assurance Subcommittee, utilizing the expertise of existing Department personnel, whose responsibilities will include provision of technical assistance on evaluation methodologies, analyses, and report writing.

**OBJECTIVE 5.4. Personnel appraisal system**

Revise the present personnel appraisal system to continually evaluate all Police Department personnel to ensure

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attainment of goals. Current periodic evaluation of employee performance is important to provide feedback on the quality of their work. Performance evaluations also assist in testing and ratings for promotion. Community Policing will place emphasis on personal attributes and job skills not currently evaluated or rewarded. It also places a high value on rewarding community-oriented police behavior. A performance evaluation system should be in place to encourage and reward appropriate Community Policing behaviors. Effective Community Policing performance should not preclude opportunities for traditional career path development and promotion.

#### STRATEGIES

- 5.4.1. Revise the Department performance evaluation system for all positions within the Department to be consistent with the goals and values of Community Policing, working within the guidelines of the Policing Continuum.
- 5.4.2. Revise promotional practices based on demonstrated performance and testing measures which embody the Community Policing philosophy and quality leadership principles.
- 5.4.3. Develop a response to inadequate performance that focuses on improvement rather than punitive measures.
- 5.4.4. Develop a process for subordinates to evaluate their supervisors.
- 5.4.5. Incorporate "networking for problem-solving" into every Department job description.
- 5.4.6. Establish control and disciplinary policies that are consistent with the values of Community Policing and Quality Leadership. Accentuate the positive and deal with individual problems on a personal basis.
- 5.4.7. Establish standards for public behavior that both encourage innovation and responsible risk-taking, but also recognize and control for potential corruption. The Department's emphasis on values and commitment to integrity are its strongest elements against corruption. Dissemination of Department value statements and a continuing culture of professional integrity provide the basis for dealing with potential corruption hazards.

#### OBJECTIVE 5.5. Community accountability

Develop a community accountability process. Community Policing is a process for creating greater accountability of citizens and community organizations for criminal activity and conditions impacting the safety of their neighborhood and business districts. They become joint stakeholders with the Police Department and other agencies in neighborhood vitality and quality of life. St. Petersburg is fortunate to already have in place well-developed Neighborhood, Business Watch, and Crime Watch associations; a Community /Police Council and Community Alliance. These organizations are a logical base for Police Department accountability, but they can also provide accountability for disorderly citizens' behavior management and referral of individuals and problem locations or conditions to appropriate agencies. The Police Department values the active participation of citizens in the planning stages of Community Policing. To ensure continued direction, counsel, and feedback by the community during this transition period, the Department will activate an ongoing advisory group of citizens broadly representative of the city-at-large.

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## STRATEGIES

5.5.1. Create methods to obtain better community input in all police operations.

5.5.2. Encourage the Community/Police Council, Community Alliance, and other community groups to provide feedback, suggestions for improvements, and input into the planning of police policies and procedures. Secondly, such lines of communication offer citizens an opportunity to develop a deeper understanding of the role of the police and sensitivity to the demands placed on individual officers.

5.5.3 Educate citizens as to their responsibility in achieving Policing Excellence.

## Time-Line and Estimated Fiscal Impact

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The major strategies to be used to accomplish the objectives and goals laid out for transitioning to Community Policing in St. Petersburg are arranged by year on the following pages. The guidelines used for arraying these across the years were:

- \* Enthusiasm tempered with reality: what can the Police Department realistically expect to accomplish each year?
- \* The period through the first year will lay the ground work for the following years. What is learned may reshape what follows.
- \* Some strategies (mostly of a more general nature) found in previous drafts have been dropped.
- \* The strategies are laid out within a year in numerical order (for ease of cross-checking) not in order of implementation.
- \* The year in which a strategy is placed is the year in which major implementation efforts will begin. (Some strategies may take more than a given year to complete; some may become ongoing activities.)
- \* Because of the fast track that the St. Petersburg Police Department is on to transition to Community Policing, an initial "Jump Start" period of intensive effort - through December 1991 - precedes the "first" year of transition work which will follow the calendar year.
- \* There are no major financial impacts for the initial period and year one of the plan; fiscal impacts for years two through five will be developed during year one and reported as part of the normal budgetary process. Costs shown in the Jump-Start period and Year One have been accounted for in the existing budget. These costs were met by funds allocated in the present Police Department budget.

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The changes will not happen overnight. They will take five to seven years of leadership commitment in a good police department.

Jump-Start: through December 1991

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Strategy	Estimated Fiscal Impact
1.1.5 The "No Report" system was implemented on June 1, 1991 • With this system, certain calls for service can no longer require a written report by the investigating officer. The time saved will help facilitate the transfer of resources from Patrol to Community Policing.	N/A
1.2.1 Inform court administration and judges of Community Policing goals and objectives. Request their input and provide them with feedback.	N/A
13.1 Inform City Attorney's Office of goals and objectives of Community Policing.	N/A
1.4.4 Improve liaison with public and private service providers. Utilize these providers as a resource for the development of the information referral system.	N/A
21.1 Publicize the mission statement and accompanying declaration of values for the Police Department, now based upon a Community Policing philosophy.	\$20
23.4 Utilize and enhance the role of both the Community/Police Council and the Community Alliance to encourage citizens to participate in a review of police policies and procedures.	N/A
24.4 Determine the optimal number of Community Policing officers for initial deployment utilizing a Crime Tract analysis. Generate maps depicting CPA's and CPO deployment (completed).	\$1,920
24.5 Redeploy Patrol personnel to be consistent with Community Policing and service needs. (Involves realignment of existing resources, facilitated by alternate response strategies.)	N/A
25.3 The Steering Committee for Policing Excellence, with its representation of both sworn and civilian personnel from all units, and inclusive of all ranks and grades, is providing a forum for input from employees concerning decisions, policies, and procedures.	N/A
32.1 Develop a comprehensive training curriculum on Community Policing concepts and strategies, and Community Policing applications for all personnel.	\$3,700
32.3 Initiate Human Relations/Cultural Diversity training.	\$3,920
32.4 Define and develop criteria for the initial selection of Community Policing Officers and supervisors. Provide training for these persons. Subsequent Community Policing officers' training can then be augmented by "coaching" provided by existing Community Policing officers.	\$20
33.1 Continue publishing "Behind the Badge" a monthly newsletter. Its purposes are to communicate the achievements of Department employees, at every level and rank, both sworn and civilian, and provide a forum for the exchange of information.	\$610

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Strategy	Estimated Fiscal Impact
33.6 Develop a Referral Guide to city services and service providers that can be easily used by officers in the field.	\$1,200
4.4.1 Administer a city-wide survey (can be accomplished using existing in-house resources). The \$511 represents printing costs that were covered by existing Training funds.	\$511
4.4.2 Develop a Problem-Solving Guide and train Community Policing officers and neighborhood residents in its use.	Incorporated into PI
4.4.6 School Resource Officers will be placed in each middle and discovery school, in addition to area high schools, beginning with the 1991-1992 school year.	N/A
44.10 Expand the Drug Abuse Resistance Program into ALL 5th grade classrooms city-wide, both public and private.	\$20,000
4.5.1 Expand the ORO (telephone report) unit capacity. Achieved by transfer of existing personnel and efficiency analyses for scheduling.	N/A
52.1 The Chief of Police has expressed his personal vision for the future of the St. Petersburg Police Department and communicate the core values, philosophy and basic implementation process of Community Policing in a series of meetings that enabled him to communicate directly with every employee of the Department.	N/A
52.2 The Steering Committee for Policing Excellence will oversee the implementation of Community Policing.	N/A
53.5 Create a Quality Assurance Subcommittee, utilizing the expertise of existing Department personnel whose responsibilities will include provision of technical assistance on evaluation methodologies, analyses and report writing.	N/A
5.52 Encourage the Community/Police Council, Community Alliance and other community groups to provide feedback, suggestions for improvements and input into the planning of police policies and procedures.	N/A

**JUMP START: TOTAL ESTIMATED FISCAL IMPACT**      **\$31,901**  
(Absorbed in currently budgeted funds.)



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Community Policing is a state of mind which occurs when the officer realizes that he/she does have the power to change a situation or correct a problem by means other than arrest and goes about developing a plan to solve the problem. A plan that involves not only the officer but action on the part of those most affected by the problem, the citizens.

