



NEIGHBORHOOD POLICING NEWS

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HOW WILL NEIGHBORHOOD POLICING MAKE A DIFFERENCE TO ME?

Many of you have been involved in the implementation of Neighborhood Policing in Boston. Nearly 600 men and women through the rank of Lieutenant have attended professional development training at the police academy. Included in this 40 hour training are five hours devoted to Neighborhood Policing issues. District Captains have participated in several leadership training seminars sponsored by the Forum Corporation and the Boston Management Consortium. Many members of the Department sit on task forces and implementation teams working on the 25 tasks that are the core of the Plan. Community Service Officers are continuing to meet with community members to discuss the Neighborhood Policing Plan of Action. Even with this level of involvement and our efforts to keep everyone up to date, there is still the question: How will Neighborhood Policing make a difference to me?

Since Neighborhood Policing is not just a program, but a policing philosophy, every member of the Boston Police Department can make a contribution to its implementation and success. Although we are following an ambitious schedule to complete the 25 tasks set forth in the *Neighborhood Policing Plan of Action*, many changes involved with this new policing strategy/philosophy will continue to be made far into the future. The implementation of the 25 tasks is just the beginning. You will notice that small changes, over time, will add up and provide you with a detailed answer to the question, 'How will Neighborhood Policing make a difference to me?'

Here are three examples of changes that have been initiated and are expected to begin making a difference.

1. INFORMATION FLOW

Under Traditional Policing: Information did not always flow two ways. Headquarters would often ask districts for information, but often times little information would flow back in return.

Under Neighborhood Policing: Since Decentralization is the centerpiece of Neighborhood Policing, not only must information flow in both directions, but districts can request and receive information specific to their needs. For example:

- James Moore and John O'Brien of the Office of Strategic Planning and Policy Development have filled many district requests for mapping and statistical information.
- Tom Hutchings and Caroline Hamline of Operations are answering district inquiries for monthly calls-for-service information.
- Between 80 and 100 Unit and District Commanders attend the recently initiated monthly Commander's Meeting where Department information and issues are exchanged and discussed. Commanders are encouraged at these meetings to take this information back to their units and share it with their personnel
- A routine dialogue has developed among many Department members as a result of the numerous task forces, subcommittees and work groups formed to implement the 25 Tasks in the Plan. Some of these include:

The Neighborhood Policing Implementation Team - Provides analysis and advice on the best ways to implement Neighborhood Policing in Boston. This team consists of thirty officers and civilian personnel.

The Police Academy Curriculum Advisory Committee Planning Group • Assists in the staffing of the Curriculum Advisory Committee under Task 13 in the Plan.

The General Training Work Group - Works on developing, coordinating and designing training initiatives associated with the implementation of Neighborhood Policing.

Task W committee - Assists in Developing the curriculum for a Citizen's Neighborhood Policing Training Academy as specified in Task 12 in the Plan of Action.

- In addition to the Department's equipment committee, Uniforms, Equipment and Technology continue to meet monthly to address these issues. Numerous other task forces are constantly being formed to address specific problem areas.

Z COMPUTERS

Under Traditional Policing: Computers were mainly used in research units, budget departments and for the 9-1-1 Operation's Center.

Under Neighborhood Policing: Computers have been installed in every district. Moreover, all computers in a district have been linked together over Local Area Networks, (LANs) which enable Department personnel to send information within a district in a more efficient and effective manner than ever before.

Computer users will eventually be able to access and share information with headquarters, across districts and with other local, state and national databases once the Wide Area Network (WAN) is

installed. Both the LANs and the WAN will help foster partnership within the Department and between each district and the community. An efficient information flow will enhance problem solving and lead to successful prevention efforts.

The broad based implementation of computer technology, the most comprehensive technological effort ever undertaken by the Department, has not been easy. We are continuing to experience significant difficulties in providing all the training, data bases and software design support services that are essential to the maximum utilization of this equipment. Current lack of computer trained programmers and trainers, due to budget restrictions, are being addressed by Deputy Superintendent BUT Casey and Superintendent Joe Saia. We are asking for your patience and forbearance.

3. DEPARTMENT PERSONNEL INVOLVEMENT

Under Traditional Policing: We would rely upon outside expertise or senior personnel to develop, analyze and advise on major projects.

Under Neighborhood Policing: Practicing one of the three P's, 'Partnership', we are asking for internal input from all levels of the organization. We are encouraging Department personnel involvement on all our major initiatives, such as the New Police Headquarters Project.

The construction of the New Boston Police Headquarters will begin in the fall of 1993 and will be completed in September 1995. The goal is to have a fully functional Headquarters performing at peak efficiency when the building opens to the public. Employees have been invited to participate by volunteering to sit on planning teams. These teams will advise in the development and outfitting of the facility and will assist in facilitating the relocation from Berkeley Street to the new site on Tremont Street.

