



CAC Recommendations and HCPD Response

The Howard County Police Department (HCPD) has reviewed the recommendations from the CAC's Committee on Community Policing. Chief Gary Gardner, commanders and members of the agency are grateful for all of the committee members' efforts, time and research.

We're happy to report that some recommendations are already part of the HCPD's existing Community Policing programs, while others provide new ideas for us to examine and pursue.

Community policing has been a cornerstone of the HCPD for many years. The agency truly embraces a community policing model, in which police partner with the community in the process to fight crime. The HCPD relies on partnerships and problem-solving strategies to make Howard County a safe place to live and work. Through these partnerships, the agency builds trust to help residents, neighborhoods and businesses feel comfortable, supported and protected, and have open lines of two-way communication with police.

Community outreach efforts are an expected part of every patrol officer's daily responsibilities, and the HCPD provides significant training to every officer in the recruit academy and throughout their career to reinforce the community policing philosophy.

In addition, HCPD further focuses on these efforts through the Community Outreach Division, which was just expanded in 2015, including the Neighborhood Community Resource Section and Pathways Patrol Section. The goal for these officers is to focus on education, prevention, and communication with Howard County citizens, businesses, youth, community groups and faith institutions.

We have compiled a status report on each of the CAC's recommendations, including planned action items. We are grateful to have an Advisory Council that is so invested in helping to guide the police department in our service to the community.

Subcommittee 1: Community Relationships

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.

Recommendation 1.1

Further develop existing community partnerships by increasing interaction with the youth of these communities.

Status: Ongoing There are many programs in which officers have mentored young people in our county for years. Now, the HCPD is moving a step further. In addition to the existing Youth Services Division, which already addresses crime prevention and intervention, we are now assigning a new, full-time youth outreach officer in the Community Outreach Division to work proactively with youth groups in locations like community centers, places of worship and other similar organizations. **(Officer selection completed.)** This officer will attend events and functions to hear directly from our young people and to foster relationships that, we hope, will impact their future perceptions and interactions with police into adulthood.

Recommendation 1.2

Expand, revisit and improve community partnerships and relationships with groups like government agencies, non-profits and community groups.

Status: Ongoing The HCPD recently expanded its Community Outreach Division to further increase efforts to grow partnerships. We have well-established relationships with groups like the State's Attorney's Office, Health Dept. and Children's Board; Grassroots, MD Special Olympics, Autism Society, and Hopeworks; the NAACP, African American Roundtable, Korean Society, PFLAG, and Hispanic Roundtable; Howard Community College, HC General Hospital, and the HC Mental Health Authority; and countywide senior centers and faith groups. The agency will continue to foster these relationships and seek out opportunities for growth and new partnerships.

Recommendation 1.3

Organize police-initiated community projects to build community relationships and strengthen trust.

Status: Ongoing In addition to its ongoing community projects throughout the county, the HCPD has instituted a new program requiring each new Academy recruit class to organize community projects with a selected service organization.

In the first project, the recruits served meals and slept outside at a local shelter overnight to support Grassroots in a "Sleep Out to End Homelessness." Together, the recruits raised and donated \$9,000 to the crisis center. The current recruit class project is with the Howard County Autism Society. Recruits are volunteering to work with children at several Autism Society events, including indoor pool parties and open gym nights. They also are actively raising money for the Society's big annual fundraising event in April.

In 2015, the Community Outreach Division began hosting a wildly successful monthly "Coffee with a Cop" program. Residents are invited for coffee and conversation with officers at various locations throughout the county.

The HCPD is also relaunching its partnership with Rebuilding Together, to help repair a home for a low-income resident in Howard County.

Recommendation 1.4

Advertise and/or make known the work of the HCPD Community Outreach Division.

Status: Ongoing The HCPD has been actively promoting the efforts and programs of the recently-expanded Community Outreach Division (COD) in various ways, including regular postings on Facebook, Twitter, Instagram and Nextdoor; the development of a handout card; the display of banners and other visuals at places like the Columbia Mall; and use of the new HCPD website to promote upcoming events.

