

## OFFICE OF THE COUNTY EXECUTIVE



### Police Reform Work Group Recommendation Adoption Report

#### Legend

**35 Adopted as Written**

**11 Amended**

**4 Omitted**

#### Community Engagement

**Recommendation 1:** Invest in mental health programs and restorative approaches to student discipline to help dismantle the school-to-prison pipeline.

- Realignment of PGCPD security protocol
- Restructure School Resource Officers (SROs) and security personnel
- Update school safety training requirements
- Establish school safety data metrics to eventually phase out security personnel
- Invest in prevention and intervention programming for students

**Recommendation 2:** Overhaul the County's Crisis Response System to include mapping resources, training law enforcement, securing a new (best) provider, structuring mobile crisis teams, and establishing a new innovative crisis center.

- Map the Crisis Response System
- Train law enforcement
- Secure a new (best) mental health provider
- Structuring mobile crisis teams
- Create a "warm line" for mental health services
- Establish and fund a mental health crisis facility

**Recommendation 3:** Bolster the 9-1-1 Call Center's capabilities to ensure it attracts and retains the staff needed to provide vital services.

- Innovate the 9-1-1 Call Center
- Collect data
- Revitalize staffing

**Recommendation 4:** Empower and cultivate underserved communities through the expansion of community-oriented policing services (COPS) training principles and practices.

- PGPD's goal is to train all officers on COPS principles. The current curriculum will be evaluated for best practices and continuing education of the curriculum will be established.

- COPS officers will submit regular reports summarizing ongoing activities and community concerns in their designated areas. The reports will be provided to patrol officers to keep them informed and enable them to be proactive in addressing concerns during their tours, if possible.
- New recruits to the Police Department will be required to engage in community service.
- After the Academy, as part of the FTO program, officers will be required to spend a week with the COPS unit within their district.

- Notes

- *Original Recommendation 4: Empower and cultivate underserved communities through the expansion of community-oriented policing services (COPS).*
  - *Dedicate at least 25% of the PGPD force to formal community police officer roles*
- **Why was it changed?** Dedicating 25% of the Police Department to serve as COPS officers is an operational impossibility that would prevent available patrol officers from responding to calls for service. Currently, only 60 officers are COPS officers whose duties are to help resolve longstanding community issues. Instituting a more robust curriculum will reach more officers with COPS training principles while preserving the Police Department's operational integrity.

**Recommendation 5:** Build out the Police Department's Community Services Division and hire a civilian Community Services Director to oversee the department's community engagement.

- Civilians will fill the front facing roles that engage with the community.
- The Community Services Division will be moved from under the Bureau of Patrol to the Office of the Chief.
- The Community Services Division will be moved to the Police Department's Barlowe Road facility to allow for hosting larger community events.
- The Community Services Division will leverage existing programs such as PAL, Explorers, and Cadets.

- Notes

- *Original Recommendation 5: Hire a new, non-sworn civilian Deputy Chief to oversee a newly-formed Community Resource Bureau within PGPD to assist with prioritizing community engagement.*
  - *Establish a new, non-sworn Deputy Chief position*
  - *Create a Community Resource Bureau*
  - *Community Resource Bureau's jurisdiction*
- **Why was it changed?** Rather than encapsulate the Community Services Division within a new Community Resource Bureau, moving the Community Services Division from the Bureau of Patrol to the Office of the Chief and building out the division will help build upon existing community engagement efforts while also avoiding bureaucratic redundancies. The title was changed from "Deputy Chief" to "Director" to preserve Police Department hierarchy and chain of command. However, the Community Services Division Director will be a civilian and report directly to the Chief of Police.

**Recommendation 6:** Leverage existing youth programs sponsored by PGPD and other organizations and collaborate with partners to promote quality interactions between County youth and PGPD.

- Navigate internal and external partnerships
- Convene a youth group roundtable
- Leverage existing youth programs with a special focus on high crime and low-income areas

**Recommendation 7:** Empower the community through public information by developing measures to determine an effective police department to be published annually on the PGPD website and evaluated by an independent, third-party to ensure accuracy.

