



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



APPENDIX D



September 2009



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



A Message from the Chief of Police

Dear Norman Citizens:

As we enter a renewed commitment to the Community Oriented Policing philosophy at the Norman Police Department we will strengthen partnerships in neighborhoods, business districts, schools, and individual citizens to address crime and quality of life issues in Norman. The Public Safety Sales Tax will allow the police department to obtain the manpower to provide time for officers to get to know the citizens better and the time to identify and resolve problems. We have enjoyed input from citizens, City Council, the Citizen's Public Safety Oversight Committee, and department employees on what they want the police department to prioritize during the next five years.

Community Oriented Policing requires that citizens assist in problem solving by evaluating neighborhood problems, as well as, how the neighborhood can help the police. Criminal activity or other problems that affect the quality of life should be reported. Public safety problems cannot be solved for the long term without citizens input and assistance. By working together, we can make a positive difference in Norman.

This implementation plan provides you with the opportunity to review our goals and hold us accountable. We need your feedback. We know your expectations are high. So are ours.

Thank you for your interest and your support.

Sincerely,
Phil Cotten
Chief of Police



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



OUR MISSION:

To maintain and enhance the quality of life in the City of Norman by protecting life, liberty, property, and keeping the peace.

In pursuit of our mission, Norman Police Employees value:

Integrity

by conducting ourselves ethically.

Accountability

by accepting responsibility for our work and actions.

Mutual Respect

by recognizing individual rights and human dignity.

Service Attitude

by providing exceptional service in a courteous, dependable and efficient manner.

Partnerships

by working with the community to create permanent solutions to problems.





COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



HISTORY

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 is authorized 156 commissioned and 57 civilian personnel, for a total of 213 employees serving over 108,000 Norman citizens and visitors to our community.

The concept of community oriented policing ("COP") was first implemented by the Norman Police Department in 1993. The department's focus became 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.

On May 13th, 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 funds generated from this additional tax, in part, are being used to staff additional police personnel. The additional manpower will help to return the agency to a proactive state and move toward the full implementation of the COP philosophy.

