

COMMUNITY POLICING: A ROAD MAP FOR CHANGE

TIME LINE

EXPLORATION	COMMITMENT			PLANNING	IMPLEMENTATION	MONITORING AND REVISION	INSTITUTIONALIZATION
	CONCEPT	TRADITIONAL	COMMUNITY POLICING	ACTION ITEMS/ BENCH MARKING RECOMMENDATIONS	NEW KNOWLEDGE & IMPLEMENTATION	MOVEMENT AND IMPACT DATA	EXAMPLES OF BEST PRACTICES
PARTNERSHIPS	Governmental partnerships	Limited	Extensive	Involvement of political leadership critical. Support of other governmental services vital. Access to services available to police personnel at all levels. Review other best practices.	<ul style="list-style-type: none"> Involve political leadership in strategic planning initiatives Develop action/review committees of related government service departments 	<ul style="list-style-type: none"> Track number of interactions with other agencies Track number of agencies with which department frequently works Track number of joint cases or projects being handled by department with other agencies Track number of times other agencies contact department for assistance or advice. 	<p><i>Toledo, OH.</i> ... City employees are taught about what other departments do to cut down on the "run-around" that citizens often get when calling city hall. Department representatives regularly attend community meetings to assist in dealing with neighborhood problems.</p> <p><i>Charlotte, NC.</i> ... The city manager and mayor are key components in city's move to community policing. All governmental agencies are accessible to residents through neighborhood satellite offices. Elected officials are committed to community policing.</p>
	Community partnerships	Limited	Extensive	Identify existing community and business groups & associations. Involvement in the planning process essential. Community participation in vision and related process solicited. Review other best practices.	<ul style="list-style-type: none"> Network with existing organizational leadership Encourage, support, and facilitate organizational efforts in needed areas Create citizen or community advisory group 	<ul style="list-style-type: none"> Count number of community meetings attended and number of community members in attendance Count number of business meetings attended Track number of new associations formed Count number of activities conducted as a direct result of community partnerships 	<p><i>San Diego, CA.</i> ... Neighborhood boundaries drawn by residents and patrol beats designed around neighborhoods.</p> <p><i>Lansing, MI.</i> ... Advisory Boards made up of area representatives were developed for each precinct.</p> <p><i>Traverse City, MI.</i> ... Extensive effort has gone toward building community partnerships, especially with schools throughout the city.</p> <p><i>Boston, MA.</i> ... Partnerships were developed with community leaders, particularly pastors and religious leaders.</p>
	Setting priorities	Internal/political top down	Lateral-customer based, internally and externally	Expansion of the police role beyond "crime fighter" image. Consensus developed with community and political leadership as to problem identification and priority.	<ul style="list-style-type: none"> Develop information gathering instruments, i.e., surveys, focus groups, etc. Establish geographical input forums within community Develop consensus priority process for problem solving Partner with academic institutions to assist with data collection and analysis Review other best practices 	<ul style="list-style-type: none"> Collect objective data on stakeholder priorities (e.g., surveys, focus groups, community meetings) Identify the number of new initiatives that fulfill the goals of community policing effort (e.g., proactive problem solving, systemic change efforts, community input) Obtain feedback from stakeholders regarding their satisfaction with departmental services and areas for improvement 	<p><i>El Paso, TX.</i> ... Adult and juvenile advisory boards in different geographic areas are consulted to assist in prioritizing police service delivery.</p> <p><i>Spokane, WA.</i> ... The Washington State Institute for Community Oriented Policing (WSICOP) uses criminal justice faculty and graduate students to work with agencies to gather information from residents to identify problems and measure satisfaction with the police.</p>

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PARTNERSHIPS <i>continued</i>	CONCEPT	TRADITIONAL	COMMUNITY POLICING	ACTION ITEMS/ BENCH MARKING RECOMMENDATIONS	NEW KNOWLEDGE & IMPLEMENTATION	MOVEMENT AND IMPACT DATA	EXAMPLES OF BEST PRACTICES
