

GENERAL ORDER



DISTRICT OF COLUMBIA

Title
Policing for Prevention

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B

Rescinds:
GO-OPS-204.10 (Policing for Prevention [Police Service Area Plan])
GO-OPS-204.11 ((Monthly PSA Community Meetings and Partnerships for Problem Solving

I. Background.....	Page 1	IV. Regulations.....	Page 3
II. Policy.....	Page 2	V. Procedural Guidelines.....	Page 4
III. Definitions.....	Page 2	VI. Cross References.....	Page 13

I. Background

The *Policing for Prevention* strategy of the Metropolitan Police Department [Department] consists of three approaches that lead to lasting change: focused law enforcement (FLE), neighborhood partnerships (NP), and systemic prevention (SP). The successful implementation of this strategy requires the full and enthusiastic commitment and participation of all members, civilian and sworn, at all levels of the Department.

The purpose of this General Order is to describe the procedures and responsibilities relating to Policing for Prevention. This includes conducting Police Service Area (PSA) Community and Partnerships for Problem Solving Group meeting/s, as well as developing and managing Action Plans. (CALEA 15.1.2-I & CALEA 45.2.1b-c)

An Action Plan is the vehicle for documenting how the *Policing for Prevention* strategy is implemented within a PSA. Two important vehicles for developing effective PSA Action Plans are the monthly PSA community meetings and the Partnerships for Problem Solving (PPS) group meetings. These meetings provide the PSA team opportunity to meet the community, discuss crime and disorder problems, and engage in problem solving in partnership with other members of the Department, members of the community, other law enforcement agencies, City service agencies, and other stakeholders.

Department members who are outside the District PSAs are critical to the successful development and implementation of Action Plans. For example, members can serve as a source of information for the PSA or District with respect to the types of crimes being committed, the patterns of offender behavior observed, successful crime prevention and reduction techniques, and how to relate to diverse cultures and groups. Specialized Department units, such as Major Narcotics, can also bring specific resources to bear that would not be readily available within the District.

II. Policy

The policy of the Metropolitan Police Department is to use the Policing for Prevention strategy, in partnership with community stakeholders, to address community crime and disorder problems.

III. Definitions

When used in this directive, the following terms shall have the meaning designated:

1. Action Plan – The vehicle for documenting how the Policing for Prevention strategy is implemented within a PSA. An Action Plan documents how the PSA team members, the community served by the PSA team, agency partners and other stakeholders are working to address crime and disorder. This working document provides a formal mechanism for holding all participants accountable for the action steps agreed to in the Plan.
2. Community Stakeholders – All individuals and organizations that have a vested interest in a safe and healthy community. This includes residents, youth, federal and local government agencies, federal and local law enforcement agencies, nonprofit organizations, civic groups, private institutions, social services providers, schools, faith groups, businesses, and others.
3. Master PSA Binder – A binder, maintained by the PSA Leader, that contains the most up-to-date PSA Action Plans. It also contains information that can be used to support the problem-solving process, such as crime data, lists of community contacts, flyers and other resources.
4. Partnerships for Problem Solving (PPS) – The MPD's five-step problem solving model and process to be used by police officers and community stakeholders in every PSA in the District of Columbia to address crime and disorder. PPS generates productive problem solving activity through the following steps: (CALEA 45.1.1, a-c)
 - a. Target a problem – problems are listed and prioritized.
 - b. Understand the problem – the prioritized problems are analyzed using crime data, community and police observations, and information about victims, offenders and locations.
 - c. Create a plan – actions (including FLE, NP and SP) to impact the problem are identified. Responsibilities of police, community and other partners are agreed upon, and a timeline for completion of work set.
 - d. Take action and review progress – the implementation, partnership, and impact are evaluated and adjusted.

