

# P.A.C.T.

## Community Based Policing Partnership Plan

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### P

#### Performance and Expectations:

- Ensure we achieve our *goals and objectives*.
- Ensure we demonstrate complete competence in our service delivery.
- Ensure our performance is the best that it can be; the best that we can make it.
- Ensure that our business model is truly *community-based*, and that we remain community inclusive in our decision making.

### A

#### Accountability and Assessment:

- Ensure we are *efficient*, and that our resources are being used appropriately.
- Ensure we are *effective*, and that our efforts achieve the performance-related objectives and goals that we have established.
- Ensure we accomplish our *community-based policing* mandate, and that our partnership with our community continues to flourish.

### C

#### Communication:

- Ensure our *Internal* communication supports the above listed criteria by communicating effectively inter-departmentally.
- Ensure our *External* communication fosters effective interchange with our community; make sure we get our message out, and that we hear *and* understand our community.

### T

#### Training:

- Ensure our training program effectively supports all of the above listed criteria.
- Ensure our training is purposed, well-planned, performance-related, goal oriented, and efficient.

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# Goal 1: Performance and Expectations

**Community Based Policing *is a partnership, but ultimately, we are responsible for providing mandated services. We are the only game in town for our customers; as they have no choice on who provides their police services, how dare we be anything but the best?***

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### **Performance:**

- That which defines the competence of our service delivery; the functional elements of our day-to-day operational objectives. To ensure that we give the best that can be expected in *all* circumstances.

### **Summary:**

Inherent in the philosophy of a true Community Based Policing Partnership is the understanding that the delivery of our police services will be well managed, well organized, and directed in a professional and efficient manner. This operational expectation assumes the following:

- That the culture and elements of problem-solving Community Based Policing are currently fully integrated into our service delivery.
- That these elements will continue to be supported, encouraged and demonstrated at every level of the department.

As part of this plan, performance at all levels of the organization will be tuned to enhance those ‘core element’ activities and responsibilities that our personnel engage in on a regular basis, and that allow us to partner with our citizens to solve problems within our community.

We ask a lot from our police officers. We recruit the best, select the best, and train for optimal performance, and we expect the best in return. Our community deserves and demands no less.

<b>Goal 1 : Performance/Expectations</b>			
	<i>Objective</i>	<i>Accountable Persons</i>	<i>Status</i>
<b>1.1</b>	<p>Ensure that the appropriate persons are handling or responding to calls for service, and that the proper resources are being utilized.</p> <ol style="list-style-type: none"> <li>1. Patrol Call prioritization (Response Times VS. District Integrity?)</li> <li>2. Standardized guidelines for Sergeants to refer to for handling different call types</li> <li>3. Numbers of cars/personnel responding to calls (by types)</li> </ol>	Staff/Sergeant group to establish protocols and guidelines; response numbers controlled by Sergeants	
<b>1.2</b>	<p>Maintain acceptable levels of work performance as they relate to Department standards and General Orders. To include:</p> <ol style="list-style-type: none"> <li>1. Reporting Standards</li> <li>2. Follow-up expectations and standards</li> <li>3. Investigative Standards? (for Patrol response to crimes)</li> <li>4. Case Management system that works for Patrol</li> </ol>	Patrol Sergeants	
<b>1.3</b>	<p>Develop methods to encourage and reward <i>genuine</i> problem solving, at all organizational levels.</p> <ol style="list-style-type: none"> <li>1. Identify and complete SARA problem solving demonstration projects as models for agency training for the purpose of furthering understanding of problem solving.</li> </ol>	CRO, COPPS Lieutenant	
<b>1.4</b>	Expect excellent customer service. Make Community/Customer relations (point-of-contact employee communications) a focus.	All Staff (facilitated by COPPS Lieutenant)	

