



FREDERICK COUNTY SHERIFF'S OFFICE

COMMUNITY POLICING MANUAL

Charles A. Jenkins, Sheriff

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VISION STATEMENT

The Frederick County Sheriff's Office is committed to providing services that are fair, impartial and effective while holding employees to the highest standards of efficiency, morality and professionalism. The Sheriff's Office is comprised of skilled dedicated professionals, striving to be proactive, rather than reactive where possible. We are responsible and accountable to each other as well as the public we serve. We believe in God, ourselves, our country, state and county. We believe in the concept of continuous improvement in all our endeavors, always striving to be the best we can be.

THE MISSION OF THE FREDERICK COUNTY SHERIFF'S OFFICE

The Frederick County Sheriff's Office is a full service law enforcement agency; an arm of the court, and a keeper of offenders. In this regard it exists to serve all the people within Frederick County with respect, fairness, and compassion. The Sheriff's Office is committed to the prevention of crime; the protection of life and property; the preservation of peace and order; the enforcement of laws and ordinances; the safeguarding of constitutional guarantees; and safekeeping of prisoners.

The foundation of community service, with goals to enhance the quality of life, investigating problems as well as incidents, seeking solutions and fostering a sense of security in communities and individuals. The men, women, and officers of this office nurture public trust by holding themselves to the highest standards of performance and ethics.

To fulfill this mission, the Frederick County Sheriff's Office is dedicated to providing a quality work environment and the development of its members through training, education and leadership.

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Introduction

This booklet is to acquaint all individuals with the philosophy, goals and objectives of community policing. 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 Frederick County for the program to be effective.

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, gangs, 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 vehicle 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. **Saturation patrol** does not reduce crime; it merely displaces it.
5. The type of crime that **terrifies Americans most** (muggings, rape, robbery, burglary, and homicide) is rarely encountered by police on patrol.
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 considering 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 problems, determine their root causes and then implement solutions which will permanently reduce or eliminate these 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 deputies and community members who participated in the solution receive the self-satisfaction which results from having addressed a difficult problem and then 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
- Sheriff's Office Employees

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 Sheriff's Office, 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, gangs, street crimes, 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.

Sheriff’s Office Employees

Community policing recognizes the fact that most community problems can best be handled by allowing the individual beat deputy 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 beat deputy. All other assets of the agency must focus on assisting that deputy. Commanders and supervisors must realize that their role is to assist deputies in problem resolution. This is done by helping deputies in problem analysis and resolution and by coordinating the provision 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 deputies 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 deputies 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 their successes and not chastised for their failures. Commanders 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."

Community

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

Law Enforcement

Law enforcement is 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 county, 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 deputy 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 deputy 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 deputy 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 of the problem. **This is community policing!**

If the problem is more than the deputy 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 deputy thinking and using the neighborhood resources and its citizens to share the responsibilities in accomplishing a specific goal. **This is community policing!**

The deputy 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 solving problems.

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, Bicycle Patrol Or Riding A Motorcycle In A Neighborhood

It is much more than just walking or cruising a neighborhood or business section. It involves a deputy 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 crashes, look for a lost child, etc.

- A Specialized Unit Or Group

The concept can only be truly successful when **all** members of the agency, 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

<u>Question</u>	<u>Traditional Policing</u>	<u>Community Policing</u>
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 within 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 Frederick County.

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**

The creation of a sense of joint ownership for reciprocal behavior, skills, and attitudes, which allows members of “communities” and deputies 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, and governmental, civic and social agencies.

5. **Service Orientation**

This is expressed in the concept that the “public” is the “**customer**” and the law enforcement agency is the “**service provider**.” To best serve the “customers,” their needs must be taken into account. The 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.

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 agency, 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 service that is provided by the agency. This impression may be based upon a phone conversation, the issuance of a traffic citation, the handling of a call for service, or even the physical appearance of the deputy 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 deputies, command staff, civilians, their equipment and facilities

Ten 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 agency 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 deputy

Community policing emphasizes a broader role for the deputy. The deputy 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 not 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 most

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 agency. 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. Deputies 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 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

Not Just for the Patrol Deputy!

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 Sheriff's Office personnel to interact among themselves. Purposeful interaction will result in the attainment of a consensus regarding service delivery 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 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 deputies and the community regarding criminal activity and intelligence
4. Assisting beat deputies 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 based on the team approach that consists of the investigator, beat deputy, 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 agency's crime analysis and information management system serves as a communications network for each line operative within the agency.

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. Patrol deputies, 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 Services Section

Within the community policing model, it is the responsibility of the Community Services Section to provide staff guidance, assistance, and coordination to field units in the areas of crime prevention and education. The Community Services Section provides support services by serving as the repository for equipment and materials. In addition to "show and tell" demonstrations designed for public education, the section can also conduct in-depth research and development to initiate new programs in response to county wide problems arising within the community.