- e. Celebrate and create a lasting community presence – successes are shared and celebrated through community newsletters, the Department's website, and other media alternatives.
5. Problem Solving Group – A group of neighborhood residents and PSA team members that utilizes Partnerships for Problem Solving to address a specific crime or disorder problem. The group may utilize the PPS process at the PSA community meeting or hold a separate meeting to work on a problem.
6. PSA Community Meetings – An MPD sponsored community meeting, held by a Captain, Lieutenant or designated member in each PSA at least once a month, in which the police meet the community, discuss crime and disorder, and problem solve with community and related agency members.
7. PSA Operations Review Sessions – The monthly coaching session between the District Commander and/or Assistant District Commander and Captains and Lieutenants for the purpose of reviewing PSA Action Plans, crime data, PSA community meetings, Partnerships for Problem Solving meetings, and needed resources.
8. PSA Team – The lieutenant, sergeants and officers assigned to a PSA on all three tours-of duty.
9. PSA Team Leader – The supervisory official responsible for the management and resources of an assigned PSA.
10. PSA Team Meeting – A monthly meeting of PSA team members from all tours-of-duty for the purpose of reviewing crime and disorder conditions in the PSA, developing and following up on PSA Action Plans, reviewing the results of PSA community and problem solving group meetings, and planning upcoming tactical strategies and community meetings and events.
11. ROC Operations Review Sessions – Meetings held by the Regional Operations Command Assistant Chiefs on a monthly basis, with their District Commanders, to discuss the overall District Policing for Prevention strategy and the results achieved.

IV. Regulations

- A. Every PSA shall hold a monthly PSA community meeting, and develop and maintain at least one Partnerships for Problem Solving (PPS) Group composed of police and community members. Agreed upon community priorities will be addressed at the monthly problem solving group meeting and will be documented in an Action Plan. Members shall refer to the Partnerships for Problem Solving workbook. The problem solving group meeting may be held during the PSA community meeting or held as a separate meeting. (CALEA 45.1.1 & 45.2.1h)

- B. The PSA team leader shall ensure that the meeting complies with the following requirements:
 - 1. The MPD shall host the portion of the meeting dedicated to PSA issues;
 - 2. The meeting shall be open to all community members;
 - 3. The meeting shall be in an accessible public facility;
 - 4. The date, time, and location of the meeting shall be published at least one month in advance on the MPD website; and
 - 5. An agenda should govern the MPD PSA portion of the meeting and include a discussion of crime and disorder.
- C. At least two on-duty PSA team members shall participate in each PSA community and problem solving group meeting.
- D. PSA team members shall prepare a quarterly report on community involvement and submit the report through the chain-of-command to the Director, Policing for Prevention Unit, Office of Organizational Development (OOD). (CALEA 45.2.3)
- E. PSA team members shall develop, implement, and maintain an up-to-date, computer-based Action Plan.
- F. PSA team members shall create and maintain a Master PSA Binder containing the most up-to-date Action Plan and other data and information relevant to solving PSA problems of crime and disorder. The Master PSA Binder must be easily identifiable and accessible to District personnel.
- G. PSA team members shall hold a PSA team meeting that includes members from all tours of duty at least once a month.
- H. District Commanders and/or Assistant District Commanders shall hold a PSA Operations Review session at least once a month.
- I. Regional Operations Command Assistant Chiefs shall hold a monthly ROC Operations Review Session.
- J. Other Department members shall support Policing for Prevention efforts by keeping informed of the related principles and strategies, by sharing relevant information with the PSA teams, by providing requested information, data, and resources for implementing PSA Action Plans, and by serving as active participants in PSA Action Plans.

V. Procedural Guidelines

- A. If the monthly PSA community meeting is held at a police district station, substation, or any MPD facility, political, religious, and fund-raising issues are not to be discussed on the premises. See, General Order 201.26 (Duties, Responsibilities, and Conduct of Members of the Department), GO-OPS-403.01 (Solicitation and Acceptance of Donations) and Special Order 94-14 (Political Activities [The Hatch Act Reform Amendment Act of 1993]). (CALEA 26.1.1)
- B. Every PSA shall maintain an up-to-date Action Plan and hold a monthly PSA team meeting of officers to discuss these plans. Evaluations of PSA team performance shall be based on the quality of the PSA Action Plans and problem-solving efforts and the impact these problem-solving efforts have on crime and disorder in the PSA.
- C. Member Responsibilities
 1. The Regional Operations Command Assistant Chiefs shall:
 - a. Monitor the participation of the districts in the PSA community and problem solving group meetings by attending at least one ROC PSA community or problem solving group meeting monthly.
 - b. Submit documented observations of these community meetings to the appropriate District Commander.
 - c. Ensure that District objectives, problems, successes and community meetings are updated and posted correctly to the Department's website. (CALEA 45.2.1d)
 - d. Ensure that District Commanders are conducting monthly checks of meetings. This includes the publication of correct and timely information for PSA community and problem solving group meetings, and ensuring that meetings are taking place as scheduled in compliance with this General Order.
 - e. Conduct monthly checks of PSA Action Plans within the ROC to ensure adherence to this General Order.
 - f. Prepare a ROC quarterly report (April, July, October, January) on community involvement in each PSA. Submit by the 15th of each month, the ROC report to the Director of the Policing for Prevention Unit, Office of Organizational Development, for use in preparing the citywide report for the Chief of Police. (CALEA 45.2.3)
 - g. Monitor the participation of the Districts in PSA team meetings by attending at least one meeting monthly. Provide

documented observations to the appropriate District Commander.

