

**City of Norman, Oklahoma
Citizen's Public Safety Oversight Committee
Annual Report
2013**

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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 original members of the Committee are: Don Allen, Keith Allen, W.E. Duff, Malaka Elyzagi, George Henderson and David Wilson. At the June 12, 2012 City Council meeting, City Council approved the appointment of Eddie Sims to fill the vacancy for Ward 7. Mr. Sims was appointed Chair of the Committee during the April 11, 2013 meeting after Chair and member Don Holyfield announced his resignation from the Committee. At the October 9, 2012 City Council meeting, City Council approved the appointment of James Wheatley to fill the vacancy in Ward 5. Mr. Wheatley’s term is from October 9, 2012 to February 10, 2015. At the August 13, 2013 City Council meeting, City Council approved the appointment of Linda Lockett to fill the at-large vacancy that was filled by member Don Holyfield.

Meeting Schedule – (see Appendix C for Corresponding Agendas)

January 10, 2013	Monthly Meeting
February 14, 2013	Monthly Meeting
March 14, 2013	Monthly Meeting

April 11, 2013	Monthly Meeting
May 9, 2013	Monthly Meeting
June 13, 2013	Monthly Meeting
July 11, 2013	Monthly Meeting
August 11, 2013	Monthly Meeting
September 12, 2013	Monthly Meeting
October 10, 2013	Meeting Cancelled
November 11, 2013	Monthly Meeting
December 12, 2013	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.

Members of the Police Command staff presented information regarding the Community Oriented Policing Five year Implementation Plan and the Annual Work Plan. (See Appendix D and E).

Other topics of discussion included:

- Capital Projects Priorities (Police and Fire)
- Emergency Preparedness
- Emergency Response Special Units Presentation
- DDACTS
- Problem Oriented Policing
- COP Efforts in Higher Crime Areas
- Synopsis of COP Efforts to Enhance Community
- Rehabilitation of the Smalley Center
- TEAM
- Anti-Bullying Initiative
- Police Academy Class of 2013
- PSST Sales Tax and Sales Tax Vote/Election

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.

This year the Committee followed the progress 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 purpose of the revenues collected through the Public Safety Sales Tax included staffing, vehicles and equipment for the Police Department. Year five of the plan called for an additional

two Police personnel to be added to the force. The Committee reports that two recruits have completed the Police Academy and Field Training and are now on solo assignments.

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 five years of collection, \$41,511,588 has been collected from the PSST. An additional \$1,835,268 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 \$239,232. Total expenditures to date from PSST funds are \$39,180,064 (see Appendix F for a revenue and expenditure analysis by month).

As part of the adoption of the Fiscal Year Ending (FYE) 2014 Budget on June 11th, 2013, City Council approved the appropriation of Public Safety Sales Tax funds in the amount of \$1,031,330 to be transferred to the City’s Net Revenue Stabilization Fund (“Rainy Day”) Fund representing the ratio of Police and Fire Department expenditures to total General Fund expenditures. Council also approved a transfer of \$339,291 from the Public Safety Sales Tax Fund to the City’s General Fund to pay for a share of the costs of providing emergency communications (dispatch) functions, in proportion to the ratio or personnel to be added by the PSST to the total personnel in the Police and Fire Departments. Prior to the adoption of the FYE 2014 Budget, the Council and Citizen’s Committee recommended a 6-month reserve for salary and benefits to allow more time for the election to continue the Public Safety Sales Tax Fund, if needed. This reserve was incorporated into the FYE 2014 Budget.

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

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

Total Public Safety Personnel*

	Firefighters		Commissioned Police Officers	
	Budgeted	Filled 12/31	Budgeted	Filled 12/31
FY 2008	127	120	134	125
FY 2009	127	123	146	127
FY 2010	142	126	155	156
FY 2011	142	135	164	159
FY 2012	157	129	169	165
FY 2013	157	156	169**	154
FY 2014	157	150	171	159

*Only includes positions in the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF), excludes all other public safety support personnel.

**In the FY 2013 Budget, one Major (FOP) position was reclassified to a non-union Deputy Police Chief position, and a Forensic Tech (FOP) position was reclassified to a non-union position, and two PSST positions were added, so no net change in total.