	Marketing of Community Policing Program	Limited or nonexistent	Ongoing	<p>The continuing education of the general public in the actions of the police department and in the citizen's role is critical to long term success of any community policing initiative. Community partnerships are enhanced through community education and linkages.</p> <p>Review other best practices.</p>	<ul style="list-style-type: none"> • Involve political leadership • Develop marketing plan • Solicit PSA spots through local media of public knowledge through surveys 	<ul style="list-style-type: none"> • Assess community awareness of departmental resources and services • Track increase in citizen participation in police facilitated activities • Track increase in community policing related service requests 	<p><i>Chicago, IL. ...</i> An extensive marketing program has been extremely effective in increasing public awareness of the CAPS Program, the expected roles of both the police and citizens in the program, and its value to neighborhoods.</p> <p><i>Marquette County, MI ...</i> A public relations specialist was hired to inform the community about changes within the police department and the citizens' role in community policing.</p>

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ORGANIZATIONAL STRUCTURE	Roles and Responsibilities	Specialists	Generalists	<p>Blend specialist CPO's into overall patrol units. Define those task areas requiring specialization department wide and train accordingly. Develop teams utilizing a combination of specialists whenever possible.</p> <p>Review other best practices.</p>	<ul style="list-style-type: none"> Redo job descriptions Redefine relationships across functions and work groups Reduce reporting lines 	<ul style="list-style-type: none"> Identify key "generalist" roles & evaluate the number of personnel who participate in this role Track the efficiency of services/systems likely to be affected by a more generalist role and evaluate whether improvements are made as a result of new roles Evaluate the amount of extra work that is avoided through generalist approach (fewer call backs, fewer referrals, etc.) 	<p><i>Baltimore, MD.</i> ... Over the past decade, the agency has evolved from specialized community policing units with a rather narrow focus to a department-wide community policing mandate. Every facet of the agency is geared toward meeting the goals of community policing. Relationships throughout the department have been restructured to allow information, guidance, and authority to flow through the organization without supervisory barriers or traditional "chain-of-command" restraints.</p>
	Divisional alignment	Hierarchical	Vertical and horizontal	<p>Geographic subdivisions developed, with internal and external input for assignment of personnel. Reporting lines tailored to activity and geographic area of accountability, rather than function.</p> <p>Review other best practices.</p>	<ul style="list-style-type: none"> Assign areas of geographic responsibility for all personnel Study feasibility of organization for better accountability Decentralize organization into geographic areas as appropriate Assign cross functional teams to areas 	<ul style="list-style-type: none"> Evaluate departmental effectiveness in key roles/geographical areas and note improvements as well as areas of weakness Identify key problems unique to each area and track improvements over time (e.g. less crime, fewer complaints, quality of life issues) 	<p><i>Grand Rapids, MI</i> ... One centralized agency is in the process of moving into five district areas. Officers are responsible for a geographical area within their district.</p> <p><i>Lansing, MI</i> ... Decentralized the department into problem solving areas and made officers accountable for a specific area. Two new precincts were created to decentralize services.</p> <p><i>St. Petersburg, FL</i> ... The city was divided into geographic regions and all employees are accountable for activities in the area to which they are assigned.</p>
	Organizational accountability to community	"Crime Fighter Model"	Expanded role to include crime prevention and social disorder	<p>Expand measures beyond crime statistics and response times to include citizen perceptions of safety and security (Quality of life)</p> <p>Review other best practices.</p>	<ul style="list-style-type: none"> Create atmosphere soliciting public input Survey community Add citizens to internal planning processes 	<ul style="list-style-type: none"> Send customer satisfaction survey following interaction with department to obtain feedback Survey citizen perceptions of safety and quality of life in neighborhood Develop systems for community input, suggestions, and feedback (e.g., 1-800 line, web page, surveys, suggestion box) 	<p><i>Sagamore Hills, OH.</i> ... An agency serving a rural community initiated their change to community policing by surveying residents. Based on survey, strategies for decreasing residents' fear of crime were developed.</p>

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ORGANIZATIONAL STRUCTURE <i>continued</i>	CONCEPT	TRADITIONAL	COMMUNITY POLICING	ACTION ITEMS/ BENCH MARKING RECOMMENDATIONS	NEW KNOWLEDGE & IMPLEMENTATION	MOVEMENT AND IMPACT DATA	EXAMPLES OF BEST PRACTICES