These teams and their roles include:

Office Automation Team - Will assist in the design and implementation of high-level office systems for the Boston Police Department

Emergency Operations Team - Will address issues involved in the design and development of the Emergency Operations Center and the functionality associated with Computer-Aided Dispatch and E 9-1-1.

Prisoner Processing/Crime Lab Team - Will examine the impact of remote booking on existing facilities and the role of Technical Services in the new facility.

Public Awareness Campaign - Will develop a plan to educate the public on the impact and benefit of the new headquarters and E 9-1-1.

Migration Team - Will develop the action plan which will define in detail the planned physical move of all units; systems and equipment to the new Headquarters.

If you are interested in participating on one of these teams you should contact Mark Lynch at the Office of Facilities Management at 3434379.

IMMEDIATE TASKS: PROGRESS REPORT

The *Neighborhood Policing Plan of Action* sets forth 25 Tasks that need to be completed to fully implement Neighborhood Policing in Boston. These Tasks center around Neighborhood Policing Tools: Training, Technology and People. Each task falls under the responsibility of one or a number of people in the Department who are working to complete their respective tasks by a specified completion date.

Although all Department personnel working on completing the 25 tasks will continue to push hard to complete tasks on time, budget issues may impede our efforts to meet every deadline on our ambitious schedule. This is especially true concerning training and technology related tasks. District Commanders report that it is becoming increasingly more difficult to cover basic deployment needs due to expanded training and community obligations. Technological advances that will help ease-up manpower, such as the new Imaging System, have been slowed down by fiscal constraints. We will continue to work hard to reach the goals of each task. However, we may need to extend deadlines to meet the objectives of the 25 tasks that comprise the implementation of Neighborhood Policing.

The following summarizes the intent and status of the most pressing tasks.

TASK 1: DEVELOPMENT OF DISTRICT NEIGHBORHOOD POLICING PLANS

Intent: Neighborhood Policing Plans will be developed by district police personnel in partnership with citizens at each police district. TIK plans will include beat boundaries, an inventory of all community based groups, a list of quality of life conditions and a process for identifying, prioritizing and solving problems in each district.

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State: Plans will be developed by district Neighborhood Police Officers and Community Service Officers (CSO's) as part of their Neighborhood Policing academy training in the Spring of 1993. Some districts have already initiated community councils, while others are conducting neighborhood surveys to begin gathering information for district Neighborhood Policing Plans.

Plan Completion Date: June 1993

Anticipated Completion Date: June 1993

TASK 2: ASSIGN VOLUNTARY NEIGHBORHOOD POLICE OFFICERS

Intent: Assign 100 beat officers to defined beats, and to provide these volunteer officers with at least 40 hours of academy training focusing on partnership, problem solving and prevention principles. The 100 officers will assist in the implementation of their district Neighborhood Policing Plans from Task 1.

Status: A recent district by district survey reported that the Department currently has 91 beat officers covering 54 beats. At least nine additional officers will be identified by the end of January 1993 in preparation for academy training. Preliminary training designs will be completed by early February. All training, however, will need to be approved, budgeted and scheduled into the Academy's calendar. This will involve careful planning to ensure a proper number of officers on the street. We cannot afford to pull all 100 officers at once. Actual training is not expected to begin until the Spring 1993.

Plan Completion Date: January 1993

Anticipated Completion Date: February and March 1993

TASK 3: PATROL DEPLOYMENT ANALYSIS

Intent: In order to appropriately deploy personnel under a Department devoted to the problem solving, fear reducing purposes of Neighborhood Policing, an analysis of officer availability, calls for service and district and sector geographical boundaries needs to be undertaken to determine exact staffing needs.

Status: The 'foundation' work needed to complete this task is presently being conducted through the Redistricting Project, the redefining of district boundaries. However, redistricting will not be 100% completed until the new Computer Aided Dispatch (CAD) system is phased in beginning September 1993. Therefore, we will not complete this task by the end of January 1993. A final patrol deployment analysis cannot be completed until the 'foundation' work of the Redistricting Project is finished. Thus, work on this task is moving forward and will continue through September 1993.

Plan Completion Date: January 1993

Anticipated Completion Date: Work will continue through September 1993

TASKS; SPECIALIZED UNIT ANALYSIS

Intent- The mission, staffing and output of each specialized unit will be examined to determine whether they support decentralization and the accelerating principle of Partnership, Problem Solving and Prevention that comprise Neighborhood Policing.