Plan Status

The PSST proposition defines with specificity the purpose and use of the PSST funds through the year 2015. The committee has exercised diligence insuring that expenditures have been consistent with the Council’s plan for implementation. With the hiring of two (2) additional police patrol officers in FY-2015/16 and the opening of Fire Station No.9, the implementation plan will be substantially complete. Excess funding may be available and should be utilized for additional priority needs that have not been previously identified. The proposition crafted by the Council and approved by the voters gives the Council latitude to address other public safety needs not specifically enumerated in the implementation plan. Over the years numerous discussions have evolved that strongly suggest both departments have pressing current capital needs. Having spent a number of hours and exhaustive discussions evaluating their respective justifications for each of these requests the committee strongly recommends the Council give due consideration during the FY-2015 budget reviews. The Committee encourages Council to reserve an amount equal to a minimum one year of salaries and benefits for the positions added with PSST funds before expending any excess funds.

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. In the Committee’s judgment, the Police Department is successfully moving toward the implementation of Community Policing concepts.

Looking Forward to 2014

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 also looks forward to the partnerships with the Norman Public Schools on the TEAM Program and the Anti-Bullying Initiative.

The Committee will also be very engaged in the upcoming renewal of the Public Safety Sales Tax that ends on September 30, 2015.

Finally, members of the committee would like to express our appreciation to the Council for your support. The committee stands ready to assist the Council in whatever advisory capacity you deem appropriate.

The Citizen's Public Safety Oversight Committee 2013 Annual Report was approved by a vote of 5 to 1 at the CPSOC meeting on February 13, 2014 with the recommendation that it be forwarded to City Council as required by Ordinance 0-0708-32. Member Keith Allen opposed the approval of the annual report and attached is a statement he submitted explaining his opposed vote.

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 13TH 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 1ST DAY OF OCTOBER, 2008, AND TERMINATE ON 30TH 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 13th 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 36TH AVENUE NORTHWEST AND TECUMSEH STREET AND IN THE VICINITY OF EAST ALAMEDA AND EAST 36TH 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 1st 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 36th Avenue Northwest and Tecumseh Street and in the vicinity of East Alameda and East 36th 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 11th day of March, 2008.

NOT ADOPTED this _____ day of _____, 2008.

Cindy [Signature]
Mayor

Mayor

ATTEST:

[Signature]
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.



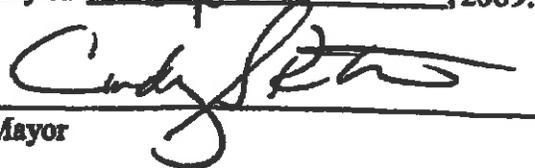
Appendix B

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 28th 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 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 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

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

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

Norman's Rededication to COP

Page 6 of 6

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.

####

**2013 CALENDAR YEAR
SCHEDULE OF REGULAR MEETINGS**

Citizen's Public Safety Oversight Committee

Name of Board/Commission/Committee

Please enter the date of the meeting or type "Meetings scheduled as Needed" in the DATE column.

DATE		TIME		PHYSICAL LOCATION
1/10/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
2/14/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
3/14/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
4/11/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
5/9/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
6/13/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
7/11/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
8/8/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
9/12/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
10/10/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
11/14/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street
12/12/2013		3:30 p.m.	Regular Meeting	Study Session Room, 201 W. Gray Street

To be completed by person filing notice:

Name: Carol Coles

Address: 201 W. Gray Street

Phone No.: 366-5404

Filed in the office of the Municipal Clerk at _____ a.m./p.m. on _____

Signed: _____
City Clerk

**Citizens Public Safety Oversight Committee
City Hall
201 W. Gray Street
January 10, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of January 10, 2013 Meeting
3. Approval of Minutes of December 13, 2012 Meeting
4. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
5. Update of Priorities.
6. Establish Topics for Next Agenda.
7. Miscellaneous Discussion.
8. Adjournment

**Citizens Public Safety Oversight Committee
City Hall
201 W. Gray Street
February 14, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of February 14, 2013 Meeting
3. Approval of Minutes of January 10, 2013 Meeting
4. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
5. Discussion of High Priority Capital Needs of Police and Fire.
6. Discussion of Citizen's Public Safety Oversight Committee Annual Report.
7. Establish Topics for Next Agenda.
8. Miscellaneous Discussion.
9. Adjournment

