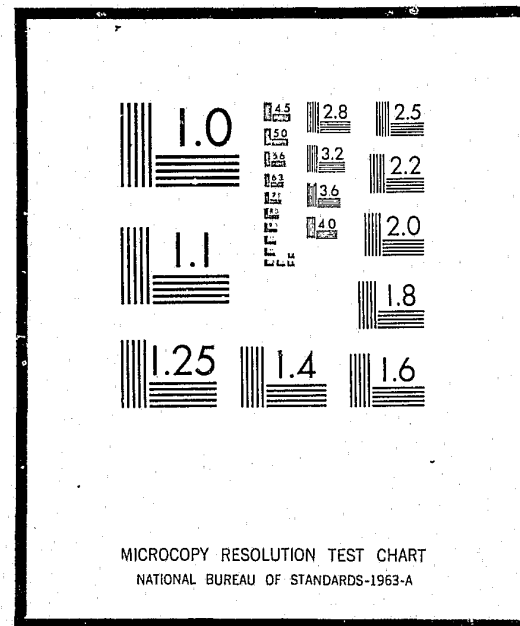


# NCJRS

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U.S. DEPARTMENT OF JUSTICE  
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION  
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE  
WASHINGTON, D.C. 20531

Date filmed

6/15/76

*Final report*

"COMMUNITY SERVICE OFFICER AND COMMUNITY RELATIONS SPECIALIST"

~~70-DF-090~~

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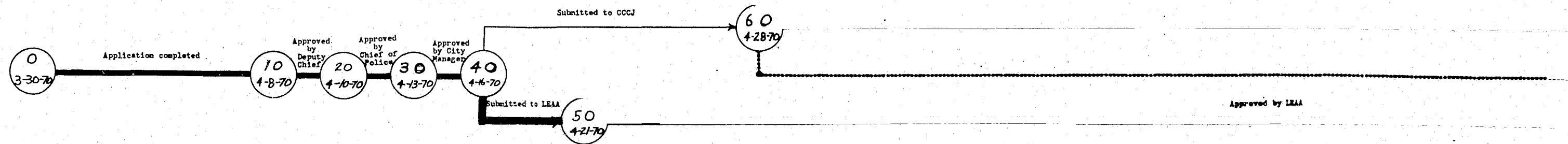
~~71-DF-877~~

DF-70-090

DF-71-877

32465

READING ROOM



Prepared By:  
Capt. James E. McMANUS  
Ptlm. Richard BRAZTEL

WEEK 1

WEEK 2

WEEK 3

WEEK 4

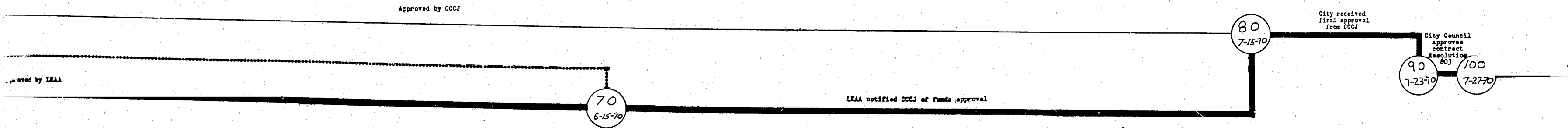
WEEK 5

WEEK 6

WEEK 7

WEEK 8

WEEK 9



WEEK 8

WEEK 9

WEEK 10

WEEK 11

WEEK 12

WEEK 13

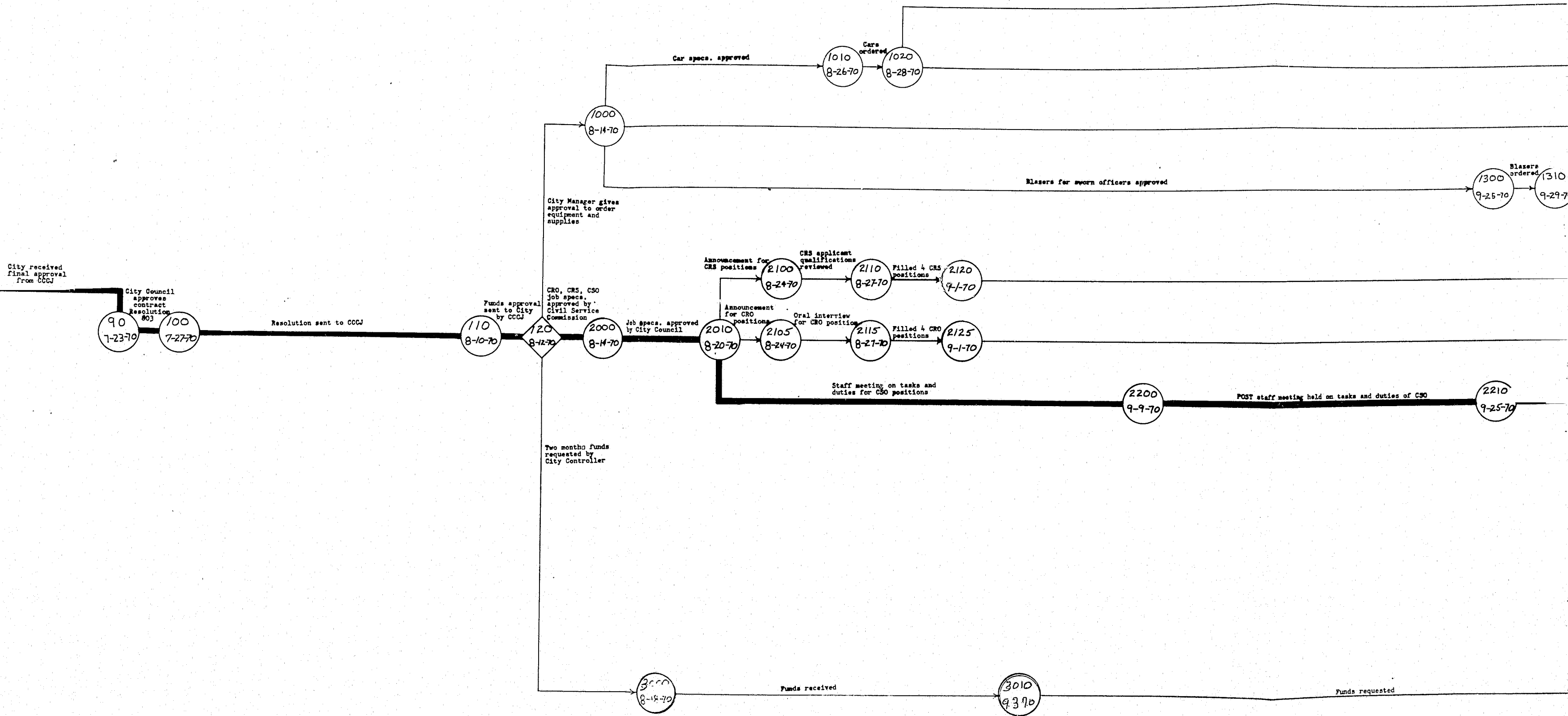
WEEK 14

WEEK 15

WEEK 16

WEEK 17

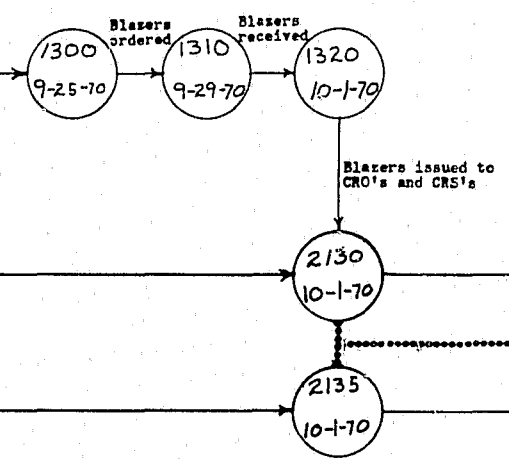
WEEK 18





Request to use private vehicles

CSO uniform specs. approved

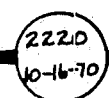


U.C.L.A. police community relations school 1 CRS and 1 CRO

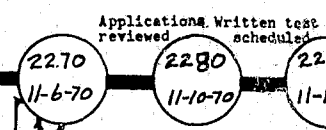
Staff meet. held on tasks and duties of CSO



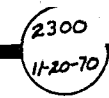
CSO application period ends



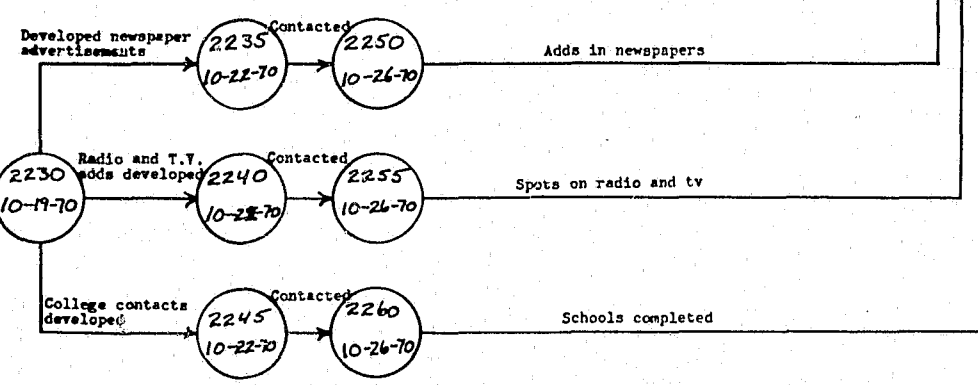
CSO deadline extended



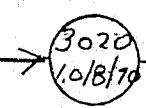
Written test given



CSO recruitment program begins



Funds requested



Funds received



WEEK 25

WEEK 26

WEEK 27

WEEK 28

WEEK 29

WEEK 30

WEEK 31

WEEK 32

WEEK 33

WEEK 34

WEEK 35

1030  
12-4-70

Request granted

1040  
12-18-70

Purchase out to bid

CSO uniform specs. approved

2140  
11-16-70

2145  
11-16-70

test  
2290  
11-12-70

Written test given

2300  
11-20-70

Agility test given

2310  
12-18-70

Oral interviews started

2320  
1-8-71

Orals end

2330  
1-13-71

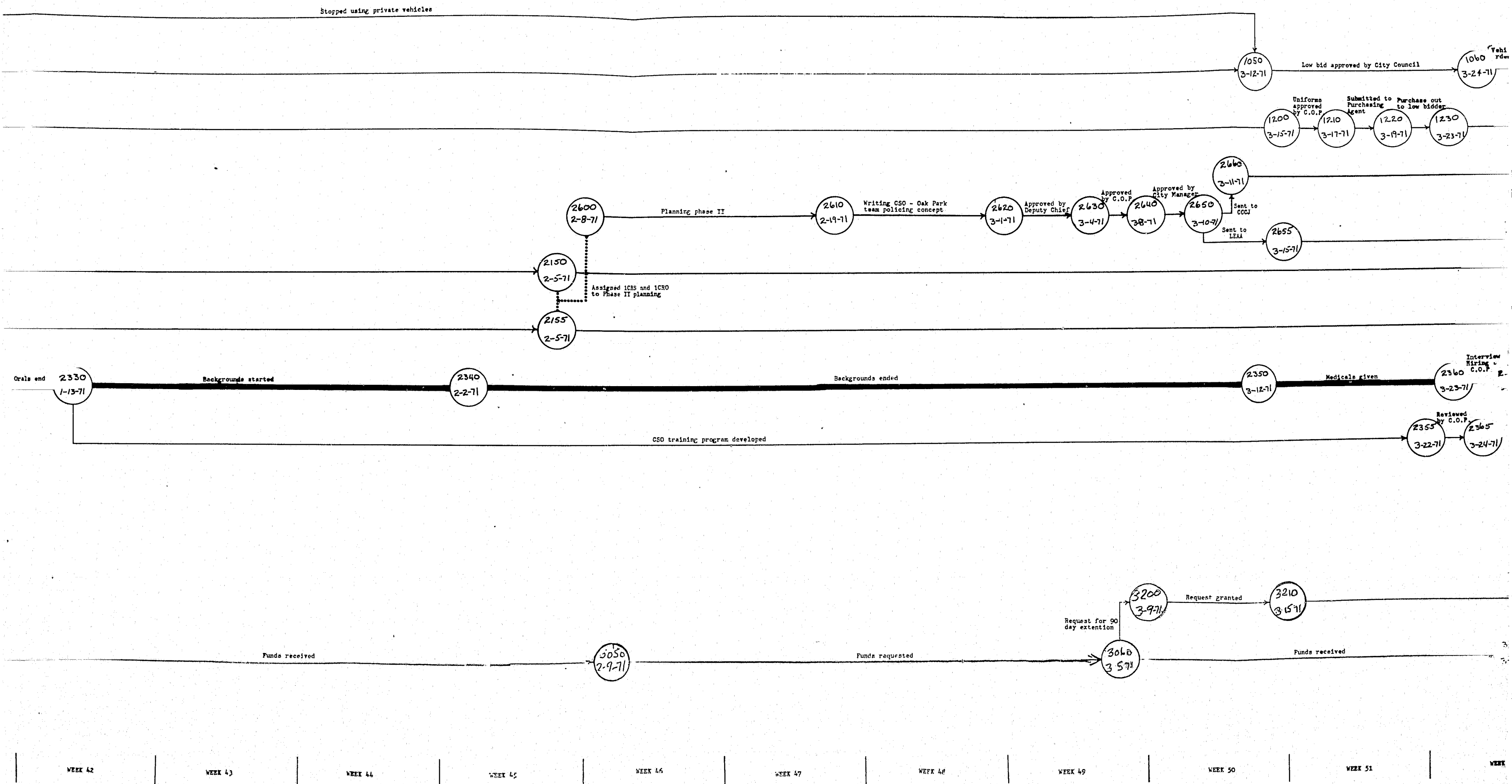
Bac. rou. s started

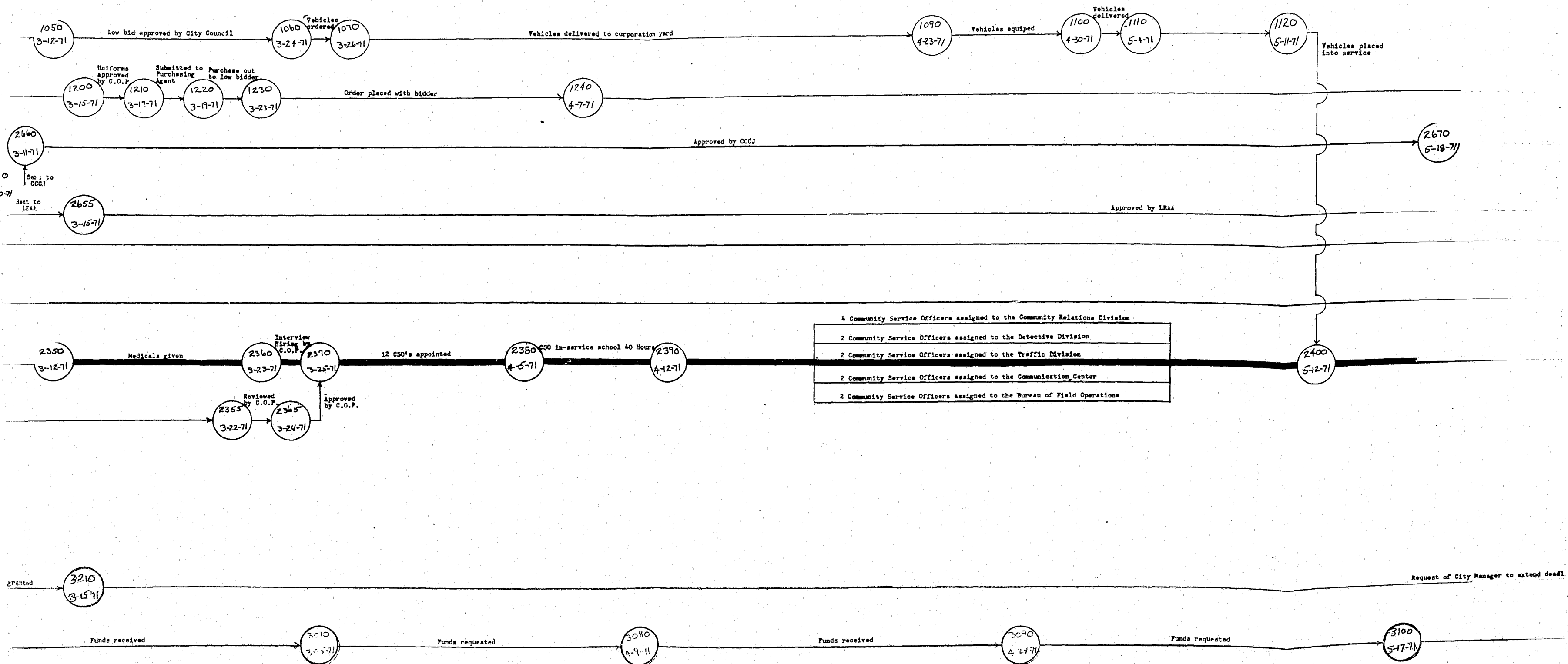
3030  
11/12/70

Funds requested

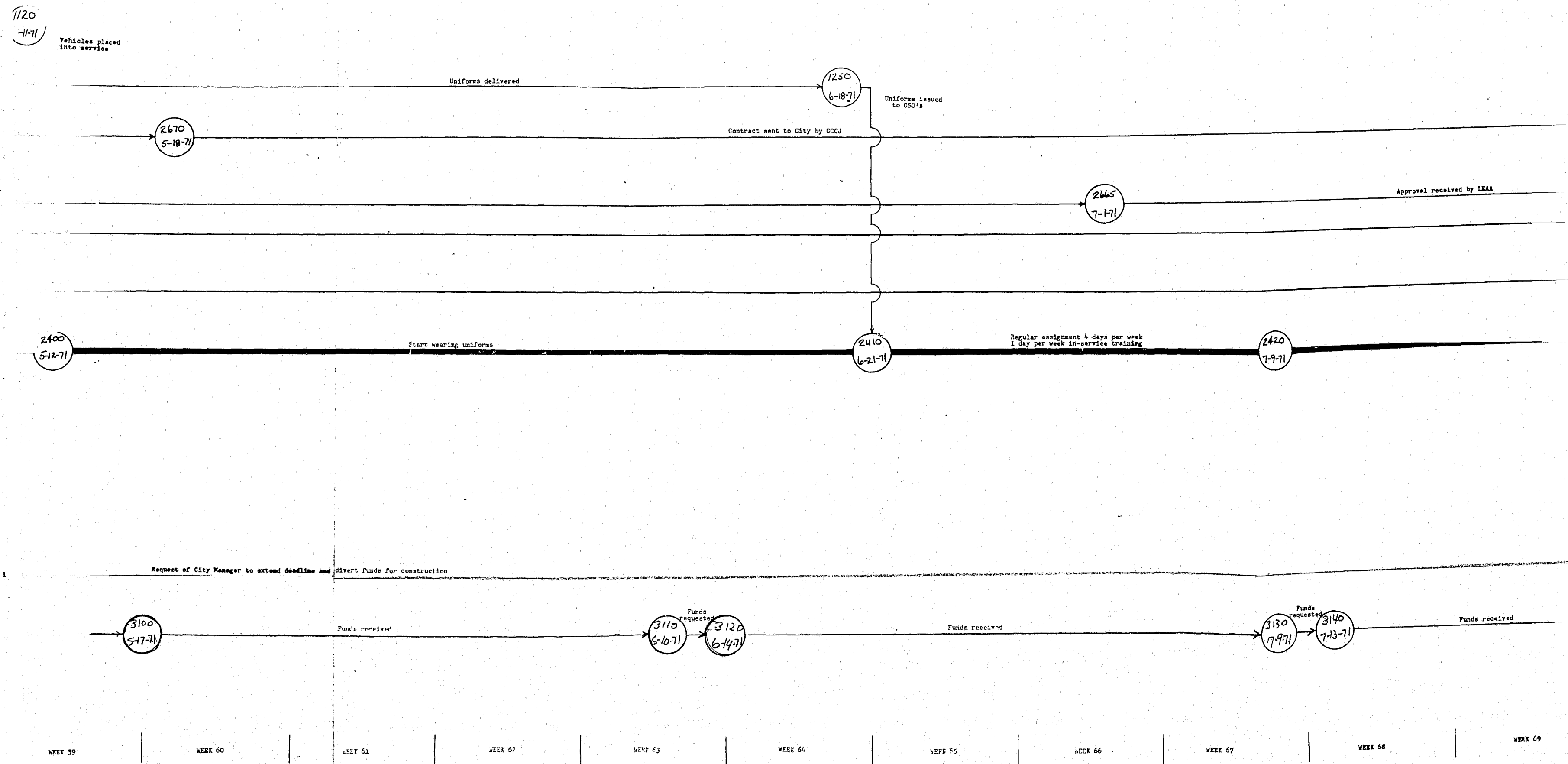
3040  
1-7-71

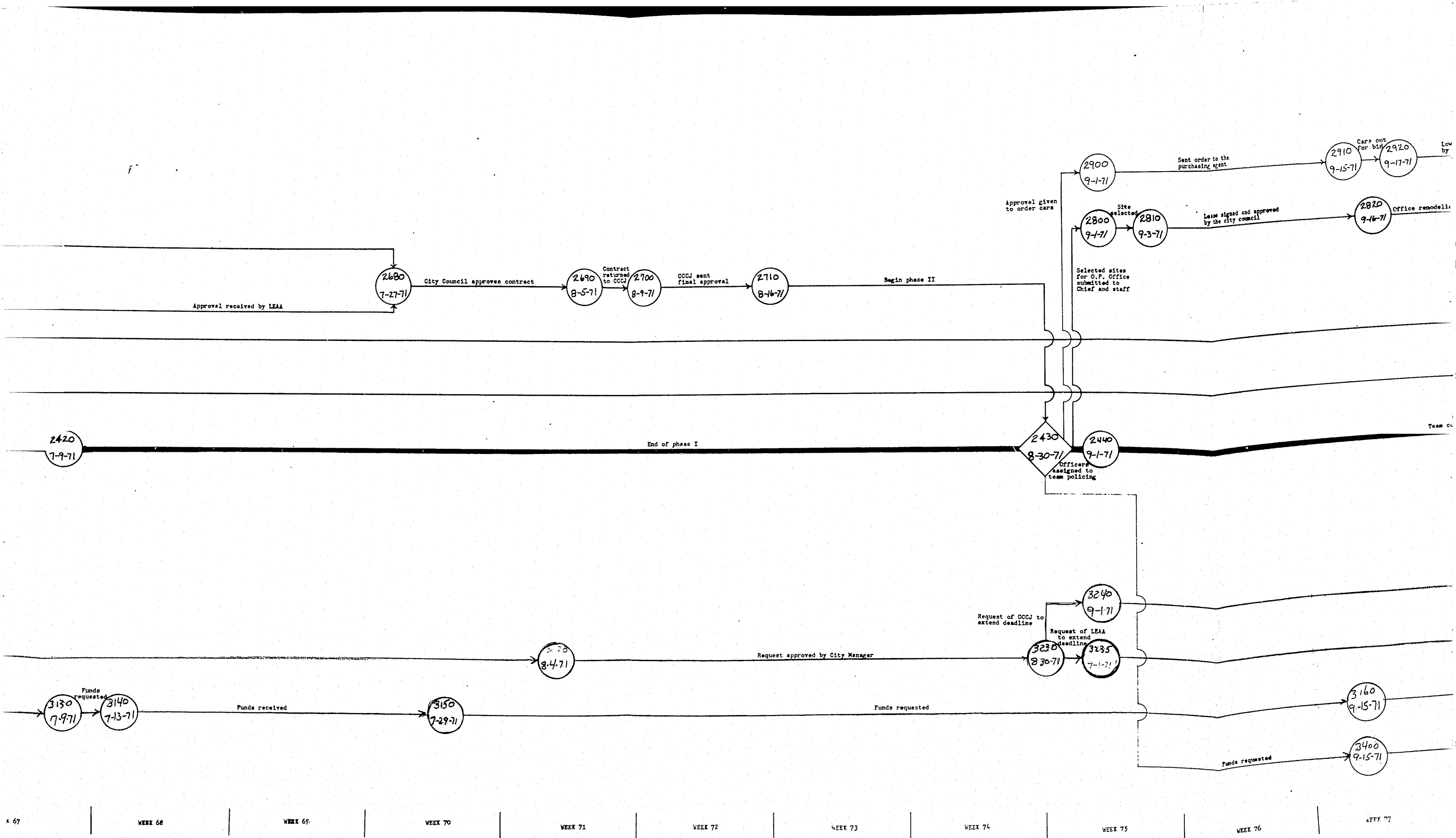
Funds received



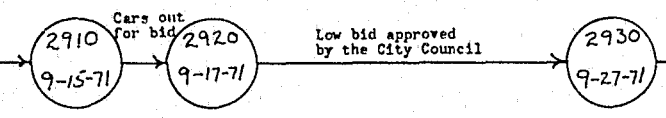


# AA DISCRETIONARY GRANTS



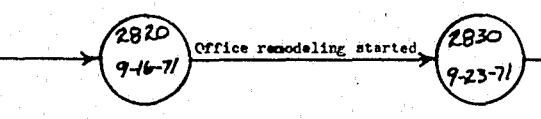


order to the  
purchasing agent

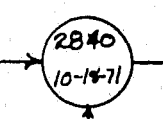


Cars ordered by  
purchasing agent

Lease signed and approved  
by the city council

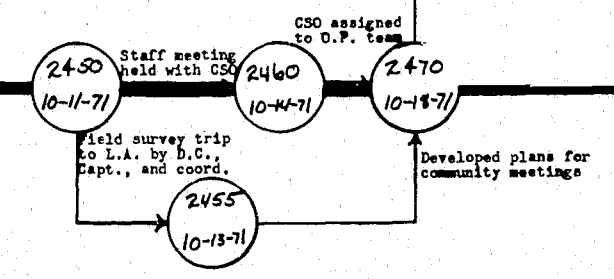


Oak Park Office opened,

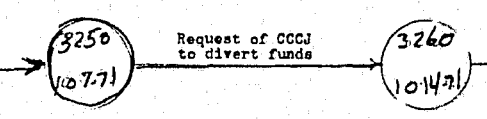


O.S.O. assigned  
to man office

Team coordinator appointed

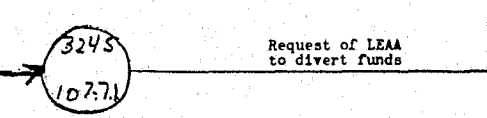


Request granted

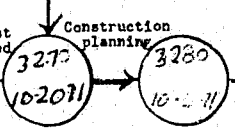


Request granted

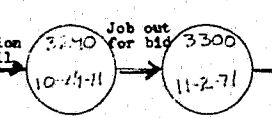
Request granted



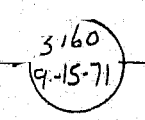
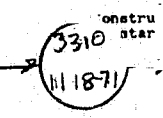
Request granted



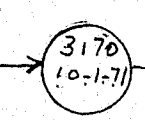
Approval of construction  
specs. by City Council



Approval of bid  
by City Council

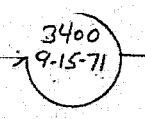


Funds received

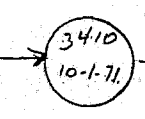


Funds requested

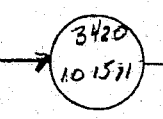
Funds requested



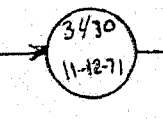
Funds received



Funds requested



Funds received



WEEK 76

WEEK 77

WEEK 78

WEEK 79

WEEK 80

WEEK 81

WEEK 82

WEEK 83

WEEK 84

WEEK 85

WEEK 86

2940  
12-27-71

Staff meeting held with Oak Park team

Approval of bid  
by City Council

Construction started  
3310 11-18-71  
3320 11-22-71

Funds requested

3180  
12-16-71

Funds received

End of Grant, D-6-7C

3190  
1-6-72

Construction completed

3430  
11-12-71

Funds requested

3440  
12-30-71

Funds received

WEEK 85

WEEK 86

WEEK 87

WEEK 88

WEEK 89

WEEK 90

WEEK 91

WEEK 92

WEEK 93

WEEK 94



Cars delivered to  
corporation yard

2950  
2-28-72

Equipment installed

2960  
3-7-72

2480  
2-7-72

First community  
meeting held

2490  
2-11-72

Second community  
meeting held 2500  
2-15-72

Third community meeting held

25  
3-2

Construction completed

3330  
2-28-72

3190  
1-6-72

Funds received

3450  
1-24-72

Funds requested

3460  
2-23-72

Funds received

3470  
3-10-72

Funds  
requested

3475  
3-14-72

illed

2960  
3-7-72

Care delivered to P.C.

2970  
4-28-72

Equipment put  
into service

CRS and CRO du  
and functions

community meeting held

2510  
3-20-72

Fourth community meeting held

2520  
4-28-72

Moved into new office

3390  
4-17-72

Funds  
requested

3475  
3-14-72

Funds received

received

3470  
3-10-72

Funds requested

3480  
4-16-72

Funds received

WEEK 102

WEEK 103

WEEK 104

WEEK 105

WEEK 106

WEEK 107

WEEK 108

WEEK 109

WEEK 110

WEEK 111

2970

4-28-72

Equipment put  
into service

Phase II ends

CRS and CRO duties  
and functions combined

2160  
5-19-72

Phase II ends

C.S.O. evaluations

2530  
6-5-72

Physical exams given

2540  
6-22-72

Interviews  
by C.O.P.

2550  
6-26-72

Hiring by  
C.O.P.

2560  
6-28-72

Appointed  
by C.O.P.

2570  
6-30-72

C.S.O. uniforms booked  
with property clerk

Funds received

Funds received

3490  
5-23-72

Funds requested

3500  
5-25-72

Funds received

3510  
6-19-72

Funds requested

3520  
6-26-72

Funds received

WEEK 109

WEEK 110

WEEK 111

WEEK 112

WEEK 113

WEEK 114

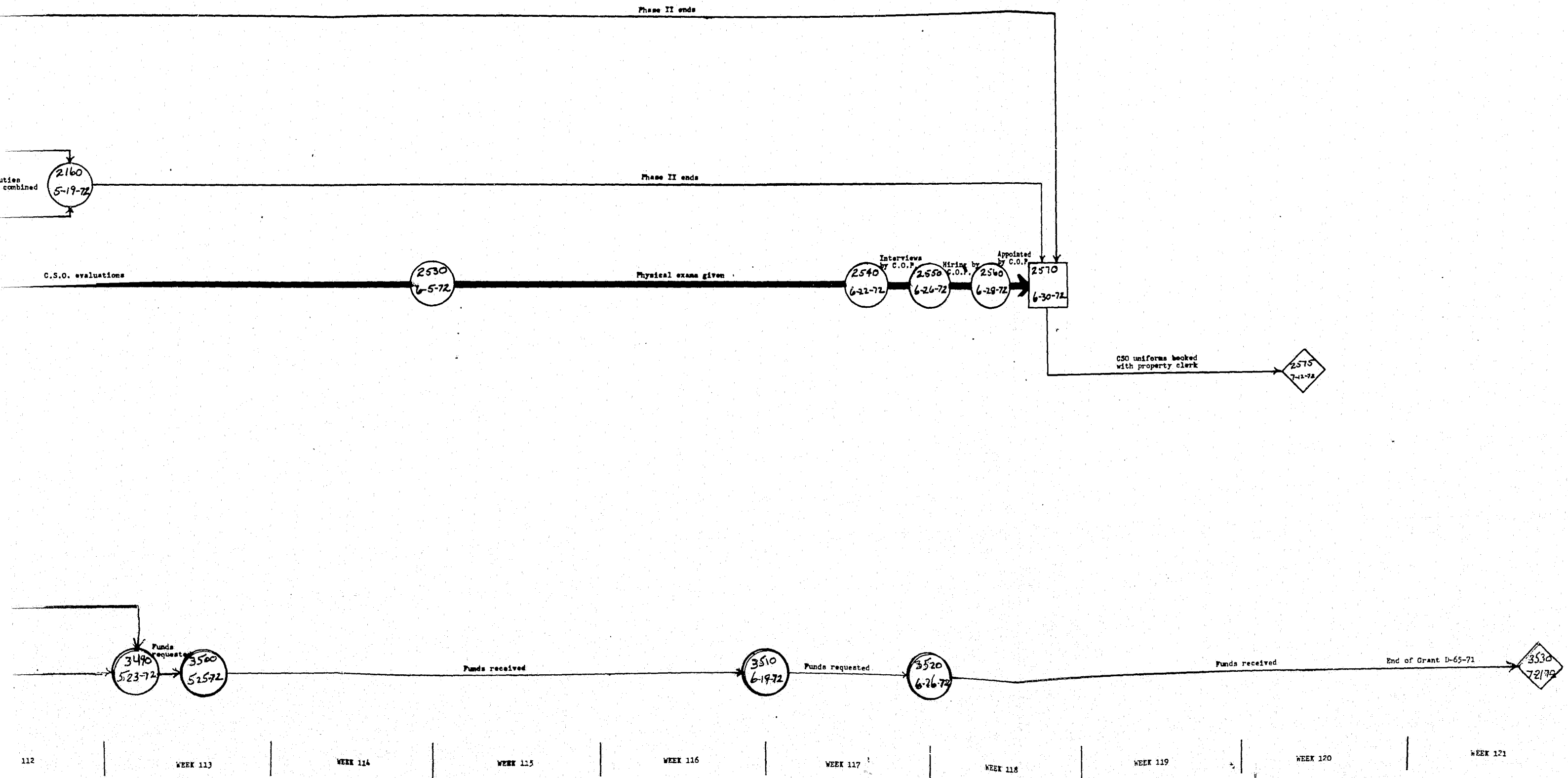
WEEK 115

WEEK 116

WEEK 117

WEEK 118

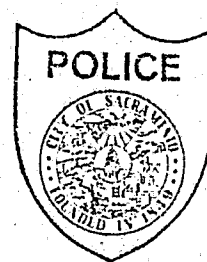
WEEK 119



## DEPARTMENT OF POLICE

811 SIXTH STREET  
SACRAMENTO, CALIFORNIA 95814

WILLIAM J. KINNEY  
CHIEF OF POLICE



Final Progress Report and Evaluation  
of LEAA Discretionary Grants  
70-DF-90 and 71-DF-877

This report will address itself to and be an overview of both Federal Grants 70-DF-090 and 71-DF-877 which worked in concert to improve police-community relationships. It must clearly be understood that it is most difficult to evaluate the success or failure of any community relation effort. Also to sit down and write a proposal which deals with human emotions, police actions, procedures, community involvement, etc., is most difficult. Once a program is implemented many unforeseen problems occur which necessitate minor adjustments to the original plan. In other words, it is not like drawing blueprints to build a house because police do not deal just with things; we are a people serving people agency and have to respond to their needs and/or concerns.

