# CLEVELAND DIVISION OF POLICE
# GENERAL

| EFFECTIVE DATE: | CHAPTER: | | PAGE: | NUMBER: |
|---|---|---|---|---|
| | 04-04-2019 Draft | | 1 of 4 | |
| SUBJECT: | COMMUNITY AND PROBLEM ORIENTED POLICING | | | |
| CHIEF: | | | | |

General observations/concerns:

- CPOP workgroup expressed concern that the GPO feedback process was not transparent and open to the public similar to other CPC policy work.
- It would be helpful to include more useful information from the CPOP plan. In our training with Capt. Simon that the original Use of Force GPO was too long to expect officers to read it, the ~40 pages of the CPOP plan are certainly too much. Maybe there needs to be several separate CPOP GPO sections, as with Use of Force. If this information will be provided to officers in a non-public manual, or in training curricula – that also aren't public – then the CPOP GPO is very NON-community oriented. This would certainly violate the whole spirit and intent of community-oriented policing. The GPO repeatedly uses the phrase 'identify and solve root causes' without offering any examples, guidelines or specifics. This is in spite of having much of this information in the plan.
- This GPO should include a detailed description of the SARA model.
- Listing community outreach as a problem-solving activity should include a description or explanation.
- The GPO needs much more detail about the databases that officers will use, or about the timeframe for finding and developing these.
- Under Supervision, the GPOs that describe in detail the Division's Bias-Free policing policy and its Procedural Justice policy should be referenced by number.
- Supervisors should make sure that officers have business cards AND complaint forms.

**PURPOSE:** To establish guidelines for officers of the Cleveland Division of Police relative to community engagement and problem-solving policing. These guidelines seek to clarify expectations of all Cleveland Division of Police employees concerning the adoption of a new approach to policing that reflects conduct that models the principles of Community & Oriented Problem-Oriented Policing (CPOP) to do collaborative problem solving with the community.

**POLICY:** The Division cannot produce a safe community alone. Partnerships and relationship building are essential to ensuring safe neighborhoods. The Community and Problem-Oriented Policing (CPOP) is an organizational strategy that promotes community partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime. It is the responsibility of all members of the Division beginning with the Chief, through the chain of command to every officer without regard to where they are assigned. CPOP It is not the sole responsibility of any single district, bureau, or unit. Officers in Charge and Commanders 'will determine the practicality and frequency' of their CPOP activity'. How? What guidelines? Examples? Recorded where?

This Division - officers *and* civilians - are a visible, important, and influential segment of the entire community. Communication and collaboration among all these segments of the community is vital to its wellness. CPOP will be a part of how the Division recruits and hires, allocates resources, trains, promotes,

evaluates officers and the Division, and collects data. All officers shall incorporate bias-free and procedural justice principles during any interaction with the community.

**DEFINITIONS:** The definitions are quite limited, and lack details. Several of them need some examples – Community Engagement, and Problem Solving.

**Casual Encounter:** A voluntary encounter between the police and an individual with the intent of engaging in casual, and/or non-investigative conversation. A reasonable person in the individual's position would feel free to leave and/or decline any of the officer's requests at any point.

**Community Engagement:** Any interaction with an individual or group other than a criminal investigation or casual encounter. (example: or should there be some wording that direct the reader to "C")

**Community and Problem-Oriented Policing Activity:** The activity of community engagement and problem-solving. This includes the 20% expectation.

**Partnership:** Any arrangement, formal or informal, that the Division makes with an individual or an organization that is community-based, public or private, to provide a program, service, or communications that will help increase public safety.

**Problem-Solving:** Any act or engagement where officers are attempting to identify root causes of community problems and the steps taken to find solutions to those problems. It also includes the use of the SARA Model. (example: or should there be some wording that direct the reader to "D")

**Asset/Resource Map …**
**CAD**
**Collaboration**

**PROCEDURES:**

I.     **CPOP Activity**

A.     Members assigned to the patrol section and assigned to patrol duties are expected to spend on average, 20% of their time engaging the community or activity solving community problems. The GPO primarily addresses the activity of patrol officers. What will other officers do? Where is the guidance for homicide and gang units, for example?

How many officers does CDP need, and what efforts at reducing time in calls for service, before an average of 20% of a shift (~1.6 hrs) spent engaging community members is possible?

How exactly do detectives in special bureaus do their 20%? Commanders? Sergeants?