	Work Emphasis	Individual/specialist	Team/generalists	<p>A team-based work system is established with the addition of supportive functions for teams (investigative personnel , crime and data analysis, records and facilities.</p> <p>Review other best practices.</p>	<ul style="list-style-type: none"> Establish cross functional teams by geographical area Identify need for facilities 	<ul style="list-style-type: none"> Track number of times personnel work across teams/areas or share roles within areas Track number of support activities requested by team members not available in team Track recommendations for improvement made by team members 	<p><i>El Paso, TX. ...</i> District teams are designed to collectively address community concerns, enhance district accountability, and ensure shared responsibility with the community for identifying and solving problems. Teams consist of district patrol officer, traffic officer juvenile investigator, detective, sergeant, lieutenant, neighborhood watch captain , and other citizen volunteers.</p>
	Change Processes	Administratively Mandated	Collaborative Process	<p>Work teams established within organization to review, research, and recommend modifications. Workers most affected by systems guide and develop process to help achieve vision, mission, and goals</p> <p>Review other best practices.</p>	<ul style="list-style-type: none"> Develop vision and mission statements Develop achievable/measurable goals Develop, clarify and publish organizational values 	<ul style="list-style-type: none"> Evaluate knowledge of overall goals and objectives of department Evaluate acceptance of goals and objectives Track number of personnel and work assignments involved/represented in process planning and implementation 	<p><i>Charlotte, NC. ...</i> Officers and first-line supervisors are involved in all phases of planning organizational change. Employees helped redefine mission statement and values to reflect problem solving as their core policing strategy.</p> <p><i>Larimer Co., CO. ...</i> Employee surveys were used to identify employees' needs, perceptions, ideas and suggestions. Department reports that having employees input taken seriously has increased their sense of ownership of the department and led to greater cooperation when implementing change.</p>
Communication Patterns	Top-down	Lateral, bottom-up, participatory	<p>Establish communications systems that allow for cross functional dissemination of information. Planning and input teams/committees established to review all informational sharing processes. Dissemination should occur throughout the organization as well as in the community</p> <p>Review other best practices.</p>	<ul style="list-style-type: none"> Establish review/planning committees Establish systems such as voice mail and e-mail with appropriate protocols for use Develop departmental and community newsletters/forums 	<ul style="list-style-type: none"> Track number of new communications systems added (e.g., voice mail, e-mail, electronic bulletin boards, newsletters, etc.) Survey for effectiveness and increased awareness 	<p><i>Larimer Co., CO. ...</i> Employee surveys revealed a lack of communications within the department, particularly between different physical locations. An electronic mail system, an Internet newsletter, and a Web site were established to increase communication.</p> <p><i>El Paso, TX. ...</i> Team meetings held monthly to keep officers and residents informed on issues. In between meetings, telephone contact is frequent and district books are kept to keep officers informed of the actions of others.</p>	

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OPERATING SYSTEMS	Information/data availability and access	Limited to selected individuals. Quality and quantity limited	Extensive information available to entire organization and community	Information technology systems developed that allow decentralized access by all Review other best practices.	<ul style="list-style-type: none"> Establish "consumer" work groups to identify informational needs of personnel via workstation, remote sites, car, and home. Develop system variations that allow community access through Internet. Assign crime analyst 	<ul style="list-style-type: none"> Track number of systems requested by end users Calculate ratio of personnel to number of system resources Track number of new systems developed Evaluate use of new and existing systems by all personnel in relationship to community policing activities Track citizen usage "hits" on accessible systems 	<p><i>Charlotte, NC. ...</i> A four year technology plan was implemented which involves state-of-the-art technology tools. Included is a system which alerts officers via e-mail or pager when certain information is entered into departments automated records data base. Officers can determine the information they want to be informed about.</p> <p><i>Lansing, MI. ...</i> Fully decentralized crime and data mapping systems available to all personnel utilizing all information in data base. Mapping will be made available to citizens via Internet with specific details of requested neighborhoods available.</p>
