

## THE MONTEREY COMMUNITY POLICING INITIATIVE

### BACKGROUND

The Monterey Police Department has embraced the principles of community policing for many, many years. The Department has worked well with the residential and business community to establish policing priorities and to solve problems associated with crime and quality of life issues. We believe our efforts have been largely successful, as Monterey continues to enjoy a low crime rate and community surveys consistently indicate public satisfaction with the service being provided by the Department.

Notwithstanding our success, the Department is now seeking to enhance its community policing efforts by implementing a new and innovative approach designed to facilitate direct personal communication between our officers and the community members they serve. The fundamental feature of this new approach is that **every** Monterey Police officer (including investigations, traffic and other special assignment officers) will now have direct responsibility for a neighborhood or business district within the City, which we will be calling a “**Community Policing Area (CPA)**”. Every person who lives or works within that CPA will have access to that officer for the purpose of dealing with local problems and concerns or to just chat about law enforcement issues.

Officers will continue to report to their regular supervisor in the chain of command, but they will also fall under the *functional supervision* of a supervisor, for community policing purposes, who may or may not be their regular line supervisor. Our civilian employees will also serve a special role in the program. A Police Service Technician or an Office Assistant will be assigned to each CPA for the purpose of providing clerical and other support to the assigned officers.

CPA assignments will be permanent. We feel this approach will:

- give each officer and civilian employee a strong sense of ownership and personal connection with a particular segment of the City,
- provide continuity in the relationships the Department is seeking to establish with the community,
- help build trust and understanding, and
- allow the Department to intelligently focus its efforts and resources where they are needed the most.

## OVERVIEW

The Monterey Community Policing Initiative (MCPI) consists of the following elements:

- The Department's current service delivery process and organizational configuration will remain the same; i.e. officers are assigned to patrol and respond to calls for service according to the existing three "beat" structure. When someone requires police service, they will still dial 9-1-1 for emergencies, or the Department's non-emergency number (831) 646-3914, and an officer will be assigned to respond as soon as possible.
- Under the MCPI, every sworn member of the Department will have new community policing responsibilities, which they will perform as an ancillary duty during their regular workday, under the guidance of their supervisor. It is our goal that each officer will spend time each week engaged in these new community-policing activities.
- The City has been divided into 20 Community Policing Areas (CPAs). CPAs have been drawn recognizing neighborhood and business association boundaries and other factors such as geographical barriers. Military facilities, such as the DLI, NPS, and La Mesa Village have not been included, as our Department does not generally provide routine police service to these properties, even though they are located within the city limits. A lieutenant will be assigned to serve as a liaison officer for facilities not covered under the MCPI.
- Each CPA will have two police officers and a civilian support employee assigned. Typically, a junior and a senior officer and a Police Service Technician or Office Assistant will form a **CPA Team**. Our goal is that each officer will engage in CPA related activities at least two to three hours during each workweek. Civilian employees will engage in CPA work on an as needed basis. CPA team assignments will be **permanent**. Officers will not be reassigned from their CPA unless or until they are promoted to sergeant, and then they will be assigned sergeant community policing responsibilities. Assigning two officers will provide continuity and ensure that there will always be an officer available who is knowledgeable about that CPA. Issues can then be addressed as quickly and as efficiently as possible.
  - Each of our ten sergeants will oversee two CPA teams (four officers).
  - A Lieutenant will serve as Department's Community Policing Coordinator.
  - Each lieutenant will also oversee one of the Department's three "beats" which will consist of four, six or eight CPAs.

