



Reimagining  
**PUBLIC SAFETY**



# **Preliminary Report**

**By The**

**Montgomery County Government Work Group**

REVISED OCTOBER 2020

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# INTRODUCTION

On July 1, 2020, County Executive Marc Elrich announced his vision to Reimagine Public Safety in Montgomery County with the goal to create a more equitable and inclusive Montgomery County by promoting safe neighborhoods and communities that are better for all County residents. Reimagining public safety will focus on the following:

- Identify and address implicit bias and institutional racism in all aspects of the public safety system.
- Assemble a community Task Force to Reimagine Public Safety (RPS Task Force).
- Collect, research, and analyze data and information.
- Review policies and procedures.
- Initiate Police Department reorganization.
- Reimagine County response to community needs for health and social services where Police is filling the void.
- Rebalance County investments in safe communities.

To prepare for the RPS Task Force, an internal work group of County employees (RPS Work Group) was created to gather information and data to form a base upon which the RPS Task Force will build its recommendations. The RPS Work Group was divided into smaller groups and assigned a focus area. The Focus Groups researched, gathered information and data, brainstormed, and consulted with experts to organize information and data. The Focus Areas included:

- Collecting 911 and 311 call data to determine community needs and providing guidance for areas of focus for the independent audit.
- Interpreting the Police Department budget and structure.
- Gathering information on Montgomery County Police Department (MCPD) programs, as well as programs that have been implemented elsewhere, starting with training and de-escalation.
- Identifying other county departments, non-profit organizations, and other agencies to propose alternative procedures, programs, and policies to be considered by the Task Force.
- Researching and proposing best practices for the intersection of the health, social services, and crisis response system.

This report is a compilation of the work of the RPS Work Group and will be delivered to the RPS Task Force. The RPS Work Group members will be part of the RPS Task Force and will serve in a capacity to further assist the RPS Task Force members with information gathering and guidance. The RPS Task Force may utilize this report and any additional information to develop and present its recommendations to the County Executive and the County Council in January 2021.

## FOCUS AREA ONE

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# EMERGENCY COMMUNICATIONS CENTER AND MC311 DATA ANALYSIS

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**Group Mission:** Collect 911 and 311 call data to determine community needs; provide guidance for areas of focus for the independent audit.

**Group Members:**

- Group Leader: **David Gottesman**, CountyStat Manager, Office of Management and Budget
- Group Members
  - **Susan Farag**, Legislative Analyst, Montgomery County Council
  - **Chris Cihlar**, Director, Office of Legislative Oversight, Montgomery County Council
  - **Willie Parker-Loan**, Assistant Chief, Patrol Services Bureau, Montgomery County Police Department

### **1. BACKGROUND AND METHODOLOGY**

The period of analysis is from April 2, 2017 through July 16, 2020. The first date represents the introduction of the current Computer-Aided Dispatch (CAD) system used by the Emergency Communications Center (ECC) for the Montgomery County public safety departments, to ensure consistency with respect to data capture and reporting.

ECC data was filtered and clarified through the following steps:

1. Only calls for the Montgomery County Police Department (MCPD) were included.
2. Irrelevant call records were excluded: those with a Final Disposition Description of “Null” and calls that were directed to the ECC only and did not involve any action or response in the field.
3. “Initial Incident Types” were used in order to reflect the public’s perception of their needs (over the course of an investigation the Incident Type could be changed by MCPD).
4. The following incident types were then filtered out:
  - a. Incidents created “On Patrol” by officers or via other internal mechanisms such as through the Montgomery County Sheriff’s Office, or radio contact, in order to focus on the concerns of the public seeking to make direct contact with MCPD,

- b. Incidents that were handled by the Telephone Reporting Unit (TRU) and did not require a live in-person response by an officer in the field, and
- c. Incidents that are administrative in nature (referrals to other entities, etc.).

The resulting dataset includes 866,516 reported incidents across 132 unique incident types over the roughly 40-month period of analysis. As a final step to increase clarity, the incident types were analyzed and types that are identical except for small nuances were grouped into a single incident type category (such as the difference between the reported incident occurring more or less than fifteen minutes prior to the call, or when there is a dual response required that includes both MCPD and MCFRS). This resulted in 65 unique incident types. All incident types, sorted from highest to lowest frequency, are listed below. Incident Types with an asterisk (\*) denote categories that combine grouped like-incident types. Animal-related calls are included because, even though the Office of Animal Services was recently branched off from MCPD into an independent entity, MCPD will still respond after hours when OAS staff are unavailable or if there is a report of a vicious animal actively attacking. Incident types likely requiring additional explanation provide it in brackets.

## 2. ECC DATA

Initial Incident Type Description	Number of Incidents	% of Total
TRAFFIC/TRANSPORTATION INCIDENT*	97,094	11.21%
ALARMS (VEHICLE, BURGLARY, HOLD-UP, PANIC, RESIDENTIAL, OTHER)*	80,876	9.33%
SUSPICIOUS CIRCUMSTANCE, PERSON, VEHICLE*	70,344	8.12%
DISTURBANCE/NUISANCE	55,859	6.45%
TRAFFIC VIOLATION	54,182	6.25%
THEFT/LARCENY (INCL. FROM AUTO)*	50,910	5.88%
DOMESTIC DISPUTE / DOMESTIC VIOLENCE*	48,486	5.60%
ANIMAL (ABUSE, RESCUE, VICIOUS, MISC)*	37,706	4.35%
E911 DISCONNECT [ECC call taker calls back the number provided by the caller if the call drops before all needed info is collected; if no one can be reached, officers are dispatched to the location]	37,637	4.34%
CHECK THE WELFARE*	34,900	4.03%
TRESPASSING/UNWANTED	23,661	2.73%
PARKING OFFENSE	22,855	2.64%
ASSAULT (ALL TYPES)*	22,587	2.61%
NOISE / OTHER COMPLAINTS*	18,880	2.18%
MISCELLANEOUS / MISC ADMIN (DOCUMENT, LOST OR FOUND PROPERTY, MESSAGES)*	18,339	2.12%
MENTAL DISORDER*	14,462	1.67%
STATION RESPONSE [Officer responds to a Police Station to assist someone]	13,562	1.57%



HARASSMENT, STALKING, THREATS	12,671	1.46%
MISSING, RUNAWAY, FOUND PERSON	11,568	1.34%
BURGLARY (ALL TYPES)*	11,186	1.29%
ADMINISTRATIVE (DOCUMENT, LOST OR FOUND PROPERTY, MESSAGES)*	10,917	1.26%
VANDALISM, DAMAGE, MISCHIEF	10,586	1.22%
ASSIST OTHER AGENCY	10,479	1.21%
FRAUD/DECEPTION	10,324	1.19%
CDS [Controlled dangerous substance (drugs)]	9,822	1.13%
SUICIDAL PERSON/ATTEMPTED SUICIDE	8,293	0.96%
RESCUE WITH FRS	7,743	0.89%
WEAPONS/FIREARMS	7,277	0.84%
FOLLOW UP/SUPPLEMENTAL INFORMATION [Officer obtains additional information for a previously recorded incident, often suspect or witness information, or serial numbers for stolen property]	6,662	0.77%
DRIVING UNDER THE INFLUENCE	6,275	0.72%
TRAFFIC ASSIST FOR FRS	5,465	0.63%
WORKING CODE [Officer responding to a life-threatening condition, normally MCFRS would also be responding]	4,277	0.49%
ASSIST/STANDBY	4,186	0.48%
WANTED PERSON, VEHICLE*	4,177	0.48%
BOX ALARM - VIA FRS	2,880	0.33%
SEXUAL ASSAULT*	2,680	0.31%
INDECENCY/LEWDNESS	2,225	0.26%
ROBBERY*	2,157	0.25%
ABUSE, ABANDONMENT, NEGLECT	1,931	0.22%
PEDESTRIAN STRUCK	1,859	0.21%
NON-PRIORITY RESPONSE TRANSPORT	1,502	0.17%
BOMB DEVICE FOUND, SUSP PACKAGE, CONTAMINATION	1,424	0.16%
DECEASED PERSON (INCL. SUSPICIOUS)*	1,289	0.15%
LOCK OUT/IN	905	0.10%
URGENT ASSIST	580	0.07%
OVERDOSE - VIA FRS	490	0.06%
SHOOTING*	414	0.05%
ABDUCTION (KIDNAPPING) - CUSTODIAL ABDUCTION, HOSTAGE SITUATION	379	0.04%
HAZARDOUS MATERIAL - VIA FRS	347	0.04%
PRIORITY RESPONSE TRANSPORT	326	0.04%
STABBING*	313	0.04%
ORDNANCE - FOUND UNEXPLODED	122	0.01%

CARJACKING (ALL TYPES)*	114	0.01%
SIGNAL13 [Officer in need of immediate help]	72	0.01%
BOMB THREAT, CBRN, CONTAMINATION [“CBRN” = chemical, biological, radiation, nuclear]	63	0.01%
PROSTITUTION	47	0.01%
CALLER IN DANGER	35	0.00%
TRAIN COLLISION - VIA FRS	34	0.00%
ILLEGAL HUNTING*	21	0.00%
ACTIVE ASSAILANT/SHOOTER	19	0.00%
SIGNAL3 [MCFRS in need of immediate help]	19	0.00%
ACCELERATOR STUCK	14	0.00%
PLANE DOWN - VIA FRS	4	0.00%
HOUSE FIRE - VIA FRS	2	0.00%
911 FROM AIRPLANE	1	0.00%
<b>TOTAL</b>	<b>866,516</b>	<b>100.00%</b>

## **MC311 DATA**

The same period of analysis for MC311 calls for MCPD shows the following:

1. There were 56,370 calls to MC311 related to MCPD.
2. 23,214 of these calls (41.2%) resulted in an immediate transfer to the 911 ECC, as noted below in the “Area” column; the MC311 Customer Service Representative stays on the line until 911 picks up.
3. 22,954 of these calls (40.7%) are related to Animal Services, as noted below in the “Area” column; These operations have been moved out of MCPD into a separate Office of Animal Services (OAS) but these calls have not been removed from this dataset because neither MC311 nor OAS’s call center operate 24/7 as 911 does, and MCPD would respond after hours when OAS staff are unavailable or if there is a report of a vicious animal actively attacking.

The resulting dataset includes 56,370 reported incidents across 149 unique Service Request (SR) types over the roughly 40-month period of analysis. All SR Types, sorted from highest to lowest frequency, are listed below:

Area	Sub Area	Topic	# of SRs	% of Total
Animal Services	Dead Animal	Reporting a Dead Animal Along the Roadway or on Adjacent Property	15,028	26.66%
Transfer to ECC		Police Department Information	14,793	26.24%
Vehicle Recovery Section		Report an Untagged, Abandoned, Dysfunctional, or Inoperable Vehicle on the Public Street, Commercial, or Private Parking Lot	3,708	6.58%
Animal Services	Wildlife	Reporting Animal Complaints to the Office of Animal Services	2,076	3.68%
Transfer to ECC		Report a Parking Complaint to the Montgomery County Police	2,031	3.60%
General Information		Police Department Most Frequently Requested Phone Numbers	1,102	1.95%
Animal Services	Wildlife	Reporting a Nuisance Wildlife Problem	942	1.67%

Transfer to ECC		Tows	912	1.62%
Animal Services	Injured Animal	Reporting an Injured Stray Animal Struck by a Car	772	1.37%
Animal Services	Stray or Lost	Reporting a Stray Animal	751	1.33%
Transfer to ECC		Fraud	725	1.29%
Animal Services	Complaints	Reporting Nuisance or Aggressive Animals	700	1.24%
Transfer to ECC		Wires Down	648	1.15%
Traffic Division	Fines	Pay a Fine for a Speed Camera or a Red Light Camera Ticket	508	0.90%
Transfer to ECC		Immediate Transfer to 911	485	0.86%
Police Records	Incident Reports	Obtain a Copy of a Non-accident Police Report	478	0.85%
False Alarm Reduction Unit	Registration	Registering a Home Alarm System	464	0.82%
District Station		Address of the Local District Police Station	455	0.81%
Transfer to ECC		Traffic Hazard	453	0.80%
Transfer to ECC		Police Follow-up	449	0.80%
Animal Services	Animal Shelter	Adopting an Animal From the Animal Shelter	424	0.75%
Transfer to ECC		Noise Complaint to the Police Department	369	0.65%
Animal Services	Animal Shelter	Location and Hours of Operation for the Animal Shelter	365	0.65%
Police - Info	Financial Crimes	Financial Crimes	356	0.63%
Animal Services	Rabies	Report a Suspected Rabid Animal	340	0.60%
False Alarm Reduction Unit	General Information	False Alarm Reduction Section	335	0.59%
Transfer to ECC		Vehicle Collisions	320	0.57%
Traffic Division	Fines	Speed Camera, Red Light Camera Fines	301	0.53%
Animal Services	Complaints	Report Someone Not Cleaning Up After a Pet	278	0.49%
Transfer to ECC		Theft	275	0.49%
Animal Services	License	Licensing a Pet	271	0.48%
Transfer to ECC		Dangerous Animal	270	0.48%
Traffic Division	Speed Cameras	Speed Camera Program	267	0.47%
General Information		Police Department Complaints	264	0.47%
Transfer to ECC		COVID-19 Report Violations of Maryland Governor's Emergency Orders to the Montgomery County Police	264	0.47%
Animal Services	Complaints	Reporting a Barking Dog or an Animal Causing a Noise Disturbance	242	0.43%
General Information		County Employee ID Cards	229	0.41%
General Information		Contacting the Police Chief for Montgomery County	201	0.36%
Fingerprinting		Fingerprinting	179	0.32%
Animal Services	Complaints	Reporting a Stray Dog or Livestock at Large	177	0.31%
Animal Services	Stray or Lost	Reporting a Lost Pet	176	0.31%
Traffic Division	Citation	Appealing a Speed Camera Citation	150	0.27%
Traffic Division	Speed Cameras	Reporting Problems with Speed or Red Light Cameras	137	0.24%
Traffic Division	General Information	Traffic Complaint	119	0.21%



Animal Services	Abuse	Reporting an Abused or Neglected Animal	110	0.20%
Police Headquarters		Address of Police Headquarters	96	0.17%
Police Headquarters		Montgomery County Police Department, Security Services Division Office Location and Contact Information	96	0.17%
Transfer to ECC		Check Welfare	93	0.16%
Transfer to ECC		Suspicious Person or Activity	93	0.16%
Transfer to ECC		Vandalism	92	0.16%
Transfer to ECC		Missing Person	79	0.14%
Animal Services	Rabies	County Hosted Free Rabies Vaccination Clinics	78	0.14%
Animal Services	Animal Shelter	Relinquishing a Pet to the Animal Shelter	68	0.12%
Transfer to ECC		Harassing Phone Calls	68	0.12%
General Information		Panhandling Enforcement	67	0.12%
Transfer to ECC		Trespassing	66	0.12%
Police Records	Accident Reports	Obtain a Copy of an Accident Report	65	0.12%
Animal Services	Animal Attack	Reporting an Attack by an Animal	63	0.11%
Public Information		Police Public Information Division	62	0.11%
Transfer to ECC		Vehicle Lockouts	62	0.11%
Transfer to ECC		Disabled Vehicle	62	0.11%
Transfer to ECC		Reporting Trash Dumping or Littering to the Montgomery County Police	60	0.11%
Traffic Division	Speed Cameras	Enforcement Cameras and Speed to Trigger Citation	48	0.09%
Police Headquarters	Other	Requesting a 911 Tape	47	0.08%
Transfer to ECC		Stolen Vehicle	46	0.08%
Transfer to ECC		Reporting Arson to the Montgomery County Police or Fire Marshal	37	0.07%
Transfer to ECC		Lost Property	34	0.06%
Police Headquarters	Crime Tip	Crime Tips	33	0.06%
Transfer to ECC		Threats	33	0.06%
False Alarm Reduction Unit	Alarm Companies	Responsibility of Alarm Company to Reduce False Alarms	32	0.06%
Animal Services	Abandoned	Reporting an Abandoned Animal	31	0.05%
Transfer to ECC		Report a Hate Crime to the Montgomery County Police	30	0.05%
Police - Info	Sex Offender Registry List	Sex Offender Registry	28	0.05%
Transfer to ECC		Controlled Dangerous Substance (CDS)	27	0.05%
Transfer to ECC		Soliciting	27	0.05%
Police Records	Accident Reports	Obtain a Copy of an Accident Report	26	0.05%
Transfer to ECC		Report the Abuse of a Child, the Elderly and Vulnerable Adults to the Montgomery County Police	26	0.05%
Transfer to ECC		Burglary	26	0.05%
Transfer to ECC		Reporting Animal Cruelty to the Montgomery County Police	25	0.04%
Bicycle Registration		Bicycle Registration	24	0.04%

