



Cover Memorandum

Community Policing & Problem Solving, JHPD Directive #425

Purpose of the Directive

The purpose of this Directive is to provide guidance on implementing a comprehensive community policing and problem-solving plan throughout the Johns Hopkins Police Department (JHPD).

Summary of Directive Requirements

The Johns Hopkins (JH) community is made up of students, faculty, staff, visitors to the University, and neighbors not formally affiliated with the JH who live and/or work in the JH campus area or who regularly interact with members of the JH community. This community represents a large urban area that includes people of diverse cultures, backgrounds, and interests. The JHPD is committed to serving all members of the JH community by fostering strong police-community relationships and by partnering with the community to collaborate on preventing, deterring, and addressing crime and disorder. One key way to accomplish this mission is through the use of community policing and collaborative problem solving.

Community policing principles are at the heart of JHPD's operations and administration. It is the responsibility and duty of all JHPD personnel to engage in community policing on an ongoing, day-to-day basis. JHPD will expect all of its members to adhere to the principles of community policing in everything they do, from their daily interactions with people to encounters where they must enforce laws and policies. The value of community policing – including positive engagement, problem solving, and community input – shall be emphasized by JHPD leadership and recognized throughout the department.

This Directive focuses on three components of community policing: community partnerships; problem solving; and organizational transformation.

Community Partnerships and Engagement

The Directive states that community engagement is a core element of JHPD's operational philosophy. It discusses strategies for both informal engagement (e.g., conducting foot patrols, volunteering at the Police Athletic League, engaging in informal conversations with staff and students), and formal engagement (e.g., meetings with student groups, hosting talkback sessions, social media strategies). The Directive also states that JHPD will conduct an annual survey of JH community members to understand their opinions regarding JHPD's performance, officers' attitudes and behavior, and safety concerns.

Problem Solving

Collaborative problem solving is the tactical arm of community policing and will be central to daily implementation of JHPD's community policing program. JHPD's problem-solving efforts will largely center around problem analysis, daily problem solving, and problem-oriented policing (POP). Problem

analysis involves gathering information from JH community members about their policing needs and concerns, then using feedback to identify policing priorities, develop strategies to address them, and create a community report. Daily problem solving refers to ongoing, daily efforts to address or resolve different problems and issues within the JH community. These problems can range from minor disputes to high-risk environmental conditions or lesser offenses. POP is a preventative policing strategy that applies a more thorough, long-term problem-solving strategy. POP uses a model to identify and prioritize recurring problems, understand the root cause of problems, determine and implement a response, and evaluate the impact of the particular response.

Organizational Transformation

The Directive outlines how JHPD will infuse community policing principles throughout the organization, policies, training, and evaluations. The Directive also details the responsibilities of patrol officers, supervisors, leadership, and the Community Engagement Coordinator in carrying out JHPD's community policing efforts.

Blueprint for the Policy Development Process

The draft JHPD policies (hereinafter referred to as "directives") shared for community feedback are based on examples of 21st century best practices in public safety policy, identified through extensive benchmarking of university and municipal law enforcement agencies across the nation. Taken together, they represent a comprehensively progressive approach to policing that prioritizes equity, transparency, accountability, and community-based public safety strategies.

The JHPD's draft directives embody approaches that community advocates and leading experts have championed locally and in law enforcement reform efforts across the nation. The draft directives have also been developed based on input received through robust community engagement in prior phases of JHPD development, including suggestions received in the legislative process as well as last fall's Memorandum of Understanding (MOU) public comment period and feedback opportunities.

In addition, the directives were drafted to exceed the minimum requirements of the Constitution and laws of the United States and the State of Maryland, to align with the Community Safety and Strengthening Act (CSSA) and to fulfill the requirements of the MOU between the Johns Hopkins University and the Baltimore Police Department. The Hopkins community and our neighbors throughout Baltimore can help improve and strengthen these directives further through their feedback and input.