## COMMUNITY POLICING RESPONSIBILITIES – POLICE OFFICERS

Officers assigned to a CPA shall be responsible for:

- Making a personal contact with every resident, businessperson, or person responsible for a facility within their assigned CPA. Such contacts may include in-person visits, letters, flyers, emails, announcements in neighborhood association publications, etc.
- Organizing an initial meeting for the CPA where the program will be explained and other information exchanged, including crime and traffic data and crime prevention information. Subsequent meetings will be held at least on a quarterly basis or more frequently as crime conditions and other issues require.
- Selecting a volunteer **CPA Captain** (and an alternate) from the community whose duties will include helping organize future meetings and facilitating communication within the CPA and the assigned officers.
- Establishing lines of communication with the neighborhood and/ or business association that covers the CPA.
- Assembling a **CPA Binder** that contains key information regarding their CPA. The CPA Binder will be in an electronic format within the Department's Records Management System.
- With the assistance of the their CPA supervisor, assessing and prioritizing crime problems or issues within the CPA and initiating appropriate action to resolve them. Such action may include but are not limited to:
  - Utilizing the SARA (Scanning, Analysis, Response and Assessment) model of problem solving to deal with community issues.
  - Preparing "close patrol" requests or other notices to be distributed within the Department at briefings.
  - Alerting households and businesses within the CPA regarding problems and appropriate preventative measures.
  - With the assistance of the CPA Captain, organizing neighborhood or business watch meetings.
  - Notifying outside agencies and other City departments regarding issues over which they are responsible, i.e. Public Works, Traffic Engineering, etc.

- Conducting limited follow-up with victims on criminal cases; i.e. making contact to determine if there is any additional information, offering targeted crime prevention tips, etc.
- Documenting their weekly community policing activities on a CPA Activities log, a copy of which shall be filed in their CPA Binder.

These activities will be accomplished during a two to three hour per week time allocation as arranged by the supervisor. It is anticipated that much of this activity will occur on double-up days.

In as much as **all** officers will be assigned to these duties, midnight shift personnel may be required to adjust their schedules to accommodate their participation; i.e. starting their shift two hours early, at 7:00 p.m. rather than 9:00 p.m. for instance when they are planning to perform CPA functions.

### **COMMUNITY POLICING RESPONSIBILITIES – CIVILIAN EMPLOYEES**

Civilian employees in the classifications of Police Service Technician (PST), Senior Police Service Technician (SRPST) and Office Assistant II (OAI) shall each be assigned to one of the Department's twenty CPAs. These civilian employees shall be responsible for:

- Providing general support to the CPA team,
- Assisting officers with their community communications responsibilities,
- Serving as a resource for information available in the Department's data systems, and
- When appropriate, attending CPA meetings and other events.

## **COMMUNITY POLICING RESPONSIBILITIES – POLICE SERGEANTS**

Over and above their existing duties, every Monterey Police sergeant will have community policing responsibilities. Each sergeant will be assigned *functional supervision* over two CPAs (four officers). To the maximum extent possible, sergeants will be assigned to oversee adjacent CPAs with both falling within one of the three beats that will be headed by a lieutenant.

CPA sergeants shall:

- Assist their CPA Teams in the assessment and prioritization of crime problems and other issues of concern.
- Regularly meet with their CPA teams to provide guidance, direction and training.
- Review their CPA Team Binders on a weekly basis to monitor progress on problem identification and resolution.
- Work with line supervisors to ensure that CPA teams are allowed time to focus on CPA issues.
- Attend meetings and other functions within their assigned CPAs.
- When the solution to the problem or issue identified within the CPA appears to require it, facilitate activities and coordinating necessary additional resources.
- Evaluate the community policing related performance of their assigned CPA teams and provide input to the concerned line supervisor for inclusion in each officer's and civilian employee's annual evaluation.
- Provide regular reports to the concerned command staff regarding their assigned CPA teams.

## **COMMUNITY POLICING RESPONSIBILITIES – POLICE LIEUTENANTS**

Monterey Police lieutenants shall be assigned functional community-policing responsibility, one for each of the three existing beats, which have been divided into Community Policing Areas. Lieutenants shall be responsible for:

- Overseeing the activities of all personnel assigned community-policing responsibilities within their beat area.
- Serving as liaison officer for areas of the City that do not fall under a CPA, such as DLI, NPS and La Mesa Village.
- Auditing CPA team Binders on a regular basis.
- Evaluating the quality of the community policing activities and services being provided within their beat.