**Citizens Public Safety Oversight Committee
City Hall
201 W. Gray Street
March 14, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of March 14, 2013 Meeting
3. Approval of Minutes of February 14, 2013 Meeting
4. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
5. Discussion of High Priority Capital Needs of Police and Fire.
6. Discussion of Citizen's Public Safety Oversight Committee Annual Report.
7. Establish Topics for Next Agenda.
8. Election of Chair and Vice-Chair of the Citizen's Public Safety Oversight Committee.
9. Miscellaneous Discussion.
10. Adjournment

**Citizens Public Safety Oversight Committee
City Hall
201 W. Gray Street
April 11, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of April 11, 2013 Meeting
3. Approval of Minutes of March 14, 2013 Meeting
4. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
5. Discussion of Citizen's Public Safety Oversight Committee Annual Report.
6. Establish Topics for Next Agenda.
7. Election of Chair and Vice-Chair of the Citizen's Public Safety Oversight Committee.
8. Miscellaneous Discussion.
9. Adjournment

**Citizens Public Safety Oversight Committee
City Hall
201 W. Gray Street
May 9, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of May 9, 2013 Meeting
3. Approval of Minutes of April 11, 2013 Meeting
4. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
5. Establish Topics for Next Agenda.
6. Miscellaneous Discussion.
7. Adjournment

**Citizens Public Safety Oversight Committee
City Hall
201 W. Gray Street
June 13, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of June 13, 2013 Meeting
3. Approval of Minutes of May 9, 2013 Meeting
4. Discussion with Mr. Shane Cohea, Manager of Safety Services and Emergency Preparedness, Norman Regional Hospital
5. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
6. Establish Topics for Next Agenda.
7. Miscellaneous Discussion.
8. Adjournment

**Citizens Public Safety Oversight Committee
City Hall
201 W. Gray Street
July 11, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of July 11, 2013 Meeting
3. Approval of Minutes of June 13, 2013 Meeting
4. Discussion with Mr. Shane Cohea, Manager of Safety Services and
Emergency Preparedness, Norman Regional Hospital
5. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
6. Establish Topics for Next Agenda.
7. Miscellaneous Discussion.
8. Adjournment

**Citizens Public Safety Oversight Committee
Fire Station No. 9
3001 E. Alameda Street
August 8, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of August 8, 2013 Meeting
3. Approval of Minutes of July 11, 2013 Meeting
4. Tour of Fire Station No. 9
5. Adjournment

**Citizens Public Safety Oversight Committee
Norman Police Department Training Facility
3942 Jenkins Avenue
September 12, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of September 12, 2013 Meeting
3. Approval of Minutes of August 8, 2013 Meeting
4. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
5. Establish Topics for Next Agenda.
6. Miscellaneous Discussion.
7. Emergency Response Special Units Demonstration and Presentation
8. Adjournment

City Council has been invited to attend this event. This is not a regularly scheduled meeting of Council. This notice is being posted to comply with the Open Meeting Act in the event a quorum of Council is present.

**Citizens Public Safety Oversight Committee
Norman Municipal Building
201 W. Gray Street
October 10, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of October 10, 2013 Meeting
3. Approval of Minutes of September 12, 2013 Meeting
4. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
5. Establish Topics for Next Agenda.
6. Miscellaneous Discussion.
7. DDACTS Presentation
8. Adjournment

**Citizens Public Safety Oversight Committee
Norman Municipal Building
201 W. Gray Street
November 14, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of November 14, 2013 Meeting
3. Approval of Minutes of October 10, 2013 Meeting
4. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
5. Discussion of TEAM Concept.
6. Establish Topics for Next Agenda.
7. Miscellaneous Discussion.
8. Adjournment

**Citizens Public Safety Oversight Committee
Norman Municipal Building
201 W. Gray Street
December 12, 2013
3:30 p.m.**

AGENDA

1. Call to Order
2. Approval of Agenda of December 12, 2013 Meeting
3. Approval of Minutes of November 14, 2013 Meeting
4. Monthly Updates
 - Finance
 - Fire Department
 - Police Department
5. Discussion of PSST Sales Tax and PSST Sales Tax Vote/Election.
6. Establish Topics for Next Agenda.
7. Miscellaneous Discussion.
8. Adjournment



COMMUNITY ORIENTED POLICING
FIVE YEAR IMPLEMENTATION PLAN
2009-2014



September 2009

APPENDIX D



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.

