The SARA Model

☐ A best practice problem-solving method
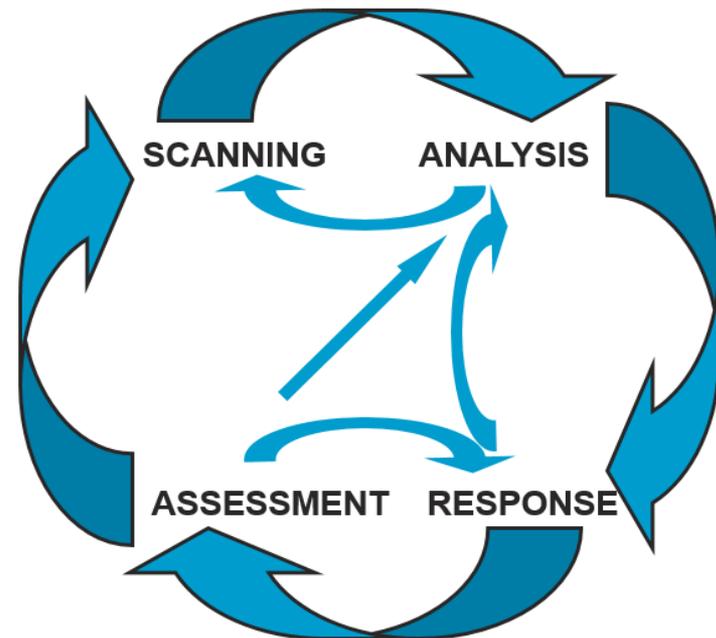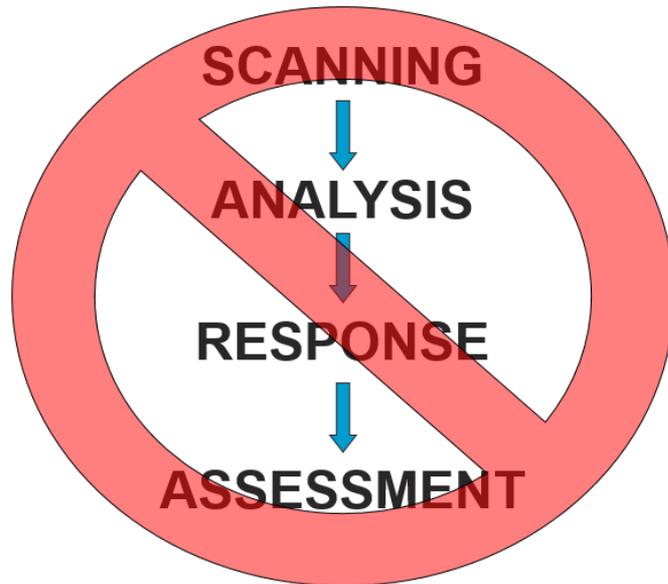
Key Learning Objectives

