



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.

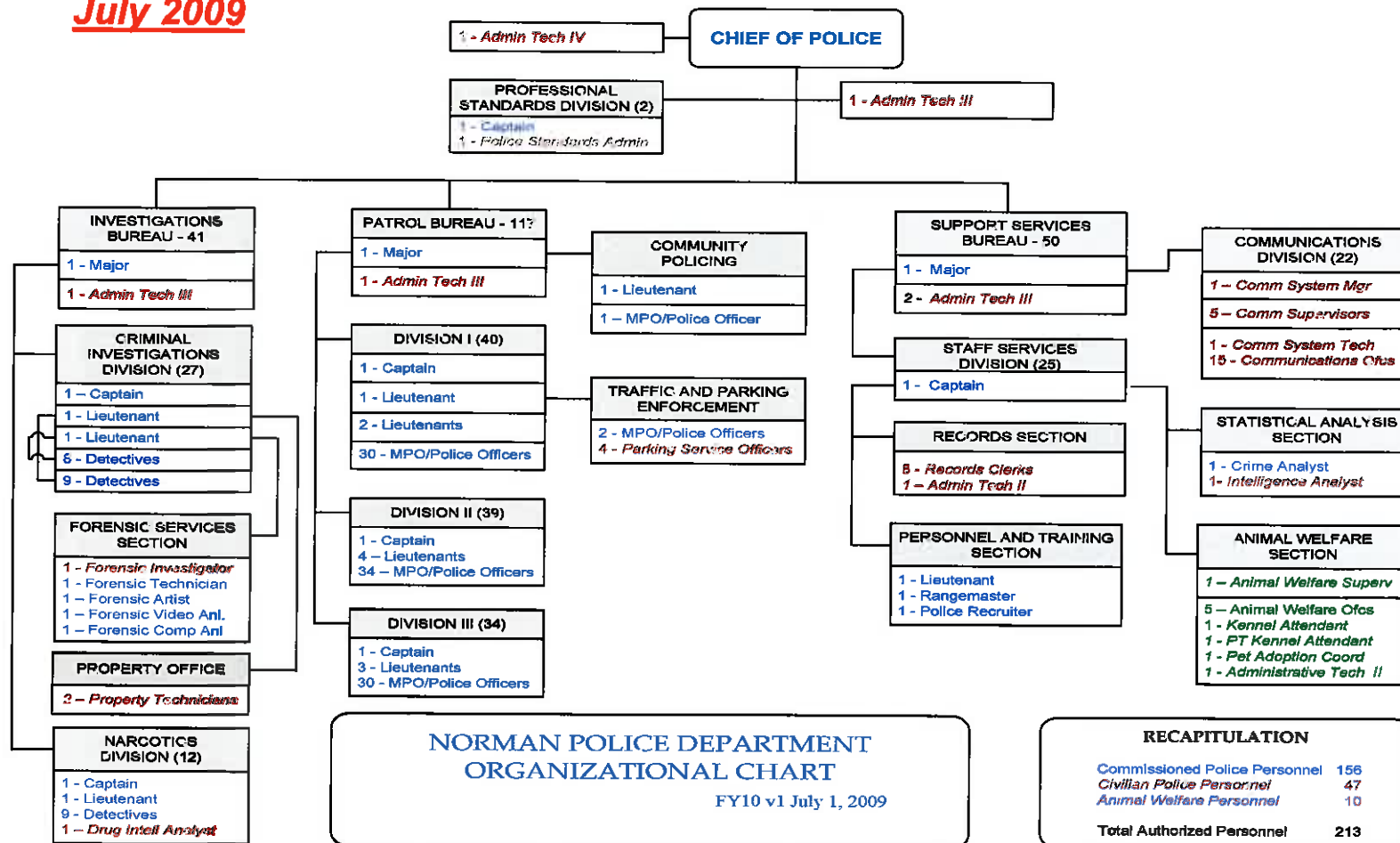


COMMUNITY ORIENTED POLICING FIVE YEAR IMPLEMENTATION PLAN 2009-2014



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 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.



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



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



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 CQP.	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