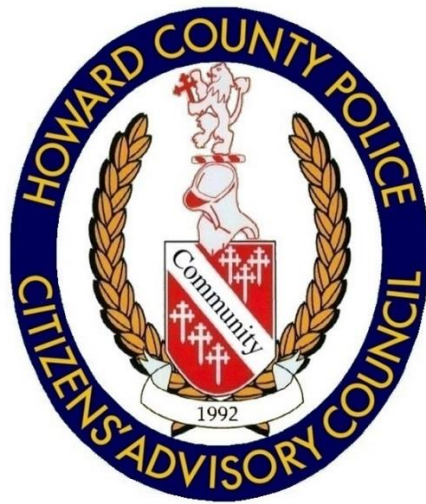


Howard County Police Chief's
Citizens' Advisory Council

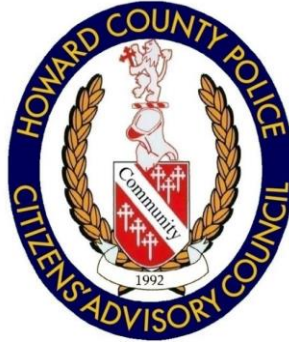


Committee on Community Policing
CR16-2015

October 30, 2015

TABLE OF CONTENTS
(pdf version)

	pdf pg.
Message from the Chair	3
County Resolution 16-2015	5
HCPD Motto, Mission, Values	10
CALEA Accreditation.	11
Subcommittee #1 Report	12
Subcommittee #2 Report	31
Subcommittee #3 Report	46
Subcommittee #4 Report	58
NCRO Interview Responses	68
Recruit Training Objectives.	70
Online Survey	94
Online Survey Results.	98
Online Survey (Spanish).	128
Online Survey (Korean).	132
Officer Survey	135
Officer Survey Results	137
Recommendations	165
Acknowledgements	172
CAC Committee Roster	173



October 30, 2015

To the Members of the Howard County Council:

Allow me to introduce the Howard County Police Chief's Citizens' Advisory Council (CAC), created by Chief James Robey in October, 1992 to benefit the citizens of Howard County while supporting the Howard County Police Department.

We are a volunteer organization with over 25 active members and are truly diverse in many ways; from student representatives aged 17 to our most mature member at 97 years young. Our membership geographically represents numerous areas of Howard County and provides great diversity through various ethnicity and religious beliefs. We are honored to have served under the leadership of four different police chiefs during our tenure. In our history, we have been engaged in several projects including our instrumental assistance in the creation of the HCPD Auxiliary and providing input and encouragement of a pilot program for the use of TASERS.

In February of this year the CAC was requested to lead the way and, as noted through County Resolution No.16 -2015, establish a Committee on Community Policing and make recommendations based on the research of the four topics identified in the resolution:

1. Review relationships between the police and the community and make recommendations to enhance existing successful policies and practices and seek out examples of model community policing programs in the U.S. for possible applicability in Howard County, including community outreach programs which offer training and simulation activities to enhance public understanding of the duties and responsibilities of the police as well as the risks and challenges they face;
2. Evaluate the operation, impact and effectiveness of the county's seven Neighborhood Community Policing Offices and make recommendations as appropriate;
3. Evaluate emerging technologies in law enforcement, such as body cameras, to determine if they may have application in Howard County;
4. Investigate enhanced training opportunities for police to address growing and changing County demographics, and make recommendations for implementation both in the police academy and in-service training for employees.

Based on these four topics identified in the resolution, the CAC formed four subcommittees, each led by a chair or co-chairs. Membership of the subcommittees included CAC members with support from the Howard County Police Foundation and other community leaders.

This experience has allowed members to positively interact with the citizens and stakeholders identified through community organizations and various agencies named in the resolution. In accordance with the resolution two public forums were held in two different Howard County locations; one in June and one in July, although we experienced a low turnout. In a continuing effort to secure valuable public opinions as well as offer another means of input, the CAC created an online survey that was based on probing questions provided by the chairs of each subcommittee. The survey link was presented online in three languages: English, Spanish and Korean. We networked through many venues and shared the link in areas of high visibility, including:

- The HCPD Facebook page
- Media and community affiliations of the HCPD
- Leadership Howard County
- Howard County Public School System
- Howard County Chamber of Commerce
- Howard County General Hospital
- Bridgeway Community Church
- Celebration Church
- The Korean Society of Maryland
- NAACP, Howard County Chapter
- All community organizations and stakeholders named in the resolution
- All County Council members to push to their constituents

All CAC members were also asked to share the link with their connections through their neighborhood associations, religious and/or community organizations.

Our end result represents a significant amount of time, talent, efforts and hard work. As you read the accompanying report we ask you to keep in mind we are a volunteer group of civilians who facilitated the research and recommendations in this report.

On behalf of the Executive Board and members of the CAC, it is with great pride we present to you this report from the CAC Committee on Community Policing.

Respectfully,

Linda Lee Hickerson

Linda Lee Hickerson
Chair
Howard County Police Chief's Citizens' Advisory Council

County Council of Howard County, Maryland

2015 Legislative Session

Legislative Day No. 2

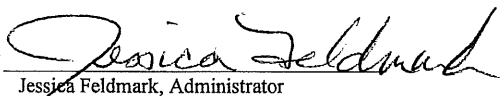
Resolution No. 16 -2015

Introduced by: Calvin Ball, Mary Kay Sigaty, Jennifer Terrasa, and Jon Weinstein

A RESOLUTION requesting that the Howard County Police Department's Citizen Advisory Council establish a Committee on Community Policing and make recommendations related to community policing.


Introduced and read first time February 2, 2015.

By order


Jessica Feldmark, Administrator

Read for a second time at a public hearing on February 17, 2015.

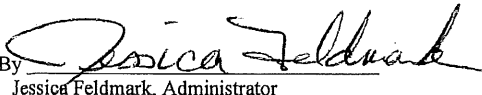
By order


Jessica Feldmark, Administrator

This Resolution was read the third time and was Adopted, ~~Adopted with amendments~~ Failed, ~~Withdrawn~~, by the County Council on

March 2, 2015.

Certified By


Jessica Feldmark, Administrator

NOTE: [[text in brackets]] indicates deletions from existing law; TEXT IN ALL CAPITALS indicates additions to existing law; Strike-out indicates material deleted by amendment; Underlining indicates material added by amendment.

1 **WHEREAS**, both the Howard County Police Department and Howard County
2 citizens value safe ~~communitie~~ communities and fairness in application of the law,
3 protection of the public, and law enforcement and criminal justice practices and
4 procedures; and

5 **WHEREAS**, Howard County enjoys a relatively low rate of crime, high
6 standards of police conduct, the support of its citizens for safe communities and public
7 safety officials who protect them, and forward-thinking law enforcement leadership; and

8 **WHEREAS**, the County has embraced community policing by adding resources
9 to allow for more school resource officers and bicycle patrols, posting police in
10 neighborhoods, providing housing incentives for eligible officers to live in the
11 community, and engaging police officers as volunteers in numerous community and
12 charitable events; and

13 **WHEREAS**, the Police Department has an active Citizens Advisory Council that
14 meets monthly with the Chief of Police and his staff; and the Police Department has
15 implemented numerous community-outreach programs, including a partnership with the
16 African American Roundtable; an expanded Community Outreach Section, which
17 includes a full-time multicultural liaison officer; a robust youth services program, which
18 includes a gang and violence-avoidance youth camp, known as P.L.E.D.G.E., among
19 many other community-based programs; and

20 ~~**WHEREAS**, in the absence of crisis, it is prudent to consider opportunities to
21 focus on strengthening relationships between police and the community to improve
22 public safety, including enhancements to police presence in the community; to the
23 equipment and resources available to law enforcement officials, including new uses for
24 technology such as body cameras; and to adoption of best practices in law enforcement;~~
25 ~~and~~

26 **WHEREAS**, in the absence of crisis, it is prudent to consider opportunities to focus on
27 strengthening relationships between police, community leaders, and the broader community
28 to improve public safety and mutual respect, including enhancements to:

29 (1) police presence in the community;

- 1 (2) equipment and resources available to law enforcement officials, including new
- 2 uses for technology such as body cameras;
- 3 (3) community awareness of the daily risks faced by police in carrying out their
- 4 duties; and
- 5 (4) research and adoption of best practices in law enforcement; and

6 **WHEREAS**, new uses of technologies, such as body cameras, must respect
7 protections of privacy that are afforded by law to citizens and officers alike, and policies
8 governing the adoption and new uses of technologies should reflect both the intention to
9 safeguard those protections and to emulate best practices in selection and deployment of
10 the devices without impeding the ability to safely and effectively carry out the duties of law
11 enforcement; and

12 **WHEREAS**, an examination of the potential for enhancements in community
13 policing, including the use of resources which may strengthen community trust and
14 confidence, is timely;

15 **NOW, THEREFORE, BE IT RESOLVED** by the County Council of Howard
16 County, Maryland, this 2nd day of March 2015 that the Council requests that
17 the Howard County Police Department's Citizens Advisory Council establish a
18 Committee on Community Policing that will:

- 19 1. review relationships between the police and the community and make
20 recommendations to enhance existing successful policies and practices and seek
21 out examples of model community policing programs ~~in the U.S.~~ for possible
22 applicability in Howard County, including community outreach programs which
23 offer training and simulation activities to enhance public understanding of the duties
24 and responsibilities of the police as well as the risks and challenges they face;
- 25 2. evaluate the operation, impact and effectiveness of the county's seven
26 Neighborhood Community Policing Offices and make recommendations as
27 appropriate;
- 28 3. evaluate emerging technologies in law enforcement, such as body cameras, to
29 determine if they may have application in Howard County;

1 4. investigate enhanced training opportunities for police to address growing and
2 changing County demographics, and make recommendations for implementation
3 both in the police academy and in-service training for employees.
4

5 **AND BE IT FURTHER RESOLVED** by the County Council of Howard
6 County that the Committee on Community Policing should include members from a
7 variety of community groups, faith-based organizations, minority and business
8 organizations, and other groups that reflect the diversity of Howard County;
9

10 **AND BE IT FURTHER RESOLVED** by the County Council of Howard
11 County that as the Committee on Community Policing accomplishes the work outlined in
12 this Resolution that it should solicit input from a variety of stakeholders, including,
13 without limitation:

- 14 1. The Chief of the Howard County Police Department;
- 15 2. The Howard County State's Attorney;
- 16 3. The Sheriff of Howard County;
- 17 4. The Howard County NAACP Youth Council;
- 18 5. The Howard County Police Officer's Association, Lodge 21;
- 19 6. The Howard County Sheriff's FOP, Lodge 131;
- 20 ~~6.7.~~ Conexiones of Howard County;
- 21 ~~7.8.~~ The Jewish Federation of Howard County;
- 22 ~~8.9.~~ The Howard County Muslim Council;
- 23 ~~9.10.~~ The African American Community Roundtable of Howard County;
- 24 ~~10.~~ 11. The Korean American Community Association;
- 25 ~~11.~~ 12. The Howard County Chamber of Commerce;
- 26 13. The Columbia Association;
- 27 ~~12.~~ 14. The Howard County Association of Student Councils;
- 28 ~~13.~~ 15. The Howard Community College Student Government Association;
- 29 ~~14.~~ 16. The Howard County Mental Health Authority; and
- 30 ~~15.~~ 17. The Howard County Human Rights Commission.

31

1 **AND BE IT FURTHER RESOLVED** by the County Council of Howard
2 County that as the Committee on Community Policing accomplishes the work outlined in
3 this Resolution that it should hold meetings, including at least two public hearings to
4 facilitate broad citizen input.

5
6 **AND BE IT FURTHER RESOLVED** by the County Council of Howard County
7 that as the Committee on Community Policing accomplishes the work outlined in this
8 Resolution it should consider, but not be limited to, all the factors listed in the preamble of
9 this Resolution.

10
11 **AND BE IT FURTHER RESOLVED** by the County Council of Howard
12 County that the Council requests that the Committee on Community Policing present its
13 findings and recommendations to the Chief of Police, the County Executive, and the
14 County Council on or before October 30, 2015.

THE DEPARTMENT MOTTO

The motto of the Howard County Police, "Pro Bono Publico" ("For the Good of the Public"), is an affirmation that the Department exists solely for the common good of the Howard County community. It does not exist to serve its own ends or the needs of any special interest. Police protection extends equally to all persons within Howard County.

THE MISSION OF THE DEPARTMENT

It is the mission of the Howard County Police Department to provide a secure environment for the citizens of Howard County by protecting life and property, reducing the opportunity for crime and disorder, enforcing the law, assisting victims and providing other police-related services as required by the community in a manner consistent with the values of a free society. The HCPD embraces the historic tradition that the police are the public and the public are the police. We are committed to resolving problems collaboratively through a partnership between the Department and our community.

VALUES STATEMENT

HCPD is dedicated to the core values and principles of "Integrity, Pride, and Community".

A. INTEGRITY

The Department can only succeed in its mission if its personnel maintain their integrity. Our authority to deprive people of their lives, freedom, and property comes from the trust bestowed upon us. Once this trust is broken, by an individual or by the Department, our actions are rightfully called into question. The Department and its employees must hold themselves to a standard that is beyond reproach.

B. PRIDE

The Department is a proud institution and works to develop this pride in its sworn, civilian and volunteer personnel. We are proud of our rich tradition of providing quality police services to the residents and visitors of Howard County. We are proud to be part of a noble profession that is called upon to maintain order in a free society. We are proud of the real partnerships we have with the people we serve. We are proud of the highly motivated, highly trained, and highly respected personnel we have.

C. COMMUNITY

The cornerstone of this Department is its relationship with the community it serves. Our ability to be effective in carrying out our mission is based on the credibility we have with the community. Understanding that we are a part of, and not separate from, the community is critical. Although we are granted full-time responsibility for policing the community, we cannot do it without the approval and cooperation of the public. The Department strives to enhance this relationship by:

1. Ensuring that each police contact is carried out fairly and with respect;
2. Seeking input from the public on our programs, procedures and priorities; and
3. Being active in community programs and charities.



Law Enforcement Accreditation

The **Howard County Police Department** was awarded national accreditation status in 1990 and the **Citizens' Advisory Council (CAC)** publicly acknowledges and congratulates the **fine men and women of HCPD** as it celebrates its 25th anniversary of receiving this prestigious designation. HCPD has retained its reaccreditation status since that time through dedication and commitment to maintaining the highest standards established in law enforcement.

The Law Enforcement Accreditation Program was the first credentialing program established by CALEA after its founding. It was originally developed to address what was seen as a need to enhance law enforcement as a profession and to improve law enforcement service delivery. That mission continues today.

Additionally, these programs are open to all types of law enforcement agencies, on an international basis. And, these programs provide specific standards to support law enforcement agencies functioning in the college/university environment. They provide a process to systematically conduct an internal review and assessment of the agencies' policies and procedures, and make adjustments wherever necessary to meet a body of internationally accepted standards.

Since the first CALEA Accreditation Award was granted in 1984, the program has become the primary method for an agency to voluntarily demonstrate their commitment to excellence in law enforcement. The standards upon which the Law Enforcement Accreditation Program is based reflect the current thinking and experience of law enforcement practitioners and researchers. Major law enforcement associations, leading educational and training institutions, governmental agencies, as well as law enforcement executives internationally, acknowledge CALEA's *Standards for Law Enforcement Agencies*® and its Accreditation Programs as benchmarks for professional law enforcement agencies.

- CALEA Accreditation requires an agency to develop a comprehensive, well thought out, uniform set of *written directives*. This is one of the most successful methods for reaching administrative and operational goals, while also providing direction to personnel.
- CALEA Accreditation standards provide the necessary reports and analyses a CEO needs to make fact-based, informed *management decisions*.
- CALEA Accreditation requires a *preparedness program* be put in place—so an agency is ready to address natural or man-made unusual occurrences.
- CALEA Accreditation is a means for developing or improving upon an agency's *relationship with the community*.
- CALEA Accreditation strengthens an agency's *accountability*, both within the agency and the community, through a continuum of standards that clearly define authority, performance, and responsibilities.
- Being CALEA Accredited can limit an agency's *liability and risk exposure* because it demonstrates that internationally recognized standards for law enforcement have been met, as verified by a team of independent outside CALEA-trained assessors.
- CALEA Accreditation facilitates an agency's pursuit of *professional excellence*.

SUBCOMMITTEE #1

County Council Resolution 16-2015

Review relationships between the police and the community and make recommendations to enhance existing successful policies and practices and seek out examples of model community policing programs in the U.S. for possible applicability in Howard County, including community outreach programs which offer training and simulation activities to enhance public understanding of the duties and responsibilities of the police as well as the risks and challenges they face.

INTRODUCTION

In the past year, the idea of community policing has come to the forefront in every U.S. state, city and county's news media. Actions taken by police and citizens alike have been scrutinized by many. Everyone watching has the opportunity to determine what they find to be right or wrong, justified or unjustified, legal or illegal. Police departments are, and should be, held to a high standard of fairness and transparency as they are serving the people at large. Now more than ever, police departments across the U.S. are forced to take note of their own practices, policies and culture as they relate to community interaction.

It is the high standard police department that, during times of crisis outside their community but in the absence of crisis within, looks to the people they serve for assessments, evaluations and recommendations regarding community relationships, its community policing programs and its community outreach programs.

BACKGROUND

The following will describe the objectives of the subcommittee with regard to each task.

TASK 1. Review relationships between the police and the community.

TASK 2. Make recommendations to enhance existing successful policies and practices.

TASK 3. Seek out examples of model community policing programs in the U.S. for possible applicability in Howard County.

TASK 4. Seek out examples of model community outreach programs which offer training and simulation activities to enhance public understanding of the duties and responsibilities of the police, as well as the risks and challenges they face.

TASK 1: REVIEW RELATIONSHIPS WITH POLICE AND THE COMMUNITY

OBJECTIVE 1.1 This objective included contacting the stakeholders and conducting a brief telephone or in-person interview regarding the stakeholder’s experience, ideas, satisfaction, frustration, recommendations or suggestions with regard to HCPD’s community policing track record, policies, intentions, motivations, shortcomings and successes. Subcommittee #1 compiled example questions to be asked of the interviewees. Each of the interviews allowed an open and frank discussion with HCPD’s stakeholders. The outcomes were as different as the people interviewed, but the overall theme and desires were similar. Included in the Resolution is a comprehensive list of the stakeholders interviewed by this subcommittee.

The second part of the interviewing process was to speak with select police department members to hear their views and insights for how the department is viewed by the community. These discussions were to ascertain the same information as the community stakeholders input, but from the officer’s perspective. A synopsis of the stakeholders and HCPD interviews follow and is organized by topic discussed.

OBJECTIVE 1.2 To gather the views and perspectives of Howard County citizens on their relationship with HCPD, an online survey was created and promoted via multiple channels. Over 700 surveys were collected and the overall results are discussed in Section 1.2.

FINDINGS

OBJECTIVE 1.1: Interviews

1.1.1 Impression of HCPD

When asked for their organization’s impression of HCPD, community stakeholders offered high praise overall, with responses including “excellent,” “in high regard,” and even “second to none.” Some answers did suggest that there are areas for improvement, however. One participant noted that their group sees the police department as “good, but not perfect,” while another explained that due to cultural distrust of police in their native country their group has “a sense that [the police] assume the worst in people”. “Nothing can change that,” the leader noted, “except positive interaction with the police.” Finally, one leader said that they value their “pretty good working relationship with the police department,” but feels that “coordination with supporting agencies is lacking.”

1.1.2 Community Relations

The community stakeholders offered mixed reviews when asked if HCPD is properly aligned to promote good community relations. With responses such as “the Outreach Division is excellent, but adding more programs is needed,” the take away from these conversations is that HCPD is set up well to facilitate lasting community relations, but the full need has not yet been met. All of those interviewed expressed the desire for more interaction with the community by HCPD, while most specifically stated sentiments that “we need more interaction with the street level kids” and that HCPD “needs more youth interaction.” One leader suggested that further youth involvement could be to “bring

leadership stories to the students – what about the good stuff kids can learn from?” She added, “the mission of the Outreach Division is poorly communicated” and the police should “talk about these programs more, using more school assembly programs to communicate these programs to the youth.”

Sworn members of the police department were asked a similar question. Their collective reply showed confidence in their community relations, but not without the desire to enhance, expand and alter practices when the need arises. A commander commented “HCPD is focused on changing with the times and the needs of the community” and although the “demands are greater with time, HCPD will always be community oriented.” This approach is confirmed by the recent and timely “public forums [that HCPD] has requested out of interest, not need.” In addition, there is an understanding that cultures could affect the relationship between a community and the police. HCPD acknowledges that as cultures differ, so must the strategies to form and cultivate a relationship. On the topic of reaching the youth of the county, HCPD leadership does understand that they “need to target youth 365 days a year, not just in the summer.” HCPD periodically assesses its community policing orientation and “makes sure they are on target”. In summary, the respondents indicated that HCPD’s overall philosophy is, “Don’t feel complacent. Don’t sit back and relax. Push forward and continue to demonstrate why we are a good agency.”

1.1.3 Training

Community leaders were asked if they felt HCPD officers are adequately trained. While this was a broad-spectrum question, and while the stakeholders all had differing reasons for it, they communicated the same response: there is a need for more training. The specific type of training needed, as seen by the individual stakeholders, was dependent upon the stakeholder. One leader sees the need for anti-Semitism training, while another leader sees the need for “Korean culture training due to the large population of Korean families in the county.” Another leader, in contrast, believes that HCPD is “ahead in the training category” as there are few departments who address the issues that HCPD does. Still another leader believes HCPD training is excellent, but she sees the need for every officer to be trained in Crisis Intervention (CIT). The requests for more training specific to the needs of their communities was not outweighed, however, by the overall feeling that HCPD training needs to broaden the officers’ knowledge, perspective and sensitivity in all areas.

On the topic of training, the interviewed members of HCPD consider the entry-level academy to be superior to most and that the diversity training in the basic police recruit academy and in-service training “[have] come a long way.” The contrast with the stakeholders’ responses is apparent. (Note: Refer to Subcommittee #4’s report for more comprehensive findings in this area.)

1.1.4 Recruitment

When asked for their organization's impression of the recruitment practices of HCPD, it was the ethnic community leaders that expressed the need and desire for specific recruitment of their respective community members. One leader suggested exposure to the youth in his community to root the idea of future academy enrollment. Another leader expressed concern that the number of ethnic police officers should be proportional to the county's population for that ethnicity. A suggestion was made by another stakeholder referencing the Howard County Fire Department's recruiting efforts where they "start early in the schools and create a pipeline of bilingual kids who will attend Howard Community College and then work as firemen or EMTs." This same leader suggested a distinct effort to recruit Hispanic youth to the HCPD Law Enforcement Explorer Program and programs similar to it.

1.1.5 Officer Attitude and Ideal Characteristics

It has been suggested by President Obama's Task Force on 21st Century Policing (May, 2015) that a "law enforcement culture should embrace a guardian mindset to build public trust and legitimacy" and "how officers define their role will set the tone for the community." The task force further stated that trust cannot be established or maintained if "law enforcement is seen as coming in from the outside to rule and control," as in a "big brother" mindset. When the stakeholders were asked what they think HCPD's collective mindset is the responses were similar, suggesting that HCPD is "somewhere in the middle." One leader, however, thinks that it is inherent in a 16 year old to think that someone is waiting to "trip them up" - a belief that lends itself to the big brother mindset. Another leader thinks that some officers do not have a full appreciation of the "guardian mindset" and that they need to be reminded of the goal of the police department.

The community leaders were also asked, "Which characteristics make an ideal police officer for your community?" Though the communities differ, the resonating tone described an approachable, understanding and honest officer. One leader described an "empathetic, yet stern" officer where another described a "fair, communicative and direct" officer. She added that avoiding the "because-I-said-so attitude" would go a long way. The ideal police officer, as described by these leaders, would understand the culture he or she engages with, interacts with the people he or she serves, and is approachable to those he or she has yet to meet.

HCPD commanders were asked the same questions and the responses were analogous in theme. One officer's view was that to do his job well, he must "carry a stick and an olive branch." This aligns with the community's desire for an "empathetic, yet stern" officer. One HCPD commander commented that "community policing is meant for every officer, not just the Outreach Division," expressing that interaction with any section of the department should have the same sentiment. Another HCPD commander noted that the officers are trained to have a "survivor mentality" and that one must have the "fight within to survive" a dangerous interaction. He added that at the same time, it must be balanced with care and compassion because one "never knows what can be impactful on the job.

You must think about how the people feel going through the police-citizen interaction, typically based on a criminal victimization incident or a traffic violation scenario.”

1.1.6 Barriers and Challenges

When asked if there are challenges and barriers between their respective communities and the Howard County Police Department, the community stakeholders replied with a resounding “Yes”. The concerns were varied, but the desire for improvement was consistent. Some comments included the belief that the police do not serve all communities with equal respect and restraint. “Driving While Black” was mentioned as a barrier that African American drivers in Howard County are concerned with. One leader acknowledged that there are stereotypes used by both the citizens and the police officers. Likewise, “racial and ethnic profiling” is something these leaders felt is done by both the police and the citizens. A Spanish-speaking leader offered that the biggest challenge the Spanish community faces is the lack of bilingual officers. She commented that officers who have limited skills in languages other than English, or knowing just a few key phrases, does not provide adequate communication to effectively interact with non-English speaking residents. Another leader expressed the concern that productivity statistics used for evaluation are obstacles to police-community interactions and that community interaction should be a part of annual officer evaluations.

The officers’ perspective was collective and one that acknowledged the difficulties faced by any law enforcement agency. With regard to equal respect and restraint for all people, officers interviewed intimated that 99% of HCPD staff adheres to this particular goal and that they make attempts to “weed out the 1% of the members who do not...because my reputation is on the line.” The officers interviewed acknowledged the community perception held by some regarding being profiled or targeted by the police. One HCPD commander commented that officers have no idea of the race and/or ethnicity of a motor vehicle driver until the officer stops the vehicle and approaches the driver. Officers acknowledge the fact that they should break down barriers by letting the citizens they interact with see them as a person first – a parent, a football fan, a fellow shopper. One added, “Show people that you have a lot of the same issues, but for 12 hours you wear a uniform.” HCPD, as emphasized by its top commander, should “never be satisfied” in the service provided to the community and should continuously better itself to enhance the police-community partnership.

1.1.7 Community Wish List

Community stakeholders were given the opportunity to share their program/initiative wish list for their community. Many of the responses requested enhancements to already established programs. One leader wished for the Community Athletic Program (CAP) to run year-round to foster the relationships that were built during the summer months. Additional recreation center programs and activities would help at-risk youth so they do not become youthful or adult offenders. Another suggestion was for HCPD to host a “Parent Academy” like the Howard County Public School System (HCPSS), where the parents learn of community resources and strategies that parents can use to support their

children's success in all aspects of life. Another leader suggested starting a "police-oriented project" in Howard County where the police would find a beneficial project, such as cleaning up a vacant lot or replacing graffiti with a mural, and complete it. This type of program would help get officers back into in the community.

In addition to enhancing programs, other leaders simply suggested more interaction and involvement in the community. One leader hopes that officers can demystify their job. She suggested that officers participate in school functions such as simulated congressional hearings, reading to the kids, etc., so they are part of the school community and not feared. "Be a part of something so it doesn't look like the police are just security standing by the door," she added. The leaders want "officers to come and speak with students and advertise 'the good' that HCPD does." Don't just speak the language, but understand the culture, one leader suggests. Other suggestions included officers "getting out of their cars and interacting with the community," and "reaching the kids more, not the wealthy, not the parents," and "shoot hoops with the kids on Saturday morning." The overall theme of the community wish list was that HCPD officers be actively involved in the community.

1.1.8 Other Comments

Additional comments given freely by those interviewed revealed high praise for HCPD. HCPD's initiative and determination to bring a community together were acknowledged by many leaders. One leader praised HCPD's Chief of Police for coming to them to initiate a partnership and said, "If anyone can get it as close to right as possible, Howard County can." Another leader described HCPD as one that "nips the bad in the bud" and solves small problems before they become big problems. The resonating sentiment is that today, when there are so many problems in police departments around the country, "HCPD is the exception, rather than the rule." Though not perfect in every aspect, and though not without the opportunity for improvement, HCPD is seen by its community leaders as first rate and on the road to ideal.

OBJECTIVE 1.2: Howard County Citizen Survey Results

Created in response to the County Resolution, the survey given to Howard County citizens is composed of 2 questions from each of the four subcommittees. The first two questions address this subcommittee's tasks (see box, below). When appropriate, survey questions were prefaced with a brief summary of the current state of the topic in Howard County.

Subcommittee 1 - Survey Questions

Question 1: In my opinion, and from what I have experienced, the relationship between Howard County Citizens and the Howard County Police Department is: *Poor, Fair, Good, Very Good, Excellent, No Opinion*

Question 2: In my community, and based on what I have experienced, the Community Outreach Division of the HCPD is: *Poor, Fair, Good, Very Good, Excellent, No Opinion*

When responding to the first two questions, nearly one-third of Howard County respondents view the relationship with HCPD as "Very Good" (216/708 respondents), another third as "Good" (211/708) and 23% as "Excellent" (162/708). This leaves approximately 17% with "No Opinion" or those who see the relationship as only "Fair" (59/708) or "Poor" (18/708). See Figure 1.2.1 below.

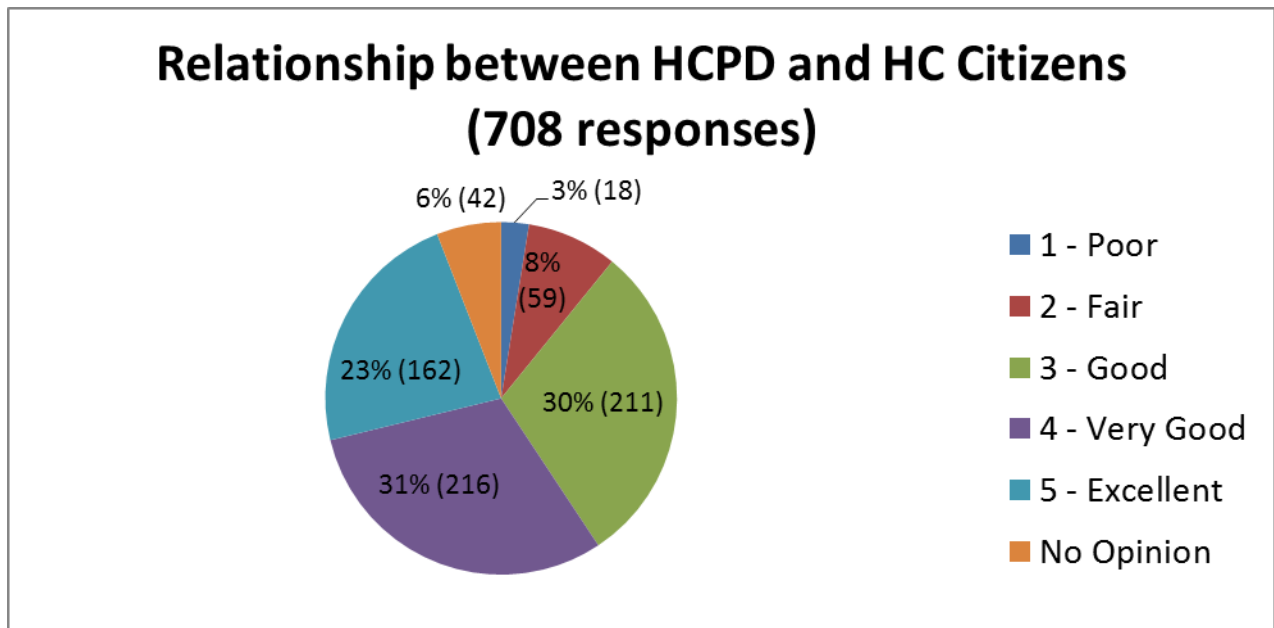


Figure 1.2.1

With regard to the effectiveness of the Community Outreach Division, 218 (31%) of the 708 respondents had “No Opinion”. An informational paragraph was provided prior to the survey question. That paragraph and summary responses are shown below:

The Community Outreach Division of HCPD currently has over 20 programs to help benefit youth, seniors and the public in general. It is the goal of the Community Outreach Division to be a presence in the community - promoting safety, well-being and good will. Some of these programs are: the Pathway Patrol, Senior Population Officer, Citizens’ Police Academy, National Night Out, Shop with a Cop, and the Community Athletic Program to name a few.

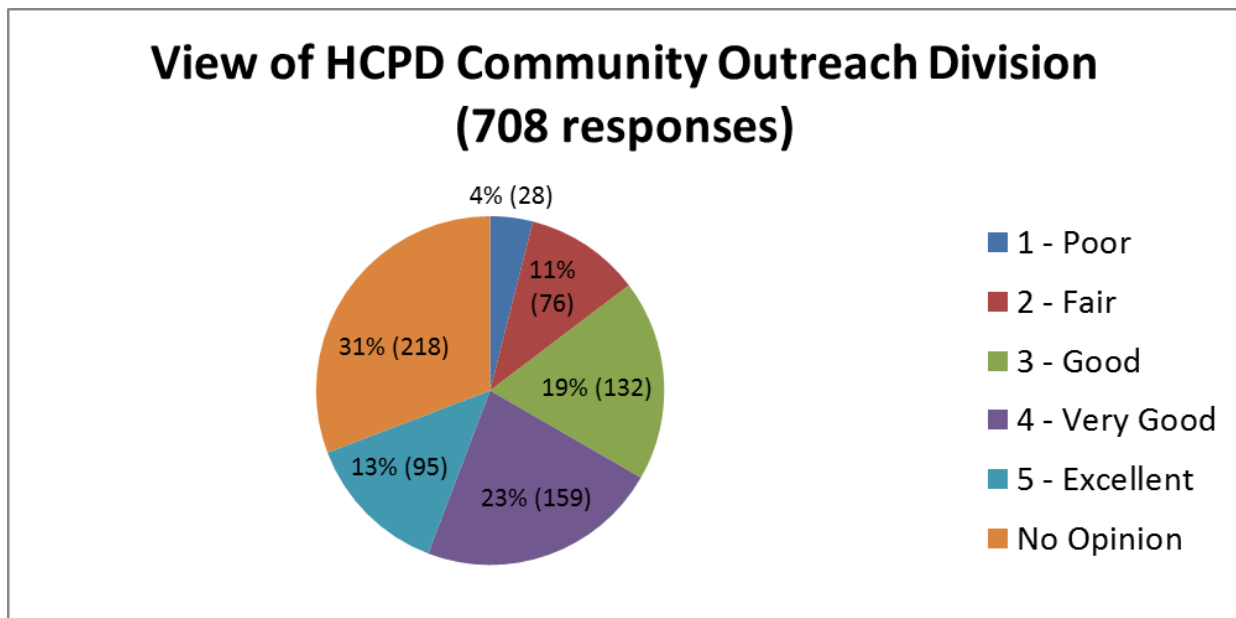


Figure 1.2.2

This one-third (“No Opinion” 218/708) of the respondents suggests that the community does not know enough about the Community Outreach Division. Another 55% of the respondents (386/708) view the Division as “Good” to “Excellent,” and 15% reported “Fair” (76/708) or “Poor” (28/708). It follows that a targeted approach to provide information and announcements about the Community Outreach Division could educate the “No Opinion” responders to have an informed opinion.

TASK 2: Recommendations to Enhance Existing Successful Policing and Practices

The FY 2016 HCPD Goals and Objectives include and highlight community policing in each of its categories: Commitment to Excellence, Operational Efficiency, Crime Reduction and Quality Law Enforcement Services, and Human Resources, where the following community policing goals are specifically named:

- Strengthen and expand community partnerships
- Promote community-oriented approaches to policing
- Reinforce core values
- Focus on customer service
- Maximize effective departmental and public communications
- Grow mental health awareness and education
- Expand crisis intervention training
- Initiate review of response times and beat configurations
- Promote leadership development
- Implement new performance evaluation form for sworn officers
- Expand and enhance recruitment initiatives
- Enhance diversity training department-wide

As defined by the Office of Community Oriented Policing Services (COPS) of the U.S. Department of Justice, community policing is defined using three components: ***Community Partnerships, Organizational Transformation and Problem Solving***. This subcommittee's research shows that HCPD not only aligns with this definition, but does so in an exemplary fashion. The following will describe these components and offer recommendations to enhance current HCPD practices. The recommendations are numbered for consistency throughout this document.

2.1 Community Partnerships: "Community policing encourages greater trust between citizens and law enforcement and promotes a 'stakeholders mentality' so that all community members will share in the responsibility of preventing crimes and creating safer neighborhoods." (Carolina Institute for Community Policing) Many of the community partnerships that HCPD maintains were initiated by HCPD and all serve to address problems, or potential problems, quickly and efficiently while keeping in mind the goals of the community and subsequently cultivating trust in the police department. Public forums are held as needed, and more importantly when there is no need or crisis. HCPD strives to anticipate concerns and take proactive steps to mitigate or eliminate them.

Recommendation 1.1: Akin to HCPD's FY 2016 Goals and Objectives, it is the recommendation of this subcommittee to **further develop existing community partnerships** by increasing interaction with the youth of these communities. As recommended in the *Final Report of the President's Task Force on 21st Century Policing*, "Communities need to affirm and recognize the voices of youth in community

decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.”

It is the common desire of the community leaders, as well, to create and foster a relationship with the youth, especially those who are at a crossroads in life. The mission is to find these youth and show them strategies for a successful future. The community leaders want one-on-one interaction with the youth such that they know more than just an officer’s name during a brief encounter. As it sounds much like parenting or mentoring, the community realizes that it is not an easy task and will not transpire overnight; however, its importance, in the citizens’ eyes, dictates that it should not be taken lightly.

Recommendation 1.2: HCPD has formed many partnerships with the community to the benefit of all involved. There are other communities, however, which remain in need of a partnership or an improved partnership, even in the absence of crisis. The new “Community Partnerships Program,” as described by the Chief of Police in an informational video found on HCPD’s website (www.hcpd.org), is the mechanism to initiate and improve these partnerships. In line with HCPD’s FY 2016 Goals and Objectives, it is this subcommittee’s recommendation to **consider reaching out to and/or revisiting and improving relationships** with:

- Other Government Agencies– Strengthen the relationship with government agencies including Howard County Sheriff’s Office.
- Non-Profit Service Providers – such as victims’ groups, service clubs, support groups, issue groups, advocacy groups and the faith community.
- Community groups such as those listed on the County Resolution’s contact list- Initiate a partnership and determine the specific needs of the community where HCPD can step in, understand it and ultimately become a part of it. The community leaders are looking for a working knowledge of their culture and an interaction with their people which cultivates the partnership.

Recommendation 1.3: As suggested by a commander within HCPD, and as recommended by this subcommittee, **organizing a police-initiated community project will build community relationships and strengthen trust.** It would be an officer’s job to recognize a need in a community and organize an effort: cleaning up a park, volunteering to help coach a sport, organizing a community sport competition, shooting hoops with the neighborhood kids, organizing the youth to help the elderly with yard work in their neighborhoods, and finding a way to help the 5% of Howard County that is below the poverty level. The ways to help and “*be*” in a community are endless. This recommendation incorporates much of HCPD’s value statement of Community (“...being active in community programs and charities”), but we believe this goes a step further when the actions are police initiated and fulfilled.

Recommendation 1.4: Based on the results of the community survey, it is the recommendation of this subcommittee that a **greater effort be made to advertise and/or make known the work of the HCPD Community Outreach Division**. More informed/notified citizens will add to the already successful endeavors of this Division.

2.2 Organizational Transformation: “The community policing philosophy promotes organizational strategies, which 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 fear of crime.” (Carolinas Institute for Community Policing). The alignment of management, personnel and information systems to support partnerships and problem solving is how COPS defines “Organizational Transformation.” The three areas to address are: agency management, organizational structure and personnel. HCPD’s FY 2016 Goals and Objectives address many of these issues in Operational Efficiency and Human Resources.

Agency Management: Infusing community policing ideals in HCPD begins at the top with the intention of it finding its way to the last police academy recruit. In the Chief’s words and actions, this subcommittee has found that the tone is set for the entire organization. This is particularly demonstrated in HCPD’s accreditation. HCPD has been accredited by CALEA (The Commission on Accreditation for Law Enforcement Agencies) since 1990 which is remarkable since only 4-5% of all law enforcement agencies in the U.S. are currently accredited. By meeting 489 standards, HCPD has proven its ability to create a climate and culture that promotes good outcomes, provides leadership and to insist on transparency and organizational evaluations to ensure that the standards are upheld.

