

THE CHATHAM POLICE DEPARTMENT
STRATEGIC OPERATING PLAN

2007

Our Strategic Operating Principles



June 25, 2007

MARK R. PAWLINA
CHIEF OF POLICE

CHATHAM POLICE DEPARTMENT
2007
STRATEGIC OPERATING PLAN

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Section 1

Message From The Chief

June 25, 2007

Dear Chatham Police Employees,

It is with great pleasure that I present the 2007 Strategic Operating Plan of the Chatham Police Department. This document is intended to provide both the employees of the Chatham Police Department, and the citizens of Chatham, with a detailed view of our strategic operating principles, and our fundamental operating philosophy. It is also meant to be a reference guide for Chatham Police employees of our basic principles which we operate under.

It also identifies specific initiatives that fit in with our overall operating philosophy. Because it contains goals that will eventually be achieved, this document will always be a work in progress, and will be updated on an annual basis. It will also provide clear expectations to all members of the department by clearly identifying our mission, our vision, and our values. These strategic operating principles will also lay out clear expectations that all members of the department will be held accountable for.

My overall goal and expectation of the Chatham Police Department is to make our agency the best that it can be in providing excellent community oriented police services and safety to our residents, with a heavy emphasis on professionalism, customer service and integrity.

With great goals, come great challenges. Our challenge will be to live up to the expectations that we have set for ourselves as a police department. I will provide the direction and support that is needed for us to achieve. I am certain that through all of our efforts, collectively, we will move the Chatham Police Department forward in making it a model police agency that we and our citizens will all be proud of.

*Sincerely,
Mark R. Pawlina
Chief of Police*

Section 2

OUR MISSION STATEMENT

The Chatham Police Department is committed to providing excellence in police services to all people of our community, to fairly and effectively prevent crime, uphold the law, and safeguard lives and property.

We dedicate ourselves to proactively engage with our citizens by developing community oriented partnerships, and work with our citizens by using a problem solving approach to improve the quality of people's lives, and help to make the Town of Chatham a safe and desirable place to work, live, and visit.

Section 3

OUR VISION

The Chatham Police Department's vision is to be a community oriented model police agency by dedicating ourselves to serving our community through our operating principles and philosophy.

We will create an atmosphere of professionalism through setting standards that we will live by, through teamwork, and constant self improvement that will result in improved service to our community, increased pride in our organization, and a reputation for excellence in the law enforcement community. We will be the best of the best, as recognized by the community we serve, and all other police agencies.

Section 4

OUR VALUES

HELPING PEOPLE

We believe in the idea that we exist to serve the community by helping people. We incorporate this belief in all we do to make a positive difference in the quality of people's lives. Protecting the lives and property of all people is the highest calling of public service; it is the essence of public safety. We operate with the full understanding that we are public servants, and carry the responsibility of being accountable to our community. Serving as a Chatham Police Officer is living in the world of service to others. This is the most fundamental principle upon which we operate.

A CUSTOMER SERVICE APPROACH (THE "WOW" FACTOR)

We are committed to establishing a reputation for the highest levels of professionalism, and customer service to our community. We believe in, and practice, the idea that any person, with any problem, at any given moment, is the most important problem to us. Our commitment to customer service means we treat all people, of all backgrounds, with fairness, compassion, and dignity. We will earn a reputation with the community for being approachable, by taking ownership of all problems as if they were our own, and by being proactive in finding solutions with the result of making our community better. But just as important, is the manner in which we work with our citizens to solve problems – we must always be polite, courteous, and professional. There is no other way. We will "WOW" the community with our level of helpfulness, and our ability to accommodate the needs of people. We will strive to impress the public with our level of service that goes above and beyond what is required. By incorporating the "WOW" factor into our customer service approach we will set ourselves apart from all other police agencies.

INTEGRITY

All members of the Chatham Police Department will practice in all their work and dealings with the public, the ideals of honor, duty, courage, and fairness. By embracing the Officer's Code of Ethics, members of the Chatham Police Department will never compromise themselves. We will perform our duties in a manner that is respectful of citizens rights under the United States Constitution, and Massachusetts General Laws. Through our words and our actions, we will ensure that the public's best interest is always served above all else. Our integrity will be the foundation for building trust and confidence with the public.

ENGAGING WITH OUR COMMUNITY

We recognize the valuable input and potential resources that exist in the community, and how important it is that we work with the public to be effective problem solvers. We will capitalize on, and multiply our effectiveness by developing partnerships with the persons, businesses, groups, and organizations that are stakeholders in solving problems and improving the quality of life in our community. We believe our connection with, our understanding of, and our relationship with, our community, will be enhanced through developing partnerships. We will capitalize on opportunities that present themselves to engage with the community. We will look for opportunities to make positive contact with citizens, residents, and businesses.

SELF IMPROVEMENT

We will constantly work towards improving ourselves and developing our potential as public service providers. Providing the best in service requires that all of us become better at what we do by living up to our expectations, and always asking ourselves “How can I make a situation better?”; “How can I improve the way I deliver services to citizens?”; “What can I do to improve my approach to people?”. We will develop our potential of competence in serving the public to the highest level possible.

PROMOTING A PROFESSIONAL IMAGE

We will promote a professional image by ensuring that we always maintain a professional appearance by wearing uniforms that are clean, pressed, and fit well. We will ensure that our issued police cruisers and equipment are kept clean and functioning properly by maintaining and taking proper care of all department issued equipment. Our conduct will be professional at all times, whether we are interacting with the public or with each other.

SAFETY

Keeping our community safe from crime and harm, as well as ensuring safe practices for our officers is of the utmost concern to us. We will utilize the crime fighting principles of the strategic plan to maintain a safe community in Chatham. We will also keep ourselves safe by how we conduct ourselves tactically and by assisting each other during the course of our shifts.

