

Maryland Police Training and Standards Commission
Community Policing Program
Annual Report

Section I

Appendix C

Agency: MONTGOMERY COUNTY DEPARTMENT OF POLICE

Region #: II

Date Report Submitted: 4/30/19

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Number of sworn members: 1304

Non-sworn members: 802

Jurisdictional Demographics: Population: 1,052,567 (2018)

Square miles serviced by the agency: 507

White: 43.8% Black: 19.7% Hispanic: 19.6% Asian: 15.6%

Native American: .7% Hawaiian or Pacific Islander: .1% More than one race: 3.4%

Section II

Instructions: Provide a detailed description of your agency's Community Policing Initiative by responding to the following **key points**. These key points address the Guiding Principles of Community Policing, as well as the Six Pillars identified in the Task Force on 21st Century Policing Report (see Guidelines for Reporting for explanation). Examples of specific programs, initiatives, and partnerships with community groups should be discussed along with any statistics or other relevant information. See *Appendix D: Examples of Best Practices in Community Policing* for your convenience and consideration.

Key Points:

- How community policing is integrated throughout your agency and how your agency incorporates community policing into its daily operation.
- How top management emphasizes or supports community policing within the agency.
- Training your agency has received in community policing and future plans to provide additional or specialized training to agency members to improve interaction with community members or problem solving efforts.
- How crime problems or community issues are identified and the method of communicating any trends with communities the agency services.
- How your agency partners with all segments of the community to prevent crime and address identified community problems. Segments of the community should include residential and business communities, schools, youth, minority groups, hospitals, senior population, faith based organizations, etc.
- How your agency measures the effectiveness of its community policing program.

ANNUAL REPORT

1) How is community policing integrated throughout your agency and how does your agency incorporate community policing into its daily operations?

Response:

The Montgomery County Department of Police (MCPD) has always embraced the concept of community policing as a philosophy and an organizational strategy. The mission statement of the MCPD specifies: The mission of the Montgomery County Department of Police is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of all citizens. We are committed to working in partnership with the community to identify and resolve issues that impact public safety.

As such, every member of this police department, from the Chief of Police to the officer-in-training is responsible for and involved in community policing. The MCPD knows that community trust-building and engagement is the foundation of providing police services and ensuring safety. Community policing stresses prevention, early identification, and timely intervention to deal with problems and concerns before they become unwieldy. All members of the MCPD are encouraged to spend considerable time and effort developing and maintaining relationships with residents, businesses, schools, and community organizations. This is accomplished daily throughout the County: through patrol assignments to specific beats; the deployment of district community action teams and central business district teams, who specifically engage the business and residential communities to identify and respond to crime trends and quality of life issues; school resource officers (SRO) assigned to all of the public high schools in the County, who in partnership with school safety personnel, contribute to productive and enriching environments for teachers and students, and provide positive interactions between youth and law enforcement; community services officers (CSO) in each district who help identify community concerns, develop strategies, and coordinate resources to implement a solution; and district command staff, who actively participate in meetings, briefings, and events designed to inform, educate, and engage their respective communities so they are part of the solution when issues arise.

The MCPD Community Engagement Division provides resources and participates in engagement efforts countywide, and services on a department-wide level, and generally focuses on trends or issues that impact a larger segment of the community/County.

Throughout the other bureaus, detectives and/or other specialized officers facilitate and conduct meetings and events that meet the needs of the public. For example, fraud detectives continue to focus on educating and preventing the senior population from falling victim to financial scams and identity theft. The Special Operations Division continues to provide safety and school emergency training and education at each Montgomery County Public School, following the Parkland school shooting in 2018, and MCPD plans to continue the focus on providing active shooter training to any organization that requests it, as well as school safety training, which is a state-level priority.

Furthermore, the MCPD also strives to actively involve community members in its operations through a variety of means. For example, in 2018, the MCPD benefitted from the time and talent

of approximately 66 interns and 63 volunteers, the equivalent of more than 24,000 hours of service to the department.

