



2019

Annual Report

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Information on current job openings for full-time, part-time, and volunteer Police Department positions, available on the web

- Police Officer - Entry Level
- Police Officer - Lateral
- Police Communication Operator
- Police Cadet
- Police Student Internship
- Police Explorer
- Police Crossing Guard
- Animal Care & Control staff
- Forensic Science staff
- Other full-time and part-time civilian staff positions

<https://www.aacounty.org/departments/police-department/jobs/>

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HISTORY AND ACCREDITATION

Anne Arundel County rests between Baltimore, Maryland and Washington, D.C. consisting of 416 square miles (264,200 acres) of land area, approximately 530 linear miles of tidal shoreline, and 172 square miles of water area. It borders Baltimore City, Baltimore and Howard counties to the north and northwest, Prince George's County to the west and Calvert County to the south, and the Chesapeake Bay to the east.

The Anne Arundel County Police Department was founded in 1937 by an act of the Maryland State Legislature, in recognition of the need for better and more consistent police services for the citizens of the county. At that time, there were 21 officers in the Department, including the Chief.

The Police Department shall be responsible for preservation of the public peace, prevention of crime, apprehension of criminals, protection of the rights of persons and property and enforcement of the laws and the rules and regulations made in furtherance thereof.

Anne Arundel County Charter. Article V - The Operating Departments. Section 544 - Functions of the Police Department. Page 39:
<http://www.aacounty.org/our-county/county-code/for-ms-and-publications/Charter.pdf> [Downloaded: 5 January 2020]

Over the years, the Department has steadily grown into a large, modern organization—keeping pace with the growing population of Anne Arundel County. County businesses and communities have also grown with the increasing demand for products, services, and places to live.

This *growth and development* continues, and the Police Department remains efficient and effective to ensure that public safety needs are not

compromised. The quality of life for citizens living and working in Anne Arundel County is enhanced by the Police Department adhering to high standards and practicing sound law enforcement.

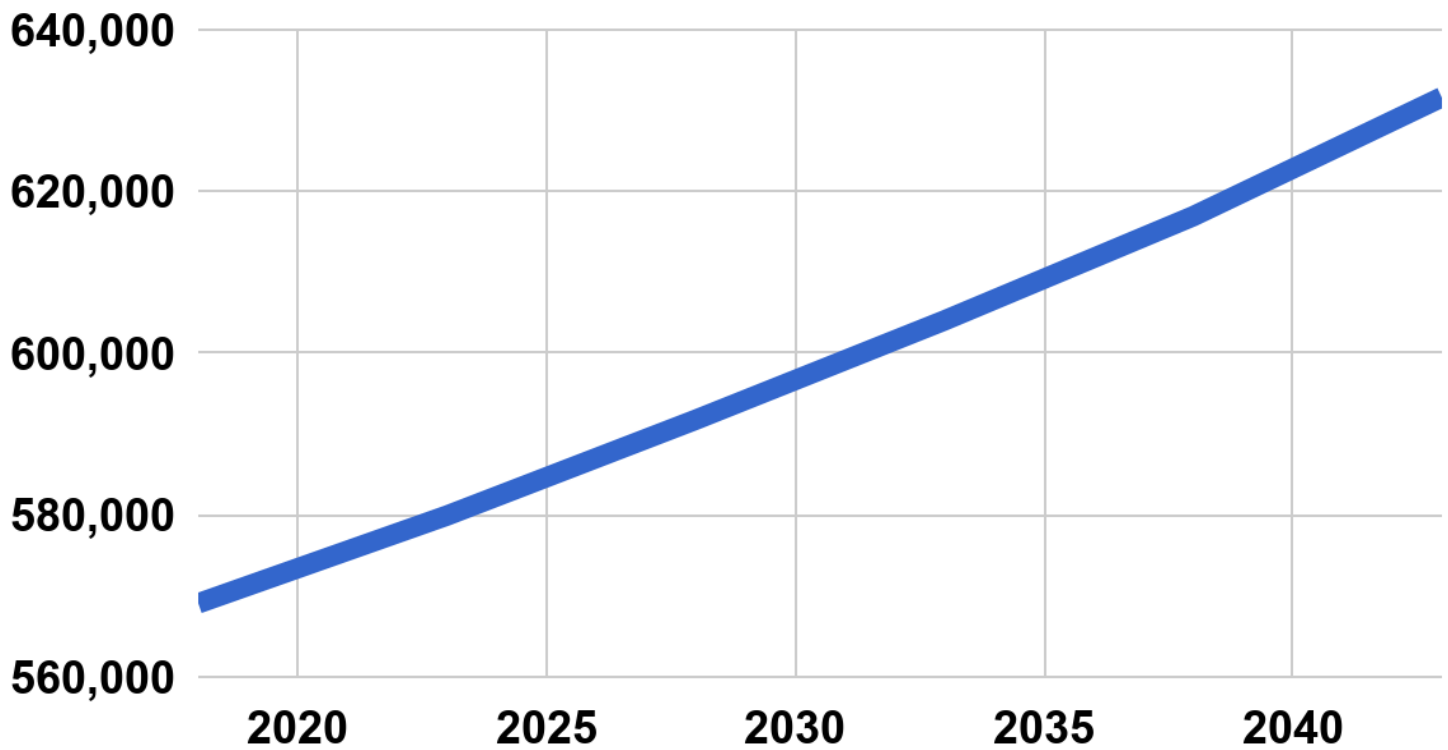
On July 30, 1994, the Department received national accreditation through the *Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)* - www.calea.org

The overall purpose of the accreditation program is to improve the delivery of law enforcement services by providing standard policy guidelines required to attain and maintain accreditation, on a wide range of law enforcement topics.

The compliance process is continual and ongoing. The Department successfully completed its ninth on-site assessment in 2017.



Anne Arundel County - Population Estimate



Maryland State Data Center. Historical and Projected Total Population for Maryland's Jurisdictions.
Revision: August 2017. <https://planning.maryland.gov/MSDC/Documents/popproj/TotalPopProj.pdf>

STRATEGIC PLAN

County Charter - Functions of the Police Department

The Police Department shall be responsible for preservation of the public peace, prevention of crime, apprehension of criminals, protection of the rights of persons and property and enforcement of the laws and the rules and regulations made in furtherance thereof.

Anne Arundel County Charter. Article V - The Operating Departments. Section 544 - Functions of the Police Department. Page 39:
<http://www.aacounty.org/our-county/county-code/forms-and-publications/Charter.pdf>

VALUES

We of the Anne Arundel County Police Department recognize our contribution to the quality of life and safe environment in our community through the provision of professional law enforcement services. We will meet the challenge of providing these services by basing our thoughts and actions on a recognized set of values that operate within the organization. We see these values as a set of shared common beliefs that contribute to the success of the Department. This structure of beliefs and shared values provide a common cause for all members of the Department. From these values we derive our policies and procedures; therefore, faithful adherence to these beliefs by all personnel is paramount. We believe that the overall success of our organization, as well as its individual employees, both sworn and civilian, is achieved through our commitment to the following values. Written as the acronym POLICE:

Professionalism

We value the spirit of professionalism, having a clear sense of commitment, perspective and direction. It is developed by creating an environment that encourages teamwork, innovation and constant evaluation of ourselves. Our professional attitude is dedicated to quality, timeliness, and excellence in our service to our community.

Oath of Office

We recognize the badge of our office as a symbol of public faith and we accept it as a public trust to be held so long as we are true to the ethics of police service.

Loyalty

We are faithful to the law, community, each other, and our families. We are loyal to our fundamental duty to serve mankind, to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, the peaceful against violence or disorder, and to respect the Constitutional rights of all people to liberty, equality and justice.

Integrity

We are committed to building trust within our community by maintaining the highest ethical standards. Integrity includes other traits such as Honesty, Accountability, Responsibility, Openness and Humility.

Courage

A person of integrity possesses moral courage and does what is right even if the personal cost is high. The time is always right to do what is right.

Ethics

The citizens of Anne Arundel County are entitled to a police department that is beyond reproach. We must strive to provide excellent, impartial and courteous service to our community.

MISSION

To fight and drive down all crimes while working in partnership with our community.

<https://www.aacounty.org/departments/police-department/mission-core-services/>

Department Goals & Objectives (2019)

The Department Goals & Objectives prioritize the efforts of the Department to make the most positive impact for the community.

By December 1st of each year, the Chief of Police is provided with recommendations from his/her executive staff, as to what the most important needs of the community are. The Chief then establishes Goals & Objectives for the following calendar year.

- *Anne Arundel County Police Department. Written Directive. Department Goals & Objectives - Index Code: 103 - Effective: 1/17/2017. Online: <https://www.powerdms.com/public/aac/tree/documents/15>*

Goal #1: The Department will continue work to reduce opioid use and distribution to prevent loss of life and the negative social impact the drug has on the lives of citizens within the County.

The Department considers addiction to and deaths from heroin, other opioids, and other controlled dangerous substances to be a countywide crisis. Officers of the Department see firsthand every day that substance abuse is destroying families and taking the lives of citizens. Additionally, a significant portion of property crime and violent crime occurring in the County is a result of substance abusers.

A measure of the problem can be inferred through the examination of overdose deaths due to substance abuse. More overdose deaths in Anne Arundel County are attributed to heroin and opioid prescription medication, including fentanyl, than all non-opioid substances combined.

Maryland Department of Health and Mental Hygiene. Unintentional Drug- and Alcohol-Related Intoxication Deaths in Maryland, Annual Report 2018. Published: May 2019.
https://bha.health.maryland.gov/Documents/Annual_2018_Drug_Intox_Report.pdf

Law enforcement does not have the ability to eliminate the root cause in a citizen's life that leads them to substance abuse, nor does the public want law enforcement to be intrusive. However, the following objectives are efforts the Department can and will focus on to abate the availability of illegal substances for abuse, and to help victims of substance abuse break their cycle of abuse.

It is not the primary objective of the Department to apprehend substance abusers for possession of controlled dangerous substance offenses. However, it is usually the only means available for the government to initiate a mandatory substance abuse recovery program, by presenting them before a judge who has the legal authority to require substance abusers to successfully complete a recovery program under the threat of incarceration.

The Department prefers that substance abusers, with the support of their family and friends, initiate and successfully complete recovery treatments without compelling the Department to intervene through criminal enforcement ensuing from their substance abuse.

Objectives:

- **1.1 Continue proactive enforcement efforts against the illicit use and distribution of opioids.**
 - **Criminal Investigation Division:**
 - **Fatal Overdose Unit:**
 - In September 2017, consistent with Police Department Goals and Objectives and as a result of the escalating number of heroin overdoses in Anne Arundel County, the Department established the Fatal Overdose Unit (FOU). The Unit is responsible for taking the investigative lead in each fatal overdose that occurs within Anne Arundel County, regardless of the location, nature, and circumstances surrounding the fatality.
 - In order to ensure that no potential leads remain undiscovered, the Unit takes the investigative quality time and follow-up to interview family members and those reported to have been associated with the victim, in order to discover the source of the substance being abused.
 - **Opioid Task Force**
 - The Opioid Task Force is a multi-agency unit that is responsible for the detection, investigation, and prosecution of opioid related offenses within Anne Arundel County.
 - **Drug Diversion Unit**
 - The Drug Diversion Unit is responsible for the investigation of prescription drug diversion.
 - **Major Offenders Unit**
 - The Major Offenders Unit is responsible for the detection, investigation and prosecution of drug trafficking organizations operating in Anne Arundel County or whose criminal activity has a nexus to Anne Arundel County.
 - **District Police Stations**
 - **Tactical Patrol Unit (T.P.U.)**
 - T.P.U. detectives perform community-based criminal enforcement. They help resolve recurring criminal problems that occur within the community.
 - **Tactical Narcotics Team (T.N.T.) Detectives**

- The Tactical Narcotics Team performs community based investigations into street level drug distribution.
- Police and Community Together (P.A.C.T.) Officer
 - The P.A.C.T. Officer(s) is responsible for establishing and maintaining close ties with the community and to help alleviate problems or concerns in the community. They attend community meetings and community events, enlist the aid and support of other governmental agencies to help solve Quality of Life issues within the district, provide crime prevention information, etc.
- Beat Officers Against Trafficking (B.A.T.) Officer
 - B.A.T. officers are assigned to specific communities that have had recurring issues with drug related activities.
- **1.2 Continue to partner our investigative assets with federal, state, and local law enforcement to identify sources and drug trafficking organizations and aggressively work to disrupt those organizations.**
 - The Narcotics & Special Investigation Section's analyst and the Analysis Section of the High Intensity Drug Trafficking Area (HIDTA). (<http://www.hidta.org/>) process case information and develop actionable criminal intelligence.
 - The Police Department participates in several Federal Task Forces (FBI, DEA, and Department of Homeland Security) focusing on disrupting and dismantling criminal organizations trafficking illicit substances.
 -
- **1.3 Continue to partner with health and other community agencies and organizations to share information and collaborate to develop holistic strategies.**
 - The Department works closely with the Anne Arundel County Mental Health Department - Crisis Response System and has officers assigned to existing mental health professionals to form Crisis Intervention Teams (CIT). The teams respond to a variety of mental health crises, including substance abuse overdose calls where police patrol officers have responded several times for an overdose victim. CIT usually responds as a follow-up and provides resources for mental health services.
 - The Police Department is a member of the local drug Overdose Fatality Review Teams (OFR) under the Maryland Department of Mental Health and Hygiene.
 - Team goals:
 - Identify missed opportunities for prevention and gaps in system

- Build working relationships between local stakeholders on overdose prevention and improve overall collaboration and communication within a jurisdiction
- Recommend policies, programs, or changes to law that prevent overdose deaths and better serve people at risk for overdose
- Inform local and state overdose and opioid misuse prevention strategy

- *Maryland Department of Health. Behavioral Health Administration. Overdose Prevention. Overdose Fatality Review Program. Program Goals. Downloaded: January 2020: https://bha.health.maryland.gov/OVERDOSE_PREVENTION/Pages/OFR-.aspx*

- **1.4 Continue to support treatment and recovery in battling addiction through the Safe Stations program and partnership with other treatment programs.**

- The Crisis Intervention Teams (CIT) and Mobile Crisis Teams assessed 995 individuals at Safe Stations during 2019.

