

City of Norman, Oklahoma  
Citizen's Public Safety Oversight Committee  
Annual Report  
2011

Introduction

On May 13, 2008, a special election was held in the City of Norman providing for the assessment of a sales tax of one half of one percent (.5%) in addition to the present City and State sales tax for staffing of forty-one (41) additional Police personnel and thirty (30) additional Fire personnel. The additional sales tax was also to be used for vehicles and equipment for such personnel, acquiring, constructing and equipping two new fire stations. The proposition was approved with a vote of 8,301 in favor to 4,307 opposed.

Creation and Purpose

The Ordinance calling the election provided for the establishment of a Citizens Public Safety Oversight Committee (CPSOC) to review the expenditures of such monies and submit recommendations to the City Council regarding such expenditures. Further the CPSOC was to review the expenditures of revenues collected to determine if such funds were expended for the purposes specified and monitor the successful implementation of community oriented policing concepts. The Ordinance called for the committee to issue reports on their findings to the City Council and the public on an annual basis or as requested by Council. (See Appendix A and B).

The concept of community oriented policing (COP) was first implemented by the Norman Police Department in 1993. Soon after the implementation of this philosophy, the department observed success in partnering with the community and addressing problems. Problem solving became a proactive task rather than a reactive one. However, over the next fifteen years, the department's COP approach was weakened by inadequate staffing levels, increasing population and calls for service.

Membership

The Norman City Council in its meeting of February 10, 2009, appointed the Citizen's Public Safety Oversight Committee. The members of the committee are: Chair David Wilson, members Don Allen, Keith Allen, W.E. Duff, Malaka Elyazgi, George Henderson, Don Holyfield, Emily Meazell and Vice Chair Mary Sue Schnell.

Meeting Schedule – (see Appendix C for Corresponding Agendas)

January 13, 2011	Monthly Meeting
February 10, 2011	Monthly Meeting
March 10, 2011	Monthly Meeting
April 14, 2011	Monthly Meeting
May 12, 2011	Monthly Meeting
June 9, 2011	Monthly Meeting
July 14, 2011	Monthly Meeting
August 11, 2011	Monthly Meeting
September 8, 2011	Monthly Meeting
October 13, 2011	Meeting Cancelled
November 10, 2011	Monthly Meeting
December 8, 2011	Monthly Meeting

### Discussion Items

Topics of discussion involved Public Safety Sales Tax revenues and expenses for each month with Finance Director Anthony Francisco. Detailed financial information is included under the Financial Report section of this document.

Lt. David Teuscher with members of the Command Staff and the committee discussed the Community Policing Role in the school system through the TEAM Program; the application of Community Oriented Policing Philosophy with University of Oklahoma students; COP discussion with members of the Academy Class of 2010; the Police Department's communication needs and long term capital project needs. (See Appendix C, D & E)

Chief Fullingim and the committee discussed land acquisition for future fire stations; opening of Fire Station No. 8; the Fire Department's capital equipment and improvement needs; timeline for Fire Station No. 9 and Fire Academies held with updates on progress of fire recruit training.

### Accomplishments

The Committee continued its work meeting monthly to review revenue and expenditures reports as well as monitoring the successful revitalization of the community oriented policing philosophy. The Committee has tracked and supported the Norman Police Department T.E.A.M. program which is in partnership with the Norman Public School System. T.E.A.M. stands for Teaching, Educating and Mentoring and is a kindergarten through high school grade based curriculum that can be taught by Norman Police Officers. T.E.A.M. program continues to be a proactive effort to make schools and communities safer, promote responsible citizenship, and encourage positive character traits. Working together, the Police Officer, the classroom teacher and school official decide when it is most appropriate to incorporate a T.E.A.M. lesson that will assist in classroom instruction. The program was expanded this year to include all schools. Both Washington Elementary and Jackson Elementary have committed to participating in the entire TEAM curriculum for this school year.

This year the Committee followed the start of the Norman Police Citizens' Police Academy program. This program was developed by the Norman Police Department to allow citizens to learn about police functions, police operations, and the organization of the police system in the City of Norman. The Committee followed the program from its start to the first academy graduation in November.

The purpose of the revenues collected through the Public Safety Sales Tax included staffing, vehicles and equipment for the Police Department. Year three of the plan called for an additional nine Police personnel to be added to the force. The Committee reports that nine recruits have completed the Police Academy and Field Training and are now on solo assignments.

The Committee participated in the Grand Opening of Fire Station No. 8 in May 2011. The Committee discussed the smoke alarm program initiated by the Fire Department. The bid documents and site plan have been approved for Fire Station No. 9. The Committee reports that one Fire Academy was held in 2011 and 15 Firefighters from Public Safety Sales Tax graduated. The Committee heard presentations from both Police and Fire regarding long term capital needs of the departments.

Financial Report

On May 13, 2008, the citizens of Norman voted on and approved a temporary 7-year, one-half percent (0.5%) Public Safety Sales Tax (PSST) in order to increase the number of police officers and firefighters, and to construct and equip two new fire stations. The new sales tax began October 1, 2008 and will terminate on September 30, 2015. The City received its first sales tax remittance from the Oklahoma Tax Commission on December 18, 2008. After 37 months of collection, \$24,223,976 has been collected from the PSST. An additional \$1,121,989 has been collected from the related Public Safety Use Tax (a sales tax levied on purchases made outside of the city for use within the city). Interest earned from investing the taxes have earned the PSST Fund an additional \$130,855. For the first 37 month period, the total expenditures from PSST funds are \$19,418,126 (see Appendix F for a revenue and expenditure analysis by month).