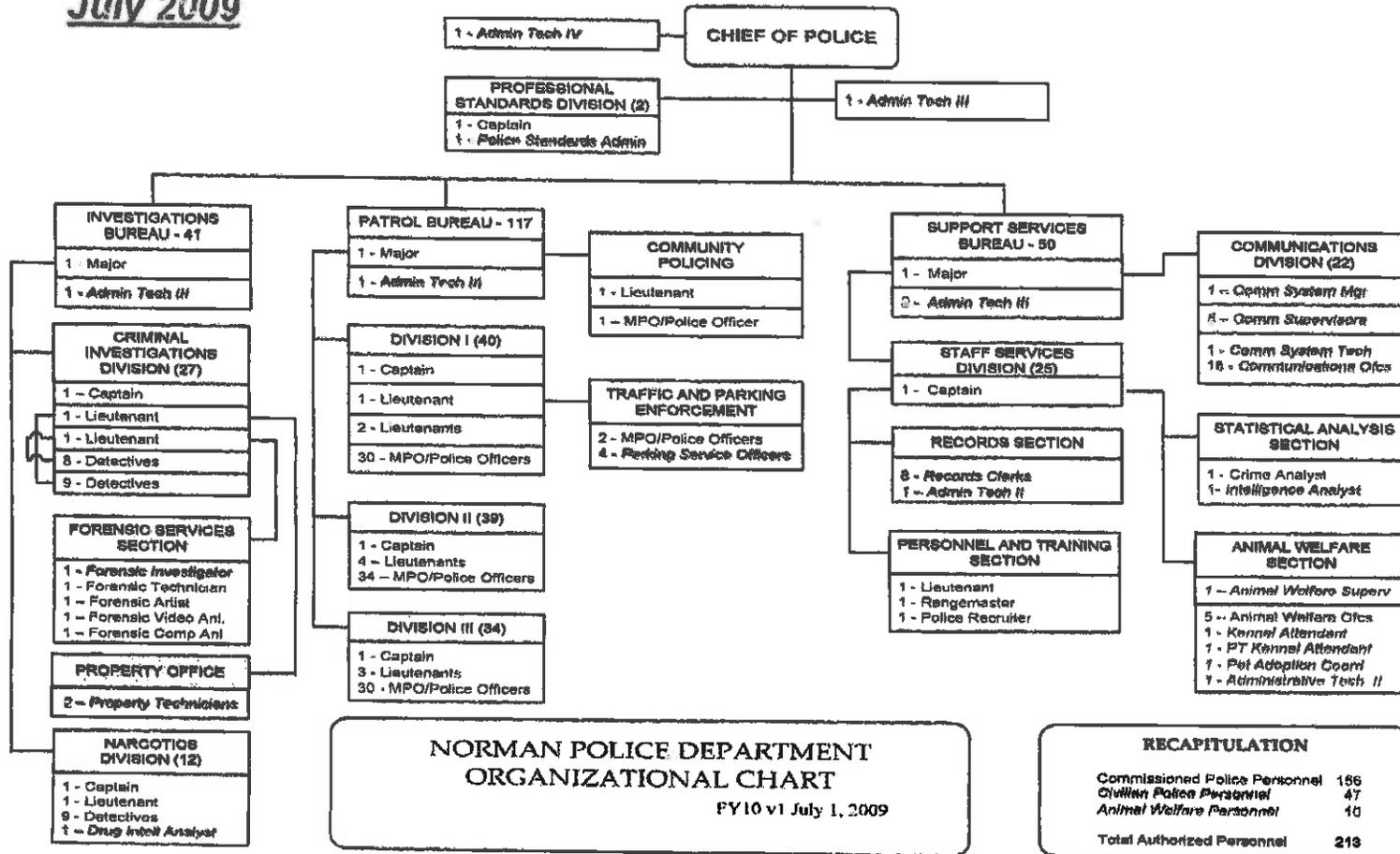
On May 13th, 2008, a special election was held in the City of Norman which proposed a temporary increase in the city sales tax by one half of one percent (.5%). Voters approved the proposition and it became effective on October 1, 2008. The funds generated from this additional tax, in part, are being 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



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 develop 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.



