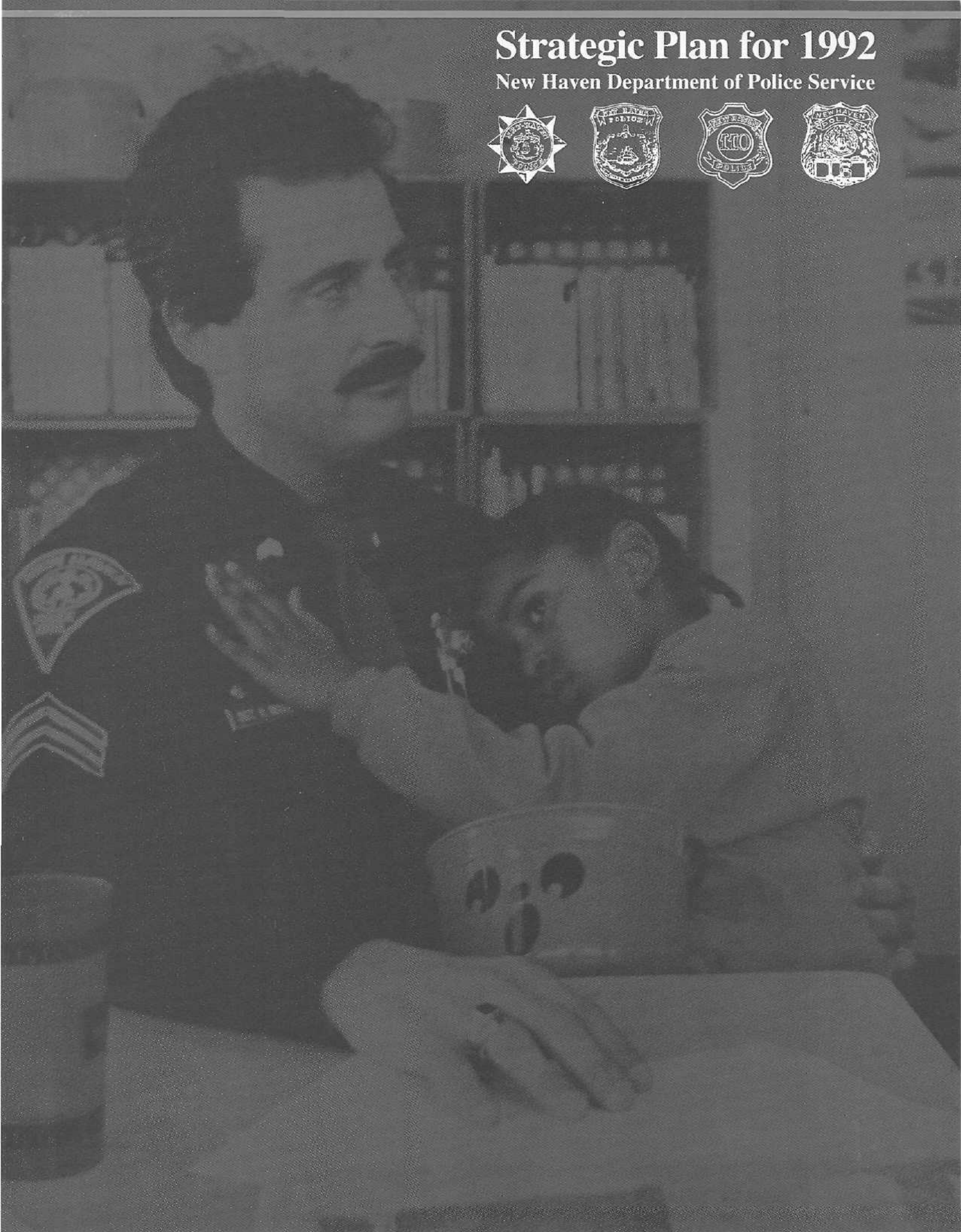


# Strategic Plan for 1992

New Haven Department of Police Service





*This report sets forth the plan for transforming the New Haven Department of Police Service into a modern, decentralized, community-based police department. This is the commitment of Mayor John Daniels and of the Board of Police Commissioners. Once achieved, our Police Department will better serve the residents and business people of our city's many communities.*

