NOP

PARTICIPANT 9UIDK

"CONTACTS COMMUNICATIONS. TRUSTS INFORMATION EXCHANGE—

NOP
PARTICIPANT GUIDE

**NEIGHBORHOOD ORIENTED POLICING
POLICE OFFICERS TRAINING**

The instructors and staff at Westside Command Station
would like to welcome you to Neighborhood Oriented
Policing, Police Officers training. In order to maintain a
professional atmosphere, we need your help. Please review
the below listed suggestions.

1. Classes are from 8:00am tQ 4:00pm. If you find
    yourself entering the classroom late, please take
    the first available seat by the door. If you have
    an emergency, please contact the roll call sergeant.

2. Please refrain from bringing food into the
    classroom. Coffee and soft drinks are welcomed.

3. We have a lot of good information to impart to you
    over the next three days. So it would be most
    appreciated by the instructors and your fellow
    students if you would be punctual when returning
    from breaks and lunch. We would like to end the
    training on time each day.

4. For the smokers among us, the only approved smoking
    area is the officers' lounge (third floor, east end)
    or the outside patio area by the radio room. Sorry,
    but there are no open smoking areas inside the
    building.

5. Restrooms are located just to the right of the
    classroom and inside the health maintenance area.

6. Please remove all your belongings at the end of each
    day as this classroom is used in the evenings by
    other groups.

7. Coffee has been provided in the main snack bar area.
    All the coffee you care to drink is available for
    just $1.00 for three days. Cups will be provided.
    (Note: your fellow officers are providing the coffee
    so please help us make it work.)

Thank you for your cooperation.

─────────•CONTACTO COMMUNICATION*O* TRUST*O* INFORMATION EXCHANGE─────────

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AGENDA

DAY 1   8::00 A.M. -   4::00 P.M.

OPENING COMMENTS   8::00 A.M. -   8:10 A.M.
HISTORICAL PERSPECTIVE OF NOP   8::10 A.M. -   9:00 A.M.
POSITIVE INTERACTION PROGRAM   9::10 A.M. -   9:30 A.M.
STOREFRONT   9::30 A.M. -   9:50 A.M.
PHILOSOPHY OF NOP IN HOUSTON   ·   10:00 A.M. - 10:40 A.M.
THE BIG PICTURE   10:50 A.M. - 11:20 A.M.

LUNCH   11:20 A.,M. - 12:30 P.,M.
MANAGEMENT UNDER NOP   12:30 P.,M. - 1:20 P..M.
ROLE OF LAW ENFORCER - INVESTIGATIONS   1:30 P.,M. -   2:00 P.M.
COMMENTS BY CHIEF BROWN   2:00 P.,M. -   2:30 P.M.
CRIME ANALYSIS   2:40 P.,M. -   4:00 P..M.

DAY 2   8:00 A..M. -   4:00 P.. M.

PROBLEM SOLVER   8:00 A..M. -   8:50 A.. M.
DOMESTIC VIOLENCE   8:50 A,,M. -   9:20 A..M.
PLANNING   ·   9:30 A..M. -   9:55 A..M.
PATROL MANAGEMENT PLAN   9:55 A,• M. - 10:20 A,.M.
C. A. D.   10:30 A,.M. - 11:30 A,.M.
LUNCH   11:30 A..M. - 12:30 P..M.
COMMUNITY ORGANIZER   12:30 P..M. -   2:00 P,.M.
NEIGHBORHOOD GUIDE   2:10 P,.M. -   3:00 P..M.
MONTHLY ASSESSMENT   3:10 P..M. -   4:00 P..M.

DAY 3   8:00 A.M. -   4:00; P "M.

EVALUATION PROCESS   8:00 A.M. -   8:30 P -M.
SUMMARY   8:30 A.M. -   8:50 A -M.
ASSESSMENT   9:00 A.M. - 10:00 A.M.
NOMINAL GROUP TECHNIQUE #1   10:10 A.M. - 11:30 A.M.
LUNCH   11:30 ·A.M. - 12:30 P.M.
NOMINAL GROUP TECHNIQUE #2   12:30 P.M. -   3:20 P.M.
CLOSING COMMENTS   3:30 P.M. -   4:00 P -M.

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HISTORICAL PERSPECTIVE OF NOP
NATIONWIDE

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INTRODUCTION

LEARNING OBJECTIVES

TOPICS:

    Period of Reformation

    Contemporary Research

    Development of Community Based Policing

HISTORICAL PERSPECTIVE OF NOP
NATIONWIDE

INTRODUCTION

Annually, over three billion dollars are spent to support the patrol function. What can the tax payer expect from this type of investment?

During this course of instruction we will describe how the patrol function has changed since the turn of the century, including pertinent research that has contributed to recent changes.

HISTORICAL PERSPECTIVE OF NOP
NATIONWIDE

LEARNING OBJECTIVES

Discussion of the effect of reform on policing after the turn of the century.

Discussion of the effect of the radio patrol car on-the patrol function.