Status: Completed The department has developed a new HCPD "Outreach Booklet" to further promote COD efforts such as: presentations on crime prevention, personal safety, human trafficking, driver and bike safety, Internet safety, drug awareness, and bullying, among many others. The booklet also will highlight programs like Coffee with a Cop, Home Security Surveys, Youth Programs, NCROs, Pathway Patrol, and Mental Health Outreach.

Recommendation 1.5

Focus on community policing in recruitment videos.

Recommendation 1.6

Promote "approachability and trust" within all community policing standards.

Action Item: When next revised, the recruitment video will focus on Community Policing as a priority focus area. The video was last updated in 2011 with a focus on officer "problem solving." The HCPD has made a new update a priority and budgeted for this initiative.

Status: Ongoing It is a primary goal for the HCPD to build transparency and trust in the community. One of the most effective methods of demonstrating the agency's approachability has been online through social media and a new website, among other efforts. Through sites like Facebook, Twitter, Instagram and Nextdoor, the HCPD has developed a two-way dialogue. According to the International Association of Chiefs of Police, this "gives evidence that an organization is listening and approachable, establishes trust and encourages active participation."

Reference: Social media followers, 2016

	Twitter	Facebook
HCPD	66K	34K
HCPSS	34K	15K
Ho Co Govt.	10K	11K
HCDFRS	10K	10K
Ho Co Times	8K	3K

The HCPD also has placed increased focus on community policing, relationship-building, networking and crime prevention. We have new partnerships with faith-based, cultural and other community groups to reach even more county residents. Our recently-added mental health liaison conducts outreach and direct follow-up to families affected by this difficult issue and our multi-cultural and senior liaisons focus on the unique needs of those communities.

Recommendation 1.7

Patrol officers should regularly interact with the community and visit local neighborhood events.

Status: Ongoing The HCPD will continue to encourage and expect officers to interact with every facet of the community. Many officers are already very engaged in the neighborhoods they serve. The new Pathway Patrol Section has increased interpersonal interaction with residents in our parks and at community events, as has the Volunteer Mounted Patrol. We will continue to support attendance at events like after-school chess club meetings, school activities and neighborhood parties. Some officers already coach sports

teams, coordinate bike-riding events for kids and visit local tot lots and playgrounds. The HCPD will reinforce its commitment to engage directly with the neighborhoods we serve.

Recommendation 1.8

Bring community policing to the forefront in job descriptions and post them online.

Status: Completed The current job description states the following in the first sentence: "This is a full performance public protection and *community police* work position. An employee in this class prevents, detects and investigates offenses and *other community problems*, apprehends and assists in the prosecution of offenders, and *provides a variety of community service activities to members of the public.*"

Recommendation 1.9

Ensure that departmental evaluations reflect expectations and rewards for community policing activities.

Status: Ongoing The HCPD performance evaluation process has been under revision for over a year utilizing a committee representing all elements of our workforce. The newest version of the evaluation form has three pages dedicated to community policing and problem solving.

Recommendation 1.10

Revise HCPD website to highlight selected positive community policing initiatives in addition to providing user navigation.

Status: Ongoing The websites for agencies countywide were recently overhauled by the county government, which controls layout and design. The new HCPD website was launched in February 2016 and enhances user navigation while promoting community policing initiatives.

Recommendation 1.11

Allow for real-time changes to the HCPD website.

Status: Ongoing The newly-launched HCPD website now allows for real-time changes, including remote updates. This was previously prohibited by the county government web administrators.

Recommendation 1.12

Periodically survey the wellness of community relationships department-wide.

Status: Ongoing Our national accreditation standards require that the HCPD conducts a documented survey of citizen attitudes and opinions, including dozens of required elements. The HCPD would be eager to work with the CAC to revisit the survey to specifically address the wellness of community relationships.