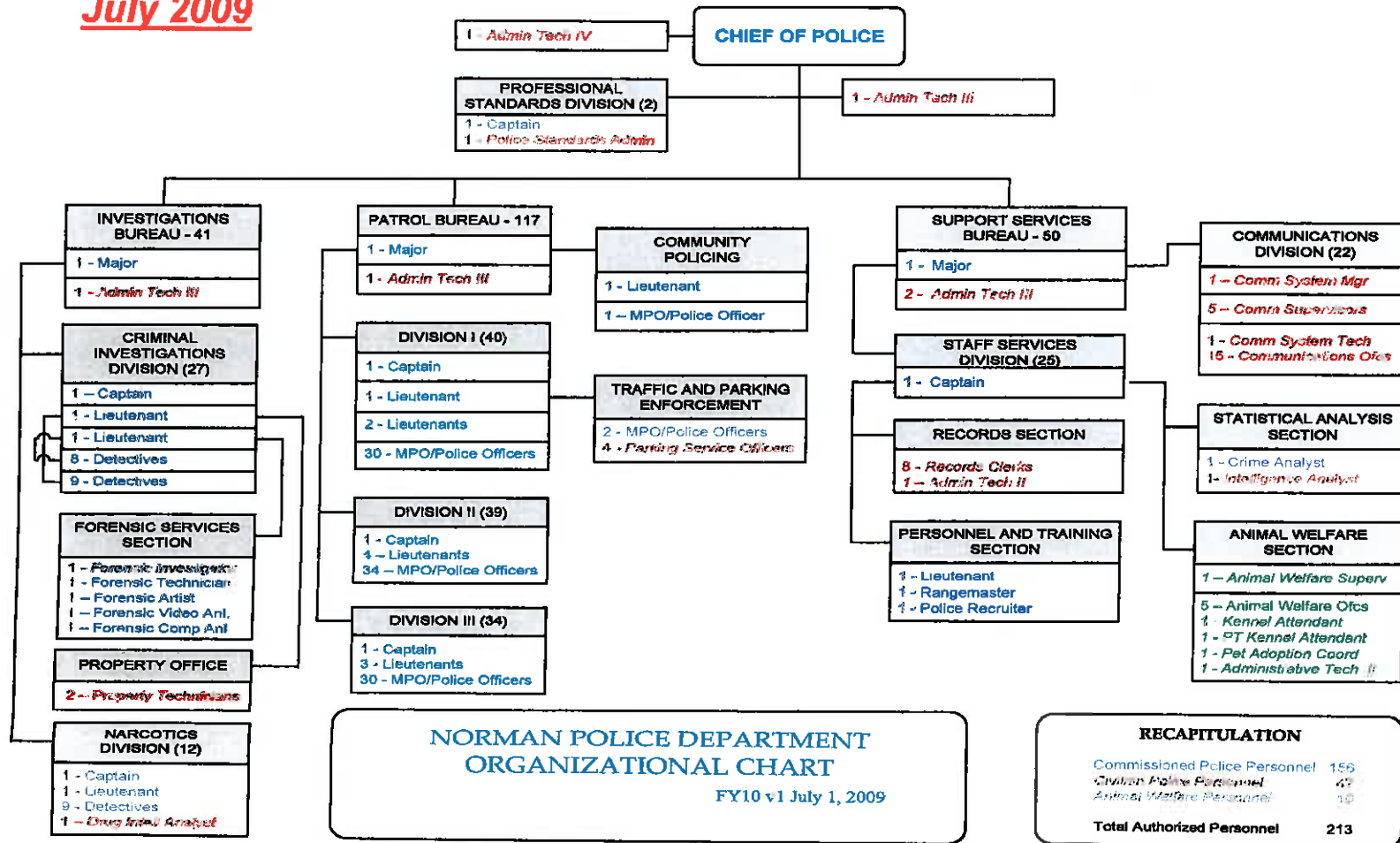


COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



Organization Chart

July 2009



NORMAN POLICE DEPARTMENT ORGANIZATIONAL CHART

FY10 v1 July 1, 2009

RECAPITULATION	
Commissioned Police Personnel	156
Civilian Police Personnel	42
Animal Welfare Personnel	15
Total Authorized Personnel	213

101-5



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



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.

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:
 - Expected outcomes; activities to be carried out towards the achievement of the expected outcomes;
 - The time frame (by calendar quarter) for undertaking the planned activities; and
 - Identification of those responsible for implementing components of the plan.

Approved by the Norman City Council on April 28, 2009



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



Norman's Definition of Community Oriented Policing:

A philosophy based on the concept that Norman police officers and Norman citizens work together in creative ways to help solve contemporary community problems related to public safety including crime, fear of crime, social and physical disorder, and neighborhood decay.

Mission of Community Oriented Policing:

Enhance the quality of service to the community of Norman by developing a partnership based on trust using community relations, problem identification / solutions, and crime prevention.

Vision of Community Oriented Policing:

The community oriented policing philosophy permanently and positively changes the police department's interaction with the community. The community's positive interaction with the police department is necessary in order to create a safe, diverse and inclusive community.

Goal of Community Oriented Policing:

The goal of community policing in Norman is to reduce crime and disorder by carefully examining the characteristics of problems in neighborhoods and then applying appropriate problem solving remedies.



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



Objective 1 - Community Assessment and Readiness

Community Assessment and Readiness is primarily discovering the community's needs, that is, identifying problems in need of a solution. These assessments also involve identifying resources that can be brought into play to solve problems.

GOAL	ACTIONS	Responsible Parties*	Time Frame
1. A Assess the needs and desires of the Community in reference to policing in the community.	1. Develop a comprehensive strategy to identify and engage the Big Six (police, citizens, civic officials, businesses, community agencies and media) to work together to ensure the success of COP.	City Council / City Manager / Chief of Police / All Police Employees	FYE 2010
	a. Implement a strategy for soliciting and analyzing formal and informal feedback from the community (on-line or written surveys, focus groups or ward meetings, etc).	Chief of Police / Bureau Commanders / Division Staff to include: Patrol Officers, Detectives	FYE 2010
	2. Schedule quarterly meetings (council wards) to address community issues and concerns with members of the public.	Chief of Police / Bureau Commanders / Division Staff to include: Patrol Officers, Detectives	Ongoing
	3. Gather data, trends and analyze problems identified by the community.	Police Crime Analyst	FYE 2010
	4. Prioritize issues and problems in need of resolution and establish actions plans.	Chief of Police / Bureau Commanders / Division Staff to include: Patrol Officers, Detectives	FYE 2010

*Position/office in BOLD indicates the lead or owner of this action.



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Objective 2 - Education

The implementation of community oriented policing will require members of the community to be educated in the philosophy. The initial group that must be addressed will be the members of the Norman Police Department. Other groups will be addressed and educated to make the philosophy a community staple. A public information outreach will also be developed and implemented to cast the philosophy to a broad based audience.

GOAL	ACTIONS	Responsible Parties	Time Frame
2. A Provide initial training in the COP philosophy to all Norman Police Department personnel.	1. Develop and present initial COP training to all NPD Field Training Officers.	Office of Community Policing	Completed
	2. Structure and implement a training plan to provide line officers and supervisors information on how to optimize COP.	Office of Community Policing	FYE 2010
	3. Provide initial COP training to all NPD commissioned personnel.	Office of Community Policing / NPD Supervisors	FYE 2010
	4. Provide initial COP training to all non-commissioned personnel.	Office of Community Policing / NPD Supervisors	FYE 2010
2. B Supply all Norman Police Department personnel with continuing education on COP related activities and programs.	Provide Continuing Education classes for COP related topics.	Office of Community Policing	Ongoing



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OBJECTIVE: 2 Education Goal (continued)

GOAL	ACTIONS	Responsible Parties	Time Frame
2. C Provide COP philosophy, crime prevention and crime identification training to City of Norman Management Team and selected city employees.	1. Develop and present COP philosophy related training to the City's Management Team.	City Manager and Chief of Police	FYE 2010
	2. Provide COP related training to selected groups within the City of Norman workforce.	City Manager, Chief of Police and Office of Community Policing	
	a. Initial training for Sanitation and Code Enforcement Personnel.		FYE 2010
	b. Additional training to Parks personnel and other areas that are identified.		FYE 2011
2. D Present the COP philosophy to the City Council.	Prepare a COP presentation to be presented to City Council at a scheduled Council meeting.	Chief of Police and Office of Community Policing	Completed
2. E Present the COP philosophy to the Citizen Public Safety Oversight Committee.	Present COP presentation to CPSOC.	Chief of Police and Office of Community Policing	Completed
2. F Offer COP philosophy, crime prevention and crime identification training to civic groups, educational institutions, social service agencies, businesses, the media and other members of the community.	1. Develop a training program to address the COP philosophy, crime prevention and crime identification for selected groups.	Office of Community Policing	Ongoing
	2. Deliver COP related training to community groups when requested.	Office of Community Policing / Selected NPD Personnel	Ongoing



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



Objective 3 – Community Partnership

The implementation of the Community Oriented Policing philosophy will require the Norman Police Department to work in partnership with members of the community. This partnership will work to help develop effective responses to public safety related problems including crime, fear of crime, social and physical disorder and neighborhood decay.