Patrol Deputy Responsibilities

Under community policing, the patrol deputy fills four specific roles. These are planner, community organizer, problem solver, and communicator. Additionally, the patrol deputy 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
- 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 agency members
- Work closely with your neighborhood associations and the crime prevention deputy

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 Frederick County
- Promote crime prevention
- Attempt to maintain a clean area. Take action on abandoned vehicles. Address other issues which negatively impact the quality of life
- Work cooperatively with other deputies
- Treat others as you wish to be treated

Supervisor Responsibilities

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

Encourage Creative 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 employee input and 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 deputy 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 patrol deputy. Assist the patrol deputy in obtaining these resources
- Be a good listener

Analysis & Supervision

- Know the roles of patrol deputies and non-sworn employees and assist them with their responsibilities
- Be the principle link between the unit and the command staff
- Shield patrol deputies from any pressure to rely on traditional policing methods
- Give your 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 deputies in their problem-solving process

Recognition

- Encourage and praise your subordinates efforts
- Celebrate successes and 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 agency 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 deputies more time to devote to community policing
- Analyze productivity and assist your deputies in time management

The Frederick County Sheriff’s Office is the primary law enforcement agency in the largest land mass county in Maryland. Therefore, the following method of deploying Sheriff’s Office personnel is utilized to meet the vast geographical demand. The Frederick County Sheriff’s Office breaks down the county into nine separate sectors, which are referred to as “patrol beats.” Each of these patrol beats is assigned a Community Liaison Supervisor from Patrol Operations.

The Community Liaison Supervisor is directly responsible for promoting the community policing philosophy within their assigned beat. This is accomplished by developing very close ties with each community within Frederick County. The Community Liaison Supervisor must attend town meetings, community organization functions and recreational activities which are frequently held throughout their respective patrol beat. In turn, this has created a partnership and open lines of communication between the citizens and the Sheriff’s Office. This vital link has recently developed in Frederick County to where several municipal towns have donated their own facilities and allowed the Sheriff’s Office to establish satellite substation offices. These towns include New Market, Urbana, Walkersville, Sabillasville, and Woodsboro.

The Frederick County Sheriff’s Office has enjoyed positive community response and success over its community-based policing endeavors. The Sheriff’s Office is enthusiastically working towards expanding this concept well into the future.

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 deputies, corporals and sergeants 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 deputies. 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, deputies and non-sworn members and assist them in filling these roles
- Support the area 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
- Seek employee 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

The Problem Solving Process

Identification

The description and selection of the problem to be addressed

Analysis

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

Response

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

Evaluation

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

Appendix

Every member of this agency, sworn and non-sworn, is responsible for promoting good community relations to meet the mission of the Sheriff's Office and the needs of the public. The following information is an itemized description of the different services that the Frederick County Sheriff's Office currently offers.

These services will serve as a reference guide to all personnel in order to enhance community oriented policing in Frederick County.

Outline of Services and Programs

Substance Abuse

Drug talks to various organizations, businesses and communities, as well as pre-scheduled Town Hall-style community meetings hosted by the Sheriff, himself.

Personal Safety

K through 5th grade level, education and stranger danger program

Personal Safety, Bike Safety

Addresses rules of the road, inspections and personal safety for youth and parents

Surveys

Residential home surveys, commercial surveys, bank security surveys. Written evaluations of homes, businesses and banks provided by the Sheriff's Office pertaining to internal and external security

Commercial Robbery Training

Offered to businesses to train employees on proper procedures. Several programs are offered including Bank Robbery Prevention training, Commercial Business Watch programs and Small Business Robbery Prevention. Training and other related issues including disappearance losses, theft, and embezzlement for management

Senior Citizens Outreach

Several programs dealing with victimization of elder population

Crime Prevention through Environmental Design

How to design safe communities in the planning stage prior to building. The Sheriff's Office is the only agency in our area offering this service

General Crime Prevention

Courses for every age

National Night Out

Coordinates Neighborhood Watch groups to be outdoors on a specific date and time to be more aware of their environment and safety

SALT/TRIAD Council

An advisory council of senior citizens who act as a steering committee for the Sheriff's Office and other law enforcement agencies in issues associated with senior crime, victimization and interests.

Victim Services

This unit supports crime victims by providing them with an advocate who will assist them through the investigative process, court appearances, and restitution efforts. This is a victim-based program that works in cooperation with our State's Attorney's victim-witness program, allied law enforcement agencies, and the many community outreach entities through the county and state.

Child Advocacy Center

The Sheriff's Office details detective staff to the Center to co-investigate crimes against children

Neighborhood Watch Program

Sheriff's Office coordinates numerous programs throughout the County.

Open House

The Sheriff's Office hosts a Law Enforcement Center annual Open House to invite the community to get an inside look at their Sheriff's Office and interact with staff.

Junior Deputy Academy

An interactive program that provides kids ages 5-11 with a close-up look at Law Enforcement and tools of the trade. The children will have the opportunity to learn what it is like to be a police officer by participating in scenarios, having a chance to see departmental equipment, watching a K-9 demonstration, and receiving information on departmental programs

Social Media presence

The Sheriff's Office maintains a strong presence on various forms of social media to educate and receive feedback from viewers on important topics.

C.A.P. – Community Assistance Patrol Program

Uniformed volunteers, without police powers, who assist deputies in conducting home and business checks, can perform residential security surveys, assist disabled motorists and assist in the performance of special assignments and crime prevention displays.

School Resource Officer's Program

In 1999, the Frederick County Sheriff's Office was awarded a grant from the U.S. Department of Justice "COPS in Schools" grant program. The grant paid the salaries and expenses of 11 full-time deputies. The School Resource Officer Program is designed to aid in the reduction of juvenile delinquency. A School Resource Officer is assigned to each high school and its 'feeder' schools as a resource to the school's students, teachers, faculty, administration and parents. The deputy will build a relationship with their individual schools.

The School Resource Officer will provide an on-site law enforcement presence to deter crime, protect the school environment and maintain an atmosphere where teachers feel safe to teach and students feel safe to learn. The deputies utilizing the philosophy of community-oriented policing and problem solving in the schools, since the schools will be their regularly assigned communities. Deputies may serve on School Safety Committees, Planning Teams and will attend various after school activities.



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