Status: A final report from Supts. Saia, Maloney and Evans was submitted to Chief Bratton for his review on December 31, 1992. Recommendations include the decentralization of Team Police, Senior Response and the In-School Drug Education Program to the districts to give district commanders control over entities for which they are responsible.

Plan Completion Date: January 1993

Anticipated Completion Date: March 1993

TASK 6: COMMUNITY SUPPORT STAFF ANALYSIS

Intent: The decentralization of Neighborhood Policing may require different support staff needs throughout the Department. Therefore, every civilian position in the Department needs to be reviewed in conjunction with the requirements of Neighborhood Policing. This will include review of support staff needed to implement district Neighborhood Policing Plans in Task 1.

Status: A Department wide personnel and skill census will be conducted in February 1993 by the Office of Strategic Planning and Policy Development. An analysis of Department support staff will begin at that time.

Plan Completion Date: April 1993

Anticipated Completion Date: April 1993

TASK 10: COMPUTER AND INFORMATION SYSTEM TRAINING

Intent: A Department survey of computer skills is needed to provide appropriate training for all Department members. Better information flow within the Department and between the community will foster the development of a partnership necessary to practice problem solving and prevention.

Status: Computer skills will be assessed via the personnel skill

and census survey in February 1993. Computer Project Administrators have been identified in each district. Over 150 personnel have attended training classes. Video training and 'training-trainers' is being planned for implementation at the academy. Moreover, training options, such as using videos and recruiting computer experts from each district are being considered. In addition, in a partnership initiative announced by Deputy Superintendent Bill Casey, several Boston companies such as New England Telephone and Boston Edison have offered the Department slots in their company computer training programs. Additional training offers from the private sector are being sought.

Plan Completion Date: June 1993

Anticipated Completion Date: June 1993

TASK 12: OTZEN'S NEIGHBORHOOD POLICE ACADEMY

Intent: In order for the community to join in partnership with the Department, community residents need to understand Neighborhood Policing as well as how the Boston Police Department operates. One desired outcome of this training is to reduce the community's reliance on 9-1-1 by suggesting different options for non-emergency calls for service.

Status: Community focus groups are providing input as part of our partnership operating principle. Community training academy curricula from other cities are also being reviewed to develop a Citizen's Neighborhood Policing Academy. An intern curriculum writer from one of the area's graduate programs is being sought to write the curriculum which is expected to be completed in early April 1993.

Plan Completion Date: April 1993

Anticipated Completion Date: April-May 1993

TASK 13: POLICE ACADEMY CURRICULUM ADVISORY COMMITTEE

Intent: A group of experts representing the criminal justice system, academia, police and a community will meet to review current Department training initiatives and make recommendations for future training curricula ensuring all training incorporates the tenets of Neighborhood Policing.

Status: The committee was created in late November and membership finalized in December 1992. Their first meeting took place on January 6, 1993. The next meeting is scheduled for February 1993 at the Academy.

Completion Date (for start-up): November 1992

TASK 14: NEIGHBORHOOD POLICE INQUIRY REWARD AND PROMOTIONAL SYSTEM

Intent: To develop and implement a Department award program that supports the duties and performance measures of Neighborhood Policing.

Status: An anonymous donor has offered to fund a Neighborhood Policing award program. Between \$10,000-\$15,000/yr. will be donated through a non profit organization called the Philanthropic Initiative. Tentative plans for the program include monetary awards as well as weekend getaways for employees who are selected by a panel made up of Department personnel below the rank of Captain. An internal working committee is convening to develop a formalized proposal for submission to Commissioner Roache by late February.

Plan Completion Date: March 1993

Anticipated Completion Date: March 1993

TASK 21: INSTALLATION OF NEW COMPUTERS AND LOCAL AREA NETWORKS (LANs)

Intent: Information flow within each district will enhance partnership within and the Department and between the community. The new LANs and eventual installation of the Wide Area Network (WANs) will enable us to achieve these goals.

Status: The LAN installation was completed early in December 8, 1992. Significant training needs and data base upgrading issues still remain. See Task 10.

Completion Date: January 1993

Partnership between city agencies is vital to the successful implementation of Neighborhood Policing. With this in mind, Commissioner Roache is copying the Neighborhood Policing News as well as the monthly task progress report to the Mayor's staff and city department heads.

By now you have probably noticed a set of five plaques placed throughout the Department. These plaques speak to what Neighborhood Policing is all about. They display the Goals, Operational Principles, Tools and Values of Neighborhood Policing. YOU WILL see their message referenced in Department documents such as the Neighborhood Policing News and the Department Update.

Any questions or suggestions relative to information contained in the updates should be referred to the Office of the Superintendent in Chief, either in writing or by phone (343-5660). All inquiries will be acknowledged.