**THIS IS COMMUNITY POLICING.**

Strategy	Estimated Fiscal Impact
1.1.6 Develop better coordination and identification of joint problems and strategies with other city and county service agencies.	N/A
14.2 Establish a liaison and effective working relationship with Health and Rehabilitative Services.	N/A
1.4.5 Utilize local colleges and universities as resources for information, technical assistance and consulting in the formation of partnerships within the city.	N/A
15.1 Assist Crime Watch and the Neighborhood Associations in increasing resident participation in community watches/patrols and crime prevention activities.	N/A
15.3 Develop methods for communicating major neighborhood problems to the primary agency (agencies).	N/A
1.7.3 Develop the "Team" concept, whereby, working within the existing Patrol District structure, teams of Community Policing officers. Patrol officers, detectives, and supervisors are assigned to work together within a common neighborhood to solve problems and enhance community safety and quality of life and reduce crime within the Team's neighborhood.	N/A
2.1.3 Coordinate the efforts of the Public Information Manager and the Community Resource Lieutenant for the dissemination of public information on Community Policing.	N/A
ZZ1 Survey Police Department employees to gauge their attitudes, perceptions and experiences of Community Policing and police service in general.	\$130
23.1 Determine through the City Attorney's office the legal limits of citizen involvement in the review of police policies, procedures, and internal operations while maintaining confidentiality, data privacy, and officer safety.	N/A
3.1.9 Provide training to all supervisors and managers in Quality Leadership principles, which stress the importance and value of individual employee participation and input to quality service.	\$3,000
322 Integrate Community Policing training into the existing Training Division schedule.	N/A
32.5 Re-evaluate the Field Training Program to add performance ratings based on Community Policing strategies and provide training for all Field Training Officers on Community Policing values, problem-solving and Quality Leadership. Incorporate a training phase within the Field Training Officers program that places probationary officers with Community Policing officers to facilitate the probationary officers' orientation to Community Policing values and strategies, and provide an evaluation of each probationary officer by a Community Policing officer.	\$1,500

Strategy	Estimated Fiscal Impact
32.6 Train all newly hired personnel in Community Policing. Develop an employee orientation program.	N/A
32.8 Train supervisors and managers to be "trainers" or coaches for Community Policing.	N/A
33.4 Update all Police Department pamphlets and brochures that <b>are</b> used to communicate with the public. Develop channels of distribution for these materials in the community.	\$10,000
33.5 Prepare posters, i.e., for use within the Department highlighting the principles of the Community Policing philosophy, the Declaration of Values, Customer Service, Quality Leadership, the Policing Continuum, and the elements of Policing Excellence.	\$300
4.1.2 Analyze the effectiveness of the city alarm ordinance in reducing false alarm incidents and their impact on police resources. Modify again if needed.	N/A
43.6 Analyze repeat calls for service to determine locations where multiple calls originate. Develop a plan to identify and address the underlying problem(s) and execute the plan to resolve the problem (s).	N/A {CAD system has this capability at-present)
4.4.3 Coordinate efforts of Community Policing officers. Patrol officers, and the Crime Analysis Unit to analyze information and programs necessary to address neighborhood problems.	N/A
4.4.7 Publicize the activities of the Police Athletic League and encourage support of Police Athletic League programs within the community and from other city agencies. Pursue private and corporate financial support and equipment donations.	N/A
4.4.8 Via the School Resource Officers and Drug Abuse Resistance Education Officers, refer at-risk youth and families to appropriate community, religious, and social service resources.	N/A
4.4.12 Community Policing officers will work to create a cohesive identity in neighborhoods presently lacking such an identity. Officers will revitalize existing identities in neighborhoods where an identity had been established, but may be known to newer neighborhood residents. The Youth Resources Section is currently developing one of several grant proposals in conjunction with Pinellas County Schools. The current application involves developing a project designed as a school based delinquency prevention program focusing on "at-risk" minority middle school students.	N/A
5.2.6 The Police Department will encourage and provide the support necessary for decision-making and innovative problem-solving to occur at the lowest effective level.	N/A

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**Strategy****Estimated Fiscal Impact**

52.7	Improve the Department's response to recommendations made by employees.	N/A
5.2.9	The Department will work closely with the PBA to stimulate employee participation in decision making. In-service training will follow a seminar form to encourage input and discussion.	N/A
53.2	Establish ongoing Community Policing evaluations to assess the Department's transition to Community Policing. The Quality Assurance Committee will accomplish this in-house. Re-administer citizen survey.	\$600
54.5	Incorporate "networking for problem-solving" into every Department job description.	N/A
54.7	Establish standards for public behavior that both encourage innovation and responsible risk-taking but also recognize and control for potential corruption.	N/A
55.3	Educate citizens as to their responsibility in achieving Policing Excellence.	N/A

(Funds exist in current budget.)

YEAR 1: TOTAL ESTIMATED FISCAL IMPACT

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Once the officer realizes that through his/her direction or action a problem was solved through channels other than arrest, he/she is becoming a part of Community Policing. The problem may have been handled simply by the officer pointing out a few simple facts to the neighborhood citizens on how they themselves can correct the problem.

**THIS IS COMMUNITY POLICING.**

### Strategy

- 1.1.1 Develop an automated comprehensive Information and Referral system (will be incorporated into ongoing development of Police Information System).
- 1.1.3 Improve training of 911 call-takers to better screen police service calls.
- 12.6 Create an inter-agency investigator's liaison.
- 1.2.7 Educate police personnel in use of inter-agency task forces.
- 13.3 Train other city agencies' personnel to recognize and report criminal behavior and be alert as to conditions in need of improvement to reduce the opportunity for criminal activity. (City Watch)
- 15.5 Use established church-based resources to resolve neighborhood issues and needs when appropriate.
- 1.6.2 Continue and enhance the liaison with private security and loss prevention associations.
- 1.6.3 Coordinate through Business Watch the implementation of the Crime Prevention through Environmental Design crime prevention strategy.
- 2.1.2 Expand the use of Crime Watch and Community Resource officers as a resource for public speaking programs.
- 2.1.4 Improve communications with the local media to provide access to Community Policing information.
- Z1.6 Provide the media and community with examples of Community Policing successes.
- Z1.7 Establish a media/information library on Community Policing. May be able to coordinate this with St. Petersburg Junior College in the All State facility. \*
- 22.4 Enhance the role of the St. Petersburg Police Department, via its Training Division, in the City's recruiting, psychological screening, background investigation, and hiring of police applicants to ensure an adequate pool of candidates with those attributes and values necessary for effective Community Policing.
- 2.32 Develop citizen education programs to increase citizen participation in Community Policing. Implement utilizing Community Resources officers. \*
- 25.1 Define specific problems and appropriate levels for decision-making.
- 25.2 Review General Orders/Standard Operating Procedures to give police officers greater latitude, discretion and authority in decision-making, within reasonable limits.
- 3.1.1 Create an employee recognition and nonmonetary award program to include specific accomplishments in application of Community Policing philosophy and values for both sworn and civilian personnel throughout the department. \*
- 3.1.2 Create awards given by the Police Department to citizens, recognizing their participation in enhancing neighborhood quality of life, their crime prevention efforts and contributions to the success of Community Policing. \*

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## Strategy

- 3.1.5 Expand alternatives for the use of permanent and temporary light duty officers.
- 32.7 Develop a plan to facilitate cross-training of sworn personnel within the Department to enhance the attainment of multiple skills, and increase the flexibility and effective use of our human resources.
- 32.9 Train officers in use of city codes and ordinances that are helpful in Community Policing strategies.
- 33.2 Coordinate with Public Information to disseminate information to the media publicizing Community Policing values, strategies, events, and successes. Initiate press releases and assist in the coordination of media coverage for special events.
- 33.3 The media will be invited "behind the scenes" to gain a broader perspective and understanding of Department operations. The Department will cooperate with the media in filling their data needs and provide "true to life" examples of Community Policing at work.
- 4.1.1 Review city codes, state laws, and city ordinances, seeking revisions to solve neighborhood and law enforcement problems.
- 4.1.5 Develop and institute a program for landlord/tenant training to enhance the participation of landlords in addressing community quality of life issues, reducing crime, and engaging in effective crime prevention strategies. \*
- 4.3.1 Expand and continue Crime Watch and Community Resources programs. \*
- 43.5 Train officers, the public, and merchants on the use of crime prevention through environmental design. A specially trained police officer should be added to the other city agencies involved in reviewing plans for new development - Fire, Building Codes, Planning, and Engineering.
- 4.4.4 Evaluate and implement the most appropriate patrol techniques for neighborhood problem-solving.
- 4A11 Using Drug Abuse Resistance Education officers as a resource, create a drug awareness/education program for use by Community Policing officers in their neighborhoods.
- 4.5.2 Expand alternate response strategies, the No Report policy to free reactive resources that will concentrate on reducing response time to emergency calls for service, and proactive/coactive resources to expand Community Policing efforts.
- 43.4 Market the Police Department's nonemergency telephone number for non-life-threatening and late report calls for service. De-market the 911 system and educate the public as to the inappropriate use of the 911 system. \*
- 45.6 Increase the responsibility of private alarm companies and alarm owners for reductions of false alarms.
- 4.5.7 Analyze calls for service to target nuisance complaints, such as barking dogs, and develop strategies for solving these problems that do not require a police officer's response in person, whenever possible. Coordinate efforts with Code Enforcement and other city and county agencies.
- 5.1.1 Investigate information on grant funds and prepare and submit requests for proposals as appropriate.

## Strategy

- 52.4 Establish and maintain spans of control that facilitate effective management/supervision within the context of Community Policing.
- 52.5 Review and revise General Orders and Standard Operating Procedures to help decentralize decision-making and empower employees.
- 52.8 A Chief's Forum will be developed in which representative groups from within the Department will periodically be scheduled to meet directly with the Chief of Police in order to communicate with him and provide their input on topics under review by the Chief.
- 53.4 Develop evaluations that are flexible enough to provide a constructive response to ineffective outcomes of risk-taking.
- 54.1 Revise the Department performance evaluation system for all positions within the Department to be consistent with the goals and values of Community Policing, and working within the guidelines of the Policing Continuum.
- 5.4.3 Develop a response to inadequate performance that focuses on improvement and retraining rather than punishment.
- 5.4.6 Establish control and disciplinary policies that are consistent with the values of Community Policing and Quality Leadership. Accentuate the positive and deal with individual problems on a personal basis.
- 55.1 Create methods to obtain better community input in all police operations.

