Copyright 1987 by the Houston Police Department.

All rights reserved. No part of this book may be used or reproduced in any manner without written permission except in the case of brief quotations embodied in critical articles and reviews.
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 to 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.
AGENDA

DAY 1

OPENING COMMENTS 8:00 A.M. - 4:00 P.M.
HISTORICAL PERSPECTIVE OF NOP 8:00 A.M. - 8:10 A.M.
POSITIVE INTERACTION PROGRAM 8:10 A.M. - 9:00 A.M.
STOREFRONT 9:10 A.M. - 9:30 A.M.
PHILOSOPHY OF NOP IN HOUSTON 9:30 A.M. - 9:50 A.M.
THE BIG PICTURE 10:00 A.M. - 10:40 A.M.
LUNCH 10:50 A.M. - 11:20 A.M.
MANAGEMENT UNDER NOP 11:20 A.M. - 12:30 P.M.
ROLE OF LAW ENFORCER - INVESTIGATIONS 12:30 P.M. - 1:20 P.M.
COMMENTS BY CHIEF BROWN 1:30 P.M. - 2:00 P.M.
CRIME ANALYSIS 2:00 P.M. - 2:30 P.M.
2:40 P.M. - 4:00 P.M.

DAY 2

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

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.
# TABLE OF CONTENTS

- HISTORICAL PERSPECTIVE OF NOP - NATIONWIDE .................. 1
- HISTORICAL PERSPECTIVE OF NOP - HOUSTON ..................... 4
- PHILOSOPHY OF NOP IN HOUSTON .................................. 7
- MANAGEMENT UNDER NOP ........................................... 14
- ROLE OF LAW ENFORCER ........................................... 24
- Criminal Investigations ........................................... 26
- Crime Analysis ...................................................... 26
- PROBLEM SOLVING .................................................. 27
- PLANNING .............................................................. 42
- PLANNING TOOLS AND STRATEGIES ................................. 53
  - Time Management ................................................ 53
  - Patrol Management Plan ...................................... 55
  - Computer Aided Dispatch .................................... 59
- COMMUNITY ORGANIZER ............................................. 62
- NEIGHBORHOOD GUIDE .............................................. 69
- MONTHLY ASSESSMENT .............................................. 70
- NOMINAL GROUP TECHNIQUE ...................................... 71
- CLOSING COMMENTS ................................................ 72
PARTICIPANT GUIDE

HISTORICAL PERSPECTIVE OF NOP
NATIONWIDE

TABLE OF CONTENTS

INTRODUCTION
LEARNING OBJECTIVES

TOPICS:

   Period of Reformation
   Contemporary Research
   Development of Community Based Policing

CONTACTO COMMUNICATION O TRUSTO INFORMATION EXCHANGE
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.
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.
HISTORICAL PERSPECTIVE OF NOP
HOUSTON

TABLE OF CONTENTS

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.
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 which helped formulate the NOP philosophy within the Houston Police Department.

- POSITIVE INTERACTION PROGRAM
- ITOREFRONT OPERATIONS
PARTICIPANT GUIDE

PHILOSOPHY OF NOP
IN THE HOUSTON POLICE DEPARTMENT

TABLE OF CONTENTS

INTRODUCTION

LEARNING OBJECTIVES

TOPICS

Discussion of the need for change.
Definition of NOP in the Houston Police Department
Mission Statement
Department Values
Key Components of NOP
Officer as The Focal Point of NOP
Role Expansion
Summary

Implications of NOP
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.
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 community 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 reinforce the strengths of the city's neighborhoods.

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 COMMUNICATION which will naturally occur and build "JUST" which, in turn, causes and increases INFORMATION EXCHANGE.

THE OFFICER WILL ACT AS THE FOCAL POINT OF NOP

This will occur through 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.

CONTACT Communications Trusto- Information Exchange
PARTICIPANT GUIDE

MANAGEMENT
UNDER THE NOP PHILOSOPHY

TABLE OF CONTENTS

INTRODUCTION
LEARNING OBJECTIVES
TOPICS
  Management styles
  Management Strategies

COMMUNICATIONS TRU3TO INFORMATION EXCHANGE®
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.
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.
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 which 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."

CONTACTO COMMUNICATIONO TRUSTO INFORMATION EXCHANGE
These values provide guidelines which help establish parameters for management in the Houston Police 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.
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

CONTACTO COMMUNICATION O TRUSTO INFORMACIÓN EXCHANGE
ACCOUNTABILITY AND DISCIPLINE

Accountability and discipline become more important than ever before. If the officers do not 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.
ROLE AS A LAW ENFORCER

TABLE OF CONTENTS

INTRODUCTION

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 be 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.
PROBLEM SOLVING

TABLE OF CONTENTS

INTRODUCTION

LEARNING OBJECTIVES

PREWORK ACTIVITY

TOPICS

Problem solving as an opportunity to initiate and develop Contact

Identifying problems - causes vs. symptoms

Adversarial vs. Non-adversarial contact

NOP problem solving as an attitude

Problem Solving Steps

Traps to Problem Solving
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 cannot 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

Identify the Problem.

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?
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?
STEP #3

Generate Possible Solutions

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?
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.
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?
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?
STEP #6

Follow-up On Solution.

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.

Evaluation

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

Documentation

Describe the solution.

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

Reporting

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
PLANNING

INTRODUCTION

LEARNING OBJECTIVES

TOPICS
Definition
Need for Planning
Who should Plan
Steps to Planning
Planning Tools & Strategies
  Time Management
  Patrol Management Plan
  C. A. D.

CONTACT O COMMUNICATION O TRUST O INFORMATION EXCHANGE
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.
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

**Definition:** 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 officer 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
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.
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.
STEP #3

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

STEP #4

Evaluation should begin once you begin implementation.

STEP #5

Corrective action will be necessary if your plan is not fulfilling the requirements of the objectives.
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).
PARTICIPANT GUIDE

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.
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.
PRACTICE ACTIVITY

Using the information from the "Develop A-Plan" practice activity complete the following IMP form.
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")
MESSAGES (CONT'D)

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

ON VIEW: "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
# Role as a Community Organizer

## Table of Contents

- Introduction
- Learning Objectives
- Topics:
  - Why be a Community Organizer?
  - What Constitutes a Community or Neighborhood?
  - Historical Perspective of Community Organizing
  - Community Organizing Rationale
  - Principles of Community Organizing
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 able 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 BENETS? .

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

•CONFICTO COMMUNICATIONS TRU3TO INFORMATION EXCHANGE•
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
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.
PARTICIPANT GUIDE

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.
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.