District Station	Community Services	Police Ride Along Program	24	0.04%
Animal Services	Complaints	Raising Chickens and Roosters	23	0.04%
Police Headquarters		Employment Opportunities with Montgomery County Department of Police	23	0.04%
Police Records	Crime Statistics	Obtaining Crime Statistics	23	0.04%
Transfer to ECC		Loitering	23	0.04%
Animal Services	Abuse	Reporting an Animal Locked Inside a Hot Car	22	0.04%
District Station	Community Services	Police Services for the Community	21	0.04%
Traffic Division	Speed Cameras	Challenging Automated Traffic Enforcement Citations Received Weeks After the Alleged Incident	21	0.04%
Traffic Division	Speed Cameras	Speed Camera - How It Works	19	0.03%
Transfer to ECC		Recovered Vehicle	19	0.03%
Police - General Information		On-line Citizen Reporting System (CRS)	17	0.03%
Transfer to ECC		Disorderly Conduct	17	0.03%
Fingerprinting		Cost of Fingerprinting	16	0.03%
Police - General Information		Special Victims Investigations Division	16	0.03%
Transfer to ECC		Report Illegal Fireworks	16	0.03%
Police Records	Other	Maryland PIA or FOIA Request - Montgomery County Police	15	0.03%
Transfer to ECC		Alarms - Panic/Duress/Holdup/Burglar/General	15	0.03%
Animal Services	Wildlife	Maximum Number of Pets Allowed in a Home	14	0.02%
General Information		Police Department Compliments	14	0.02%
Transfer to ECC		Found Property	14	0.02%
Traffic Division	Speed Cameras	Montgomery County School Crossing Guards	13	0.02%
Transfer to ECC		Assault/Battery	12	0.02%
Transfer to ECC		Robbery	12	0.02%
Transfer to ECC		Stalking	12	0.02%
District Station	General Information	District Commanders of the Montgomery County Police Department	11	0.02%
Traffic Division	Speed Cameras	Goal of Automated Speed Enforcement	10	0.02%
Transfer to ECC		Idling Motor Vehicle	10	0.02%
Transfer to ECC		Dispute	10	0.02%
District Station	Check on Patrol	Requesting a Check on Patrol	9	0.02%
Traffic Division	Speed Cameras	Location of Speed Cameras in Montgomery County	9	0.02%
Transfer to ECC		Embezzlement	9	0.02%
General Information		Keeping Seniors Safe Program - Montgomery County Police	8	0.01%
General Information		Snow Storm January 4, 2018 - Driving and Parking	8	0.01%
Transfer to ECC		Illegal Hunting	8	0.01%
District Station		Civilian Response to Active Shooter Events (CRASE) Training	7	0.01%
Transfer to ECC		Car Alarm	6	0.01%

False Alarm Reduction Unit	General Information	Paying Response and Renewal Fees to the False Alarm Reduction Unit Online	5	0.01%
Police - General Information		Exhume a Body	5	0.01%
Police - Info	Victim Witness Assistance	Victim/Witness Assistance	5	0.01%
Police Headquarters	Employment	Law Enforcement Apprentice Program L.E.A.P.	5	0.01%
Traffic Division	Citation	Responsibility for Violations When Car Owner Was Not Driving at Time of Alleged Incident.	5	0.01%
Transfer to ECC		Alcohol Violations	5	0.01%
Transfer to ECC		Notification Request	5	0.01%
Transfer to ECC		Bomb Plant or Bomb Threat	5	0.01%
Vehicle Recovery Section		Police Towing Complaints	5	0.01%
Transfer to ECC		Domestic Dispute	4	0.01%
Transfer to ECC		DOA	4	0.01%
Transfer to ECC		DUI	4	0.01%
Animal Services	Animal Shelter	COVID-19 Animal Services and Adoption Center	3	0.01%
General Information		Wandering Prevention Resources for Autism/Intellectual and Developmental Disabilities, Alzheimer's, and Dementia - PROJECT LIFESAVEER	3	0.01%
Police Headquarters		Volunteer with Police	3	0.01%
Transfer to ECC		Domestic Violence	3	0.01%
Transfer to ECC		Kidnapping	3	0.01%
Transfer to ECC		Reporting "Wanted" Persons to the Montgomery County Police	3	0.01%
Police - General Information		COVID-19 Montgomery County Police Department Food Donation Services	2	0.00%
Police Headquarters	Press Release	Use of Off-Road Vehicles in Montgomery County	2	0.00%
Transfer to ECC		Indecent Exposure	2	0.00%
Transfer to ECC		Shooting/Shots Fired	2	0.00%
Transfer to ECC		Weapons	2	0.00%
Other		Silver Spring Fire - Investigation and Tip Line	1	0.00%
Transfer to ECC		Mental Illness	1	0.00%
Transfer to ECC		Request Emergency Shelter - Police	1	0.00%
Transfer to ECC		Alarms - Burglar	1	0.00%
Transfer to ECC		Neglect - Child or Vulnerable Adult	1	0.00%
Transfer to ECC		Overdose	1	0.00%
Transfer to ECC		Rape	1	0.00%
Transfer to ECC		Sex Assault	1	0.00%
Transfer to ECC		Sky 911	1	0.00%
Transfer to ECC		Unauthorized Use of Personal Property	1	0.00%
<b>TOTAL</b>			<b>56,370</b>	<b>100.00%</b>

## **DATAMONTGOMERY RESOURCES:**

In addition to the data displayed above, Montgomery County Government provides several MCPD-related publicly available datasets through its [dataMontgomery](#) website:

### a. [Crime](#)

Updated daily postings on Montgomery County's open data website, dataMontgomery, provide the public with direct access to crime statistic databases - including raw data and search functions – of reported County crime. The data presented is derived from reported crimes classified according to the National Incident-Based Reporting System (NIBRS) of the Criminal Justice Information Services (CJIS) Division Uniform Crime Reporting (UCR) Program and documented by approved police incident reports. The data is compiled by "EJustice", a respected law enforcement records-management system used by the Montgomery County Police Department and many other law enforcement agencies. To protect victims' privacy, no names or other personal information are released. All data is refreshed on a quarterly basis to reflect any changes in status due to on-going police investigation.

dataMontgomery allows the public to query the Montgomery County Police Department's database of founded crime. The information contained herein includes all founded crimes reported after July 1<sup>st</sup>, 2016 and entered to-date utilizing Uniform Crime Reporting (UCR) rules. Please note that under UCR rules multiple offenses may appear as part of a single founded reported incident, and each offense may have multiple victims. Please note that these crime reports are based on preliminary information supplied to the Police Department by the reporting parties. Therefore, the crime data available on this web page may reflect:

- Information not yet verified by further investigation
- Information that may include attempted and reported crime
- Preliminary crime classifications that may be changed at a later date based upon further investigation
- Information that may include mechanical or human error
- Arrest information [Note: all arrested persons are presumed innocent until proven guilty in a court of law.]

Update Frequency: Daily

### b. [Daily Arrests](#)

This dataset provides the public with arrest information from the Montgomery County Central Processing Unit (CPU) systems. The data presented is derived from every booking; criminal, civil and motor vehicle entered through CPU. The data is compiled by "CRIMS", a respected jail records-management system used by the Montgomery County Corrections and many other law enforcement agencies. To protect arrestee's privacy, personal information is redacted. Residential addresses are rounded to the nearest hundred block. All data is refreshed on 2-hour basis to reflect any additions or changes.



- Information that may include mechanical or human error
- Arrest information [Note: all arrested persons are presumed innocent until proven guilty in a court of law]
- Records will be removed after 30 days.

Update Frequency: every 2 hours

c. [Crash Reporting - Incidents Data](#)

This dataset provides general information about each collision and details of all traffic collisions occurring on county and local roadways within Montgomery County, as collected via the Automated Crash Reporting System (ACRS) of the Maryland State Police, and reported by the Montgomery County Police, Gaithersburg Police, Rockville Police, or the Maryland-National Capital Park Police.

Please note that these collision reports are based on preliminary information supplied to the Police Department by the reporting parties. Therefore, the collision data available on this web page may reflect:

- Information not yet verified by further investigation
- Information that may include verified and unverified collision data
- Preliminary collision classifications may be changed at a later date based upon further investigation
- Information may include mechanical or human error

This dataset can be joined with the other 2 Crash Reporting datasets (see URLs below) by the State Report Number.

\* Crash Reporting - Drivers Data at <https://data.montgomerycountymd.gov/Public-Safety/Crash-Reporting-Drivers-Data/mmzv-x632>

\* Crash Reporting - Non-Motorists Data at <https://data.montgomerycountymd.gov/Public-Safety/Crash-Reporting-Non-Motorists-Data/n7fk-dce5>

Update Frequency: Weekly

d. [Internal Affairs Allegations](#)

This dataset contains allegations brought to the attention of the Internal Affairs Division either through external complaints or internal complaint or recognition. Any information that can be used to uniquely identify the complainant or the involved employee will not be published.

Update Frequency: Weekly.



e. [MCPD Bias Incidents](#)

This data will capture all incidents and criminal offenses that may be motivated by an offender's bias against a race, national or ethnic origin, religion, sex, mental or physical disability, sexual orientation or gender identity.

Update Frequency: Weekly

f. [Police Dispatched Incidents](#)

This dataset contains a list of Police Dispatched Incidents records.

Update Frequency: 4 Times Daily

g. [Traffic Violations](#)

This dataset contains traffic violation information from all electronic traffic violations issued in the County. Any information that can be used to uniquely identify the vehicle, the vehicle owner or the officer issuing the violation will not be published.

Update Frequency: Daily

## FOCUS AREA TWO

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# MONTGOMERY COUNTY POLICE DEPARTMENT BUDGET

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**Group Mission:** Interpret Police budget data and structure.

**Group Members:**

- Group Leader: **Trevor Lobaugh**, Fiscal and Policy Analyst, Office of Management and Budget
- Group Members
  - **Dinesh Patil**, Assistant Chief- Management Services Bureau, Police Department
  - **Debbie Spielberg**, Special Assistant to the County Executive, Office of the County Executive
  - **Jennifer Bryant**, Acting Director, Office of Management and Budget

**Areas Addressed**

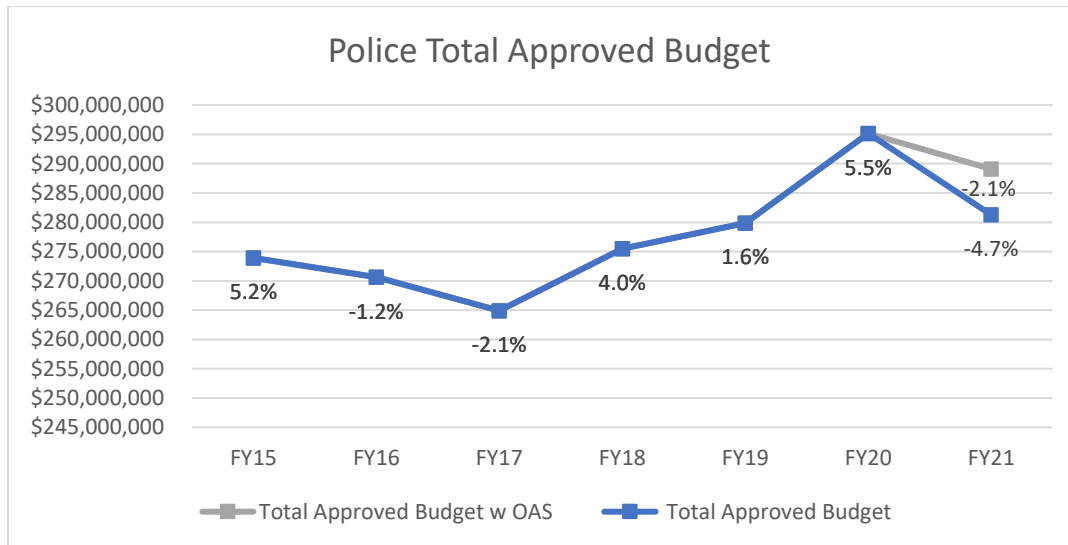
**1. Police Budget Overview**

The total FY21 Approved Operating Budget for the Department of Police is \$281,446,640, a decrease of \$13,880,689 or 4.70 percent from the FY20 Approved Budget of \$295,327,329. Much of this decrease was due to the shift of the Animal Services Division from under the Police Department to a new independent department- the Office of Animal Services (OAS).

- Funding for Police personnel (later referred to as personnel costs or PC) totals \$233,724,106 and comprises 83% percent of Police's FY21 budget. This funding supports a total of 1,832 full-time positions and 206 part-time positions equaling 1,898.86 full time equivalents (FTEs). 1301.00 of these FTEs are sworn positions (Police officers and police management) while the remaining 597.86 FTEs are non-sworn.
- Funding for non-personnel expenditures or operating expenses (OE) account for the remaining \$47,722,534 or 17% percent of the FY21 budget. Further breakdown of the operating budget is detailed later in section 3.

The vast majority of the Police budget is funded through the General Fund which is the principal operating fund for the County government. The General Fund is used to account for all financial resources except those required by law, County policy, and generally accepted accounting principles to be accounted for in another fund. General Fund expenditures for the Police Department represent approximately 23% of County Government's General Fund total.

## Budget Change Over Time



*Note: Data labels represent percent change from prior year approved budget*

Since FY15, Police's total budget has increased \$7.4M or 2.7%. If the removal of the Office of Animal Services (OAS) is restored in FY21, the budget has increased \$15.2M since FY15 or 5.5%. The growth in Police's budget is less than the growth of the overall Montgomery County Government tax supported budget which has grown by 14.0% since FY15.

Primary factors for the change in each of the past seven years are summarized below. Since personnel costs account for over 80% of Police's budget, changes in compensation due to salary increases, retirement adjustments (the cost of retirement has generally decreased across County Government as retirement plans have approached fully funded status), turnover (i.e. high cost experienced positions being replaced by lower cost hires), and vacancy often account for the greatest impact year to year. Full details about past County and Police budgets can be found at the Office of Management and Budget's Open Budget website <https://apps.montgomerycountymd.gov/BASISOPERATING/Common/Index.aspx>.

<u>Fiscal Year</u>	<u>Total Approved Budget</u>	<u>Top Factors Increasing Budget</u>	<u>Top Factors Reducing Budget</u>
FY15	\$ 273,909,539	FY15 Compensation Adjustment (+\$8.6M), Retirement Adjustment (+4.5M), Implementation of Animal Shelter Program (+2.1M)	Annualization of FY14 Personnel Costs (-\$3.4M), Motor Pool Rate Adj (-\$1.1M), Reduce Recruit Classes (-\$0.8M)
FY16	\$ 270,617,964	FY16 Compensation Adjustment (+\$7.3M), Annualization of Lapsed Positions (+\$1.6M), Emergency Communications Center Consolidation (+\$0.8M)	Retirement Adjustment (-\$6.5M), Reduce Recruit Classes (-\$3.1M), Motor Pool Rate Adj (-\$2.2M)
FY17	\$ 264,906,987	FY17 Compensation Adjustment (+\$2.8M), Annualization of Emergency Communications Center Positions (+\$2.6M), Increase Recruit Classes (+\$2.2M)	Retirement Adjustment (-\$16.8M), Shift Telecommunications to Non-Departmental Account (-\$2.2M), Decrease Overtime (-\$0.3M)
FY18	\$ 275,474,370	FY18 Compensation Adjustment (+\$4.8M), Shift Fire Positions for Emergency Communications Center Consolidation (+\$2.3M), Annualization of FY17 Compensation Increases (+\$1.0M)	Retirement Adjustment (-\$2.1M), Decrease Overtime for Emergency Communications Center (-\$0.5M), Increase Lapse for Recruit Dropouts (-\$0.3M)
FY19	\$ 279,873,331	FY19 Compensation Adjustment (+\$6.3M), Annualization of FY18 Personnel Costs (+\$1.9M), Criminal Gang Unit Expansion (+\$0.7M)	Retirement Adjustment (-\$1.5M), Lapse Increase (-\$1.2M), Lapse Six Sworn Positions (-\$1.0M)
FY20	\$ 295,162,329	FY20 Compensation Adjustment (+\$7.8M), Annualization of FY19 Personnel Costs (+\$2.8M), Motor Pool Adj (+\$1.3M)	Align Lapse Budget to Vacancies (-\$1.6M), Elimination of One-time Items (-\$0.1M), Align Contract Security in Council Office to Staffed Hours (-\$0.1M)
FY21	\$ 281,281,640	FY21 Compensation Adjustment (+\$5.3M), Annualization of FY20 Compensation Increases (+\$1.5M), Mobile Video System Upgrade Plan (+\$0.5M)	Transfer of Animal Services Division (-\$7.8M), Council Compensation Adjustment (-\$5.9M), Retirement Adjustment (-\$4.8M)

## 2. Police Department Structure and Personnel Overview

The Montgomery County Police Department (MCPD) is structured into four major operational bureaus under the Office of the Chief: the Field Services Bureau, the Investigative Services Bureau, the Management Services Bureau, and the Patrol Services Bureau. Each bureau is overseen by a sworn Assistant Chief who ensures compliance with all departmental policies, helps determine budgetary and staffing needs, and works together to identify, formulate, and implement new, more efficient departmental practices as needed.

On July 23<sup>rd</sup>, 2020 the County Council passed legislation creating a new non-sworn civilian Assistant Chief position which will oversee a newly created Community Resources Bureau. A departmental reorganization will shift various divisions under the purview of the new civilian Assistant Chief. Creation of the new bureau and Assistant Chief position will enable the Police department to:

- Enhance community engagement efforts and continue to build trust in the community
- Enhance department communications with the public
- Structure the department in the most effective manner to deliver police services
- Align organizational units with similar missions to eliminate silos and enhance efficiencies
- Balance span of control to provide greater supervision and accountability
- Create a framework for evolving needs of the community and department

Summaries of the Office of the Chief and each current bureau's responsibilities, budget, and full-time equivalents are detailed below (further information on each bureau is contained in the Addendum). **Note that the totals in the following section represent General Fund dollars only.**



<b>Police FY21 Approved Budget by Bureau</b>				
<b>Program</b>	<b>Personnel Costs</b>	<b>Operating Expenses</b>	<b>Total Budget</b>	<b>FTE</b>
Office of the Chief	\$ 2,655,181	\$ 48,745	\$ 2,703,926	14.00
Field Services	\$ 25,619,065	\$ 12,548,145	\$ 38,167,210	218.00
Investigative Services	\$ 39,821,693	\$ 1,287,112	\$ 41,108,805	299.00
Management Services	\$ 48,843,706	\$ 33,760,732	\$ 82,604,438	431.86
Patrol Services	\$ 116,636,461	\$ 60,800	\$ 116,697,261	935.00
<b>Totals</b>	<b>\$ 233,576,106</b>	<b>\$ 47,705,534</b>	<b>\$ 281,281,640</b>	<b>1897.86</b>

Office of the Chief (\$2.7M or 1.00% of total budget, 14.00 FTEs)

	<b>Personnel Costs</b>	<b>Operating Expenses</b>	<b>Total Budget</b>	<b>FTE</b>
<b>Office of the Chief</b>	<b>\$ 2,655,181</b>	<b>\$ 48,745</b>	<b>\$2,703,926</b>	<b>14.00</b>
Internal Affairs	\$ 1,448,143	\$ -	\$1,448,143	9.00
Legal and Labor Relations Division	\$ 268,041	\$ -	\$ 268,041	2.00
Office of the Chief	\$ 938,997	\$ 48,745	\$ 987,742	3.00

The Office of the Chief has responsibility for the overall management, direction, planning, and coordination of all MCPD programs and operations. The Chief is responsible for administering the Department in accordance with applicable laws and regulations and ensuring that organizational objectives are met.