The Police Department will require some additional personnel in fiscal year 1993 as a consequence of personnel reductions in previous years. Other positions are the result of implementing community policing and the remaining represent additional personnel needed throughout the Department. Listed below is the fiscal year 1993 cost summary of the needed Police Department personnel enhancements:

<u>FY93</u>	<u>Function</u>	<u>Cost</u>
20 Police Cadets	Training	\$ 555,420
1 sergeant 10 police officers	SRO	446,260
2 police officers	Community Policing	77,890
2 sergeants	Community Policing	117,660
2 office systems assistants	Community Policing	41,120
1 crime analyst	Community Policing	32,330
2 sergeants	Patrol	117,660
1 sergeant	Training - accreditation	58,830
1 safety and training officer	Training -in-service	36,240
1 civilian supervisor	Records	30,290
1 office systems specialist	Criminal Investigations	23,310
5 emergency complaint writers	Communications	<u>124,110</u>

Total for FY93: 49 positions

YEAR 2: ESTIMATED FISCAL IMPACT FOR ADDITIONAL PERSONNEL \$ 1,661,120

\* expected to yield a fiscal impact



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**If the problem is more than the officer can handle alone then he/she must go to the neighborhood and its citizens for help.**

**THIS IS COMMUNITY POLICING.**

### Strategy

- 1.1.2 Train all employees in use of the Information and Referral system.
  - 1.1.4 Evaluate periodically the current strength of the Offense Reporting Officer Unit for continued expansion of responsibilities.
  - 1.3.2 Evaluate the possible use and role of Fire personnel and facilities.
  - 1.3.4 Encourage resource sharing between Fire and Police where feasible.
  - 14.1 Explore the feasibility of alternate methods of transportation of children and mental patients.
  - 15.2 Enhance Neighborhood Associations and Crime Watch through more block watches, phone trees, neighborhood patrols and property identification participation.
  - 16.1 Form a Task Force of representatives from the State Attorney's Office, law enforcement, and private security to find ways to expedite the arrest and complaint process.
  - 2.1.5 Develop media and education programs targeted to ethnic and other special needs groups within the city regarding Community Policing values, activities and goals, and solicit feedback from the community. \*
  - 2.1.8 Develop, administer, analyze, and report the findings of ongoing periodic surveys of public attitudes and perceptions of Community Policing, quality of life issues and Police Department service in general, utilizing Planning and Research resources in-house. \*
  - 23.3 Educate citizens to help them identify and address criminal activities and neighborhood quality of life issues.
  - 2A2 Analyze the feasibility of decentralizing Investigations section. Explore the advantages and disadvantages of specialist versus generalist detectives.
  - 163 Review recommendations from outside consultants or other law enforcement practitioners brought in to observe and/or evaluate St. Petersburg Police Department's Community Policing efforts.
  - 1.14 Institute the Career Development plan aimed at job enrichment and career path options, consistent with the values and philosophy of Community Policing within Policing Continuum guidelines. Develop alternate career paths that provide lateral mobility and the opportunity to achieve a special professional designation, similar to the Master Police Officer Plan in the Orlando Police Department. \*
  - 17 Implement ongoing internal public relations and esprit de corps by publicizing Police Department members' participation in various fund raising and community service events: portraying employee photographs around the Department; including features highlighting a Department employee in each *Behind The Badge* newsletter; and investigating the feasibility of producing "baseball cards" of St. Petersburg Police officers and canine partners for distribution to city youth. \*
  - 1.1 Coordinate requests for technical assistance from the Planning and Research Unit through the Staff Inspections Lieutenant and the Assistant Chief for Administrative Services.
  - 22 Utilize local colleges and universities as technical assistance resources for planning and research projects.
- Determine the feasibility of following up on crime reports with specific information mailed to the complainant. \*

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### Strategy

- 4.3.3 Examine increasing criminal investigative support. Develop case screening methods which focus on continuing investigations based on solvability factors. Cases without leads should be referred to Crime Analysis for pattern analysis and the formulation of action plans.
- 455 Examine feasibility of mail-in/walk-in reports. \*
- 531 Develop Police Department service delivery performance measures that are both qualitative and quantitative.
- 5.4.2 Revise promotional practices based on demonstrated performance and testing measures which embody the Community Policing philosophy and quality leadership principles.
- 5.4.4 Develop a process for subordinates to evaluate the performance of their supervisors.

YEAR 3: BUDGETARY IMPACT WILL BE DEVELOPED  
AND PRESENTED IN 1993 BUDGET CYCLE  
FOR FISCAL YEAR 1994.

\* expected to yield a fiscal impact

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An arrest has been made and the guilty party is packed off to jail. The officer must ask himself/herself: "Does this solve the problem or is it just another arrest in a long line of arrests for the same crime in the same place?" If the latter is true then arrest is not permanently solving the problem. One must look at why this problem exists in the first place and what can be done to stop the cause of the problem.

**THIS IS COMMUNITY POLICING.**

**Year 4: January 1995-December 1995**

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**Strategy**

- 12.4 Work with the Sheriff's Office and the County Office of Justice Planning to develop multijurisdictional programs based on Community Policing principles. \*
- 13.5 Create an inter-agency task force to help resolve neighborhood problems and disputes.
- 13.6 Coordinate efforts of all agencies working through varying means to same ends - e.g.. Planning, Engineering, Police, Fire, Code Enforcement, etc., all working on problems in their areas of expertise to improve neighborhood's quality of life.
- 1A3 Reevaluate the system for dealing with the mentally ill and homeless at the street level. Develop useful strategies to resolve those problems.
- 15.4 Coordinate with the Neighborhood Associations to increase the use of mediators to resolve neighborhood disputes.
- 2.4.6 Evaluate which police services, units, activities and positions should be decentralized to the neighborhood level.
- 2.6.1 Analyze recommendations from internal review committees for possible implementation. \*
- 2.6.2 Analyze recommendations from the City Auditor, City Manager and/or the Assistant City Manager for Public Safety. \*

**YEAR 4: BUDGETARY IMPACT WILL BE DEVELOPED AND PRESENTED IN 1994 BUDGET CYCLE FOR FISCAL YEAR 1995.**

\* expected to yield a fiscal impact

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Community Policing is not trading in a gun or a uniform for a clip board and a sport coat with a slogan on it. It is trading in old mind-sets for new ones that get officers thinking and using the neighborhood resources and its citizens to share the responsibilities in accomplishing a specific goal.

**THIS IS COMMUNITY POLICING.**

Year 5: January 1996 - December 1996

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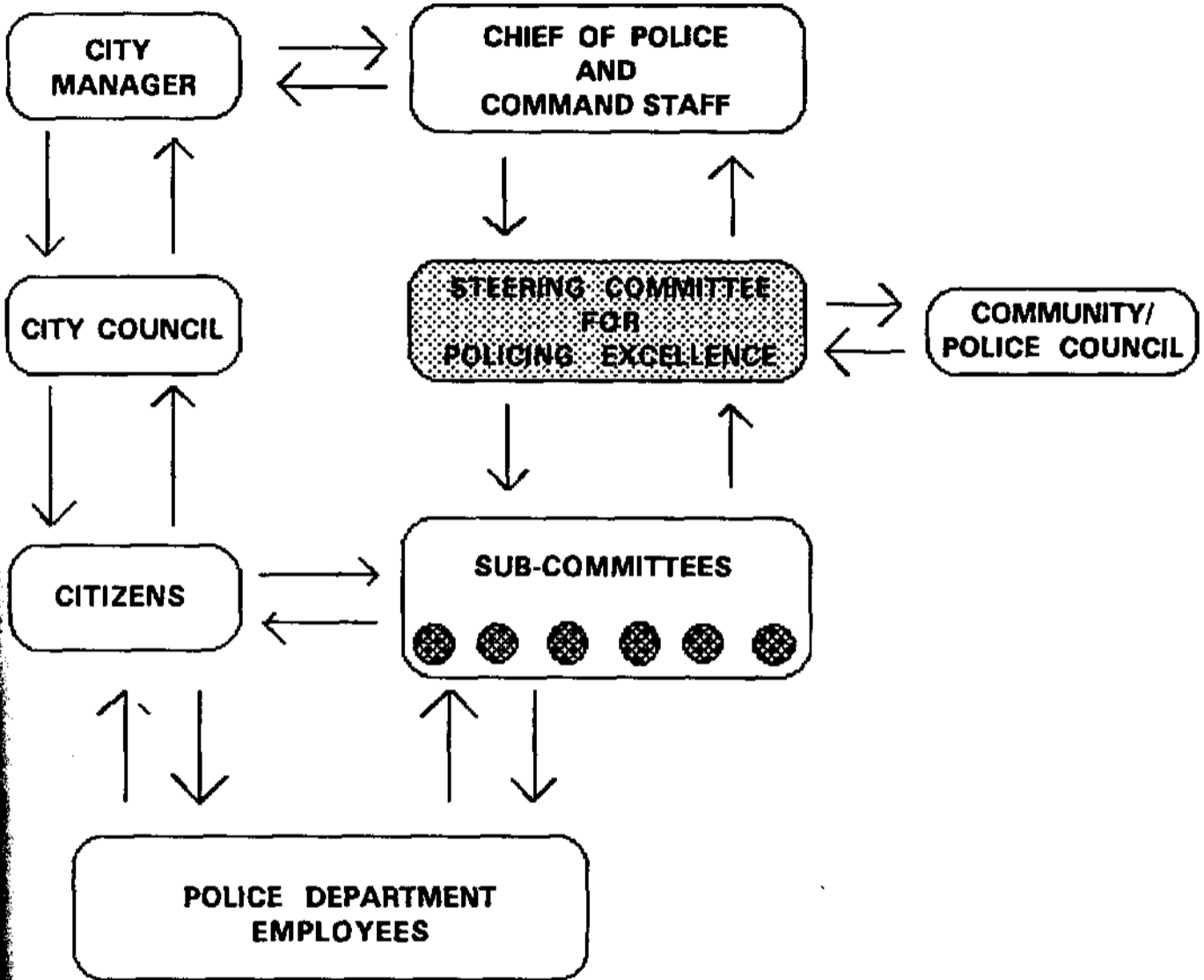
### Strategy

