UNIVERSITY OF RHODE ISLAND

DEPARTMENT OF PUBLIC SAFETY

ORDER	EFFECTIVE DATE	NUMBER	ISSUING DATE
GENERAL	August 5, 2021	22	August 5, 2021
SUBJECT TITLE		SUBJECT AREA	
COMMUNITY POLICING		PATROL	
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		March 20, 2016, December 1, 2017	
DISTRIBUTION	REVIEW DATE		PAGES
ALLPOLICE PERSONNEL	AS NEEDED		12

I.   PURPOSE

The purpose of this policy is to provide guidance in community policing for all police personnel.

II.   POLICY

It is the policy of the University of Rhode Island Police Department for every police officer to utilize a community policing philosophy in their daily activities.

III.   DEFINITIONS

   A.   **Community Policing**
   1.   "Community Policing" is a policing philosophy, not a program, that promotes and supports organizational strategies that address the cause of crime and reduces the fears associated with crime and social disorder through problem solving tactics and partnerships formed between the police and the citizens of the community we serve.

   a.   A fundamental shift from traditional reactive policing, community policing stresses the prevention of crime before it occurs.

b. Community policing is an integral part of combating crime and improving the quality of life on the University of Rhode Island campuses.

c. Core components of community policing include partnering with the community; problem solving; and transforming this department into an agency that supports and empowers frontline officers, decentralizes command and encourages the use of innovative problem solving techniques.

B. **Community Liaison and Resource Officer (CLO & CRO)**

1. A CLO and CRO is a specially trained officer whose primary duties are to identify and address the causes of crime and social disorder within a community and then take steps to eliminate them or to minimize their effects.

   a. CLO's and CRO's will still provide basic policing services that protect life and property from imminent and serious harm.

   b. While CLOs and CROs are full-fledged police officers, their job performance will be judged primarily on how well they solve problems, rather than how many arrests they make or how quickly they answer the next call.

   c. The performance evaluation for CLOs and CROs who are designated community-policing responsibilities and/or positions shall have specific notations as to the above referred to when evaluated.

IV. Community Policing Strategies

1. **Community policing is a different philosophy and organizational strategy.** Community policing is both a philosophy and an organizational strategy that allows the police and the community to work closely together to create ways to solve the problems of crime and improve the quality of life.

2. **Community policing has a commitment to community empowerment.** Community policing's organizational strategy first demands that everyone in the department must investigate ways to translate the philosophy of power sharing into practice.

3. **Community policing involves decentralized and personalized policing.** To implement true community policing, this department must also create and develop a new breed of line officer who will act as the direct link between the department and the people within the community.

4. **Community policing uses short and long term proactive problem solving.** The CLOs and CRO's broad role demands continuous, sustained contact with law-abiding people in the community so that together they can explore

creative new solutions to local concerns, with private citizens serving as supporters and volunteers.

5. **Community policing incorporates ethics, legality, responsibility and trust.** Community policing implies a new contract between police officers and the citizens they serve, one that offers hope of overcoming widespread apathy while restraining any impulse of vigilantism.

6. **Community policing expands the police mandate.** Community policing adds a vital, proactive element to the traditional reactive role of the officer, resulting in full-spectrum policing services.

7. **Community policing must help persons with special needs.** Community policing stresses exploring new ways to protect and enhance the lives of those who are most vulnerable like juveniles, students, elderly persons, minorities, the poor, disabled and homeless. It both assimilates and broadens the scope of previous efforts such as crime prevention and police community relations. It also supports the Transformational Goals of the University President by embracing, valuing and respecting diversity.

8. **Community policing should stimulate grass-roots creativity and support.** Community policing promotes the judicious use of technology, but it also rests on the belief that nothing surpasses what dedicated human beings who are talking and working together can achieve.

9. **Community policing creates the need for internal organizational changes.** Community policing must be a fully integrated approach that involves everyone in the department, with CLOs and CROs serving as generalists who bridge any gap that exists between police and the people they serve.