- h. Hold a monthly ROC Operations Review session with District Commanders to discuss the overall District Policing for Prevention strategy and results achieved.
 - i. Ensure that District Commanders and/or Assistant District Commanders hold a PSA Operations Review Session with PSA Captains and Lieutenants on at least a monthly basis.
 - j. Periodically attend District PSA Operations Review Sessions.
 - k. Mentor ROC Captains for the purpose of advancing their careers, improving their problem-solving skills and leadership.
2. The District Commanders shall:
- a. Ensure publication of PSA community and problem solving group meetings, PSA goals, priority problems and successes through the MPD website, as able, as well as other public venues, i.e. community newsletters. (CALEA 45.2.1d)
 - b. Ensure that District staff who have been trained in the Citywide Calendar function are posting the schedules of PSA community and problem solving group meetings on the MPD website at least 20 days in advance of any meeting.
 - c. Attend at least one PSA community or problem solving group meeting monthly to ensure that PSA teams are holding meetings as scheduled in adherence to General Order, and observe team members' abilities to facilitate these events. Provide documented observations to the appropriate Captain.
 - d. Review and approve all Action Plans. Provide feedback to the PSA team leader within 48 hours of the original submission.
 - e. Ensure PSA Action Plans address priority crime and disorder problems in the District.
 - f. Ensure completion of quarterly reports on community involvement for each PSA and proper submission through chain-of-command to the Director, Policing for Prevention Unit, Organizational Development. (CALEA 45.2.3)
 - g. Ensure improvement of District PSA practices bearing on police-community interaction. (CALEA 45.2.1f)
 - h. Ensure that PSA team meetings are being held.

- i. Attend at least one PSA team meeting monthly, and provide documented observations to the assigned Captain.
 - j. Plan and facilitate a PSA Operations Review session monthly for the purpose of:
 - (1) Conducting a review of PSA Action Plans;
 - (2) Discussing crime and disorder priorities;
 - (3) Interviewing members about problems observed during walk-through inspections of targeted problem areas and about complaints received from citizens;
 - (4) Discussing community meetings and related activities – how they are going and any upcoming planned community activities or events;
 - (5) Discussing resources, technical assistance, and other needs of the PSA team to overcome barriers to problem solving; and
 - (6) Coaching PSA Lieutenants for the purpose of improving their job performance.
 - k. On a monthly basis, according to the Department's policies and procedures regarding awards, provide recognition to the PSA team that has performed Policing for Prevention in an outstanding manner.
3. The Assistant District Commander shall:
- a. Select and attend at least one PSA or problem solving group meeting monthly to ensure that PSA teams are holding meetings as scheduled in adherence to General Order, to observe team members' abilities to facilitate these events, and provide documented observations to assigned Captain.
 - b. Be familiar with all PSA Action Plans and targeted problems.
 - c. Support the completion of Action Plan assignments by District personnel during the assigned watch.
 - d. As assigned by the District Commander, periodically review Action Plans and ensure they are being applied. Provide feedback to the assigned Captains and Lieutenants.
 - e. Select and attend at least one PSA team meeting monthly to ensure compliance with this General Order. Document the observations, and provide feedback via the chain-of-command.