PSOs will have an understanding of the SARA model

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

SARA/ Community Policing

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
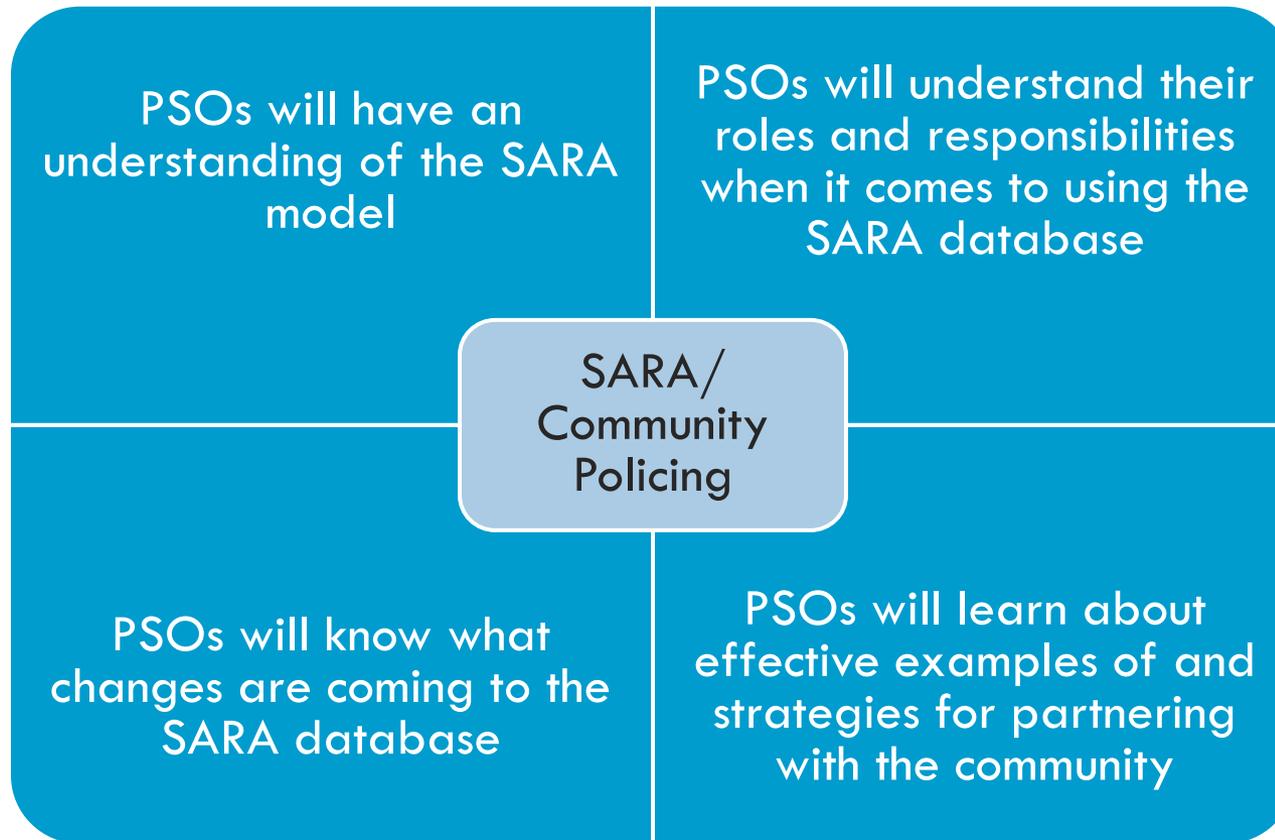
What is a "Problem"?

□ A cluster of similar, related or recurring incidents rather than a single incident

□ A substantive community concern

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.