The report will mention the goals and objectives that were outlined in original proposal and then specify which goals were or were not accomplished. Included will be a PERT Chart (Program Evaluation and Review Techniques) which is a time phase oriented concept and will readily show the progress and overlap of efforts. Also included are the evaluations of two independent consultants.

Finally, it is strongly felt by this Department that both projects were successful and most goals had been reached. Of course there are some who might disagree with our findings. However, we met our responsibility to serve the total Sacramento community and did in fact improve police-community relationships.

*Capt. James E. McManus*  
Captain James E. McManus  
Project Director

SUBJECT: LEAA Discretionary Grant \$150,000  
6-1-70 to 5-30-71  
(Extended to 8-31-71)

### Objectives

To encourage a police-citizen partnership in the cause of crime prevention. To foster and improve communication and mutual understanding between the police and the total community. To provide inter-professional approaches to the solution of community problems and stress the principle that the administration of justice is a total community responsibility.

To recruit, employ, and train (10) Community Service Officers, and to establish a new rank within the Sacramento Police Department to be known as a Community Relations Specialist.

Both the Community Service Officer and Community Relations Specialist will work as part of a team and be assigned to each major division in an effort to actively involve these divisions in improving their community relations efforts.

### Accomplishments

A. Four additional sworn officers assigned to the Community Relations Unit. Total sworn personnel, 9 officers (8 officers and 1 lieutenant), 9-1-70.

1. Four of eight appointed by Chief of Police to rank of Community Relations Specialist.

B. September 25, 1970, City started accepting applications for 10 Community Service Officer positions.

1. Due to tremendous response (495 applicants, 25 percent minority), 12 Community Service Officers appointed on April 5, 1971, (9 out of 12 were minorities).

2. From April 12 to August 30, 1971, Community Service Officers rotated from division to division for on-job training.
- C. Specialists rating established and their administrative and functional tasks retained within Community Relations Unit. (Received same pay as Police Sergeant.)
- D. Unit changed to Division.
- E. Commander rating upgraded from Lieutenant to Captain.
- F. Specialists placed in charge of special details and projects within Division.
  1. School Contact Coordinator
  2. Instructors at Recruit and In-Service Academies
  3. Handled all drug speeches
  4. One Specialist assigned as second in command of Division
  5. Recruit Officer
    - a. CSOs
    - b. Patrolmen
  6. Minority Specialists served on several oral boards for City and other agencies
  7. Assigned as Background Investigators
  8. Assisted on writing guidelines for second year funding request.
  9. Specialists conducted most of training sessions for Community Service Officers
  10. One Specialist placed in command of Community Service Officers
    - a. Rotated assignments
    - b. Work schedule
    - c. Supervisor tasks.

Note: Due to minority community pressures for minority officers to serve their area, the minority officers who were assigned as Specialists were assigned to geographical areas of City to meet these demands. The City has been divided into five areas of service by the Community Relations Division.

- F. With expansion of division personnel (CRS and CSO) contacts have more than tripled in the majority and minority communities.

The project accomplishments include:

1. Assisting in a number of different situations restoring peace and order on school campuses experiencing disorders.
2. Instituting positive programs in troubled junior and senior high schools to improve relationships between students and police. Programs include rumor control seminars, classes on student responsibility to the community, role of the police in society and drug abuse. These programs appear to have had a substantial impact.
3. Greatly stepped up recruitment of college and minority students for police service.
4. Scheduling of many meetings in high crime areas between police officers and residents of the area in order to encourage the support of positive crime prevention efforts.
5. Institutionalizing the Department's primary grades school contact program as a regular part of the patrol function.
6. Tripling the number of speaking engagements in the community through an expanded speaker's bureau.
7. Increasing by four times the number of contacts in the Department's Constant Communication Project.
8. Increasing the amount of in-service training time devoted to community relations and instituting a number of new programs for familiarizing departmental personnel with community relations problems. New programs include small briefings of selected officers, detailing patrol officers to the Community Relations Unit for a one-week period and expanded outside training.

Second Year Funds Approved - CRS/CSO and Oak Park Neighborhood Program  
7-1-71 to 6-30-70, \$150,000

### Objectives

To create a police-community center and a team policing program for the Oak Park community in an effort to reduce crime and improve police-community relations.

The specific goal of the area police team is to improve the delivery of effective police service by establishing a closer relationship between the patrolmen and the public he serves.

### Accomplishments

- A. Forty-one officers and supervisors assigned to permanent beats and shifts as part of Oak Park Team Policing.
- B. Lieutenant appointed as Oak Park Team Policing Coordinator.
- C. Oak Park Community Relations Office opened.
- D. All Community Service Officers assigned to Oak Park area as part of team policing.
- E. One Community Relations Specialist assigned to Oak Park Area Team Policing.
- F. Four meetings held in Oak Park area (four different locations) between citizens and uniformed officers working in area.
- G. Community Service Officers assigned to walking beats in Oak Park area.

### Summary

From October 18, 1971 to May 30, 1971, 1,250 citizens from Oak Park area visited the Community Relations Office. Community Service Officers assigned to office received 617 phone calls for assistance, answering questions, etc.

October 18, 1971 to February 28, 1972, Community Service Officers assigned to Oak Park Team Policing made 547 contacts with various neighborhood agencies, groups, and citizens. During same time period handled 1,557 service calls that would have required sworn personnel to handle. Thus, enabling sworn personnel more time for crime prevention patrol.

Nine thousand (four meetings) flyers distributed in Oak Park area telling of Community Relations Office and community meetings.

Sixty-two separate businesses contacted and given crime prevention bulletins by Community Service Officers.

March 1, 1972 - After Community Service Officer impact on Team Policing was evaluated they were then reassigned throughout the City of Sacramento.

### Stated Goals Not Implemented

Community Coordinating Committee formed in Oak Park area.

Three community meetings were held in Oak Park community in early part of 1971 to encourage citizens to form this committee. Chief Kinney and top staff presented team policing program and objectives. Special citizen subcommittee formed to organize Community Coordinating Committee, but project was never implemented because of lack of interest or needs on part of residents.

### Budget 1972-1973

10 - Community Service Officers and Community Service Aides	\$44,534
7 - Community Relations Officers	84,660
1 - Police Sergeant	14,400
1 - Police Captain	18,084

Note: With deletion of Community Relations Specialists - rank, there will be a cost saving of \$4,644 per year.

14,400 CRS  
12,852 CRO  
1,548 x 3 = \$4,644

### Oak Park Office

Rent	\$3,000
Gas	180
Lights	180
Phones	360
	\$3,720 for 1 year's operation

## Conclusions

The Community Service Officer project has generally been an excellent program. However, as with an experimental program certain adjustments had to be made as the program was implemented. This program should serve as an outstanding vehicle to attract college oriented youth to work for the Sacramento Police Department while continuing their education. Also the program will be able to relieve the patrolman of some of the service calls that they are normally required to handle. (Seven month period on part time basis, 9 CSOs handled 2,277 service calls along with other special assignments.) If they had not been available this would have necessitated sworn personnel involvement which would have increased their workload and probably a delay in response time.

If our program is to be effective it must be constantly modified and improved. Now that we have had an opportunity to evaluate the project we feel that the City should now go beyond the original concept and establish another means to meet the needs of the citizens of the community while improving police-community relations.

The establishment of the Community Service Aides will fulfill the demands of the minority community that the program be less law enforcement oriented and more concerned with community-police relationships. At this point we do not have the concept totally finalized but will work with the community to design a program that will not only fulfill their requests but assist the total City of Sacramento in providing as many lines of communications between City government and the residents as necessary to effectively serve all who live and work in Sacramento.

## LEAA GRANT 1970-1971

This is a report on the fulfillment of the written goals as stated in the April 14, 1970 application for \$150,000 LEAA Funds.

The format reflects the goals (shown in quotes) and then the accomplishments follow. The Community Relations Program follows the goals and gives pertinent data regarding their implementation. The last section deals with the Community Relations Specialist and Community Service Officer part of the grant.

The recruiting, training, implementation, and problems are included in this report.

Appendix A, deals with the assignments of Community Service Officers and operation of the Oak Park Community Relations Office.

Appendix B, states what type of functions and tasks the Community Service Officers would perform.

Appendix C, reflects the type of in-service training and total number of hours that the Community Services Officers were given.

Attachment A, shows the Community Relations Divisional Orders (organization, objectives, definitions, procedures, and programs).

Attachment B, outline developed and used by the Community Relations personnel in the School Contact Program.

Attachment C, outline presented at the in-service academy to all police personnel. Also handed out to all officers.

Attachment D, outline dealing with careers available in the Sacramento Police Department, laws affecting juveniles, and drug information. Used in recruiting and outline for High School Contact Program.

Attachment E, outline for reporting crimes (Community Service Officers contacted all businesses in Oak Park area and given to owners. In North area all Chinese store owners given two brochures (English and Cantonese).



LEAA GRANT 1970-1971

COMMUNITY RELATIONS SPECIALISTS & COMMUNITY SERVICE OFFICERS

Goals

- I. "Develop police community relations as an integral part of the total operation of the Department through the use of Police Community Relations Specialists in each major division of the Department."
  - A. With change of administration this facet was not deemed necessary, at this time, because of the supportive response from the Chief of Police that Community Relations was an integral part of the total operation of the Department's effort to accomplish the police mission.
  - B. Specialists rating established and their administrative and functional tasks retained within Community Relations Unit.
  - C. Unit changed to Division.
  - D. Commander rating upgraded from Lieutenant to Captain.
  - E. Specialists ranking established as a non-civil service rank (appointive by Chief of Police if qualifications met). Receives same pay as police Sergeant.
  - F. Specialists placed in charge of special details and projects within Division.
    1. School Contact Coordinator
    2. Instructors at Recruit and In-Service Academies
    3. Handled all drug speeches
    4. One Specialist assigned as second in command of Division
    5. Recruitment Officer
      - a. CSOs
      - b. Patrolmen
    6. Minority Specialists served on several oral board for City and other agencies

7. Assigned as Background Investigators
8. Assisted on writing guidelines for second year funding request
9. Specialists conducted most of training sessions for CSOs
10. One Specialist placed in command of CSOs
  - a. Rotated assignments
  - b. Work schedule
  - c. Supervisor tasks.

Note: Due to minority community pressures for minority officers to serve their area, the minority officers who were assigned as Specialists were assigned to geographical areas of City to meet these demands. City has been divided into five areas of service by Community Relations Division.

II. "Develop increased capability for communication and cooperation with youth and citizens in high crime neighborhoods through the use of Community Service Officers."

- A. Community Service Officers assigned to make community contacts in all areas of Sacramento until Oak Park Office opened. All CSOs assigned to Oak Park in effort to make concerted effort to accomplish this goal. In cars and walking beats. (See Appendix A.)

III. "To contact and work with the majority and minority Community. This would include all groups and institutions that have a similar purpose in mind for a better Police Community Relations, such as civic groups, service clubs, youth organizations, school and governmental agencies."

- A. With expansion of division personnel (CRS and CSO) contacts have more than tripled in the majority and minority communities.
  1. Special emphasis has been placed on junior and senior high schools.
- B. Grammar schools contact program administered by Community Relations Division. Field Operations has assumed functional task of presenting programs to schools (officer working area of school presents program to that school).

C. Community Relations personnel have developed a community resource file of groups, service clubs, etc., for each of their assigned areas and maintain weekly contact.

IV. "To contact individuals, unorganized groups and hard core militants, especially in poverty areas, in an effort to establish lines of communication within these areas, where sources of trouble may originate."

A. Community Relations have developed and are maintaining lines of communication with as many persons as possible for input into areas and input from areas back into the Department. Many incidents have been prevented due to the feed back.

V. "To encourage police-citizen partnership in the cause of crime prevention."

(Refer to Community Relations Programs.)

VI. "To foster and improve communication and mutual understanding between the police and the total community."

(Refer to Community Relations Programs.)

VII. "To provide interprofessional approaches to the solution of community problems, and stress the principle that the administration of justice is a total community responsibility."

(Refer to Community Relations Programs.)

VIII. "To assist police and other community leaders to achieve understanding of the nature and causes of complex problems in people-to-people relations, and especially to improve police-minority group relationships."

(Refer to Community Relations Programs.)

#### Programs -

The overall approach developed by the Sacramento Police Department includes the following programs:

#### A. Speakers Bureau

"To promote better understanding of police problems, to educate the public as to the part they should play in helping their Police Department suppress crime, and to fulfill the requests for speakers, which are in great demand by service clubs, business organizations,

citizen groups, schools (at all levels) the Community Relations Specialists will be assigned to give the speeches."

Speakers Bureau				
Periods	Number	People in Attendance	Man-Hours	Total Months
7/1/69-6/30/70	342	20,766	664.4	12
7/1/70-6/30/71	295	21,868	646.5	12
7/1/71-3/31/72	227	14,823	285.6	9

The decrease in number of requests is due to school contact program. Prior to implementation, schools would make independent requests. They now schedule the speeches during our school contact program.

Note: A majority of the speeches given by personnel of the Community Relations Division were on topics that encouraged the citizen of the community to assist and become part of a team effort to suppress and prevent crime.

#### B. School Contact Program

"As our society has changed so has the involvement of youth in the rising crime in our communities. In an effort to suppress and prevent this crime and all out effort will be made to establish rapport with the youth in our community. The major goal of this program will be to reacquaint the youth with their Police Department, the functions of the police, the role the police plays in the community, and the laws which generally affect the youth and their families. The Community Relations Specialists and Community Service Officers will be assigned to the various schools in an effort to fulfill the above outlined goals. In Sacramento there are 85 grammar schools, 16 junior high schools, 12 senior high, 2 junior colleges, and 1 four year college. If the Police Department through school contacts could accomplish some positive relationships with the children of our community, it is felt that a major portion of our goals has been accomplished."

School Contact Program  
K thru 3 (Your Friend the Policeman)

<u>Periods</u>	<u>Schools</u>	<u>Pupils in Attendance</u>	<u>Man-Hours</u>	<u>Total Months</u>
9/1/69-6/30/70	70	23,895	400	12
9/1/70-6/30/71	85	26,576	220	12
9/1/71-3/31/72	66	3,000	63.2	9

First year this program was operated solely by the Community Relations personnel. Each classroom was visited and 1/2 program presented.

Second year was joint venture by Patrol and Community Relations personnel. Community Relations personnel scheduled the schools and provided training (lesson plans) for Patrol personnel.

Third year Field Operations has taken program over and scheduled these schools. They do not go to individual classrooms, but present program to large group.

Junior and Senior High School Disturbances  
(Rumor Control and School Disturbances)

<u>Periods</u>	<u>Number</u>	<u>Arrests</u>	<u>Man-Hours</u>	<u>Total Months</u>
9/1/69-6/30/70	0	0	0	9
9/1/70-6/30/71	14	6	322	9
9/1/71-3/31/72	3	20	42	7

Prior to September 1, 1970, the Community Relations personnel did not become involved in school disturbances or rumor control on junior or senior high campuses. Patrol and Detective Divisions handled entirely. With change of administration, Community Relations personnel now play a major role when disturbances occur. So far this school year there has not been a major occurrence on a school campus. There was one minor occurrence over drugs in which Community Relations personnel made 13 arrests in one day and the problem stopped. The new Youth Services Division concept has also played a major role in altercation prevention. Hundreds of man-hours have been saved through this prevention program.

Junior and senior high schools (constant communication program). Officers contact principals, teachers, counselors, and students to improve and maintain lines of communication.

<u>Period</u>	<u>Number of Visits to Schools</u>
9/1/69-6/30/70	45
9/1/70-6/30/71	407
9/1/71-3/31/72	645

Note: Community Relations personnel now play a more important role in altercation prevention on school campuses. Thus freeing the uniformed personnel for other tasks. Prior to September 1, 1971, the Patrol Division would assign uniformed patrol cars around certain troubled schools during lunch periods and when school was over. With involvement of Community Relations personnel, this practice has been discontinued. Thus saving a tremendous amount of man-hours for Patrol Division.

School Contact  
(Crime Prevention, Youth and the Law Programs)

<u>Period</u>	<u>No. of Schools</u>	<u>Students</u>	<u>Man-Hours</u>
9/1/69-6/30/70	0		
9/1/70-6/30/71	6	3,795	200
9/1/71-3/31/72	12	6,260	247.8

Note: Pilot program started in September 1970. Four junior high and two senior high schools, all students contacted on classroom basis. Community Relations Specialists played major role in teaching and developing material. (See Appendix A.)

Well received by majority of students and teachers. Special emphasis placed on junior high schools in an effort to improve rapport between students and officers. Officers were in police uniform when teaching the classes.

From September 1, 1971 to March 31, 1972, 14 junior highs were contacted and "Youth and the Law" presented to pupils. Officers are well received and very little if any disrespect shown to them by students. Excellent program.

#### C. Constant Communication Project

"Community Relations Specialists and Community Service Officers will maintain personal contact with both the professional person and the neighborhood leaders on a continual basis. They will attend all meetings and functions of the groups in an effort to form another source of communication. Community Relations Specialists and Community Service Officers will attend and assist the various projects of the Community Action Councils. This will bring the police to the people."

<u>Community Contacts</u>		
<u>Period</u>	<u>Number</u>	<u>Total Month</u>
7/1/69-6/30/70	8,008	12
7/1/70-6/30/71	53,257	12
7/1/71-3/31/72	40,392	9

<u>Tour of Building</u>				
<u>Period</u>	<u>Number</u>	<u>People in Attendance</u>	<u>Man-Hours</u>	<u>Total Months</u>
7/1/69-6/30/70	126	3,279	181.4	12
7/1/70-6/30/71	184	4,163	243.2	12
7/1/71-3/31/72	132	2,225	199.5	9

Since CSO's program has been in effect, they have conducted the majority of tours. The school districts have increased their tour requests and the program has become well received by the school children.

#### D. In-Service Training for Police Personnel

"The true concept of police-community relations is the total involvement of all police officers within an agency."

CRO L. Flores and CRS H. Hogan attended a POST approved PCR Institute for seven weeks at UCLA (560 man-hours), not included in special training for Community Relations personnel. (See page 10.)

M. Shaw, L. Flores, D. Reynolds, L. Taylor attended a three day institute on PCR at University of California at Davis (96 man-hours) included in special training for Community Relations personnel. (See page 10.)

Lt. Dohm, Capt. Stark, Lt. K. Mulderrig, and Lt. Koller attended a three day institute on PCR at UCD.

Lt. Dohm and C. Johnson attended a six week POST, PCR School at San Jose State.

Inspector J. Bibica attended a seven week POST sponsored PCR school at UCLA.

Capt. H. Foster attended a six week POST sponsored PCR school at San Diego State.

All above personnel attended during the July 1, 1970 to July 1, 1971 time period.

#### Background Investigations for Recruit Applicants and other City Agencies by CRD Personnel

<u>Period</u>	<u>Man-Hours</u>
7/1/70-6/30/71	519
7/1/71-3/31/72	644

Community Relations Division had to supply personnel to conduct background investigation for police applicants, police auxiliaries, CSO candidates, and fire department personnel.

#### Crime Prevention Programs (Radio Broadcasts, Dissemination of Brochures, etc.)

<u>Period</u>	<u>Man-Hours</u>
7/1/70-6/30/71	185
7/1/71-3/31/72	208.2

Community Relations personnel developed crime prevention programs and presented these over weekly scheduled radio and TV stations. Also crime prevention brochures developed and passed onto community (English and Chinese).

Note: Many small Chinese grocery store owners were victims of armed robberies (7-1-71 to 3-31-72). Brochures advised how to assist the police to prevent crimes.

#### Recruitment for Minority Police Applicants

<u>Period</u>	<u>Man-Hours</u>
7/1/70-6/30/71	404.3
7/1/71-3/31/72	459

Community Relations personnel played a major role in recruiting CSOs and minority police applicants. Personnel visited 12 nearby colleges to encourage college students to apply for patrolman examination.

Results: 25 percent of applicants for CSOs were

Minorities: 75 percent of CSOs hired were minorities;  
25 percent of 40 patrolmen hired in September 1971 were minority and average college units were 90 for group.

#### Minority CRD Personnel Requested on Oral Boards For Other City Employment Positions

<u>Period</u>	<u>Man-Hours</u>
7/1/70-6/30/71	32
7/1/71-3/31/72	24

#### Community Relations Specialists

Requirements: 60 units of college or AA  
California State Vocational Teachers  
Credential  
Minimum of three years on Sacramento Police  
Department

On September 1, 1970, four men (already assigned to the Division) were promoted to Community Relations Specialists as they met all requirements.

Four other men were assigned to the Division as Community Relations Officers. They were selected from 25 officers who had applied for the four positions.

One of the prime objectives of writing this position into the grant was to encourage officers to continue their education and to pay them more money if they obtained this additional training and education.

Also the manpower in the Division was doubled which allowed the Division to implement more Community Relations programs.

However, the City of Sacramento adopted the pay incentive plan (education and POST certificate) which has certainly encouraged all officers to continue their education and improve their training. Therefore, this is no longer an objective for the specialist rating.

#### Training

"The training will be developed as part of the project and will combine instruction on the job from the regular assigned staff of the existing Community Relations Division. These specialists will be sent to selected agencies and colleges where outstanding programs in community relations, human relations, and other courses will improve their knowledge and skills."

Community Relations personnel attended many and varied specialized schools which improved their expertise on community relations. They also received on-the-job training by working with other closely related divisions. (Man-hours not shown.)

<u>Periods</u>	<u>Man-Hours*</u>
7/1/70-6/30/71	938
7/1/71-3/31/72	217.5

\*Man-hours of formalized classroom instruction.

These man-hours do not reflect the regular in-service police academy that the Community Relations personnel attend yearly.



## Assignments for Community Relations Specialist

"The Specialists would be assigned to the Community Relations Division for administrative control. However for functional operation they would work with the various major divisions in promoting an active and effective community relations program within each division. Also, it is planned, if request is approved, to work the Specialist as the lead man in a team of Community Relations Officers. This would be one Community Service Officer, one Community Relations Officer, and one Community Relations Specialist. Through this team effort and working in the high crime rate areas, it is felt this concept will benefit the Department and community in crime prevention."

This aspect is not fully implemented due to major reorganization of the Sacramento Police Department. Also a "team policing" concept developed in second year LEAA funding and CSOs utilized to assist uniformed personnel in team effort of crime prevention.

Community Relations Specialists assigned to area to coordinate community relations efforts.

Juvenile Division reorganized into Youth Services Division. Community Relations Specialists assist and work with YSD personnel who are assigned to each senior high school.

### In-Service Teaching

"It is planned that the Community Relations Specialists will play a major role in presenting these subjects, in a professional manner, to all officers on the Department. Also, much effort will be made to advise and solicit the cooperation from all members of the Department in an intensified effort to improve the relationship between the police and total community."

Community Relations Specialists (and Captain) taught police-community relations courses at the recruit, in-service, and basic supervision schools. All personnel who taught has a State of California, Department of Education, Vocational Teaching Degree.

<u>Periods</u>	<u>Man-Hours*</u>
7/1/70-6/30/71	248.5
7/1/71-3/31/72	63.5

\*Classroom instruction presented.

## Problems with Community Relations Specialists

Due to the involvement of the Community Relations Division in the community, it has become extremely difficult to separate the functions of the Community Relations Specialist and Community Relations Officers. At first a Specialist was School Contact Coordinator, one handled all the drug speeches, one was second in command of the Division, and one taught all the Community Relations subjects at the police academies. However, the demands on the Division by services became so heavy all personnel were required to perform all tasks. One assignment which has really hindered the program is Background Investigator (see chart on use of manpower). Everytime a new list is developed, Community Relations must furnish personnel for background checks. For a time the Division was required to investigate Fire Department personnel and applicants for the Police Auxiliary.

This certainly affected what assignments the Community Relations Specialists could or would perform.

The problem then is that officers performing the same tasks are not receiving the same pay. This affects the morale within the Division.

Another program which Community Relations Division implemented was the Career Development Plan. That is that personnel assigned to the Community Relations Division will only remain a maximum of two years. Since September 1970, 15 men have been rotated through the Division. Out of the eight men who have left, five are field supervisors, one is in Intelligence Section, one a crime scene investigator, and one has resigned from the Department and is currently a community relations man for the State Teachers Association. This rotation has offered the opportunity to train more men in Community Relations and extended the concept into Field Operations where the program must be accepted for it to work.

This however, has created a problem for the selection of Community Relations Specialists.

The availability to obtain the teachers credentials is limited. So this limits the candidates. Also an effort to maintain a racial balance in the Division has been attempted and this further limits the availability of manpower.

Also different communities (Black-Brown) want Black and Brown Community Relations Officers to serve their area and it has become necessary to assign areas on this basis.

Therefore, a Specialists might have a geographical area similar to a Community Relations Officer.

It is recommended that the Specialists rating be eliminated so the Division Commander and Chief of Police have more officers to draw from in selecting men for assignment to the Division.

#### Community Service Officer

One change in requirements:

"College students who are majoring in Police Science will (receive first preference) and encouraged to continue their studies. Some arrangements could be made to fit their work schedules so as not to conflict with their college courses."

Police science students were not given first preference. Out of 12 CSOs who were hired, 3 were police science majors; 9 out of 12 were minorities. The City has also made available to successful CSOs the option to becoming a policeman without further testing.

Note: We stated we would adjust work hours around school schedule and they must work a minimum of 20 hours.

This should be changed to adjust their school schedule around their work schedule. This has been one of the major handicaps in assignment of tasks.

#### CSO Uniform

"The Community Service Officers will wear uniforms which will be distinct from those of the regular officers. They will not carry guns and will have no powers of arrest. The Community Service Officers assigned to the Community Relations Division and the Community Relations Specialists will wear a blazer with the matching or complimentary colored slacks with a distinctive emblem on the breast pocket."

CSOs have been assigned to work in a uniform. This uniform is different than regular officer. A separate patch was developed for CSOs. However, the Department adopted it for the regular officers and emblem for squad car.

It is felt a distinctive uniform is necessary for identity in the community.

Community Relations Specialists wear blue blazers and these have become known to students and community residents as Community Relations personnel and in effect have become the uniform for Community Relations personnel.

#### Operations

Community Services Officers will, as part of their duties, perform the stated services within the outlined departmental divisions. (See Appendix B.)

#### Training - Community Service Officer

The training will be developed as part of the project and will combine classroom instruction and on-the-job instruction from regular police officers and supervisors.

Instruction will include material on the nature of the police task, how police departments operate, community services and training as to how these services can be brought into play to aid the police mission. In addition, each Community Service Officer assigned to the Community Relations Division will work as part of a team with a regular Community Relations Officer and a Community Relations Specialist. This will enable the Community Service Officer to take part and help promote an active community relations program within our city. (See Appendix C.)

#### Problems - Community Service Officer

The program was approved at approximately the same time the Chief of Police retired. However, the new Chief was most supportive of the program and made his support known to all police personnel. However, with a change of command there is always a period of time the Department is in a state of change.

Division Commanders were requested to furnish suggestions as to what meaningful tasks the Community Service Officers could perform. Most suggestions were for in-house, clerical tasks that did not meet the criteria as set forth in the grant application.

Therefore, Chief Kinney, Deputy Chief Martin, Gene Muelheisen of POST, and Captain McManus developed the current guidelines as to the functions of the CSOs.

Two hours out of the 24 hours in-service academy was set aside so that the role and functions of the CSO could be explained to all police personnel.



Special bulletins were developed and given to communication personnel and field supervisors that explained what type of calls or services the CSOs could perform.

However, like any large agency change is feared and often resisted. Some officers were suspicious, uncooperative, and misunderstood the role of the CSOs. It is felt that the CSOs were handicapped by this resistance, but as the officers observed the CSOs and found they were relieving them of some of the lesser tasks, they started to accept the program. Today there might still be a misunderstanding by some, but generally the CSOs have become a necessary part of the Department.

#### Training

Due to the lack of input from the Training Section, the Community Relations Division had to develop a suggested training program. The Chief of Police was made aware of the problem and assigned a Sergeant to assist in setting up the curriculum and the manpower to teach the subjects. CSOs received 40 hours of classroom instruction the first week they were on the job. They were then assigned to the various divisions as observers and then spent 8 hours in the classroom each week (Saturday). This was very effective as they could discuss and question anything they did not understand.

They have received a total of 132 hours of formalized classroom instruction.

#### Recruiting

The original deadline for filing for CSO had to be extended due to lack of response when first announcements were made that the City was seeking applications.

Community Relations personnel were then assigned to help recruit applicants and to encourage minorities to apply for the position. The results were tremendous. A total of 495 applications were received and 25 percent were from minorities. However, the involvement of Community Relations officers took them away from other community relations programs.

Community Relations personnel also reviewed the applications, assisted in the testing, conducted the background investigations, served on the oral board, made arrangements for the physicals, and played a major role in the training. This certainly placed a burden on the Division to keep up with the on-going community relations program.

#### Special Problems

The grant was approved and started on June 1, 1970. Due to the paper work (LEAA to CCCJ to City Council (for approval) and back), we could not start to develop guidelines for recruiting, hiring, training, etc., until September 1970. The recruiting, testing, investigation, and final selection did not occur until April 5, 1971 (first day the CSOs reported for work). The grant was to end on May 30, 1971, which would have meant this aspect was only in operation approximately two months. However, an extension was requested and approved and grant was not to end until August 31, 1971. (Note: Another extension obtained because \$29,990 of grant funds had not been used by that date. LEAA approved an extension until February 1972 so the funds could be used to remodel the 3rd Floor and provide the Community Relations Division with 1,100 square feet of office space.)

#### Equipment

The grant provided funds for four vehicles to be used by the sworn Community Relations personnel. This equipment was ordered in September 1970. The Division had only three cars available to them for nine sworn personnel. This necessitated getting approval from LEAA, City Safety Officer, etc., for three officers to use their own vehicles to perform Community Relations Division functions.

The cars were received in March 1971. The Division then had seven cars for a total of 21 persons to use. With the cooperation of other Divisions, some other vehicles were utilized.

When second year funding became available, three additional vehicles were requested and approved. Again we were faced with delay on obtaining this equipment. To date we have received two new vehicles (April 1, 1972) and are still waiting for the third vehicle.

#### Walkie Talkies (3)

Again the procedure to obtain equipment was very slow and walkie talkies did not become available until March. They were used in our vehicles that were not radio equipped. Prior to that time the officers, who used their personal cars, had to borrow from Field Operations.

Other divisions have been faced with similar problems and no cars were available to Community Relations personnel.

Therefore, personnel had to be doubled up in one car which cut down an efficient operation. At this time it is unknown when other vehicles will be delivered.

#### Office Space

The division suffered from lack of proper office space and 22 people were operating in an approximate 400 square foot area. Until the 3rd Floor was remodeled and our office space increase to 1,100 square feet as of April 15, 1972.

#### Personnel - CSOs

After the initial training period (April to July 1971), the CSOs were then assigned to Patrol and Community Relations Division. They worked in north, south, and central areas, and responded to radio and on-sight calls. The CSOs assigned to Community Relations Division accompanied sworn personnel on their assignments and gave most of the tours of the Hall of Justice. They seemed very happy and had very few problems in performing their tasks.

During the summer months two CSOs were assigned to mark and tow abandoned cars for the Traffic Division. Thus freeing sworn personnel for other tasks.

With the approval of the second year grant, all CSOs were then assigned to work the Oak Park area as part of the team policing effort. One of the CSOs expressed extreme resentment to this assignment and problems within that community started. Only a few vocal residents and nonresidents expressed this dislike for this aspect of the program.

The assigned CSOs performed their assigned tasks (see charts for calls) and at this point express their support of the concept.

## APPENDIX A

### COMMUNITY SERVICE OFFICER PROGRAM OAK PARK STOREFRONT PROGRAM

#### I. COMMUNITY SERVICE OFFICER USAGE IN CAR ASSIGNMENT

MONTH	METHOD OF ASSIGNMENT				NATURE OF ASSIGNMENT			
	SIGHT	RADIO	CIVIC	TOTAL	CRIMINAL	SERVICE	TRAFFIC	TOTAL
NOV.	266	173	180	619	117	377	125	619
DEC.	182	159	157	498	77	300	121	498
JAN.	274	160	112	546	71	311	164	547
FEB.	117	226	98	441	68	243	130	441
MAR.	123	91	44	258	21	173	64	258
APR.	152	125	43	320	41	179	100	320
MAY	222	207	55	484	49	290	145	484
JUNE	196	250	30	476	67	272	137	476
TOTAL	1,332	1,391	719	3,642	511	2,145	986	3,642

#### II. OAK PARK STOREFRONT

MONTH	DAYS OPEN	MAN HOURS	PUBLIC VISITS	PHONE CALLS	OFFICER VISITS
OCT.	12	192	46	16	53
NOV.	25	208	254	95	289
DEC.	25	400	221	109	243
JAN.	25	196	117	76	225
FEB.	21	184	225	70	240
MAR.	23	161	178	70	183
APR.	20	140	93	81	140
MAY	22	176	116	100	223
JUNE	20	156	161	81	146
TOTAL	193	1,813	1,411	698	1,742

## APPENDIX A

SACRAMENTO POLICE DEPARTMENT  
COMMUNITY SERVICE OFFICER WORK SCHEDULE

ASSIGNMENTS	JUNE 71	JULY 71	AUGUST 71	SEPTEMBER 71	total
PATROL DIVISION	32	61	108	113	314
TRAFFIC DIVISION	23	46	38	36	143
COMM. REL. DIVISION	68	93	67	12	240
TECH. SERV. DIVISION	8		5	19	32
YOUTH SERV. DIVISION			1	10	11
DETECTIVE DIVISION	23	58	35		116
ACADEMY	44	12		4	60
SPECIAL ASSIGNMENTS	4	1	24	27	56
TOTAL	202	271	278	221	972

NOTE: The above is the number of officers that were assigned to the assignments.

