The SARA Model

- A best practice problem-solving method
Key Learning Objectives

PSOs will have an understanding of the SARA model

PSOs will understand their roles and responsibilities when it comes to using the SARA database

PSOs will know what changes are coming to the SARA database

PSOs will learn about effective examples of and strategies for partnering with the community

SARA/Community Policing
What is a “Problem”?

- A cluster of similar, related or recurring incidents rather than a single incident
- A substantive community concern

Two or more incidents similar in one or more ways that is of concern to the police and the public.

While the SARA model is useful as a way of organizing the approach to recurring problems, it is often difficult to figure out what the real problem is.
Selecting a Problem: Considerations

- The impact of the problem on the community—its size and costs;
- The presence of any life-threatening conditions;
- Community interest and degree of support likely to exist for both the inquiry and subsequent recommendations;
- Available Resources
- Competing priorities
- Is it SMART?
Scanning

Selecting problems for closer examination

Determining how frequently the problem occurs and how long it has been taking place.

Confirming that the problems exist.

Developing broad goals.

Prioritizing those problems.

Identifying the consequences of the problem for the community and the police.

Identifying recurring problems of concern to the public and the police.
Methods of Identifying Problems

Analyzing Data for patterns and trends involving repeat locations, victims and offenders
- Calls for service
- Crime data and agency records
- Mapping specific crimes by time of day, proximity to locations, and other similar factors

Community Input
- Community Surveys
- Feedback from Community Meetings
- Reviewing information from neighborhood associations and nonprofit organizations

Internal Department Resources
- Consulting officers, supervisors, and commanders

Other External Sources
- Consulting social service/governmental agencies
- Following media coverage and editorials
Analysis

- Identifying and understanding the events and conditions that precede and accompany the problem.
- Identifying relevant data to be collected.
- Researching what is known about the problem type.
- Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response.
- Narrowing the scope of the problem as specifically as possible.
- Identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem.
- Developing a working hypothesis about why the problem is occurring.
Analysis Using Crime Triangle

Offender Handlers:
- Parents
- Spouses
- Peers
- Teachers/Coaches
- Probation Officers
- Parole Agents

Place Managers:
- Homeowners and long-term renters
- Building Superintendent
- Building Owners
- Bartenders
- Street Vendors
- Train Station Managers

Target/Victim Guardians:
- Property owners
- Victims themselves
- Family/friends, neighbors
- Security guards
- Police officers
Resources for Analyzing Problems

Research
- Literature Search (e.g. POP Guides, Lexis-Nexis)

Crime Data
- Crime Analysts
- Crime databases
- LRMS
- CABS
- CRIMS
- FBR
- CalGangs
- LRMS
- Forensic Logic
- LEAP
- Crime mapping

Personal observations
- Interviews with victims and offenders
- Resident/business surveys
- Focus groups
- Environmental Surveys/CPTED

Data Collection
- Resident/business surveys
- Focus groups
- Environmental Surveys/CPTED
Measure of Effectiveness (MOE)

- The measure of the attainment of the project’s goal
- POP Projects may have more than one MOE
- Examples:
  - % decrease in robberies over x time period as measured by x data
  - Achieve x % on % NCPC Survey ratings showing “Satisfied” or “Extremely Satisfied” with park’s appearance by x date
  - Reduce % decrease in call-for-service related to loitering between x date and x date

SMART Project Goals

<table>
<thead>
<tr>
<th>S</th>
<th>Specific: State exactly what you want to accomplish (Who, What, Where, Why)</th>
</tr>
</thead>
<tbody>
<tr>
<td>M</td>
<td>Measurable: How will you demonstrate and evaluate the extent to which the goal has been met?</td>
</tr>
<tr>
<td>A</td>
<td>Achievable: stretch and challenging goals within ability to achieve outcome. What is the action-oriented verb?</td>
</tr>
<tr>
<td>R</td>
<td>Relevant: How does the goal tie into your key responsibilities? How is it aligned to objectives?</td>
</tr>
<tr>
<td>T</td>
<td>Time-bound: Set 1 or more target dates, the “by when” to guide your goal to successful and timely completion (include deadlines, dates and frequency)</td>
</tr>
</tbody>
</table>
Response