Organizational Structure: As offered by COPS, a community policing department will make long term assignments to patrol officers in an attempt to facilitate more contact with the community and to create and foster relationships within the boundaries of their assigned neighborhoods/communities. COPS also suggests the de-specialization of officers to allow each to “handle more situations to achieve collaborative problem solving and partnering with the community.”

Personnel: Community policing ideals are meant to be present in all aspects of a police department, from recruitment and hiring, personnel supervision, evaluations and training through to the department’s information systems for communication/access to data, quality and accuracy of data.

HCPD has a recruitment officer who carefully and thoughtfully chooses where to seek recruits. HCPD recruitment is also promoted on four videos which are available on HCPD website. The videos are exciting and motivating, enticing prospective applicants to seek more information regarding career opportunities with HCPD. Officers described how they “wake up knowing that they are going to potentially help someone today.” They are grateful to have the opportunity to make a difference in people’s lives, and go home

thinking, “Wow – I made a difference today.” One of the videos closed with words on the screen: “Character, Mental Toughness, A Desire to Help.” Expanding and enhancing recruitment initiatives are part of the FY2016 Goals and Objectives for the HCPD.

Recommendation 1.5: It is recommended that **in the recruitment videos, Community Policing be named or called out** as a specific focus of the department. The uniform should express *who the officer is*. The point to express to potential recruits is that part of the job is to make the uniform meaningful.

Recommendation 1.6: A fundamental expectation in HCPD’s Code of Conduct is “Demeanor and Bearing..... All personnel will present themselves in a professional manner designed to promote and maintain public respect. Community Relations... is the responsibility of all personnel to strive continually to establish and maintain a climate in which they may perform their duties with the acceptance, understanding and approval of the public.” This is of utmost importance, but as suggested by the community leaders and recommended by this subcommittee, an additional expectation, with a more specific qualification, **to promote “approachability and trust” will be in line with community policing standards.**

Recommendation 1.7: In every community policing strategy, getting out of the patrol car and interacting with the community is expected. This subcommittee’s recommendation is for **patrol officers to randomly visit local neighborhood baseball games, basketball games, dance recitals and neighborhood block parties.**

Along the same lines as recruitment, COPS suggests that the department job descriptions should “recognize community policing and problem-solving responsibilities and encourage the recruitment of officers who have a spirit of service instead of only a spirit of adventure.” While no job description, in written form, was found online, the recruitment videos communicated the role and the responsibilities.

Recommendation 1.8: It is recommended that **written job descriptions**, which highlight and bring community policing to the forefront, be **posted online** as a way of spreading the message from minute one that everyone who enters HCPD doors must incorporate these ideals as part of the sworn officer’s oath.

Performance and promotional procedures should “support sound activities, community policing, proactive policing, community collaboration, and citizen satisfaction with police services” according to COPS.

Recommendation 1.9: It is the recommendation of this subcommittee that the **departmental evaluations reflect expectations and rewards for community policing activities.** This sentiment was reinforced by a HCPD commander.

Information Systems and Technology: Community policing encourages the use of technology to provide “timely information on crime and community characteristics within their beats” (COPS). Comment on the use of technology in HCPD is deferred to the Technology Subcommittee. However, we do offer the following recommendations:

Recommendation 1.10: The HCPD website, while informative, is lacking in terms of user friendliness. It is the recommendation of this subcommittee that the HCPD **website be revised to highlight selected positive community policing** initiatives in addition to providing user navigation.

Recommendation 1.11: An important recommendation is to **allow for real-time changes to the HCPD website**. As it stands, there is an arduous process in place to make any changes or updates, including current, up-to-the-minute information. In times of concern, such as the 2014 Columbia Mall incident, the general public would likely go to the HCPD website as a source of information. As it stands, the website is not helpful and the community must find other resources for information.

Recommendation 1.12: It has been recommended in the *Final Report of the President’s Task Force on 21st Century Policing* that “law enforcement agencies should track the level of trust in police by their communities.” At this time, HCPD executes quality-of-life reports within the Neighborhood Community Policing Offices. It is this subcommittee’s recommendation **to periodically survey the wellness of community relationships department-wide**. The survey designed and conducted in support of Task 1.2 is an example of such a survey.

2.3 Problem Solving is the third tier of Community Policing according to COPS and it involves “the process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.” As recommended in the *Final Report of the President’s Task Force on 21st Century Policing*, “Law Enforcement culture should embrace a guardian mindset to build public trust and legitimacy.” HCPD is actively involved in this guardian problem-solving aspect of policing through its Neighborhood Community Policing Offices (NCPO). Comments and/or recommendation are deferred to Subcommittee #2. That said, this subcommittee’s research suggests that our communities will benefit from having additional emphasis placed on the problem-oriented aspects of HCPD’s community policing focus.

Recommendation 1.13: The guardian mindset is evident in the NCPO aspect of HCPD, however as it was offered by a police officer interviewed by this subcommittee, some officers do not have a full appreciation of the ‘guardian mindset’. This subcommittee recommends that this **community policing standard be brought to the forefront** so that all are reminded of the goal of remaining respectful, professional and utilizing outstanding interpersonal skills.

TASK 3. MODEL COMMUNITY POLICING PROGRAMS FOUND ACROSS THE U.S.

In late 2014, President Obama signed the executive task order creating the President’s Task Force on 21st Century Policing. This task force was created to research how to “strengthen community policing and trust among law enforcement officers and the communities they serve—especially in light of recent events around the country that have underscored the need for and importance of lasting collaborative relationships between local police and the public.” Community policing, as described by this task force, “emphasizes working with neighborhood residents to co-produce public safety.”

Although community policing has a common theme across the country, not all community policing strategies are alike. This subcommittee has identified and gathered examples of model community policing programs throughout the country. In comparison to the other reviewed police departments, it is this subcommittee’s opinion that HCPDs community policing programs rank among the best. Below are examples of model strategies of community policing that may or may not be in common with HCPD. If applicable to the communities in Howard County, those uncommon strategies could be considered for implementation.

Camden County Police Department – Camden, NJ

- Community policing starts on the street corner
- BookMates – officers read to children in schools

Richmond Police Department – Richmond, CA

- Changed to long-term geographical assignments
- Changed expectations that they do more than just respond to calls by becoming actively involved in the neighborhood – addressing neighborhood concerns that they say are their priorities

Minneapolis Police Department – Minneapolis, MN

- InsideMPD.com – Website brings people “inside” the police department
- Get out of patrol car and walk the beat as much as possible- it starts with honest dialogue and not just giving them face time
- Make THEIR priorities OUR priorities

Houston Police Department – Houston, TX

- Homeless Outreach – partners with outreach organizations to provide housing, healthcare, food, ID cards and jobs to the homeless: more than just putting them on a bus - shepherd them through the process. Since 2010, HPD has placed over 400 people into temporary and permanent housing. Help them access the help that is already available.

Salt Lake City Police Department - Salt Lake City, UT

- Kids pages – kids safety oath certificates and SLCPD activity books
- Home security check list
- Home inventory checklist – preparation in event of a theft

Lincoln Police Department – Lincoln, NE

- Community Police Teams – likened to HCPD’s NCPOs, each of their five Community Police Teams has “Citizens Advisory Councils” to facilitate communication between the team members and the community and to assist the team in its decision-making, such as establishing priorities and devising strategies.

Seattle Police Department and Seattle Police Foundation – Seattle, WA

- West Side Story Project – <http://www.seattle.gov/police/youth/westside.htm>
- This project creates a dialogue between youth (from different backgrounds about cultural conflict and prejudice) and law enforcement about youth violence, gangs and youth/police relationships.
- This workshop uses role reversal in which the police play youth and youth play police officers. The Seattle Police used scenarios particular to the issues in Seattle.

Milwaukee Police Department - Milwaukee, WI

- Students Talking it Over with Police (STOP) – a program that addresses the relationship that exists between future young leaders and police in the City of Milwaukee to decrease the chances of an initial volatile interaction and cultivate sustainable positive relationships. Per the Milwaukee Police Department’s Robbery Prevention/Deterrence Training program description, “Owners and employees of convenience food stores shall be required to complete a training course in robbery prevention approved of or provided by the police department within 120 days of ownership or employment.”

Police Trading Cards

- The police officer trading cards contain information about the officer’s post, contact information for him or the department, and a personal message such as “Think about what you are going to do and how it will affect others.” The cards are conversation starters and in Sonoma, California have turned the officers into local celebrities as kids and adults alike try to collect them all.



Washington State

- “Target Zero” is Washington State’s Strategic Highway Safety Plan (SHSP). Created through a collaboration of traffic safety professionals and activists from many different organizations and disciplines, the goal of Target Zero is to have zero vehicle fatalities in the state by the year 2030. Reaching their “Target Zero goal will only be accomplished through partnerships leveraging innovation, research and commitment to complement [their] state’s efforts... including organizations such as the National Comprehensive Highway Research Program, MADD, the United States Department of Transportation (USDOT), the Governor’s Highway Safety Association, and the Insurance Institute for Highway Safety.”

TASK 4. MODEL PUBLIC SIMULATION AND TRAINING

This subcommittee was tasked with identifying examples of model community outreach programs which offer training and simulation activities meant to enhance public understanding of the duties and responsibilities of the police, as well as the risks and challenges they face. Both citizens’ police academies and drivers’ training courses are widely found across the nation.

Citizens’ Police Academy

Citizens’ police academies (CPA) are described by many departments as a place where “ordinary citizens are given an extraordinary behind-the-scenes look at the inner workings of a Police Department.” A review of randomly searched police department’s CPA’s revealed similar structures and goals. Academies across the United States were found to range from 5-15 week courses, usually held one night per week for three hours. About 16 topics of discussion were found in most citizens’ academies, ranging from community policing to SWAT. Typically a ride along is part of the coursework, in addition to training on a Fire Arms Training Simulator (FATS).

Howard County’s Citizens Police Academy incorporates all of these ideas. HCPD’s CPA ranks above most due to the 12-week duration, the topics presented and the depth to which they are discussed, hands-on driving and shooting (utilizing “simunition” rather than live rounds) scenarios, and technology and forensic demonstrations. In addition, the HCPD CPA has access to a firearm simulator which is state-of-the-art. The new system, available in early 2016, is an immersive five screen system that surrounds the trainee and will allow low light scenarios and other less lethal option scenarios, such as OC (pepper) spray and TASER devices. The system also offers a device that is attached to the trainee’s belt to conduct a small electrical stimulus when they are being struck by rounds fired by a suspect, providing them instant feedback on their performance.

Brookline Police Department – Brookline, MA

High School Citizen Police Academy – As described by the Brookline Police Department, this free, ten week educational program is designed to offer local high school seniors an opportunity to learn about the Brookline Police Department’s practices and services. This academy has also created a symbiotic relationship between Brookline Police personnel and Brookline teachers to the ends of coordinating and creating a tailor made program to fit the specific needs of Brookline’s high school student body.

Gaston County Police Department – Gaston County, NC

The Citizen’s Police Academy for Youth is a one-week program designed to provide Gaston County youth, ages 12-15, firsthand information about how the police department functions, as well as to introduce students to the field of law enforcement and the criminal justice system.

Missouri City, Texas Police Department

Missouri City Police Department combines the Citizens’ Police Academy with the Citizens’ Fire Academy to give the participants a broader and more rounded perspective of the departments and how the nature of their work creates a multi-departmental team.

Myrtle Beach, South Carolina Police Department

In Myrtle Beach, South Carolina, the CPA requirements include 15 hours of ride along/work along time with officers and personnel giving an extended view inside the department for longer than a typical shift.

Collision Avoidance Training (Teen Driver Challenge)

Collision Avoidance Training is a defensive driving and vehicle control program for young drivers offered by HCPD. The idea for collision avoidance training in Howard County was initiated by a father in the aftermath of losing his 17 year old son in a traffic collision. As a service to Howard County, HCPD dedicates funding to running this program 10 times a year. Beginning with classroom instruction, the training moves to the driving course where drivers are taught avoidance techniques in real time. While “Teen Driver Challenges” are a popular outreach mechanism among police departments nationwide, the specific focus on collision avoidance puts HCPD training in a class of very few.

Recommendation 1.14: This subcommittee recommends that HCPD consider **membership in the National Citizens’ Police Academy Association** (<http://www.nationalcpaa.org/>). The National Citizens’ Police Academy Association is an organization designed to keep members current on trends and new developments specifically affecting law enforcement Citizen Police Academy programs and alumni associations, as well as upcoming training events. The Citizen Police Academy Certification course, specifically for law enforcement officers, is offered at NCPAA’s

annual training conference each year. It is intended for coordinators of a department who actively conduct a Citizen Police Academy program. There are currently 265 member departments of this association.

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SUBCOMMITTEE #2

County Council Resolution 16-2015

Evaluate the operation, impact and effectiveness of the county's seven Neighborhood Community Policing Offices and make recommendations as appropriate.

INTRODUCTION

The current HCPD written directive (OPS-25 Crime Prevention and Community Relations) states the following about Neighborhood Community Policing Offices (NCPO), as referred to as satellite office:

“The Howard County Department of Police (HCPD) is dedicated to the development and implementation of crime prevention programs, positive community relations, community foot patrols and effective community policing. Emphasis will be placed on using problem solving strategies, while addressing the needs of the community that may be identified by HCPD members and/or Howard County citizens.”

NCPOs are embedded in specific communities and are meant to develop relationships with the neighborhood residents, businesses and faith organizations, and to address neighborhood concerns. These offices are located in the following communities within Howard County:

1. Harper's Choice Community
2. Long Reach Community
3. North Laurel Community
4. Oakland Mills Community
5. Owen Brown Village Community
6. Main Street Ellicott City and Elkridge Communities
7. Wilde Lake Community (The Wilde Lake Village Center office was recently closed due to the remodeling of the center.)

Each office has an assigned officer, known as a Neighborhood Community Resource Officer (NCRO), who works directly in that designated community. NCROs are not patrol officers and do not respond to calls for service unless there is an urgent reason to do so. Additionally, patrol officers frequently use the office for report completion, investigative follow-ups and for citizen engagement, which help to increase the police presence in the area. This subcommittee researched and evaluated the operation, impact and effectiveness of these offices and officers, and established the recommendations contained in this report.

BACKGROUND

In the late nineties, certain areas in Howard County were identified as high crime rate neighborhoods. Working with the Governor's Office of Crime Control and Prevention, the Howard County Police Department began a "HotSpot" program in the two village centers (Long Reach and Harper's Choice) where there was a greater need for police presence. The program helped to develop a better relationship between the police department and the community, while providing a deterrent to crime.

Over the next few years, the two village centers saw a complete transformation. Reported crime had decreased and it is believed community members felt safer knowing there were more uniformed officers present in the area. County funds were used to keep these offices open and also open new offices in North Laurel and Oakland Mills.

Subsequently, three more offices were opened in Ellicott City, Wilde Lake, and Owen Brown; however, over time the purpose and function of the offices changed due to budget cuts. The name also changed from HotSpot to "satellite office" with a dedicated Neighborhood Community Resource Officer (NCRO) who is responsible for creating a presence in the community and to work with merchants and community members on issues of concern.

The Baltimore Sun, upon the opening of the Owen Brown village Center on July 11, 2011, wrote an article which encompasses the true essence of what the satellite offices are meant to be.

Howard Police Open a Sixth Satellite Station in the County

Owen Brown Police Satellite Office expected to deter crime

July 11, 2011 – By Mary Gail Hare, The Baltimore Sun

Police Officer Sarah Miller has already filled her new headquarters in Columbia's Owen Brown Village Center with large wall maps, informational brochures and community fliers, dozens of coloring books and a bowl brimming with lollipops.

After months on bicycle patrol, she knows her territory and now has a spot from which she can direct efforts to safeguard the village she serves.

"I wanted as many maps as possible," she said. "Owen Brown can be a confusing area geographically. And I wanted to be ready for the kids who will come in here. I had a mobile office, but now people can knock on my door."

Asked the exact dimensions of her new space, she said it is roomier than a Crown Victoria, which many of her fellow officers drive, and more comfortable than the seat of a bike, which she is keeping at the ready but is now in storage at the new station.

She will readily share the 500-square-foot space with those fellow officers, who might need it to write reports, make calls, schedule meetings or eat lunch, she said.

County officials staged a ribbon-cutting celebration at Howard's sixth police satellite office last week and invited the public in for a look. The location in a one-story brick building, behind the Giant supermarket in the village shopping center, is within walking distance of most of the area and surrounded by ample parking.

Craig Bruce and his son Connor, a soon-to-be seventh-grader, studied one large wall map of the village. The father outlined a bike trail for the son, showing the boy how he could ride all along the nearby lake. He said he felt more confident about safety with a more visible police presence.

"This satellite is a great concept," said Craig Bruce. "This physical police presence will really help."

Residents and businesses have long lobbied for the office. Monica Murphy, Giant's manager, said having a satellite station in her store's backyard will deter crime.

"Just the police cars in the parking lot will help keep crime down and criminals out," she said.

Maj. Gary Gardner said the county's five other satellite offices have created safer communities and helped reduce crime. Communities have seen as much as a 25 percent decrease in calls for service once such police centers opened, he said. Community police officers typically respond to burglaries, disorderly conduct, vandalism, trespassing and animal complaints, he said.

"We are talking about a reduction in what we call quality-of-life crimes that can unravel a community," Gardner said. "With an officer who is a familiar face embedded here, we will have constant feedback and we will see a significant change. Sarah will stay on top of the issues and reach out to the community."

Miller is already a familiar presence. She attends community association meetings, helps organize neighborhood watch programs and frequently visits the neighborhood schools.

County Executive Ken Ulman thanked the center managers for making the space available at no rental cost to the county. He praised Miller's work ethic and strong sense of community. He also complimented the Owen Brown community for its perseverance in advocating for a center.

"Sarah has been assigned here for a while, but now she has a home," Ulman said. "She is well trained in working with the community and working through the challenges. She is a true community resource."

Councilwoman Jennifer Terrasa, a Democrat who represents the district, said the center will serve as a resource for the community and help increase security.

"We have men and women officers to keep us safe," she said. "Now we will know where to find them."

FINDINGS

This subcommittee interviewed HCPD commanders, NCROs, village managers and village merchants and asked questions of Howard County citizens (through the online survey) regarding the NCPOs. In addition, research for this resolution included site visits to each of the satellite offices.

While the various offices are designed to function in a similar fashion, each one operates uniquely according to the specific community needs that have been identified. The NCRO's role includes active involvement with the designated community, sharing information with and from community groups, attending community events, conducting enforcement activities and providing crime prevention tips. Additionally, the NCROs are directed by their supervisor to occasionally patrol on bike and foot, visit apartment complexes, address social media, respond to emails, disseminate pertinent information, and help improve the quality of life in the community.

The communities that support an NCRO are able to take advantage of many opportunities such as forming relationships with other neighbors, merchants, employees; encouraging young adults to improve their self-image and to complete their education (mentoring); being visible (name and face recognition) which helps to deter crime; forming community watches; attending youth group meetings and round table discussions (faith-based as well as community-based).

Members of this subcommittee developed a questionnaire for the resource officers, as well as the merchants in the communities, that addressed the operation, impact and effectiveness of the NCPOs and the NCROs. Officers and several merchants from each of the communities were interviewed and their answers were compiled. Sections 2.1 through 2.3 are a summary of that information.

2.1 OPERATION

The hours of availability vary among the NCROs. Their eight hour shift usually begins in the satellite office where they sign off on Safety Equipment Repair Orders, host interviews, follow up on investigations, prepare written reports and meet with area residents. Each shift also includes time engaging the community by attending village board meetings, local HOA meetings and outreach events, monitoring bike paths, participating in National Night Out events, communicating with leasing offices and business owners, handling general complaints, enforcing bans on individuals and exchanging information with patrol officers on events occurring in the community.

There are two District Community Resource Officers (DCROs) to whom the seven NCROs report. Quarterly, "Quality of Life" reports are generated by the calls for service in each specific community. When there is more activity than usual in a certain area of the neighborhood, more attention is given to that area until it is resolved. Three of the seven offices employ a paid civilian liaison whose responsibilities include interfacing with the public and handling administrative duties related to the function of the NCRO.

Upon visiting the NCPOs, it was noted that several of the NCPOs are seemingly disorganized. Many of the satellite offices are not well marked and due to their placement in the village centers, are difficult to locate. The individual NCROs interview responses are included in section thirteen.

2.2 IMPACT

NCROs and neighborhood residents/merchants communicate through email and Facebook. Officers also give their business cards to citizens and merchants. They are visible when going out on foot patrols and bike paths. The citizens and merchants are more likely to contact them with questions and issues, instead of 911, for non-emergencies if they can connect a face with a name.

Attending quarterly Village Board and merchant meetings make a positive impact on the community. Officers answer questions and give out information about crime prevention and share any current crime trends they feel is important for the citizens to know. To quote one of the NCROs, “forming relationships is key - the more you do, the more positive results you get.”

Below is a summary of the merchant interviews, the village manager interviews and the survey responses of Howard County citizens. These summaries help clarify the impact the NCROs have on them and their communities.

2.2.1 Merchant Interviews: Subcommittee members interviewed several merchants surrounding the various NCPOs to find out how they feel about having an NCRO near their business. All of the merchants interviewed not only knew about the NCRO, but also stated that the officers regularly visit their businesses. The interviewed merchants stated the advantages of having an NCRO are: name/face recognition, more visible police presence, an improved sense of employee safety and security, faster response time. In the end, they all agreed their expectations are being met by the NCRO and the NCPO.

2.2.2 Village Managers: The village managers from Harper’s Choice, Oakland Mills, Long Reach and Owen Brown were interviewed. The overall sentiment of the managers varied with each village manger. They all mentioned changes they have seen over the years, both good and bad. While one manager had only highly complementary remarks about the HCPD effort with his satellite office and his NCRO, another has seen better service than her village receives today. To better relay their sentiment and points of view on the satellite offices, detailed summaries of their interviews are shown below.

Harper’s Choice Village Center Manager, Steve Ingley - Mr. Ingley was pleased to speak with this subcommittee about HCPDs satellite office located at Harper’s Choice. He informed us that Officer Jeremy Bowers is the NCRO and that he couldn’t be more pleased with him and the community policing effort on which HCPD is focused.

Mr. Ingley described how well engaged Officer Bowers is with the village center and the community. He mentioned that he and Officer Bowers are in contact practically every day and Officer Bowers often gives presentations to the Village Board of Directors - the latest about the recent criminal activity (double shooting) in the area. Officer Bowers appries the Board of the investigations and made a point to bring the board up to date as developments were

made. In addition to presentations, Officer Bowers often contributes to the Village Newsletter – the electronic version being a weekly publication.

With regard to the merchants and their relationship with the satellite officers, Mr. Ingley remembered a time when the relationship with some was less effective. Times have changed and it is Mr. Ingley's feeling that the merchants are more pleased now with the relationship than even a year ago. Officer Bowers made a point to engage the merchants and convince them to report incidents commonly occurring in the store. Since then, the rate of incidents has decreased dramatically. Mr. Ingley believes the solid officer/village center relationship extends to KIMCO, the owner of the center.

Mr. Ingley reflected on the past when there were “a lot of issues in the courtyard” of the village center where it is somewhat secluded and hidden from the main area of the center. The satellite office was used as a place to do paperwork. It was not a hub or a meeting place. The office was not effective until the officers became more of a presence in the village center. When the officers made it known that they were in the area, by speaking with patrons and merchants, change happened. It took a while for the change to happen, but he believes it was the efforts of Chief Gardner and Officer Bowers that turned the village center around. Officers are now in the community and their presence is known. The officers' efforts and the satellite office now serve to create a sense of community. The merchants are pleased with the interaction and the patrons feel more comfortable shopping there. Mr. Ingley noted that it takes a long time for perceptions to change, so the officers' efforts should not and cannot be a special detail, but a continuous and on-going program.

Mr. Ingley's impression of the satellite office itself was that it is not visited by the public and it, therefore, is not an interactive place to conduct business. Despite this, he added that it is necessary to keep the satellite office as it is a *reason* for officers to stop by. As long as the officers use their time at the satellite office to interact with the community as well, then the satellite office itself is more than necessary. Mr. Ingley added that the merchants would likely feel the same way. He knows that they enjoy the police presence.

Oakland Mills Village Center Manager, Sandy Cederbaum - Ms. Cederbaum was pleased to speak this subcommittee about the Oakland Mills satellite office where PFC Luke Buchanan is the liaison.

Ms. Cederbaum has been the Oakland Mills Village Center Manager for over ten 10 years and has seen a lot of changes. There have been five resource officers during the ten years, and of the five, only three of them “were on the ball”. Early on, the satellite office used to be located in her building which made it easy to make contact or drop down to have a chat. During those times, the merchants and community members were very pleased with the impact the satellite office was having on Oakland Mills. The satellite office eventually moved to another building

and while she can look out her window and see police cars, the relationship between the merchants and community has been diluted. The office is mainly being used for patrol officers to write reports and catch up on paperwork and the resource officer doesn't get out in the community very much.

Merchants have complained about the number of people loitering outside their businesses which has extended to patrons also fearing the crowds. It is her opinion that the pathways are also dangerous.

Communication has also broken down. Community members try to visit the satellite office only to find out that it's not staffed. It is her understanding that resource officers have been given additional assignments and sent out on patrol, which exacerbates the situation. The Village Board Manager and merchants want to know what's going on in their neighborhood before they read it in the paper.

Long Reach Village Center Manager, Sarah Uphouse - This subcommittee spoke with Sarah Uphouse, Manager of the Long Reach Village Center, about the effectiveness of the Long Reach satellite office. Ms. Uphouse was manager of the Long Reach village center before there was an NCRO was located there.

Though she could not remember the name of the assigned officer, she is generally happy with his performance. Ms. Uphouse likes that she has a point of contact in the NCRO. Though she does not have much contact with him, she feels confident that when she does need him, he is ready to help. She feels that the officers do make an effort to know who lives in the area and who is visiting. He is a "consistent face" and a presence in the community.

When asked if she would appreciate more interaction with the NCRO, Ms. Uphouse said, "Not necessarily, unless something is afoot." She noted that she would like to learn about issues in the community from the NCRO rather than hearing about it first on the news.

It is Ms. Uphouse's perception that the merchants are happy with the relationship in place with the NCRO. Both the NCRO and the merchants know who is banned from the premises and they work together to enforce it. She noted that she speaks with the merchants to get the latest information on activity, criminal or otherwise, happening in the village center.

Ms. Uphouse remembered a time when the satellite office was used by parole officers to conduct their business with parolees. Neither the village center nor the patrons and community were pleased with that. She is not certain if that practice is still happening. If it is, she'd like someone to put an end to it.

There is one area of improvement which is voiced by many patrons to the village center. They would like the satellite office to be manned, at least for a regularly set number of hours, so that they can stop and speak with someone about issues or concerns. Arriving to an empty office leaves the patrons and community with a feeling of “nowhere to go”.

Owen Brown Village Center Manager, Craig Barton – Mr. Barton was pleased to speak this subcommittee about the Owen Brown satellite office where PFC David Sharpe is the liaison.

Mr. Barton was very confused about the role of the satellite office. He said he knew of the office and where it is located, but that was about all he could speak to. He was very clear that PFC Sharpe was assigned to that particular office, but was not sure of PFC Sharpe’s specific duties.

Mr. Barton and PFC Sharpe have quite a bit of interaction on a daily basis. They spend a lot of time emailing each other several times a week. Occasionally, he sees him either in his car or walking around the Village Center. They often talk about upcoming events in the community and incidents in merchants’ stores or around the Village Center. He feels having one consistent officer that he can trust is key and very reassuring. PFC Sharpe is very quick to follow up on any inquires given to him. Mr. Barton has been trying to get the community and merchants in the habit of calling on PFC Sharpe instead of calling 911.

When asked if there was an advantage of having the satellite office in the Village Center, Mr. Barton said if the office was moved to a more visible and convenient location, the hours of operation posted on the door and staffed full-time, the office would be better understood by the community, merchants, and himself.

2.2.3 Howard County Citizens Survey Results: An online survey was offered to Howard County citizens in an effort to gather the community’s sentiment and point of view of the NCPOs and NCROs. The survey consisted of four questions regarding knowledge of satellite offices and the NCROS, interaction with them, how well they serve their communities and how they could better serve the community.

<p>Question: Do you have an NCRO located in your neighborhood community? <i>(Choices are Yes, No, No-and I think we need one, I don’t know).</i></p>

Survey results revealed that of the 377 respondents who live in NCPO communities, 36% report knowing there is an NCRO, 23% incorrectly report that there is no NCPO in their neighborhood, 37% do not know and 4% indicate they do not have an NCPO, but believe they need one. See Figure 2.1 below. The survey shows that over 60% of the NCPO communities are not aware of

their NCPOs and suggests that more promotion and visibility of both the officers and offices is warranted.

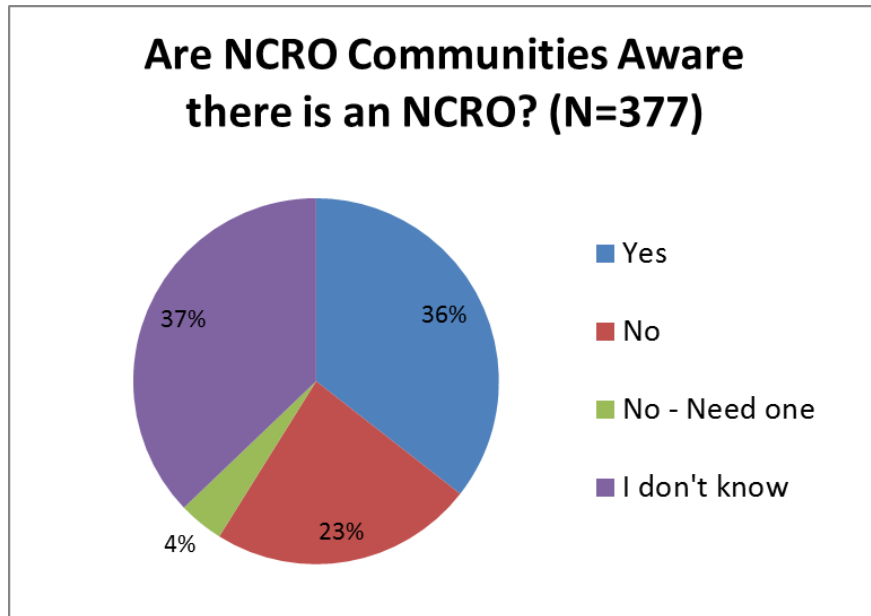


Figure 2.1

Figure 2.2 shows the same NCPO community populations broken down by zip codes and responses. With regard to zip codes 20723 (Laurel), 21043 (Ellicott City) and 21044 (Columbia), the data suggests the majority of these communities are unaware of their NCPO. However, more than half of the respondents in 21045 (East Columbia) are aware of the NCRO. Across the board, it is apparent that the NCROs are not known by the majority of their communities and need to be more visible if they desire to be effective and make an impact on community as a whole.

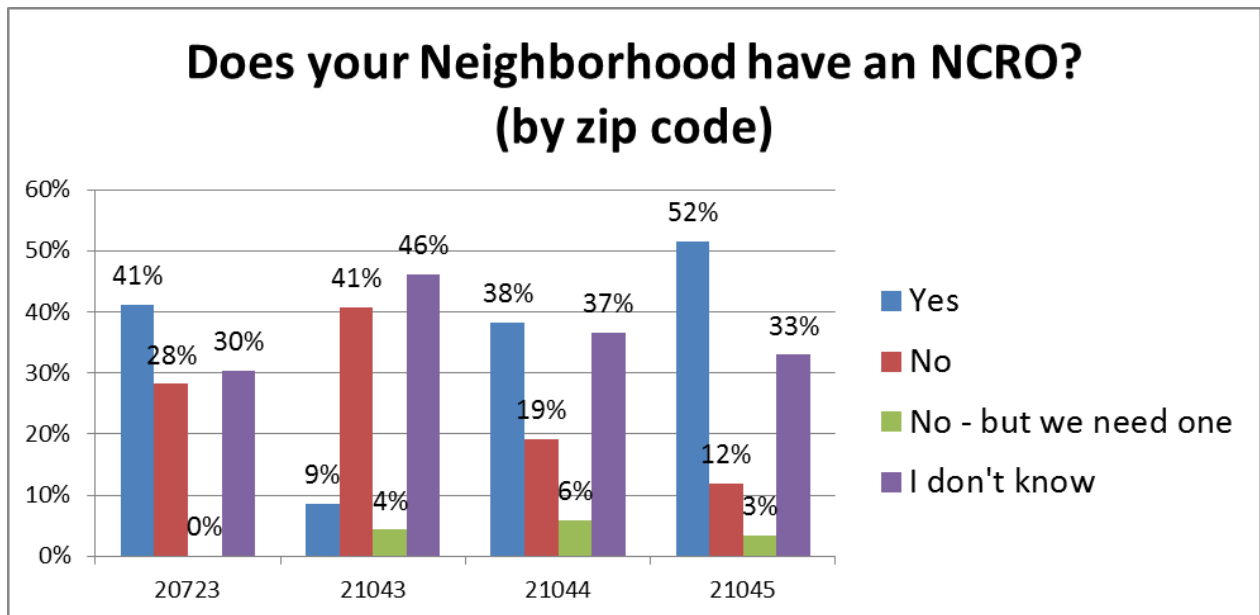


Figure 2.2

Some suggestions received by the citizens on how to achieve more visibility in the community are making the satellite offices/officers available more regularly or posting contact numbers for citizens to call with questions and concerns. Community members also thought they should ask for volunteers from the community to help with projects and outreach. Many community members are willing to help, but do not know who to talk to about volunteering. Community members would like a responsive point of contact who deals with people one-on-one.

Question: If you do have an NCRO in your neighborhood, how often do you interact? (Choices are Regularly, Not Often, Never).

Of the participants who are aware of an NCRO/NCPO located in their community, 7% indicated they interact regularly, 37% interacted somewhat, and 64% stated they never interact with the NCRO. This finding could indicate that the NCROs, in general, should make a greater effort to engage the community. This could also indicate that only a small portion of the population has a need to interact with the NCRO.

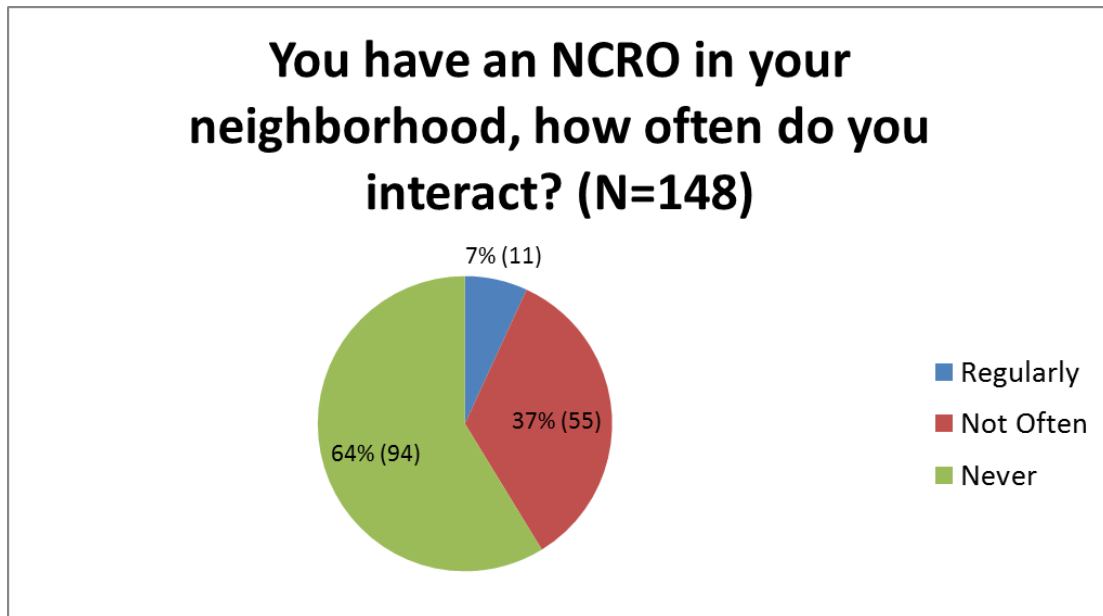


Figure 2.3

Question: In my community, and based on what I have experienced, the HCPD Neighborhood Resource Officers serve the needs of my community: (choices are Poorly, Fairly Well, Well, Very Well, Excellently, NO OPINION).

The survey shows that 81% of respondents feel that the community is served either “Well,” “Very Well” or “Excellently” by the NCROs. Again, a high percentage of respondents (67%) have no opinion on the matter.

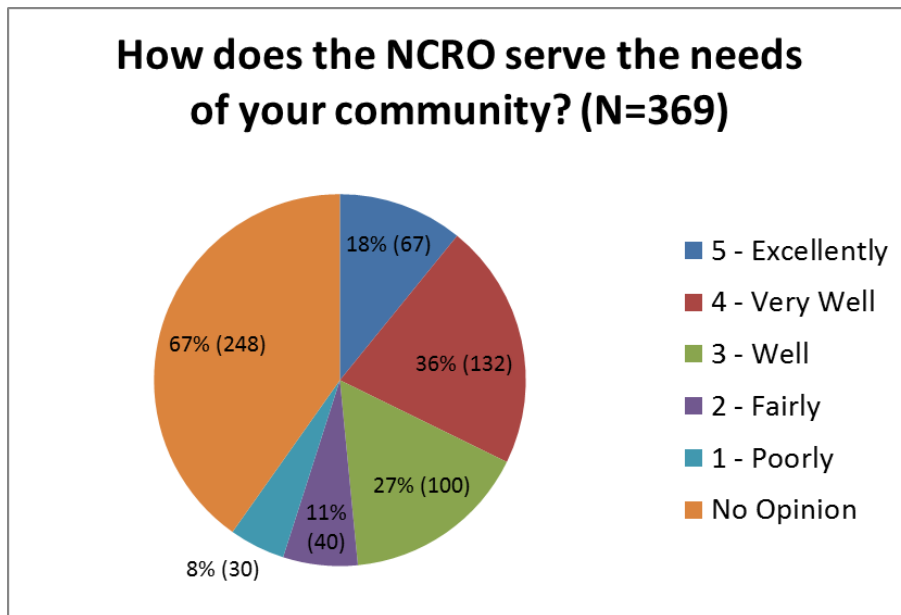


Figure 2.4

Question: How Can Your NCRO Better Serve Your Community?

The online survey asked the question, “How can your NCRO better serve your community?” The overwhelming response was the need for more engagement within the community. More than half of those who responded expressed the desire for the officers to be “more present” and more a part of the community. Figure 2.5 shows a distribution of the responses.

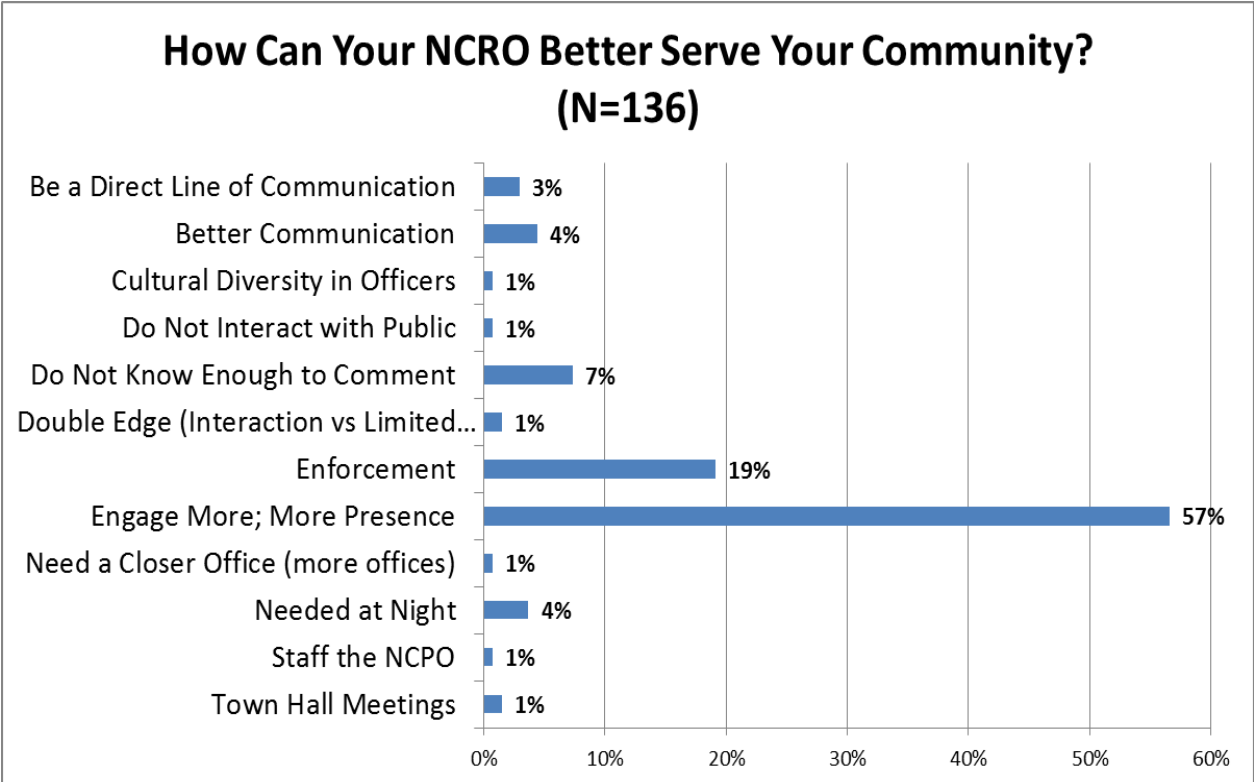


Figure 2.5

Almost 20% of the respondents are looking for more enforcement on a variety of issues. They requested traffic and speed enforcement, more patrols to deter criminal activity, maintain order where youth gather, and more control of the prostitution on Route 1.