Section 5

THE COMMUNITY PATROL PLAN

AREA INTEGRITY

The Chatham Police Department will operate under a community patrol plan that is based on area integrity, or ownership. Area integrity means identifying specific geographic areas that will be designated as “patrol sectors”. Officers will be assigned a patrol sector that will be their piece of geography that they will “own” during their tour of duty. The idea of owning an area of our Town – “ownership” – is the most fundamental piece of the patrol plan.

OWNERSHIP

Ownership of a patrol sector means that officers will treat this area of our Town as if they owned and are the care takers of this property, and the people in it. Ownership means being responsible for everything that occurs in that patrol sector. In order to develop ownership of a patrol sector, officers must be proactive in applying the mission, the vision, and the values of our strategic operating plan. Ownership means scanning the patrol sector for conditions, problems, and trends that are occurring or may occur, and then taking the best possible actions with the goal of creating a positive outcome. When a condition is observed that needs attention, then officers will size up the problem, consider the best solution, and take appropriate action. In essence, ownership means taking the initiative that will improve a situation, and ultimately, improve the quality of life in that part of our Town.

COMMUNITY POLICING

Community Policing goes hand in hand with the principle of ownership. The Chatham Police Department adopts the community policing philosophy into our community patrol plan. The most basic tenets of community policing are *partnerships* and *problem solving*. These two basic principles of community policing are also two of our operating values. Community policing focuses on problems. These problems may be of a different nature such as criminal, public disorder, conditions that are compromising to the safety of citizens, or deteriorate the quality of life.

The community policing approach calls for identifying these problems, proactively engaging with the community to develop partnerships, and to solve or minimize the problem. It requires that police officers become problem solvers by working with members of the community to achieve a positive result. Community policing requires a balance between responding to calls for service, and problem solving conditions that

become known to an officer. Thus, a police officer's role is to become a catalyst for improvement in the community.

Community policing is also a crime fighting tool. By developing partnerships, vital information can be obtained from citizens to solve and prevent crimes. The community policing process known as the "SARA" model is the method that the Chatham Police Department adopts to solve problems, and fight crime. The SARA model is an acronym for *Scanning, Analysis, Response* and *Assessment*.

Scanning: Identify patrol sector crime, disorder, and complaints.

Analysis: Understand conditions that cause problems to occur.

Response: Develop and implement solutions.

Assessment: Determine the impact.

CORE RESPONSIBILITIES OF DISCRETIONARY PATROL (CRIME PREVENTION)

Discretionary patrol time that is properly focused and productive will result in the prevention of crime. Discretionary patrol time should never be considered "idle" patrol time. The core responsibilities of discretionary Community Patrol are the most basic functions in sector patrol. They translate into crime prevention tactics when conducted properly. The core responsibilities help create the foundation for "scanning" while on patrol. The core responsibilities are basic duties and responsibilities that are considered priorities that make up a good portion of patrol time.

Random, aimless patrol, with no sense of priority will result in random, aimless effectiveness of patrol time by officers, and will not provide the benefit of crime prevention. For example, if officers have specific locations where motor vehicle accidents are occurring, and citizens have made specific complaints regarding speeding, then those locations should be high on the list to conduct directed patrols and motor vehicle enforcement.

However, if an officer spends an excessive amount of time conducting motor vehicle enforcement at locations that have no accidents, and have few violation issues, then it would be a poor use of police resources to spend an excessive amount of time there.

This concept is also true when officers are scanning their patrol sector. We know through our police experience that there are locations that historically have experienced problems. It is this idea that we draw some conclusions from about how and where officers should prioritize their discretionary patrol time. Listed below are example categories of core responsibilities. These categories are not to be considered an all inclusive list of core responsibilities. Below are some of the basic categories that should be given regular and routine discretionary patrol time, which will result in the prevention of crime and disorder. They are:

- Primary roads (major routes) within the patrol sector should be driven sporadically and often during the shift, while secondary roads, or neighborhoods should be patrolled clusters. For example, in the West Patrol Sector, Routes 28 and 137 should be scanned early, and often in the shift, while neighborhoods such as Pleasant Street and the side roads off of it, should be patrolled as a group at one time. This allows officers to get to know the side streets well, and provide a good presence, and a thorough patrol to a neighborhood. Officers should be scanning for problems, nuisances, suspicious activity, and violations during this time.
- Monitoring intersections or locations where unsafe operating of motor vehicles, or frequent motor vehicle accidents are occurring. Motor vehicle stops are also effective to prevent crime.
- Directed Patrols of hot spots or crime trends.
- Utilization of information led policing to apply up to date information on criminal suspects and activity to effectively reduce crime in the patrol sector.
- Identify unsafe conditions (ie pot holes, road signs in need of repair), and take proactive measures to correct the problem.
- Engage with residents and citizens when an opportunity arises. Ask if things are going OK, or if there have been any problems in the neighborhood that they would like to have addressed.
- Stop in at functions, or events such as ball games, civic gatherings, and school activities to spark some positive interaction with citizens.
- Stop in at businesses in the patrol sector and speak with business owners and operators. Pay special attention to certain businesses after dark, such as liquor stores, gas stations, and convenience stores.
- Take appropriate action when violations are observed. This may mean enforcement action, or it may mean that there is other non-enforcement action to

be taken that may better solve the problem. The goal is not necessarily the enforcement, but to solve the problem.