- **1.5 Participate in the DARE program to prevent opioid and other substance abuse among school aged children.**

- “The Drug Abuse Resistance Education (D.A.R.E.) program is the most comprehensive drug prevention curricula in the world taught in thousands of schools throughout America...”

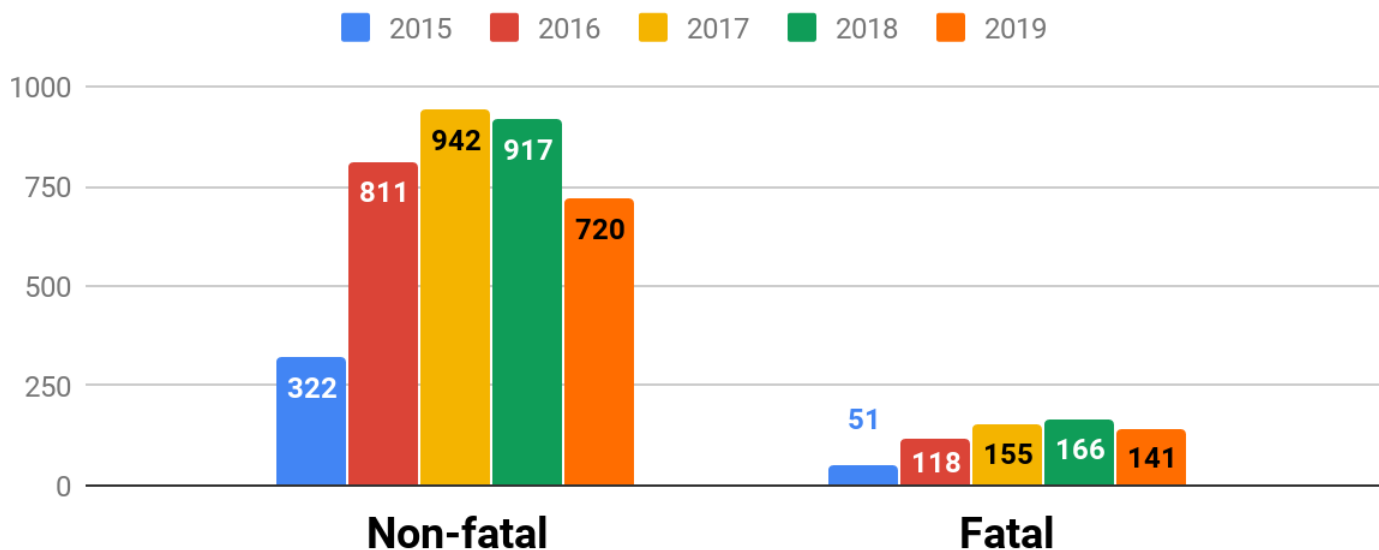
- D.A.R.E. Why D.A.R.E. Downloaded: January 2020: <https://dare.org/why-d-a-r-e/>

- The Police Department is committed to doing everything it possibly can to improve the quality of life in Anne Arundel County, by reducing crime and the suffering of death related to substance abuse from every possible dimension within its purview. DARE is a long term investment tool that the police can use to make a positive impact on the community it serves, from within the community it serves.
- During early 2018, the Police Department had 25 officers trained and certified to teach the DARE curriculum.
- The DARE program in its current form has much more instructor and student interaction and engagement, to learn and practice resisting peer pressure, to build the courage to make the right life decisions, but continues to be focused primarily drug use avoidance.
- Anne Arundel County Police DARE officers began teaching the DARE curriculum in four Anne Arundel County middle schools during the 2018-2019 school year.
- It was discovered during the 2018-2019 academic year that the existing required school curriculum for students, established by the school system, did not have sufficient unobligated time in the students required learning curriculum, and did not have similar curriculum where the entire DARE curriculum/program was allowed to be taught in its entirety as a substitute/in lieu of a mandated curriculum.
- DARE officers were only allotted enough time by the school to teach approximately 30% of their curriculum at most. There was insufficient class time allotted for the DARE officers to complete their lecture, and no time allowed to conduct the practical exercises

with the students, which is the foundation of the entire DARE curriculum in its current form.

- As a result of the manner in which the DARE curriculum was forced by circumstance to be implemented, it lacks the capacity to provide significant influence or valuable impact for the children; therefore, it does not assist the Police Department's mission as it pertains to reducing future crime and the suffering of death related to substance abuse.
- The DARE program was ended with a mutual agreement by the Police Department and the schools during the 2018-2019 school year.

Anne Arundel County - Opioid Overdose Data



[Note: This data is collected by the Police Department. It reflects all known occurrences within Anne Arundel County, regardless of the victim's county of permanent residences.]

Goal #2: The Department will continue to reduce crime in the community.

The following objectives address aggressive proactive efforts the Department is taking against the most significant crime issues in Anne Arundel County.

Objectives:

- **2.1 Continue to work to reduce the criminal activity of repeat offenders and validated members of criminal gangs.**

The same groups of individuals perpetrating crime are responsible for the majority of crime that occurs in any jurisdiction. This concept can be inferred through examining a National Institute of Justice study which suggests more than 70% in each crime type were being rearrested after release from incarceration for similar crimes.

Gangs are organized groups of individuals whose purpose “is to engage in criminal activity and the association uses violence or intimidation to further its criminal objectives.”

United States Department of Justice. About Violent Gangs. 28 May 2015.
<https://www.justice.gov/criminal-ocgs/about-violent-gangs>

CRIMINAL LAW

TITLE 9. CRIMES AGAINST PUBLIC ADMINISTRATION

SUBTITLE 8. CRIMINAL GANG OFFENSES.

§ 9-801. Definitions.

(a) *In general.* -- In this subtitle the following words have the meanings indicated.

(b) *Coerce.* -- “Coerce” means to compel or attempt to compel another by threat of harm or other adverse consequences.

(c) *Criminal gang.* -- “Criminal gang” means a group or association of three or more persons whose members:

(1) *individually or collectively engage in a pattern of criminal gang activity;*

(2) *have as one of their primary objectives or activities the commission of one or more underlying crimes, including acts by juveniles that would be underlying crimes if committed by adults; and*

(3) *have in common an overt or covert organizational or command structure.*

of the same incident.

(d) *Pattern of criminal gang activity.* -- “Pattern of criminal gang activity” means the commission of, attempted commission of, conspiracy to commit, or solicitation of two or more underlying crimes or acts by a juvenile that would be an underlying crime if committed by an adult, provided the crimes or acts were not part of the same incident.

(e) *Solicit.* -- “Solicit” has the meaning stated in § 11-301 of this article.

Maryland Criminal Law – Annotated Code. Title 9. Crimes Against Public Administration. Subtitle 8. Criminal Gang Offenses. § 9-801. Definitions. <http://www.lexisnexis.com/hottopics/mdcode/>

Anne Arundel County	
Gangs	
Known Gangs in AA County	36
Approximate Total Gang Members	1,344
Gang Investigations Initiated	202
Gang Member / Associates	Arrests
2014	233
2015	247
2016	238
2017	268
2018	175
2019	190

Anne Arundel County Police Department – Gang Squad. December 2019. *Internal Communication*.

- The Homeland Security & Intelligence Unit - Gang Squad is a specialty unit established to proactively suppress criminal gang activity, investigate gang related crimes, and gather intelligence of known or suspected gang members. Gang Squad duties include first and foremost, criminal gang suppression and the preservation of public safety. It also encompassed street-level narcotics enforcement, illegal firearms enforcement, criminal investigation, and special operations. The Gang Squad assists patrol officers by providing additional support to combat gang activity in high crime areas. In addition to these activities, the Gang Squad provides criminal intelligence, expertise, gang education and awareness to police officers, schools and citizen groups and community outreach.
- There are 36 criminal gangs that reside and/or operate in Anne Arundel County. The number of known criminal gang members or associates increased from 794 (2018) to 1,344 (2019), in part, because law enforcement, including the detention center, share gang information more efficiently than they had in the past.
- The top five gangs with the highest number of gangs members in Anne Arundel County:
 - Dead Man Incorporated (DMI),
 - Bloods,
 - Mara Salvatrucha (MS13),
 - Black Guerilla Family (BGF), and
 - Crips
- The top five Outlaw Motorcycle Gangs (OMG)/Motorcycle Clubs (MC) with the highest numbers of gang members in Anne Arundel County are:
 - Hells Angels MC,
 - Iron Horsemen MC,
 - Thunderguards MC,

- Pagans OMG, and
- Phantoms MC

2.2 Continue to work to reduce Commercial Robberies.

- In 2019, the Robbery Unit continued weekly, sometimes daily, communication with surrounding jurisdictions. Many of the serial robbery suspects were targeting surrounding jurisdictions as well. The free flow of communication allowed many of these cases to be successfully closed with arrests.
- The Robbery Unit continues to utilize the Gun Violence Reduction Grant (GVRG) (<http://goccp.maryland.gov/grants/programs/gvrg/>).

Anne Arundel County			
Robberies	2017	2018	2019
Commercial Robbery	127	89	60
Bank Robbery	7	3	5
Deposit Robbery	1	0	0
Carjacking	0	0	1
Case Closure Rate	62.5%	60.0%	59%

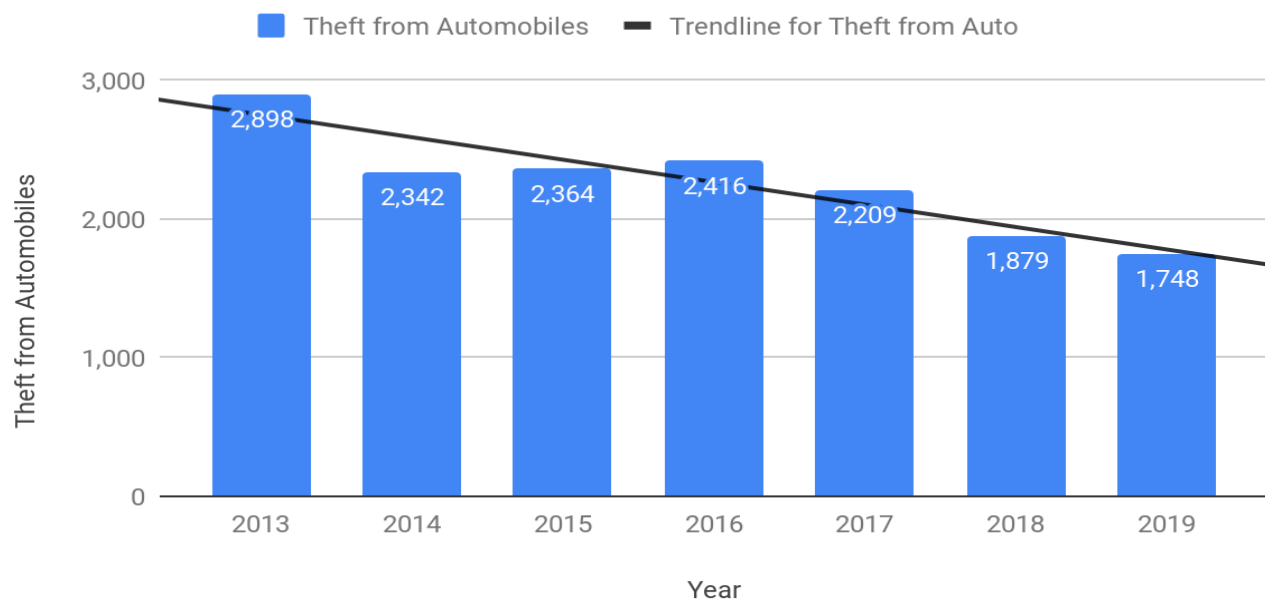
- It must be noted that the robbery incidents that occurred in 2019 are continually investigated beyond 31 December 2019; therefore, the case closure rate will likely increase.

● 2.3 Continue to work on reducing Thefts from Automobiles (TFAs) within the County.

- Thefts from automobiles routinely occur as a result of victims:
 - Not securing and locking all car doors, and/or
 - Leaving item(s) of value in plain view.
- Theft from automobiles rarely occur where windows are broken to gain access to the vehicle's interior, and/or there is nothing of value in plain view.
- There is sufficient anecdotal evidence from detectives, based on roughly 80% of those who agreed to talk to detectives upon arrest for theft, that their theft crime is a simple non-confrontational means to obtain money for their admitted substance abuse problem.