Explanation of where the notion of "crime fighting" came from.

Discussion of the key findings of the Kansas City Patrol Project.

Discussion of the findings of the Kansas City Response Time Study.

Discussion of the findings from the Rand Corporation's examination of criminal investigation units.

Discussion of the key findings from Rochester's Team Policing Study, New Haven's Directed Deterrent Patrol Study, the San Diego Field Interrogation Study, the San Diego Community Oriented Policing Study, and the Wilmington Split Force Study.

Discussion of Differential Response.

Discussion of what's needed to properly manage the patrol function.

Discussion of criteria needed to staff patrol.

Discussion of where patrol is headed.

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HISTORICAL PERSPECTIVE OF NOP
HOUSTON

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INTRODUCTION

LEARNING OBJECTIVES

TOPICS

    Discussion of program applications.

    Discussion of how the concept of NOP was formulated.

    Review of the process used by the Westside Operational
    Planning Committee to design NOP.

    An examination of the process used to develop training for
    NOP.

HISTORICAL PERSPECTIVE OF NOP
HOUSTON

INTRODUCTION

The process of developing NOP has been ongoing for the last
several years. The attempt to put this concept into
operation has only taken place during the last several
months. This block of instruction is designed to describe
what has transpired during this time, where we have come
from, where we are now, and where we are going.

HISTORICAL PERSPECTIVE OF NOP
HOUSTON

LEARNING OBJECTIVES

The participants should be able to identify the four primary
programs whicn helped formulate the NOP philosophy within the
Houston Police Department. "

POSITIVE; INTERACTION PROGRAM

ITOREFRONT OPERATIONS

NOP

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PHILOSOPHY OF NOP
IN THE HOUSTON POLICE DEPARTMENT

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LEARNING OBJECTIVES

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PHILOSOPHY OF NOP
IN THE HOUSTON POLICE DEPARTMENT

INTRODUCTION

Traditional policing has been called upon to resolve more
problems than it was designed to handle. Within the criminal
justice system, the police are. law enforcers and seek to gain
compliance via citations and arrests. Arrest and fear of arrest
are the mainstays of traditional policing as it pertains to law
enforcement.

However, the entire span of social problems and the attention to
such has gained increasing significance as people look for
solutions to their problems, great and small. Social problems
and chaos in general, have flourished to such an extent that the
police are expected to handle the overflow of problems which the
more appropriate social and governmental agencies cannot handle.

We use law enforcement and its primary tool of arrest for many
situations, yet this may not always be the most appropriate
response to the problems and situations which confront us as
police officers.

Officers are confronted by all kinds of situations in the course
of their duties. And in many of those situations we as police
officers are not equipped to satisfactorily resolve the
situation. But the public expects us to act, so we use the only
tool available to us - arrest.

We often use arrest like a screwdriver. You can use a
screwdriver to open cans, to pry things loose; you can even
spread peanut butter with a screwdriver. Or you can use the
screwdriver for what it was designed to do best. Arrest is our
screwdriver - it gets the job done, sometimes effectively,
sometimes not so effectively.

PHILOSOPHY OF NOP
IN THE HOUSTON POLICE DEPARTMENT

LEARNING OBJECTIVES

Define the NOP concept as it will exist in Houston.

Identify the foundations of NOP in Houston.

Identify the key components of the NOP philosophy in
Houston.

Recognize the role of the beat officer as the focal point
of the NOP philosophy.

Identify implications of setting into operation this
philosophy.

PHILOSOPHY OF NOP
IN THE HOUSTON POLICE DEPARTMENT

Definition:

Neighborhood oriented policing is an interactive process
between police officers assigned to specific beats and the
citizens that either work or reside in these beats to
mutually develop ways to identify problems and concerns and
then to assess viable solutions by providing available
resources from both the police department and the community
to address the problems and/or concerns.

"CONTACTO COMMUNICATIONO TRUSTO INFORMATION EXCHANGE

PHILOSOPHY OF NOP
IN THE HOUSTON POLICE DEPARTMENT

HPD Mission Statement

The mission of the Houston Police Department is to
enhance the quality of life in the City of Houston by
working cooperatively with the public- and within the
framework of the United States Constitution to enforce
the laws, preserve the peace, reduce fear, and provide a
safe environment.

Department Values

1.   The Houston Police Department will ^involve* the
*eommunitry in all policing activities which directly
impact the quality of life.

2.   The Houston Police Department believes that it must
structure delivery of service' in a way that*will
feinforce the strengths of the city's rieighborhoods.

3.   The Houston Police Department believes that the
public should have input into the development "of
policies which directly impact the quality of
neighborhood life.

NOP PHILOSOPHY
IN THE HOUSTON POLICE DEPARTMENT

NOP KEY COMPONENTS

1. **NOP** begins with CONTACT between an officer and the public; this leads to .

2. **(ffiMMN I CATION** which will naturally occur and build

3. ***JHUST** which, in turn, causes and increases

4. **iRFORMATIdN** EXCHANGE.