- Business security checks of doors and windows that are closed to help prevent, and discover break ins.
- Regular checks of Town owned public areas such as bathrooms, Town buildings, landings, parking lots, and beaches because they are important focal points for activity.
- Dispersing disorderly parties, gatherings, and disorderly groups that detract from the quality of life.
- During severe weather related events check roads for down wires, poles, and trees that present hazards and take measures to protect the public.
- Conduct directed patrols at the schools, monitoring of bus stops and routes, and regular walk throughs of the schools.
- Make routine community policing visits at youth activities, such as the Recreation Center to engage with young people as well as the counselors to get to know the youth, and keep a hand on the pulse of what is going on in Town.
- The Senior Center activities should be monitored to assist and engage with the senior citizens in Town. Regular community policing stops should be made at the Senior Center.
- Investigating suspicious activity of persons or vehicles that are reported or observed. This is extremely important in preventing and reducing crime.
- Bars or liquor serving establishments that have a higher than normal number of incidents or calls for service should be given extra attention, such as directed patrols, and taking enforcement or problem solving actions.

CHATHAM POLICE COMMUNITY PATROL SECTORS

BASIC TWO CAR COMMUNITY PATROL SECTOR PLAN

The basic patrol sector plan is a two patrol car plan with geographic boundaries that divide the town into two roughly equal halves. The two geographic areas are designated as “West Patrol” and “East Patrol”. The boundaries are divided west and east from Orleans Road (Rt. 28) in North Chatham, down Training Field Road, to Old Queene Anne Road, across Rt. 28, down Lime Hill Road, to Oyster Pond, along Oyster River, to Stage Harbor to the Nantucket Sound. (Map attached).

ENHANCED THREE CAR COMMUNITY PATROL SECTOR PLAN

The enhanced three car patrol sector plan has the same east and west geographic boundaries as the basic two car plan. However, a third patrol car is added by splitting the East Sector roughly in half. The East Sector is divided north to south by Main Street (Rt. 28), to Depot Road, to Old Harbor Road, to Shore Road. (Map attached).

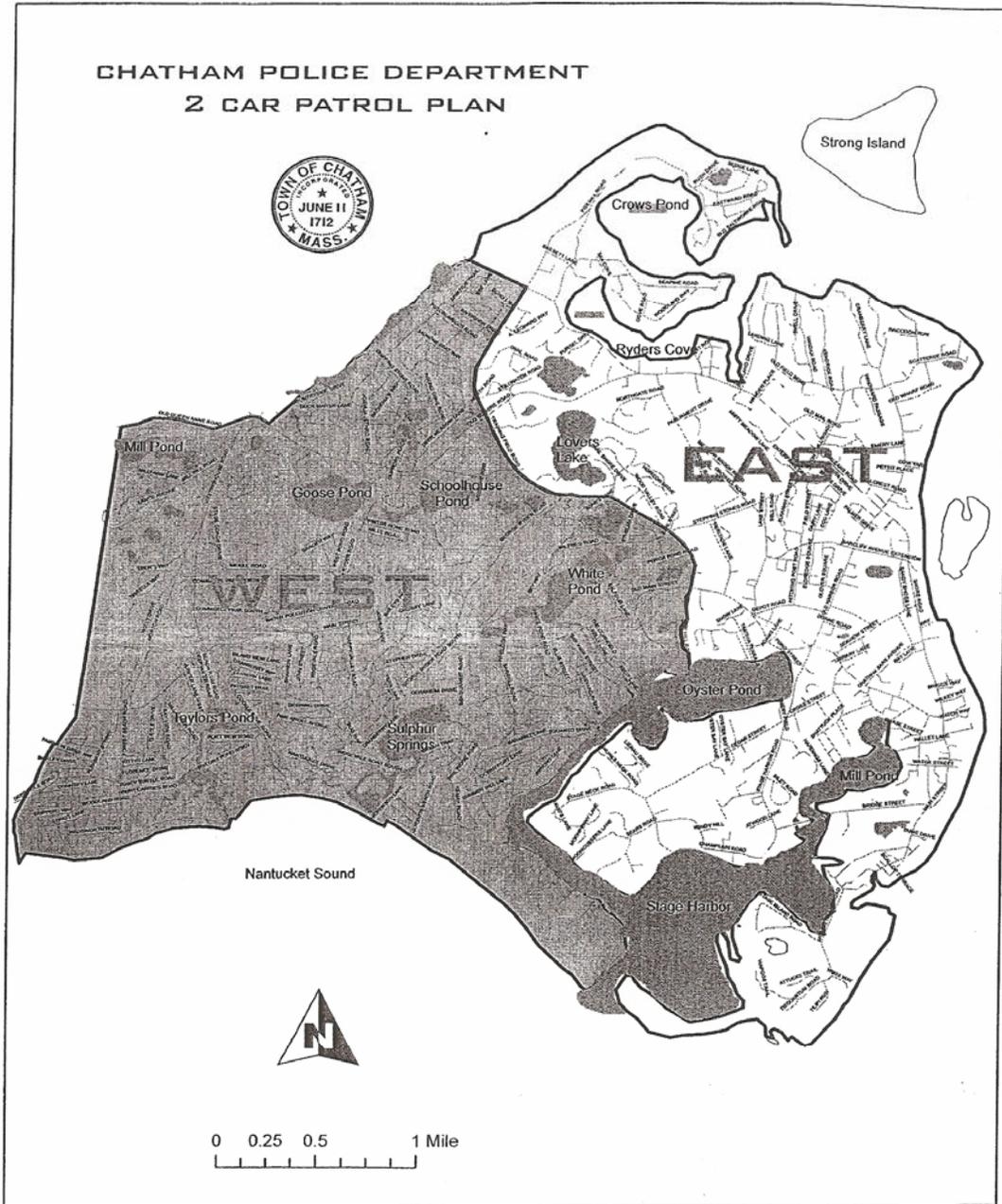
SUPPLEMENTAL COMMUNITY PATROL SECTOR PLAN

The supplemental patrol sector plan provides for two supplemental patrols, in addition to the patrol car plan, when warranted. One supplemental patrol assignment is a Route 28 Car, which covers all of Route 28 in the Town of Chatham. The other supplemental patrol assignment is Main Street Downtown from the New Community Center on Main Street to the Light House Beach parking lot. This patrol assignment will normally be a bicycle or walking beat assignment. In some instances it could be a “park and walk” patrol. (Map attached).