Recommendation 1.13

Bring community policing to the forefront so that all are reminded of the goal of remaining respectful and professional; utilizing outstanding interpersonal skills; and focusing on the "guardian mindset."

Status: Ongoing The "guardian mindset" has been brought to the forefront as a fundamental basis for respect and professionalism in all aspects of policing. The Chief of Police personally reinforced this core value during in-service training for all officers in 2015. Training will continue to reinforce this concept throughout 2016.

In addition, the HCPD began an analysis of all of the recommendations from the President's Task Force on 21st Century Policing in June of 2015. Four lengthy work sessions have already been held with the Chief and Majors to address over 75 recommendations related to this very issue.

Subcommittee 2: Neighborhood Community Policing Offices

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.

Recommendation 2.1

Reassign the Neighborhood Community Resource Officers (NCROs) from the Patrol Division to the Community Outreach Division (COD) in order to provide unity of command and supervisory accountability.

Status: Completed The HCPD has reassigned all seven NCROs to the Community Outreach Division to ensure consistent direction and unity of command. While the NCROs will continue to be physically based in their assigned neighborhoods, they will fall under the direction of the COD, which will soon be moving to a new location on Little Patuxent Parkway in Columbia. This move will bring all division components together and enhance communications, coordination and management. In addition to Community Outreach this site will also include the Youth Division, and Operational Preparedness. This is such a priority for the HCPD, a new Captain's position has recently been approved to enhance oversight and management.

Recommendation 2.2

Update each office to be more community friendly (cleaning, up, decorating, make more appealing) and provide more information regarding community outreach events.

Status: Ongoing While the NCRO satellite offices are primarily meant to be used as a "home base" for officers, and are not highly-trafficked by the community, they should maintain the same professional appearance standards as the rest of the agency. Once the NCROs are reassigned under the COD, the division will conduct monthly inspections to ensure all expectations for the NCROs' office space are being met.

Recommendation 2.3

Enhance partnerships through improved communication between NCROs and the community.

Status: Ongoing The Community Outreach Division will be addressing best practices for communications between the NCROs and residents after the reorganization in the spring. Various methods to be evaluated may include meetings, events, social media and listserv emails. NCROs are actively communicating with residents directly through Nextdoor, a social media platform that allows officers to address issues, information and concerns that are unique to each specific neighborhood.

Recommendation 2.4

Develop a strategic, consistent marketing plan to raise awareness about the NCROs.

Recommendation 2.5

Provide a paid civilian liaison in each satellite office to help keep the offices open and staffed during key hours.

Recommendation 2.6

Create Police Trading Cards to engage the community and increase the NCROs recognition.

Status: Ongoing The NCROs' reassignment to the COD will include a marketing plan to keep the public well-informed of NCRO activities. The plan will include improved signage, contact information and promotion of NCRO activities.

Status: Reviewed The HCPD is currently adjusting the operation and staffing of the satellite offices to ensure that the community better understands the purpose of the location, the availability of HCPD personnel and how to reach a community officer quickly and easily. However, it is not anticipated that the agency will staff the offices with civilians, due in part to safety concerns about placing an unarmed, non-sworn employee alone in a marked police facility. The agency also would not want the public to expect to be able to run to an office for immediate assistance in a crisis or emergency, and find a civilian employee who is not equipped to manage such an incident.

Status: Reviewed While this marketing strategy may be effective in some jurisdictions, it is not a planned outreach effort for the HCPD. Due to the size of our agency, officers have many opportunities to transfer into new and different roles throughout their careers. The circulation of trading cards could endanger an officer's ability to later work in an undercover capacity, addressing issues like drug trade, human trafficking and prostitution. This is less of an issue at agencies where assignments may be held for many years or even an entire career.

In addition, the HCPD places primary emphasis on officer safety and has confronted situations in which photos can be easily circulated through social media with the intent of targeting some officers. While this may not be completely avoidable, trading cards could assist criminals in this effort. The HCPD will continue to promote awareness about our NCROs and other officers through face-to-face interactions.

Subcommittee 3: Technology

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.