*The New Haven Department of Police Service believes in its responsibility to use its funds wisely and manage in a way that reflects the priorities of this city. Those priorities—a city free from fear, with limited crime and disorder—can best be achieved through adoption of community policing as the philosophy of the Department.*

*This report outlines where we have come from, where we are today, and where we expect to be in the future. The process of change has already begun. Its completion will require the support of all the members of our agency, the assistance of other city agencies, and the support of the residents and business people of this city.*

**Nicholas Pastore**  
Chief of Police

**Board of Police Commissioners**

Donald MacAutay, Chair  
Suzanne Levitt, Vice Chair  
John Horvath  
Nicholas Perrelli  
Carolyn Smith-Stewart

**A Department in Transition**

The walking beat cop is coming back to the Elm City. This is what this report is about. What follows is an outline of how our city will be policed into the 1990s.

With community-based policing, every neighborhood will have its own police officers and supervisors on permanent assignment. Each and every block in this city will be the responsibility of one or more police officers. These officers will work hand-in-hand with the community in a true partnership to prevent crime, arrest those who violate the law, and reduce the fear so common in our urban environment. In the process, the New Haven Department of Police Service will need to transform, from a solely incident-based, re-active policing agency to a problem-solving, community-based policing agency.

The change called for is positive, but nevertheless difficult. It calls for an evolution, not a revolution. The change will come slowly, meticulously, and in a planned and determined manner. Be sure though, it will come.

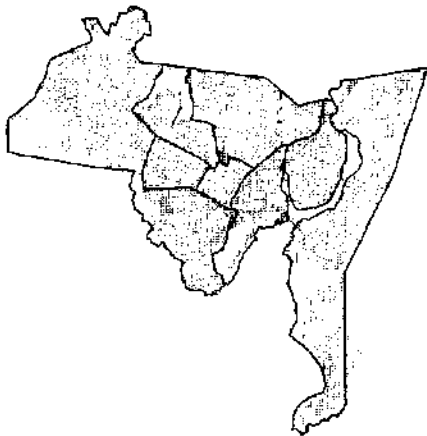
There are several phases of any transformation. We have passed through the earliest ones already. The remaining ones are discussed in this report:

- I Charting the course—planning, reorganization, and assessment of department resources and needs.
- II Educating our recruits and experienced officers.
- III Educating the community—teaching them what to expect from the police and from the neighborhoods themselves.
- IV Career path development.

To fully adopt the community policing strategy, specific steps must be taken. They are:

- + A community policing presence will be provided for every neighborhood of the city.

## Map of New Haven Neighborhoods



\* The base from which new employees are recruited will be broadened. People willing to accept the Department's commitment to a representative police organization—who view the police job as service rather than adventure—will be identified and sought out.

\* The selection process will be modernized. New selection tests, enhanced background investigations, and revised psychological testing will be developed in order to orient recruitment towards community policing.

\* Department training systems will be enhanced and, in some instances, totally revised. They will teach new skills required for community policing, such as problem solving and methods of community organizing. Officers will have more knowledge about how to intervene with, and refer problems to, other city agencies and non-city agencies.

\* Problem solving, rather than incident responding, will become the standard way in which members of the Department respond to situations brought to their attention, whether on patrol or in administrative, investigative or support assignments.

\* A new management style will be adopted that encourages all employees to focus their efforts on solving problems and is based on a commitment to a set of values.

\* Police officer creativity will be formally recognized and used in problem solving. Likewise, officers will be held accountable for their actions within the context of the Department's mission, values, and objectives.

\* 911 work demands will be controlled. An improved system for call classification, referral and processing will be designed and implemented. All police officers assigned to a given neighborhood will assist in responding to calls for service that originate in their neighborhood.

\* New measures of Department performance will be developed to provide meaningful feedback to the Department and provide the community with an assessment of how well the Department is achieving its objectives.