The Legal and Labor Relations Division is responsible for serving as a liaison with employee unions, investigation and response to employee grievances, training of supervisors in labor relations, and serving on the County negotiation team.

The Internal Affairs Division (IAD) is comprised of nine positions and is responsible conducting investigations into allegations of misconduct on the part of officers and professional staff employees of the police department. IAD also collects extensive statistical data for review, assessment, and trends on an ongoing basis to provide advice and recommendations to the Chief of Police.

Field Services Bureau (\$38.2M or 13.6% of total budget, 218.00 FTEs)

	<b>Personnel Costs</b>	<b>Operating Expenses</b>	<b>Total Budget</b>	<b>FTE</b>
<b>Field Services Bureau</b>	<b>\$25,619,065</b>	<b>\$12,548,145</b>	<b>\$38,167,210</b>	<b>218.00</b>
Crisis Response and Support Section	\$ 182,063	\$ -	\$ 182,063	1.00
Field Services Administration	\$ 950,846	\$ 12,000	\$ 962,846	7.00
Public Information Office	\$ 711,227	\$ -	\$ 711,227	5.00
Security Services Division	\$ 4,711,793	\$ 2,051,016	\$ 6,762,809	50.00
Special Operations Division	\$ 6,610,452	\$ 485,580	\$ 7,096,032	42.30
Traffic Division	\$12,452,684	\$ 9,999,549	\$22,452,233	112.70



The Field Services Bureau (FSB) is responsible for providing specialized services in several key service delivery functions necessary for safely and effectively executing both routine and complex field operations. The FSB consists of the following divisions: the Special Operations Division, the Traffic Division, the Public Information Office, the Security Services Division, and the Crisis Response and Support Section.

- The Special Operations Division consists of the Special Weapons and Tactical Team (SWAT), Canine Unit, the Special Events Response Team (SERT), the Emergency Services Unit (ESU), and the Managed Search Operations Team (MSOT).
- The Traffic Division focuses on the enforcement of traffic laws, investigation of serious traffic collisions, and the provision of safety education for students and the public. This Division consists of the Automated Traffic Enforcement Section, the School Safety Section, and the Special Traffic Operations Section which includes four specialized units: the Alcohol Initiatives Unit (AIU), the Collision Reconstruction Unit (CRU), the Commercial Vehicle Unit, and the Chemical Test for Alcohol Unit.
- The Department's Public Information Office provides information to the public on matters of interest and safety through timely and accurate reports using traditional media routes and the latest social media trends.
- The Security Services Division provides security staffing at various County facilities to prevent or mitigate disorder and/or disruption. The Division is also responsible for providing executive protection duties for the County Executive.
- The Crisis Response and Support Section is responsible for coordinating the duties of the various support teams, programs, and organizations that provide specialized support to the Department and/or the community during times of crisis or special needs. This includes the Crisis Intervention Team (CIT), Autism/Intellectual and Developmental Disabilities (IDD)/Alzheimer's, Dementia Outreach (AIDD) and Peer Support program.

Investigative Services Bureau (\$41.1M or 14.6% of total budget, 299.00 FTEs)

	<b>Personnel Costs</b>	<b>Operating Expenses</b>	<b>Total Budget</b>	<b>FTE</b>
<b>Investigative Services</b>	<b>\$39,821,693</b>	<b>\$ 1,287,112</b>	<b>\$41,108,805</b>	<b>299.00</b>
Criminal Investigations Division	\$15,115,493	\$ 1,189,742	\$16,305,235	117.00
Investigative Services Administration	\$ 509,089	\$ 25,020	\$ 534,109	3.00
Major Crimes Division	\$ 6,766,210	\$ 20,100	\$ 6,786,310	49.50
Special Investigations Division	\$11,186,488	\$ 52,250	\$11,238,738	83.00
Special Victims Investigations Division	\$ 6,244,413	\$ -	\$ 6,244,413	46.50

The mission of the Investigative Services Bureau (ISB) is to provide specialized investigative services in support of felony and misdemeanor offenses that occur in Montgomery County. These investigations are coordinated through the Major Crimes Division (MCD), Special Victims Investigations Division (SVID), Special Investigations Division (SID), Criminal Investigations Division (CID), and the Crime Laboratory.

- The Criminal Investigations Division (CID) consists of two components, Criminal Investigations and the Montgomery County Police Crime Laboratory.
  - The Criminal Investigations component is made up of the six District Investigations Sections, the Financial Crimes Section, and the Centralized Auto Theft Section.
  - The Crime Laboratory is tasked with providing high quality and timely forensic services to the investigators of the Montgomery County Police Department and other law enforcement agencies. The MCPCL conducts forensic examinations in forensic biology, forensic chemistry, crime scene processing, electronic crimes (data extraction), firearms examination, latent print analysis, footwear/tire track examination, and bloodstain pattern analysis
- The Major Crimes Division (MCD) provides investigative expertise in cases that fall under its purview in the following sections: the Homicide Section, the Robbery Section, the Fugitive Section, the Cold Case/Missing Persons Section, and the Victim/Witness Assistance Section.
- The Special Investigations Division (SID) is primarily focused on conducting long-term investigations into the activities of criminal enterprises as well as specific individuals engaged in unlawful behavior having a significant impact on the community. SID is comprised of two sections: The Drug Enforcement Section and Criminal Enterprise Section.
  - The Drug Enforcement Section is comprised of three narcotics units and the Firearms Investigations Unit. Each narcotics unit is strategically geared to target the most common ways illegal narcotics are trafficked into the County.
  - The Criminal Enterprise Section is comprised of the Repeat Offender Unit, the Vice/Intelligence Unit, the Criminal Street Gang Unit, and the Electronic/Technical Surveillance Unit.
- The Special Victims Investigations Division (SVID) is primarily responsible for the investigation of persons crimes including missing children, exploitation, child abuse and child sexual abuse, elder and vulnerable adult abuse and neglect, felonious domestic violence, and rape. SVID consists of the Child Abuse/Sexual Assault Section, the Missing Children/Runaway Section, the Domestic Violence/Elder Abuse Section, the Sex Offender Unit, the Polygraph Unit, and the Child Exploitation Section.

Management Services Bureau (\$82.6M or 29.4% of total budget, 431.86 FTEs)

	Personnel Costs	Operating Expenses	Total Budget	FTE
<b>Management Services</b>	<b>\$48,843,706</b>	<b>\$33,760,732</b>	<b>\$82,604,438</b>	<b>431.86</b>
Capital Projects and Facilities Division	\$ 292,278	\$ 342,990	\$ 635,268	2.00
Communications Division- ECC	\$19,868,794	\$ 2,827,711	\$22,696,505	185.30
Criminal Investigations Division	\$ 1,005,725	\$ -	\$ 1,005,725	9.00
Evidence Unit	\$ 698,338	\$ 250,000	\$ 948,338	5.50
Information Management and Technology Division	\$ 7,157,586	\$ 4,895,646	\$12,053,232	65.50
Management and Budget Division	\$ 4,115,061	\$24,276,501	\$28,391,562	33.00
Management Services Bureau Administration	\$ 513,387	\$ 32,000	\$ 545,387	6.00
Personnel Division	\$ 4,114,332	\$ 209,200	\$ 4,323,532	28.00
Policy and Planning Division	\$ 1,006,514	\$ -	\$ 1,006,514	7.00
Training and Education Division	\$10,071,691	\$ 926,684	\$10,998,375	90.56

The Management Services Bureau (MSB) provides administrative, managerial, and logistical support to all bureaus/programs in MCPD. The Management Services Bureau is comprised of the following divisions: the Communications Division, the Information and Technology Division, the Management and Budget Division, the Personnel Division, the Policy and Planning Division, the Training and Education Division, and the Capital Projects and Facilities Division.

- The Communications Division oversees the Emergency Communications Center and is responsible for answering all 911 calls in Montgomery County, as well as non-emergency police service calls. Calls are screened, redirected, and dispatched as necessary.
- The Information Management and Technology Division provides leadership and strategic direction on law enforcement technology issues and leads the Department's technology innovations.
- The Management and Budget Division is responsible for budget administration, financial management, fleet management, procurement/logistics, and other varied programs that support field functions.
- The Personnel Division handles recruitment and selection of police-specific job classes; provides technical assistance to the Chief of Police and Executive Staff on all personnel matters; coordinates the development and administration of all promotional examinations with the Office of Human Resources; and conducts pre-employment background investigations for all Police Department personnel.
- The Policy and Planning Division is responsible for policy development and promulgation, maintaining accreditation under the Commission on Accreditation for Law Enforcement (CALEA) standards, and coordination of short- and long-term planning for the agency.

- The Training and Education Division is responsible for the training and performance evaluation of police recruits, development and provision in-service training for sworn officers and professional staff, and management of other programs including the Leadership Development Program, the Police Explorer Program, and the Citizens Academy.
- The Capital Projects and Facilities Division is responsible for managing the Department's facilities and the Capital Improvements Program (CIP).

Patrol Services Bureau (\$116.7M or 41.5% of total budget, 935.00 FTEs)

	<b>Personnel Costs</b>	<b>Operating Expenses</b>	<b>Total Budget</b>	<b>FTE</b>
<b>Patrol Services</b>	<b>\$ 116,636,461</b>	<b>\$ 60,800</b>	<b>\$ 116,697,261</b>	<b>935.00</b>
Community Engagement Division	\$ 997,664	\$ 40,000	\$ 1,037,664	6.00
District Administration	\$ 6,502,235	\$ -	\$ 6,502,235	42.00
District Community Action Team	\$ 4,868,113	\$ -	\$ 4,868,113	41.00
District Patrol	\$ 85,327,814	\$ -	\$ 85,327,814	716.00
District School Resource Officers	\$ 2,855,789	\$ -	\$ 2,855,789	22.00
District Special Assignment Team	\$ 6,758,099	\$ -	\$ 6,758,099	53.00
District Traffic	\$ 6,237,525	\$ -	\$ 6,237,525	46.00
Duty Commanders	\$ 390,157	\$ -	\$ 390,157	2.00
Patrol Services Administration	\$ 2,699,065	\$ 20,800	\$ 2,719,865	7.00

The Patrol Services Bureau (PSB) is the single largest bureau within the Montgomery County Police Department and is responsible for providing direct police patrol services to the public through the six District Stations. The Patrol Services Bureau consists of several specially trained units, including the District Traffic Units, Special Assignment Teams (SAT), District Community Action Teams (DCAT), and School Resource Officers (SROs). In addition to the personnel assigned to the six District Stations, the Patrol Services Bureau also includes the Community Engagement Division (CED) and the Duty Commanders.

- The District Traffic Units enforce traffic laws and support efforts for overall collision reduction.
- The Special Assignment Teams perform undercover surveillance in situations such as drug and weapons offenses and where the mitigation of crime trends is enhanced by the deployment of officers in street clothes.
- The District Community Action Community Teams are deployed to conduct targeted enforcement operations in response to identified crime increases and crime trends. These teams engage the community in community policing efforts to sustain improvements achieved through joint partnership efforts.
- School Resource Officers (SRO) are sworn, uniformed law enforcement officers trained in emergency preparedness, crisis management, community policing concepts, and problem solving who are assigned to work as a liaison to Montgomery County Public Schools. SROs take part in

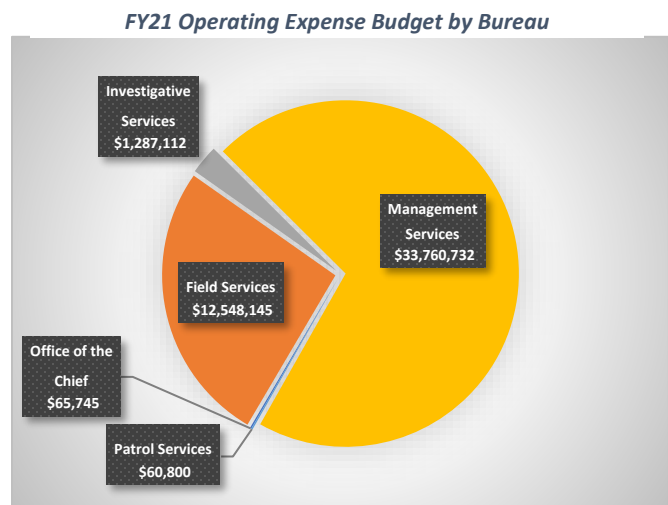


additional training geared towards working in the schools and with the students that not every patrol officer receives.

- The Community Engagement Division is responsible for outreach throughout the County to engage residents in their neighborhoods, places of worship, and in the business community. MCPD embraces the concept of community policing. This approach allows the police and the community to work closely together in creative ways to solve problems like crime issues, fear of crime, physical and social disorders, and allows everyone to collectively work to advance the overall quality of life in the community.
- The Duty Commander assumes command of the department in the absence of the Chief of Police and other senior departmental executive officers. The Duty Commander also provides field supervision to ensure adherence with established departmental policies, procedures, rules, and regulations.

### 3. Operating Expenses Budget

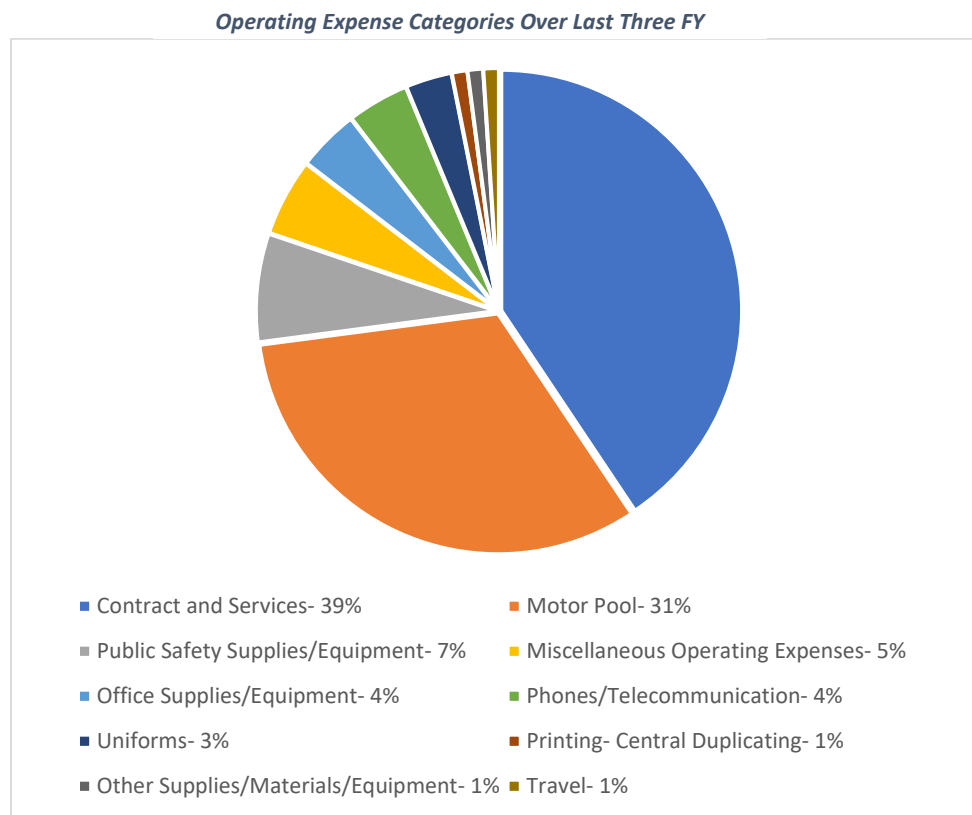
Operating expenses (OE) account for \$47,722,534 or 17% percent of the FY21 budget and have represented a similar proportion of Police's budget over the last three fiscal years. The majority of MCPD's OE budget is budgeted centrally within the Management Services Bureau (MSB) though this funding also supports bureaus and divisions outside of MSB. This is done because all fiscal matters including purchasing, contracts, and budgeting are centrally managed and controlled by the Management and Budget division within MSB. As such, many expenses, such as fleet and technology, are centralized under MSB and not individual divisions. Central management of the budget provides better oversight and control and provides MCPD the flexibility to meet changing needs. MCPD has a sustained history of staying within its budget through this central approach and is prepared to provide greater analysis of its OE spending to the Task Force if requested.





## What Does the Operating Expense Budget Fund?

The graphic below shows the largest OE expense categories over the last three fiscal years.



The Contracts and Services category represents over a third of total OE expenditures. This funding supports a variety of operational activities across the department. The largest contracts by average annual expenditures from FY17-20 are shown below. It is worth noting that the largest contract supporting automated traffic enforcement fully pays for itself from revenue generated through fines.

<u>Contract Name</u>	<u>Avg Annual Exp FY17-20</u>	<u>Description</u>
Conduent State & Local/Xerox Solutions	\$8.6M	Funds automated traffic enforcement for both speed and red-light cameras.
Bradley Technologies Inc T/A BTI Security	\$2.0M	Funds County-Wide Security Services
Axon Enterprise Inc /Taser International	\$1.4M	Provides body worn cameras and their software licenses and digital storage, and tasers
Cellco Partnership	\$1.2M	Cell phone and cell phone services
Motorola Solutions Inc	\$1.1M	Radio equipment, technology reseller through DTS, and communications services provider
EAI Security Systems Inc	\$0.9M	Supplier of County security equipment
Safeware Inc	\$0.7M	Police Supplies and related training, maintenance
Athena Consulting	\$0.5M	County clerical contractors to support Police programs
Bode Cellmark Forensics Inc	\$0.5M	DNA Test outsourcing
Advanced Computer Concepts	\$0.5M	Technology Reseller (one of the DTS IT Commodities Contractors)

The Motor Pool expense category represents 31% of total OE funding and supports Police's vehicle fleet and maintenance needs. Police has over 1600 vehicles in its fleet which includes a car for most sworn positions, those needed for specialized functions (e.g. collision reconstruction), those provided to certain

professional staff based on need, and those providing suitable depth to maintain 24/7 operations while vehicles are being repaired or awaiting replacement. Police has about 100 cars (5-6% of its fleet) down and in need of repair on a typical day.

