

Public Safety and Policing



Maryland Police Training and Standards Commission

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

Guidelines and Reporting

Community Policing

Public Safety Article § 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.

Public Safety Article § 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.

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*)

Purpose and Scope

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 processes through which the specific concerns of communities are identified and through which the most appropriate remedies to abate 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 is 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. 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 and sensitivity. The police and the community must be collaborators in the quest for peace and prosperity. Police personnel on every level must join in building a broad rapport with community members.

Determining the underlying causes of crime depends, to a great 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, police need to devote attention to and 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 a community partnership.

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 focuses on values. Values are the beliefs that guide an organization and the behavior of its employees. Community Policing relies on the establishment of a clear, unambiguous link of values to behaviors. By creating a system of performance measurement, specific operational meaning can be given to seemingly abstract values. The guiding values central to Community Policing are trust, cooperation, communication, ingenuity, integrity, initiative, discretion, leadership, responsibility, respect, and a broadened commitment to public safety and security. (BJA, *"Understanding Community Policing" 1994*).

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. 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 proactively develop 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). *See Appendix A for a full description of these components in a report by COPS Office (2014).*

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** to police policies and priorities: i.e. advisory boards, Community Surveys, Electronic Mail/Home Page, Media Call-In Shows, Town Meetings.
 - 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, 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, Bike/Segway/Horse Patrol, Walk and Ride, Directed Patrol, Differential Patrol (TRU/Delayed Response/Walk in Reporting), Case Screening.
 - Implement a **prevention emphasis**, based on the common sense idea that citizens would always prefer that their victimizations be prevented in the first place: i.e. Situational Crime Prevention, CPTED, Community Crime Prevention, Youth-Oriented Prevention, Business Crime Prevention.
 - Adopt 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, Mini-Stations (Sub-stations), 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, Volunteers, Schools (DARE, SRO, GREAT), Code Enforcement, Nuisance Abatement, Landlords & Tenants.
 - Adopt a **problem solving** orientation toward policing, as opposed to the incident-oriented 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), Beat Meetings (neighborhood), Hot Spots, 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, Teams, and Civilianization.
 - **Management** practices consistent with emphasis on organizational culture and values and less emphasis to written rules and formal discipline: i.e. guided by concise statements of their mission and values, Strategic Planning, Coaching by supervisors, Mentoring of young employees, Empowerment (employee), and Selective Discipline.
 - Capturing adequate **information** to measure success where the emphasis on quality shows up in many areas: i.e. Performance Appraisals, Program Evaluations, Departmental Assessments, and Information Systems that support 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.

See Appendix B for a full description of these dimensions in a report by Gary Gordner (1996).

Report Format

Each local law enforcement agency will use the reporting format in Appendix C.

Section I of the report will be completed with the agency’s information and demographics of the community the agency serves.

In Section II, the report shall be formatted to address the six key points identified on the report form. These key points address the Guiding Principles of Community Policing, as well as the Six Pillars identified in the Task Force on 21st Century Policing Report (both cited below). A detailed description of specific programs, initiatives, and partnerships with community groups should be provided, along with any statistics or other relevant information.

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 of 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.

Six Pillars of 21st Century Policing

The President's Task Force on 21st Century Policing (2015) recommended important changes to how police interact with their communities, based on six “Pillars” that were identified. These pillars are:

Pillar One: Build Trust and Legitimacy

Police officers should adopt the guardian concept of policing, in contrast with the idea of the officer as warrior. They emphasized the importance of accountability and transparency in police actions and engaging in activities other than enforcement that can promote a positive image of law enforcement.

Pillar Two: Policy and Oversight

Police departments should ensure that their policies reflect the values of their communities, and that specific policies address issues like the use of force, public demonstrations, and de-escalation. They also recommended peer reviews of critical incidents and external, independent investigators assigned to questionable uses of force and in-custody deaths.

Pillar Three: Technology and Social Media

Technology offers tremendous potential for police departments to better interact with their communities, increase transparency and accountability, and improve safety and security for civilians and officers alike. The task force strongly suggests maximizing the use of technology to improve how police do their jobs on a day-to-day basis.

Pillar Four: Community Policing and Crime Reduction

Policing a community requires involvement and engagement with the community. The task force recommended that police departments recommit to community-oriented policing strategies to improve community relations and take a more holistic approach to addressing crime.

Pillar Five: Training and Education

The task force encouraged the federal government to foster partnerships with training centers across the country and facilitate more consistent training and standards. They also recommended forming training hubs to encourage innovation, community engagement in training and a national postgraduate institute of policing.

Pillar Six: Officer Wellness and Safety

Police work is inherently dangerous and can even be potentially hazardous to officers' health. The task force recommended implementing "scientifically supported shift lengths" and building on research into officer-related deaths and critical injuries.

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.

REGION I January	REGION II April	REGION III July	REGION IV October
Alleghany, Carroll, Frederick, Garrett, Howard, and Washington Counties	Montgomery, and Prince George's Counties	Baltimore City and the following Counties: Anne Arundel, Baltimore, Calvert, Cecil, Charles, Harford, and St. Mary's Counties.	Caroline, Dorchester, Kent, Queen Anne, Somerset, Talbot, Wicomico, and Worcester
PROGRAM REPORT DUE	PROGRAM REPORT DUE	PROGRAM REPORT DUE	PROGRAM REPORT DUE
January 31st	April 30th	July 31st	October 31st

Community Policing Report Submission and Posting

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

**Community Policing Program Annual Report must be emailed to: pctc.mandates@maryland.gov **

Review and Evaluation

Each Community Policing Program will be reviewed and evaluated using the formatted six Key Points by the Commission. Upon completion, the law enforcement agency will receive feedback on how it may improve its program.

APPENDICES

Appendix A: ***Community Policing Defined***; Community Oriented Policing Services, U.S. Department of Justice (rev. 2014)

Appendix B: ***Community Policing: Principles and Elements***; Gary Gordner – Eastern Kentucky University, (1996)

Appendix C: **Community Policing Program Annual Report Form**

Appendix D: **Examples of Best Practices in Community Partnerships**