Another example of successful, ongoing programs is the 15-week Citizen Police Academy and the Hispanic Community Police Academy, which was established three years ago to address an increasing level of fear of the police within the growing Hispanic community in Montgomery County as a result of federal immigration policy. Last year, the Public Safety Training Academy, with support from all of the bureaus, facilitated three Citizen Police Academy classes with 123 participants, and the Hispanic Community Police Academy, which graduated 200 participants (Hispanic Community Ambassadors). These programs provide an invaluable learning experience to the participants while dispelling numerous myths about the police department. In addition to learning about how MCPD operates, every class emphasizes that the department's vision is to protect ALL people who live and work in our county or visit it, irrespective of race, ethnicity, or immigration status. Some of the Hispanic Community Ambassadors have formed an association to share and give back to their communities what they learned, to improve pedestrian safety awareness, collaborate with the State's Attorney's truancy prevention program, and form English study groups to advance their integration in their new country. Fear of the police is transformed into a partnership with the police, and the police are regarded as trusted problem solvers who understand and listen to their concerns and work to improve the safety level in their communities for them and their children.

2) *How does top management emphasize or support community policing within your agency?*

Response:

Currently, the Montgomery County Police Department is in the midst of a nationwide search for a Police Chief, following Chief J.Thomas Manger's retirement at the end of March. The MCPD's executive staff has consistently implemented department-wide priorities that include outreach and prevention initiatives and improving community relations. A portion of the weekly MCP CrimeStat session is dedicated to discussing community concerns and relations and scheduled meetings and/or other events in each district and at the County level.

National trends in policing have continued to promote negative perceptions of law enforcement, and last year, the MCPD had a controversial, officer-involved shooting that led to increasing tension in some parts of the community. The MCPD has also needed to adapt to a changing political climate following the election of a new County Executive and County Council. Recently, the County Council has reiterated that the department's performance shall be evaluated by the scope and effectiveness of the MCPD's outreach and involvement, not by other statistics, such as number of arrests. As a result, MCPD executives have recommitted themselves and made a more concerted effort to record the department's engagement efforts, and increase transparency and awareness of upcoming events through social media, existing community groups, etc.

Although the department's overall community policing philosophy is instilled at all levels, many of the MCPD police executives lead from the front. The Chief of Police has several Advisory/Liaison Committees (African American, Hispanic, and Latino) and requires all of the Assistant Chiefs to attend, and sometimes other executives, as well (depending on the agenda). The Chief also frequently participates in many other community events, such as attending Iftar dinners with the Muslim community, participating in Race and Multicultural Dialogue forums, and otherwise working to foster tolerance and increase understanding among the County's very

diverse population. The executive staff also leads by example: one district commander (captain) instituted and leads a running club for disadvantaged children in his district, which not only allows the department to improve relationships with children and young adults, but also allows the children an opportunity to grow, make friends, and learn lifelong lessons about teamwork and respect. Another district commander coaches youth football in his district.

Separately, the MCPD Awards Program includes a Problem-Oriented Policing award, which is designed to recognize officers who have gone above and beyond their normal duties in the spirit of community policing. More than 20 officers over the last two years have been recognized with this award for their community policing efforts, including one patrol squad that "adopted" two school communities who did not trust the police. The squad would start and/or end the day at the schools, have lunch there, host career day and other programs that would educate these young children, and help the officers dispel any common misconceptions that they had about the police. The officers enjoyed this outreach effort so much that a few of them actually began volunteering outside their normal duty hours: the sergeant became the coach for the Girls on the Run program, and another officer began coaching soccer. This group of officers was later nominated by the Chief for the Montgomery County Chamber of Commerce Chief Bernard Crooke Jr. Community Service Award, which is a special award bestowed annually for dedication and initiative above and beyond the call of duty over a period of time that has affected and benefitted the citizens of Montgomery County and beyond. In March 2019, this award was presented to this squad for their work fostering trust and improving relationships in the community, and is yet another good example of the value that the executives place on community policing.

3) Describe training your agency has received in community policing and future plans to provide additional or specialized training to agency members to improve interaction with community members or problem solving efforts.

Response:

The MCPD recognizes how important it is for the department to make a proactive effort to hire a workforce that has ties to the population it serves. Members of a community tend to have a vested interest and understanding of their community's cultural and environmental dynamics. In 2017, the MCPD started a Police Cadet Program, in partnership with Montgomery College, which serves those persons at least 18 years of age, who have an interest in pursuing a career with the Department. The goal of the program is to support recruitment and retention of the highest quality candidates from within the local community. In return, cadets receive an hourly wage and are immersed in the field of law enforcement, and complete course work that leads to a degree at a local college. It is believed that such interactions will foster conversations, understanding, and the ability to approach policing from a sociological perspective, immersing the cadets in community service by being able to empathize with people from different backgrounds and gaining a level of sensitivity to cultural diversity.