<b>1.5</b>	Improve written communications by reducing and streamlining paperwork/forms as they relate to the processing of incident, custody, and property reports.	Sergeants	<a href="#"><u>Completed</u></a> 04/04/04
<b>1.6</b>	Maintain the community's access to district patrol officers through continuity of assignment for extended periods of time.	Patrol Sergeants	
<b>1.7</b>	Utilize CompStat process to facilitate/ensure proper application of resources and personnel to address problems areas.	Division Commanders, Lieutenants	
<b>1.8</b>	Enhance community resiliency and resistance to possible terrorist activities in our area of responsibility. Develop and implement infrastructure surveillance and protection strategies.	Homeland Security Lieutenant/Captain	
<b>1.9</b>	Make crime prevention and crime reduction strategies a priority within the agency's outreach and public information programs, as well as among patrol and detectives.	CRO, COPPS Lieutenant	
<b>1.10</b>	Look at ways to further enhance the activities of the Police Activities League into the agency.	PAL Lieutenant, PAL Officers	
<b>1.11</b>	Look at the feasibility of obtaining and maintaining an appropriate level of support staff.	Captains	

<b>1.12</b>	Empower crime analysis personnel to research, experiment, and recommend strategies to forecast crime trends.	Crime Analyst, Lieutenants	
<b>1.13</b>	Expand internal knowledge of grant writing, and acquire assistance from accomplished grant writers.	Management Analyst	
<b>1.14</b>	Examine/plan for demographic changes within our community, with emphasis on growing elderly population, and the issues/concerns particular to this group.	COPPS Lieutenant	

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## Goal 2: Accountability and Assessment

**We must continuously look to what we do and how we do it. We cannot merely assume we are meeting our mandate; we need to be sure.**

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### **Accountability:**

- That which measures the *competence* of our service delivery; the functional elements of our day-to-day operational objectives. Through accountability we provide valuable feedback to our personnel regarding the *efficiency* of their efforts.

### **Assessment:**

- That which measures the *effectiveness* of our policing method, to ensure that our Community Based Policing Partnership is flourishing, and achieving the desired, community-defined goals.

### **Summary:**

As part of this plan, performance at all levels of the organization will be systematically evaluated to assess those core element activities and responsibilities that our personnel engage in on a regular basis (*accountability for efficiency*). Our Community Based Policing efforts will also be assessed regularly to assure that our community is enjoying real and measurable benefit from our presence among them (*assessment for effectiveness*).

<b>Goal 2-A: Accountability</b>			
	<b>Objective</b>	<b>Accountable Persons</b>	<b>Status</b>
<b>2.1</b>	Establish a system where those identified as being responsible for specific plan strategies produce quarterly progress reports. Support accountability by identifying reasonable time lines for the accomplishment of strategies.	COPPS Lieutenant	At Plan inception
<b>2.2</b>	Examine/rework the current personnel evaluation format to ensure that those performance expectations related to community based policing and problem solving are being clearly evaluated, and that all performance-based expectations are focused and well defined.	Captains	
<b>2.3</b>	Make customer service a priority on employee evaluations, requiring evaluators to address positive customer service as an expectation.	Sergeants	
<b>2.4</b>	Set up a process that would make the entire department aware of positive feedback received on the work of personnel to reinforce the value of customer service.	COPPS Lieutenant	
<b>2.5</b>	Establish Officer & Citizen recognition and award program, which celebrates accomplishments: 1. Ofc. Awards Program 2. Dept/Community-based	COPPS Lieutenant	<a href="#"><u>Completed</u></a> 2/20/05
<b>2.6</b>	Establish specific departmental and community goals in the area of crime reduction to focus agency activities.	Command Staff	

<b>2.7</b>	Introduce CPTED principles into the city planning design and review process	CRO	
<b>2.8</b>	Meet with social service agencies to establish how we can define and clarify our respective roles via communication and problem solving.	Lieutenant(s)	
	<b>Goal 2-B: Assessment</b>		
<b>2.9</b>	Examine differential police response plans to see what would be appropriate for the community to support the agency's COPPS efforts. (Examine how calls for service can be better prioritized to enhance the agency's COPPS efforts.)	Lieutenants	
<b>2.10</b>	Examine repeat calls for service with the goal of establishing reduction methods arrived at through Problem Solving and Community Based Policing. Make identification of crime trends and patterns a priority, proactively addressing them.	Patrol Sergeants	
<b>2.11</b>	Revamp the agency's promotional/assignment process to ensure that performance, leadership, community policing, problem solving, creativity, innovation, and motivation are exemplified in those candidates that are promoted or chosen for special assignments.	Captains	
<b>2.12</b>	Review FTEP; ensure that the program fully supports our Performance-focused Community Based Policing culture.	Training Sergeant, Training Officer	

