Graham Police Department

Standard Operating Policies and Procedures

Policy 28
Community Oriented Policing

DEPARTMENT POLICY

It shall be the policy of the Graham Police Department to implement a Community Oriented Policing Team focused on community partnerships and proactive problem solving to address public safety, community concerns, and quality of life issues.

PURPOSE

To establish community involvement relationships that support problem-solving techniques, enhances communication, transparency, build trust and partnerships that promote shared responsibility for addressing crime.

I. Community Oriented Policing

A. The Graham Police Department acknowledges the importance of maintaining strong ties with all segments of the community. Community Oriented Policing is a guiding philosophy and evolving paradigm that emphasizes the core values of creating and maintaining a collaborative effort between the police and community members as partners in the prevention and control of crime and disorder.

B. Community Oriented Policing has three key components

1. Community Partnerships - Positive, meaningful contact between officers and community is a central tenet of Community Oriented Policing. The goal of community partnerships is to reduce crime and disorder by identifying and addressing community concerns. Business, Nonprofit organizations, volunteers, activist, formal and informal community leaders are valuable resources to help identify community concerns as well as aid in finding solutions.

2. Proactive Problem Solving - Proactive problem solving must be evidence-based intelligence-led information convergent in a systematic and routine fashion to identify problems, develop, and evaluate effective responses. Response to criminal activity alone often overlooks underlying conditions contributing to public safety problems. Therefore, proactive problem solving must attempt to

identify root causes and or contributing factors to help guide and develop engagement strategies.

3. Organizational Transformation - Leaders are crucial to affecting organizational change and must constantly reinforce community policing's vision, values, and mission. The systematic proactive problem-solving orientation of the agency and community partnerships must be infused into all police operations to guide decision-making efforts.

II. Leadership

A. Patrol Operations Commander, or his or her designee, is responsible for oversight of the Community Oriented Policing (COP) Team and coordinator for COP strategy development.

   1. Involved in planning of community partnerships and implementation of community-based crime prevention programs, Team management, quarterly and annual reporting of COP efficiency and effectiveness, and support for agency practices bearing on community-police relations.

   2. Compile crime data elements and information sources into an organized format so relationships between data elements and information sources may be established.

   3. The collation of information and established relationships will be used to identify similarities and patterns in calls for service, screen and categorize specific crimes that may involve a single offender, group of offenders, or a geographical location of concern.

   4. Probable inferences and conclusive deductions of relative information will be used as a basis to identify, prioritize, and formulate a statement of progress used to direct personnel and address public safety concerns and quality of life issues.

B. The Patrol Operations Commander manages the collaborative community involvement process.

   1. At least quarterly, the Patrol Operations Commander shall prepare and submit to the Chief of Police through the chain of command a Community Relations (CR) analysis report that includes the following:

      a. Identifies potential problems that have a bearing on law enforcement activities within the community

      b. Identifies current community concerns

      c. Develops recommended actions addressing concerns and problems

      d. Provides a statement of progress

2. Assist in publicizing agency objectives, community problems, and successes; communicating crime trends and problems between citizens, businesses, and the agency. Establish and support liaison with existing community groups and assist in establishing community groups where needed.

3. Identify training needs in COP and assist in community involvement policy development.

4. Institutionalize and reinforce COP vision, values, and mission and infuse the systematic proactive problem-solving orientation of the agency into all police operations.

5. Conduct Community Based Crime Prevention Program evaluation; at a minimum of once every two years.

6. Conduct a citizen attitude and opinion survey every two years with respect to:

      a. Overall agency performance

      b. Overall competency of agency employees

      c. Perceptions of Officers attitudes and behaviors

      d. Concerns over safety and security within the agency service area as a whole

      e. Recommendations and suggestions for improvements

      f. Accreditation Manager will assist in this task and compile results. A written summary will be provided to the Chief and accessible to all department users in PowerDMS.

C. COP Sergeant will facilitate COP and crime prevention functions and supervise team member activities.

1. Proactively seek positive community-police relations to identify public safety issues, community concerns, and quality of life issues.

2. Take clear and decisive action in response to community feedback by directing COP activities to address the immediate conditions and community concerns affecting public safety.

3. Systematically and routinely analyze and evaluate crime data to determine patterns based on crime type, geographic location/area, time of day/week, crime characteristics, and officer safety issues. Resources include:

    a. Computer Aided Dispatch (CAD)

    b. Records Management System (RMS)

    c. Informants

    d. Crime Stoppers Reports and Tips

    e. North Carolina Information Sharing and Analysis Center (NCISAAC)

    f. Tips/ GrahamPDCares@cityofgraham.com

4. Identify, prioritize, and formulate a statement of progress related to evidence-based and intelligence-led information.

5. Institutionalize and reinforce COP vision, values, and mission and the systematic proactive problem-solving orientation of the agency into all police operations to include documenting Community Relations (CR) activity in the RMS reporting system.

6. Establish liaison with existing community groups or establish community groups where they are needed.

7. Publicize agency objectives, communicate crime trends, community problems, and problems between citizens, businesses, and the agency.