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

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
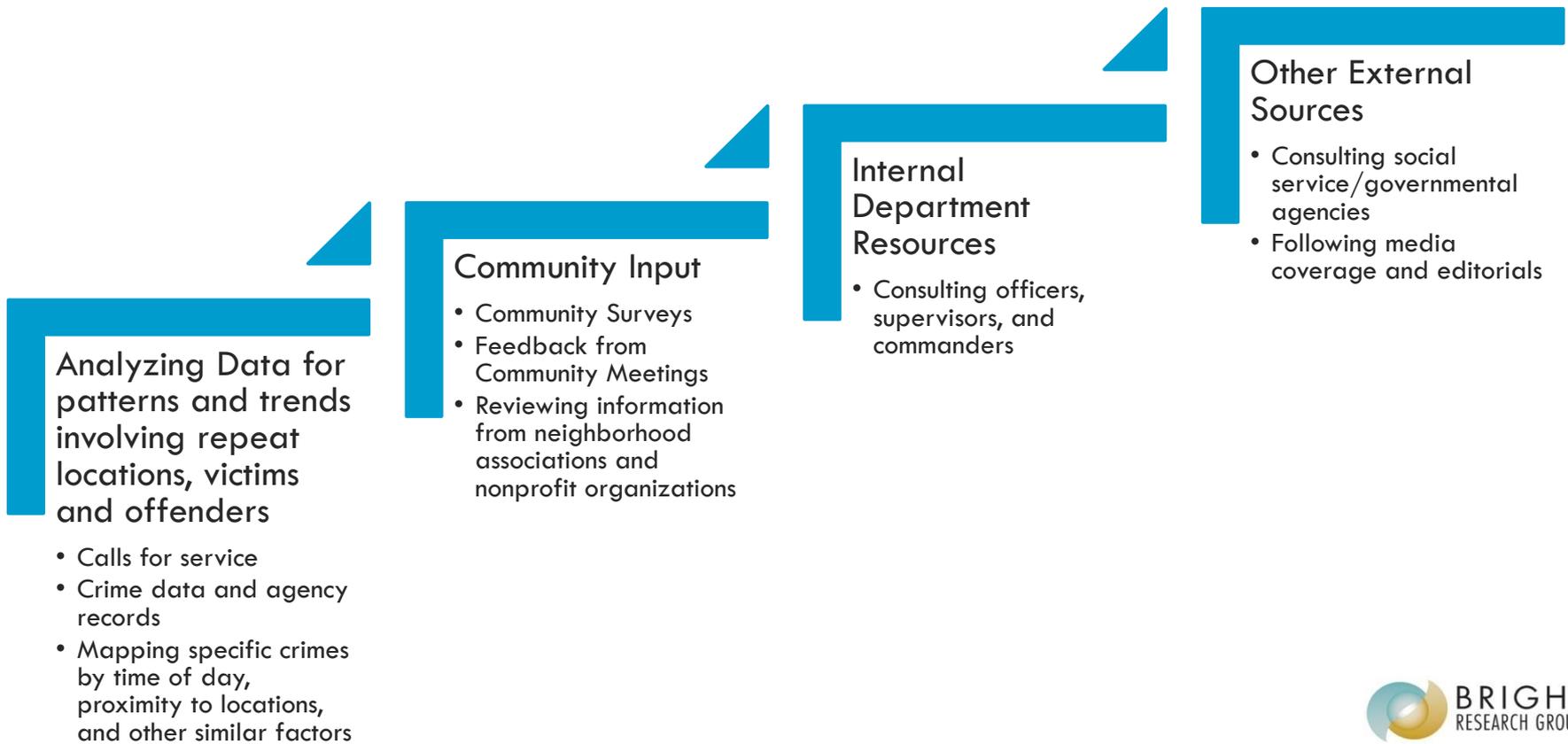
Analysis

