

Thurmont Police Department Community Policing

Colonel
Gregory L. Eyler
Chief of Police

THE MISSION OF THE THURMONT POLICE DEPARTMENT

The Thurmont Police Department is dedicated to serving the residents within the corporate limits of the Town of Thurmont. Pursuant to the protections afforded by the Constitution of the United States, we will strive to protect life and property of our citizens, and will enforce all laws of this state and local ordinances in a fair and impartial manner. In partnership with our citizens through Community Policing, we will strive to detect and prevent crime and provide the best quality of life for the citizens of Thurmont. We will promote professionalism of our employees by holding ourselves to the highest possible standard of integrity, ethics, and morals.

THE VISION STATEMENT OF THE THURMONT POLICE DEPARTMENT

The Thurmont Police Department is committed to providing services that are fair, impartial, and effective while holding employees to the highest standards of efficiency, morality and professionalism. We maintain the highest standards of law enforcement ethics and personal integrity. The Thurmont Police Department is committed to the philosophy of community policing and problem solving with those that we serve. We are responsible and accountable to each other as well as the public we serve. We believe in the concept of continuous improvement in all our endeavors, always striving to the best we can be.

INTRODUCTION

This booklet is to acquaint all individuals with the philosophy, goals, and objectives of community policing. Prior to any attempts to implement community policing with the Thurmont Police Department, it is necessary that as many individuals as possible understand what community policing is and how it can benefit both our office and the citizens of Thurmont.

In the past, serious questions have been raised about whether traditional police strategies provide effective protection - Assumption - Criminal as well as disorderly activity would be deterred if police were a visible presence on the streets and promptly arrest people who broke the law. Community policing doesn't question the goal of policing- just the means.

Community policing requires an agency wide philosophical commitment to involve average citizens as partners in the process of reducing and controlling the contemporary problems of crime, drugs, fear of crime and neighborhood decay, and in efforts to improve the overall quality of life in the community.

Research & Traditional Policing

A review of the research indicates that the traditional methods of policing have not necessarily been effective in reducing crime.

Research Indicates that:

1. Increasing the size of the police force does not directly relate to a decrease in the crime rate or to an increase in the proportion of crimes solved.
2. Randomized motor patrol does not lower crime nor does it increase the chances of catching suspects.
3. Two person patrol cars are no more effective than one person cars in either lowering the crime rate or catching criminals; also, they have not proven to be safer.
4. The type of crime that terrifies Americans most (muggings, rape, robbery, burglary, and homicide) is rarely encountered by police on patrol.
5. Saturation patrol does not reduce crime; it merely displaces it.
6. Improving response time on calls has no effect on the likelihood of arresting criminals or even in satisfying involved citizens.

7. Crimes are seldom solved through criminal investigations alone! They are usually solved because the suspects are immediately apprehended or because someone identifies them (Name, license number, etc.).

"What is Community Policing?"

Recently, within the law enforcement community, we have heard a great deal about community policing. Many departments, large and small, urban and rural, municipal and county, are currently practicing or are adopting some form of community policing.

Some members of the law enforcement community are outspoken champions of the concept; others are even more outspoken in their opposition. The largest numbers are neither champions nor critics. They are undecided. In many instances, this indecision is due to a lack of understanding as to exactly ... "Just what is Community Policing?"

Community policing is a philosophy. In each application, Community Policing is what the individual Department and Community agree it to be. For the purpose of definition of community policing, which would apply to all departments and communities, we can cite several factors which all of Community Policing has in common. An understanding of these factors will result in the answer to the question of "Just what is Community Policing?" The common factors of Community Policing are:

- Partnership
- Empowerment
- Problem-solving
- Accountability
- Service Orientation
- Feedback

Partnership

Community policing is a partnership between the police and the community working together to define crime related to problems, determine their root causes, and then implement solutions which will permanently reduce or eliminate the problems.

When the partnership can accomplish this, the benefits of community policing are realized. The police benefit by having ended a constantly recurring problem. The citizens benefit from an improvement in their quality of life. Those officers and

community members who participated in the solution receive the self-satisfaction which results from having addressed a difficult problem and arriving at a workable solution.

Empowerment

Empowerment includes the delegation of the authority and responsibility necessary to resolve those public safety related problems which are the targets of community policing. With this delegation of authority and responsibility comes access to those resources necessary to effectively implement problem solving solutions.

Empowerment needs to be discussed in relation to three groups involved with community policing. These groups are:

- The Community
- The Citizens
- Thurmont Police Department

The Community

Through our Constitution, the citizens of this country have given (empowered) the government the authority and responsibility to deliver services which will benefit the community. Community policing recognizes this fact, and empowers the community to participate in the delivery of police services. Community policing requires that the community have input into matters which affect its quality of life. Participation can include assisting the police in: defining problem areas, prioritizing problem areas, allocating resources to address problem areas, designing strategies to eliminate or reduce problem areas and implementing problem reducing strategies.