- The Police Department has had an ongoing aggressive public service announcement campaign to educate citizens to remember to remove all valuables from cars and lock car doors, using:
 - Social media:
 - Facebook
 - Twitter
 - Instagram
 - YouTube
 - News Media
 - Television News
 - Radio News
 - Mobile Variable Message Sign Board Trailers
 - Strategically located in areas with a high rate of TFAs.

Theft from Automobiles (TFAs) vs. Year



● 2.4 Continue community oriented and predictive policing strategies “to fight and drive down crime”.

The Anne Arundel County Police Department’s mission (“To fight and drive down crime in partnership with the community”) is the overarching framework from which the Department assesses the needs of the community in order to serve and prioritize its efforts to deliver the best possible law enforcement services from its available resources.

The Department must always allocate police officer resources to handle reactive emergency calls for service when summoned by the dramatically growing community.

Although reactive response to calls is an essential responsibility of law enforcement in general, it is not a strategy “to drive down crime”; there are crimes that could potentially have been prevented by apprehending repeat offenders. It is believed that the majority of crime is

perpetrated by a small group of repeat offenders Three approaches the Department uses to drive down crime are:

1. Predictive Policing:

a. Strategy:

... [Use] data and analyzes patterns to understand the nature of [related crimes.] Officers devise strategies and tactics to prevent [further criminal activity and apprehend the criminal(s).]
...

United States Department of Justice - Office of Justice Programs – National Institute of Justice.
Predictive Policing - Overview of Predictive Policing. 8 August 2019.
<https://nij.ojp.gov/topics/articles/overview-predictive-policing>

b. Implementation:

The Police Department command staff and Crime Analysis Unit meet via conference call daily to go over crime, in order to anticipate where crime may occur and effectively deploy Department resources and address the problem.

2. Strong Police Presence:

Strategy:

- i. To increase the patrol force of the Department in order to project a significant and uninterrupted police patrol presence in the community, suitable to deter criminal activity through perpetrator fear of detection and apprehension.
- ii. To increase the apprehension effectiveness of patrol by having a suitable number of officers available to establish a perimeter and saturate the area around a crime scene immediately after a crime is reported/detected.

3. Special Investigations:

Strategy:

- To proactively investigate crimes being carried out by small groups of repeat criminals perpetrating the majority of victimization in a given area.
- All crime is investigated; however, the most aggressive application of resources is projected at the small groups of repeat criminals.

4. Community Policing:

a. Philosophy:

“Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem solving techniques, to

proactively address the immediate conditions that give rise to public safety issues, such as crime, social disorder, and fear of crime.”

United States Department of Justice - Community Oriented Policing Services. “Community Policing Defined”. PDF page 3. 8 August 2019.

<https://cops.usdoj.gov/pdf/vets-to-cops/e030917193-CP-Defined.pdf>

b. Strategy:

Seek and obtain community support of the police department in general and crime information/leads from the community to solve crime and proactively prevent the occurrence of crime.

The Department actively uses predictive policing and varying degrees of each of the other crime fighting approaches to attain the most value to the public out of existing resources, and frequently calls on the resources of other government departments.

Every resource of the Department serves the Department for the purpose of delivering law enforcement services to the citizens of Anne Arundel County.

Goal #3: The Department will continue to build community relationships by improving the ability to communicate, providing transparency, and increasing public confidence in the Police Department.

The Department exists to abate crime in order to positively contribute to the quality of life for the citizens of Anne Arundel County through the delivery of professional law enforcement services.

The Department recognizes that it cannot effectively and single handedly fight crime without a partnership between it and the law abiding community it serves. It cannot foster that partnership if it is not trusted and its law enforcement efforts are not supported.

The Department accepts that it, not the community, will have to actively take steps to positively engage the community to build trust and support of its law enforcement efforts. It is hopeful that, as time passes and trust is continually established and recognized, an ever increasing portion of the law abiding community will also actively share efforts to engage with the Police Department.

The Department is responsible for taking steps internally to maintain and ensure that officers are delivering professional law enforcement services to the citizens of Anne Arundel County.

The Department has benefited from the strong leadership of the faith based community and seeks to continue developing those associations to maximize the Department’s efforts in engaging the law abiding citizens of Anne Arundel County in order to build a stronger crime

fighting and crime prevention partnership.

The Department's crime fighting efforts are also indirectly impacted by the faith based communities because they often provide many essential services to underserved communities.

Objectives:

- **3.1 Continue to build and maintain mutually beneficial relationships with the community.**
 - Police Community Relations Council (PCRC)
 - “The Anne Arundel County Police-Community Relations Council (PCRC) is a voluntary, independent, self-constituted advisory body. The PCRC exists with the purpose of promoting the concept that citizens, communities, and the police have a common goal. This goal is the maintenance of law and order, reduction of crime, and the protection of the community. The PCRC promotes the relationship and understanding necessary to effectively attain this purpose.”
 - <https://www.aacounty.org/services-and-programs/police-community-relations-council>
 - PCRC meetings are conducted once a month at each of the four police district stations.
 - 2019 marked the 53rd Anniversary of the PCRC.
 - Members from the Department were involved in a myriad of events, including but not limited to:
 - National Prescription Drug - Take Back Day, Saturday October 26th, 2019
 - Free Shred-A-Rama Event at Police Headquarters - May 11th, 2019
 - Hoops for Hope sponsored by Recovery Oriented System of Care (ROSC) Anne Arundel County - April 7, 2019
<https://recoveryannearundel.org/event/hoops-for-hope/>
 - Annually officers routinely volunteer for a myriad of events:
 - Toys for Tots. <https://www.toysfortots.org/>
 - Polar Bear Plunge for Special Olympics.
 - <https://www.somd.org/wp-content/uploads/2017/10/2018-Polar-Bear-Plunge-Advisory.pdf>
 - Law Enforcement Torch Run for Special Olympics. <http://www.somd.org/letr/>
 - Nationwide “Coffee with a Cop” event on the first Wednesday of every October.
<http://coffeewithacop.com/>
 - National Night Out. <https://natw.org/about>

- **3.2 Continue to provide innovative training opportunities dealing with biased policing, procedural justice, de-escalation in the use of force, and interactions with persons suffering from mental illness.**
 - During 2019, activities related to this objective were taught in recruit training. These objectives fall directly in-line with the overall goals and objectives outlined by the Maryland Police and Correctional Training Commission, the Department and the Training Division. Recruits specifically trained in key elements of patrol functions, such as R.O.P.E. (Recruit Officer Practical Exercises), Community Policing, Autism Awareness and Conflict Negotiations.
 - Recruits visited the National Museum of African American History and Culture and the Holocaust Memorial Museum in Washington D.C., and learned about our service to the community and the importance of cultural awareness in the performance of their duties.
 - Recruits specifically are additionally trained in key elements such as: History of Law Enforcement, Ethics and Professionalism, Workplace and Sexual Harassment, Conflict Resolution, Human Relations, and Fair & Impartial Policing.
- **3.3 Continue to strengthen relationships with the faith based community.**
 - The following text is repeated from Goal #3 (above), as it is relevant to reiterate:
 - The Department has benefited from the strong leadership of the faith based community and seeks to continue developing those associations to maximize the Department's efforts in engaging the law abiding citizens of Anne Arundel County in order to build a stronger crime fighting and crime prevention partnership.
 - The Department's crime fighting efforts are also indirectly impacted by the faith based communities because they provide many essential services to underserved communities, which ultimately helps reduce crime by helping people with their root problem.
- **3.4 Continue hiring the best and the brightest officers, while striving to reflect the community we serve.**
 - *Anne Arundel County Police Department. Written Directive. Recruitment - Index Code: 700.3 - Effective: 1/14/2013. Online: <https://www.powerdms.com/public/aac/tree/documents/109>*
 - The Police Department is committed to hiring the best and brightest officers to serve the all of the citizens of Anne Arundel County.
 - The Police Department believes in the concept that the demographic composition of the officers employed by the Department should ideally reflect the demographic composition of the community it serves.
 - The Anne Arundel County Police Department is striving to exceed the demographic parity level, by continuing our focus on the recruitment and hiring of more minority officers.

- Under the direction of Chief Altomare, since his appointment as Chief December 2014, the Anne Arundel County Police Department - Recruiting Section has instituted aggressive marketing efforts towards potential police officer applicants that are minority and female. The marketing efforts are not just concentrated in Anne Arundel County, but include areas within the Baltimore/Washington Metro area and numerous locations out of state.
- The Anne Arundel County Police Department continues extensive effort towards hiring minority officers; however, the demographic ratio shift is a slow process that is influenced by the following:

- Demographics of the community:

- Minority residents in Anne Arundel County represent 25.8% or approximately 1/4 of the population. The demographic percentage is consistent across Maryland.
 - *US Census Bureau. Quick Facts - Anne Arundel County, Maryland. Population Estimates, July 1, 2019 (V2019) Downloaded: 1 June 2020.*
<https://www.census.gov/quickfacts/fact/table/annearundelcountymaryland,US/PS/T045218>

- Police officer demographic data summary: January 1, 2019 to December 31, 2019

- Composition:

- January 1, 2019:
 - 186 or 27% - minority & female officers
 - 510 or 73% - white-male officers
 - Total: 696
- December 31, 2019:
 - 224 or 28% - minority & female officers
 - 568 or 72% - white-male officers
 - Total: 792

- Net Change (Hired minus Retired & Resigned): 1/1/2019 to 12/31/2019:

- +38 or 40% (~1/3) minority & female officers
- +58 or 60% (~2/3) white-male officers
- +96 combined

■ Analysis:

- When examining the Net Change of staffing above, the overall increase of minority officers was at a higher proportion (greater than 1/3).
- When examining the overall Composition above, the calendar year began and ended with roughly the same representation of minority officers in the Department, approximately 1/4.
- The data tables supplying the above numbers are presented on the next two pages.

Anne Arundel County Police Department

Sworn Demographics

1/1/2019 to 12/31/2019

Minorities & Female	Count	Percentage
Started Year:	186	26.7%
Hired:	55	37.4%
Retired:	-5	20.8%
Resigned:	-12	44.4%
Terminated/Fired:	0	
Deceased:	0	
Net Increase:	38	39.6%
Ended Year:	224	28.3%
White-Males	Count	Percentage
Started Year:	510	73.3%
Hired:	92	62.6%
Retired:	-19	79.2%
Resigned:	-15	55.6%
Terminated/Fired:	0	
Deceased: 0	0	
Net Increase:	58	60.4%
Ended Year:	568	71.7%
Hired minus Retired & Resigned	Count	Percentage
Minorities & Female	38	39.6%
White-Males	58	60.4%
Total Increase	96	
Year Totals	Count	Percentage
Beginning:		
Minorities & Female	186	26.7%
White-Males	510	73.3%
Total	696	
Ending:		
Minorities & Female	224	28.3%
White-Males	568	71.7%
Total	792	

Anne Arundel County Police Department

Sworn Demographics

Race	1/1/2019								12/31/2019	
	Started #	Started %	Hired	Retired	Resigned	Terminated	Deceased	Net Increase	Ended #	Ended %
A Asian	7	1.0%	6	0	0	0	0	6	13	1.64%
AA African American & Black	89	12.8%	33	-3	-8	0	0	22	111	14.02%
H Hispanic & Latino	19	2.7%	4	0	-1	0	0	3	22	2.78%
NA Native American & Pacific Islander	4	0.6%	0	0	0	0	0	0	4	0.51%
W Caucasian & White	577	82.9%	104	-21	-18	0	0	65	642	81.06%
Total	696	100%	147	-24	-27	0	0	96	792	100%

Gender	Started #	Started %	Hired	Retired	Resigned	Terminated	Deceased	Net Increase	Ended #	Ended %
F Female	88	12.6%	23	-2	-3	0	0	18	106	13.4%
M Male	608	87.4%	124	-22	-24	0	0	78	686	86.6%
Total	696	100%	147	-24	-27	0	0	96	792	100%

Minority Status	Started #	Started %	Hired	Retired	Resigned	Terminated	Deceased	Net Increase	Ended #	Ended %
Minorities and Females	186	26.7%	55	-5	-12	0	0	38	224	28.3%
White Males	510	73.3%	92	-19	-15	0	0	58	568	71.7%
Total	696	100%	147	-24	-27	0	0	96	792	100%

Age	Started #	Started %						Net Increase	Ended #	Ended %
20-29	161	23.1%						91	252	31.8%
30-39	235	33.8%						18	253	31.9%
40-49	188	27.0%						-3	185	23.4%
50-59	105	15.1%						-10	95	12.0%
60-69	7	1.0%						0	7	0.9%
70-79	0	0.0%						0	0	0.0%
Total	696	100%						96	792	100%

Recruitment Related Activity Fiscal Year 2019 (7/1/2018 - 6/30/2019):