10. **Community policing builds for the future.** Community policing provides decentralized, personalized service to the community. It recognizes that police cannot effectively impose order on the community from the outside, but that people must be encouraged to think of the police as a resource that they can use in helping to solve some community concerns. It is not a tactic to be applied once and then abandoned, but is a new philosophy and organizational strategy that provides flexibility to meet local needs and priorities as they change over time.

V. Procedure:

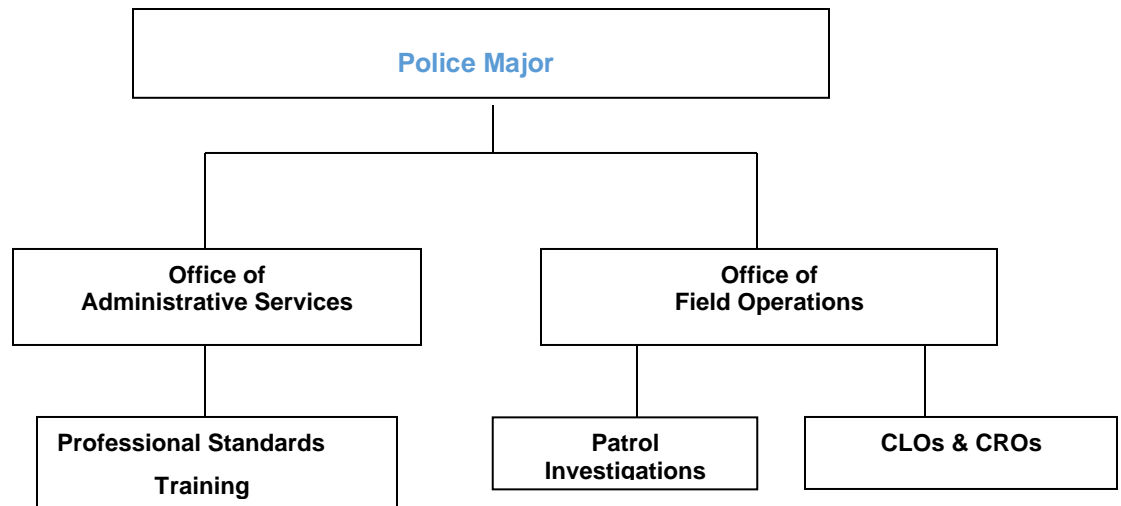### A. Community Policing Training & Characteristics
To accomplish the tremendous organizational changes that must take place, it is going to require this department to develop long term-planned strategies. Empowering all impacted employees through participative management philosophies will be crucial to the success of community policing.

1. **There are six areas in which training must take place:**
   a. Provide a framework for Community Policing concepts;
   b. Mobilize the community for collaborative partnerships;
   c. Provide a model for community problem solving;
   d. Manage organizational changes;
   e. Provide for strategic planning; and
   f. Design elements for a planning document.

2. **Some "tried and true" ideas connected with community policing**
   a. Use of citizen surveys;
   b. Citizen police volunteers;
   c. Citizens police academy;
   d. Residential housing programs;
   e. Park & Walk and Directed Patrols;
   f. Traffic safety initiatives;
   g. Drug education programs;
   h. Police Sub-Stations; and
   i. Crime Prevention through critical infrastructure assessments.

3. **There are two essential characteristics related to community policing.**
   a. Partnerships are formed:
      i. Equitable responsibility to accomplish something.
      ii. External
      iii. Community
      iv. Other agencies
   b. Internal administrative direction and coordination of:
      i. Information
      ii. Support

B. Model for Community Policing
This approach uses a combination of patrol and community policing officers (CLO's & CRO's) assigned to the University of Rhode Island campuses.