- 1.2.3 Explore with the Sheriff's Office the feasibility of additional diversion programs - first-time offenders, prostitution sentencing, multiple drug use offenders, etal. \*
- 1-2-8 Establish a plan for residential drug treatment programs, housed in properties seized by the Vice and Narcotics Section and funded by grant monies, if possible. Work with the courts to establish a program for referring multiple drug offenders to these treatment facilities in lieu of serving jail time. \*
- 4-1 -4 Examine private security industry and continue to work with them toward establishing standards.
- 4.5.3 Incorporate technology that saves officer time or utilizes human resources more efficiently. Examples include: Mobile Digital Terminals; direct report entry; computer-assisted scheduling model; Electronic Tracking System. \*
- 53.3 Develop performance measures based upon citizens' assessments of police officers' ability to solve community problems.

YEAR 5: BUDGETARY IMPACT WILL BE DEVELOPED AND  
PRESENTED IN 1995 BUDGET CYCLE FOR FISCAL  
YEAR 1996.

\* expected to yield a fiscal impact

Action planning for implementing strategies will be coordinated, facilitated, and supported by the Community Policing Division; the Steering Committee for Policing Excellence will take the lead role in this. The flow of work through the Department and out onto the street will be largely as shown in the following diagram:

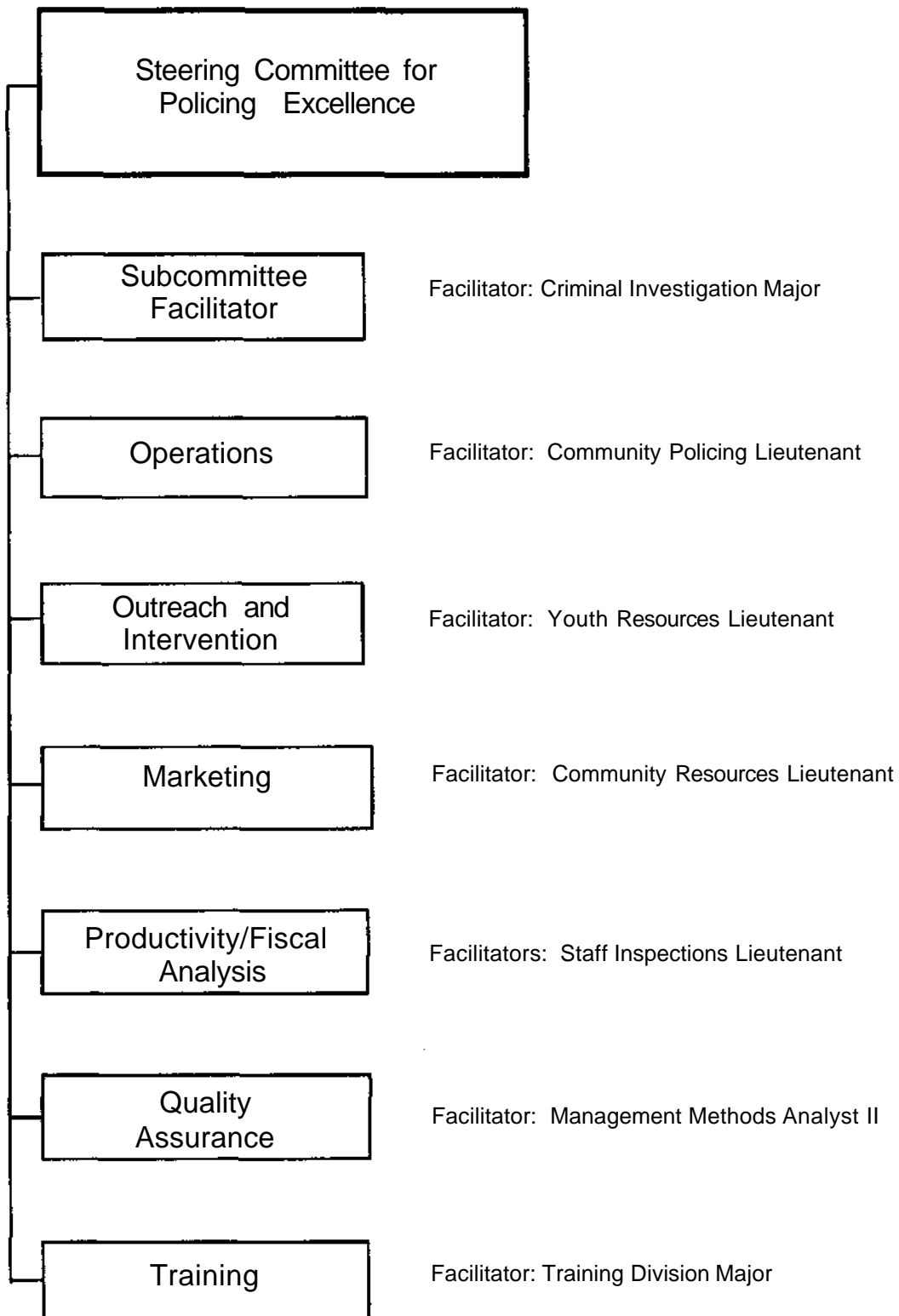




## Steering Committee for Policing Excellence Sub-Committee Structure

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The initial subcommittees have been formed. Additionally, a subcommittee facilitator will be named to coordinate the activities of the subcommittees, foster communication between the six facilitators, monitor progress, and report on progress to the Steering Committee for Policing Excellence. A graphic representation of this subcommittee structure, outline of committee responsibilities, and model for committee operations follow:



### **[Operations**

1. Develop criteria for selecting Community Policing officers.
2. Determine strategies for the initial deployment of Community Policing officers.
  - a. where
  - b. how many
  - c. distribution
  - d. training
  - e. initial responsibilities
  - f. division of responsibilities
  - g. supervision
  - h. performance evaluation
3. Monitor and evaluate the impact of the No Report policy and expansion of alternate response strategies.
4. Develop the "neighborhood team" concept.
5. Facilitate the coordination of Patrol/Community Policing/Criminal Investigation Section operations.

### **Outreach and Intervention**

1. Establish liaisons and communications about Community Policing plans and operations with:
  - a. city government
  - b. criminal justice system
  - c. other area service providers, public and private
  - d. business community
  - e. citizens groups
  - f. the community-at-large
  - g. the media
2. Continue to coordinate ongoing programs within Youth Resources.
  - a. School Resource Officers
  - b. Drug Abuse Resistance Education
  - c. Police Athletic League
  - d. Recreation And Police
  - e. Explorer Scouts
3. Explore the feasibility of developing additional diversion programs.
4. Develop plans for a residential drug treatment diversion program.

### **Marketing**

1. Develop I & R system.
2. Get the word out to the public! Develop a marketing/public relations plan.
  - a. Media coverage about Community Policing.

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- b. Department pamphlets - update existing ones and design new ones.
  - c. Meetings with Neighborhood Associations and other community groups.
  - d. Speakers Bureau for Community Policing.
3. Explore and develop new marketing ideas, such as "baseball cards" of police officers.
  4. De-market 911 and market the new nonemergency police number.
  5. Develop a working relationship with Community Alliance and the Community/Police Council.
  6. Develop an in-house marketing campaign on Community Policing.

### **Productivity And Fiscal Analysis**

1. Efficiency studies.
2. Fiscal/economic impact analyses.
3. Review and revise General Orders and Standard Operating Procedures as needed to facilitate the transition to Community Policing.
4. Develop costing for programs encompassed within the Strategic Plan.
5. Develop staffing models.
6. Explore the availability of grants, corporate donations, and other alternative funding sources. Pursue whenever possible.
7. Explore and make recommendations for the application of user fees in the City of St. Petersburg.

### **Quality Assurance**

1. Design, implement, analyze, and report the findings of all citizen surveys, opinion polls, evaluations, etc., that are done by the Police Department.
2. Provide technical assistance as needed to all other units and committees within the Department.
3. Assist with periodic progress reports on the progress of Community Policing implementation to the City Manager.

### **Training**

1. Develop and schedule training for Community Policing officers.
2. Evaluate Community Policing training; modify for the entire Department.