## Phase I: Charting the Course

### Winter

Community  
policing in every  
neighborhood

Reorganization  
complete

### Spring

Resource allocation  
study: geo-gridding  
the city into beats  
and neighborhoods

\* Civilians and uniformed personnel will become equal partners in the transition to community policing.

\* Revised performance evaluation mechanisms will be developed to provide officers with meaningful feedback on their performance and to strengthen their effectiveness.

+ New reward systems will be developed to reinforce community policing values and ensure that recognition is given to those who excel in carrying out the philosophy of community policing.

\* *Being a cop with a neighborhood beat will have the stature, support and rewards necessary to make it as desirable a place for an officer to spend his or her career as any other assignment in the Department.*

## Phase I: Charting the Course

All sophisticated organizations are structured around the needs of their clientele. They study their markets and internal resources carefully, producing according to their capabilities and the demands of the public. Yet today, the structure of the New Haven Department of Police Service—not the needs of those the department serves—determines the bulk of the department's work product.

We are not the only department with this reversal of priorities. Other cities have recently begun to observe, in the words of the New York City Police Department, that "many specialized functions [have] arisen in response to a particular crisis. As such, each developed its own constituency, command structure and a life that sometimes exceeded its usefulness."

The same is true in our own department. Furthermore, a detailed planning analysis is long overdue. Such analysis cannot be conducted in a vacuum. To analyze a department function, one must ask not only *Is it working efficiently?*, but also *Is its product valuable? Why do we do what we do?* The answers to these latter questions reflect our *values* as a department.

Phase II: Educating Ourselves	Winter 1992	Spring	Summer/Fall	Fall	
	First recruit class graduates	Second recruit class graduates	Community policing educational programs	Exchange programs with other urban departments	Trial monitoring of new department performance measures
	First field trainer class graduates	Second field trainer class graduates	2-Day problem solving workshops for all department members	College courses in Psychology, English, Foreign Languages and other police-related disciplines	
		Third recruit class graduates			

These values translate into action on the street. As the department becomes streamlined and more self-aware, it can better take advantage of our increasingly sophisticated understanding of crime and neighborhood decay. This understanding becomes the backbone of a department that serves all equally, and serves within the safeguards of the Constitution. We will conduct a sophisticated planning analysis to assess our resources and needs, our strengths and weaknesses. We will continue to reorganize the department to put this resource allocation study to use.

Such reorganization will be oriented to support and strengthen the department's patrol capabilities; in short, our first phase will culminate in a substantial phased-in restructuring of the department in order to implement the philosophy of community policing. Organizational structure changes will reflect the department's commitment to efficient information flow and intra-agency cooperation.

#### **Phase II: Educating our Recruits and Experienced Officers**

We are learning as a profession what we can and cannot accomplish. We are also learning more and more about the nature of crime. Crime and particularly fear are related closely to disorder. We will confront crime and fear by creating order in our neighborhoods, and we will create order through aggressive law enforcement, neighborhood rehabilitation and maintenance, and responsiveness to the cultural norms of the neighborhoods we serve.

Some education will come in the classroom. Officers will be provided with new skills and new education in the fields of community policing, beat management, child psychology, and other disciplines. Our goal is to provide our personnel with new ways to look at problems and with the open mind that comes only from exposure to quality and diversity.

Other education comes in the field. Organizational structure change will immerse all patrol officers and supervisors in neighborhood life. Patrol personnel will receive permanent neighborhood-based assignment, utilizing police substations

#### ***New Measures of Department Performance***

1. Monthly Community Policing/Operation Back-Yard reports, detailing each squad's success at reclaiming and maintaining public space for fear-free use by neighborhood residents; physical improvements in the neighborhoods.
2. Reduction in emergency calls for service.
3. Reduction in non-emergency calls for service by channeling them into direct citizen-to-officer requests.
4. Officer self-reported safety and comfort.
5. Reduction in crime.
6. Reduction in out-of-town drug-related traffic; increase in local pedestrian traffic by residents and customers of legitimate businesses.

as contact points with the residents and business people of New Haven's neighborhoods.