GOAL	ACTIONS	Responsible Parties	Time Frame
3. A Work in partnership with the community and community groups to address public safety issues.	1. Develop a presentation to be used to address the COP philosophy, crime prevention and crime identification for selected community groups.	Office of Community Policing	FYE 2010
	2. Schedule quarterly meetings (council wards) to address community issues and concerns with members of the public.	Office of Community Policing / Selected NPD personnel / Beat, Ward, Sector and entire City groups and organizations	FYE 2010 / Ongoing
	3. Increase the officer's availability to attend meetings with the community.	Chief of Police / Bureau Commanders / Division Staff	Ongoing
	4. Identify areas in which children, kindergarten through 12th grade, could be provided safety information and direct contact with Public Safety personnel through safety educational programs.	Office of Community Policing / Selected NPD personnel	Ongoing
3. B Develop and implement a plan to assist officers with efforts to network with public and private agencies within Norman.	1. Have personal contact with every business in the City of Norman.	Beat / Sector Officers and Supervisors	FYE 2011
	2. In-service or shift level training on available resources in the community.	Division Staff	



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



OBJECTIVE: 3 *Community Partnership (continued)*

GOAL	ACTIONS	Responsible Parties	Time Frame
3. C Develop and implement new programs that would assist in building partnerships and educating the community in COP.	1. Develop a Citizen's Police Academy.	Chief of Police / Support Services Bureau / Office of Community Policing	FYE 2012



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Objective 4 - Problem Identification and Solutions

Problem identification and solution is a vital part of the Community Oriented Policing philosophy. Once public safety problems are identified by the community and police they must be addressed to help improve the community's way of life. Both the community and the police must identify, research, address and monitor public safety problems.

GOAL	ACTIONS	Responsible Parties	Time Frame
4. A Implement the concept of problem identification and solution using the COP philosophy.	1. Educate officers on problem identification and solution concept.	Office of Community Policing / Support Services Bureau	FYE 2010/ Ongoing
	2. Develop department, bureau and division goals that prioritize problem solving efforts.	Chief of Police / Bureau Commanders / Division Staff	FYE 2010
	3. Develop employee performance expectations that prioritize problem identification / solution. Evaluation parameters should reflect qualitative as well as quantitative measures appropriate to COP.	Chief of Police / Bureau Commanders / Division Staff	FYE 2011
	4. Conduct Beat analysis to evaluate and determine the need for realignment of patrol beats. This process should be based on geographic size, number of people in the area, number of crimes reported and calls for service.	Support Services Bureau / Patrol Bureau	FYE 2010
	5. Address issues that meet the "broken windows" concept in beats/wards.	All Police Employees / Code Enforcement	FYE 2011



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



OBJECTIVE: 4 *Problem Identification and Solutions (continued)*

GOAL	ACTIONS	Responsible Parties	Time Frame
	6. Develop a "point of contact" list of resources for all officers.	Office of Community Policing	FYE 2011
	7. Schedule quarterly meetings (council wards) to address community issues and concerns with members of the public.	Chief of Police / Bureau Commanders / Division Staff / COP Office / Selected NPD personnel / Beat, Ward, Sector and entire City groups and Organizations	Ongoing



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Objective 5 - Image and Recruiting

The image of the Norman Police Department is a vital asset which the department must monitor and always focus on improving. The image of the department is one that directly affects the recruiting of new employees and the department's ability to approach the community and other groups.

GOAL	ACTIONS	Responsible Parties	Time Frame
5. A Improve Norman Police Department's image.	1. Educate officers on better customer service techniques and options.	Office of Community Policing / NPD Training Division	FYE 2010/ Ongoing
	2. Develop and implement a public information and new recruiting image improvement video.	NPD Staff / Office of Community Policing / NPD Recruiting Staff	FYE 2011 / Ongoing
	3. Evaluate image improvements both on a professional appearance and a professional conduct level.	NPD Staff / Office of Community Policing / NPD Uniform Committee / NPD Awards Committee / Division Staff (counseling and evaluation process)	Ongoing
5. B Improve NPD recruitment and selection guidelines.	Develop a plan to address the need to revise hiring and promotional criteria to reflect the department wide commitment to COP.	Support Services Bureau	FYE 2010



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Objective 6 – Monitoring and Adjustment of the Implementation Plan

Continual monitoring of a strategic plan is necessary to ensure that goals are met , track progress over time, and evaluate the need for adjustments, and gauge whether the work carried out is moving the organization up the maturity path (devoting more time to strategic issues versus tactical issues).