THE OFFICER WILL ACT AS THE FOCAL POINT OF NOP

This will occur throungh ROLE EXPANSION.

1. Officer will fulfill the traditional role of LAW ENFORCER.

2. The Officer will also act as a PROBLEM SOLVER,

3. PLANNER

4. COMMUNITY ORGANIZER

NOP PHILOSOPHY
IN THE HOUSTON POLICE DEPARTMENT

IMPLICATIONS:

Down to the top management.

Management focuses on the police officer. .

Risk taking encouraged by officers and supervisors together.

Mutually agreed upon work objectives.

Officer will be given opportunity to use his discretion which means he must exhibit more maturity and be more responsible for his actions.

Conflict between existing policies, rules, procedures, traditions of the Department and NOP.

Possible conflict between officers, their neighborhoods, and between neighborhoods and the Department, City Administrators and NOP.

Officers will be viewed as a member, representative of the neighborhood.

Officers will be in control of their working environment.

Officers will be evaluated on.the quality of their work" not the quantity.

NOP

MANAGEMENT
UNDER THE NOP PHILOSOPHY

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Management styles

Management Strategies

MANAGEMENT
UNDER THE NOP PHILOSOPHY

INTRODUCTION

To facilitate implementation of NOP certain styics and
strategies of management will be more appropriate than
others. These styles and strategies will hopefully put into
perspective for you the role that management has in the
evolution of NOP.

Management within the law enforcement community has operated
at a very basic level for too long. It has not kept up with
the needs of the community or employees. In the same way
that our style of policing is evolving, so must our style of
management. Our style of management must complement our
style of policing, if not, both will be ineffective.

This course of instruction is designed to give personnel an
understanding of the changes that are necessary if our style
of management is to complement the Department's style of
policing.

MANAGEMENT
UNDER THE NOP PHILOSOPHY

LEARNING OBJECTIVES

The participant will be able to cite the reasons why
police management systems have failed to evolve.

The participant will be able to state the ways in which
the lack of development of police management systems has
impacted the street officer.

The participant will be able to describe the style of
management to be used as NOP is implemented.

The participant will be able to identify the roles
management should play under the NOP philosophy.

MANAGEMENT
UNDER NOP PHILOSOPHY

CURRENT STYLE OF MANAGEMENT

QUASI-MILITARY STRUCTURE

Emphasizes control from the top.

Tight control is sometimes good.
* needed when instant responsibility and
accountability are required

Contradicts most facets of our job.
* the job requires autonomy but the system
prohibits it

POLICIES AND PROCEDURES

Tight control through policy and procedures is
sometimes necessary because the system is vulnerable
to abuses.

They have a negative impact on the organization if
these procedures begin to dominate.
* tend to control personnel not crime
* encourages conformity and rewards mediocrity
which leads to stagnation
* does not develop judgement
* represents evidence of past mistakes

LONG TERM EFFECTS

The quasi-military style of management, impairs
management's ability to use its most valuable
resource, its employees.

MANAGEMENT
UNDER THE NOP PHILOSOPHY

CHANGE OF MANAGEMENT STYLE

FOUNDATIONS FOR CHANGE

Mission Statement

The mission of the Houston Police Department is
to enhance the quality of life in the City of
Houston by working cooperatively with the public
and within the framework of the United States
Constitution to enforce the laws, preserve the
peace, reduce fear, and provide for a safe
environment.

DEPARTMENT VALUES

Managing Resources
*"The Department is committed to managing its
resources in the most effective manner
possible."

Participative Management
*"The Department will actively seek the input
and involvement of all employees in matters
which impact job performance and manage the
organization in a manner w^ich will enhance
employee job satisfaction and effectiveness."

Commitment to Excellence
*"The Department is committed to maintaining the
highest levels of integrity and professionalism
in all its operations."

MANAGEMENT
UNDER THE NOP PHILOSOPHY

FOUNDATION TO BUILD UPON

These values provide guidelines which help establish parameters for management in the Houston Polj.ce Department. They are designed to help this "Department fulfill its mission. . They represent a foundation for us to build upon.· Recognizing this, we must now try to identify and address those factors which will play a part in the evolution of a management style that will support the implementation of the NOP philosophy. Some of these factors are:

* management's role in "affecting" and "implementing" change;

* how management deals with the change process;

* structure of management;

* management strategies;

* the roles of management.

MANAGEMENT
UNDER THE NOP PHILOSOPHY

THE CHANGE PROCESS

ALL OF US CAN AFFECT CHANGE

We must recognize what we can and cannot change.

We have a responsibility to afford change the opportunity
to fail or succeed on its own merit.

ALL OF US CAN IMPLEMENT CHANGE

We should look for reasons change can occur rather than
why it should fail.

MANAGEMENT
UNDER THE NOP PHILOSOPHY

MANAGEMENT FROM THE BOTTOM UP
OR "DOWN TO THE TOP"

The department will be managed from the bottom up in an attempt to fulfill the needs of the community by fulfilling the needs of the officer.

