



POLICE DEPARTMENT

**COMMUNITY POLICING
& PROBLEM SOLVING**

**OPERATIONAL
PROCEDURE #425**

Responsible Executive:
Chief of Police
Responsible Office:
Vice President for Public Safety
Approved by:
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Policy Statement

The Johns Hopkins 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 or work in the Johns Hopkins campus areas or who regularly interact with members of the Johns Hopkins 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 Johns Hopkins 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, nonsworn, and contractual or voluntary persons in service with the JHPD, are governed by this Directive.

Purpose

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

Definitions

Campus Area:	<p>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:</p> <ol style="list-style-type: none">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; or3. 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:	<p>The people living 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 Johns Hopkins community is made up of students, faculty, staff, and unaffiliated neighbors who live or work in the Johns Hopkins campus areas.</p>
Community Engagement:	<p>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 the JHPD, while enhancing trust and legitimacy. The 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.</p>

Community Policing (or Community-Oriented Policing):	<p>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. The JHPD’s community policing efforts include three core components:</p> <ul style="list-style-type: none"> • Community partnerships are involved in defining, prioritizing, and addressing crime problems. • 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.
Daily Problem Solving:	<p>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.</p>
Formal Community Engagement:	<p>Participation in neighborhood and community meetings or 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 the JHPD.</p>
Informal Community Engagement:	<p>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.</p>
Member:	<p>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.).</p>
Officer:	<p>All sworn police officers, at any rank, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD.</p>
Problem-Oriented Policing (POP):	<p>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 preventive policing approach that seeks to understand the underlying conditions for why crime and disorder repeat in particular areas. The POP approach is a more intensive problem-solving method that includes the Scanning, Analysis, Response, and Assessment (SARA) decision-making model.</p>
Problem Solving:	<p>Processes through which the specific concerns of communities are</p>

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

Policy

Community policing principles are at the heart of the 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. The 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.

Procedures

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

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

- A. Community engagement is a core element of the JHPD's operational philosophy. The 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, the 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 Johns Hopkins foster a safe and supportive learning environment.
 - Community engagement will be carried out in a nonbiased manner across every segment of the Johns Hopkins community, including with underrepresented communities.
 - JHPD will consult with Johns Hopkins student, staff, and faculty organizations to address any barriers to community engagement.
- C. JHPD members shall conduct positive **informal engagement** activities with members of the Johns Hopkins 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 Johns Hopkins campus in between calls, or volunteering to help at the JHPD's Police Athletic/Activity League (PAL).

D. JHPD members shall create, seek out, and participate in **formal engagement** opportunities with the Johns Hopkins 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 allow the JHPD to provide answers or follow up on those concerns.
 - Members of the 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 the JHPD and members of the community (e.g., food and toy drives, socials, coffee with JHPD officers).
- Using social media to solicit input from the community and disseminate information to the community.
- Participating in programming at the JHPD's PAL.

E. Community Survey: The Community Engagement Coordinator (CEC) will conduct an annual survey of the attitudes and opinions of Johns Hopkins 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:
 - Overall JHPD performance, (CALEA 45.2.2.a)
 - Overall competency of JHPD members, (CALEA 45.2.2.b)
 - Perceptions of officers' attitudes and behavior, (CALEA 45.2.2.c)
 - Concerns over safety within the JHPD's service area, (CALEA 45.2.2.d)
 - Recommendations and suggestions for improvements, and (CALEA 45.2.2.e)
 - The quality of the JHPD's policing and how policing at Johns Hopkins affects public trust.
- The survey may be conducted by mail, in person, electronically, or by telephone as decided by the 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 the JHPD's CEC.
- Survey results should be compiled with a written summary provided to the JHPD's Chief of Police and made available to the public on the Johns Hopkins 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.

F. The JHPD shall make publicly available its objectives, community problems, successes, and crime trends. This information should be posted on the Johns Hopkins Public Safety website. (CALEA 45.1.2.c, d)

G. At least annually, the 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 the 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. The JHPD's problem-solving efforts will largely center on three activities: problem analysis, daily problem solving, and POP. The JHPD will collaborate with members of the Johns Hopkins community to develop problem-solving and crime prevention methods.

- A. Problem Analysis:** The JHPD will work to understand the policing needs of Johns Hopkins, including those of students, faculty, staff, and unaffiliated individuals living and working adjacent to the Johns Hopkins campus area.
- B.** The JHPD will use a variety of methods to gather information from Johns Hopkins community members about their policing needs and concerns. These methods include but are not limited to the following:
- Discussions held during informal engagement activities.
 - Feedback gathered during talkback sessions, meetings with community groups, and other formal engagement activities.
 - Feedback solicited through the Johns Hopkins Public Safety website.
 - Analysis of crime and calls-for-service data.
 - 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 the 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 the JHPD in responding to those needs. Community members should be able to trust that the JHPD's only motive is improving relationships between the community and the JHPD, thereby improving quality of life at Johns Hopkins.
- C.** The JHPD will use the information gathered to do the following:
- 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. (CALEA 45.1.1.a, b)
 - Identify expected outputs and outcomes for each priority.
 - Identify data collection methods to track implementation and outcomes.
- D.** The 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)