Regarding communication, respondents asked for the NCRO to be a direct line to information about which the community should be aware. They also requested more communication with the NCRO which included follow-up calls.

Some respondents admitted they do not know enough about the satellite offices or the NCRO to comment which suggests the NCRO needs enhanced publicity. Suggestions to increase awareness were monthly newsletters, monthly town hall meetings, and marketing or advertising.

Summary of Impact: Having heard the responses of the village managers, village merchants and county citizens, this subcommittee can offer the following regarding the NCPOs’ and NCROs’ impact on the communities. While those who interact with, or are at least aware of the NCROs, are generally pleased it is apparent that most are looking for more engagement and a greater presence in the community. The responses indicate that the community is willing to use the NCROs to their benefit, but the community needs to be made more aware of those benefits. It is evident that the impact the NCROs have on the communities is highly respectable, but overall there is room for improvement and enhancement.

2.3 EFFECTIVENESS

As stated in the current General Order, the procedures for the NCPOs are as follows:

1. Members shall routinely use NCPO facilities when conducting area foot patrols, conducting follow-up investigations, hosting interviews, preparing written reports and meeting with area residents.
2. Members utilizing an NCPO shall keep it clean and orderly at all times.
3. NCPOs shall be kept secured and may not be occupied by citizens except in the presence of HCPD personnel. The last HCPD member leaving is responsible for ensuring the NCPO is secured.
4. Members shall utilize HCPD computers at an NCPO consistent with General Order ADM-40, Computer Operations. Only authorized HCPD personnel may access HCPD computers.
5. The District Commander's designee shall conduct periodic inspections of each NCPO. A written report shall be forwarded to the appropriate District Commander.
6. NCPOs shall be established and maintained in designated communities by the Operations Command.

As a measure of the effectiveness of the NCPOs, this subcommittee used the above procedures and our research to guide an evaluation. The research reveals that some NCPOs are used by both the assigned NCRO and local patrol officers to conduct police business and meet with area residents, though the latter is not as frequent as the former. At other NCPOs, the frequency of utilizing the office by both the NCRO and local patrol is reportedly infrequent. Each NCPO is kept secure and not occupied by citizens unless also by an officer or civilian liaison. As far as could be determined by this subcommittee, the HCPD computers located at the NCPOs are used only by HCPD employees and are kept secure, as well. This subcommittee's research did not reveal if the District Commanders are receiving reports regarding periodic inspections of the NCPO. It was observed that the NCPOs were not kept in good order, as some seemed disorganized.

A second measure of effectiveness of the NCPOs is the comparison of Village Report data from the years 2002 and 2014. The Village Report contains a count of service calls in each of the villages - Dorsey Search, Harper's Choice (NCPO), Hickory Ridge, Kings Contrivance, Long Reach (NCPO), North Laurel (NCPO), Oakland Mills (NCPO), Owen Brown (NCPO), River Hill, Town Center and Wilde Lake (NCPO) throughout the year. Note: Savage Village Center was not included in this comparison because it was not a part of the 2002 data. A better comparison would be between 2014 data and the year prior to the start of the NCPOs, however, no such data was available for all village centers until 2002.

Figure 2.6 below shows the count of service calls contained in the village report data from 2002 and 2014. The service calls shown are “all calls”, most frequent calls (collectively) and most frequent calls individually. Though not statistically significant, it is observed that in the categories of all calls, most frequent calls and also in the majority of the categories of individual service calls, the proportion of service calls in satellite offices *decreased* over time, in comparison to all of the village centers as a whole.

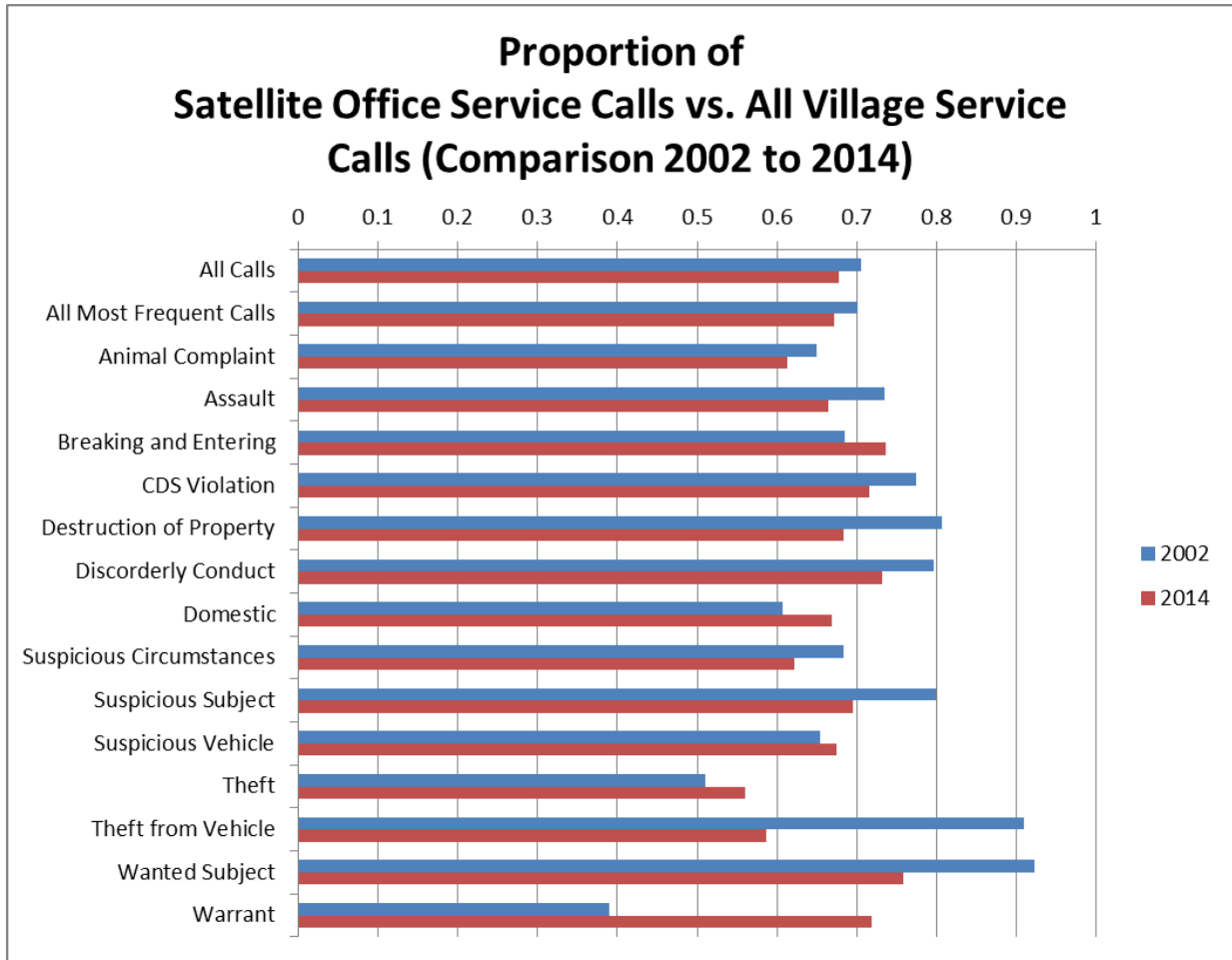


Figure 2.6

RECOMMENDATIONS

After evaluating the survey results and the comments from interviews, this subcommittee recommends the following.

Recommendation 2.1: Currently two of seven NCROs report to the Northern District DCRO, while five of the NCROs report to the Southern DCRO, leading to inconsistent direction and varying leadership styles. Have NCROs **report to a single DRCO** in order to provide unity of command and supervisory accountability which will provide county-wide operational consistency.

Recommendation 2.2: The current condition of several NCPOs does not promote approachability or professionalism. To create a **more community friendly environment, the offices should be monitored and maintained including** removing clutter, organizing and providing a welcoming presence for the community.

Recommendation 2.3: Enhance the partnership between NCROs and the community through **improved communication** which can be achieved by hosting and/or attending community meetings, providing content for community newsletters, engaging with leaders via multiple communication channels, and providing more information regarding community outreach events.

Recommendation 2.4: Develop a **strategic, consistent marketing plan** to provide ready access to information regarding the NCPOs operational hours, improve signage to assist in locating the offices, and encourage promotional activities to increase the community awareness of their NCPO.

Recommendation 2.5: Based on public feedback, a consistent presence in the NCPO is valued by the neighborhood it serves. Providing a **paid civilian liaison or auxiliary officer in each NCPO** will help keep the office open and staffed during operational hours, providing access for citizens when they want to interact with an NCRO.

Recommendation 2.6: It is suggested **NCRO trading cards** be created to personalize the NCROS, as well as engage the youth in the community and increase NCRO recognition. This effort has been successful in other jurisdictions.

SUBCOMMITTEE #3

County Council Resolution 16-2015

Evaluate emerging technologies in law enforcement, such as body cameras, to determine if they may have application in Howard County.

INTRODUCTION

The growing number of emotionally charged police-citizen interactions in the United States, many of which have been highlighted by the media, have resulted in a strained relationship with police in many communities. This subcommittee was tasked to review technology-related matters impacting the provision of effective and efficient law enforcement services in Howard County.

BACKGROUND

With this task in mind, this subcommittee has reviewed existing literature related to body worn cameras (BWC) from government and private sector sources and consulted with Howard County citizens to determine their opinion on the use of BWC technology within the county. In addition, the consideration of other forms of technology which may be used to foster the police-community relationship was reviewed. This subcommittee acknowledges and respects the difficult and dangerous job that Howard County's police officers undertake on a daily basis and provides their full support for the work that they do. This subcommittee further acknowledges that, based on its assessment, there is not the same level of unrest in Howard County as is depicted in other areas of the country. In order to strengthen and build upon the solid relationship the police and community enjoy currently, Subcommittee #3 provides the following information and recommendations regarding the use of technology in supporting community policing within Howard County.

FINDINGS

3.1 Body Worn Cameras (BWC) - Benefits

Cameras worn by police officers offer several and varied benefits to both the police department and the citizens they serve.

Improved Transparency: Foremost in the mind of the public is the accountability and transparency which BWCs offer. While not every interaction may feasibly be recorded and the capabilities of a body worn camera may provide some limitations in coverage, having a recorded account of citizen interactions increases the public's confidence in the police department's intentions toward the public. If questions arise about the actions which transpired during an encounter, video and audio evidence may more quickly address and resolve concerns. In many cases, knowing that the encounter is being recorded acts as a deterrent to potential escalations on the part of both the officer and the public, thereby increasing officer professionalism and a positive public opinion of the department.

Reduction in Use-of-Force Complaints: Similar to improved transparency, BWCs have been shown to reduce the number of complaints against officers by the citizens they interact with.

Because officers know that they are being recorded (with the video available for review), they may tend to act in a more professional manner; likewise, citizens who may try to escalate or provoke a response from an officer may choose to maintain a more civil encounter if they know the incident is being recorded. As the Chief of Police in Topeka (Kansas) stated, “Everyone is on their best behavior when the cameras are running. The officers, the public – everyone.” Last, a citizen who may choose to file a groundless excessive use-of-force or other complaint against an officer may forgo the tactic when they know a video will prove them to be embellishing or outright fabricating the story. Not only does this help protect officers and the department from libelous accusations, but it may save the department and taxpayers from some of the costs of investigation, defense, and potential settlements for meritless claims.

Training: One of the most potentially powerful uses of BWCs is as a training tool for departments to use for new and seasoned staff alike, improving officer performance, providing insight to officers and commanders, and illustrating both positive and undesirable behaviors alike. Police departments can use footage from cameras to provide scenario based training, to evaluate the performance of new officers in the field, and to identify new areas where training is needed. Video footage creates an opportunity to raise standards of performance when it comes to tactics, communication, de-escalation, and customer service. Police departments have also found that BWCs can help them identify officers who abuse their authority or commit other misconduct, and to assist in correcting sub-optimal behavior. Video used as a training tool can help a good department like HCPD become even better.

Increased Officer Safety: Along with improved officer response when wearing a body camera, studies have shown that citizens are less aggressive toward officers wearing cameras. A reduction in escalations resulting in assaults on officers increases officer safety and protection.

Officer’s Perspective Recording: In the era of cell phone cameras, every bystander has the potential to record a police interaction. In addition to this, many urban and suburban areas have multiple security cameras in place which may record interactions. Each of these videos can offer a limited point of view of the incident. To facilitate better accountability for both officers and the public they interact with, footage from the officer’s perspective is important to provide a more complete accounting of the incident.

Evidence Collection: As an officer, the first duty upon arriving on a scene is to secure the scene and preserve life. With a camera recording as these priorities are accomplished, important evidence is gathered which may prove valuable to prosecutors and/or defendants, judges, and juries. Irrefutable footage of an event as it unfolds may also have economic benefits as well, with recorded evidence facilitating plea negotiations and lessening the need for a trial.

3.2 Body Worn Cameras (BWC) - Other Considerations:

While affording many benefits, BWC technology carries with it implications which a department considering its use must carefully and thoroughly evaluate.

Privacy: With the era of cell phone cameras, security cameras in many businesses, social media, and instant access to broad distribution of images, privacy is often sacrificed. However, as police officers are well aware, they are somewhat uniquely positioned to see and interact with citizens when the citizens may be at their very worst. Despite the advantages afforded by BWCs, this may not be the time a citizen wishes to be recorded as a part of the public record. The ability for a BWC to go into non-public spaces, such as a private home, or public spaces which may require a greater degree of sensitivity, such as a hospital, school, or a shelter, brings additional considerations for the privacy of those being filmed. Filming of juveniles, as either offenders or as victims, raises questions about the expectations of privacy and rights of certain groups. In addition, informants may be reluctant to be recorded for fear of losing their anonymity. While the American Civil Liberties Union (ACLU) is overall supportive of BWC technology for the transparency it provides for both officers and citizens, it recognizes the potential for abuse and calls for its use only with strong policies to protect the public from their use as a general form of routine surveillance.

When to Record: When to initiate recording, when it is permissible to cease recording, and when and how to apply discretion by the officers are all questions which must be addressed and resolved with policy prior to initiating a BWC program. To maximize the benefit of transparency potentially afforded by BWC, there must be consistency in when, where, and how recording is handled. Officers who can turn on and off recording as they wish may create a perception of hand-picking what the public is allowed to see – thus defeating the full-disclosure-whether-good-or-bad benefit that BWCs offer. However, mandating that officers must record every citizen encounter may also have negative consequences, such as when a victim or witness does not wish to be interviewed or identified on camera, an incident is inside a private home, a citizen is in a state of undress, or an informant who does not wish to be identified for the public record. Further adding to the question of when to record is that Maryland is a state which does not allow recording of an individual without their knowledge and consent. It is therefore imperative that policies are in place before any BWC program is undertaken, and that the policies fairly balance citizen privacy with officer privacy, safety, and the ability to perform their duties. To this end, the Maryland General Assembly created the Commission Regarding Implementation of the Use of Body Cameras by Law Enforcement, who is currently drafting policies for law enforcement departments within the state who use BWCs.

Training: As with any new technology, training will be required before officers, civilian personnel, and support staff are able to implement BWCs. Training plans will have to be drafted, tested, and executed to ensure that officers understand the use of the technology, the policies which surround it, and the procedures that they are expected to adhere to when using the technology.

Cost of Technology: Implementing a new technology program such as BWCs from the ground up will require a relatively significant – and potentially unbudgeted – monetary investment to outfit officers with recording devices. As time goes by, equipment will have to be replaced, upgraded, or added to ensure that the technology is up to date and accessible by those officers deemed necessary to use it.

Data Storage and Retention: Potentially the largest investment which will need to be made is in the data storage of camera footage recorded by officers. Security of publically identifiable information (PII) of citizens and concerns over privacy all impact where and by whom the data is stored. Third-party vendors must be carefully evaluated. Decisions about who has access to the data must be made. Policies over how long to retain files significantly impacts how much storage is required, which in turn is translatable into a direct cost. Further, some data (such as that being used as evidence in an open case) may require longer retention than other data (such as routine, non-evidentiary footage); however, all data must be kept for a minimum amount of time to ensure public access and availability of information should the need arise. Chain of custody procedures must be established, and the potential ability to be able to erase or re-record over data must be addressed. Back-up systems to preserve data in the event of a failure of the main system must be considered. Audit systems which create a record of who has accessed the data and when are important. Methods of transfer and upload of data, the frequency of transfer, and the backup of transferred data must be created. A system for tagging the data so that it is easily searched and retrieved may need to be created to help manage the data.

Public Disclosure: How, when, and to whom video recordings are released may help or hurt a department's efforts at transparency, and must be carefully balanced against the privacy of the citizens recorded and the nature of the recordings. In addition to the policies which must be carefully crafted, departments can expect to incur additional expenses in personnel and labor for those who receive, evaluate, and fulfil requests for video by the media, courts, and the public.

Officer Trust: For some officers, a BWC is a positive step toward restoring police-community relations. Others, however, may feel that it is symbolic of a departmental lack of trust in its own force. Careful communication must be delivered by department management to ensure that the approach is not seen as one of punishment, but rather an opportunity to show department professionalism in a more public forum.

3.3 Other Technologies

Dash-Mounted Cameras: Similar to BWCs, an in-car dash-mounted camera allows recording of police encounters with motorists. A dash-mounted camera has limitations in that the field of view is restricted to the vehicle's windshield and remains static, and the types of encounters are generally limited to traffic stops or similar motor vehicle assistance interactions. Dash-mounted cameras bring similar issues for data storage as body-worn cameras, and thus in the end may cost more than BWC but could yield less benefit.

Social Media: Social media allows two-way communication with the department and citizens, and increases transparency and feelings of connectivity within the community – especially if the department uses social media as a tool for reporting both the positive and the less-than-flattering news within the department. Social media is an easy tool to use to allow a choice in the way the public interacts with its department. However, full transparency means that comments by the public are visible, which may not always be complimentary.

Bicycles/Segways: These tools, to include electric bikes, increase police visibility and approachability with the public. Getting officers out of vehicles and onto more personalized devices allows for increased opportunities for personal interactions, allowing relationships to be developed among the officers and the residents of the area they are patrolling.

Training Simulators: Scenario-based simulators, which many police currently use in training officers in such skills as driving and shoot/don't shoot situations, may provide valuable insight to the public on the split second decisions which have to be made by the police in such situations. Providing these simulators at community events or upon request to civic groups during presentations may increase the knowledge of the public on the factors which go into decisions police officers make on a daily basis. However, providing access to something like a shoot/don't shoot scenario training device provides exposure to the worst case scenario that an encounter could escalate to, and therefore may not be the best message to send to the public. Consideration of the use of this technology for this purpose would need to include additional information on use of force procedures, de-escalation techniques, and protocols for the use of lethal and less-lethal technologies.

GPS Trackers for High-Speed Chases: When a high speed chase is initiated, police vehicles equipped with the dischargeable GPS trackers can launch a small cylindrical dart which adheres to the suspect's car, allowing police to locate the vehicle in real time on a computer screen. This technology allows police to disengage a high-speed pursuit in areas where it may be dangerous to either the officer, to bystanders, or to other motorists without losing the location of the fleeing car.

Translation Applications: As demographics change and cultures blend and merge, officers may encounter residents who do not speak English. A portable application, able to be loaded onto an officer's phone or a portable tablet computer, can enhance communication between non-English speaking individuals and an officer both in emergency and non-emergency interactions. This level of personalized communication may lead to relationship building, increased communication, and a sense of trust in the department by communities who otherwise may remain insular and suspicious of outside organizations.

Drones: Unmanned drones, with attached cameras, may provide law enforcement offices with additional information on the status of a particular neighborhood, area, or geographic location without expending personnel to travel to that location. While this does not serve the spirit of community policing - an officer is not familiar with a neighborhood's citizens and does not learn the rhythms of the community - it does provide an important first step by supplying visual contact and gathering information which allows police to be able to see what areas might benefit from proactive involvement. However, drones with cameras present some

of the same challenges as body worn cameras, especially around the areas of citizen privacy and the idea of “big brother watching.” The topic of drones is one which will be borne out over the coming years as they become more affordable and commonly used by government, commercial, and private projects. Law enforcement agencies should keep a close watch on the emerging technology so that it can be utilized to its optimum potential.

De-escalation Training Scenarios: Video simulation trainers can be utilized to conduct de-escalation training so that officers have more experience using words and rapport to achieve a peaceful resolution, rather than physical interventions. The Golden West Criminal Justice Training Center has one such simulator, in use by the Seal Beach (CA) Police Department, which allows a moderator to control the scenario based on an officer’s commands and responses. The training simulator is focused on officers responding to individuals with possible mental challenges, but the scenarios could be tailored for many situations to provide additional, interactive command and response scenarios which may help officers rely more non-aggressive ways to control an encounter. Similarly, the Baltimore Police Department is utilizing a “Cognitive Command” (or “C2”) curriculum to teach officers how to improve their performance under stress by assessing first and not making split-second decisions based on biases. The curriculum includes interactive scenario-based virtual encounters using the projection screens and supervisor interaction.

HCPD is already employing several of the technologies identified here (See Figure 3.1). They employ social media (Facebook, Twitter, Instagram, and Nextdoor.com) and utilize it effectively to communicate with Howard County residents. When Darion Marcus Aguilar killed two and injured others at the Mall in Columbia, HCPD took to their new Twitter account to provide updates and keep the public informed of the situation. One of the first agencies to use social media in an as-developing situation, they have delivered presentations on their success in using Twitter during the event at law enforcement conferences in the subsequent year. Additionally, HCPD is utilizing motorized bicycles, man-powered bicycles, and volunteer horse-mounted auxiliary patrols as additional means to provide community policing on paths, in parks, and at public events. HCPD does not currently use dash-mounted cameras; this technology is not among those recommended for implementation at this time as body-worn cameras would provide a better return on investment and represent a newer technology.

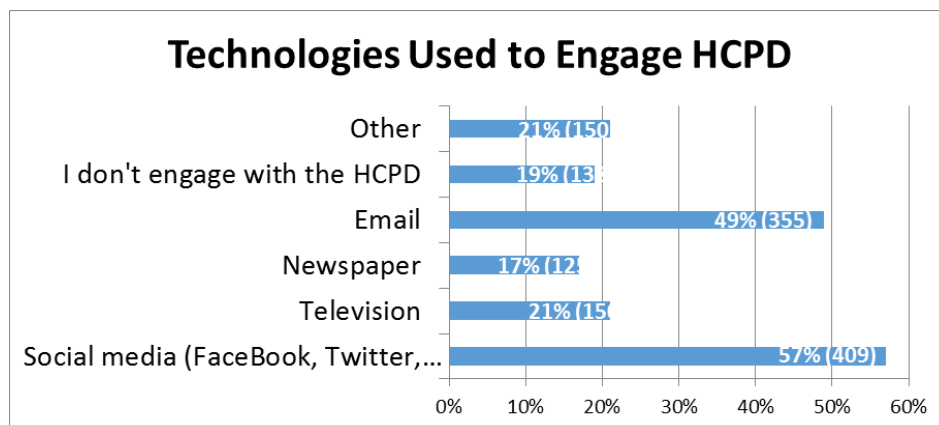


Figure 3.1

RECOMMENDATIONS

Recommendation 3.1: Develop and implement a BWC pilot program. Based on available research on body worn cameras, along with information obtained from Howard County residents and input from other jurisdictions, Subcommittee #3 recommends that the Howard County Police Department undertake a pilot program for the use of body worn cameras, with the goal to evaluate instituting the technology in the department on a permanent basis. This pilot is recommended to have a specific duration and should select a representative sample of patrol officers who would wear the technology for optimal benefit. While subcommittee #3 does not wish to dictate details for a pilot, preferring to leave that to experts on the topic, members of the subcommittee do stand ready to assist HCPD in both the development and the implementation of a pilot program. A pilot is recommended at this time due to several factors:

a. Public sentiment is such that officers wearing cameras to record their interactions are being heralded as the next check and balance for police officer ethics and integrity. While nothing is a panacea, the cameras provide an accounting from the officer's perspective of what transpired during a citizen encounter, and may provide a valuable record of events. In an age where nearly every bystander has the ability to record such encounters, having a record which seeks to be unbiased and from a personal perspective (and which follows chain of custody protocols to ensure integrity of evidence) helps to ensure equality for both the officer and the citizen. Good officers who respectfully deal with individuals will welcome the opportunity to show the best the department offers; officers who may need additional training will be identified and provided that feedback. A recent (2015) opinion poll of a sample of registered Maryland voters indicated that 69% of those asked "Should Maryland state and local officers be required to wear body worn cameras?" felt that they should; 23% said no and 9% were unsure. Within Howard County, resident respondents to a poll presented by the CAC on community policing issues indicated overwhelmingly that they wanted to have HCPD officers utilize BWC. Nearly 80% of respondents indicated "yes" when asked "Given recent police events in the US, do you feel HCPD officers should be equipped with body cameras?" (N=713) See Figure 3.2 below. The responses were broken down by zip code in Figure 3.3.

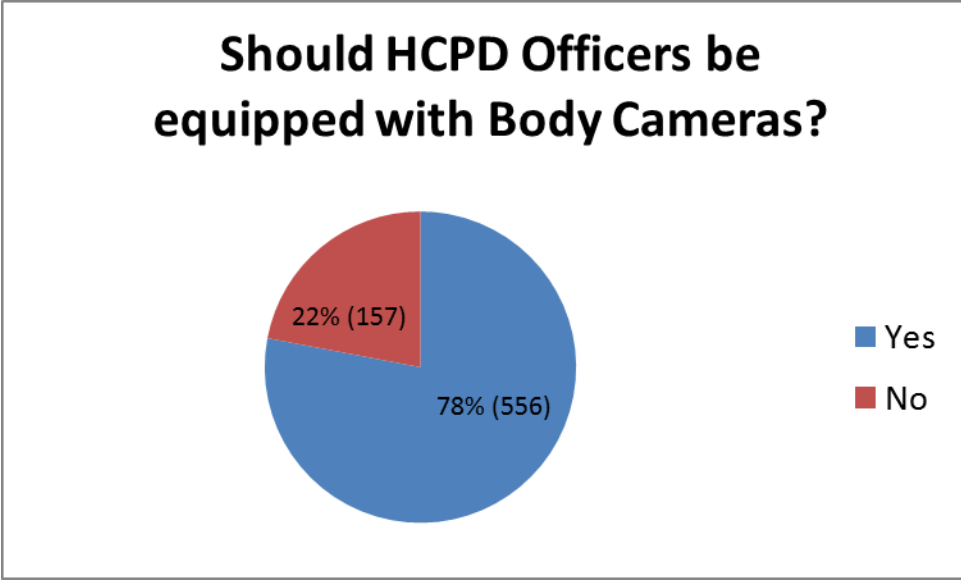


Figure 3.2

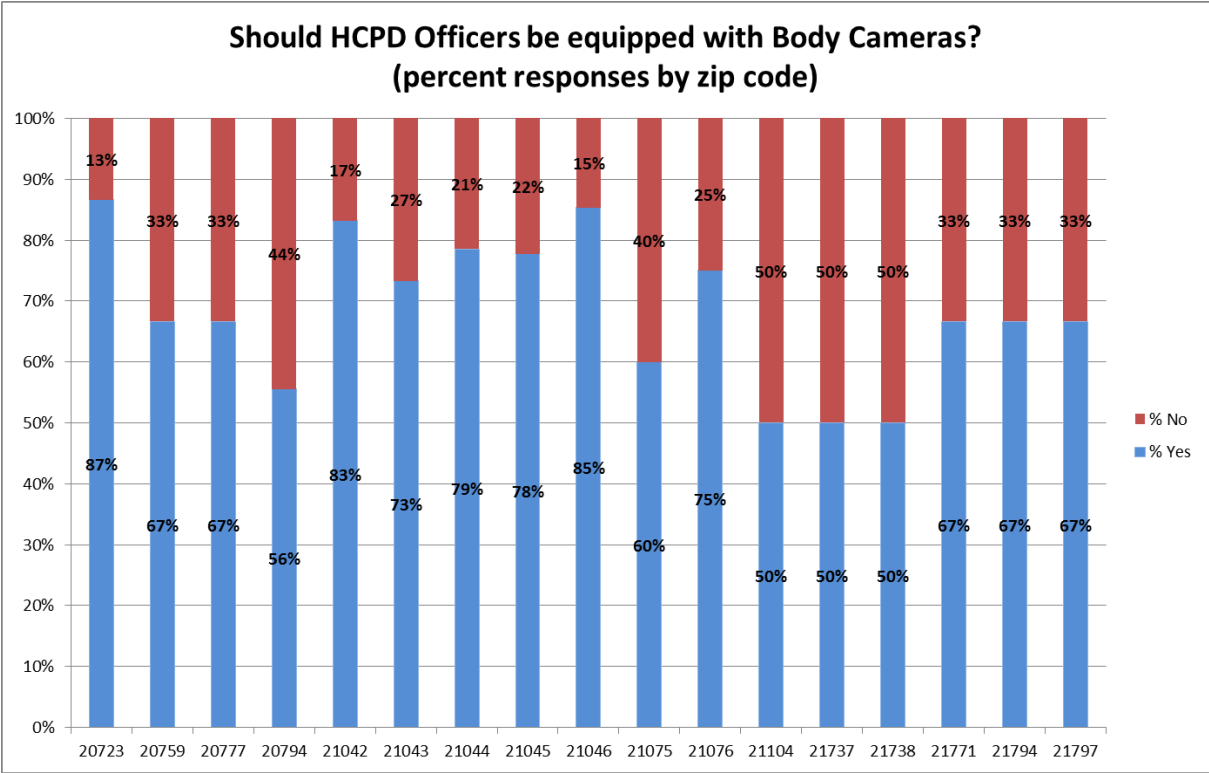


Figure 3.3

Primary issues concerning their use were the cost (57%); saving video/video storage (45%); access to the videos via FOIA (43%), and citizen privacy (38%).

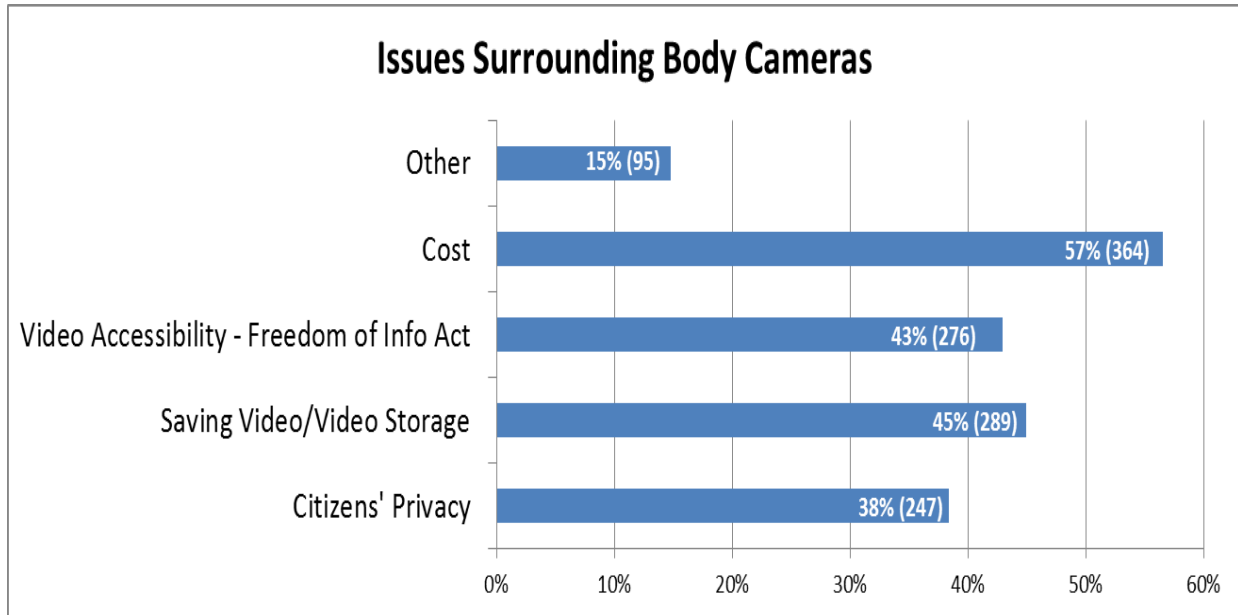


Figure 3.4

b. With the increased push for jurisdictions to get BWCs there are incentives and funding available for equipment and programs. President Obama has set aside funding to encourage implementation of body worn cameras for law enforcement, including \$20 million dollars being offered by the Department of Justice for the purchase, training and technical assistance of acquiring BWCs. If a pilot or full program is going to be implemented at some point in time, it would be wise to take advantage of the funding being offered currently.

c. Jurisdictions surrounding Howard County, such as Montgomery County, Baltimore City, Washington, D.C. and the city of Laurel, MD, are either implementing pilot programs or have existing full-scale camera programs. Indeed, more and more jurisdictions around the country are taking the same steps. While Howard County appears to enjoy a more positive police-community relationship than many other jurisdictions, it cannot be assumed that this relationship could not be strengthened. Proactively demonstrating transparency ahead of, rather than in response to, a negative police-public interaction which is caught on video by a member of the public builds trust in the department and faith in its officers. The officers additionally enjoy the added benefit of more civil encounters with the public and, should it be needed, evidence of their performance.

Recommendation 3.2: Ensure that all policies and procedures for the BWC program are in place prior to pilot start. The State of Maryland has developed policies for use by law enforcement agencies in the state who have a BWC program, and which can be reviewed for use by HCPD. Should these policies not be available at the time of a pilot program launch, there are a number of vetted resources available which provide guidelines and data for use in developing policies for departmental use. It is recommended that all policies addressing BWC (such as when to record, who to record, chain-of-custody procedures, retention schedules, or how data may be accessed) be determined prior to the launch of a pilot, to ensure that staff participating in the program are clear and confident in their expected performance and actions.

Recommendation 3.3: Run a public information campaign announcing the pilot PRIOR to its launch. In order to keep the public informed and demonstrate the intent for transparency, the public should be made aware of the use of BWCs on selected officers ahead of the of the pilot's launch. Providing information prior to, during, and post pilot program increases the transparency of the agency, building trust by the public that the department is initiating the program in support of better community policing and relationship building, and not as a means to invade citizen privacy or gather information on individuals.

Recommendation 3.4: Evaluate the outcomes. At the end of the pilot program an evaluation of the outcomes should be conducted to determine their value for use as a permanent technology by HCPD. Input from officers who used the cameras, training staff, and PIO staff or others who responded to requests for footage should be included, as well as budgetary information on the costs of storage and security for the data. Also valuable would be a post-pilot survey of Howard County residents to determine their opinion of the use of BWCs. All this data taken together should be utilized in a decision to invest in BWC technology.

Recommendation 3.5: Implement mobile translation applications for patrol officers. If not already in use by HCPD, it is recommended that a mobile translation application be utilized to assist with officer interactions with non-English speaking citizens. Utilizing a technology which could be carried on a cell phone or available on an in-car laptop would allow open and immediate communication with citizens. This effort and resulting positive communication results in an increased trust in the police while also allowing them to maintain control of a situation more effectively, when communications are clear and understood by both parties.

Recommendation 3.6: De-escalation training videos. Use of these electronic, role-based trainings can increase an officer's set of tools for handling a citizen encounter. While training is provided in the academy and tangentially through in-service trainings, a focused approach with dedicated technology will demonstrate HCPD's dedication to the citizens it serves.

Recommendation 3.7: Improve the HCPD website. The HCPD website, as it exists at the time of this report, is not user friendly, does not provide recent information, and is not accessible by HCPD staff for real-time or near-time updates. In an increasingly digital world, an agency website is one of the resources technologically engaged citizens turn to for instant information. While

HCPD accesses other forms of social media, it should not be to the exclusion of a solid website; nor should they lack control over their own website's content or ability to update it.

The field of law enforcement has both benefitted and been at the mercy of rapid advances in technology. Different weapons, communication devices, information management tools – each can be a help and a vulnerability to the way law enforcement does its job. Similarly, either early adoption or delayed investment can bring their own consequences for a department. While the nation is looking to cameras worn by officers and recording those officer's interactions with citizens as a panacea for the current state of mistrust of police by many Americans, it is in fact just one component in an equation to restore public trust in police departments. Technology alone cannot replace the human factor of getting to know the constituents that law enforcement serves in an honest and respectful manner. The Howard County Police Department currently enjoys a very good relationship with its citizens, but should not dismiss opportunities to further solidify and build upon that base. Technology may serve to document, assist and expedite what is ultimately the responsibility of the officer to act with respect and appropriate action when interacting with citizens, even under the most trying circumstances, and only at that point can community policing truly thrive.

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SUBCOMMITTEE #4

County Council Resolution 16-2015

Investigate enhanced training opportunities for police to address growing and changing County demographics, and make recommendations for implementation both in the police academy and in-service training for employees.

INTRODUCTION

“As our nation becomes more pluralistic and the scope of law enforcement’s responsibilities expands, the need for expanded and more effective training has become critical.” (*Final Report of the President’s Task Force on 21st Century Policing*). In an ever-changing society where multiple responses to one situation may be reasonable, and where newly identified classifications of citizens make the job more challenging, police agencies must be forward-thinking and aggressive in assessing the training needs of their police officers. This training must make them capable to address a wide variety of challenges and should be malleable enough to change with newly arising issues.

With this mind, police departments across the country should assess and reassess their training needs to meet and exceed the needs of its constituency. Proactive and anticipatory training needs must be a department’s foundation, while reactive training programs should be the exception rather than the rule. As community policing comes more to the forefront of departmental policy, crisis intervention, communication with mentally challenged individuals and basic interpersonal communication training must come to the forefront as well. It is through ever-evolving training that a strong foundation can be laid for law enforcement to be consistent with societal changes.

Citizens across the US have high expectations for their law enforcement officers and the same holds true for the Howard County Police Department. This subcommittee has researched training opportunities to address the growing and changing demographics in Howard County. Recommendations are made, as well, for implementation in both the entry-level academy and in-service training for sworn officers.

BACKGROUND

HCPD officers receive extensive training, not only in the entry level academy but also through mandatory in-service training and focused specialized training. The training categories are many, varied and evolve as needs are perceived. A subset of HCPD training is shown below.

- Diversity Training
- Crisis Intervention
- Preventing Biased-Based Policing
- Mental Illness
- Community Policing
- Ethics
- Human Trafficking
- Combating Heroin
- Gang Prevention
- Autism Awareness
- TASER Recertification
- Rifle Qualification

- Judgement Shooting
- Use of Force Training
- Active Shooter Incidents
- Emergency Medical Care
- High Risk Traffic Stops
- Domestic Incidents
- Runaways
- Suicidal Subjects
- Vehicle and Foot Pursuits
- Robbery, Burglary and Theft
- Needs of the Elderly
- Basic Spanish
- Older Driver Safety
- Vulnerable Adults
- Hoarding
- Disability Training
- Constitutional Policing
- Verbal De-escalation Techniques
- Professionalism, Courtesy and Customer Service
- LGBTQ Instructor Training

The Maryland Police Training Commission (MPTC, of the Maryland Police and Correctional Training Commissions) has established minimum training standards for both entry-level training and in-service training for sworn officers in the state of Maryland. The Howard County Police Department exceeds the minimum training standards for entry-level training and provides more in-service training opportunities than mandated by MPTC. Additionally, HCPD offers specific and officer-requested training opportunities to either hone their existing skills in a specific area or to acquire such skills. Examples of such are mountain bike patrol training, Leadership Institute, intoximeter operator training, current trends in policing, human trafficking, SWAT school, etc.