- 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.
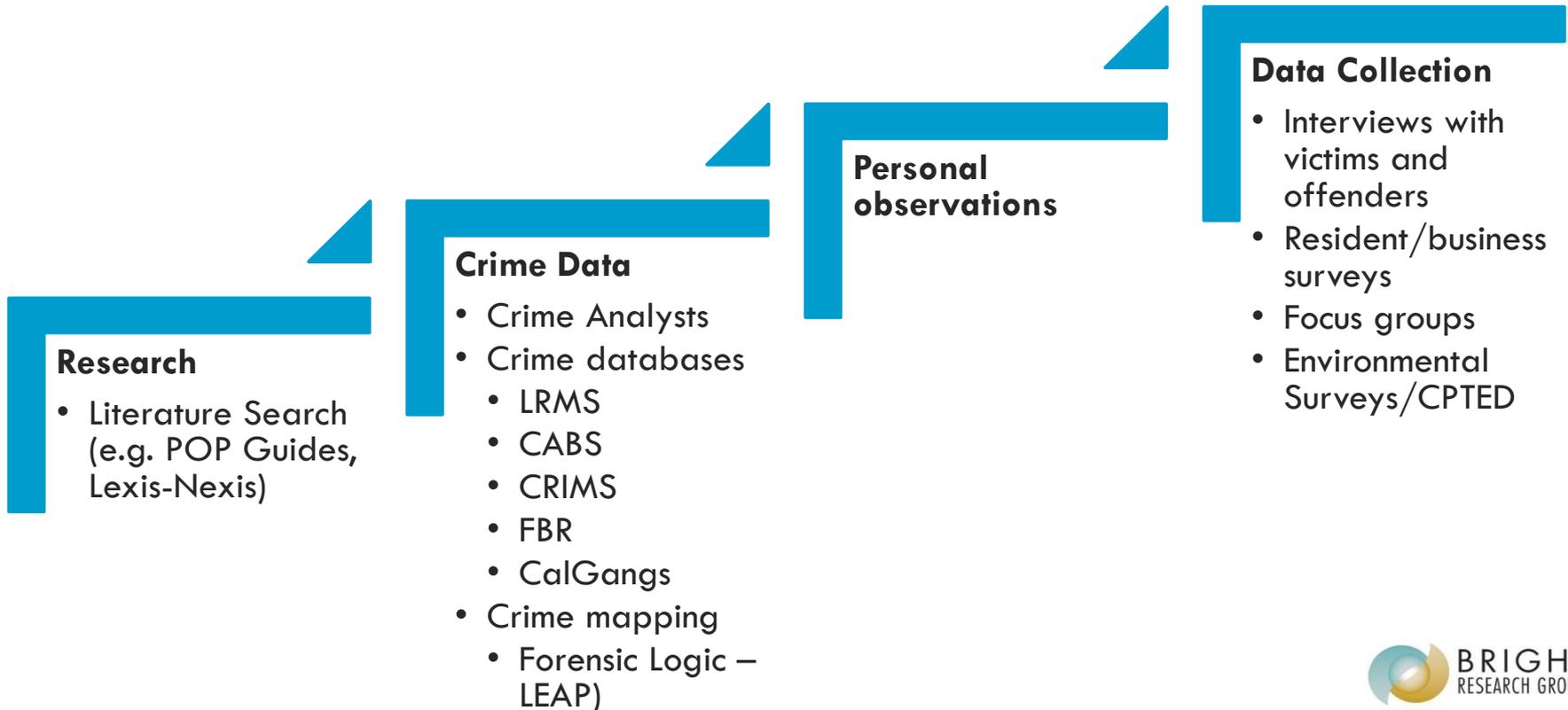
Analysis Using Crime Triangle
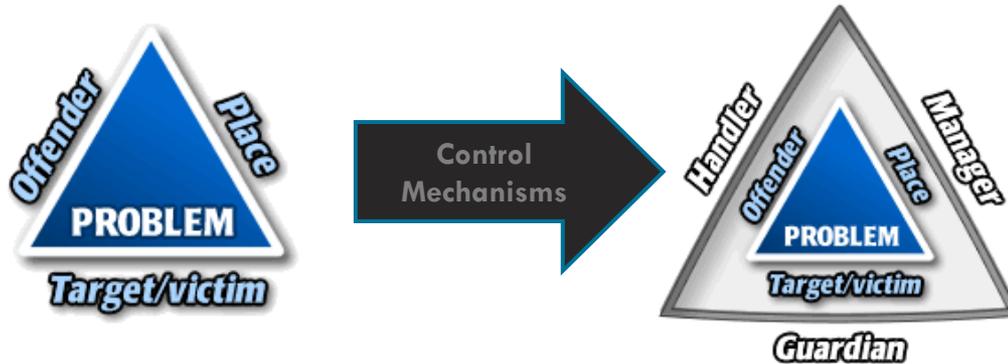
Offender Handlers
- Parents
- Spouses
- Peers
- Teachers/Coaches
- Probation Officers
- Parole Agents

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
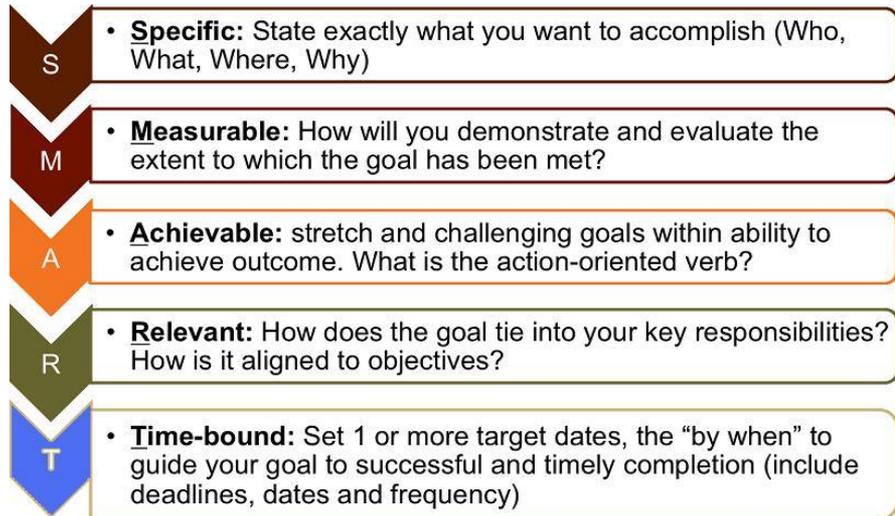- Security guards
- Police officers