MANAGEMENT'S ROLE

MANAGEMENT HAS TO VIEW THEIR ROLE IN TERMS OF HOW THEY CAN SUPPORT THE OFFICERS IN THEIR EFFORTS TO SERVICE THE NEEDS OF THEIR ASSIGNED NEIGHBORHOODS.

Management must encourage the individual officer to take ownership of his assigned neighborhood.

Management must provide real support for the officer, not lip service.

Management must view their position as a role which must be played, not a rank which is filled.

What are the different roles
managers/supervisors could play?

Coach
Teacher
Facilitator
Planner
Problem Solver

Management should encourage:

Risk Taking

Goal Stretching

MANAGEMENT
UNDER THE NOP PHILOSOPHY

ACCOUNTABILITY AND DISCIPLINE

Accountability and discipline become more important than ever
before. If the officers do no.t feel that they will be held
accountable for their performance, an opportunity for abuse
of the system will be created. Freedom to work at his own
pace, latitude to control his working environment should not
be interpreted by the officer as neglect by his supervisor.

MANAGEMENT
UNDER THE NOP PHILOSOPHY

ISSUES TO CONSIDER

NOP is not a temporary program.

Officers will play a major role in the process of
change.

Change will be slow.

Change must occur within the limits of existing policies,
procedures and resources. ✓

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ROLE AS A LAW ENFORCER

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LEARNING OBJECTIVES

TOPICS

Major Investigations

Crime Analysis

Pawn Detail

ROLE AS A LAW ENFORCER

INTRODUCTION

This block of instruction is designed to provide the
participant with an understanding of the capabilities of
each of the specialized units which will he operating out of
the Command Station.^These units are designed so that they
can support the officer during his/her efforts to implement
NOP. During this instruction it will also be explained to
the participant how he/she can assist these specialized
units to be more efficient.

ROLE AS A LAW ENFORCER

LEARNING OBJECTIVES

INVESTIGATIONS

The participant will be able to:
*identify those offenses that will be investigated by
the Westside Investigations Unit;
•utilize the technical" expertise of the Investigative
Unit in solving neighborhood problems;
*recognize what he/she can do to assist the
Investigative Unit;

CRIME ANALYSIS

The participant will be able to:
*define Crime Analysis, its purpose and benefits it can
provide the officer;
*compile the essential elements necessary for effective
analysis of an offense report, which will assist in the
assessment of neighborhood problems;
•identify problem areas in his or her neighborhood and
share this information with the community;
•interpret crime analysis information;
•identify problem areas through the interpretation of
crime analysis reports.

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PROBLEM SOLVING

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PREWORK ACTIVITY

TOPICS

PROBLEM SOLVING

INTRODUCTION

Problem solving is something that we all do, it is the nature
of our job. In most cases it is done unconsciously and with
very little forethought. The process of problem solving is one
way in which people attempt to maintain control of their
environment. As an officer you must be able to quickly analyze
situations, anticipate potential problems and recognize
existing ones. Often, what we perceive to be the problem is
merely a symptom of the problem. In order to solve a problem
it is essential to deal with the root causes of the problem.
If the real problem is not identified then the real causes can
not be dealt with effectively.

PROBLEM SOLVING

LEARNING OBJECTIVES

THE PARTICIPANT WILL BE ABLE TO:

recognize situations to be addressed .by problem solving

identify the primary problem solvers in NOP

list and describe the thought processes in problem solving

apply problem-solving techniques to a scenario

give examples of resources to be used in problem solving

PROBLEM SOLVING

PREWORK

Identify a problem in the area you patrol and describe a possible solution.

PROBLEM SOLVING

THE SIX STEPS OF PROBLEM-SOLVING

STEP #1

<u>Identify the Problem.</u>

The first step in problem-solving is to identify the problem. There are two important questions which should be answered before any decision is made:

Do I have a problem?

Exactly what is it?

To answer these questions, the problem should be broken down into four parts:

Signs vs. Cause

What has changed?

How did you find the problem?

What is wrong?

How is this situation different from what you expected?

Time

When did you discover the problem?

How long has it been going on?

Site

Where is the problem located?

Depth

How severe is the problem?

PROBLEM SOLVING

STEP #2
Evaluate the Need for a Decision

The second step in problem-solving is to evaluate the need for a decision.

Evaluating the need for a decision is the most vital step in problem-solving. Some of us tend to make snap decisions as soon as we find a problem. This is bad because a decision might not be needed. The problem may, after consideration, be seen to be unimportant or even unnecessary. On the other hand, some of us put off decisions for too long, creating crisis situations.

Before you begin the problem-solving process, look at the problem you have identified and ask yourself:

WHAT WILL HAPPEN IF I DON'T DO ANYTHING?

WHY IS A SOLUTION NECESSARY?

PROBLEM SOLVING

STEP #3

<u>Generate Possible Solutions</u>

The third step toward solving a problem is. to generate a full range of possible alternative solutions. There are several important issues to keep in mind when doing this-.