URI Policing Model – March 2016

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Community Policing coordination department wide.
Responsibility for enabling the department community policing function is assigned to the Police Major whose responsibility includes, but is not limited to:

a. Promoting all goals and objectives in support of the department mission in all community policing activities;
b. Coordinating community policing efforts throughout the department;
c. Coordinating with the Office of Administrative Services and the Office of Field Operations to insure the inclusion of community policing and community policing problem solving training to include recruit training, in-service training, and other training;
d. Coordinating with Public Relations personnel to actively promote community policing efforts;
e. Acting as a source of information for community policing activities;
f. Publishing community policing success stories for internal and external distribution;
g. Representing the department at meetings on matters pertaining to community policing when such management input is needed;
h. Preparing policy documents, correspondence, handbooks and manuals that deal with community policing;
i. Analyzing, developing, and updating appropriate forms and processes to implement and monitor community policing activities;
j. Developing relevant community policing problem solving handbooks and resource guides;
k. Developing, distributing, and analyzing the results of community surveys;

l. Conducting periodic audits to track compliance with community policing policies and directives;

m. Acting as the repository for publications, articles, and research related to community policing;

n. Disseminating statistical information as it relates to community policing activities.

2. **The department shall establish and maintain special liaisons.** The community policing component of the department shall maintain the following special liaisons:

a. Office of the Director of Public Safety in the coordination of all community policing efforts;

b. With all divisions at the University of Rhode Island with specific focus on divisions representing students, faculty, staff and visitors;

c. Public and private agencies, other state and local agencies in providing support services to community policing efforts;

d. Other law enforcement agencies and educational institutions, by coordinating the gathering of data and ideas regarding innovations in community policing activities;

e. Office of the President, Office of the Provost, Office of the Vice President, Division of Administration and Finance, Office of Student Affairs, Office of Community, Equity and Diversity, Office of Athletics, Office of External Relations and Communications.

3. **Special responsibilities**
a. Grants - coordinate federal and state grant related activities related to community policing.

b. Community policing problem solving - coordinate the exchange of information between area community police officers.

C. **Implementing Community Policing Programs and Activities**

1. **Community policing activities, goals and objectives.**

a. The following are a sampling of activities, personnel assignments and conditions permitting, that can make community policing more effective than traditional policing, provided they involve community engagement with an emphasis on cooperative problem solving.
    i.   Patrol an assigned beat or patrol area;
    ii.   Walk a beat whenever time permits;
    iii. Patrol the beat on a bicycle, some or all of the time;
    iv.   Use directed patrol to address crime problems;
    v.   Perform active problem solving activities with community members and residents;
    vi.   Address quality of life issues;
    vii. Attend forums related to crime prevention and safety;
    viii. Attend meetings to build trust and confidence of the community;

ix. Conduct residential security assessments;
x. Implement crime prevention initiatives through security assessments;
xi. Make routine community contacts with students, faculty, staff and visitors;
xii. Print community notices that describe community activities and crime problems;
xiii. Perform Crime Prevention Officer responsibilities;
xiv. Perform Community Crime Watch responsibilities.

2. Community Policing Initiative

a. Goals of the community policing initiative

i. The goals of the URI Police Department community policing and problem solving initiative include improving responsiveness, efficiency, and equity in the delivery of police services with an overall goal of improving the quality of life within the university community.

ii. This will be accomplished by promoting a new partnership between officers and the community in an effort to work together on a long-term basis to prevent and solve persistent community problems through the use of traditional and innovative problem solving techniques.

3. Some objectives of the community policing initiative are:
a. Form a partnership with community members and work together to identify, prioritize, and solve community problems;
b. Reduce the occurrence of crime and fear of crime;
c. Increase citizen satisfaction with services provided by the department;
d. Reduce the total number of calls for service;
e. Empower citizens to resolve neighborhood or community problems;
f. Improve coordination between patrol officers, the community, civic groups, business association groups, and other public service providers;
g. Link students, staff or faculty with the correct services to solve residential/community problems;
h. Assist residential students/staff to have a "voice" in the application of campus or State services to their community;
i. Assist to improve the physical environment of the community by coordinating with other departments on campus, i.e., public safety, parking services, emergency management, lands & grounds, HRL, student affairs, etc.