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3. Incorporate Community Policing training into the FTO program and Post Academy.
  4. Develop a schedule for Cultural Diversity training.
  5. Develop and schedule Quality Leadership training for all supervisors and managers.
  6. Review and revise criteria for recruiting, screening, selecting and training police officer applicants.
  7. Implement the Career Officers Plan for Success - a process for career development and career pathing.
  8. Develop a new employee orientation program that presents the philosophy and values of Community Policing.
  9. Review and revise the performance evaluation process to reflect the Community Policing philosophy and overall mission of policing excellence.
  10. Review and revise the promotional process to recognize community-oriented achievements.
  11. Continue to coordinate publication of the monthly newsletter, "*BehindThe Badge.*"

## Committee/Subcommittee Operations Model

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### How To Approach Your Task and Report Your Findings

1. Identify the problem.
  - What have you been asked to do?
  - What is the nature of the problem?
  - Who/what is affected?
  - What are your assumptions about what is causing the problem?
2. Set goals and objectives.
  - What solutions will solve the problem?
  - How will you go about achieving these solutions?
  - What results do you expect and why?
3. Gather information and decide how to measure your progress.
  - What kinds of information do you need?
  - How can you get that information?
  - What does your information mean?
  - How can you measure where you are and where you want to be?
4. Decide upon alternatives that are possible solutions.
  - What does your information tell you?
  - What are realistic solutions?
  - What are your limitations?
  - Who benefits from each solution?
  - Who bears the cost?
5. Draw a conclusion and make recommendations for action.
  - What was the problem you wanted to solve?
  - What information was gathered?
  - What did the information tell you?
  - What solutions did you develop?
  - Why?
  - How will you implement your solutions?
  - How long will implementation take?
  - How much will implementation cost (source of funding)?
  - What results do you expect?
6. Evaluate.
  - What happened after your recommendations were put into place?
  - How did you measure success or failure?
  - What changes need to be made?

In evaluating the impact of the implementation of Community Policing upon St. Petersburg, both impact and process evaluation models will be used. Both quantitative and qualitative methodologies will be combined.

A dual evaluation model will accommodate the analysis of both the impact of Community Policing operations and the process of implementing those operations. This model will include both quantitative measurements of police service delivery and qualitative data that will enhance the usefulness and understanding of the more traditional measurements. Variables will be grouped in clusters based upon the type of information they are designed to measure: traditional; customer satisfaction; budgetary; or specific Community Policing activities.

Establishing baseline data also will allow for longitudinal research on the impact of the implementation of Community Policing upon the delivery of traditional police services.

The activities and goals of the Community Policing officers are proactive and coactive, rather than reactive, as are traditional police operations. Their impact, and the process by which Community Policing services are delivered, cannot be evaluated simply by capturing information in the traditional way or by looking only at those variables that have been defined as measurements of the effectiveness of policing in the past.

Skolnick and Bayley (1988) made the following comments in their book, Community Policing: Issues and Practices Around the World:

"How do we evaluate the performance of the community-oriented police officer whose task is crime prevention as well as apprehension? Not only is it impossible to measure the amount of crime a particular police officer contributed to preventing; a Community Police officer's success involves initiating subtle changes in community behavior and attitudes...police forces have not learned how to systematically reward such performance...

Community Policing exaggerates the ambiguity of police performance, and, by implication, of measures of evaluation and reward. Police executives recognize the problem... and we have come to believe that it - the ambiguity of evaluating and rewarding the quality of Community Police performance - constitutes a factor in inhibiting the development of Community Policing."

Goldstein (1987) wrote in Toward Community-Oriented Policing: Potential, Basic Requirements and Threshold Questions:

" Research on the value of Community Policing, or any of its components, in this country is in its infancy... It is natural to call for more rigorous research... but the effect of some of the changes being advocated may simply not be subject to evaluation. Too many changes are occurring at the same time. And there are enormous methodological problems - put aside cost - in conducting large-scale controlled experiments. We may have to be satisfied with the results of less rigorous research...

Most striking for me have been my observations of the impact that Community Policing has had on the police officers involved in these programs... An increase in job satisfaction could have an enormous influence on the quality of police service provided to the community."

The traditional "bean counting" methodology of the past provides useful information concerning the effectiveness of (reactive police services, as discussed previously. These measurements may be included as components of the evaluation of Community Policing implementation only because it is important to establish that Community Policing operations enhance traditional operations. Traditional measurements, however, are inadequate in terms of evaluating Community Policing services. Community Policing is not expected to compromise the delivery of traditional police services, nor to create a situation where scarce police resources are "traded off" between reactive and proactive/coactive functions. Community Policing is not being implemented in St. Petersburg as an alternative to traditional methods of delivering police services, but rather is expected to become the working philosophy of the entire department and will be embodied in all operations. This is not an either/or proposal.

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Qualitative methods will include reviews of anecdotal information, such as Community Policing officers' daily activity report summaries, and informal surveys done by officers within their assigned areas. The area profiles compiled by Community Policing officers will provide another source of valuable qualitative information. These initial "snapshots" of specific areas will provide a basis of comparison to subsequent profiles, showing changes that may occur within the areas as a result of problem-solving efforts and the addressing of quality of life issues.

Methodology is also in place to provide measurements of citizen satisfaction with the overall delivery of police service, citizens' perceptions of the quality of life problems that exist in their neighborhoods, and their prioritizing of crime problems. A citizen survey was designed and administered to a sample of residents and business people throughout the city during October and November 1991. Survey data will provide a baseline of citizen satisfaction and perceptions of problems. The survey will be administered before the deployment of Community Policing officers and, again, one year after deployment. Measuring citizen satisfaction is a critical evaluation component. The formation and development of meaningful partnerships between police offices and citizens, the empowerment of law-abiding citizens, joint problem-solving efforts by officers and citizens, an orientation to service and accountability for results on the part of both officers and citizens form the core goals of Community Policing implementation. Citizens are as important to the success of Community Policing as police officers are. Therefore, measurements of their attitudes, beliefs, and feelings concerning Community Policing become extremely important pieces of the evaluation puzzle.

An internal Community Policing survey also will be administered. All police department employees will be surveyed in order to measure their understanding of and satisfaction with the implementation of Community Policing. The basic pieces of the evaluation model have been discussed above. A presentation of the model in outline format follows. In the Jump Start period (1991) baseline data will be captured for each of the quantitative measurements, with the exception of the Community Policing officers' activities, as they will not be in the field until mid-December 1991. The citizen survey and Department employee survey will be administered in 1991, providing a basis of comparison for subsequent survey data. Additionally, a historical database of traditional measures will be compiled for 1985-1990 for the purpose of inclusion in a longitudinal research project. Both impact and process evaluations are expected to be long term and will provide valuable feedback that will facilitate the "fine-tuning" of the Strategic Plan and monitor its implementation.

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ESTABLISHMENT OF BASELINE QUANTITATIVE MEASUREMENTS DATE FOR IMPACT EVALUATION

VARIABLES	TIME FRAME
<u>Traditional Cluster</u>	
UCR data/crime rates	Annually from 1985
Police response time	Dept. average annually from 1985
Calls for service	Annually from 1985
Number of arrests	Annually from 1985
Number of investigations initiated/assigned	Annually from 1985
Case closure percentage	Dept. average annually from 1985 by type of crime
Number of traffic citations	Annually from 1985
Number of traffic accidents	Annually from 1985
Officers per capita	Annually from 1985
<u>Customer Satisfaction Cluster</u>	
Satisfaction with police service	Annually from 1991 via administration of city-wide survey
Quality of life assessment	Annually from 1991 via administration of city-wide survey
Safety/security	Annually from 1991 via administration of city-wide survey



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VARIABLES

TIME FRAME

Budgetary Impact Cluster

Per capita spending on police service

Annually from 1985

Community Policing Cluster

Suggested Quantitative Measurements

Number of CPA profiles completed

Monthly during 1992 only

Number of citizen/business contacts

Monthly from 1992

Number of activities w/juveniles

Monthly from 1992

Number of security checks

Monthly from 1992

Number of service referrals

Monthly from 1992

Number of referrals to other  
city departments

Monthly from 1992

Number of neighborhood meetings/  
events/seminars/speaking engagements

Monthly from 1992

Crime Watch participation  
(meetings & number of members)

Monthly from 1992

Suggested Qualitative Measurements:

Anecdotal - Community Policing  
officers daily narrative reports

Monthly from 1992

Information derived from CPO's  
informal neighborhood survey

Monthly from 1992

## Conclusion

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As we progress past the "Jump Start" and Year One periods, the assignment of responsibility for strategies and implementation will be directed through the existing subcommittee structure.

The Strategic Plan provides a blueprint for those actions deemed necessary to fully implement Community Policing in St. Petersburg. This blueprint will guide the Steering Committee for Policing Excellence as it assigns subsequent tasks to its subcommittees. This plan is not intended to be cast in stone. The strategies proposed are subject to modification or elimination as subcommittees' action plans determine; additional strategies may be developed. Ongoing evaluations of the process and impact of Community Policing implementation will provide the feedback necessary to keep the implementation on track, measure progress toward achieving goals, and measure overall policing effectiveness. There exists no model for what is being attempted by the St. Petersburg Police Department. However, we are confident that we have put into place a system of strategies and a structure capable of implementing those strategies that will direct us to the most comprehensive application of Community Policing to-date within the United States.

**Community Policing - Meeting the challenges of tomorrow today.**

## Acknowledgements

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We would like to thank the Police Departments of the 10 cities visited on the 45 day factfinding trip:

Aurora, Colorado  
Baltimore County, Maryland  
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Lansing, Michigan  
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New York, New York  
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Reno, Nevada

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National Institute of Justice  
"Perspective on Policing"

"The Evolving Strategy of Policing" - No. 4  
George L. Kelling & Mark H. Moore  
Nov. 1988

"Community Policing: A Practical Guide for Police Officials" - No. 12  
Lee P. Brown  
Sept. 1989

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Project Management

The Steering Committee for Policing Excellence is charged with the responsibility for overseeing, coordinating, and facilitating the progress made in implementing Community Policing strategies.