Material that was considered in the drafting of the Directive and Procedure Manual, include:

- a. **Publicly available policies from municipal police departments that have undergone substantial reform efforts**, including: the New Orleans Police Department; Seattle Police Department; Portland Police Department; Detroit Police Department; Ferguson Police Department; and Baltimore Police Department;
- b. **National guidance on best practices and model policies from criminal justice reform efforts, social science research centers, and civil rights organizations**, including: the Leadership Conference on Civil and Human Rights; American Civil Liberties Union (ACLU), including the ACLU of Massachusetts's "Racially Just Policing: Model Policies for Colleges and Universities"; the International Association of Chiefs of Police (IACP); the Police Executive Research Forum (PERF); U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office); The Justice Collaboratory (The JC) at Yale

University Law School; and The Center for Innovation in Community Safety (CICS) at Georgetown Law School.

c. National and local higher education institutions that are based in comparable environments and make policies publicly available, including: Carnegie Mellon University; Morgan State University; Towson University; University of Chicago; University of Cincinnati; University of Maryland, Baltimore County; University of Pennsylvania; and Yale University.

To ensure that the proposed directives captured national best practices in community-focused public safety services, the development team collaborated with independent experts from two organizations: National Policing Institute (the Institute), a non-profit dedicated to advancing excellence in policing through research and innovation, and 21CP Solutions, an expert consulting team of former law enforcement personnel, academics, civil rights lawyers, and community leaders dedicated to advancing safe, fair, equitable, and inclusive public safety solutions. Each directive was reviewed by experts selected by both organizations, who provided feedback, suggestions, and edits that were fully incorporated into the current draft.

Finally, individuals and organizations representing the diversity of the Johns Hopkins University community provided feedback to ensure the policies and procedures reflect and respond to the values of our institution and to our community's public safety service needs.

Now they are available for your review. Johns Hopkins is committed to adopting, incorporating, or otherwise reflecting recommended changes and feedback in the final version of policies so long as feedback is aligned with our values and commitments, permissible within legal parameters, and supported by national best practices for community policing and public safety.



POLICE DEPARTMENT

**COMMUNITY POLICING
& PROBLEM SOLVING**

**OPERATIONAL
PROCEDURE #425**

Responsible Executive:
Chief of Police
Responsible Office:
Vice President for Public Safety
Approved by:
Dr. Branville G. Bard, Jr.
Issued: [full date]
Revised: [full date]

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Policy Statement

The Johns Hopkins (JH) community is made up of students, faculty, staff, visitors to the campus area and its resources, and neighbors not formally affiliated with the University who live and/or work in the JH campus areas or who regularly interact with members of the JH community. This community represents a large urban area that includes people of diverse cultures, backgrounds, and interests. The Johns Hopkins Police Department (JHPD) is committed to serving all members of the JH community by fostering strong police-community relationships and by partnering with the community to collaborate on preventing, deterring, and addressing crime and disorder. One key way to accomplish this mission is through the use of community policing and collaborative problem solving.

Who is Governed by this Policy

All personnel, including sworn, non-sworn, and contractual or voluntary persons in service with the JHPD are governed by this Directive.

Purpose

The purpose of this policy is to provide guidance on implementing a comprehensive community policing and problem-solving plan throughout JHPD.

Definitions

Campus Area:

Per the enabling statute, MD. Code, Education, § 24-1201(c), “campus area means any property that is: (i) owned, leased, or operated by, or under the control of Johns Hopkins University; (ii) located on:

1. The Homewood Campus, meaning the area bounded by West University Parkway and East University Parkway on the north, East 28th Street and West 28th Street on the south, Remington Avenue and Stony Run stream on the west, and North Calvert Street on the east;
2. The East Baltimore Campus, meaning the area bounded by East Eager Street on the north, East Baltimore Street on the south, North Caroline Street on the west, and North Castle Street on the east; or
3. The Peabody Campus, meaning the area bounded by West Madison Street and East Madison Street on the north, East Hamilton Street and West Hamilton Street on the south, Cathedral Street on the west, and Saint Paul Street on the east; and (iii) used for educational or institutional purposes.” Campus Area “includes the public property that is immediately adjacent to the campus, including: (i) a sidewalk, a street, or any other thoroughfare; and (ii) a parking facility.”

Community

The community is the people living and/or working in a particular area, as well as people who share formal or informal interests and characteristics that bring them together. This includes but is not limited to people’s shared geographies, activities, ideals, languages, and norms. The JH community is made up of students, faculty, staff, and unaffiliated neighbors who live and/or work in the JH campus areas.