Recommendation 3.1

Develop and implement a body camera pilot program.

Status: Ongoing The HCPD recently announced its intent to initiate a body camera pilot program. Chief Gardner has formed a workgroup to address the myriad issues that come with this technology, including cost, usefulness and policy matters, as well as transparency, accountability and privacy.

The committee has been meeting monthly with members from the HCPD's Information and Technology Bureau, Records Section, Computer Operations Section, Planning Coordinator, Policy Coordinator, Public Affairs Director, Education and Training Division, Patrol Districts, and the County's Department of Technology and Communication Services, as well as representatives from the Office of Law, State's Attorney's Office and Unions.

Recommendation 3.2

Ensure that all policies and procedures for the body camera program are in place prior to pilot start.

Status: Ongoing A formal policy will be written and approved before the pilot program launches. It will incorporate the MD Police Training Commission's Model Policy recommendations.

Recommendation 3.3

Run a public information campaign announcing the pilot prior to its launch.

Status: Ongoing A comprehensive public information campaign will be implemented prior to field-testing any cameras.

Recommendation 3.4

Evaluate the outcomes.

Status: Ongoing A thorough, documented evaluation will be completed by the workgroup identifying outcomes and determining the potential value of body cameras in Howard County. The committee will address equipment costs, funding and staffing resources for storing recorded data, managing videos, providing copies to the public, training officers, and other anticipated and unanticipated elements of administering the program.

Recommendation 3.5
Implement mobile translation applications for patrol officers

Status: Reviewed The HCPD has a long history of using field translators to assist non-English speaking citizens and has a full-time Mobile Spanish Interpreter. Over time, the HCPD has reviewed a variety of mobile translation applications for patrol officers. To date, no application has proved to meet HCPD needs, in part because of the accuracy and detail required for effective field dialogue. Over-the-phone and in-person interpreting services remain critical to avoid violations of rights or the loss of court cases.

Recommendation 3.6
Use de-escalation training videos.

Status: Ongoing The use of de-escalation training techniques is an important part of officer education. The HCPD recently took delivery of a state-of-the-art interactive simulator to enhance that training. This five-screen, 300-degree, fully-immersive training platform ensures each minute in the simulator translates into real-world skills.

In addition, we are adding enhanced general de-escalation training for every officer beginning in Fall 2016. This will cover verbal and other techniques that will help slow down an escalating situation, lower tensions and address methods to best assist a person in crisis.

Recommendation 3.7
Improve the HCPD website.

Status: Ongoing With a new Howard County website launched in February 2016, all agency sites, including HCPD, have been able to enhance the presentation of materials, improve user-friendliness and allow for easy, remote updates. While the HCPD can now make regular content updates, we previously did not have the authority under county policy to launch our own new website independent from the countywide system. However, the new design is much more user friendly and will continue to evolve now that the launch is complete.

Subcommittee 4: Training

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.

Recommendation 4.1

All officers should attend and become certified in Crisis Intervention Training (CIT).

Status: Ongoing Each year, the HCPD puts on two 40-hour CIT courses for sworn officers. Each session trains between 25 and 30 officers. The goal is to train every sworn officer in CIT. In addition, the HCPD provides yearly refresher training to each certified CIT officer. In 2015, the HCPD added a dispatcher-specific CIT course that will enable dispatchers to be trained in a shorter time frame and specific to their responsibilities. By early 2016, more than 150 officers had received CIT Training and this process will continue.

In addition, the HCPD includes eight hours of Mental Health Training in the entry level Police Academy for new recruits.. This training includes an overview of mental illness, what to do when encountering an individual with possible mental illness, de-escalation techniques, and reducing stigma. A total of 31.5 hours of overall crisis training is now provided during the entry level curriculum. This includes Autism awareness, responding to the mentally ill, emergency petitions, and responding to calls involving a person who has an intellectual or developmental disability.

Recommendation 4.2

All officers should receive additional/enhanced formal cultural diversity training at both the entry-level and in-service training levels.