During the course of 2011, the PSST Oversight Committee had ongoing discussions of the personnel and hiring practices that the City of Norman has undertaken to implement the Staffing Plan in the PSST Ordinance. The concern raised by a member of the Committee was that supervisory personnel were being hired in the Police Department with PSST funds. The personnel that have been funded by the PSST has been in line with a staffing plan set forth in the PSST Ordinance and the City has made steady progress towards adding the 71 (total) additional personnel authorized in the PSST Ordinance. The Committee's discussion included detailed information on the position titles of the personnel that had been hired, and of the fact that supervisory personnel were anticipated to be included in the personnel authorized by the PSST Ordinance. The Committee also discussed the delays that routinely occur in filling positions in public safety areas, due primarily to the rigorous recruitment, selection and background analyses involved in hiring public safety personnel. After six months of discussion (February through July, 2011 meetings), the Committee voted unanimously at the July, 2011 meeting to support its previous endorsements of the City of Norman's hiring practices related to the temporary Public Safety Sales Tax.

As illustrated below, as of December 31 of each year, the City of Norman has followed the approved Staffing Plan in adding personnel to the budgeted workforce, and is proceeding on pace with adding personnel as anticipated by the PSST Ordinance.

**Total Public Safety Personnel  
Public Safety Sales Tax Staffing Plan**

	<b>Firefighters</b>	<b>Commissioned Police Officers</b>
<b>FY 2008</b>	<b>0</b>	<b>0</b>
<b>FY 2009</b>	<b>0</b>	<b>12</b>
<b>FY 2010</b>	<b>15</b>	<b>9</b>
<b>FY 2011</b>	<b>0</b>	<b>9</b>
<b>FY 2012</b>	<b>15</b>	<b>5</b>
<b>FY 2013</b>	<b>0</b>	<b>2</b>
<b>FY 2014</b>	<b>0</b>	<b>2</b>
<b>FY 2015</b>	<b>0</b>	<b>2</b>
<b>Total</b>	<b>30</b>	<b>41</b>

**Total Public Safety Personnel**

**Firefighters                      Commissioned Police  
Officers**

	<b>Budgeted</b>	<b>Filled 12/31</b>	<b>Budgeted</b>	<b>Filled 12/31</b>
<b>FY 2008</b>	127	120	134	125
<b>FY 2009</b>	127	123	146	127
<b>FY 2010</b>	142	126	155	156
<b>FY 2011</b>	142	135	164	159
<b>FY 2012</b>	157	129*	169	165
<b>FY 2013</b>				
<b>FY 2014</b>				

\* [14 additional General Fund funded firefighters were hired on January 3, 2012]

Findings and Conclusions

The Committee reports that City staff has been responsive to information requests and guidance as such requests have been made. Public Safety Sales Tax expenditures have been extensively reviewed by the committee and the committee finds such expenditures have been made in accordance with the Ordinance establishing the parameters for such expenditures.

Looking Forward to 2012

In the future, the committee will continue monitoring activities designated in the COP Five Year Plan and the COP Annual Work Plan as well as monitoring expenditures and revenues associated with the Public Safety Sales Tax collections. The Committee looks forward to the completion of Fire Station No. 9 and staffing of this station. The Committee also looks forward to the expansion of the TEAM Program with the Norman Public Schools to include more schools as well as other community outreach COP activities.

Finally, the Committee would like to express its appreciation to Mayor Rosenthal, Councilmember Dillingham and former Mayor Pro Tem Cubberley who have attended our meetings and provided insightful background and counsel during this reporting period.

The Citizen's Public Safety Oversight Committee 2011 Annual Report was approved at the CPSOC meeting on February 9, 2012 with the recommendation that it be forwarded to City Council as required by Ordinance 0-0708-32.