Montgomery County Police recruits receive training at the Public Safety Training Academy (PSTA) on the topic of community policing and are introduced to the "Scanning, Analysis, Response, and Assessment" (SARA) model of problem solving, the three elements of the crime triangle, and given guidance on developing effective response strategies through courses that provide officers with a broader understanding of the influence they can have in solving problems and addressing crime, and leadership and communication skills. And the PSTA also ensures that training and

understanding the philosophy of community policing extends beyond the classroom. The Field Training and Evaluation program contains a section on community policing in which probationary officers must identify and describe a community issue that the SARA method can be applied to.

MCPD recruits also receive many hours of training that introduces them to interpreting signs of violence, de-escalation, and use of force, which includes defensive tactics and non-lethal protective instruments. Additionally, recruits and officers of all ranks receive initial and ongoing in-service training in cultural diversity, implicit bias, and mental health first-aid, all of which help create and promote awareness and sensitivity to different people and issues that may be encountered in the community, and lays the foundation of essential skills needed by officers to develop rapport and establish trust. The curriculum for cultural diversity and implicit bias includes a recruit trip to the Holocaust Museum, where they participate in a law enforcement-specific cultural diversity program. In early 2018, the department's executive officers traveled to the National Museum of African American History and Culture and participated in a program designed to increase the understanding of the relationship and dynamics between the African American community and police work. As a result, beginning with Recruit Session #68 (Fall, 2018), all recruit classes now attend training at both the Holocaust and African American museums.

Lastly, the department has been committed to Crisis Intervention Training (CIT) for the last several years. Approximately 65% of all officers have elected to participate in this voluntary program. Two years ago, the MCPD made it a requirement that any officers who had not participated in the CIT program would receive eight hours of Mental Health First-Aid (MHFA) and an additional class on interaction with individuals suffering from autism, dementia, and intellectual disabilities. To this date, 99% of all officers have completed either CIT and/or MHFA training.

4) Describe how crime problems or community issues are identified and addressed, and the method of communicating any trends with communities the agency services.

Response:

The MCPD generally utilizes a CompSTAT-style approach to identify, measure, and respond to crime and quality of life concerns throughout the County. Once trends or issues have been identified, the MCPD relies on several options, including our website and social media accounts (Facebook and Twitter) and the use of NextDoor, to educate the public about the issue and the police response, or to ask for the public's cooperation or assistance in resolving the issue, providing feedback, or implementing a solution. The MCPD recognizes that open communication is essential to establishing and maintaining the partnerships that are crucial to the success of a community policing philosophy.

The MCPD communicates and engages and/or enlists the active participation of the public in several ways:

1. Traditional CrimeStopper anonymous call/text line
2. Social media
3. NextDoor and/or other community listservs
4. Neighborhood Watch and/or advisory boards or other community meetings
5. Increased transparency: Contact info for each of the district commanders is publicly posted on the MCPD website, and several datasets are maintained on the County's open data portal,

which is supposed to encourage joint problem solving, innovation, enhanced understanding, and accountability between the department and the community. The MCPD also posts several different annual reports to its website, including Use of Force, Pursuits, and an Internal Affairs Division summary.

All of these communication methods seek to promote effective dialogue and discussion, and increase knowledge and understanding so that trust and legitimacy can be established and strengthened. Again, the national narrative/media can often paint a negative and often unfair picture of law enforcement. The MCPD takes pride in educating our communities first; every time a detail is initiated (crime suppression or prevention, pedestrian or vehicular safety, etc.), the MCPD educates and informs those who may be affected. The department doesn't simply rely on enforcement (write tickets, make arrests) to effect change, alter behavior, or otherwise address public safety issues.

Lastly, the compliment/complaint process, which is posted online or available at any of the district facilities, offers the public an opportunity to provide positive or negative feedback on their experience with the department, in general, or with a specific officer. The MCPD posts its annual Internal Affairs Division Report online, which summarizes actions taken by the MCPD to ensure that a culture of integrity and accountability is maintained within the department.