Consider as many solutions as possible

Consider new solutions, not just previously used ones

Seek solutions in the Houston Police Department Policy

Seek solutions from knowledgeable peers and superiors in HPD and appropriate members of the community

Do not use solutions that create new problems

PROBLEM SOLVING

Generate Possible Solutions (STEPS CONT'D)

Practice Activity

List as many solutions as you can think of in order to solve
this problem.

Which of these solutions bring new problems?

Who might I ask for ideas?

PROBLEM SOLVING

STEP #4

Research, Evaluate and Choose Among Alternatives

The fourth step is to research, evaluate and choose among the alternatives.

Research (time permitting)

Evaluate

Choose

What should be the basis of your choice?

PROBLEM SOLVING

Research and Choose Among Alternatives (STEPS CONT'D)

Practice Activity

Instructions: The fourth step in problem-solving is to research, evaluate and choose among the alternatives.

Refer to the solutions you have already thought of for your problem and then carry out the three parts of Step 4 problem-solving.

1. Research. Is there any missing information about possible results of your solution.

   If yes, what is the missing information and how will you obtain that information?

2. Evaluate. Consider pros and cons of each choice, their risk, time needed to reach solution, projected outcome and finally, who will be affected?

3. Choose solution.

PROBLEM SOLVING

STEP #5

Implementation of the Solution.

The fifth step in problem-solving is to implement the
solution.

Once the best solution has been chosen, the implementation
still remains. There are several questions to consider
when implementing a solution:

Who is best qualified to carry out the solution?

When should the solution be carried out?

Where should the solution begin?

How should the solution be carried out?

PROBLEM SOLVING

Implement the Solution (STEPS CONT'D)

Practice Activity

   The fifth step in problem-solving is to implement the
   solution.

   Refer to the solution you ranked as the best solution in
   Step four, and consider the strategies you would use to
   implement that solution.

   State the decision you have made.

   Who is best qualified to carry out the decision?

   When should the decision be carried out?

   Where should the decision be carried out?

   Specifically, how should it be carried out?

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PROBLEM SOLVING

STEP #6

<u>Follow-up On Solution.</u>

The sixth step to problem-solving is the follow-up to a
solution, which is almost as important as the solution
itself. There are three tasks to a follow-up that should
be executed for all solutions, in varying degrees and
formality (or informality).

Evaluation

Documentation

Reporting.

PROBLEM SOLVING

Follow Up on the Solution (STEPS CONT'D)

Practice Activity

Using the problem and solutions already formulated, do the following exercises.

<u>Evaluation</u>

How will you measure whether or not the problem was solved?

<u>Documentation</u>

Describe the solution.

With your present system of documentation, how will you document the results of your efforts?

<u>Reporting</u>

Which superiors will you inform?

How will you inform them?   (Memo? Telephone call? In Person?)

Should you inform anyone else?   If so, who?

PROBLEM SOLVING

Conclusion

Traps of Problem Solving

Try to avoid the following pitfalls:

Creating crisis situations

Promising the impossible

Making all problems major ones

Being unwilling to consult

Delegating work improperly

Regretting decisions

Treating the symptoms, not causes

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PARTICIPANT GUIDE

PLANNING

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PLANNING

INTRODUCTION

As we have already mentioned, under the NOP philosophy the
police officer will be the focal point of this Department's
efforts to serve the public. This will require the officer to
expand the roles that he will play. Consequently, this will <
place a great deal of pressure"on the officer's ability to •
manage priorities. To effectively manage his roles the officer
will have to sharpen his planning and time management skills.
During this course of instruction we hope to provide the officer
with meaningful information that will improve his/her planning
and time management skills.

PLANNING

LEARNING OBJECTIVES

The participant will be able to:

    *define planning;

    *recognize a need for planning;

    *identify who should plan;

    *list the types of plans;

    *list the steps in the planning process;

    *give examples of planning tools and resources available
     for utilization by officers.

PLANNING

Definition of Planning

<u>Definition:</u> Planning is the mental or physical activity that
precedes an operation.

   The purpose of the planning activity is:

   *to identify the tools or resources that are necessary to
    achieve an objective

   *to efficiently utilize the resources and time in
    achieving the objective.

There are other synonyms for the word for planning which may be
more meaningful to you as an individual:

   * time management

   * resource management

   * managing priorities

   * or simply, "putting your ducks in a row"

   * or asking. What am I going to do today?

PLANNING

Need for Planning

There are some very specific reasons for an officer to plan his activities, especially while he attempts to fulfill the various roles he will be playing within the scope of NOT.

    To prioritize activities based on neighborhood needs.

    To coordinate among others and prevent duplication of effort.

    To limit the conflict of various and possibly competing roles.

    To promote the efficient use of uncommitted patrol time and resources.

PLANNING

Who Should Plan

OFFICER

Officers will be the primary planners; they will be the
originators and coordinators of activity in their
neighborhoods. The of f icer'will be the focal point of
contact between the community and the department.