  
 Don Holyfield, Chair  
 Citizen's Public Safety Oversight Committee

AN ORDINANCE OF THE COUNCIL OF THE CITY OF NORMAN, OKLAHOMA, AUTHORIZING THE CALLING AND HOLDING OF A SPECIAL ELECTION IN SAID CITY OF NORMAN, STATE OF OKLAHOMA, (THE CITY), ON THE 13<sup>TH</sup> DAY OF MAY, 2008, FOR THE PURPOSE OF SUBMITTING TO THE REGISTERED, QUALIFIED ELECTORS OF SAID CITY THE QUESTION OF APPROVING OR REJECTING ORDINANCE NO. O-0708-32 OF THE CITY OF NORMAN, OKLAHOMA, LEVYING AND ASSESSING A SALES TAX OF ONE HALF OF ONE PERCENT (.5%) IN ADDITION TO PRESENT CITY AND STATE SALES TAXES UPON THE GROSS PROCEEDS OR GROSS RECEIPTS DERIVED FROM ALL SALES TO ANY PERSON TAXABLE UNDER THE SALES TAX LAW OF OKLAHOMA INCLUDING, BUT NOT LIMITED TO, CERTAIN ENUMERATED SALES LISTED THEREIN; PROVIDING FOR THE PURPOSE OF THE ONE HALF OF ONE PERCENT (.5%) SALES TAX TO BE USED FOR STAFFING OF ADDITIONAL POLICE PERSONNEL AND ADDITIONAL FIRE PERSONNEL IN ACCORDANCE WITH THE STAFFING PLAN ADOPTED HEREIN, VEHICLES AND EQUIPMENT FOR SUCH PERSONNEL, ACQUIRING, CONSTRUCTING, AND EQUIPPING TWO FIRE STATIONS IN THE CITY OF NORMAN, OKLAHOMA, AND THEN FOR SUCH OTHER LAWFUL PURPOSES AS SPECIFIED HEREIN; TO BECOME EFFECTIVE ON THE 1<sup>ST</sup> DAY OF OCTOBER, 2008, AND TERMINATE ON 30<sup>TH</sup> DAY OF SEPTEMBER, 2015; PROVIDING EXEMPTIONS EXEMPTED FROM THE SALES TAX LAW OF OKLAHOMA INCLUDING, BUT NOT LIMITED TO, CERTAIN ENUMERATED EXEMPTIONS LISTED THEREIN; PROVIDING FOR THE ADMINISTRATION AND COLLECTION OF TAX; REQUIRING THE FILING OF RETURNS; PROVIDING FOR INTEREST AND PENALTIES FOR FAILURE TO PAY TAX WHEN DUE; PROVIDING FOR TAXPAYER TO KEEP RECORDS; REQUIRING VENDORS TO COLLECT TAX FROM PURCHASER AT TIME OF SALE; ESTABLISHING LIENS; AUTHORIZING THE CITY COUNCIL TO MAKE ADMINISTRATIVE AND TECHNICAL CHANGES AND ADDITIONS EXCEPT TAX RATE; MAKING THE TAX CUMULATIVE; PROVIDING SEVERABILITY OF PROVISIONS; REQUIRING APPROVAL OF ORDINANCE BY MAJORITY OF REGISTERED VOTERS VOTING AT AN ELECTION HELD FOR SUCH PURPOSE AS PROVIDED BY LAW; FIXING EFFECTIVE DATE; AND PROVIDING FOR THE SEVERABILITY THEREOF.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF NORMAN, OKLAHOMA:

- § 1. Proposition. That the Mayor of the City of Norman, Oklahoma, or in her absence or incapacity, the duly qualified Mayor Pro Tem, be and hereby is authorized and directed to call a special election to be held in the City of Norman, Oklahoma, on the 13<sup>th</sup> day of May, 2008, for the purpose of submitting to the registered, qualified voters of said City of Norman, Oklahoma, for their approval or rejection the following proposition:

PROPOSITION

“SHALL ORDINANCE NO. O-0708-32 PROVIDING FOR THE ASSESSMENT OF A SALES TAX OF ONE HALF OF ONE PERCENT (.5%) IN ADDITION TO THE PRESENT CITY AND STATE SALES TAX UPON THE GROSS PROCEEDS OR GROSS RECEIPTS DERIVED FROM ALL SALES TO ANY PERSON TAXABLE UNDER THE SALES TAX LAW OF OKLAHOMA INCLUDING, BUT NOT LIMITED TO, CERTAIN ENUMERATED SALES LISTED THEREIN; PROVIDING FOR THE PURPOSE OF THE ONE HALF OF ONE PERCENT (.5%) TO BE USED, TO THE EXTENT FEASIBLE FROM THE REVENUES GENERATED HEREBY, FOR STAFFING OF FORTY-ONE (41) ADDITIONAL POLICE PERSONNEL AND THIRTY (30) ADDITIONAL FIRE PERSONNEL IN ACCORDANCE WITH THE STAFFING PLAN ADOPTED HEREIN, VEHICLES AND EQUIPMENT FOR SUCH PERSONNEL, ACQUIRING, CONSTRUCTING, AND EQUIPPING TWO FIRE STATIONS IN THE VICINITY OF 36<sup>TH</sup> AVENUE NORTHWEST AND TECUMSEH STREET AND IN THE VICINITY OF EAST ALAMEDA AND EAST 36<sup>TH</sup> AVENUE IN THE CITY OF NORMAN, OKLAHOMA, ALL TO BE OWNED EXCLUSIVELY BY THE CITY OF NORMAN AND THEN FOR SUCH OTHER LAWFUL PURPOSES OF THE CITY BE APPROVED; AND PROVIDING THAT SUCH ADDITIONAL ONE HALF OF ONE PERCENT (.5%) SHALL BEGIN TO BE LEVIED ON OCTOBER 1, 2008, AND CEASE TO BE LEVIED ON SEPTEMBER 30, 2015?”

- § 2. That such call for said election shall be by Special Election Proclamation and Notice, signed by the Mayor or Mayor Pro Tem and attested to by the City Clerk, setting forth the proposition to be voted on; that the ballots set forth in the proposition be voted upon substantially as set out in Section 1 hereof; and that the returns of said election shall be made to and canvassed by the Cleveland County Election Board.
- § 3. That the number and location of the polling places and the persons who conduct the elections shall be the same as the regular polling places and persons prescribed and selected by the Cleveland County Election Board for elections in the City of Norman, Oklahoma.
- § 4. That the Special Election Proclamation and Notice of even date, a copy of which is on file with the City Clerk and which is incorporated herein by reference, calling such special election is hereby approved in all respects, and that the Mayor or Mayor Pro Tem is hereby authorized to execute said special election proclamation on behalf of the City, and the City Clerk is hereby authorized to

attest and affix the seal of said City to said Special Election Proclamation and Notice and cause a copy of said Special Election Proclamation and Notice to be published as required by law, and a copy thereof delivered to the Cleveland County Election Board.