COMMUNITY SERVICE OFFICER PROGRAM  
In-Class Training

The following is list of the regular courses that are offered at the basic academy for recruit police officers, which would be applicable for the CSO Program without change or very little change to be adapted to the program.

1. First aid to the injured or sick.
2. Defensive tactics.
3. Administration of justice
4. Legal aspects of firearms
5. Jail procedures
6. Jurisdictions of other law enforcement agencies
7. Narcotics and drug recognition
8. Police records
9. Traffic control.

Contact the selected instructors for the above courses and advise them of function of these CSO personnel so that any adaptation to their outline can be made.

Possible New Courses Which Could be Worked into Program

1. Police Relations
2. Understanding their function into the total concept and limitations and duties of their tasks.

COMMUNITY SERVICE OFFICER TRAINING PROGRAM

Lost and Found Property Calls and Related Reports.

Reporting Vandalism and Conducting the Preliminary Investigation in Minor Cases.

Reporting and Taking Reports on Abandoned Refrigerators, Vehicles, and Buildings.

Serving as School and Park Patrols (Taking Missing Person Reports).

Taking Reports Related to the Referrals to Other Agencies.

Taking Reports of Illegal Postings and Performing the Minor Investigation of Same.

\*\*\*\*\*

Development of the courses which will cover the above needs.

1. Report writing (concerning the related reports and overall basic report writing course).
2. Basic preliminary investigation course.
3. Patrol and observation.
4. Referral agencies.
5. Basic civil and criminal law.
6. Classification of offenses.

COMMUNITY SERVICE OFFICER TRAINING PROGRAM

Acting as an Observer at Police Licensed Street Dances and Special-Use Permits in Neighborhoods.

As an Integral Part of the Department's Community Relations Program, Improve Communications Between the Police Department and the Neighborhoods in Which he is Assigned. Work in Close Cooperation with the Neighborhood Councils.

\*\*\*\*\*

Development of courses needed to assist CSO personnel in performing the above listed duties.

1. Crowd control training.
2. Race relations.
3. Oral communication.
4. Human relations.

COMMUNITY SERVICE OFFICER TRAINING PROGRAM

Preserving Crime Scenes Until the Investigating Officers Arrive.

Under Direction of a Supervisor, Assist Other Officers or Investigators at Crime Scenes.

Picking Up Lost or Found Property.

Assist in the Interview of Youthful Offenders.

\*\*\*\*\*

Development of courses that will cover the above needs.

1. Collection, identification, and preservation of physical evidence.
2. Crime scene searching, diagramming, and field note taking.
3. Recognition of physical evidence and rules of evidence.
4. Interviewing and interrogation techniques.

COMMUNITY SERVICE OFFICER TRAINING PROGRAM

Reporting Evidence of Delinquent Juveniles and Other Crime for the Followup by Criminal Investigators, Vice Officers, Narcotic Officers, or Others.

Report Suspicious Subjects of Peddlers.

Report Defective City Equipment and Dangerous Conditions Such as Street Lighting, Traffic Signals Out, Sidewalks, and Curbs in Need of Repair.

Reporting Cases of Child Neglect.

Reporting Cases of Sick, Senile, Alcoholic, and Distressed Persons and Assist When Required.

Report Unusual Cases of Litter or Debris.

Direct Traffic in Emergency Situations or Fixed Post Assignment.

\*\*\*\*\*

Development of courses to handle the needs of the above functions.

1. Patrol and observation.
2. Juvenile procedure and control.
3. Basic crime law and City Ordinances, H&S Codes and W&I Codes.
4. Traffic direction.
5. Referral agencies (capabilities and limitations).

COMMUNITY SERVICE OFFICER TRAINING PROGRAM - 1971  
124 Hours

April (One Week, 40 Hour Course)

1.	Orientation - Chief Kinney and Staff	2 hours
2.	City History and Government Structure - A. Foley	2
3.	Department Organization - Lt. Thayer	2
4.	Jurisdiction of Other Law Enforcement Agencies - Lt. Tracy	2
5.	Police Ethics and Professionalism - D. Reynolds	2
6.	Class Notetaking - J. Johnson, SSO	2
7.	Oral Communication - Capt. McManus	3
8.	Report Writing - Lt. Dohm	4
9.	Department Rules and Regulations - J. Pieratt	2
10.	Uniform and Equipment Regulations - L. Taylor	2
11.	General Orders - C. Clark	2
12.	Complaint Referral Agencies - Sgt. Hogan	2
13.	Radio Procedures - Lt. Mijares	
14.	Drivers Education - Traffic Division	2
15.	Tour of Station	4
16.	Interviewing Techniques - Sgt. Matranga	4
17.	Public Relations - Capt. McManus	2
		40 hours

Four Hour Session on the Following Saturday

18.	Overview of CSO Program - Sgt. Matranga	4 hour
19.	Police Relations - Sgt. Arthur	1
20.	Field Problem	2
April's Total		44 hours

May (Saturday, Eight Hour Sessions)

21.	First Aid	10 hours
22.	Defensive Tactics - Ins. Mayhew, SSO	4
23.	Juvenile Procedure - Lt. York	6
24.	Oral Communications - Sgt. Marquez	6
25.	Patrol and Observation - Lt. Frame	6
26.	Traffic Direction and Traffic Calls - Lt. Carey	2
27.	Race Relations - Sgt. Marquez	2
28.	Jail Procedures - Lt. Taylor	2
29.	Crime Scene Protection and Search - Lt. Link	2
May's Total		40 hours

June (Saturday, Eight Hour Sessions)

30.	Narcotic and Drug Recognition - Lt. Finney	4 hours
31.	Capt. Finney	
31.	Police Records - Lt. McAlexander	2
32.	Oral Communication - Sgt. Marquez	4
33.	Court Procedure and Testimony - Sgt. R. Johnsen	2
34.	Collection, ID, and Preservation of Evidence - Lt. Hamilton	2
35.	Crowd Control - Lt. C. Johnson	2
36.	Human Relations - Sgt. Marquez	2
37.	Laws of Arrest (Citizens) - Sgt. Ballard	2
38.	Domestic Cases - Lt. B. Koller	2
39.	Firearms (Legal Aspects) - Lt. Schiele	2
40.	Mentals and Alcoholic Cases - Lt. Soulies	2
41.	Militants and Special Interest Groups - Sgt. Chatoian	2
42.	Investigation of Minor Offenses - Sgt. Marquez	4
June's Total		32 hours

July (Saturday 8 Hour Training Sessions)

43.	Criminal Law - Lt. Kunz	2 hours
44.	Administration of Justice - Lt. Heitala	2
45.	Report Writing - Lt. Dohm	3
46.	Examination	1
July's Total		8 hours

TOTAL TRAINING SESSION 124 hours

In addition to the class hours of training, the students were given handouts on most of the areas covered. Instructors were asked to develop practical training into their courses. These instructors were also given a list of the functions of the Community Service Officers, so to better develop their course lesson plans or outlines to the needs of the students.

Due to the fact that most of the CSOs are attending college on a regular basis, Saturday was felt to be the best day for this training. Most of the CSOs were also talking of summer school, so it was felt that the Saturday sessions would be continued even after the school year ended. Those students which could not attend for some reason on the weekend (National Guard, etc.) were asked to pick up the notes from the others in attendance.

Also with the Saturday sessions, their class hours would not conflict with that of the regular training academy on the week days. Sgt. Marquez, supervisor of the CSOs, acted as the monitor for the training and as a part of the instructoral staff for the training related to community relations and other related police practical training.

# RADIO CALL CODES (1/12/71)

900 - Dire Emergency. All Units Clear the Frequency  
901 - Auto Accident  
901A - Auto Accident - Ambulance Follow-up  
903 - Abandoned Car  
905 - Traffic Congestion  
908 - Out of Service  
903A - Leaving Vehicle for Few Minutes  
909 - In Service  
910 - Prowler  
912 - Requesting Stops  
913 - Requesting Registration  
914 - Telephone your office  
914A - Telephone your home  
915 - Telephone Communications Lieutenant  
921 - Car Clouter  
922 - Drunk  
923 - Indecent Exposure  
924 - Come to Headquarters  
925 - What is your location?  
926 - Dead Body  
927 - Suspicious subject  
933 - Burglar Alarm  
936 - Request Warrant Check  
936A - Automated Want Check  
936F - Your subject wanted for a felony  
936M - Your subject wanted for a misdemeanor  
940 - Meet the officer  
940A - Meet the citizen  
941 - Citizen holding a prisoner  
942 - Officer holding a prisoner  
945 - Ambulance Follow-up  
950 - Drug complaint in a school  
970 - Incomplete telephone call  
970B - Parked vehicle - unoccupied  
970B - Parked vehicle blocking driveway  
971 - Suspicious vehicle  
972 - Missing person  
973B - We have a Doctor in Emergency Station  
973C - There is no Doctor in Emergency Station  
976 - Request a Record Check our Department  
978 - Request a Central Juvenile Index Check  
980 - Check on the welfare  
981 - Check on sick or injured person  
982 - Check on illegal burning  
983 - Check on hazard  
984 - Check on traffic hazard  
990 - Suspicious circumstances  
991 - Message delivery  
992 - Transportation  
992X - Female Transportation  
993 - Assist citizen  
994 - Bomb threat  
995 - Any fire alarm  
996 - Found property  
ETA - Estimated time of arrival

# RADIO CALL CODES (1/12/71)

207 - Kidnap  
211 - Robbery  
240 - Assault  
242 - Battery  
245 - Assault with Deadly Weapon  
261 - Rape  
273a - Child Neglect  
414 - Keep the Peace (Including School Patrol)  
415 - Disturbing the Peace  
415D - Drunkenness Involved  
415E - Noise Disturbance - No violence involved  
415F - Family Disturbance  
415J - Disturbance - Juveniles Involved  
460 - Burglary  
480 - Hit and Run (Felony)  
481 - Hit and Run (Misdemeanor)  
484 - Theft  
487 - Grand Theft  
502 - Drunk Driver  
503 - Stolen Vehicle  
505 - Reckless Driving  
594 - Malicious Mischief  
5150 - Mental Subject

CODE 1 - Acknowledge, did you receive, come in on radio.  
CODE 2 - Urgent call, do not delay but obey all traffic regulations  
CODE 3 - Emergency call, use of red lights and siren permissive  
CODE 4 - No further assistance needed at - - - -  
CODE 6 - Request car wash at - - - -  
CODE 7 - Requesting permission to eat, am eating at - - - -  
CODE 8 - Transmit on Channel 4  
CODE 10 - Return to Normal Duty  
CODE 20 - Notify News Services



# CALL CLASSIFICATION

## CRIMINAL

211  
240  
242  
245  
261  
273A  
415  
460  
484 \*  
487  
503 \*  
594 \*  
921 \*  
923  
926  
927 \*  
933  
941  
942  
950  
994

## TRAFFIC

901  
901A  
903 \*\*  
905 \*  
970  
9970B  
971  
984  
480  
481  
502

## SERVICE

940A community contac  
945 \*  
952  
972 \*  
980  
981  
982 \*  
983 \*  
990 \*  
991  
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993  
995  
996 \*

NEWSPAPER ARTICLES

OAK PARK PROGRAM

NOTE: \* May take the report

\*\* Mark and tow abandoned vehicles



# Wise Steps Are Planned To Upgrade Quality Of Police Role In Oak Park

Encouraging initiatives are being taken by the City of Sacramento and Police Chief William J. Kinney to provide the Oak Park area the high standards of police protection the majority of its residents have indicated they want.

The situation is sensitive and complex, involving racial attitudes and a declining business activity in Oak Park, and it is commendable Kinney is proceeding with care to upgrade police operations while trying to respect the feelings of a broad spectrum of residents.

The chief found helpful a survey of Oak Park attitudes by a team of Bee interviewers who questioned over 300 residents. Many facets of community attitude were learned. The most significant fact, probably, was that an overwhelming number, blacks and whites, desire better police protection.

Kinney plans to locate a police substation somewhere in the Oak Park district. This is a move The Bee's survey found would be welcomed by a majority of residents. There were strong objections, however, to locating the substation in the old Recreation Department Building adjacent to James McClatchy Park.

The chief plans to increase the number of black officers serving the area and has promoted present black officers for responsible duty in Oak Park. At the same time, he rightly is determined to place his best officers in the area, black or white. The criterion is not so much an officer's race as his professional competence.

The Bee's survey determined there is sharp division among residents as to another proposal advanced by Kinney. This was the operation called "community profile," which would have entailed information-gathering about residents which many of them regarded as repugnant big brotherism.

The chief wisely decided to drop this proposal in the wake of The Bee survey.

Kinney's overall aim to serve the area with officers more knowledgeable as to its residents' disparate cultures and backgrounds, officers familiar with Oak Park's individual problems and neighborhood makeup, and officers imbued with determination to win the respect of the residents will go a long way toward improving police operations in Oak Park.

## Police Community Relations

### Rev. Collins Endorses Oak Park Program

The Rev. H. Holton Collins, Jr., as chairman of the Special Committee for a Better Oak Park, has endorsed a police community relations office in Oak Park.

Collins, pastor of Century Chapel of the Methodist Episcopal Church, said:

"We are pleased with the recent efforts of the Sacramento Police Department in their attempt to make the streets and parks safe for the residents to use and enjoy.

"A mutual effort between the citizens of Oak Park and the police in a positive crime prevention program will restore the faith and confidence

of the businessmen in this area and hopefully they will reestablish stores which will meet our needs.

"We strongly endorse a fair enforcement of all laws by the police department and urge them to open an office in the Oak Park Area.

"We wish to make it clear that this office will not be a substation or police precinct but will be a police community relations office which will be more accessible to residents of Oak Park."

Collins complimented The Bee for conducting a public poll in April which showed that 64 per cent of the

people contacted thought establishment of a police office in the Oak Park area was basically a good idea.

He said this gave an indication how many residents and business people of Oak Park felt but who were a silent majority afraid to speak out.

He also declared: "Only a small segment feels the police are not needed.

"But if illegal parking is permitted in Oak Park and is not permitted on K Street then something is wrong. All of Sacramento as a whole must be together. We are all tied in with each other."

## How The Bee Conducted Oak Park Opinion Poll

Oak Park opinion on the Police Department proposal was gathered by The Sacramento Bee in 313 personal interviews conducted by nine interviewers on March 31 and April 2.

The survey was planned and supervised by The Bee's research department, long experienced in professional polling techniques.

Of the nine interviewers, two were black, six were white and one was of Mexican descent. All went through special training on neutrality, proper phrasing and inflection in posing questions and handling responses.

They worked in pairs on opposite sides of 48 streets selected in advance in accordance with accepted survey methods. Only one person per residence or business unit was interviewed.

Sixty-eight per cent of those interviewed were white, 26 per cent black and 6 per cent other minorities. The 1960 census for the Oak Park area showed 77 per cent white, 20 per cent black and 4 per cent others.

The 1970 census shows there are 17,000 persons in this area, but a 1970 racial breakdown is not yet available.

4-10-71 SMC Bee

## Oak Park Police Plan

By George Williams  
Bee News Service Writer

A Sacramento Bee survey of the Oak Park area has disclosed generally widespread support for a Police Department plan intended to improve law enforcement in Oak Park.

Oak Park residents are sharply divided, however, over one part of the plan — the community profile — calling for the police to gather information about the neighborhood and its individual residents.

Informed of this opposition demonstrated by The Bee's survey, Police Chief William Kinney declared he will drop the community profile proposal. (See story on page A7).

### Basic Proposal

The survey shows 90 per cent support for the basic proposal to create a community coordinating committee to work with the police.

Approximately two of every three Oak Park residents and business people favor proposals to establish an area team policing program and to open an Oak Park police substation.

But only about half favor the "community profile" part of the plan which would have included gathering information on income, employment, political, religious memberships and other personal information about Oak Park residents. There was no significant difference in the overall responses of black and white residents to this issue.

About 17,000 residents live in the area designated by the Oak Park police plan and surveyed by The Bee. The boundaries are Broadway, Alhambra Boulevard and R Street on the north, Stockton Boulevard on the east, 14th Avenue, 12th Avenue and Sutterville Road on the south, and Freeport Boulevard and 21st Street on the west.

Survey tabulations were made for seven neighborhoods within these boundaries: Sierra School, Sacramento High School (including the Oak Park business district), northeast

the area west of the old State Fair grounds, southeast (between the Stanford Junior High School site and Donner School), south central (south of James McClatchy Park), Curtis Park and the area north of Sacramento City College.

The Bee interviewed asked these questions of 315 persons:

Question No. 1—Some people had the idea for a committee, made up of people from the area, See Page A6, Col. 1

Continued from page A1

and police officers, who would work together on local problems. Do you think this a good idea or not a good idea?

Overall, 90 per cent of the residents and business people who were interviewed favored the idea of a committee of some kind. Blacks were as much in favor as whites.

A higher proportion of women than men favored it — 92 per cent to 86 per cent. White women, particularly older white women, approved to a higher degree than white men did.

In general, those under 50 approved the committee idea more frequently than older people. Younger whites, especially, favored the idea.

### Neighborhood Approval

Within the seven neighborhood areas, residents south of James McClatchy Park and in the City College and northeast areas showed the highest degree of approval. Sierra School, Sacramento High and southeast neighborhoods were close to the 90 per cent average of approval. The Curtis Park area showed the lowest degree of acceptance.

This question was designed to get reactions to the central idea of a "committee" only, without regard to details of how a committee might be set up.

The police proposal calls for a committee to include representatives of the Urban League, National Association for the Advancement of Colored

People, Oak Park Neighborhood Council, churches, Women's Civic Improvement Club, local government agencies with offices in Oak Park (police, probation and parole, recreation and welfare), schools, Merchants Association and possibly others.

The committee would meet monthly in Oak Park in an effort to improve communication among all social service agencies — including the police — and community organizations.

Its purpose is "to specifically curtail the rising crime rate by mutual cooperation between the police and the community."

Question No. 2—What about having one team of police officers for the area, where the same officers work in the area all the time, instead of having different officers at different times? Which would you prefer?

Of all Oak Park persons interviewed in the survey, 66 per cent favored the basic idea of "one team", 27 per cent favored "different officers at different times" and 7 per cent did not give an opinion.

In the area west of the freeway, one team is preferred by 62 per cent of the persons interviewed, east of the freeway by 70 per cent.

The one-team concept is especially popular in Oak Park's central business core area (the Sacramento High area) where three of every four questioned said they prefer one team of police officers.

On the other hand, those interviewed in the Sierra School area, west of the freeway, were less enthusiastic about the one-team proposal.

### General Approval

The one-team plan was as much preferred by blacks as by whites, by men as by women. While about 6 in 10 black respondents expressed a preference for one police team, younger blacks appeared to approve the "different officer" system more than older blacks.

The most commonly mentioned reason Oak Park people gave for preferring one team was that it would help the police and the people know each other better.

One resident said: "Mostly the problems here are just bickering and the same police would get to know the problems. I think if you keep down the small problems, we wouldn't have as many big problems."

Some opponents of the one-team proposal felt that such familiarity might be a source of problems rather than a solution, that it might lead to favoritism and bias.

"I think young kids get used to one person and get acting smart if they know them," said one.

Another commented, "Both have their advantages. With one team, the people might try to take advantage and expect favors. But then again different teams couldn't get to know the area."

The police proposal of an area team, made up of officers regularly assigned to Oak Park, is designed to

provide "stability for the officer on the street... generating in him an interest in his regularly assigned beat and better knowledge of the area and the people who live there."

Question No. 3 — Another idea was to have a small local police office in the Oak Park area. Do you think this is a good idea or not a good idea?

Overall, 64 per cent of the respondents said a small Oak Park police office is basically a good idea. Thirty per cent said it is not a good idea and 6 per cent did not have opinions.

The Oak Park substation proposal was more popular among people east of the freeway than west of the freeway, just as were the committee and one-team proposals.

Blacks apparently want an Oak Park police office more than whites do.

"If stationed in the area they would be available at all times," was a typical comment from a black woman.

### Response Patterns

Although blacks show more desire for a local station than whites, response patterns within the black and white groups seem quite similar otherwise. Among both whites and blacks, women show more preference for a local station than men. Among both blacks and whites, opposition to the station seems concentrated in the younger age group.

The highest degree of acceptance was in the southeast neighborhood and south of James McClatchy Park. The lowest was City College.

A police community center is included in the police proposal to provide a location in Oak Park "for assistance, information, interaction and problem solving." It would provide a meeting place for interaction between police and neighborhood groups as well as a meeting place for the community committee.

It would also provide a location for officers to write their reports, and "aid rumor control by providing an easily accessible location for citizens to obtain information."

Question No. 4 — What about the police officers' gathering all types of information about the neighborhood, as well as about individual people? Do you think this is a good idea or not a good idea?

This idea provoked the most opposition.

Of those interviewed, 51 per cent said it was a good idea, 41 per cent said it was not, and 8 per cent did not venture an opinion.

West of the freeway, more people (50 per cent) disapproved than approved (44 per cent). East of the freeway, 57 per cent endorsed the idea; 41 per cent did not.

In the Sacramento High area (including the Oak Park Business District), disapprovals had the edge.

### Blacks Are Split

Blacks throughout Oak Park split evenly on the question — 49 per cent supported it and 49 per cent opposed it. Whites seemed slightly more in favor of information-gathering by the police — 52 per cent called it a good idea, 42 per cent called it not a good idea, and 6 per cent did not express an opinion.

The survey shows a sharp split between age groups on this issue. Younger people rejected information-gathering by about 6 to 4; older people accepted it by about the same ratio.

This police proposal, called "Community Profile" has evoked the most vocal opposition from Oak Park residents since it was introduced.

The police say it would be a "descriptive and predictive tool for diagnosing and predicting problems and devising solutions and... develop understanding... to bring together community resources to assist the police."

Opponents expressed fear that the profile would invade privacy.

Because of the great variety of information proposed in the community profile, Bee researchers felt it would

Question No. 5 — How much difference would it actually make to you and your family what is decided about these ideas? Would it make a lot of difference, quite a bit of difference, some difference, little or no difference?

This question was asked in an attempt to get some measure of interest—or concern—about the police proposals.

Interest varied greatly with the area. West of the freeway, 19 per cent of the people interviewed said it made a "lot of difference." By contrast, 32 per cent of the people living east of the freeway said it made a "lot of difference."

A closer look at survey results shows more concern expressed in the area around Sacramento High and the business district than in other areas.

Blacks are significantly more concerned than whites. Men are somewhat more concerned than women.

Cross-tabulations of the survey questionnaires show that people who say it makes the most difference tend to be the same people who support the proposals.

Question No. 6—What is the most important thing that the police could do for your neighborhood?

A majority who responded to this question — nearly 80 per cent — asked for more police protection. Many were concerned about thefts and violation of traffic laws in Oak Park.

Nearly a third of these said that the police should become more friendly and get to know the area better. A typical comment was:

"Be a humanistic person. Try to help others, not think everyone is a criminal."

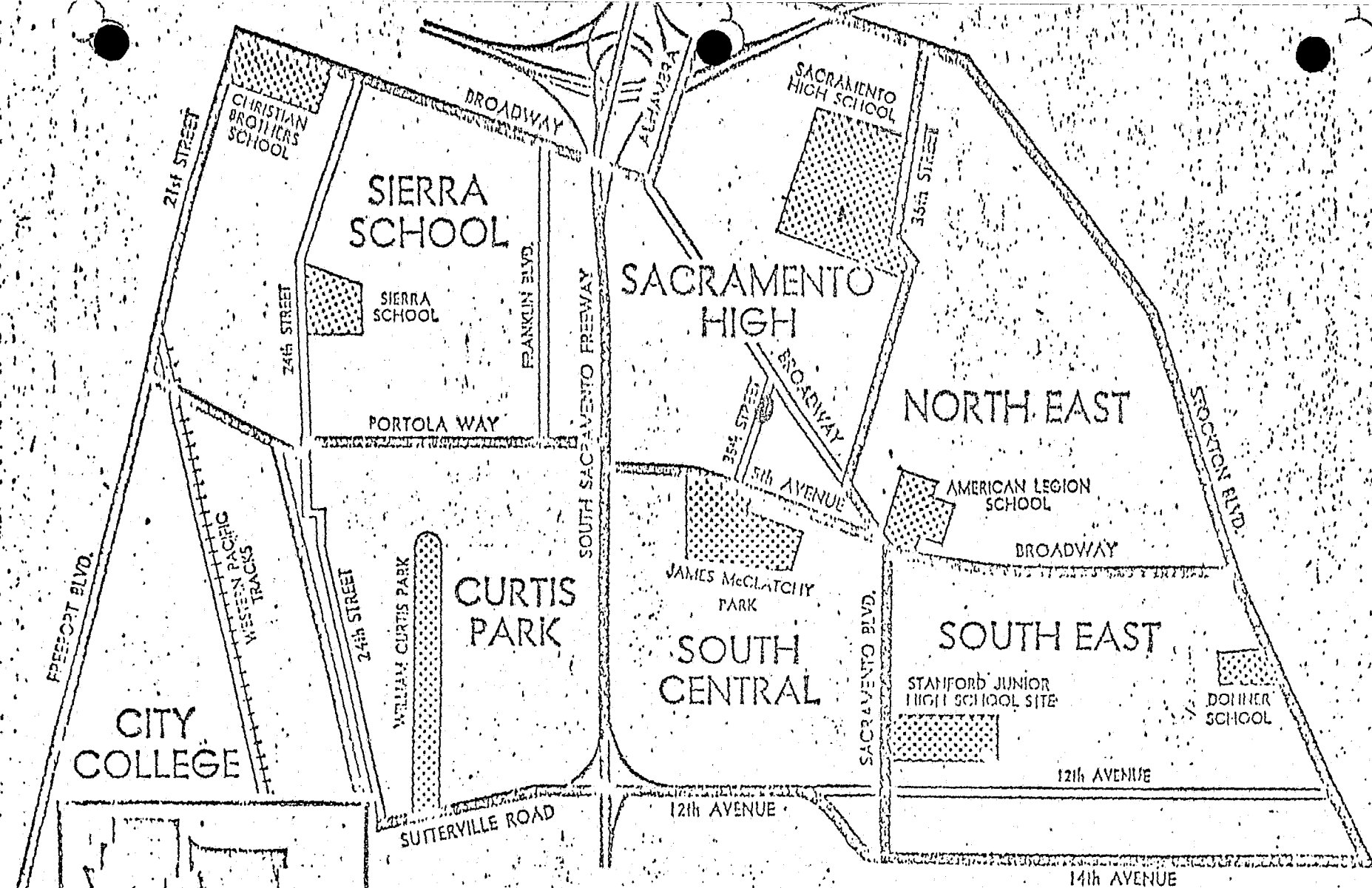
### Current Standards

About 21 per cent said they are satisfied with the current standard of law enforcement. Their comments about the police ranged from "good" to "marvelous." One said, "Without the police we can't make it."

The others declined to answer question No. 6, preferring no comment, or to compliment The Bee for making the survey, or to express futility.

"Nothing will help this world," said one. "People are too mean to each other."

But another remarked: "We're glad you came. Nobody ever asks us any-



## The Area Surveyed

The map above shows the area the City Police Department proposes to cover in its community plan for Oak Park. The area was separated into seven districts by The Bee to more clearly analyze the

opinions of residents and business people in its survey. The smaller map, left, shows the survey area, shaded, in relationship to the rest of the city.

# Revised Police Plan Gains Support Of Oak Park

Black leaders in Oak Park, reacting to the Sacramento Bee's survey of community opinion, are more favorable to the Police Department plan, now that Chief William Kinney has eliminated the community profile concept.

However, these same leaders indicated that the police have a tough job ahead in building trust and gaining the confidence of the people.

The survey found widespread support for the main features of the police plan — establishment of a community committee to work with the police, organization of a team of policemen assigned regularly to Oak Park and opening of a police substation in the neighborhood.

However, the survey concluded that only about half the residents and business people support a "community profile" proposal to gather all types of information on Oak Park organizations and individuals.

After seeing the results of the survey, Police Chief William Kinney announced he is dropping the community profile proposal.

The Rev. H. Holton Collins, chairman of a citizens committee appointed at a meeting of the Oak Park Neighborhood Council to draft a counterproposal to the police plan, congratulated The Bee for making the survey.

He said his committee needs this information to negotiate an effective counterplan.

Collins said he welcomes a police

precinct in Oak Park — "and the chief doesn't need complete agreement within the community before he brings it in."

He said the police substation is very important. "We need immediate help at times," he said. "We can't wait two hours for police protection."

Attorney Joe Cooper, president of the Urban League and a member of Collins' committee, said the community profile proposal was the cause of the "uproar" in the community about the police plan.

"Dropping this part of the plan will remove a lot of the objections," he said.

"I like regular policeman in the area. I like the local precinct idea although I am concerned about where it will be located. The precinct should be staffed with officers who identify with the community.

"We've got serious police problems. Something has to be done."

George Harrington, director of the Oak Park School for Afro-American Thought, member of Collins' committee, and an outspoken opponent of the community profile, said he believes the police already have planned to locate a substation in the City Recreation Building at the entrance to James McClatchy Park.

"This is the worst possible choice," he declared. "This is where young people like to congregate and socialize. The presence of the police station will be intimidating and could do nothing but cause disruption."

Would the police plan minus the community profile and with another location for the substation be acceptable?

"That would be real heavy — "that would be very good," Harrington replied.

A Police Department spokesman said the recreation building is tentatively planned as the location for the police office. If the community accepts the plan, this building is owned by the city and would be occupied without cost. The spokesman said the building also would house a community center and recreation facility.

James Williams, president of the National Association for the Advancement of Colored People's Sacramento Branch, said he opposes diminishing the present recreational facilities from James McClatchy Park to make room for the police office.

"Removal of an established program which has a significant relationship to the community is unacceptable," he said. "That would be taking something away which is most valuable and giving something less."

"I don't believe the community profile would contribute to the strength of the police plan. But otherwise, I believe your research is getting at a sound basis for drawing conclusions on the plan."

"From Oak Park attitudes as I have assessed them, I think it is unwarranted to conclude that blacks are opposed to the police in general. They are very concerned about damage

they have suffered to their property. The people want better police service, no doubt about it."

Williams said he feels the police can gain respect and confidence among Oak Park people quickly if they show they are concerned "with" the problems and not just "about" the problems.

"There is a need for more minority persons on the police force who can show they are with the people, involved with their problems. The Oak Park community is intelligent enough to recognize friends."

Mrs. Allene Smith, a leader in the Oak Park Neighborhood Council, says she believes the police can operate their proposed project from "downtown just as well as they can locating it in Oak Park. The people here shouldn't be treated differently from anyone else in the city."

Mrs. Smith says she knows of programs in other cities which are carbon copies of the police plan for Oak Park. Almost all of them have failed, she said.

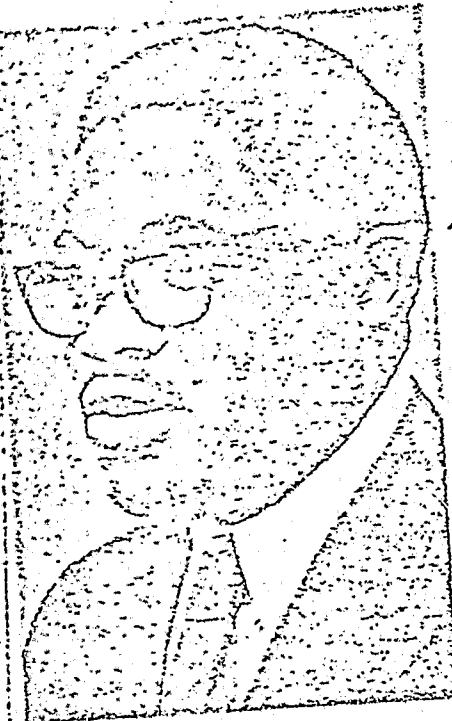
"I'll be frank with you," she said. "I've lost faith in the police. I have completely lost respect for them. It is going to take more than just smiling and waving at you as they go by in their cars to make up for the mistreatment over the years."

Insurance man Clarence Orr, who operates a retail store in the Oak Park business district, said he believes the police are not sincere.

"Everybody knows there is a lack



## Black Leaders



Joe Cooper

of law enforcement here," he declared. "Why don't the police just come in here and solve the problem? Just do it?"

Orr said he feels the efforts by the police department to gain acceptance of the plan in the community are an evasion.

"The police are not serious about coming in here. They want the neighborhood to run down. And the community is giving them a way out by

arguing over the proposal. There is no way to get the community to agree on a common goal.

"In the meantime, more crime, more narcotics. We don't have any law enforcement now.

"If the police department is serious about their plan, then they should come in — and do it," Orr declared.

Attorney James Long, whose office is in the Oak Park business district, said past police practices have been "threatening" to people in Oak Park because the police have interfered with lawful activities, particularly among young people.

Must Relate To Youth

"The question the police must face is whether they can relate to young blacks and other minorities," he said. "It is the young people that the police are going to have to win over to have effective law enforcement in the neighborhood.