Police's fleet is managed in partnership with the Department of General Services-Fleet Management Section (DFMS). Vehicles are replaced at the discretion of DFMS either due to regular replacement based on age/mileage/maintenance cost or deadline due to collision or mechanical issues that are too costly to be worth fixing. The approximate cost of a standard marked police vehicle is \$54,000 (including equipment) with annual operating costs averaging around \$15,000.

Other various expenses categories make up the remaining ~30% of Police's OE budget. Much of the remaining funding supports equipment for sworn officers and professional staff across the department. The initial equipment cost for a new Police Officer Candidate costs approximately \$17,000 while ongoing costs for a typical officer total approximately \$11,400 annually and are broken out below.

*Ongoing Operating Expenses for Typical Officer*

<u>Item</u>	<u>Amount</u>
Dry Cleaning	\$ 1,700
Cell Phone and Mobile Data	
Computer Service	\$ 1,200
Body Worn Camera License	\$ 1,140
Motor Pool Average	\$ 7,360
<b>TOTAL</b>	<b>\$ 11,400</b>

#### **4. Other Topics of Interest, Information Gathered**

##### School Resource Officer (SRO) Program

Total SRO FTEs and vacancies

- MCPD currently has 28 SROs. The FY21 approved savings plan lapses 5 of these positions which are currently vacant.
- MCPD SROs are currently assigned to 23 of the 26 public high schools in the County. The other 3 high schools have a SRO provided by allied agencies: Montgomery County Sheriff's Office, Rockville City Police Dept, and Gaithersburg City Police Dept (1 each). The elimination of the 5 SROs in the FY21 Savings Plan retains SROs at the 23 high schools MCPD is currently staffing.
- The five SROs being cut in the savings plan are the only SRO positions that are vacant and yet to be filled. Three SRO positions were added in FY19 for middle schools but were not available for deployment until the fall of 2019 due to the time needed for recruitment and training. These positions were reallocated elsewhere in Patrol Services given the debate regarding expanded SRO coverage and the County Executive's decision to not accept the State SRO grant earlier this year. The 2 remaining SRO positions are in the recruit class scheduled for graduation in July and will be reassigned to another role.

Full costs of SRO program including operating expenses, vehicles, etc.

- The full cost of the entire SRO Program in FY21 is estimated at \$3,507,896
  - Cost per SRO position = \$113,882 PC (avg Police Officer III personnel cost) and \$11,400 OE \* 28 positions

#### Equipment from the Department of Defense 1033 Program

The Defense Logistics Agency (DLA) DLA has the Department of Defense mission of disposing of obsolete/unneeded excess property turned in by U.S. military units around the world. The type of property turned in ranges from military-specific equipment and vehicles to generic office furniture, computers, medical items, and shop equipment. DLA Disposition Services, one of DLA's major subordinate commands, disposes of this property in a variety of ways, including reutilization/transfer to other military components or federal agencies, donating through programs like computers for schools, destruction for scrap metal and resale to the general public.

In the National Defense Authorization Act for fiscal years 1990 and 1991, Congress authorized the transfer of excess DoD property to federal, state, and local law enforcement agencies. Congress later passed the NDAA for fiscal year 1997, which allows law enforcement agencies to acquire property for bona fide law enforcement purposes – particularly those associated with counter-drug and counter-terrorism activities. The program has been named in the press and elsewhere as the “1033 Program,” which refers to the numbered section of the 1997 NDAA that granted permanent authority to the Secretary of Defense to transfer defense material to federal, state and local law enforcement agencies.

(source- DLA 1033 Program FAQ <https://www.dla.mil/DispositionServices/Offers/Reutilization/LawEnforcement/ProgramFAQs.aspx#q1>)

#### Equipment that MCPD has received under the 1033 program is detailed below:

- Vehicles: One Mine Resistant Ambush Protected Vehicle (MRAP) acquired in 2014. This unit is technically on the Montgomery County Fire and Rescue Service roster but is operated by MCPD.
  - Maintenance expenses average less than \$5,000/year
- Additional Equipment:
  - 6 Pulse oximeters (medical equipment)
  - 4 blood pressure cuffs (medical)
  - 3 Propaq electrocardiogram monitors (medical)
  - 8 warming blankets (medical)
  - 30 extreme weather winter gloves
  - 15 Rucksack bags
  - 2 HVAC trailer units
  - 1 forklift
  - 1 rough terrain forklift
  - 10 flashlights for helmets
  - 1 floor cleaning machine
  - 3 hammer drills
  - 1 hydraulic pump
  - 29 storage cases

Note: MCPD previously received M16 rifles through the program which were all returned to the military around 2012.

### **Data Collected/Addendum**

1. Organizational Chart  
<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:8765b8e2-ed7a-4f49-9c97-813f577f260a>
2. Bureau Overviews with further detail  
<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:cfd5e08-c496-4841-905c-44a6a6ac2151>
3. Police Department Complement Detail  
<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:9f42487e-1c7a-4faf-bc33-133febaee762>
4. Police Starting Salary Comparison with Area Jurisdictions  
<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:42a60ada-11fe-4e6b-8d96-9ec29b26ff92>
5. Police and County Budget Over Time Data Table  
<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:1f8cbcd0-d767-4be4-9d58-e0243a8b900d>
6. Police FY21 Operating Budget Council Packet  
<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:c91faa0e-85e6-4739-b916-59c6c8c29967>

### **Areas Identified for Further Discussion/Brainstorming**

1. How much money is being spent on non-policing matters? How do we define “non-policing” matters? (admin, 911 center, security?)
2. How much money is being spent on Police militarization? How do we define military-like expenditures?

## FOCUS AREA THREE

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# MONTGOMERY COUNTY POLICE DEPARTMENT TRAINING PROGRAMS

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**Group Mission:** Gather information on MCPD programs, as well as programs that have been implemented elsewhere, starting with training and de-escalation.

### **Group Members**

- **Group Leader:** **Jewru Bandeh**, Director, East County Regional Services Office, Community Engagement Cluster
- **Group Members**
  - **Ron Smith**, Assistant Chief, MCPD
  - **Elaine Bonner-Thompkins**, Senior Analyst, Office of Legislative Oversight
  - **Susan Farag**, Legislative Analyst, OLO, County Council
  - **Luis Cardona**, Administrator, DHHS
  - **Vlatka Tomazic**, Associate County Attorney, OCA
- **Additional Contributors**
  - **Jason Cokinos**, Captain, MCPD
  - **Stacey Flynn**, Lieutenant, MCPD
  - **Beth Tabachnick**, Therapist, DHHS/MCPD
  - **Linda Cooper**, Administrative Assistant, CEC

### **Areas Addressed**

1. **Police Department Training Programs** Summary of MCPD training program including recruitment, training, and evaluation, as well as present challenges.
2. **Overview of the Police Executive Research Forum (PERF).** Guiding Principles on Use of Force, Integrating Communication, Assessment, and Tactics (ICAT), De-escalation, Latest Research on Hiring, Recruitment, and Retention, Senior Management Institute for Policing (SMIP).
3. **Montgomery County Local Policing Data and Best Practices for Advancing Policing.** MCPD's Practices for Compiling Data on Police Interactions with the Public and Their Alignment with Best Practices to Advance Constitutional Policing, Overview of OLO Report 2020-9 and President's Task Force on 21<sup>st</sup> Century Policing.
4. **Public Safety Training Programs and National Practices.** Survey from the Federal Census of Law Enforcement Training Academies (CLETA) Based on Similarly Sized Jurisdictions to Montgomery County; Information on Best Practices/Oversight Provided by the Commission on Accreditation for Law Enforcement Agencies (CALEA).



5. **MCPD/MCPS School Resource Officer (SRO) Program.** Roles, Expectation, Training, and Interactions, and Overview of Areas in Which MCPD Programs, Procedures, and Practices Align with the President's 21<sup>st</sup> Century Policing Recommendations/Six Pillars.
6. **Practices/Procedures for Critical Incident Review Process in Montgomery County.** How are concerning incidents evaluated, so as to learn from them? Roles/Responsibilities of the Montgomery County/Howard County State Attorneys' Offices and MCPD-Internal Affairs Division and, Montgomery County Police.
7. **Response to Individuals Experiencing Behavioral Health Emergencies** (including Mental Illness and Drug Abuse) and MCPD's Crisis Intervention Team.

## **Data/Information Collected from MCPD and Other Reports**

### **1. Montgomery County Police Department Training Programs.**

Presenter/Lead: Captain Jason Cokinos, Director, MCPD Training and Education Division

The Montgomery County Police Department has 1,307 Sworn Police Officers, and it schedules and provides Federal and State mandated/required training classes to 2,000 students (seats) per year. MCPD provides:

- **Basic Training** to its Entry-Level **Academy Recruits**-1,000 hours (25 weeks). In 2018, 101 recruits started the academy, and only 86 completed.
- **Field Service Training** to its **Probationary Officers**-540 hours (14 weeks)
- **Annual In-Service Training** to all **Sworn Police Officers, 18 hours**
- **Specialized Training for Other Police Functions** including ICAT/Intervention Courses, Biased Policing/Racial Profiling, Special Weapons/Tactics, Crisis Intervention Team, Future Community Engagement, and School Resource Officer Programs

**Staffing:** MCPD provides its own training at its Public Safety Academy in Gaithersburg, with a **37-Full Time**-staff complement composed of sworn officers and civilian instructors.

**Other Law Enforcement Agencies** in Montgomery County utilize the MCPD Training Academy to train their recruits. These entities are:

- Rockville City Police
- Gaithersburg City Police
- Montgomery County Sheriff's Office
- Montgomery County Fire Services/Fire Marshal
- Chevy Chase Village Police
- Montgomery County MNCPP/Park Police
- Takoma Park Police Department



**Training Areas:** MCPD training covers a wide range of subjects, including:

- **Operational Functions:** First Aid/CPR, traffic accident investigations, vehicle operations, report writing, computers/information systems, patrol procedures
- **Weapons/Defensive Tactics:** Firearms and De-escalation
- **Self-Improvement:** Stress Management, Ethics, Cultural Competency
- **Legal:** Juvenile Justice Law, Traffic Law, Constitutional/Criminal Law
- **Special Topics:** Mental Illness, Gangs, Hate Crimes, Terrorism, Domestic Violence, Community Policing

**MCPD Annual In-Service Training Program Elements** are mandated/required by:

- CALEA Accreditation Standards
- Maryland Police and Correctional Training Commission
- Federal Emergency Management Agency
- National Safety Council
- Montgomery County policies

The Montgomery County Council's Public Safety Committee held a briefing on Police Training back in February 2020. Here is the staff report:

[https://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2020/20200203/20200203\\_PS1.pdf](https://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2020/20200203/20200203_PS1.pdf)

The attachments contain the syllabus for both the academy and the field training work. The report describes in detail Montgomery County Training Academy, Elements of Basic Training, Training Subject Areas, Community Policing, Other Specialized Training Elements (Use of Force, De-escalation), Field Training, In-Service Training, Federal/State Accreditation, Standards and Requirements, National and State Surveys, 2018-2019 Training Program of Instruction, National Practices/Experiences, Statistical Information/Presentation).

## **2. Overview of the Police Executive Research Forum (PERF).**

Presenter/Lead: Chuck Wexler, Executive Director, Police Executive Research Forum

On July 23, 2020, Chuck Wexler, Executive Director of the PERF, provided an overview of PERF to the Focus Group #3 - its purpose/why it was founded, what it does, its publications and work on policing nationally and internationally. His presentation also covered PERF's work/survey on Use of Force, Integrating Communication, Assessment and Tactics (ICAT) Training Guidelines/Module for Defusing Critical Incidents, Police Recruitment/Retention Strategies, Senior Management Institute for Police Programs.



PERF was founded in 1976 as a nonprofit police research and policy organization based in Washington, DC. The organization:

- Provides management services, technical assistance, and executive level education to support law enforcement agencies
- Provides research and policy development services/guidance
- Engages in public debates of police and criminal justice related issues
- Provides consulting services/engagement in police executive/leadership development related activities, including executive searches
- Provides information and guidance on best practices in policing

Over the years under the leadership of Chuck Wexler, Executive Director, PERF has provided policing research, policy guidance, and technical assistance in a wide range of issues confronting police agencies/communities in the U.S and other countries around the world including:

- Strategies for building police-community trust
- Reform police agencies' policies, training, and equipment regarding police use of force
- In 2019, PERF developed a protocol to help officers identify and defuse "suicide by cop" situation as part of their overall Integrating, Communication Assessment and Tactics training
- General guidance for defusing critical incidents
- Police management of large-scale demonstrations and other major events
- Guidance on police use of electronic control weapons
- U.S. Justice Department investigations of police departments regarding civil rights violations
- De-escalation of potentially dangerous encounters between police and persons with mental illness
- Guiding principles on use of force
- ICAT training guidance for defusing critical incidents

PERF's Senior Management Institute for Police (SMIP) is a four-session training program which focuses on leadership and executive development:

- Designed for mid-to upper-level police executives who will ultimately lead police agencies
- Provides law enforcement leaders the same quality of management education available to other public and private sector leaders
- Provides intensive training in the latest management theories and practices

### **3. Montgomery County Local Policing Data and Best Practices for Advancing Policing/MCPD Programs, Policies and Practices that Align with Task Force on 21<sup>st</sup> Century Policing.**

Presenter/Leader: Elaine Bonner-Tompkins, Senior Analyst, Montgomery County Office of Legislative Oversight.

#### **The Focus of RPS Work group #3 at its July 30, 2020 meeting was:**

To review the Office of Legislative Oversight (OLO) Report Number 2020-9 dated July 21, 2020, describing disparities in policing outcomes by race and ethnicity in police interactions with the public, and to learn about/discuss MCPD datasets and data practices that describes its interactions with the public.

#### **OLO Findings from the Report as Presented:**

- Available MCPD data suggests wide disparities in police-public interactions by race and ethnicity.
- MCPD tracks several policing measures that align with best practices and will report more publicly as will be required by law (Bill 33-19) in 2021.
- MCPD does not track data on street stop-and-frisk encounters.
- MCPD's internal datasets and data points provide more information than the subsets of data shown on Data Montgomery.
- Datasets available in Data Montgomery represent only a subset of the data collected internally by MCPD.
- Improvements in the collection and monitoring of MCPD policing data is necessary and urgent for monitoring constitutional and community policing.

#### **Available MCPD Data from OLO Report 2020-9 Provides Evidence of Disparities in Police Interactions with the Public by Race/Ethnicity**

- For example, whereas African Americans represent 18% of Montgomery County's population, they accounted for:
  - ✓ 44% of MCPD arrests in 2017
  - ✓ 55% of MCPD use of force incidents in 2018
  - ✓ 32% of MCPD traffic stops in 2018

#### **Number of Violations Per Stop-6 or More Times by Race and Ethnicity, CY2019:**

- ✓ Asian – 7%
- ✓ Black – 17%
- ✓ Latinx – 22%
- ✓ Native American – 9%
- ✓ White – 10%
- ✓ Other – 6%

### **Research Findings from the OLO Report on Best Practices for Policing Data Presented:**

- MCPD collect and monitor data on police interactions with the public by race and ethnicity.
- MCPD collect and monitor data on four sets of police interactions with the public: Police-resident initiated contacts, Detentions, Civilian/internal complaints against police, Surveys of police-community relations.
- Best practices for tracking policing data arises from consent decrees in response to unconstitutional policing.

### **Examples of MCPD Policing Data Practices that Align/Do Not Completely Align with Best Practices**

<b><u>Aligns with Best Practices</u></b>	<b><u>Do Not Completely Align With</u></b>
Police-public interactions	MCPD detention datasets do not track street stops by police that do not result in arrests or citations
Police complaints internally tracked	MCPD does not maintain an electronic database of civil and criminal citations
Detentions by race/ethnicity for violations, traffic stops, arrests, etc.	MCPD does not survey residents'/staff perceptions of police-community relations

### **President's Task Force on 21<sup>st</sup> Century Policing**

Review the Final Report on President's Task Force on 21<sup>st</sup> Century Policing- established in 2014 to identify best practices and make recommendations for advancing policing practices that promote effective crime reduction, building police-community trust, and procedural justice.

### **Six Pillars of 21<sup>st</sup> Century Policing:**

1. Building Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Officer Wellness and Safety

*Pillars most aligned with advancing Policing Equity: 1, 2, 4 and 5*

**Underlying Themes of Task Force on 21<sup>st</sup> Century Policing Recommendations  
Presented by OLO Senior Analyst:**

1. Change the Culture of Policing (Guardians vs Warrior)
2. Embrace Community Policing
3. Ensure Fair and Impartial Policing (Procedural Justice)
4. Build Community Capital with Positive Interactions
5. Pay Attention to Officer Wellness and Safety
6. Technology

*Themes most aligned with advancing Policing Equity: 1, 2, 3 and 4*

Link From Montgomery County Council's Public Safety Committee July 21, 2020  
Meeting Packet:

[https://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2020/20200723/20200723\\_PS4.pdf](https://www.montgomerycountymd.gov/council/Resources/Files/agenda/cm/2020/20200723/20200723_PS4.pdf)

Link to the Full OLO Report:

<https://www.montgomerycountymd.gov/OLO/Resources/Files/2020%20Reports/OLOReport2020-9.pdf>

**4. Survey of Public Safety Training Programs-Police Training/National Practices/Commission on Accreditation for Law Enforcement Agencies.**

Presenter/Lead: Susan Farag, Legislative Analyst, Montgomery County Office of Legislative Oversight.

Montgomery County Police Department, like all other police departments in the nation is subject to a variety of training requirements, including federal, state, and local requirements and accreditation requirements. MCPD also trains on federal and state case law holdings that affect what they may and may not do as a law enforcement agency. It is also required to meet Maryland and Commission on Accreditation for Law Enforcement Agencies (CALEA) standards which are exceeded in many cases according OLO reports. As previously discussed, MCPD police receive academy training, then field service training, then annual in-service training. The Census of Law Enforcement Training Academies/Bureau of Justice Statistics conducts periodic surveys of law enforcement agencies on four dozen or more different training subject areas and the number of hours provided for each.