Community Policing (or Community-Oriented Policing)

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. JHPD’s community policing efforts include three core components:

- **Community partnerships** are involved in defining, prioritizing, and addressing crime problems.
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- **Problem solving** is a process that uses police and community members' expertise to identify and understand the underlying issues that create crime, disorder, and fear of victimization.
- **Organizational transformation** flattens the department, decentralizes units, and provides executive support for community partnerships and collaborative problem solving.

Community Engagement

Community engagement is the key to the implementation of community policing. Community engagement refers to activities that foster positive interactions between community members and JHPD members, employ community policing ideals, create opportunities for constructive exchanges, and foster substantive collaboration between the community and JHPD, while enhancing trust and legitimacy. JHPD will expect officers across the department to engage positively with the community through three specific methods: informal community engagement; formal community engagement; and daily problem solving.

Problem Solving

Processes through which the specific concerns of communities are identified and the most appropriate remedies to abate these problems are found. Uses police and community members' expertise to identify and understand the underlying issues that create crime, disorder, and fear of victimization.

Daily Problem Solving

Efforts to address or resolve different problems and issues within the areas that JHPD officers serve. These problems can range from minor disputes to high-risk environmental conditions or lesser offense issues. While these problems may not always present an immediate public safety concern, if left unaddressed, they could lead to future issues and calls-for-service. Through daily problem solving, officers will work with community members to address community concerns on an ongoing basis.

Formal Community Engagement

Participation in neighborhood and community meetings/events, establishment of external partnerships that focus on long-term programs to promote and foster police-community interactions, and outreach efforts in all neighborhoods. Formal community engagement activities are typically coordinated and administered within JHPD.

Informal Community Engagement

Ad hoc opportunities to interact with community members. Central to this activity is interaction and conversation with community members. Simply being present does not qualify as informal engagement. Informal community engagement activities typically

	are undertaken by JHPD officers without centralized coordination or administration.
Member:	All members of the JHPD, including employees, officers, and volunteers, unless the term is otherwise qualified (e.g., member of the public, member of the Baltimore Police Department, etc.).
Officer:	All sworn police officers, at any rank, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD.
Problem-Oriented Policing (POP)	When daily problem solving may not be enough to address the identified problem, a more thorough, long-term problem-solving approach is necessary. POP is a preventative policing approach that seeks to understand the underlying conditions for why crime and disorder repeats in particular geographies. The POP approach is a more intensive problem-solving method that includes the Scanning, Analysis, Response, and Assessment (SARA) decision-making model.

Policy

Community policing principles are at the heart of JHPD’s operations and administration. It is the responsibility and duty of all JHPD personnel to engage in community policing on an ongoing, day-to-day basis. JHPD will expect all of its members to adhere to the principles of community policing in everything that they do, from their daily interactions with people to encounters where they must enforce laws and policies. The value of community policing – including positive engagement, problem solving, and community input – shall be emphasized by JHPD leadership and recognized throughout the department. be emphasized by JHPD leadership and recognized throughout the department.

Procedures

These directives focus on the three components of community policing: community partnerships, problem solving, and organizational transformation.

I. Community Partnerships and Engagement (Commission on Accreditation for Law Enforcement Agencies (CALEA) 45.1.2, 45.2.1)

- A.** Community engagement is a core element of JHPD’s operational philosophy. JHPD expects that all members behave in a manner and engage in activities that support community engagement. The goal of community engagement is to create a sense of trust between officers and community members.
- B.** To emphasize its role as a community partner and public servant, JHPD shall seek to learn from and partner with community members and thereby be responsive to their policing needs and preferences. Officers will not impose upon the

community, but rather will work with the community to help JH foster a safe and supportive learning environment.