## **COMMUNITY POLICING COORDINATOR**

A lieutenant shall be assigned as the *Community Policing Coordinator* responsible for:

- Administrative tasks associated with the program, including the scheduling of meetings and related events.
- Providing training and developing forms, exemplars, and other materials needed to support CPA Team activities.
- Developing and maintaining a library of crime prevention material for use by the CPA Teams.
- Coordinating efforts with other City departments and outside agencies.
- Guiding the activities of the involved sergeants, ensuring consistency in the direction being provided and quality
- Making recommendations to the command staff regarding necessary changes in the program.
- With material obtained from the weekly CPA Team Activity Reports and other sources, preparing a monthly *Community Policing Progress Report* to be distributed to the command staff and the Chief of Police.

## **COMMUNITY POLICING RESPONSIBILITIES – CPA “CAPTAINS”**

CPA Captains are community volunteers who work with the Police Department to facilitate communications within their CPA. With input from a variety of sources, including the concerned CPA team members, a CPA Captain and an alternate will be selected for each Community Policing area. CPA Captains shall be responsible for:

- Working with CPA officers to establish communication with residents and businesses within the CPA.
- Assisting in planning and organizing meetings for the CPA.
- Serving as an informal advisory board to the Department on community policing issues.
- Attending quarterly “*CPA Captain Summit*” meetings where the Police Department will provide training. At the Summit, CPA Captains will have opportunities to provide input to the Department as to the direction of the program and any other recommendations for improvement. Information regarding program successes will also be shared.

## **CPA BINDERS**

Every CPA team shall be responsible for maintaining and updating an electronic CPA Binder with the following information:

- a detailed map of the Community Policing Area.
- A list of every address, including the name and contact information for the resident or business and/ or property owner.
- Contact information regarding vital facilities, such as schools, houses of worship, utilities, etc.
- Contact information for the assigned letter carriers and other service people specifically assigned.
- Information regarding 290 and other criminal registrants in the CPA.
- To the extent legally possible, a list of other known criminal offenders residing or working in the area.
- Known problem locations and multiple call locations.

- Licensed premises.
- Frequent traffic collision locations.
- Copies of CPA crime data and calls for service data.
- Copies of information regarding COPPS projects associated with the CPA.

CPA binders shall be stored in the Records Management System and shall be accessible to other officers and supervisors on a read only basis.

## **DATA SUPPORT**

An important element of the Monterey Community Policing Initiative will be data support. We envision a process where crime and other significant Department or City data is automatically transmitted to the assigned CPA officers on a weekly basis. The data they will have access to will be for their assigned Community Policing Area. Having such discrete data at their disposal will allow them to quickly identify patterns and other areas of concern. The City currently possesses the ability to display such data on a web-style screen.

The challenge is to obtain crucial data from the Police Department Records Management System. Currently, we are not able to utilize the City's Geofile to search and segregate our crime data by geographical area. However, it is hoped that this problem can be overcome in the near future.

## **OTHER MCPI STRATEGIES**

- The Department will pilot this program in two CPAs for a four-month period using volunteer officers. The areas selected will have a different composition, i.e. residential and residential-commercial.
- The Department will provide business cards to every Community Policing Area Team officer, listing the names of both assigned officers along with their email addresses and voicemail numbers. Each card will clearly indicate that, when an officer is needed, a call should be made to 9-1-1 or the Department's non-emergency number.
- CPA Captains will be issued special Police Department identification for use when making contacts within the community in support of the community-policing program. They will be encouraged to attend the Department's Community Policing Academy, if they have not already done so.

- As appropriate, CPA teams will provide input for neighborhood newsletters and other community publications.
- The Department will develop a ***CPA Team Procedures Guide*** which will outline the Department's expectations and policies regarding the program as well as a menu of activities that officers are to engage in when performing their CPA duties.