- Naval Academy Fun Day
- Recruit Military (Richmond)
- Recruit Military (Philadelphia)
- Andrews Air Force Base Presentation
- Gold's Gym (Capitol Heights)
- (4) Recruitment Open House (Western, Northern, Eastern Southern)
- Gold's Gym Crofton
- Ft. Meade Job Fair
- UMBC Career Fair
- AACC Career Fair
- John Jay NY Career Fair
- Delaware State University Career Fair
- Howard CC Internship Fair
- Towson University Career Fair
- The Maven High Academy (Annapolis)
- Maryland Capital Park Police Community Event
- Naval Academy Fun Day
- Recruit Military (Richmond)
- Recruit Military (Philadelphia)
- Andrews Air Force Base Presentation
- Gold's Gym (Capitol Hgts)
- (4) Recruitment Open Houses (Western, Northern, Eastern Southern)
- Hispanic Community Outreach
- Police National Night Out
- Gold's Gym Crofton
- Fort Meade Job Fair
- UMBC Career Fair
- AACC Career Fair
- John Jay NY Career Fair
- Delaware State University Career Fair
- Howard CC Internship Fair
- Towson University Career Fair
- The Maven Academy (Annapolis) Police Presentation
- Emergency Preparedness Expo
- Brock Bridge Elementary Police Presentation
- Hispanic Health Festival
- Community Unity Day Lothian MD
- Belvedere Elementary Police Presentation
- College of Notre Dame
- University of Maryland Eastern Shore Career Fair
- Maryland State Police Career Night
- Frostburg University Career Fair
- VCU Career Fair
- Recruit Military Job Fair (M&T Stadium)
- Lincoln University Career Fair
- Morgan State University Career Fair
- University of Baltimore Internship Fair
- Fort Meade Navy TAP Presentation
- Bowie State University Career Fair
- Meade High Public Safety Career Day
- Marley Station Mall Recruiting Table
- Stevenson University Career Fair
- Recruitment Open House
- Arundel Mills Mall Recruiting Table
- AACC Class Presentations
- Recruit Military Job Fair, Philadelphia, PA
- Howard CC Career Fair
- Baltimore Law Enforcement Hiring Expo
- Fort Meade Career Fair
- University of Baltimore Career Fair
- Severna Park High School Career Presentation
- Pennsylvania Law Enforcement Career Expo
- Frederick Maryland Career Expo
- Quantico Military Career Fair
- Annapolis Mall Table Setup
- Arundel Mills Mall Table Setup
- Recruitment Open House (Animal Control)
- Arundel High School Mock Interviews
- Dematha High School Career Fair
- Annapolis Mall Table Setup
- Arundel Mills Mall Table Setup
- Gold's Gym Table Setup
- Washington DC - Hiring Our Heroes
- Virginia Law Enforcement Career Fair
- Sportfit Gym Table Setup
- Recruitment Open House
- Joint Base Andrews Job Fair

- Black Bear Hockey Event
- Howard CC Internship Fair
- Morgan State Internship Fair
- Recruit Military Richmond VA
- Recruit Military Baltimore MD
- UMES Career Fair
- Recruit Military Ft. Bragg NC
- University of Baltimore Internship Fair
- North County High School Community Fair
- Temple University Law Enforcement Fair
- John Jay College NY Law Enforcement Fair
- Towson University Career Fair
- Delaware State University Career Fair
- Dahlgren Virginia Veterans Fair
- Annapolis High School Career Fair
- Phoenix Academy Career Fair
- Summer Hiring Fair at Broadneck HS
- Morgan State Career Fair
- Glen Burnie High School Fair
- Severna Park Community Fair Event
- Women in Law Enforcement Information Night
- College of Notre Dame Maryland Job Fair
- Recruit Military (Philadelphia) Fair
- UMES Law Enforcement Fair
- Patuxent River Maryland Veterans Job Fair
- AACC Classroom Presentation
- Joint Base Andrews Veterans Job Fair
- Glen Burnie Library School Fair
- AACO Military Veterans EXPO
- Recruitment Open House
- Philadelphia Diversity Fair
- Ft. Meade Military Job Fair
- Maryland National Capital Park Police Career Fair
- Philadelphia Community Job Fair
- Maryland National Guard Career Fair
- Recruitment Open House
- Fort Meade Community Job Fair
- Springfield VA Veterans Job Fair
- Navy Car Show
- Bowie Baysox Cancer Awareness Event
- MCC Consortium Career Fair (Morgan State University)
- Annapolis City Pride Festival
- Chesapeake Bayhawks 1st Responder Event
- Fort Meade Red White and Blue Event
- Severn Community Turn N Headz Event

*Locations that are repeated in the list were attended more than once

Goal #4: The Department will continue to secure and safeguard children at school and promote positive youth development.

- **4.1 Provide a School Resource Officer at every Middle and High School ensuring school safety.**
 - During the 2019-2020 school year, the Police Department had assigned 29 School Resource Officers (SRO) to 29 out of 31 middle and high schools.
 - The Department is authorized to staff the SRO positions at the remaining two schools during the 2020-2021 school year.

- **4.2 Continue to provide mentoring and teaching to students, as well as creating partnerships and building relationships with students, parents, administrators, teachers and staff.**
 - A. [School Resource Officer] (SRO) Duties and Responsibilities:
 - Serve as a counselor, mentor, and educator for students...
 - Promote a positive image of law enforcement...
 - *Anne Arundel County Police Department. Written Directive. School Safety Section - Index Code: 903 - Effective: 11/30/2016. Online: <https://www.powerdms.com/public/aac/tree/documents/166>*
- **4.3 Continue to provide a robust Youth Activities Program (YAP) to enhance relationships between police personnel and youth by providing quality learning and recreational activities within the community.**
 - The focus and mission of the Youth Activities Program is to provide the youth in the surrounding communities with opportunities that may not be affordable in some circumstances. The goal is to build positive and trusted relationships between the Police Department and communities by way of reaching out and interacting with the children, schools, churches and other groups and organizations willing to help and/or partnering with YAP.
 - YAP is funded by the Local Development Council (LDC), therefore all fees for activities are covered by the LDC as well as the employees hired for the unit. The unit is funded to have four employees total, a Director and three Case workers.
 - The areas of responsibility served are within a three mile radius of the Maryland Live Casino which include parts of Severn, Ft. Meade and Hanover. However, the areas of concentration that have been mainly focused on at initial start had been: Meade Village, Pioneer City, Still Meadows and Spring Meadows. The program has built relationships with Meade Middle, Van Bokkelen Elementary and Hebron-Harman Elementary; it is still expanding.
 - The Police Department maintained a dedicated staff of six retired police officers, and supplemented with Police And Community Together (PACT) officers from each of the District Stations, along with countless number of other officers who volunteer off-duty to help with organized activities of the Youth Activities Program (YAP).
 - Policy information about YAP may be found online:
 - *Anne Arundel County Police Department. Written Directive. Youth Activities Program - Index Code: 904 - Effective: 02/28/2019. Online: <https://www.powerdms.com/public/aac/tree/documents/816677>*
 - Many, but not all, of the organized activities of YAP may be found on social media:
 - Facebook @
<https://www.facebook.com/page/54076338394/search/?q=youth%20activities%20program>
 - Twitter @
https://twitter.com/search?q=%40aacopd%20youth%20activities%20program&src=typed_query

CRIME DATA

Overview:

Crime data provides a quality of life indicator to the jurisdiction for which the data represents. It is generally assumed that when overall crime is decreasing the police department is doing its job effectively. Yet, it is plausible for the police department to utilize its available resources effectively and still not have enough staffing resources to visibly impact/influence crime trends.

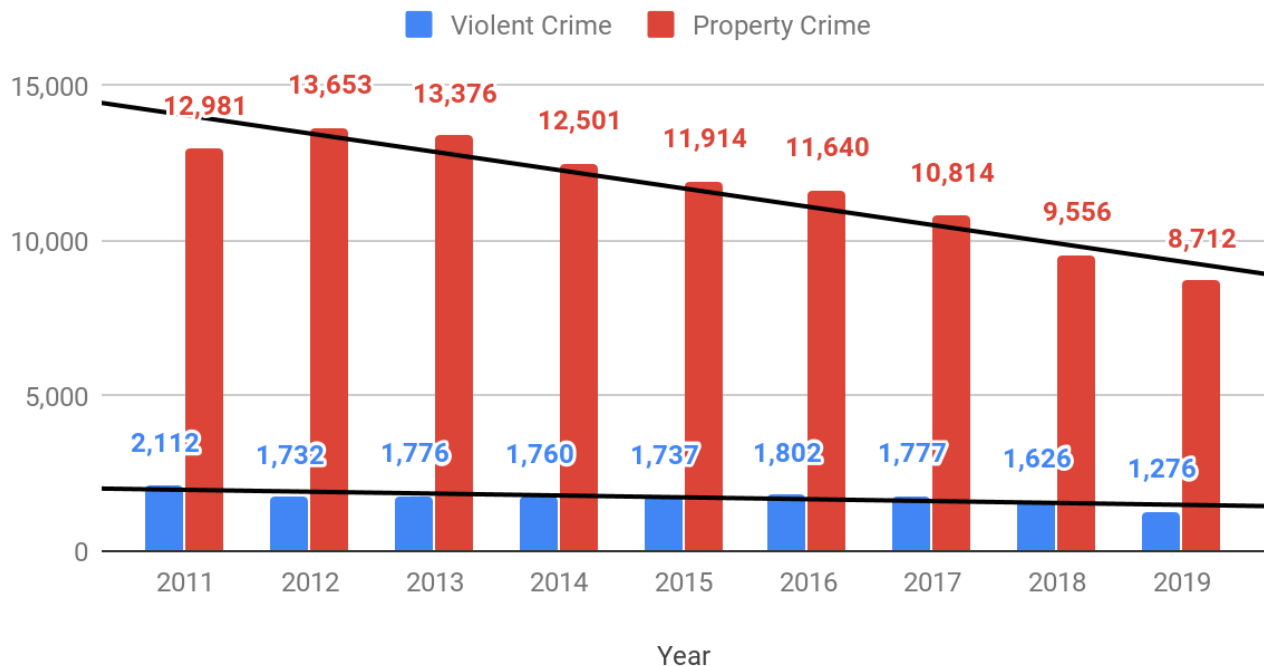
Influence of crime statistics by police effort:

Regardless as to whether or not the trend of crime data is increasing or decreasing, the Police Department will always assume responsibility for and continue to project its resources for the continual improvement of the quality of life for the citizens we serve. The police department can and will do everything to drive crime down.

Socioeconomic influence on crime:

There are a myriad of socioeconomic conditions that sway the increase or decrease in the number of individuals that turn towards crime. It is self-evident that the police as a profession cannot prevent the root issues that cause one to choose to violate the law; however, the police department will do everything it can to fight all crime.

Crime Statistics



Anne Arundel County Police Department

FBI's Uniform Crime Reporting

Year End Comparison 2018 and 2019 (1/23/2020)

PART I CRIMES	2019	2018	Change	% Change
Homicide	17	23	-6	-26.1%
Rape	142	142	0	0.0%
Robbery	340	425	-85	-20.0%
Aggravated Assault	777	1,036	-259	-25.0%
Total Violent	1,276	1,626	-350	-21.5%
Burglary	951	1,226	-275	-22.4%
Larceny	7,238	7,702	-464	-6.0%
Motor Vehicle Theft	523	628	-105	-16.7%
Total Property	8,712	9,556	-844	-8.8%
PART I CRIMES TOTAL	9,988	11,182	-1,194	-10.7%
PART II - SIMPLE ASSAULTS	4,197	4,731	-534	-11.3%

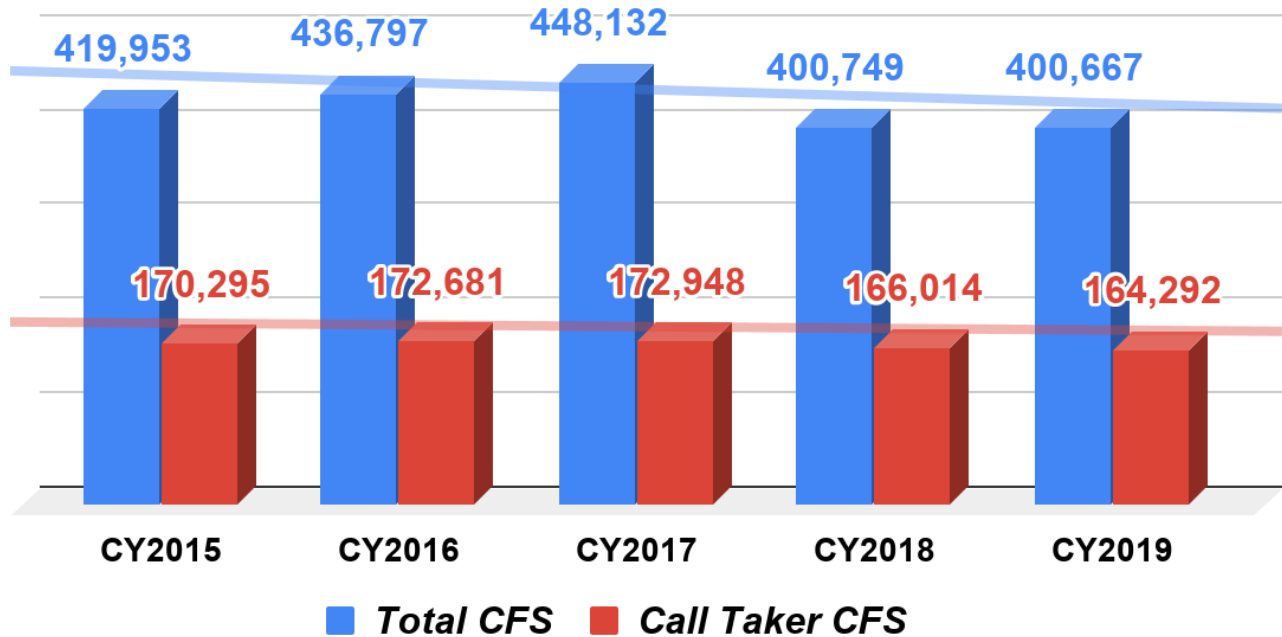
The FBI's Uniform Crime Reporting (UCR) program collects and commonly publishes all Part I defined crimes and only the Part II crime of "Simple Assaults", for nationwide statistical comparison.