- Establish a two to three-year strategic plan
- Report crime data
- Document transparency data
- Post comparative data
- Define and disseminate metrics
- Direct resources accordingly

### **Employee Recruitment and Retention**

**Recommendation 1:** Recruit qualified diverse individuals.

- Hire a consultant
- Create a PGPD and the Office of Human Resources Management (OHRM) recruitment partnership
- Enhance recruitment strategies
- Conduct community and career information sessions
- Attend regional career day events
- Formalize community partnerships
- Develop targeted branding campaigns
- Establish recruitment incentives for County residency
- Provide free tuition for County residency

**Recommendation 2:** Create an incentive for current officers to live in the County.

- Research and establish incentives for County residency among officers

**Recommendation 3:** Establish a fair, balanced, and robust hiring process.

- Revise the hiring process
- Do not hire officers with a history of misconduct or disciplinary issues

**Recommendation 4:** Provide innovative, consistent, and comprehensive training for all PGPD staff.

- Formalize the review of training policies, procedures, and requirements annually
- Establish required annual training topics
- Implement community-driven training
- Promote supervisory leadership training
- Incorporate updated or new legislation into mandated training

**Recommendation 5:** Ensure the mental and physical well-being of the officers.

- Evaluate mental health and well-being annually
- Implement an officer wellness program
- Emphasize the mental health of officers

**Recommendation 6:** Provide continuing education opportunities for all PGPD employees.

- Promote financial assistance for continuing education
- Notes
  - Original Recommendation 6: *Included “Establish education requirements for leadership positions.”*
  - **Why was it changed?** Education requirements may prevent otherwise qualified candidates from advancing to leadership positions in the Police Department. Those requirements may also impede diverse candidates from competing for such positions.

### **Financial Management**

**Recommendation 1:** Dedicate PGPD revenue to health and human services needs.

- Establish a plan
- Develop a MOU

**Recommendation 2:** Eliminate all military equipment from PGPD.

**Recommendation 3:** Overtime data will be collected, reported, and studied to determine opportunities for reducing costs.

- Notes
  - Original Recommendation 3: *Reduce PGPD overtime pay and revise related policies.*
    - *Establish interagency agreement*
    - *Coordinate court dates and officer’s day work shift schedule*
  - **Why was it changed?** The Police Department currently provides court availability forms to the Court every year to schedule court appearances during the day. Scheduling is provided by the Court. Most of the Police Department’s overtime for employees is used by teams like SWAT or Homicide that do not determine when they will be deployed. Many officers such as those who provide security at FedEx Field and participate in federal taskforce assignments have their overtime reimbursed, thereby relieving Prince George’s County of the financial burden. Tracking and reporting the overtime data will enable the County government, Police Department, and community to determine where opportunities for cost reduction exist.

**Recommendation 4:** Prioritize filling current and/or vacant civilian roles with civilians, and re-assign sworn officers from civilian positions.

- Secure civilian positions
- Revise hiring protocols to prioritize civilians
  
- Notes
  - *Original Recommendation 4: Included: Establish a sworn versus civilian hiring ratio at a benchmark minimum of 20%.*
  - **Why was it changed?** The Police Department cannot commit to a 20% hiring ratio due to budget constraints. The Police Department wants to fill civilian positions and admits using sworn officers in civilian positions often costs the County more money.

**Recommendation 5:** Conduct an annual financial audit of all payouts, lawsuits, settlements, and fines related to PGPD.

**Recommendation 6:** Reimagine PGPD's budget to effectively deliver progressive public safety reforms.

- Review the cost of policing in Prince George's County.
- Make changes based on the review.

**Recommendation 7:** Improve accessibility to the budget process, collective bargaining agreement documents, and arbitration hearing records.

- Notes
  - *Original Recommendation 7: Improve transparency in collective bargaining agreements.*
  - **Why was it changed?** In the interest of respecting labor rights of Police Department personnel, the County government will not open the negotiation process between OHRM and the Fraternal Order of Police, but will make documents pertaining to the budget, collective bargaining agreement, and arbitration hearing records readily available online.

**Recommendation 8:** Increase funding for the diversion expansion programs through a collaboration with PGPD and the Prince George's County State's Attorney Office (SAO).

- Notes
  - **Why was it omitted?** This recommendation may create programming redundancies with the Circuit Court's diversion programs.