When a community is empowered, it possesses the capability and desire to address those public safety issues which degrade the quality of life within that community. An empowered community shares the responsibility to better itself. A sense of "partnership" with the police is created and strengthened. This empowered community, working in harmony with an empowered police department, can result in a situation in which the whole is greater than the sum of its parts. This "synergistic" effect can, in many instances, create enough power to overcome the effects of "detractors" to the quality of life within the community. These detractors may include disorderly juveniles, drug dealers, street crime, etc.

The Citizens

Allowing individual citizens the opportunity to have a voice in how their community will be policed will result in the police having a more accurate understanding of the needs of that community. This close interaction between the citizens and the police will also enable the citizens to better appreciate the capabilities and limitations of their department. Increased citizen involvement should eventually result in a decrease in calls for service.

Thurmont Police Department Employees

Community policing recognizes the fact that most community problems can best be handled by allowing the individual officer the flexibility to "resolve" problems rather than just "clear the call". Employees are empowered to analyze problems and to design solutions. The single most important component of community policing is the individual officer. All other assets of the agency must focus on assisting that officer. Managers and supervisors must realize that their role is to assist officers in problems resolution. This is done by helping officers in problem analysis and resolutions and by coordinating the provisions of needed resources.

PROBLEM SOLVING

In the early days of policing, the "cop on the beat" interacted with citizens to resolve problems. With the placing of officers in radio equipped cars, the "cop on the beat" was lost. Recently, law enforcement agencies across the country have experienced a dramatic increase in the number of calls for service. This has moved law enforcement even further away from a service style model of law enforcement to one which is almost entirely enforcement oriented. As a result, the police have become more reactive to crime and less proactive.

Community policing emphasizes the need for a problem-solving approach to reduce the incidence and fear of crime. In many instances, it will be more effective and efficient to spend several hours (or even several days) to thoroughly address and eliminate a problem than it will be to repeatedly dispatch cars to the same call day after day, week after week, month after month, and in some cases, year after year.

Problem-solving requires that officers be allowed to not only try the safe and proven traditional solutions, but also new, imaginative, and even unorthodox

solutions. Not all solutions will be a success. With any solution, there is a risk of failure.

Risk taking is a necessity in community policing. Problem-solving requires that the agency not only accept "risk," but encourage it. Individuals should be commended for the successes and not chastised for their failures. Police managers and supervisors must actively encourage the taking of "calculated risks". A current axiom in community policing is "zero risk equals zero success."

ACCOUNTABILITY

Each partner in community policing must realize that they share responsibility for its success or failure. Each partner is held responsible for clearly defined tasks.

Leadership

Leadership is central to the concept of accountability. By this, it is meant that a leader is responsible for all that his/her organization either does or fails to do.

For community policing to be successful, it must have the full support of the leaders of that agency. Leaders must not only voice their support, they must demonstrate it by their deeds and actions. Leaders, at all organizational levels, need to "Walk their talk".

"Police leadership has begun to change. Virtually from its inception, American policing had a quasi-military structure. Authority and power came with rank; strict chains of command determined who could do what, which had to listen to others, and how ideas, communications and orders flowed. This slowly began to change. In an increasing number of police departments, leaders have started to do some radical things. For new ideas, they go to their rank and file officers. And for success, they realize that rather than accumulate power, they need to share it and push it down the ranks of the organizations".¹

Community

Citizens are accountable for participating in community policing. Community policing can never be successful without participation by the community. The

¹ (Harris, 2005)

community must inform the police and elected officials of their expectations and then hold them accountable for performance. The citizens must accept the fact that they also have a responsibility to actively participate in this process. Accountability does not just apply to government.

Police

Police are accountable for providing the organizational framework and support necessary to ensure the success of community policing. An accountable agency is characterized as having an internal and external openness which allows the community to assist in defining community problems, suggesting solutions, and in implementing those solutions.

Government

In this country, citizens elect governmental officials and then hold them accountable for their activities. Community policing is enhanced when local government not only supports the concept, but when it also becomes an active participant in problem-solving. Many problems will be identified which will be outside the capacity of the police to resolve. Usually, these problems will require the involvement of other governmental agencies. A committed government can result in more efficient problem-solving. This, in turn, can result in an increase in the quality of life for its citizens. Quality of life enhancement should be one of the primary goals of any government.

SERVICE ORIENTATION

Community policing reemphasizes the need for the police to be more conscious of their role as "Service Providers." The members of the community, both private citizens and members of the business community, finance the cost of providing police services. Unlike traditional businesses, the police usually have no competition. In most instances, the local law enforcement agency is established by legislation as the only authorized provider of police services. As a result of an increase in calls for service and a lack of competition, many agencies have lost their service orientation.