- § 5. That the City Clerk shall serve or cause to be served, a copy of this Ordinance and a copy of the Special Election Proclamation and Notice of Election upon the office of the Cleveland County Election Board, not less than sixty (60) days prior to the date of the election.
- § 6. Citation and codification. This Ordinance shall be known and cited as the Norman Sales Tax Ordinance of 2008, and the same shall be codified and incorporated into the Code of Ordinances of the City of Norman, Oklahoma (the "City").
- § 7. Tax imposed. It is hereby imposed a sales tax of one half of one percent (.5%) (in addition to any and all other sales taxes now in force) to be levied upon the gross receipts derived from all sales taxable under the Oklahoma Sales Tax Code.
- § 8. Effective date and termination. This Ordinance shall become and be effective on and after the 1<sup>st</sup> day of October, 2008, subject to approval of a majority of the registered voters of the City of Norman voting on the same in the manner prescribed by law. This Ordinance and the sales tax referenced herein shall terminate and cease to be levied seven (7) years from the effective date of this Ordinance, or on the 30th day of September, 2015 provided that this tax, at the discretion of the then sitting City Council, may be submitted to the registered voters of the City of Norman for re-approval prior to the expiration of the tax.
- § 9. Purposes of revenues. The proceeds of the one half of one percent (.5%) sales tax levied and assessed by this Ordinance shall be used, to the extent feasible from the revenues generated hereby, as follows:
- First, for staffing of forty-one (41) additional police personnel and thirty (30) additional fire personnel in accordance with the staffing plan adopted herein, vehicles and equipment for such personnel, acquiring, constructing, and equipping two fire stations in the vicinity of 36<sup>th</sup> Avenue Northwest and Tecumseh Street and in the vicinity of East Alameda and East 36<sup>th</sup> Avenue in the City of Norman, Oklahoma, all to be owned exclusively by the City of Norman and for the promotion of community relations through a philosophy of community policing which promotes a partnership and interaction between public safety personnel and the citizens of the City of Norman, and then for such other purposes as may be adopted by Council in accordance with criteria specified in section 13 below, provided it is not the intention that revenue generated from this additional tax levy be utilized to create inequities in the City of Norman Compensation system among public safety and nonpublic safety personnel.
- § 10. Establishment of Citizens Public Safety Oversight Committee. A Citizens Public Safety Oversight Committee shall be established to review the expenditures of such monies and submit recommendations to Council regarding such expenditures.

- §11. Appointment and number of members. Members of the Citizens Public Safety Oversight Committee shall be appointed by the Mayor of the City of Norman upon approval by a majority of the City Council. The Committee shall consist of one member from each Ward and one member at-large. The Citizens Public Safety Oversight Committee shall not be current City employees, officials, contractors or vendors of the City.
- §12. Purposes of Citizens Public Safety Oversight Committee. The Citizens Public Safety Oversight Committee shall review the expenditure of revenues collected pursuant to this Ordinance to determine if such funds are expended for the purposes specified in the Ordinance, monitoring the successful implementation of community policing concepts, and issuing reports on their findings to the City Council and the public on an annual basis or as requested by Council, and may review and make recommendations on such other issues related to Public Safety as may be assigned to it by Council.
- §13. Staffing Plan. Revenues collected hereunder shall be expended first for the staffing, compensation and equipping of police and fire personnel over the period of the tax in accordance with the Staffing Plan set forth herein, and the excess for such other public needs as may be identified and budgeted by Council after evaluation considering at least one of the following criteria: projects or expenditures that enhance public safety services; projects or expenditures that enhance emergency management capabilities; projects or expenditures that provide direct services to the citizens; projects or expenditures that help ensure long term financial stability of the City; and/or projects or expenditures that provide for continuity of existing City services.

<u>Year of Tax</u>	<u>Additional Police Personnel</u>	<u>Additional Fire Personnel</u>
1	12	0
2	9	15
3	9	0
4	5	15
5	2	0
6	2	0
7	<u>2</u>	<u>0</u>
Total added Personnel	41	30

- §14. Subsisting state permits. All valid and subsisting permits to do business issued by the Oklahoma Tax Commission pursuant to the Oklahoma Sales Tax Code are, for the purpose of this Ordinance, hereby ratified, confirmed and adopted in lieu of any requirement for an additional City permit for the same purpose.
- §15. Payment of tax. The tax herein levied shall be paid at the time and in the manner and in the form prescribed for the payment of state sales tax under the Oklahoma Sales Tax Code.
- §16. In addition to current taxes. The tax levied hereby is in addition to any and all other sales taxes levied or assessed by the City. Provided, however, that those provisions of Article IV of Chapter 8 (Sales Tax) of the Code of Ordinances, of the City of Norman, Oklahoma, not inconsistent herewith, shall apply to the sales tax levied and assessed by this Ordinance. For the purpose of this Ordinance, references in the Code of Ordinances to specific provisions of the Oklahoma Sales Tax Code shall deem to be referenced to said statutory provisions, as amended.



- §17. Amendment. The citizens of the City of Norman, Oklahoma, by their approval of this Ordinance at the election hereinabove provided for, hereby authorize the City by Ordinance duly enacted to make any such administrative and technical changes or additions in the method and manner of administration and enforcing this Ordinance as may be necessary or proper for efficiency and fairness except that the purpose, rate and limitation of time for collection of the tax herein provided shall not be changed without the approval of the qualified electors of the City as provided by law. Prior to approval of such amendatory Ordinance, the Oversight Committee established pursuant to Section 10 herein shall review and make recommendation to the Council regarding the amendment.
- §18. Provisions cumulative. Provisions hereof shall be cumulative and in addition to any and all other taxing provisions of City Ordinances.
- §19. Exclusion from "Non-dedicated" UNP TIF revenues. The additional tax authorized under this Ordinance shall not be considered a "non-dedicated" tax as contemplated in the Norman University North Park Project Plan, and accordingly no revenues generated from this additional tax levied on retail sales occurring within the Increment District shall be considered part of the Sales Tax Increment apportioned to the University North Park Tax Increment Finance District.
- §20. Severability. If any section, subsection, sentence, clause, phrase or portion of this ordinance is, for any reason, held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision, and such holding shall not affect the validity of the remaining portions of this ordinance.