<b>2.13</b>	Improve the understanding and use of the database for agency SARA problem solving projects.	COPPS Lieutenant	
<b>2.14</b>	Ensure that policies and procedures are consistent with the agency's community based policing mission, vision, goals, and objectives.	COPPS Lieutenant	
<b>2.15</b>	Examine the possibility of a desk resource officer stationed within dispatch or records to take phone reports, answer questions, and facilitate referral of inquiries to the proper entity.	Captains	
<b>2.16</b>	Perform a needs assessment to identify communities/neighborhoods lacking in knowledge and participation in Community Based Policing.	CRO	
<b>2.17</b>	Analyze and assess current methods of reaching out to the community to ensure communication with all citizens.	COPPS Lieutenant	
<b>2.18</b>	Seek meaningful feedback from the community regarding the progress of the agency's Community Based Policing efforts, from citizens' perspectives.	COPPS Lieutenant	
<b>2.19</b>	Analyze and review the structure, organization, and use of neighborhood resource centers.	COPPS Lieutenant	

<b>2.20</b>	<p>Develop a user's group advisory committee for crime analysis to discuss operational needs, types of products and services needed, and use of crime analysis data for problem solving.</p>	<p>Crime Analyst, Captains, selected Lieutenants</p>	
<b>2.21</b>	<p>Make the capturing of information for analysis and measurement a priority for personnel.</p> <ol style="list-style-type: none"> <li>1. CFS numbers</li> <li>2. City Crime statistics</li> <li>3. Report statistics</li> <li>4. By District, Shift, Division</li> <li>5. Activity statistics</li> </ol>	<p>Crime Analyst, COPPS Lieutenant</p>	
<b>2.22</b>	<p>Ensure that there is complete, current, and historical crime information readily accessible for use in problem solving efforts.</p>	<p>Crime Analyst, CRO</p>	
<b>2.23</b>	<p>Assess and evaluate the composition of current advisory groups to ensure that there is adequate representation of all neighborhoods in the community.</p>	<p>Captain, COPPS Lieutenant</p>	
<b>2.24</b>	<p>Make use of independent research and evaluation efforts to measure the effectiveness of our Community-Based policing efforts.</p> <ol style="list-style-type: none"> <li>1. Citizen Surveys</li> <li>2. Officer Surveys</li> </ol>	<p>COPPS Lieutenant</p>	

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## **Goal 3: Communication**

**Effective communication is the oil that lubricates the machinery of our profession. Without it, everything freezes, and our best intentions grind to a halt.**

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### **Communication:**

- That interpersonal means of sharing information with each other that enables us to interact cooperatively to accomplish our objectives. The effectiveness of our communication method, both *internal* and *external*, is directly proportional to the effectiveness of our Community Based Policing Partnership.

### **Summary:**

As part of this plan, communication methods and practices will be systematically enhanced and *tuned* to provide for the free flow of information. These processes will be tuned for both *internal communication* (to enable us to work together cooperatively to do our jobs), and *external communication* (to interact effectively with and specifically relate to our community partners).

	<b>Goal 3-A: Internal Communication</b>		
	<b>Objective</b>	<b>Accountable Persons</b>	<b>Timeline</b>
<b>3.1</b>	Continue monthly supervisors meetings, and ensure that the information derived from those meetings is shared with supervisors' respective personnel and shifts. (Meeting Minutes)	Captains, Lieutenants, Sergeants, Supervisors	
<b>3.2</b>	Increase communication among all department staff members through regular attendance at briefings, program meetings, patrol activities, etc. 1. Regular "Message" meetings 2. Encourage regular Briefing attendance by Sr. Staff 3. Sergeants/Lieutenants round-table discussion on <i>monthly</i> basis 4. Establish annual Departmental Meeting as "Uniform Review" Day 5. Special unit representatives (CID, Traffic, IGET, WIN, SEU) regularly attend Patrol briefings	<b>All</b> Command Staff	
<b>3.3</b>	Use briefings, meetings, training sessions, memorandums, etc., to reiterate that it is the agency's goal to continue to embrace the philosophy, approach, and operational culture that Community Based Policing and Problem Solving exemplifies.	COPPS Lieutenant	
<b>3.4</b>	Convene an advisory committee, composed of representatives from all levels of the agency, to discuss information sharing and access needs.	COPPS Lieutenant	
<b>3.5</b>	Resurrect District project boards; post progress reports, and CRT weekly reports in hallway – make them readable and interesting.	Patrol Lieutenants, COPPS Lieutenant	