Is the 20% measure remotely useful in measuring actual, substantive engagement?

Should the 20% be aggregated across the whole Division?

Is doing SARA part of the 20%? Does working on up-dating or maintaining the asset map count?

B.    Members that are not assigned to the patrol section and tasked with patrol duties will be responsible for engaging in CPOP activity as often as possible.

    1.    The expectation will be based on the daily duties of the individual bureaus/units and determined by the practicality of the opportunities presented to those bureaus/units.

    2.    Bureau/Unit Officers in Charge and Commanders will determine the practicality and frequency that they are expected to engage in CPOP activities.

C.    Community engagements include, but are not limited to the following:

    1.    Bike/Foot patrols

    2.    Neighborhood walks

    3.    Community events/meetings

    4.    Safety Fairs

    5.    Division presentations and training such as personal safety, career day, Citizens Academy, etc.

    6.    Providing a community service such as providing maintenance, providing a ride, or purchasing food and/or supplies, etc.

D.    Problem-solving activities include, but are not limited to the following:

    1.    Working with community members to identify and solve root causes of community problems.

    2.    Officer initiated actions to identify and solve root causes of community problems.

    3.    Using data to identify and resolve problems, or things that happen multiple times, for both the community and police, such as finding the top ten addresses for calls for service in the zone.

    4.    Identify and solve problems in ways other than arrest.

    5.    Community outreach

    6.    Special attentions that require minimal police activity such as parking violations for a single event or removing contraband from a particular location.

7.

## II.     Community Partnerships to Improve Public Safety

A.     Members of the Division are expected to create partnerships with community stakeholders in order to improve public safety.

B.     To create partnerships, officers shall get to know the communities that they patrol and learn their safety needs and wants.

C.     Officers shall form partnerships with all communities that include but is not limited to (Are these considered community asset/resources?)

  1.     Civilians and community organizations,

  2.     Youth,

  3.     LGBTQ,

  4.     Religious and ethnic communities,

  5.     Homeless, and

  6.     Mental health organizations and communities.

## III.    Data Collection

A.     Officers shall document all CPOP activity using the data collection software.

B.     For each CPOP activity that officers participate in, a computer aided dispatch (CAD) number shall be generated.

  1.     In the event that a call for service leads to a CPOP activity, a separate CAD number shall be generated.

C.     All data entered shall be accurate.

## IV.    Accountability

A.     Officers will not be subject to discipline based solely on their inability to meet CPOP expectations.  However, participation or lack of participation will be used in the evaluation process in determining promotions, assignments, and evaluations.  (Refer to GPO #? Performance Evaluations.  Performance Evaluations is currently in the revision process.)

Concern:  Sounds as if this, though not solely, will affect evaluations for promotions or other assignments.  The 20% requirement is primarily for officers who are in basic patrol.  Those officers will have little time to engage day-to-day unlike officers assigned to CSU units, or doing office work in Commander's Offices etc.....  This builds an unfair advantage against the officers who are the ones who are the First Responders, and the ones whose lives are

on the line more so than those not in basic patrol.  With this model, those officers will have little opportunity for advancement or other assignments as opposed to the officers who don't have to be first responders and be subjected to various life-threatening situations with little to no time to prepare for those particular situations.  On the other hand, the officers not assigned to basic patrol are not entering situations without the ability to prepare for the situation(s).  It seems as if the GPO starts with holding back careers of first responder officers.  To start this, while there is no discipline, there shouldn't be any holding back of advancement(s) based upon the 20% mandate either.

Opportunities for community engagement will differ significantly among the 3 shifts of patrol officers. How to account for these?

## V. Supervision

A. Supervisors shall

1. Ensure that officers assigned to the Patrol Section devote time in their work day to community engagement activities.

2. Provide support, guidance, and education to officers to ensure that CPOP is being effectively implemented.

3. Provide support, guidance, and education to ensure that officers incorporate CPOP, Bias-Free, and Procedural Justice Principles during interactions with citizens.

4. Recognize officers who excel using the CPOP process and principles, and remediate those that are not effectively implementing the CPOP process and principles.

5. Ensure that officers are actively participating in community meetings and events and assign officers to community meetings and events when they are not.

6. Ensure that their officers are equipped with and carry business cards.

7. Ensure that officers are entering Community Engagement and CPOP data properly into the data collection software.