The Anne Arundel County Fire's Marshal's Office investigates Arson in Anne Arundel County; therefore, that Part I data is not included in the above table.

"These offenses were chosen because they are serious crimes, they occur with regularity in all areas of the country, and they are likely to be reported to police. The Part I offenses are defined as:..."

US Department of Justice—Federal Bureau of Investigation. Uniform Crime Reporting Statistics. UCR Offense Definitions - Part I. 22 December 2014: <https://www.ucrdatatool.gov/offenses.cfm>

Computer Aided Dispatched (CAD) Calls For Service (CFS)



NOTE: The manner in which this data is collected and analyzed is continually refined/improved. Additionally, a replacement CAD system was implemented in February 2018, which affects the manner in which the data is recorded. There is variance between the statistics listed above and previous reports.

- The Total CAD Incidents are composed of calls from the public and self-initiated calls by officers.
- Call Taker Facilitated [incidents] are incidents that were facilitated through a 911 Call Taker and are predominantly citizen initiated incidents.
- Explanation:
 - The International Association of Chiefs of Police (IACP) (<https://www.theiacp.org/>) consider a Reactive call for service to be a CAD incident initiated directly from someone outside of the police department; therefore, they consider only those calls/incidents where a Call Taker is listed in the CAD data.
 - IACP ultimately uses the total Call Taker incidents to extrapolate officer Uncommitted Time [Proactive] and Administrative labor [time], to assess officer workload, et cetera.

- Strength:
 - The IACP conducts staffing studies of police departments across the United States. IACP appears to have chosen a uniform approach to assess the staffing analysis of its police department customers by using the Call Taker inclusion approach. Each police department has customized call disposition codes unique to the evolving needs of their department and the department's need to categorize data. It is impractical for the IACP to abandon a uniform analysis method, which would probably skew assessment results across their clients.
 - Since the data (calls for service from the public) being considered is externally generated to the police department, there is no influence the department can take to alter them; whereas, officers and supervisors can increase or curtail the number of self-initiated incidents they report, thereby inflating or deflating the perception of workload/activity.
- Weakness
 - The method relies on someone outside the department telephoning a 911 Call Taker, and does not consider incidents from citizens where they contact a police officer directly to initiate their complaint; the officer in turn contacts police communications directly, bypassing the Call Taker, and the incident is entered into CAD by a Police Communications Operator.
 - The method overlooks some police officer activity that by the nature of the offense would have been reported by a citizen/passersby to a police call taker, but is disqualified from inclusion because a police officer observed it first.

Leadership Team

Senior Command Staff

Timothy J. Altomare	Chief of Police
William Lowry	Deputy Chief of Administration
Jerard Flemings	Deputy Chief of Operations
Katherine Goodwin	Major, Bureau of Patrol
Ross Passman	Major, Bureau of Operations & Investigations
Michelle Simpson	Major, Bureau of Administration

Patrol District Commanders

Ryan Frashure	Captain, Northern District
Jeff Adams	Captain, Eastern District
Joseph Jordan	Captain, Southern District
Daniel Rodriguez	Captain, Western District

Division Commanders

Kenneth Arbaugh	Captain, Criminal Investigation Division
Jeffrey Silverman	Captain, Support Services Division
Thomas Kohlmann	Captain, Special Operations Division
Frederick Plitt	Captain, Community Relations Division
Herbert Hasenpusch	Captain, Technical Services Division
Sara Schriver	Captain, Training Division

Section / Office Commanders

Stephen Luersen	Lieutenant, Narcotics & Special Enforcement Section
Richard Alban	Lieutenant, Major Crimes Section
Adam Gardiner	Lieutenant, Organized & Economic Crimes Section
Daniel Johnson	Lieutenant, School Safety Section
George Halpin	Lieutenant, Traffic Safety Section
Anthony Grover	Lieutenant, Community Relations Section
James Phillips	Lieutenant, Special Operations Section
Timothy Shultz	Lieutenant, Training Division, Executive Officer
John McAndrew	Lieutenant, Technical Services Division, Executive Officer
Michael Cox	Lieutenant, Criminal Investigation Division, Executive Officer
Daniel Long	Lieutenant, Personnel / Property Management Sections
Gregory Speed	Lieutenant, Office of Professional Standards
Jacklyn Davis	Sergeant, Media Relations Office

Civilian Managers

Jennifer Hanburger	Director, Forensic Services
Robin Catlett	Administrator, Animal Control
Henry Farrell	Manager, Fiscal Management Section
Craig Robinson	Manager, Evidence & Identification Section
Christine Ryder	Manager, Central Records Section
Rhonda Ostis	Manager, Personnel Section
Ann Pingel	Manager, Communications Section
Neil Blackmon	Manager, Property Management Section
Kevin Burke	Manager, Crime Analyst Section

CHIEF OF POLICE

The Chief Executive of any organization leads by setting the tone of the work efforts for those under their command; that tone is a reflection of their personal values (who they are and what they believe). As a citizen, it is relevant to know a little about the individual who is entrusted to be the Chief of Police.

Timothy J. ("Tim") Altomare was appointed in December 2014 and reappointed by the county executive, to serve as Police Chief of the Anne Arundel County Police Department.

Chief Altomare has over 26 years experience as a police officer in Anne Arundel County, which began as an officer in the Annapolis Police Department before deciding to start a career with the Anne Arundel County Police Department as a patrol officer.



Immediately prior to his appointment as Chief, he commanded the Northern District and subsequently Southern District. Each district had measurable crime reductions. While Northern District Commander, which borders Baltimore City, he directly oversaw crime suppression, investigative, and quality of life and intelligence led policing efforts of approximately 120 sworn personnel and civilians serving a multicultural population of over 80,000 citizens.

The Chief has served in numerous assignments throughout his career, which exposed him to all facets of the Police Department's operations. The assignments include: patrol operations, uniformed drug interdiction, covert narcotics investigations, criminal investigation, supervising district problem solving efforts, and as a team leader on the Quick Response [SWAT] Team. He has been decorated 3 times for risking his life to save another.



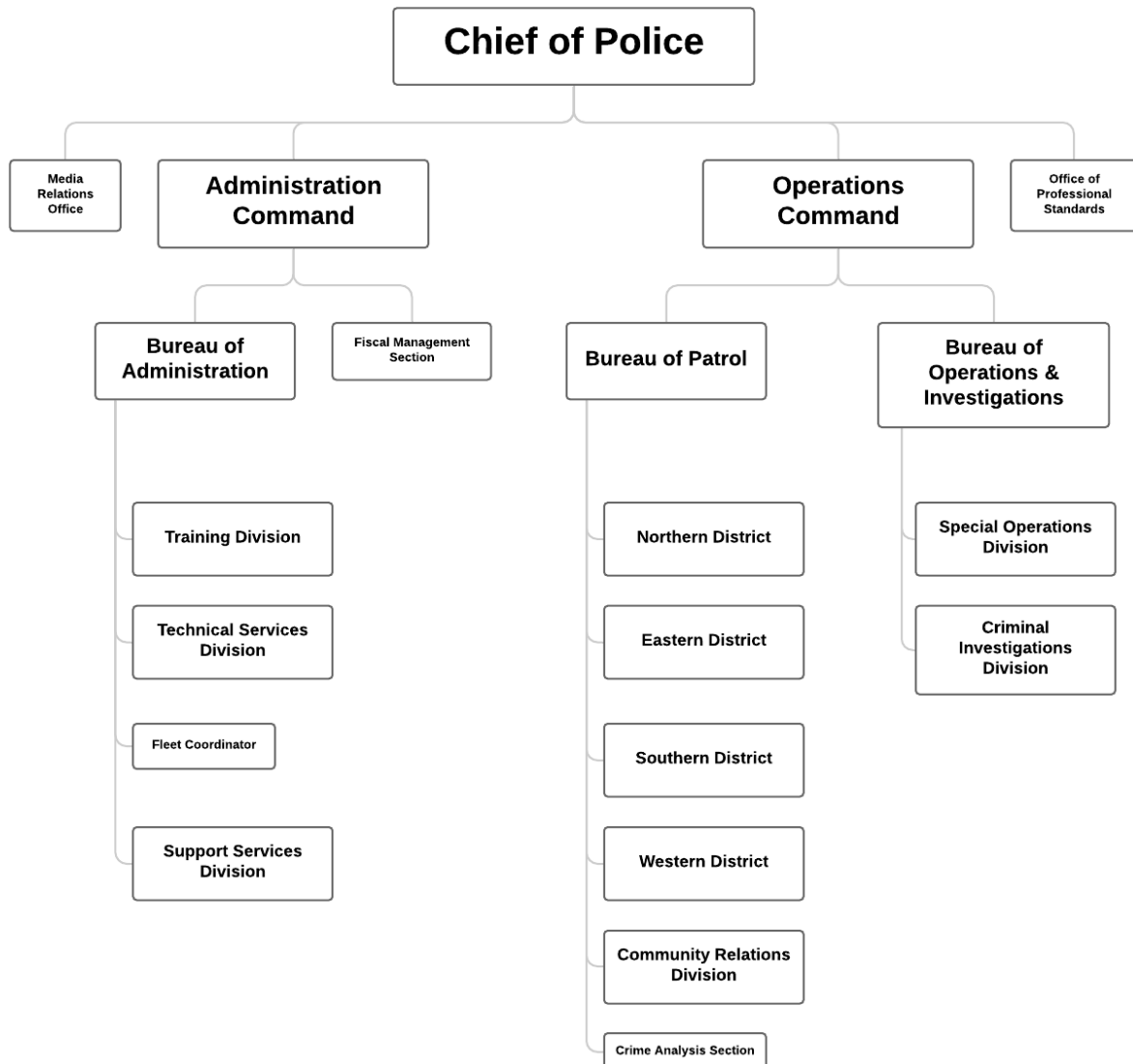
Chief Altomare earned a Bachelor and Master of Science Degrees in Management from The Johns Hopkins University and is a graduate of the basic and advanced Police Executive Development (POLEX) courses of the Pennsylvania State University's Justice & Safety Institute.

He has continuously made his position clear over his tenure as Chief; he is committed to the County's fight against illegal drug distribution. It is estimated that opioid abuse drives 85% of property crime in the County, as a result of substance abusers needing the economic means to get their next dose of substance. The Chief knows and understands that the Police Department cannot solve substance abuse based property crime by solely arresting substance abusers; the solution requires help from concerned individuals and family members to get substance abusers treatment and prevent or break the cycle of substance abuse and crime.

The Chief believes strongly in and is committed to the Community Policing philosophy. The Department implements the two key components of the philosophy holistically. The first component, creating and sustaining quality partnerships with communities, is implemented in both residential and commercial neighborhoods. The Department strives to bridge the gaps between members of the community, when they exist. The second component, problem solving, involves analyzing the overarching root issues from several perspectives in order to seek the most thoughtful approach possible. Along with the tenets of Community Policing, the Chief directs the resources of the Department to invest in the children, who are the future of every community and their leaders, through several youth programs.



Chief of Police
Timothy J. ("Tim") Altomare



OFFICE OF THE CHIEF OF POLICE

The Chief of Police and his administrative staff are collectively known as the Office of the Chief of Police.

The Chief of Police is the chief executive officer of the Police Department and the appointing authority for all Department employees.

The Chief of Police is appointed by and serves at the pleasure of the County Executive of Anne Arundel County, Maryland.

The Deputy Chiefs, the Commander of the Office of Professional Standards, and the Commander of the Media Relations Office, report directly to the Chief of Police.

MEDIA RELATIONS OFFICE

The Media Relations Office is responsible for the public information function as it relates to the release of information to the media. The Office maintains the Department's social media platforms: Facebook, YouTube, Twitter, and Instagram accounts.



Commander
Media Relations Office
Sergeant Jacklyn Davis

OFFICE OF PROFESSIONAL STANDARDS



Commander
Office of Professional Standards
Lieutenant Gregory Speed



Internal Affairs Section:

The Internal Affairs Section is primarily responsible for the administration of all internal affairs activities. The goal of the Internal Affairs Section is to ensure that the Department's integrity is maintained through a system that provides an objective and fair investigation and review of complaints against Department employees.

Executive Protection Unit:

The Executive Protection Unit is responsible for protecting the County Executive.

Staff Inspections Unit:

The Staff Inspections Unit conducts inspections and audits of Departmental components and functions to ensure that proper administrative and operational controls are in place and being followed.