To effectively establish community-based policing, the agency must reemphasize to its members that the agency exists solely to provide a service. It must stress that the citizens are its "customers." All programs of the agency must be evaluated to determine how customer satisfaction can be increased. Employees must be encouraged to present a professional and helpful demeanor whenever dealing with the public.

Community policing recognizes this need for a service orientation. This is demonstrated when community involvement is sought in establishing clear standards for customer service clarifying the service expectations of the community, and evaluating the success of the agency in meeting these expectations. Success is not measured solely by arrest rates and case closures. Citizen satisfaction with the agency is the main measurement of community policing success.

In many instances, traditional enforcement activities may be one of several strategies selected to eliminate the problem. In others, enforcement may be the **only** viable strategy. The key difference between enforcement in community policing is that in community policing enforcement will be proactive. Enforcement activities are designed and initiated at the time and place which best serves the needs of the community.

CONCLUSION

It can be said that community policing reflects both a philosophical change in police orientation and a corresponding stylistic change in how policing will be conducted. These changes are not new. In the most basic sense, they represent a return to the type of policing practiced by the "cop on the beat" of past generations.

THIS IS COMMUNITY POLICING!

The law enforcement mission always remains the same.

Community policing is not a substitute for the law enforcement missions of apprehension and arrest, the investigation of crimes, responding to radio calls or pleas for help or anything else traditionally carried out by the police.

Community policing is a state of mind which occurs when the officer realizes that he/she does have the power to change a situation or correct a problem by means other than arrest and goes about developing a plan to solve that problem. A

plan that involves not only the officer but action on the part of those most affected by the problem, the citizens. **This is community policing!**

Once an arrest has been made and the guilty party packed off to jail, the officer must ask himself/herself, "Does this solve the problem?" "Or is it just another arrest in a long line of arrests for the same crime in the same place?" If the latter are true, then arrest is not permanently solving the problem. One must look at why this problem exists in the first place and what can be done to stop the causes and the problem. **This is community policing!**

If the problem is more than the officer can handle alone, then he/she must go to the neighborhood and its citizens for help. **This is community policing!**

Community policing is not the police trading in their guns or uniforms for a clipboard and a sport coat with a slogan on it. Instead they are trading in old mind sets for new ones, ones that get the officer thinking and using the neighborhood resources and its citizens to share the responsibilities on accomplishing a specific goal. **This is community policing!**

The officer has to understand that he/she is not the only answer to a solution. The neighborhood also has a responsibility to be good citizens, get involved, and be productive in problem solving solutions.

What Community Policing "Is Not"

We have discussed previously what community policing is. We can further increase our understanding of community policing by looking at what it "is not."

COMMUNITY POLICING IS NOT:

--A TECHNIQUE OR PROGRAM

It involves a customer focus embracing a philosophy that says we will provide high quality services.

--A LIMITED OR SPECIALIZED STYLE OF POLICING

It is full service policing which includes the old method of policing (traditional, call driven and reactive) plus proactive problem-solving of policing.

--FOOT PATROL OR RIDING A MOTORCYCLE IN A NEIGHBORHOOD

It is much more than just walking or cruising a neighborhood or business section. It involves an officer becoming knowledgeable with the area and familiar with the residents/business persons. It incorporates problem-solving approaches ranging from working with organized neighborhood associations to making referrals to other community resource services.

--"SOFT ON CRIME"

Traditional law enforcement duties continue and community policing responsibilities are **in addition to**, and **not a substitute for**, them. There will always be a need to respond to crimes in progress, investigate serious accidents, look for a lost child, etc.

--A SPECIALIZED UNIT OR GROUP

The concept can only be truly successful when **all** members of the department, both sworn and non-sworn, are trained, involved in, and committed to the concept.

--A TOP-DOWN APPROACH

The concept encourages, and in fact requires, the input of all members of the department regardless of rank or assignment.

**Traditional vs. Community Policing
Questions & Answers**

Question	Traditional Policing	Community Policing
Who are the police?	A governmental agency principally responsible for law enforcement.	Police are the public and the public are the police: the police officers are those members of the public who are paid to give full -time attention to the duties of every citizen.
What is the relationship of the Police force to other public service departments?	Priorities often conflict.	The police are just one department among many who are responsible for the quality of life with in the community.
What is the role of the police?	Focusing on solving crimes.	A broader problem-solving approach which stresses prevention.
How is police efficiency measured?	By detection and arrest rates.	By the absence of crime and disorder.
What are the highest priorities?	Crimes that are high value (e.g. bank robberies) and those involving violence.	Whatever problems disturb the community most.
What, specifically, do the police deal with most?	Incidents.	Citizens' problems and concerns.