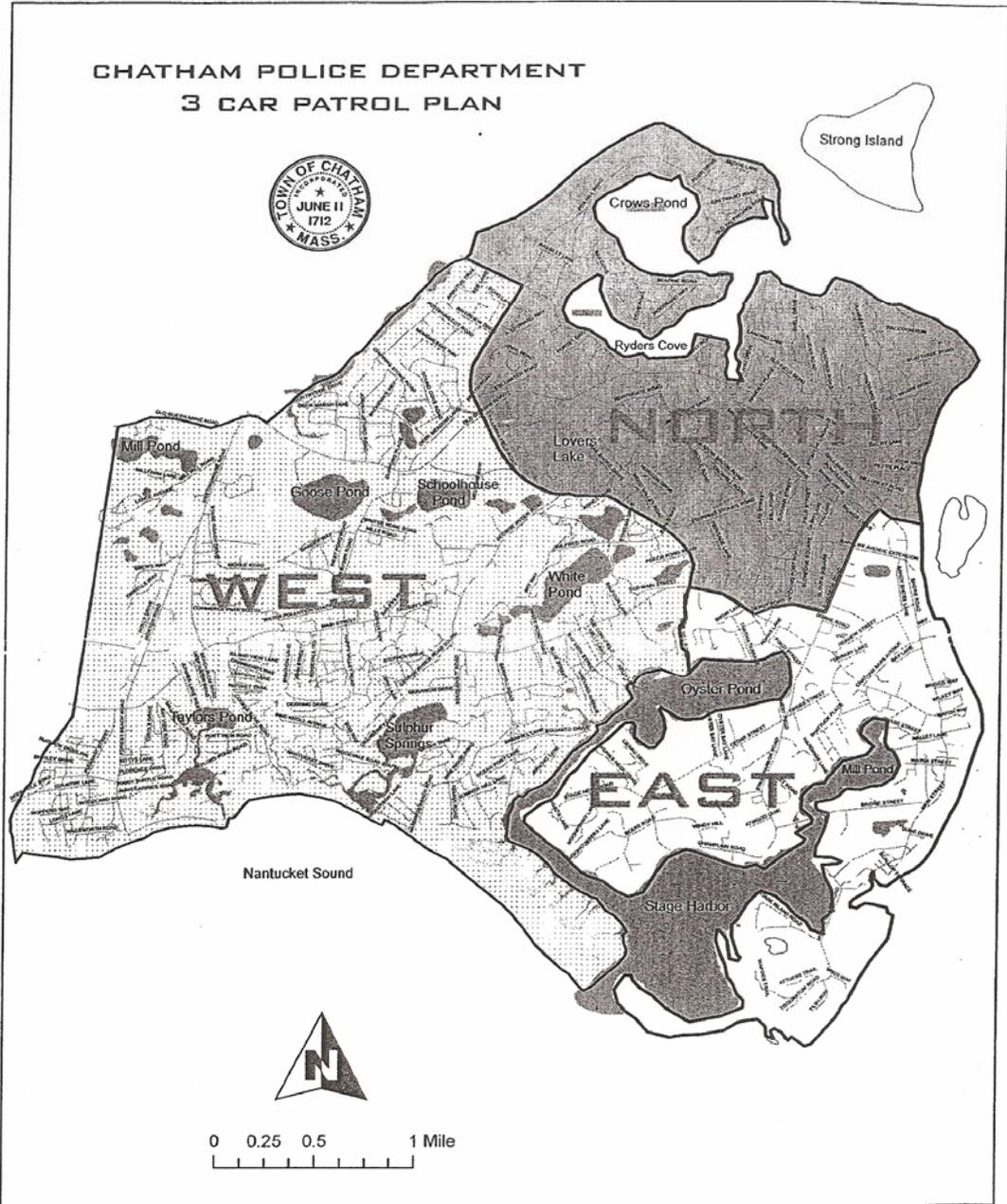
SUPERVISOR COMMUNITY PATROL

The primary function of a supervisor is to supervise the activities of the patrol officers under their supervision, and ensure the proper operations of their personnel. As such, a patrol supervisor will always be responsible for the patrol of the entire Town during their assigned shift or duty. However, patrol supervisors will from time to time, due to officers being tied up on other calls, or staffing shortages, will assume a patrol sector. The supervisor will be responsible for balancing the duties of Town wide supervision, calls for service, and patrol sector coverage. This situation will normally be of limited time duration, but will be determined by circumstances.