5) *Identify how your agency partners with all segments of the community to prevent crime and address identified community problems. Segments of the community should include residential and business communities, schools, youth, minority groups, hospitals, senior population, faith based organizations, etc.*

Response:

1. Although many events/programs are reoccurring, many of MCPD's efforts and initiatives are the result of issues or trends that may be impacting a community or the County, as a whole. For example, over ten years ago, an MCPD officer recognized a rising concern related to an increase in calls for service attributed to those with Autism and Alzheimer's throughout Montgomery County. Since then, the officer and coordinator of the Montgomery County Police Autism/Intellectual and Developmental Disabilities (IDD) outreach program has worked tirelessly in the community to provide resources and support to caregivers and families of those with intellectual disabilities. Initially, the program consisted of resources for wandering prevention and general safety, but since then, Officer Laurie Reyes has created a layered approach to autism and intellectual disabilities awareness through education, outreach, follow-up, empowerment, and response. In 2018, Officer Reyes was recognized by the U.S. Department of Justice for Distinguished Service in Policing. Officer Reyes and Jake, the MCPD Autism Ambassador, a young man with autism who has partnered with her to help educate police officers throughout Maryland and other states about autism and what to expect from someone with an intellectual or developmental disability, trained more than 1,500 officers in the last year. In addition, Officer Reyes has worked hard to institute an annual Autism/IDD Night Out event for individuals, caregivers, family, and the community, with the help of several different organizations, including Autism Speaks and Pathfinders for Autism.
2. The MCPD also recognizes the impact that national events have on members of our communities within Montgomery County. Following the attack on the Tree of Life synagogue in Pittsburgh in October 2018, the MCPD has provided more than 100 security assessments and Civilian Response

to Active Shooter Events (CRASE) training/prevention programs to local churches, synagogues, mosques, and businesses. More recently and closer to home, several incidents occurring at or near mosques in Montgomery County and throughout the National Capital Region resulted in an increased level of fear by some local organizations. The MCPD was able to communicate quickly with the leaders of these organizations to calm their fears and address their concerns because executives and officers throughout the department had taken the time to build those relationships over the last few years, as incidents of bias and hate have spiked nationally, and acts of terrorism against mosques have occurred throughout the world. The MCPD was also able to quickly assign officers to those locations during prayer times to ensure continued safety and security of the community. The MCPD condemns hateful rhetoric, extremist ideology, and violence, and continues to work closely with the Montgomery County Faith Community Advisory Council and its committees to better understand the needs and expectations of the many faith communities that worship in the County.

3. Many of the department's efforts and programs are intended for a specific audience or segment of the population. For example, since approximately 15% of the County's 1.05 million people are age 65 or older, the Volunteer Resources Section, in coordination with the Montgomery County Commission on Aging, developed an award-winning program to increase awareness of safety issues within the senior community and to provide guidance and resources to seniors.

More than 70% of the events the MCPD hosts, facilitates, or attends are geared towards youth/juveniles. The MCPD began to focus its efforts on increasing and improving our youth engagement and dialogue to create opportunities for positive interactions between young people and the police following several widely publicized police shootings of black men and ambush killings of police officers in other parts of the United States. This outreach continues at many MCPS facilities, private schools, and across all levels of education:

Law Enforcement and Leadership Program at Edison High School

The Law Enforcement and Leadership program exposes students to the fields of law enforcement and criminal justice. This two-year program is for juniors and seniors who will spend their first year at Thomas Edison High School of Technology completing coursework. During the second year at their home school, students will complete additional coursework through an internship, enrollment in a college-level course, or advanced coursework in social studies. There are future plans to expand the program to Seneca Valley High School when school re-opens in 2020.

Dialogue Circles (Wheaton High School, Kennedy High School, Gaithersburg High School).

Lunch Bunch Session at local elementary schools -- Officers have lunch with students and discuss various topics, including bullying, computer safety, stranger danger, drugs/alcohol, etc. (Cashell Elementary School, Whetstone Elementary School).

Mentoring -- Officers visit local schools during a block of time and mentor students, who are chosen or recommended by the counseling staff. Mentoring is currently ongoing at the following locations: Briggs Chaney Middle School; Little Bennet Elementary School; Whetstone Elementary School; Twinbrook Elementary School; Cashell Elementary School; Thomas Edison High School; Southlake Elementary School; Watkins Mill Elementary School; Highland Elementary School;

Neelsville Elementary School; Arcola Elementary School; Stedwick Elementary School; E. Brooke Lee Elementary School; Cabin John Middle School.

Read-Aloud Day -- Officers assist students and teachers during reading class and read a book to students (Goshen Elementary School, Cashell Elementary School, Strawberry Knolls Elementary School).

Boxing Mentorship with Dante's Boxing Gym -- Program is geared toward mentoring young boys and men.

Montgomery County State's Attorney's Office Truancy Prevention Program -- Officers, civilians, and Volunteer Services participate as mentors for this program, which is geared toward students who have missed a large percentage of the school year are asked to participate in the program in order to assist with school and life skills.

Latino Parents Group at various schools -- Officers/CED attend meetings and discuss various safety topics with Spanish speaking parents (Georgian Forest Elementary School, Strawberry Knolls Elementary School, Gaithersburg High School).