ADOPTED this 11<sup>th</sup> day of March, 2008.

NOT ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2008.

Cindy [Signature]  
Mayor

\_\_\_\_\_  
Mayor

ATTEST:

Brenda Hall  
City Clerk

# Resolution

R-0809-125

**A RESOLUTION OF THE COUNCIL OF THE CITY OF NORMAN, OKLAHOMA, ESTABLISHING COMMUNITY ORIENTED POLICING (COP) IN ORDER TO IDENTIFY POLICING PRIORITIES OF THE COMMUNITY AND CREATE A STRATEGY FOR DEVELOPING PROCESSES FOR THOSE PRIORITIES.**

- § 1. WHEREAS, on May 13, 2008, a special election was held in the City of Norman for a proposed temporary increase in the city sales tax by one half of one percent (.5%).
- § 2. WHEREAS, one purpose of the revenues was for the promotion of community relations through a philosophy of community policing which promotes partnership and positive interaction between the public safety personnel and the citizens of the City of Norman.
- § 3. WHEREAS, the Citizens Public Safety Oversight Committee (CPSOC) was established to review expenditures, monitor the successful implementation of community policing concepts and issue reports on their findings to the City Council and the public at least annually, or as frequently as the committee deems appropriate, or as requested by Council, and make recommendations on other issues related to public safety as may be assigned by Council.
- § 4. WHEREAS, the City of Norman, Oklahoma, desires to establish Community Oriented Policing (COP) to assist the Police Department in identifying policing priorities and develop processes to achieve implementation of community policing.
- § 5. WHEREAS, that COP should be implemented as a philosophy which permanently and positively changes the police department's interaction with the community. This positive interaction will lead to the creation of a safe, diverse and inclusive community. By working together, the Norman Police Department and the citizens of Norman can develop creative solutions to contemporary community problems related to public safety including crime, fear of crime, social and physical disorder, and neighborhood decay.
- § 6. WHEREAS, it is believed that the development of identified activities that focus on all City departmental efforts will assist in the achievement of Community Oriented Policing.
- § 7. WHEREAS, the Norman City Council encourages future City Councils to fully evaluate and seek reconsideration, as appropriate, of the Public Safety Tax (which expires on September 30, 2015) at least one (1) year prior to its expiration.



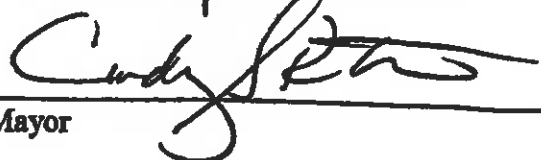
Appendix B

Resolution No. R-0809-125  
Community Oriented Policing

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF NORMAN, OKLAHOMA:

- § 8. That the Norman City Council and the Citizens Public Safety Oversight Committee shall assist the Police Department in identifying the policing priorities of the community and suggest processes to address those priorities.
- § 9. That the Police Department will prepare a Five Year Implementation Plan in order to set forth the strategies and activities to successfully implement community policing concepts based on the priorities and policies established by the Norman City Council and CPSOC.
- §10. That the Police Department will prepare an Annual Work Plan (AWP), consistent with the five (5) year plan on the basis of intended results, strategies, budget, and the formation of community partners. The AWP will provide detailed activity planning and set out what will be accomplished during the year. The AWP shall contain:
- a. Expected outcomes;
  - b. Activities to be carried out towards the achievement of the expected outcomes;
  - c. The time frame (by calendar quarter) for undertaking the planned activities; and
  - d. Identification of those responsible for implementing components of the plan.

PASSED AND ADOPTED this 28<sup>th</sup> day of April, 2009.

  
\_\_\_\_\_  
Mayor

ATTEST:

  
\_\_\_\_\_  
City Clerk



**City of Norman, Oklahoma  
2009  
Norman's Rededication to Community  
Oriented Policing**



**The Norman Police Department**

In September 1919, the City of Norman ("the City") received its charter and the Norman Police Department became the primary law enforcement agency for the City. All early documents indicate that the department's manpower at the time was in the single digits—employing one to four officers. As the population of the City has changed over the years, so has the Norman Police Department. Currently, the department consists of 147 commissioned and 55 civilian personnel, for a total of 202 employees.

All 202 employees are assigned to one of three bureaus: Patrol, Criminal Investigations and Staff Services. The Patrol Bureau is responsible for such things as responding to calls for service, investigating and taking appropriate action regarding traffic activity, criminal activity, and unusual circumstances. In addition, the Patrol Bureau is responsible for the apprehension of offenders, recovery of stolen property, and preparation of reports and presentation of court testimony. The department's Criminal Investigations Bureau is responsible for the investigation of criminal activity, collection and preservation of crime scene evidence, apprehension of offenders, recovery of stolen property, and preparation of reports. The Criminal Investigations Bureau also manages the presentation of evidence to the prosecutor's office and presentation of court testimony. The Staff Services Bureau is responsible for records, communications, training, personnel services, animal welfare, and fiscal management. In 2009, the total budget for the department is approximately \$17M (excluding capital projects).

