


NORTH SLOPE BOROUGH
DEPT. OF PUBLIC SAFETY

M E M O R A N D U M

To: James E. Christensen
Director

From: Sergeant Packer 
C.O.P.E. Unit

Date: February 24, 1993

Subject: IMPLEMENTATION OF COMMUNITY POLICING AND PROBLEM SOLVING

Over the past several years the Department has paid lip service to the philosophy of community policing, even going so far as to create a Community Oriented Policing and Eiuüiucwciit Unit (COPE). Shortly after my promotion you expressed a desire to move in this direction, however, you were unsure how to proceed.

I have attached for your review an outline of how the Department might move toward community policing and problem solving over the next twelve months. The outline for the Department is based on the readings, research and experience of others. This information is attached and would be very beneficial for you to read either before or after you have reviewed my suggested course of action. All I have done is provide you with one reasonable way we can move in a positive direction towards community policing.

There will be some hard and risky choices to be made in moving towards this new philosophy. There will also be a need to review the FY93/94 budget in order to fund this transition. I have included the cost of training the Department by the Police Executive Research Foundation-

The most important part of this move is to have 100 percent backing, commitment and support from you. Community Policing will not work without this, nor will implementing part of the community policing philosophy. If the decision is not to implement this plan in some fashion then the Department and specifically the COPE Unit can move onto other business.

I would like to meet with you on Friday March 5th to discuss this outline in detail and answer any questions you may have.

IMPLEMENTATION OUTLINE FOR COMMUNITY POLICING

1. Directors written statement of commitment to the philosophy of community policing and problem solving. A values statement reflecting a sense of permanence for this commitment. Express these values in written form to Department members so they may incorporate into their own values. Refer to the City of Haywood Police Departments values for an example.

2. Define the role of the department within the North Slope Borough. Community policing departments must work as partners with the citizens they serve to solve problems that relate to the quality of life, as opposed to simply enforcing the law.

3. List the things that are already being done which fit the concept of community oriented policing.

The department has performed many tasks that fit the mold and philosophy of community policing. We should not loose sight of these accomplishments. Rather, we should take note of them and expand upon these successful endeavors. Two examples of this was the house numbering project in the villages that the Department organized and eventually accomplished and the weather station that was installed in the village of Atqasuk with the assistance of many village people.

Also, DARE, CARE, RID, attendance at Village Council meetings, Village Mayors meeting, Boy Scouts, and organized petition by officers to assist in getting Barter Island to vote to ban the possession of alcohol.

4. Break down barriers to change within the department.

The Department should examine it's approach to internal problem solving. THIS SOMETIMES NECESSitates THAT ADMINISTRATORS MAKE SOME difficult and perhaps risky decisions about the way things have been done. Because traditional organizations often times do not encourage collaborative thinking between management and personnel, resentment and dissension may build. In community policing, the partnership between management and employees begins within the organization.

5. Educate the administration and rank and file members on the merits of community policing.

This will entail formal in house training for both the administration and the rest of the members of the department as to what community policing is and how it will work. Informal group discussions between administrators and between rank and file members concerning community policing must be done on "an ongoing basis". Group discussions would be facilitated by someone knowledgeable in the community policing concept. Additionally, books and literature on community policing and problem solving would be available and certain readings would become mandatory for management as well as other department members.

6. Appoint a community policing team consisting of no more than five department members. The team will provide input to the Administration from within the department on how to proceed with community policing.

This team can be used as a platform to reassure department members that the community policing concepts being adopted have not been imported from outside the department but instead form an outgrowth of programs already in place as well as ideas that were obtained from within the organization.

7. Formulate a new department mission statement that encompasses the philosophy of community policing. The mission statement will set the tone for the bases of our service to the community as well as being the overall focus for our goals and objectives that we implement as a department.

8. Specify any costs associated with the community policing move, and additional resources that may be necessary to fully implement this transition. Such additional costs as printing educational material concerning community policing to educate the public to training costs associated with bringing our members up to speed on this idea.

1. Training department members on Community Policing
2. Sending officers to community policing training,
 - A. San Diego Community Policing Conference
 - B. Northern Justice Meeting in Canada
 - C. Staff visit to one or more departments currently using community policing.
 - D. Send one or two staff officers to APOA conference in Kenai in May as Community Oriented Policing is this years theme.
3. Rewrite the department OPM to coincide with Community Policing. The OPM will be a good starting point in decentralizing the decision making process.

9. Define department goals and set objectives for implementing the plan of community policing. The City of Haywood Calif developed specific objectives to carry these goals out. What follows are the general goals that the City of Haywood Police Department in California developed as an example:

1. Values;
 2. Leadership;
 3. Problem solving;
 4. Partnerships;
 5. Organizational structure;
 6. Process management.
10. Community input in training.