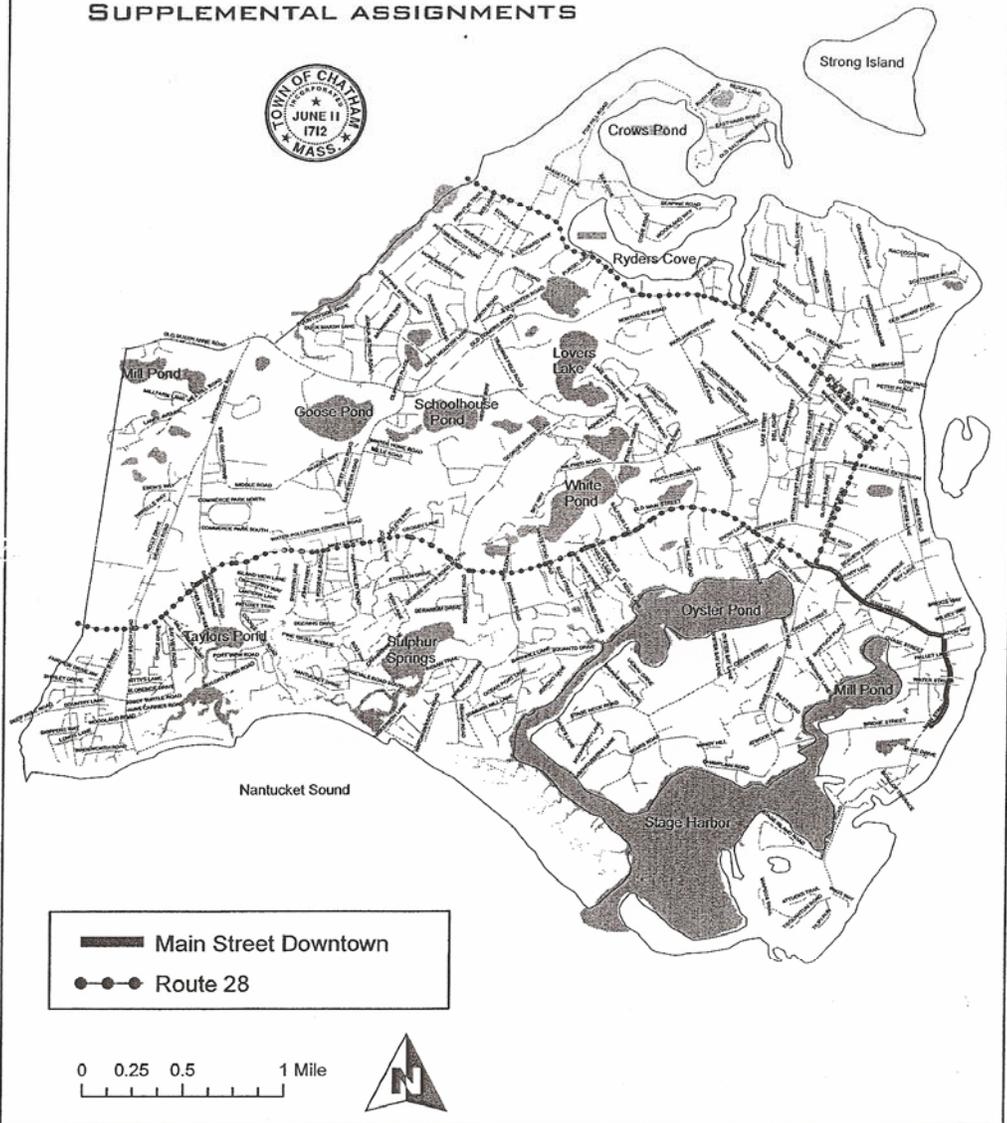
CHATHAM POLICE DEPARTMENT
2 CAR PATROL PLAN



CHATHAM POLICE DEPARTMENT
3 CAR PATROL PLAN



**CHATHAM POLICE DEPARTMENT
SUPPLEMENTAL ASSIGNMENTS**



Section 6

SUPERVISION AND LEADERSHIP

The Chatham Police Department practices supportive and hands on supervision and leadership. Supervisors in the Chatham Police Department are very involved, and play a vital role in the policing effort. Supervisors are responsible for ensuring the operations and conduct of officers is at its optimum level. The role of a supervisor is to coach, mentor, coordinate, develop, encourage, support and improve the efforts of patrol officers so that patrol officers are as effective as they can be in providing police services to the community. The most fundamental role of supervision is their role of providing leadership. Leadership is central to the role of a supervisor or commander.

CREATING A POSITIVE WORK ENVIRONMENT

The environment that people work in is critical to their productivity, and their effectiveness. Therefore, the idea of creating a positive work environment is embraced as an important operating principle in the Chatham Police Department. The attitude that we carry, and impose on others, especially subordinates, spills over into their work. A negative attitude can often produce negative responses and outcomes. While a positive attitude can help influence positive responses and outcomes. When we utilize the concept of teamwork, and focus on our tasks, goals and mission, we are creating positive energy toward accomplishment. A positive attitude provides the fuel for success, and accomplishments. Creating a positive work environment is a key principle of supervision, and as such, is adopted as a strategic operating principle by the Chatham Police Department.

Supervisors and commanders must take on a proactive role in correcting pessimistic thoughts and comments made by subordinates. Likewise, rumors and unwarranted complaints and criticisms must be dealt with proactively so that employees stay on track, and focused on our mission. These negative behaviors can be cancerous. It is the duty of a supervisor and commander to never engage in these behaviors, and to proactively defeat them.

Some of the methods that are effective in creating a positive work environment, and should be practiced routinely by supervisors and commanders are:

- Expressing praise early and often when it is appropriate and meaningful.
- Providing clear direction and instructions to officers that are consistent with the mission, values, and goals of the department.
- Devising goals with individual officers that are consistent with the Strategic Operating Principles.

- Communicating openly with your officers, and listening to their concerns and ideas.
- Practicing proper leadership skills, and exhibiting a positive, upbeat attitude.

Quotation:

The Power of Attitude

“Our lives are not determined by what happens to us, but how we react to what happens; not by what life brings to us, but by what we bring to life. A positive attitude causes a chain reaction of positive thoughts, events, and outcomes. It is a catalyst..... a spark that creates extraordinary results.”