TASKS and FINDINGS

It is the intention of this subcommittee to gather and understand the views of HCPD officers regarding departmental training, as well as to gauge the opinions of county residents on both the current state of training received by HCPD officers and the perceived training needs. Data for this subcommittee’s work was acquired through interviews and citizen surveys.

Interviews were conducted with Lt. David Abuelhawa, HCPD Commander of the Education and Training Division, and with those sworn officers who accepted the offer of an interview. An online survey was created with the objective to gather citizen input on the topics discussed in the Resolution. Additionally, HCPD sworn officers were asked to complete an online, anonymous survey regarding HCPD training.

4.1 Interview with Lt. David Abuelhawa, Commander, Education and Training Division

Members of subcommittee #4 conducted a lengthy interview with Lt. David Abuelhawa, Commander of the Education and Training Division. Much of the conversation focused on the initial (entry-level) training for newly hired officers and on the types of in-service and specialized training in place for the workforce. The information provided by Lt. Abuelhawa included:

- Objectives for officer recruit training (see section nine).
- Training for the academy is over 850 hours, the foundation of which is established by the Maryland Police Training Commission (MPTC).
- Training is predicated on the applicable standards promulgated by the Commission on Accreditation for Law Enforcement Agencies (CALEA), an objective, third party auditing organization.
- In-service training includes MPTC-mandated and non-mandated areas such as use-of-force, firearms qualification, and specialized topics consistent with the needs of the agency in a given year. In-service is offered in a variety of formats, i.e. lecture, computer-based, scenario-based, tactile and independent study.
- Elective, specialized training is offered on a continual basis, at the request of the officer and is provided by either the Education and Training Division, an outside governmental agency or by the private sector.
- Routine training can be developed or amended in approximately 2 – 3 weeks. Urgent training can be developed in 2 – 3 days.
- The Education and Training Division makes use of post-training surveys to ensure the objectives of the training are met and officers are satisfied with the quality of the training program.
- The Division meets quarterly with the Commander of the Internal Affairs Division to identify training needs based on complaints from the public and/or internal supervision and management.

4.2 Online Survey

To acquire the community's input on all the topics included in the County's Resolution, a short online survey was distributed by the CAC to Howard County citizens. The survey was available to the general public for approximately five weeks. There was a significant effort to disseminate the survey to representative groups within the county. Over 700 citizen surveys were submitted. The survey questions posed to the community (shown below) were prefaced with an informational paragraph about HCPD's training. This paragraph read:

HCPD officers receive extensive training in the academy and throughout their careers. The training topics evolve with the times and needs of the community. There are currently over 25 different training topics including diversity training, preventing profiling, constitutional policing, verbal defense and influence training, human trafficking training and response to the mentally ill.

Subcommittee 4: Survey Questions

Question 1: In my opinion, and from what I have experienced, HCPD training is:
Poor, Fair, Good, Very Good, Excellent, No Opinion

Question 2: What type of training do you feel will help HCPD better connect with the diverse populations of Howard County?

Among the 700+ responses from the county-wide survey, 28% rated the training as “Very Good.” Another 20% rated HCPD training as “Excellent,” making it nearly half of all respondents who rated training with the top two ratings. It was 21% of the respondents who rated HCPD training as “Good,” while a “Poor” rating was given by 2% of the respondents, and a “Fair” rating by another 5%. The final 23% did not rate the training, mentioning that they did not feel they knew enough to rate it. (A subset of the comments received are listed below.) Figure 4.1 below displays this data.

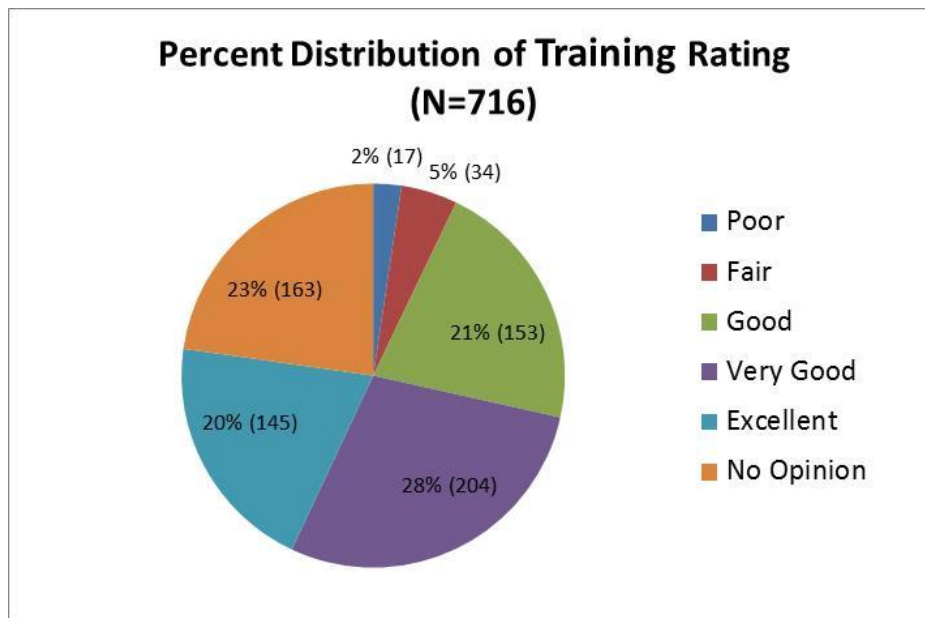


Figure 4.1

Of the 700+ respondents, there were 247 people who wrote comments, both positive and constructive, regarding training. The comments were grouped into the categories shown below. Figure 4.2 shows the distribution of these comments.

1. Cultural/Diversity/Sensitivity Training

- Cultural Training
- Diversity Training
- Sensitivity Training
- Increase Diversity

2. **Improve Communication Skills**
 - Improve Communication Skills
 - Increased Knowledge of Multiple Languages

3. **CIT/Mental Health Awareness**
 - CIT Training for All
 - Mental Health
 - Disability Awareness
 - Intellectual Disabilities
 - Autism

4. **Engage Community/Be a Presence/Outreach**
 - Community Interaction
 - Engage with the Public
 - Meet Leaders/Perform Outreach
 - Youth Cultural Awareness

5. **De-escalation/Situation Management**
 - De-escalation/Use-of-Force
 - Conflict/Situation Management

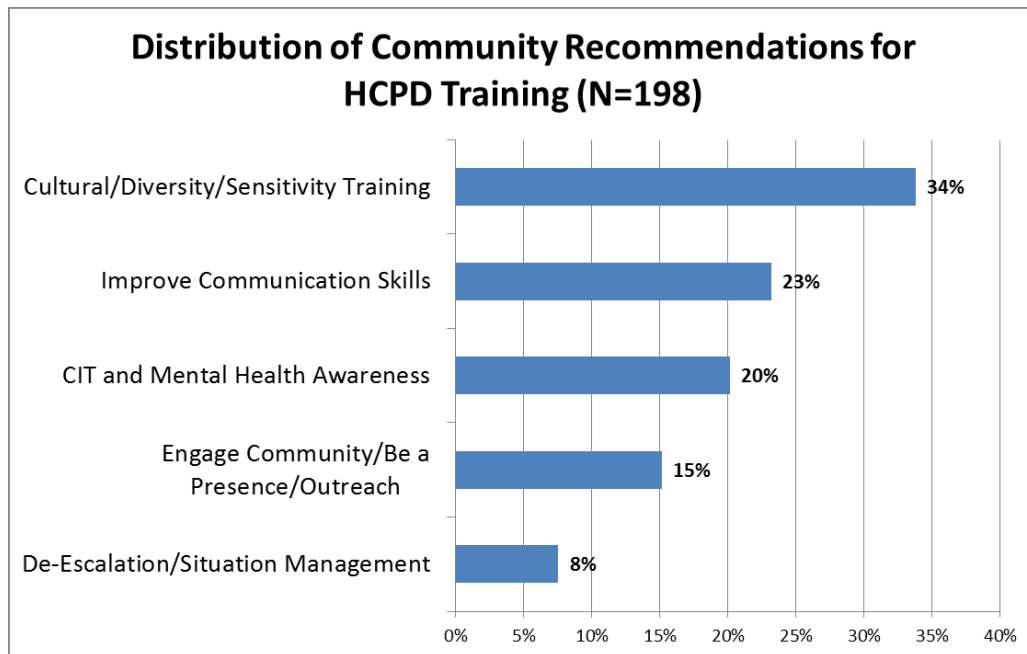


Figure 4.2

As shown above, the majority of the comments received (categories 1-4, 92%) address training outside of typical enforcement, i.e. De-escalation/Situation Management, 8%. The community's responses and recommendations suggest that it is concerned more with the community policing aspects of training rather than the characteristic police force training. Below is further discussion of the response categories.

Cultural/Diversity/Sensitivity: Responses frequently mentioned that cultural training, specifically in the Latino and Asian cultures, would allow for officers to better understand the people with whom they are interacting. Respondents also directly stated that HCPD should focus on recruiting a more diverse force in order to more adequately reflect the diversity of the county. Other comments suggested that emotional intelligence (the ability to recognize one's own and other people's emotions and to use emotional information to guide thinking and behavior) needs more attention in training.

Improve Communication Skills: A highly identified need is moving the agency in the direction of having more multi-lingual police officers. Spanish, Korean, and American Sign Language (ASL) were specifically identified. Other comments specifically targeted the communication deficiencies of the younger members of the agency, in terms of social skills and connecting with people, while other comments were not age or length of service-related.

CIT and Mental Health Awareness: Respondents recommended formal Crisis Intervention Training (CIT) for all officers. General disability awareness training in areas such as mental health, as well as other disabilities such as deafness, autism, blindness, Down Syndrome, aphasia, or brain injury, was identified as a significant need.

Engage Community/Be a Presence/Outreach: Citizens commented on the need for officers to increase their visibility in the community, village centers, and schools. Survey participants suggested the need for officers to get "out of their cars" and interact with the public. Even more people spoke of the need to interact as positive role models, on or off hours, with youth (especially minority youth). Another suggestion was that officers should become more aware of and interact with the leaders of the various ethnic communities in Howard County.

De-escalation/Situation Management: Conflict management skills were deemed an important training enhancement by several of the respondents. This would include training in de-escalating situations, particularly in scenarios when force was used or contemplated.

Following are examples of the comments from the online public survey. All of the survey responses can be found in the "Online Survey Results" tab.

Positive Comments from HC Citizens:

1. "HCPD is doing a fine job!"
2. "My experience with cops is great."
3. "I applaud the HCPD."
4. "They are doing a great job."
5. "We have an amazing police department in Howard County. I've lived here for 28 years and have always found the officers to be professional and helpful."
6. "I think we are very fortunate to be in a community that raises citizens' concerns and pushes to have an educated police force versus just a 'physical' police force."
7. "The reason we are successful in Howard County is because our police department has always been a part of our community. They are involved with the citizens. This is what makes a difference!"
8. "I especially like your 'Coffee with Cops' series."
9. "I think Howard Country Police Officers are already of the highest caliber!"

Constructive Comments from HC Citizens:

1. "Younger officers need to learn how to engage and connect to people. Too often they just drive around and don't get out of their cars."
2. "Police need more training in regards to taking a step back, getting their own emotions under control where the circumstances allow for it."
3. "To not stereotype people based on appearance."
4. "I have a thread of police distrust that I've never had before."
5. "I called the police about an attempted break in at my home. The officer just simply didn't listen to me..."
6. "The more diverse the police population, the better opportunity for successful communication efforts."
7. "My personal experience with young officers has been they are rude, dismissive, arrogant and impatient."
8. "Members of the Police Dept. must reflect the members of our community."
9. "Reading body language and learning how to de-escalate situations."
10. "It takes unique insight, control, and authority to handle a situation through de-escalation tactics."

4.3 Internal HCPD Officer Survey

The County Council's resolution asked for an investigation into enhanced training opportunities for police to address the growing and changing County demographics. As a part of our investigation, this subcommittee created and offered an internal survey to the HCPD sworn officer workforce. The purpose was to determine the perceived adequacy of their formal training. Participation was excellent with 326 of 468 officers taking the anonymous survey. The demographic information received by those who took the survey was:

- 248 men, 45 women;
- 141 Caucasian/White, 21 African American/Black, 6 Asian, 4 Latino, 4 Multi-race;
- Age range 22-57 years old;
- Years of service- 64 less than 5 years, 93 had 6-10 years, 51 had 11-15years, and 114 had more than 15.

Questions Posed to the Officers:

- 1. How well do you believe your academy training prepared you to effectively and knowledgably deal with the diversity of the people in the community?**
 - Poor, Basic, Average, Good, Outstanding
- 2. Which populations in the county do you believe you have been well prepared to effectively serve? (select as many as apply)**
 - Citizens of various age groups
 - Citizens of various races/ethnicities/nationalities
 - Citizens of varying religious groups
 - Citizens with varying mental/physical disabilities
- 3. Are there any other populations in the county that you think you have been well prepared to effectively serve?**
- 4. Which populations in the county do you think you could be better prepared to effectively and knowledgably serve and/or respond to? (select as many as apply)**
 - Citizens of various age groups
 - Citizens of various races/ethnicities/nationalities
 - Citizens of varying religious groups
 - Citizens with varying mental/physical disabilities
- 5. Are there better populations you think could be better served?**
- 6. What is your race/ethnicity/nationality?**
- 7. If you would be willing to speak with a member of the CAC to further discuss this subject, please provide your name and the best way for a CAC member to reach you.**

Officer Opinion on Training - Of the officers who responded, almost 60% believed that their training to effectively deal with the diversity of Howard County's population was "Good" or "Outstanding." One-third of the officers would call their training "Average" while the remaining 10% felt it was "Basic" or "Poor". Some said that their basic training included non-biased policing which had prepared them to interact with and serve different types of people. Officers felt they were most prepared to handle individuals exhibiting issues and/or physical disabilities, though some officers expressed a need for additional training in this area.

Officers report that the Crisis Intervention Training (CIT) they received is excellent. The officer comments suggest that CIT has vastly improved HCPD's ability to serve people exhibiting behavioral issues and many of those skills are directly applicable to other crisis situations. They have also reported it has helped improve their overall communication skills and competencies.

More Training - Officers responded that they could benefit from more training in handling issues related to ethnicities, nationalities and their respective cultures. They specifically noted a need to be better prepared to work with the Latino, Asian, and African American populations. Language needs were identified in addressing the concerns of a growing Latino population.

4.4 Individual Interviews with Officers Desiring to Discuss Training

At the completion of the officers' survey on training, the officers were offered the opportunity to volunteer for a one-on-one confidential interview. Nine officers were interviewed by members of this subcommittee. The results of those interviews are discussed below. Though it is understood the small sampling of officers is not representative of the totality of the officers in the department, interesting insight was received and is worth noting. The demographics of the interviewed officers are listed below as well as a discussion of their comments.

- 7 men, 2 women;
- 6 Caucasians, 1 African American, 2 Hispanics;
- Years of service ranged from 9 -23; only officers had fewer than ten years of service.

The officers represented various functional areas within the department. They reported that HCPD is very well trained. Crisis Intervention Training (CIT) has well prepared officers in a multitude of ways. It has helped prepare them to effectively engage those individuals who are exhibiting behavioral issues and de-escalate situations which were high risk for violent outcomes.

Officers reported there was not much formal education on diversity in the academy and they could be better prepared to effectively deal with the cultural and ethnic diversity of our county. They also said much of the cultural diversity they had acquired had been through on-the-job experiences. As a result of the greater need and the MPTCs recent mandates, however, there has been diversity training offered with greater frequency in recent years. The focus of that training has been on autism, individuals exhibiting behavioral issues, and the transgender community.

Overall, the responses revealed that HCPD is a well-trained organization which strives to meet the needs of an ever-changing community in a timely fashion.

RECOMMENDATIONS

Subcommittee #4 suggests the following recommendations. It is understood that some of the recommendations may be closely aligned to that already offered in academy training or subsequent training; however, the information shared with the subcommittee by officers and the public suggest it may be worthwhile to revisit some of those areas to increase effectiveness and to assure officers are being optimally prepared for their service.

Recommendation 4.1: All officers should attend and become certified in Crisis Intervention Training (CIT). CIT is very highly regarded by officers and the community. The reported benefits go beyond helping those individuals exhibiting behavioral issues and include de-escalation of potentially volatile situations of various types and enhance the overall effectiveness in communicating with the public.

Recommendation 4.2: All officers should receive additional/enhanced formal **cultural diversity training** at both the entry-level and in-service training levels. Data collected from the community and officers (via survey and interviews) reflected significant concerns in this area. Specific communities where this was thought to be most important were Latino, Korean and African American communities.

Recommendation 4.3: HCPD should increase its training efforts to enhance the **multi-language skills** of its officers. A parallel effort to recruit culturally diverse officers, so that the force more closely reflects the cultural diversity of Howard County, would likely increase the language capabilities of the force and their cross-cultural competencies.

Recommendation 4.4: HCPD should review and supplement existing entry-level and in-service training curricula addressing **interpersonal communication skills**. A focus on respectful, empathetic and meaningful interpersonal communication skills should be included in this training.

Operation	Q1: What are the hours of operation for the office?	Q2: What does a typical week look like for you?	Q3: What are your duties and responsibilities	Q4: How do members of the community contact you?	Does one have to make an appointment to see you?	Q6: What types of monthly activities are held?	Q7: What are the advantages/disadvantages of working at a satellite office?
Oakland Mills Community PFC Luke Buchanan, 410-313-5805 Lbuchanan@howardcountymd.gov 5820 Robert Oliver Place, Columbia, MD 20145	No set office hours.	Each week is different. Checks emails. Links up with other officers and talk about similar problems (problem solving). Proactive approach to policing. Schedule has to be flexible to go to court. Also, patrols on foot, traffic enforcement, and enforcement around schools.	Responds to emails and phone messages daily. Visits merchants, writes reports, help citizens with questions, signs off on vehicle repair reports and checks on bike paths.	Contacted by cell phone/emails and other officers who drop in, and website.	Yes.	Community board meetings. Walks the village center and says hello to merchants. Helps patrol officers in the area. Squad meeting - set goals for the month.	Gets to set own schedule, able to work problems from beginning to end, do fun things with the community (not just "police").
Main Street Ellicott City and Elkridge Communities PFC Travis Turner, 410-313-1448 tturner@howardcountymd.gov 8267 Main Street, Ellicott City, MD 21043	M-F 8-4, or 4 to midnite	Driving up and down Main Street talking to merchants.	Visits Main Street merchant and, residents. Goes to monthly meetings. Always on Facebook so residents know what he is doing. Also responds to emails. Responsible for calls.	Phone, email, Facebook, Attends Coffee with a Cop and other community functions.	Yes, both residents and businesses	Neighborhood watch, coordinates security and traffic control for festivals,	Loves it there. Allows him to do research. Check on calls. Do paperwork.
Long Reach Community PFC Jared Dean, 410-313-7455 jdean@howardcountymd.gov 8775 Cloudleap Court, Suite M, Columbia, MD 21045	M-F 8-4, or 4 to midnite	Works 2 to 3 days in the evening and 2 to 3 days in the day. Paperwork and returning phone calls. Patrols in the car and on the bike. Visits apartment complexes.	Works with Liaison and communicates with leasing offices and business owners. Provides information and resource for non-police issues.	Mostly by email. Often gets phone calls on cell. Very rarely do people come into the office.	No one has to make an appointment.	Attends the Art Festival in June and neighborhood meetings. National Night Out.	Can adjust own schedule. Address issues and problems. Not tied to dispatch. Place to eat and write reports. Conveniently located.
North Laurel Community PFC Erik Gillenwater, 410-313-0636 egillenwater@howardcountymd.gov 9411 Whiskey Bottom Road, Laurel, MD 20723	M-F 8am-12pm	No day or week is ever the same.	Protect communities, handles ongoing issues and HOA issues. Handles general complaints. Foot patrol in Whiskey Bottom.	Voicemail, email address, hands out cards.	Yes, because of the schedule.	Monthly community meetings and National Night Out.	Centrally located. Be able to get on bike and get out. Comfortable - because of familiar face.

Operation	Q1: What are the hours of operation for the office?	Q2: What does a typical week look like for you?	Q3: What are your duties and responsibilities	Q4: How do members of the community contact you?	Does one have to make an appointment to see you?	Q6: What types of monthly activities are held?	Q7: What are the advantages/disadvantages of working at a satellite office?
<p>Harper's Choice Community PFC Jeremy Bowers, 410-313-5790 jbowers@howardcountymd.gov 5485 Harpers Farm Road, Columbia MD 20144</p>	<p>M-F 8-4, or 4 to midnite</p>	<p>Spends 2-10 hours a week on admin. duties, reports, getting info. out to community leaders, foot patrol, traffic enforcement, drug activity complaints. Summer – more plain clothes (surveillance) – more beneficial to help in communities. Bike a lot in good weather.</p>	<p>Maintains good relationship with merchants and employees. Good quality of life. Banning individuals, speak with CA reps. 4/5 hours of foot patrol. Ride (bike) with other officers to different village centers. Wilde Lake officer is at Harpers Choice (Wilde Lake is now closed).</p>	<p>Mostly email. Make sure all merchants have work phone number, voicemail, business card.</p>	<p>Yes.</p>	<p>Attend Kahler Hall meetings, Neighborhood Watch meetings National Night Out,</p>	<p>Store front office. Opens up to people asking questions, pamphlets to hand out on different subjects, drop off medication, more approachable. Disadvantage – not a police station. Not staffed all the time.</p>
<p>Owen Brown Community PFC Dave Sharpe, 410-313-6206 dsharpe@howardcountymd.gov 7154 Cradlerock Way, Columbia MD 20145</p>	<p>No set office hours.</p>	<p>Spends time working on issues that were carried over from the night before. Works on significant issues from the neighborhood. Walks around talking to neighbors and business owners.</p>	<p>Maintains good relationship with merchants and citizens. Addresses issues within and outside of Owen Brown.</p>	<p>Email is the best followed by cell and website. Hands out business cards.</p>	<p>Yes, because the office is not staffed.</p>	<p>Attends offee with a Cop. Gets invitations to neighborhood events. National Night Out.</p>	<p>Provides a good police presence, knows the citizens and merchants. Good community outreach. Also a 'safe haven' for officers to go to eat, work, use the facilities, etc.</p>

Police Entry-Level Objectives

(Effective July 1, 2009)

(Revised October 8, 2014)

Bold Text = Terminal Objectives

Non-Bold = Enabling Objectives

01 - Organizational Principles and Law

- 01.01 **Identify the requirements for receiving certification as a law enforcement officer in the State of Maryland.**
- 01.02 **Identify the requirements for maintaining certification as a law enforcement officer in the State of Maryland.**
- 01.03 **Describe the potential consequences if a law enforcement officer performs official duties without a valid certification from the Police Training Commission.**
- 01.04 **Identify resources which help an officer maintain knowledge of law enforcement work.**
- 01.05 **Identify the importance of discipline to an efficient quasi-military organization, such as a police department.**
- 01.06 **Given various criminal situations demonstrate the application of legal terms as they affect criminal charges or prosecution.**
 - 01.06.01 Define the term "attempt".
 - 01.06.02 Define the term "expressed consent".
 - 01.06.03 Define the term "conspiracy".
 - 01.06.04 Define the term "solicitation".
 - 01.06.05 Define the term "accomplice".
 - 01.06.06 Define the term "accessory".
 - 01.06.07 Define the term "entrapment".
 - 01.06.08 Define the term "implied consent".
 - 01.06.09 Define the term "scope of search".
 - 01.06.10 Define the term "contemporaneous".
 - 01.06.11 Define the term "probable cause".
 - 01.06.12 Define the term "contraband".
 - 01.06.13 Define the term "authority and intent".
 - 01.06.14 Define the term "articulable suspicion".
- 01.07 **Given various criminal situations demonstrate ability to identify elements of a given crime, utilizing the annotated code of Maryland and/or the Digest of Criminal laws, that enable an officer to make a warrantless arrest.**
 - 01.07.01 Identify the basic elements of the crime: abduction.
 - 01.07.02 Identify the basic elements of the crime: rape.
 - 01.07.03 Identify the basic elements of the crime: sex offenses.
 - 01.07.04 Define the terms most often used in dealing with various sex offenses.
 - 01.07.05 Identify the various styles of attack in rapes.
 - 01.07.06 Identify the basic elements of the crime: reckless endangerment.
 - 01.07.07 Identify the basic elements of the crime: resisting a lawful arrest.

- 01.07.08 Identify the basic elements of the crime: robbery.
- 01.07.09 Identify the basic elements of the crime: theft.
- 01.07.10 Identify the basic elements of the crime: trespassing.
- 01.07.11 Identify the basic elements of the crime: dangerous weapons.
- 01.07.12 Identify the basic elements of the crime: wearing, carrying or transporting handgun.
- 01.07.13 Identify the basic elements of the crime: alcohol beverage laws.
- 01.07.14 Identify the basic elements of the crime: arson.
- 01.07.15 Identify the basic elements of the crime: burglary.
- 01.07.16 Identify the basic elements of the crime: carjacking.
- 01.07.17 Identify the basic elements of the crime: child abuse.
- 01.07.18 Identify the basic elements of the crime: disorderly conduct.
- 01.07.19 Identify the basic elements of the crime: domestic violence.
- 01.07.20 Identify the basic elements of the crime: escape.
- 01.07.21 Identify the basic elements of the crime: false report of a crime.
- 01.07.22 Identify the basic elements of the crime: fraud.
- 01.07.23 Identify the basic elements of the crime: forgery.
- 01.07.24 Identify the basic elements of the crime: interfering with a police officer making a lawful arrest.
- 01.07.25 Identify the basic elements of the crime: homicide by motor vehicle while impaired or under the influence of alcohol.
- 01.07.26 Identify the basic elements of the crime: indecent exposure.
- 01.07.27 Identify the basic elements of the crime: manslaughter.
- 01.07.28 Identify the basic elements of the crime: murder.
- 01.07.29 Identify the basic elements of the crime: CDS violation.
- 01.07.30 Identify the basic elements of the crime: assault I degree.
- 01.07.31 Identify the basic elements of the crime: assault II degree.
- 01.07.32 Identify the basic elements of the crime: Aggravated Cruelty to Animals
- 01.07.33 Identify the basic elements of the crime: Dogfight – Arranging, Conducting
- 01.07.34 Identify the basic elements of the crime Identify theft
- 01.07.35 Identify the basic elements of the crime of Human Trafficking (Eff 1/1/2014)
- 01.08 Identify the legal limits of detention of a suspect.**
- 01.09 Identify elements of a lawful arrest.**
- 01.10 Identify criminal violations that require charging a juvenile as an adult offender.**
- 01.10.01 Identify the incidents a juvenile offender maybe waived to "adult status".
- 01.11 Demonstrate understanding of constitutional rights against self incrimination by recitation and explanation.**
- 01.11.01 Identify circumstances when it is necessary for a police officer to advise a person of their Miranda rights.
- 01.12 Define the responsibilities of a driver involved in an accident, to include duties under transportation code and insurance reporting requirements.**

- 01.13 Identify non-traffic offenses for which a written citation may be issued in lieu of an arrest.**
- 01.14 Describe the process to initiate a mental commitment.**
 - 01.14.01 Identify circumstances in which a mental commitment is appropriate.
- 01.15 Identify why law enforcement officers, both on and off duty, should exemplify the highest ethical and moral standard.**
 - 01.15.01 Define the term "values".
 - 01.15.02 Define the term "ethics".
 - 01.15.03 Explain the agency's mission, vision and value statements, if applicable.
- 01.16 Describe the procedure to apply for and serve a summons.**
 - 01.16.01 Define the term summons and its purpose.
- 01.17 Describe the procedure to apply for and serve probate orders, if applicable.**
 - 01.17.01 Define the term "probate orders" and its purpose, if applicable.
- 01.18 Describe the procedure to apply for and serve a writ.**
 - 01.18.01 Define the term "writ" and its purpose.
- 01.19 Describe the procedure to apply for and serve an arrest warrant.**
 - 01.19.01 Define the term "arrest warrant" and its purpose.
- 01.20 Identify the limits of a plain view search.**
- 01.21 Identify the procedure to apply for and serve a subpoena.**
 - 01.21.01 Define the term "subpoena".
- 01.22 Identify methods and procedures for serving and/ or enforcing court-issued orders.**
- 01.23 Identify the conditions under which a legally authorized consent search can be made.**
- 01.24 Identify the limits of a probable cause search.**
- 01.25 Identify the conditions under which a search involving exigent circumstances can legally be conducted.**
 - 01.25.01 Define the term "exigent circumstances".
- 01.26 Identify the limits of a search incidental to an arrest.**
- 01.27 Describe the procedure to apply for and serve a search warrant.**
 - 01.27.01 Define the term "search warrant" and its purpose.
- 01.28 Identify the limits of a search under the authority of a search warrant.**
 - 01.28.01 Identify the following items as those for which an officer may legally search: dangerous weapons; fruits of the crime; instruments of the crime; contraband; suspects.
- 01.29 Identify consequences of conducting an illegal search.**
- 01.30 Explain why "chain of custody" must be maintained.**
 - 01.30.01 Define the term "chain of evidence" or "chain of custody".
- 01.31 Identify the role of a police officer in landlord/tenant disputes.**
- 01.32 Identify general rules for police involvement when repossession of personal property has been ordered by a competent authority.**
- 01.33 Explain the law related to impounding property.**

- 01.34 Identify instances when an officer may store or impound a vehicle from public property.
- 01.35 Identify the legal authority for those instances where an officer may store or impound a vehicle from private property.
- 01.36 Identify the procedure for property inventory when seizing property in civil process.
- 01.37 Identify procedures a department utilizes to initiate and conduct a property sale.
- 01.37.01 Identify circumstances when property obtained by a police agency may be sold to the public.
- 01.38 Identify the legal limits of deadly force in Maryland.
- 01.38.01 Define the term "deadly force".
- 01.39 Identify legal ramifications that are attached to the officer and agency through the use of force.
- 01.40 Identify the circumstances under which reasonable force can be used.
- 01.40.01 Define the term "reasonable force".

02 – Patrol

- 02.01 Identify preventive patrol methods, i.e., check of business premises, fluctuating patrol patterns, and maintenance of visibility.
- 02.01.01 Identify officer's responsibility to speak to residents and businessmen to advise of poorly protected areas and of unsafe practices that may facilitate crime.
- 02.02 Given various written, verbal or visual descriptions, assess locations and/or situations that exist in a duty area warranting frequent checks by the patrol officer.
- 02.02.01 Describe methods to familiarize one's self to an assigned duty area, i.e., review make-up of area: commercial v. residential; crime reports; memorizing street names.
- 02.03 Identify factors that indicate criminal or suspicious circumstance/person(s).
- 02.03.01 Identify the factors used to determine what might be a suspicious person, i.e., time of day, area, actions or dress.
- 02.03.02 Describe the importance of utilizing observation and perception while on patrol.
- 02.03.03 Identify physical signs that indicate possible criminal activity, i.e., broken windows, open doors, lights off that are usually on.
- 02.04 Identify objectives of a field interview, i.e., identification, information and prevention.
- 02.04.01 List descriptors needed to identify persons.
- 02.05 Identify the tactical responsibilities of the first responding officer for a crime in progress call.
- 02.06 Identify the hazards and benefits of using police equipment while patrolling, in a moving vehicle, i.e., siren, lights, radio, whistle.
- 02.07 Identify the duties of a law enforcement officer at the scene of a fire. (Edited Eff.1/1/2015)
- 02.07.01 Describe procedures for using a fire extinguisher.
- 02.07.02 Identify the appropriate extinguishing equipment for each class of fire. (Effective 1/1/2015)
- 02.07.03 Identify the inherent dangers to an officer who enters a burning building. (Effective 1/1/2015)
- 02.08 Identify circumstances and procedures for responding to and handling hazardous materials incidents.
- 02.09 Describe the procedures for police escort of hazardous materials when requested.
- 02.10 Identify circumstances and procedures for responding to and handling bomb threats.

- 02.11 Identify circumstances in which a police escort of an emergency nature is appropriate, such as an emergency vehicle that is unfamiliar with area, escorted vehicle is not equipped with lights or siren.**
- 02.12 Demonstrate procedures to check equipment necessary to carry out patrol tasks, at beginning of each tour of duty.**
 - 02.12.01 Identify personal equipment necessary to carry out patrol task(s) (e.g., briefcase, report/citation forms, pencils, flashlight).
 - 02.12.02 Describe the circumstances and the process to notify a supervisor of damage, a need for maintenance or a need for equipment in the patrol vehicle.
 - 02.12.03 Identify procedure to check condition and status of assigned patrol equipment and vehicle.
- 02.13 Demonstrate methods for illuminating an area for a physical check.**
 - 02.13.01 Demonstrate use of vehicle spotlight to illuminate an area for a physical check.
 - 02.13.02 Demonstrate use of vehicle headlight to illuminate an area for a physical check.
 - 02.13.03 Demonstrate use of flashlight to illuminate an area for a physical check.
- 02.14 Given various situations demonstrate the ability to respond to crime in progress.**
 - 02.14.01 Identify methods of responding to crimes in progress, i.e., proceed directly to the scene as quickly and silently as possible, proceed directly to the scene utilizing emergency procedures, proceed to the location most likely to intercept fleeing suspects.
 - 02.14.02 Identify criteria to be considered in determining the method used in responding to crimes in progress calls, i.e., distance to location, availability of assisting units, nature of crime, geographic environment, weather and road conditions, in-progress vs. not in-progress.
 - 02.14.03 Identify criteria upon which an officer should base the selection of the response route, i.e., distance to location, traffic, time of day, condition of route, criticality of the call, type of vehicle.

03 – Traffic

- 03.01 Identify different methods of traffic patrol.**
 - 03.01.01 Identify elements of selective traffic law enforcement designed to reduce accidents, such as, time and place accidents frequently occur, and type of violations that contribute to those accidents.
- 03.02 Identify the role of a law enforcement officer in traffic enforcement.**
 - 03.02.01 Identify acceptable alternatives to the issuance of a citation.
- 03.03 Identify the options a violator may exercise in response to a traffic citation, i.e., court procedures or pay monetary penalty.**
- 03.04 Identify situations when an arrest is the appropriate officer response during a traffic stop.**
- 03.05 Identify an officer's options if a violator refuses to sign a citation issued by an officer.**
- 03.06 Given various traffic situations, determine that there is a violation and identify it by common name, crime classification, and section number.**
- 03.07 Demonstrate a proper and safe vehicle stop.**
 - 03.07.01 Identify the proper and safe positioning for an officer's vehicle during a vehicle stop.
 - 03.07.02 Identify the considerations for selecting a proper and safe location for a vehicle stop.
 - 03.07.03 Identify at least two techniques for gaining the attention of the driver of the vehicle an officer is about to stop.

- 03.07.04 Identify advantages of noting and recording a license number and a description of the vehicle an officer is about to stop.
- 03.07.05 Identify the potential hazards in failing to closely watch the movements of occupants in a vehicle an officer is about to stop, is in the act of stopping, or has already stopped, i.e., attack from suspects, destruction or concealment of evidence, escape of occupants.
- 03.07.06 Identify the proper use of the spotlight in a vehicle pullover and approach situation.
- 03.07.07 Identify the advantages and disadvantages of allowing an individual to exit a vehicle being stopped.
- 03.07.08 Identify at least one area that affords the maximum protection for the officer from passing traffic while conducting a vehicle stop.
- 03.07.09 Identify the initial conversation of the police/violator contact as being the most crucial towards establishing the appropriate mutual relationship.
- 03.07.10 Identify the reason why an officer should not argue with a traffic violator.
- 03.08 Given an exercise, through a process of interview and other methods of screening, determine the acceptability, authenticity and legality of the identification presented.**
- 03.08.01 Identify the reason why it is important to obtain the violator's driver's license and vehicle registration as soon as it is reasonably possible when making a traffic stop.
- 03.08.02 Identify the principal reason why an officer should not accept a motorist's wallet in response to a request for a driver's license.
- 03.08.03 Identify at least two reasons why it is important that an officer check both the validity and authenticity of a motorist's operator's license.
- 03.09 Demonstrate techniques to receive MVA information during a vehicle stop.**
- 03.09.01 Identify what information is available from MVA.
- 03.09.02 Identify procedures necessary to obtain MVA information via radio when conducting a vehicle stop.
- 03.09.03 Identify procedures necessary to obtain MVA information via in-car data terminal when conducting a vehicle stop, if applicable.
- 03.10 Successfully complete a Driving Under the Influence Detection and Standardized Field Sobriety Testing Course as recognized by the Maryland Police and Correctional Training Commissions.**
- 03.11 Identify circumstances when erection of emergency traffic control signs are required.**
- 03.12 Demonstrate the following recognized traffic directions (hand and whistle signals) for a driver to: stop, turn right, turn left, start traffic, keep traffic moving.**
- 03.13 Demonstrate a method for using the flashlight or other illumination device to direct traffic.**
- 03.14 Given various situations demonstrate practical application of the use of flares.**
- 03.14.01 Identify flare patterns that effectively control traffic flow and direction.
- 03.14.02 Identify flare patterns that control spectator access.
- 03.14.03 Identify flare patterns that effectively protect persons and property.
- 03.14.04 Identify circumstances when using flares would be hazardous.
- 03.14.05 Safely light and extinguish a flare.
- 03.15 Prioritize the duties required of an officer who is first to arrive at the scene of a traffic collision.**
- 03.15.01 Identify the advantages of immediately removing vehicles from the street that have been involved in a traffic accident.
- 03.15.02 Describe the police officer's, as the first responder, responsibilities to coordinate and direct other official units at the scene of a traffic collision, i.e., police, fire, ambulance, helicopter units.
- 03.15.03 Identify precautions an officer should take at the scene of a traffic accident to prevent additional collision.

- 03.15.04 Identify the resources available to an officer who is first to arrive at the scene of a traffic collision.
- 03.16 Investigate a simulated motor vehicle collision evaluating available evidence.**
- 03.16.01 Identify types of physical evidence an officer should look for at the scene of a traffic collision, i.e., final position of vehicles, tire marks, metal scars, debris, fixed objects (poles, street signs, etc.).
- 03.16.02 Identify the reasons for gathering evidence at an accident scene as soon as possible, e.g.: witnesses may leave the scene, impending tire marks do not last long, and weather may destroy the evidence.
- 03.16.03 Identify circumstances that dictate the need for photographs and technical expertise at the scene of an accident.
- 03.16.04 Identify uses of tire marks evidence, i.e., determination of speed, position of vehicle on roadway, vehicle's direction of travel.
- 03.16.05 Properly identify the following types of tire marks found at collision scenes, i.e., skid, impending skid or shadow, critical speed scuff or yaw, acceleration marks, print.
- 03.16.06 Demonstrate procedure of gathering complete and appropriate information from witness at a traffic collision scene.
- 03.16.07 Identify techniques of vehicle inspection to determine if damage to a vehicle is fresh.
- 03.16.08 Identify circumstances when it is appropriate to impound a vehicle and/or obtain a search warrant before inspecting a vehicle involved in a traffic accident.
- 03.16.09 Identify the disadvantages of immediately removing vehicles from the street which have been involved in a traffic accident.
- 03.17 Investigate a simulated motor vehicle collision to determine causes and contributing factors.**
- 03.17.01 Identify causes and factors that contribute to motor vehicle collisions, i.e., driver factors, mechanical failures, roadway defects.
- 03.17.02 Identify the purposes of traffic collision investigation, i.e., protect the civil rights of those involved, determine appropriate enforcement action, determine the need for engineering changes, determine need for accident prevention programs.
- 03.17.03 Identify factors that regulate when a police officer must investigate a traffic collision.
- 03.17.04 Identify factors and circumstances when a police officer may investigate a traffic collision.
- 03.17.05 Identify those situations that fit the definition of a traffic collision.
- 03.17.06 Identify procedure to check accident vehicle's equipment for suspected failure, i.e., brakes, tires, lights.
- 03.17.07 Identify circumstances in which a follow-up investigation is required for a traffic collision.
- 03.18 Investigate a simulated motor vehicle collision to determine appropriate enforcement action.**
- 03.18.01 Identify elements required to prosecute successfully a hit and run driver, i.e., a particular vehicle was the one involved in the accident, person charged was driving the vehicle involved, person avoided his/her legal responsibility, prudent driver would have known he/she was in an accident.
- 03.19 Given a practical exercise depicting a collision scene, prepare an acceptable proportional sketch that reflects the following: probable point of impact, final position of vehicles, traffic control devices, street names, visual obstruction, direction of north.**

04 – Criminal Investigation

- 04.01 Identify the delegation of investigative responsibilities within the officer's agency.**
- 04.02 Identify responsibilities of an officer who discovers or is first to respond to a crime scene.**
- 04.02.01 Identify techniques to contain a crime scene, not allowing unauthorized police officers or citizens access to the area.