"Basically, older blacks and whites want more law enforcement. How to enforce the law is the problem. Now there is fear. The police have not been civil. No actual brutality. But name-calling, baiting. The police must be civil."

Long commended Chief Kinney for his recent promotion of five blacks in his department to higher positions.

"Policemen must work shoulder-to-shoulder with black partners in order to learn about the problems of Oak Park. The chief must not only educate Oak Park about the police. He must educate his own department about Oak Park," said Long.

## Kinney Says Community Profile Project Will Be Discarded

"Let's drop the community profile," said Police Chief William J. Kinney about the most controversial part of his new law enforcement proposal for Oak Park.

The chief made the statement after being informed of the results of a survey by The Bee of Oak Park residents' feelings about a proposed change in law enforcement procedures in their neighborhood.

Although the survey showed widespread approval of other proposals in the Kinney plan for Oak Park, the community profile — including gathering of information on individuals — was supported by only about half the residents and business people.

"This was not an integral part of the plan anyway," said Kinney.

The Oak Park police plan was devised after meetings with law enforcement experts at the University of California at Los Angeles and other college campuses, observed Kinney.

He said the purpose is to prevent crime by familiarizing his officers with the people and culture of the Oak Park area and to upgrade the performance of the department in Oak Park by assigning the best men available to the neighborhood.

Integrated Force

Will he assign black officers?

"We will have blacks as well as whites. The important thing is to have our best men there — our most professional officers whether they are black or white. I think that is what Oak Park wants," Kinney said.

The chief said Sgt. Harry Hogan, his department's first black sergeant, would be one of the supervising field officers working in Oak Park.

One of the top officers in the department, Deputy Chief Edward Martin, who has a law degree, will have the key role in organizing and supervising the operation.

In recent years, black officers have privately singled out certain supervisors who they say "are cool under fire. When they hear the word 'Dag,' they don't get excited. They are real pro-



William Kinney

"cool" officers — most with college degrees — who have been promoted to key posts in the department by Kinney since September.

Complaint System

The chief announced last September the establishment of a complaint system to give the public a method of filing charges against his officers. Complaints may be registered by personally contacting a policeman, by telephoning the department's internal affairs detail or the radio lieutenant, or by mailing a letter directly to Chief Kinney.

He said impartial investigations are made either by a trained, experienced officer of the internal affairs detail or

The complainant is informed of the results of the investigation.

Looking through his file of complaints registered so far, Kinney noted there had been 21 in December and 21 in January. About 5 per cent were justified, he said.

"I've had to suspend some officers and fire some," said Kinney. "We are determined to instill a high degree of professionalism in our officers."

Residents Favor Plan

The chief complimented The Bee for undertaking the survey. He said the results affirm his contention that residents generally favor his plan for improving law enforcement to combat a relatively high crime rate in Oak Park.

Lt. James McManus, the police community relations officer, has computer printout sheets taped together, six feet long, listing over 200 crimes reported in the Oak Park area during a recent two-month period.

"Think of the crimes that go unreported," he said.

In contrast, he displayed a single sheet listing half a page of reported crimes in the New Helvetia-River Oaks area. In this area, the police have a program operating on the basis proposed for Oak Park, though on a smaller scale.

Permanent Plan

Is the Oak Park plan designed only to meet the pressures of the coming summer?

Chief Kinney emphasized the police plan for Oak Park is permanent. It is a pilot program, he said, and if successful, will be extended to other areas.

Kinney says he has been talking with Oak Park leaders privately, acknowledging mistakes the department has made in the past, gaining acceptance for his plan to change the atmosphere for policemen in the neighborhood.

Admission of past mistakes, he says, is vitally important.

"If we can't admit our mistakes," the chief said, "then we can't begin to cope with the present problems."

# Now Police Plan to Trade Empathy for Respect of Law

By DON TAYLOR

Sacramento Union Staff Writer

Oak Park—a community that has suffered more than its share of social crises over the last five years—appears destined to become Sacramento's testing ground for a police plan to restore respect for law and human dignity.

Police Chief William J. Kinney, who several weeks ago unveiled a three-part plan for greater police-citizen cooperation, has indicated he soon will authorize the opening of a police community center in Oak Park.

That proposal, referred to by some as a police substation or precinct, has created a vortex of praise and criticism with Kinney at its center.

The chief, however, is quick to point out that "this is not a substation. It will be someplace where we are going to get to understand the another and give people a chance to understand why we're there and what we're trying to do."

Despite the controversy over his suggestion to locate a small, one-room office in the City Recreation and Parks Building adjacent to McCatchy Park, Kinney is convinced he has the support of a majority of what he calls "the solid citizens of Oak Park."

IN ADDITION to the police community center, Kinney has proposed utilizing the advice of an Oak Park citizens' committee and implementing a team policing approach in which officers assigned to Oak Park would meet on a regular basis with community groups and individuals.

Kinney notes that these methods came from the President's Commission on Law Enforcement Task Force report of 1967 and have been highly successful in other large cities.

A plan for Sacramento was worked out by Kinney and his staff after discussions with law enforcement instructors at various college campuses.

In prepared statements and in an interview with The Sacramento Union, Kinney outlined his plan for the community center.

"It is felt that by opening a small office, similar to some storefront centers in other cities, people in the community would not have to travel the long distance to the police station," Kinney said. "The center would provide an excellent meeting place for police-community assistance and encourage group interaction."

IT ALSO WILL be a place, Kinney added, where citizens can report crimes or disturbances, or file complaints against "our officers, our policies and procedures."

Last September, Kinney widely publicized a new method for registering legitimate complaints against individual officers or against the department in general. This procedure has resulted in several suspensions and even a few firings. "We are determined to instill a high degree of professionalism in our men," Kinney has told reporters.

But turning to Oak Park—the scene in recent years of gang disturbances, bombings, police raids, the exodus of established businesses and the sniper killing of a young policeman—Kinney emphasized that:

"We're determined that we're going to have a better Oak Park area as far as the police are concerned. We're going to do more friendly with the people, more responsive to their needs and hopefully we're going to be able to reduce the crime rate, but that depends upon a lot of other social problems."

"We are going to enforce the law there the same as any other place."

REACTION TO the Kinney Plan ranges from bitter disapproval to what one source says is a large segment of his own officers, to widespread backing from Oak Park homeowners. In between, emerges a distrust and hostility from the youthful segment of the Oak Park society.

Several Oak Park merchants refused to discuss the police plan, some out of an admitted fear of retribution, but James Long, a black attorney, had this to say:

"The young people I have talked to don't want it. They feel it's an imposition upon them. The principle grievance is that the young people will have no say in what the chief proposes to do at here."

"As of now, unless he can get a better reception from the young, I don't know how effective the plan is going to be for solving some of our problems."

This view was underscored by Joe Taylor, a drug counselor for Tell It Like It Is, a new organization formed to combat drug addiction among blacks and other minorities.

"They dislike it because they were not approached about it when it was written," said Taylor. "They're saying this is a program we don't want and don't like. They're saying this is going to be a substation with a lot of spying and hassles. Not only the young but many of the older citizens in the park reject this proposal wholeheartedly."

But Kinney discounts this kind of criticism and says it is directed by a dissident few. "You see, the militants do not like anything that might bring more police into the area. They always feel the more police there are, the more problems there will be and that there will be more arrests."

KINNEY POINTED to an unofficial poll conducted recently in Oak Park which showed 64 per cent of the residents in support of the police community center and 30 per cent of the respondents calling for more police protection.

"I was astounded to see the numbers we have behind us," Kinney observed, "and am convinced that we have the support of the solid citizens."

One of Kinney's staunchest backers is the Rev. H. Holton Collins, chairman of the Citizens' Committee for a Better Oak Park.

Mr. Collins, who admitted the committee has had problems lining up persons to work on the cooperative Oak Park police venture, said "we strongly endorse a fair enforcement of all laws by the police department and urge them to open an office in the Oak Park area."

He maintained that Kinney's proposal is designed as a mutual effort by citizens and police "to restore the faith and confidence of the businessman in this area."

Mr. Collins, the black pastor of the Century Chapel Christian Methodist Episcopal Church, scored those who have been giving lip service to the police plan but who have refused to step forward as active participants.

"They don't want to stand up and be counted," Mr. Collins complained, "I'm just plain disgusted that after nine weeks with this, no one wants to become involved in solving the problems of this community. I've said it."

not detained Kinney from pushing on with his plan.

"They're frightened," Kinney said of the Oak Park residents. "I know that, but we're prepared to open this community center and have been waiting for advice from the coordinating committee. Maybe we'll just have to make up our minds within a week or so as to what is going to happen."

Another interview conducted several days later, Kinney told his impatience by explaining he would seek out community expression before reaching a decision on the plan.

Citizen involvement is being strongly advocated by Joe Cooper, president of the Urban League, who said Kinney "should take his time and work with the community" before making up his mind.

"We need policemen that have an understanding and who are sensitive to the needs of the community," said Cooper, "and if there is to be a so-called police community center it should be under the control of the community, and its representative organizations."

ONE OAK PARK resident, who asked to remain anonymous, asserted that much of the criminal disruption in the area stems from a well-organized, flourishing drug market.

"Unless we're willing to face up to the drug traffic on 35th

Street," he said, "and look at the total problem, all this other stuff is window dressing. If we're really concerned about the violence, the burglaries, the purse snatchings and so on, we really have to face up to the drug problem because most of these things result from the sale of bad drugs."

This source, who has been active in social improvement projects in Oak Park, contends that "drugs and pills are flowing far too easily... it's like handing out candy to kids."

Kinney's harshest critics and perhaps the source of his deepest frustration are some of his own men.

Although The Union talked to only a handful of officers, this comment by a supervising policeman was typical:

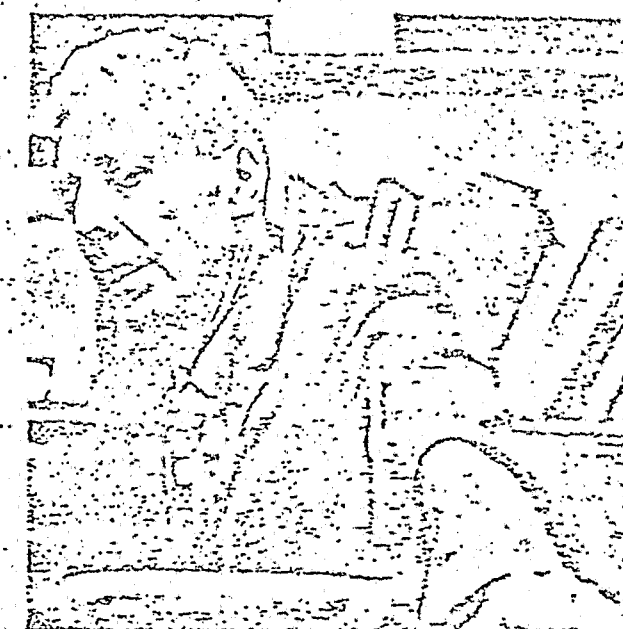
"IS A GOOFY IDEA and would be a mistake. Ask any of the guys and they'll say the same thing. It would tend to incite the militants, having an office out there. They have better coverage in Oak Park now than most places in the city."

And an eight-year police veteran said, "I don't see any reason why Oak Park should have preferential treatment. The crime rate is just as high out there as it is all over town. We have just as many burglaries in East Sacramento and in Land Park and they are not trying to put a substation in those areas."

Kinney shrugged off such in-house complaints by explaining the Oak Park plan "is a progressive move and perhaps some of our officers are not quite that progressive. But I think if you were to get a good cross-section of our officers you would find that they would be for this type of move... anytime a change comes, I've found out through the years, that no matter how small, you get a built-in grumole."

Backing up the chief is Lt. James McManus, who heads a recently expanded community relations unit whose members would be given permanent duty assignments in the storefront center.

He admitted there was some concern within the force



Police Chief William J. Kinney

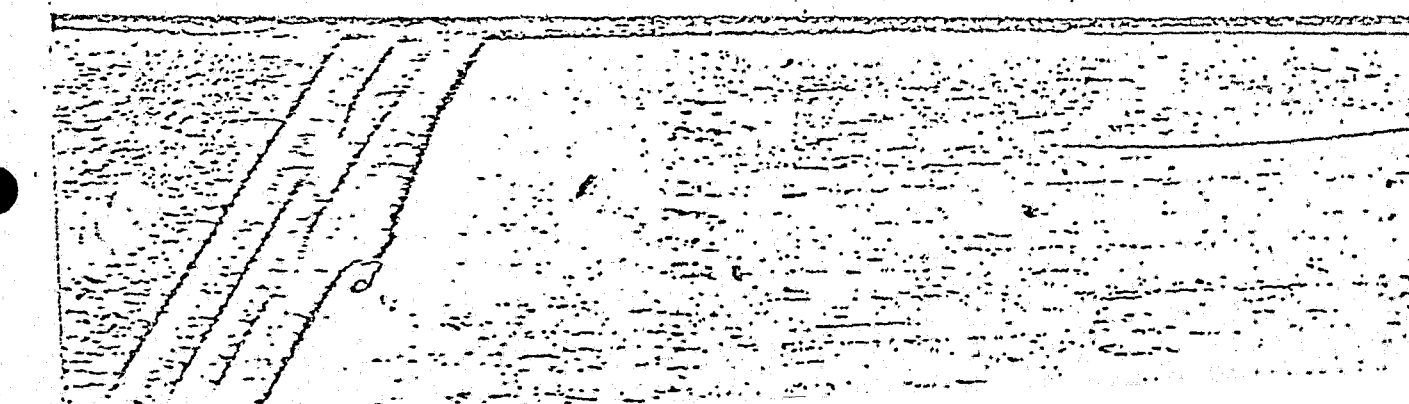
about Kinney's proposal, but said he doubted it was coming from a majority of the men.

McManus said a police center would not mean detailing more officers to Oak Park and pointed out that men "will be selected on their ability to handle stressful situations and only if they want to work there."

HOW DOES McMANUS feel about the Kinney Plan? "This is an effort to get the citizens to form an active police-community partnership in a cause of crime prevention," he said. "The whole concept is that the police cannot do it alone. This is a pilot program and why not Oak Park? This is where we've had most of our problems in the past."

When asked why Oak Park was selected as the first area for concentrated police concern, Kinney replied:

"Well, I think Oak Park has had some major problems. We've had shoot-outs there starting in 1965, and our officer was killed last year. But just think of the loss of that whole business community and the fear of the people in that area... it has just destroyed that whole community. So if it works there, it will work in other places."



## Police Chief

Editor of the Bee — Sir: What I hope Chief William Kinney is doing for the City of Sacramento must truly be appreciated. He is bringing about an understanding between the public and police officers that has not been as prevalent before. Kinney is not so afraid about his policies (though judging from the excellent plan he has come forward with for the Oak Park district, they are definitely to be appreciated) that he isn't willing to step back to study the public's views on them, and make changes where change might help. He is proving that his overall interest is Sacramento, not just his department. This city (and county) needs more officials like this.

In commending Chief Kinney's work, one must also express appreciation for the department's officers, whose courtesy is continuously evident. Sacramento can actually say it is proud of and thankful for its police department.

MAX EUGENE GARCIA  
Sacramento.

## beyond the call

RECENTLY OFFICER MICHAEL ROY, of the Police Community Relations Unit, was approached by an organization from Oak Park. They were trying to outfit a young boy for a Boy Scout Camping trip and they called on ROY for some help in attempting to locate the needed equipment. None being available, ROY bought the equipment out of his own pocket. Typical of many of our peace officers he did not mention the incident, however it leaked out and the information was passed on to the Chief... and some call them pigs.

Police Chief William Kinney said today he has solid support from the majority of Oak Park-area residents for his three-part program for that troubled district.

The plan proposed by Kinney involves creation of a community coordinating committee to act as liaison between residents and police, opening of a storefront police substation in the community, and establishment of an area team policing program to improve understanding between patrol officers and residents.

Critics of the plan have dominated several community meetings, focusing their opposition on an element of the plan calling for police to develop a "community profile," which would include gathering information on religious and political affiliations.

Kinney said reports of these meetings have given the false impression

Continued from page A1  
lice-community relationships, these same people recommended that police officers assigned to the Oak Park area be carefully selected and trained. They also suggested that a storefront type office be opened in the Oak Park area. This would be staffed by police personnel and would provide a location in the community where the residents could readily contact the police about their problems and complaints.

"Following through on their recommendations, on January 21st we met in Oak Park at a public meeting and announced our planned proposal. We requested the help and support of the total Oak Park community in providing an improved professional police service that would be more responsive to the needs of the Oak Park area.

### Need Closer Link

"In offering our proposal, we recognized the acute need for increased rapport and liaison between the police and the residents of Oak Park. We requested that they form a community coordinating committee consisting of a representative from each major organized and interested service and civic group, as well as other interested persons, so we could meet and share needs and problems.

"Meeting on a regular basis, relationships could be improved by promoting discussions not only between the citizens and the police, but between citizens and other organizations that are vitally interested in the community. This type of committee meeting would allow the various individuals and organizations to air their problems. A workable rapport could be established and a method of com-

that the general community opposes his proposal.

In a statement issued today, the chief renewed his pledge to serve "the vast silent majority of Oak Park residents" and not to abandon planning to put the program into effect.

As an example of police-community relations that work well, Kinney pointed to Strawberry Manor, which he said was ridden with burglaries until residents organized, met with police and established a "block warden" crime protection system. He said

## Today's Chuckle

Mother to her teen-age daughter: "You'd better get a haircut. You're beginning to look like a boy."

Establishment of such a committee would result in improving the overall effectiveness of all the community agencies and organizations. Through mutual understanding and cooperation, we hope to improve our police service to the area, reduce the rising crime rate and make Oak Park a better place to live and conduct business in.

### False Impression

"However, recent news stories of subsequent community meetings featured only statements of those in opposition to our proposal. Expressions of support were overlooked. As the opponents to the plan become more vocal, many early supporters are now afraid to openly express themselves. As a result, the proposal shall be explained here as it was originally presented on that January 21st meeting. The proposal as originally submitted involved three basic concepts: the establishment of a community coordinating committee, an area team policing concept, and a police-community center.

"These basic concepts are all recommended approaches from the President's Commission on Law Enforcement, Task Force Report of 1967. The purpose of the area team police approach is to provide effective police service by establishing a closer relationship between the patrolmen in the area and the public they serve. The men assigned would work the same patrol district and area for extended periods of time. This would allow them to know the citizens and develop a close, friendly relationship.

"The officers to be selected would possess the emotional stability, lack of prejudice and the sensitivity to the special problems of our society which

residents there meet regularly with policemen in the district.

### Issues Statement

Kinney's statement on the Oak Park proposal follows:

"Shortly after my appointment as Chief of Police last August, I met with a number of different representatives from various segments of the Oak Park Community. These meetings occurred over a period of several months, both in my office and during get acquainted tours of the various community service organizations in Oak Park.

"These community representatives and I discussed the depressed business climate, the high crime rate, the fears of many of the citizens to be on the streets in that area, and how relations between the police and the community might be improved.

"In discussing how to improve po-

Continued on Page A1, Col. 1

"Another key element of this concept is highly motivated and skilled supervisors. During the past four months four selected members of the department have been sent to the University of California at Los Angeles and to San Diego State College for six weeks special training for improved police-community relations. Two more supervisors are currently being selected to be sent to San Jose State in early April for the same type of schooling. These men will represent a training cadre to pass their training and knowledge on to the men in the area team policing project and the balance of the department.

"The suggested establishment of a police community center was primarily to provide a convenient and suitable location for the residents of the Oak Park Community to contact their police representatives. It was felt that by opening a small office, similar to some storefront centers in other cities, people in the community would not have to travel the long distance to the police station, find a parking place, and be generally inconvenienced. The center would provide an excellent meeting place for police-community assistance and encourage group interaction.

"We recognized that any plan could be rejected by some parts of the community. Nevertheless, the Sacramento Police Department has a prime commitment to the vast silent majority of the Oak Park residents and to all the people of Sacramento to assure them safety on the streets and security in their homes, day or night. Our tactical plans and proposals are all aimed and geared to this end. We sincerely hope that the people of Oak Park or any other a e Sacramento



CITY OF SACRAMENTO

DEPARTMENT OF POLICE

813 SIXTH STREET  
SACRAMENTO, CALIFORNIA 95814

WILLIAM J. KINNEY  
CHIEF OF POLICE

January 18, 1971

Dear

The City of Sacramento is considering the establishment of a Community Relations Office and a new concept of "Team Policing" for the Oak Park area.

We are inviting you to attend a Community Forum in the Womens' Civic Improvement Center, 3555 3rd Avenue. The meeting will be held on Thursday, January 21, 1971 at 7:30 P.M. in the auditorium of the Civic Center. The purpose of this meeting will be to explain these concepts and answer questions and solicit your suggestions or ideas.

Attending this meeting will be Assistant City Manager Walter Slipe, Chief of Police William Kinney, Deputy Chief Edw. Martin, Lt. James McManus and Solon "Doc" Wisham of Parks and Recreation Department.

We sincerely urge you to attend this meeting and make any contribution you can for your community.

Sincerely,

*William J. Kinney*  
William J. Kinney  
Chief of Police

JM:hh

COMMUNITY RELATIONS  
OAK PARK OFFICE  
2840 - 35th Street

RESIDENTS OF OAK PARK:

The Oak Park Community Relations Office will be opening on October 18, 1971. The Sacramento Police Department wishes to extend a welcome to you and your friends. Visit this office and get acquainted with the personnel who will be there to help and to serve you.

The office will be open from 10:00 a.m. to 4:00 p.m. on October 18, 1971. Thereafter, the office will be open and manned from 9:00 a.m. to 8:00 p.m., Monday through Saturday.

Refreshments will be served on opening day.

SACRAMENTO POLICE DEPARTMENT

WILLIAM J. KINNEY  
CHIEF OF POLICE



POLICE AND COMMUNITY MEETING

The SACRAMENTO POLICE DEPARTMENT would like to cordially invite you to attend their first of a series of meetings between the Police and the Community. During the first meeting, the Police Department will introduce some of the officers that have been assigned to work permanently in and around the Oak Park area, your current crime problems and the Team Policing program.

DATE: MONDAY, FEBRUARY 14th, 1972. TIME: 7:30 to 10:00 P.M.

LOCATION: BRET HARTE SCHOOL, 7th AVENUE & FRANKLIN BLVD., (ASSEMBLY HALL)

If you have any questions, please feel free to call the Sacramento Police Community Relations Division at 449-5635.

*William J. Kinney*  
WILLIAM J. KINNEY  
CHIEF OF POLICE

POLICE - COMMUNITY MEETING

The SACRAMENTO POLICE DEPARTMENT invites you to attend the second of a series of meetings between the Police Officers and the Community. Tables and chairs will be available and officers who work in your area will be assigned as discussion group leaders. Everyone is invited to discuss items of interest, areas of concern, and mutual problems over a cup of coffee.

DATE: MONDAY, MARCH 20, 1972 - TIME: 7:30-9:30 P.M.

LOCATION: AMERICAN LEGION SCHOOL - 38TH STREET & 4TH AVENUE

A few people have expressed some apprehension about leaving their vehicles. A parking area patrol will be provided. If you have any questions, please contact Lt. Paul Hietala at 449-5635.

COME - LEARN - GET ACQUAINTED

WANTED  
BY  
THE SACRAMENTO POLICE DEPARTMENT

Residents to attend an informal meeting. Come and meet with your Police Officers. Let's talk about our common problems.

DATE: SATURDAY, APRIL 29, 1972    TIME: 2 to 4 P.M.

PLACE: OAK PARK LIBRARY, 34TH STREET AND 4TH AVENUE

If you have any questions, please contact  
Lt. Paul Hietala at 449-5635.

HELP US BETTER POLICE YOUR COMMUNITY.

SCUSD Distribution Permit I-20

CITY OF SACRAMENTO  
SACRAMENTO POLICE DEPARTMENT  
COMMUNITY RELATIONS-TEAM POLICING

OAK PARK NEIGHBORHOOD OFFICE  
2820 - 35TH STREET  
PHONE 449-5744

WILLIAM J. KINNEY  
CHIEF OF POLICE

OCTOBER 1971

The four basic questions asked about the Neighborhood Office's (Store Front Operations) are:

1. What are they?
2. Why were they established?
3. What are they doing?
4. Are they doing any good?

#### WHAT ARE THEY?

The Store Front Office is a neighborhood facility that provides information and services - placing a citizen in touch with the right agency, and furnishing general advice and counsel. It provides local residents with an easily accessible contact for official advice. It gives the police in general, the opportunity to provide services, not merely enforce the law.

#### WHY WERE THEY ESTABLISHED?

Deep hostility between police and ghetto communities has been cited as a primary cause of civil disorders in the United States in the past few years. In practically every city that has experienced racial disruption since the summer of 1964, hostile relationships between police and Negroes and other minority groups has been a major source of tension and grievance.

However, it would be wrong to define the problem solely as hostility to police. The policeman only symbolizes much deeper problems. Because the policeman is a symbol, it is of critical importance that the police and society take every step to allay grievances that flow from a sense of injustice and increased tension. In this work, the police bear a responsibility for

making needed changes. One of the most innovative concepts in this direction is that of the Neighborhood Police-Community Relations Office (the store front operation). The procedure should have a built-in conciliation premise to attempt to resolve complaints without the need for full investigation and processing.

Since many citizens' complaints concern departmental policies rather than individual conduct, information concerning complaints of this sort should be forwarded to the departmental unit which formulates or reviews policy and procedures. The same applies to complaints of lack of city services, inadequate lighting, streets in need of repair, etc.

The Neighborhood City Police-Community Relations Office provides a vehicle whereby the citizen need not necessarily go to a central headquarters to file a complaint. The office also serves to implement many programs to establish and maintain new lines of communication with any area in the community.

The principal purposes of a model Neighborhood Office are to develop some of the following goals:

1. Develop a neighborhood consciousness of the need for mutual cooperation and understanding in the improvement and maintenance of law and order.
2. Provide the citizens with a neighborhood police facility to help them discuss common problems.
3. Increase understanding and appreciation by the police of the rights and privileges of the people they serve.
4. Develop closer intergroup relations with area residents.
5. Provide a place where clarification of unfortunate and false rumors can be eliminated.
6. Develop an awareness that this is their neighborhood - to improve and not to destroy.

7. Provide training for recruit officers and veteran officers in community relations.
8. Provide an on-the-spot neighborhood system for marshalling the services of agencies which deal with all phases of neighborhood problems.
9. To serve as the link between the "grass roots community" and police administrator.

#### Methodology

A prime consideration in establishing a Neighborhood Police-Community Relations Office is that of location. A center should be located in target areas of a municipality which show a need for this police service.

Communication between the police department and various organizations and groups throughout the City of Sacramento is maintained at a high level through constant contacts by Community Relations Officers and Policemen of the Police Department. It was felt, however, that many citizens were not being reached because: (a) lack of confidence in the police department or (b) because of the necessity of going to the central police station to make a personal contact.

Therefore, the concept of the "Store Front Office" within the areas of the city that could best be served was investigated and the establishment of the first Police-Community Relations Office was made on October 18, 1971. The Neighborhood Office was opened at 2840 - 35th Street in the City of Sacramento. This area is in the heart of the Negro community in the city. A Community Service Officer is stationed full time at the Oak Park Neighborhood Office.

The community based "Store Front Police-Community Relations Office" is designed to identify with the community and gain the confidence of the citizens living in the area.

The officers assigned to the store front office were selected because of their attitudes, their interests, and their ability to understand the problems of the general public and to relate to a particular segment of the community.

Community support of the store front concept was obtained in the target area prior to establishing the store front office by the Police-Community Relations Officers who would staff the store front office. The concept was explained at Community Action Council meetings, through businessmen contacts, through street contacts with citizens of the area, and through all other communication vehicles available.

The next stage was to find a building that was in a central location and blended with the area. After the building was acquired and remodeling completed, a selected amount of furniture was placed in the building and an office sign painted on the front window. The building was left unoccupied for 2 weeks and the office sign illuminated throughout the night. This was done to give the area residents time to become accustomed to this type of facility in their area.

Final stage in the planning process was the utilization of all communication media through press releases and interviews. For the grand opening, the Chief of Police extended personal invitations to community leaders of the target area.

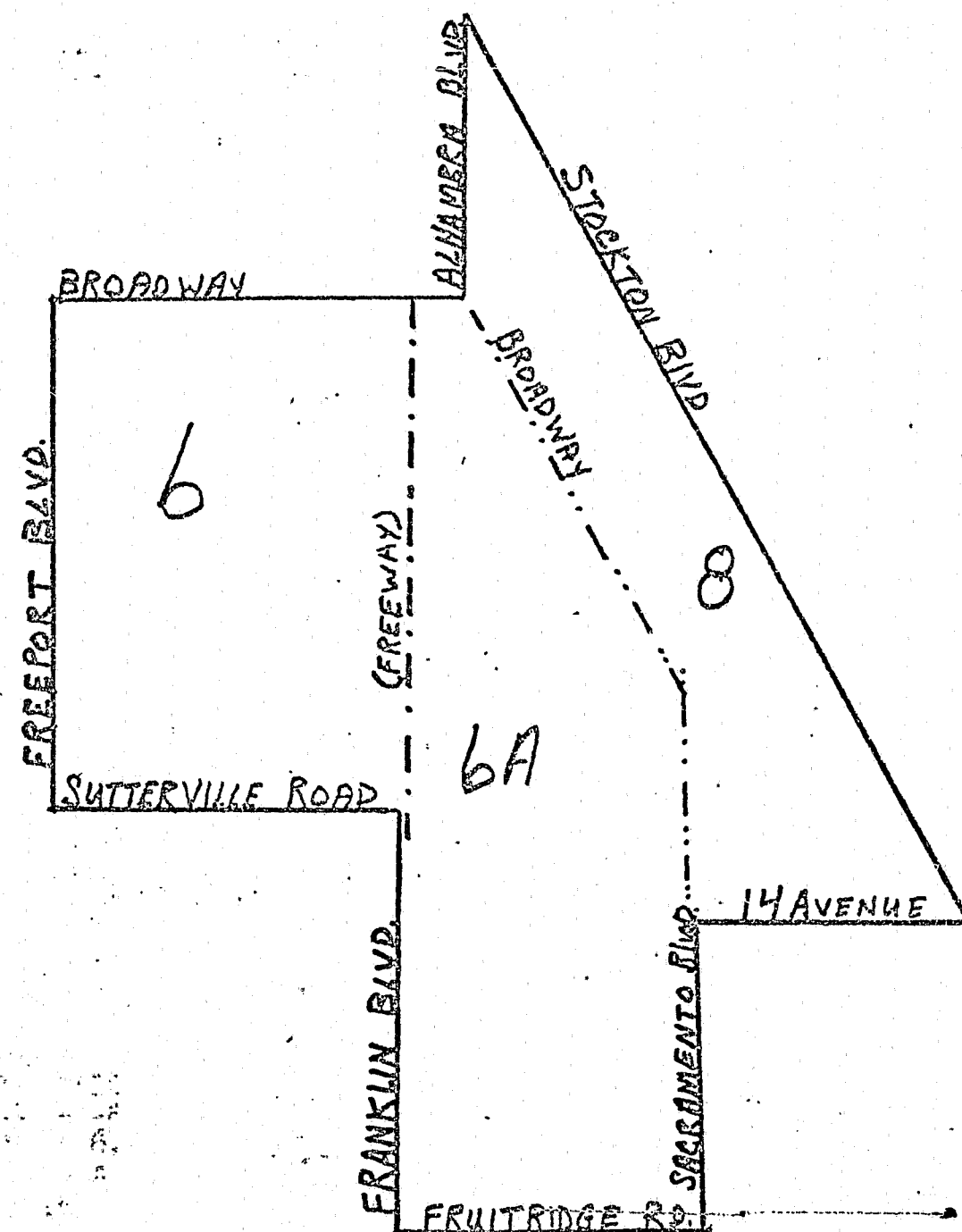
### WHAT ARE THEY DOING?

Listed below are some of the types of services being rendered:

1. Receive minor crime reports.
2. Receive major crime reports by calling in policemen who work the area.
3. Handle petty complaints.
4. Receive police personnel complaints.
5. Receive police service complaints.
6. Receive other city personnel complaints.
7. Receive other city service complaints.
8. Receive traffic citation complaints.
9. Interpret traffic laws.
10. Interpret criminal laws.
11. Rumor control center.
12. Interpret all departmental policy.
13. Validate traffic warnings.
14. Interpret court procedures.
15. Provide facility for discussion of general community problems.
16. Provide office space for community meetings.
17. Provide bail information.
18. Provide street direction.
19. Provide liaison between victims of crimes and other police department units.
20. Sounding board for discussion of personal problems.
21. On-going police recruitment campaign.
22. Conduct interviews.
23. On-going education program to destroy public apathy toward crime prevention.

24. Receive and channel requests for police and other city department services.
25. Provide referral service to other social service agencies.
26. Maintain a city information table which contains interesting brochures on city services and functions.
27. Maintain bulletin board of current civil service job announcements.
28. Provide follow-up investigation on all requests and complaints to ascertain if services have been rendered.

TEAM POLICING DISTRICTS



**CONTINUED**

**1 OF 3**

TEAM POLICING UNITS INCLUDE:

1. Unit 46, Sergeant
2. Unit 6, Car Patrol
3. Unit 6A, Car Patrol
4. Unit 8, Car Patrol
5. Beat 12, Walking Beat around 35th Street and 5th Avenue.

## TEAM POLICING

1. January 1971. First of three meetings which was held in the Oak Park area to outline the proposal to improve the relationships between the police and the residents of the Oak Park community.

Officers Harry Hogan and Leon Taylor had been given instructions by Captain McManus to write up a proposal to improve the police image and cooperation from the residents of the area of Oak Park. They were instructed to use the LA Basic Car Plan and to incorporate a "storefront" operation. Hogan added the community profile which he had learned about while attending the community relations school at UCLA.