D. Organizational Retooling for Community Policing

1. What is organizational retooling?
Organizational retooling is a systematic analysis of existing administrative and operational systems, policies and procedures to determine if they

support a transformation to community policing philosophies. If that is not the case then modifications will need to be made.

    a. Community policing requires the need to create, communicate and implement an organizational vision to shape the future of this department and the concepts and components of organizational transformation.

    b. Organizational retooling is a way to identify fundamental changes the department needs to make in order to successfully implement community-policing strategies. It is a vital part of implementing organizational transformation.

    c.

E. How Jobs Will Change

1. A significant obstacle to implementing a community policing philosophy is resistance to change.
2. One of the first steps to implement a community policing plan is to determine what officers are expected to do. This is best accomplished when the commander and community policing personnel work together to identify goals and objectives.
3. It is important to identify what CLO's and CRO's will do.
   a. They need to know what is expected of them.
   b. Their activities should be included in planning efforts
   c. Ensure the right person is assigned to the right position.
   d. Recruit and hire persons with the requisite skills.

F. Position

1. "Position" means a job created to fill an identified need. A position may be filled by one or more persons. Organizations normally identify positions with specific titles and job descriptions.
2. Examples of positions include: patrol officer, detective, community resource officer, etc.

G. Duty

1. "Duty" means a broad area of responsibility for a specific position. A position usually has several duties.
2. Examples include: respond to crimes in progress, investigate crimes, assist injured persons at accident scenes, etc.

H. Task

1. "Task" means a specific, identifiable unit of work that has a beginning and an end and is usually performed by one person.
2. Examples of tasks related to the duty of "processing incoming prisoners" may include: search the prisoner, place the prisoner in a holding cell, complete all required prisoner holding forms, photograph the prisoner, etc.
   a. Sequence of steps should be in the same order that they are actually followed when being performed by an officer in a competent manner.

b. Performance required for each step. Start each step with a verb and follow it with the action that is to be completed.

I. Position Analysis

"Position analysis" means the process of obtaining information about a position by determining its duties, tasks, or activities. The job of a police officer may include many different positions such as: patrol officer, detective, supervisor, community resource officer, etc. Generally, a position analysis should be accomplished whenever position descriptions are nonexistent, outdated, inconsistent, or when the basic duties and responsibilities of the position change significantly.

J. Task Analysis

"Task analysis" means an intensive analysis of how individuals perform their jobs that breaks down each task (of a duty position) into task steps and identifies for each step the skills, knowledge, and attitudes that are required to properly perform that step. The seven criteria for conducting a task analysis are:
1. Describe the task;
2. Describe conditions under which the task must be performed;
3. Describe the standards of acceptable performance;
4. Describe the amount of time in which the task will be complete
5. How difficult is it to perform the task;
6. Are special equipment or materials needed; and
7. What other sources of information exist?

K. Performance Evaluations for Community Policing

1. Objectives of a performance evaluation system for community policing include:
   a. To document performance, both positive and negative;
   b. To inform an employee of what is expected;
   c. To assist in the employee's career development;
   d. To serve as a basis for coaching and counseling;
   e. To provide information for policy makers; and
   f. To encourage performance improvement.

2. Tips for effective performance evaluation systems
   a. View performance evaluation as an ongoing process;
   b. Incorporate community policing functions;
   c. Adequately define duties and responsibilities;
   d. Open up the process;
   e. Encourage positive performance;
   f. Reward desirable performance;
   g. Distinguish between things that an employee can control and those he/she can not; and
   h. Identify both qualitative and quantitative performance indicators.