Historically, strong neighborhood identity has been the source of New Haven's cultural and political strength. We will tap into this under-recognized resource, drawing on local residents to develop problem-solving partnerships against crime, disorder, and fear.

All officers will be accountable to community-based supervisors, who in turn will have primary responsibility for improving the quality of neighborhood life. This improvement will be measured by quantitative and qualitative measuring tools specially designed for modern, diversified policing.

Review of our successes and failures in making these improvements will dictate ongoing structural and operational changes throughout the department.

**Phase III:  
Educating the  
Community**

**Summer**

911 Resource allocation study  
  
Neighborhoods and substations staffed by a permanent squad of officers and supervisors

**Fall**

Comprehensive community policing marketing strategy  
  
Trial monitoring of new department performance measures  
  
Substations expanded from 8 to 13 and all housed in permanent facilities

**Phase IV:  
Career Path  
Development**

**Fall**

Management development; PERF'IACP-FBI Center for Creative Leadership  
  
Experimental decentralization of some investigative units

**Late Fall**

Creation of civilian career paths

Finally, from the moment they join the department, rookie police officers will be exposed to community policing by the people who know it best—experienced community police officers. The department's Field Training Officer program pairs incoming officers with experienced officers, who serve as coaches, educators, and mentors. Officers fresh from the structure and rigidity of formal training are incubated in the ways of the neighborhood in which they will work, and taught to work independently. In the long term, independent, confident, thinking officers will reduce the department's problem of over-response to calls for service. Well-educated, comfortable officers will be more secure in making independent decisions.

**Phase III: Educating the Community**

Community policing relies on accurate expectations on both sides of the badge. We have an obligation to learn the needs and resources of all New Haven neighborhoods. We also have the obligation to educate those neighborhoods, in order to legitimate their demands for police service.

By giving the public a realistic understanding of the department's abilities and limitations, our job becomes easier. As they say in a popular television commercial, "An educated consumer is our best customer." The public makes many demands for police service. Most are legitimate; some are not. The latter usually reflect a misunderstanding of what policing has to offer. For instance, the debilitating results of 132,000 911 calls in 1991 are really a product of misguided marketing of 911 as a long-term crime solution.

We need to market community policing with the same aggressive educational effort. Again, some education will take place in the classroom. The department will sponsor seminars on community policing for other social service agencies, including all public and private police agencies that serve New Haven. In addition, the department will sponsor seminars in every neighborhood for the general public. Finally, the department will take advantage of the tradition of excellence in community organizing offered by the city's Block Watch Association, reaching out to its members to ensure that as the department advances, the Block Watches advance.

Other education takes place on the street. The decentralization of department services will make police services more visible within the neighborhoods and will expose neighbors and officers with all types of job duties to one another. Young people are particular targets of this marketing strategy; we will reach out to our young adults, to show them that authority and law can be meted out fairly, compassionately, and consistently.

**Phase IV: Career Path Development**

For the department to maintain a long-term commitment to community policing, it must make a long-term commitment to its community police practitioners, both sworn and civilian.

The department, in partnership with major New Haven corporations, will offer all mid- and upper-managerial employees management education, enabling the employees to take control of their own careers. Officers and civilians will be exposed to management concepts and techniques that will not only broaden their vision but also empower them, through course work at corporate and police education centers. And big-city exchange programs will expose all department employees to exemplary outside agencies engaged in similar work.

All service-delivery personnel will be rewarded for quality community work. Specialization will no longer be a requirement—or even a facilitator—for advancement. Toward this end, a small number of detectives will be experimentally merged into the decentralized, neighborhood-based format of community patrol, affording them access to new sources of intelligence and allowing them to solve and enhance more cases.

Finally, the Department will develop career paths for management and non-management civilian employees, setting goals for advancement parallel to those offered sworn personnel. Every civilian, from a Dispatcher Assistant to an Education Director, will have opportunities to grow and learn on the job.