- C. Community engagement will be carried out in a nonbiased manner across every segment of the JH community, including people of diverse faiths, races, ethnicities, cultural identities, national origins, gender identities or expressions, sexual orientations, disabilities, and socio-economic backgrounds.
- JHPD will consult with JH students, staff, and faculty organizations to address any barriers to community engagement.
- D. JHPD members shall conduct positive **informal engagement** activities with members of the JH community. Informal engagement activities may include, but are not limited to:
- Conducting foot patrols when practical.
 - Conversing with students, staff and faculty or other community members while on foot patrol.
 - Playing ball with children in neighborhoods adjacent to the JH campus in between calls, or volunteering to help at JHPD's Police Athletic/Activity League (PAL).
- E. JHPD members shall create, seek out, and participate in **formal engagement** opportunities with the JH community. These opportunities may include, but are not limited to:
- Allowing community members to join in opportunities offered by the police, including problem-solving teams, community action teams, and training.
 - Inviting all community groups to meet with the JHPD, including the Chief of Police, at the beginning of each academic year in order to foster a positive relationship with the community and set the tone for future collaboration.
 - Meeting with community groups as frequently as possible and as needed in order to maintain open lines of communication and to remain responsive to any known concerns.
 - Hosting talkback sessions, either independently or in conjunction with community organizations or groups, throughout the year that allow community members to voice concerns and for JHPD to provide answers or follow up on those concerns.
 - o Members of JHPD who attend talkback sessions should strive to be receptive to criticism and input, ensure that community members are heard and respected, and have the capacity to engage in

conversations about hard topics with respect and without judgment.

- Holding regular community talks and updates by the Chief of Police, which could include spotlights on the community engagement work of individual officers.
- Hosting campus area events that promote relaxed, positive interactions between JHPD and members of the community (e.g., food and toy drives, socials, Coffee with JHPD officers).
- Using social media as to solicit input from the community and disseminate information to the community.
- Participating in programming at JHPD's PAL.

F. Community Survey - The Community Engagement Coordinator (CEC) will conduct an annual survey of the attitudes and opinions of JH community members. (CALEA 45.2.2)

- Survey participants should represent a broad section of the community.
- The annual survey should seek to understand the community's opinions regarding:
 - o Overall JHPD performance (CALEA 45.2.2.a)
 - o Overall competency of JHPD members (CALEA 45.2.2.b)
 - o Perceptions of officers' attitudes and behavior (CALEA 45.2.2.c)
 - o Concerns over safety within JHPD's service area (CALEA 45.2.2.d)
 - o Recommendations and suggestions for improvements (CALEA 45.2.2e)
 - o The quality of JHPD's policing and how policing at JH affects public trust.
- The survey may be conducted by mail, in person, electronically, or by telephone as decided by JHPD's Chief of Police. The survey may be combined with questions relating to other issues, such as victimization. The survey will be managed by JHPD's CEC.
- Survey results should be compiled, with a written summary provided to JHPD's Chief of Police and made available to the public on the JH Public Safety website. (CALEA 45.2.2.f)
- The survey may be supplemented by focus groups or interviews with community members in order to ensure that individuals of diverse backgrounds, experiences, and perspectives are included in the survey process.

- G. JHPD shall make publicly available its objectives, community problems, successes, and crime trends. This information should be posted on the JH Public Safety website. (CALEA 45.1.2.c, 45.1.2.d)
- H. At least annually, JHPD will post, for a period of at least 60 days, a notice to the community announcing the availability of the CALEA public access portal to allow for comment on the performance of JHPD. (CALEA 45.2.3)

II. **Collaborative Problem Solving & Crime Prevention** (CALEA 45.1.1)

Collaborative problem solving is the tactical arm of community policing and will be central to daily implementation of community policing. JHPD's problem solving efforts will largely center around three activities: problem analysis; daily problem solving; and POP. JHPD will collaborate with members of the JH community to develop problem solving and crime prevention methods.

- A. **Problem Analysis:** JHPD will work to understand the policing needs of JH's diverse community, including those of students, faculty, staff, and unaffiliated individuals living and working adjacent to the JH campus area.
- B. JHPD will use a variety of methods to gather information from JH community members about their policing needs and concerns. These methods include, but are not limited to:
 - Discussions held during informal engagement activities.
 - Feedback gathered during talkback sessions, meetings with community groups, and other formal engagement activities.
 - Feedback solicited through the JH Public Safety website.
 - Analysis of crime/calls for service data.
- C. NOTE – When gathering information, members should be clear they are not conducting surveillance or intelligence-gathering in order to aid in the prosecution or investigation of a community, group, or specific person. Any information gathering done by JHPD in this capacity should be focused on learning the needs of a community or group in order to aid the operations or performance of JHPD in responding to those needs. Community members should be able to trust that JHPD's only motive is improving relationships between the community and JHPD, thereby improving quality of life at JH.
- D. JHPD will use the information gathered to:
 - Identify the community's policing priorities.
 - Develop strategies to address these priorities. These strategies should focus on programs that address community concerns, specific crimes, and

specific geographic areas of the campus based on crime data. (45.1.1.a, 45.1.1.b)