GOAL	ACTIONS	Responsible Parties	Time Frame
6. A Continual Monitoring of the strategic plan.	1. Develop an Annual Work Plan.	Chief of Police / Command Staff / CPSOC	July 1 each year
	2. Develop and implement a system to measure COP's impact on crime, fear of crime and disorder.	Chief of Police / Command Staff	FYE 2010
	3. Review of activities, plans and goals.	Chief of Police / Command Staff / Division Personnel /CPSOC	Quarterly
	4. Annual review of long term goals, acceptance within the community and alignment with external events.	Chief of Police / Command Staff / CPSOC	June each year
6. B Complete a Community Policing Self Assessment Survey Tool sponsored by Department of Justice and the Police Executive Research Forum.	1. Measure the extent to which Community Policing has been institutionalized within an agency	Chief of Police/ Office of Community Policing	FYE 2010
	2. Review community partnership, problem solving and organizational transformation.	Office of Community Policing	FYE 2010



Community Oriented Policing



APPENDIX E

2010-2011
Annual Work Plan
Updated June 30, 2011

Introduction

Community Oriented Policing (COP) is based on the concept that Norman police officers and Norman citizens work together in creative ways to help solve contemporary community problems related to public safety including crime, fear of crime, social and physical disorder, and neighborhood decay. The City of Norman made a major commitment to revitalizing the COP philosophy in the police department and the community. That commitment included adopting a five year implementation plan that consists of objectives such as community assessment and readiness, education, partnership and community engagement, problem identification and solution, image and recruiting improvement, and a monitoring component. As a continuation of this commitment the police department will also establish annual work plans to ensure that the goals of the five year plan are accomplished in a timely fashion.

The specific goals for the Annual Work Plan for 2010-2011 fiscal year are:

- 1. Assess the needs and desires of the community in reference to policing in the community.**
- 2. Provide all Norman Police Department personnel with continuing education on COP related activities and programs.**
- 3. Provide COP philosophy, crime prevention and crime identification training to selected city employees.**
- 4. Offer and deliver COP philosophy, crime prevention and crime identification training to civic groups, educational institutions, social service agencies, businesses, the media and other members of the community.**
- 5. Work in partnership with the community and community groups to address public safety issues.**
- 6. Develop and research a plan to assist officers with efforts to network with public and private agencies within Norman.**
- 7. Implement the concept of problem identification and solution using the COP philosophy.**
- 8. Continual improvement of the Norman Police Department's image.**
- 9. Continual monitoring of the strategic plan.**

Goal 1: Assess the needs and desires of the community in reference to policing in the community.

Success defined: Feedback from customers through community meetings and a potential independent survey instrument that would be used to assess the customer's perception of what police priorities should be in the next fiscal year.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
<p>Community interaction meetings to address community issues and concerns with members of the public.</p>	<p>1. Schedule meetings in different geographical or demographical areas. A tentative agenda as follows:</p> <ul style="list-style-type: none"> • Deliver updates on current status of COP. • Deliver updates of hiring, training and other issues related to the Public Safety Sales Tax. • Discuss Crime Prevention and Crime Identification as requested. <p>2. Document concerns and summarize information.</p> <p>3. Identify resources and responsible parties to address the concerns identified.</p> <p>4. Provide information obtained to the correct police employees (i.e. beat officers) to increase their knowledge base of the customer's desires and concerns.</p>	<p>February May</p>	<p>Chief Cotten Major Ritchie Lt. Teuscher</p>	<p>Complete</p>	<p>OU Student Night Out</p> <p>National Night 2010</p> <p>Shred-A-Thon Car Seat Check Ammunition Destruction Pharmaceutical Take Back</p> <p>Chautauqua Area Meeting December 14, 2010</p> <p>Ward Meetings upon invitation Ward 5 Ward 1, 2</p>

<p>Start a partnership with the University of Oklahoma in researching a cost effective and validated survey to assist in collecting feedback from the community.</p>	<ol style="list-style-type: none"> 1. Identify or create a validated survey that is cost effective to help collect feedback from the community. 2. Document and summarize the feedback obtained from the survey. 3. Supply information to members of the department and use data in goal setting as well as prioritizing response. 		<p>Lt. Teuscher</p>	<p>Move to future AWP</p>	<p>This survey should focus on the following areas:</p> <ol style="list-style-type: none"> a. Police response times b. Police crime prevention efforts c. Police presence in neighborhoods d. Traffic enforcement efforts e. Over-all satisfaction of the police services
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Goal 2: Provide all Norman Police Department personnel with continuing education on COP related activities and programs.

Success defined: Employees should use their training to better deliver quality services to the community. This training should also help employees in dealing with problems or potential problems that are identified in the community.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Structure and implement a training plan to provide non-commissioned personnel with additional customer service training.	<ol style="list-style-type: none"> 1. Develop or implement a course outline. 2. Coordinate with all Bureau Commanders in order to schedule training. 3. Provide eight (8) hours of training to all non-commissioned personnel. 	June	Lt. Lehenbauer	Complete	Verbal Judo Other City Departments have signed up to participate.
Structure and implement a training plan to provide all commissioned personnel with training associated with racial profiling.	<ol style="list-style-type: none"> 1. Develop or implement a course outline. 2. Coordinate with all Bureau Commanders in order to schedule training. 3. Provide eight (8) hours of training to commissioned personnel. 	In Service 2011	Sgt. Anderson MPO Vincent	Complete	Perspectives in Profiling
Structure and implement a training plan to provide selected personnel with presentation development and delivery skills.	<ol style="list-style-type: none"> 1. Develop a four (4) hour course outline, content and PowerPoint. 2. Coordinate with all Bureau Commanders in order to schedule training. 	June	Capt. Praizner Sgt. Newell Sgt. Smith	Complete Feb. 17	T.E.A.M. concept 8 hour course

Goal 3: Provide COP philosophy, crime prevention and crime identification training to selected City of Norman employees.