<b>3.6</b>	Develop a process that would enable personnel from different shifts and specialized units to communicate and collaborate on problem solving concerns from their geographic areas.	COPPS Lieutenant	
<b>3.7</b>	Develop a method of streamlining information storage and retrieval on problem solving projects.	COPPS Lieutenant	
<b>3.8</b>	Develop a system of strategically placed calendars, and computer accessible information, to keep all personnel aware of activities and events.	COPPS Lieutenant	
<b>3.9</b>	Put in place a specific process for dealing with Neighborhood Association Committee concerns and questions.	COPPS Lieutenant	
<b>3.10</b>	Improve the resource knowledge base of personnel by identifying all existing community/professional partnerships and the means of accessing them. (New Patrol Resource Guide and training to accompany it.)	CRO	
<b>3.11</b>	Develop ways to increase community involvement and input on department operations.	COPPS Lieutenant, CRO	
<b>3.12</b>	Develop ways to further involve support and Detective Division personnel, and other specialty units, in community meetings, neighborhood association meetings, and advisory board meetings.	All Lieutenants	

<b>3.12</b>	<p>Aggressively seek suggestions and input from all department members on how to address or modify systems that interfere with the progression of the Community Based Policing Partnership Continuation Plan.</p>	COPPS Lieutenant, CRO	
	<b>Goal 3-B: External Communication</b>		
<b>3.13</b>	<p>Expand Community <i>vigilance</i> capabilities by opening <i>Homeland Security</i> dialogue with our NACS and other neighborhood/business contacts.</p>	Homeland Security Lieutenant/Captain	
<b>3.14</b>	<p>While continuing our existing Citizens Academy, explore the feasibility of starting a “Business Citizens Academy” geared toward the specific needs of the business community.</p>	CRO	
<b>3.15</b>	<p>Examine the feasibility of a “Youth Academy” to enhance communications with younger citizens.</p>	SRO Sergeant, CRO, SRO’s	
<b>3.16</b>	<p>Update and revitalize the Community Resources Fair to better highlight the resources that are available from the service providers in the community.</p>	Volunteer Coordinator	
<b>3.17</b>	<p>Ensure continued meaningful ‘Homeland Security’ dialogue with Federal/State agencies engaged in domestic terrorism prevention.</p>	Homeland security Lieutenant/Captain	
<b>3.18</b>	<p>Utilize print media and community newsletters to communicate the message to the public about Community Based policing, and their responsibilities associated with it.</p>	COPPS Lieutenant, CRO, PIO	

<b>3.19</b>	Develop a Community Resource Directory for the citizens of Beaverton that lists service providers and community problem solving resources.	Volunteer Coordinator	
<b>3.20</b>	Develop expertise to use the Telephonic Alert System to alert the business and residential community to criminal or suspicious activity.	PIO, CRO	
<b>3.21</b>	Develop a well-coordinated system for disseminating police information to the public, including specified crime statistics to community-based organizations.	PIO, Crime Analyst	
<b>3.22</b>	Develop a packet of materials that offers new city residents information as to what services and programs are available through the police department.	Volunteer Coordinator	
<b>3.23</b>	Continue reaching out to other agencies, helping them to develop outreach programs such as Landlord/Tenant and Crime Prevention Through Environmental Design.	CRO	
<b>3.24</b>	Utilize the city newsletter to highlight current, and completed, problem solving projects. Adjust the format of the community policing newsletters to include NRC and NAC activities, and problem solving projects.	COPPS Lieutenant	

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## Goal 4: Training

**Effective, efficient, focused and *well-planned* training is ESSENTIAL to enhance all aspects of our professional method. Without it, we risk wasting valuable resources and time.**

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### **Training:**

Those skill building/skill enhancing exercises and programs that we engage in to make us more competent, more accomplished, and more effective at our jobs. The following four work ‘elements’ will be targeted, in relative order of importance:

- Safety
- Performance
- Customer Service
- Professionalism

### **Summary:**

Our first priority will always be the *safe* delivery of our policing services. This goes hand-in-hand with our ability to perform. We will always seek to provide outstanding customer service, while at all times displaying professional conduct.

The performance of both our *mandated* training and our *elective* training will be conducted with the above stated criteria in mind, to ensure efficient utilization of our valuable and limited training resources.