- Brainstorming for new interventions.
- Searching for what other communities with similar problems have done.
- Choosing among the alternative interventions.
- Outlining a response plan and identifying responsible parties.
- Stating the specific objectives for the response plan.
- Carrying out the planned activities.
Response Best Practices

- **After Analysis**
  - Do not start developing responses until you have finished the Analysis step.
  - Responses should be directly linked to the results of your analyses.

- **Stakeholders**
  - Do not limit responses to just the police. Involve other stakeholders and give them responsibilities.

- **Realistic**
  - Responses should be manageable given the resources, available time, and urgency in solving the problem.

- **Multiple Plans**
  - A variety of potential responses may be more effective than a single response.
While the Problem Analysis Triangle helps analyze problems, Situational Crime Prevention provides a framework for responses.

By assessing the opportunities that situations offer for crime, Situational Crime Prevention identifies 5 five main ways situations can be modified:

1. Increasing effort the offender must make.
2. Increasing risks the offender must take.
3. Reducing the rewards/benefits for the offender.
4. Removing excuses offenders use to justify their actions.
5. Reducing provocations that tempt offenders.
**TWENTY FIVE TECHNIQUES OF SITUATIONAL PREVENTION**

<table>
<thead>
<tr>
<th>Increase the Effort</th>
<th>Increase the Risks</th>
<th>Reduce the Rewards</th>
<th>Reduce Provocations</th>
<th>Remove Excuses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harden targets</td>
<td>Extend guardianship</td>
<td>Conceal targets</td>
<td>Reduce frustrations and stress</td>
<td>Set rules</td>
</tr>
<tr>
<td>Steering column locks and immobilizers</td>
<td>Take routine precautions: go out in group at night, leave signs of occupancy, carry phone</td>
<td>Off-street parking</td>
<td>Efficient queues and polite service</td>
<td>Rental agreements</td>
</tr>
<tr>
<td>Anti-robbery screens</td>
<td></td>
<td>Gender-neutral phone directories</td>
<td></td>
<td>Harassment codes</td>
</tr>
<tr>
<td>Tamper-proof packaging</td>
<td></td>
<td>Unmarked bullion trucks</td>
<td></td>
<td>Hotel registration</td>
</tr>
<tr>
<td><strong>Control access to facilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry phones</td>
<td>Improved street lighting</td>
<td>Removable car radio</td>
<td>Separate enclosures for rival soccer fans</td>
<td>“No Parking”</td>
</tr>
<tr>
<td>Electronic card access Baggage screening</td>
<td>Defensible space design</td>
<td>Women’s refuges</td>
<td>“Private Property”</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support whistleblowers</td>
<td>Pre-paid cards for pay phones</td>
<td>Reduce crowding in pubs</td>
<td>“Extinguish camp fires”</td>
</tr>
<tr>
<td><strong>Screen exits</strong></td>
<td></td>
<td>Identify property</td>
<td>Reduce emotional arousal</td>
<td>Alert conscience</td>
</tr>
<tr>
<td>Ticket needed for exit</td>
<td>Taxi driver IDs</td>
<td>Property marking</td>
<td>Controls on violent pornography</td>
<td>Roadside speed display boards</td>
</tr>
<tr>
<td>Export documents</td>
<td>“How’s my driving?” decals</td>
<td>Vehicle licensing and parts marking</td>
<td>Enforce good behavior on soccer field</td>
<td>Signatures for customs declarations</td>
</tr>
<tr>
<td>Electronic merchandise tags</td>
<td>School uniforms</td>
<td>Cattle branding</td>
<td>Prohibit racial slurs</td>
<td>“Shoplifting is stealing”</td>
</tr>
<tr>
<td><strong>Deflect offenders</strong></td>
<td></td>
<td>Disrupt markets</td>
<td>Neutralize peer pressure</td>
<td>Assist compliance</td>
</tr>
<tr>
<td>Street closures</td>
<td>CCTV for double-deck buses</td>
<td>Monitor pawn shops</td>
<td>“Idiots drink and drive”</td>
<td>Easy library checkout</td>
</tr>
<tr>
<td>Separate bathrooms for women</td>
<td>Two clerks for convenience stores</td>
<td>Controls on classified ads.</td>
<td>“It’s OK to say No”</td>
<td>Public lavatories</td>
</tr>
<tr>
<td>Disperse pubs</td>
<td>Reward vigilance</td>
<td>License street vendors</td>
<td>Disperse troublemakers at school</td>
<td>Litter bins</td>
</tr>
<tr>
<td><strong>Control tools/ weapons</strong></td>
<td>Strengthen formal surveillance</td>
<td>Deny benefits</td>
<td>Discourage imitation</td>
<td>Control drugs and alcohol</td>
</tr>
<tr>
<td>“Smart” guns</td>
<td>Red light cameras</td>
<td>Ink merchandise tags</td>
<td>Rapid repair of vandalism</td>
<td>Breathalyzers in pubs</td>
</tr>
<tr>
<td>Disabling stolen cell phones</td>
<td>Burglar alarms</td>
<td>Graffiti cleaning</td>
<td>V-chips in TVs</td>
<td>Server intervention</td>
</tr>
<tr>
<td>Restrict spray paint sales to juveniles</td>
<td>Security guards</td>
<td>Speed humps</td>
<td>Censor details of modus operandi</td>
<td>Alcohol-free events</td>
</tr>
</tbody>
</table>
Response Steps