Success defined: Select a Crime Prevention Officer to assist in training selected groups in areas of COP, Prevention, as other related topics. Selected groups can use the information they receive to understand the goals of COP and reasons for its implementation. Both the police and the selected groups can use the partnerships to improve crime awareness and prevention.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Dedicate and select a Crime Prevention Officer to join the Office of Community Policing.	<ol style="list-style-type: none"> 1. Open a Crime Prevention Officer position. 2. Selected a qualified officer. 3. Provide advanced training in areas of COP and Crime Prevention. 	August	Chief Cotten Major Ritchie Major Maisano	Complete July 29	Sgt. Tim Smith
Give COP related training to selected groups within the City of Norman workforce. This years training should focus on Parks and Recreation.	<ol style="list-style-type: none"> 1. Revise presentation. 2. Schedule time for presentations. 3. Deliver presentations. 	June	Major Ritchie, Lt. Teuscher, Sgt. Newell Sgt. Smith	Complete May	

Goal 4: Offer COP philosophy, crime prevention and crime identification training to civic groups, educational institutions, social service agencies, businesses, the media and other members of the community.

Success defined: Education of customers on the philosophy and goals of COP as well as to improve partnerships for crime awareness and addresses crime prevention.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Provide COP related training to all groups when requested and proactively deliver a minimum of two presentations this year.	<ol style="list-style-type: none"> 1. Revise and update presentations. 2. Use calendar to schedule events. 3. Deliver presentations. 	June	Lt. Teuscher Sgt. Newell Sgt. Smith	Complete	OU Student Night Out OG&E
Continue with the Adopt-A-Cop program.			Major Ritchie Major Maisano Captain Praizner Lt. Green Lt. Teuscher Sgt. Smith	Complete May	Two Detectives and four Patrolmen dedicated. Research other options for FYE 2012

Goal 5: Work in partnership with the community and community groups to address public safety issues.

Success defined: Education of customers on the philosophy and goals of COP as well as to improve partnerships for crime awareness and prevention.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Make a presentation available to address the COP philosophy, crime prevention and crime identification for selected groups.	<ol style="list-style-type: none"> 1. Use the COP calendar to schedule presentations when requested. 2. Deliver presentation as requested. 	Continuing	Lt. Teuscher, Sgt. Newell Sgt. Smith	Complete	OU Student Night Out OG&E Parks and Recreation
Research additional ways which safety educational programs can be implemented more efficiently in the school systems when requested.	<ol style="list-style-type: none"> 1. Research additional ways for the department to become more involved in school systems. 	June	Captain Foster Lt. Teuscher Sgt. Smith	Complete	T.E.A.M. April start dates Norman North High School Longfellow Middle School Whittier Middle School Alternative Education Lincoln Elementary Roosevelt Elementary
Community interaction meetings to address community issues and concerns with members of the public.	Same as in Goal 1			Complete	OU Student Night Out National Night 2010 Shred-A-Thon Car Seat Check Ammunition Destruction Pharmaceutical Take Back Chautauqua Area Meeting December 14, 2010 Ward Meetings upon invitation Ward 5 Ward 1, 2

Goal 6: Develop and research a plan to assist officers with efforts to network with public and private agencies within Norman.

Success defined: Research and develop ways to accomplish all Norman businesses receiving one on one contact with a Norman Police Officer focusing on partnership building and resource sharing. This interaction will be a benefit to both customers and police employees.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Research, develop and start planning stages for personal one on one contact with every business in the City of Norman.	<ol style="list-style-type: none"> 1. Develop and implement a plan to accomplish this with current manpower. 2. Establish point of contacts for businesses, update BID and/or alarm information. 3. Make information obtained available for officers. 4. Provide resource information to officers through shift level training opportunities. 	June	Chief Cotten Major Maisano Major Ritchie Major Younger All commissioned personnel	In Progress	Captain Gibson

Goal 7: Implement the concept of problem identification and solution using the COP philosophy

Success defined: Continued philosophy change from reactive approaches to proactive approaches.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Community interaction meetings to address community issues and concerns with members of the public.	Same as in Goal 1			Complete	OU Student Night Out National Night 2010 Shred-A-Thon Car Seat Check Ammunition Destruction Pharmaceutical Take Back Chautauqua Area Meeting December 14, 2010 Ward Meetings upon invitation Ward 5 Ward 1, 2
Develop employee performance expectations that prioritize problem identification / solutions. Evaluated parameters should reflect qualitative as well as quantitative measures appropriate to COP.	1. Develop performance expectations for commissioned personnel that focus on problem identification and solution as well as partnership building.	May	Major Younger Captain Praizner	Complete	LPO Completed Oct 2010 Second project (Counseling and Evaluation Forms) identified and scheduled for AWP 2012
Structure a training plan to provide personnel with Problem Oriented Police training to include the "broken window" concept.	1. Develop a four (4) hour course outline, content and PowerPoint.	June	Lt. Arnold MPO Hopkins	Move to future AWP	

Goal 8: Continued improvement of the Norman Police Department's image

Success defined: A continued goal of positive and proactive interaction with customers. Positive feedback from the customer survey especially in over-all satisfaction would be desired.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Continue public relations campaign emphasizing on positive police interaction with children and business owners.	1. Distribution of COP posters and pamphlets to all schools by beat officers.	September	Lieutenants	Complete	
	2. Distribute COP related information and develop partnership stickers to present to business owners during visits.	June	Lieutenants	In Progress	
	3. Launch a new web site that emphasizes COP and recruiting.	January	Major Younger	Moved to future AWP	
	4. Develop and implement a recruiting and image improvement video.	June	Lt. Teuscher MPO Vincent	Complete May	

Goal 9: Continual monitoring of the strategic plan.