- Identify expected outputs and outcomes for each priority.
 - Identify data collection methods to track implementation and outcomes.
- E.** JHPD will create a community profile report to provide officers with an understanding of the resources, problems, and conditions within the community to deepen officers' knowledge of the community and facilitate problem-solving.
- The profile should include breakdowns of crime data by crime type and geographic area (CALEA 45.1.1.a)
- F. Daily Problem Solving** - Daily problem solving refers to ongoing, daily efforts to address or resolve different problems and issues within the JH community.
- These problems can range from minor disputes to high-risk environmental conditions or lesser offense issues. Although these problems might not always present an immediate public safety concern, if left unaddressed, they can lead to future issues and calls for service.
- G. POP** - When daily problem solving is not adequate to address an identified problem, JHPD shall use POP. POP is a preventative policing approach that applies a more thorough, long-term problem-solving strategy.
- H.** POP includes the Scanning, Analysis, Response, and Assessment (SARA) decision-making model, which will guide JHPD members in how to identify problems, analyze data and associated factors, develop appropriate responses, and evaluate the results of those responses. The SARA steps are as follows:
- **Scanning** – Identify, prioritize, and select reoccurring problems in collaboration with community input and data analysis.
 - **Analysis** – Conduct a rigorous analysis to understand the underlying root causes of the problem(s).
 - **Response** – Determine and implement a response that is contextual to the specific problem through problem solving and crime prevention techniques.
 - **Assessment** – Evaluate the impact of a particular response to determine if the response was effective.

III. Organizational Transformation

JHPD shall infuse the principles of community policing and problem solving at all levels of agency administration, including staffing, policies, training, and accountability.

A. **Johns Hopkins University Police Accountability Board:** In an effort to engage the community and solicit feedback regarding JHPD's policies and practices, JH has established the Johns Hopkins University Police Accountability Board (Accountability Board) in accordance with Md. Code, Education, § 24-1205.

- The purpose of the Accountability Board is to:
 - o Enable community members to share community concerns regarding JHPD directly with JHPD leadership.
 - o Review JHPD metrics.
 - o Provide feedback on existing JHPD policies and practices, including JHPD standards for hiring and recruitment.
 - o Suggest ideas for improving JHPD policies, procedures, and performance, including ideas for community-based public safety initiatives.
- The Accountability Board shall be composed of 15 individuals, including 13 Board members appointed by JH leadership with the advice and consent of the Maryland Senate, one Board member appointed by the Mayor of Baltimore City, and one Board member appointed by the Baltimore City Council President. Members must include:
 - o JH students, faculty, and staff
 - o Members of the Baltimore City community from the neighborhoods adjacent to the JH campus area, including at least one community representative who is unaffiliated with JH from the neighborhoods adjacent to the Homewood campus, East Baltimore campus, and Peabody campus.
 - o A member of the JH Black Faculty and Staff Association.
- The Accountability Board will have the authority to:
 - o Review JHPD metrics involving crime;
 - o Review current and prospective JHPD policies, procedures, and training; and
 - o Provide recommendations to JH on current and prospective JHPD policies, procedures, and training.
- The Accountability Board will meet at least quarterly and hold at least one public meeting each year to seek input on JHPD policies, procedures, and training from community members of Baltimore City. Minutes from each meeting will be posted in a prominent manner on the JH Public Safety website.