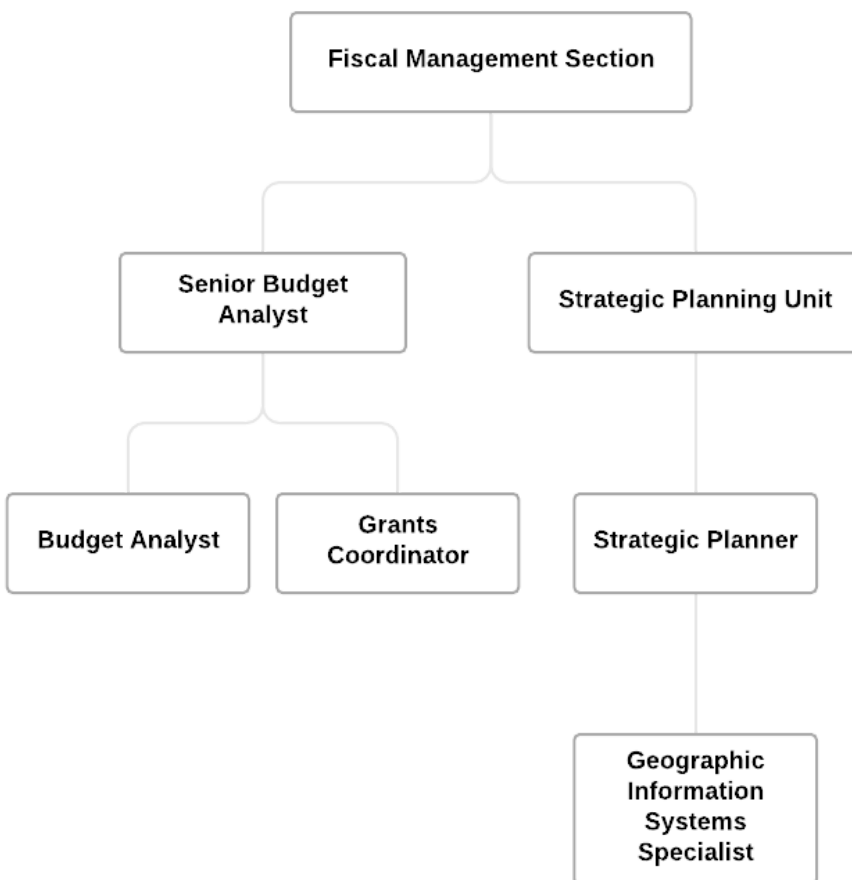
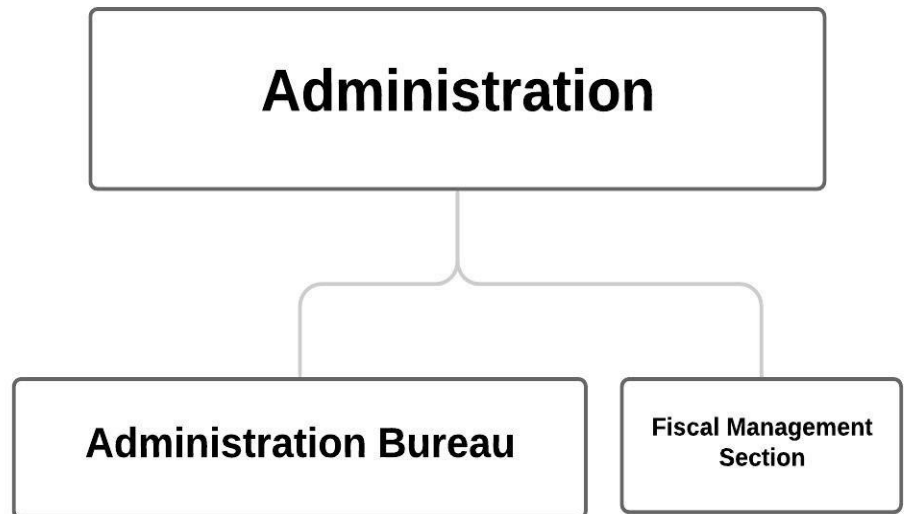
Accreditation Unit:

The Accreditation Unit is responsible for managing the Department's accreditation program, ensuring compliance with all applicable CALEA® standards, maintaining the written directive system, and control of departmental forms.

ADMINISTRATION



Deputy Chief
Administration
William "Bill" Lowry



FISCAL MANAGEMENT SECTION:

The Fiscal Management Section is responsible for fiscal management functions, including annual budget development and administration; supervision of internal expenditures and related controls; liaison with County government fiscal officers; coordinating requisitions and requests for purchase of equipment and supplies with the County Purchasing Office. It is also responsible for the development and financial tracking of all grant related programs secured by the Department.

Strategic Planning Unit:

The Strategic Planning Unit conducts research and study projects to identify present and future needs of the Department.

BUDGET AND GRANTS

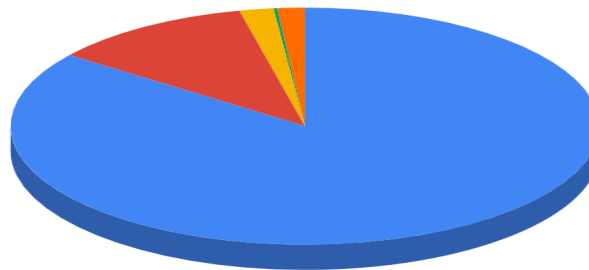
The Anne Arundel County Police Department's **Fiscal Year 2019** Operating Budget was **\$141,640,300**.

The Department's operations are supplemented by grant funding each year. Federal grants are received directly from federal agencies and from federal agencies through their State Administering Agency (SAA); State grant funds are received through administering departments within the State government.

In FY2019, approximately \$1,340,900 in grants helped fund numerous initiatives. Grants provide funding for overtime, equipment and training for traffic and motorcycle safety programs, as well as commercial vehicle truck inspections. Grant funding supported overtime for community outreach, school bus violation enforcement, sex offender notification compliance, auto theft investigations, repeat offender tracking, controlled dangerous substance processing, and gun violence reduction activities. Several contractual employees were hired with grant funding including a DNA Analyst, a Crime Lab technician, a Teen Court Coordinator, several crime analysts, tobacco & alcohol compliance enforcement, and spay/neuter services (at Animal Control). Additional Crime Laboratory equipment and computer forensic equipment to assist with investigations of internet crimes against children were also purchased with grant funding.

FY2019 Operating Budget

● Personal Services
 ● Contractual Services
 ● Supplies & Materials
 ● Business & Travel
 ● Capital Outlay



Operating Budget		Authorized Staffing	
Personal Services	120,737,900	Sworn	765
Contractual Services	15,831,300	Professional Staff	251
Supplies & Materials	2,650,900	Total Authorized:	1016
Business & Travel	283,200		
Capital Outlay	2,137,000		
Total:	141,640,300		

BUREAU OF ADMINISTRATION



Commander
Bureau of Administration
Major Michelle Simpson



Fleet Coordinator:

The Fleet Coordinator is responsible for the administration and management of the police department's motor vehicle fleet.

Technical Services Division:

- [Division covered on following pages]

Support Services Division:

- [Division covered on following pages]

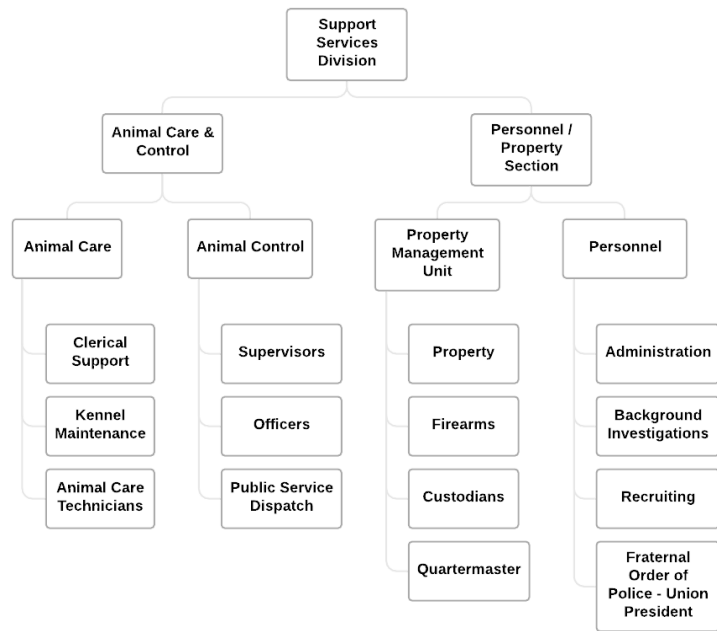
Training Division:

- [Division covered on following pages]

SUPPORT SERVICES DIVISION



Commander
Support Services Division
Captain Jeffrey Silverman



Personnel Section:

The Section handles all personnel-related matters and activities within the Department, and coordinates the Department's personnel activities with the Anne Arundel County Office of Personnel. Major functions include recruitment, selection, promotion processes, and maintaining personnel files on all Department employees.

Property Management Section:

The Section is responsible for managing and controlling property which is owned or used by the department; property which is in the custody of the department; and property which is acquired by the department as found, recovered or evidentiary. The Property Management Section oversees the Quartermaster.

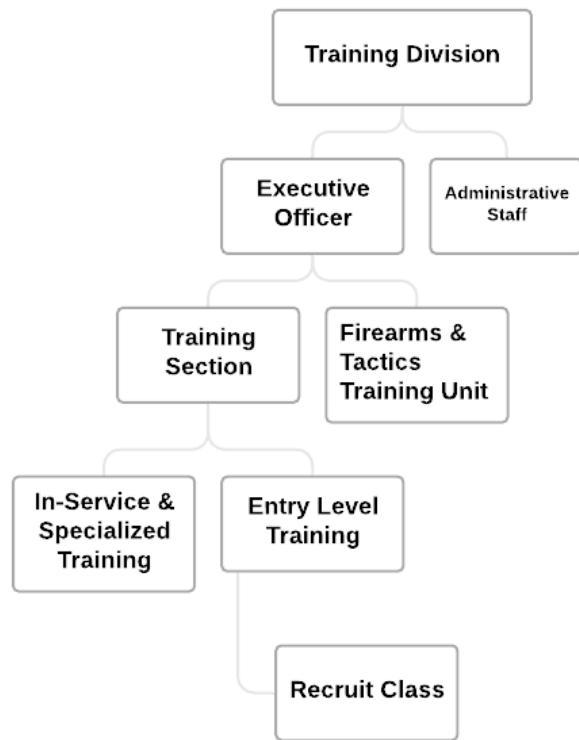
Animal Care & Control Section:

The Section is responsible for the code enforcement and sheltering of animals in the County. Activities include adoption and redemption of pets, licensing of pets and commercial pet business establishments, investigations of animal cruelty, liaison to the Health Department working to quarantine and establish control measures on aggressive animals involved in bites, and capturing potentially rabid/nuisance stray domestic animals and wildlife to control the spread of rabies. The Section also provides numerous services to the public including the handling of animal field complaint calls and 24-hour emergency responses to animal incidents.

TRAINING DIVISION



Commander
Training Division
Captain Sara Schriver



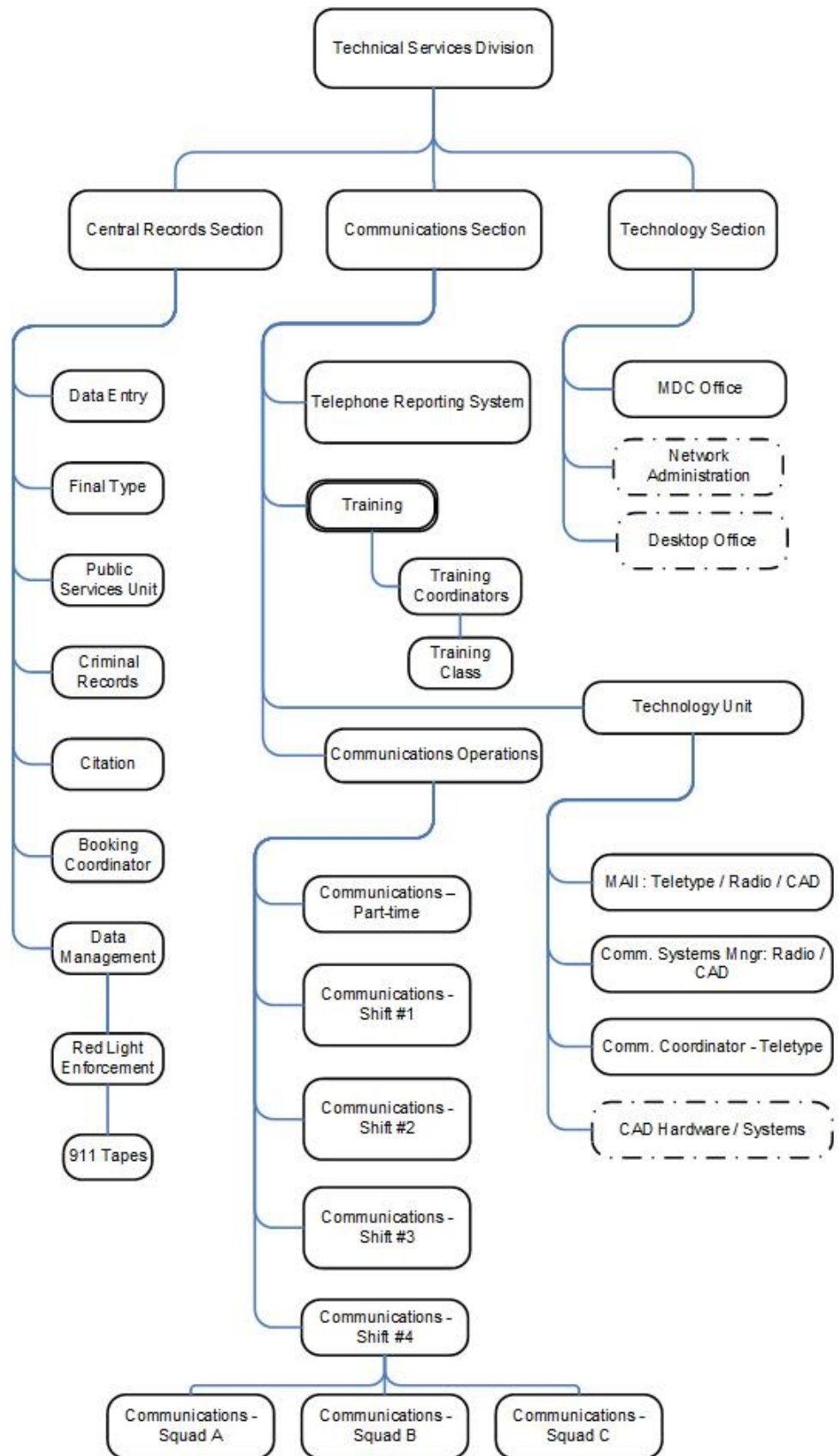
Training Division:

Training Division is located in Davidsonville, Maryland, is responsible for providing entry-level and in-service training to all police officers, preparing training modules, and conducting all Department firearms training and qualification programs.