- f. Conduct PSA Operations Review sessions as assigned by District Commanders.
 - g. Provide day-to-day coaching of PSA Captains and Lieutenants for the purpose of improving their job performance.
4. The Captain shall:
- a. Accommodate the schedule of members attending community meetings and completing PSA Action Plan priorities.
 - b. Ensure that PSA team members attend the meetings.
 - c. Ensure that PSA community and problem solving group meetings are being held as scheduled in adherence to General Orders by reviewing and signing off on PD Form 327 (Report of Citizens or Civic Association Meeting Attended).
 - d. For assigned PSAs, ensure the timely and accurate completion of the monthly report to Corporate Communications and the quarterly report on citizen involvement to the Policing for Prevention Unit, Organizational Development.
 - e. Monitor at least one PSA community and/or problem solving group meeting monthly, document observations, provide feedback to the assigned Lieutenant, and ensure that follow-up items are completed.
 - f. Review all assigned Action Plans and provide feedback within 48 hours of submission.
 - g. Ensure that PSA Action Plans are complete, up-to-date and thoroughly document the work of PSA team members and other partners who have agreed to action steps within the Plan.
 - h. Ensure that the deployment of District personnel supports the PSA Action Plans.
 - i. Ensure that Action Plan assignments are completed as scheduled.
 - j. Ensure that assigned PSA team meetings are being held on a monthly basis in adherence to this order.
 - k. Ensure that Lieutenants are prepared for Operations Review Sessions and that materials are complete and up-to-date, including Master PSA Binder, crime data, PSA Action Plans, PD Form 327s and other related materials.
 - l. Actively participate in Operations Review Sessions.

5. The Lieutenant shall:
 - a. Set the date, time, and location of PSA community and problem solving meetings in consultation with community members.
 - b. Publicize the date, time and location of the PSA community and problem-solving meetings through flyers, local newspapers, the Department's web page and other media channels.
 - c. Prepare monthly the PSA goals, priority problems and successes for submission through the chain-of-command to the office of Corporate Communications.
 - d. Establish and maintain liaisons with formal community organizations, community leaders and other community groups, and assist in organizing crime prevention groups in residential and business areas targeted for PPS. (CALEA 45.2.1a & CALEA 45.1.2)
 - e. Set an agenda for the monthly PSA community meeting that includes identifying PSA crime and disorder problems and solutions, and documenting the appropriate information in PSA Action Plans.
 - (1) Bi-annually, during the months of January and July, the agenda and meeting shall include a timeframe to inform the public of the processes for filing a citizen complaint or writing citizen commendations regarding a member of the MPD.
 - (2) This information shall be documented on the PD Form 327.
 - f. Utilizing the Partnerships for Problem Solving Workbook, co-lead with a community member at least one active problem-solving group that includes police and community members and meets at least monthly, documenting the group's work in the PSA Action Plan.
 - g. Ensure that PSA community meetings are co-facilitated by at least one PSA team member and one community member.
 - h. Ensure that PSA team members are prepared to participate in PSA community and problem-solving group meetings.
 - i. Ensure that non-confidential information in the PSA Action Plans and crime data are shared with community members during PSA community, problem solving group and other related community meetings.

- j. Ensure that all PSA team members are informed of PSA community and problem solving group meetings and results.
- k. Identify and involve the community stakeholders who can help solve or abate the targeted crime and disorder problems, and include this information in PSA Action Plan.
- l. Prepare and submit, through the chain-of-command, a PD Form 327 (Report of Citizens or Civic Association Meeting Attended) with attachments (agenda, sign-in sheet, Action Plan or reference, minutes and obligations for follow-up) within 48 hours of PSA and problem solving group-meeting completion. See, General Order 204.2 (Police Sponsored Community Programs and Services) (CALEA 45.2.1e)
- m. Develop and submit a quarterly report through your chain-of-command to the Director, Policing for Prevention Unit, Organizational Development, on community involvement that includes:
 - (1) Contact information for key community leaders, organizations, and other community liaisons. (CALEA 45.1.2)
 - (2) A description of current concerns voiced by the community. (CALEA 45.2.2a)
 - (3) A description of current PSA goals and PPS targeted problems, impacted and being addressed by law enforcement, community and other agencies. Include Action Plan number. (CALEA 45.2.2b)
 - (4) A statement of actions taken by law enforcement and the community for previous PPS group targeted problems as referenced by Action Plan number. (CALEA 45.2.2c)
 - (5) A statement of progress on these problems, including success stories and relevant accomplishments. (CALEA 45.2.2d)
 - (6) Identified police or community training needs gathered through PSA community meetings, interviews with residents, and consultations with supervisors or other specialized programs. (CALEA 45.2.1g)
 - (7) Identified concerns regarding police-community interaction and an improvement plan to address those concerns. (CALEA 45.2.1e-g)
 - (8) PD Form 327s completed during the prior quarter. (CALEA 45.2.1e)