- 04.02.02 Identify the importance of separating witnesses as soon as it is practical at the scene of an investigation.
- 04.02.03 Identify factors to be considered in locating, identifying, and retaining witnesses at the scene of a crime.
- 04.02.04 Define the term: perimeter of the crime scene.
- 04.02.05 Identify the elements of a crime scene which would require attention of specialists.
- 04.03 Identify resources available to the officer while conducting a criminal investigation.**
- 04.03.01 Identify resources available to the officer for the crime of racial incidents.
- 04.03.02 Identify resources available to the officer for crimes against the elderly.
- 04.03.03 Identify resources available to the officer for the crime of burglary.
- 04.03.04 Identify resources available to the officer for the crime of armed robbery.
- 04.03.05 Identify resources available to the officer for the crime of domestic violence.
- 04.03.06 Identify resources available to the officer for handling missing person incidents.
- 04.03.07 Identify resources available to the officer for the crime of homicide.
- 04.03.08 Identify resources available to the officer for the crime of kidnapping.
- 04.03.09 Identify resources available to the officer for the crime of arson.
- 04.03.10 Identify resources available to the officer for the crime of theft.
- 04.03.11 Identify resources available to the officer for the crime of poisoning.
- 04.03.12 Identify resources available to the officer and/or victim for the act of suicide.
- 04.03.13 Identify resources available to the officer for crimes involving organized crime/vice.
- 04.03.14 Identify resources available to the officer for the crime of felonious assault.
- 04.03.15 Identify resources available to the officer for the crime of sexual abuse of children.
- 04.03.16 Identify resources available to the officer for the crime of rape and sexual offenses.
- 04.03.17 Identify the resources available to the officer for the crime of Aggravated Cruelty to Animals.
- 04.03.18 Identify the resources available to the officer for the crime of Conducting, Arranging Dog fighting.
- 04.03.19 Identify the resources available to the officer for crimes involving delinquent acts.
- 04.03.20 Identify the resources available to the officer for crimes involving child exploitation.
- 04.03.21 Identify the resources available to the officer for crimes involving identity theft/fraud.
- ~~04.03.22~~ **10/8/2014 -- DELETED by Police Trng Comm., replaced with new 09.15 - 09.22 Objectives, effective January 1, 2015**
- 04.03.23 Identify the resources available to the officer for the crime of Human Trafficking. (Eff 1/1/2014)
- 04.04 Identify the available resources to review criminal activity in assigned duty area, (i.e., roll call, teletype, pin maps, offense report, GIS mapping, crime analysis reports, computer.**
- 04.05 Identify various resources available to a crime victim.**
- 04.05.01 Identify resources available to the victim for the crime of racial incidents.
- 04.05.02 Identify resources available to the victim for crimes against the elderly.
- 04.05.03 Identify resources available to the victim for the crime of burglary.

- 04.05.04 Identify resources available to the victim for the crime of armed robbery.
- 04.05.05 Identify resources available to the victim for the crime of domestic violence.
- 04.05.06 Identify resources available to the victim for handling missing person incidents.
- 04.05.07 Identify resources available to the victim for the crime of homicide.
- 04.05.08 Identify resources available to the victim for the crime of kidnapping.
- 04.05.09 Identify resources available to the victim for the crime of arson.
- 04.05.10 Identify resources available to the victim for the crime of theft.
- 04.05.11 Identify resources available to the victim for the crime of poisoning.
- 04.05.12 Identify resources available to the victim (family) for the act of suicide.
- 04.05.13 Identify resources available to the victim for crimes involving organized crime/vice.
- 04.05.14 Identify resources available to the victim for the crime of felonious assault.
- 04.05.15 Identify resources available to the victim for the crime of sexual abuse of children.
- 04.05.16 Identify resources available to the victim for the crime of rape and sexual offenses.
- 04.05.17 Identify the resources available to the victim for crimes involving delinquent acts.
- 04.05.18 Identify the resources available to the victim for crimes involving child exploitation.
- 04.05.19 Identify the resources available to the victim for crimes involving identity theft/fraud
- 04.05.20 Identify the resources available to the victim for the crime of Human Trafficking. (Eff 1/1/2014)

- 04.06 Identify methods for locating and developing reliable sources of information.**
- 04.06.01 Identify factors used to determine admissibility of information.
- 04.06.02 Identify factors to be considered in making selective neighborhood check during a crime scene investigation.
- 04.06.03 Describe how to utilize resources that may assist with an investigation, for example: police, MVA, utility companies, credit bureaus, post office, telephone companies, published directories.
- 04.07 Identify methods for locating and developing reliable informants.**
- 04.07.01 Identify attributes of a good informant.
- 04.07.02 Identify differences between a witness and an informant.
- 04.07.03 Identify the importance of maintaining the confidentiality of an informant.
- 04.08 Identify the role a polygraph examination may play in an investigation.**
- 04.08.01 Identify possible pitfalls of using polygraph examination on victims.
- 04.08.02 Identify the limitations of a polygraph examination.
- 04.09 Compare and contrast the two major types of evidence commonly found at a crime scene: witness testimony and physical evidence.**
- 04.09.01 Identify the strengths and weaknesses of the two major types of evidence commonly found at a crime scene: witness testimony and physical evidence.
- 04.10 Describe procedures to identify suspects.**
- 04.10.01 Identify procedures for returning suspect to the scene of the crime for identification purposes.
- 04.11 Define the term "modus operandi".**
- 04.11.01 Describe how "modus operandi" can be used to identify a possible suspect.

- 04.12** Define the term "motive".
- 04.13** Assemble and present a photo lineup to a witness for identification purposes.
- 04.14** Demonstrate property inventory process of items obtained in a search.
- 04.15** Identify procedures for handling found property.
 - 04.15.01 Identify procedures to take custody of found property.
 - 04.15.02 Identify procedures to locate owner of found property.
 - 04.15.03 Identify procedures to release found property.
- 04.16** Identify procedures necessary to store or impound a vehicle.
 - 04.16.01 Explain process to inventory property found in a vehicle.
 - 04.16.02 Identify reports required for a vehicle inventory.
 - 04.16.03 Explain procedures for requesting a tow truck to store a vehicle.
- 04.17** Identify the process to determine the disposition of impounded property, i.e., returning to rightful owner, destroy contraband, maintain custody for judicial purpose.
- 04.18** Demonstrate proper use of a camera by taking acceptable sequence of crime scene photographs.
- 04.19** Demonstrate ability to prepare a crime scene sketch.
 - 04.19.01 Identify the value of crime scene sketches and their relationship to crime scene photographs, including: location of items involved in a crime, pictorial notes, scale, distance, photographs verifying relationship of items, whereas, drawings provide specific dimensions of this relationship.
- 04.20** Demonstrate organized search methods for the purpose of gathering evidence, i.e., strip, spiral, quadrant.
 - 04.20.01 Identify factors that determine method of searching a crime scene, i.e., type and size of area searched, type of crime, type of evidence found.
 - 04.20.02 Identify the purpose of a crime scene search.
 - 04.20.03 Identify the methods for tracking persons from a crime scene.
- 04.21** Demonstrate a safe and effective search of a vehicle.
- 04.22** Demonstrate the proper collection, packaging, and labeling of items to be preserved as evidence.
 - 04.22.01 Identify measures taken to preserve evidence from a crime scene.
 - 04.22.02 Identify how and where common articles of evidence should be marked, packaged, and labeled.
 - 04.22.03 Identify provisions, policies, and procedures regarding the following type evidence: body fluids.
 - 04.22.04 Identify provisions, policies, and procedures regarding the collection and preservation of DNA evidence.
- 04.23** Identify the basic responsibility of the officer when investigating the crime of Identity theft.
- 04.24** Demonstrate the application of an MPCTC approved lethality assessment tool while investigating a domestic violence situation.
- 04.25** Identify the basic responsibility of the officer when investigating the crime of Human Trafficking. (Eff 1/1/2014)

05 – Emergency Medical Care

- 05.01 Identify techniques to assist persons in need of rescuing.**
 - 05.01.01 Identify safe techniques for a water rescue, such as rising flood water, swift flowing rivers or ice covered water.
 - 05.01.02 Identify safe techniques for a rescue after a natural disaster, such as a hurricane, tornado or blizzard.
- 05.02 Demonstrate proper procedures to remove an unconscious person (minimum 150 pounds) from a hazardous area.**
- 05.03 Successfully complete a first aid training course per Maryland Police Training Commission Regulation Title 12, Subtitle 04, Chapter 01.09 E (7).**
 - 05.03.01 Identify circumstances in which a person under the influence of alcohol or CDS should be transported to a hospital.
 - 05.03.02 Identify the measures an officer must take for self protection and clean-up for infectious diseases, blood borne pathogens, etc.

06 – Communications

- 06.01 Identify techniques that promote positive interaction with the public to establish rapport while on patrol, i.e., introducing self, asking citizen/business owners about their need for law enforcement assistance.**
- 06.02 Identify communication factors that contribute to a negative response from the public.**
 - 06.02.01 Identify verbal language style factors which contribute to a negative response from the public, i.e., profanity, derogatory language, ethnically offensive terminology, inappropriate use of police jargon, tone, rate, pitch, volume.
 - 06.02.02 Identify personal factors which affect an individual's perception i.e., past experiences, maturity, mental condition, physical condition.
 - 06.02.03 Identify non-verbal factors which affect an individual's perception, i.e., body language, gestures, environment, emotions, attitude.
- 06.03 Identify the benefits of explaining the purpose of an officer's actions to those persons affected, i.e., increase cooperation, reduce complaints, positive public image.**
- 06.04 Demonstrate effective communication skills in dealing with various types of persons, i.e., hostile, angry, hysterical, intoxicated, mentally ill, young, elderly, racist.**
 - 06.04.01 Demonstrate techniques to negotiate with, calm or control an emotionally distraught person who has contacted a police agency.
 - 06.04.02 Identify factors to be considered when handling mentally disturbed or irrational persons, such as ignore verbal abuse, avoid excitement.
- 06.05 Demonstrate interview techniques for person(s) in various situations.**
 - 06.05.01 Identify interview techniques when contacting a complainant.
 - 06.05.02 Identify interview techniques when contacting a witness.
 - 06.05.03 Identify interview techniques when contacting a suspicious person.
 - 06.05.04 Identify interview techniques when contacting a person in custody.
 - 06.05.05 Identify interview techniques when contacting a victim.
 - 06.05.06 Identify systematic steps that an officer should take in preparing for an interview.
 - 06.05.07 Identify factors that are associated with a good interview.

- 06.05.08 Identify interview techniques when contacting a young child.
- 06.05.09 Describe procedures to interview finder of found property.
- 06.05.10 Identify special problems to be aware of when interviewing an elderly person.
- ~~06.05.11~~ **10/8/2014 -- DELETED** by Police Trng. Comm., replaced with new 09.15 - 09.22 Objectives, **effective January 1, 2015**
- 06.05.12 Identify special problems to be aware of when interviewing an emotionally shocked person.
- 06.06 Demonstrate the proper use of the telephone.**
- 06.06.01 Demonstrate prompt answering of a telephone.
- 06.06.02 Demonstrate appropriate greeting and identification when answering a telephone.
- 06.06.03 Demonstrate appropriate listening skills when using a telephone.
- 06.06.04 Demonstrate accurate recording of information during a telephone conversation.
- 06.06.05 Demonstrate quick and accurate routing of telephone calls.
- 06.06.06 Demonstrate the ability to provide information as requested during a telephone conversation.
- 06.06.07 Demonstrate the ability to provide referrals to the appropriate agency, if warranted.
- 06.06.08 Demonstrates courteous termination of telephone call.
- 06.07 Demonstrate proper use of the police radio.**
- 06.07.01 Identify the various parts of a police radio.
- 06.07.02 Demonstrate proper microphone techniques.
- 06.07.03 Demonstrate use of radio controls.
- 06.08 Demonstrate appropriate radio communication procedures.**
- 06.08.01 Demonstrate speech and pronunciation while speaking on radio.
- 06.08.02 Demonstrate appropriate rate of delivery while speaking on radio.
- 06.08.03 Demonstrate the ability to organize information effectively while speaking on a radio.
- 06.08.04 Demonstrate brevity while speaking on radio.
- 06.08.05 Demonstrate effective use of the signal/10-codes.
- 06.08.06 Identify courtesy guidelines for radio protocol.
- 06.08.07 Demonstrate the use for the department phonetic alphabet.
- 06.08.08 Demonstrate acknowledgment of a radio message.
- 06.08.09 Demonstrate transmission of arrival at scene of assignment.
- 06.08.10 Demonstrate transmission of supplemental data pertinent to crimes in progress.
- 06.08.11 Demonstrate transmission of completion of assignment.
- 06.08.12 Demonstrate transmission of information on a vehicle stop.
- 06.08.13 Demonstrate the ability to receive essential dispatch information.
- 06.08.14 Demonstrate the ability record essential dispatch information.
- 06.08.15 Identify information to be given to dispatcher regarding prisoner transportation.
- 06.08.16 Describe the circumstances and procedures to request an assisting officer in the case of an arrest.

- 06.08.17 Describe the circumstances and procedures to request an assisting officer in the case of an emergency incident.
- 06.08.18 Describe the circumstances and procedures to request an assisting officer in the case of a non-emergency incident.

07 – Report Writing and Composition

- 07.01 Describe the relationship between successful prosecution and police reports.**
- 07.02 Identify policy and/or procedure to be followed by an Individual officer releasing information concerning police matters.**
 - 07.02.01 Identify agencies or individuals who may use police reports, and how they may be used, such as administration, supervisors, attorneys, courts, media.
 - 07.02.02 Identify the content of various types of agency records.
 - 07.02.03 Identify the process to release agency records.
- 07.03 Describe the procedure to obtain and utilize lists of wanted or missing persons, stolen autos and property.**
- 07.04 Demonstrate ability to prepare complete field notes.**
 - 07.04.01 Identify the minimum information to be recorded in the field notebook, such as names of involved parties, date and time of occurrences, circumstances of incident and items of evidence.
 - 07.04.02 Identify uses of officer's notes. This will minimally include: basics for writing reports, reference for further investigations, admission as evidence, subject to scrutiny of court.
 - 07.04.03 Identify a method to describe persons.
 - 07.04.04 Describe the techniques in taking notes that will not discourage the interviewee from talking.
 - 07.04.05 Identify policies and procedures pertaining to disposition of completed crime scene notes.
- 07.05 Demonstrate completion of acceptable police reports for various offense/incident situations.**
 - 07.05.01 Identify the components of a police report which are required by department policy and procedures.
 - 07.05.02 Complete a police report demonstrating accurate placement (organization) of information, thoughts and conclusions.
 - 07.05.03 Complete a police report demonstrating correct compositional skills, i.e., grammar, structure, spelling, punctuation and legibility.
 - 07.05.04 Identify characteristics as essential to a good report, including: accurate/factual, concise, complete, clear, legible.
 - 07.05.05 Identify questions that should be answered in a complete report to include: who, what, when, where, how, why.
 - 07.05.06 Identify when obscene, medical, and/ or scientific terms, or slang may be used in a police report.
 - 07.05.07 Identify when and how an officer's opinion may be included in a police report.
 - 07.05.08 Describe information required from bystanders (including a witness) for inclusion in a police report.
 - 07.05.09 Identify the functions of a police report, to include: permanent record of events, transfer of information, provide statistical data, provide a recall for memory.
- 07.06 Complete a statement of charges.**
- 07.07 Demonstrate the process to obtain and serve an arrest warrant.**
 - 07.07.01 Prepare an application for statement of charges.

- 07.08 Demonstrate the process to obtain and serve a search warrant.**
- 07.08.01 Complete an affidavit for a search warrant.
- 07.08.02 Complete an application for a search warrant.
- 07.08.03 Complete a search warrant return.
- 07.09 Complete the forms required to initiate a mental commitment.**
- 07.10 Given word picture or audio-visual presentation depicting a motor vehicle collision scene, complete Maryland State Traffic Collision Report.**
- 07.11 Given a word picture or audio-visual presentation depicting a traffic violation complete a traffic citation.**

08 – Crime Prevention

- 08.01 Define crime prevention.**
- 08.02 Identify examples for the following forms of crime prevention: mechanical devices, control of conditions, redirection of individuals, and public awareness.**
- 08.02.01 Identify how mechanical devices, i.e., key-in-knob lock, deadbolt lock, mortise lock, pad lock, doors, windows, are effective crime prevention techniques.
- 08.02.02 Identify how controlling of conditions, i.e., newspaper and mail pickup, grass mowing, snow removal, lighting are effective crime prevention techniques.
- 08.02.03 Identify how redirection of individuals, i.e., landscaping, fences, gates, sidewalks are effective crime prevention techniques.
- 08.02.04 Identify how public awareness, i.e., neighborhood watch, operation identification, national night out are effective crime prevention techniques.
- 08.02.05 Identify the negative factors in the following security hazards in a residential structure and how they can be prevented: door (hollow core and solid), sliding glass doors, various types of windows, lighting, and landscaping.
- 08.02.06 Identify prime operating feature of the types of security locking devices that may be recommended in a residential security survey: key-in-knob lock, deadbolt, mortise lock, padlock.
- 08.03 Conduct a residential security survey identifying hazards and recommend appropriate security hardware and/or preventive action(s).**
- 08.03.01 Identify recognized security weaknesses within and around a residential establishment.
- 08.03.02 Identify recommended security improvements for reducing the security risks within and around a residential establishment.
- 08.04 Conduct a commercial security survey identifying hazards and recommend appropriate security hardware and/or preventive action(s).**
- 08.04.01 Identify recognized security weaknesses within and around a commercial establishment.
- 08.04.02 Identify recommended security improvements for reducing the security risks within and around a commercial establishment.

09- Crisis Intervention

- 09.01 Identify the duties of a police officer when intervening in an interpersonal conflict.**
- 09.01.01 Describe the methods of intervening in interpersonal conflicts, i.e., sexual offenses (child or adult), hate crimes, violent crimes (including sudden death), domestic violence (including child and elder abuse).
- 09.02 Identify alternative actions an officer has in resolving a conflict situation, i.e., arrest, separate, mediate, refer.**
- 09.03 Identify the basic psychological response of crime victims, i.e., sexual offenses (child or adult), child exploitation, hate crimes, violent crimes (including sudden death), domestic violence (including child and elderly abuse).**
- 09.03.01 Describe the basic victim psychological responses, i.e., feelings of helplessness, lack of control, self-blaming or blaming others, anger, fear.
- 09.03.02 Identify the stages of human sexual development.
- 09.04 Identify techniques that an officer can use to defuse the crisis stress symptoms of a victim, i.e., of sexual offenses (child or adult) hate crimes, violent crimes (including sudden death), domestic violence (including child and elder abuse).**
- 09.04.01 Describe the basic techniques to defuse a the crisis stress symptoms felt by a victim, i.e., acknowledging victim's ordeal, providing active listening, asking diversionary questions, and explaining options and procedures that will occur.
- 09.05 Identify the role of a police officer in handling civil disturbances, i.e., labor disputes, social gatherings, civic events, political demonstrations, picket activity.**
- 09.06 Identify communication techniques used to intervene in suicide attempts.**
- 09.07 Define the term "rape trauma syndrome".**
- 09.08 Identify methods an officer may use when dealing with emotional parents and/or children while taking custody of children.**
- 09.09 Identify inherent dangers to an officer entering the home of a family involved in a dispute.**
- 09.10 Identify the property that a disputant is entitled to take if leaving the premises in various situations.**
- 09.11 Identify a police officer's responsibility at the scene of a dispute, i.e., keep the peace, determine if a crime has been committed, provide safety to individuals and property.**
- 09.11.01 Identify advantages of separating parties of a family involved in a dispute, and gathering information from them individually.
- 09.11.02 Identify disadvantages of separating parties of a family involved in a dispute, and gathering information from them individually.
- 09.12 Given a conflict situation determine if a criminal violation has occurred.**
- 09.13 Identify the various types terms associated with Child Exploitation**
- 09.13.01 Define the term Child Sexual Molestation.
- 09.13.02 Define the term Child Exploitation.
- 09.13.03 Define the term Child Prostitution.
- 09.13.04 Define the term Child Pornography.
- 09.13.05 Define the term Child Sexual Exploitation.
- 09.14 10/8/2014 -- DELETED by Police Trng Comm., replaced with new 09.15 - 09.22 Objectives, effective January 1, 2015**

- 09.14.01 10/8/2014 -- **DELETED** by Police Trng Comm., replaced with new 09.15 - 09.22 Objectives, **effective January 1, 2015**
- 09.14.02 10/8/2014 -- **DELETED** by Police Trng Comm., replaced with new 09.15 - 09.22 Objectives, **effective January 1, 2015**
- 09.14.03 10/8/2014 -- **DELETED** by Police Trng Comm., replaced with new 09.15 - 09.22 Objectives, **effective January 1, 2015**
- 09.14.04 10/8/2014 -- **DELETED** by Police Trng Comm., replaced with new 09.15 - 09.22 Objectives, **effective January 1, 2015**
- 09.14.05 10/8/2014 -- **DELETED** by Police Trng Comm., replaced with new 09.15 - 09.22 Objectives, **effective January 1, 2015**
- 09.14.06 10/8/2014 -- **DELETED** by Police Trng Comm., replaced with new 09.15 - 09.22 Objectives, **effective January 1, 2015**

- 09.15 Identify the procedures that an officer should/may employ when encountering an individual with an intellectual/developmental disability. (Effective 1/1/2015)**
- 09.15.01 Identify the difference in procedures used when encountering a person with an I/DD as an offender, victim, witness, or individual in need of assistance and how these roles may overlap.
- 09.15.02 Identify the need to exercise ethical leadership when encountering an individual with an I/DD.
- 09.16 Identify the indicators that a person may have an intellectual/developmental disability. (Effective 1/1/2015)**
- 09.16.01 Identify why it is important for officers to be aware of people with an I/DD, the prevalence of I/DDs and the need to reduce stigma.
- 09.16.02 Identify what is meant by hidden disabilities.
- 09.16.03 Describe general behaviors associated with persons with an I/DD.
- 09.16.04 Identify non-verbal distractions, both personal and environmental, that may affect an encounter with a person that has an I/DD.
- 09.16.05 Identify the difference between a person with an intellectual/developmental disability and a person with a mental illness.

- 09.17 Identify the procedures an officer should follow to ensure the safety and calmness of an individual that has an intellectual/developmental disability. (Effective 1/1/2015)**
- 09.17.01 Explain the impact of prior trauma on interactions with a person who has an I/DD. (i.e.Trauma Informed Care)
- 09.17.02 Describe what it means to be safe from the perspective of people with an I/DD, the officer, and community.
- 09.17.03 Identify procedures used to ensure a safe outcome for individuals with an I/DD, officers, and communities.
- 09.17.04 Describe the impact of an officer's attitude and actions toward people with an I/DD on the public.
- 09.17.05 Identify the officers ability to use discretion when encountering a person with an I/DD to resolve an incident with respect and understanding.
- 09.17.06 Identify the medical and physical vulnerabilities commonly associated with a person with an I/DD and the impact on a safe outcome.
- 09.17.07 Describe the importance of using community resources to assist the officer.

- 09.18 Demonstrate communication techniques required to effectively interact with a person who has an intellectual/developmental disability. (Effective 1/1/2015)**
- 09.18.01 Describe “person first language” and how it should be used when encountering a person with an I/DD.
 - 09.18.02 Identify conflict resolution and de-escalation techniques that will lead to effective communications with a person who has an I/DD.
 - 09.18.03 Identify interaction techniques to employ with a person with an I/DD.
 - 09.18.04 Identify how a person with an I/DD will be understood from the perspective of the person, officer, and community.
 - 09.18.05 Identify how a person with an I/DD may acknowledge understanding and explain how that understanding may be different for the person and the officer
- 09.19 Explain the resources available to assist an officer encountering a person with an intellectual/developmental disability. (Effective 1/1/2015)**
- 09.19.01 Describe inclusion and how it can be achieved by people with I/DD.
 - 09.19.02 Identify resources available to assist an officer when responding to an individual with an I/DD including parents, siblings, support staff, and community resources.
 - 09.19.03 Describe the importance of developing relationships with people who have an I/DD and effectively using community resources to achieve inclusion.
- 09.20 Describe the procedures an officer uses to ensure compliance with the Americans with Disabilities Act when encountering a person with an Intellectual, Developmental, or Physical disability. (Effective 1/1/2015)**
- 09.21 Demonstrate the procedures that an officer should/may employ when encountering an individual with a physical disability. (Effective 1/1/2015)**
- 09.21.01 Describe “person first language” and how it should be used when encountering a person with a disability.
 - 09.21.02 Identify the indicators that a person may have a physical disability.
 - 09.21.03 Identify the procedures an officer should follow to ensure the safety and calmness of an individual with a physical disability.
 - 09.21.04 Identify behaviors that may indicate a person has a physical disability.
 - 09.21.05 Describe communication techniques that should be used, including “person first language” and why it aids in interactions with a person with a physical disability.
 - 09.21.06 Describe the procedures an officer may use to ensure compliance with the Americans with Disabilities Act when encountering a person with a physical disability.
 - 09.21.07 Identify the resources available to assist an officer encountering a person with a physical disability.
- 09.22 Demonstrate the procedures that an officer should/may employ when encountering an individual with a mental illness. (Effective 1/1/2015)**
- 09.22.01 Identify the indicators that a person may have a mental illness or be experiencing a mental health crisis.
 - 09.22.02 Identify the procedures an officer should follow to ensure the safety and cooperation of an individual that has a mental illness or mental health crisis.
 - 09.22.03 Identify behaviors that may indicate a person has a mental illness or a mental health crisis.
Identify procedures that should/may be employed to ensure safety and cooperation of an individual

- 09.22.04 with a mental illness or mental health crisis.
- 09.22.05 Identify the resources available to the officer when encountering a person with a mental illness or experiencing a mental health crisis.

10 - Protective Strategies and Tactics

- 10.01 Describe the various levels of force that are authorized for police to apply to any person.**
 - 10.01.01 Explain how circumstances impact the authorized level of force.
- 10.02 Identify the agency's policies for use of non-firearms weapons.**
- 10.03 Identify agency's policy when an officer is faced with an assailant attacking with a deadly weapon.**
- 10.04 Identify the principles of an effective and safe search of an individual.**
 - 10.04.01 Identify procedures regarding searching individuals of the opposite sex.
 - 10.04.02 Identify those places on males and females where dangerous weapons or contraband may be concealed.
 - 10.04.03 Identify responsibilities of a back-up officer during a search of an individual.
 - 10.04.04 Identify items on a person that may be used as weapons against an officer, i.e., hat pins, combs, high-heeled shoes, etc.
- 10.05 Identify the techniques to minimize the possibility of an officer entering an ambush situation.**
- 10.06 Identify the tactics which can be utilized if the patrol vehicle experiences a sudden unexpected attack.**
- 10.07 Identify safe and professional procedures when taking children into custody.**
 - 10.07.01 Define the term Child In Need of Supervision (CINS)
 - 10.07.02 Define the term Child In Need of Assistance (CINAS)
 - 10.07.03 Define the term Delinquent Act
- 10.08 Demonstrate safe and effective strategies and tactics when searching a premise with or without a warrant.**
 - 10.08.01 Identify the limits and principles of a safe and effective search of an indoor (premises) environment.
 - 10.08.02 Identify safe and effective strategies and tactics when forcibly/non-forcibly entering a premise to conduct a search.
 - 10.08.03 Identify safe and effective strategies and tactics to control occupants when entering a premise to conduct a search.
 - 10.08.04 Identify safe and effective strategies and tactics to follow when determining the number of officers required for entering a premise to conduct a search.
 - 10.08.05 Identify safe and effective strategies and tactics when assigning/designating each officer's search responsibility when entering a premise to conduct a search.
 - 10.08.06 Identify safe and effective strategies and tactics to follow for identification of a floor plan prior entering a premise to conduct a search.
 - 10.08.07 Identify the principles of a safe and effective search of an outdoors (landscape) environment.
- 10.09 Demonstrate safe and effective procedures for a frisk or pat-down, of an individual.**
- 10.10 Demonstrate safe and effective method to remove a suspect from a vehicle.**
- 10.11 Demonstrate a safe and effective position to assume while interviewing a suspicious person.**

- 10.11.01 Identify techniques of confronting a suspicious person who is on foot.
- 10.12 Demonstrate the safest position an officer may take when approaching a door of a structure.**
- 10.13 Demonstrate the safest position an officer may take when approaching a vehicle.**
- 10.14 Demonstrate proper use of chemical agents available to the police officer.**
 - 10.14.01 Identify the legal considerations in using a chemical agent.
 - 10.14.02 Identify proper treatment for chemical agent exposure to eyes, skin, and clothing.
 - 10.14.03 Identify the moral considerations in using a chemical agent.
 - 10.14.04 Identify the practical considerations in using a chemical agent.
- 10.15 Demonstrate the basic principles of weaponless defense.**
 - 10.15.01 Identify criteria to be considered in determining a strategy for arrest.
 - 10.15.02 Identify the danger areas of the body that are most vulnerable to physical attack.
 - 10.15.03 Identify those parts of the body that can be used to overcome resistance.
 - 10.15.04 Demonstrate a recognized weapon take-away tactic.
 - 10.15.05 Demonstrate a recognized take-down tactic.
 - 10.15.06 Demonstrate a control hold.
 - 10.15.07 Demonstrate a recognized method to physically engage or disengage a suspect.
 - 10.15.08 Demonstrate safe and effective method to escort a suspect from premises.
 - 10.15.09 Identify the areas of the body that are most vulnerable to potentially fatal attack.
- 10.16 Demonstrate the techniques for using departmental approved impact weapons.**
 - 10.16.01 Identify the vital body points and bone edges that constitute "target" areas for an approved impact weapon.
 - 10.16.02 Identify the areas of the body that are most vulnerable to potentially fatal attack.
- 10.17 Demonstrate the safe and effective use of handcuffs.**
 - 10.17.01 Identify purposes of restraint devices used on suspects or prisoners.
 - 10.17.02 Identify limitations of restraint devices used on suspects or prisoners.
 - 10.17.03 Identify circumstances when restraint devices maybe used on suspects or prisoners.
- 10.18 Demonstrate proper procedure of a thorough search of an individual.**
 - 10.18.01 Identify procedure for removing personal property or contraband from an individual being searched.
 - 10.18.02 Identify procedure to determining the physical condition of an individual being searched.
- 10.19 Demonstrate through participation in a simulated crowd situation basic crowd control formations.**
 - 10.19.01 Identify the basic tactical principles of crowd and riot control for containment.
 - 10.19.02 Identify the basic tactical principles of crowd and riot control for isolation.
 - 10.19.03 Identify the basic tactical principles of crowd and riot control for dispersal.

11 – Emergency Vehicle Operations

- 11.01 Identify the components of defensive driving.**
 - 11.01.01 Identify the importance of knowing a vehicle's capability and how it relates to defensive driving.
 - 11.01.02 Identify qualities of a good driver, to include: drives within own limitations, maintains good physical condition, uses mature judgment, has knowledge of rules of the road, is rested and alert.
 - 11.01.03 Identify hazards of driving at night, such as reduced visibility and over-driving headlights.
 - 11.01.04 Identify importance of knowing traffic conditions in all directions.
 - 11.01.05 Identify conditions which affect the stopping distance of a vehicle, such as driver, vehicle, road, and weather.
 - 11.01.06 Identify in proper sequence the following components that make up total stopping distances: perception of danger, decision time, reaction time, braking distance.
- 11.02 Identify driver attitudes or conditions which contribute to the occurrence of traffic accidents.**
 - 11.02.01 Identify the effect over-confidence has upon a driver's ability to operate a vehicle.
 - 11.02.02 Identify the effect self-righteousness has upon a driver's ability to operate a vehicle.
 - 11.02.03 Identify the effect impatience has upon a driver's ability to operate a vehicle.
 - 11.02.04 Identify the effect preoccupation has upon a driver's ability to operate a vehicle.
 - 11.02.05 Identify the effect fatigue has upon a driver's ability to operate a vehicle.
 - 11.02.06 Identify driving activities which most frequently contribute to collisions, i.e., backing up, parking, left turns and communication devices.
- 11.03 Identify circumstances of a police officer's liability and exemption from liability when operating an emergency vehicle.**
- 11.04 Perform first line maintenance on a patrol vehicle, i.e., replenishing fluid levels, adding air to tires, washing vehicle, or changing a tire using the jack provided by the manufacturer.**
- 11.05 Demonstrate the ability to maneuver a vehicle forward and backward in restricted space areas.**
 - 11.05.01 Demonstrate through driving exercises proper road position, weight transfer, throttle control, braking and steering accuracy both forward and backward while performing a 90-degree turn.
 - 11.05.02 Demonstrate through driving exercises proper road position, weight transfer, throttle control, braking and steering accuracy both forward and backward while performing 180-degree turns.
 - 11.05.03 Demonstrate through driving exercises proper road position, weight transfer, throttle control, braking and steering accuracy both forward and backward while performing lane change.
 - 11.05.04 Demonstrate through driving exercises proper road position, weight transfer, throttle control, braking and steering accuracy while performing serpentine or "s" curve.
 - 11.05.05 Demonstrate through driving exercises proper road position, weight transfer, throttle control, braking and steering accuracy while stopping the vehicle.
- 11.06 Demonstrate the techniques of accident avoidance.**
- 11.07 Demonstrate proper procedure for operating an emergency vehicle during adverse weather conditions.**
 - 11.07.01 Demonstrate proper braking methods while operating a vehicle during a skid situation.
 - 11.07.02 Demonstrate proper steering methods while operating a vehicle during a skid situation.
 - 11.07.03 Demonstrate proper acceleration methods while operating a vehicle during a skid situation.
- 11.08 Demonstrate the ability to regain control of a vehicle experiencing an under-steer situation.**
- 11.09 Demonstrate the ability to regain control of a vehicle experiencing an over-steer situation.**

- 11.10 **Demonstrate the ability to regain control of a vehicle experiencing an all-wheel skid.**
- 11.11 **Demonstrate ability to safely operate and control a law enforcement vehicle during a pursuit.**
 - 11.11.01 Identify advantages of pursuing a vehicle.
 - 11.11.02 Identify the disadvantages of pursuing a vehicle.
 - 11.11.03 Identify elements of a pursuit, i.e., utilization and limitations of emergency equipment, and pursuit tactics.
 - 11.11.04 Identify differences of pursuing a vehicle in a congested area vs. open road vs. off road.
- 11.12 **Given an exercise depicting a speed violation, demonstrate the ability to properly pace the violator to determine the vehicle's speed, and properly set up and use a speed measuring/metering device to determine the violator's speed, if applicable.**

12 - Prisoner Processing and Security

- 12.01 **Identify the commonly recognized goals of the Maryland Division of Correction, and appropriate local detention center(s).**
- 12.02 **Identify the primary reason for maintaining security in a correctional facility, i.e., controlling contraband, communications, prisoner conduct, escape.**
- 12.03 **Identify procedures for searching vehicles before and after transporting prisoners.**
- 12.04 **Identify procedures to secure officer's weapon prior to entering security area or detention facility.**
- 12.05 **Identify the booking processes for juvenile offenders.**
 - 12.05.01 Identify minimum correctional standards according to Maryland laws for booking juvenile offenders.
 - 12.05.02 Identify the notification requirements pertaining to the confinement of a child less than 16 years.
 - 12.05.03 Identify the juvenile offender's rights regarding parental notification and telephone calls upon being placed in temporary custody.
 - 12.05.04 Identify circumstances when a juvenile would be processed as an adult.
 - 12.05.05 Identify procedural alternatives available to an officer upon booking a juvenile.
- 12.06 **Identify reasons why an adult and a juvenile offender should not be transported in the same vehicle.**
- 12.07 **Identify the booking process for adult prisoners.**
 - 2.07.01 Identify the booking process for adult offenders with medical condition, i.e. injury or illness.
 - 12.07.02 Identify the booking process for adult offenders who are under the influence of drugs or alcohol.
 - 12.07.03 Identify the required notification procedures an officer must make when handling adult prisoners with a medical condition; i.e., intoxicated, injured, ill.
 - 12.07.04 Identify the booking process for adult offenders requiring segregation; i.e. members of the opposite sex, and/or sexual preference.
 - 12.07.05 Identify the booking process for adult offenders with mental illnesses or emotional instability.
 - 12.07.06 Identify arresting/booking officer's responsibility for securing the personal property from a prisoner.
 - 12.07.07 Identify arresting/booking officer's responsibility regarding a police officer "solicitation" on behalf of an attorney.
 - 12.07.08 Identify the need for an officer to check for outstanding warrants on an individual prior to release from custody.

- 12.08 **Demonstrate rolling a full set of legible fingerprints on a standard fingerprint card.**
- 12.09 **Demonstrate safely placing, securing and removing a prisoner in a vehicle.**
- 12.10 **Describe the circumstances in which a police officer has the authority to transport non-custodial status individuals.**
 - 12.10.01 Describe the circumstances in which a police officer has authority to transport a civilian.
 - 12.10.02 Describe the circumstances in which a police officer has authority to transport juveniles.
 - 12.10.03 Describe the circumstances in which a police officer has authority to transport mental patients.
 - 12.10.04 Describe the circumstances in which a police officer has authority to transport injured persons.

13 - Courtroom Preparation and Testimony

- 13.01 **Identify the general structure of the Maryland court system.**
- 13.02 **Identify the commonly recognized goals of the Maryland court system.**
- 13.03 **Identify the situations when an officer may testify in court such as: arraignments, bond review, trial, appeal.**
- 13.04 **Identify the pre-trial responsibilities and procedures of an officer's involvement with the state's attorney.**
- 13.05 **Identify the pre-trial responsibilities of an officer's involvement with the public defender.**
- 13.06 **Identify the pre-trial responsibilities of an officer's involvement with victims.**
- 13.07 **Identify the pre-trial responsibilities of an officer's involvement with witnesses.**
- 13.08 **Identify the pre-trial responsibilities of an officer's involvement with offender.**
- 13.09 **Explain the procedure for securing and transporting evidence to and from the courtroom.**
- 13.10 **Identify the different responsibilities for courtroom security while a law enforcement officer is in the courtroom.**
 - 13.10.01 Identify the procedures to secure the courtroom, i.e., controlling access to courtroom, searching observers, guarding defendant, searching surrounding areas, and operating a metal detector.
 - 13.10.02 Identify methods to safely escort participants in the judicial system, for example, the judge, suspects, defendant in the courtroom, sequestered jury.
- 13.11 **Demonstrate techniques/principles of case preparation and courtroom presentation testimony.**
 - 13.11.01 Identify the basic requirements for a photograph to be admitted as evidence in court.
 - 13.11.02 Explain the techniques for presenting evidence in court.
 - 13.11.03 Identify the methods for using notes when testifying.
 - 13.11.04 Identify non-verbal attributes that affect an officer's testimony, i.e., brevity, clarity, objectivity, and emotional control.
 - 13.11.05 Identify proper reactions or responses to common tactics used by defense counsel such as: badgering, accusing, rapid fire questioning, attacking weak points of case, friendliness.
 - 13.11.06 Identify the procedures to follow when an officer has completed his/her testimony.