What determines the effectiveness of the police?	Response times.	Public cooperation and support.
How do the police view service calls?	Deal with them only if there is no real police work to do.	A vital function and a great opportunity.
What is the essential nature of police accountability?	Highly centralized; governed by rules regulations, and policy directives; accountable to the law.	Emphasis on local accountability to community needs.
What is the role of police headquarters?	To provide necessary rules and policy Directives.	To preach organizational values.
What is the role of the press liaison department'?	To keep the "heat" off operational officers so they can get the job done.	To coordinate an essential channel of communications with the community.
How do the police regard prosecutions?	As an important goal.	As just one of many possible tools.
Which kind of intelligence is the most important?	Crime intelligence (study of particular crimes or series of crimes).	Criminal intelligence (information about the activities of individuals or groups).

Source: *"Implementing Community Policing,"* Perspectives on Policing series, published by the National Institute of Justice, U.S. Department of Justice, and the Program in Criminal Justice Policy and Management, John F. Kennedy School of Government, Harvard University
~November 1988.

Community Policing Goals

Community policing is based upon a set of five goals. These goals are at the heart of **all** community policing efforts. It must be remembered, however, that these are goals, not mandates. Although we must always try to reach our goals, we must realize that not all goals are attainable all of the time. However, by just striving to attain these goals, we will improve the quality of life for all citizens of Thurmont.

1. PARTNERSHIP

It is a cooperative effort involving all affected participants from government, neighborhoods, social, civic, educational and religious groups to identify, address, and solve problems.

2. PROBLEM SOLVING

The identification and analysis of criminal and disruptive behavior patterns which result in the development of methods and solutions for permanent resolution of the problem.

3. EMPOWERMENT

Creating a sense of joint ownership for reciprocal behavior, skills, and attitudes, which allows members of "communities" and officers to express their concerns.

Through that expression of concern, crime and the quality of life can be impacted.

4. ACCOUNTABILITY

A form of mutual checks and balances is developed which places **shared responsibility** for solving problems on citizens, police, governmental, civic and social agencies.

5. SERVICE ORIENTATION

This is expressed in the concept that the "public" is the "**customer**" and the police department is the "**service provider.**"

To best serve the "customers," their needs must be taken into account. This goal also applies the same principles within the agency regarding the needs of the employee. Management must look upon employees as valued and needed assets.

6. FEEDBACK

Measuring the effectiveness of services provided must include a return of information about the result of the process, "feedback." The service provided must have the input of the customer through feedback in order to accurately assess the effectiveness of the services being provided.

To determine if we are a service-oriented office, we need to ask ourselves the following questions:

- Are we easy to do business with?
- Do we keep promises?
- Do we meet the standards that we set for ourselves?
- Are we responsive to the needs of our "customers?"
- Do we **listen**, or do we "**tell**?"
- Do we "follow up" **promptly** and **thoroughly**?
- Do we share successes, failures, and information?

MOMENTS OF TRUTH

Moments of truth are those "encounters" from which the customer forms an impression as to the quality of the service that is provided by the office. This impression may be based upon a phone conversation, the issuance of a traffic

citation, the handling of a call, or even the physical appearance of the officer and his equipment.

CUSTOMER EXPECTATIONS

If we are concerned about the quality of service we deliver, it is very important that we consider the factors by which our service will be evaluated by our customers. Listed are some of the "expectations" which citizens have about police service.

1. **RELIABILITY:** Accuracy and consistency
2. **RESPONSIVENESS:** Readiness to serve promptly and efficiently
3. **ASSURANCE:** Ability to convey trust and confidence
4. **EMPATHY:** Understanding the needs and circumstances of the customer
5. **TANGIBLES:** Appearance of the officers, command staff, civilians, their equipment and facilities

10 Principles of Community Policing **Principles of Community Policing**

1. It is a community-based philosophy.

The direction for police efforts comes more from listening to the community about what concerns them than from police assumptions about what the community wants.

2. It focuses on creative problem-solving.

All office employees are encouraged to look at the bigger picture to try to solve pattern or chronic problems.

3. It promotes the development of trust.

It emphasizes permanent work areas to develop trust and ownership of problems.

4. It establishes a broader role for the police officer.

Community policing emphasizes a broader role for the police officer. The officer now serves as a liaison to the community and assists them in resolving community oriented problems.

5. It stresses community involvement.

It emphasizes community participation in the problem-solving process. This means that the community must accept its responsibility to actively participate in problem-solving.

It is acknowledged that the police can never be successful by working alone.

6. It is proactive and reactive.

Community policing is a proactive, problem-solving approach to policing. It anticipates problems and prevents them from occurring or continuing.

7. It provides help where it is needed.

It emphasizes providing assistance to those who are most vulnerable. It provides for closer contact with such groups as the poor, elderly, and juveniles as a means of better understanding their needs.