Status: Ongoing This year's in-service curriculum for all officers includes training in cultural diversity, impartial policing, interpersonal and respectful communication skills. All sworn and civilian personnel will receive "Customer Service" training in two-hour sessions in 2016/2017, from nationally-recognized expert Gordon Graham.

Three HCPD instructors completed the "Fair and Impartial Policing Instructor Course" to enhance internal training for the 2016 in-service program. The training addresses various cultural issues, including the challenges of "implicit biases." Chief Gary Gardner is introducing each of these training

Recommendation 4.2

(continued)

sessions in a video segment to reinforce the department's expectations and commitment to these issues.

HCPD community outreach officers attended and completed "Dimensions of Diversity" training in October 2015. They are providing instruction to the rest of the sworn members of the agency during 2016.

The Howard County Police Academy curriculum also incorporates instruction in Verbal and Non Verbal Communication, Active Listening, Community Policing and Biased Based Policing, Autism Awareness, Intellectual and Developmental Disabilities and Diversity Day- where citizens representing multiple cultural, ethnic, race and sexual orientation groups provide training to entry level officers on interacting with different groups. Several advocacy groups assist with this entry level training, including representatives from LGBT(PFLAG), African American community, Hispanic community, the Autism Society, Muslim community, Korean community, as well as our elderly and Burmese Communities.

The training staff is also meeting with the Community Outreach Division, as well as members of the hearing-impaired community and the African American Roundtable regarding additional training opportunities.

Recommendation 4.3

HCPD should increase its training efforts to enhance the multi-language skills of its officers.

Status: Ongoing The HCPD has been working to enhance the multi-language skills of officers. Every new recruit class includes "Command Spanish" training. In addition, new recruitment strategies have been developed which focus on teaming with the Community Outreach Division to recruit multi-language candidates via events with minority churches, the African American Roundtable, Korean Society, the Hispanic Roundtable, and other groups.

Recommendation 4.4

HCPD should review and supplement existing entry-level and in-service training addressing respectful, empathetic and meaningful interpersonal communication skills.

Status: Ongoing As mentioned in response to 4.2, this year's in-service training curriculum includes training in cultural diversity, impartial policing, interpersonal and respectful communication skills. The Howard County Police Academy curriculum also incorporates instruction in Verbal and Non Verbal Communication, Active Listening, Community Policing and Biased Based Policing to reinforce these important skills.

Current HCPD Community Policing Programs

Crime Prevention:

Identify fraud and scams
Workplace safety
Active shooter
Senior safe driving
Human trafficking
Police practices
Stranger danger
Driver safety

Internet safety
Drug awareness
Gun safety
Bullying
Bike safety
Hidden dangers of social media
Auto theft prevention
Safety & security: personal, home, financial

Community Outreach:

Coffee with a Cop
Pathway Patrol Section
Mental Health Liaison
Victim Assistance
Home Security Surveys
Specialized populations
(multi-cultural, senior citizens)
National Night Out

Citizens' Police Academy
Pathway to Learning with HCPSS
Seatbelt Safety Program at schools
Community and service organizations
Churches and faith groups
Youth groups
Minority associations
Any other interested organizations!

Youth Services:

Explorer Program
Pledge Camp
Community Athletic Program
Youth Police Academy

Bike with a Cop
Bear Trax
Collision Avoidance Training
After School Programs

Neighborhood Community Resource Officers (NCRO):

Oakland Mills
North Laurel
Owen Brown
Long Reach

Elkridge/Ellicott City
Harper's Choice
Wilde Lake

Charitable Efforts

Howard County Police Pace
Rebuilding Together
Unity Tour for Fallen Heroes
Shop with a Cop
ABC2 News Toy Drive

Polar Bear Plunge for Special Olympics
LE Torch Run for Special Olympics
Tip a Cop for Special Olympics
Soup'r Sundae for Grassroots Crisis Center
Riding w/Heroes for Grassroots Crisis Center
Relay for Life for American Cancer Society