Resources for Analyzing Problems

Research

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

Crime Data

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

Personal observations

Data Collection

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

Measure of Effectiveness (MOE)

SMART Project Goals

- **Specific:** State exactly what you want to accomplish (Who, What, Where, Why)
- **Measurable:** How will you demonstrate and evaluate the extent to which the goal has been met?
- **Achievable:** stretch and challenging goals within ability to achieve outcome. What is the action-oriented verb?
- **Relevant:** How does the goal tie into your key responsibilities? How is it aligned to objectives?
- **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)

- 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
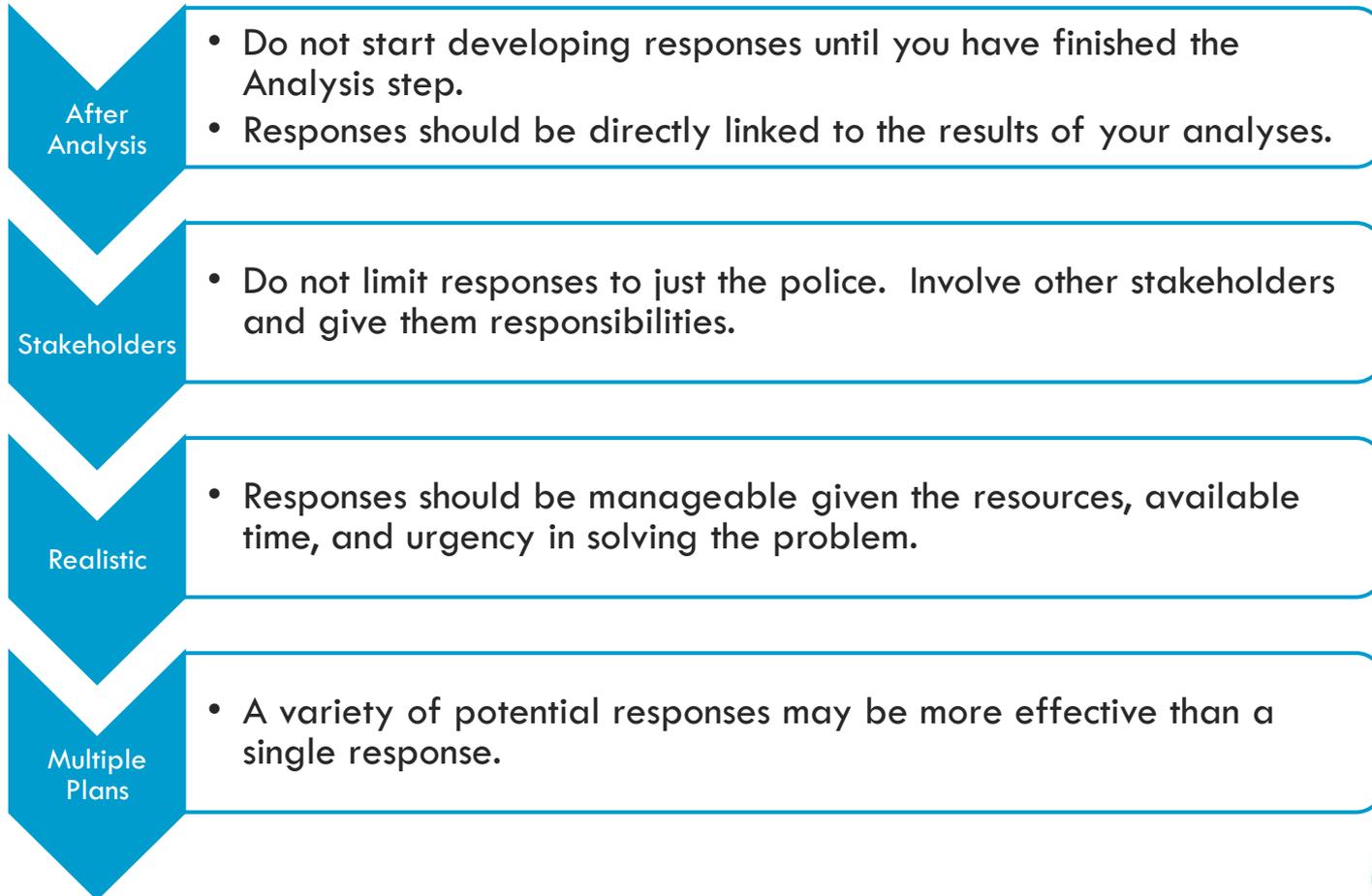 - Reduce % decrease in call-for-service related to loitering between x date and x date

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.