THE FIVE PILLARS OF LEADERSHIP

The Chatham Police Department embraces and puts into practice this idea that leadership goes hand in hand with supervision and command. We believe that there are basic principles that when put into practice, create success within the organization. We know these basic principles as the “Pillars of Leadership”. We also acknowledge and adopt the principles outlined in the publication, The 8th Habit: From Effectiveness To Greatness, by Stephen R. Covey as a foundation and basis for the pillars of leadership. We recognize that there are five (5) pillars of leadership that are undeniable as tools for success in coaching, mentoring encouraging, supporting and improving -- ***supervising*** -- our patrol officers. Therefore, we adopt the five pillars of leadership into the strategic operating principles of the Chatham Police Department.

1. **OWNERSHIP** means proactively taking the initiative to solve problems that come into our view. It requires a proactive approach in recognizing our duty and responsibility to deal with a problem, and to take an action that will have a positive outcome. It requires that a positive attitude be applied by seizing opportunities to improve any given situation, or minimize any given problem. It means being accountable for what we do, and how we do it. Supervisors are accountable for their shift, their personnel, and for what our officers do.
2. **CONTRIBUTING** means utilizing our knowledge, experience, talents, and ideas to add value and improve the organization. We all complement each other by adding our piece to the organization. By mentoring, coaching, and encouraging our officers, they become better at what they do, and the entire organization becomes better. Contributing is all about the team approach. We work as a team, which optimizes our strength as an organization, and increases the odds for success in achieving our goals, accomplishing our mission, and realizing our vision.

3. **COMMITMENT** means “keeping your eye on the ball”. This popular baseball expression points out the importance of staying focused on our mission. A baseball player that does not keep his eye on the ball, or who is not committed to their work, will never catch the ball, will never hit the ball, and will never score a run. By focusing our attention on our mission, our goals, our purpose, and our tasks, we will ensure our success in accomplishing all of these. Commitment is recognizing what needs to be done, and what it takes to get things done well.
4. **PROFESSIONALISM** or the base word, *profess*, means “to declare positively.” Professionalism is the foundation of all our conduct. How we talk to people, how we treat people, how we carry ourselves, how we perform our work will always be with professionalism. Professionalism creates a positive atmosphere, and earns the respect of others. Equally important is the need to be professional, not only with the citizenry, but with each other. The treatment and interactions with fellow employees, subordinates, or superior officers will hold the same standard of professionalism that it does with the public. Our organization requires that we treat each other with the same level of professionalism that is required with the public.
5. **SELF EVALUATION** can be the most challenging pillar of leadership. Self evaluation requires that we look down deep within ourselves at our own flaws, and weaknesses, and take steps to improve. This requires a great deal character and courage. It means working through our own insecurities, and being honest with ourselves. Sometimes it means saying to ourselves that “I have found the problem, and it is me”. But once we get beyond that, the benefits can be tremendous in terms of opening the floodgates to self improvement. The idea is not to just point out our own flaws, but to improve ourselves, so that we help improve the performance of others that we supervise. The purpose of self evaluation is to become better. This pillar, more so than any other, is never completed, and never has a finishing line.

Quotation

The Power Of A Leader

“True leaders are not those who strive to be first but those who are first to strive and give their all for the success of the team. True leaders are first to see the need, envision the plan, and empower the team for action. By the strength of the leader’s commitment, the power is unleashed.”

Section 7

UTILIZING A CRIME FIGHTING STRATEGY

The Chatham Police Department adopts the strategic operating principle of utilizing an established crime fighting strategy that will have a positive impact on crime, and fear in our community. Over the years, law enforcement organizations have developed different strategies to deal with crime problems. Some of these strategies have developed into basic principles of fighting crime. A crime fighting strategy is a general method that when practiced routinely, will generally result in crime reduction or crime problem minimization. Are tactics the same as a strategy? The answer is no. An extra officer, in plain clothes, may be deployed on a four hour detail, from 0100 hours to 0500 hours, in an unmarked vehicle to conduct surveillance at businesses that have been targeted for break ins. Utilizing an unmarked vehicle by a plain clothes officer to conduct surveillance is a tactic. But what led up to the decision to utilize that tactic? The tactic was a response to obtaining accurate information. The recognition of a crime issue came first, a plan or tactic was developed to deal with it, and the plan was then implemented with personnel and resources assigned. The final piece of a crime fighting strategy is the same as any problem solving effort, which is an intense follow up and assessment – the results. In summary, the Chatham Police Department adopts the best known practices of a crime fighting strategy. These best practices have been proven, and are as follows:

ACCURATE AND TIMELY INTELLIGENCE (INTELLIGENCE LED POLICING)

In the above example, a decision was made by a police agency to employ a tactic to address a specific crime issue. Prior to making that decision, there had to be recognition of a crime trend that was taking place. Information and data analysis are crucial to identifying crime trends or incidents that are taking place. But information or data alone is not enough. We must analyze an incident(s) and data, before we can make a determination on the best tactic for dealing with it. Information on criminal incidents such as what type of incident, what time it occurred, what method was used, what weapons or instruments were involved, what descriptions did we get, along with other details of the incident(s) must be determined. That is analysis. Once raw information or data is analyzed, it then becomes intelligence. We now are operating with accurate intelligence, and not just raw information. Intelligence led policing will help to tell us if there is a specific crime trend or suspect(s), or just a group of unrelated, individual incidents. After we have conducted an analysis, and we have accurate information, we can develop a better response to it.

A crime trend is defined as more than one incident with similar characteristics.

Because a crime trend is defined as more than one incident with similar characteristics, it means that it could take as little as two incidents to be a trend. This is why it is crucial that criminal incidents and information need to be analyzed immediately, so that accurate

information (intelligence) can be disseminated accurately, and quickly. Why is it important to analyze crime information, and then act on it as quickly as possible? It is crucial because once a criminal(s) has found success at committing a crime, the number of incidents can pile up quickly, causing alarm and fear in the community, having a negative effect on the crime rate of the town, and causing numerous innocent persons to become victims.