Sergeant

Primary responsibility is to coordinate the plans submitted
by the police officers. He will also act as a facilitator
for the officer so that the officer can access the resources
needed to achieve his goals.

Lieutenant & Managers

Continuation of the support required by the police officer to
achieve his/her goals.

PLANNING

Steps to Planning

The five basic steps to planning are:

* set the objective

* develop a plan to meet the objective

* implement the plan

* monitor the plan against the objective

* be alert to any changes that need to be made to the plan

PLANNING

STEP #1
Setting Objectives

Practice Activity

The purpose of this exercise is to give you practical experience
in setting objectives. Working with the problem you identified
in the previous course of instruction, identify and set
objectives which you will need to accomplish in order to solve
your problem.

PLANNING

STEP #2

Developing a Plan

Consider time and resource needs during this -stage of planning.

Consider any contingencies.

Analyze your objective.

   Make a list of all the facts related to your objective.

PLANNING

Develop A Plan (STEPS CONT'D)

Practice Activity

Using the objectives that you identified in the first practice
activity, develop a plan to achieve that objective by following
the process of analysis which we have just discussed.

PLANNING

STEP #3

<u>Implementation</u> begins once development of the plan is completed and all resources have been allocated.

STEP #4

<u>Evaluation</u> should begin once you begin implementation.

STEP #5

<u>Corrective action</u> will be necessary if your plan is not fulfilling the requirements of the objectives.

PLANNING TOOLS AND STRATEGIES

TIME MANAGEMENT

As you begin to become more involved in your assigned
neighborhood more demands will be placed upon you by the
people you serve. This means that you will have to use your
free time sparingly and become more proficient in the use of
committed time (calls for service and planned NOP
activities).

To achieve these goals we offer the following time management
tips.

1. Take a time inventory.

2. Set priorities.

3. Plan your day.

4. **Plan your week.**

5. Use an agenda for meetings.

PLANNING TOOLS AND STRATEGIES

PATROL MANAGEMENT PLAN

WHAT DOES IT DO?

The PMP is a planning tool that organizes information in such a way that:

* problems are described
* solutions are formulated
* strategies are planned
* resources are documented
* expected results are confirmed

PATROL MANAGEMENT PLAN (WHEN TO USE IT?)

When the officer identifies and assesses a problem which involves a solution that requires resources beyond the officer's control or, may require a long-term resolution.

OFFICER'S ACTIONS

Document the problem using information from crime analysis, other officers, and any other source providing information which would substantiate the implementation of the proposed plan (PMP).

PLANNING TOOLS AND STRATEGIES

PATROL MANAGEMENT PLAN (CONT'D).

ACTIONS OF THE OFFICER AND SERGEANT

The officer will present his plan to his sergeant and together they try to determine the resources needed to attack the problem(s).

Together the officer and sergeant will:
* improve upon strategies developed by the officer;
* identify performance indicators;
* implement the plan if no other resources and/or decisions beyond the sergeant's scope are needed;
* present to the shift commander if resources/decisions beyond the sergeant's scope are needed.

LIEUTENANT'S ACTIONS

The shift lieutenant will:
* assure that there is no duplication of effort and prioritize each PMP according to importance and availability of resources;
* confer with the sergeant and officer to verify documentation;
* grant implementation if further approval is not needed or, presents the PMP to the captain if decisions that are needed are beyond the lieutenant's scope of authority;
* if approved by the captain the shift lieutenant will be responsible for administering and measuring the effectiveness of the plan.

PLANNING TOOLS AND STRATEGIES

PATROL MANAGEMENT PLAN (CONT'D)

CAPTAIN'S ACTIONS

* the captain decides ^whether to implement the plan
or to confer with shift commanders to determine the
feasibility of the plan

* the captain will have the ultimate responsibility
for authorizing the plan, eliminating duplication
among shifts, and resolving conflict between plans

CONCLUSION

The PMP is designed to function as not only a planning tool
but also a record for supervisors and managers to accurately
evaluate an employee's initiative, abilities and
effectiveness. In short, it is designed to give credit where
credit is due.

PLANNING TOOLS AND STRATEGIES

PATROL MANAGEMENT PLAN (CONT'D)

PRACTICE ACTIVITY

Using the information from .the "Develop A-Plan[11] practice activity complete the following PMP form.

PLANNING TOOLS AND STRATEGIES

COMPUTER AIDED DISPATCH   (C.A.D.)

This block of instruction is designed to introduce the full
range of services and information available through the CAD
system.   It is hoped that you will have an understanding of how
to access the system and use the system to support and augment
your daily activities.

SPECIAL APPLICATIONS

Several features of the CAD system are of particular benefit
and importance to the field officer- The following is a list
of these features.