8. It enhances traditional policing.

Community policing **does not** abandon traditional policing, but rather, it enhances it through interaction with the community. The police will still respond quickly to emergencies and will continue to perform traditional functions. They will also explore a wider range of responses to community problems and ask for community assistance as part of the problem-solving process.

9. It involves everyone.

It emphasizes the full involvement of everyone within the office. Community policing is not just a patrol oriented project; it is a change in the policing philosophy of the entire agency. For community policing to be successful, everyone must be involved.

10. It personalizes police service.

It provides personalized and decentralized police service. Officers work directly with the community they serve to identify and prioritize problems and to devise and implement problem-solving strategies.

What is Problem-Oriented Policing?

Problem oriented policing is a key strategy which we can use to assist us in accomplishing our community policing mission. It encourages and guides members in the problem-solving process.

Problem-Oriented Policing:

- Focuses on problems of immediate concern to the community
- Concentrates on eliminating the problem as its primary goal
- Encourages members to be "proactive"
- Provides a "tool" for systematic inquiry into solving problems

- Encourages the review of data in records as well as the experiences of members "doing the job"
- Allows for the grouping of "like incidents" so they may be addressed as a common problem
- Prevents the broad grouping of incidents so that "separate" problems can be identified
- Encourages creativity and a broad search for solutions
- Acknowledges that the police cannot solve all the problems of the community
- Encourages the analysis of different responses to problems
- Encourages "risk-taking" in the problem-solving process

Community Policing Not Just for the Patrol Officer

Often it seems that community policing only deals with changes in the manner in which patrol forces operate. Nothing could be further from the truth. Community policing is a philosophical reorientation that affects service delivery from all aspects of the law enforcement agency.

As stated earlier, a key component of community policing is the creation of a partnership with the community. If the police are to be truly successful in responding to community needs and expectations, it will be their responsibility to interact with the public to discover what those needs are. Furthermore, it is equally important for Thurmont Police Department personnel to interact among themselves. Purposeful interaction will result in the attainment of a consensus regarding service deliver expectations.

Investigators:

Under their community policing concept, the centralized investigators are crime specialists and area generalists while the decentralized investigators are crime generalists and area specialists. Centralized investigators are experts for a single type of crime while decentralized investigators are experts for crime within their community. Some responsibilities of an investigator under the community policing model may be:

1. Developing a knowledge base about crime thereby becoming an expert about criminal activity within a given community.

2. "Liaisoning" with tactical crime analysts regarding the existence of crime problems and the frequency of their occurrence.
3. Becoming the neighborhood crime coordinator by tracking criminal trends, investigating and closing cases and "liaisoning" with patrol officers and the community regarding criminal activity and intelligence.
4. Assisting officers in conducting comprehensive initial investigations, limited follow-up investigations, and case closures.
5. Conducting investigations into criminal activity within the assigned community and assisting and coordinating with other decentralized and centralized investigators.
6. Initiating or assisting in the coordination of administering, implementing, and evaluating strategies designed to address problems identified within the community.
7. Structuring investigative methods to be used on the team approach that consists of the investigator, officer, investigator supervisor, patrol supervisor, and the community.

Crime Analysis & Information Management:

Under community policing, crime analysis and information management provides a vehicle through which every member of the agency can efficiently manage their own operations. In essence, the office's crime analysis and information management system serves as a communications network for each line operative within the office.

The crime analysis and information management function operates as an interactive system that aids in integrating operational efforts with identified problems through the efficient management of information. Officers, investigators, etc. have the capacity within this system to become managers of their communities. Furthermore, it becomes their responsibility to use the system to support their neighborhood needs and commitments.

Community Policing Patrol Officers' Responsibilities

Under community policing, the patrol officer fills four specific roles. These are planner, community organizer, problem solver, and communicator. Additionally, the officer has several other responsibilities which are "general" in nature, such as public order maintenance, crime prevention and law enforcement.

PLANNER:

- Work with community members to identify and analyze the principal crime and order maintenance problems within your assigned area and design strategies to address these problems.
- Identify the root causes of crime and order maintenance problems within your assigned area.
- Have a working knowledge of persons and conditions within your assigned area.
- Anticipate crime trends and make plans to break the negative patterns before they become established.

COMMUNITY ORGANIZER:

- Know the residents and merchants within your assigned area.
- Identify community organizations in your area, such as, neighborhood associations, business associations, and civic groups.
- Work with community residents to help address neighborhood problems.
- Attend and actively participate in community meetings.
- Motivate community residents to organize and assist in the implementation of problem-solving strategies.
- Involve community organizations and residents in crime prevention.

PROBLEM SOLVER:

- Make an earnest attempt to identify factors which contribute to the problems of your community.
- Devise strategies to deal with the root causes of crime and order maintenance problems in your community.
- Employ other departmental employees (sworn and non-sworn), as well as public and private agencies, in devising and implementing problem-solving strategies.
- Locate and organize the resources needed to implement solutions.
- Employ problem-solving techniques to produce innovative solutions.