14 - Health and Wellness

- 14.01 Identify the elements of a healthy lifestyle.**
 - 14.01.01 Identify the importance of proper nutrition.
 - 14.01.02 Identify the importance of physical activity.
 - 14.01.03 Identify the importance of proper rest.
 - 14.01.04 Identify activities that may create health risks.
- 14.02 Demonstrate a safe procedure to execute a jump down from a height of at least four (4) feet.**
- 14.03 Demonstrate a safe procedure to climb over a fence at least four (4) feet in height.**
- 14.04 Demonstrate the ability to run at full speed for a distance of at least 300 yards.**
- 14.05 Demonstrate the ability to run up and down at least two (2) flights of stairs.**

15 - Terrorism/WMD

- 15.01 Identify the elements of terrorism.**
- 15.02 Identify the indicators of terrorist activities.**
 - 15.02.01 Identify tactics used by terrorists.
- 15.03 Identify the safety considerations for handling Weapons of Mass Destruction (WMD) responses.**
 - 15.03.01 Identify methods a police officer may use to detect the potential presence of weapons of mass destruction (WMD).
 - 15.03.02 Identify types of weapons that may be used by terrorists, i.e., chemical, biological, radiological, nuclear and explosive.
 - 15.03.03 Identify potential hazards and risks to individuals associated with hazardous materials or agents.
 - 15.03.04 Identify safety measures a police officer can take for weapons of mass destruction (WMD) events.
 - 15.03.05 Identify methods/techniques for handling scene security during a weapons of mass destruction (WMD) event.
- 15.04 Determine if a group of individuals meets the legal definition of "gang" or the working definition of "gang."**
- 15.05 Identify the legal definition and characteristics of gang-related terms relevant to the officer's jurisdiction (or, alternatively, Maryland).**
- 15.06 Identify gangs currently active in the officer's jurisdiction (or, alternatively, Maryland).**
- 15.07 Determine if an individual meets the legal definition of "gang" or the working definition of "gang".**
- 15.08 Identify the psychological, sociological, financial and cultural motivating factors associated with groups who are at-risk for gang membership.**
- 15.09 Explain the importance of considering gang affiliations when handling a suspected gang member.**
- 15.10 Identify contemporary strategies for combating gang activity and providing intervention for subjects currently active or at high risk for involvement in gangs.**

16 – Firearms

- 16.01 Identify mental, emotional, and physical preparation needed for eventuality of a possible shooting situation.**
- 16.02 Identify methods of making a handgun safe when not being carried on the person, such as unloading and storing ammo in separate location and securing the handgun out of reach.**
- 16.03 Identify principles of good marksmanship such as stance, grip, breath control, trigger control and follow through.**
- 16.04 Demonstrate proper cleaning of officer's firearm(s).**
- 16.05 Demonstrate safely drawing and reholstering of firearm(s).**
- 16.06 Demonstrate safe and proper handling of handgun during firearms instruction.**
- 16.07 Demonstrate safely loading and unloading of officer's firearm(s).**
- 16.08 Demonstrate proper stance for handgun shooting positions, such as, standing, strong hand, support hand, two-handed, and kneeling.**
- 16.09 Given a daylight range course or courses established or approved by the Police Training Commission, the student shall fire with the approved firearm that is carried on or off duty and shall meet previously established standards of proficiency.**
- 16.10 Given a reduced light range course or courses established or approved by the Police Training Commission, the student shall fire with the approved firearm that is carried on or off duty and shall meet established standards of proficiency.**
- 16.11 Demonstrate safely placing and removing a long gun from a vehicle storage mechanism, if applicable.**
- 16.12 Demonstrate proper techniques for holding and carrying a long-gun, if applicable.**
- 16.13 Demonstrate proper techniques for shooting the long-gun, if applicable, from the standing, kneeling, and hip positions.**



Survey on Community Policing in Howard County

Thank you for participating in our short survey!

Your feedback is important to the Citizens' Advisory Council. We are a volunteer group of interested citizens given a project by the Howard County Council to research a number of topics on the effectiveness of Community Policing in Howard County. This input will be valuable in developing the Police Department's (HCPD) 5-year strategic plan.

Community Relationships

The HCPD looks to strengthen its current relationships with the community and wants to create others - establishing a strong base of communication, understanding and support. The HCPD has partnered with local churches and many other organizations with these goals in mind. Currently, the HCPD actively participates in many sponsored social events and attends numerous public gatherings. They support these connections and it is their goal to make it known to all citizens that the HCPD strives to be community oriented.

QUESTION: In my opinion, and from what I have experienced, the relationship between Howard County Citizens and the Howard County Police Department is...(pick one answer from the drop down list)

Community Outreach Division

The Community Outreach Division of the HCPD currently has over 20 programs to help benefit youth, seniors and the public in general. It is the goal of the Community Outreach Division to be a presence in the community - promoting safety, well-being and good will. Some of these programs are: the Pathway Patrol, Senior Population Officer, Citizens' Police Academy, National Night Out, Shop with a Cop, and the Community Athletic Program to name a few.

QUESTION: In my community, and based on what I have experienced, the Community Outreach Division of the HCPD is...(pick one answer from the drop down list)

Neighborhood Community Resource Offices (NCRO)

The HCPD has seven (7) neighborhood community offices located throughout the county. These offices are assigned an officer who works full time directly within the community. These officers are very involved in the neighborhoods and focus on neighborhood concerns brought up by the community. Based on those concerns, they recommend actions and track progress in those communities.

QUESTION: Do you have an NCRO located in your neighborhood community?

- Yes
- No
- No - and I think we need one.
- I don't know.

If Yes, I interact with the NCRO:

- Regularly
- Not Often
- Never

If No, but your community needs one - Which is your community?

QUESTION: In my community, and based on what I have experienced, the HCPD Neighborhood Officers serve the needs of my community...(pick one answer from the drop down list)

The NCRO's could better serve my community by:

Police Technology

Recent events in the United States (Ferguson/Baltimore) have motivated communities to talk about public safety and new police technologies such as body cameras. These technologies are used to improve the protection of citizens and officers. Many police departments and local governments across the country have already placed them in use. New technologies, however, bring up issues and questions which the community and the HCPD have yet to face.

QUESTION: Given recent police events in the US, do you feel HCPD Officers should be equipped with Body Cameras?

- Yes
- No

Why?

QUESTION: Check the issue(s) you believe may be a concern if the HCPD uses Body Cameras:

- Citizens' Privacy
- Saving Video/Video Storage
- Video Accessibility through Freedom of Information Act
- Cost
- Other:

QUESTION: Which technologies do you use, or would you use, to engage or communicate with HCPD?

- Social media (FaceBook, Twitter, Instagram)
- Television
- Newspaper
- Email
- I don't engage with the HCPD
- Other:

Training

The HCPD officers receive extensive training in the academy and throughout their careers. The training topics evolve with the times and needs of the community. There are currently over 25 different training topics including diversity training, preventing profiling, constitutional policing, verbal defense and influence training, human trafficking training and response to the mentally ill.

QUESTION: In my opinion, and based on what I have witnessed, the HCPD training is:(pick one answer from the drop down list)

What type of training do you feel will help HCPD better connect with the diverse populations of Howard County?

Would you mind sharing your ZIP CODE?

Are you

- Male?
- Female?

What is your ethnicity?

- African American
- Asian
- Caucasian
- Hispanic
- Native American
- Other:

How long have you lived in Howard County?

Never submit passwords through Google Forms.



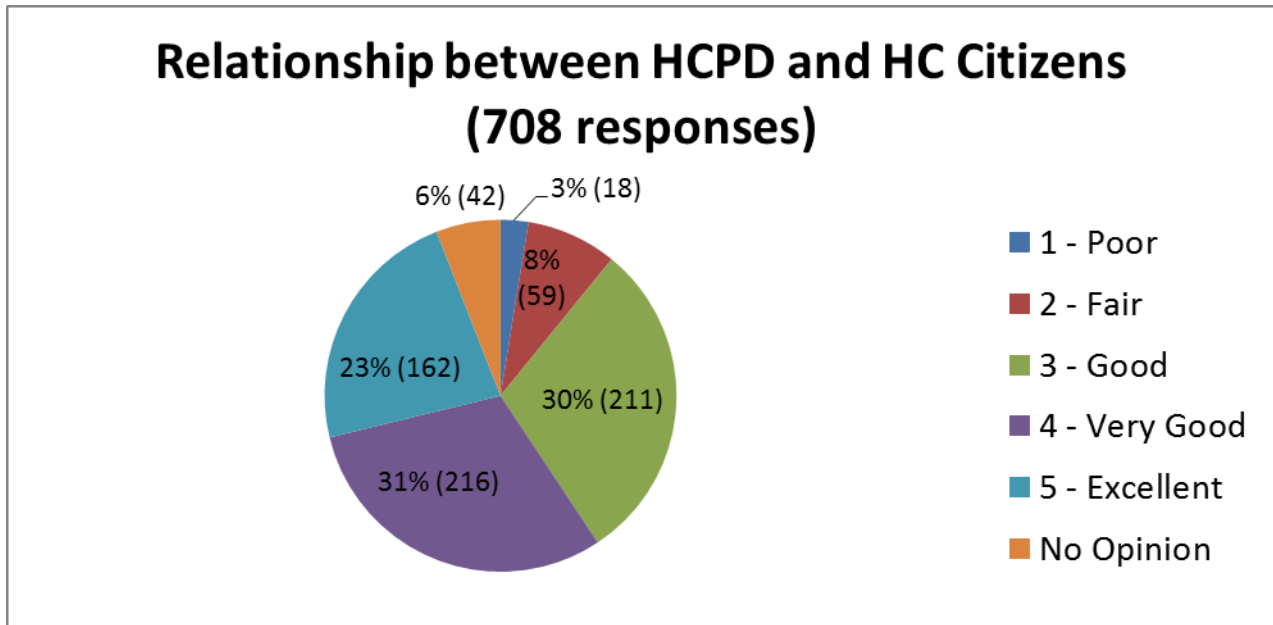
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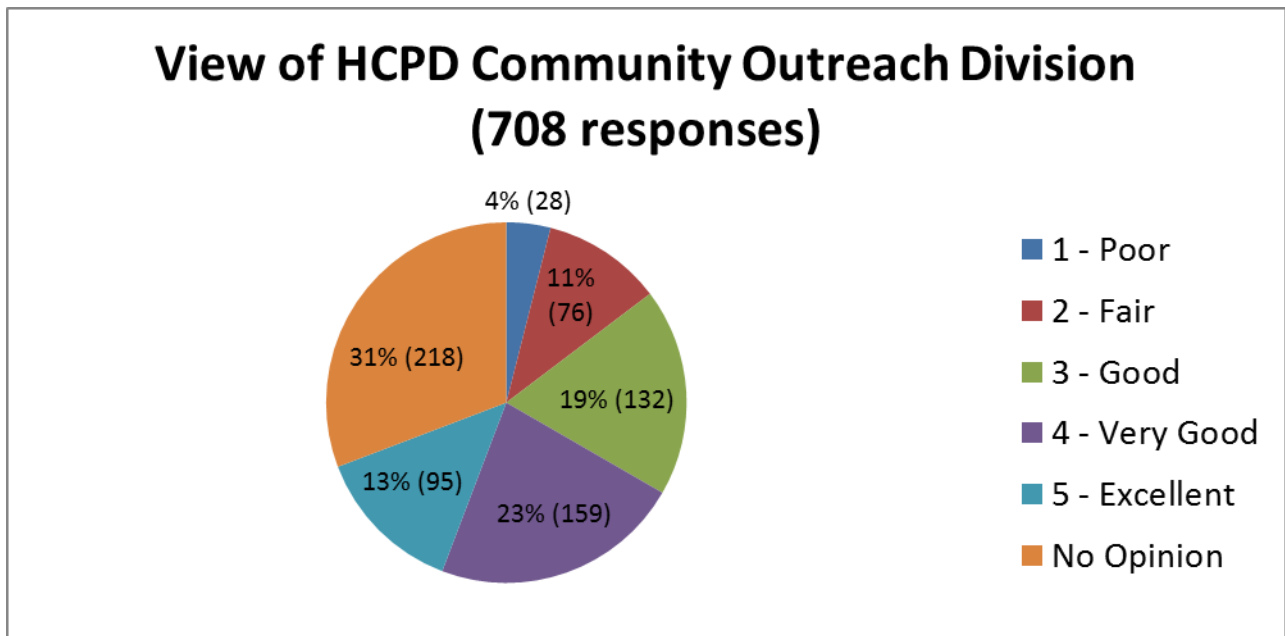
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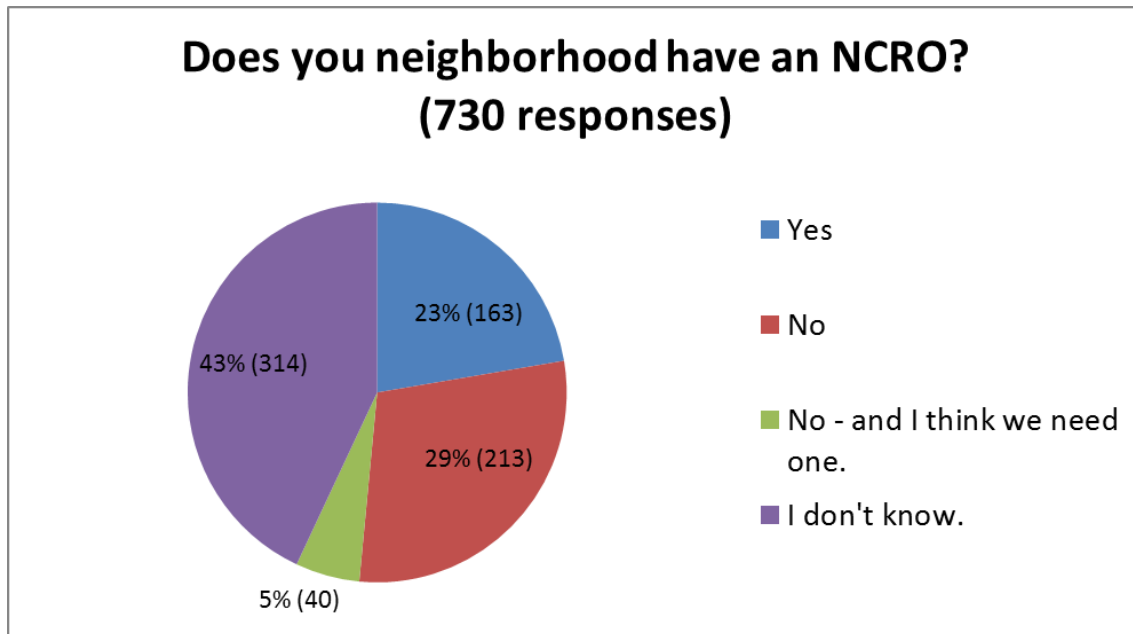
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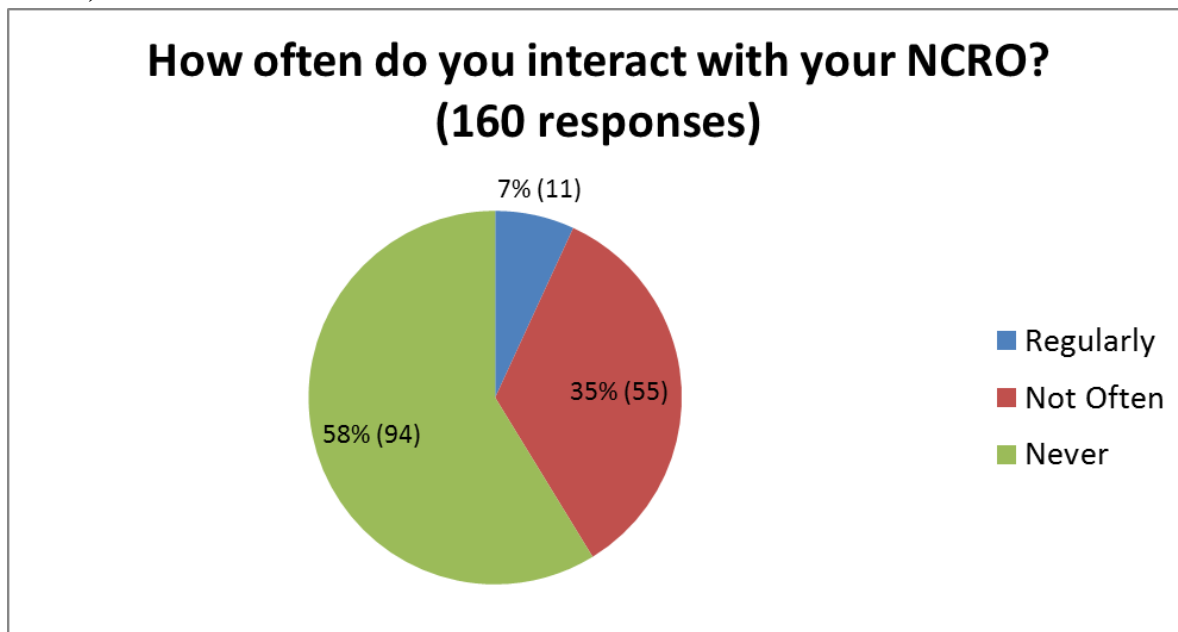
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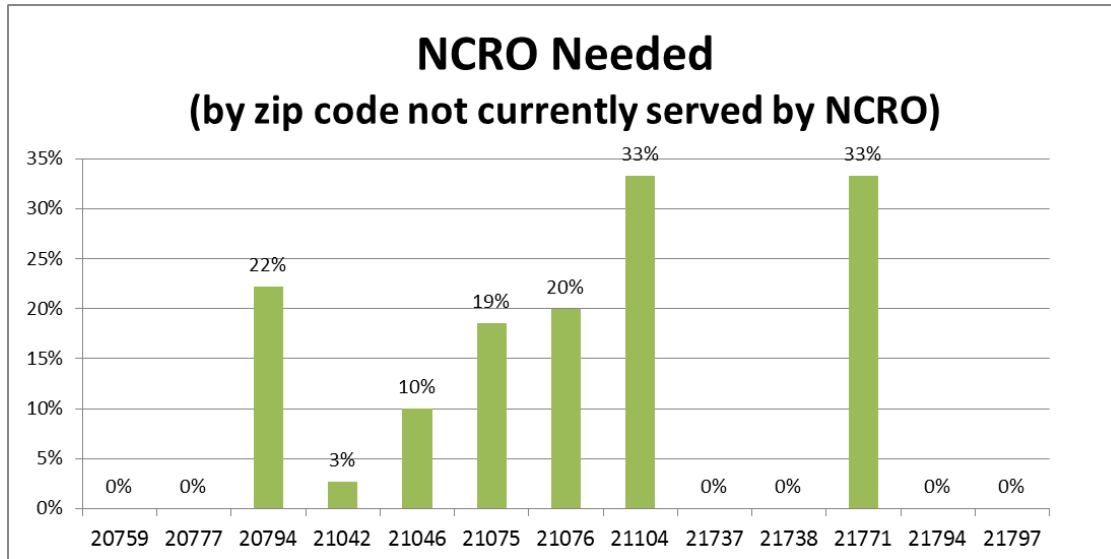
QUESTION: Do you have an NCRO located in your neighborhood community?



If Yes, I interact with the NCRO:



If No, but your community needs one - Which is your community?



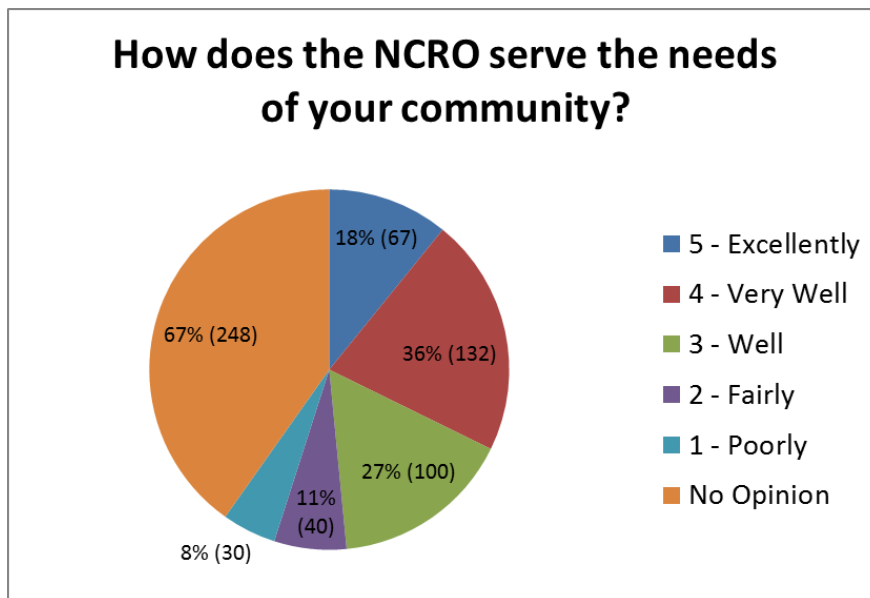
Text answers received:

1. He is not available and does not return phone calls.
2. Oakland mills - thunder hi
3. I live in the Thunderhill portion of Oakland Mills Village (closer to Rt. 108)
4. Brookfield Farm
5. Elkridge. We have an officer, but I think we need a satellite station out this way
6. Lakeside Dockside/ Owen Brown
7. Oakland Mills
8. Guilford/Jessup
9. Fulton, MD
10. Chateau Ridge Lake
11. Elkridge
12. Long Reach-the community in which I am employed
13. Cherry Tree Farm
14. Emerson, south of Columbia
15. Woodland Village
16. I'm not sure if we have a NCRO - I think there is one at our HS - AHS.
17. Waverly
18. Ducketts in Elkridge
19. Harpers Choice
20. Turf Valley
21. Hunters Creek, derby Drive
22. Dunloggin.
23. King's Contrivance
24. I live behind Mt Hebron High school. There are lots of cars being broken into. Lots of people come up from Baltimore typically on Friday and Saturday nights and break into people's cars.
25. Elkridge- Downs Ave
26. Maple lawn

27. Cattail Creek
28. Savage
29. Cattail Creek, Glenwood Md
30. Around Glenelg Country School
31. Hickory Ridge, Columbia
32. Clemings Crossing
33. have no idea
34. Howard Square
35. Thunder Hill
36. Buckskin Lake
37. Gables of Lawyers Hill Elkridge
38. Long Reach
39. Canbury Woods - I don't think we need one, but it would be nice to see police cars drive through once in a while, as we have dirt bikes riding up and down our streets, and I am pretty sure the house they are coming from is well known to the HCPD.
40. Dickinson
41. Allview Estates
42. Sunset drive, 21043
43. Harpers Forest apartments
44. River Hill
45. Orchards of Plumtree
46. New Colony Village
47. Elms at Montjoy area
48. Harper's Choice/Harper's Glen
49. don't know if it needs one?
50. Kings Contrivance
51. Wilde Lake
52. hideaway in Huntington
53. Northgate Road in Laurel
54. Mt. Airy MD. We have four counties there Howard, Montgomery, Frederick and Carroll
55. Hickory Ridge/Hawthorne
56. Jeffers Glen
57. Font Hill
58. Long Reach
59. Ellicott city
60. Worthington
61. Montgomery Meadows 2
62. Owen brown
63. MT HEBRON
64. No, Orchard Hill, Columbia
65. Owen brown
66. Jeffers Hill
67. Eldridge
68. Huntington Downs

69. I see the cars in Harpers Choice, but never the policemen. I'm not sure how much interaction can go on if they are totally not visible.
70. Kings Contrivance
71. The Birches in Wilde Lake
72. Carters cove off of Oakland mills road
73. Howard Square - Elkridge
74. Woodbine/Lisbon
75. Dunloggin
76. Jeffers glen
77. Governor's Grant
78. Owen Brown
79. Clarksville
80. Harper's Choice/Clary's Forest
81. Elkridge- Ducketts
82. I don't know why a community might need one
83. I work in Howard County, but I do not live in Howard County
84. Ellicott, city
85. Huntington
86. Wilde Lake
87. Not vital but it would be nice - Marble Hill Condos, across from Ducketts Lane Elementary
88. Sierra villa
89. Elkridge/Hanover
90. Dorsey hall
91. Glen oaks
92. Jessup/Guilford
93. Worthington/Taylor Village
94. Clarksville
95. Wheatfield

QUESTION: In my community, and based on what I have experienced, the HCPD Neighborhood Officers serve the needs of my community:



NCRO's could better serve my community by:

1. I think the police think because we are in the Western part of the county we don't need as much patrol. We've had 2 bank robberies this summer.
2. Knowing what the residents feel are "neighborhood problems" and areas of concerns for the residents
3. Community watch needs assessment.. Informing residents.
4. Improve in getting the word out.
5. Walking / biking in neighborhoods and along trails Enforcing speeding violations along major roads like Kilimanjaro Have presence at major events at high school
6. Feel free to bring me pizza.
7. We need more police presence in Western Howard county.
8. Manning "community outreach" a practice across divisions rather than a separate "community outreach" division. For instance the officers who hang out on my block never engage me and mostly don't even wave back.
9. I am not sure how well the HCPD neighborhood officers are doing. I know there is a satellite office in Long Reach but I hear that it has very limited hours. I am not sure how effective the satellite offices are and would like to hear some success stories about how they have made a difference. I have had positive interactions with HCPD officers but they are rare.
10. Being more visible, publicizing programs or community activities. I am unaware of this program in my community (Ellicott City/Chatham-Valley Mede neighborhoods)

11. I'm not sure what NCRO has done, perhaps much good has come but I didn't know it was result of NCRO. I was disappointed that recently on a Thursday afternoon, around the hours of 3 and 4, my son, walking home from WLHS, was approached by a drug dealer. Broad daylight! Fortunately, my almost 16yo, had the presence of mind to simply say "not interested" and he was left alone, but what a shame to be approached in the first place. Can something be done? Perhaps just a presence of HCPD on the sidewalks? Just a pedestrian patrol, a walking beat, I'm not sure if our county budget can allow for something like that, but it seems just having cops walking in the community would deter a great deal of undesirable behaviors. I don't mean walking as if "guarding," but walking as if part of the community and general atmosphere. A friendly face there to help. Just a thought because looks like our suburban area is more urban now.
12. not familiar with this program, not sure how or if it would help
13. Doing nothing. Any police interaction with the public is likely to lead to violence and/or illegal actions by police officers. The less officers are permitted to interact with citizens, the less likely the officers will unnecessarily escalate situations.
14. I am not aware of a community officer or office. I have never seen a police car pull down my street unless responding specifically to a call. I have never seen them on foot, out in the village center or doing anything other than being in their cars. This includes the cars with bike racks on the back.
15. Monitoring violations related to parking, public spaces and road laws.
16. Returning phone calls, following up on concerns.
17. Location information
18. There is no ongoing relationship with the HCPD. While I reside in a low crime area of the county, I work with individuals in other areas where the lack of access & lack of bilingual/bicultural officers is a genuine concern.
19. I own a business on Main St. The NCRO located here in Tourism is open during the day when we don't have problems- but we need at least one officer patrolling at night 8pm-1:00am when the bars are full, and when they let out. There is vandalism, smashing of store windows, fights, assaults, etc. We wish we had an officer here at night.
20. I live in Dorsey Search and not aware of major issues.
21. More visibility which is prevented by a centrally located, publicized and staffed office location.
22. if they could possibly put in a speed trap on Ramblewood Rd, as much as I hate to ask, Ramblewood has become the alter. Rt 40, we have small children living on the street, many walkers, runners and dog walkers, even getting out of our driveways, is getting scary, even my yard cutter almost got hit, he has also requested a trap too. Otherwise Thanks and keep up the great work and stay safe!
23. This is hard to answer since we don't have one so I would have no idea how they can help our community. We have issues but nothing that is outrageous.
24. Our neighborhood backs up to Rockburn Park. Although we do not have a marked entrance to the park, we receive a decent amount of car and foot traffic into the park. We have had some drug activity in the area and would benefit from additional attention paid to the area (Sunny Field Estates).
25. More neighborhood car patrols through the neighborhoods at night.
26. N/A
27. Traffic humps on Roundhill Rd between Worthington Way and Huntley.
28. Walking/biking the trails, sidewalks, etc. and meeting people. I'm out and about most days and I've only seen them once at the satellite station before he went on patrol.

29. Being present and cracking down on drug dealers all over the Harper's Choice community and preventing vandalism. Kids (middle school and high school) are out all hours of the night throwing trash in people's yards and disrupting the community.
30. Monitor speeding on Sunny Spring in Hickory Ridge. Road has become a short cut for Cedar Lane. Speed limit is 25 but most people are driving over 40. Worse times are from 2:30PM to 6:00PM, when high school lets out and people coming home from work.
31. Maintaining order from local establishments near Lake Elkhorn. The lake and surrounding stores are being overrun by ghetto teens from the welfare apartments near by.
32. The community office is far from where I live in Sewell's Orchard. Need one closer.
33. If we had one. We have had several break-ins lately and other issues which having a police presence would inhibit.
34. Not hiding and waiting to ticket for undone seat belts while you're in the neighborhood center.
35. The office is hard to find, tucked in the back at the end of a strip of businesses. There are not any good signs and if you weren't looking, well even if you were, you would never find it. I have no idea what the NCRO does for our community other than drug take back twice a year.
36. Working with District One Council Member Jon Weinstein 's proposed Community Cabinet in the fall.
37. his/her presence and making our neighbors aware of this service/program available in a community.
38. Being more visible. Where are you?!
39. Having town hall type meetings
40. I don't know mine for my home, but am very active in the community and have worked with the NCRO's in other Ho Co areas. They are active and good.
41. I currently do not live in Howard Co, but have in the pass, and I currently work here for the last 30 years, so I have seen the interaction of police and community as well as experience when I did live here. I thought the programs are very good developing relations between the police and citizens, most of the time.
42. Patrolling Columbia paths. Being more visible than just handing out traffic tickets.
43. being more present. I have no idea if there even is an NCRO in my neighborhood (Font Hill Drive Community of Ellicott City).
44. More visibility- I've seen the office, but never heard of any interactive programs with the HCPD Neighborhood officers in Long Reach.
45. By active effort to meet the community residents via town hall meetings
46. I was recently the victim of a robbery at gunpoint within two miles of my house. It was midday on a sunny Sunday at Lake Elkhorn. The officers who came to the scene and those who later interviewed me have been extremely professional and thorough in gathering information from me and in follow-up. Although I have lived in Columbia for 44 years, I have never been the victim of crime and consequently did not realize firsthand how topnotch our county policing is. I will forever be grateful for the attention my case has been given and to the professionalism with which the HCPD has handled the investigation.
47. I haven't seen any officers patrolling the trails yet. We need more if they are.
48. Monitor speeding on Maple Lawn Blvd
49. Ensuring that there is no racial injustice from police officers and develop good relationships with community members.

50. We live in a neighborhood in Highland and have been victims of crime lately. Cars broken into, houses egged, etc. Because it's been a fairly quiet community in the past, seldom, if ever, do police make it a routine to patrol there. It would be nice to feel safer and see a police car patrolling once in a while.
51. I believe HCPD does a fantastic job. I have not heard of the Neighborhood Officers so you may need a little more marketing, however I am not that involved so not sure I am a good person to judge. I have seen notices recently on the local community web forums. A great idea.
52. Ban Centennial Lane Elementary School related vehicles from using the cul-du-sac of Morning View Ct for totally unregulated drop off, pick up, and parking...our homes are NOT school property or parking lot...For too many years now the conspiring government agencies and police department have been willfully negligent to serving us home owning taxpayers and ignoring the daily safety / rights this chaos presents...all the while preaching "choose civility"...these idiots are a danger to themselves, besides the homeowners. I guess an event like the girls hit by train would need to occur before any action would be taken. I thought it was just Ulman and Watson but I now see Kittleman is no better. I regret every penny of tax I pay and every day that I live here...can't wait to leave...Howard County government and all of it's agencies is full of corrupt creeps, in the pockets of business, real estate agents, and special interests, for their own power, not for individual tax paying suckers.
53. More pathway patrol on Tamar and Stonecutter. I am afraid to walk my dog by myself on these paths
54. There's an officer who only patrols our apartments once on the weekends. I feel this should happen during the week too. There's a few sketchy characters that live here, including my building
55. Having more presence. We used to be a safe neighborhood but it seems the past few years crime has really picked up.
56. We have some police who live in the neighborhood. The neighborhood isn't bad but I've seen a few situations that I think were likely drug-related. It would be nice if there were a larger police presence, just to make sure the neighborhood doesn't turn down the wrong path.
57. Have never seen them in my community, so don't know how they could benefit the community.
58. I have no awareness of this program, so obviously HCPD is not doing a good job with outreach. I have called the HCPD several times for vandalism on my home and unsafe driving/speeding/racing in my neighborhood. I was told there was nothing they could do and they would "try" to send patrol cars out.
59. Being a presence in the village center when Harper's Choice MS lets out at the end of the day. They could not only curb bad behavior but form some friendly relationships with the students. Also to keep some questionable adult transactions from occurring. I have seen adults around the back of Safeway and by the police office on the corner by the restaurant/bar.
60. I live in western HC, and not in a traditional neighborhood, and in a less populated area than Columbia, EC or Laurel. However there's easy access here off I-70 for drug-related activity and crime at convenience stores, and my guess is there's more drug activity than is generally perceived. Hopefully that's something on their radar. Reaching out to our community through informal meetings (i.e. coffee meetings) would be helpful for both sides to stay informed on what's going on.

61. Being there
62. Interact with community OUTSIDE of the community office, MBWA ("manage by walking around")
63. I was aware of them
64. An annual or bi-annual mtg to get to know our officers
65. Controlling prostitution issues along Route 1.
66. a little more visibility with random, more frequent patrols. We walk throughout the neighborhood on a daily basis and it might be 1 or 2 months between patrol car sightings in our neighborhood.
67. Continued out reach in Laurel
68. I did not know it existed but not sure there needs to be one in Glenwood/Glenelg area
69. If they are present in Long Reach, then greater visibility is needed.
70. There needs to be more patrolling in the area, perhaps also talks on how to make your home more secure.
71. Usually takes multiple calls to get an answer.
72. More presence. Occasionally drive through the neighborhood.
73. Not sure.
74. Cars are constantly speeding down MacAlpine Rd. (from Frederick Rd. entrance) and we have many kids along this street, as well as joggers, bikers, and walkers. We need police or speed bumps to stop this problem. There are also drivers who run the stop signs at the Waycross Rd. and MacAlpine intersection on a daily basis, resulting in near-miss accidents.
75. Management of speeding and enforcement of traffic laws
76. Coming more often
77. Actually patrolling our neighborhood. We rarely if ever see cruisers in Hammond village unless someone has called in a complaint.
78. I've had excellent response with the higher ups in the Police Department about some suspicious activity in the neighborhood that has been ongoing. It seems that there is a disconnect and problems continue to fester here. This community has a lot of professional working class folks but we are plagued with a criminal element that never leaves. Now I see more socializing with the residents here but I'm not sure if that will ever address the ongoing issues. If you check your computer database, you know what the problems are here in Jeffers Glen. Maybe there needs to be more research and updating of the NCRO's so they are aware of the issues they are dealing with.
79. More presents in the evening hours. Just a random drive by to heighten awareness. Numerous times our vehicles have been broken into from surrounding walking individuals with no reason to be on the street.
80. I am not aware of them
81. Maintaining a periodic and consistent email communication network with the communities they cover. I reached out to ours several years ago and provided my email address to them as I handle email communications for our entire neighborhood and can distribute information quickly. At first, I got emails to share with our neighborhood. Then the officer changed and I eventually learned of it and reached out again. I received communications for a while but then it stopped completely. It's a shame as they could be sharing news, crime alerts, etc. directly with us. Instead, I resorted to 'liking' the Facebook site and getting alerts that way and by directly checking the crimes blotter for any activity in our sector. But I still think the NCRO could be a much better direct line of

communication.

82. Being available as Harper's Choice Middle School lets out of school each day as there are often drunk/high people hanging around the bridge and Safeway area cursing and making kids feel unsafe.
83. I am not sure if officer Turner is a NCRO officer we tried working with but went on vacation but officer Toley and another officer have attempted to help me thus far with my awful neighbor who everyone in the neighborhood and in your department is well aware of... I am hoping the recent actions of these officers helping to confront and warn her about her actions will make her stop harassing me and other neighbors, because us trying to reason with her does nothing. 6112 Downs Avenue, Elkridge is the location of the neighbor, Shirley (last name not sure) who continually reports false accusations that you all unfortunately have to waste your time to go see because she is unstable. Thank you for all your help these last 2 years, I am hoping to continue the progress!
84. Being more active with the community and board members. Helping to address the need for added patrols/monitoring in the community due to drug activity. RE: New Settler's Landing.
85. Driving through my community once in a while. Many of my neighbors have called the non emergency line for one particular house that has a group of kids that ride dirt bikes up and down the street, in addition to fighting and other issues. If it is a known issue, it would be nice if the police drove by once in a while just to show a presence. This house is at the corner of Adcock Lane & Arrowwood Court.
86. It seems HCPD has very little going on, which is not a bad thing! But when 10 officers report to an (accidental) call, an alarm system malfunction, etc., it seems like the time could be better spent elsewhere.
87. Have the NCRO open occasionally (I have never seen it staffed!).
88. Inform citizens of what is available!
89. Develop strategies to reduce speeding traffic in Turf Valley Overlook
90. There are some speeding cars on 216 occasionally... catching these reckless drivers would be nice:).
91. Letting us know they exist. I believe the Laurel Community Center is our support for the neighborhood
92. I'd like to see a patrol car more in the Font Hill Community.
93. Help us find out who's been stealing things out of cars in Waverly Woods.
94. I do not know what the NCRO does in my community, so somehow making their presence known to us could be a start.
95. I'm torn between wanting to see these community officers out and about, and wanting them to "stay on their side of the fence". The issue with a greater police presence is that minorities feel unfairly monitored and targeting. If these officers will be utilized to engage with citizens and refrain from being "enforcers", I could see a positive relationship building over time. Even though, in HoCo we don't hear about police brutality, minority residents still experience moments of fear when they see officers behind them whether in vehicles or on foot.
96. Actually being there. (Long Reach)
97. Didn't know they existed and have no idea where they are.
98. Being more visible
99. Publishing a regular column in all Village Newsletters.
100. I live in Long Reach. I do not know if I have a Neighborhood officer. If I do have one, I

- have not been notified, approached, or introduced to this officer.
101. I need to know more! I feel rather ignorant about what you do in my community and what your goals are.
 102. The roaming NCRO does a good job.
 103. I think they are doing a great job.
 104. Returning phone calls. Attending Cop Nights at the neighborhood center in their neighborhood not someone else's.
 105. Ensuring traffic flow during accidents, peak bottlenecks.
 106. Being more visible. Providing more tips. Providing more information on what changes are happening in the department, such as with cameras.
 107. Slightly more patrols. Have not seen a patrol car on regular drive through as part of their beat since I moved into the hunters ridge neighborhood 7 years ago. We don't have many issues but experience pretty frequent car break ins etc.
 108. There is none in my community
 109. We recently have two break-ins during day time near Roundtree Ln and Long Meadow Court, we need more police patrols.
 110. Asking. I would really like to see this survey activity become the first part of focus groups that would give you answers in real time instead of perhaps not stating as much because of poor keyboarding skills.
 111. communicating who they are and what their role is
 112. I have no good sense of what they could or should do in a typical half-acre suburban community.
 113. I live in Harpers Choice and have found that the officer's tenure is usually no more than a year. In order to establish relationships the length of time should be at least three years.
 114. We rarely see a HCPD Officer in my community in Long Reach unless we call on for a complaint or to filer a report. There was a time when an officer would drive through the community when he or she had the time though even that has stopped.
 115. Being out and back in the village center. Talking with and getting to know the people who are out and about on a daily bases.
 116. Being more approachable and accessible.
 117. Increased visibility
 118. It is important to remember the concerns of ALL citizens not just the minorities. To listen and preserve the communities that have been built by hardworking lifetime citizens. To respond with respect and not accuse those who ask for assistance when calling for help. My husband reported a child left alone in a car- the officer detained my husband for 45 minutes and required his ID - while our own 3 year old was with him crying and cold. And our family is part of the HCPD community.
 119. Listening to all residents and check out their issues and concerns
 120. I feel crime is almost nonexistent during the day. At night is when all the chaos begins. I feel like police are biased in towards they give traffic tickets too. I have never gotten a warning always a ticket. Yet know females who go 30mph over limit and get a warning. I win in court every time since I know the laws but it's a waste of my time. Going 10mph over is not dangerous and not aggressive.
 121. Walk around the Harper's Choice and Wilde Lake village centers after middle school and high school get out in the afternoon. This would allow the officers to get to know the students, and prevent potential problems.