Montgomery County Council OLO Reports finds the **MCPD Training Academy** provides 1,000 hours (25 weeks) of **Basic Training** and 540 (14 weeks) of **Field Training**. MCPS also updates training as new practices emerge. Comparatively, Montgomery County does very well against similarly sized jurisdictions in training.

### Comparing Similarly- Sized Jurisdictions

Jurisdiction	Population	Police Officers	Recruit Academy Training Hrs.	Notable Elements
Montgomery County, MD	1.2 million	1,307	- 1,000 hrs. - State of MD requires 750	Decision making model; CALEA Use of Force Standards; CIT, MHFA, TASER, Future Force Training Unit/ICAT; De-escalation Programs
Dallas, Texas	1.3 million	3,300	- 1,426 hrs., - State of Texas requires 728	- Curriculum online - Linear Response-to-Resistance Continuum Use of Force
Prince George's County, MD	909,000	1,500	State of MD requires 750	DOJ-PGC Use of Force Model MOU, reporting requirements

### Training Area/Number of Training Hours-MCPD v National Average

- Nonlethal Weapons – 19h/16h
- Defensive Tactics – 88h/60h
- Firearms – 80h/71h
- Hate-Bias Crimes – 8h/3h
- Domestic Violence – 2h/13h
- Community Policing – 81h/53h
- Cultural Diversity/Human Relations – 10h/12h
- Mediation/Conflict Resolution – 64h/9h
- Community Partnership Building – 2h/10h
- Problem Solving Approaches – 4h/12h
- Gangs – 2h/4h
- Mental Illness – 64h/10h
- Stress Prevention – 2h/6h
- Criminal/Constitutional Law – 108h/53h

**ICAT De-escalation Training** developed by PERF is part of MCPD's Police Training Program. Other jurisdictions that have adopted the model include Baltimore City, Baltimore County, Howard County, Prince George's County, MNC Park Police, and Rockville City Police Department.

**Accreditation:**

- Academies, including MCPD are accredited by entities such as CALEA
- Approximately 24 County, Municipal, Regional Law Enforcement Agencies and Sheriff's Departments in Maryland are accredited by CALEA

**5. Montgomery County Police Department School Resource Officer (SRO) Program.**

Presenters/Leads: Lieutenant Stacy Flynn, MCPD/Ronald Smith, Assistant Chief, MCPD

**Background SB 1265 Maryland Safe to Learn Act of 2018-**The legislation requires public schools to have either a school resource officer or plans for adequate law enforcement coverage in place by the 2019-2020 school year:

**Currently in Montgomery County:**

- SROs are sworn uniformed law enforcement officers assigned to high schools, but they also cover the Middle and Elementary Schools which feed into their High Schools
- MCPD patrol officers handle calls for service when the SRO is unavailable

**Demographics:**

- MCPS has 162,680 students enrolled in 206 schools
- 26 School Resource Officers- 23 MCPD, 1 Rockville City Police Department, 1 Gaithersburg Police Department, 1 Montgomery County Sheriff's Office
- African American males – 10
- African American females – 5
- Hispanic male – 1
- White males – 8
- White females - 2

**Memorandum of Understanding** Between MCPD and Montgomery County Public Schools and Other Agencies- Sheriff's Office, Rockville City Police Department, Gaithersburg City Police Department, Takoma Park Police Department, Montgomery County State's Attorney's Office was established:

- Defines specific duties and responsibilities of the SROs.
- Establishes working protocols for exchanging information.
- Addresses matters of concern cooperatively with the goal of maintaining and enhancing a safe and secure learning environment for students, staff, and school community.



- MOU: <https://www.montgomeryschoolsmd.org/uploadedFiles/departments/security-new/Executed%20SRO%20MOU.PDF>

### **Roles of the SRO include:**

- The SROs work in collaboration with the school system to provide a safe learning environment and serve as a Liaison between MCPD and MCPS.
- Enhancing safety within their assigned schools.
- Act as a resource and assist with emergency preparedness.
- Assist with traffic safety and enforcement activities in and around their assigned schools.
- Assist in calls for service at their school and incidents occurring around their schools when they are available to respond.
- When needed, SROs will coordinate assistance at major school events such as athletic events and large dances.
- SROs will meet with regularly with parents, teachers, principals, other school administrators, and students to discuss issues of concern.
- SROs will conduct school familiarization training/walkthroughs in coordination with school administration.

### **Training Requirements**

- SROs are required to attend and successfully complete 40 hours of training by MCPD within three months of being selected (in addition to the training referenced in section 1 above).
- They are trained specifically on emergency preparedness, crisis management, community policing concepts and problem solving, policies/procedures involving juveniles arrest/investigations, threat assessment, responses to critical incidents (criminal, weather, national disasters), alcohol and drug awareness, gang awareness, truancy, child abuse and neglect, MCPS Code of Conduct and applicable security policies, county/community-based supports, and outreach resources.
- On biannual basis the SROs, MCPS School administrators and security staff will participate in joint training opportunities.
- Additional training opportunities-monthly/summer sessions are made available.
- Specialized Training is provided-Cultural competency, hate crimes, intervention opportunities, and de-escalation of force.
- SROs are equipped with body-worn camera.

### **Interactions – Arrests made by SROs in 2019-2020 School Year**

- 27 physical arrests made
- 2 self-initiated (banned trespassers returned to the property)
- In last three years, 97% of arrests made by SROs were initiated by MCPS





## 6. **Montgomery County Critical Incident Review.**

Presenters/Leads: Joshua J. Felsen, Deputy State's Attorney, Howard County State's Attorney's Office; Bryan Roslund, Div. Chief, Econ. Crimes, Montgomery County State's Attorney's Office, Captain William Montgomery, Director, MCPD Internal Affairs Division

### **State's Attorney's Office for Montgomery County and State's Attorney's Office for Howard County**

In the early 2000s, federal studies suggested that in police use of force cases which resulted in a fatality, it was best practice to have an outside agency conduct the investigation. As such, in April 2019, the Montgomery County State's Attorney's Office ("MCSAO") and the Howard County State's Attorney's Office ("HCSAO") entered into a Memorandum of Understanding ("MOU") regarding criminal investigations involving police use of force incidents ending in a fatality. HCSAO conducts the investigation of these fatality cases for MCSAO and vice versa. It should be noted that since January 2015, there was an informal agreement between the offices to conduct these investigations, but the offices ultimately determined it advisable to create a written MOU. Currently, Montgomery County and Howard County are the only counties in Maryland that have an agreement to have an independent agency conduct the investigation. The purpose of the investigation is to determine if the actions taken by the police officer were justified or if they warrant criminal charges. The offices do not decide if there should be administrative action taken against the police officer and the offices do not get involved with training discussions or implementation with the respective police departments.

The process to investigate a Montgomery County Police Department ("MCPD") officer-involved use of force begins when HCSAO learns of a case either from State's Attorney John McCarthy or from an MCPD detective. HCSAO will assign generally two prosecutors to the case and, if possible, send them to the scene to begin the investigation. From that moment on, the matter is investigated by the Montgomery County Police Department ("MCPD") Homicide Unit with oversight and full involvement of the HCSAO. HCSAO will direct evidence collection, subpoena documents, have witnesses interviewed, and utilize the grand jury process if needed. If the HCSAO needs to use the grand jury, there is a grand jury liaison from the MCSAO that will assist in organizing presentations before the grand jury and issuing grand jury subpoenas. There are open lines of communication between the MCPD and HCSAO and a thorough investigation is conducted. HCSAO will consult with Use of Force experts from both the MCPD and the Howard County Police Department ("HCPD").

When the, often lengthy, investigation is complete, the HCSAO will prepare a memorandum for the MCSAO. The memorandum will contain a full explanation of the evidence obtained as well as the HCSAO's recommendation of whether charges should be filed. The memorandum is not publicly shared, but some pieces of information may be

shared by the MCSAO. If the HCSAO determines that criminal charges are appropriate, the HCSAO will file the charges in Montgomery County and the HCSAO will prosecute the case in Montgomery County.

Pursuant to the MOU, MCSAO cannot override HCSAO's decision to charge the case or close it out without charges.

### **Montgomery County Police Department Internal Affairs Division, Montgomery County Police Department**

The Montgomery County Police Department ("MCPD") Internal Affairs Division ("IAD") conducts internal investigations of suspected police misconduct. A complaint about an officer can come from anyone and it will be reviewed along with any accompanying information/evidence. If the case warrants investigation, Capt. Montgomery will determine if it is to be a formal investigation or if it can be handled informally at the district level which will result in a verbal or written counseling and not official discipline. Some examples of matters that are routed to the district level include an officer caught speeding, not writing a report, etc. If the matter involves a use of force, death investigation or harassment case, the IAD will investigate the matter.

The formal investigation must be completed in accordance with the Maryland Law Enforcement Officer Bill of Rights ("LEOBR") found in Public Safety Article, sec. 3-101 et. seq. of the Annotated Code of Maryland. All formal investigations must be completed within a year of being received. It is the practice that witnesses and officers are both audio and video recorded during their interviews. Any officer subject to interview, who has a reasonable belief that they may be subject to discipline, has a right to have a representative from the Fraternal Order of Police ("FOP") with them for the interview. This is in accordance with agreement between Montgomery County and the FOP. Unlike in a criminal investigation where a suspect has the absolute right to refuse to be interviewed, police officers under investigation are compelled to answer questions during an internal investigation interview. Failure to do so may result in further discipline. The IAD does not have the authority to subpoena records so they can only obtain the records that participants are willing to share with them.

Once the investigation is complete, a report is sent to the officer's commander who then writes up his or her findings and submits them to Capt. Montgomery. If Capt. Montgomery agrees, the matter is over, unless the case involved serious injury. If the matter involved a serious injury or Capt. Montgomery disagrees with the recommendation, the matter is referred to the Internal Investigative Review Panel (IIRP) which includes all the Assistant Chiefs, a representative from the Office of the County Attorney, a representative from the Office of Labor Relations, the Director and Deputy Director of IAD, the officer's Supervisor, and the investigating officer. The IIRP will hear the evidence and if the charge is sustained, the IIRP will make a recommendation to

the Chief of Police. The Chief of Police can either agree with the recommendation or make his own recommendation. If the Chief sustains the recommendation, the officer will receive a Statement of Charges.

After the officer receives the Statement of Charges, the officer can accept a traditional hearing board if the recommended punishment is less than 24 hours or if the officer waives the right to the alternative hearing board. The traditional hearing board consists of members chosen by the Chief and must include an officer of the same rank as the officer subject to discipline. The Chief is not bound by the decision of the traditional board and may issue a different discipline; however, the officer will have a right to be heard on the change. If the Chief is unpersuaded by the officer, the officer may appeal the final decision to the Circuit Court for Montgomery County. Instead of choosing a traditional hearing board, the officer has the option to proceed before an alternative hearing board which consists of one member appointed by the Chief, one appointed by the FOP, and one paid neutral arbitrator. The decision of the alternative hearing board is final. The Chief is bound by the decision of the alternative hearing board and does not have an appeal right. The officer, however, has the option to appeal an unfavorable decision of the alternative hearing board to the Circuit Court for Montgomery County.

**MOU** between Montgomery County State's Attorney's Office and Howard County State's Attorney's Office.

<https://www.montgomerycountymd.gov/SAO/mediacenter/memorandum.html>

**LEOBR**—Law Enforcement Officer's Bill of Rights, Maryland Annotated Code, Public Safety §§3-101 et seq

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:7e833eac-744e-4976-9f6b-10ab7095c7bd>

## **7. Montgomery County Police Response to Individuals Experiencing Behavioral Health Emergencies (including mental illness and drug abuse) and MCPD's Crisis Intervention Team.**

Presenter/Lead: Beth Tabachnick, Therapist II, Crisis Intervention Team Clinician, MCDHHS/MCPD

**Background - MCPD Crisis and Support Section** is within the MCPD's Field Services Bureau/Special Operations Division, responsible for providing specialized services in key service delivery functions, necessary for health and safety of County residents.

**The key functions/services of the Crisis Response and Support Section Functions are:**

- Dedicated Crisis Intervention Team services, including a Licensed Clinician
- Autism/Intellectual Development Disorder Outreach
- MCPD peer Support



### **Crisis Intervention Team-MCPD-Based Clinician**

- MCPD CIT Clinician is a co-responder with MCPD officers in encounters with individuals with mental illness and substance abuse
- Contractual position funded through COPS Grant in April 2015
- County-funded full-time position assigned (full time) to MCPD-CIT
- Conducts specialized training
- Serves as clinical liaison between law enforcement and behavioral health providers

### **CIT Training is an Integral Component of the MCPD Training and Education Programs**

- MCPS is committed to train 100% of officers in CIT/Mental Health First Aid (MHFA)
- CIT Training-40 hours didactic/experiential curriculum (4-6x/yr.)
- MHFA standard internationally recognized 8hr curriculum
- 736 active decentralized CIT officers trained in MHFA
- CIT is a training prerequisite for the MCPD TASER program

### **CIT Training Subject Areas include:**

- Trauma Informed Policing
- Traumatic Brain injury
- De-escalation
- Substance Abuse Disorders
- Psychiatric Disorders
- Psychotropic Medications
- Dementia/Alzheimer's
- Intellectual Development Disorder/Autism Spectrum
- Cultural Competency
- Local/Community Resources Awareness

### **CIT Alignment with President's 21 Policing Best Practices-Pillars 4 (Community Policing and Crime Reduction) and 5 (Training and Education):**

- Multi-disciplinary Teams-MCPD-CIT embedded and dual response to potentially critical incidents and crisis negotiations
- Training – CIT, MHFA, Inservice, Behavioral Health Disorders, Substance Abuse Disorders

### **Montgomery County Crisis Center**

- 24/7 Telephone/Hotline – logged 37,761 Calls and 4,669 Walk-Ins in Summer 2020



- Total Referrals in FY 19: 1,954
- Total Schools Referring: 206

**Areas identified for further discussion/brainstorming:**

- Staffing and operational resource needs for MCPD training programs.
- Cultural competency/bias training needs for officers. How do you train against institutional/structural racism in the police force?
- What influences the MCPD Academy's development of its curriculum outside of legal and accreditation mandate?
- How are critical incident processes evaluated?
- Further discussion of the recommended 21<sup>st</sup> Century policing practices with a closer focus on the core work/functional areas of MCPD, including enforcement, community engagement, crime, accountability, supervision, recruitment, and training
- Examine how MCPD policies, programs, and practices align with the recommended practices for policing equity in the 21<sup>st</sup> Century Policing Report.
- Should certain skills such as de-escalation, community profiling and racial profiling be factored into multiple training elements?
- What new policies, programs, approaches would exemplify the best policing practices?
- Specialized training for Police Dispatchers/Call Center personnel alongside police officers?
- What activities currently performed by MCPD officers could be undertaken by non-police County employees with adequate training?
- MCPD IAD critical incident review investigative process.
- Bridging the critical incident review process outcome and training.
- How can the LEOBR be revised to allow a more comprehensive internal investigation and more accountability?
- In light of the County Executives top recommendation in his transition report on improving community safety there must be an intentional effort to ensure Reimagining Public Safety prioritizes the support and strengthening for Community ownership of public safety so that Community becomes an active partner in all Community Safety efforts which helps to improve equity policies as well as improve relationship of law enforcement with the Community. This is owned by the Community and guides whatever strategy the County puts forward.

## FOCUS AREA FOUR

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### ALTERNATIVE PROGRAMS

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**Group Mission:** Identify other County departments, non-profit organizations, and other agencies to propose alternative procedures, programs, and policies to be considered by the Task Force.

**Group members:**

- Group Leader: **Athena Morrow**, HHS/Manager Adult Forensic Services
- Group Members
  - **Ben Stevenson**, Acting Chief, DOCR/Community Corrections Division
  - **James Stowe**, Director, Montgomery County Office of Human Rights
  - **Tiffany Ward**, Chief Equity Officer, Office of the County Executive
  - **Diane Vu**, Director, Montgomery County Office of Community Partnerships
- Additional Contributor
  - **Julian Norment**, African American Liaison, Office of Community Partnerships

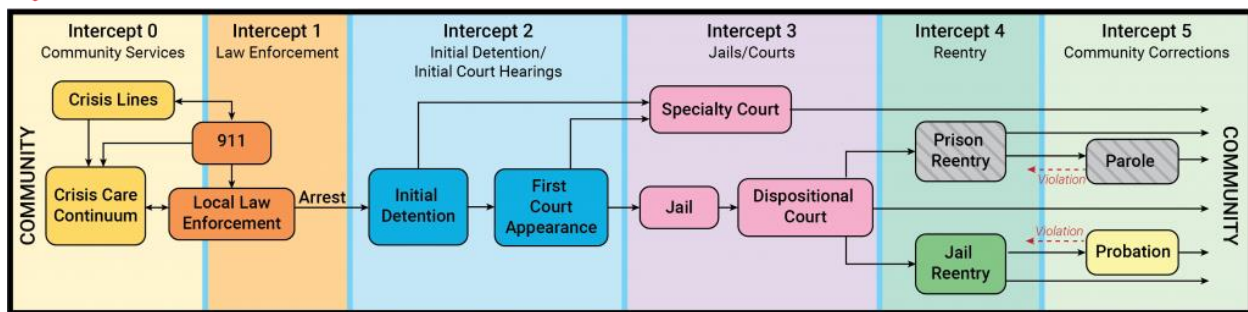
**Areas Addressed:**

1. What currently exists as alternatives to police/jail in Montgomery County?
2. What are options to reduce the prison population, (e.g. refer individuals to restoration center instead of jails).
3. Explore options for a restoration center.

## The Sequential Intercept Model (SIM)

The Sequential Intercept Model (SIM) details how individuals with mental and substance use disorders come into contact with and move through the criminal justice system.

The SIM helps communities identify resources and gaps in services at each intercept and develop local strategic action plans. The SIM mapping process helps identify strategies to divert people with mental and substance use disorders away from the justice system into treatment.