**Recommendation 9:** Explore third party liability coverage opportunities for PGPD.

- Explore external liability insurance
- Review and revise settlement processes

- Consider supplemental individual coverage

**Recommendation 10:** Explore and adopt a new automated operations system.

- Reduce overtime through automation
- Research processes for potential automation

**Recommendation 11:** Review the current funding allocation for specialty units.

- Notes
  - **Why was it omitted?** This recommendation will be incorporated into the broader review of the Police Department budget, see Recommendation 6.

### **Independent Oversight, Compliance, and Integrity**

**Recommendation 1:** Establish the Office of Integrity and Compliance where the Inspector General will serve as the Director; a Race & Gender Equity Director should also be hired.

- Create the Office of Integrity and Compliance
- Redefine the position of Inspector General
- Hire a Race & Gender Equity Director
- Provide adequate staffing

**Recommendation 2:** Establish a more robust and equitable Citizen Complaint Oversight Panel (CCOP).

- Amend County code
- Bolster CCOP membership, staff, and budget
- Require the Chief of Police to give equal weight to reports
- Create an appeal process
- Allow CCOP investigation authority
- Provide automatic notifications
- Expand the data capacity

**Recommendation 3:** Support the repeal of the Law Enforcement Officers' Bill of Rights (LEOBR) in the General Assembly Session for 2021.

**Recommendation 4:** Modify certain sections of the Law Enforcement Officers' Bill of Rights (LEOBR), if repeal of the LEOBR is not made possible by the Maryland General Assembly.

- Increase time to file a complaint
- Change investigation timeline
- Conduct concurrent investigations
- Eliminate time gaps

**Recommendation 5:** Change the Administrative Hearing Board (AHB) Process in the Law Enforcement Officer's Bill of Rights (LEOBR), if repeal of the LEOBR is not made possible by the Maryland General Assembly.

- Enhance the role of Administrative Law Judges
- Include community members
- Revise delivery time of board report
- Eliminate expungement

**Recommendation 6:** Codify the new discipline matrix under review by the Chief of Police.

- Execute discipline matrix and apply fairly
- Evaluate some administered punishments and disciplinary actions monthly
- Increase punishment for racial (and other related) bias

**Recommendation 7:** Improve the public complaint process to ensure more access, oversight, and accountability in PGPD.

- Create a civilian position to collect complaints against officers
- Establish an online complaint portal

**Recommendation 8:** Improve the staff capacity of the PGPD Discovery Compliance Unit.

- Hire appropriate staff
- Share footage across agencies

**Recommendation 9:** Research and adopt a new internal data collection software system for PGPD.

- Research and adopt effective data software systems
- Ensure system as interagency reporting capacities
- Analysis and staff support
- Align with municipalities

**Recommendation 10:** Develop a user-friendly data dashboard for transparency in PGPD.

- Create an interactive online platform for data transparency
- PGPD shall post various data points online

**Recommendation 11:** Develop modifications to the Maryland Public Information Act (MPIA) for body-worn camera footage.

- Support revision of MPIA
- Provide officer hearings

**Recommendation 12:** PGPD should pursue and acquire the Commission on Accreditation for Law Enforcement Agencies (CALEA) Certification.

### **Internal Policies and Regulation**

**Recommendation 1:** All stops and subsequent actions will be tracked and reported on the Police Department's data dashboard.

- A statement detailing a person's rights during a stop may be read aloud and recorded on body-worn cameras.
- A consent form is already used in investigative searches. The same form may be used by patrol officers.
- Notes
  - Original Recommendation 1: *PGPD should adopt General Orders to limit pre-textual stops to help decrease racial profiling.*
    - *Issue a general order on vehicle infractions*
    - *Research alternative methods of notifications for vehicle infractions*
    - *Restrict consent searches*
    - *Prioritize search warrants when possible*
  - **Why was it changed?** The original recommendation suggests "limiting" pre-textual stops, but Police Department policy bars all pre-textual stops from occurring. The Police Department must enforce traffic laws, but can place certain requirements around officer conduct to prevent unnecessary incidents. Tracking and reporting all traffic stops and subsequent actions will help restore trust and guide where policy changes need to be made.