Success defined: All goals and issues are addressed and complete by the end of fiscal year.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Develop an Annual Work Plan.	<ol style="list-style-type: none"> 1. Create goals that will be achieved during FYE 2012. 2. Assign tasks to personnel to be completed. 3. Follow up with assigned personnel to ensure tasks will be completed on time. 	June	Chief Humphrey, Major Ritchie, Major Maisano, Major Younger, Lt. Teuscher	Complete	
Review of activities, plans and goals.	<ol style="list-style-type: none"> 1. Ensure that activities, plans and goals that were planned for FYE 2011 have been completed. 	June	Chief Humphrey, Major Ritchie, Captains, Lieutenants, Lt. Teuscher	Complete	
Annual review of long term goals.	<ol style="list-style-type: none"> 1. Review goals completed as well as future goals to ensure that Community Policing stays on schedule. 	June	Chief Humphrey, Major Maisano, Major Ritchie, Major Younger, Lt. Teuscher	Complete	



Community Oriented Policing



2011-2012
Annual Work Plan

Introduction

Community Oriented Policing (COP) is based on the concept that Norman police officers and Norman citizens work together in creative ways to help solve contemporary community problems related to public safety including crime, fear of crime, social and physical disorder, and neighborhood decay. The City of Norman made a major commitment to revitalizing the COP philosophy in the police department and the community. That commitment included adopting a five year implementation plan that consists of objectives such as community assessment and readiness, education, partnership and community engagement, problem identification and solution, image and recruiting improvement, and a monitoring component. As a continuation of this commitment the police department will also establish annual work plans to ensure that the goals of the five year plan are accomplished in a timely fashion.

The specific goals for the Annual Work Plan for 2011-2012 fiscal year are:

- 1. Assess the needs and desires of the community in reference to policing in the community.**
- 2. Provide all Norman Police Department personnel with continuing education on COP related activities and programs.**
- 3. Provide COP philosophy, crime prevention and crime identification training to selected city employees.**
- 4. Offer and deliver COP philosophy, crime prevention and crime identification training to civic groups, educational institutions, social service agencies, businesses, the media and other members of the community.**
- 5. Work in partnership with the community and community groups to address public safety issues.**
- 6. Develop and research a plan to assist officers with efforts to network with public and private agencies within Norman.**
- 7. Develop and implement new programs that would assist in building partnerships and educating the community in COP.**
- 8. Implement the concept of problem identification and solution using the COP philosophy.**
- 9. Continual improvement of the Norman Police Department's image.**
- 10. Continual monitoring of the strategic plan.**

Goal 1: Assess the needs and desires of the community in reference to policing in the community.

Success defined: Feedback from customers through community meetings and a potential independent survey instrument that would be used to assess the customer's perception of what police priorities should be in the next fiscal year.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
<p>Community interaction meetings to address community issues and concerns with members of the public.</p>	<p>1. Schedule meetings in different geographical or demographical areas. A tentative agenda as follows:</p> <ul style="list-style-type: none"> • Deliver updates on current status of COP. • Deliver updates of hiring, training and other issues related to the Public Safety Sales Tax. • Discuss Crime Prevention and Crime Identification as requested. <p>2. Document concerns and summarize information.</p> <p>3. Identify resources and responsible parties to address the concerns identified.</p> <p>4. Provide information obtained to the correct police employees (i.e. beat officers) to increase their knowledge base of the customer's desires and concerns.</p>	<p>February May</p>	<p>Major Ritchie Lt. Teuscher</p>		

<p>Start a partnership with the University of Oklahoma in researching a cost effective and validated survey to assist in collecting feedback from the community.</p>	<ol style="list-style-type: none"> 1. Identify or create a validated survey that is cost effective to help collect feedback from the community. 2. Document and summarize the feedback obtained from the survey. 3. Supply information to members of the department and use data in goal setting as well as prioritizing response. 	<p>June</p>	<p>Lt. Teuscher</p>		<p>This survey should focus on the following areas:</p> <ol style="list-style-type: none"> a. Police response times b. Police crime prevention efforts c. Police presence in neighborhoods d. Traffic enforcement efforts e. Over-all satisfaction of the police services
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Goal 2: Provide all Norman Police Department personnel with continuing education on COP related activities and programs.

Success defined: Employees should use their training to better deliver quality services to the community. This training should also help employees in dealing with problems or potential problems that are identified in the community.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Structure and implement a training plan to provide selected personnel with presentation development and delivery skills.	<ol style="list-style-type: none"> 1. Develop a four (4) hour course outline, content and PowerPoint. 2. Coordinate with all Bureau Commanders in order to schedule training. 	June	Sgt. Newell Sgt. Smith		T.E.A.M. concept
Structure a training plan to provide personnel with Problem Oriented Police training to include the "broken window" concept.	<ol style="list-style-type: none"> 1. Develop a four (4) hour course outline, content and PowerPoint. 	June	Sgt. Smith Sgt. Newell		P.O.P. Training

Goal 3: Provide COP philosophy, crime prevention and crime identification training to selected City of Norman employees.