TECHNICAL SERVICES DIVISION



Commander
Technical Services Division
Captain Herbert Hasenpusch



Communications Section:

The Communications Section is responsible for receiving and screening emergency and routine telephone requests for police services from the public, and dispatching police officers to calls for service. The Communications Section also oversees the Telephone Reporting Section (TRS).

Technology Section:

The Technology Section serves as the liaison to the Anne Arundel County Office of Information Technology. The section maintains all of the technology equipment for the Department's mobile and desktop applications. Maintenance includes the hardware, software, and networking capabilities of all equipment.

Central Records Section:

The Central Records Section is responsible for maintaining 24 hours a day operational access to central records information, criminal data entry, and uniform crime reporting.

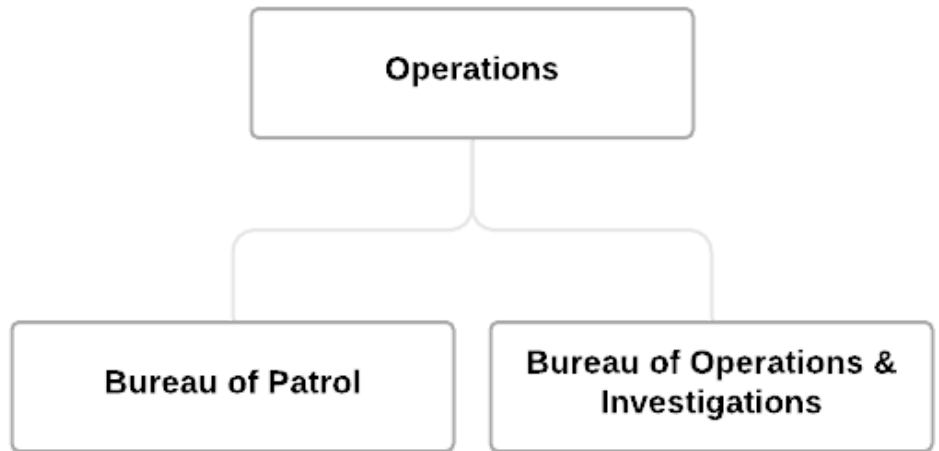
Emergency Management:

The Technical Services Division Commander is the Police Department's representative to the Anne Arundel County Office of Emergency Management. Activities include participation on various emergency operation planning committees and providing oversight of the Department's Emergency Operations Center representatives.

OPERATIONS



Deputy Chief
Operations
Jerard Flemings



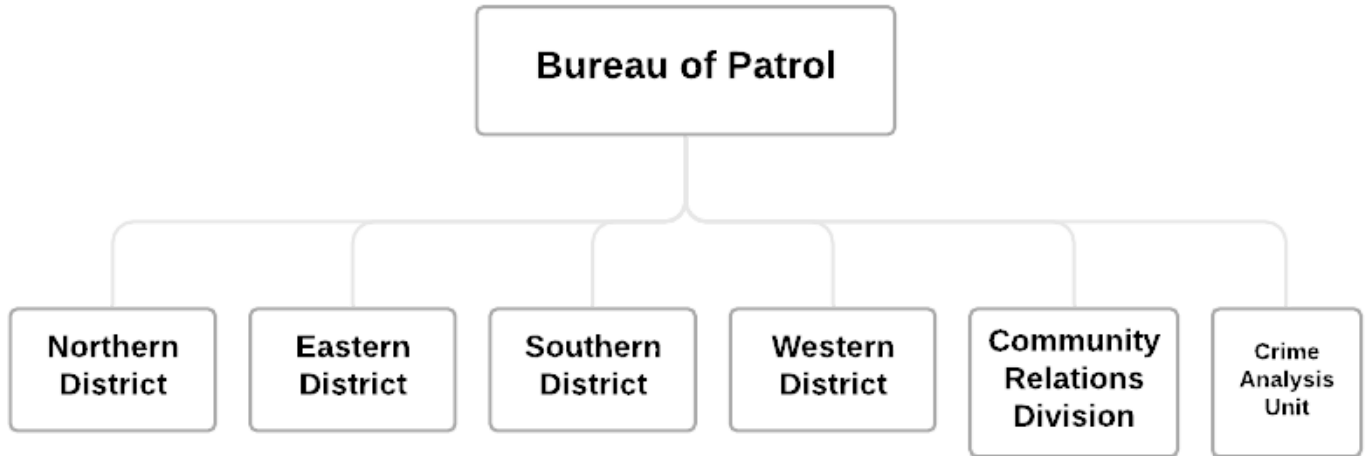
Bureau of Patrol:

- Provides direct police services through patrol, district level investigative and specialized functions. The group is commanded by a Bureau Commander, who is responsible for the command, control, and administration of the Patrol Division.
- [Bureau covered on following pages]

Bureau of Operations & Investigations:

- Is lead by a Bureau Commander, who is responsible for the directive and control of the Special Operations Division and the Criminal Investigation Division.
- [Bureau covered on following pages]

BUREAU OF PATROL

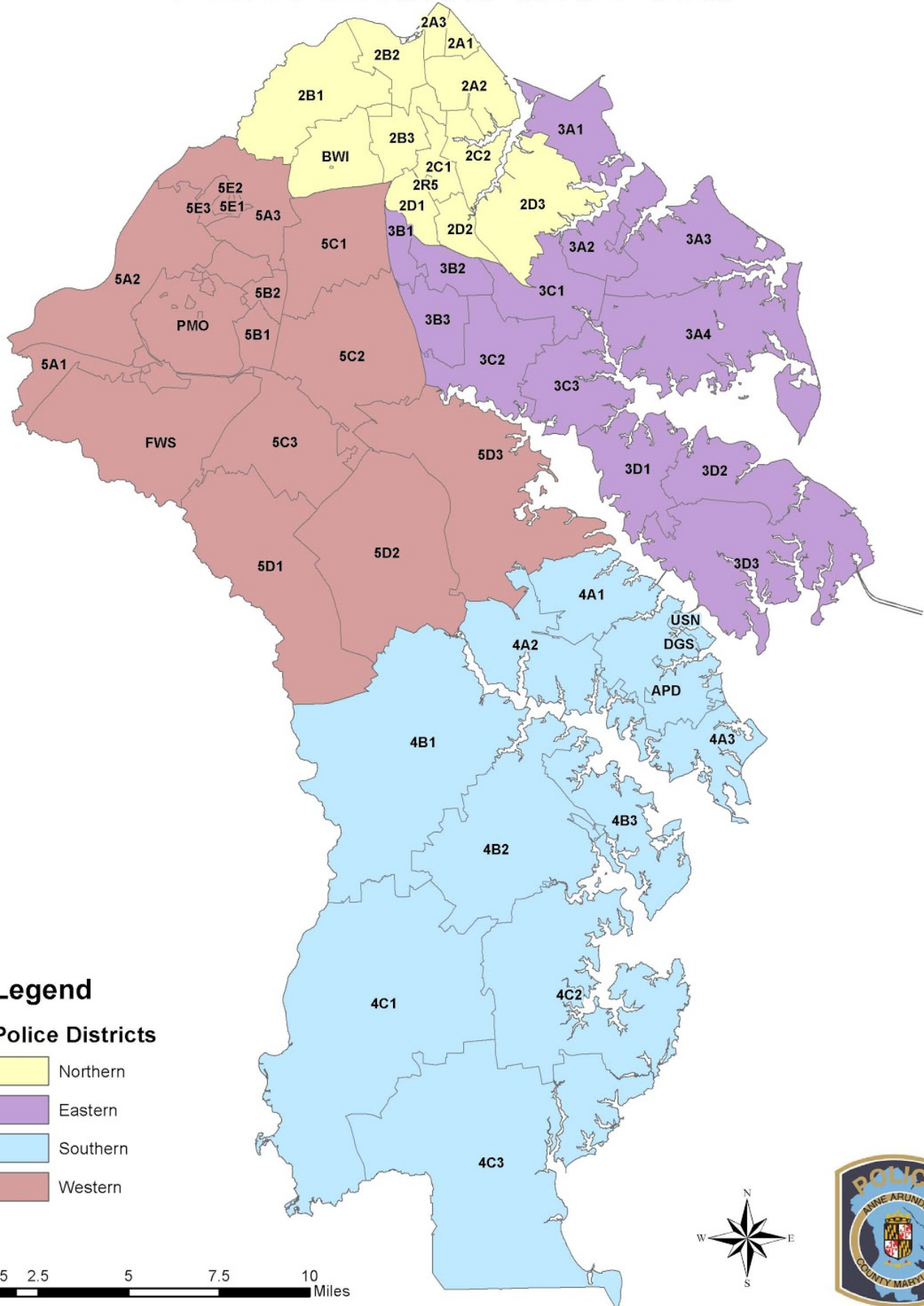


Commander
Bureau of Patrol
Major Katherine Goodwin

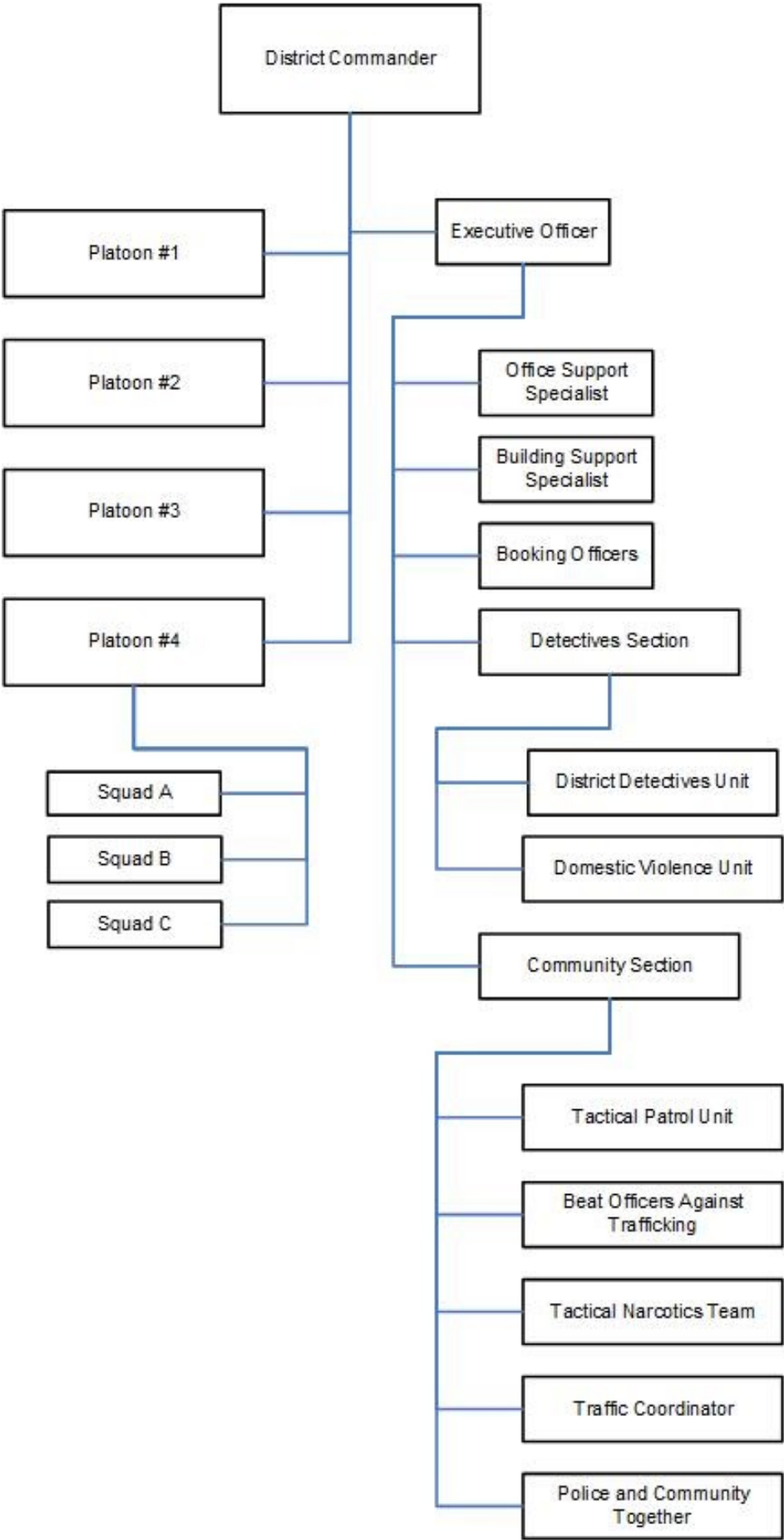
Crime Analysis Unit:

The Unit utilizes regularly collected information on reported crimes and criminals to produce analysis documents that assist patrol and criminal investigation personnel in the prevention and suppression of criminal activity and the apprehension of criminal offenders. The objectives of the Unit are to analyze and identify the modus operandi of criminals, recognize and forecast emerging crime patterns, and analyze data collected from field interrogations, arrests, and other sources of crime events and suspect information.