**Recommendation 2:** Remove racial biases from the gang and criminal organization registry, and update policies and procedures.

- Notes
  - **Why was it omitted?** The Police Department does not operate a gang database. The federal government operates the database and controls all entries. The Police Department does not know how many people are in the database nor its racial makeup. The names in the database are expunged after five years of inactivity. Only three people in the Police Department have access to the database.

**Recommendation 3:** No-knock and night-time search warrants will be tracked and reported on the Police Department's data dashboard.

- Notes
  - Original Recommendation 3: *Reform PGPD no-knock and night-time search warrant policies and procedures.*
    - *Revise no-knock and night-time search warrant protocols*
    - *Review process for no-knock search warrant*



- **Why was it changed?** Maryland law allows for no-knock warrants, but transparency around approval and use of no-knock warrants and night-time searches will keep the public informed. The recommended approval process for no-knock search warrants is already in place.

**Recommendation 4:** The Police Department will be more intentional in working with municipalities to include them in training opportunities.

- Notes

- Original Recommendation 4: *Establish a cross-jurisdictional use of force training and coordination protocols for incidents.*
  - *Facilitate a coordinated response to incidents that might involve multiple agencies*
  - *Submit and present an annual use of force report*
  - *Enhance Supervisory Training*
- **Why was it changed?** The Police Department can engage municipal police departments in training opportunities, but cannot compel them to participate. However, the Department will be more proactive in its offerings. The recommended annual use of force report already exists as a document produced by CCOP and Internal Affairs.

**Recommendation 5:** Improve access and operations of all PGPD cameras (e.g., body-worn cameras, interrogation room cameras, dash cameras, and in-car cameras).

- Ensure PGPD cameras are properly working
- Improve access to PGPD camera footage

**Recommendation 6:** Implement and emphasize policies and training to prevent racially biased policing in PGPD.

- Revise policy to prohibit officers from using race, ethnicity, or national origin to determine reasonable suspicion or probable cause
- Establish policies that prohibit officers from ignoring or condoning biased policing

**Recommendation 7:** The Prince George's County government will develop a written policy governing the State's Attorney's Office's access to Police Department personnel files.

- Notes

- Original Recommendation 7: *Increase access to Internal Affairs documents with the Prince George's County State's Attorney's Office (SAO).*
  - *Develop a MOU*
  - *Sign a use agreement*
- **Why was it changed?** Currently, the State's Attorney's Office must file a motion to access personnel files; the Police Department has never opposed the motion. Providing blanket access to the files would violate County personnel law and may be prevented by LEOBR. However, the Prince

George's County government's new policy will establish a more fair and efficient process for accessing the documents.

**Recommendation 8:** Improve professional interactions between PGPD and the community by providing business cards on routine traffic stops and during other interactions with community members.

**Recommendation 9:** Establish a robust "customer service" campaign.

- Establish a customer service policy
- Emphasize professional language

**Recommendation 10:** Stop all references of "paramilitary organization" within PGPD.

**Recommendation 11:** Prince George's County Council should establish a county-wide use of force statute.

- Establish a duty-to-intervene policy
- Require supervisor presence
- Adopt a policy for supervisory review
- Mandate and document required training (e.g., use of force and less lethal force training)
- Define parameters for use of deadly force
- Develop a moving vehicle policy

**Recommendation 12:** Use of flash bangs and other such equipment will be tracked and reported on the Police Department's data dashboard.

- Notes
  - Original Recommendation 12: *Require extensive training for use of flash bang.*
  - **Why was it changed?** The Special Operations Division-Emergency Services Team (SOD-EST) are the only officers authorized to deploy flash bangs. They receive extensive training on their operation. Tracking and reporting the frequency with which they are used will keep the public informed.

**Recommendation 13:** Consider feasibility of transfer of traffic enforcement.

- Notes
  - **Why was it omitted?** Tracking and reporting traffic enforcement data will allow the Prince George's County government to properly assess opportunities for policy changes. Pursuing structural shifts in agency functions at the State level before this process is complete would lead to unforeseen consequences and mismanagement.

**Recommendation 14:** Update the PGPD Use of Force policy in the General Orders.