Looking for a person on a terminal, position or unit with an
MDT: WHO (unit/terminal name/ group)
      WHERE (last name/IDtf)

ID number to name—enter ID (employee number)

Address/location----enter Term (name)

Phone number for agency/division/service
Enter——PHONE (agency/division/unit name)   • ' "
       PHONE *(agency or specific key word/letter search)
              Sperry Units Only

PLANNING TOOLS AND STRATEGIES

COMPUTER AIDED DISPATCH (CONT'D)

SENDING MESSAGES

CAD to CAD: SR, SRE, ROUTE*
CAD to MDT: SR, SRE, ROUTE, SRM (requires mandatory
             acknowledgment)
MDT to CAD: SAME AS ABOVE
SPERRY TO
CAD/MDT   : SR ONLY
CAD TO
SPERRY   : SR ONLY

SCHEDULING MESSAGES

MEMO AND WARN: MEMO 7 DAYS
                WARN CONTINUOUSLY

NOTE/NOTB (Limited to 80 characters and only to dispatch and
complaint positions

INFO FILES: INFO INDEX for a listing of major topics which
information is available, or, can be directly accessed by
entering: INFO (name of topic) e.g.,
                            INFO BATTERED WOMEN

GENERAL BROADCAST: Controlled entry. Uses information
                    provided for search criteria.

PREMISE HISTORY: Maintains specific information on
                    important locations.

UNIT HISTORY: Stores 15 days of activity for line
                    review.

RECALL LAST OR
CURRENT INCIDENT: R (UNIT #)

PLANNING TOOLS AND STRATEGIES

COMPUTER AIDED DISPATCH (CONT'D)

MESSAGES   (CONT'D)

TRAFFIC STOPS &
CLUB CHECKS   :   CAD automatically checks on unit after
                     15 minutes for officer safety.

TRAFFIC STOP   :   T (location) or: (license number)
                   System displays location to be viewed
                   by other units and automatically runs
                   plate

CHANGE LOCATIONS: CL
SCENE STATUS   :   AT

REQUEST BACKUP   :   RB

ASSIST OFFICER :   RED ASSIST EMERGENCY BUTTON

CLEARING CALL   :   C (disposition)

COMMENT ON CALL :   M, (comment, limit to 400 characters)

EN ROUTE TO CALL :   ER or EN ROUTE KEY (comment, e.g.
                     "silent")

ARRIVING ON CALL;   AR or ARRIVE KEY (comment)

TRANSPORTING
FROM CALL   :   TR LOCATION   (comment, e.g. "w/f 30")

PLANNING TOOLS AND STRATEGIES

COMPUTER AIDED DISPATCH (CONT'D)

MESSAGES (CONT'D)

RETURN TO
SERVICE   :   Use CLEAR command if only unit assigned
                      if not, IN followed by comment.

ON VIEW   :   ᵒᵛ location call type (if type is
                      unknown use 3900 4900 + comment)

OUT OF SERVICE   :   Can be done by unit when needed except
                      to eat.

PLATE CHECK   :   Use MDT format or QL plate number

DL CHECK   :   Use MDT format or DL license number

NOP

PARTICIPANT GUIDE.

ROLE AS A COMMUNITY ORGANIZER

TABLE OF CONTENTS

INTRODUCTION

LEARNING OBJECTIVES

TOPICS:

ROLE AS A COMMUNITY ORGANIZER

INTRODUCTION

It is human nature to resist something that is imposed upon
you from the outside. That is why it is important that when
we begin to deliver services under NOP we .must attempt to do
so from within the community we serve. In changing from our
present style of policing to NOP, there will no doubt be a
change in the way the community views this department.
Therefore, it is imperative that we attempt to present
ourselves as members of the community we serve.

This block of instruction is intended to show the benefits of
working within a community and being viewed by that community
as "one of them". It is hoped that this instruction will
also provide the participant with a basic understanding of
community organizing techniques and principles.

ROLE AS A COMMUNITY ORGANIZER

LEARNING OBJECTIVES

The participants will be able to cite the reasons for community organizing and the attendant benefits.

The participants will be ab"le to identify the fundamental elements of a neighborhood.

The participants will be able to identify and describe their new roles as a community organizer.

The participants will be exposed to the various community organizing programs which have already been implemented by this Department,

The participants will be able to identify the foundations and principles of community organizing.

The participants will be better able to identify tools and skills utilized in community organizing.

The participants will be able to cite and assess the implications of community organizing.

ROLE AS A COMMUNITY ORGANIZER

WHY BE A COMMUNITY ORGANIZER?

Because of our advanced technology we have lost touch with our greatest resource——the people.

WHAT ARE SOME OF THE POTENTIAL BENEFITS? .

Reduction in crime.

Improvement of the quality of life in the neighborhood.

More involvement of citizens in dealing with neighborhood problems.

Increased job satisfaction for the officer.

Opportunity for the officer to interact with the people he serves.

ROLE AS A COMMUNITY ORGANIZER

FUNDAMENTAL ELEMENTS OF A NEIGHBORHOOD

WHAT IS A COMMUNITY?
A locality with physical boundaries, social networks, concentrated use of area facilities, and special emotional and symbolic connotations for its inhabitants.