- E. Daily Problem Solving:** Daily problem solving consists of ongoing, daily efforts to address or resolve different problems and issues within the Johns Hopkins 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.
- F. POP:** When daily problem solving is not adequate to address an identified problem, the JHPD shall use POP. POP is a preventative policing approach that applies a more thorough, long-term problem-solving strategy.
- G.** POP includes the 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 problems.
 - **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

The 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 Accountability Board:** In an effort to engage the community and solicit feedback regarding the JHPD's policies and practices, Johns Hopkins has established the Johns Hopkins Accountability Board in accordance with MD Code, Education, § 24-1205.
- The purpose of the Accountability Board is to:
 - Enable community members to share community concerns regarding the JHPD directly with JHPD leadership,
 - Review JHPD metrics,

- Provide feedback on existing JHPD policies and practices, including JHPD standards for hiring and recruitment, and
- 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 Johns Hopkins 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:
 - Johns Hopkins students, faculty, and staff,
 - Members of the Baltimore City community from the neighborhoods adjacent to the Johns Hopkins campus area, including at least one community representative who is unaffiliated with Johns Hopkins from the neighborhoods adjacent to the Homewood campus, East Baltimore campus, and Peabody campus, and
 - A member of the Johns Hopkins Black Faculty and Staff Association.
- The Accountability Board will have the authority to:
 - Review JHPD metrics involving crime,
 - Review current and prospective JHPD policies, procedures, and training, and
 - Provide recommendations to Johns Hopkins 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 Johns Hopkins Public Safety website.

B. JHPD Policies: The 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 Johns Hopkins Public Safety website to encourage transparency and inform the community about its operations.
- The 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. The 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.

- The JHPD will ensure that members receive comprehensive training on community policing principles and practices.

D. Evaluation of Community Policing & Problem-Solving Efforts: The JHPD will set measurable goals and performance indicators for community engagement and problem solving. The JHPD will track and report these outcomes.

- The JHPD shall conduct a documented evaluation of crime prevention programs at least once every two years. (CALEA 45.1.1.c)
- The JHPD will create and maintain a **Community Policing Database**. The database will serve as the location for documenting the JHPD's community policing and problem-solving efforts. Items that the database should track include but are not limited to:
 - A list of the JHPD's formal and informal community partners,
 - Members' participation in formal engagement opportunities, and
 - The JHPD's POP efforts.
- To assess whether positive daily interactions are occurring, the JHPD will do the following:
 - 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.
 - Supervisors will review a random sample of informal community engagements to evaluate the quality of these interactions.
 - Conduct an annual community survey as described in Section I of this Directive.
- To determine whether problem solving is regularly incorporated into crime strategies in a substantive way, the JHPD will review the following:

- 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.
 - Documentation of ongoing, frequent POP efforts in the Community Policing Database.
 - The JHPD will measure changes in police-community relations through the annual survey described in Section I of this policy.
 - The JHPD will review trends in crime through ongoing reporting and analysis.
- E. The 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 CEC serves as the community policing specialist and POP coordinator for the JHPD. The CEC liaises between JHPD personnel, the Johns Hopkins community, and relevant city agencies and Johns Hopkins 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 Johns Hopkins campus area. This includes:
 - Being the direct, dedicated liaison between the JHPD and the Johns Hopkins 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 Johns Hopkins community members in order to ensure that the operation of the JHPD is in response to, and not adverse 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.
 - Officers 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 the 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 the JHPD, thereby improving quality of life at Johns Hopkins.
- 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 the JHPD's priority crime prevention programs.
- F.** Maintain the 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 or additional resources may be required.
- H.** Monitor progress by Johns Hopkins and city agencies toward addressing problems reported by members of the community.
- I.** Lead the JHPD's problem-solving efforts by developing and implementing strategies to address crime and environmental issues affecting the Johns Hopkins 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 the 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 the 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. (CALEA 45.2.1.e)
- N.** Work with the 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 the JHPD’s role in the community, such as through social media, distribution of flyers, department ride-along, etc.

V. Patrol Officer Responsibility

Frontline patrol officers play the most critical role in the JHPD’s community policing and problem-solving strategies. At the 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 Johns Hopkins resources.
- E.** Notify a supervisor and the CEC regarding recurring problems that may require a more in-depth, POP approach through sustained action or interagency collaboration.

- F.** Build public trust by acting with procedural justice during enforcement-related situations. Officers will engage in the following practices when practical:
- Introduce themselves.
 - 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 and 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 Johns Hopkins 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:

- 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 the 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 Johns Hopkins 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 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 Johns Hopkins 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 in this Directive. 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.
- Overseeing the development and implementation of community policing and problem-solving plans and providing approval for the finalized plans.
- Collaborating 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.
- Working to build relationships and partnerships with community members and entities throughout the Johns Hopkins 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 Chiefs of the importance of community policing is crucial to the success of the JHPD's community policing efforts. Executive command will therefore demonstrate the JHPD's commitment to community policing by:

- A.** Developing community policing and problem-solving policies and practices for the JHPD.
- B.** Ensuring an organized orientation around community policing efforts that align with the 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 commending 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 the 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 Directive should be reported to the Public Safety Accountability Unit.

Related Resources

University Policies and Documents
External Documentation
Police Department Forms and Systems
https://powerdms.com/ui/login

Contacts

Subject Matter	Office Name	Telephone Number	Email/Web Address
Policy Clarification and Interpretation	Policy Management	(667)306-8618	jhpdpolicyinquiry@jh.edu