<b>Goal 4-A: Safety</b>			
	<b>Objective</b>	<b>Accountable Persons</b>	<b>Status</b>
<b>4.1</b>	Officer Safety: Priority One. Provide performance-based, realistic and applicable operational tactics training in a comprehensive, well-planned format. Ensure that we can SAFELY do what we are called to do.	COPPS Lieutenant	
<b>Goal 4-B: Performance</b>			
<b>4.2</b>	Provide comprehensive, well-planned and executed Performance-based training; covering all technical operational functions of our profession, in compliance with our General Orders and our operational directives.	Patrol Lieutenants	
<b>4.3</b>	Enhance the expertise of personnel with the goal of developing as many in-house departmental instructors as possible.	COPPS Lieutenant Training Sergeant	
<b>4.4</b>	Provide training for management, supervisors, and field training officers that enhances their ability to further the agency's Community Based Policing goals, <i>focusing on ethical leadership and internal customer service and communication.</i>	Training Division	
<b>4.5</b>	Perform a training needs assessment survey on Community Based Policing. Review department members' current use and understanding of the problem solving process.	COPPS Lieutenant	
<b>4.6</b>	Provide current/contemporary crime prevention training for all personnel, including volunteers.	Training Sergeant, CRO, Volunteer Coordinator	

<b>4.7</b>	Encourage employees to achieve proficiency in a second language; provide enhanced training opportunities to encourage more personnel to qualify for the incentive program.	COPPS Lieutenant Training Sergeant	
<b>4.8</b>	Increase advanced training opportunities for civilian employees and volunteers. Increase the expertise of volunteers who make crime prevention presentations by training them on fear reduction strategies.	COPPS Lieutenant, Volunteer Coordinator, CRO	
<b>4.9</b>	Develop an informational database of police volunteer skills for purposes of appropriate assignment, and as a resource to train personnel.	COPPS Lieutenant Volunteer Coordinator	
	<b>Goal 4-C: Customer Service</b>		
<b>4.10</b>	<u>Internal Customer Service</u> - Provide focused and specialized <i>customer service</i> training for those personnel with primary support assignments (Managers, Supervisors), recognizing that if we are not directly <i>serving our customers</i> , our job is to serve those <i>that do</i> .	Training Division	
<b>4.11</b>	<u>External Customer Service</u> - Provide focused and specialized “point-of-contact” customer-service training for those personnel with primary service delivery assignments, such as Patrol, Records, Detectives, and those employees with telephone and reception responsibilities.	Training Division	
	<b>Goal 4-D: Professionalism</b>		

<b>4.12</b>	<p>Develop a focus group to look at a “Career Officer/Employee program” aimed at job enrichment for police officers and support personnel.</p> <ol style="list-style-type: none"> <li>1. Identify potential candidates</li> <li>2. Establish Career Paths</li> <li>3. Based on Department/Employee need; with employee input</li> <li>4. Design training to enhance Career Path development</li> </ol>	COPPS Lieutenant	
<b>4.13</b>	<p>Develop and implement a marketing strategy to attract the highest caliber recruits, who are compatible with and reflect the agency’s and community’s Community Based Policing style and values.</p>	COPPS Lieutenant	
<b>4.14</b>	<p>Aggressively pursue qualified diversity in recruitment, to help the agency reflect the community’s composition.</p>	COPPS Lieutenant	
<b>4.15</b>	<p>Develop a “readiness plan” that would give the agency the ability, through continual testing, to maintain a bank of candidates, minimizing the downtime on new hires. This plan would include a streamlined process for lateral transfers.</p>	Training Division	
<b>4.16</b>	<p>Expand cross-cultural and diversity training.</p>	Training Division	
<b>4.17</b>	<p>Continue to explore and examine nationwide trends in community oriented policing and problem solving.</p>	COPPS Lieutenant	
<b>4.18</b>	<p>Develop a training class for employees specific to enhancing public speaking skills and participating in and/or</p>	Training Division	

	conducting public meetings.		
<b>4.19</b>	Pursue partnerships with institutions of higher learning to increase the agency's ability to reach both internal and external customers.	COPPS Lieutenant	
<b>4.20</b>	Develop informational packets on problem solving and resource usage for both police personnel and the public.	COPPS Lieutenant	