

# Public Safety and Policing



## Maryland Police Training and Standards Commission

**Mandatory Adoption of Community Policing Initiatives for Law  
Enforcement Agencies**

**Guidelines and Reporting**

**Public Safety and Policing**  
**Maryland House Bill 1016**  
§ 3-207 (E) and § 3-517 (A & B)

§ 3-207 (E)

The Commission shall develop best practices for the establishment and implementation of a Community Policing Program in each jurisdiction.

The Commission shall develop a system by which each law enforcement agency annually files a detailed description of the agency's Community Policing Program.

The Commission shall annually: review each Community Policing Program filed in accordance with § 3-517 of this title; and provide each agency with any comments that the Commission has to improve the agency's Community Policing Program.

§ 3-517

Each local law enforcement agency shall adopt a Community Policing Program in accordance with best practices developed by the Maryland Police Training and Standards Commission.

Each local law enforcement agency shall: post a detailed description of the law enforcement agency's Community Policing Program on the Internet in accordance with § 3-515; and annually file a description of the law enforcement agency's Community Policing Program with the Maryland Police Training and Standards Commission, in accordance with § 3-207.

**Purpose and Scope**

*Community Policing Defined:* It is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and the fear of crime. (U.S. Dept. of Justice-COPS Office, rev. 2014).

The Community Policing Consortium identifies Community Policing as “a collaborative effort between the police and the community that identifies problems of crime and disorder and involves all elements of the community in the search for solutions to those problems.”

Community policing encompasses a variety of philosophical and practical approaches. Community policing strategies vary depending on the needs and responses of the communities involved; however, certain basic principles and considerations are common to all community policing efforts. Community policing consists of two complementary core components, community partnership and problem solving. To develop *community partnership*, police must develop positive relationships with the community, must involve the community in the quest for better crime control, and must pool their resources with those of the community to address the most urgent concerns of community members. *Problem solving* is the process through which specific community concerns are identified and the most appropriate remedies to address these problems are found.

Effective community policing depends on optimizing positive contact between patrol officers and community members. Establishing and maintaining mutual trust is the central goal of community partnership. Community partnership means adopting a policing perspective that exceeds the standard law enforcement emphasis. This broadened outlook recognizes the value of activities that contribute to the orderliness and well-being of a neighborhood. These community-based activities help develop trust between the police and the community. Building trust is essential for an effective community partnership, and requires that police must treat people with respect. Police and the community must collaborate and work closely together.

Determining the underlying causes of crime depends, to an extent, on an in-depth knowledge of community. Therefore, community participation in identifying and setting priorities will contribute to effective problem solving efforts by the community and police. Cooperative problem solving also reinforces trust, facilitates the exchange of information, and leads to the identification of other areas that could benefit from the mutual attention of the police and the community. For this process to operate effectively, the police must recognize the validity of community concerns. Once informed of community concerns, the police must work with citizens to address them while at the same time encouraging citizens to assist in problem solving measures.

Community policing allows solutions to be tailor-made to the specific concerns of each community. The best solutions are those that satisfy community members, improve safety, diminish anxiety, lead to increased order, strengthen the ties between the community and police, and minimize coercive actions.

### **Community Policing Comprises Three KEY Components**

*Community Policing Defined: USDOJ/COPS (2014)*

**Community Partnerships:** Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to *develop solutions to problems* and *increase trust in police* (two interrelated goals). These partnerships may include: other government agencies, community members and/or groups, nonprofits and service providers, private businesses, and the media including social media outreach. The public should play a role in prioritizing and addressing public safety problems.

**Organizational Transformation:** The alignment of organizational management, structure, personnel, and information systems (technology) to support community partnerships and proactive problem solving. The community policing philosophy focuses on the way that departments are organized and managed and how the infrastructure can be changed to support the philosophical shift behind community policing. It encourages the application of modern management practices to increase efficiency and effectiveness. It also emphasizes changes in organizational structures to institutionalize its adoption and infuse it throughout the entire department, including the way it is managed and organized, its personnel, and its technology.

**Problem Solving:** The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses. The emphasis is on proactive problem solving in a systematic and routine fashion. Community policing encourages agencies to develop proactive

solutions to immediate underlying conditions contributing to public safety problems rather than responding to crime only after it occurs. Problem solving must be infused into all police operations and guide decision making efforts. Agencies are encouraged to think innovatively about their responses and view making arrests as only one of a wide array of potential responses. A major conceptual vehicle for helping officers to think about problem solving in a structured way is the SARA problem solving model, and a focus on the immediate conditions by using the crime triangle (victim/offender/location).

### **Community Policing; Principles and Elements**

In order to describe the full breadth of community policing, it is helpful to identify four major dimensions of COP and the most common elements occurring within each. The four dimensions are:

1. The Philosophical Dimension - not just a particular program or specialized activity, but perhaps constituting even a paradigm shift away from professional-model policing.
  - A firm commitment to the value and necessity of **citizen input** and awareness of police policies and priorities: i.e. advisory boards, community surveys, daily police reports or web access, town-hall meetings, ride-along programs.
  - Policing as a **broad function**, not a narrow law enforcement or crime fighting role. The job of police officers is seen as working with residents to enhance neighborhood safety: i.e. traffic safety, drug abuse, fear reduction, domestic violence prevention, zoning.
  - Emphasizes **personal service** by eliminating as many artificial bureaucratic barriers as possible, so that citizens can deal directly with “their” officer. Officers should deal with citizens in a friendly, open, and personal manner designed to turn them into satisfied customers, whenever possible.
  