Community Partners Day – As part of the school curriculum, there is a Community Partners Day. Law Enforcement and Fire/Rescue make visits at schools and discuss the profession and various safety topics (Strawberry Knolls, Cashell Elementary School).

ESOL safety presentations to educate students from foreign countries of the different laws in the United States (Quince Orchard High School, Gaithersburg High School).

4. Businesses and other private sector organizations within Montgomery County have also been very supportive of establishing partnerships with the MCPD. The department has partnered with ArcLight movie theaters, for example, to sponsor a monthly Senior Movie Forum, which provides aged Montgomery County residents with safety information and a free movie. The retail store, Target, has collaborated with several districts to hold Coloring and Reading with a Cop events throughout the year, which aim to strengthen the bond between children and officers, and establishes trust at a young age. Target continues to be a primary sponsor of the many National Night Out events that are held throughout the County, and at Christmas time, Shop with a Cop is held at various Target locations. And MCPD has also partnered with several restaurants during the holiday season to distribute meals to disadvantaged families throughout the County.
5. The decentralized nature of the MCPD's community policing program allows each district to tailor outreach and engagement efforts to suit the needs of the community it serves. For example, in Wheaton (4th District), the community was concerned about the number of alcohol-related incidents that had been occurring. Executive staff in the 4th District worked with businesses in the downtown Wheaton area and community members to outline potential education and enforcement solutions to help reduce the issues caused by intoxicated citizens, reduce the danger to the community, and enhance the MCPD's relationship with organizations in the downtown business district. This targeted enforcement effort has been very successful, in part due to the relationships that the MCPD formed with other organizations, like the Department of Liquor Control, to increase compliance checks and provide educational material to

establishments that may have been over-serving patrons. The plan involved a bilingual communication strategy, which included the use of social media, a variable message board, and advertisement at other community events. As a result, the businesses that were negatively impacted by the drunken patrons saw improvements, and their commerce increase. The Department's ability to listen and be responsive to all community members' concerns and past experiences was instrumental in addressing these alcohol-related challenges. And that success has contributed to ongoing, two-way communication between the businesses, residents and the MCPD, which allows the MCPD to address the issues early on. The 4th District CBD team continues to strengthen this relationship through ongoing engagement at the shopping centers and other local businesses. This effort supplies the districts with valuable input and feedback related to issues facing the community that may otherwise go undetected. For example, these initiatives have uncovered information on other potential criminal activity that may be occurring, including fraud, extortion, and gang recruitment.

6. These are just a few small examples of the many community policing-related programs and events the MCPD is involved in. Many of the department's engagement initiatives are recorded and reported on the County's open data portal:

<https://data.montgomerycountymd.gov/Public-Safety/Police-Community-Event-Data/3vk5-sf3t0>

The MCPD Community Engagement Division also maintains its own social media presence, and specifically highlights and showcases the numerous events and programs the MCPD hosts or presents at, and promotes the accomplishments and achievements of many of our MCPD police officers.

6) *How does your agency measure the effectiveness of its community policing program?*

Response:

The MCPD defines success and accomplishment primarily by the results achieved and the satisfaction of the consumer of services, rather than by strictly internal measures of the amount of work completed. Therefore, there is generally less of an emphasis on common productivity measures such as clearance rate, numbers of arrests, number of community meetings, etc., and increased emphasis on outcomes. The department employs methods to assess public satisfaction with services, and both individual officers and managers think about ways to improve based on this feedback. In 2017, when Montgomery County administered the National Citizen Survey, about 8 in 10 residents gave positive ratings to the overall safety of Montgomery County, and almost all reported feeling safe in their neighborhoods and Montgomery County's downtown/commercial areas during the day. And 8 in 10 participants reported they had NOT reported or been the victim of a crime in the previous 12 months. Moreover, when the results of the NCS were reviewed demographically, the quality of police services received positive responses from all racial/ethnic groups. This survey will be open again in 2019.

In the past, MCPD has also partnered with a local university student working on a policy project that involved a community survey. Although that has been beneficial in the past, the MCPD is considering the National Law Enforcement Applied Research & Data Platform, which contains a community survey that has the potential to enhance the department's awareness and understanding of the opportunities, challenges, strengths, and needs of the community. It is

anticipated that this survey will be used in FY20, and would offer the department more specific measures of our performance from the community.

NOTE: Email Agency report and document(s) to: pctc.mandates@maryland.gov