**Initial Community Policing Efforts**

The concept of community oriented policing ("COP") was first implemented by the Norman Police Department in 1993. The department's focus was becoming more committed to providing the highest quality of police service by working in partnership with the community to create permanent solutions to problems and enhance the quality of life in Norman. Soon after the implementation of this philosophy, the department observed success in partnering with the community and addressing problems. Problem solving became a proactive task rather than a reactive one. However, over the next fifteen years, the department's COP approach was weakened by declining staffing levels, increasing population and calls for service.

**Recent Events**

On May 13<sup>th</sup>, 2008, a special election was held in the City of Norman which proposed a temporary increase in the city sales tax by one half of one percent (.5%). Voters approved the proposition and it became effective on October 1, 2008. The approval of this additional tax, in part, will be used to staff additional police personnel, which in turn will allow COP to be reinstated in the community. With the enactment of this temporary public safety sales tax, a Citizen's Public Safety Oversight Committee was established to review the expenditures of the new monies and submit recommendations to the City Council regarding these expenditures. Members of the Citizen's Public Safety Oversight Committee are appointed by the Mayor upon approval by a majority of the City Council.

The Citizen's Public Safety Oversight Committee reviews the expenditures of revenues collected pursuant to the ordinance to determine if such funds are expended for the purposes specified in the ordinance. In addition, the Committee monitors the successful implementation of community policing concepts. Further, the City Council encourages the Citizens Oversight Committee to seek input and issue reports on their findings to the City Council and the public at least annually, or as frequently as the Committee deems appropriate or as requested by the Council. The Committee may review and make recommendations on such other issues related to Public Safety as may be assigned by the City Council.

In order to be successful, the COP mission and goals must be redefined to meet the current needs of the City of Norman. The City Council Oversight Committee along with members of the department recommend that the creation of a safe, diverse and inclusive community should be the paramount goal. The implementation of the COP philosophy is an opportunity to create positive interactions between the police department and the community.

**Universal Principles of COP**

Community policing is best described as a philosophy, managerial style, and organizational strategy. The goals of community policing are to promote better police-community partnerships and more proactive problem solving with the community. Community policing can help solve a wide range of community problems and issues involving crime control, crime prevention, and fear of crime.

In addition to Community Oriented Policing (COP), community policing is referred to by several names such as Community Problem Solving, Neighborhood Policing, and Problem-Based Policing. In order to be effective, community policing must be based on collaboration between police and citizens in a non-threatening and cooperative spirit. COP requires that police listen to citizens, take seriously how citizens perceive problems and issues, and seek to solve problems which have been identified. A fundamental assumption of the community policing approach is that the community is more likely than the police to recognize and understand public safety needs. Effective community policing can result in enhanced quality of life in neighborhoods, reduction of the fear of

## **Norman's Rededication to COP**

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crime, greater respect for law and order, increased crime control and crime prevention, and greater citizen satisfaction with police services.

Community policing represents a continuation of established traditions of policing in the United States. It flows from the following fundamental values:

- The police department believes that the prevention of crime is its number one priority.
- The police department involves the community in the delivery of its services.
- The police department holds itself accountable to the community it serves.
- The police department upholds three dimensions of equity: equal access to police services, equal treatment of all individuals under the U.S. Constitution, and equal distribution of police services and resources.

Research shows that community policing programs follow ten (10) underlying principals:

1. Crime prevention is the responsibility of the whole community.
2. The police and the community share ownership, responsibility, and accountability for the prevention of crimes.
3. Police effectiveness is a function of crime control, crime prevention, problem solving, community satisfaction, quality of life, and community engagement.
4. Mutual trust between the police and the community is essential for effective policing.
5. Crime prevention must be a flexible, long-term strategy in which the police and community collectively commit to resolving the complex and chronic causes of the crime.
6. Community policing requires knowledge, access and mobilization of community resources.
7. Community policing can only succeed when police administration and government officials enthusiastically support its principles and tenets.
8. Community policing depends on decentralized, community-based participation in decision-making.
9. Community policing allocates resources and services, which is based on analysis, identification and projection of patterns and trends, rather than incidents.
10. Community policing requires an investment in training with a special emphasis on: problem analysis and problem solving, facilitation, community organization, communication, mediation and conflict resolution, resource identification and use, networking and linkages, and cross-cultural competency.

It is a common misconception that COP is "soft on crime." This is not the case. Officers continue to make arrests and issue citations. However, the emphasis must shift with COP from activity indicators to long term solutions for problems. COP is also not "social work" or a cosmetic solution. The implementation of the COP philosophy merely formalizes and promotes community building and community-based problem solving which includes strong law enforcement components. COP must also not be viewed as a

## **Norman's Rededication to COP**

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passing fad. In order to be effective, COP must be adopted as a philosophical change in the way the police interact with the public.

### **Norman's Desired COP Philosophy**

The purpose of this COP statement is to unify community efforts, build alignment and loyalty among the Police Department staff, communicate our COP stance to the entire organization and the community, and finally to empower employees to set correct priorities and make correct decisions.

In addition to defining the principles and values of COP, the Police Department and Council Oversight Committee developed a vision of COP for Norman. It is the position of the group that COP should be implemented as a philosophy which permanently and positively changes the police department's interaction with the community. This positive interaction will lead to the creation of a safe, diverse and inclusive community. By working together, the Norman Police Department and the citizens of Norman can develop creative solutions to contemporary community problems related to public safety including crime, fear of crime, social and physical disorder, and neighborhood decay.