	Financial/Budgetary planning and allocation	Program funding based on historical perspective	Funding allocated to match organizational goals and objectives	Budgets adjusted to reflect new organizational priorities. Dictates a complete analysis, not just the addition of "new money" Review other best practices.	<ul style="list-style-type: none"> Allocate resources consistent with mission, goals, and objectives and related priorities Reduce or eliminate lower priority programs Request new allocations on goals as necessary Acquire services of a professional grant researcher/writer 	<ul style="list-style-type: none"> Analyze general fund budget allocations from traditional line items to new goals/program areas Track number of opportunities sought for outside funding and success ratio Track new resources requested and gained 	<p><i>Washtenaw County, MI ...</i> Analyzed budget and existing allocations and redistributed funds based upon new priorities.</p> <p><i>Lansing, MI ...</i> Reallocated existing resources to meet new objectives and goals. Reduced the number of officers assigned to functions not related to the department's primary goals (i.e. court officers, evidence technicians, etc. . .).</p>
	Time allocation	Calls for service and response time are top priorities. Incident based. . .New programs added to the police role as a segment of "existing time available"	Problems based on data and community consensus become standard unit of work in addition to calls for service.	Time allocated to officers to proactively deal with community issues, while controlling to some degree call for service demands. Priority calls and response times remain a valid measure of accountability. Review other best practices.	<ul style="list-style-type: none"> Conduct analysis on calls for service and evaluate potential for an alternative response system with political and community input Structure work to provide dedicated time for officer problem solving Empower officers on a rotating basis to "go off the radio" to work on community issues 	<ul style="list-style-type: none"> Track amount of time provided to field personnel to initiate community policing projects Track and evaluate the amount of time utilized by each officer to such activities Track the amount of time utilized by each officer dedicated to specific identified community priorities 	<p><i>Edmonton Police Service ...</i> A new service delivery model was designed to handle calls for service. The system was developed to relieve the overwhelmed communications center and to allow officers time to engage in problem solving. A network of community stations was established throughout the city where citizens could go to resolve non-emergency complaints. A new system was developed for dispatchers to use when taking incoming calls. The goal of the "Call Path Chart" is to route non-emergency calls to the community stations thereby allowing patrol officers more time to work on problem solving.</p>

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HUMAN RESOURCE MANAGEMENT	Employee accountability	Rule driven	Value driven	<p>Policies and procedures reduced to those reoccurring high risk areas where conformity and direction are valid. Other directives and procedures replaced with a value based management system.</p> <p>Review other best practices.</p>	<ul style="list-style-type: none"> Establish work groups, including risk managers, to evaluate current policies and procedures Eliminate redundant and unnecessary procedures Develop Value Based Management system, consistent with organizational values Train all personnel in new system. 	<ul style="list-style-type: none"> Establishment of organizational core values Evaluate departmental knowledge of new value system Track number of procedures revised or eliminated Track number of new procedures added 	<p><i>Elgin, IL ...</i> A value-based management system was introduced. The department's policies and procedures were reduced to only those necessary and employees were trained to make decisions consistent with the agency's values and goals.</p>