Community involvement is essential for community policing. Community input will occur from the community survey that is being worked on at present. This will act as a base line of information to get a better understanding of what the community feels is important in terms of Public Safety.

Further input will come after training and education of the public has occurred. Speaking with local organizations such as the Lions Club or Rotary about the concept of community policing as well as utilizing the KBRW radio program along with special mailings concerning what we are attempting to accomplish. At the same time we will present to the Mayor, Assembly and City Councils information on community policing and what this will accomplish. All of this will go towards informing the public of their role in community policing.

11. Implementation of community policing. The change to community policing need not be an immediate change but would rather serve our purposes if it were a gradual change to this new philosophy of policing. It will take time for the department personnel to view the community as a partner and for the community to view the Department as a partner, and for each to develop ways to act out that partnership.

The implementation of community policing will first have to come from within the department, this is where the ground work will be layed to make for successful community policing throughout the North Slope.

12. ~~Implementation~~ of community policing.

Internal considerations of implementation.

1. Must be sold to all members of department from top management down.
2. Must incorporate the philosophy into everything we do as a department.
 - A) Define the departments role in the community.
 - B) Train officers in community policing and problem solving. This will also help to focus department training now and in the future.
 - C) Evaluate employees differently; we must not only evaluate employees for productivity but on creativity as well. Build in incentives.
 - D) Tailor police work to community needs. We must tailor our police work to the needs of each individual village. To do this successfully, we must seek legitimate citizen input. Line officers working with citizens and merchants, and administrators staying in contact with community leaders.
 - E) Develop our recruiting and hiring practices that support community policing.
 - F) Decentralize decision making where and when possible. This can be done while rewriting the OPM. Follow-up would be made to insure a decision was made.
 - G) Empower employees so they can address community problems and facilitate solutions. Clearly define the limitations if any with written guidelines and training.
 - H) Communication. Develop better lines of communication within the department. Communication between the Director and the Public Safety Officers must be frequent and candid. It is imperative that he communicate directly with the line officers and ensure that the message is not filtered or distorted on the way down the chain of command. More staff meetings with supervisors explaining the big picture, open

letters to Department members on "what's happening" and make use of a Department newsletter.

- I) Never lose sight of the fact that the actual business of police work will not change and that is enforcement of the law and putting people in jail.

13. Implementation Time Line.

- A) March 1, 1993; Present Implementation outline to Director of Public Safety for review and staffing. Make decision on community policing and finalize a detailed work plan with assigned accountability, time frames and work products.
- B) March 22, 1993; Review FY93/94 budget for funding available to implement Community Policing. Review done by Sergeant Packer in conduction with Deputy Director and Captains. Input from other sergeants as well.
- C) April 1, 1993; Target specific community policing training for entire Department for October 1993. We will begin planting the seed concerning community policing by presenting the plan and philosophy through our talk show, mailings to citizens, and presentations to the Mayor, Assembly and City Councils.
- D) April 12, 1993; Decision on Manual of Procedures and Work Rules. Have it rewritten by outside firm or one staff person to bring the OPM in line with Community Policing. Target completion and issue of new OPM for January 1, 1994
- E) April 12, 1993; Completion of proposed community survey on Public Safety issues and begin the survey. Survey will be a good tool for community feedback or if community policing is implemented. Survey completed and results tabulated by June 11, 1993.
- F) April 19, 1993 ; Finalize training agenda for Department to coincide with and emphasize community policing. Always ask the question, " How will this training fit into the Departments plan of Community Policing? Is it relevant to what we want to accomplish." If the answer is NO, then the training should be put on the back burner.
- G) May 1, 1993; Finalize the Departments Mission Statement, goals and objectives, fitting this into the mold of community oriented policing. At the same time issue the Directors written statement of commitment to the philosophy of community policing and problem solving, which reflects a sense of permanents for this commitment.

Require each division and Unit to review their goals and objectives to coincide with the overall mission of the department. This will require us to adopt a mission statement

before hand.

- H) May 1, 1993; Appoint a Department Community Policing Team consisting of five members. Preferably three sworn and two civilians. One officer from a village. Explain what the team will do and accomplish. Monthly reports from the team to the Director.
- I) June 1, 1993; An internal survey directed at Department employees on issues ranging from management to housing. This will open lines of communication to allow for candid responses from employees to help improve the Department.
- J) October 1, 1993; Provide community policing training during this month.
- K) January 1, 1994; Begin community policing plan. Although the plan or philosophy may have begun in parts, the total idea will now be in effect.
- L) June 1, 1994; Begin to gather community feedback and evaluate programs.