--Monitor involvement by non-departmental resources and follow through to ensure satisfactory results.

COMMUNICATOR:

--Provide the office with information about problem conditions and locations: suggest and implement solutions.

--Establish two way communications. Be an information source to citizens regarding crime problems and solutions. Encourage them to reciprocate with neighborhood information.

--Share information with other office members.

--Work closely with your neighborhood associations and the crime prevention officer.

GENERAL PERFORMANCE:

--Become involved in programs and activities within your sector.

--Work with the community to devise special programs to improve the quality of life within Thurmont.

--Promote crime prevention.

--Attempt to maintain a clean sector. Take action on abandoned vehicles. Address other issues which negatively impact the quality of life.

--Work cooperative with the other officers.

--Treat others as you wish to be treated.

-

Community Policing Supervisors' Responsibilities

As the first-line supervisor, it is critical to promote a successful community policing philosophy. We have been able to separate the first-line supervisors' responsibilities into six areas; encouraging creative thinking, customer orientation, problem solving, analysis and supervision, and recognition and scheduling.

ENCOURAGE POSITIVE THINKING:

--Encourage risk taking. **Take risks yourself!**

--Encourage members to think in terms of problem-solving as a primary unit of work.

--Encourage "accountable creativity."

--Encourage a shift in emphasis from short term quantity to long term quality.

- Develop a team approach
- Encourage members to look beyond traditional responses.
- Be willing to evaluate your performance.

CUSTOMER ORIENTATION:

- Seek employees' input, provide feedback on how it was used.
- Strive to develop mutual respect and trust among employees.
- Get to know residents and merchants; use the contacts to learn about community concerns and perceptions of officer performance.

PROBLEM-SOLVING:

- Be a fixer and improver.
- Troubleshoot the system. Remove obstacles.
- Encourage problem-solving and neighborhood involvement.
- Discuss solutions with members regarding community policing problems.
- Review problem-solving progress with members.
- Learn where to find resources needed by the officer. Assist the patrol officer in obtaining these resources.
- Be a good listener.

ANALYSIS & SUPERVISION:

- Know the roles of patrol officers and non-sworn employees and assist them with their responsibilities.
- Be the principal link between the unit and the command staff.
- Shield patrol officers from any pressure to rely on tradition policing methods.
- Give you subordinates the freedom to be creative.
- Help identify problems within your area of responsibility which require a "community policing" solution.
- Develop a close familiarity with the work your subordinates are performing. Aid the patrol officer in their problem-solving process.

RECOGNITION:

- Encourage and praise your subordinates' efforts.
- Celebrate successes; do not chastise failures.
- Provide incentives to encourage community policing.
- Reinforce community policing through evaluations, awards, and commendations.
- Identify community policing successes and talk about them.

--Work with citizen groups to provide a mechanism for them to recognize those members of the office who are providing exemplary service.

SCHEDULING:

--Encourage your subordinates to plan ahead as much as possible, their community policing efforts.

--Ensure that your subordinates have adequate resources to support their efforts.

--Try to find "work-load reduction strategies" to give your officers more time to devote to community policing.

--Analyze productivity and assist your officers in time management.

Community Policing Command Staff Responsibilities

The command staff is the "first-line manager" of community policing. They must be supportive of the philosophy in order for it to succeed. Patrol officers and Supervisors will come to the command staff for assistance in obtaining the resources necessary to implement problem solving strategies. It is the command staff's duty to locate these resources and obtain them for the officers. In the case of competing requests for the same resources, the command staff will either have to prioritize the use of these resources or seek ways to obtain additional resources.

Responsibilities:

- Know the roles of supervisors, officers, and non-sworn members and assist them in filling these roles.
- Support the sector community policing plan and ensure that it is implemented.
- Update all members regarding community policing issues.
- Seek out opportunities to recognize community policing successes.
- Update the command staff regarding the progress of implemented programs.
- Be willing to evaluate and improve your performance.
- Encourage problem-solving and neighborhood involvement by all employees.
- See employees' input and provide feedback on how it was used.
- Strive to develop mutual respect and trust among employees.
- Have a customer orientation toward **citizens** and **employees**. Be visible and accessible.
- Encourage risk taking by your subordinates. **Take risks yourself!**
- Treat employees as you would like to be treated.
- Think of your supervisors as part of the management team.
- Take corrective action quickly to solve operational and personnel problems.

- Be knowledgeable as to where resources can be obtained and the procedures for obtaining them.

Here's How It Works

Community policing is a new philosophy of policing, based on the concept that police officers and private citizens working together in creative ways can help solve contemporary community problems related to crime, fear of crime, social and physical disorder, and neighborhood decay. The philosophy is predicated on the belief that achieving these goals requires that police departments develop a new relationship with the law-abiding people in the community, allowing them a greater voice in setting local police priorities and involving them in efforts to improve the overall quality of life in their neighborhoods. It shifts the focus of police work from handling random calls to solving community problems.