- B. JHPD Policies** - JHPD will ensure that its policies and procedures reflect community policing principles and national best practices.
- The Accountability Board will have the authority to review and provide feedback on new and existing JHPD policies.
 - Policies will be posted on the JH Public Safety website to encourage transparency and inform the community about its operations.
 - JHPD will provide proposed policy changes or new draft policies to the Accountability Board and to the public, via posting on its website, in advance of implementing those policies for public feedback. JHPD will consider public feedback as it finalizes policies.
- C. Training** - The Public Safety Training Section will incorporate community policing throughout its curricula to continually reinforce the importance of community policing. This includes, but is not limited to, training in the use of force, fair and impartial policing, procedural justice, investigative stops, searches, arrests, etc.
- JHPD will ensure that members receive comprehensive training on community policing principles and practices.
- D. Evaluation of Community Policing and Problem-Solving Efforts** - JHPD will set measurable goals and performance indicators for community engagement and problem solving. JHPD will track and report these outcomes.
- JHPD shall conduct a documented evaluation of crime prevention programs at least once every two years. (CALEA 45.1.1.c)
 - JHPD will create and maintain a **Community Policing Database**. The database will serve as the location for documenting JHPD's community policing and problem-solving efforts. Items that the database should track include, but are not limited to:
 - o A list of JHPD's formal and informal community partners.
 - o Members' participation in formal engagement opportunities.
 - o JHPD's POP efforts.
 - To assess whether positive daily interactions are occurring, JHPD will:
 - o Review the number of informal community engagements documented via community policing signals in computer aided dispatch (CAD), as well as the number of formal community engagements noted in the Community Policing Database.
 - o Supervisors will review a random sample of informal community engagements to evaluate the quality of these interactions.
 - o Conduct an annual community survey as described in Section I of this policy.

- To determine whether problem solving is regularly incorporated into crime strategies in a substantive way, JHPD will review:
 - o The number, duration, and location of informal community engagements, which serve as an opportunity for daily problem solving and identification of recurring problems for potential POP. These activities are documented through community policing CAD codes.
 - o Documentation of ongoing, frequent POP efforts in the Community Policing Database.
 - JHPD will measure changes in police-community relations through the annual survey described in Section I of this policy.
 - JHPD will review trends in crime through ongoing reporting and analysis.
- E. JHPD's **annual performance evaluation** process will emphasize the importance of community policing and track members' effectiveness in implementing community policing over time. This will factor into promotional decisions.

IV. **Community Engagement Coordinator**

While it is the duty and responsibility of all JHPD personnel to engage in community engagement and problem-solving activities, the Department's Community Engagement Coordinator (CEC) serves as the community policing specialist and POP coordinator for JHPD. The CEC liaises between JHPD personnel, the JH community, and relevant city agencies and JH organizations. The CEC will provide technical assistance for all officers to make community policing a part of their daily function, with a focus on daily problem solving and positive informal engagements. The CEC will:

- A. Regularly spend a portion of their tour of duty responding to community-generated calls for service to keep abreast of current conditions and involved in daily patrol operations.
- B. Build and maintain partnerships with community members and entities within the JH campus area. This includes:
 - Being the direct, dedicated liaison between JHPD and the JH community.
 - Engaging with community members to explore and create new program opportunities and awareness campaigns.
 - Helping to identify, develop, and participate in formal engagement opportunities in the community.
- C. Learn the policing needs of the diverse range of JH community members in order to ensure that the operation of JHPD is in response to, and not averse to, those needs. Relay this information to officers in a community report.

- The CEC should have a demonstrated ability and expertise in serving members of diverse groups.
 - Officer(s) in this role should be clear they are not acting as a surveillance or intelligence-gathering unit to aid in the prosecution or investigation of a community, group, or specific person. Any intelligence gathering done by the CEC should be focused on learning the needs of a community or group in order to aid the operations or performance of JHPD in responding to those needs. Community members should be able to trust that these officers' only motive is improving relationships between the community and JHPD, thereby improving quality of life at JH.
- D.** Create a community profile to provide officers with an understanding of the resources, problems, and conditions within the community to deepen officers' knowledge of the community and facilitate problem solving.
- E.** Maintain and make available an up-to-date, descriptive list of JHPD's priority crime prevention programs.
- F.** Maintain JHPD's Community Policing Database.
- G.** Encourage and support daily problem-solving activities by patrol officers and provide follow-up on open cases where external support/additional resources may be required.
- H.** Monitor progress by JH and city agencies towards addressing problems reported by members of the community.
- I.** Lead JHPD's problem solving efforts by developing and implementing strategies to address crime and environmental issues affecting the JH campus, and coordinate university, police, and community resources, including:
- Using the SARA model to facilitate POP efforts.
 - Focusing POP efforts on high-crime areas and other areas with sustained problems.
 - Working closely with community members to address the underlying problems.
 - Documenting all POP efforts in the Community Policing Database.
- J.** Organize focus groups and input opportunities for community members and officers in shaping JHPD's community policing efforts.
- K.** Participate in roll calls to:
- Communicate trends, problems, and engagement opportunities to JHPD personnel.