By analyzing information (incidents) immediately, and disseminating the intelligence to officers, developing a plan or tactics so that we can have a rapid response to it, we have a better chance of preventing more crimes. The goal is to have fewer citizens fall victim to crime. The sooner effective and appropriate tactics can be deployed, the better the opportunity for an arrest of the perpetrators.

EFFECTIVE TACTICS

Once the intelligence is disseminated, a plan of action must be determined, and specific tactics must be employed right away that will create a positive outcome such as preventing further incidents, and making arrests. The response and tactics utilized must be both effective and appropriate to the trend or situation. For example, placing officers in plain clothes, and conducting covert surveillance would not be an appropriate response to unruly youths who congregate at a specific location after school lets out. On the other hand, that tactic would be very effective and appropriate at ATMs that were showing a trend of robberies taking place.

RAPID DEPLOYMENT OF PERSONNEL AND RESOURCES

Once the most effective tactics have been determined, personnel and other resources must be deployed as soon as possible in order to begin impacting the problem. It is important that the tactics are coordinated and the personnel utilized are given the proper support to be successful.

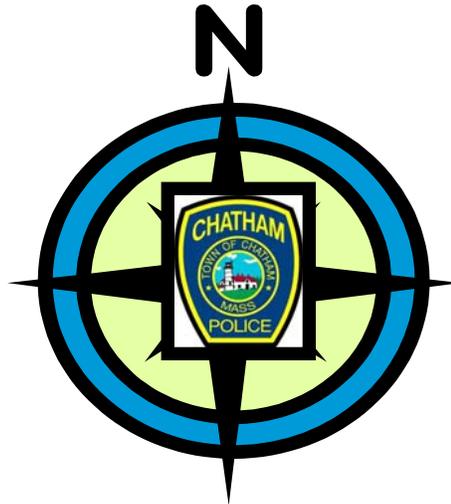
FOLLOW UP AND ASSESSMENT (EVALUATING OUR RESPONSE)

The response or tactics must also be flexible and may need to be changed, based upon new intelligence. How do we know if we are being effective? Have the incidents stopped? Has an arrest been made? Are we conducting our efforts at the right times? What are the results? By conducting constant follow up, and by always evaluating *what*, and *how* we are doing, we will be able to determine our effectiveness.

COMMUNITY POLICING AND A CRIME FIGHTING STRATEGY

A problem solving – community policing approach is also an effective approach in fighting crime. The Chatham Police Department believes the strategy described above of dealing effectively with crime, or crime trends is part of the problem solving approach. The **SARA** problem solving model of community policing fits into this strategy perfectly.

Scanning would be considered the information and data obtained. *Analysis* is the turning of information into intelligence. *Response* is the tactic or tactics utilized to combat the problem. *Assessment* is the constant evaluation of the response to see if we are being effective. Community Policing and problem solving play a big part in crime fighting strategies.



COMPREHENSIVE ACCOUNTABILITY and STRATEGY SESSIONS (COMPASS)

With supervisory and command staff engaging in regular incident analysis and strategy sessions, looking at intelligence, developing plans of action, evaluating results, and ensuring the facilitation of community oriented policing, the Chatham Police Department has engaged in a process widely known as “COMPSTAT”. The Chatham Police Department refers to these accountability and strategy sessions as *Comprehensive Accountability and Strategy Sessions* or *COMPASS*.

The COMPASS style process has been proven as a managerial and accountability tool for many police agencies. We adopt this process, and will utilize it to ensure that we are holding ourselves accountable for our response and proactive measures we are taking in dealing with incidents and crime in Chatham. The COMPASS process is a key part of a comprehensive crime fighting strategy, and implementation of community oriented policing.

However, the strategy and accountability sessions are not the end of the line. Supervisors must bring forth the information from the COMPASS meetings to their officers and investigators on their shifts to complete the loop. That is where the strategies and response to crime and other incidents develop from analysis into action steps. By taking the necessary action on our shifts, we are taking a step toward accomplishing our goals.

This is why it is critical that our activity matches up with our goals. By holding ourselves accountable for our actions, we will improve our service to the community and make Chatham a safer place.

THE COMPASS PROCESS

- The Chief of Police and the Command Staff will have a hands-on approach in managing the COMPASS sessions.
- The COMPASS process in the Chatham Police Department begins with an analysis of all the incidents for a designated period, typically every two weeks.
- This analysis is done by having the shift supervisors report on the incidents that have occurred on their assigned shift, describing the actions taken, the results or status of each case, and any follow up actions that need to be completed. All supervisors are held accountable and responsible for all incidents on their shifts, whether they were working that day or not.
- Shift supervisors are required to come prepared for these meetings and bring copies of incident reports, and any other supporting information, to analyze the incidents that took place on their assigned shift.
- These incidents are analyzed for trends and for accountability purposes to ensure they are getting the most thorough and effective response and follow up they need to get.
- Strategies are then discussed, and a plan of action is determined that will be most effective in addressing trends, and conducting follow up action.
- Action steps and strategies from the past session regarding trends or incidents are assessed to determine if they have been effective, or need to be modified.
- Shift supervisors are also accountable for reporting on Town events, activities, meetings and proactive community policing activity for all the officers on their shift.
- Investigations assigned to the Detectives/Patrol Investigators are followed up on with a report on status updates and results on the specifics of open cases by Special Services Division.
- Information from all reporting supervisors is shared and linked with each other for maximum effectiveness.
- Supervisors are immediately responsible for providing the direction and outlining action steps that have been discussed to their shift personnel. This is also an

opportunity for supervisors to obtain input and ideas from their individual shift officers.

- The concepts of ownership and accountability are emphasized greatly in the COMPASS process.