Abreu, D., Parker, T. W., Noether, C. D., Steadman, H. J., & Case, B. (2017). Revising the paradigm for jail diversion for people with mental and substance use disorders: Intercept 0. *Behavioral Sciences & the Law*, 35(5-6), 380-395. <https://doi.org/10.1002/bsl.2300>  
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### Links:

SAMHSA - <https://www.samhsa.gov/criminal-juvenile-justice/sim-overview>

### Mental Health Report:

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:47851c38-9f30-4db0-845b-28cd00c6aa6d>

## Intercept 0 – Community Services

- Connects people who have mental and substance use disorders with services before they come into contact with the criminal justice system.
- Supports law enforcement in responding to both public safety emergencies and mental health crises.
- Enables diversion to treatment before an arrest takes place.
- Reduces pressure on resources at local emergency departments and inpatient psychiatric beds/units for urgent but less acute mental health needs.

### Elements:

- Warm Lines and Hotlines or calls to non-emergency first response lines
- Mobile Crisis Outreach Team
- Peer operated Crisis Response Support
- Substance Use-focused early diversion/deflection



## **Intercept 0 services in Montgomery County:**

Multiple levels of services by public/private providers – see more detail in Work group #5

**STEER** - This is a team of peers with lived experience who work closely with Fire & Rescue, and the local hospitals to connect victims of opioid overdoses and those with severe Substance Use Disorders with a peer specialist who will support recovery and connect to treatment.

*Initially a police deflection initiative, but it did not get supported by the number of referrals*

**Street outreach Network** - The mission of the Street Outreach Network (SON) is to prevent, neutralize, and manage hostile behavior in the highest-risk youth and communities through the development of positive relationships between youth, community stakeholders, and outreach workers. SON engages with youth through development programs and leisure time activities to redirect antisocial and aggressive behaviors. Street Outreach Staff are being trained and certified in evidence- and culturally-based, trauma-informed curriculums or as Professional Community Intervention Specialists. On average, 80 percent of this program's clients are neither arrested nor suspended from school after participating.

**Safe Spaces** - The Safe Space offers highest-risk youth access to resources and services to prevent them from engaging in violent or criminal behavior. In addition, this program focuses on improving community safety by strengthening community leadership to address violence, helping to strengthen the sustainability of County gang prevention efforts. Services provided include behavioral health services, grief counseling, job readiness training, and leisure activities

**Truancy Prevention Program (TPP)** - This is a program started by SAO in 2010. Through positive one-on-one interaction with students, this 10-week early intervention program identifies why children are either not regularly attending school or are not on-time for school. The program not only puts resources in place to support regular and timely attendance, but successfully encourages students to enhance school performance.

**School cluster initiatives** Multi-Agency group with Health and Human Services, MCPD, MCPS, DJS, and SAO to help solve problems that prevent a child from succeeding in school.

- *Kennedy Cluster* -meets every other Monday during school year.
- *Watkins Mill Cluster* -meets every other Friday during school year.
- *Springbrook/Paint Branch Cluster Project* -meets every other Wednesday during school year.

**High School Based Wellness Centers** - provide school-based, culturally-based, and trauma- and healing-informed positive youth development services such as after school activities, job readiness, academic support, trauma-informed mental health services, parent support groups, leadership development, truancy reduction, substance abuse prevention, and other health related services. The High School Based Wellness Centers are located at Watkins Mill, Northwood, Gaithersburg, and Wheaton High Schools.



**The Identity After-School Program** - provides after school programming to serve at-risk Latino youth in middle and high schools.

**The Maryland Multicultural Youth Center** - provides case management, GED preparation, job readiness development, and after school programs to high-risk youth.

**The Crossroads Youth Opportunity Center** and the **Upcountry Youth Opportunity Center** - provide a wide array of culturally-based, trauma-informed intervention support services for high-risk youth, youth who seek to exit gang life, youth engaged in juvenile delinquency and criminal activity, and violence prevention services

**Speak Up Save a Life** - live and now zoom presentations with a medical doctor, a substance abuse counselor, a police officer, a person who is in recovery from opioid abuse, a parent who has lost a child from an opioid overdose, a police officer, and a member of the State's Attorney's office who talks about how to avoid becoming an opioid user.

**Choose Respect Program** - This is an annual program dealing with helping young people establish respect in dating relationships and avoiding becoming a victim or perpetrator of an offense

**Internet Safety Cyber Safety Presentations** – The SAO has given hundreds of presentations in Schools, PTA, churches, temples, and wherever asked, to help people avoid being a victim of a cyber-crime or a perpetrator of a cyber-crime.

**National examples:**

<https://chcsbc.org/get-help/crisis-care-services/>

<https://clermontcountyohio.gov/2017/01/27/mhrb-awarded-100k-grant-to-fund-heroin-response-team/>

<https://whitebirdclinic.org/cahoots/>

<https://www.thesantegroup.org/baltimore-county-crisis-services>

## **Intercept 1 – Law Enforcement**

- Begins when law enforcement responds to a person with mental or substance use disorders.
- Ends when the individual is arrested or diverted into treatment.
- Is supported by trainings, programs, and policies that help behavioral health providers and law enforcement to work together.

### Elements:

- Dispatcher Training
- CIT
- Specialized Law-Enforcement Response/joint response with mental health professionals
- Data Sharing

### **Examples in Montgomery County**

**Crisis Intervention Team (CIT)** – see more detail in Work group #5 report

**Restoration Center** – this is currently being proposed - see more in separate section below

**Truancy Review Board** -This is a multi-agency group (States Attorneys' Office, Police Dept., CPS, HOC, Dept of Juvenile Services, Every Mind, and others) that focuses on diverting parents away from court for failing to send their children to school regularly.

### **National examples:**

<https://www.arlingtonma.gov/departments/police/opiate-outreach-initiative>

<https://coloradosprings.gov/fire-department/page/community-and-public-health-cares>

<https://sonomacounty.ca.gov/Health/Behavioral-Health/Community-Response-and-Engagement/Mobile-Support-Team/>

### **Intercept 2 – Initial Detention/ Initial Court Hearings**

- Involves people with mental and substance use disorders who have been arrested and are going through intake, booking, and an initial hearing with a judge or magistrate.
- Supports policies that allow bonds to be set to enable diversion to community-based treatment and services.
- Includes post-booking release programs that route people into community-based programs.

### Elements:

- Screening for MH and SUD
- Data Matching
- Pretrial Supervision
- Post Booking Release

## **Examples in Montgomery County**

### **Pre-Trial Services Diversion Programs - Alternative Community Services (ACS) / Intervention Program for Substance Abusers (IPSA)**

The ACS/IPSA program provide cost savings to the courts, program participants, and the community. IPSA program provides substance abuse education courses for program participants that have been charged with a drug defined offense. ACS and IPSA both require nominal fees for participation. ACS/IPSA provide a pipeline for diversion for the entire Montgomery County criminal justice system. Diversion and deflection remain an effective intervention approach for those who may otherwise not revisit the criminal justice system. A robust diversion program assists DOCR with a reduction in jail beds, as such programs are offered in lieu of incarceration.

The ACS/IPSA diversion programs impact customer and communities by helping promote safer communities, providing participants with substance abuse education and treatment alternatives, provides cost savings by diverting participants away from jail, court, prosecution, and having the stigma of being an convicted offender, assists non-profit community service organizations and Montgomery County Departments with work crew clean-up opportunities, and collects nominal revenue fees for Montgomery County Government. Pre-Trial Diversion programs participants receive excellent customer service through case management services. Case Managers facilitate program success through office visits and regular telephone contact. Case Managers may also coordinate additional mental health and treatment referrals as needed. The ACS/IPSA Diversion programs works closely with courts and Parole and probation to seeks alternatives to incarceration. Cost savings derive from reducing jail bed space and reducing court costs to prosecute low level criminal cases.

The Pre-Trial ACS/IPSA Diversion programs collaborate with the court to screen for potential participants who may benefit from diversion. In FY20, the average daily population for Alternative Community Services is 590 participants, while the Intervention Program for Substance Abusers is: 118 participants. In FY19, Diversion work crews collected 9,423 bags of trash/debris and made 254 trips to the transfer station. Removal of brush and trash creates smooth and uninhibited water-run off and prevents back-ups/clogged drains-this improves the environment. Both ACS and IPSA charge program fees for participation. The ACS fees are \$150.00 and the IPSA fee is \$350.00. In FY19, ACS collected \$243,787 in program participation fees, while the IPSA program collected \$59,072.

Pre-Trial ACS/IPSA achieved positive results in providing services to over 700 clients. Additionally, program fees were collected from participants that totaled more than 300K in revenue. Community Service work was completed by clients that totaled in almost 10K in garbage bags collected and over 250 trips to the transfer station.

The ACS/IPSA Diversion program is supported with evidence-based research and evaluation. Research by Lange, S., Rehm, J., Popova, S., 2011, conducted a systematic search of the literature for studies that assess the effectiveness of post-booking and post-incarceration diversion programs in North America. Research concluded that Diversion programs exist at

multiple levels within the criminal justice process and should be implemented as a system made up of various programs at all criminal justice levels.

**Pre-Trial Supervision Unit** addresses pretrial justice by providing a system to inform the court of risk associated with defendants presented before the court to have defendant remain in the community prior to adjudication of their offense. Pretrial Services provides recommendations for conditions that mitigate risk and provide supervision to monitor those conditions. Once defendants are placed by the courts to be supervised, Case Managers monitor and provide regular supervision that includes face-to-face office visits, drug/alcohol testing, monitoring of Global Positioning System/Curfew, referrals to mental health and substance abuse services. Pre-Trial Services' Case Managers inform the court of pre-trial compliance and request bond violations for those who fail to comply with their court orders. Pre-Trial Services manages defendants placed in the community who would otherwise be placed in secure confinement. In FY20, the Pre-Trial Supervision Unit has an average daily population of 720 participants.

Pre-Trial Services works in conjunction with the State District and Circuit courts, defense bar (including the Office of the Public Defender) and State's Attorney office to process the flow of defendants through the criminal justice process. Pretrial Services also collaborates with the Department of Health and Human Services for treatment programs. Pre-Trial Services also collaborates with Montgomery County Police Department, the Sheriff's Office, Department of Public Safety and Correctional Services for arrested defendants who may have additional warrants and for victim welfare checks.

**SAO Drug policy** to not prosecute people for possession of less than 10 grams of marijuana or for distribution of less than 10 grams of marijuana (general policy with certain exceptions in case of violence or sales at a school).

**CATS Assessment and Post Booking Diversion**— a Health and Human Services team of clinicians located at the Montgomery County Detention Center and working alongside the Department of Correction and Rehabilitation in assessing incoming inmates for risk of self-harm and identifying their behavioral health needs while detained. CATS staff informs Dept of Corrections staff of the mental health needs of the newly received inmate and transitions care to the appropriate mental health or medical staff. Additionally, CATS staff, in conjunction with Pre-Trial Services, assesses incoming inmates for diversion to community-based treatment services and recommends treatment options in lieu of detainment to the Court during the defendant's Bond Review. CATS staff evaluate, on average, 20% of incoming inmates as they are identified with mental health, co-occurring conditions or high risk for self-harm, based on established indicators.

- In FY19 CATS evaluated 2190 inmates and recommended diversions to the community for 819 (38%). Of those, 85% were male, 57% African American, 22% were Caucasian, and 11% were homeless.
- In FY20 (impacted by COVID) CATS evaluated 1802 inmates and recommended diversions to community services for 620 (34%). Of those, 85% were male, 56% African American, 24% Caucasian, and 9% homeless.



### **National examples:**

<http://www.datasciencepublicpolicy.org/projects/criminal-justice/data-driven-justice-initiative/>  
<https://ps.psychiatryonline.org/doi/10.1176/appi.ps.68203>

## **Intercept 3 – Jails/Courts**

- Involves people with mental and substance use disorders who are held in jail before and during their trials.
- Includes court-based diversion programs that allow the criminal charge to be resolved while taking care of the defendant's behavioral health needs in the community.
- Includes services that prevent the worsening of a person's mental or substance use symptoms during their incarceration.

### **Elements:**

- Treatment Courts for high risk/high need individuals
- Alternatives to prosecution programming
- Jail based programming and health care
- Partnerships with Community based providers of MH and SUD treatment
- Mental Health jail liaisons or diversion clinicians
- Collaboration with Veterans Justice Outreach

## **Intercept 3 programs in Montgomery County**

**Montgomery County Correctional facility / Crisis Intervention Unit** – intensive mental health services, to include assessment and medication management provided by highly skilled clinicians, for those experiencing acute mental health symptoms and who may not be able to be cleared for general population housing while detained.

**Jail Addiction Services** – CARF accredited intensive outpatient program providing Substance Used Disorders Treatment to detained individuals. JAS participants are housed in dedicated pods that foster recovery principles and receive services by therapists, peers, correctional specialists, volunteers, and reentry specialists.

### **Problem Solving Courts:**

**Mental Health Court** - MHC team includes a SAO representative, probation officer, pretrial, public defender/attorney, clinical staff, Judges, and Court staff. This program offers alternatives to clients with mental health and co-occurring disorders, who are charged with an offense.

- District Court – mostly a diversion court with cases dismissed if treatment conditions are met.
- Circuit Court – a post-conviction court supporting successful completion of probation provided clients engage in and complete treatment expectations.

Drug Court - Circuit Court. This program offers alternative sentences to people with substance use disorders who are convicted of offenses, provided they stay in treatment, participate in the counseling, and remain crime free.

Teen Court - Juvenile Diversion program from the Juvenile Court system.

Homeless docket – In planning stage. Will connect homeless individuals charged with minor, non-violent offenses with services to assist with housing, entitlements, and treatment in lieu of prosecution.

Dismissal of cases - Individuals charged with non-violent offenses have an opportunity to have their case dismissed if they complete a Behavioral Health evaluation. The program started in July with 75 offenders taking advantage in the first 6 weeks of the initiative.

#### **National examples:**

<http://www.tascosolutions.org/diversion-contact/>

<https://www.mcda.us/index.php/community-initiatives-special-programs/mental-health-court/>

<https://www.mocoalition.org/community-mental-health-liaison>

## **Intercept 4 – Reentry**

- Provides transition planning and support to people with mental and substance use disorders who are returning to the community after incarceration in jail or prison.
- Ensures people that have workable plans in place to provide seamless access to medication, treatment, housing, health care coverage, and services from the moment of release and throughout their reentry.

#### **Elements:**

- Transition Planning by the jail on in-reach providers
- Medication and prescription access upon release from jail or prison
- Warm hand-off from corrections to providers increases engagement in services
- Benefits and health coverage immediately following upon release
- Peer support Services
- Reentry Coalition participation



## **Examples in Montgomery County**

**DOCR - “Reentry for All”** – Correctional staff provide comprehensive services and support to returning citizens as individuals, as members of their families, and as members of the community. Reentry workshops and programs are available to both the pretrial and sentenced populations. Many re-entry needs and discussions on personal experiences and behaviors are available. Workshops and programs are scheduled based on identified Inmate need/interest as well as facilitator availability. Among the services provided are:

- Carey Guides (Curriculum Workbook and Discussions to Support Behavior Change)
- Civil Legal Aid Clinics (Good Samaritan Advocates; Understanding Processes and Policies; Assistance)
- Conflict Resolution and Anger Management (Conflict Resolution Center of Montgomery County)
- Creating Healthy Bonds (Family Services Inc; Parenting Skill and Clinical Support Group)
- Expungements Workshop (Maryland Legal Aid Bureau)
- Financial Literacy (Banking Basics, Understanding Credit, Positive Money Habits)
- Literacy Tutoring (Literacy Council of Montgomery County)
- MVA Clinic (MVA Representative Reviews Individual Driving Records and Reinstatement Requirements)
- Parole and Probation Orientation (DPSCS; Community Supervision Expectations and Procedures)
- Reentry Circles Support Group (Identity Inc; Reentry Discussion Group)
- SMART Recovery for Addictions (Self-Management and Recovery Training) they are returning to

**HHS - CATS Reentry** – Clinical Assessment and Transition Services/Reentry (CATS) – An HHS team of licensed clinicians based in the Montgomery County Correctional Facility that provides transition and reentry services to those nearing their period of detention and who face behavioral health challenges. The staff complete a thorough needs-assessment and provide linkages to community-based treatment services. Reentry plans are individualized to ensure clients receive their medication upon release to the community and that they are connected to the services they need, including housing, outpatient or residential treatment, entitlements and recovery supports. Staff work under pressure to meet reentry needs with often unpredictable release dates. In FY19 CATS reentry served 750 (79 homeless) clients, in FY20 739 (37 homeless).

### **National examples:**

<https://fortunesociety.org/services-that-build-lives/>

[https://www.health.ny.gov/health\\_care/medicaid/program/medicaid\\_health\\_homes/special\\_populations/criminal\\_justice.htm](https://www.health.ny.gov/health_care/medicaid/program/medicaid_health_homes/special_populations/criminal_justice.htm)

<https://www.middlesexsheriff.org/home/news/mso-open-young-adult-offender-unit>

<https://mha-ne.org/programs-services/honu.html>

## **Intercept 5 – Community Corrections**

- Involves individuals with mental or substance use disorders who are under community corrections' supervision.
- Strengthens knowledge and ability of community corrections officers to serve people with mental or substance use disorders.
- Addresses the individuals' risks and needs.
- Supports partnerships between criminal justice agencies and community-based behavioral health, mental health, or social service programs.

### **Elements:**

- MH training for all community corrections officers
- Specialized Caseloads of people with MH and SUD disorders
- Community partnerships
- Medication Assisted Treatment (MAT)
- Access to Recovery Supports (reduce barriers to employment, housing. Assist with government issued- photo ID, health care coverage, record expungement)

## **Examples in Montgomery County**

**Pre-Release and Reentry Services** is responsible for the care and custody of male and female adult offenders that reside in a 144-bed correctional facility. The program provides community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders in which they engage in work, treatment, education, family involvement, and other services that prepare returning citizens for release.