- Receive input and feedback from officers on problem solving efforts and issues.
- L.** Manage JHPD’s annual community survey.
- M.** Provide quarterly reports to the Chief of Police regarding the conditions in the community and members’ community policing and problem-solving efforts. (45.2.1.e)
- N.** Work with JHPD’s Public Information Officer to develop strategies for sharing information regarding incidents, crime data, departmental changes, etc. with the community. This should include methods for informing the public about JHPD’s role in the community, such as through social media, distribution of flyers, department ride-alongs, etc.

V. Patrol Officer Responsibility

Front-line patrol officers play the most critical role in JHPD’s community policing and problem-solving strategies. At JHPD, every officer is considered a community policing officer and will be expected to infuse the principles of community policing in everything they do. Patrol officers shall:

- A.** Maximize positive interactions with members of the community throughout their shifts.
- B.** Build relationships with the community members who live and work in the areas where they patrol. Officers should become familiar with the schools, businesses, and community groups in these areas.
- C.** Conduct informal engagements during each shift, including conducting foot patrols when practical based on call volume, weather conditions, and opportunities for community involvement.
- D.** Conduct daily problem-solving by:
- Reporting environmental issues in the 311 App, available on their assigned mobile devices.
 - Connecting community members to helpful services known to the officer or listed in JH resources.
- E.** Notify a supervisor and the CEC regarding recurring problems that may require a more in-depth, POP approach through sustained action or inter-agency collaboration.
- F.** Build public trust by acting with procedural justice during enforcement-related situations. This includes the following practices when practical:

- Introduce yourself
 - Explain the reason for the contact as soon as possible
 - Answer questions from the individual
 - Ensure the contact is no longer than reasonably necessary
 - Provide an explanation at the conclusion of the interaction
 - Be professional and courteous throughout the interaction.
- G.** Identify opportunities for formal engagement relevant to their assignments and actively participate in those opportunities.
- Officers will communicate with community members regarding ongoing trends and problem solving at these formal engagements and relay community concerns to supervisors and the CEC for follow up.
 - Officers will report formal engagements to the CEC for documentation in the Community Policing Database.
- H.** Maintain a professional relationship with community members, rather than operating or referring to themselves as “friends.”
- I.** Document all informal/formal engagement activities, daily problem-solving activities, and POP activities using the most appropriate community policing CAD signal. Notify the CEC for documentation in the Community Policing Database.

VI. Supervisory Responsibilities

In addition to those responsibilities for fostering public trust required of their officers, Patrol Sergeants, Lieutenants and Commanders should maximize positive interactions with members of the community through their example and leadership. Supervisors will:

- A.** Build relationships with community members who live and work in the JH campus area.
- B.** Participate in the development of community policing and problem-solving plans.
- C.** Inquire with officers regarding ongoing problems they encounter and connect the CEC to these problems for POP.
- D.** Regularly emphasize community policing in roll calls by:
- Regularly reiterating community policing principles, such as positive informal engagements with the community, problem solving, and procedural justice.
 - Communicating weekly crime plan deployment and strategies, which must reflect community policing priorities.