The facilitator of the Steering Committee for Policing Excellence will provide the Chief of Police with periodic updates, keeping him apprised of progress toward achieving the objectives stated within the Strategic Plan.

The Chief of Police will provide the City Manager with periodic updates to keep him apprised of progress toward achieving the objectives stated within the Strategic Plan.

The Strategic Plan that has been developed provides time lines and identified activities projected to have a fiscal impact. Actual fiscal analyses and costing needs will be determined as appropriate within the budgetary cycle and presented during the normal budget process.

Strategic planning is a dynamic process, i.e., subject to ongoing revision as needs, priorities, and constraints change.

The Quality Assurance subcommittee has been formed and is charged with the responsibility of designing evaluations of ongoing projects that address the implementation of Community Policing strategies.

The Quality Assurance subcommittee will also design, administer, analyze, and report the findings of periodic citizen satisfaction and attitudinal surveys. Police Department employees "opinion polls" also will be conducted periodically.

The Productivity and Fiscal Analysis subcommittee has been formed and will provide efficiency /manpower allocation studies, budgetary/fiscal impact, and economic analyses as needed.

Appendix 2

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Proposed Internal Programs

Recommended  
Time-Line

Stress reduction program for all employees	Year 2
Personal fitness/well ness programs for all employees	Year 2
Alcohol abuse rehabilitation program for all employees	Year 3
Peer counseling service for sworn personnel	Year 3
Retirement counseling service for all employees	Year 4
Family counseling service for all employees and their families	Year 4
On-site daycare/after school care service for alt employees' children	Year 5
Focused recruitment and development of minority and female police applicants	Ongoing

Stress reduction, fitness, alcohol abuse counseling, and general counseling services are presently available to police department employees.

We would like to expand these existing services and improve the communication of information about these services to employees.

Programs and services not presently available will be developed and costed. Plans for these programs are to be presented to the City Manager according to the above recommended time-line. Implementation will follow the approval of a plan and its proposed budget.

Comprehensive Long-Term Strategies

Neighborhood Network Centers

Placed in convenient locations throughout the city for the purpose of decentralizing and enhancing access to city services and information about city services.

National Community Policing Training Center

The St. Petersburg Police Department advocates the development of a national training center to be a resource for police and other law enforcement agencies that are in the process of planning and implementing Community Policing.

Electronic Tracking System (ETS)

Presentation of the ETS to members of St. Petersburg's financial business community. This system was developed to assist in the apprehension of bank robbery suspects.

Other Technology

To include mobile digital terminals, direct report entry, computer-assisted staffing, and other major capital outlays.

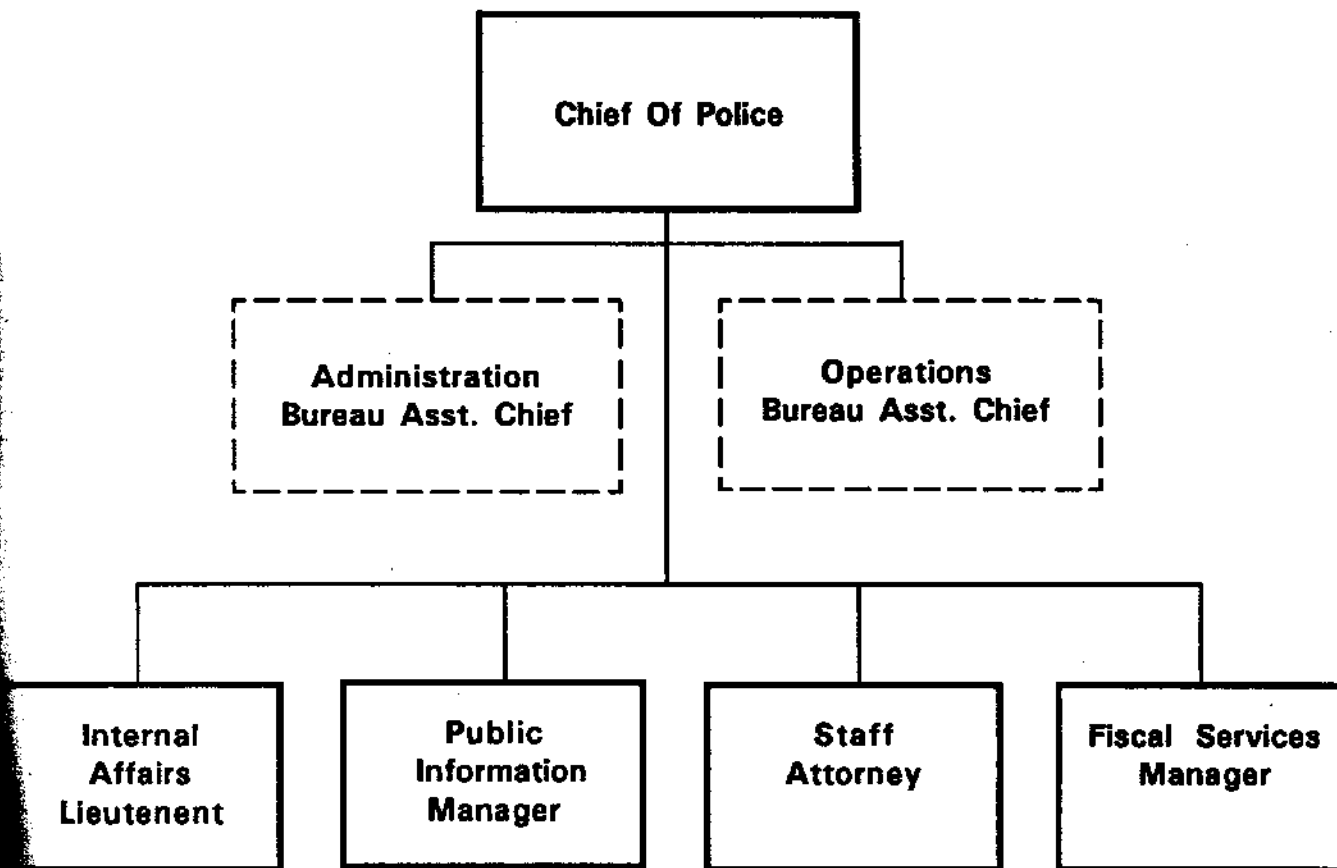
User Fees

The Productivity and Fiscal Analysis sub-committee will be responsible for researching, developing, planning, and presenting feasible recommendations for user fees applicable to the delivery of specific police services.