L. Use of Media Resources

1. Community policing activities should be publicized
   a. Every opportunity should be taken to publicize community/ cooperative policing activities using local news media resources.
   b. An initial press release or press conference is appropriate in most cases.
   c. Any event or results of community policing activities that might be newsworthy provide an opportunity for coverage, but only after prior coordination with the URI Office of External Relations and Communications, using available resources such as:
      i. Daily or weekly newspapers;
      ii. Radio stations;
      iii. Five Cent Cigar;
      iv. Neighborhood meetings;
      v. Cable television networks;
      vi. Local news channels;
      vii. Ethnic oriented newspapers where appropriate;
      viii. In-service training
      ix. Special event promotions (move-in, community policing programs, etc.);
      x. School events;
      xi. Newsletters (government, neighborhood, religious groups, etc.).

2. Director or Major shall coordinate information releases
   Newsworthy activities shall be submitted to the Director of Public Safety or Police Major for coordination with Communications for subsequent dissemination to the appropriate group or agency.

M. Community Policing Operations

1. The Community Policing Formula
   a. Partnerships within the community + problem solving = crime reduction. Community policing activities within this department shall be a blend of services provided to citizens by traditional patrol officers, CLO's and CRO's.

   b. There will always be a need for a speedy reaction to many calls for service.
      i. Although patrol officers will be the primary responders, for the department, CLO's and CRO's shall respond to serious or emergency calls and requests for backup whenever appropriate and whenever the CLO's and SRO's are reasonably able to do so.
      ii. Because the work of community policing is generally more time consuming and good results often depend on the nature of the partnerships developed between citizens and CLO's/CRO's there will be times when a CLO/CRO is

neither available nor in close proximity to calls requiring a response.

    iii.   Personnel assigned as community liaison officers and community resource officers must remember that they are police officers first, and that they may be required to respond to any serious complaint which reasonably could result in death or serious injury to any person or pose a serious threat to property, i.e., assaults, accidents with injuries or probable injuries, gun calls, requests for police backup, etc.

  c. Community policing, although primarily the work of CLO's and CRO's shall, at times, be handled by all patrol officers.

    i.   The above officers can develop the contacts and knowledge of instances to the extent where they can perform community-policing projects.

    ii.   Relations between the officer and a citizen may dictate that such a working relationship is exclusive and that the officer has the expertise to complete the project contemplated.

    iii.   At other times a cooperative effort between the patrol officer and a CLO/CRO will be the best approach to the problem.

    iv.   Maintain some flexibility in the assignment of shifts. CLO's/CRO's and police supervisors are encouraged to maintain flexibility in the working of assigned shifts to permit participation in meetings and other community activities.

    v.   Requests for a change of shift will be cleared with the Police Major.

N.   Community Liaison Officer and Community Resource Officer Duties and Activities

  1. **CLO's/CRO's must actively seek out concerned citizens in the community**.

    a. Although the choices below are not all inclusive, they can be used as a starting point:

     i.   Identify groups that are already organized, offer your assistance and solicit their cooperation.

     ii.   Initiate Park and Walk activities within designated areas on campus engaging students, staff, faculty and visitors will often generate feedback and identify persons interested in making contact with you.

     iii.   Attend university related activities.

     iv.   Show up at times and places where students congregate.

        v.   Attempt to meet with small groups rather than large groups. Students will be more likely to talk with you rather than avoid interaction.

        vi.   Organize activities around interested groups such as Student Senate, Athletics, Greek Life, Multicultural Student Services Center, Talent Development and other events or activities that interest students.

        vii.   Contact local legislators to generate possible support and community contacts who may be knowledgeable of community conflict.

        viii.   Contact the local Chamber of Commerce and other civic organizations, i.e., Lions Club, Elks Club, Kiwanis Club, etc.

2. Chain of Command Issues
   a. CLO's/CRO's will work under the direct supervision of the Director of Public Safety/ Police Major or his/her designee.
   b. CLO's/CRO's shall prepare a monthly written report to the Police Major that details all significant activities performed to date and update all works in progress. This shall be submitted not later than by the fifth day of each month for the preceding month.

By Order of: _____

Michael A. Jagoda
Director of Public Safety & Chief of Police
All Policies have an associated signed copy on file.