The program primarily serves inmates who are within one year of release and who are sentenced to DOCR. In addition, the program also provides re-entry services to Local, State, and Federally sentenced inmates who are within one year of release and who are returning to Montgomery County and the greater Washington Metro area upon release.



The Pre-Release is a community-based program and national work release model that serves as an alternative for those in jail confinement. Since 1972, the PRC has served over 19,779 male and female adults who have been convicted and sentenced, and who are within one year of release. The Pre-Release Center houses over 30% of the County's sentenced population in the community. The Pre-Release center allows sentenced and convicted offenders to address reentry needs prior to their release from DOCR. The Pre-Release Center offers the opportunity for sentenced offenders to receive treatment and life skills programming while participating in the program. PRC Residents are required to work, pay room and board, file state and federal taxes, and address restitution and child support obligations. Each resident works with a case manager and work release coordinator to develop an individualized reentry plan that addresses their specific transitional needs including employment, housing, treatment, family, and medical services. Family members of participants are encouraged to participate in the plan development. The program employs other evidenced-based reentry practices including risk/needs assessments, cognitive behavioral programming, monitored community-based treatment, college/GED/Literacy classes, and a "work first" philosophy. DOCR began a recidivism study within the whole department, which includes the Pre-Release Center.

**Expungement Clinics** - State Attorney Office works with Legal Aid and the Court system to help people who were charged and not convicted, or convicted of certain offenses, to get their record cleared of the offense. The Clinic helps the person fill out the form to get their conviction removed from their record. Offered clinics at Silver Spring Civic Center, Mt. Calvary Baptist Church (Rockville, Md.), District Court in Rockville, Homeless Shelter (Taft Street).

Medication Assisted Treatment (MAT) provided by private and public providers

Access to outpatient and residential treatment

Specialized probation caseloads for sexual offenders

Long standing collaborations between HHS, DOCR, MCP, FRS and private treatment/service providers

**National examples:**

<http://transitionsclinic.org/>

<https://dcs.georgia.gov/types-supervision-4>

<https://www.cssbh.org/returning-home-ohio>

[https://cabhp.asu.edu/sites/default/files/pssc-2018-session\\_16\\_forensic\\_assertive\\_community\\_treatment\\_fact.pdf](https://cabhp.asu.edu/sites/default/files/pssc-2018-session_16_forensic_assertive_community_treatment_fact.pdf)

## **Restoration Center**

The Restoration Center is a proposed crisis assessment and stabilization facility that would operate 24/7/365 as part of an existing crisis response system. It would provide an alternative for first responders to transfer clients in crisis in lieu of hospital EDs or jail. The restoration center would operate under the principles of the Crisis Now Model, ensuring 100% admission to those in crisis, regardless of voluntary or involuntary status and is not limited by racial/ethnic/insurability or other such factors. It would provide a safe and highly specialized location staffed with clinicians and peers trained in de-escalating, assessing, and providing adequate treatment and support services to those experiencing behavioral health crises. Similar models exist throughout the country demonstrating a great degree of effectiveness in preventing revolving door cycles for those in crisis.

Operating a Restoration Center in Montgomery County would offer multiple enhancements to the existing crisis response system that currently is struggling to meet the demand and defaults in overuse of MCPD response, hospital ED, and jails. According to a recent report by RI international (completed in the process of applying for the Nexus “Crisis Now” project) Montgomery County responds to over 15,000 crises each year. This includes over 8000 hospital ED admissions, and 6000 served by the Crisis Center. The gap between existing capacity and estimated needs suggests that more than 10,000 residents receive inadequate or no services during a crisis. The Restoration Center is projected to accommodate approximately 90% of the current crises annually.

### **At a glance the establishment of a Restoration Center would address the following:**

- 24/7/365 operation
- 100% admission of crises involving mental health, substance use disorder, or other type of crisis (will pilot with adults and consider expanding to youth)
- Voluntary and involuntary clients
- MCPD, FRS, and MCOT can drop off a person in crisis and be back on duty within minutes
- Reduces criminalizing of minor infractions - Reduces Central Processing Unit admissions
- Provides alternatives to incarceration and Hospital EDs
- A location equipped to provide multi-axial evaluation and needs-assessment (Psychiatric and Substance Use disorders, medical clearance) - staffed by a multidisciplinary team to include, medical, mental health, addiction specialists providing a range of services by peer specialists and licensed clinicians
- Evidence-based practices to engage clients (trauma-informed care, harm-reduction, etc.)
- Peer specialist services
- De-escalation and engagement in comfortable, safe setting
- Crisis stabilization – 30% estimated not ready for discharge after 23 hours – sub-acute stabilization for 2.5 days
- Serve as entry point into the system of care, regardless of the identified needs of the individual in crisis



- MCPD, FRS, MCOT and individuals can drop off clients in crisis without cumbersome admissions process and be able to return to duty swiftly
- Discharge planning and referrals to next level of care (many options, depending on clinical need, for example, Residential Crisis Services, Emergency Petition to hospital ED or MH Certification to residential MH bed, Residential or Outpatient Substance Use Disorder treatment to include MAT, homeless services, entitlements, emergency supports, liaison and advocacy to various systems , including criminal justice programs, etc.)

### **Examples of similar models across the country:**

Behar County, Texas Restoration Center - <https://chcsbc.org/location/the-restoration-center/>

A comprehensive service delivery system operating under the Crisis Now model, providing, outreach, crisis response, and stabilization. Has been in operation for over two decades

Maricopa County, Arizona- Crisis Now Model — <https://www.crisisnetwork.org/> Another Innovative Best Practice backed by the National Montgomery County, MD OIT Strategic Plan 20. In this model, police bypass the emergency room with no calls, no referrals, and no rejections. This program has generated a reduction of 45 cumulative years of psychiatric boarding, creating a savings to hospitals of \$37 million in avoided costs/losses. It has further reduced potential State acute care inpatient expenses by \$260 million.

Core Elements of “Crisis Now” include:

1. Regional or statewide crisis call centers coordinating in real time.
2. Centrally deployed, 24/7 mobile crisis.
3. Short-term, “sub-acute” residential stabilization programs.
4. Essential crisis care principles and practices, including an “air traffic control” model that connects and ensures timely access to data. Some crisis call-center hubs in the country use this model, which applies technology similar to that used with air traffic control, offering real-time connection to GPS-enabled mobile teams, ensuring true system-wide access to available beds and outpatient appointment scheduling. These exceptional practices help to enable a whole, integrated crisis system of care.

### **Risk-Need-Responsivity Model**

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:d9102dd4-008a-424e-ae64-de5d89e04e56>

This is an evidence-based model of addressing the needs of the offender population with an aim toward reducing recidivism and enhancing quality of life, public safety, and successful integration in a pro-social context. It is a Criminal Justice-specific model with the premise that a system of care ought to devote the majority of its resources to those highest at risk of

reoffending, those with the most acute needs, that if unaddressed may lead to recidivism, such as substance use disorders, among others. Currently, in Montgomery County, there is scarce capacity in offering services to address criminogenic factors.

## **Youth alternatives to arrest and incarceration**

Diversion programs are alternatives to initial or continued formal processing of youth in the juvenile delinquency system. The purpose of diversion programs is to redirect youthful offenders from the justice system through programming, supervision, and supports. Diversion programs are typically designed to provide youth with experiences that are different from traditional juvenile justice experiences. Diversion decisions and activities usually occur at the earliest stages of involvement in the juvenile justice system; however, diversion initiatives can be put in place at later stages of justice processing with the primary goal of reducing costly out-of-home placements. Research has shown that many youth in the juvenile justice system are there for relatively minor offenses, have significant mental health issues, and end up in out-of-home placement or on probation by default.

The structure and operation of diversion programs vary, but the overall goals are typically the same, namely, to address delinquent behavior informally in the community in an effort to prevent subsequent offending. Some diversion programs are established to provide specialized programs to better meet the needs of youth with mental health and/or substance abuse concerns. Typical services provided for youth and families in diversion programs include one or more of the following, which are listed under the various intercepts above:

- Screening and assessment
- Education and tutorial services
- Victim awareness classes and activities
- Service-learning programs
- Substance use education and counseling
- Job skills training
- Mental health treatment
- Crisis intervention
- Family counseling
- Parenting skill development
- Supports for rebuilding family relationships
- Quality recreation and organized sports programs

## **Questions for the task force to consider**

1. Rates by race/ethnicity for traffic offenses that can result in arrest or a sentence including jail by police district.
2. Rates for citations or arrests by race/ethnicity for misdemeanors or non-violent felony by police district.
3. Number/Percent of adults who are cited or arrested and are diverted from the Court system into a program that would result in the charge being dropped/nolle pros.
4. Need for deflection during intercept 1 – see TASC deflection document attached.
5. Service gaps and disparities for the undocumented / immigrant community.
6. Gaps in resources post-conviction (employment, housing, entitlements, health insurance, etc.).
7. Document the changes in jail intake and prosecutions comparing pre-COVID policies to post-COVID policies. If current policies have resulted in reducing these numbers with no apparent impact on public safety should they be continued? Conversely, has the reduced use of a program like the Pre-Release Center impacted successful job placement and re-entry planning?
8. What barriers did STEER face as a deflection model that resulted in low numbers of deflections?
9. Discrepancy between the numbers of MCP officers receiving CIT training and those actually responding to incidents involving MH issues.
10. Explore MCP “on the job” training and mentoring by senior officers after completing basic training.
11. Multiple diversion and alternative programs, but lacking programs and services to address criminogenic factors – ie. implement Risk Need Responsivity Model and address criminal thinking.

## **Additional Information - links**

### **Redefining Policing with our Community:**

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:f3941294-764c-41b3-89a8-bb449777eb3e>

### **The Effectiveness of Criminal Justice Diversion Initiatives in North America: A Systematic Literature Review:**

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:681454b9-223c-4afb-80fe-ac9fe0fc6e5d>

### **School to Prison Pipeline in Montgomery County:**

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:8eb0e406-a9ff-49c2-869f-ea28a3d4aafe>

### **Peers Support Brief:**

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:51aa6ac3-e2a9-49fb-9a34-4b2b08ca2266>



**TASC Deflection Framework Tool:**

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:257821b7-f7d6-4135-bb60-5231af57381c>

**Positive Youth Development:**

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:99a73cac-d21c-4b04-aaa8-22b84edfd596>

**Police Reform Across US:**

<https://www.prainc.com/wp-content/uploads/2020/08/PoliceReformAcrossUS508.pdf>

**Juvenile Diversion Guidebook:**

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:c2f87856-5b6e-4b51-825c-85f129950829>

## FOCUS AREA FIVE

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### BEST PRACTICES

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**Group Mission:** Research and propose best practices for the intersection for health, social services, and crisis response system.

**Group members**

- Group Leaders
  - **Dorné Hill**, LCSW-C, Acting Administrator for Crisis and Trauma Services, Montgomery County Department of Health and Human Services
  - **Amanda J. Harris**, MSW, MPP, Chief of Services to End and Prevent Homelessness, Montgomery County Department of Health and Human Services
- Group Members
  - **Thomas Didone**, Assistant Chief, Montgomery County Police Department
  - **Dorcus Howard Richards**, Assistant Chief & Executive Officer, Office of the Fire Chief, Fire and Rescue Services
  - **BB Otero**, Special Assistant to the County Executive
- Additional Contributors
  - Numerous guest and subject matter experts from within each County Department

**Areas Addressed**

- Identify crisis response mechanism: mental health, homelessness, child welfare, youth diversion, domestic violence, etc.
- Identify options for creating sustained support and integrated case management from crisis to intervention to prevention.
  - Such as neighborhood violence centers to support domestic violence calls.

## Current Crisis Services in Montgomery County

### Behavioral Health Services

#### Montgomery County Police Department

- CIT (Crisis Intervention Team)- behavioral health trainings for decentralized officers and a unit of dedicated officers assigned full time
- Embedded licensed therapist (DHHS)
- Autism, Intellectual Disability and Dementia Unit
- Pre-Booking Diversion and Referrals to Mental Health Court
- Review of the Emergency Evaluation Petitions/Police Reports related to Mental Health by CIT therapist
- Assist specialized investigative units (eg: firearms, Special Victims Investigative Division (“SVID”), financial crimes, Animal Services) with co-response and evaluation of individuals with indicators of a behavioral health crisis
- Peer support officers to address mental health/Stress Management (doctoral level psychologists providing mental health and trauma services to officers and their immediate families in a confidential setting)

#### Fire and Rescue Services

- Peer support to address mental health
- Transportation of clients who are in Crisis
- Provide medical intervention for acute situations
- Therapist embedded MIH- Mobile Integrated Health

#### DHHS

- **CIT** – teach classes
- **Mobile Crisis Team**
- **Homeless Integrated Behavioral Health Outreach team:** Operated by Pathways to Housing and targets people experiencing homelessness with substance use or co-occurring disorders. The team includes a nurse, peer specialist, addictions specialist, and social worker. Provides harm reduction groups for people experiencing homelessness or in housing programs.
- **Psychiatric services at shelters and homeless drop-in** – provides people experiencing homelessness with services including medication management from psychiatrist onsite at Progress Place.
- **VASAP**- 24/7/365 days sexual assault outreach volunteers after rapes/sexual assaults and physical DV assaults including attempted strangulations. Written as part of Code Orders MCPD.
- **APP and VASAP** therapists provide suicide intervention assessments including hospitalizations.
- **APP and VASAP** Psychiatrists provide evaluation/medication/assessment and hospitalizations for suicide intervention/interruption.
- **VASAP** provides consultation on sexual violence to MCPS teachers, HHS nurses, school guidance counselors, principals etc.



## Homelessness

### DHHS

- **APP** offers a domestic violence shelter (BAK) for victims escaping high lethality, rape/sexual assault victims and adult human trafficking victims.
- **APP, BAK case managers and VASAP** Victim Assistants and Therapists work within DHHS system of services to prevent homelessness offering coordination, assistance to clients navigating obtaining shelter and housing, assisting clients not to lose housing after they acquire this benefit.
- **Homeless Street Outreach**- provides housing-focused street outreach to people sleeping outdoors in all areas of the county. Services include crisis response during extreme weather, coordinating emergency medical or psychiatric care, providing basic needs, and connecting people to permanent housing. Street outreach is not primarily a crisis service but offers aftercare and long-term engagement with disconnected households in the community. All efforts are overseen and guided by the Outreach Coordinator.
- **Emergency Shelter**- The homeless Continuum of Care operates multiple emergency shelters for both single adults and families. All shelters are housing-focused and seek to address the crisis of homelessness. All shelters are low barrier and do not require people to be clean and sober, medication compliant, or agree to treatment.
- **Homeless Diversion** offers an alternative to shelter by partnering with households to resolve their housing emergency. Diversion services include financial assistance, conflict mediation, problem-solving, and community referrals.
- **Housing Stabilization Services** offers financial assistance, housing relocation, and connection to mainstream resources for people facing a housing crisis including utility shut-off, eviction, or foreclosure.
- **Homeless Information Line** provides housing and shelter resources to people experiencing a housing emergency. Takes calls from concerned community members and makes referrals to Homeless Street Outreach.
- **Health Care for the Homeless** offers care coordination for hospital discharges, medical services in shelters, and on the streets as well as shelter diversion. Services are provided by county nurses and through a contract with a medical provider.
- **Homeless Coordinated Entry System** uses a common assessment tool to determine vulnerability and match households with the most appropriate housing intervention. The goal of Coordinated Entry is to ensure fair and equal access to all people experiencing homelessness and make the most effective use of limited resources.
- **Progress Place** is located in downtown Silver Spring and serves as the day center for people experiencing homelessness. Meals, clothing, laundry, showers, case management, medical and psychiatric services are offered on-site.
- **Transitional Housing** offers short-term emergency housing and supportive services for specific populations like youth or survivors of domestic violence.
- **Housing First Permanent Supportive Housing** offers a long-term housing subsidy and intensive wraparound supportive services to people with disabilities. Housing is provided without preconditions such as sobriety, medication compliance, or participation in treatment.



- **Rapid Rehousing** offers a flexible housing subsidy and intensive support services that allows households to quickly exit homelessness to permanent housing.
- **Rental Assistance Program** provides a permanent shallow subsidy for households experiencing homelessness or at imminent risk of losing housing. The program targets people on a fixed income including seniors and people with disabilities.

## Child Welfare

### Montgomery County Police Department

- ***Treehouse and other Child Advocacy Centers*** – SVID works directly with the Treehouse CAC, or another CAC when the victim resides outside Montgomery County, to help facilitate forensic interviews, provide counseling and therapy, and obtain medical evaluations and follow-ups.
- ***Child Welfare Services*** – SVID works with Child Welfare Services to co-investigate alleged incidents of child physical and sexual abuse.
- ***Shady Grove Hospital Forensic Medical Unit and similar hospital units*** – When a juvenile victim reports a sexual/physical assault, Shady Grove Forensic Medical Unit and other similar units around the state and country treat the victim’s injuries, while at the same time identifying, preserving, and collecting potential evidence for SVID.
- ***U.S. Customs and Border Protection*** – When, SVID has reason to believe a suspect intends to flee the country to avoid prosecution, SVID works with the U.S. Customs and Border Protection National Targeting Center to prevent the suspect from leaving the country.
- ***Children’s National Medical Center*** - When a complex medical case is encountered, Children’s National Medical Center treats and/or reviews the victim’s condition and participates in multi-disciplinary team meeting to provide medical diagnoses and assessments and suggested a course of actions for SVID’s investigation.
- ***Archdiocese of Washington*** – SVID coordinates with the Archdiocese of Washington to identify victims of sex abuse and located potential abusers employed both within the Archdiocese and the global Catholic Church, provides services.
- ***Maryland Attorney General’s Office*** – SVID is currently coordinating with the Maryland Attorney General’s Office to investigate and prosecute incidents of child sexual abuse that reach beyond Montgomery County, involving other jurisdictions within the state.
- ***Department of Juvenile Services/RICA/NOYES*** – SVID works with the Department of Juvenile Services to charge and detain juveniles accused of sexual assault and abuse on other juveniles.
- ***National Center for Missing and Exploited Children (NCMEC)*** – NCMEC helps located victims who have run away from their abusers and helps identify victims of pornographic material.
- ***Montgomery County Public Schools (MCPS)*** – MCPS conducts body safety training for students and helps identify and locate victims of both physical and sexual abuse and assault.