- n. For each targeted or assigned problem, create a computer-based Action Plan based on the results of brainstorming and problem solving sessions with the PSA team, other agency partners, and the community, and submit the Plan through the chain-of-command for review and approval.
- o. Distribute Action Plan assignments to individual PSA team and community members and support their completion.
- p. Be an active participant in problem-solving activities in the community, conduct monthly walk-through in targeted areas to assess conditions, and document the results of walk-through in the Action Plan. In communities where online listservs or other discussion groups exist, ensure that the PSA team is monitoring and responding to public safety concerns.
- q. Following PSA team and community meetings, update each Action Plan, documenting new information about the problem, completed assignments, and new assignments.
- r. When an evaluation has been conducted, and managers, PSA team and community members are satisfied with the results of problem solving efforts on a targeted problem, close the PSA Action Plan.
- s. Ensure that Sergeants are supervising the completion of assignments during their tours of duty.
- t. Plan and convene a PSA team meeting at least monthly for the purpose of:
 - (1) Updating members on the crime data, PSA goals and priorities as reflected in PSA Action Plans and on new Department or district policies and procedures;
 - (2) Giving PSA Action Plan assignments to PSA team members; and
 - (3) Discussing and planning PSA community and problem solving group meetings and related events.
- u. Engage in problem solving on targeted problems.
- v. Prepare for, and actively participate in, the monthly District Operations Review Sessions.
- w. Maintain all PSA reports in a Master PSA Binder that is easily accessible and visible to PSA team members and District managers.

- x. Coach sergeants and mentor officers for the purpose of improving their job performance.

6. The PSA Sergeant shall:

- a. As assigned by Lieutenant, facilitate PSA community and problem solving group meetings.
- b. Ensure that Action Plan assignments are completed during their assigned tour of duty and that the resources needed and challenges to completion are identified.
- c. Keep informed of the most recent PSA Action Plans and other information by reviewing contents of Master PSA Binder at least weekly.
- d. Collect information for the Master PSA Binder as assigned by the PSA Lieutenant.
- e. Be aware of, and communicate to the PSA officers under his/her supervision, the results of PSA community and problem solving group meetings.
- f. As requested, assist the Lieutenant in preparing materials for PSA team meetings.
- g. As assigned by the Lieutenant, facilitate a PSA team meeting.
- h. Actively participate in PSA team meetings by reporting on the progress of team members and acknowledging their accomplishments.
- i. Complete other related duties as assigned.

7. The PSA Officer shall:

- a. Actively participate in PSA team and PSA community meetings, share information about problems observed and assignments completed, and brainstorm strategies to improve the problem-solving efforts of the team.
- b. Complete assignments in a timely manner, recording the results and submitting the documentation to the Sergeant for review.
- c. Maintain presence in targeted problem areas, making note of and reporting on changes in conditions, both positive and negative.
- d. Complete other related duties as assigned.

8. Members not assigned to the PSA shall:
 - a. Complete assignments in a timely manner when serving as an active participant in a PSA Action Plan.
 - b. Respond in a timely manner to requests from PSA team members for information, data, and other resources.
 - c. Provide resources for implementing Policing for Prevention strategies as is practicable.
 - d. Share voluntarily with PSA team members, information concerning PSA matters and crimes.
 - e. Provide written information and data for team meetings upon the request of the PSA Lieutenant.
 - f. Attend PSA team and PSA community meetings, upon the request of PSA team members, in order to share information concerning crimes, investigations, crime prevention, and/or in their area of expertise.
 - g. Bring to the attention of the PSA Lieutenants new and innovative resources for problem solving.
 - h. Provide technical assistance, as requested by the PSA Lieutenant, on effective means for collecting, organizing, analyzing and reporting data.

VI. Cross References

- A. General Orders
 1. General 201.26 (Duties, Responsibilities and Conduct of Members of the Department)
 2. General Order 204.2 (Police Sponsored Community Services and Programs)
 3. GO-OPS-403.01 (Solicitation and Acceptance of Donations)

B. Related Materials

1. The Role of the PSAs Handbook, Office of Organizational Development
2. Authorities, Accountabilities, and Duties, Office of Organizational Development
3. Partnerships for Problem Solving Workbook, Office of Organizational Development

// SIGNED //
Charles H. Ramsey
Chief of Police

CHR:NMJ:SOA:DAH:JAH:mah:pas