8. Coordinate crime prevention practices with divisional supervisors for COP support, de-confliction, and cooperation.

III. Community Crime Prevention Practices

A. Focus on crime type, geographical location, time of day/ week, crime characteristics, and officer safety issues that is evidence-based and intelligence-led information.

B. Focus on community concerns and criminal activity expressed by individuals, activist groups, formal and informal community leaders, residents, visitors, commuters, informants, and anonymous tips.

C. Provide input into the development and revision of zoning policies, building codes, fire codes, and residential/commercial building permits by participating in the city's Technical Review Committee.

D. Conduct surveys; upon request by citizens and/ or businesses. COP officers will conduct residential and business surveys and make appropriate recommendations directed toward reduction of criminal opportunity. Officers conducting surveys will forward the survey form ([Home Security Form 47](#), [Business Security Form 46](#)) to the Patrol Operations Commander through the chain of command.

E. Post Crime Surveys; Officers conducting the initial investigation of criminal activity may advise the victim or appropriate person of the Department's Crime Prevention effort and if the victim wishes, the officer will forward the survey request to the COP Sergeant to have a survey conducted and attach a copy of the survey to the incident report within WebRMS.

F. Community Crime Prevention Survey: Surveys related to specific programs uniquely tailored to gain community input, identify security risk, or measure community engagement outcomes.

IV. Community-Based Crime Prevention Programs

A. Proactive Problem Solving

1. Proactive problem solving must be evidence-based intelligence-led information, convergent in a systematic and routine fashion to identify problems, develop, and evaluate effective responses.

2. The SARA model is a conceptual outline to proactive problem solving in a structured approach to identify, prioritize, and establish a baseline measure to resolving community issues.

   a. **S**canning; During this step in the process the COP Team will identify a basic problem, determine the nature and seriousness of the problem, and gain input from affiliated stakeholders to prioritize concerns.

   b. **A**nalysis: Understanding the dynamics of the issue, limits of current responses, and establishing correlation of cause and effect is essential during this step of the process. Examine the crime triangle around the problem, (offender, victim, location).

   c. **R**esponse: Developing and implementing a strategy must be evidenced-based intelligence-led information, convergent and tailored to the specific problem. Implementing a strategy/ response plan may also involve lateral thinking and community involvement to carry out planned activity.

d. **A**ssessment: Determine if the response strategy was successful by determining if the problem was mitigated or resolved and if the response strategy was a contributing factor. If the strategy response was unsuccessful, the analysis step must be repeated and new information sought to develop a new solution.

3. The entire SARA model process is best viewed as circular, rather than linear, possibly requiring additional Scanning, Analysis, Response, and Assessment.

B. Recommendations and requests for Community-Based Crime Prevention (CCP) Programs will be forwarded to the Patrol Operations Commander through the chain of command.

1. COP Sergeant will formulate a detailed CCP engagement strategy that identifies an area of concern, (i.e. businesses, neighborhoods, apartment complexes), and should be well-defined geographically, and in a manner as to maintain their social or geographical uniqueness, while allowing for efficient and effective proximity of police services.

    a. Evidence based and intelligence led information should be drawn from RMS and CAD reports, Crimestoppers, surveys, and community partnerships.

    b. COP Sergeant will include in a detailed CCP engagement strategy a supporting statement that is evidence-based and intelligence-led information

    c. The CCP engagement strategy will include the approach to identify, prioritize, and establish a baseline measure for addressing community issues, to include but not limited to; crime data to determine patterns based on crime type, geographic location, time of day/ week, crime characteristics, input from stakeholders and community partnerships, officer safety issues, and public safety concerns.

    d. To assess the engagement strategy, the COP Sergeant must identify elements that were effective or ineffective in the CCP through continuous evaluation of data and information. If the strategy response was unsuccessful, the analysis step must be repeated and new information sought to develop a new solution.

    e. Accountability and performance measures will include community involvement, sentiments, and expectations, statistical dimensions and metrics used in the engagement strategy for comparison outcomes.

2. The Patrol Operations Commander will advise the Chief of Police through the chain of command on COP initiatives and CCP engagement strategies in a timely manner to allow the Chief of Police time and opportunity to alleviate concerns and avert problems.

3. The Patrol Operations Commander will ensure all active CCP Program activity is deconflicted through the Regional Information Sharing System (RISS) RISSafe, https://www.riss.net/rissafe/.

4. Crime prevention literature and equipment will be kept in the police department. Any request for equipment or literature should be forwarded to the Patrol Operations Commander.

V. Social Media

The Graham Police Department uses social media to enhance communication, collaboration, and information exchange with the community.

A. The Chief of Police will designate a Social Media Coordinator who will be aided by other designated employees from each department division to post information and respond to communications directed at the department.

B. Social media can be used as an important tool for investigations, community engagement, time sensitive notifications, and recruiting.

C. COP Team Sergeant will maintain the use of a designated email address GrahamPDCares@cityofgraham.com for official COP communication with community partners.

D. All department personnel representing the department on social media outlets shall conduct themselves in a manner that adheres to City of Graham and Graham Police Department policies and directives. Social media guidelines are outlined in Policy 42.