- **Montgomery County Sheriff's Office** – The sheriff's office assists with protection orders service to remove abusers from the home and keep abusers from contacting victims during and after an investigation.
- **Montgomery County Department of Corrections** – The Department of Corrections assists with suspect interviews and intelligence, especially in cases involving criminal street gangs.
- **Montgomery County State's Attorney's Office** – In addition to standard prosecutions, the SAO is contacted early on in the investigation of complex, serious, or high-profile cases to help coordinate the investigation and improve the chances of a successful prosecution.
- **DOJ/U.S. Attorney's Office** – These Federal agencies assist with obtaining a provisional warrant (international warrant) for fugitives who have fled or now reside outside the country.
- **U.S. Marshal Service** – The United States Marshall Service assists with fugitive warrant services and extraditing/transporting international fugitives from a foreign country to United States soil.
- **Interpol** – SVID files international warrants and red notices (international travel alerts) with Interpol to help located and extradite international fugitives.
- **Crisis Center** – The Crisis Center screens after-hours intake reports for CWS, notifying and coordinating the initial investigation with SVID when appropriate, and routinely assists with emergency shelter and emergency psychiatric needs of victims and their families.
- **VASAP** – Assists with long term victim assistance.
- **Treehouse and other Child Advocacy Centers** – SVID works directly with the Treehouse CAC or another CAC when the victim resides outside Montgomery County, to help facilitate forensic interviews, provide counseling and therapy, and obtain medical evaluations and follow-ups.
- **Adventist Behavior Health (ABH)** – ABH Identifies child abuse and sex assault victims and provides accommodations for victim, witness, and suspect interviews when necessary.
- **University of Maryland SAFE Center for Human Trafficking** [www.umdsafecenter.org](http://www.umdsafecenter.org)
- Additionally, MCPD participates in discussions regarding cases and welfare with many of our partner agencies. MCPD frequently collaborates with MCPS. MCPD participates in Multi-Disciplinary Team (MDT) meetings with our partner agencies (Treehouse, SAO, Child Welfare Services, Shady Grove Forensic Medical, and may include HHS, SONS). MCPD also participates with the SAO and Children's Hospital to review cases. MCPD participates in Multi-Disciplinary Team (MDT) meetings, Internet Crimes Against Children (ICAC) Task Force, and facilitates meetings regarding the sex offender registry between Parole & Probation, DOC, etc.

## Fire and Rescue Services

- Specific protocols for pediatric patients including designation of specific receiving facilities for pediatric trauma, sexual trauma, and other incidents requiring specialists.
- 100% QA review of every child treated by EMS, especially at MCPS locations.



- Pilot program to share data with MCPS about children involved in or witnesses of traumatic incidents.
- Mandatory reporter to CPS.
- Participate in pediatric fatality review task force.

## DHHS

- All therapists are mandated reporters of child abuse to Child Welfare's Protective Services.
- BAK therapists also report, expanding body of reports for children who witness domestic violence.
- **VASAP** through a grant pays part of the salary for a **Tree House Victim Advocate who assists child welfare clients.**
- **Family Unification Program** is a partnership with the Housing Opportunities Commission and DHHS. The program offers a long-term deep housing subsidy and 18 months of supportive services for families with child welfare involvement and where housing is the only barrier to family reunification.

## Youth Diversion

### Montgomery County Police Department

- Montgomery County Police case screener is a professional staff position. In 2019, this individual reviewed more than 2,000 reports. MCPD reviews reports authored by partner agencies, including park police, Gaithersburg City, etc. These reports are then sent to the Department of Juvenile Services, SASCA, Teen Court, or juvenile traffic. All first-time drug and alcohol offenses go to SASCA, if the juvenile is in a vehicle at the time, they also attend a drug/alcohol class through Teen Court. Teen Court also takes shoplifting under \$1500, second degree assaults, some weapons charges, and trespassing. If a juvenile does not complete the diversionary program, the case is sent to DJS.
- In addition, MCPD partners with MCPS on an early intervention program called Truancy Prevention Program (TPP). Its mission is to improve middle school attendance in Montgomery County Public Schools (MCPS) by discovering the root causes of truancy and assisting students and their families with issues that impact attendance. The Truancy Prevention Program began in 2010 starting at two middle schools and now serves 19 middle schools across Montgomery County. Thanks to the collaboration of the County Council, MCPS, Montgomery County Police Department, and our community volunteers, TPP has clear plans in place to expand to all 40 MCPS middle schools.
- MCPD also partners with MCPS on occasion with the Restorative Justice program. This program seeks to empower students to effectively solve problems within the school community, take responsibility for their actions, and work with affected parties to restore those harmed as the result of these actions. More information can be found at: <https://www.montgomeryschoolsmd.org/departments/student-services/mental-health/restorative-justice-project.aspx>





## DHHS

- **Street Outreach Network (SON)**
- **SASCA-** Substance Abuse screening for Adolescents
- Groups and assessments, in MCPS, provided across DHHS, inside of the schools and the communities.
- **MoCo Reconnect** is a virtual youth engagement and homeless drop-in center for disconnected and housing challenged youth. The program is a partnership with the Collaboration Council and several youth service providers that offers housing services, educational and vocational training, and case management.

## Domestic Violence

### Montgomery County Police Department

- **Asian Pacific Islander Domestic Violence Resource Project** A liaison with the Asian Pacific Islander population and are a bridge to the community.
- **Catholic Charities** Provides domestic violence victims needs to include furniture, counseling, veteran services and financial services
- **Courtwatch Montgomery** They reduce intimate partner violence in Maryland by ensuring domestic violence victims have access to responsive justice and vital services that can stop the abuse quickly and permanently.
- **Eldersafe** Temporary shelter, confidential counseling, medical, physical therapy services, case management, education, community referrals, legal referrals, etc.
- **Family Services Inc.** Assuring the delivery of community-based mental health, developmental needs, substance abuse, and/or behavioral health services to individuals with those disabilities.
- **BAK- Betty Ann Krahne Shelter** Short term emergency shelter for survivors of domestic violence and sexual assaults. Includes trauma informed care.
- **House of Ruth** Provides counseling and emergency housing for victims of domestic violence.
- **Jewish Coalition Against Domestic Violence** Services victims and survivors of all types of power-based violence, including victims and survivors of domestic violence.
- **Korean Community Services Center** Assists Korean Immigrants with culture, education, health and social services, civic advocacy, and outreach.
- **Maryland Department of Public Safety and Corrections Services** Victim notification form, victim notification form to speak in court, refers victims to vine.
- **Montgomery College** Work with security and faculty to ensure student safety along with the victims of domestic violence and to assist with suspect identification.
- **Montgomery County Department of Correction and Rehabilitation** Domestic violence victim notification.
- **Vine** Nation's leading victim notification network. It allows survivors, victims of crime, and other concerned citizens to access timely and reliable information about offenders or criminal cases in U.S. jails and prisons.



- **Montgomery County Department of Health and Human Services** Protects the health and safety of at-risk children and vulnerable adults in the community and addresses basic human needs including food, shelter, and clothing.
- **Adult Protective Services** Provides professional services to reduce risk factors and promote protection of the health, safety, and welfare of endangered vulnerable adults.
- **Child Protective Services** Take calls and investigates reports of suspected child abuse and neglect to ensure the safety of children.
- **Montgomery County Domestic Violence Coordinating Council:** The Domestic Violence Coordinating Council (DVCC) was established by the Montgomery County Council in 2006 with the mission of reducing the incidence of domestic violence and creating a safe community for families to live free of abuse. The 19-member board is comprised of six public members, two representatives from non-governmental or non-profit domestic violence service or advocacy organizations, and 11 agency representatives of the County and State government who coordinate efforts relating to domestic violence prevention and safety. The DVCC supports initiatives including Choose Respect Montgomery, a teen dating violence and sexual assault prevention initiative that hosts an annual event and public service announcement contest, offers educational programs in MCPS classes and for community groups, and supports programs for athletes. The DVCC also focuses on legislative programs and policy, victim services, and offender programs and policy.
- **Montgomery County Family Justice Center**
  - Client Assistance Services - Client Assistants provide victims with support and resources in a non-judgmental manner. Client Assistants also work with victims to create Safety Plans to protect themselves and their children.
  - Counseling - On-site therapists are available to respond to the emotional needs of victims and provide tools and support during the healing process. Counseling is also available for children who witness domestic violence.
  - Career Counseling - A Career Coach is available at the Center to provide employment and job skills counseling.
  - Basic Needs Services - Client Assistants provide victims with referrals to agencies that can directly assist with shelter, food, clothing, and other basic needs.
  - Legal Advice and Representation - Attorneys provide pro bono legal assistance for Protective Orders and family law matters.
  - Immigration Legal Services - Attorneys provide direct legal immigration services to foreign-born victims and their families.
  - Video Conference Protective Order Program - Client Assistants help with completing Protective Order Petitions, and the hearings for Temporary Protective Orders can be held at the Center using a video conferencing system.
  - Law Enforcement and Criminal Services - Police Detectives and staff from the State's Attorney's Office assist victims seeking to file criminal charges.
- **Montgomery County Sheriff's Office** Provides protective orders, serves protective orders, provides standby services, interviews victims, and assists victims with the application for protective services.
- **Montgomery County States Attorney's Office Victim Witness Coordinators.** Victim witness coordinators work with victims of crime during and after the prosecution of a



criminal case by providing information about available services and ensuring compliance with victims' statutory rights.

- **Pro bono Counseling Services** Provides access to volunteer licensed mental health professionals.
- **Treehouse Child Advocacy Center of Montgomery County** Is dedicated to reducing trauma and promoting healing for child victims of physical abuse, sexual abuse, and neglect.
- **AARP** MCPD provides education for seniors through AARP.
- **Safestart** Provides counseling for children who have been exposed to violence in their families.
- **Ombudsman's Office** Provides oversight for nursing homes.
- **Senior Centers of Montgomery County** Provides education and outreach for the senior centers.
- **Montgomery County Fire Rescue** Notifies the Montgomery County Police of residences and citizens who have a history of calls for services for domestic violence/elder vulnerable. They provide early intervention.
- **End Violence Against Women** A coalition of support services, researchers, activists, survivors, and NGOs to end violence against women and girls.
- **Military** They have their own domestic violence advocates for the victim and the suspect. They coordinate arrests and assist with investigations that occur on Military bases in Montgomery County.
- **Adventist Healthcare Shady Grove Medical Center, Forensic Medical Unit:** Provides free medical services for victims of sexual assault, domestic violence, human trafficking, and child abuse. Documents abuse and assault and gathers physical evidence, including sexual assault kits.
- **Trauma Services: Abused Persons Program and Victim Assistance and Sexual Assault** Programs are the State of Maryland designated comprehensive domestic violence and sexual assault /rape crisis center programs. The two programs offer a comprehensive array of services to both domestic violence, rape/sexual assaults/homicide surviving family members and other violent and general crime victims:
  - 24/7/365 days yearly sexual assault outreach for victims.
  - Crisis Lines 24/7 through the Crisis Center VASAP: 240-777-HELP (4357) and APP: 240-777-HOPE (4673).
  - APP Intake Line
  - Crime Victims Compensation Fund
  - Victim Advocates for court accompaniment at District and Circuit courts, safety planning and criminal justice advocacy. Court offices in Rockville and Silver Spring District Courts and at the Circuit Court.
  - Therapy for crime victims of all ages includes individual, family, and group counseling services. Tele-Health services during pandemic (telephone, MSTEAMS, and exploring Zoom Health).
  - Prison Rape Elimination Act Therapist P/T deployed to Montgomery County Correctional Facility in Boyds, MD.
  - Therapist specializing in working with Disability community.



- Deployment of a therapist 2-3 days weekly to Family Justice Center location.
- Case Management services
- Safe Start groups for children who witness domestic violence (Sheriff's office contract).
- Korean Community Services for domestic violence victims (County Council contract)
- Educational presentations to the community
- Limited Public Educational Awareness campaign (grant funding limited)
- Community Educator- small grant for 10<sup>th</sup> grade Health classes on Date Rapes/Sexual Violence
- Psychiatrist for assessment, medication, and evaluations
- Shelter (BAK) for DV, rape, and human trafficking victims
- Hotel placement for DV victims when BAK is full
- Supervised Visitation Center (Safe Passages) for court ordered visitations for domestic violence
- **Abuser Intervention Program (AIP)** State certified domestic violence offender curriculum for males.
- **Abuser Intervention Program** for female victims of DV who have been also charged as offenders.
- **APP** Provides ongoing support services to domestic violence clients through ongoing Victim Assistance/Advocacy through the Criminal Justice System and professional Counseling Services.
- **VASAP** Provides ongoing support services to rape/sexual assaults/homicide surviving family members and other violent and general crime victims through ongoing Victim Assistance/Advocacy through the Criminal Justice System and ongoing professional Counseling services.
- **Behavioral Health Authority** Responsible for planning, developing, monitoring, and evaluating publicly funded behavioral health care services.
- **Crisis Center** Provides free crisis services 24/7 and includes crisis assessments for both psychiatric and situational incidents.
- **DVS Legal Services** Provides survivors of domestic violence and families in need with affordable access to legal assistance and resources.
- **Maryland State Police** Utilized for the MSP gun center. They provide registry and ownership information for citizens.
- **National Alliance on Mental Health** Provides assistance to domestic violence victims who are suffering from mental illness.
- **Interfaith Clothing Works** Provides low income families with clothing and home goods free of charge.
- **Animal Services** Called to remove or relocate animals when there is a domestic violence incident or elder incident where the animals are not being cared for.
- **HOC/Section 8** Provides housing for domestic violence victims. If victims are in HOC and are in domestic violence situations, HOC/Section 8 provides assistance with relocating the victim.
- **Private Attorneys** Provide *pro bono* work for victims, advocacy, represent their rights, etc.



- **Phone Companies** Verizon assists domestic violence victims with a Hope Phone and provides emergency communication for the victims through cell phones.
- **Hospitals in Montgomery County** Provide anonymous registration, medication, social services, collect evidence, free medical services, and documentation.
- **Maryland Safe at Home Address Confidentiality Program** This program provides a confidential address for a victim who has moved to a new location and their location is unknown to the abuser.
- **Code Enforcement** They work with elder/vulnerable victims for compliance and assist with investigations
- **Montgomery County Public Schools** They assist with suspect identification, victim safety, and provide information needed for domestic violence cases.
- **Maryland Crime Victim Resource Center** They provide free information, support, legal representation, referrals, and counseling to victims of federal crimes.
- **Maryland Coalition Against Sexual Assault** They advocate for compassionate care and accessibility for survivors of sexual crimes and accountability for all offenders

### **Areas identified for further discussion/brainstorming**

#### ***Intervention***

- Crisis Now Model
- CAHOOTS
- Bethesda Now
- Police- CIT therapist – CRRS- expansion
- Fire Rescue – Mobile Integrated Health team – expansion
- Ability for Fire Rescue to use other venues
- Integration of Mobile Crisis Team and CIT with Fire Rescue to collaborate- Law and policy needs to be addressed
- Safe Centers
- Center for Victims of Crime- neighborhood model and/or centralized model

#### ***Prevention***

- Marketing and promotion of current and new initiatives and programs
- Expansion of Mental Health First Aid
- Expansion of Crisis Intervention Team training across public safety
- Promoting self-care
- Education about Behavioral Health and Homelessness (NAMI, EveryMind)
- Ongoing Educational Campaigns for targeting Domestic Violence, bystander intervention on sexual assaults, has been utilized by VASAP using small grant funds
- Social Marketing/Media Interventions Campaign on substance use prevention (target substances: (Alcohol, Marijuana, Opioids) Target audiences: Adolescents and Adults (Collaboration Council)



- Dare To Be You (DTBY)- is a multilevel prevention program aimed at high-risk families with children ages 2–5. The program is designed to lower children’s risk of future substance abuse and other high-risk activities by improving aspects of parenting that contribute to children’s resiliency. (Family Services, Inc.)

### *Sustained Support Services*

- Follow-up after the Crisis Intervention on all fronts
- Assertive Community Treatment Model – with a homeless and mental health platform
- Aftercare or gaps in resources when the crisis is over
- What to do about disengaged populations and how does state and local policy get in the way- right to self-determination for both substance use and mental health, self-neglect, “substance use hold” in other places,
- Do Emergency rooms override psych evaluation? – potential holds
- If not the hospital Emergency Room or another place? Restoration center? ER is not always conducive to recovery
- Guardianship for vulnerable adults- is the threshold right?
- Criteria for Adult Protective Services, overlap with DV
- Inpatient Mental health beds – are there enough? Particularly for folks with comorbidity



## CONCLUSION

The Reimagining Public Safety Work Group Report was prepared to help inform the work and direction of the Reimagining Public Safety Task Force. This report is a starter and not intended to be comprehensive. The Reimagining Public Safety Task Force is encouraged to use this report as a foundation to brainstorm, research, discuss, and consult with experts to develop recommendations that reimagine the Montgomery County Police Department and public safety in Montgomery County. The Work Group members include:

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### Department

Regional Service Director  
Office of Labor Relations  
Office of Legislative Oversight  
Office of Management and Budget  
Positive Youth Development  
Office of Legislative Oversight  
Department of Health and Human Services  
Montgomery County Police Department  
County Council  
Fire and Rescue Services  
Office of Management and Budget  
Department of Health and Human Services  
Department of Health and Human Services  
Fire and Rescue Services  
Montgomery County Police Department  
Office of Management and Budget  
Chief Administrative Office  
Department of Health and Human Services  
County Executive Office  
Montgomery County Police Department  
Montgomery County Police Department  
Montgomery County Police Department  
County Executive Office  
Department of Correction and Rehabilitation  
Office of Human Rights  
Chief Administrative Office  
Department of Correction and Rehabilitation  
Office of the County Attorney  
Office of Community Partnerships  
Office of Racial Equity and Social Justice