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



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



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



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	
	<ul style="list-style-type: none"> a. Initial training for Sanitation and Code Enforcement Personnel. b. Additional training to Parks personnel and other areas that are identified. 		<ul style="list-style-type: none"> FYE 2010 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



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



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



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



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



COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



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



2013-2014
Annual Work Plan

APPENDIX E

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 2013-2014 fiscal year (FYE 2014) 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. Continue programs that will 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
Community interaction meetings to address community issues and concerns with members of the public.	<ol style="list-style-type: none"> 1. Schedule meetings in different geographical or demographical areas. A tentative agenda as follows: <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. 2. Document concerns and summarize information. 3. Identify resources and responsible parties to address the concerns identified. 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. 	February May	Major Foster Cpt. Teuscher Lt. Keesee Lt. Shatruck		

<p>Complete survey to assist in collecting feedback from the community.</p>	<p>1. Document and summarize the feedback obtained from the survey.</p> <p>3. Supply information to members of the department and use data in goal setting as well as prioritizing response.</p>	<p>December</p>	<p>Lt. Keesee</p>	<p>On-going</p>	
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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
Research and implement a training plan to provide all commissioned personnel with a quality COP-related training during the period.	1. Identify an instructor and course. The course should be a minimum of four (4) hours.	June	Cpt. Praizner Lt. Arnold		8 hour block
	2. Coordinate with all Bureau Commanders in order to schedule training.				
	3. Continue quality COP training at the academy level.		Cpt. Praizner Lt. Arnold		No less than last academy
Complete FYE 13 COP training	1. Ensure completion	December	Lt. Arnold	On-going	Cultural Diversity Training

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

Success defined: Inform 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.	<ol style="list-style-type: none"> 1. Identify target audience 2. Schedule time for presentations. 3. Deliver presentations. 	June	Lt. Keesee Lt. Shattuck M.P.O. Wilson		

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.	1. Revise and update presentations as needed. 2. Use calendar to schedule events. 3. Deliver presentation as requested.	June	Cpt. Teuscher Lt. Keesee Lt. Shattuck M.P.O. Wilson		

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	Cpt Teuscher Lt. Keesee Lt. Shattuck M.P.O. Wilson Ofc. Zermeno		
Continue the T.E.A.M. concept and partnerships with school systems.	<ol style="list-style-type: none"> 1. Make presentations and officers available to schools upon request. 	Continuing	Lt. Keesee Ofc. Zermeno M.P.O. Wilson	On-going	
Community interaction meetings to address community issues and concerns with members of the public.	Same as in Goal 1		Lt. Keesee Lt. Shattuck Ofc. Zermeno M.P.O. Wilson		

Goal 6: 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 (CPA)	1. Conduct two CPAs.	November June	Cpt. Teuscher Lt. Keese Sgt. Smith, Ofc. Zermeno M.P.O. Wilson		
Volunteers In Policing Program Services	1. Implement a V.I.P.S. program.	On-Hold			

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		Cpt. Teuscher Lt. Keesce Ofc. Zermeno MPO Wilson	On-going	

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	Person Responsible	Status Update	Comments
Develop an Annual Work Plan.	<ol style="list-style-type: none"> 1. Create goals that will be achieved during FYE 2015. 2. Assign tasks to personnel to be completed. 3. Follow up with assigned personnel to ensure tasks will be completed on time. 	June	Deputy Chief Maisano Major Foster Major Younger Cpt. Teuscher	On-going	
Review of activities, plans and goals.	<ol style="list-style-type: none"> 1. Ensure that activities, plans and goals that were planned for FYE 2013 have been completed. 	June	Deputy Chief Maisano	On-going	
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 Foster Major Younger	On-going	