The mission of community oriented policing is to enhance the quality of service to Norman by developing a partnership based on trust using community relations, problem identification/solutions, and crime prevention. These partnerships must be permanent relationships of trust between the police and the community that must be developed and maintained to establish a network of resources to help in the problem identification and problem solving process. These relationships of trust enable law enforcement to gain greater access to valuable information from the community that could lead to the solution and prevention of crimes. Trust must be achieved before the police can assess the needs of the community and develop the close ties that will create community support. Community partnerships require an adoption of a policing perspective that exceeds the standard/traditional law enforcement emphasis. It is well understood that these partnerships will not happen overnight and will require an ongoing effort to be maintained.

The first element in working towards community oriented policing is the formation of community partnerships. Partnerships between police and community stakeholders are needed in order to carefully examine the characteristics of problems in neighborhoods and apply appropriate remedies. The group has identified community stakeholders such as the University of Oklahoma, other Norman educational institutions, social service agencies, businesses, the media, law enforcement, elected and appointed civic officials, property owners associations, neighborhood watches and members of the community as entities that must work together to ensure the success of community oriented policing.

Another element of community oriented policing that must be in place for the program to become effective is problem solving. Problem solving must be implemented in a proactive method to identify problems, educate all parties involved, and assign resources to solve those problems. Problem solving will require statistical analysis of data to

## **Norman's Rededication to COP**

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produce feedback and evaluate the effectiveness of the solution. It is acknowledged that the results from this element may not be observed for several years after re-start-up.

The police must also enact a public information outreach to the community concerning community oriented policing programs, activities and opportunities. The police will in turn use these opportunities to develop partnerships to help identify and solve public safety issues. It is expected that the police will partner with Norman's diverse population to accomplish the expectations. The police must also open lines of communication from the youth to the elderly to address community concerns. The police will be able to then implement proactive crime prevention and increase the police visibility in the community, especially in neighborhoods.

Geographically based policing or the use of "beats" will allow for officers to be assigned to a specific area and remain as the primary person in the area. This will allow the officer to gain knowledge of that area and provide for accountability for the area. By remaining in one geographic location, officers are better able to act as liaisons for citizens with other city departments and give the community a clear understanding of whom to contact for COP issues. In addition, geographically based policing provides an opportunity for officers to focus on specific crime "hot spots" and adapt solutions. Officers should be continually evaluated on both their proactive and reactive programs.

Recruitment of new departmental personnel should be aimed at attracting new employees who are well suited to a COP philosophy. All commissioned and civilian departmental members will be COP knowledgeable, although some may have greater responsibilities. All department personnel, sworn and civilian, will be given initial and ongoing COP training. Their work plans, performance reviews, and performance measures will clarify expectations for employees under the COP philosophy. The entire organizational structure of the department will be structured to support COP.

The Citizens Oversight Committee should determine the mechanisms for measuring whether or not the benchmarks are being met, and if they should be adjusted based on their evaluations and public input. In order to facilitate this process, any needs should be directed to the City Manager and Council. The evaluation should be included in all reports. Our community's support of the COP program is essential to make it an enduring endeavor despite any changes in administration and political makeup of the Council. This can only be achieved by meeting the needs and expectations of the public. In order to achieve this, it is imperative for the Citizens Oversight Committee to create a means for public input and interaction.

### **Action**

To achieve its goals the Norman Police Department will prepare a Five Year Implementation Plan to set forth the strategies and activities to successfully implement community policing concepts. Further, the Norman Police Department will prepare an Annual Work Plan consistent with the Five Year Implementation Plan on the basis of intended results, strategies, budget and the formation of community partners. The



Annual Work Plan will provide detailed activity planning and accomplishments such as expected outcomes and activities, a time frame and identification of those responsible for implementation of all components of the Annual Work Plan.

**Conclusion**

Community oriented policing requires the police and the community to work together in partnership to solve community problems. Communication must be open and continuous with the youth of Norman and all other members of the community talking to police. COP allows for a better understanding of police duties and gives the citizens a greater voice in setting police priorities while improving the quality of life for the community. The partnerships created by community oriented policing will be permanent and help ensure a safe, diverse and inclusive city.

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Citizens Public Safety Oversight Committee  
201 W. Gray  
Study Session Room  
January 13, 2011  
4:00 p.m.

AGENDA

1. Call to Order
2. Approval of Agenda of January 13, 2011 Meeting
3. Approval of Minutes of December 9, 2010 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Discussion of TEAM Program.
6. Establish Topics for Next Agenda – Meeting to be held on February 10, 2011.
7. Miscellaneous Discussion.
8. Adjournment

Citizens Public Safety Oversight Committee  
201 W. Gray  
Study Session Room  
February 10, 2011  
4:00 p.m.