122. Would like to see/need regular patrols in The Villages of Montgomery Run in Ellicott City. We have a Neighborhood Watch but do not report activities such as speeding on Montgomery Run Road and every day, constant ignoring of the stop sign on the corner of Montgomery Run Road & Falls Run Road since it is regular and routine. This is a major accident waiting to happen in a community full of children, joggers and dog walkers. This is especially true in the morning hours between 6am & 7am and now that it gets dark early it will be harder for cars to see people crossing the street. Regardless of time of day people speed & ignore the stop sign since they know the police never patrol our neighborhood.
123. No sure, but seems like every time I stop in the Exxon on Mashalee Drive, there are 4-5 officers hanging out drinking coffee.
124. If we have one would be nice to meet him/her. Love our bicycle cops.
125. Having officers walking the beat and parked on RT.1
126. Being more present. Not sure how often they are purposefully present at community fairs and sporting events as participants or coaches or audience members appreciating the offering by the kids but that would be helpful.
127. Being more accessible. I often hear that an officer is not visible or available when a citizen wants to interact with them. An NCRO should be a visible presence, not a resource whom people have to seek out.
128. Being more visible on a daily basis, not just for crime .
129. Making presence and citing people who park by the fire lane
130. Most of the time no one is in the Long Reach office.
131. Having a greater patrol car presence.
132. Our neighborhood (Owen Brown) seems to have issues with cars being broken into/rifled late at night and money, chargers, etc. taken. I don't understand why we haven't heard anything from the police about this issue, or ways to help prevent theft. I've been on the same street for 4 years now and when it happened to me, it seems every single neighbor said 'oh yeah, me, too' and frequently... I saw an officer on the Lake Elkhorn path the other week, but i believe that's the first time i ever saw an officer out of his car in the community (not for a special event).
133. I do not have a good sense of what they are supposed to do and could not really comment.
134. Responding to request not just fo paperwork.
135. Having a greater presence in the community to deter crime.
136. 1) Being open and available more regularly or posting contact numbers for folks to call with questions etc. Tried several times to talk to HCPD when they were on All Saints Road but never could find anyone there. 2) Engage the community with volunteers. There are many of us willing to help but don't really know who to talk to about volunteering. Need a responsive point of contact who deals with people one on one. Apps seem to get lost.
137. Not sure who that person is.
138. Communicating more clearly with neighbors about dangerous situations occurring in the neighborhood. It would be nice to receive an alert or observe on social media (in real time) that an investigation is occurring with which neighbors should not interfere.
139. This is the first I've ever heard of an NCRO. I applaud the HCPD's efforts to positively interact with the community.
140. Cleaning up drugs/prostitution on Route 1 between Route 100 and Route 195

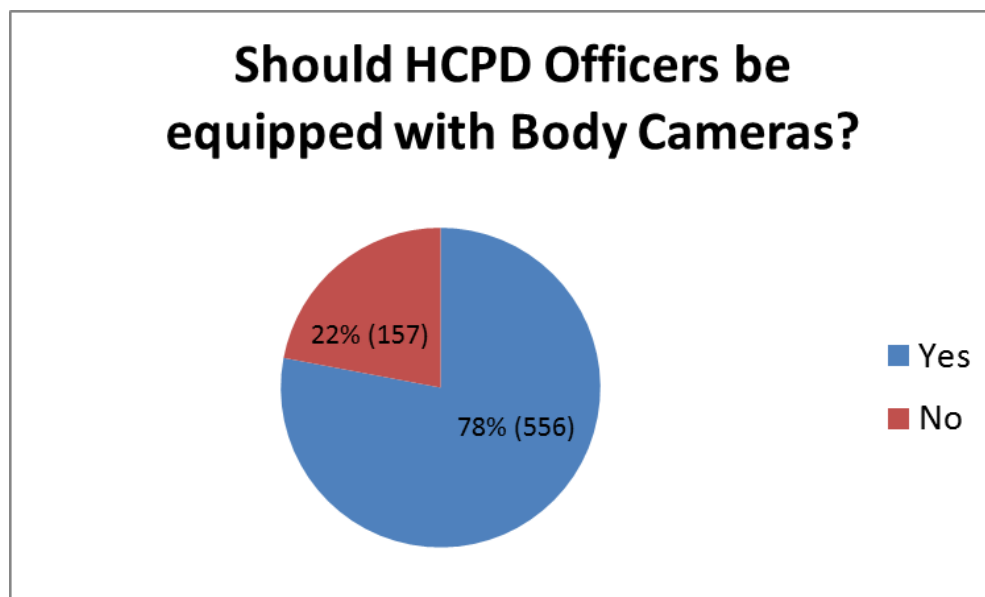
141. increase awareness of their presence
142. The NCRO could serve us better by patrolling our community more often in the evening and early hours. In the past few months we had issues with people checking the car doors etc which has been reported to the HCPD during the late hours and early morning 1-4am and we do not normally have patrols coming around the development to patrol at those times.
143. Being more visible - I was unaware this program existed and it might go a long way in helping to eliminate racial profiling and teaching officers to speak to citizens, of all ages and races, with respect especially when the conversation has nothing to do with a crime or some other infraction. I should be able to approach an officer for information without be talked down to or yelled at.
144. Should be patrolling on bikes more. Engaging youth in both the community and at the community centers. Neighborhood Officers do not appear to know their community. Four years ago the neighborhood officer would play basketball with the kids and knew most of their names. Kept kids out of trouble and gave a friendly face they trusted when they needed to report something going on.
145. Help the village center feel safer in the evenings/night.
146. Getting more information on police/community interactions to a wider population.
147. More visibility and involvement in the community
148. Policing the community for speeders.
149. There are chronic abusers who are board members that call the police on very petty issues that only serve to erode trust and cooperation. This has happened over a period of four years where previous to that our community then only fourteen years old only had perhaps two or three calls-period.
150. a higher degree of interaction with citizens and business owners
151. Enforce the "no parking" and "no standing" signs at the end of Ilchester Road where it meets River Rd and Baltimore County.
152. Taking off their bullet proof vests, hide the gun like the criminals do, and stop looking so intimidating. It is hard to project positive energy when you are dressed for battle. Try to staff the office so people can come in and talk/ask questions. Perhaps engage volunteers from the churches or kids that need to get community service hours.
153. Identifying itself.
154. We could use better pathway patrol especially near the Huntington playground and on the trails off volmerhausen. I'm also interested in having police help with the people going 60+ miles per hour down volmerhausen. We need a traffic camera or speed bumps. It is scary. We just moved to the area 2 years ago after growing up in hickory ridge a few miles away and I already think our family needs to move. The Huntington playground needs police too. It has burned down several times. I run there in the am every day and there is sketchy activity before sunrise!
155. Walking and biking the neighborhood during the evenings, 6-8 pm
156. having the Community Liaison Office working with the community and attending anything happening in the community. Seems they have fallen off the face of the earth. Are they afraid of us?
157. being more visible-- I don't even know if my community has one (I live in owen brown)
158. Monitoring the driving of citizens on Route Forty! I do not know how many times that I have almost gotten into an accident because people cross over three lanes and do not look. In addition, distracted driving has become a big problem. So many people are on the phone and texting which again, can lead and has led to accidents.

159. I am the Village Manager of the Oakland Mills Community Association and have been for 13 years. We actually housed the first OM Community Policing Officer in our building. I have seen a steady decline over the years with the interaction between the community police officer and the community to the point where there is basically no interaction with our local police officer and the community unless we initiate the interaction. We donate space and use of the Talbott Springs Pool to the Summer Youth Program and receive no advance publicity of the program other than what we can dig up and disseminate and not updates on the program itself let alone a thanks for donated a facility and pool use to the program. Don't care to be thanked but surely care that the program is a success. Without publicity I don't know how that is possible. I've also asked for updates on local crime - like a quick email of what has occurred - never get anything and rely on the paper or police web site. Overall I think the program at the local community level is lacking engagement with the community and has steadily moved away from community. This is not how it was when the program started.
160. It's a double-edged sword. On one hand, I would like Columbia to be quiet and incident-free like it once was (no community is perfect) on the other hand, I don't want petty crimes to be abused and treated less than human but I do want a peaceful community in which my family and I can walk the trails and parks without crossing paths with hoards of teenagers selling drugs or causing ruckus.
161. I don't know much about the NCROs and if they have a presence in Turf Valley. I don't see any police officers acting in an outreach capacity.
162. Arresting criminals for even minor offenses. There is a reason the Howard County crime rate is so low. Because criminals know they will be arrested in Howard County at the drop of a hat. How else can one explain a low crime rate between Baltimore and Washington and throwing in PG County?
163. Anything to deter the crime pushing in from Baltimore down Route 1 -- Foot patrols. Checking in on businesses along Route 1 in Elkridge. Walk around Elkridge Corners, stop and talk to residents at the local gas stations, banks, storefronts. I see a patrol car at the Elkridge library/police sub-station with regularity but rarely see the officer out and about. Be a friendly face.

Police Technology

Recent events in the United States (Ferguson/Baltimore) have motivated communities to talk about public safety and new police technologies such as body cameras. These technologies are used to improve the protection of citizens and officers. Many police departments and local governments across the country have already placed them in use. New technologies, however, bring up issues and questions which the community and the HCPD have yet to face.

QUESTION: Given recent police events in the US, do you feel HCPD Officers should be equipped with Body Cameras?



WHY?

1. To protect the officers and the community.
2. To protect police officers from false claims, erroneous prosecution, etc.
3. Privacy issues, expense
4. The officers need to Be able to show their side of the story, not just what was captured on cell phones by bystanders
5. to protect police as well as citizens
6. Note sure.... Maybe in doing some job vs others
7. I believe it provides an important record of an incident and protects both the officer and the public.
8. I think it would foster transparency
9. Changes the relationship of the police with the community. Eliminates the foundation of a trusting relationship and substitutes a big brother/nanny-cam situation.

10. I'm sure if body cameras are the answer, but some sort of monitoring has to be done in order to have a record of the officer's who do not have integrity.
11. so you have and the public have back up as to what really goes down
12. I think body cameras would benefit the community and the police officers that risk their lives on a daily basis.
13. It is an expense that isn't justifiable yet, as the HoCo police department has not had (and hopefully never will) put themselves in a position where a body cam is necessary
14. it serves to protect, both citizens and officers in all situations, normal and extreme. Events and witnesses can often be depicted differently from people involved in police matters and a body camera would eliminate a lot of gray area.
15. Cameras don't forget things.
16. It would protect our Police Officers
17. For protection of the police as well as the citizens of Howard County.
18. Only if they aren't bulky for the officer and don't need bothersome maintenance. It seems like a good way to monitor probable cause and threat levels, while ensuring appropriate procedures are followed.
19. Too much cost to the taxpayer.
20. It protects both officers and citizens. .
21. For their protection since so many others, especially observers, are recording events from their own perspective, often uninformed perspective.
22. Not in most neighborhoods
23. For their own protection/safety and for the community to understand the challenges officers face daily. Anything to keep officers safe while they protect our community!!!
24. Accountability
25. It is inevitable in today's age. The media are literally vilifying police in the news (even when they've been cleared of all charges) and creating a situation where criminals and even regular citizens are even more emboldened to resist any commands from police. If police now have to fear acting as they've been trained to, their lives are in even greater peril. A second's hesitation can cost an officer his/her life. Body cameras can provide some semblance of evidence to protect the officer from being unjustly accused and allow them to use their best training instincts. But it can only capture so much so it is still not a complete picture of any encounter.
26. The job is tough enough as it is without a camera to scrutinize every movement.
27. No need here.
28. To protect the police and the citizens.
29. They provide an independent record of events. Witness recollections of an event have been proven unreliable and the cameras can fix that.
30. Police officers are untrustworthy. They routinely lie to protect themselves or their coworkers and police unions ensure they never gave any repercussions for their actions. Any individual who would willingly take a job where they must enforce immoral, unjust, and/or illegal laws is an individual that requires constant video surveillance to protect the citizens who are unfortunate enough to have to interact with a police officer.
31. I believe HCPD should be equipped with Body Cameras for their protection and for the protection of the individuals they are confronted with. This way all parties are protected.
32. If police are doing their job properly, they shouldn't fear wearing a body camera. It is for their own safety as well.
33. So there is never any question about what happened in questionable events.

34. For their own protection against lawsuits and for the public to see HCPD is doing their job safely and with the proper amount of force when needed.
35. It can only help both police and residents.
36. Because in a shooting or some other tragic event, it could come down to word against word and a body camera will help both parties
37. For their own protection. In cases where people act badly, it gives the police proof.
38. Protection of police and to record facts
39. they protect both the officer and the public.
40. not related to recent events, just a good idea in general.
41. One more set of "eye" on the scene.
42. I think that in light of everything that has been going on throughout this country, both citizens and police officers would benefit from police officers wearing body cameras. In this way, citizens cannot tell a falsehood on police and vice versa. It might also help to prevent a police officer from doing anything below board knowing that he or she is being filmed.
43. The opportunity for more transparency seems beneficial.
44. If used correctly and without editing, the body cameras will present an unbiased observation of a situation.
45. It equals the playing field on both sides.
46. To protect citizens and police officers.
47. If it would help the officers, yes, but the expense must be reasonable and it must be closely monitored. I think this may help protect the officers
48. This will protect the citizens as well as the officers. The events that have happened in the US tells me that some officers are dishonest and willing to kill first and find out much later. They should protect the citizens. Why should one (especially African Americans) see officers as the bad guys.
49. Because I have experienced harassment from police officers for no reason while driving my sons sports car and of course my son has. We have been stopped without any violation. We had a silencer on the car muffler already.
50. Community involvement is excellent. The teens are respectful of the police in Howard County. I have not seen any gang related incidents
51. For the protection of the officer and the public
52. Either all officers should be or none should be. Really, I think given our litigious society, that body cameras would serve to protect officers from false accusations as much as it would be useful to any victim of abuse. I have found HCPD officers to be exceptionally professional and courteous in my limited dealings with them.
53. Moving forward it would be useful to protect the police as well as the citizenry
54. Mostly to protect the police officers from those that would come after them for doing their job so they are free to do their job; and to some extent protect citizens from those few police officers that might act in an inappropriate way.
55. Could help eliminate negative press, lawsuits, protection and education benefits.
56. To protect both the police and the public.
57. Helps to provide factual information when an incident occurs and benefits both police and individuals.
58. For their safety and the victims safety
59. To protect the police officers and the citizens. It will be very helpful for the court so we know what REALLY happened instead hearing two side of the stories.

60. to protect themselves in a court of law as well as provide more accurate account of detailed events.
61. Not sure. Definitely an area for discussion. Would be interested in exploring the issues and concerns, but overall think it's better to be safe and prepared than not. I lean toward yes.
62. Because I would hate for any situation from our community to get blown up into a national story without having all of the facts. It would eliminate any gray areas.
63. To get the truth
64. For the safety of themselves when responding to a call as well as for the safety of those they are dealing with. I'm sure lots of things happen in the heat of the moment and it would be good to just have some evidence of different "happenings".
65. To protect both the officer and citizen from false accusations.
66. Unfortunately, law enforcement lately has been publicly scrutinized due to a few incidents in which police credibility was rightfully challenged by witnesses with cameras. Body cameras would do much to restore that credibility, and protect both the public and police from false accusations.
67. The recordings help everyone.
68. For the safety of the officers
69. Some citizens or residents who have contact with police may not wish to be recorded feeling it is private and /or conversation.
70. I trust our officers not to abuse their position of authority. I have interacted with Howard County officers on a number of occasions for different reasons, and they have always been nice normal people who treat others with decency. That being said, it's my opinion that those funds would be better spent expanding your above mentioned outreach programs or filing another need. Also, it seems difficult to find a balance, there are already problems accessing video of incidents in communities that us body cameras, but how much of the officers' daily lives do we need access to? It seems there is more to it than just slapping a camera on each officer.
71. I am a police Lt. with another agency. My department has them and it has protected more officers than it has harmed.
72. I trust that the police will do their job in the best fashion according to their training and their intuition. Everywhere you turn, someone has a cell phone waiting for you to mess up...Sometimes getting the job done and protecting the safety of self and others requires things to be done in any way possible.
73. Increase accountability
74. But only when on duty outside the office. Would need to be carefully implemented and well thought out to assure officer necessary privacy for personal matters as well.
75. To prove what I already know. Any type of use of force encounter is always predicated on a subjects actions.
76. This is an unnecessary expense to a non-problem. It is reasonable for the police to take appropriate action (including lethal) in the face of a perceived threat. The officers have a very difficult job and often must react within a second or two. Yes mistakes will be made but a mistake is not a reason to condemn all police. If anyone commits a crime then they should be punished and this includes police. If criminals do not wear body cameras then neither should police. We need to thank the brave men and women who protect us and stop blaming them for the actions of a small minority of officers. Please compare the number of officers shot and killed over the last few years against the number of unarmed criminals who suffered a similar fate.

77. But only if there have been lawsuits filed against HC officers that would warrant there use, because it is a huge expense.
78. If they are doing their jobs correctly, why not have body cameras to protect both the officer and citizens from wrongful accusations.
79. Reduces false accusations by police and public
80. To preserve and protect with the truth.
81. I don't have enough info from what is best for police and best for community to have an informed opinion.
82. To protect the police from false stories or other videos taken by by-standers that could be misinterpreted.
83. I'm not sure they are needed here, but I would not be against their use.
84. Keeps everybody honest.
85. A record of events can be visually observed if required during any incidents.
86. For their own protection
87. Yes, I believe HCPD Officers should be equipped with body cameras for their own protection. It has come down to the citizens' word against the officers word. The resolution could be in the camera.
88. 1. to help understand what happened 2. to provide police officers with documentation
89. It helps keep any encounters between the community and the police officers unambiguous.
90. I do not want them to feel they cannot do their job properly. I do not believe police officers need body cameras due to a few high profile cases. The police need to be able to serve the public and keep us safe without having to feel they are being scrutinized. I don't feel they are necessary.
91. Transparency and documentation will help officers prove that they acted in good faith.
92. Yes if it protects the police as well as that "bad guys"
93. I'd rather see the money spent on programs and initiatives that improve relationships. Body cameras would simply be used to "prove" or "disprove" actions and not promote behavior change from either criminals, victims, or police.
94. This protects the officers as well as the people they interact with. Everyone has a cell phone camera now, but different perspectives tell different stories.
95. Cameras cannot hide the truth as individuals can - as long as the footage is not altered. There are too many unwarranted fatalities.
96. For everyone's protection and for factual evidence. Everyone has their own interpretation of what they think happened, was said, etc. There's always 3 sides to every story - the camera will give you the 3rd side; the truth.
97. I just moved to Columbia from the City of Laurel, where the body cams have been implemented for quite some time. Any time there were incidents or I called the police, I felt better knowing everything was on camera. I think it is safer for the citizens and safer for the police. The expense should be worked into the budget and these need to be implemented.
98. This is a difficult topic to discuss openly however with recent events the addition of body cameras has the potential to increase the safety of parties on both sides of as well as assist governing boards in making more informed decisions about events that may occur in the future. However this should also be paired with a continued reinforcement of training on ROE and Use of force.
99. They protect all parties involved.

100. Video documentation can serve to help resolve discrepancies in what is reported when an incident occurs. It may help to de-escalate and lower tensions.
101. It limits officer discretion
102. Officers need their own discretion. Cameras limit that
103. For the protection of the officers as well as those who interact with them so that their interaction are documented.
104. I to make the events clear. There would be no he/she said and have to prove as much. Also depends on if they can turn it off or not. It would need to be on the whole time from the point of contact with suspect until communication is completed.
105. To document the officers' conduct during interactions with the public. This would benefit the officers by ensuring that offenders can't make false claims. It is also another tool to encourage that everyone is always acting in the most professional manner. Of course, privacy and information security issues must be considered first and dealt with according to best practices.
106. Protect citizens and themselves
107. To protect themselves in the event that a situation goes bad.
108. Protects both police and public. There is psychological factor...if both know someone can watch, both will behave better.
109. parolees should have to wear cameras before cops do. Hundreds of thousands of people die every year from medical mistakes... make doctors wear cameras first.
110. Not needed in HoCo unless it would help with convictions.
111. If the Police think it is a good idea. The main issue should be the safety of the officers, not a potential problem.
112. maintains above board behavior
113. It's one more way to collect evidence, to corroborate the testimony of the officer involved or the suspect in question. I think it protects the rights of all involved.
114. Why not? It seems to be better for police safety and in the rare times when there is an issue, it helps provide evidence of what happened.
115. So that there is evidence of what is happening in a situation. It protects officers and citizens alike. Officers are encouraged to behave with more thought, and so will citizens if they know a camera is on them.
116. Cameras serve a role of protecting the innocent by providing at least one view of what took place in an incident. It is human nature to bring our background experiences into a situation. The view from a camera does not bring the bias of previous experience. The University of Cincinnati officer shooting an unarmed man is a good example of fair justice based on what others could see from his body camera not matching up with his version of the events.
117. If it helps them to do their job as determined by the Police Chief. If it is a hindrance then no. I am not concerned about officer discrimination in HC.
118. There is too many questions on what happened. Especially in black youth death
119. With the increased scrutiny over the judgment and actions of police officers it would be helpful to have interactions between HCPD and citizens recorded. The video can be used whenever necessary as an unbiased eye-witness.
120. I believe cameras promote better behavior on both the civilian and police sides of interactions.
121. To protect the officers and the citizens if there is a controversial issue
122. Body cameras can be used as a teaching tool, provides a means for accurate information, and potentially a deterrent of over zealous force.

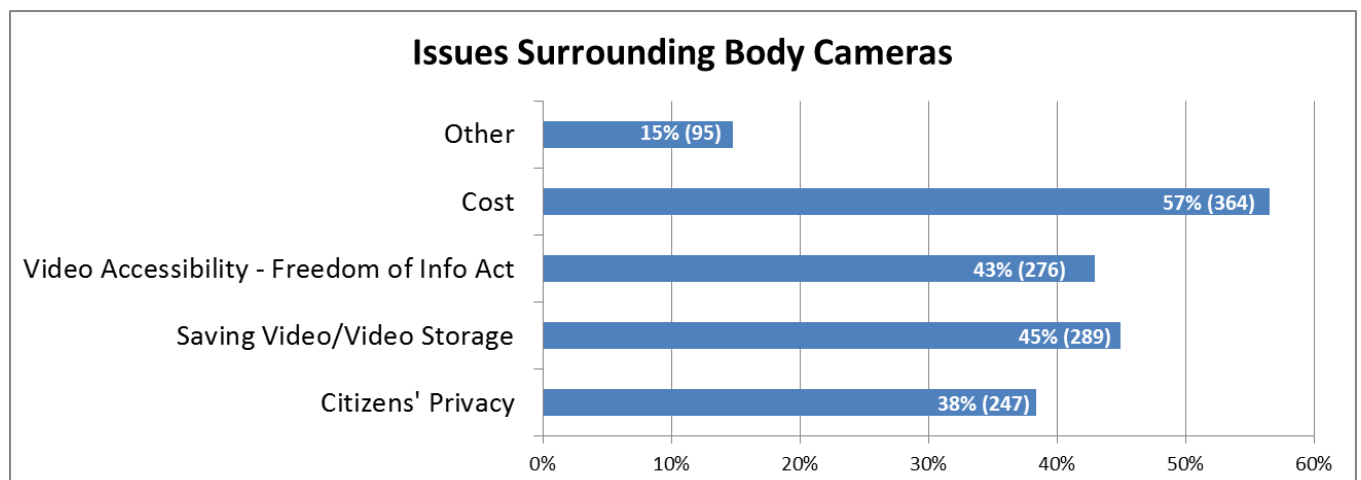
123. Body cameras would leave no questions about who, what and where.
124. Would not hurt to have one.
125. Only if the officers feel it would be a good tool for them to have
126. All police everywhere should.
127. Provide more accurate information than eye witness accounts.
128. Often times the ignorant and unruly civilian is claimed to be a victim. When in reality, it is the officers who are protecting the community who are the victim. In the event where there is a serious misrepresentation of action, it will be beneficial to all parties for audio and visual proof of what actually took place. If officers were to wear cameras, I would expect to be immediately notified upon initial interaction.
129. Protects both the officer & others from hearsay & opinions on what is happening.
130. Eliminates questions on what really happened.
131. Only for the safety of the officer, for one. Two, it just makes it easier to make things black and white without having a grey area questioned
132. In my opinion, every officer should have a body camera at this point. While I think is mostly helpful in protecting the officers from false accusations, it would also serve to make that lone bad apple (officer) think twice before s/he does something stupid.
133. Protection of the police & citizens.
134. Police officers may lie or over exaggerate encounters with citizens. Body cameras are more reliable to document exactly what happened in the situation.
135. Doesn't tell the whole story; can be manipulated or misleading. Officers' judgement and training are stronger tools.
136. The camera protects both police officers and citizens by generating a record of police/community interactions.
137. Collect actual data
138. I am on the fence on this issue. I would like to hear from the police what the cons are (other than expense). It seems like they would protect the police and the county from frivolous lawsuits.
139. Accountability should always be welcomed. Officers who turn off their body cameras voluntarily should be disciplined. Body camera video should also be made public after internal investigations.
140. A live record of police/community interaction would help insure adherence to proper procedures and community compliance with the officer. Safety for both the officer and the person contacted.
141. Cost
142. Body cameras will not solve the problems of police brutality and systemic racism within law enforcement institutions. They can, however, provide a level of accountability for the daily interactions law enforcement has with the public.
143. I think that it is as much for their protection. It will make police officers safer and help to avoid false accusations. What I don't know is if it is a burden to wear a camera (heavy? cumbersome?)
144. Video records real time incidents as they occur eliminating recall or perception inaccuracies
145. They don't need their actions to be recorded.
146. If HCPD officers want body cameras to protect themselves, then I support them. I don't feel like HCPD need cameras to protect me from them. All my interactions with HCPD have been very positive and I'm happy to have them serving our community.

147. Shows the officers were right or wrong. Helps give them support and makes the community feel like they know the truth.
148. It would protect both the officer and the citizens.
149. It keeps people from accusing falsely and keeps all parties honest.
150. A picture is worth a thousand words
151. I am not sure it would advance community issues in Howard County. But that is a weak 'No'.
152. To protect everyone.
153. It is safer for both parties, police and citizens. Although there will be a subjective element to what the video is capturing it is way less subjective than the word of the police and citizens.
154. To provide residents a better sense of security.
155. To keep things black and white.
156. Recent experiences have made me distrust the police and something needs to be done to make them accountable for their actions.
157. This is not a "yes" or "no" question. There is much discussion about responsible use of this technology so as to protect the officers, the citizens, personal property, etc. However, we need to be very cognizant of the fact that it is an invasion of some civil liberties and that as we explore how best to utilize this technology we need to balance all these needs carefully and be aware of any implications for future legal decisions.
158. Most incidents are brought on by someone else's actions. Don't give an officer a reason to react and it won't happen. It's a lack of respect today's generation has. Hopefully with cameras we can see some truth behind these incidents.
159. Transparency and accountability
160. From experience, I have no confidence in HCPD whether they are wearing cameras or not and don't want to pay even more taxes for this expense.
161. For years we have heard only one side of the stories, after something happens. This is a tool that, at least, will aid in getting to the truth of what happened; this should be the goal in every situation.
162. Dash mounted cameras would be sufficient. Are there even any foot patrols?
163. Although HCPD has a mostly positive reputation, there is always room for more improvement and safety. Body cameras help both officers and citizens in any case of contention.
164. Why not...!!! I'm sure the tax payers will have to pay for them one way or another...Plus, I could be entertained by the footage...Plus, The police just might check their militant attitudes, knowing they are being recorded...!
165. To document the interactions between police officers and citizens.
166. In my opinion, the cameras could protect the officers from all the second guessing created by the alleged criminals.
167. To prevent false accusations.
168. Officers will feel more aware of what they are doing. Everyone is more deliberate and careful when they know their actions are being recorded.
169. Body cameras are an important tool in the professional work of modern law-enforcement officers. They are valuable as one of several effective ways to document interaction between police officers and the community they serve and protect.
170. Police cannot do the job that needs to be done. I suppose there is place for cameras but it is difficult to know if it is the right thing to do for the Police and for the public. Thank You for the difficult job you do.

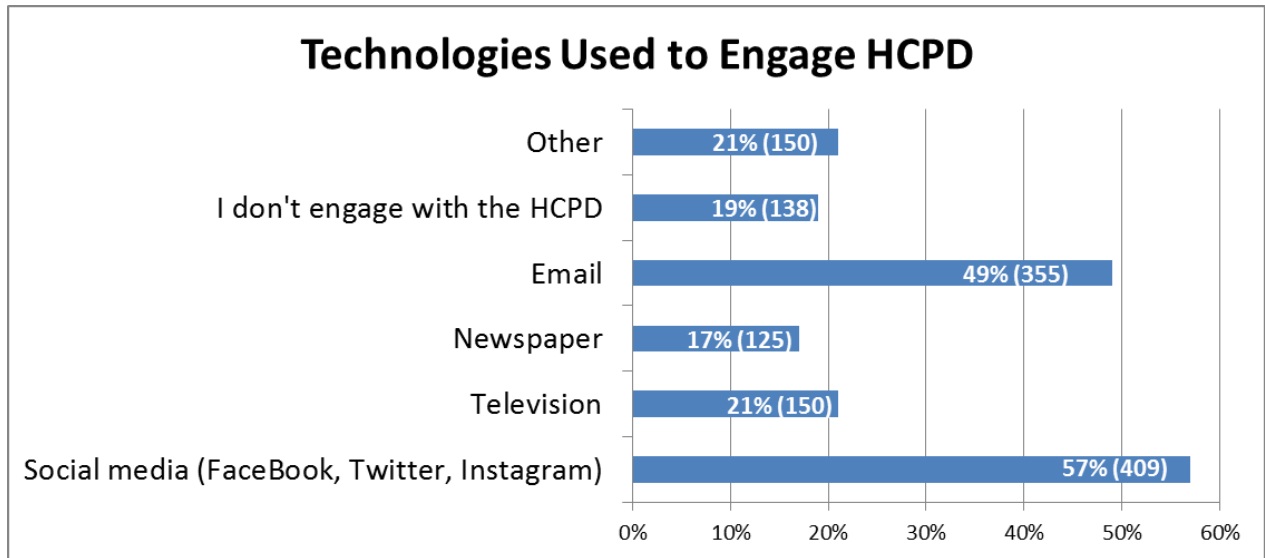
171. It will protect them from potential accusations of abuse.
172. To have accurate information on encounters.
173. I feel it would protect the officer from spurious lawsuits and the citizen from possible abuse.
174. Body cameras are for the protection of the police as well as the people they are interacting with.
175. To protect officers from false accusations of abuse of their position
176. It protects both the police and citizens-- officers are protected from unwarranted accusations of misconduct, and citizens are protected by unwarranted misconduct.
177. People are going to find reason to scrutinize you for protecting your own lives because of what they see and define as "unlawful" on videos that leak. This battle is never going to be won. People who are confronted by police either are going to comply and will be treated fairly, or not comply and therefore deserve to be restrained, etc. There is so much scrutiny an officer would be silly to purposefully mistreat someone that does not deserve it. You don't need the cameras, there are so many people looking to try and get police officers in "trouble" they record it all for you. This world is a mess. Thank you for all you guys do.
178. Safety of police and documentation
179. When interactions take place where use of force is employed, cameras can serve to better record what took place during the interaction.
180. I believe the cameras tend to make everybody involved think more about what they say and do. Accurate documentation never hurt anybody who was doing the right thing.
181. Too expensive. I trust the HCPD in general to make good decisions.
182. For their safety as well as the citizens they may encounter.
183. I am a law-abiding citizen, and most of my interaction with the HCPD has been negative.
184. I believe that body cameras would work well for the HCPD. I believe in using these body cameras to prove criminals guilty, and also to keep an eye on what officers have been up to. I trust the HCPD to make smart decisions so I support the body cameras for more evidence against crime.
185. Community would be better served to have documented proof in certain instances.
186. Body cameras allow an independent third-party to see what occurred from the officer's perspective. This may exonerate cops, lead to quicker pleas by defendants, or create teachable moments. Did dash cams help police? That might lead yyo to the answer.
187. I don't know a lot about how difficult they are to use, storage capabilities, and costs etc. Since it seems like the Howard County Police have not had the contravercy of some other agencies, perhaps Howard County could wait and see how useful they are to other police agencies. The police have a lot of equipment now to carry, protect and maintain etc.
188. The footage is then public information. Many pro body camera supporters don't realize how they ban be misused when in the wrong hands. Your neighbors could request to see the footage of you and your partner fighting for example.
189. I think it will protect every person involved in the situation. Although, there might be some questions or concerns the cameras will help. It is kind of like a seatbelt. Sometimes people have died because they were not able to get out of their seat belts during an accident, yet seat belts have saved more lives than taken lives.

190. It is an expense that is not needed. It would be hard to have an officer enter a house of a domestic issue have the victim and witnesses give an honest answer knowing that they are being recorded. Who would have access to the recordings? FOI request would be hard to do without a huge expense when it comes only releasing the things that everyone should have access to. I would not want to have an office respond to my house for something minor and have the recording made public.
191. To ensure that all citizens are being treated fairly . If not , or if an incident occurs , there will be footage to show exactly what happened. On the officers behalf and the citizens .
192. I am a former officer, and I believe it would do more harm than good. Big brother does not need to watch everything when the HCPD have the highest integrity.
193. I don't want outside cameras brought into my house if I have to call the police for anything.
194. They are an important police accountability tool.
195. To show that reality that an overwhelming majority of interactions between the police and citizens are proper, and that an overwhelming majority of police earn our respect. More video should be released that show positive interactions.
196. I do not believe that crime levels in Howard County have risen to that level yet. I would not object, however, if statistics prove other-wise.
197. to protect the officer from false accusations and to help make the case for why they felt action was warranted.
198. I think it'd help keep them and the community honest. There's always three sides to every story, the officer, the suspect, and the truth. The body cameras would ensure that the truth is the official story.
199. They would enhance the officer and the community's safety.
200. At this time, I'm not aware of the need for such an approach in our county.
201. I don't think that the need for them in HoCo outweighs the expense of them at this point. I would prefer to let other jurisdictions figure out the pros and cons and then come on board when the prices are lower.

QUESTION: Check the issue(s) you believe may be a concern if the HCPD uses Body Cameras:



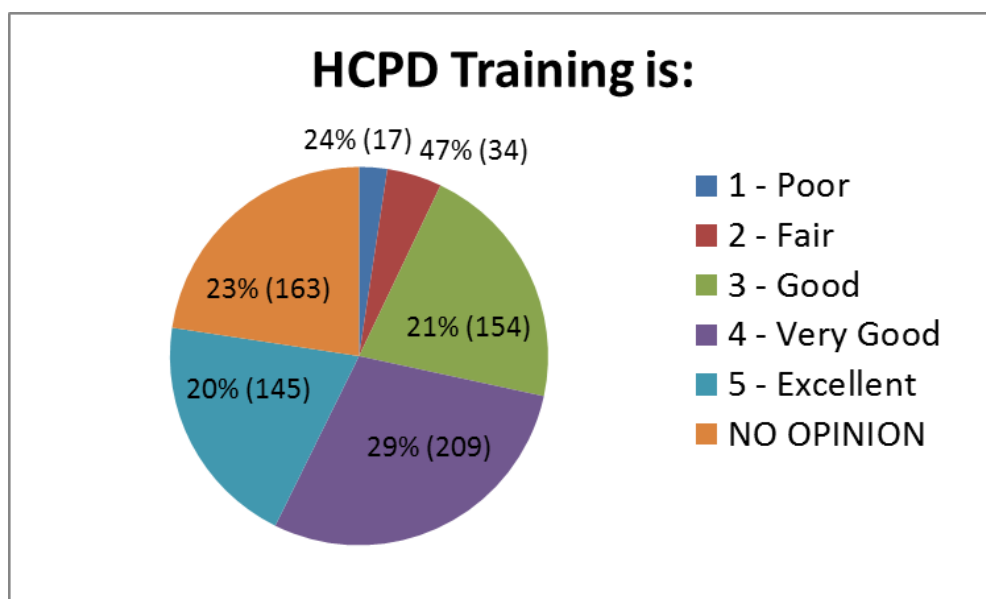
QUESTION: Which technologies do you use, or would you use, to engage or communicate with HCPD?



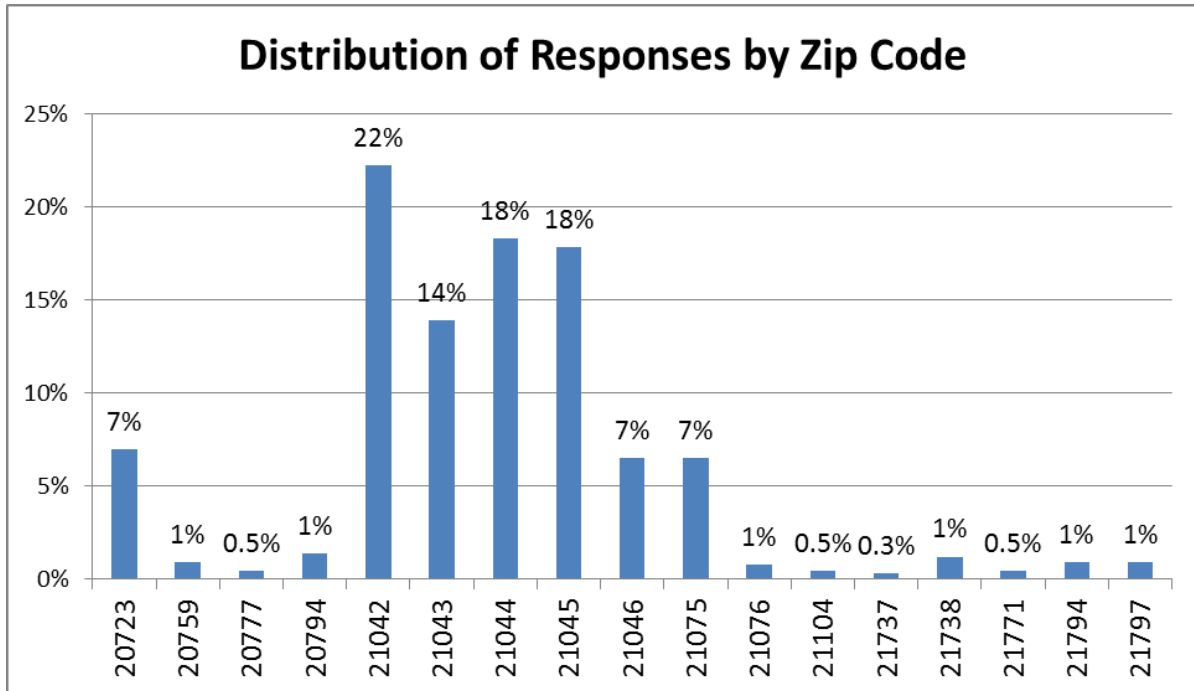
Training

The HCPD officers receive extensive training in the academy and throughout their careers. The training topics evolve with the times and needs of the community. There are currently over 25 different training topics including diversity training, preventing profiling, constitutional policing, verbal defense and influence training, human trafficking training and response to the mentally ill.

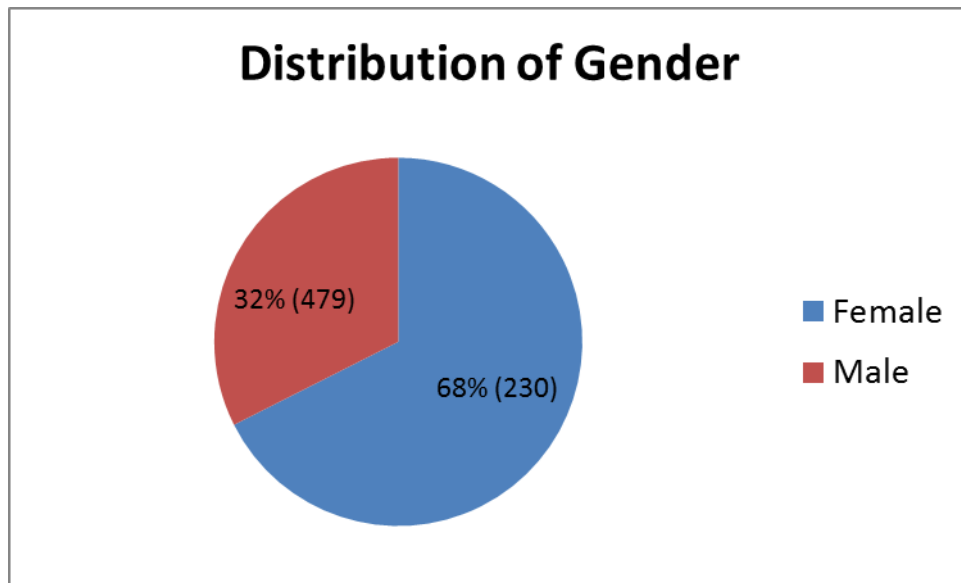
QUESTION: In my opinion, and based on what I have witnessed, the HCPD training is:



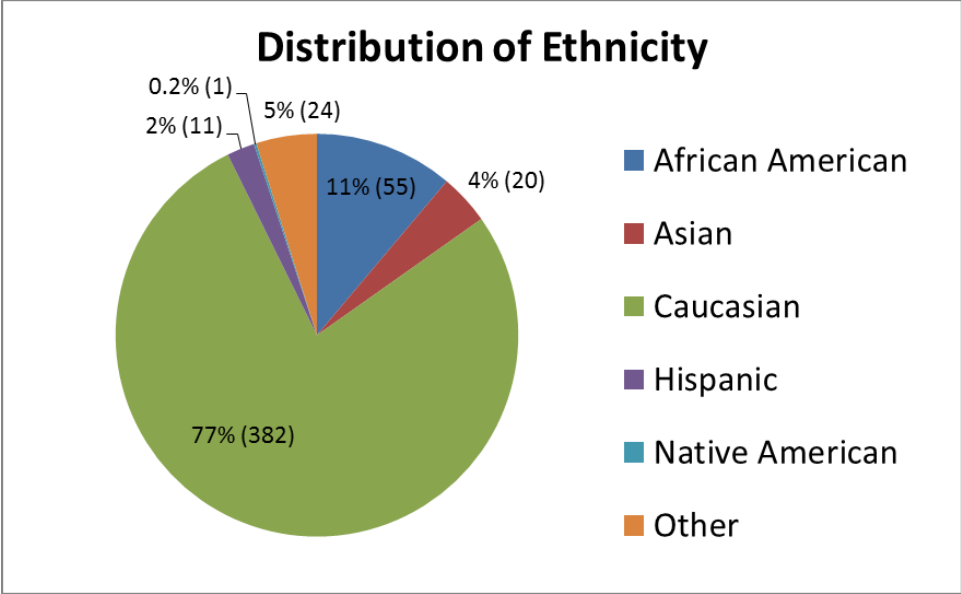
What is your zip code?