WHO IS AN ORGANIZER?
One who arranges or assembles into an **orderly, structured,** functional whole, a number of persons or groups having specific responsibilities and united for a **particular** purpose.

NEIGHBORHOOD ELEMENTS

FAMILY

SCHOOL

CHURCH

BUSINESS AND COMMERCIAL INSTITUTIONS

CIVIC ORGANIZATIONS

SOCIAL SERVICE ORGANIZATIONS .

GOVERNMENTAL INSTITUTIONS

WHAT ARE THE REASONS FOR ORGANIZING THE VARIOUS COMPONENTS OF A COMMUNITY?

Heightened Awareness

Promoting Change

Maintaining Status Quo

ROLE AS A COMMUNITY ORGANIZER

WHAT WILL YOUR ROLE BE AS A COMMUNITY ORGANIZER?

As a Community Organizer you will act as a CATALYST.

1. Act as an Agent of Positive Change.

THE FOLLOWING PROGRAMS ARE EXAMPLES OF COMMUNITY ORGANIZING EFFORTS MADE BY THIS DEPARTMENT:

Police/Citizen Positive Interaction Programs (P.I.P.)

Storefront Operations

Project OASIS

ROLE AS A COMMUNITY ORGANIZER

PRINCIPLES OF COMMUNITY ORGANIZING

KNOW YOUR NEIGHBORHOOD

IDENTIFY THE DIFFERENCES AND UNIQUENESS OF **YOUR** NEIGHBORHOOD

IDENTIFY THE STRENGTHS AND WEAKNESSES OF **YOUR** NEIGHBORHOOD

WORK TOWARD SMALL SUCCESSES

MAKE PROACTIVE NEIGHBORHOOD CONTACTS

IDENTIFY LEADERS

DEVELOP LONG TERM GOALS

-CONTACTS COI/MUNtCATIONO TRUST*0- INFORMATION EXCHANGE-

NEIGHBORHOOD GUIDEBOOK

INTRODUCTION

The Neighborhood Guide is a tool which is designed to help
the officer. Although implementation of Nop does not depend
solely on the use of this tool, it is hoped that it will
facilitate the process.

By using the Neighborhood Guide the officer will be able to
identify the various components of his/her assigned
neighborhood. The identification of these components will
help the officer develop a sharper image of his/her area.
This will allow the officer to focus on the problems and
concerns which affect the people who live and work in the
neighborhood.

As the name suggests, the book serves as a menu of activities
from which the officer can select, depending on the needs of
his particular neighborhood. The Guide is not meant to limit
an officer's imagination but merely to serve as a source of
suggested activities. The subsequent use of this Guide can
accomplish several goals and they are:

*   provide the officer with a game plan to follow as NOP
     contacts are initiated;

*   document activities as the activity occurs;

*   develop an informational resource directory as the
     activity occurs;

*   act as a daily planner;

*   provide a list of community resources available to
     combat negative neighborhood conditions.

MANAGEMENT TOOLS

MONTHLY ASSESSMENT

For the most part the monthly assessment will remain the
same. The one major change will be the section which will be
used to enter specific problems in your neighborhood that you
may have identified since your last assessment. These are
problems that you would like to work on during the upcoming
month. Some of these problems may require a PMP. If this is
the case, see that your sergeant attaches a copy of the PMP
to the monthly assessment. A copy of any PMP which is either
developed and/or worked on during a specific assessment
period should be kept with that month's assessment.

NOMINAL GROUP TECHNIQUES

1. HOW WILL THE EXPANDED ROLE OF THE OFFICER AFFECT MY JOB?

2. HOW DO I BEGIN?

CONCLUSION

WHAT HAPPENS NOW

ISSUES TO CONSIDER

NOP IS NOT A TEMPORARY PROGRAM - IT IS THE WAY WE ARE GOING
TO POLICE IN THE CITY OF HOUSTON

CONVERSION TO NOP IS A CALL TO CHANGE
* Change will require time, in this case years, due to
the size of the organization and the nature of our
culture.

* Change should occur at a pace that is conducive to the
acceptance of the nature of the change. Not at a pace
that causes a reaction to the change process.

* Change will have to occur within the parameters of
existing policy. If existing policy does not support
NOP we should strive to design policies that will.

EXPECTATIONS
* Expectations should be mutually agreed upon by those
who are in the field "doing" NOP and those supervising
the "doing" of NOP.

* Expectations should be achievable and lend themselves
to quick successes.

* Expectations will change according to the situation as
it continues to evolve.

* Some expectations will be new and others will be what
some officers are already accustomed to doing but till
now have not received recognition.

CONCLUSION

ISSUES TO CONSIDER (CONT'D)

ROLE EXPANSION
* The job of the police officer has become officially
multifaceted.
* Innovation and creativity within the limits of
existing policy is now condoned and encouraged.
* You may now play a role that fits the situation rather
than trying to make one role fit all situations.
* Your goal is the same but your role is now
multifaceted which will allow you to become more
effective in accomplishing the Department's goals.