The community policing philosophy is expressed in a new organizational strategy that allows police departments to put theory into practice. This requires freeing some patrol officers from the isolation of the patrol car and the incessant demands of the police radio, so that those officers can maintain direct, face-to-face contact with people in the same defined geographic (beat) area every day. The new community policing officer (C.P.O.) serves as generalist, an officer whose mission includes developing imaginative, new ways to address the broad spectrum of community concerns embraced by the community policing philosophy. The goal is to allow C.P.O.'s to own their beat areas, so that they can develop the rapport and trust that is vital to encouraging people to become involved in efforts to address the problems in their neighborhoods. The C.P.O. acts as the Department outreach to the community, serving as the people's link to other public and private agencies that can help. The C.P.O. not only enforces the law, but supports and supervises the community-based efforts aimed at local concerns. The C.P.O. allows people direct input in setting day-to-day, local police priorities, in exchange for their cooperation and participation in efforts to police themselves.

The Commitment

Community policing requires both a philosophical shift in the way that the Thurmont Police Department thinks about its mission, as well as a commitment to the structural changes this new form of policing demands. Community policing provides a new way for the Department to provide decentralized and personalized

police service that offers every law abiding citizen an opportunity to become active in the police process.

Community Policing Getting the Citizens Involved

Profile of a Community Consultation Committee

- Politician
- Business person from small business
- Senior citizen
- Homeowner who has an affiliation with a neighborhood group such as Neighborhood Watch
- Student representative
- Teacher
- Business person from a large business or a plaza/mall
- Apartment dweller
- Person who has an affiliation with information service in the community
- Service club/community organization
- Local municipal employee
- Clergy
- Major employer in area
- Victim of crime
- Member of minority group
- Member of parent/teacher organization

How to Run a Successful Community Consultation Committee Meeting

Questions you must answer before you begin:

- What are your objectives and expectations?
- Whom do you want to attend? What should be the composition of the group?
- How many people do you want? What size of meeting?
- Where are you going to meet? What should be the room arrangement?
- What roles and responsibilities should individuals have during the meeting?
- Will decisions be made? What kind? How and by whom?
- What is the agenda?
- Will there be presentations?
- Will there be some kind of record of the meeting?
- What are the desired outcomes of the meetings?
- How will tasks, deadlines, and responsibilities be determined?

An agenda must include:

- Name of Committee
- Date and time of meeting
- Place of meeting
- Order of items to be discussed

Minutes of meetings must include:

- Name of Committee
- Date and time of meeting
- Place of meeting
- Who presided (Chairperson)
- Those present and those unable to attend
- Adoption of previous minutes (where applicable)
- Treasurer's report (where applicable)
- Reports and correspondence (if any)
- Old business (arising from minutes) including action taken, or to be taken, motions carried, and people responsible
- New business (taken from agenda) including action.... (see above)
- Any other business (if something crops up at the last minute which has not been included on the agenda)
- Date, place, and time of next meeting (if any)
- Adjournment (stating the time)

Minutes of the Meeting of the (Describe Committee)

Time:

Date:

Location:

Members present:

Members absent:

Item/Task Discussed	Person Assigned	Action To Be Taken	Due Date

Next Meeting:

Date:

Time:

Place:

Prepared by:

The Problem Solving Process

Identification

Stage 1 - The description and selection of the problem to be addressed

Analysis

Stage 2 - The unrestricted search for the cause or conditions that create or influence the problem

Response

Stage 3 - A specific strategic response based on clear, comprehensive analysis of the problem

Evaluation

Stage 4 – An assessment of the impact or effect of strategic response on the selected problem

APPENDIX

Every member of this Department, sworn and non-sworn, is responsible for promoting good community relations to meet the mission of the Thurmont Police Department and the needs of the public. The following information is an itemized description of different community service programs that the Thurmont Police Department currently offers.

These itemized programs will serve as a reference guide to all personnel in order to enhance community oriented policing in Thurmont.

OUTLINE OF PROGRAMS

Pace Car Program

An innovative traffic-calming initiative to help stop speeding in residential areas. Individuals pledge to drive courteously and obey the speed limit.

Community Assisted Radar Enforcement (C.A.R.E.)

To increase citizen's awareness regarding traffic safety and education, and to reduce speed violations on residential streets. The program gives local residents the opportunity to monitor the speed of vehicles, using radar equipment on loan from the Thurmont Police Department.

Patrol Check Program

Residents who leave town for an extended period of time have one less thing to worry about. The Department conducts patrol checks of citizens' homes and businesses while vacant. This program is designed to deter burglary and potential criminal activity while providing homeowners and business owners with peace of mind away on business or vacation.