Success defined: Select a Crime Prevention Officer to assist in training selected groups in areas of COP, Prevention, as other related topics. Selected groups can use the information they receive to understand the goals of COP and reasons for its implementation. Both the police and the selected groups can use the partnerships to improve crime awareness and prevention.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Give COP related training to selected groups within the City of Norman workforce. This years training should focus on Traffic Control.	<ol style="list-style-type: none"> 1. Schedule time for presentations. 2. Deliver presentations. 	June	Lt. Teuscher, Sgt. Newell Sgt. Smith		

Goal 4: Offer COP philosophy, crime prevention and crime identification training to civic groups, educational institutions, social service agencies, businesses, the media and other members of the community.

Success defined: Education of customers on the philosophy and goals of COP as well as to improve partnerships for crime awareness and addresses crime prevention.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Provide COP related information to all groups when requested and proactively deliver a minimum of two presentations this year.	<ol style="list-style-type: none"> 1. Revise and update presentations as needed. 2. Use calendar to schedule events. 3. Deliver presentation as requested. 	June	Lt. Teuscher, Sgt. Newell Sgt. Smith		

Goal 5: Work in partnership with the community and community groups to address public safety issues.

Success defined: Education of customers on the philosophy and goals of COP as well as to improve partnerships for crime awareness and prevention.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Make a presentation available to address the COP philosophy, crime prevention and crime identification for selected groups.	<ol style="list-style-type: none"> 1. Use the COP calendar to schedule presentations when requested. 2. Deliver presentation as requested. 	Continuing	Lt. Teuscher, Sgt. Newell, Sgt. Smith		
Continue the T.E.A.M. concept and partnerships with school systems.	<ol style="list-style-type: none"> 1. Schedule presentations with principals, counselors and teachers. 	Continuing	Lt. Teuscher, Sgt. Smith, Sgt. Newell		
Community interaction meetings to address community issues and concerns with members of the public.	Same as in Goal 1				

Goal 6: Develop and research a plan to assist officers with efforts to network with public and private agencies within Norman.

Success defined: Research and develop ways to accomplish all Norman businesses receiving one on one contact with a Norman Police Officer focusing on partnership building and resource sharing. This interaction will be a benefit to both customers and police employees.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Continue goal of personal one on one contact with every business in the City of Norman.	<ol style="list-style-type: none"> 1. Develop and implement a plan to accomplish this with current manpower. 2. Establish point of contacts for businesses, update BID and/or alarm information. 3. Make information obtained available for officers. 4. Provide resource information to officers through shift level training opportunities. 	June	Major Maisano Major Ritchie Major Younger All commissioned personnel	In Progress	Captain Gibson

Goal 7: Develop and implement new programs that would assist in building partnerships and educating the community in COP.

Success defined: Implementation of the Norman Police Department's Citizens' Police Academy.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Citizens' Police Academy	<ol style="list-style-type: none"> 1. Develop and implement a plan to organize a Citizens' Academy. 2. Establish guidelines and standards for enrollment. 3. Establish schedule, topics and curriculum. 	January	Lt. Teuscher Sgt. Smith		

Goal 8: Implement the concept of problem identification and solution using the COP philosophy

Success defined: Continued philosophy change from reactive approaches to proactive approaches.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Community interaction meetings to address community issues and concerns with members of the public.	Same as in Goal 1				
Continued development of employee performance expectations that prioritize problem identification / solutions. Evaluated parameters should reflect qualitative as well as quantitative measures appropriate to COP.	1. Develop performance expectations for commissioned personnel that focus on problem identification and solution as well as partnership building	January	Major Younger Captain Praizner	In Progress	
Structure a training plan to provide personnel with Problem Oriented Police training to include the "broken window" concept.	1. Develop a four (4) hour course outline, content and PowerPoint.	June	Sgt. Smith Sgt. Newell		P.O.P. Training

Goal 9: Continued improvement of the Norman Police Department's image

Success defined: A continued goal of positive and proactive interaction with customers. Positive feedback from the customer survey especially in over-all satisfaction would be desired.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Continue public relations campaign emphasizing on positive police interaction with children and business owners.	1. Distribution of new COP posters and pamphlets to all schools by beat officers.	September	Lieutenants		
	2. Distribute COP related information and develop partnership stickers to present to business owners during visits.	June	Lieutenants		
	3. Continued development of a new web site that emphasizes COP and recruiting.	January	Major Younger IT Department	In Progress	

Goal 10: Continual monitoring of the strategic plan.

Success defined: All goals and issues are addressed and complete by the end of fiscal year.

Project Activity	Action Steps	Target Date for Completion	Persons Responsible	Status Update	Comments
Develop an Annual Work Plan.	<ol style="list-style-type: none"> 1. Create goals that will be achieved during FYE 2012. 2. Assign tasks to personnel to be completed. 3. Follow up with assigned personnel to ensure tasks will be completed on time. 	June	Major Ritchie, Major Maisano, Major Younger Lt. Teuscher		
Review of activities, plans and goals.	<ol style="list-style-type: none"> 1. Ensure that activities, plans and goals that were planned for FYE 2011 have been completed. 	June	Major Ritchie, Captains Lieutenants		
Annual review of long term goals.	<ol style="list-style-type: none"> 1. Review goals completed as well as future goals to ensure that Community Policing stays on schedule. 	June	Major Maisano Major Ritchie Major Younger		