As a result of brainstorming, identify the impact of any constraints or restraints.

Develop 2-3 possible solution sets (set of activities) to address the problem.

List advantages and disadvantages of each solution set.

Compare each solution set to one another to find the best one.

Implement the best solution set: A) Timeline (including meetings, data pulls, NCPC presentations, etc.); B) Listing of activities (tasks, responsibilities, deadlines); C) Metrics for each activity (Measures of Performance)

SOLUTION CHARACTERISTICS

Suitable: solves problem and is legal/ethical

Feasible: fits within available resources

Acceptable: worth the cost/risk

Distinguishable: differs from other solutions

Complete: contains plan elements to solve problem
Measure of Performance (MOP)

- The measure of the attainment of the project’s response activities
- POP Projects will almost always have more than one MOP
- Examples:
  - # of car stops per week
  - Signage installed in front and sides of store
  - # of prostitution stings per month
  - SMART inspection conducted
Assessment

- Periodic/ongoing assessment to determine how the project’s plan is progressing to ensure effectiveness.
  - Do not wait until end of project to conduct assessments.
  - Schedule assessment meetings with Sergeant or other stakeholder if appropriate.
  - Log assessment for open projects monthly.

- Determine whether the plan was implemented.
  - Are the project’s responses on-track? Are you meeting the MOPs for each activity?

- Determine whether broad goals and specific objectives were attained.
  - Is the achievement of the Project’s Goal on-track? Are you meeting the MOE for the project?
  - Collecting pre– and post–response qualitative and quantitative data.

- Identify any new strategies needed to augment the original plan.
## PROCESS RESULTS

<table>
<thead>
<tr>
<th>IMPACT RESULTS</th>
<th>MOPs Achieved</th>
<th>MOPs not Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOE on-track/ Achieved</td>
<td>Response <em>may</em> have caused the decline (great!)</td>
<td>Other factors caused the decline (you got lucky!)</td>
</tr>
<tr>
<td>MOE off-track/ not Achieved</td>
<td>Response was ineffective (may need to modify your plan!)</td>
<td>Little is learned (back to the drawing board!)</td>
</tr>
</tbody>
</table>
SARA Database
History and Background