Situational Crime Prevention

- 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

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

OAKLAND POLICE

BRIGHT RESEARCH GROUP

RDA

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.

Assessment Matrix

PROCESS RESULTS

	MOPs Achieved	MOPs not Achieved
MOE on-track/ Achieved	Response <u>may</u> have caused the decline (great!)	Other factors caused the decline (you got lucky!)
MOE off-track/ not Achieved	Response was ineffective (may need to modify your plan!)	Little is learned (back to the drawing board!)

IMPACT RESULTS

SARA Database
History and Background

2009-2011

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

- 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

2011-2014

- Works on obtaining a maintenance agreement contract
- 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

BRIGHT RESEARCH GROUP

RDA

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

SCHOOL SAFETY OFFICER DESIGNATION

- Adding Officer Type to Differentiate School Safety Officers from PSOs
- Adding an Audit Trail and ability for other officers to add information

BACK AND FORWARD ABILITY

- Use Browser to Navigate Forward and Back
- Reduce the Number of Fields to be Entered
- Add Helpful Information/Hints

PROJECT CLOSURE

- Add reason for closure.
- Change Request for Closure process given email challenges.

PROJECT NATURE AND SOURCE SEARCH

- Add Project Nature, Area and Source to Search.
- Provide Default and Sort Functions.

MANAGEMENT REPORTS

- TO BE DEVELOPED

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 Info | Scanning | Analysis | Response | Assessment |

▼ **Information to help you**   ✕

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Main Information

Project Description* | Stolen Vehicles - Clearlake Business Improvement District

Officer Assigned: | Bolton Christopher   **NCPC Priority:*** | 1st priority ▼

Address:* | 2400 - 2700 Clearlake Drive

Beat:* | PDT2 ▼

Problem Identification Sources: | [▼]
  NCPC Priority;   🗑
  Citizen Complaints;   🗑
  OPD - "General" Calls for Services;   🗑

Nature of Project: | THEFT ▼

Related Project(s): | 🔍 Search & Add ...

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 36X community members, Clearlake Business Improvement District merchants, vehicle owners.

Scanning Log | ⊕ Add New Log ...

Date	Notes	Attachments	
11/17/2014	Conducted 6 month crime report review for 10851VC (4/18/14-10/18/14)	⊕ Add File ... Clearlake BID 🗑	✎ Edit ...

Analysis
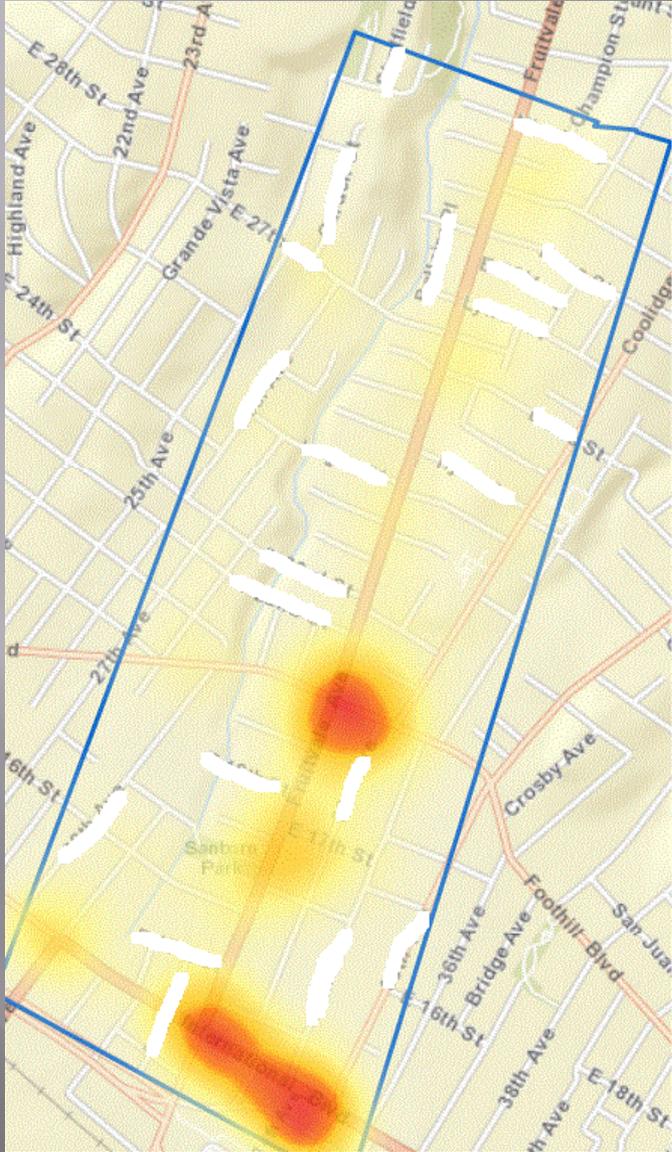
1. What is the scope of the problem (how often, how wide)? ☑ Edit