The first meeting was held at the Women's Civic Improvement Center and approximately 50 persons attended. The general concept was explained to them about the team policing, storefront office, coordinating committee, and community profile. The meeting ended with much concerns and doubts in the minds of the Oak Park residents (vocal ones).

2. Later meetings were held at the American Legion School and much dissent was expressed about the community profile and location of the office in the Recreation Department Building. We again tried to explain that we were seeking their help in providing better policing and improved relations between the residents and the police. They appointed Rev. Collins and Mr. Joe Cooper to form a coordinating committee that would present their concept and suggestions. This never did occur.

3. In April we applied for additional funds from LEAA and on July 1, 1971, we received an additional \$150,000 for the implementation of the Oak Park Program and the continuation of the CRS and CSO Program (only 50 percent could be used on that phase).

4. October 1, 1971. Due to the extension of the old project we did not use any funds from this program until October 1, 1971. Captain McManus, Lt. Hietala, and Deputy Chief Martin visited the Los Angeles Police Department to study and evaluate their basic car plan and community meetings program. These officers also went to San Diego and toured the storefront operations. San Diego has seven storefront offices which are run by the Community Relations Division.

Upon return to Sacramento, the Community Relations Office at 2840 - 35th Street was rented and as suggested by the San Diego Police Department, a screen was placed over the window to protect against glass breakage. Lt. Hietala was appointed as Liaison Officer for the project.

5. October 18, 1971. Meeting held with all CSOs and advised that we were now starting the Oak Park Project and that they would be assigned to man the office and to work in the area of Units 6, 6A, and 8 and that they would become part of the team policing concept.



## SUMMARY

### Stated Goals

1. Four additional sworn personnel assigned to Community Relations Division.
2. The establishment of a para-professional concept within the Sacramento Police Department (Community Service Officers).
3. The establishment of a Community Relations Office in Oak Park area (storefront concept).
4. An adjustment to original proposal stated that at the end of the project CSOs could become regular sworn officers if they so desired and had served satisfactorily in that capacity for period of funding.
5. Team Policing for Oak Park area. Forty-one men assigned permanently to provide professional and improved police service.
6. Police Department will hold community meetings to encourage police-citizens cooperation to improve relationships and promote crime prevention.
7. Community Coordinating Committee will be formed.
8. Establish the rank or position of Community Relations Specialist within the Sacramento Police Department.
9. Increase Community Relations training for Department.
10. Support of Division efforts by Police Administration.

## SUMMARY

### Accomplished Goals

1. At the conclusion of the federal funding the City increased the police budget to cover the addition of four sworn personnel to the Community Relations Division.
2. City has adopted and set aside funds to continue the Community Service Officer concept within the Police Department (10 positions).
3. City has approved funds for the continuation of the Oak Park Community Relations Office.
4. Nine of original 12 CSOs are now sworn police personnel with the Sacramento Police Department. One ex-CSO is a CHP Officer, one quit to pursue his basketball career, and one was terminated due to lack of satisfactory progress.

Note: Original grant stated only 10 CSOs would be hired, but enough funds were available to hire 12 CSOs.

5. Forty-one men (including supervisor) assigned to Oak Park area (4 beats) on permanent basis work same shift on same beat.

Note: A Field Lieutenant assigned (in addition to prior commitment) to coordinate activity between Bureau of Field Operations and Community Relations Division.

6. Five police-community meetings were held between January and June 1972 in various sections of the Oak Park area. Officers working the area attended and conducted the community meetings. A two-man crime prevention section has been established within Bureau of Field Operations (1 Lieutenant and 1 Officer from Community Relations Division are coordinating these activities and programs.

7. Many meetings were held prior to and after implementation of second phase of Program 71-DF-877, but Police Department could not stimulate action within the Oak Park area to formulate one large community coordinating committee. Much concern by various community groups as to who would be in charge of the committee. Same purpose accomplished by meeting separately with individual and already formed agencies, organizations, and groups.

8. Ranking was established, pay commensurate with that of Police Sergeant and four appointments made.

At end of project ranking abandoned because of meet and confirm agreement between Sacramento Police Officers Association and City Administration. However, rank of Patrolman I, II, and III established within Department and due to qualifications of assigned officers they are qualified for higher pay than average patrolman.

9. Total hours for in-service and recruit school has been increased.

- a. Outside community resource people have appeared at police academy and taught human relations, community relations, etc.
- b. All supervisory officers are scheduled to attend a 24-hour session on cultural awareness (2nd year program). Approximately 3,480 man-hours involved.
- c. Rotation of officers through Community Relations Division after permanent assignment of two years. Since CRD formed 4-1/2 years ago, 30 men have been rotated through the Division.
- d. Each month a patrolman is assigned for on-the-job training to CRD so that he may become aware of the community resources in the area he normally works. Also he is made aware of the various community relations programs.
- e. A Field Sergeant is rotated through the Division every two months in an effort to enhance his career as well as provide additional community relations on-the-job training.

10. Prior to receiving federal grant, Community Relations was a Unit headed by a Lieutenant with four patrolmen. Since implementation of federal grants the following has occurred:

- a. Community Relations Unit changed to a Division within the Bureau of Administration.
- b. Division head upgraded to rank of Captain.
- c. Four additional personnel assigned of which two are Sergeants.
- d. Senior Typist Clerk assigned.

- e. Funds available for 10 Community Service Officers.
- f. Two part-time student trainees assigned.
- g. Division head attends morning briefings in Chief of Police's office with four Deputy Chiefs.
- h. Chief of Police has made policy statement endorsing and fully supporting efforts of the Community Relations Division's activities.

## Sacramento Police Community Service Officer Program

### Evaluation Report

This is an evaluation of the Sacramento Police Department police-community service officer program. This report is a part of an overall evaluation of two federal grants: The Community Relations Specialist-Community Service Officer Project (70 DF-090) and The Oak Park Neighborhood Program-Sacramento CRS-CSO Project (71 DF-877). The overall evaluation includes a report by the Commission on Peace Officer Standards and Training which is coordinated with this report. This report is based on interviews with members of the public, community service officers and other members of the department.

### Purpose

The purpose of the overall project of which the community service officer program was a part, as stated in the second grant application, was to:

Develop police-community relations as an integral part of the total operation of the department through the use of police-community relations specialists in each major division of the department.

Develop increased capability for communication and cooperation with youth and citizens in high crime neighborhoods through the use of Community Service Officers.

To contact and work with the Majority and Minority Community. This would include all groups and institutions that have a similar purpose in mind for a better Police Community Relations, such as Civic Groups, Service clubs, Youth organizations, School and Governmental agencies.

To contact individuals, unorganized groups and hard core militants, especially in poverty areas, in an effort to establish lines of communication within these areas, where sources of trouble may originate.

To encourage police-citizen partnership in the cause of crime prevention.

To foster and improve communication and mutual understanding between the police and the total community.

To provide interprofessional approaches to the solution of community problems, and stress the principle that the administration of justice is a total community responsibility.

To assist police and other community leaders to achieve understanding of the nature and cause of complex problems in people-to-people relations, and especially to improve police-minority group relationships.

The specific purposes of the community service officer program included testing the potential of the program in terms of developing useful jobs, of recruiting and of educational upgrading of persons desiring to enter police work.

Candidates for the community service officer position were initially to be selected from the 18-to-25 year old age group, to be carefully selected and to possess all the requirements and qualities of a police officer candidate.

Careful attention was to be given during the life of the program to the economic and administrative aspects of the program to insure that if the project was successful that it might be continued.

The community service officer portion of the overall project was initially intended to get underway in 1970. The recruiting phase of the program took longer than was originally anticipated,

however, and the CSO's did not actually enter on duty until April 1971.

Twelve candidates were selected from nearly 500 applicants after written, oral and physical tests. Of the original 12 candidates, one resigned to enter on duty with the California Highway Patrol, a second passed the police examination and became a member of the Sacramento Department, and a third quit in order to participate more fully in collegiate athletics. One CSO was discharged for disciplinary reasons and was replaced. Nine CSO's remained on active duty with the department June 30, 1972, the conclusion of the grant period.

#### Program Evaluation

The concept of the police community service officer was first developed in The Challenge of Crime in a Free Society, the report of the President's Commission on Law Enforcement and Administration of Justice. In this connection the Commission stated:

The Commission visualizes the CSO as a young man, typically between the ages of 17 and 21, with the aptitude, integrity and stability necessary to perform police work. A CSO would be, in effect, an apprentice policeman -- replacing the present police cadet. He would work on the street under close supervision, and in close cooperation with the police officer and police agent. He would not have full law enforcement powers or carry arms, neither would he perform only clerical duties, as many police cadets do today. He would be a uniformed member of the working police who performs certain service and investigative duties on the street. He would maintain close contact with the juveniles in neighborhoods where he works. He might be available in a neighborhood storefront office or community service center and might use a radio-dispatched scooter to move around the community. He would perform the service duties discussed earlier in this chapter that inner-city residents need so badly and that law enforcement officers have so little time to perform. He would be an integral part of the police teams that will be described later in this chapter.<sup>1</sup>

Creating the positions of CSO and agent might do much to solve the manpower problems of those departments that have them, and might be, as well, the fastest way of recruiting large numbers of well-qualified and experienced minority-group officers.<sup>2</sup>

The sections below discuss program accomplishments in the areas of (1) recruitment, (2) development of a para-professional position, and (3) community relations.

#### (1) Recruitment

As conceived by the President's Commission on Law Enforcement and Administration of Justice and as implemented by the Sacramento Police Department, the creation of the police-community service officer position was seen as one way of making it possible to encourage young minority people and others from disadvantaged backgrounds to enter into police work. Historically few persons from these groups have become police officers and many police departments around the country have had difficulty in recruiting persons of this type. Of the original 12 selections for the department, nine came from a minority background, including three blacks, three Mexican-Americans, and three persons of Asian background.

While many of those selected had some interest in police work, only two had definitely decided to become police officers, and several were pretty sure they did not want to become policemen. Of the nine remaining in the program at the conclusion of the test period (June 1972), all filed applications to become police officers, most indicating in the interview session that the community service officer experience and opportunity was the deciding factor in their decision. Eight CSO's were accepted

into the program, including seven minority backgrounds.

A number of CSO's indicated in evaluation interviews that in the absence of the community service officer program and experience they would not have applied for a regular police officer position. Most CSO's indicated that they had not known what a police officer really did and that they had become quite excited about the possibilities for community service through police work. One specific factor mentioned by several CSO's was that the \$400 required on the part of a person joining the force as a rookie policeman for uniforms and equipment is too great a gamble to take for one who is poor and who does not know very much about police work. The possibility that they might not like the work and therefore have to quit in a short time and lose the investment was a risk that they previously would have been unwilling to take. With the knowledge acquired about the job and the department from the program, these CSO's felt quite satisfied, however, that they were making the right decision in seeking to join the department.

At the conclusion of the grant period the Sacramento Police Department had 527 sworn officers, of which 53 were members of a minority group. Based on the results at the end of the grant period, the CSO program was responsible for bringing nine new officers into the department and for increasing the total number of minority officers by seven, or more than thirteen percent.

Program benefits are not limited, however, either to general recruitment or to minority recruitment. Another very important part of the program is the college training and the educational

upgrading which the program makes possible.

In recent years the department has made a number of major steps to upgrade its personnel including the development of increased minimum educational requirements and increased educational incentives. The CSO program, because of its unique blend of practical experience and academic requirements, fits well into this pattern. All of the CSO's have as a requirement of the program been involved in advanced education.

## (2) Development of a Para-professional Position

A second important objective of the community services officer program was that of developing a new kind of police position--one which might be responsible for some of the more routine functions performed by the beat officer, thus freeing him for more important tasks and at the same time one which might allow more time for contact with the community and for performance of some new community-oriented tasks.

In order to form a basis for evaluating the extent to which this goal was accomplished, the CSO's currently in the program were interviewed orally and were asked to complete a short written questionnaire. Earlier the CSO's were interviewed during the training phase of the program.

Findings from the interviews include the following:

--all CSO's interviewed indicate a strong belief that the program was worthwhile and that it should continue.

--most supported strongly the program's combination of community involvement and police service duties. (One would have expanded the police service component slightly, one the community service slightly and one would have emphasized community involvement much more.)

--a number volunteered the idea that the community involvement experience they had had in the program as CSO's would make them much better patrol officers.

--nearly all indicated that the community service officer title was a good one, and all but one rejected adoption of police service officer or other similar titles.

--when asked to compare the relative merits of the Sacramento program and that of another city which involved less community contact, nearly all indicated a strong preference for the Sacramento program. A number indicated that community service aspects of the program were an important part of why they applied for the position in the first place.

--nearly all indicated that the program and the CSO's individually had been well accepted by other regular departmental officers.

--nearly all indicated that they felt that they had been well accepted by the community.

--a number indicated some confusion in what was expected of them in connection with community involvement. Some indicated that this was a factor more at the beginning of the program and there was some indication that this feeling was related to the initial job circular and to the newness of the program. The suggestion was made that an attempt be made to clarify these aspects of the program for the future.

--most indicated strong feelings of significant personal accomplishment.

---a number suggested that the idea of "contacts" as a method of assignment, while initially a good idea, should now be changed.

Several major issues came up repeatedly in the course of the interviews. The first was the question as to whether the program should be a community-service oriented program or whether it should be more oriented toward relieving the regular patrol officers. The second was the concentration of job assignments in the Oak Park office.

The issue of orientation was one that the CSO's had obviously thought a great deal about. Most initially expected the program to include a great deal of community service and had been attracted to the job in part because of this. Most thought the program had undergone a change in emphasis in midcourse and that the assisting the officer parts of the program had been emphasized more in the second half of the program. Some liked this shift, while others did not. More importantly, however, most indicated that it created a considerable amount of uncertainty as to their purpose and mission. By the time of the interviews these uncertainties had largely been resolved. Most CSO's expressed the belief that it was highly desirable that both aspects of the program--assisting the officer and community service--be continued.

#### Some comments:

--The goals have been met because we have had a chance to communicate to the people of the various communities that the police are there to assist them, not to imprison them unless totally necessary. Even though waves have been made, a lot of people have been helped and will be helped later. I think more people understand more what the policeman can do and what he cannot do.

--Even with a certain suspicion by the community I feel that we were able to reach a few of the community. And if the program were to be continued it would be much easier for the following CSO's to fit in with the community. As soon as the police officers learn what a CSO can and cannot do they are of great help, especially if CSO's are provided in sufficient numbers.

--Need to have both service and police work.

--I didn't like the Richmond program; don't get a chance to get involved.

--I like the Richmond program because it involves doing more police work.



--Program should be expanded into other agencies such as Parks and Recreation; Richmond program ought to have more community relations.

At the beginning of the program CSO's were assigned throughout the department and the city. Later assignments were concentrated in Oak Park and the Oak Park office. At the very end of the program assignments were again varied. Most CSO's felt that they accomplished more when they had varied assignments. Several indicated that they had had a very good reception in North Sacramento when assigned there but that this relationship had been cut off by the assignment to Oak Park. Several Spanish speaking CSO's in particular felt that they had not had the opportunity to use their talents as well as they might because of the Oak Park assignment. Physically it was seen as unattractive and a "dump". Those CSO's expressing concern indicated that the office need not be plush or out of keeping with the neighborhood but that it should be clean and inviting enough to demonstrate that the department cared about it. Particular concern was expressed about the necessity for the wire screen on the front and about the congregation sometimes of too many field officers in the building. Both were seen as inhibiting members of the community from making full use of the office.

Aside from redecoration several suggestions were made as to ways of improving use of the office, including having a desk so that other agencies might use the office either on a fulltime or a day-by-day basis. A teen center or space for a drug program were other suggestions. The storefront concept was viewed as essentially sound but concern was expressed that it was not always busy

and that there were segments of the community which it did not reach. Community acceptance in general was seen as mixed. Some liked, while others still distrusted the office and viewed it as a lock up or as a surveillance unit. Most CSO's felt that the situation was better than when the office was originally opened.

Why become a CSO? A number of reasons were given for wanting to become a CSO in the first place. Some were interested in police work but didn't know much about it and were not yet decided. Others were looking for a better job. Other liked the idea of working with the community. Some CSO comments were:

- Wanted to get into law enforcement; a good opportunity for basic training; communication with community a second goal.
- Always wanted to be policeman; wanted to see what test was like; no real knowledge of job.
- Knew CSO concept; took apprentice model and was swayed by community function; program moved toward police function; no views about becoming a police officer at the beginning.
- Initially the job; was better than what I was doing.
- Had been in another kind of job; didn't expect to be downtown and in uniform.
- Description said would be involved with all bureaus and community agencies; option to become police officer.
- Felt could do something for members of community; did not see the job as an easy one.
- Heard on TV ad; was good part-time job.
- To get a job; saw job description in brochure; liked flexibility and ideas of working as liaison officer between department and community.

Training. The training program was seen on the whole as good, with one exception who thought it was very bad. Several felt that

more radio procedure training and report writing would be helpful. One indicated that there was too much lecturing and several felt that the training should have been more concentrated in time.

Uniforms. Several disliked the uniform but most felt that it was appropriate. Comments were as follows:

--Would like to look more like an officer; too much like dogcatcher.

--Would be good to wear something else on some days; has sometimes helped, sometimes not.

--Ok, depends on what doing; would like a little more freedom.

--Fine.

--Ok.

--Good.

--Explorers uniform too close; otherwise ok; glad not closer to officers'.

Supervision. Supervision on the whole was seen as good and street supervision as particularly good. Several CSO's however, were unclear as to their relationship to the team policing command structure and some supervision responsibilities were unclear. Most CSO's liked the flexibility they were given and saw it as a plus for the program. Several would have welcomed more guidance and counseling as well, however, and would not have seen this as an infringement of initiative.

Job Satisfaction. One important test of the program was the extent to which it met the job and career aspirations of the CSO's themselves. This was felt to be particularly important since a failure here would cut down on the attractiveness of the job and its recruitment possibilities. The strongest evidence on this

question is of course the fact that virtually all the CSO's asked to be accepted into the department. Their more specific comments about whether their personal goals had been met were as follows:

--Yes, experiment worked.

--Has been a learning experience; opportunity to apply what learned in college.

--Liked first part of program when working in other parts of department; personal goals not accomplished; lots of change in midstream.

--Yes, has exposed to many things; educational experience good; has been self-satisfying.

--Was trained to be policeman; what supposed to do; views as training for police work.

--Very little.

--Yes; wanted to see how social control agency operates.

--Community Relations division really good to work with; accomplished a lot; could have done even more; reasons sometimes not given for decisions.

--Has fulfilled communication goals but some defects.

Every job has its bad as well as its good points, and these are sometimes revealing of changes that can be made to improve both effectiveness and morale. In order to pinpoint these each CSO was asked what defects the program had had for him. The answers were:

--In beginning didn't know what was expected; since November know what doing; piecemeal assignments a bother.

--In phase I worked at information counter; started program later, went to police radio; rode with CSO's who visited organizations; got tired of explaining what did ("I'm a cop but I don't carry a gun"); Oak Park office not always busy and sometimes very slow.

--Never really told to make more community contacts.



- At outset could refer people, etc.; now have to write down what to do.
- Didn't really know what job was; "contact" never explained; dispatchers never really clued in on what calls could handle (priority sheet not enough).
- Alienation from peer group; pressures on family, some job frustration in accomplishing what want to do.
- Emphasis on police procedures.
- Uniform in marked squad vehicle--not a major problem. Often hailed by citizens.
- Doesn't like to walk beat.
- Like being in different parts of city; could have done more in other areas; speaks Spanish fluently.

Specific Job Assignments. One important purpose of the program was to find out what kind of jobs CSO's could do. In the evaluation each was given a list of jobs that had been considered as possibly appropriate in the initial planning of the program and asked to indicate: (1) whether he had done the job at least once during the program or not; (2) what percentage of time had been devoted to that job; and (3) which of the jobs he felt was appropriate for a CSO. The results are given in Table 1 below.

Table 1  
Job Assignments

	Number Doing Once	Average Time on Task (Percent)	Number Think Appropriate
Prepare lost and found property reports	8	6	8
Preserve crime scenes until investigating officers arrive	8	1	8
Report evidence of delinquent juveniles and other crime for follow-up by crime investigators, vice officers, narcotics officer, or others	7	1	7
Report suspicious door-to-door peddlers and salesmen	4	1	5
Administer first aid at "on view" injury	8	8	8
Report defective city equipment and dangerous conditions such as street lighting, traffic signals, sidewalks and streets	8	3	8
Report vandalism and conduct preliminary investigation of minor vandalism	6	1	7
Take reports and investigate illegal posting of signs	2	1	6
Report cases of neglected children	6	1	8
Act as an observer at police-licensed street dances and special-use permits in neighborhoods	2	0	6
Report cases of distressed, senile, alcoholic or sick and injured persons and assist where required	8	7	8
Refer violations and complaints by citizens against other city departments or county, state, or federal agencies and follow up to determine if satisfactory action was taken	6	3	8
Report curb and crosswalk painting where needed	2	0	5
Report unusual cases of litter and debris	5	1	7

	Number Doing Once	Average Time on Task (Percent)	Number Think Appropriate
Report or take reports of abandoned refrigerators, abandoned vehicles, houses and buildings	8	17	8
Improve communications between the Police Department and neighborhoods in which he is assigned and, as an integral part of the Department's community relations program, work in close cooperation with neighborhood councils	8	21	8
Under direction of supervisor, assist other officers or investigators at crime scenes	8	2	8
Assist in the interview or interrogation of youthful offenders where a younger age might provide better rapport	5	1	7
Direct traffic at special functions or in emergency situations when there are insufficient personnel	8	8	8
When community service officers are provided in sufficient numbers:			
--Serve as Park Patrol	4	1	3
--Serve as School Patrol when necessary	4	3	5
--Direct traffic on fixed-post duty.	7	1	7

These results indicate that most of the tasks conceived as appropriate for CSO's in the planning process were actually performed by CSO's during the project. The CSO's as a group saw virtually all of these tasks as appropriate. In terms of actual time spent on tasks by far the greatest amount of time was spent on improving communications between the department and the community.

Acceptance by Other Officers. Another important aspect of the program is acceptance by regular departmental officers. Such acceptance is crucial to the success of the program in all its aspects. It is obviously crucial for CSO's assisting officers in the performance of their tasks. It is equally important in the more specific community relations aspects of the job.

Initially the CSO program met with some hostility and lack of understanding. Due to the program of service with the different bureaus and the work of the CSO's themselves this concern quickly passed, however, and the program rapidly became one that was generally accepted, and among those officers who worked most closely with it highly valued. There are some indications that some departmental officers not closely associated with the program still don't have a wholly clear idea of the program.

### (3) Improving Community Relations

The improvement of police-community relations in the city was a third important objective of the CSO program and of the overall project of which it was a part.

Evaluation of the extent to which this objective has been accomplished is not a particularly easy task.

The most obvious question to be asked in evaluating this part of the program is that of how to measure accomplishment. Suppose, for example, that citizens in the community find their relationship to the police department after the program a more satisfactory one than it was before but they have never heard of the program? Is the program a success or a failure? Or suppose that the program is known and liked in one area and never heard of in another?

One method of answering this kind of question is to formulate program goals in very specific terms and use these as the basis for judgement. Thus Robert Carter, writing recently on evaluation of police programs, stated that "evaluation of a program or process does not begin with the program but with a clear and explicit identification of the objectives toward which the program is geared."<sup>3</sup>

Using this approach the program goal might be reformulated into more specific terms. Thus, city residents might be divided into persons with very favorable relations with the police department, favorable, neutral, unfavorable and very unfavorable. The program goal might then be stated as increasing the number in the favorable and very favorable group by five percent or ten percent or some other number. Or to decrease the unfavorable or very unfavorable group in the same way. This goal might then be tested by taking a public opinion survey both before and after the program.

This approach would answer some questions but would leave unanswered the question as to whether the program was responsible for the change or whether the change was due to some other factor. This issue might be explored by asking whether citizens were aware of the specific program and what their opinions of it are. Unless the program is a big one, however, with a great deal of public visibility this approach is not likely to be successful. Even those citizens with some perception of the program may not know enough about it to answer this kind of specific question. Countless surveys have showed, for example,

that most citizens have views about how their government is performing. Countless other surveys have shown that at the same time many citizens are not aware of the names of their elected representatives. One experienced political pollster, for example, summarized these studies as follows, saying that "80 percent of the people do not even know the name of their Congressman."<sup>4</sup>

These considerations have particular importance to the CSO program.

Twelve CSO's in a city the size of Sacramento is not a large number. Relatively few citizens could be expected in the normal course of things to have enough contact with the program to say very much about it. Secondly, the method of evaluation needs to be one that takes into account the way in which CSO's have been used. Hypothetically at least, CSO's could be employed in several very different ways. At one end of the scale, they could be employed in highly visible activity designed to attract maximum favorable exposure for the program itself. At the other end of the scale, the program could be directed toward performing highly useful but not very visible services to the community which have the effect of bringing about better police community relations but no particular credit to the program.

An evaluation which limited its questions simply to asking what the impact of the CSO program itself was could very well miss entirely the impact of a program of the second type.

This evaluation consequently is based on a broader frame of reference. It seeks to answer the question as to how the

state of police-community relations in the city at the time of the close of the program compares with the state of such relations at the time the program began.

This part of the evaluation is based on a series of interviews with a cross-section of community leaders and persons interested in police-community relations. Care was taken to draw a sample that was broadly based in terms of its representativeness of the community and to include a significant number of persons from the city's minority communities. In order to encourage appraisals as candid as possible persons interviewed were told that their views but not their names would be included in the final report. Interview lengths ranged generally from thirty minutes to one hour and a half.

No claim is made that these interviews represent a statistically valid sample of the city. The evaluator's opinion is, however, that the survey does represent a reasonably accurate summary of current informed opinion. Names for the interviews were selected from a list supplied by the police department and from a separate list created by discussion with community representatives. In some instances the lists overlapped.

The interviews were not highly structured and generally sought to follow the lines felt to be most important by the person being interviewed. Questions included the perception of police community relations now, how relationships compare with two and five years ago, current issues in police community relations, whether there were any specific police programs or practices that the observer was particularly impressed with or distressed about,

and specific questions about a number of police programs felt to be particularly relevant to community relations issues: school program, juvenile counseling, narcotics enforcement, misdemeanor citations, truancy reduction, Oak Park office, speakers program, and community service officers. Not all questions were asked of each person interviewed.

Generally the interviewing showed a great deal of agreement that police-community relations were better in the community now than several years ago. This view was not unanimous but was by far the majority view. Credit was given both to Chief Kinney and the community relations unit for bringing this about.

"Using 1968 as a timetable, police community relations has shown improvement."

"Chief Kinney is committed to bettering community relations but police need to seek community input and involvement in program planning."

"The police community relations unit does a good job-- it follows up on citizen complaints and attempts to help the residents."

In the eyes of the persons interviewed this improvement was associated more with the overall stance and attitude of the department rather than any particular new program. There were opinions about some programs and these programs were viewed as being important. Most of the persons interviewed, however, did not focus heavily on specific programs but rather what they saw the department doing overall.

For a number of the persons interviewed the fact of generally improved police-community relations was less important than the desire for additional programs or developments. Two points expressed by many persons interviewed were the need for additional

minority police officers and the need for additional involvement with youth in the community.

Some typical comments:

"There is a need for more minority policemen who are sensitive to the needs of the community. The police department must actively recruit interested minority people."

"The department needs to hire more minority policemen who are interested in the community."

"Community service officers must provide leadership for young people--helping to organize activities and spending off-duty time in the community. Community service officers need to get into the schools, building trust and respect for police among young people. To do this they must get rid of their para-military facade. The police department is committed to bettering community relations, but more time and money must be spent in the community. The community residents will accept the police, as it is usually the 'militants' and 'those with something to hide' who are always attacking them."

"There is a need for more practical involvement with the community by the police. Need for a youth center in the community where police can come as civilians and work with young people."

There was also considerable interest and concern about how the community makes an input into the department. This interest was expressed in different ways. One person interviewed felt that "police need to be doing with" rather than "waiting for" the community. Another that "the community needs to be more involved in policy-making decisions." Another stated that "community relations have improved, but the police need to recognize that more community input must be sought." A third who indicated that the only real opportunity the community had had recently for involvement was an affair concerning disciplinary action against one CSO which became a public issue.<sup>5</sup> The person being interviewed stated his

belief that there was a need for other and less conformative kinds of input.

A great deal of community concern, particularly in the Oak Park area, was clearly related to issues involving the Oak Park office. There was considerable support for the principle of the office but at the same time a substantial feeling of distrust about the office. Much of this seemed centered on a concern that its purpose was for surveillance and on a desire for more community participation.

A number of persons interviewed also expressed an interest in more minority participation in police training programs.

Relatively few comments were made about specific police-community relations programs other than the Oak Park office.

#### Conclusion

The Community Service Officer Program was an ambitious program which appears to have been successful in achieving its major aims. While its accomplishments are not easily measured in either statistical or in other terms, it clearly has been successful in attracting a large number of highly qualified candidates into the ranks of the department. It has in addition increased minority representation in the department by 13 percent as well as making a contribution to the upgrading of the department's educational level.

It has demonstrated that there are a significant number of police tasks that can be performed by persons other than regular officers. Experience to date indicates that field officers welcome this assistance and will make use of it. The public also seems satisfied with this service. The community service officers

themselves find their job assignments exciting and an excellent preparation for their anticipated future police service. It is not possible on the basis of present data to analyze the performance of the job assignments on a cost-benefit basis. It seems likely, however, that there is a benefit to the taxpayer as work done by the community service officers where the CSO's can do work previously performed by regular officers costs less.

The program's experience also seems to indicate that CSO's are helpful in the department's efforts to deal with the public more effectively. Program concepts in this area are clearly still in the process of evolving and are not yet fully worked out. There are numerous indications, however, that the CSO's have made positive contributions.

The program as a whole appears to be seen by the community as a positive step. It has not met, nor was it expected to meet, by itself all the concerns of the various communities for service and community involvement. It has, however, provided an additional channel for achievement of these goals.

#### Recommendations

1. The Community Service Officer Program should be continued and expanded.

The program has proved to be a very successful one and can continue to help the department and the community. It adds important community benefits and probably saves tax monies. Cost benefits should be evaluated further but would probably increase with some program expansion. Even if the department should at some point begin to accept 18-year-olds as recruits the program has important benefits that would make it worthwhile to continue.

2. The community service orientation should be retained and strengthened.

The program has from the beginning had two parts -- one part which involves improving police community relations and a second part which involves assisting the patrol officer. Both parts are important and should be retained. To abandon the community service portion of the program in favor of a more traditional cadet-type program would be to regress in the department's overall community relations program.

Community relations is today becoming more rather than less important in the work of all governmental agencies and particularly the police. The CSO's have important and unique contributions to make in this area and further efforts should be made to take full advantage of this potential. The department has made a good beginning in taking advantage of this. In any succeeding program even greater attention should be given in this area.

3. The name "community service officer" should be retained.

There is some feeling among both CSO's and other departmental personnel that the name community service officer has led to some confusion of mission and misunderstandings about the work to be done. Most CSO's, however, support the "community service officer" title and have a clear conception of the overall goals. Nearly all rejected "police service officer" as an appropriate alternative title. The Community Service Office title and the community service orientation was an important factor in initial recruiting.



4. The method of selection should be speeded up.

The tremendous interest in this program makes this difficult but it is important in retaining enthusiasm and avoiding the loss of interested candidates.

5. The program should develop more specific community relations objectives to replace the idea of "contacts" as a method of job assignment.

In its initial stages the program could accomplish a great deal simply by making contact with individuals and organizations in the community. In this situation assignments that called for CSO's to make a specified number of "contacts" with such individuals and organizations were a sensible way of getting the organization started.

The program has now advanced sufficiently, however, to be able to find more meaningful objectives and assignments. This will require being much more specific about what is to be accomplished and will require more advance planning. Some specific programs have been undertaken with considerable success in the past such as the program for removing unsightly abandoned cars in Strawberry Manor. Other specific program objectives which might be considered would be such things as a one week canvass of stores or individuals as to burglary or robbery prevention objectives or even simpler inquiries to find out if the stores or individuals had any thoughts to pass on to the department.

6. CSO's should be assigned during their time in the program to both line units and the Community Relations Division.

At an appropriate stage in their career CSO's can be effectively employed in the line divisions, particularly patrol. Such employment can enhance both the improving community relations and the helping the police officer functions of the program. Specific job assignments in the line divisions should encompass both aspects of the program and should not be limited to one or the other. Consideration should be given to establishing a guideline or minimum amount of time (25 percent would be one possibility) that should be spent on community relations matters in any order transferring supervision to a line unit.

Initial assignments and a considerable portion of total time (at least one-half) should continue to be with the community relations division and the community relations division should continue to be involved wherever the formal assignment.

7. Assignments and major program decisions should be thoroughly explained to CSO's.

The CSO's are new to the department and often have unusual difficulty in understanding matters that would be much more easily understood by regular officers. Extra care in explaining decisions and assignments would help to bridge this gap and assist in maintaining high morale and program effectiveness.

8. Extreme care should be taken to prevent CSO's from becoming errand boys or a dirty work crew.

CSO's form a ready source of manpower available for such duties as range clean-up and other such work. As junior members of the department they should obviously be expected to do their share of such work. Without strict controls, however, such work can become the whole program, as has been shown in many cadet programs around

the country. Care should consequently be taken to minimize this kind of activity in the CSO program.

9. Dispatchers should be given specific training and information concerning the CSO program and there should be 2 or 3 meetings between CSO's and dispatchers to work out procedures that will pinpoint problems and make maximum use of CSO capability.

10. CSO's should be brought at least partly under the departmental system of benefits.

The most pressing need is to cover CSO's with city liability insurance and to provide some minimum benefits such as health insurance. Because of the nature of the position itself there is no need to provide CSO's retirement and other similar benefits. Some minimum benefits should be provided, however.