- Discussing ongoing problems and JHPD's strategy for addressing these problems.
 - Highlighting the need to elevate problems requiring POP to the supervisor and CEC.
 - Updating officers on ongoing POP efforts within the JHPD, with support from the CEC.
 - Educating officers about relevant JH and community resources that can help address community needs and problems.
 - Promoting upcoming opportunities for formal engagements during roll call and throughout the shift.
 - Consulting with the lieutenant to recognize officers regularly for effective community policing.
- E.** Assess effectiveness of officers implementing community policing in performance evaluations.
- F. Lieutenants** - Lieutenants will review and provide recommendations for community policing and problem-solving plans. In addition, they will:
- Evaluate the quality of operations and personnel activity to ensure staffing needs are being met for each tour of duty.
 - Assist the Patrol Commander with the weekly crime plan, specifically ensuring the deployment of proactive community policing strategies in high-crime areas.
 - Review a random sample of informal engagement activities and associated body-worn camera (BWC) footage and provide feedback as appropriate.
 - Assess effectiveness in implementing community policing in performance evaluations of sergeants.
 - Review performance evaluations of officers to ensure appropriate guidelines of community policing are addressed according to the performance evaluation manual.
 - Recognize officers for outstanding community policing efforts on a monthly basis. Nominate officers for departmental awards as appropriate.
 - Attend community public safety meetings to work proactively with the community on problem solving and crime prevention.
 - Work to build partnerships within the JH community and provide partnership information to the CEC for inclusion in the Community Policing Database.
- G. Commanders** - Commanders will ensure that the community policing principles, training, and philosophy are carried out in a manner defined by this policy. This

includes:

- Continually emphasizing the importance of community policing to all officers.
- Recognizing officers for outstanding community policing efforts on a monthly basis.
- Assessing effectiveness in implementing community policing as part of performance evaluations.
- Oversee the development and implementation of community policing and problem-solving plans and provide approval for the finalized plans.
- Collaborate with the CEC, sergeants, and lieutenants to determine the appropriate resources needed to address recurring problems. In the event that resources are not readily available, consider what external resources may be available to address the problem and have further discussion about what goals may be attainable given existing resources.
- Work to build relationships and partnerships with community members and entities throughout the JH community. This includes attending community public safety meetings to work proactively with the community for problem solving and crime prevention.

VII. Executive Leadership

Continued reinforcement by the Chief of Police and Deputy Chief(s) of the importance of community policing is crucial to the success of JHPD's community policing efforts. Executive command will therefore demonstrate JHPD's commitment to community policing by:

- A. Developing community policing and problem-solving policies and practices for JHPD.
- B. Ensuring an organized orientation around community policing efforts that align with JHPD's staffing plan. This includes developing a deployment plan that enables officers to participate in community policing and problem-solving activities.
- C. Regularly recognizing outstanding community policing efforts.
- D. Formally commanding officers who conduct exemplary community policing and problem solving at awards ceremonies.
- E. Attending community public safety meetings to work proactively with the community on problem solving and crime prevention.
- F. Identifying and supporting partnerships with community stakeholders.

- G. Considering community policing and problem solving in promotional opportunities.
- H. Monitoring the implementation of JHPD’s community policing plan and holding leadership accountable for effective implementation.

Policy Enforcement

Enforcement	Police Department managers and supervisors are responsible for enforcing this Directive.
Reporting Violations	Suspected violations of this Policy should be reported to the Public Safety Accountability Unit.

Related Resources

University Policies and Documents
External Documentation
<p>ACLU (American Civil Liberties Union) of Massachusetts and Bridgewater State University (2021), <i>Racially Just Policing: A Model Policy for Colleges and Universities</i>.</p> <p>Baltimore Police Department, <i>Community Policing Plan (2020)</i>, https://www.baltimorepolice.org/transparency/bpd-policies/10-bpd-community-policing-plan.</p> <p>Maryland Police Training and Standards Commission (MPTSC), <i>Mandatory Adoption of Community Policing Initiatives for Enforcement Agencies</i>, https://mdle.net/pdf/Community_Policing_Guidelines_and_Reporting.pdf.</p> <p>The Justice Collaboratory at Yale Law School, “Principles of Procedurally Just Policing,” (January 2018), https://www.justicehappenshere.yale.edu/reports/principles-of-procedurally-just-policing.</p> <p>U.S. Department of Justice, Office of Community Oriented Policing Services (2014), <i>Community Policing Defined</i>, https://cops.usdoj.gov/RIC/Publications/cops-p157-pub.pdf.</p> <p>U.S. Department of Justice, Office of Community Oriented Policing Services, <i>Problem Solving</i>, https://cops.usdoj.gov/problemsolving.</p>
Police Department Forms and Systems
<p>https://powerdms.com/ui/login</p>

Contacts

Subject Matter	Office Name	Telephone Number	E-mail/Web Address
Policy Clarification and Interpretation			

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