Section 8

CASE REVIEW AND CASE MANAGEMENT

To ensure that all case incidents are being thoroughly investigated, a case management system shall be adhered to by the Chatham Police Department. Case management procedures ensure that cases are tracked from the start of the investigation to the closing of the case. The Chatham Police Department has established a case review and case management system as follows.

CASE ASSIGNMENT

In most instances, investigations usually begin with the initial response of a community patrol officer. Depending on the complexity and seriousness of the case, a detective may or may not be called immediately to the scene. Cases that do not need an immediate response or follow up by a detective will be assigned to the responding officer for investigation.

CASE MANAGEMENT AND REVIEW

- Shift supervisors/OICs will respond when necessary, and monitor patrol officer's case investigations for thoroughness, ensuring that the proper investigative steps are being completed such as interviews, taking of statements, securing the crime scene, securing evidence, and other required initial investigative actions.
- Shift supervisors/OICs will determine if a response from a detective/patrol investigator shall be required based on the complexity and seriousness of the case. If there is any question, the duty lieutenant will be consulted.
- Patrol officers will be responsible for completing a thorough investigation, and submitting a written report of the incident, including evidence when crime scene technicians are not needed.
- Patrol officers will notify the supervisor or OIC immediately if other investigative resources may be needed such as crime scene technicians, or detectives.
- Shift supervisors/OICs will conduct a review of all patrol officer's investigations and reports. This initial review is the most critical because it ensures that the officer is on the proper course with the investigation, and it ensures that specific follow up investigative steps will be identified.
- During the initial case review supervisors will be responsible for determining if a case needs further investigation, and will provide direction and support to the

officer after reviewing the initial case. Many times the supervisor will be on scene or involved in the initial investigation as it is unfolding. However, a full review of the written report is also required to ensure the thoroughness and accuracy of the report, and all investigative steps have been taken, and documented.

- *All cases that require follow up investigation shall have follow up action and documentation completed within three (3) working days of the assigned investigator.* In some cases follow up investigative action steps may not be able to be completed within this time period. However, the officer or detective must document what actions, or attempted actions were taken, or why no action could be taken.

Required Case Management Activity Intervals

<p>First Interval – Within the completion of shift.</p>	<p>Initial case report and supervisory review will take place within the shift period that it occurred. SUPERVISORY REVIEW REQUIRED.</p>
<p>Second Interval – Within three (3) working days of the investigating officer.</p>	<p>First follow up investigative steps and documentation will take place within a maximum of three (3) working days of the assigned investigator. The case shall be closed if no additional investigative steps are needed. (Cases of a very high priority will be required to have immediate follow up, assignment, and documentation.) SUPERVISORY REVIEW REQUIRED.</p>
<p>Third Interval – After fifteen (15) calendar days.</p>	<p>Cases that have not been closed after three days will be completed within fifteen (15) calendar days. All follow up investigative steps, and documentation shall be included. A command review will take place at the fifteen day period, and a determination will be made if there needs to be additional follow up investigation, or to close the case. SUPERVISORY REVIEW REQUIRED.</p>
<p>Final Review – After twenty eight (28) calendar days.</p>	<p>Cases that have not been closed after fifteen days will be completed within twenty eight (28) calendar days. A command review will take place at the twenty eight day period, and the case should be closed with all follow up investigative actions taken and documented. The Chief of Police will be notified by memo of any case going beyond twenty eight (28) days without closure and the reasons for it. SUPERVISORY REVIEW REQUIRED.</p>

CASES ASSIGNED TO DETECTIVE/PATROL INVESTIGATOR

In addition to the case management practices listed above, cases assigned to detective/patrol investigator will require the following:

- All cases assigned to detectives/patrol investigators shall be logged in to the detective case file in the in-house computer. The case log shall be monitored, and inspected by the Commander of Special Services.
- All detectives/patrol investigators will be required to maintain an individual updated case log and provide a weekly case status report to the Special Services Commander.
- The Commander of Special Services shall ensure that the required case management activity intervals are adhered to.
- All detective/patrol investigators shall maintain a standardized case management folder on each individual investigation. These case folders shall be kept in centralized location.
- All closed cases will be required to document the final disposition as to how the case was closed (arrest made; all leads exhausted; etc.).

Required Documentation by Special Services

1. General case assignment in-house status log
2. Individual Detective/Patrol Investigator case assignment and status log
3. Case folder assignment and investigative plan

Section 9

EMPLOYEE DEVELOPMENT

The Chatham Police Department adopts the strategic operating principle that believes the most important resource we have is our own employees. It is without question that we must seek to obtain the full potential from the men and women of the Chatham Police Department through mentoring, specialized training, encouragement, providing positive direction, and a creating a positive working environment.

Training is the single most important entity that can develop our employees. By exposing our employees to knowledge, new and proven ideas, and best practices, we will grow and increase our ability to improve ourselves. This will help us realize three of our department values. The first, becoming the best of the best in the law enforcement community. The second, improving our level of professionalism and customer service. And finally, we will improve our service and protection to the Chatham community.

Section 10

2007 GOALS AND INITIATIVES

- ❖ Develop a fully functioning community oriented policing and problem solving police department based on accountability.
- ❖ Progress toward State certification and accreditation.
- ❖ Become more proactive with youth and school activities.
- ❖ Increase crime prevention and safety presentations to the community.
- ❖ Improve and enhance the use of technology and communications equipment.
- ❖ Improve our level of supervision and accountability.
- ❖ Improve our overall level of professionalism and customer service.

SECTION 11

CHATHAM POLICE ORGANIZATIONAL CHART

**CHATHAM POLICE DEPARTMENT
ORGANIZATIONAL CHART
REVISED JUNE 1, 2007**