#### FOOTNOTES

1. P. 108.
2. P. 109.
3. Carter, "The Evaluation of Police Programs," *The Police Chief* vol. 38, pp. 57-60, 57 (1971). The techniques of evaluation for police-community relations programs is not highly developed. One recent review of a number of programs is Johnson and Gregory, "Police-Community Relations in the United States: A Review of Recent literature and Projects," *J. of Criminal law, Criminology and Police Science*, vol. 62, pp. 94-103 (1971). See also Brown, "Evaluation of Police-Community Relations Programs," *Police*, vol. 14, pp. 27-31 (1969).
4. See Bogart, "No Opinion, Don't Know, and Maybe No Answer," *Public Opinion Quarterly* vol. 31, pp. 331, 333 at note 4, quoting *New York Times*, Jan 9, 1966 (Hal Every).
5. See *Sacramento Bee*, January 22, 1972, p. A6; February 23, 1972, p. B1; March 3, 1972, p. B3.



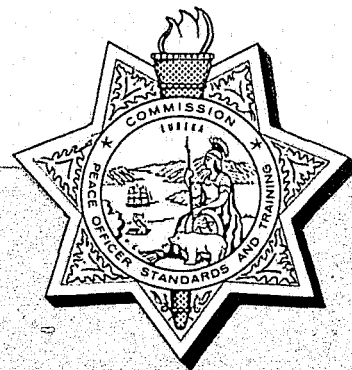
*Final Report*

# **SACRAMENTO POLICE DEPARTMENT COMMUNITY RELATIONS PROJECT**

**AN EVALUATION**

**1972**

*70-DF-090  
71-DF-877*



**THE COMMISSION  
ON PEACE OFFICER STANDARDS AND TRAINING  
STATE OF CALIFORNIA**

SACRAMENTO POLICE DEPARTMENT  
COMMUNITY RELATIONS PROJECT

An Evaluation

1972

Commission on  
Peace Officer Standards and Training

State of California

PREFACE

This document constitutes an evaluation of the Sacramento Police Department's Police Community Relations Program as it is affected by the Law Enforcement Assistance Administration Grant D-3016, titled "Community Service Officer and Community Relations Specialist". The overall goals of the project stress the fostering of improved relationships between the police and the community. This report emphasizes the role of the Community Service Officer and Community Relations Specialist, and touches also upon other factors influencing the total police community relations program.

Participants in this evaluation by the Commission on Peace Officer Standards and Training were:

Gene S. Muehleisen	- Executive Director
Bradley W. Koch	- Assistant Director, Police Standards Division
Glen E. Fine	- Chief, Administrative Counseling Bureau
Michael O. Hunt	- Consultant
Jesse Brewer	- Special Consultant*
Albert DeBlanc	- Special Consultant**

The Commission appreciates the excellent cooperation extended by Chief William Kinney and his staff.

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\* Mr. Brewer is a Lieutenant with the Los Angeles Police Department and is that Department's Director of Community Relations.  
\*\* Mr. DeBlanc is a Community Relations Specialist with the Los Angeles Police Department where he serves in the Chief's office assigned in the Community Programs and Liaison Section.

The consultants thank Captain James McManus, Lieutenant Paul Hietala, members of the Community Relations Division, and especially the Community Service Officers who are diligently and sincerely pioneering a new dimension of policing which, it is hoped, will assist the department and the entire community in developing a safer and more ideal city.

GENE S. MUEHLEISEN  
Executive Director

May 15, 1972

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## ADDENDUMS

- Addendum A - Role of Police Community Relations
- Addendum B - Necessary Elements of a Police-Community Relations Training Program
- Addendum C - Community Service Officer
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## SACRAMENTO POLICE DEPARTMENT COMMUNITY RELATIONS PROGRAM

In 1970, the Sacramento Police Department embarked upon a program designed to upgrade and improve the community relations function in the police department. Particular emphasis was placed upon the improvement of relations between the police and members of the minority group communities. A Federal grant for \$150,000 was sought from the Law Enforcement Assistance Administration. This grant, Number D-3016, was approved and funded from L. E. A. A. discretionary funds in July, 1970. The title of the project was Community Service Officer and Community Relations Specialist. The project was funded for a second year in 1971, with second year funding to end on June 30, 1972.

The Commission on Peace Officer Standards and Training (P. O. S. T. ) was designated as one of two contractors whose task is to perform an evaluation of the project. The second contractor is Mr. Floyd F. Feeney of the Center on Administration of Justice, University of California at Davis. The P. O. S. T. portion of the evaluation was completed on May 15, 1972.

The report covers the first year grant and six months of the second year grant. Due to an extension, the first period of the grant covered 15 months. The second period covers nine months. The Consultants were advised that no significant changes in the program are contemplated for the last three months of the project, therefore this evaluation is considered to cover the full two years of the grant program.

The overall basis of evaluation of the project consisted of a review of the provisions of the original grant request including the stated goals of the project, a review of the Sacramento Police Department's application of their team policing concept which embodies the use of Community Relations Specialists and Community Service Officers, and a review of the Commission on Peace Officer Standards and Training management survey of the Sacramento Police Department in 1971, as it relates to the community relations program of the department.

Consultants have also met with the Chief of Police, the commander of the Sacramento Police Department Community Relations Division and with other officers assigned to that Division. Interviews have also been conducted with all Community Service Officers, and with random and selected members of the community.

To make this evaluation constructive, recommendations have been included to improve the total community relations efforts of the department.

#### Adherence to Grant Proposal

#### General Conclusion

With few exceptions, it appears that the overall work program as outlined in the project proposal was carried out.

The exceptions are administrative adjustments and decisions normally permitted in experimental grant programs of this nature. The wisdom of the adjustments cannot be accurately judged unless the original concepts are also tested and then compared with the experience of the alternative. Deviations and/or omissions from the original project outline observed by the consultants are as follows:

The grant request indicates that Community Service Officers were to wear blazers rather than a police uniform. Community Service Officers have from the inception of the program worn uniforms similar to those of regular police officers. It is understood from discussions with Sacramento Police Department personnel that the blazer concept for Community Service Officers was erroneously described in the grant request, and that the department's intention was to have Community Service Officers wear the uniform now required.

The Community Relations Specialists were intended for assignment to the four major bureaus of the department to serve as Community Relations Coordinators for the personnel working in those bureaus. In addition, it was anticipated that teams consisting of a Community

Relations Specialist, Community Relations Officer, and Community Service Officer would be formed to work in concert with field officers. Instead, Community Relations Specialists remained assigned to the Community Relations Division with duties essentially the same as those of the Community Relations Officers. The original concept of the Community Relations Specialist was altered in this manner partially because of a desire to implement the "Team Policing" concept described in the P.O.S.T. management survey of the department. In addition, the department's personnel concluded after approval of the grant request that the assignment of Community Relations Specialists to the four major bureaus was likely to prove impractical.

It was planned to intensify in-service training for all police personnel on Community Relations. This proposal has not been effectively implemented due to lack of time and resources. Limited community relations training continues on an ongoing basis at the department's Basic Academy and Advanced Officer Course. A number of Community Relations Division personnel and command officers have attended specialized in-depth community relations courses. Special in-service training for community relations personnel has been accomplished. However, the task of developing and presenting in-depth training to all personnel remains a pressing need.

#### Overview - Community Relations Program

An overall view of the police department's community relations program discloses that there are instances where deficiencies are attributable to failure to adequately plan and implement in an orderly manner. Lack of effective training and communications are factors which inhibited the development of the program. However, in considering these deficiencies, it must be borne in mind that the development of the community relations project coincided with a complete reorganization of the police department. This reorganization of the department has introduced massive change in all bureaus and divisions of the organization. This has placed a severe strain on the capabilities of management and operational personnel to properly develop and assimilate changing requirements.

The initial inspection of the program for purposes of evaluation disclosed a lack of a clear understanding of overall community relations goals and objectives by all community relations personnel. Written material received shows that the purposes of community relations and the goals of the Community Relations Division are well understood by commanders. This is indicated in the grant request, in departmental policy statements, and elsewhere.

However, the lack of a complete understanding of goals and objectives of community relations and the relationship of the function of community relations to traditional police department efforts and to the community has hampered Community Relations personnel in accomplishing community relations objectives. This has limited understanding of the role of community relations and the role of the Community Relations Officer. All Community Relations personnel cannot adequately articulate the role of community relations. For this reason, a number of officers within the department appear to be suspicious and critical of community relations work. Such suspicion by other officers, no doubt, leads to peer pressure which prevents qualified policemen from becoming Community Relations Officers.

It is strongly recommended that Community Relations Division achieve a reasonable degree of certainty that all community relations personnel recognize the importance of their role in the department and in the community. Community relations personnel who cannot see beyond specific program assignment cannot adequately further goal achievement for the division. Each man in the division has a key role in a community endeavor. The costs of failure in this endeavor are high. The rewards of success are immeasurable in terms of financial and human resources in the community. Each man must fully recognize this and be personally committed to a successful endeavor.

A matrix of goals and objectives of community relations was prepared and is submitted in this report as Addendum A. This matrix of goals and objectives presents a structured arrangement of the goals and purposes of community relations. It may be utilized as presented or to supplement narrative discussion.

#### Recommendation

Utilize the statement of goals and objectives presented in Addendum A.

In the final analysis, the department's success in the community relations project will be determined by the total organization's sincerity and diligence in seeking to improve performance and service to the community. This diligence and sincerity is reflected by the Chief of Police and many sincere and dedicated officers contacted in the department. The extent of dedication of all personnel to the program could not be established within the purview of this evaluation. However, it is reasonably clear that any program of this nature will not succeed unless the vast majority of the organization, regardless of position or division of assignment share a positive, receptive, and dedicated attitude.

Improved relations with the community and development of a sense of partnership will be measured by the degree to which positive attitudes are formed and mutual goals are accepted. Achievement of understanding and cooperative interaction should ultimately result in lowering crime rates, fewer assaults upon the police, a greater sense of security on the part of the community, and an environment generally free from violence and disorder. These are ambitious goals which will not be easily attained in today's urban community. They will only be attained when in proper perspective, the long-range goal is continually viewed as the end result of shorter term objectives.

In addition, the continual striving for the achievement of the goal must be shared by the community in a positive way. Members of the community do and should demand improvements. It is their interests that are at stake. When presented with sincere efforts at improving conditions, members of the community must work cooperatively towards goal achievement. Those whose will is not to build but to destroy must not be permitted by the community to control the direction of community efforts.

The following statement is appropriate and specific to the subject of our evaluation:

"Police community relations is the most important law enforcement problem of today and the years ahead. As never before, the policeman needs full community support. And as never before, the community needs him.

Every officer must be a community relations expert. He must serve the public, and the public must respect, support, and compensate him for the vital role he plays.

Police-community relations is a two-way street. The community must work for it as hard as the police."<sup>1</sup>

#### Training in Community Relations

Training in community relations is essential for effective police work in today's community. In addition to training in practical police procedure, the entire department should undergo training in human relations and police-community relations. Though such training is received at the entry level in basic training school and in the Advanced Officer Course it is not sufficient to meet the needs of the department and the community. A series of training sessions should be programed on community relations for the entire department. (See Addendum B).

Community Relations Division cannot be expected to provide training programs as has occurred in the past. Training Division must develop curricula and coordinate presentations.

#### Recommendation

Develop a long-range in-service training program on community relations for all personnel.

#### Central Complaint System

The department must continually seek improved methods of serving the community at large, and specifically the minority group community. The proven methods of other agencies should be employed as well as innovative measures based on the unique needs of the community served. One such program is the establishment within city government of a central complaint center. Such a system should establish the availability of a service oriented individual in City Hall, as well as in one or more convenient neighborhood areas, who can assist the community in resolving complaints when they feel that efforts have been exhausted and there is nowhere else to turn with their problem.

<sup>1</sup> Ramsey Clark, The Police on the Urban Frontier, Institute of Human Relations Press, Pamphlet Series #9, 1968, p. viii.

This concept is related to the Community Service Officer concept. It was discussed by the President's Commission on Law Enforcement and Administration of Justice. That Commission stated:

"Many people think of the police first when they are in any kind of trouble; as a result, police departments frequently must relay complaints and refer persons to other government agencies. Information and complaint bureaus are set up in some police departments to guide the confused citizen through the bureaucratic maze of municipal government. This kind of public service should be expanded so that police who observe conditions on patrol that require attention from other agencies--uncollected garbage, locked playgrounds, housing code violations, consumer frauds--would taken the initiative in reporting them to the appropriate agency. Although police personnel are already overextended in most communities, this valuable service could be performed for the most part by the community service officer..."<sup>2</sup>

The Commission report discussed the establishment of the complaint center in police departments. It is felt most appropriate, however, to place the center in City Hall, with satellites in appropriate decentralized locations. The majority of complaints to process would likely involve departments other than police; therefore, the center can serve as a clearing house for the miscellaneous non-criminal complaints which traditionally are made to the police, because citizens know of no other place to call. Too often, overburdened police departments have ceased attempts to assist the public with these matters, resulting in a lowering of community respect for city services.

#### Recommendation

Establish a coordinated service center concept with the central complaint center in City Hall.

<sup>2</sup> The President's Commission on Law Enforcement and the Administration of Justice, The Task Force Report, The Police, U. S. Government Printing Office, Washington D. C., 1967, p. 162.





## EVALUATION OF THE COMMUNITY SERVICE OFFICER

The following pages deal with an evaluation of the Community Relations Office (storefront) and with the roles of the Community Relations Specialist and Community Service Officers.

This report necessarily emphasizes the roles of the Community Service Officers and Community Relations Specialists in Community Relations. Other aspects of the department's Community Relations program are discussed sparingly or not at all. Additional information on the department's overall Community Relations Program is included in the P.O.S.T. management survey of the Sacramento Police Department completed in 1971.

The Community Service Officer program has been evaluated on the basis of its effective development as a police intern program, as spelled out in the department's grant request and in the department's team policing concept. In addition, the evaluation has considered the effectiveness of the Community Service Officer program in furthering the overall goals of the funded grant project.

As is indicated in Addendum C, the Community Service Officer is a police intern. This fact is misunderstood by some critics of the program who have misunderstood the true role of Community Service Officer. The President's Commission on Law Enforcement and the Administration of Justice describes the purposes of establishing the position of Community Service Officer as:

1. "To improve police service in high crime rate areas;
2. To enable police to hire persons who can provide a greater understanding of minority group problems;
3. To relieve police agents and officers of lesser police duties;
4. To increase the opportunity for minority group members to serve in law enforcement, and

5. To tap a new reservoir of manpower by helping talented young men who have not been able as yet to complete their education to qualify for police work."<sup>3</sup>

When members of the minority community are employed as Community Service Officers, the department gains personnel possessing greater understanding of minority community problems. Working in the minority community, the Community Service Officer should measurably improve the department's capability to assess problems and improve service. The community may benefit by having available police department personnel who possess greater sensitivity to minority community problems and needs. Communications between citizens and policemen should show improvement as well as overall relationships between the police and the community. The Community Service Officer, therefore, should play a major role in developing and maintaining police-community relations.

An examination of records and interviews with Community Service Officers and other personnel of the police department shows that the project has been successful in relieving sworn personnel of many police patrolman duties in the project area. Performance of these tasks by the Community Service Officers have broadened their knowledge and skills.

In addition, it appears that a majority of the Community Service Officers are desirous of becoming regular police officers in the near future. This is remarkable in that most Community Service Officers indicated that they had little previous awareness of the actual nature of a police officer's job, and did not enter the Community Service Officer program with the objective of becoming a police officer.

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<sup>3</sup> The President's Commission on Law Enforcement and the Administration of Justice, The Task Force Report, The Police, U. S. Government Printing Office, Washington, 1967, p. 123.

Over a period of time, recruiting of Community Service Officers could dramatically increase the ratio of minority officers on the department. When adequate ratios of minority group members are achieved, the appointment of Community Service Officers could reflect community racial balance if such a policy is desired by the city of Sacramento.

The minority recruitment phase of the project has been highly successful and the hiring and selection process employed by the city of Sacramento could well serve as a national model.<sup>4</sup>

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<sup>4</sup> The selection process is not described in this report; however, information on the program can be obtained from Mr. William Danielson, Personnel Officer, city of Sacramento.

### Assignment of Community Service Officers

Initially, for field training purposes, Community Service Officers were assigned to apprentice policeman duties in different areas of the city. Currently, their assignment is to the Oak Park area. This area was selected because of the establishment of a Community Relations "Storefront" office in the Oak Park community.

### Position in Organization

Presently, the Community Service Officers are assigned to the Community Relations Division. Direct assignment, lines of responsibility and limited supervision are with the hierarchy of the Community Relations Division. On duty supervision is provided by the Patrol Division. In their day-to-day work, the Community Service Officers have been concerned with carrying out duties which are otherwise the responsibility of Patrol Division. Patrol Division supervisors have been accorded some discretion in the making of assignments to the Community Service Officers. In effect, while Community Service Officers work for Community Relations Division, functional supervision has been provided by the Patrol Division.

The Community Service Officers in the role of a new type of apprentice policeman perform many functions which have traditionally been the responsibility of the Patrol Division. Therefore, more effective use of the Community Service Officers will be achieved by their actual assignment to the Patrol Division. Such an assignment after six months to one year indoctrination in the Community Relations Division is in keeping with the long-range goals of all well planned community relations programs; i. e., to have every police officer practice good community relations and not leave it to a few specialists.

The Community Relations Division should continue to provide leadership and functional input from the standpoint of its expertise in the specialized area of community relations.

### Recommendations

Transfer line supervision and formal assignment of Community Service Officers from Community Relations Division to Patrol Division.

Require Community Relations Division to monitor Community Service Officer's work and provide functional supervision for community relations programs.

It is emphasized that initial temporary assignment of Community Service Officers to Community Relations Division during training and indoctrination with community relations philosophy and procedure prior to performing street work is an essential arrangement. Continued involvement of Community Relations Division with the program and the use of Community Service Officers in promoting community relations concepts will be further discussed in the following pages.

### Internal Awareness of Community Service Officer Concept

Based upon conversations with Community Service Officers, it appears that many, if not most, have been confused about the nature of the duties to be performed by them. More effort should be made in the training stage and at the supervisory level to insure proper goal and program orientation.

Community Service Officers interviewed felt that many of the police officers with whom they worked also lacked a proper understanding of the role of the Community Service Officer. Many supervisors, they felt, were uncertain as to the type of duties which could and should be assigned to them.

Interviews by consultants with Community Service Officers and Patrol Division personnel disclose a lack of proper communication throughout the ranks of Patrol Division regarding the role of the Community Service Officer and the relationship of the program to the overall operations of the Patrol Division. The assignment of Community Service Officers specifically to Patrol Division with direct instruction and supervision coming through the ranks of Patrol Division should assist measurably in eliminating these difficulties.

### Recommendation

Take necessary action to assure understanding of the nature of the Community Service Officer's role on the part of Community Service Officers themselves and other members of the department.

### Community Relations Role of Community Service Officers

The specific goals of this project as enumerated on page 6 of the grant request, very strongly emphasize community relations. The department anticipated that the use of Community Service Officers and Community Relations Specialists would help develop a greater rapport between police and the community. It was envisioned that a greater sense of partnership between the police and the public could be achieved by this project. The Community Service Officer program though appearing successful from other standpoints must, in view of the stated goal of developing improved community relations, be scrutinized closely regarding its impact on community relations.

The Community Service Officers after initial training and orientation were assigned to work with Patrol Division officers at the Oak Park storefront. The population served in this area includes a high percentage of racial minority groups. Since relations between police and the community served is traditionally more strained in minority group areas, this was a proper geographical assignment of the Community Service Officers.

The impact of the program on police community relations in the area is difficult to assess. This is true because such matters are largely subjective and may not easily be divorced from other programs and factors influencing the relations between police and the community.

### Community Response

It is our opinion that the community in general is supportive of the Community Service Officer program.

The program, however, has also met with some limited resistance in the Oak Park community. Several members of the community have voiced public criticism of certain aspects of the program. It appears that the major source of their complaint is the requirement that Community Service Officers perform some law enforcement related tasks, and the close resemblance of Community Service Officers to regular police officers in dress and mode of transportation.

Complaints regarding the performance by Community Service Officers of law enforcement related tasks indicates a lack of understanding of program objectives on the part of some members of the community as well as some Community Service Officers. It is felt that the position title, "Community Service" Officer and the strong emphasis on the community relations aspects of the project have caused a number of individuals to expect the Community Service Officer to perform in a pure community relations role.

To help resolve this misunderstanding and to more properly orient the Community Service Officer to the community, the department should continue to publicize and hold meetings with citizens groups; and by direct contact between policemen, Community Service Officers, and citizens, seek to clarify for the community the true role of the Community Service Officer as a police intern who performs varied law enforcement duties. A written statement should be developed describing specific goals, objectives, programs, and relationships to the department and community.

### Recommendation

Assure adequate public understanding of the Community Service Officer role.

Some members of minority communities tend to stereotype the entire police department based upon the actions of a few. Those who do so may look at the uniform rather than the individual. The Community Service Officer should be particularly concerned with these members of the community. The uniform in such instances may become a definite barrier to communication upon the officer's initial contact.

It is recommended that the Community Service Officers be required to wear a distinctive blazer or jacket with complimentary shirts and slacks. Similarly, it is recommended that the Community Service Officers be provided with two-wheel scooters for normal transportation.<sup>5</sup>

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<sup>5</sup> The California State Police can offer recommendations in the selection and use of two-wheel scooters.

When circumstances indicate, they should walk foot beats, drive a plain car, or ride with a regular officer in a marked patrol car. The use of marked patrol cars by Community Service Officers, particularly in conjunction with the wearing of a distinctive police uniform, too strongly identifies the Community Service Officer to some in the community as a police officer.

#### Recommendations

Change the dress requirement for Community Service Officers from the present uniform to the less military "blazer concept".

Provide two-wheel scooters for the use of Community Service Officers.

It is emphasized that recommendations regarding wearing apparel and mode of transportation constitutes a soft approach intended to eliminate barriers to communication between the Community Service Officer and some members of the community served. Under the team policing concept regular officers may also be assigned in plain clothes or a police blazer when deemed to be in the best interests of the problem being confronted by the officer. In this way the Community Service Officer is not the only police employee wearing clothing other than a police military type uniform. Under this concept the majority of the public served should eventually realize that they are dealing with individuals and not an impersonal uniform, however, the ultimate key is the officer himself.

The department must seek ways of expanding the Community Service Officer's role toward greater involvement with the public and particularly with youths. This should be done in such areas as community problem solving and specifically in crime prevention programs.

#### Recommendation

Expand the Community Service Officer's role to provide greater community involvement.

It cannot be overemphasized that sound police community relations cannot be forced upon the community. The lasting positive partnership between the police and the community will come about only as a result of mutual understanding, mutual respect, and acceptance of common goals. The Community Service Officer, if he is to be one of the factors in bridging the gap between the community and the police, in order to develop this partnership, must be provided with meaningful and challenging work in the community.

While performing his duties, it is expected that he will develop positive relationships and contacts. He should be able to reflect community attitudes and problems back into the organization. He should, in turn, reflect police problems and needs to members of the community. Such an arrangement requires sound planning and definitive goals. The issues involved are complex and all police officers must share this role and develop the needed rapport.

Time will be required for the Community Service Officer and all police employees through their combined efforts and demonstrated concern to establish positive relations with those being served. Only the naive will expect "instant" success.

The efforts of the Community Relations Division and of the Community Service Officers in securing a more positive relationship with the community will be difficult to achieve unless their efforts are directed towards goals accepted and shared by all members of the police department. It is deemed particularly important, then, that the recommendation for assignment of the Community Service Officer to the Patrol Division be carried out.

In the Patrol Division, input from the Community Relations Division should be received at the highest levels in addition to functional community relations supervision at the operational level. If the Community Service Officers are viewed by patrolmen, supervisors, and commanders as useful members of the patrol team, and if community relations ideals are expressed and practiced by all officers, then the goals of the project with respect to improved community relations may be achieved and the Community Service Officer program specifically may be of significant importance in achieving those goals. It is believed that the department is endeavoring to achieve these goals.

#### Recommendation

The Community Service Officer program should be continued and expanded.

## EVALUATION OF THE COMMUNITY RELATIONS SPECIALIST

The Community Relations Specialist is a position within the Community Relations Division at a level higher than the Community Relations Officer. The specialist receives pay equivalent to that of the police sergeant. The department originally planned to use the Community Relations Specialists for work within the major bureaus of the department in promoting effective community relations. In addition, as described in the grant request, it was anticipated that teams consisting of one specialist, one Community Relations Officer, and one Community Service Officer would perform crime prevention work in high crime areas. For the reason set forth previously in this report, neither of these proposals was carried out.

### Present Responsibilities of Community Relations Specialists

The actual responsibilities of the Community Relations Specialist cannot be clearly compared to those of the Community Relations Officer. Based upon present assignment of Community Relations Specialists and Community Relations Officers, there is no clear-cut division of duties and responsibilities.

The following statement of responsibilities describes functions which were identified as handled by Community Relations Specialists:

1. Maintains open lines of communication between police department personnel and the community. This entails maintaining liaison with many groups, organizations, and agencies in all areas of the community.
2. Constantly evaluates community attitudes toward the police. (This can be accomplished by the Community Relations Specialist personally or by teams from Community Relations Division. Such inquiries can be designed to determine if the community relations unit's programs are effective and what new programs should be developed or emphasis added to existing programs.)



3. Determines the pulse of the community and identifies the existence of or sources of tensions and hostilities. (This determination becomes extremely important when community relations is a point of information or expertise to the department and Community Relations Officers work with concerned operational units during unusual occurrences. (See Addendum D.)
4. Provides community relations feedback from internal and external sources. Evaluates the information received and reports findings to the Chief of Police via the Captain of the Community Relations Division.
5. Detects and dispels rumors within the community and within the department.
6. Keeps abreast of current developments in the field of community relations and disseminates this information throughout the department via the chain of command.
7. Assist the Captain of Community Relations Division in maintaining channels of communication between the department and the community and other governmental agencies and concerned organizations. He performs an information function by keeping the department aware of and alert to:
  - a. Areas of potential racial conflict or tension both internally and externally.
  - b. Areas of potential conflict by social, political, and economic pressure groups which may border on criminal activity.
  - c. Groups that present problems or potential problems for law enforcement; i. e., militants, activists, dissidents, and extremist groups. Here the community relations specialist works to establish avenues of communication as well as predicting behavior reactions based on philosophy and past patterns.

#### Community Relations Specialist School Visitation Program

The Community Relations Specialist directs his major efforts toward youth. This concern for youth is understandable since the various national surveys conducted for the President's Crime Commission<sup>6</sup> indicate that youth constitutes one of the critical areas of tension between the police and the community.

The Community Relations Specialist spends approximately 60% of his time in the schools in an effort to obtain the support of youth in behalf of the department and its officers. The primary role of the Community Relations Specialist on the school campus is the establishment of a learning situation where students become familiar with the police role, functions, procedures, and laws they are responsible for enforcing.

The Community Relations Specialist in meeting his objective employs a multi-directional program designed to impart knowledge, understanding, and to stimulate interest and cooperation.

The major goal is to establish the support of youth in behalf of the department and its officers and to enable them to reduce their vulnerability to criminals, traffic accidents, traffic violations, and personal culpability.

Subordinate objectives work in several main areas described below:

1. To establish lines of communication through which the students can engage in positive discussions with police officers;
2. To explain the basic philosophies of law enforcement agencies and their role within the structure of the society;
3. To acquaint the students with the various police-related facilities--their purpose and functioning processes;
4. To aid in increasing the amount of understanding between students and police officers;

<sup>6</sup> President's Commission on Law Enforcement and the Administration of Justice, Task Force Report: The Police, Washington, D.C., U. S. Government Printing Office, 1967.

5. To encourage general interest in the profession of law enforcement;
6. To serve as an open forum for various police-related topics of current interest;
7. To explain the moral and practical justifications of the laws which must be enforced by the police;
8. To increase a sense of civic responsibility in regard to the observance of the laws of the community.

#### Community Liaison

Excluding the time spent by the Community Relations Specialists on school campuses, the major portion of the balance of his time is spent in community liaison.

The purpose of community liaison is to maintain open lines of communication between the police department and all segments of the community. Included are all groups and institutions which affect the relationship between the police and the community.

The Community Relations Specialist maintains liaison with the agencies and groups listed in Addendum F.

#### Evaluation

The general work program of the Community Relations Specialists and Community Relations Officers appears excellent. The content of school programs was not examined but the concepts are strongly endorsed by consultants. Evaluation in this area is directed specifically at the Community Relations Specialist.

The Community Relations Specialists are a valuable source of information and expertise because of their training in community relations and field experience. Police management should give the Community

Relations Specialist a greater responsibility in developing and advancing police community programs. The Community Relations Specialist should be allowed to review pertinent internal sources of information such as personnel complaints and altercation reports in order to provide additional information regarding conflicts and hostile relations between the police and the community.

They should also review and evaluate the department's human relations and community relations training. Their critique and recommendations should be of material assistance in developing programs designed to train the entire department in human relations and police community relations.

#### Recommendation

Broaden responsibilities of the Community Relations Specialists to allow input in department planning and training.

It is most essential that the Community Relations Specialist maintain close liaison with the Bureau of Field Operations. In this role they may apprise concerned commanders of developments which may require immediate action and provide information about community relations activities to concerned staff and patrol watch commanders.

There is also need to maintain close liaison with the Youth Services Division where counselors are assigned as resource persons to junior and senior high schools. Classroom presentations by these officers in some ways overlap Community Relations Division programs.

Experimentation should be carried out with the original concept of assigning Community Relations Specialists to the major bureaus of the department. It may be found that their expertise will be of valuable assistance to bureau commanders in the planning process. Such assignments should be on a liaison basis with the availability of input from Community Relations Specialists on any matters affecting relationships of the department with the community.

Recommendation

Use Community Relations Specialists for liaison with other bureaus and divisions.

Within the scope of the department's Team Policing Concept, a plan to assign a Community Relations Specialist to a team in high crime areas is meritorious. The assignment of a Community Relations Specialist as lead man in a team (patrol shift in a specific area) consisting of Community Relations Specialist, Community Service Officers and patrol officers in crime prevention oriented policies in high crime areas should be carried out. Such a crime prevention team should be permitted great latitude in pinpointing areas of high crime incidents and devising with members of the community, methods of attacking the problem. Efforts such as this would bring together the expertise of the organization to join with members of the community in applying cooperative efforts to resolve specific community crime problems. This effort would embody the full extent of the department's overall goal of citizen-police partnership in reducing crime.

Recommendation

Experiment in the use of Community Relations Specialists as a part of team policing.

The Community Relations Specialist is a potentially valuable position. The current working arrangement which calls for similar duty assignments for both Community Relations Specialists and Community Relations Officers must be changed. Continuation of this arrangement, will result in lowered morale and failure to accomplish the desired results from Community Relations Specialists.

The higher rank and rate of pay may stimulate involvement in community relations on the part of highly qualified personnel who might not otherwise desire to participate in the community relations program. The position may also assist in retaining such personnel in the Community Relations Division.

Should the department decide against developing programs giving greater responsibilities to the Community Relations Specialist, the position should be eliminated.

Recommendation

Maintain the Community Relations Specialist position only if responsibilities and duties are altered as described.

## EVALUATION OF THE COMMUNITY RELATIONS OFFICE

The Community Relations Office is a "storefront" located in the Oak Park community on 35th Street. The purpose of the "storefront" is to provide a base of operations for Community Service Officers and to provide a convenient center for members of the community who require assistance or information from the police.

Initially, it was discovered by observation and questioning of citizens in the community that an inordinate number of patrol officers were using the Oak Park office as a place to write reports and exchange information. Activities such as these give an impression to citizens that the office is a patrol substation; an impression objectionable to many members of the minority community. Another objectionable feature of the office was found to be its uninviting outward appearance caused by an installation of large steel-mesh screens.

Current review of the operation discloses that steps have been taken by the department to eliminate these community-criticized features.

An apparent problem initially discovered through observation and interviews with some members of the community and officers working in the Oak Park area was that the location of the Oak Park office lacked pedestrian and vehicular traffic due to the large number of businesses that are closed on 35th Street. Current statistical data, however, indicates a comparatively high number of visits to the storefront.

Police department statistics indicate 923 visits to the storefront from October 1971 through February 1972. In comparison, storefront operations in communities with similar programs had a calendar year 1971 total of visits as follows: San Diego - 1,792 (average for five offices); Richmond - 50 (estimate).

Effective operation of the office dictates that it be a convenient, visible, and acceptable location to a substantial segment of the community. The department should continue to evaluate the location of the office.

It is understood that the City of Sacramento has under consideration the establishment of a Community Service Center in the Oak Park area. If this center can be established, bringing a wide range of city services closer to the citizens of this area of the city, it is urged that the present police department storefront be closed. The police storefront should then become a part of the Community Service Center.

Consultants are of the opinion that the police storefront is a sound concept which brings police service and availability of police advice, information, and assistance closer to the community. This can be preserved in the Community Service Center with greater convenience provided to the community.

In addition to statistical data, the process of selecting a site for the Community Service Center should involve community leaders, businessmen, and other concerned citizens at the planning stage. A process which involves members of the community in the planning and selection of a possible site will assist city government in reaching its objectives. Members of the community can assist by identifying their problems and helping select a site that would be a convenient and inviting location for members of the community.