Public Safety Sales Tax Fiscal Year End 2012 Financial Report

														Fiscal Year	Multi-Year
														To Date	To Date
	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12			
Revenues:															
Public Safety Sales Tax	\$ 686,219	\$ 670,717	\$ 682,239	\$ 751,388	\$ 674,310	\$ 663,926								\$ 4,128,799	\$ 24,223,976
Public Safety Use Tax	\$ 23,151	\$ 30,478	\$ 25,605	\$ 178,892	\$ 29,642	\$ 27,631								\$ 315,399	\$ 1,121,989
Investment/Interest	\$ 5,354	\$ 4,824	\$ 5,502	\$ 6,243	\$ 9,397	\$ 6,198								\$ 37,518	\$ 130,855
Total Revenue	\$ 714,724	\$ 706,020	\$ 713,347	\$ 936,523	\$ 713,348	\$ 697,755	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,481,717	\$ 25,476,821
Expenditures:															
Patrol															
Salaries & Benefits	\$ 127,602	\$ 187,129	\$ 113,501	\$ 119,543	\$ 141,502	\$ 233,837								\$ 923,114	\$ 3,943,942
Supplies & Materials	\$ 11	\$ 30,155	\$ 15,545	\$ 13,549	\$ 11,531	\$ 12,201								\$ 82,992	\$ 260,782
Services & Maintenance	\$ 3,611	\$ 3,575	\$ 3,224	\$ 13,211	\$ 733	\$ 1,040								\$ 25,394	\$ 87,866
Internal Services	\$ 423	\$ 2,046	\$ 5,441	\$ 2,878	\$ 3,057	\$ 4,383								\$ 18,229	\$ 18,229
Capital Equipment	\$ -	\$ 26,796	\$ 369	\$ 5,144	\$ 150	\$ 15,527								\$ 47,986	\$ 834,305
Staff Services															
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -								\$ -	\$ -
Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -								\$ -	\$ -
Services & Maintenance	\$ 75	\$ 1,939	\$ -	\$ -	\$ 300	\$ -								\$ 2,314	\$ 12,341
Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -								\$ -	\$ -
Criminal															
Investigations															
Salaries & Benefits	\$ 35,089	\$ 49,581	\$ 33,931	\$ 37,653	\$ 37,134	\$ 57,112								\$ 250,499	\$ 925,808
Supplies & Materials	\$ -	\$ 464	\$ 312	\$ 170	\$ 280	\$ 96								\$ 1,321	\$ 4,911
Services & Maintenance	\$ -	\$ -	\$ -	\$ 777	\$ 532	\$ -								\$ 1,309	\$ 4,774
Internal Services	\$ 20	\$ 168	\$ 821	\$ 257	\$ 254	\$ 274								\$ 1,794	\$ 1,794
Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -								\$ -	\$ 85,355
Special															
Investigations															
Salaries & Benefits	\$ 15,929	\$ 25,865	\$ 18,286	\$ 19,040	\$ 17,517	\$ 27,262								\$ 123,899	\$ 373,014
Supplies & Materials	\$ -	\$ 347	\$ 547	\$ 667	\$ 180	\$ 203								\$ 1,945	\$ 7,094
Services & Maintenance	\$ -	\$ 194	\$ 174	\$ 769	\$ -	\$ -								\$ 1,137	\$ 2,748
Internal Services	\$ 8	\$ 36	\$ 278	\$ 128	\$ 128	\$ 159								\$ 737	\$ 737
Capital Equipment	\$ -	\$ 30,054	\$ -	\$ 2,828	\$ -	\$ -								\$ 32,882	\$ 77,179
Sub-Total Police	\$ 182,768	\$ 358,348	\$ 192,429	\$ 216,613	\$ 213,299	\$ 352,094	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,515,552	\$ 6,654,833
Fire															
Salaries & Benefits	\$ 102,543	\$ 136,193	\$ 84,513	\$ 86,925	\$ 92,216	\$ 150,961								\$ 653,351	\$ 1,635,458
Supplies & Materials	\$ 61	\$ 409	\$ 487	\$ 235	\$ 86	\$ 70								\$ 1,350	\$ 28,778
Services & Maintenance	\$ 1,886	\$ 1,399	\$ 1,499	\$ 284	\$ 1,061	\$ 1,415								\$ 7,545	\$ 28,073
Internal Services	\$ 103	\$ 103	\$ 1,813	\$ 873	\$ 673	\$ 673								\$ 4,038	\$ 4,524
Capital Equipment	\$ -	\$ 1,996	\$ 2,409	\$ 53,358	\$ 134,829	\$ 256								\$ 192,848	\$ 1,500,184
Transfer to CIP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 501,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 501,750	\$ 6,492,150
CIP FUND Expenditures	\$ -	\$ 104,717	\$ 54,897	\$ 46,014	\$ 1,116	\$ 52,111								\$ 258,856	\$ 3,074,125
Sub-Total Fire	\$ 104,594	\$ 244,818	\$ 145,619	\$ 187,490	\$ 229,981	\$ 707,237	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,619,738	\$ 12,763,292
Total Expenditures	\$ 287,362	\$ 603,166	\$ 338,048	\$ 404,103	\$ 443,281	\$ 1,059,331	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,135,290	\$ 19,418,126
Net Total	\$ 427,363	\$ 102,854	\$ 375,299	\$ 532,419	\$ 270,068	\$ (361,576)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,346,427	\$ 6,058,695

APPENDIX F