2008-2009
• RDA awarded Measure Y contract
• Meets with City and identifies 3 phased approach to SARA database
• Develops SARAnet v1.0 with the intention of updating during Phase 2 and 3 and obtaining a maintenance contract

2009-2011
• RDA obtains small contract to update v1.0 to address issues
• Conducts design and planning meetings with Lt. Alexander and a identified group of officers
• Updates SARAnet to v1.2 and rolls out new version
• Works on obtaining a maintenance agreement contract

2011-2014
• School Safety Officers begin to use SARAnet
• Identifies SARAnet updates needed for data integrity

2014 -
• RDA receives approval on scope of work to update SARAnet to v1.2
• Meets with City of Oakland IT
• Administers a PSO survey to obtain feedback
• Establishes and meets with OPD workgroup
PSO Survey Feedback

What did you like?

- Ease of use/Navigation
- Ability to edit information
- Ability to upload photos/documents
- Ability to see other projects
- Ability to document beat projects

What did you not like?

- Redundancy
- Offsite accessibility issues
- Inability of other officers to enter information
- Can’t always upload pics/documents
- Reporting/communication with Sgts
- Ability to edit Project Information
Potential Upgrades - Scope of Work

<table>
<thead>
<tr>
<th>SCHOOL SAFETY OFFICER DESIGNATION</th>
<th>BACK AND FORWARD ABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adding Officer Type to Differentiate School Safety Officers from PSOs</td>
<td>Use Browser to Navigate Forward and Back</td>
</tr>
<tr>
<td>Adding an Audit Trail and ability for other officers to add information</td>
<td>Reduce the Number of Fields to be Entered</td>
</tr>
<tr>
<td></td>
<td>Add Helpful Information/Hints</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROJECT CLOSURE</th>
<th>PROJECT NATURE AND SOURCE SEARCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add reason for closure.</td>
<td>Add Project Nature, Area and Source to Search.</td>
</tr>
<tr>
<td>Change Request for Closure process given email challenges.</td>
<td>Provide Default and Sort Functions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MANAGEMENT REPORTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TO BE DEVELOPED</td>
</tr>
</tbody>
</table>
Assigned to: Bolton Christopher
Beat: PDT2
Priority: 1st priority
Opened: 11/17/2014
Closed:

Address: 2400 - 2700 Clearlake Drive
Nature of Problem: THEFT
Problem Identification Sources: NCPC Priority; Citizen Complaints; OPD - "General" Calls for Services;
Related Project(s):

Main Information

Project Description*: Stolen Vehicles - Clearlake Business Improvement District
Officer Assigned: Bolton Christopher
NCPC Priority*: 1st priority
Beat*: PDT2
Address*: 2400 - 2700 Clearlake Drive

Information to help you
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Scanning

1. What is the specific problem?  Edit
   Increase in reported 10851VC offenses.

2. Where is the problem occurring?  Edit
   In, on and near (1/2 block proximity) to the 2400 - 2700 Block of Clearlake Drive.

3. When is the problem occurring?  Edit
   Crime Report query over a 6 month period (4/18/14 - 10/18/14) shows most offense reports occur during the hours of 2100hrs and 0030hrs. Calls for service regarding missing/stolen vehicles peak between 2300 and 0230hrs on Fridays, Saturdays and Sundays.

4. Why does the problem continue to be a problem?  Edit
   The time period above is also Patrol's peak period for calls for service. Although stolen vehicles are mostly later recovered, proactive enforcement or enforcement presence is rare.

5. Who are the stakeholders? (Who has a stake or interest in the problem? Who is being harmed by the problem? Who may help resolve the problem?)  Edit
   OPD, NCPC 38X community members, Clearlake Business Improvement District merchants, vehicle owners.

Scanning Log  Add New Log...