Sacramento  
Community Relations

IMPLEMENTATION SCHEDULE

Department	Date Presented	Section		
RECOMMENDATIONS AND COMMENTS		DATE IN PROCESS	DATE COMPLETED	REFERENCE PAGE
Recommendation: Utilize the statement of goals and objectives presented in Addendum A.				
Comment:				
Recommendation: Develop a long range in-service training program on community relations for all personnel.				
Comment:				
Recommendation: Establish a central complaint system and a complaint center in City Hall.				
Comment:				
Recommendation: Transfer line supervision and formal assignment of Community Service Officers from Community Relations Division to Patrol Division.				
Comment:				
Recommendation: Require Community Relations Division to monitor Community Service Officer's work and provide functional supervision for community relations programs.				
Comment:				
Recommendation: Take necessary action to assure understanding of the nature of the Community Service Officer's role on the part of Community Service Officers themselves and other members of the department.				
Comment:				
Recommendation: Assure adequate public understanding of the Community Service Officer role.				
Comment:				

Sacramento  
Community Relations

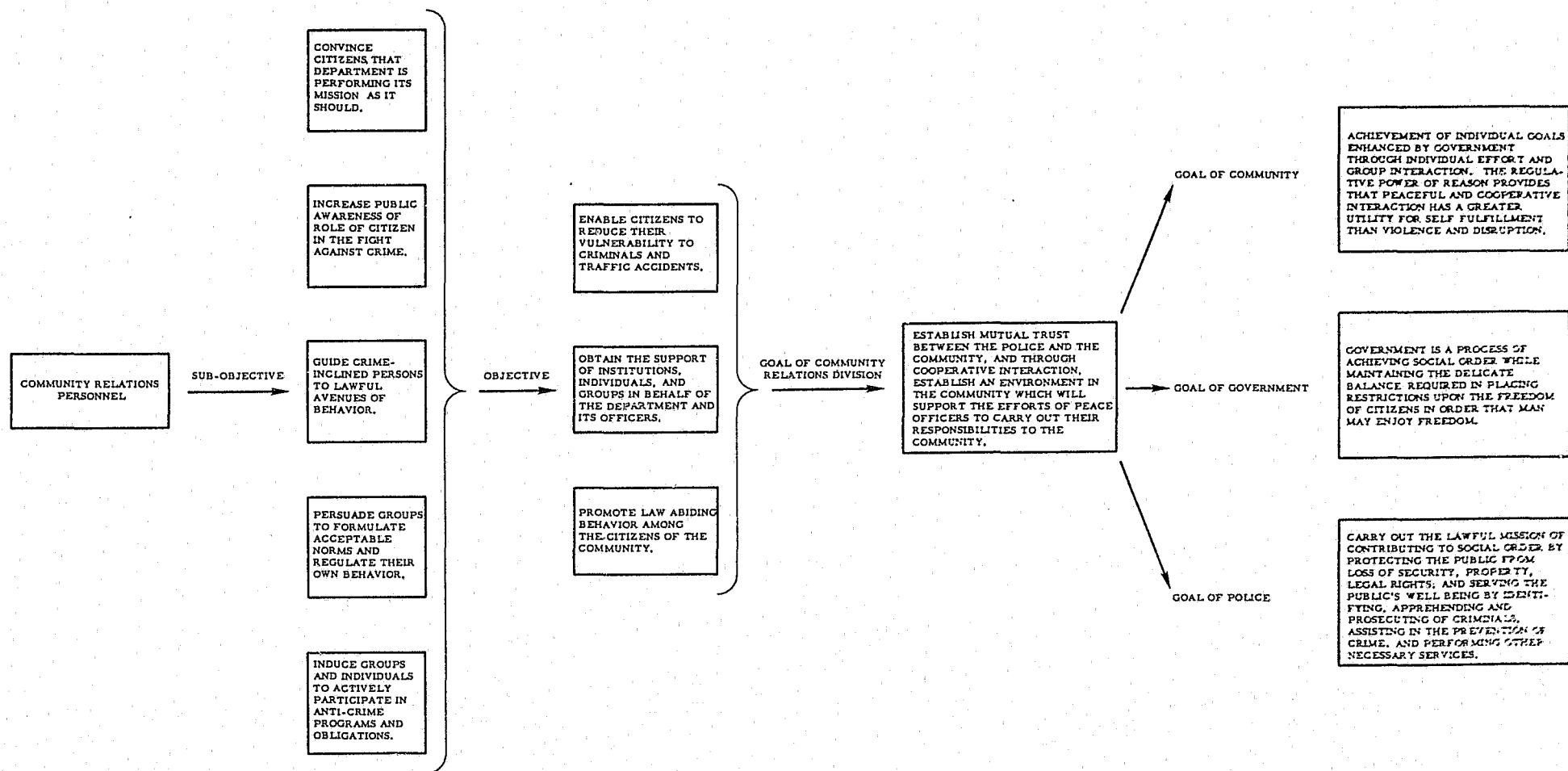
IMPLEMENTATION SCHEDULE

Department	Date Presented	Section		
RECOMMENDATIONS AND COMMENTS		DATE IN PROCESS	DATE COMPLETED	REFERENCE PAGE
Recommendation	Change the dress requirement for Community Service Officers from the present uniform to the less military "blazer concept."			
Comment:				
Recommendation	Provide two-wheel scooters for the use of Community Service Officers.			
Comment:				
Recommendation:	Expand the Community Service Officer's role to provide greater community involvement.			
Comment:				
Recommendation:	The Community Service Officer program should be continued and expanded.			
Comment:				
Recommendation:	Broaden responsibilities of the Community Relations Specialists to allow input in department planning and training.			
Comment:				
Recommendation:	Use Community Relations Specialists for liaison with other bureaus and divisions.			
Comment:				
Recommendation:	Use Community Relations Specialists as crime prevention/ community relations team leaders.			
Comment:				

ADDENDUMS

# ADDENDUM A

## ROLE OF POLICE COMMUNITY RELATIONS





## ADDENDUM B

### NECESSARY ELEMENTS OF A POLICE-COMMUNITY RELATIONS TRAINING PROGRAM

1. Role of the Police Officer in Modern Society
  - a. How the Police See Themselves
  - b. How the Community Perceives the Police
2. Social Behavior
  - a. Human Drives (Physical, Social and Emotional)
  - b. Barriers to the Fulfillment of Drives
  - c. Defense Mechanisms
  - d. Accepting Change
  - e. Understanding Criminal Behavior
  - f. Understanding One's Own Behavior
3. Points of View
  - a. How People See and View Each Other
  - b. Making Ourselves Understood
  - c. Understanding Others
4. The People in Our Community
  - a. Growth Patterns of the Community
  - b. Movement of People in the Community

- c. Socio-Economic Areas of the Community
- d. Crime Areas of the Community
- e. Understanding Minority Groups
  - (1) Attitudes -- Prejudice
  - (2) Behavior -- Discrimination
- 5. Crowd Control
  - a. Psychology of Crowd Behavior
  - b. Differences between Small and Large Crowd Behavior
  - c. Some Techniques of Controlling Crowds
  - d. Police Behavior in Crowd Control
- 6. Police Officer Tomorrow
  - a. Continued Developments in the Professional Role of the Police
  - b. Increased Importance of Law Enforcement
  - c. Increased Possibilities for Improvements in Law Enforcement
  - d. Emphasis on Community Services as well as Law Enforcement

## ADDENDUM C

### COMMUNITY SERVICE OFFICER

It is generally accepted among experts on local government that, due to the increased costs that would evolve, cities will not change the police role by creating new agencies to relieve them of called-for services, traffic enforcement, and other functions only remotely related to the most basic police mission of preventing and controlling crime. A preliminary analysis of typical police duties conducted in 1966\* indicated that the hundreds of tasks and skills performed by police officers in their street duties fall generally into three levels of skills and knowledge. At the lowest skill and knowledge level, a police intern, herein referred to as a "Community Service Officer", could perform adequately the following:

1. Prepare lost property reports.
2. Preserve crime scenes until investigating officers arrive, and assisting in the investigation as directed by investigating officer.
3. Report evidence of delinquent juveniles and other crime for follow up by crime investigators, vice officers, narcotics officers, or others.
4. Check persons for police permits such as door-to-door peddlers and salesmen.
5. Administer first aid.
6. Report defective city equipment and dangerous conditions such as street lighting, traffic signals, sidewalks and streets.
7. Report vandalism and conduct preliminary investigations of minor vandalism.

---

\* Gene S. Muehleisen, Task Force Staff Research, "President's Commission on Law Enforcement and Criminal Justice", Appendix, p.1.

8. Investigate uncomplicated anti-noise violations and illegal posting of signs.
9. Report cases of neglected children.
10. Act as an observer at police-licensed street dances and special use-permits in neighborhoods.
11. Report cases of distressed, senile, alcoholic or sick and injured persons.
12. Refer violations and complaints by citizens against other city departments or county, state, or Federal agencies and follow up to determine if satisfactory action was taken.
13. Report curb and crosswalk painting where needed.
14. Report unusual cases of litter and debris.
15. Report or take reports of abandoned refrigerators, abandoned vehicles, houses and buildings.
16. Issue citations for violations of city ordinances.
17. Take reports on dog bites and other minor incidents when not taken by phone at the department or when on-the-scene observation is required.
18. Improve communications between the police department and neighborhoods in which he is assigned and as an integral part of the department's community relations program work in close cooperation with neighborhood councils.
19. Carry out the department's store and building security program, report fire code violations, minor business code violations, and parking problems.
20. Under direction, assist other officers or investigators at crime scenes.
21. Assist in the interview or interrogation of youthful offenders where a younger age might provide better rapport.

22. Serve as a transportation officer.
23. Direct traffic at special functions or in emergency situations.
24. During riotous situations, serve as a runner, communicator, or prisoner.
25. When Community Service Officers are provided in sufficient numbers:
  - a. Serve as park patrol
  - b. Serve as school patrol
  - c. Direct traffic on fixed post duty

## ADDENDUM D

### COMMUNITY RELATIONS INVOLVEMENT IN UNUSUAL OCCURRENCES

#### Planning Phase

The course of action to be taken in case of community tension, hostility, or conflict can be greatly facilitated by a joint meeting of community relations representatives and the unit(s) involved in the unusual occurrence.

Community relations personnel are familiar with community problems which lend fuel to the tension, hostility, and conflict between the police and the community. Their involvement in the community can assist them in giving valuable input and assistance to other units.

Inclusion in the planning phase will provide community relations with three essentials. First, it will give community relations the time necessary to formulate plans for the operational phase. Secondly, it will allow community relations the requisite time to prepare statements based on valid investigation. Finally, it will give community relations a valid base for explaining the conduct of officers involved in the unusual occurrence to members of the community.

After the Community Relations Officer anticipates community reaction to the Department's activities, he must sometimes plan a counter-reaction. One effective way to implement a counter-reaction should involve contacting trusted individuals in the community and obtaining their opinions as to the "pulse of the community", thus assisting the Department in taking the right course of action and dispelling rumors.

#### Operational Phase

Key community leaders and representatives of the minority news media should be notified as soon as possible and informed of the facts. To mobilize citizens in the community to help quell a disorder, it is

extremely important that the Community Relations Division notify the aforementioned leaders.

It is important that, at this point, we consider the distinct advantage of utilizing community relations resources. Community Service Officers, Community Relations Specialists, and Community Relations Officers are familiar with the underlying problems of the community which are periodically manifested through tension, hostility, and conflict. As a result, they are in a better position to anticipate the reaction of individuals and groups within the community. A position should be established at the Command Post as an operating base for these officers. This will enable them to forward information to community relations and the concerned field commander.

#### Post-Operational Phase

Community Relations Division should assist in debriefing Department personnel and should participate in the evaluation of the entire incident. They should be instrumental in re-establishing communication channels both internally and externally. An example would be the setting up of a recorded telephone message for field officers, news media, and other concerned individuals. The recorder would give a current report during and after the incident.

#### ADDENDUM E

##### AREA I - SCHOOL CONTACTS

###### A. SENIOR HIGH SCHOOLS

- |   |          |
|---|----------|
| 1. Grant Union High School<br>1400 Grand Avenue       | 925-2761 |
| 2. Norte Del Rio High School<br>3051 Fairfield Street | 922-3496 |

###### B. JUNIOR HIGH SCHOOLS

- |   |          |
|---|----------|
| 1. Del Paso Junior High School<br>1221 South Avenue | 925-3581 |
| 2. Las Palmas Junior High School<br>577 Las Palmas  | 925-2796 |
| 3. Rio Tierra Junior High School<br>3201 Northstead | 922-4729 |

###### C. ADULT AND VOCATIONAL EDUCATION

- |  |          |
|--|----------|
| 1. Vista Nueva Continuation High School<br>670 Dixieanne | 927-0202 |
| 2. Grant Adult Education<br>1400 Grand Avenue            | 925-2761 |

###### D. SCHOOL DISTRICT OFFICES

- |  |          |
|--|----------|
| 1. Del Paso Heights School District<br>3645 Taylor Street      | 927-3614 |
| 2. Grant Joint Union High School District<br>1333 Grand Avenue | 925-2761 |

3. North Sacramento School District  
670 Dixieanne Avenue 922-5451

4. Robla School District  
5248 Rose Street 991-1728

E. ELEMENTARY SCHOOLS

1. Babcock, D. W.  
2400 Cormorant Way 922-4474

2. Bell Avenue  
1900 Bell Avenue 922-0202

3. Ben Ali  
2625 Plover 925-1434

4. Cook, H.  
2035 North Avenue 922-4682

5. Del Paso Heights  
590 Morey Avenue 922-3403

6. Fairbanks  
277 Fairbanks Avenue 927-1379

7. Garden Valley  
3601 Northgate Blvd. 925-8566

8. Gardenland  
450 W. El Camino 925-1276

9. Hagginwood  
1418 Palo Verde Street 925-2789

10. Harmon Johnson  
2591 Edgewater 922-2636

11. Mc Clellan  
1801 South Avenue 925-4368

12. Main Avenue  
1400 Main Avenue 922-3317

13. Morey Avenue  
155 Morey Avenue 927-5115

14. Noralto  
477 Las Palmas 925-7297

15. North Avenue  
1281 North Avenue 925-1330

16. Northwood  
2630 Taft 922-3421

17. Our Lady of Fatima  
1718 El Monte Avenue 925-1465

18. Robla  
5248 Rose Avenue 991-1006

19. Smythe  
2781 Northgate Blvd. 925-8566

20. Strauch  
5712 Lancelot Drive 455-4561

21. Taylor Street  
4350 Taylor Street 925-5498

22. Woodlake  
700 Southgate Road 927-0619

## AREA II - SCHOOL CONTACTS

### A. ELEMENTARY

- |   |          |
|---|----------|
| 1. Crocker School<br>1616 Vallejo Way               | 442-3592 |
| 2. David Lubin<br>3530 K Street                     | 455-9102 |
| 3. Ethel Phillips (Mr. Negrete)<br>2930 21st Avenue | 455-2631 |
| 4. Freemont School<br>2420 N Street                 | 456-0934 |
| 5. Jedediah Smith<br>401 McClatchy Way              | 441-1146 |
| 6. Marshall<br>2718 G Street                        | 442-5234 |
| 7. Newton Booth<br>2620 V Street                    | 455-6013 |
| 8. Sierra<br>2791 24th Street                       | 455-6923 |
| 9. William<br>1116 U Street                         | 442-2788 |

### B. JUNIOR HIGH SCHOOLS

- |                                       |          |
|---------------------------------------|----------|
| 1. California<br>2991 Land Park Drive | 443-5715 |
| 2. Joaquin Miller<br>4701 Joaquin Way | 452-4904 |

- |                                   |          |
|-----------------------------------|----------|
| 3. Kit Carson<br>1324 54th Street | 455-2677 |
|-----------------------------------|----------|

- |                            |          |
|----------------------------|----------|
| 4. Sutter<br>3150 I Street | 446-7973 |
|----------------------------|----------|

### C. SENIOR HIGH SCHOOLS

- |   |          |
|---|----------|
| 1. C. K. McClatchy<br>3066 Freeport Blvd. | 441-4641 |
|---|----------|

### D. ADULT EDUCATION CENTERS

- |  |  |
|--|--|
| 1. Lincoln Opportunity Jr. High, Mr. Robertsen<br>418 P Street |  |
| 2. Lincoln Continuation High, Mr. Sorenson<br>418 P Street     |  |



# AREA III - SCHOOL CONTACTS

## A. SENIOR HIGH (Grades 10, 11, & 12)

- |   |          |
|---|----------|
| 1. John F. Kennedy<br>6715 Gloria Drive | 391-1640 |
| 2. Luther Burbank<br>3300 Florin Road   | 421-9400 |

## B. JUNIOR HIGH (Grades 7, 8, 9 except those with an \*, which are 7 & 8 only)

- |   |          |
|---|----------|
| 1. Charles Goethe<br>2250 68 Avenue             | 421-9066 |
| 2. Holy Spirit*<br>3920 W. Land Park Drive      | 448-5653 |
| 3. John Still<br>2250 John Still Drive          | 665-2271 |
| 4. Sam Brannan<br>5301 Elmer Way                | 442-7633 |
| 5. St. Anne*<br>7720 24th Street                | 422-3142 |
| 6. St. Charles Borromeo*<br>7580 Center Parkway | 421-6189 |
| 7. St. Patrick's*<br>5945 Franklin Blvd.        | 421-1431 |
| 8. St. Peter's*<br>6200 McMahon Drive           | 455-2915 |
| 9. Will C. Wood<br>6201 Lemon Hill Avenue       | 383-9200 |

## C. ELEMENTARY

- |   |          |
|---|----------|
| 1. Alice Birney<br>6251 13th Street         | 428-6336 |
| 2. Bear Flag<br>6620 Gloria Drive           | 422-2839 |
| 3. Collis Huntington<br>5921 26th Street    | 428-4241 |
| 4. Camellia<br>7400 Elder Creek Road        | 383-2590 |
| 5. Caroline Wenzel<br>6870 Greenhaven Drive | 422-0872 |
| 6. Edward Kemble<br>7495 29th Street        | 422-1082 |
| 7. Elder Creek<br>7934 Lemon Hill Avenue    | 383-3400 |
| 8. Freeport<br>2118 Meadowview Road         | 428-1574 |
| 9. Harkness<br>2147 54th Avenue             | 428-0330 |
| 10. Holy Spirit<br>3920 West Land Park      | 448-5663 |
| 11. John Bidwell<br>1730 65th Avenue        | 428-1518 |
| 12. John Cabrillo<br>1141 Seamas Avenue     | 448-0281 |
| 13. John Morse<br>1901 60th Avenue          | 421-2329 |
| 14. John Sloat<br>7525 Candlewood Way       | 421-6565 |

- |     |   |          |
|-----|---|----------|
| 15. | Maple<br>3301 37th Avenue                   | 428-8324 |
| 16. | Mark Hopkins<br>2221 Matson Drive           | 421-2247 |
| 17. | Peter Burnett<br>6032 36th Avenue           | 456-5304 |
| 18. | Pony Express<br>1250 56th Avenue            | 428-5707 |
| 19. | St. Anne<br>7720 24th Street                | 422-3142 |
| 20. | St. Charles Borromeo<br>7580 Center Parkway | 421-6189 |
| 21. | St. Patrick<br>5945 Franklin Blvd.          | 421-1431 |
| 22. | St. Peter<br>6200 McMahon Drive             | 455-2915 |
| 23. | Woodbine<br>2500 52nd Avenue                | 428-0731 |

D. ADULT

- |    |  |          |
|----|--|----------|
| 1. | Argonaut Adult Education Center<br>1400 Dickson Street | 422-5041 |
|----|--|----------|

## AREA IV - SCHOOL CONTACTS

### A. SENIOR HIGH SCHOOLS

1. Christian Brothers High School  
4315 Sacramento Blvd. 452-2876
2. Hiram Johnson High School  
6879 14th Avenue 452-5781
3. Sacramento Sr. High School  
34th and W Street 456-3851

### B. JUNIOR HIGH SCHOOLS

1. Kit Carson Jr. High School  
1324 54th Street 455-2677
2. Peter Lassen Jr. High School  
5022 58th Street 452-8136

### C. ADULT AND VOCATIONAL EDUCATION SCHOOL

1. American Legion Continuation High School  
3814 4th Avenue 455-2651

### D. SCHOOL DISTRICT

1. Sacramento City Unified School District  
1619 N Street 444-6060

### E. ELEMENTARY SCHOOLS

1. Brete Harte  
3238 Franklin Blvd. 455-8379

2.	Camellia 7400 Elder Creek Road	383-2590
3.	Collis P. Huntington 5921 26th Street	428-4241
4.	Coloma 4623 T Street	455-8721
5.	Donner 4554 8th Avenue	455-4619
6.	Elder Creek 7934 Lemon Hill Avenue	383-3400
7.	Ethel Phillips 2930 21st Avenue	455-2631
8.	Freeport 2118 Meadowview Road	428-1574
9.	Fruitridge 4625 44th Street	456-2582
10.	H. W. Harkness 2147 54th Avenue	428-0330
11.	John D. Sloat 7525 Candlewood Way	421-6565
12.	John Muir 5201 Strawberry Lane	451-5331
13.	Joseph Bonnheim 7300 Marin Avenue	451-2892
14.	Maple 3301 37th Avenue	428-8324
15.	Mark Twain 4914 58th Street	452-3564

16.	Oak Ridge 4501 Sacramento Blvd.	451-7868
17.	Peter Burnett 6032 36th Avenue	456-5304
18.	Sierra 2791 24th Street	455-6923
19.	Tahoe 3110 60th Street	456-1538
20.	Woodbine 2500 52nd Avenue	428-0731

ADDENDUM F

COMMUNITY CONTACTS

Alpha House 2610 28th Street	446-2603
Aquarian Effort 1239 Q Street	444-6297
Aquarian Effort 3613 23rd Avenue	
Commission on Peace Officer Standards and Training 714 P Street, Room 1508	445-4515
Community Services Planning Council 2621 K Street	446-6771
Concilia, Inc. 630 Ninth Street	444-8885
C. Y. A. 3600 5th Avenue	445-1466
Del Paso Heights Neighborhood Council- Action Center 800 Grand Avenue	927-5861
Del Paso Heights Neighborhood Development Project (redevelopment) 3626 Belden Street	927-4571
Del Paso Heights Health Center 1228 Grand Avenue	454-5940
Dismas House 4508 Parker Avenue	456-6264
Dos Rios H. A. 321 Eliza Street	442-1770
Elder Realty 3707 Marysville Boulevard	922-9884

Federation of Neighborhood Organizations  
1215 21st Street

Glen Elder - Elder Creek Neighborhood Council 452-3217  
5653 #F Stockton Boulevard

Glen Elder - Elder Creek Improvement Association 452-8217  
(G. E. E. C. I. A. )  
5653 #F Stockton Boulevard

Good Neighbors Child Care Center 927-4809  
1239 Grand Avenue

Hacienda Northgate 922-9341  
2231 Northview Drive

Helping Hands (Youth Group) 455-1045  
Mrs. Angela DiTomasso

Human Relations Commission 446-0204  
2001 21st Street

Human Resources Development (H. R. D. ) 383-7501  
6810 Fruitridge Road

Human Resources Development Center  
1303 7th Street

Human Resources Development Programs

a. Del Paso Heights Office 922-5588  
3745 Altos

b. Gardenland Office 922-6065  
2357 Northgate Boulevard

Intergroup Relations 444-6060  
Sacramento Unified School District Ext. 351  
1619 N Street

Legal Aid Society 927-4791  
1542 Grand Avenue

**CONTINUED**

**2 OF 3**

New Helvetia H. A. 816 Revere Street	443-7981
Norte Del Rio Improvement Association 2980 Northgate Boulevard	922-8316
Norwood Housing Authority 2819 Norwood Avenue	927-5541
Oak Park Coordinating Council Oak Park Methodist Church 36th and Broadway	
Oak Park Neighborhood Council, Inc. 3730 Broadway	452-7696
Oak Park Teen Center 33rd Street and 5th Avenue	
Problem Clinic of South Sacramento 5625 24th Street	428-5290
Recreation and Parks Youth Centers	
a. Argonaut School Bungalow 1400 Dickson Street	422-5041
b. Cabrillo Pool 1730 65th Avenue	449-5353
Red Cross 1300 G Street	442-5851
River Oaks H. A. 240 Seveay Circle	443-4376
Sacramento Area Council of Churches 3720 Folsom Boulevard	456-6484
Sacramento Area Economic Opportunity Council (S. A. E. O. C. ), includes Federation of Neighborhood Organizations (F. O. N. O. ) and Y. W. C. A. Youth Study Center 2700 Meadowview Road	422-3820

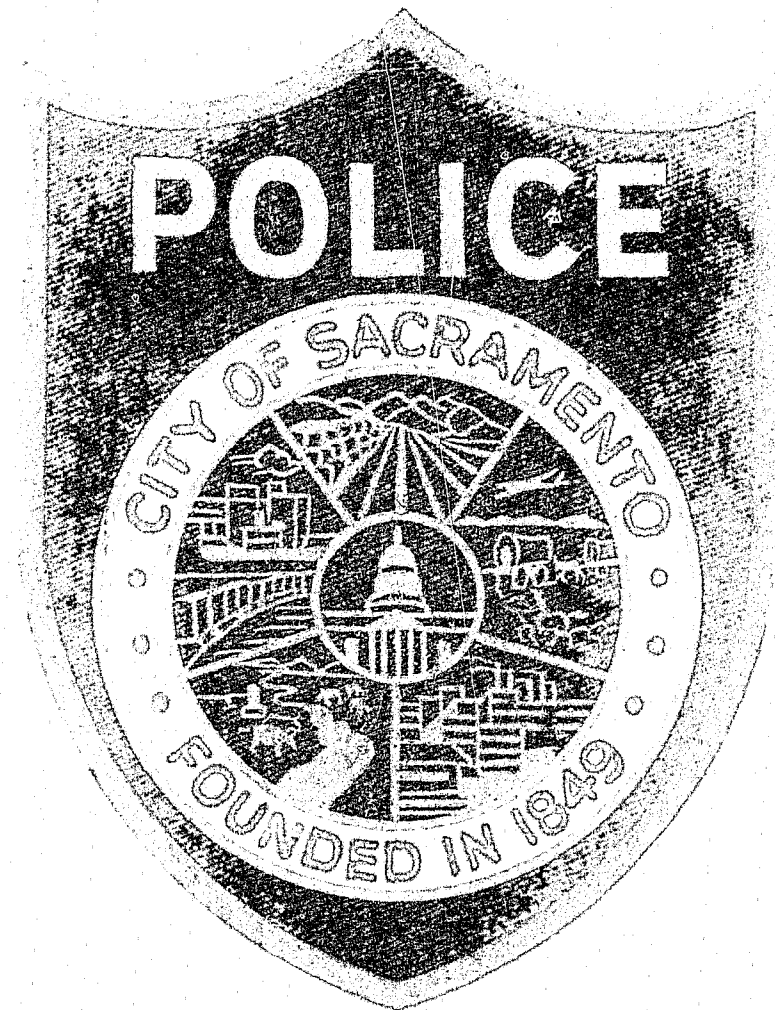


Sacramento City College (Afro School of Thought) 3835 Freeport Boulevard	449-7407
Sacramento City Unified School District Information 1619 N Street	444-6060
Sacramento Housing Authority 2020 J Street	
Sacramento Housing Authority (for the aged) 2015 J Street	
Sacramento Medical Center - Mental Health Information 4430 V Street	454-5101 or 454-2558
Sacramento Urban League 3515 Broadway	452-3791
Southside N. C. 631 T Street	443-1962
Stanford Settlement 360 Wilson Avenue	922-5664
Strawberry Manor Neighborhood 70 Olmstead	925-0918
The Ministers Council for Equal Opportunity for Minority Groups (Rev. H.H. Collins) 2801 29th Avenue	452-1913
The Sacramento Observer 3540 4th Avenue	452-4781
United Christian Center 2620 21st Street	452-5716
United Christian Center #2 1445 Nogales	927-1307
Urban Coalition 2220 J Street	444-0397

Urban League 2845 Grove Avenue	925-5115
Washington N. C. 16th and D Street	
Welfare Offices	
a. Del Paso Heights Center 3745 Altos Avenue	922-9871
b. Franklin 6701 Franklin Boulevard	428-3470
c. Lemon Hill 8000 Elder Creek Road	454-5889
d. Northgate Center 2357 Northgate	925-8551
e. Oak Park Office 3301 S Street	454-5426
Y. M. C. A. 2021 W Street	452-5451
Youth Opportunity Center 3211 S Street	452-6141
Y. W. C. A. 1122 17th Street	442-4741
Y. W. C. A. Del Paso Heights Branch 2845 Grove Avenue	925-5115

*Final Report*  
70-DE-090  
71-DE-877

## COMMUNITY RELATIONS



## DIVISION ORDERS

COMMUNITY RELATIONS DIVISION  
DIVISION ORDERS

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P-9	Rotating Officer Program
P-10	Officer Contact Program
P-11	Primary School Contact Program (Your Friend the Policeman)
P-12	Hall of Justice Tour Program
P-13	Initial Reporting of Crimes Program
P-14	Public Service Aide Program
P-15	Eye Examination and Glasses Program
P-16	Oak Park Office
P-17	Letters of Commendation
P-18	Processing Letters of Commendation

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-1

FEBRUARY 7, 1972

ORGANIZATION


The Community Relations Division is one of the Divisions in the Bureau of Administration. The Division head reports directly to the Deputy Chief of Police in charge of the Bureau of Administration who, in turn, reports directly to the Chief of Police.

The Division is headed by a Captain. There is one Sergeant who is authorized to act in the absence of the Captain. Seven Patrolmen complete the sworn staff. One Senior Typist Clerk provides the clerical support for the Division's operation. Twelve Community Service Officers round out the twenty-two authorized complement.

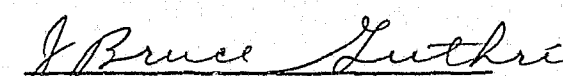
The Captain is responsible for the overall operation of the Division. The Sergeant is responsible for the operation of the Division in the Captain's absence.

Other personnel in the Division are responsible for their assigned work. Each person is expected to complete his assigned work and assist others whenever possible.

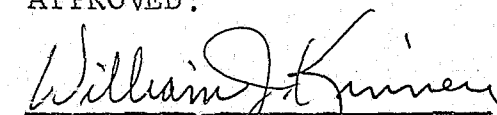
The Division will remain flexible in order that it may respond to the demands of the Community and priorities established by the Chief of Police.

  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-2

FEBRUARY 7, 1972

OBJECTIVES

To guide the Community Relations Officer in the fulfillment of his duties, the following set of objectives have been set forth,

These objectives are being used as a guide and measuring rod in the development, implementation, and evaluation of all Community Relations Programs.

1. To develop increased cooperation between the Police and citizen in preserving and maintaining law and order in the community.
2. To assist in crime prevention through educational programs for the public, particularly in the types of crimes where precautions could help prevent them from taking place.
3. To promote increased cooperation between the Police and community institutions and agencies.
4. To inform the individual citizen of the operations, services, and goals of their Police Department.
5. To encourage and build intergroup relations and communication between the Police and racial, religious, and ethnic groups and organizations, and reduce tensions, problems, and conflicts.
6. To survey and evaluate community needs in keeping the public peace, maintaining security, and reducing the crime rate.
7. To develop neighborhood and individual responsibility in notifying Police of conditions causing crime, and to encourage citizens as prosecutors or witnesses in the criminal trials of those who victimize the neighborhood.
8. To initiate programs within the Police Department to encourage courtesy, cooperation, and participation in community affairs by the individual Police Officer.
9. To work actively with youth oriented organizations to reduce juvenile delinquency.

ORDER NUMBER A-2

FEBRUARY 7, 1972

10. To encourage and promote wholesome cooperation with other governmental, religious, and civic organizations in obtaining mutual goals of a safer, healthier, cleaner, and happier community.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-3

FEBRUARY 7, 1972

DEFINITIONS

Project

A project is a major working area. The City is divided into four projects. A fifth project is assigned to the "At Large Officer".

Program

A program is a minor working area generally designed to concentrate on a specific segment of the population, i.e., School Contact Program, Tour Program, etc.

Order

An order may be a General Order, Special Order, or Division Order.

Special Problem

A special problem is one which exists at a school, neighborhood, or other area. They are usually treated as first priority.

Contact

A contact is an oral discussion with an individual, a group of individuals, or an organization made either in person or by telephone.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-4

FEBRUARY 7, 1972

COMMUNITY RELATIONS DIVISION RESPONSIBILITIES

The function of the Community Relations Division is not to be construed as strictly a public relations concept nor is it primarily involved with the minority community. It involves the total community and deals with the facts and problems that exist in all community relations especially those with the police. The theory behind all police community relations concepts is to be honest and not to evade responsibility or whitewash the Department and its operations. The public must acquire faith and accept the efforts of the police community relations and its programs.

The Division receives many calls from all types of people with problems. The Officer must determine what their problems are and direct them to the proper agencies or find answers for them.

It is stressed that Community Relations Officers must be involved with all types of groups and organizations in an effort to establish more sources of communication. The Division will welcome contacts by all types of organizations and groups that plan peaceful demonstrations. Assistance will be offered by referring them to the Office of the Chief of Police for aid and protection during the demonstration.

The Division will contact and work with the majority and minority community. This would include all groups and institutions that have the same purpose in mind for a better police community relations such as civic groups, service clubs, youth organizations, schools, and governmental agencies.

The Division will contact individuals, unorganized groups, and hard core militants, especially in the poverty areas in an attempt to establish lines of communications within these areas where sources of trouble may originate.

The Division will advise and solicit cooperation from members of the Police Department in a program of improved police community relations through recruit training, roll call bulletins, in-service training, and actual involvement in

ORDER NUMBER A-4  
FEBRUARY 7, 1972

the Community Relations Programs so they may be acquainted with and accept the need for this type of function.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-5  
FEBRUARY 7, 1972

AUTHORITY

Other than as specified elsewhere in these procedures, the Community Relations Division has no authority over any other Bureau or Division within the Department.