	Performance measures	Incident-based, "numbers driven" on traditional activity counts	Outcome based	<p>Personnel performance appraisal systems modified to reflect organizational changes and established priorities consistent with the community policing philosophy.</p> <p>Review other best practices.</p>	<ul style="list-style-type: none"> Establish work groups to develop new evaluation system consistent with new roles & responsibilities Train all supervisors Educate officers about new criteria 	<ul style="list-style-type: none"> Track new measures developed consistent with new roles and responsibilities Development of new performance appraisal system Count the proportion of performance appraisal system that directly addresses community policing activities Track officer development over time (e.g., goals established, goals met, new activities, etc.) 	<p><i>Broward County, FL ...</i> The agency is in the process of developing a behavior-based evaluation system to replaced the traditional "bean counting" evaluation. The new evaluation will incorporate criteria that assess a deputy's effectiveness by examining outcomes. Problem identification, resolutions, use of resources in & out of the department, and community interactions will be used in the evaluation process.</p> <p><i>Seattle, WA ...</i> At the suggestion of road officers the agency organized a workshop to redevelop the department's evaluation tool. This resulted in the identification of four areas of professional competency that could be used to evaluate officers: teamwork, beat integrity & knowledge, technical skills, and problem-solving decision making. A new evaluation tool was developed.</p>

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HUMAN RESOURCE MANAGEMENT <i>continued</i>	CONCEPT	TRADITIONAL	COMMUNITY POLICING	ACTION ITEMS/ BENCH MARKING RECOMMENDATIONS	NEW KNOWLEDGE & IMPLEMENTATION	MOVEMENT AND IMPACT DATA	EXAMPLES OF BEST PRACTICES
	Labor/Management alignment	Adversarial	Participatory/Interest based	Identify areas of joint interest whereby both labor and management can achieve goals. The inclusion and recognition of labor will advance participatory process. Review other best practices.	<ul style="list-style-type: none"> Establish regular meetings/access with union leadership Add union representative on all planning implementation committees Negotiate letters of agreement to implement areas of joint interest mid-contact Agree on areas that are non-negotiable mid-contact 	<ul style="list-style-type: none"> Track union officials participation in planning Track union grievances & ratio under traditional vs. community policing approach Count letters of agreement to initiate pilot or experimental concepts outside of contract Track contractual changes aimed at new initiatives developed through collective bargaining 	<p><i>Monroe City, MI ...</i> Included the labor union in the earliest planning stages and in each stage thereafter.</p> <p><i>Lansing, MI ...</i> The union was involved on all planning committees. Letters of agreement were used to ensure that the department's the bargaining unit's interests were met.</p>
	Training Systems	Passive learning model	Active/adult learning model	The creation of an active learning organization vs. a passive learning environment.	<ul style="list-style-type: none"> Conduct training needs analysis to identify new skills training needed Establish work group to integrate new skills training into mandated training schedule in terms of time and resources Provide prioritized training to all personnel 	<ul style="list-style-type: none"> Track skill deficiencies identified through a training needs analysis Count number of new training initiatives undertaken to develop new skills Track re-allocation of training time to balance new skills training with mandated training Count new skills training provided at different levels by new providers 	<p><i>Chicago, IL ...</i> The curriculum in the police academy was altered to emphasize problem solving skills. First line supervisors were sent to training developed to engage them in problem solving activities.</p>
	Selection processes	Applicants are screened-out	Recruits are screened-in	Applicants are selected on the skills applicable to a community policing environment. More emphasis is placed on balancing the people and problem solving skills of applicants.	<ul style="list-style-type: none"> Analyze current recruiting and selection processes Utilizing FTO Cadre identify selection criteria based on new roles and responsibilities Develop new recruiting and screening tools 	<ul style="list-style-type: none"> Compare application ratio under new system Track applications vs. process completion under new system Evaluate recruit retention rates based on new selection process vs. traditional system 	<p><i>Largo, FL ...</i> Largo Police Department's rigorous selection process is aimed at selecting individuals who are likely to succeed in a community-policing organization. "Customer oriented" cops are screened into the process.</p> <p><i>Camden, NJ ...</i> A set of personality traits conducive to doing community policing is used by psychologists to "screen in" desirable candidates.</p>