<table>
<thead>
<tr>
<th>Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/17/2014</td>
<td>Conducted 6 month crime report review for 10851VC (4/18/14-10/18/14)</td>
</tr>
</tbody>
</table>
1. What is the scope of the problem (how often, how wide)?  
   The scope of the problem, through scanning process, shows to be centered within the CLBID blocks. An average of two stolen vehicles

2. What are the sources/nature of the problem?  
   The source and nature is theft, with the offender intent of temporarily depriving the owner of property.

3. What are the consequences (harms) of the problem?  
   Business harm and community harm in fear of crime. Cost of crime to property owners and businesses who want to provide safe environments.

4. What are the root causes of the problem?  
   The hypothesis, based on trends and patterns, is that a gang or group is operating in this area for specific purpose of stealing cars.

5. How has this problem been addressed in the past?  
   Community awareness and education combined with stronger partnerships with site security and ambassadors.

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The Goal

By 11/28/14 and through 12/14/14, bi-monthly surveillance team operations to be held within the 2700 to 2400 blocks of Clearlake Drive.

By 12/30/14, or as soon as scheduling permits, conduct CPTED inspection and provide recommendations to CLBID for assessment and/or implementation.

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Measurements for the Goal's Achievement

- Ops Plans completed and submitted prior to Ops and attached to response log - After Action reports on excel

- CPTD recommendation packet delivered to CLBID by 1/1/15

Cause tactically safe and lawful detentions and arrests as a result of Ops for purposes of
Add Task for Response Plan

**Task:**
Hold Stakeholder Meeting

**Task Measurement:**
Agenda by Meeting Date held within 14 days

**Notes:**
to complete and submit agenda by 11/24

**Lead Agency:**
Merchants organization

**Responsible:**
Mrs. Smith

**Due Date:**
11/28/2014

**Status:**
In Progress

Submit  Cancel
**PDT2-14-001 Stolen Vehicles - Clearlake Business Improvement District**

**Assigned to:** Bolton Christopher  
**Beat:** PDT2  
**Priority:** 1st priority  
**Opened:** 11/17/2014  
**Closed:**

**Address:** 2400 - 2700 Clearlake Drive

**Nature of Problem:** THEFT

**Problem Identification Sources:** OPD - "General" Calls for Services; Citizen Complaints; Crime Stoppers Call; Crime Scene Analysis; Patrol Activity; Public Information;

**Related Project(s):**

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### Information to help you

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### Response Plan

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Task Measurement</th>
<th>Lead Agency</th>
<th>Responsible</th>
<th>Due Date</th>
<th>Status</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hold Stakeholder Meeting</td>
<td>Completed Agenda by Meeting Date held within 14 days</td>
<td>Merchants organization</td>
<td>Mrs. Smith</td>
<td>11/28/2014</td>
<td>In Progress</td>
<td>- NSC Jones and PSO Potato and submit agenda by 11/28/2014</td>
</tr>
<tr>
<td>Agenda Finalization</td>
<td>Agenda agreed and sent to Mrs. Jones</td>
<td>Patrol Officers</td>
<td>PSO Potato</td>
<td>01/01/1900</td>
<td>Completed</td>
<td></td>
</tr>
</tbody>
</table>
**Assigned to:** Jonesy Crys

**Beat:** 01X

**Priority:**

**Opened:** 10/14/2013

**Closed:**

**Address:** 50 Water Street, Oakland, CA 94607, USA

**Nature of Problem:** ASSAULT

**Problem Identification Sources:** Citizen Complaints;

**Related Project(s):**

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**Message:**

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**Notes:**

- **Jonesy Crys:** comment on 01X-13-004 A Watery End
  09/09/2014 10:10 AM

- **Argent S.:** comment on 01X-13-004 A Watery End
  09/09/2014 10:12 AM

- **Peter Lieutenant:** comment on 01X-13-004 A Watery End
  09/09/2014 10:35 AM

- **Fantastic Captain:** comment on 01X-13-004 A Watery End
  09/09/2014 10:38 AM

- **Database Administrator:** comment on 01X-13-004 A Watery End
  09/09/2014 10:49 AM