Traffic Enforcement and Education

Enforcing the traffic laws and educating motorists about traffic safety is a priority for the Department. Traffic problems are investigated to find the best solution to the problem. Depending on the problem, it could be fixed through increased enforcement, education, and/or engineering. The Department uses both marked and unmarked vehicles, and stationary stop teams to accomplish its enforcement tasks. Speed measuring devices include moving, stationary, and hand-held radar units, as well as speedometer pacing. The Department also participates in several traffic-related, grant-funded enforcement activities throughout the year.

Everbridge

A communication platform that empowers individuals and organizations to take timely action to support emergency notifications, primarily focused on delivering communications to very large groups (100,000+) of people at the same time to keep them informed before, during and after emergencies.

Nixle

To sign up for Nixle go to: **WWW.NIXLE.COM** to create an account, once you have created an account you will begin to receive information sent out by the Police Department via e-mail as well as on your smart phone.

Community Alert System (CAS)

This is an e-mail based system, to join this system and to receive e-mail notices, which are the same as those on Nixle, send your e-mail address to: Thurmontpolice@frederickcountymd.gov.

Sign Board at Police Station

The Thurmont Police Department had a sign board donated by a resident so the Department may place notices or messages of upcoming events.

Drug/Medication Disposal

In the lobby of the Thurmont Police Department, residents of Thurmont are able to safely dispose of their medication(s).

In Case of Emergency (ICE)

Implemented to assist emergency personnel in providing immediate medical attention to persons expeditiously. Citizens are asked to put the name of their emergency contact in their cell phone address book with the word "ICE" in the front of it.

Ride-A-Long Program

The Thurmont Police Department encourages participation in our Ride-A-Long Program. Going on a ride-a-long with one of the officers gives citizens a chance to really see what a workday is like for one of our officers. It will give the general public a peak into the activities and types of calls that officers handle on a daily basis, as well as, give people the opportunity to ask questions and possibly learn if being a police officer may be a career choice they would consider for themselves.

Bicycle Patrol

The department offers, free of charge, to anyone who wishes to have their bicycle registered. Once your bicycle is registered it is entered into a county-wide database; if your bicycle is ever lost or stolen and it is found by a member of any law enforcement agency, it can be returned to you.

Public Safety Day

Officers participate in Public Safety Days in collaboration with the local fire company. Numerous brochures are disseminated to citizens regarding crime prevention and public safety.

Police Commission

Established in the late 1960s by the Board of Commissioners, the Police Commission is comprised of members from the community. It facilitates the flow of information between the community and the police department. Members of the Commission, along with the Chief of

Police and the liaison from the Board of Commissioners, attend a monthly meeting to make suggestions, voice concerns, and give important feedback to the Department.

Meet the Police Night

The meeting is held with participating citizens to introduce the officers and staff to the public and to explain to the citizens the Mission, Values, Vision, and Goals of the Department. Meetings are conducted every other month. Participants are permitted to voice their concerns and provide suggestions to make the community a safer place to live and work.

Police Department Website

The Thurmont Police Department is always looking for new and innovative ways to stay on top of the law enforcement needs of the citizens. The officers are not always available to attend every neighborhood meeting or community event. Therefore, to provide information to the public, we enhanced our webpage. The webpage now provides not just community information, but crime prevention material as well.

Commercial Robbery Training

Provides business with information to train employees on prevention measures.

National Night Out

Designed to (1) heighten crime and drug prevention awareness, (2) generate support for, and participation in, local anti-crime efforts, (3) strengthen neighborhood spirit and police - community partnerships; and (4) send a message to criminals letting them know neighborhoods are organized and fighting back.

Smooth Operator Program

Enforcement provided by the Thurmont Police Department to curtail aggressive driving.

Gang Reduction Steering Committee

Thurmont Police Department participates in the committee. The committee is designed to address gang related activity and gang related crimes within the county. The goal is to create a community free from gang activity and gang related crime.

Underage Drinking and Tobacco Enforcement

Compliance checks are made throughout the community regarding underage drinking and the unlawful use of tobacco products. Literature is distributed to students and parents for education purposes.

Neighborhood Watch Program

Established county wide since 1981. Enhances the overall quality of crime prevention in the community by providing liaisons and block captains with explanations as to their role in the

Police - Community Watch Program. MOTTO- "We look out for each other."

References

Harris, D. A. (2005). Good Cops: The Case for Preventative Policing. *The News Press*.

"*Implementing Community Policing*," Perspectives on Policing series, published by the National Institute of Justice, U.S. Department of Justice, and the Program in Criminal Justice Policy and Management, John F. Kennedy School of Government, Harvard University: November 1988.

Credit for the success of this publication is extended to the National Institute of Justice, the Montgomery County, Maryland Police Department, and the Frederick County, Maryland Sheriff's Office.