	Rewards	Geared to rule compliance and traditional activity	Based on customer service and outcomes based around principals of community policing and problem solving with patrol area.	Personnel are formally rewarded for the acquisition and utilization of the new skills of risk taking, empowerment, and problem solving. Recognition includes weighting promotional systems and requests for preferred transfers. Review other best practices.	<ul style="list-style-type: none"> Personnel recognized for fulfilling new roles and responsibilities Credit given for institutionalization of new concepts when seeking promotion and preferred transfers 	<ul style="list-style-type: none"> Count number of personnel selected for transfer or promotion based on new criteria Track number of requests for preferred transfer Track number of personnel who participate in promotional process 	<p><i>Grand Haven, MI ...</i> Knowledge about community policing and problem solving experience are weighted heavily in the promotional process.</p>

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PROBLEM-SOLVING FOCUS	CONCEPT	TRADITIONAL	COMMUNITY POLICING	ACTION ITEMS/ BENCH MARKING RECOMMENDATIONS	NEW KNOWLEDGE & IMPLEMENTATION	MOVEMENT AND IMPACT DATA	EXAMPLES OF BEST PRACTICES
	Data driven learning	Past practice "rule of thumb" procedures and new legislation	Data-driven, based on new priorities and customer focused	The addition of technology, crime, and data analysis mechanisms to drive learning. Data driven decision making is modeled from the top down. Review other best practices.	<ul style="list-style-type: none"> Develop or enhance data & analysis systems Develop new data formats based on internal and external input Collect data and share with other stakeholders 	<ul style="list-style-type: none"> Track number of data requests made for specific identified problems Count new data formats developed from stakeholder input Count data requests honored for stakeholders 	<i>Charlotte, NC.</i> ... The planning and research unit was combined with crime analysis. The Department partnered with the University of North Carolina and a professor works with the agency to teach officers to use GIS mapping, analyze environmental crime, and study victimization.
	Internal problem solving	Incidents dealt with on an individual basis with an emphasis on individual blame.	Systems thinking and continuous improvement of internal processes and service related problems	Problem-solving approach utilized and modeled by management. Systems approach taken in all service related breakdowns, internal and external. Review other best practices.	<ul style="list-style-type: none"> Problem solving model adopted by management Training at all levels in problem-solving process instituted Work groups established to deal with specific service related issues 	<ul style="list-style-type: none"> Adoption of problem solving process by all administrative personnel Number of personnel trained in problem solving process Track administrative decisions arrived at through problem solving process 	<i>Newport News, VA.</i> ... Self evaluation is a key component of this agencies organizational change efforts. Through this process the agency reviews its goals and evaluates its initiatives to make sure that they are meeting the community's needs. When a problem within the agency is identified, modifications are made to resolve the issue. All employees are trained and retrained on a regular basis in problem solving.
	External problem solving	Call and police driven	Identification of underlying issues with community involvement	Calls for service are not viewed as single incidents, but rather a part of the overall "health" of an area. Problems are identified through a participatory process and the role of police expanded beyond a reactive response to a proactive strategy. Review other best practices.	<ul style="list-style-type: none"> Methods for problem identification established Solicit stakeholder input Train officers and community organizations in problem solving Develop problem solving documentation processes and tools 	<ul style="list-style-type: none"> Count number of stakeholder contacts regarding potential problems Compare ratio of problems identified solely by police and those through stakeholder input Number of personnel trained in problem solving process Number of stakeholders trained in problem solving process 	<p><i>El Paso, TX.</i> ... Teams made up of officers and residents attend a 40 training to implement a team approach to problem solving. Training includes community policing orientation, team building & dynamics, resource identification, dealing with members of the community, and lastly, the SARA problem solving model. Training includes a group project of identifying and solving a problem in their area.</p> <p><i>Dallas, TX.</i> ... An Activity Management Program (AMP) was developed to track officers' activities and contacts. The computerized system replaced a manual records system, making better information easily accessible to officers & supervisors. The system is a "work-in-progress" and is updated and changed based on suggestions from officers. Officers enter information into the AMP about identified problems, actions taken, contacts made, etc... Successful problem solving techniques can be flagged and are shared with other officers as a training tool.</p>