2. The Strategic Dimension - key operational concepts that translate philosophy into action. These strategic concepts are the links between the broad ideas and beliefs that underlie community policing and the specific programs and practices by which it is implemented.
  - **Re-oriented operations**, with less reliance on the patrol car and more emphasis on face-to-face interactions: i.e. foot patrol, bicycle/Segway/horse Patrol, walk-and-ride, directed patrol, differential patrol (TRU/delayed response/walk-in reporting), case screening.
  - Implement a **prevention emphasis**: i.e., special response training and operations for mental health issues, multi-jurisdictional agreements, strategic highway safety plan, CPTED, Neighborhood Enforcement Teams, youth-oriented crime prevention, business crime prevention, prescription drug drop-boxes, protection of personal property through engraving initiatives.
  - Consider a **geographic focus** to establish stronger bonds between officers and neighborhoods in order to increase mutual recognition, identification, responsibility, and accountability. Community policing implies an emphasis on places more so than on times (shifts) or functions: i.e. permanent beat assignment, police substations, area specialists.

3. The Tactical Dimension - translates ideas, philosophies, and strategies into concrete programs, tactics, and behaviors.
  - Offset negative interaction with the public as much as possible by engaging in **positive interactions** when able: i.e. Routine Call Handling (taking time), attend neighborhood meetings, School-Based Policing, Interactive Patrol (stop, walk, & talk).
  - Stress the importance of **active partnerships** between police, other agencies, and citizens, in which all parties really work together to identify and solve problems: i.e. citizen patrols, citizen police academies, community volunteers, schools (DARE, SRO, GREAT), code enforcement, nuisance abatement.
  - adopt a **problem solving** orientation in policing as opposed to an incident-driven approach. When possible officers should search for the underlying conditions that give rise to single and multiple incidents: i.e. the SARA Process, Guardians (other identified stakeholders), neighborhood meetings, Hot Spots patrol, multi-agency teams.
  
4. The Organizational Dimension - consider a variety of changes in organization, administration, management, and supervision that can be crucial to successful implementation.
  - Consider **restructuring** in order to facilitate and support implementation of the philosophical, strategic, and tactical elements described above: i.e. decentralization, flattening organizational hierarchy, de-specialization, and civilianization.
  - **Management** practices consistent with emphasis on organizational culture and values and less emphasis on written rules and formal discipline: i.e. guided by concise statements of mission and values, strategic planning, coaching by supervisors, mentoring of young employees or new supervisors, employee empowerment.
  - Capturing **information** to measure success where the emphasis on quality shows up in many areas: i.e. performance appraisals, program evaluations, departmental assessments, information systems for quality-oriented assessments, not just stats.
  - Officers are provided timely and complete **crime analysis** information regarding specific geographic areas of responsibility to facilitate problem identification, analysis, fear reduction, etc.
  - **Geographic Information Systems (GIS)** can provide officers and citizens with identified “hot spots” for an easy picture of locations and distribution of crime problems.

## **Reporting**

Each local law enforcement agency will be assigned to a reporting region and must submit its program to the Commission annually on the assigned date. Regions are listed by County so municipal agencies will submit its report based on the County in which it is located.

### Regions

I: Alleghany, Carroll, Frederick, Howard, Montgomery and Washington Counties.

II: Prince Georges County

III: Baltimore City and the following Counties: Anne Arundel, Baltimore, Calvert, Cecil, Charles, Garrett, Harford, Kent, Queen Anne and St. Mary's.

IV. Caroline, Dorchester, Somerset, Talbot, Wicomico, and Worcester.

### Reporting Dates

Region I: January 1

Region II: April 1

Region III: July 1

Region IV: October 1

### Report Format

All local law enforcement agencies will use the reporting format in Attachment C.

Section I of the report will be completed with the agency's information and demographics on the population that the agency services.

In Section II, the agency will provide a detailed description of its community policing program. The description shall incorporate within its program the Ten Guiding Principles of Community Policing identified by the U.S. Department of Justice, Office of Community Oriented Policing.

### **Ten Guiding Principles**

1. Crime Prevention is the responsibility of the total community.
2. The police and community share ownership, responsibility, and accountability for the prevention for crime.
3. Police effectiveness is a function of crime control, crime prevention, problem solving, community satisfaction, quality of life, and community engagement.
4. Mutual trust between the police and the community is essential for effective policing.
5. Crime prevention must be a flexible, long-term strategy in which the police and community collectively commit to resolving the complex and chronic causes of crime.
6. Community policing requires the knowledge, access, and mobilization of community resources.
7. Community Policing can only succeed when top management, police and government officials enthusiastically support its principles and tenets.
8. Community policing depends on decentralized, community-based participation in decision making.
9. Community policing allocates resources and services based on analysis, identification, and projection of patterns and trends, rather than incidents.

10. Community policing requires an investment in training with special attention to problem analysis and problem solving, facilitation, community organization, communication, mediation and conflict resolution, resource identification and use, networking and linkages, and cross-cultural competency.

#### Community Policing Report Submission and Posting

Each local law enforcement agency shall submit its Community Policing Program to the Commission and post its program on the internet in accordance with §3-515 by the due date.

Community Policing Programs must be emailed to: [PCTC.CommunityPolicing@maryland.gov](mailto:PCTC.CommunityPolicing@maryland.gov)

#### Review and Evaluation

Each Community Policing Program will be reviewed and evaluated using the Ten Guiding principles by a group of subject matter experts. Upon completion, the law enforcement agency will receive feedback on how it may improve its program.

#### ATTACHMENT

Community Policing Program Annual Report