Public Safety Sales Tax Calendar Year End 2013 Financial Report

	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Calendar Year Total	Multi-Year To Date
Revenues:														
Public Safety Sales Tax	\$ 773,458	\$ 755,412	\$ 679,667	\$ 699,741	\$ 668,799	\$ 709,011	\$ 748,692	\$ 748,291	\$ 741,925	\$ 801,155	\$ 720,745	\$ 747,752	\$ 8,794,588	\$ 41,511,588
Public Safety Use Tax	\$ 24,840	\$ 30,133	\$ 29,998	\$ 30,208	\$ 33,331	\$ 28,763	\$ 30,668	\$ 32,244	\$ 34,864	\$ 38,953	\$ 30,331	\$ 33,140	\$ 377,273	\$ 1,835,268
Investment/Interest	\$ 4,412	\$ 4,831	\$ 4,422	\$ 4,813	\$ 4,478	\$ 3,522	\$ 3,765	\$ 3,436	\$ 3,444	\$ 3,736	\$ 3,933	\$ 3,608	\$ 48,488	\$ 239,232
I/F Transfer from Gen. Fund	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 1,294,340
Total Revenue	\$ 802,710	\$ 790,376	\$ 754,008	\$ 734,763	\$ 706,607	\$ 741,395	\$ 783,125	\$ 783,971	\$ 780,033	\$ 843,844	\$ 755,009	\$ 784,500	\$ 9,260,339	\$ 44,880,428
Expenditures:														
Patrol														
Salaries & Benefits	\$ 331,595	\$ 100,150	\$ 281,138	\$ 199,988	\$ 201,427	\$ 220,806	\$ 308,104	\$ 190,987	\$ 214,612	\$ 208,043	\$ 262,056	\$ 381,481	\$ 2,671,177	\$ 9,109,550
Supplies & Materials	\$ 6,366	\$ 9,947	\$ 9,354	\$ 11,114	\$ 12,867	\$ 14,540	\$ 854	\$ 11,042	\$ 11,749	\$ 16,154	\$ 7,909	\$ 4,896	\$ 118,792	\$ 510,919
Services & Maintenance	\$ 6,515	\$ 2,233	\$ 2,809	\$ 2,918	\$ 2,715	\$ 3,347	\$ 4,321	\$ 4,315	\$ 5,308	\$ 2,080	\$ 901	\$ 7,025	\$ 44,485	\$ 206,471
Internal Services	\$ 9,500	\$ 4,805	\$ 5,884	\$ 4,420	\$ 4,520	\$ 3,720	\$ 1,896	\$ 5,211	\$ 4,447	\$ 4,686	\$ 6,852	\$ 4,683	\$ 60,724	\$ 138,422
Capital Equipment	\$ -	\$ 12,972	\$ 2,827	\$ 60	\$ 478	\$ -	\$ -	\$ -	\$ -	\$ 8,010	\$ 1,750	\$ 27,211	\$ 2,512	\$ 908,203
Staff Services														
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 378	\$ 53	\$ -	\$ -	\$ -	\$ 431	\$ 602
Services & Maintenance	\$ 589	\$ 624	\$ -	\$ 950	\$ 3,953	\$ 1,122	\$ 430	\$ 1,780	\$ 2,074	\$ 5,800	\$ 800	\$ 800	\$ 18,931	\$ 39,951
Capital Equipment	\$ 516,151	\$ 1,403	\$ 6,209	\$ 696	\$ 19,811	\$ 1,210	\$ -	\$ 244,988	\$ 70,878	\$ 5,131	\$ (183,793)	\$ -	\$ 704,486	\$ 704,486
Criminal Investigations														
Salaries & Benefits	\$ 48,137	\$ 15,187	\$ 45,791	\$ 39,072	\$ 45,626	\$ 38,113	\$ 57,525	\$ 33,981	\$ 37,454	\$ 42,959	\$ 43,393	\$ 59,332	\$ 504,569	\$ 1,845,079
Supplies & Materials	\$ 151	\$ 329	\$ 115	\$ 280	\$ 177	\$ 491	\$ -	\$ 244	\$ 370	\$ 370	\$ 282	\$ 138	\$ 2,948	\$ 13,333
Services & Maintenance	\$ -	\$ -	\$ 640	\$ -	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,140	\$ 5,914