What is your gender?



What is your ethnicity?





Encuesta sobre la vigilancia policial comunitaria en el condado
de Howard County

¡Gracias por participar en nuestra breve encuesta!

Su respuesta es muy importante para el Citizens' Advisory Council (Consejo Consultivo de Ciudadanos). Somos un grupo voluntario de ciudadanos, encargados de un proyecto del Consejo del Condado de Howard County para investigar varios temas relacionados a la eficacia de las polizas y prácticas de nuestro Departamento de Policía en cuanto a las relaciones con la comunidad. Este aporte será valioso para desarrollar el plan estratégico de cinco años del Departamento de Policía (HCPD).

Relaciones Comunitarias

El HCPD busca fortalecer sus relaciones ya existentes con la comunidad y quiere crear otras - estableciendo una base fuerte de comunicación, entendimiento y apoyo. Teniendo en cuenta estos objetivos, El HCPD se ha asociado con las iglesias y muchas otras organizaciones locales. Actualmente, el HCPD participa activamente en varios eventos sociales patrocinados y asiste a muchas reuniones públicas. Apoya estas conexiones y tiene como fin darlo a saber a todos los ciudadanos que el HCPD busca orientarse con la comunidad.

PREGUNTA: En mi opinión y según lo que he experimentado, la relación entre los que viven y trabajan en el Condado de Howard County y el Departamento de Policía del Condado Howard es... (escoja una respuesta del menú desplegable)

División de Extensión a la Comunidad

Actualmente, la División de Extensión a la Comunidad del HCPD cuenta con más de 20 programas para el beneficio de jóvenes, ancianos y el público en general. La División de Extensión a la Comunidad tiene como su fin estar presente en la comunidad - promoviendo la seguridad, el bienestar, y la buena voluntad. Estos programas incluyen: la patrulla de caminos (Pathway Patrol), Oficial Superior de Población, Academia Policial de Ciudadanos, Salida Nocturnal Nacional, Salir de Compras con un Policía (Shop With a Cop), y el Programa Comunitario de Atletismo, entre otros.

PREGUNTA: En mi comunidad, basado en lo que he experimentado, la División de Extensión a la Comunidad es... (escoja una respuesta del menú desplegable)

Oficinas de Recursos Comunitarios de Vecindarios (NCRO)

El HCPD tiene siete (7) oficinas comunales en los vecindarios a través del condado. A estas oficinas se les asigna un oficial quien trabaja a tiempo completo directamente dentro de la comunidad. Estos oficiales están muy involucrados en sus vecindarios y se concentran en las preocupaciones más importantes del vecindario, según señala la comunidad. A base de estas preocupaciones, recomiendan acciones y observan el progreso en esas comunidades.

PREGUNTA: ¿Tiene usted una NCRO ubicada en su vecindario?

En el caso de sí, yo interactúo con la NCRO:

En el caso de no y creer que su comunidad la necesita, ¿cuál es su comunidad?

PREGUNTA: En mi comunidad y basado en lo que he experimentado, los oficiales del vecindario del HCPD trabajan al servicio de las necesidades de la comunidad... (escoja una respuesta del menú desplegable)

Las NCRO pueden servir mejor a mi comunidad a través de:

Tecnología policial

Recientemente los eventos transcurridos en los Estados Unidos (Ferguson/Baltimore) han impulsado un diálogo dentro de las comunidades sobre la seguridad pública y nuevas tecnologías policiales, tales como cámaras corporales. Estas tecnologías están utilizadas para mejorar la protección de los ciudadanos y los oficiales. Muchos departamentos de policía y gobiernos locales en todas partes del país ya las han puesto en uso. Sin embargo, con las nuevas tecnologías surgen asuntos y cuestiones a los cuales aún no enfrentan las comunidades y el HCPD.

PREGUNTA: Dados los eventos recientes en los EE UU, ¿usted opina que los oficiales del HCPD deben estar equipados con Cámaras Corporales?

¿Por qué?

PREGUNTA: Indique el/los asunto(s) que cree que pueden ser una preocupación, si el HCPD utilizará Cámaras Corporales:

PREGUNTA: ¿Qué tecnologías utiliza o utilizaría para interactuar o comunicarse con el HCPD ?

Adiestramiento

Los oficiales del HCPD reciben adiestramiento intensivo en la academia y a lo largo de sus carreras. Los temas de adiestramiento evolucionan con los tiempos y necesidades de la comunidad. Actualmente existen más de 25 distintos temas de entrenamiento que incluyen adiestramiento sobre diversidad, prevención del uso de perfiles discriminatorios, vigilancia policial constitucional, adiestramiento de defensa verbal e influencia, adiestramiento para la trata de personas y reacción a las personas con enfermedades mentales.

PREGUNTA: En mi opinión y basado en lo que he presenciado, el adiestramiento del HCPD es... (escoja una respuesta del menú desplegable)

En su opinión, ¿qué tipo de adiestramiento ayudará a que el HCPD establezca una mejor conexión con la población diversa del condado de Howard?

¿Podría compartir con nosotros su CÓDIGO POSTAL?

¿Usted es del sexo?

¿Edad?

¿De qué etnicidad es usted?

¿Hace cuanto que vive en el condado Howard?



하워드 카운티 지역 경비 설문조사
간단한 설문조사에 참여해주셔서 감사합니다!

귀하의 의견은 시민자문의위원회에 중요한 역할을 합니다. 저희는 하워드 카운티 위원회에서 주어진 프로젝트를 만든 시민 자원봉사 그룹으로서 하워드 카운티의 지역 경비 효율성에 관한 여러 사항을 조사하고 있습니다. 이 답안은 하워드 카운티 경찰의 (이하 HCPD) 5년 전략 계획 개발에 도움이 될 것입니다.

지역 사회 관계

HCPD는 지역 사회와의 현재 관계를 강화시키길 바라고 커뮤니케이션, 이해, 그리고 소통의 강력한 기반을 다지는기를 원합니다. HCPD는 이와 같은 목적들을 염두에 둔 채 지역 교회들과 다수의 다른 단체들과 파트너를 맺었습니다. 현재, HCPD는 많은 후원 행사들과 공공 모임들에 활발히 참여하고 있습니다. 이 행사들은 지역 사회와의 연결고리를 지지하며 HCPD가 지역 사회 지향을 위해 노력하고 있음을 모든 시민들에게 알리는 것이 목표입니다.

질문: 개인적으로, 혹은 경험상으로, 하워드 카운티 시민들과 하워드 카운티 경찰의 관계는...
(아래의 보기 항목 중 한가지 답을 고르시오)

지역 사회 봉사부

HCPD의 커뮤니티 봉사부는 현재 청소년, 연장자, 그리고 일반 대중들을 돕기 위해 20여 개가 넘는 프로그램들을 가지고 있습니다. 안전, 행복, 그리고 친절을 홍보하며 커뮤니티 안에 존재하는 것이 지역 사회 봉사부의 목표입니다. 몇몇 개의 프로그램들을 언급하자면, 경로 순찰, 노인 인구 담당자, 시민 경찰 학교, 내셔널 나잇 아웃 (National Night Out), 경찰관과 쇼핑하기, 그리고 커뮤니티 운동 프로그램이 있습니다.

질문: 경험을 바탕으로 당신의 지역 사회에서는 HCPD의 지역 사회 봉사부는... (아래의 보기 항목 중 한가지 답을 고르시오)

이웃 지역 사회 자원 사무실 (이하 NCRO)

HCPD는 카운티내 총 7개의 이웃 지역 사회 사무실들을 가지고 있습니다. 사무실들은 커뮤니티 내에서 풀타임으로 일할 경찰관을 배치 받습니다. 이 경찰관들은 이웃 지역에 매우 관여하고 커뮤니티에서 나온 이웃지역의 우려들에 초점을 맞춥니다. 그 초점들을 바탕으로, 그들은 조치를 취하기를 추천하고 커뮤니티들 내의 진행 상황을 추적합니다.

질문: 당신의 이웃 지역에는 NCRO가 있습니까?

만약 있다면, 당신은 NCRO와 얼마나 소통합니까?

만약 없지만 하나가 필요하다고 생각된다면- 당신의 커뮤니티는 어디입니까?

질문: 경험 상으로, 당신의 커뮤니티 안에서 **HCPD** 커뮤니티 담당자들은 당신의 커뮤니티의 필요성들을... (아래의 보기 항목 중 한가지 답을 고르시오)

NCRO가 어떻게 하면 당신의 커뮤니티에 더 도움이 될 수 있다고 생각하십니까?

경찰 기술

최근 미국내의 사건들이 (피거슨/ 볼티모어) 커뮤니티들이 공중 안전과 바다 카메라 같은 새로운 경찰 기술들에 관심을 가지는데 동기 부여가 되었습니다. 이 기술들은 시민들과 경찰들의 보안을 향상시키기 위해 쓰입니다. 전국의 많은 경찰 부서들과 지역 정부들은 이미 이 기술들을 사용하고 있습니다. 하지만, 새로운 기술들은 커뮤니티와 **HCPD**가 대면해야 할 문제점들과 질문들을 가져옵니다.

질문: 미국의 최근 경찰 사건들을 바탕으로, 당신은 **HCPD** 경찰관들이 바다 카메라들을 갖춰야한다고 생각하십니까?

그 이유는 무엇입니까?

질문: 만약 **HCPD**가 바다 카메라들을 사용한다면 생길 수 있을 것 같은 문제들을 체크해 주십시오.

질문: 당신은 **HCPD**와 교류하거나 소통하기 위해 어떤 수단들을 쓰거나, 쓸 것 같습니까?

훈련

HCPD 경찰관들은 학교에서와 그들이 일하는 동안 광범위한 훈련을 받습니다. 훈련 주제들은 커뮤니티의 시대와 필요성에 따라 발달합니다. 현재는 다양성 교육, 자료 수집 예방, 헌법의 치안 유지, 언어적 방어와 영향력 훈련, 그리고 인신 매매 교육과 정신 질환자에게 응답을 포함한 25가지가 넘는 훈련 주제들이 있습니다.

질문: 당신의 생각하기에는, 혹은 당신이 목격한 바로는, **HCPD** 훈련은 (아래의 보기 항목 중 한가지 답을 고르시오)

어떤 방식의 훈련이 **HCPD**가 하워드 카운티의 다양한 인구들과의 더 나은 연결에 도움이 될 것 같습니까?

개의치 않는다면 **ZIP CODE**를 알려주시겠습니까?

당신은 성별은 무엇입니까?

당신의 민족성은 무엇입니까?

CAC Survey

- General
- Questions
- Preview
- Assignments
- Results
- Security

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

Finish

Question #1 Multiple Choice

How well do you believe your academy training prepared you to effectively and knowledgeably deal with the diversity of the people in the community?

- 1 - Poor
- 2 - Basic
- 3 - Average
- 4 - Good
- 5 - Outstanding

Question #2 Multiple Selection

Which populations, in the county, do you think you have been well prepared to effectively serve? (select as many as apply)

- Citizens of various age groups
- Citizens of various races / ethnicities / nationalities
- Citizens of various religious groups
- Citizens with various mental / physical disabilities

Question #3 Short Answer

Are there any other populations in the county that you think you have been well prepared to effectively serve? Specify or add any comments.

Question #4 Multiple Selection

Which populations in the county do you think you could be better prepared to effectively and knowledgeably serve and/or respond? (you can choose multiple responses)

- Citizens of varying age groups
- Citizens of varying races / ethnicities / nationalities
- Citizens of varying religious groups
- Citizens with varying mental / physical disabilities

Question #5 Short Answer

Are there other populations you think could be better served? Please add specifics here.

Question #6 Multiple Choice

How many years have you been with the Howard County Police Department?

- Fewer than two years

- 2 - 5 years
- 6 - 10 years
- 11 - 15 years
- More than 15 years

Question #7

Short Answer

Please provide your demographic information. What is your age?

Question #8

Multiple Choice

Please provide your demographic information. What is your gender?

- Male
- Female

Question #9

Short Answer

Please provide your demographic information. Race/Ethnicity/Nationality:

Question #10

Short Answer

If you would be willing to speak with a Member of the CAC individually to further discuss this subject, please provide your name and the best way for a CAC Member to reach you (e-mail address, phone number). OPTIONAL.

Thank you for completing this survey

CAC Survey

- General
- Questions
- Preview
- Assignments
- Results**
- Security

Questions

Filter Results

Course: Section:

Filter



Question #1	Multiple Choice	
How well do you believe your academy training prepared you to effectively and knowledgeably deal with the diversity of the people in the community?	326 Answered	
<input type="radio"/> 1 - Poor	6	1.84%
<input type="radio"/> 2 - Basic	29	8.90%
<input type="radio"/> 3 - Average	97	29.75%
<input type="radio"/> 4 - Good	131	40.18%
<input type="radio"/> 5 - Outstanding	63	19.33%

Question #2	Multiple Selection	
Which populations, in the county, do you think you have been well prepared to effectively serve? (select as many as apply)	319 Answered	
<input type="checkbox"/> Citizens of various age groups	230	72.10%
<input type="checkbox"/> Citizens of various races / ethnicities / nationalities	255	79.94%
<input type="checkbox"/> Citizens of various religious groups	162	50.78%
<input type="checkbox"/> Citizens with various mental / physical disabilities	233	73.04%

Question #3	Short Answer	
Are there any other populations in the county that you think you have been well prepared to effectively serve? Specify or add any comments.	149 Answered	
no		
none		
Different cultures		

n/a
No
Yes, individuals with various mental/physical disabilities.
Affluent members,
NO
Mental health disabilities
I think our basic training prepares us well in that non-biased policing is highlighted and enforced. It would be difficult, if not impossible, to learn about every race / religion / culture that exists within Howard County. Most of that comes with exposure to the public and policing experience.
no
N/A
B
Members of the population that don't like law enforcement
1
no
n/a
I think we have been well prepared to effectively serve all populations when you consider both Academy and Post Academy training.
All
n/a
N/A
In regards to question 2. This was not due to academy training. This is do to on the job\in the field experience as a result of numerous years of learning how to listen and talk to people. Coming out of the academy I was not well versed in communications other than taking the basic information for a police report. I attended the academy 20 years ago so in some regards I am sure training has changed.
We serve everyone equally.
No.
None.
None
N/A
we serve all populations well
no
Our training is very diverse and we are well prepared to effectively serve all.
Middle Class communities in Columbia and Ellicott City.
none

Asian, African American
No
No..I can't think of any
My academy was quite some time ago. Academies have progressed considerably since. I feel I have benefited over the years from training in various areas concerning this topic. Including in-service training. The diversity of religious groups could be more focused on. Cultural differences concerning social interactions needs more focus.
decline
No
None
No
n/a
None
No
no
Those in the cross-gender community- I would not put the emphasis on "well". I would just say prepared.
na
N/A
None
I have had additional training with dealing with the deaf community.
.
No
No
n/a
No
no
No
no
no
...
no
LGBT: Other reading (resource) material

I think all.
LGBTQ
All nationalities
N/A
I was prepared to effectively serve all people, regardless of their age, gender, ethnicity, nationality, religious background, sexual orientation, or disability not because of any one particular course or series of courses, but because I was raised in this community by parents who taught me to respect everyone and treat everyone the same way I would want to be treated. I was also prepared to effectively serve EVERYONE, regardless of background, because I took my Oath of Office seriously.
Veterans.
all groups and all kinds of races, genders
I think the academy gives you a very well rounded approach to dealing with people of all ages, races, and ethnic groups. I also believe that the issue of mental illness is being dealt with as well in the new curriculum through CIT training.
N/A
The middle class to upper class.
No
No
N/A
No
n/a
no
All populations
N/A
I personally have no problem dealing with any group due to my maturity level and 20 years policing. However, I see newer officers that have a disconnect with senior citizens and mental/physical disability-affected persons. I address this when I see it. I was, however, not taught that certain religious groups disregard women, especially those in a role of authority. I learned this on my own.
All of them.
all of them
residentially challenged persons
NO
N/A
I think officers have been well trained and equipped to handle calls for service or incidents for citizens with various mental / physical disabilities. Officers have gained training in the academy and also training in the yearly training.
Columbia, Ellicott City, the western end.
no
More training on dealing with Juv

ukn
no-mind u, academy was not at HCPD
All of the county.
n/a
Citizens with various mental/physical illness or disabilities.
None
No
no...all is good
n/a
no
the overworked, overtaxed blue collar working man, where i come from
I serve everyone equally
N/A
None
no
unk
N/A
no
No
No
LGBT community
N/A
law enforcement
No
no.
No
i feel very confident i can meet the needs of all citizens regardless of the geographical boundaries
I believe I can deal with any population within the County and do not believe any additional training is needed.
Not that I can think of.
,

Question #4		Multiple Selection	
Which populations in the county do you think you could be better prepared to effectively and knowledgeably serve and/or respond? (you can choose multiple responses)		250 Answered	
<input type="checkbox"/> Citizens of varying age groups	80	32.00%	
<input type="checkbox"/> Citizens of varying races / ethnicities / nationalities	105	42.00%	
<input type="checkbox"/> Citizens of varying religious groups	130	52.00%	
<input type="checkbox"/> Citizens with varying mental / physical disabilities	111	44.40%	

Question #5		Short Answer	
Are there other populations you think could be better served? Please add specifics here.		121 Answered	
hispanic			
The effectiveness of the Mental Health groups were reduced in the 70's. Without better Mental Health services and controls, law enforcement has had to pick up the slack. But, this area is better served by Mental Health experts. The laws again need to be changed to give Mental Health experts the tools and resources they need to better serve people suffering from mental health.			
n/a			
No			
Minorities as it relates to race, ethnicity, and nationalities.			
GBLT			
NO			
No			
I think the CIT training has vastly improved our ability to interact with and serve people with mental disorders / disabilities. Many of the skills / methods learned in this training can be applied to more situations than just those involving people in mental crisis. I would highly suggest that all officers receive this training.			
no			
Asian population			
N/A			
B			
No			
1			
n/a			
no			
All			
N/A			
Korean Community			

n/a
No.
No.
nope
N/A
no
no
I believe we serve all populations fairly and equally.
Lower income communities.
none
Persons with mental health issues
Citizens of various religious groups
No
decline
Vulnerable Adults
I think an update each year on the counties populations would be beneficial.
All could be better served nothing is perfect
n/a
None
No.
no
na
Transgender
None
.
No
Different ethnicities and nationalities
n/a
no

No
no
It is my opinion that police work is always changing as are the needs of our community. Taking a proactive stance in the community is invaluable, I feel coming from the Baltimore City Police in 2004 to Howard County I have seen the value of our training here and how the community is much more supportive of our efforts. I feel that we can always strive to serve all citizens better, this comes through education (police acad.) outside training, ride alongs, out reach programs etc.
Deaf/Hard of Hearing
...
no
No
The spanish speaking community. Often times on night shift, it is difficult to find a spanish speaking officer. There is only 1 spanish speaking officer that works on the rotation of Platoon 2/4 and if they are off, then there are no spanish speaking officers. As a patrol officer that deals with a lot of spanish speaking people on Stevens Forest, this has become a challenge.
n/a
n/a
Veterans
People with mental issues. We basically EP them, then they get released in 24-48 hours and we just EP them again. We offer no help for them to better deal with their issues which obviously can create problems for all members of society.
Veteran officers are beginning to cycle through CIT and other mental illness training courses. I think this is our biggest need.
N/A
The Latino/Hispanic community. We need to build a rapport with them. They know they are only being stopped, traffic stop, because the police are aware that they might be driving without a driver's license. Besides that, officers aren't trying to learn about the different cultures within the Hispanic/Latino community.
Spanish Speaking community
No
No
N/A
No
n/a
none
N/A
I think the current service is sufficient.
riots
yes
ALWAYS NEW INFORMATION BEING DEVELOPED ON MENTAL HEALTH
N/A

I think that there are some "populations" that could be more thoroughly addressed: Different Socioeconomic classes, LGBT individuals, and continuing to bridge the gap in foreign language speaking individuals. Beyond race, gender, and ethnicity officers need to have a better comprehension and understanding of socioeconomic status. I think only with education that officers can have a better understanding and also compassion in dealing with these differences.
N/A
no
elderly
ukn
no
no
n/a
None
No
none
Hispanics in the County tend to be under served due to language and cultural barriers. An out reach program could help this situation.
n/a
None
African Americans
no
we as police prey on the lower income citizens, regardless of race, through traffic enforcement and enforcement of drug and alcohol laws
No
unk
Gay, Lesbian, Transgender
no
elderly
I have not received any training on various religious groups.
No
No
N/a
Populations that consist of the lower age group... how to effectively use different techniques to get through to them
unk
no.

No
All.
None
,

Question #6	Multiple Choice	
How many years have you been with the Howard County Police Department?	322 Answered	
<input type="radio"/> Fewer than two years	21	6.52%
<input type="radio"/> 2 - 5 years	43	13.35%
<input type="radio"/> 6 - 10 years	93	28.88%
<input type="radio"/> 11 - 15 years	51	15.84%
<input type="radio"/> More than 15 years	114	35.40%

Question #7	Short Answer
Please provide your demographic information. What is your age?	254 Answered
49	
43	
38 years old	
58	
50 +	
53	
n/a	
42	
41	
38	
45	
43	
Over 40,	
53	
33	
34	
45	

39
38
37
35
31
47
49
Between 10 and 40
33
B
51 years of age
46
28
30
31
31
50
28
47
42
31
26
32
32
33
46
50
30
urban...over 50
44
33

25
51
26
over 55
31 years old.
35
36 yoa
42
34
49
48
50
33
36
48
44
55
30
37
29
35
42
40
white male 34 years old
32
40
35
46
30's
34
49

decline
over 50
27
44
28
41
29
Black 53
35
over 50
white male, 45 years old
30
40
23
43
31
45
46
30s
32
32
W/M/ 46
46
32
45
33
Age 26
26
.
Asian 25

26
37
30
32
n/a
32
I currently work the Ellicott City area, and I am 30 years old.
29
43
No
45
39
34
African American male 50 years
39
40
50 +
49
...
45
54
36
?
BM / born in raised in the Baltimore City. Middle age
46
41 years old
24
49
26
36 years old
26

25yro
41
Declined - this response would no longer be anonymous if I were to answer honestly Besides, how does age (or gender or race/thenicity) matter for purposes of this survey analysis? These questions make me ponder what exactly you are looking for in this survey. Do you REALLY want to improve training or are you looking to "fault" a specific subset of the department.
53
39
28
41
Almost 35
32
39
51
45
33
.....
39
33
47
Between 30 and 35
27
42
48
32
36
23
59
24
40
44
29 yo

36
34
47
37
29
29
32
33
28
AS OLD AS MY TONGUE AND A LITTLE OLDER THAN MY TEETH
33
30
32
22
33
49
ukn
33
32
24
41-why?
35
39
37
40
34
31
57
38
34

41
36
55 years young
38
41
48
38
51
34
32
40 yoa w/m
No
32
34
22
33
32
27
32
48
45
47
33
42
25
34
55
27
24
43
25

43
32
30 standard earth years
24
38
41
30
34
33
31
35
27
47
46
25
48

Question #8	Multiple Choice
Please provide your demographic information. What is your gender?	293 Answered
<input type="radio"/> Male	248 84.64%
<input type="radio"/> Female	45 15.36%

Question #9	Short Answer
Please provide your demographic information. Race/Ethnicity/Nationality:	247 Answered
w	
white	
Caucasion	
white Caucasian	
W/M	
n/a	
White	
white	
White	

w/m
African American/Black
Hispanic
caucasian
Black
Caucasian American
African American
White
White/US/US
Hispanic
White
caucasian
African American
African American
American
W/N/ U.S.
B
Black
1
white
Asian
Black/ African American/US Citizen
white
White American
White/Caucasian
White
White
White
White
white male

white
asian
Caucasian
White/Italian/American
American
African American
W/Euro-American
Caucasian
Filipino/Chinese/USA
white American
White
not needed, i'm color blind
Caucasion
White / Caucasian
Asian/Chinese
Caucasian
African American
Asian
white
White
African American
white
white
No Thank you.
Caucasion
Caucasian American.
W
white American
American
Caucasion
W/M/American

white
White
Caucasian / Pacific Islander
Not comfortable answering
Black
decline
White
White
mixed race-half black half white
White
White
Mix: black/Indian (India)/ black / South American (Natlurized US Citizen)
black
white
White
White
White/ Not Hispanic/ United States
white
white
W/M
hispanic
White
Black
white
White
W
Black
Caucasian
white
White
White

White
.
Asian
white/male/usa
Asian
Caucasian
n/a
white
W/F
African American
White
No
white
white
White. Scottish/Irish
African American
White
white
African -American
Caucasian
White
African American
white
?
African American
white
White
American
Caucasian/African American
W/N/USA

Asian
blaCK
United States Citizen
declined. see #7
w/m
2
White
American.
White/Caucasian
white
White
White non Hispanic
White / United States
w
White
White
White American
White
Caucasian
White
White
white
white--german-irish ancestry
White American
White
Caucasian
White
White; United States citizen
Italian American
Caucasian
White

multi
Cuban American
no
caucasian
W/M german american
BLANCO DIABLO
Jewish
This shouldn't matter. An officers race/ethnicity should not affect their police work. All citizens should be treated the same during police response so the officers' race/ethnicity should not be taken into consideration when speaking about community training.
white
Caucasian
White
W
ukn
White
White
white
white male-why?
Irish American
caucasian
Irish German American
white
White
w/m
Caucasian
white
white
W
white Hispanic Naturalized American citizen
White
White

White
African American/Black
African American
caucasian
Black
w/m of scottish decent
No
White/American
White
White American
W/M
Caucasian
White
Black
Caucasion
african american
White Catholic Irish /German
white, non-hispanic
Caucasian
white male
African American
white
A
White/US
N/a
Mixed
biracial... black and white
F/white/ non Hispanic
hispanic
Human/Anglo-Saxon/American
white

Caucasian
Caucasian
White
Mixed Race.
w/m
White
White
w

Question #10

Short Answer

If you would be willing to speak with a Member of the CAC individually to further discuss this subject, please provide your name and the best way for a CAC Member to reach you (e-mail address, phone number). OPTIONAL.

106 Answered

Thank you for completing this survey

no

[REDACTED]

[REDACTED]

[REDACTED]

N/A

B

[REDACTED]

1

n/a

No

[REDACTED]

no thanks

n/a

No.

No thanks.

I would not

Yes

n/a

No Thanks

n/a

no thanks

Na

This survey is ridiculous. As police we serve the community regardless of races, age, ect.

n/a

No thank you.

No Thank You.

no

NO

no thank you

[Redacted]

.

n/a

no

[Redacted]

[Redacted]

[Redacted]

...

I worked with the CAC while assigned to the academy...I'll always be happy to tell them all about what we do and how our recruits are trained and what improvements we can make [Redacted]

no

No

I do NOT wish to be contacted. Comments - Question #1 refers to my "academy training" - for me was over 25 years ago. We receive annual training from academy staff - so I really couldn't tell if you meant my police training in general or my actual initial police academy. For purposes of this survey, I relied on the total experience of all my training. I am in a position to compare HCPD with other police agencies and I can tell you that HCPD leads the way regarding training and public

n/a

We are all different; it's what makes us great. We spend so much time worrying about ethnicity, race, nationality, sexual orientation, age, economic status, or disability, that we forget that we're ALL Americans.

[Redacted]

N/A

No

n/a

[REDACTED]

No

[REDACTED]

sure

WELCOME

[REDACTED]

ukn

no

thank you

N/A

[REDACTED]

Yes [REDACTED]

.

no

No thank you.

No

[REDACTED]

N/a

[REDACTED]

emai [REDACTED]

,

RECOMMENDATIONS

SUBCOMMITTEE #1

Recommendation 1.1 - Akin to HCPD's FY 2016 Goals and Objectives, it is the recommendation of this subcommittee to **further develop existing community partnerships** by increasing interaction with the youth of these communities. As recommended in the *Final Report of the President's Task Force on 21st Century Policing*, "Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions."

Recommendation 1.2 - HCPD has formed many partnerships with the community to the benefit of all involved. There are other communities, however, which remain in need of a partnership or an improved partnership, even in the absence of crisis. The new "Community Partnerships Program," as described by the Chief of Police in an informational video found on HCPD's website (www.hcpd.org), is the mechanism to initiate and improve these partnerships. In line with HCPD's FY 2016 Goals and Objectives, it is this subcommittee's recommendation to **consider reaching out to and/or revisiting and improving relationships** with:

- Other Government Agencies— Strengthen the relationship with government agencies including Howard County Sheriff's Office.
- Non-Profit Service Providers – such as victims' groups, service clubs, support groups, issue groups, advocacy groups and the faith community.
- Community groups such as those listed on the County Resolution's contact list--Initiate a partnership and determine the specific needs of the community where HCPD can step in, understand it and ultimately become a part of it. The community leaders are looking for a working knowledge of their culture and an interaction with their people which cultivates the partnership.

Recommendation 1.3 - As suggested by a commander within HCPD, and as recommended by this subcommittee, **organizing a police-initiated community project will build community relationships and strengthen trust**. It would be an officer's job to recognize a need in a community and organize an effort: cleaning up a park, volunteering to help coach a sport, organizing a community sport competition, shooting hoops with the neighborhood kids, organizing the youth to help the elderly with yard work in their neighborhoods, and finding a way to help the 5% of Howard County that is below the poverty level. The ways to help and "be" in a community are endless. This recommendation incorporates much of HCPD's value statement of Community ("...being active in community programs and charities"), but we believe this goes a step further when the actions are police initiated and fulfilled.

Recommendation 1.4 - Based on the results of the community survey, it is the recommendation of this subcommittee that a **greater effort be made to advertise and/or make known the work of the HCPD Community Outreach Division**. More informed/notified citizens will add to the already successful endeavors of this Division.

Recommendation 1.5 - It is recommended that **in the recruitment videos, Community Policing be named or set apart** as a specific focus of the department. The uniform should express *who the officer is*. The point to express to potential recruits is that part of the job is to make the uniform meaningful.

Recommendation 1.6 - A fundamental expectation in HCPD's Code of Conduct is "Demeanor and Bearing..... All personnel will present themselves in a professional manner designed to promote and maintain public respect. Community Relations... It is the responsibility of all personnel to strive continually to establish and maintain a climate in which they may perform their duties with the acceptance, understanding and approval of the public." This is of utmost importance, but as suggested by the community leaders and recommended by this subcommittee, an additional expectation, with a more specific qualification, **to promote "approachability and trust" will be in line with community policing standards.**

Recommendation 1.7 - In every community policing strategy, getting out of the patrol car and interacting with the community is expected. This subcommittee's recommendation is for **patrol officers to randomly visit local neighborhood baseball games, basketball games, dance recitals and neighborhood block parties.**

Recommendation 1.8 – It is recommended that **written job descriptions**, which highlight and bring community policing to the forefront, be **posted online** as a way of spreading the message from minute one that everyone who enters HCPD doors must incorporate these ideals as part of the sworn officer's oath.

Recommendation 1.9 - It is the recommendation of this subcommittee that the **departmental evaluations reflect expectations and rewards for community policing activities.** This sentiment was reinforced by a HCPD commander.

Recommendation 1.10 - The HCPD website, while informative, is lacking in terms of user friendliness. It is the recommendation of this subcommittee that the HCPD **website be revised to highlight selected positive community policing** initiatives in addition to providing user navigation.

Recommendation 1.11 - An important recommendation is to **allow for real-time changes to the HCPD website.** As it stands, there is an arduous process in place to make any changes or updates, including current, up-to-the-minute information. In times of concern, such as the 2014 Columbia Mall incident, the general public would likely go to the HCPD website as a source of information. As it stands, the website is not helpful and the community must find other resources for information.

Recommendation 1.12 - It has been recommended in the *Final Report of the President's Task Force on 21st Century Policing* that "law enforcement agencies should track the level of trust in police by their communities." At this time, HCPD executes quality-of-life reports within the Neighborhood Community Policing Offices. It is this subcommittee's recommendation **to periodically survey the wellness of community relationships department-wide.** The survey designed and conducted in support of Task 1.2 is an example of such a survey.

Recommendation 1.13 - The guardian mindset is evident in the NCPO aspect of HCPD, however as it was offered by a police officer interviewed by this subcommittee, some officers do not have a full appreciation of the 'guardian mindset'. This subcommittee recommends that this **community policing standard be brought to the forefront** so that all are reminded of the goal of remaining respectful, professional and utilizing outstanding interpersonal skills.

SUCOMMITTEE #2

Recommendation 2.1: Currently two of seven NCROs report to the Northern District DCRO, while five of the NCROs report to the Southern DCRO, leading to inconsistent direction and varying leadership styles. Have NCROs **report to a single DRCO** in order to provide unity of command and supervisory accountability which will provide county-wide operational consistency.

Recommendation 2.2: The current condition of several NCPOs does not promote approachability or professionalism. To create a **more community friendly environment, the offices should be monitored and maintained including** removing clutter, organizing and providing a welcoming presence for the community.

Recommendation 2.3: Enhance the partnership between NCROs and the community through **improved communication** which can be achieved by hosting and/or attending community meetings, providing content for community newsletters, engaging with leaders via multiple communication channels, and providing more information regarding community outreach events.

Recommendation 2.4: Develop a **strategic, consistent marketing plan** to provide ready access to information regarding the NCPOs operational hours, improve signage to assist in locating the offices, and encourage promotional activities to increase the community awareness of their NCPO.

Recommendation 2.5: Based on public feedback, a consistent presence in the NCPO is valued by the neighborhood it serves. Providing a **paid civilian liaison or auxiliary officer in each NCPO** will help keep the office open and staffed during operational hours, providing access for citizens when they want to interact with an NCRO.

Recommendation 2.6: It is suggested **NCRO trading cards** be created to personalize the NCROS, as well as engage the youth in the community and increase NCRO recognition. This effort has been successful in other jurisdictions.

SUBCOMMITTEE #3

Recommendation 3.1 - Develop and implement a BWC pilot program. Based on available research on body worn cameras, along with information obtained from Howard County residents and input from other jurisdictions, Subcommittee #3 recommends that the Howard County Police Department undertake a pilot program for the use of body worn cameras, with the goal to evaluate instituting the technology in the department on a permanent basis. This pilot is recommended to have a specific duration and should select a representative sample of patrol officers who would wear the technology for optimal benefit. While subcommittee #3 does not wish to dictate details for a pilot, preferring to leave that to experts on the topic, members of the subcommittee do stand ready to assist HCPD in both the development and the implementation of a pilot program.

Recommendation 3.2 - Ensure that all policies and procedures for the BWC program are in place prior to pilot start. The State of Maryland has developed policies for use by law enforcement agencies in the state who have a BWC program, and which can be reviewed for use by HCPD. Should these policies not be available at the time of a pilot program launch, there are a number of vetted resources available which provide guidelines and data for use in developing policies for departmental use. It is recommended that all policies addressing BWC (such as when to record, who to record, chain-of-custody procedures, retention schedules, or how data may be accessed) be determined prior to the launch of a pilot, to ensure that staff participating in the program are clear and confident in their expected performance and actions.

Recommendation 3.3 - Run a public information campaign announcing the pilot PRIOR to its launch. In order to keep the public informed and demonstrate the intent for transparency, the public should be made aware of the use of BWCs on selected officers ahead of the of the pilot's launch. Providing information prior to, during, and post pilot program increases the transparency of the agency, building trust by the public that the department is initiating the program in support of better community policing and relationship building, and not as a means to invade citizen privacy or gather information on individuals.

Recommendation 3.4 - Evaluate the outcomes. At the end of the pilot program an evaluation of the outcomes should be conducted to determine their value for use as a permanent technology by HCPD. Input from officers who used the cameras, training staff, and PIO staff or others who responded to requests for footage should be included, as well as budgetary information on the costs of storage and security for the data. Also valuable would be a post-pilot survey of Howard County residents to determine their opinion of the use of BWCs. All this data taken together should be utilized in a decision to invest in BWC technology.

Recommendation 3.5 - Implement mobile translation applications for patrol officers. If not already in use by HCPD, it is recommended that a mobile translation application be utilized to assist with officer interactions with non-English speaking citizens. Utilizing a technology which could be carried on a cell phone or available on an in-car laptop would allow open and immediate communication with citizens. This effort and resulting positive communication results in an increased trust in the police while also allowing them to maintain control of a situation more effectively, when communications are clear and understood by both parties.

Recommendation 3.6 - De-escalation training videos. Use of these electronic, role-based trainings can increase an officer's set of tools for handling a citizen encounter. While training is provided in the academy and tangentially through in-service trainings, a focused approach with dedicated technology will demonstrate HCPD's dedication to the citizens it serves.

Recommendation 3.7 - Improve the HCPD website. The HCPD website, as it exists at the time of this report, is not user friendly, does not provide recent information, and is not accessible by HCPD staff for real-time or near-time updates. In an increasingly digital world, an agency website is one of the resources technologically engaged citizens turn to for instant information. While HCPD accesses other forms of social media, it should not be to the exclusion of a solid website; nor should they lack control over their own website's content or ability to update it.

SUBCOMMITTEE #4

Recommendation 4.1 - All officers should attend and become certified in Crisis Intervention Training (CIT). CIT is very highly regarded by officers and the community. The reported benefits go beyond helping those individuals exhibiting behavioral issues and include de-escalation of potentially volatile situations of various types and enhance the overall effectiveness in communicating with the public.

Recommendation 4.2 - All officers should receive additional/enhanced formal cultural diversity training at both the entry-level and in-service training levels. Data collected from the community and officers (via survey and interviews) reflected significant concerns in this area. Specific communities where this was thought to be most important were Hispanic, Korean and African American communities.

Recommendation 4.3 - HCPD should increase its training efforts to enhance the multi-language skills of its officers. A parallel effort to recruit culturally diverse officers, so that the force more closely reflects the cultural diversity of Howard County, would likely increase the language capabilities of the force and their cross-cultural competencies.

Recommendation 4.4 – HCPD should review and supplement existing entry-level and in-service training curricula addressing interpersonal communication skills. A focus on respectful, empathetic and meaningful interpersonal communication skills should be included in this training.

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Finally, we offer our tremendous gratitude and heartfelt thanks to Retired Captain Jay Zumbrun for his guidance, input, and tireless efforts in organizing, reviewing, and editing this report. Without his expertise this report would not have been possible.



Community Policing Committee
Subcommittees Roster

1. Review relationships between the police and the community and make recommendations to enhance existing successful policies and practices and seek out examples of model community policing programs in the U.S. for possible applicability in Howard County;
 - Janet Bahouth, Co-Chair
 - Larry Aaronson, Co-Chair
 - Steve Pidliskey
 - Nollie Wood, Jr.
 - Kyri Jacobs (HCPF)
 - Raghid Shourbaji
 - Bill Brockett

2. Evaluate the operation, impact and effectiveness of the county's seven Neighborhood Community Policing Offices and make recommendations for;
 - Kristen Werner, Chair
 - Barb Mueller
 - Susan Watkins
 - Brittany Gegor
 - Gary Weinberg
 - Andrew Hall, Sr.
 - Marc Fineman

3. Evaluate emerging technologies in law enforcement, such as body cameras, to determine if they may have application in Howard County;
 - Lesley Flaim, Chair
 - Pete Newman
 - Zach Rodriguez
 - Noah VanBlarcom
 - Hanna Nevin

4. Investigate enhanced training opportunities for police to address growing and changing county demographics, and make recommendations for implementation both in the police academy and in-service training for employees.
 - Eileen Harrity, Co-Chair
 - Camela Williams, Co-Chair
 - Larry Buehler
 - Kim Harrity
 - Donna Wells
 - Larry Jackson