**BEYOND "911"**

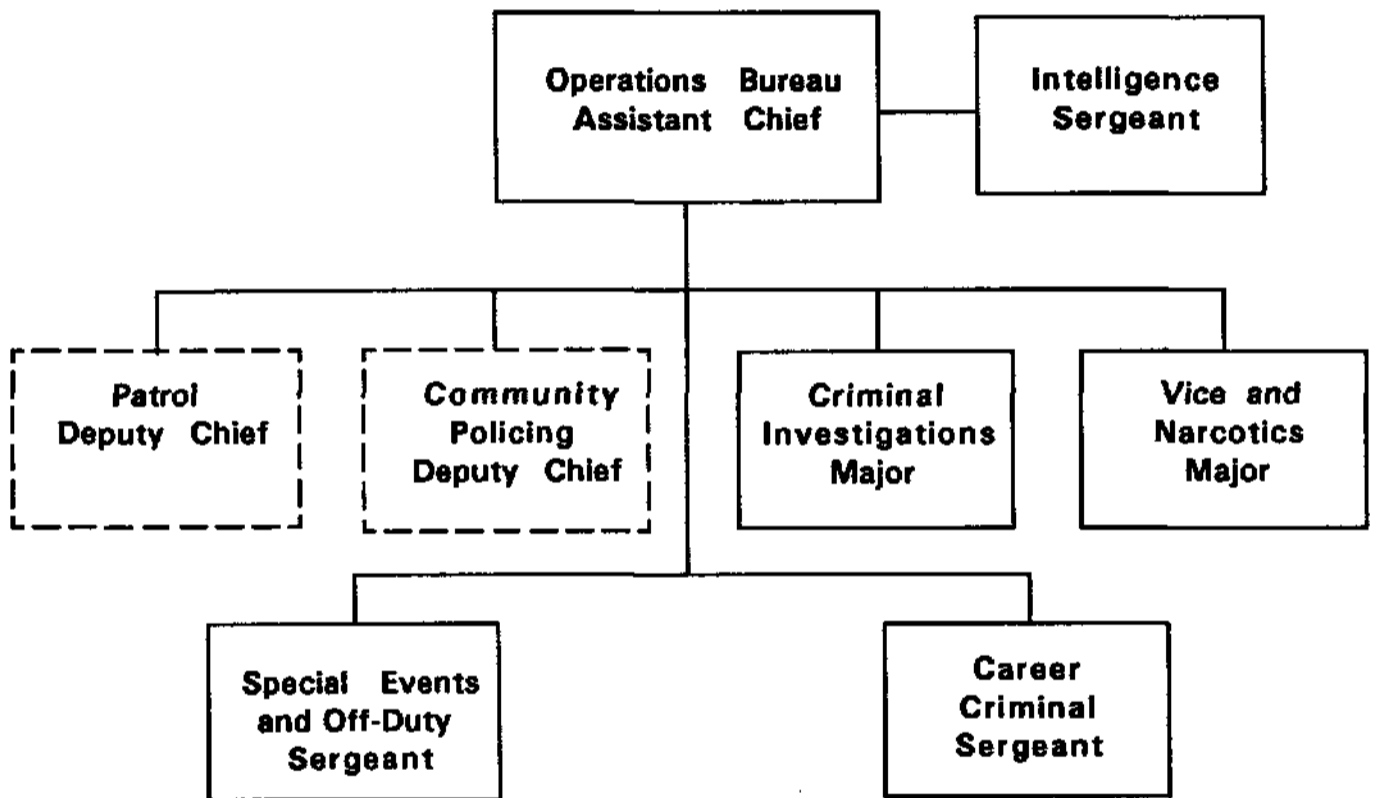
**THE SCOPE OF POLICE SERVICES**

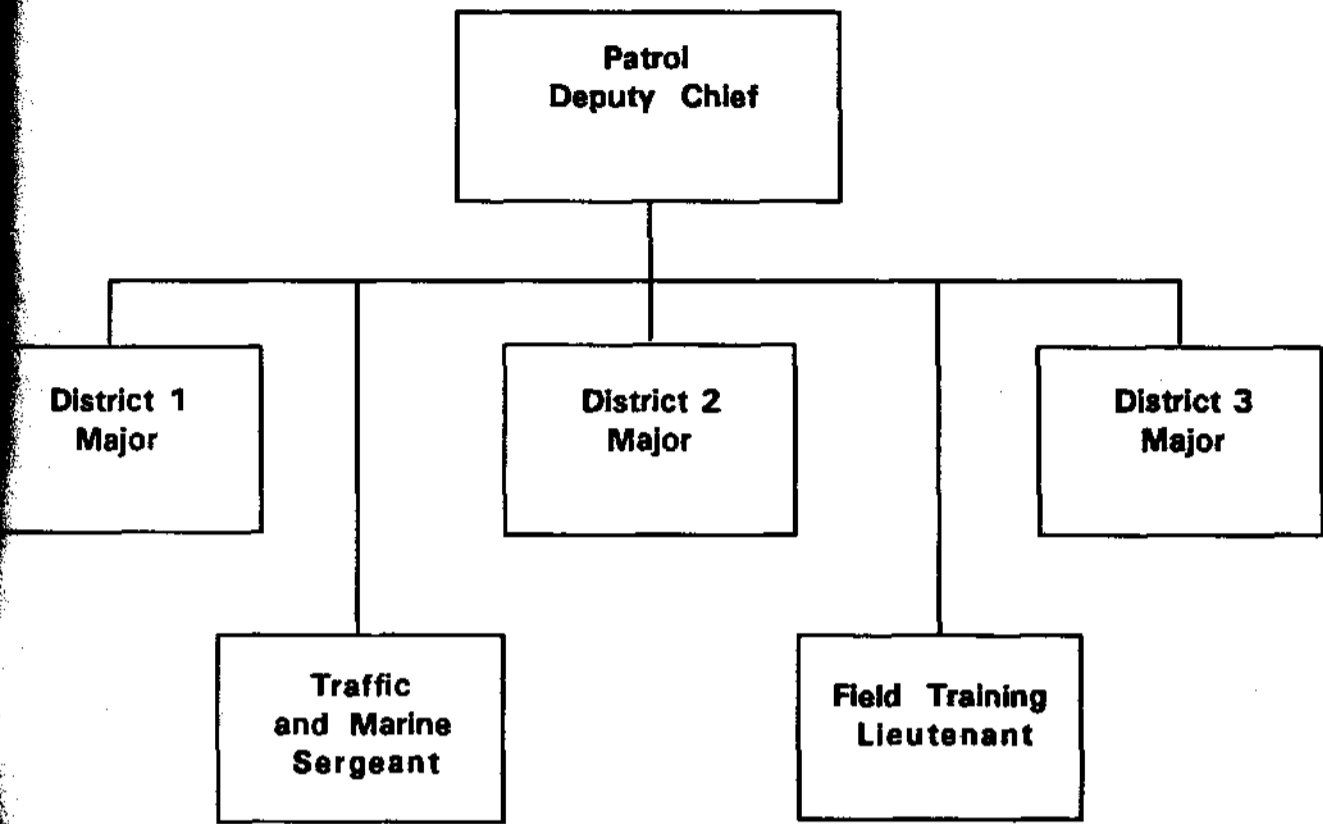
**ST. PETERSBURG POLICE DEPARTMENT  
ORGANIZATIONAL CHART**

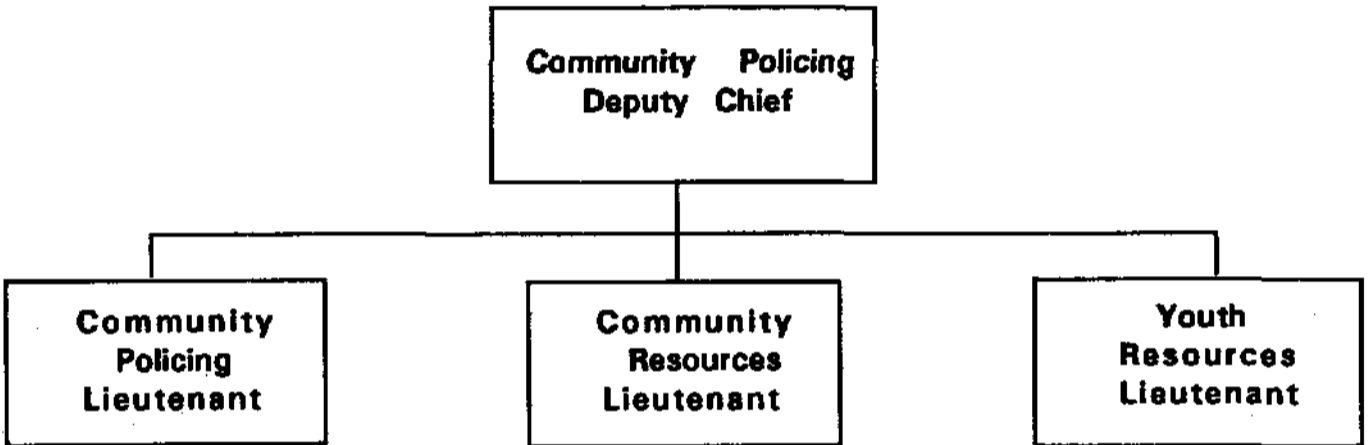


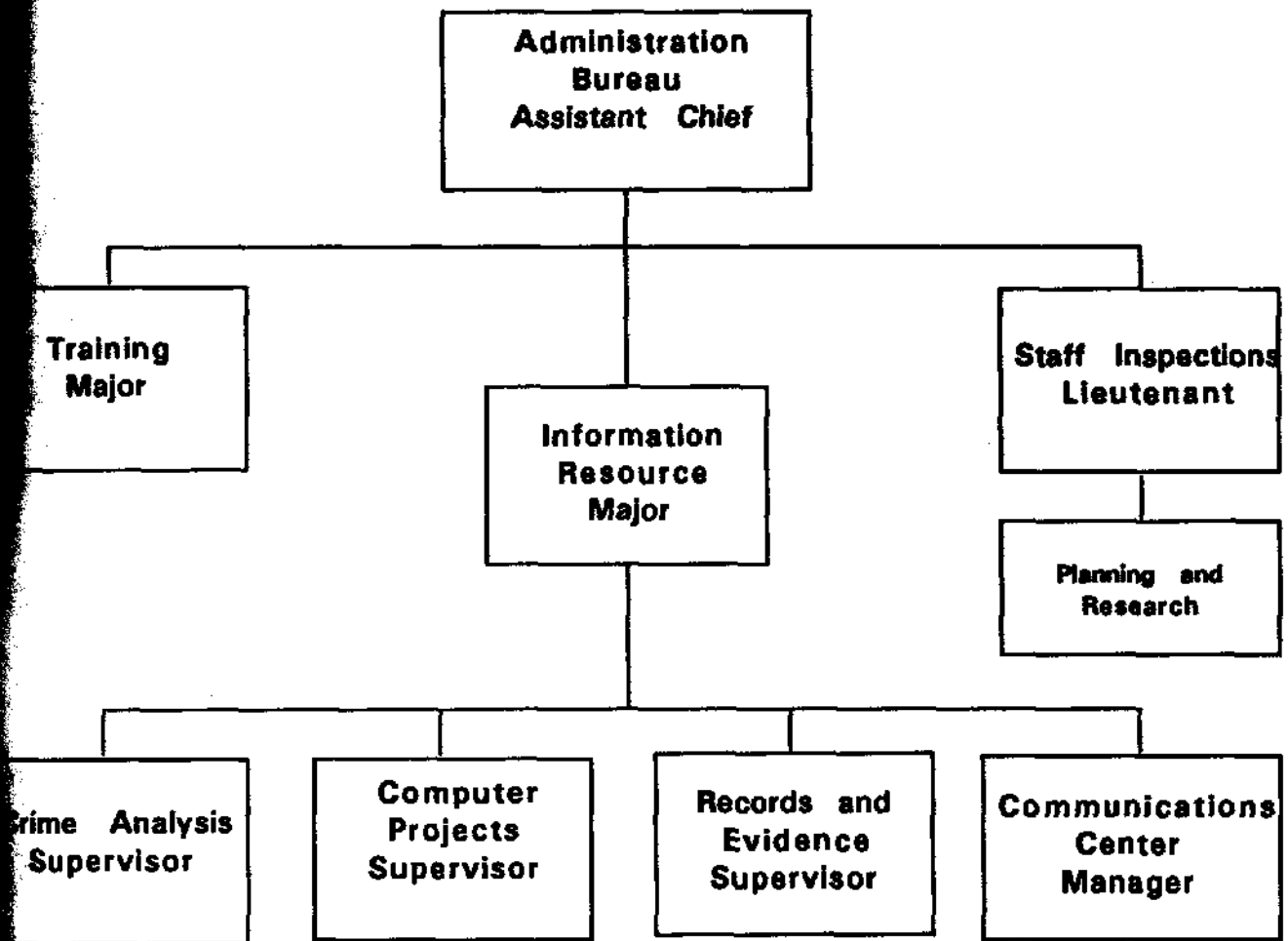


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## Appendix 5

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### Glossary Of Terms

#### Alternate Response

Other methods for the handling of police calls for service, in addition to sending a police car. Examples include: telephone reports, walk-ins, mail-out reports.