AGENDA

1. Call to Order
2. Approval of Agenda of February 10, 2011 Meeting
3. Approval of Minutes of January 13, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Discussion of Resolution to Norman Public Schools Emphasizing the Importance of the TEAM Program.
6. Discussion of Programs to Reach Out to OU Students.
7. Discussion of Land Acquisition for the next Two Fire Stations.
8. Discussion of Citizen's Public Safety Oversight 2010 Annual Report.
9. Establish Topics for Next Agenda – Meeting to be held on March 10, 2011.
10. Miscellaneous Discussion.
11. Adjournment

**Citizens Public Safety Oversight Committee  
201 W. Gray  
Study Session Room  
March 10, 2011  
4:00 p.m.**

**AGENDA**

1. Call to Order
2. Approval of Agenda of March 10, 2011 Meeting
3. Approval of Minutes of February 10, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Community Oriented Policing Discussion with Members of the Academy Class of 2010.
6. Discussion of Expression of Appreciation for Collaboration with Norman Public Schools to Implement the TEAM Program.
7. Discussion of Recommendation to City Council for Consideration of Acquiring Sites for Two Additional Fire Stations.
8. Establish Topics for Next Agenda – Meeting to be held on April 14, 2011.
9. Miscellaneous Discussion.
10. Adjournment

Citizens Public Safety Oversight Committee  
201 W. Gray  
Study Session Room  
April 14, 2011  
4:00 p.m.

AGENDA

1. Call to Order
2. Approval of Agenda of April 14, 2011 Meeting
3. Approval of Minutes of March 10, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Discussion of Expression of Appreciation for Collaboration with Norman Public Schools to Implement the TEAM Program.
6. Presentation of Capital Budget Process – Anthony Francisco, Director of Finance.
7. Establish Topics for Next Agenda – Meeting to be held on May 12, 2011.
8. Miscellaneous Discussion.
9. Adjournment

**Citizens Public Safety Oversight Committee**  
**Fire Station No. 8**  
**3901 36<sup>th</sup> Avenue NW**  
May 12, 2011  
4:00 p.m.

**AGENDA**

1. Call to Order
2. Approval of Agenda of May 12, 2011 Meeting
3. Approval of Minutes of April 14, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Discussion with City Attorney concerning Public Safety Sales Tax Expenditures.
6. Presentation Relative to the City's Communication and Fire Department Capital Equipment and Improvement Needs.
7. Establish Topics for Next Agenda – Meeting to be held on June 9, 2011.
8. Miscellaneous Discussion.
9. Tour of Fire Station No. 8.
10. Adjournment

Citizens Public Safety Oversight Committee  
City Hall  
201 W. Gray Street  
June 9, 2011  
4:00 p.m.

AGENDA

1. Call to Order
2. Approval of Agenda of June 9, 2011 Meeting
3. Approval of Minutes of May 12, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Continued discussion of Public Safety Sales Tax Expenditures.
6. Establish Topics for Next Agenda – Meeting to be held on July 14, 2011.
7. Miscellaneous Discussion.
8. Adjournment

Citizens Public Safety Oversight Committee  
City Hall  
201 W. Gray Street  
July 14, 2011  
4:00 p.m.

**AGENDA**

1. Call to Order
2. Approval of Agenda of July 14, 2011 Meeting
3. Approval of Minutes of June 9, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Introduction of Police Chief Keith Humphrey.
6. Communication to Three Majors in the Norman Police Department.
7. Discussion of Public Safety Sales Tax Expenditures.
8. Establish Topics for Next Agenda – Meeting to be held on August 11, 2011.
9. Miscellaneous Discussion.
10. Adjournment



Citizens Public Safety Oversight Committee  
City Hall  
201 W. Gray Street  
August 11, 2011  
4:00 p.m.

AGENDA

1. Call to Order
2. Approval of Agenda of August 11, 2011 Meeting
3. Approval of Minutes of July 14, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Establish Topics for Next Agenda – Meeting to be held on September 8, 2011.
6. Miscellaneous Discussion.
7. Adjournment

Citizens Public Safety Oversight Committee  
City Hall  
201 W. Gray Street  
September 8, 2011  
4:00 p.m.

AGENDA

1. Call to Order
2. Approval of Agenda of September 8, 2011 Meeting
3. Approval of Minutes of August 11, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Establish Topics for Next Agenda – Meeting to be held on October 13, 2011.
6. Miscellaneous Discussion.
7. Adjournment

# CANCELLED

Citizens Public Safety Oversight Committee  
City Hall  
201 W. Gray Street  
October 13, 2011  
4:00 p.m.

## AGENDA

1. Call to Order
2. Approval of Agenda of October 13, 2011 Meeting
3. Approval of Minutes of September 8, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Discussion of Public Safety Sales Tax Surplus.
6. Discussion of TEAM Program and Police Officers in Schools.
7. Establish Topics for Next Agenda – Meeting to be held on November 10, 2011.
8. Miscellaneous Discussion.
9. Adjournment

**Citizens Public Safety Oversight Committee  
City Hall  
201 W. Gray Street  
November 10, 2011  
4:00 p.m.**

**AGENDA**

1. Call to Order
2. Approval of Agenda of November 10, 2011 Meeting
3. Approval of Minutes of September 8, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Discussion of Public Safety Sales Tax Surplus.
6. Discussion of TEAM Program and Police Officers in Schools.
7. Establish Topics for Next Agenda – Meeting to be held on December 8, 2011.
8. Miscellaneous Discussion.
9. Adjournment

Citizens Public Safety Oversight Committee  
City Hall  
201 W. Gray Street  
December 8, 2011  
4:00 p.m.

AGENDA

1. Call to Order
2. Approval of Agenda of December 8, 2011 Meeting
3. Approval of Minutes of November 10, 2011 Meeting
4. Monthly Updates
  - Finance
  - Fire Department
  - Police Department
5. Discussion of TEAM Program and Police Officers in Schools.
6. Discussion and Consideration of Resolution regarding Public Safety Sales Tax Surplus.
7. Establish Topics for Next Agenda.
8. Miscellaneous Discussion.
9. Adjournment