Internal Services	\$ 1,425	\$ 1,008	\$ 1,213	\$ 837	\$ 826	\$ 594	\$ 204	\$ 845	\$ 654	\$ 255	\$ 300	\$ 257	\$ 8,418	\$ 16,649
Capital Equipment	\$ -	\$ -	\$ 140	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140	\$ 87,184
Special Investigations														
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 503,489
Supplies & Materials	\$ 426	\$ 157	\$ 251	\$ 24	\$ 506	\$ 599	\$ -	\$ 1,259	\$ 255	\$ 325	\$ 810	\$ 417	\$ 5,028	\$ 16,780
Services & Maintenance	\$ 263	\$ -	\$ 132	\$ 132	\$ 179	\$ -	\$ -	\$ 47	\$ 47	\$ 47	\$ 47	\$ 40	\$ 935	\$ 5,707
Internal Services	\$ 558	\$ 451	\$ 347	\$ 181	\$ 177	\$ 139	\$ 81	\$ 248	\$ 208	\$ 199	\$ 241	\$ 170	\$ 3,001	\$ 7,045
Capital Equipment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,179
Sub-Total Police	\$ 919,667	\$ 149,264	\$ 358,650	\$ 260,671	\$ 293,561	\$ 284,482	\$ 374,414	\$ 496,935	\$ 356,118	\$ 287,800	\$ 177,110	\$ 441,751	\$ 4,399,023	\$ 14,188,963
Fire														
Salaries & Benefits	\$ 286,741	\$ 79,602	\$ 240,157	\$ 195,029	\$ 189,247	\$ 198,783	\$ 319,087	\$ 171,228	\$ 203,475	\$ 201,047	\$ 229,503	\$ 324,938	\$ 2,612,837	\$ 5,703,131
Supplies & Materials	\$ 3,823	\$ 2,186	\$ 927	\$ 2,639	\$ 4,555	\$ 1,245	\$ -	\$ 647	\$ 444	\$ 1,314	\$ 11,526	\$ 1,069	\$ 30,376	\$ 101,469
Services & Maintenance	\$ 1,721	\$ 8,193	\$ 7,978	\$ 6,453	\$ 1,792	\$ 1,885	\$ 1,311	\$ 2,291	\$ 2,548	\$ 5,364	\$ 2,395	\$ 881	\$ 42,612	\$ 112,356
Internal Services	\$ 2,374	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,489	\$ 1,136	\$ 1,136	\$ 1,136	\$ 1,136	\$ 1,136	\$ 1,136	\$ 16,638	\$ 34,137
Capital Equipment	\$ 61,398	\$ 8,631	\$ -	\$ 25,124	\$ 102,060	\$ 941,702	\$ 471,158	\$ -	\$ -	\$ 11,438	\$ 85,413	\$ 6,594	\$ 1,723,718	\$ 3,307,483
Transfer to CIP	\$ 93,954	\$ 93,954	\$ 93,954	\$ 93,954	\$ 93,954	\$ 93,954	\$ 117,968	\$ 117,968	\$ 117,968	\$ 117,968	\$ 117,968	\$ 150,968	\$ 1,304,532	\$ 8,546,523
CIP FUND Expenditures	\$ 250,243	\$ 195,710	\$ 182,725	\$ 238,462	\$ 392,651	\$ 29,242	\$ -	\$ 28,601	\$ 19,781	\$ 293,878	\$ 24,448	\$ 71,503	\$ 1,707,244	\$ 6,178,003
Sub-Total Fire	\$ 680,255	\$ 369,965	\$ 507,230	\$ 563,150	\$ 785,749	\$ 1,268,101	\$ 910,661	\$ 321,871	\$ 345,353	\$ 632,145	\$ 476,389	\$ 557,090	\$ 7,437,857	\$ 24,983,102
Total Expenditures	\$ 1,599,922	\$ 539,229	\$ 866,079	\$ 823,822	\$ 1,079,310	\$ 1,552,583	\$ 1,285,075	\$ 817,206	\$ 701,470	\$ 919,944	\$ 653,499	\$ 998,840	\$ 11,836,979	\$ 39,180,064
Net Total	\$ (797,212)	\$ 251,148	\$ (112,072)	\$ (89,059)	\$ (372,703)	\$ (811,188)	\$ (501,949)	\$ (33,235)	\$ 78,562	\$ (76,100)	\$ 101,510	\$ (214,340)	\$ (2,676,640)	\$ 8,700,364