#### Business Watch

Similar to a Crime Watch Association, but comprised of members of the local business community who work in conjunction with a St. Petersburg police officer to enhance crime prevention efforts and learn strategies to use within their business operations and physical layout to deter crime.

#### Career Criminal

A habitual offender, a recidivist (one who returns to prison over and over again), a "hardened" criminal - these offenders lead lives of crime. It is estimated that 12% of all criminals commit 90% of all crimes.

#### Citizen Dispute Settlement Program

The program is designed as a mediation agency to help parties work out problems of a civil or minor criminal nature prior to use of the court system. The program was developed for, and operated by, the State Attorney.

#### Coactive Policing

Policing in partnership with the community and other city service providers to improve the overall quality of life within the neighborhoods in a community.

#### Community Alliance

Its purposes are to establish and maintain communication among whites, blacks, and other minorities; to identify problems pertaining to employment, small business, education, governmental representation, housing, urban environment, drug and alcohol abuse, and youth; and to determine how the problems can be solved, either by existing community groups that can and will accept responsibility for solving these problems, or, if deemed necessary, by Alliance action.

#### Community/Police Council

A representative group of city residents who meet on a regular basis with the Chief of Police to discuss police policies and operations.

#### Community Police Officer (CPO)

An officer who is directly responsible for addressing quality of life issues for the neighborhood to which he/she is assigned.

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### Community Policing

A philosophy of policing that embraces partnership with the community; a service orientation; problem-solving strategies; empowerment of officers, employees, and citizens; and, mutual accountability for public safety by officers and citizens.

### Community Policing Area (CPA)

The geographic area in which a Community Policing Officer is assigned.

### Computer-Assisted Dispatch

The computerized system used by the Police Department to receive, process, and send calls for service that come into the police communications center, either via "911" or the nonemergency police telephone lines.

### Crime Analysis

The scientific, systematic, data-driven analysis of crime and patterns of crime that helps devise effective strategies to prevent future crime and apprehend suspects.

### Crime Prevention through Environmental Design

A training program geared toward business owners and managers, city planners, building codes personnel, fire personnel, police personnel, landlords, et al., that provides information about and strategies designed to minimize the potential for crime in a building. For example, store layout, signage, and shelving can be designed in such a way as to prevent or minimize the opportunity for crime.

### Crime Tract

A specific geographic area used to group crime data and track calls for police service. Several crime tracts (CT's) may fall within a "zone" which is an area assigned to be patrolled by a specific motorized officer. Crime tracts are *not* the same as census tracts.

### Crime Watch

An association of neighborhood residents that, working with a St. Petersburg Community Resource police officer, engages in crime prevention activities, such as Block Watch and the etching of personal property with identification numbers, and provides information to the police about their neighborhood. There are 225 active Crime Watch associations in St. Petersburg.

### Cultural Diversity Training

A block of training modules designed to provide curricula in cultural/racial interrelations, crisis intervention, conflict management, community organizing skills, communications skills, etc., for all employees of the Police Department, especially those assigned initially to Community Policing.

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### Discovery Schools

Special middle schools which target "At-Risk" children. The schools have low teacher/student ratio which allow adequate resources to be allocated toward the school's mission of addressing the student's academic and social needs.

### Drug Abuse Resistance Education

DARE is a national drug education program. DARE instructors are specially trained police officers who go into the schools, usually to 5th or 6th grade classes, and teach a curriculum that focuses on providing children with the knowledge and skills they need to be able to resist becoming involved with drugs.

### Explorer Scouts

The St. Petersburg Police Explorers is a non-profit organization affiliated with the Boy Scouts of America, Exploring Division. The Explorer Post provides participants with a better understanding of law enforcement as a possible profession. The program is for males and females between the ages of 14 and 21. The Post also attempts to help create better understanding between the police and the youth of our community.

### Field Training

A Post-Police Academy training program that newly sworn police officers attend for their first 14-16 weeks with the Police Department. New officers, on probationary status for their first year of employment, ride with Reid Training Officers, who are responsible for their orientation to the duties of police officers in the real world.

### General Orders

The rules, policies, and procedures that regulate the duties, responsibilities, standards of behavior, and professional standards of the members and employees of the St. Petersburg Police Department.

### Land lord/Tenant Training

A training program for landlords, tenants, and homeowners to develop responsible property management and ownership. It deals with chronic drug dealing and other illegal activities which can reduce the quality of life for a neighborhood. It promotes the coordinated effort of police, landlords, and neighbors in their partnership as a community.

### Law Enforcement Magnet Program

A curriculum to be placed in a specified high school within Pinellas County, designed to prepare interested students for careers in law enforcement or criminal justice.

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#### ional Community Policing Training Center

A concept that the Police Department will advocate that envisions development of a national center for Community Policing to be located in Pinellas County. It will be a joint venture of the St. Petersburg Police Department, the Pinellas County Sheriff's Office, the criminal justice system, and the St. Petersburg Junior College.

#### Neighborhood Association

A civic organization comprised of neighborhood residents that mobilizes neighborhood activities, such as clean-ups, and acts to represent the neighborhood's concerns before City Council. **There are 76** Neighborhood Associations in St. Petersburg.

#### Neighborhood Network Centers

A plan for the gradual decentralization of city services to locations conveniently located throughout the city, so as to enhance citizens access to service and information about services that are available.

#### Nuisance Abatement Board

An administrative board that **hears** complaints regarding nuisances resulting from the use of a place or premises as the **aft\* of the unlawful sale** or delivery of controlled substances.

#### Police Involvement

**PAL is a** police sponsored program for youth designed to target at-risk youth and divert them away from **negative** influences and into positive constructive activities and provide them with positive role models.

#### Police Continuum

The range of duties and responsibilities possible within a Police Department's operations, it ranges from positions whose functions are traditional - Patrol, K-9, Traffic, Investigations - to those that are community-based - Youth Services, Community Policing, Public Information.

#### Police Excellence

A productive partnership between St. Petersburg Police Department members and citizens to mutually identify and resolve community problems which will enhance the safety and quality of life for our citizens.

#### Proactive Policing

A mode of police operations that strives to prevent crime or other undesirable activity from occurring. Examples include: early intervention, crime watch, drug education, etc.



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### Probationary Police Officer

Newly sworn police officers are on probationary status for their first year of employment following their graduation from the Police Academy.

### Quality Leadership

A style and philosophy of management developed by David Couper, Madison (WIJ Chief of Police, that facilitates the implementation and practice of Community Policing. It is based on listening, participation, cooperation, service, and empowerment of employees and citizens, it challenges the traditional, hierarchical, command structure of Police departments accustomed to operating in a paramilitary mode, as this type of organization is not conducive to community-oriented policing.

### Reactive Policing

The traditional, call-driven mode of police operations. The police "respond" or react once something has happened or a call for police service has been made.

### Recreation and Police

RAP is a joint program of the Leisure Services Department and the Police Department that is operated through the summer months for youth.

### School Resource Officers

These officers are assigned to Youth Resources, within the Community Policing Division, and work in area high schools and middle schools. They are responsible for handling crime on school grounds; for providing a liaison between the police, youth, and school personnel; for teaching courses in law enforcement; for providing positive role models for youth.

### Space Allocation Committee

In an effort to facilitate the necessary line of communication for the operational needs of the Department, this committee was established to examine the physical space and barriers in the main police building. The objective was to create a working and cooperative environment for the three main operational components: the Patrol Division, the Criminal Investigation Section, and the Community Policing Division.

### Staff Inspections

The routine, systematic review of Police Department operations, policies, and procedures, by unit in order to analyze departmental efficiency and effectiveness.

### Standard Operating Procedures

Known as "SOP's," these procedures govern the specific duties, rules, policies, and procedures for each unit within the Police Department.

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**Committee steering committee for Policing Excellence**

A group representing a cross-section of sworn and civilian personnel of all ranks from all units within the Department that has been charged with the responsibility of overseeing the process of implementing Community Policing and ensuring the attainment of policing excellence throughout all Department operations.

**Objectives**

Working on the goal of "Partnership", neighborhood quality of life issues can be addressed by mobilizing resources of several problem-solvers - residents, Community Policing officers, Patrol officers, detectives, other city agency personnel, other service providers - who work together to identify and resolve neighborhood problems.

**Principles**

Be consistent in what you say and what you do. Make sure you do what you say you are going to do; your actions are guided by your values and reflect your words.