> 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? ☑ Edit

> 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? ☑ Edit

> Business harm and community harm in fear of crime. Cost of crime to property owners and businesses who want to provide safe enviro

4. What are the root causes of the problem? ☑ Edit

> The hypothesis, based on trends and patterns, is that a gang or group is operating in this area for specific purpose of stealing ca

5. How has this problem been addressed in the past? ☑ Edit

> Community awareness and education combined with stronger partnerships with site security and ambassadors..

Goals of the project ⊕ Add New Goal ...

The Goal	Measurements for the Goal's Achievement
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.	- Ops Plans completed and submitted prior to Ops and attached to response log - After Action reports on excel
By 12/30/14, or as soon as scheduling permits, conduct CPTED inspection and provide reccomendations to CLBID for assessment and/or implementation.	- CPTD recommendation packet delivered to CLBID by 1/1/15
Cause tacticly safe and lawful detentions and arrests as a result of Ops for purposes of	- After Action each op and save on Box or attach <span lang="EN" style='color: rgb(85, 85, 85); 115%; font-family: "Helvetica","sans-serif"; font-size: 10.5pt; mso-bidi-font-family: Arial; mso-ansi-lang Workbooks on detainees or arrestees for contacts affiliations to gang or group crime. <fon

S.A.R.A.

New Project   Projects Search

PDT2-14-001 Stolen Vehicles - Clearlake

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

Add Task for Response Plan   ✕

Task:

| Hold Stakeholder Meeting |

Task Measurement:

| enda 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]

Main Info   Scanning

▼ Information to help you

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Response Plan   ⊕ **Add New Task ...**

Task	Task Measurement	Lead Agency	Responsible	Due Date	Statu

Response Log   ⊕ **Add New Log ...**

Date	Notes	Related Tasks

S.A.R.A.

New Project   Projects Search   Reports   More ▾

PDT2-14-001 Stolen Vehicles - Clearlake Business Improvement District   Overview   **Edit**   Comments   Review

Assigned to: Bolton Christopher   **Address:** 2400 - 2700 Clearlake Drive
Beat: PDT2   **Nature of Problem:** THEFT
Priority: 1st priority   **Problem Identification Sources:** OPD - "General" Calls for Services; Citizen Con
Opened: 11/17/2014   Priority;
Closed: **Related Project(s):**

Main Info > Scanning > Analysis > **Response** > Assessment

▾ Information to help you

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Response Plan   ⊕ **Add New Task ...**

	Task	Task Measurement	Lead Agency	Responsible	Due Date	Status	Notes
1	Hold Stakeholder Meeting	Completed Agenda by Meeting Date held within 14 days	Merchants organization	Mrs. Smith	11/28/2014	In Progress	- NSC Jones and PSO Pota and submit agenda by 11,
2	Agenda Finalization	Agenda agreed and sent to Mrs. Jones	Patrol Officers	PSO Potato	01/01/1900	Completed	

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):

...ion to help you

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(5)

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

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

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

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

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