The function of the Community Relations Division is to study, investigate, and recommend courses of action regarding Police Community Relations to the Chief of Police.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police



BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

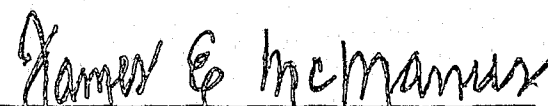
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FEBRUARY 7, 1972

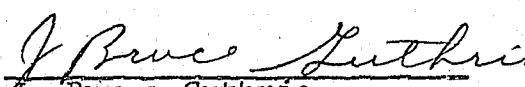
ASSIGNMENT OF WORK

Work will be assigned to Community Relations Division personnel in the following manner:

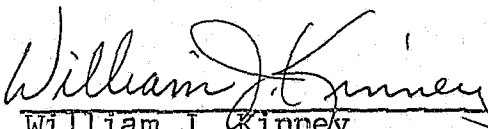
1. Each Officer will be assigned one project which will consume the major part of his time.
2. Each Officer will be required to handle the various programs within the scope of his project.

  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-7

FEBRUARY 7, 1972

DUTIES OF CAPTAIN

The Captain in charge of the Community Relations Division shall:

1. Report directly to the Deputy Chief of Police in charge of the Bureau of Administration and keep him informed concerning any problems which may precipitate police incidents, problems, etc.
2. Institute a program, with the approval of the Chief of Police, creating a better understanding and closer relationship between the Police Department and the community it serves; help promote greater public cooperation; and function as liaison between the Police Department and the public.
3. Inform the public more fully as to their responsibilities in the maintenance of community peace and the preservation of law and order.
4. Establish communications with organizations and groups, etc., within the community, and sponsor and attend meetings of these groups in order to promote stated objectives.

The conduct of the Captain, at all times, should convey a desire on the part of the Chief of Police and the Police Department to maintain friendly relations with all segments of the community.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-8

FEBRUARY 7, 1972

DUTIES OF SERGEANT

The Sergeant assigned to the Community Relations Division shall:

1. Be responsible for the assignment of work and vehicles for all Community Relations Officers and Community Service Officers.
2. Maintain all division records, coordinate and organize all tours and speeches.
3. Be responsible for all PSA (Car Washers) hiring, firing, and scheduling of working hours.
4. Assume the duties of Captain, in his absence.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Community Relations Division

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-9

FEBRUARY 7, 1972

DUTIES OF COMMUNITY RELATIONS OFFICERS

Community Relations Officers shall:

1. Work with all segments of the community, interpret laws, serve as an interpreter, work with groups and organizations that have been formed within the city, work with youth in coordinating their special events or assist in their many clubs or organizations, when required.
2. Be assigned to work a specific project (area). The Officer will be responsible for all contacts, from all segments of the community, within the specific project.
3. Be required to work both day and night shifts and will be required to wear both civilian clothes and regulation uniform, as required.

The conduct of each Officer, at all times, should convey a desire on the part of the Chief of Police and the Police Department to maintain friendly relations with all segments of the community.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-10

FEBRUARY 7, 1972

COMMUNITY SERVICE OFFICERS ASSIGNMENTS  
CAR DUTY

The Community Service Officers are assigned to work the Oak Park area. The following is a set of duties while working car duties.

1. Units are to remain in the boundaries of Units 6, 6A, 8, and Beat 12.
2. Units are not to leave or be sent out of the boundaries of Units 6, 6A, 8, and Beat 12 without the approval of the Oak Park Sergeant, Unit 46.
3. Units will take all calls given by radio. If the call turns out to be a felony or of an unusual nature, Unit 46 will be contacted and his orders followed.
4. Units shall make at least one community contact each day. Each contact will be limited to 30 minutes or less, if possible.
5. Mark and tow 903 vehicles every day. After marking the vehicle, contact the resident and advise them that the vehicle has been marked. When there are two or more vehicles to be towed and they are close together, the tow trucks will be called to a central location and escorted to the scene.
6. Check Pin Map every day.
7. When in the Oak Park Office park your vehicle in the vacant lot on the south side of the building.
8. Before taking out a marked unit, fill out a check off sheet, every day.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER A-11

FEBRUARY 7, 1972

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COMMUNITY SERVICE OFFICERS ASSIGNMENTS  
OFFICE DUTY

The Community Service Officers are assigned to work the Oak Park area, the following is a set of duties while working the Oak Park Office:

1. Greet and make welcome all citizens as soon as they enter the office. Remain with the citizen during his stay in the office.
2. Take all reports that can be taken by counter personnel.
3. If the citizen has a problem or complaint outside the scope of your authority, call Police Radio and have a unit dispatched.
4. When the citizen has a complaint against the Department or an Officer, contact Unit 46.
5. Remain in the office during the hours of your assignment. If you have to leave for any reason contact one of the following in the order shown:
  - a. Field Operations Lieutenant Coordinator
  - b. Community Relations Sergeant
  - c. Captain in charge of Community Relations
6. Do not leave the office open and unattended for any reason.
7. Fill out one office log for each day. At the end of the day the office log sheet will be brought to the Community Relations Office.
8. Do not leave any handi-talkies unattended during the day or overnight in the office.
9. The Pin Map will be updated each morning.

ORDER NUMBER A-11

FEBRUARY 7, 1972

10. Keep the office neat and clean at all times.
11. Office hours - 0900 to 1600, Monday through Friday.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER D-1

FEBRUARY 7, 1972

DAILY PROCEDURES

All Community Relations Division personnel will, unless excused, comply with the following:

1. Attend the morning briefings before leaving the office.
2. Attend all special and staff meetings that are assigned.
3. If working away from the office, call in at least once in the morning and once in the afternoon.
4. When returning to the office, check telephone log for messages.
5. While in the office if telephone is answered, enter it on the telephone log.
6. Normal working hours are 0800 - 1700.

James E. McManus  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

J. Bruce Guthrie  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION


ORDER NUMBER D-2

FEBRUARY 7, 1972

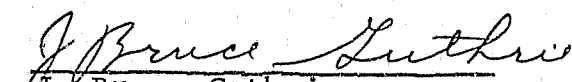
CORRESPONDENCE

The Captain in charge of the Community Relations Division will assign one Community Relations Officer to answer all correspondence regarding officer and citizen commendations, letters of inquiry, police employment requirements, and letters generally seeking information about or concerning the Sacramento Police Department.

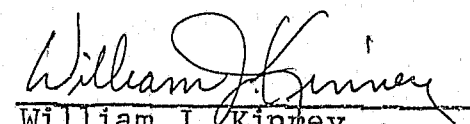
The officer assigned will also handle publication of the Community Relations Newsletter.

  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

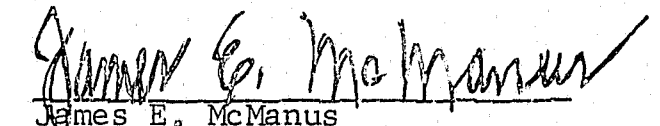
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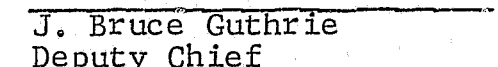
DEMONSTRATIONS

The Community Relations Division will welcome contacts from all types of organizations and groups that plan peaceful demonstrations.

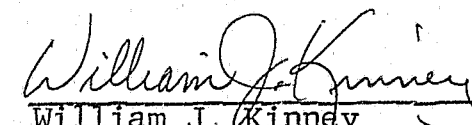
Assistance will be offered by referring them to the Office of the Chief of Police for aid and protection during the demonstration.

  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION  
COMMUNITY RELATIONS DIVISION

ORDER NUMBER D-4  
FEBRUARY 7, 1972

UNIFORMS

All Community Relations Officers will wear the regulation uniform in accordance with the following schedule:

Monday	Southeast Area
Tuesday	North Area
Wednesday	Central Area
Thursday	At Large
Friday	Southwest Area

All Community Relations Officers will wear the regulation uniform when school contacts are made. (See Order No. P-5, School Contact Program.)

*James E. McManus*  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

*J. Bruce Guthrie*  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

*William J. Kinney*  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION  
COMMUNITY RELATIONS DIVISION

ORDER NUMBER D-5  
FEBRUARY 7, 1972

ATTENDANCE AT MEETINGS

To eliminate misunderstanding as to what meetings Community Relations Division personnel will or will not attend as representatives of the Department, the following will apply to all personnel assigned to this Division.

1. No one shall accept any invitation or make any commitment to attend any meetings, social events, luncheons, etc., without first contacting and advising the Captain or Sergeant to secure permission.
2. The involvement of members of this Division with groups, organizations, clubs, and individuals is my responsibility as designated to me by the Chief of Police.
3. If permission to attend a function is granted, a memorandum will be submitted regarding the purpose of attendance.

*James E. McManus*  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

*J. Bruce Guthrie*  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

*William J. Kinney*  
William J. Kinney  
Chief of Police



BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER D-6

FEBRUARY 7, 1972

REPORTS

Community Relations Division personnel shall make the following reports when required:

Daily Activities

1. This report shall be typed and turned into the Sergeant at the end of each working day. The report shall include the following information:
  - a. Time arrived at contact
  - b. Time departed contact
  - c. Name of contact
  - d. Total miles traveled during day.

Contacts

1. A written report shall be made on every contact made by Officer. The report will include the date and hours of contact followed by a brief summary of the meeting.
  - a. A separate memorandum for each contact is required. Only one copy need be made.

Request for Speakers

1. This report will be made on every tour or speech given. A special form (Request for Speaker) is provided.
  - a. When memorandum is made regarding a speech, it shall be stapled on top of the request form.

Weekly Contacts

1. This report will be made and turned into the Sergeant on the last working day of each week.

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

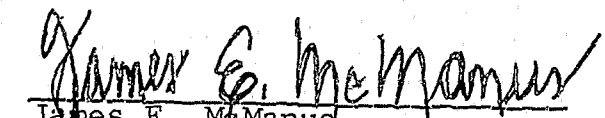
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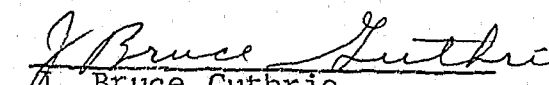
TELEPHONE LOG

Every incoming telephone call to the Community Relations Division shall be entered on the Daily Telephone Log.

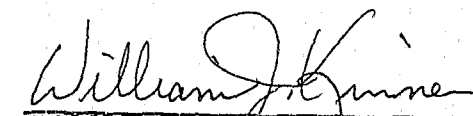
It is the responsibility of the person answering the telephone to make the entry on the log.

  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

  
D. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

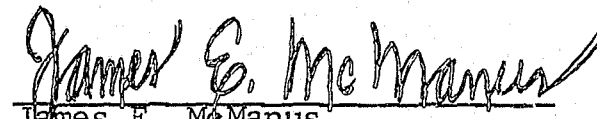
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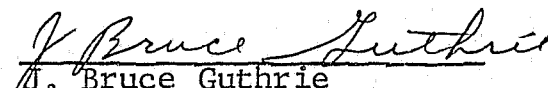
SCHOOL DISTURBANCE PROGRAM

During a school disturbance or suspected school disturbance, Community Relations Officers will be in constant contact with the school administrators, instructors, and students. Officers will attempt to determine the cause of the problem and take the proper action to eliminate it.

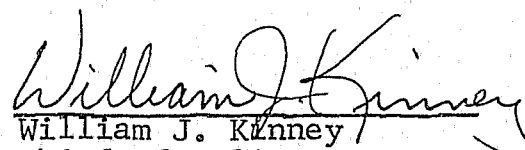
The Community Relations Sergeant will be in charge of the situation until relieved by a Superior Officer.

  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

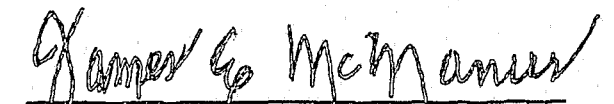
COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-2

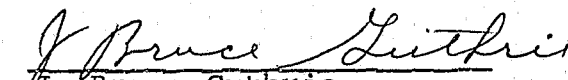
FEBRUARY 7, 1972

MAJOR DISTURBANCE PROGRAM

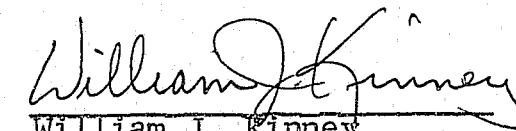
In the event of a major disturbance, the Community Relations Officers will be assigned to the Command Post, so that they will be available to meet with the various groups, individuals, etc., who wish to avail their services to the Police Department.

  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

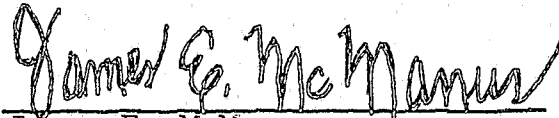
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FEBRUARY 7, 1972

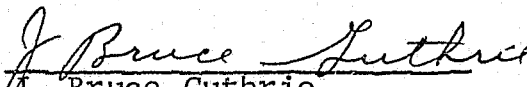
CONSTANT COMMUNICATION PROGRAM

Community Relations Officers will maintain personal contact with both the professional individual and neighborhood leaders on a continual basis. Officers will attend all meetings and functions of groups, when requested, in an effort to acquire another source of communication. Officers will also attend and assist in various programs of the community action councils.

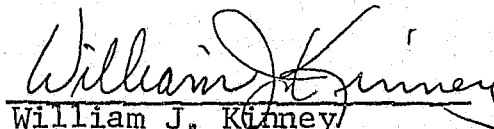
When an Officer plans to attend a meeting, it is suggested that the Uniformed Supervisor should be advised and invited to attend. The Uniformed Supervisor need only attend the meeting for a few minutes, in order to be introduced to the group or organization.

  
James E. McManus  
Captain  
Community Relations Division

APPROVED:

  
J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-4

FEBRUARY 7, 1972

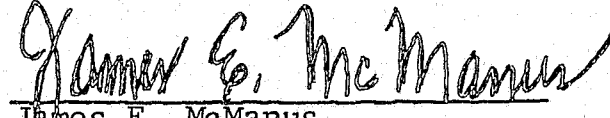
SPEAKERS PROGRAM

It will be the duty of each Officer to handle all speeches within the scope of his project.

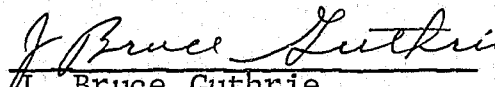
The following topics will not be handled by the Community Relations Division. If any of these topics are requested, the requester will be advised to contact the Office of the Chief of Police, in writing, 813 - 6th Street, Sacramento, CA 95814, and make a request for speaker.

1. Self Defense (Male or Female)
2. Babysitting
3. Bicycle Safety
4. Burglary Prevention (Home Safety)
5. Traffic Safety
6. Fraud - Checks
7. Purse Snatch
8. Youth Service Division Functions
9. Drug Talks (If Professional Groups)

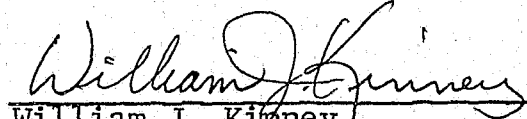
Exceptions are made to above topics when a school contact program is involved.

  
James E. McManus  
Captain  
Community Relations Division

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J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

  
William J. Kinney  
Chief of Police

FEBRUARY 7, 1972

SCHOOL CONTACT PROGRAM

The Captain in charge of the Community Relations Division will assign one Officer to coordinate the program.

All Officers will coordinate their individual programs through this Officer. This is to ensure that only one school program is being conducted at any one time.

This program will be concentrated in each of the 13 Junior High Schools, 3 Continuation Schools, and 1 Opportunity School.

The Officer will meet with the school administrators and explain the program and its purpose. Dates will be set up for the program, at least one week for each school. Arrangements will be made through the administrator to meet with the faculty and student council. It is important that the faculty and student council understand the program and its purpose.

The Officer will appear in uniform before the students in their social science or government classes. The program is set up in a way so that the student is able to have direct contact and dialogue with the Officer. The Officer will cover areas which often cause major conflicts between Police and youth. The contacts should be done in groups no larger than a regular size classroom.

Some of the topics which might be covered are:

1. Attendance in School

All youth from 8 to 16 years old must attend school.

2. Babysitting

A young girl should work only for persons known to her and her parents. She should keep in contact with her parents, and parents should be sure that arrangements are made to bring the sitter home. Keep the doors locked while working. Keep handy the phone number where the people you are working for can be reached.

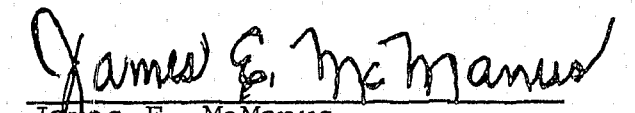
FEBRUARY 7, 1972

12. Tobacco

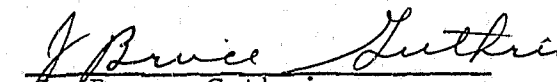
Possession illegal on school grounds.

13. Work Permits

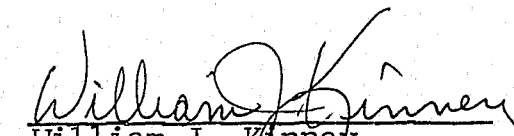
Under 16 required.

  
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Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-6

FEBRUARY 7, 1972

COMMUNITY SERVICE OFFICER PROGRAM

The Community Service Officer will be uniformed non-sworn personnel between the ages of 18 and 25 years old. He will be a high school graduate, enrolled in or eligible to enroll in an accredited university or college. He must be a resident of the City of Sacramento.

The training received will prepare the Community Service Officer for a career in law enforcement. The Community Service Officer who successfully completes the training program may be advanced to the rank of Patrolman without further testing providing he has:

1. Reached his 21st birthday.
2. Successfully completed one year of accredited work at an accredited college or university.
3. Served at least one year as a Community Service Officer.
4. Received a competent service evaluation.

The Community Service Officers will contact and work with various neighborhood organizations; civic, service, and youth groups to provide a medium of exchange of ideas between law enforcement and individuals from various racial, cultural, and economic backgrounds.

Community Service Officers will assist the public at the Information Counter, process and file reports, and other data as required.

The Community Service Officers will assist Patrolmen in routine investigations to learn procedures, interviewing, technical and other methods of investigative work.

The Community Service Officer may be assigned to any major division of the Sacramento Police Department.

ORDER NUMBER P-6

FEBRUARY 7, 1972

17. Under the direction of a supervisor, assist other officers or investigators at the crime scene.
18. Assist in the interviewing or interrogation of youthful offenders where a younger age might provide better rapport.
19. Direct traffic at special functions or emergency situations when there are sufficient personnel.
20. When Community Service Officers are provided in sufficient numbers:
  - a. Serve as park patrol.
  - b. Serve as school patrol when necessary.
  - c. Direct traffic on fixed-post duty.

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*William J. Kinney*  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-7

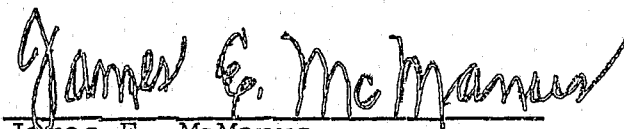
FEBRUARY 7, 1972

RIDE ALONG PROGRAM

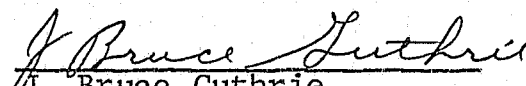
The Community Relations Division in cooperation with the Bureau of Field Operations will coordinate authorized persons wishing to ride along with Uniformed Officers during their tour of duty.

The Division will also coordinate authorized persons wishing to ride along with Community Service Officers.

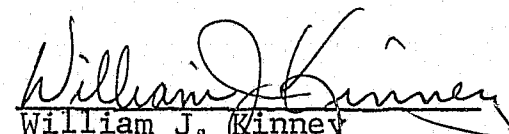
The program, time permitting, will begin with a tour of the Hall of Justice and be followed by introductions to the Uniformed Supervisors, prior to roll call, who will then assign "Ride Alongs" to a unit.

  
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Captain  
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Chief of Police

BUREAU OF ADMINISTRATION

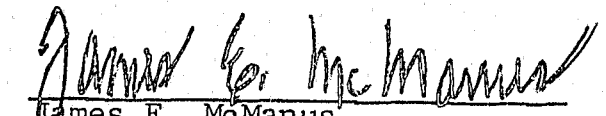
COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-8

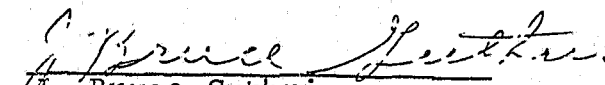
FEBRUARY 7, 1972

RECRUITMENT PROGRAM

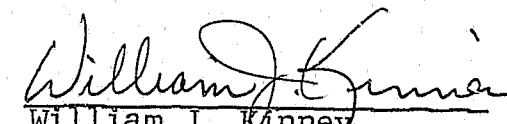
During the City of Sacramento Patrolman recruitment period, Community Relations Officers are sent to various college campuses in an attempt to recruit prospective new Officers.

  
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Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-9

FEBRUARY 7, 1972

ROTATING OFFICER PROGRAM

Each month an Officer, from the Bureau of Field Operations, will be assigned to the Community Relations Division for the month. The officer assigned will work with each of the Community Relations Officers.

This program was established to assist the Uniform Beat Officer in understanding the work, objectives, and problems of the Community Relations Division. It is hoped that the Officer assigned will benefit by becoming familiar with the organizations, groups, etc., and their administrators operating within the area he is assigned to patrol.

James E. McManus  
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Captain  
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Deputy Chief  
Bureau of Administration

APPROVED:

William J. Kinney  
William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-10

FEBRUARY 7, 1972

OFFICER CONTACT PROGRAM

Each Community Relations Officer shall contact the Beat and Supervisory Units in the area which he is assigned to work.

The contact shall be made at least once each month on a routine basis.

The contact will be reported on the weekly contact memorandum. A separate memorandum need not be made unless important information is obtained.

The length of time for the contact shall be in accordance with the area's workload. It is important that the Beat Officer not be detained too long when the area is busy.

Whenever possible the contact shall be made at one of the community organizations or schools within the area, in order that the Officer can be introduced to these contacts.

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William J. Kinney  
Chief of Police



BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-11

FEBRUARY 7, 1972

PRIMARY SCHOOL CONTACT PROGRAM  
"YOUR FRIEND THE POLICEMAN"

The Community Relations Division will schedule the times for the contacts. The request will then be forwarded to the Bureau of Field Operations for service.

The contact will be made by the Uniformed Beat Officer assigned to work the area or any other Officer designated to do so by the Uniformed Captain.

The Uniformed Officer will arrive at the school at least 15 minutes early in order to contact the school administration and arrange for a location to park the police vehicle.

Procedures

Introduction

1. Give a warm welcome or greeting to the students. Each Officer should develop a greeting which suits his individual personality.
2. Introduce yourself as the Officer assigned to the District containing the school.
3. State that your purpose is to inform them that the Policeman is their friend or community helper, and that they should not fear him.

Presentation

1. Explain your uniform and equipment. Start at the top and work down.
  - a. Cap and Number
  - b. Badge Number, same as Cap Number
  - c. Nameplate
  - d. Tools:
    - (1) Revolver
    - (2) Ammo Pouch
    - (3) Handcuffs
    - (4) Club
    - (5) Chemical Mace

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-12

FEBRUARY 7, 1972

HALL OF JUSTICE TOUR PROGRAM

All tours will be scheduled through the Community Relations Division and handled by Division Officers.

Handouts

The Certificate of Appreciation will be given to all persons attending the tour.

The History of Sacramento and Finger Print Card brochures will be given to students starting with the fourth grade up. It is felt that students in grades lower than the fourth will receive no benefit from them. (See attached handout material.)

The following procedures will be followed by Officers conducting the tours:

Lower Level

An explanation of the operation of the Radio Room (duties of counter personnel, radio patrolmen, and dispatcher clerks) should be given.

It might be beneficial to explain the plaques which commemorate the memory of Sacramento Police Officers killed in the line of duty. Explain that the Police Officer is on duty 24-hours per day, and then give circumstances surrounding the deaths of Officers McKnight, Gamble, and Bennett; relating that two were killed while working (Gamble and Bennett) and the other while shopping at a local super market when not working (McKnight).

A point of interest for all are the display cases which show weapons which were confiscated from the criminal element, our methods of scientific investigation, and narcotic paraphernalia and drugs display case.

Note: Do not take your tour behind the Information Counter as it will disrupt work being done by all concerned.

FEBRUARY 7, 1972

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2. Explain the squad car. Open both rear doors and turn on the red lights and radio. Have teacher assist their students into the car. As they scoot through, it is possible to see everything. The Officer should assist each student out of the car to avoid any accidents.

Note: Never force any child to enter the squad car. If the child is afraid to enter, tell them they do not have to.

3. When everyone has been through the car, form them into a group again and allow a few questions on whatever you have said or shown them. Some children will attempt to relate an incident involving the police and their parents or relatives. You must be tactful in discouraging this in order to avoid an embarrassing story and make your contact a pleasant experience for the children.

4. Close with a demonstration of the siren.

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Captain  
Community Relations Division

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Bureau of Administration

APPROVED:

*William J. Kinney*  
William J. Kinney  
Chief of Police

### 1st Floor Administrative Offices

There is little of interest to the students; however, the operation and purpose of the offices and personnel can be covered.

At this location, the size of the Department (manpower) can be covered.

Explain operation of the Patrol Division (duties and responsibilities).

Note: Do not take your tour into the Emergency Hospital. A sufficient explanation as to its operation can be made outside.

### 2nd Floor Bureau of Investigation

The duties of the Detective and Youth Services Divisions can be explained here. If there is a Youth Services Officer in the office who is available, he may want to explain the function himself, time permitting.

Note: Do not take persons into the Detective or Youth Services Divisions for tours as there is an element of danger involved. Prisoners are being interrogated, lineups, etc.

### 3rd Floor Jail

#### NO ADMITTANCE

Do not have the elevator operator stop at this floor while tour persons are in the elevator.

### 4th Floor

All information to be given regarding the Records, ID, and Warrants Sections can be given from the lobby of the 4th Floor. A warrant can be obtained from the Warrant Section to show to the group. A field interrogation card can also be removed and shown. Explain the manner of taking fingerprints as well as the function. At the end of the tour pass out fingerprint forms. Explain to the group that they can take their own fingerprints at school or at home and examine them under a magnifying glass.

Note: Do not take your tour behind the "No Admittance Door".

ORDER NUMBER P-12

FEBRUARY 7, 1972

Police Garage

Use only as time allows depending on the age group. Older youth get little out of seeing a police unit, whereas younger youth get a great deal of enjoyment from it and remember this part of the tour while forgetting everything else.

After the explanation of the car and its equipment, youth can be allowed to sit in the vehicle as well as the rear of the patrol wagon.

Note: Do not enter the garage area.

Your tour and explanations should be tempered according to the age group involved. The same talk cannot be given to all as interests vary.

Be sure to cover "Why", a child should not be afraid of a policeman. Explain that he is paid to protect life and property and that his actions are not done to harass, but as part of his normal required routine investigations.

A tour should take anywhere from 45 minutes to one hour. Seldom is it necessary to take longer than this. Remember that 30 to 40 persons disrupt normal office routine; therefore, children should be moved as quickly and quietly as possible.

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William J. Kinney  
Chief of Police

Attachments

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-13

FEBRUARY 7, 1972

INITIAL REPORTING OF CRIMES PROGRAM

The attached booklet is being distributed city wide to businesses in an attempt to help curb crime and where crimes occur assist in the apprehension of the responsible parties.

This booklet is printed in English and Cantonese.

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William J. Kinney  
Chief of Police

Attachment

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-14

FEBRUARY 7, 1972

PUBLIC SERVICE AIDE PROGRAM

In an effort to assist under privileged persons, the PSA Program was started.

Qualifications


Must be at least 18 years of age and possess a valid California driver's license.

Duties


Assigned to duties of washing and waxing marked and unmarked police cars.

One of the PSAs will be designated as the supervisor. This PSA is allowed to work a standard 40-hour week, and he will receive \$1.75 per hour.

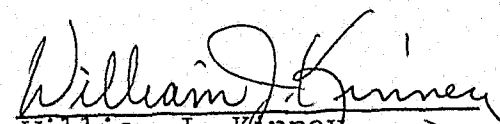
The other PSAs will work a maximum of 30 hours per week at a salary rate of \$1.65 per hour.

  
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William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-15

FEBRUARY 7, 1972

EYE EXAMINATION AND GLASSES PROGRAM

In an effort to assist the needy families in the Sacramento area, this program was started.

Service Offered

Free eye examination service and glasses if needed.

Qualifications

1. Low income - Age - 6 to 19 years old.
2. Services not provided by another agency, i.e., Welfare.
3. Must provide own transportation.
4. Must contact Community Relations Division to make the appointment; must have introductory letter from the Sacramento Police Department.

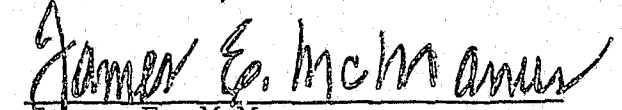
Community Relations Division Responsibility

The Community Relations Division will make the appointments and check out eligibility.

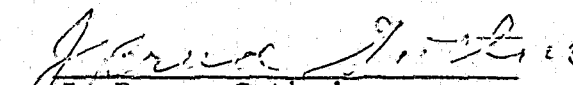
Agency Handling

Bay Area Union Professional Center  
6311 Fair Oaks Boulevard  
Carmichael, California 95608

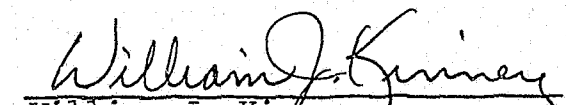
The introductory letter must be attached. Agency will handle one per month. (See sample attached.)

  
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Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-16

FEBRUARY 7, 1972

OAK PARK OFFICE

The attached booklet was prepared to help interested persons understand the following four questions:

1. What is the Oak Park Office?
2. Why was it established?
3. What is the office doing?
4. Is the office doing any good?

The fourth question is not answered in the brochure. The Oak Park Office has not been in operation long enough to compile adequate statistics to accurately answer this question.

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J. Bruce Guthrie  
Deputy Chief  
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APPROVED:

*William J. Kibney*  
William J. Kibney  
Chief of Police

Attachment

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-17

FEBRUARY 7, 1972

LETTERS OF COMMENDATION

The following procedures will be implemented for Letters of Commendation:

A. Letters of Commendation (Citizen)

Once the initial commendation is made it will be sent to the Community Relations Division for processing. After typing is complete, it will be returned to the Chief for his perusal and signature. All copies are then returned to Community Relations Division for their distribution, with the yellow copy being placed in the Community Relations correspondence file.

B. Letters of Commendation (Officer)

The initial letter is received by the Chief of Police or the Administrative Lieutenant, who in turn will send same to the Community Relations Division for processing. After processing, the letter is returned to the Chief for his perusal and signature. The entire package is then returned to the Community Relations Division and the letters and copies are given to the appropriate Deputy Chief for his perusal, commendation of officer(s) concerned, and the officer's initialing of the letters.

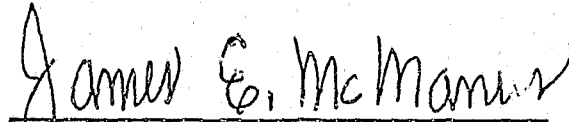
A copy of both the Letter of Commendation and the departmental reply is to be given to each officer concerned by the Deputy Chief. The remainder of the package will then be returned to Community Relations Division where distribution shall be handled as follows:

1. Letters of Thanks returned to commending citizen.
2. A copy of both the letter and departmental reply will be placed in the personnel file of each officer concerned.
3. A file copy will be retained in the Community Relations Division.

FEBRUARY 7, 1972

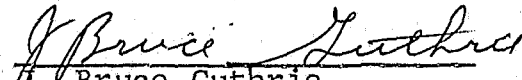
C. Letters of Commendation (Civilian Personnel)

The same procedures as outlined for officers will be followed for civilian personnel.



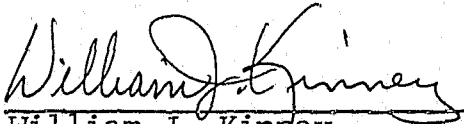
James E. McManus  
Captain  
Community Relations Division

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J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:



William J. Kinney  
Chief of Police

BUREAU OF ADMINISTRATION

COMMUNITY RELATIONS DIVISION

ORDER NUMBER P-18

FEBRUARY 7, 1972

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PROCESSING LETTERS OF COMMENDATION

The following procedures will be implemented to simplify the processing of Letters of Commendation.

A. The procedure will be handled as follows:

1. Upon receipt of a Letter of Commendation from the Chief of Police or the Administrative Lieutenant, the Correspondence Officer will then write an appropriate "Thank You" letter to the commending citizen.
2. The Community Relations Division secretary will type the letter and return same to the Correspondence Officer.
3. After perusal, the Correspondence Officer will submit the Letter of Commendation to the Chief of Police for his review and signature.
4. After the Chief of Police signs the Letter of Commendation, it will then be returned to the Correspondence Officer who will direct same to the appropriate Deputy Chief.
5. Upon receipt, the Deputy Chief shall call the officer concerned into his office and obtain the officer's initials on the original Letter of Commendation.
6. After the officer initials the letter, a copy of both the Letter of Commendation and the Chief's reply will be given to him (officer concerned).
7. The Deputy Chief shall then return all remaining copies to the Community Relations Division and the Correspondence Officer will disseminate same.

B. Method of dissemination:

1. One (1) Letter of Thanks (the original) will be sent to commending citizen.

ORDER NUMBER P-18

FEBRUARY 7, 1972

2. One (1) yellow carbon copy for Community Relations Division correspondence file.
3. One (1) copy for each officer concerned; and (1) copy shall be placed in the officer's personnel file (given to Chief of Police's secretary).

*James E. McManus*  
James E. McManus  
Captain  
Community Relations Division

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J. Bruce Guthrie  
Deputy Chief  
Bureau of Administration

APPROVED:

*William J. Kinney*  
William J. Kinney  
Chief of Police

END