Police Districts and Posts



PATROL DISTRICTS



PATROL DISTRICTS

- **Patrol**

- Platoons are comprised of uniformed officers assigned to initially respond to emergency and non-emergency calls for law enforcement related service.

- **Non-Patrol**

- Detectives Section

- **District Detective Unit (D.D.U.)**

- Perform community-based follow up investigations, such as cases involving crimes against persons (assaults, citizen robbery, etc.) and property (burglary, theft, etc.) not investigated by the Criminal Investigation Division.

- **Domestic Violence Officer (D.V.O.)**

- Is responsible for assisting victims of Domestic Violence.

- Community Section

- **Tactical Patrol Unit (T.P.U.)**

- T.P.U. detectives perform community-based criminal enforcement. They help resolve recurring criminal problems that occur within the community.

- **Tactical Narcotics Team (T.N.T.) Detectives**

- The Tactical Narcotics Team performs community based investigations into street level drug distribution.

- **Police and Community Together (P.A.C.T.) Officer**

- The P.A.C.T. Officer(s) is responsible for establishing and maintaining close ties with the community and to help alleviate problems or concerns in the community. They attend community meetings and community events, enlist the aid and support of other governmental agencies to help solve Quality of Life issues within the district, provide crime prevention information, etc.

■ **Beat Officers Against Trafficking (B.A.T.) Officer**

- B.A.T. officers are assigned to specific communities that have had recurring issues with drug related activities.

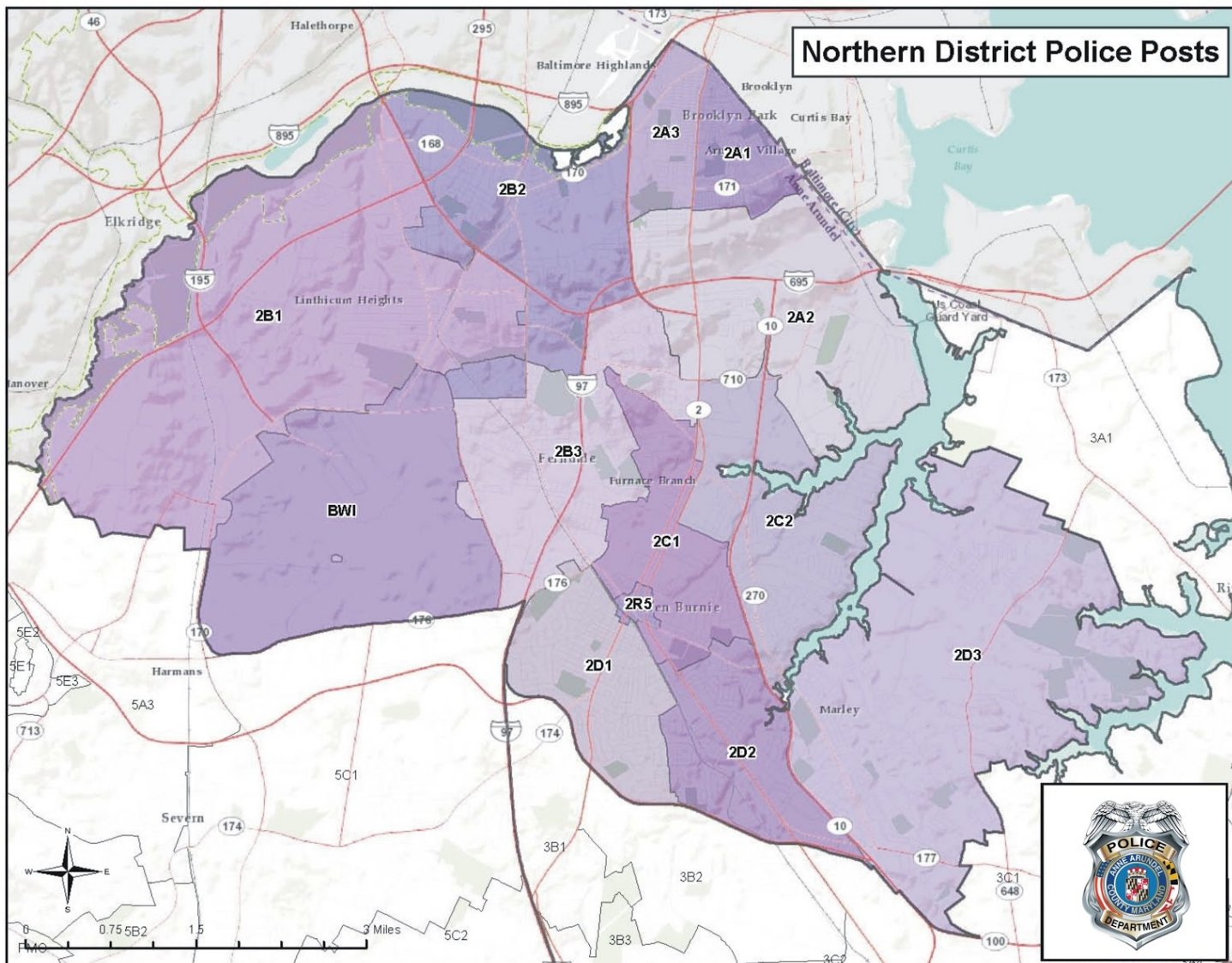
■ **Traffic Coordinator (Officer)**

- The Traffic Coordinator provides selective traffic enforcement based on community complaints. The Traffic Coordinator also coordinates parades, funeral details, and other special traffic assignments within the District. They coordinate with the State Highway Administration and County Roads on traffic related issues regarding signage, signaling, etc.

NORTHERN DISTRICT



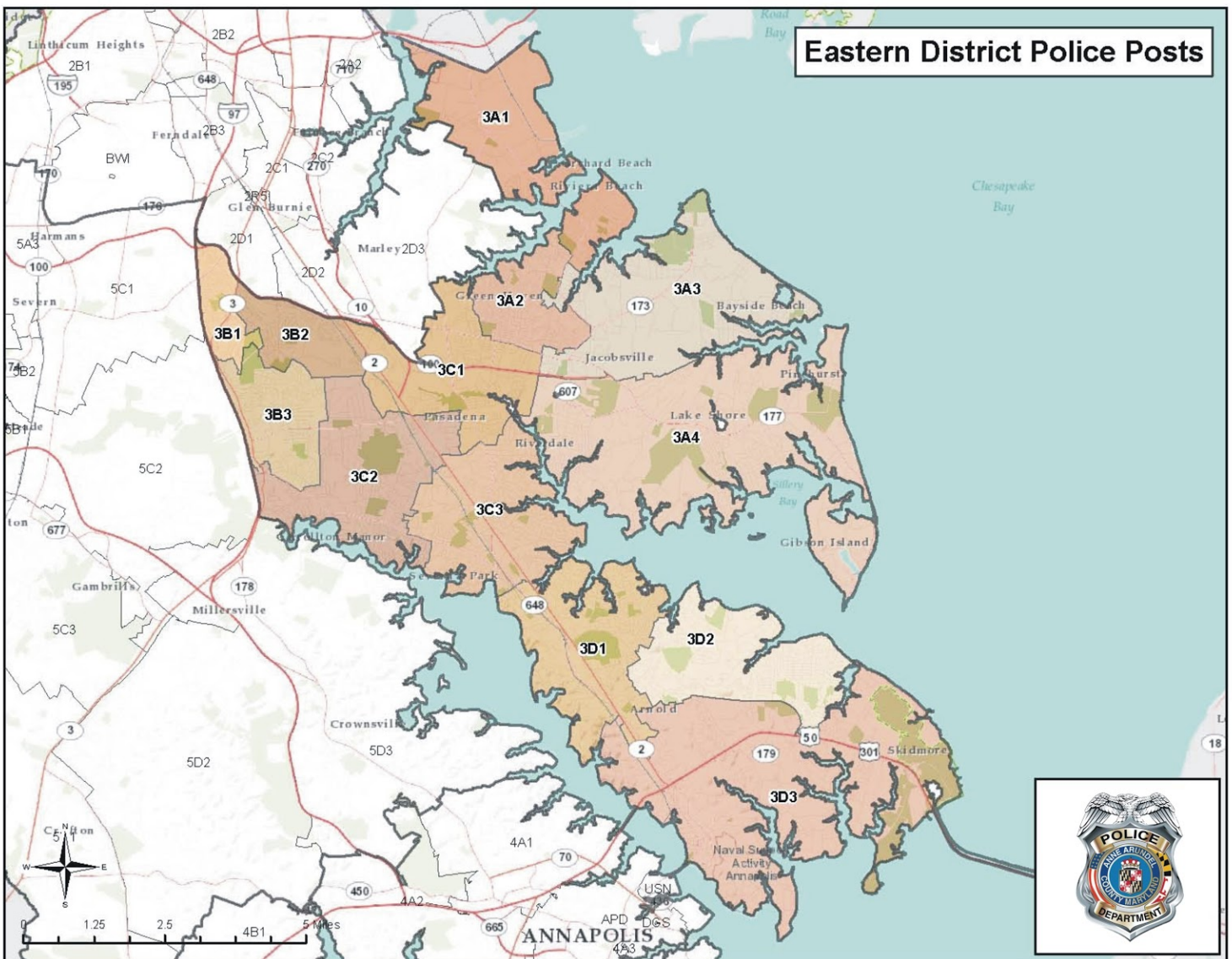
Commander
Captain Ryan Frashure



EASTERN DISTRICT



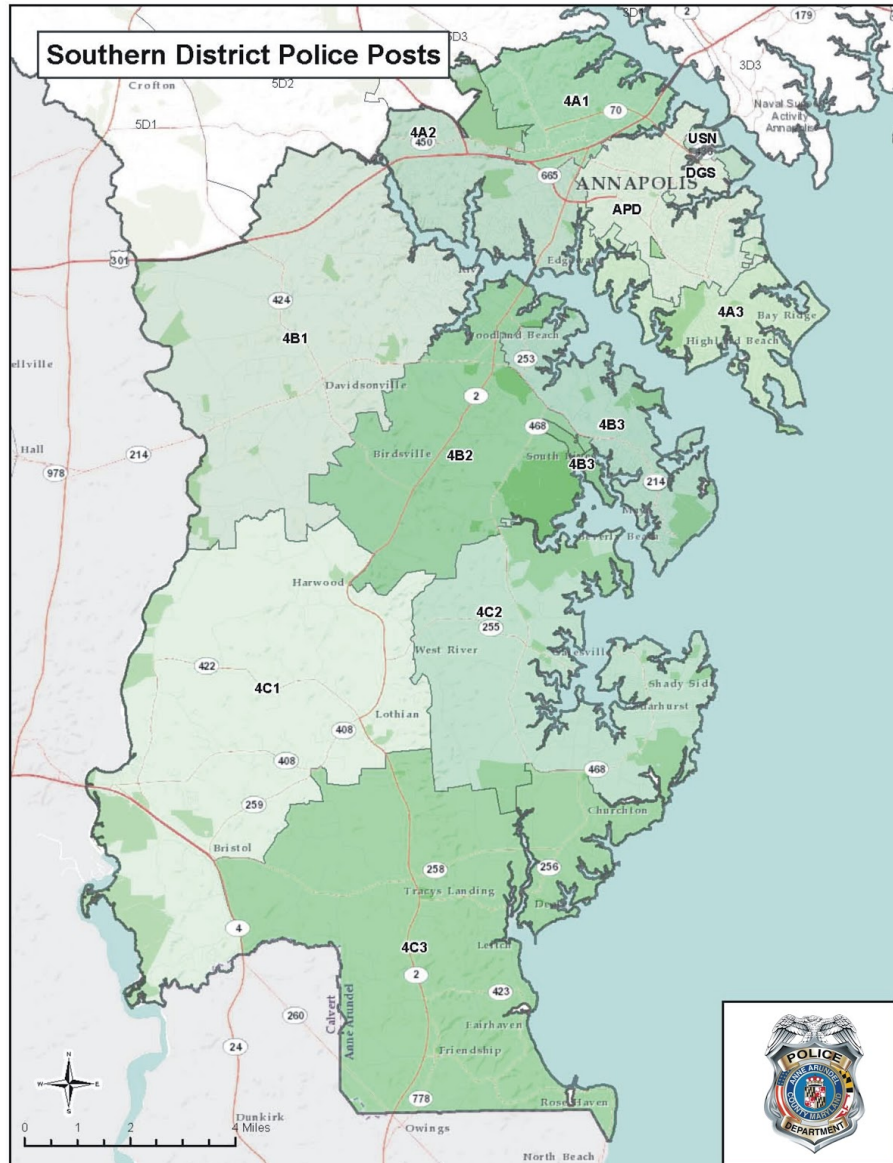
Commander
Captain Jeffrey Adams



SOUTHERN DISTRICT



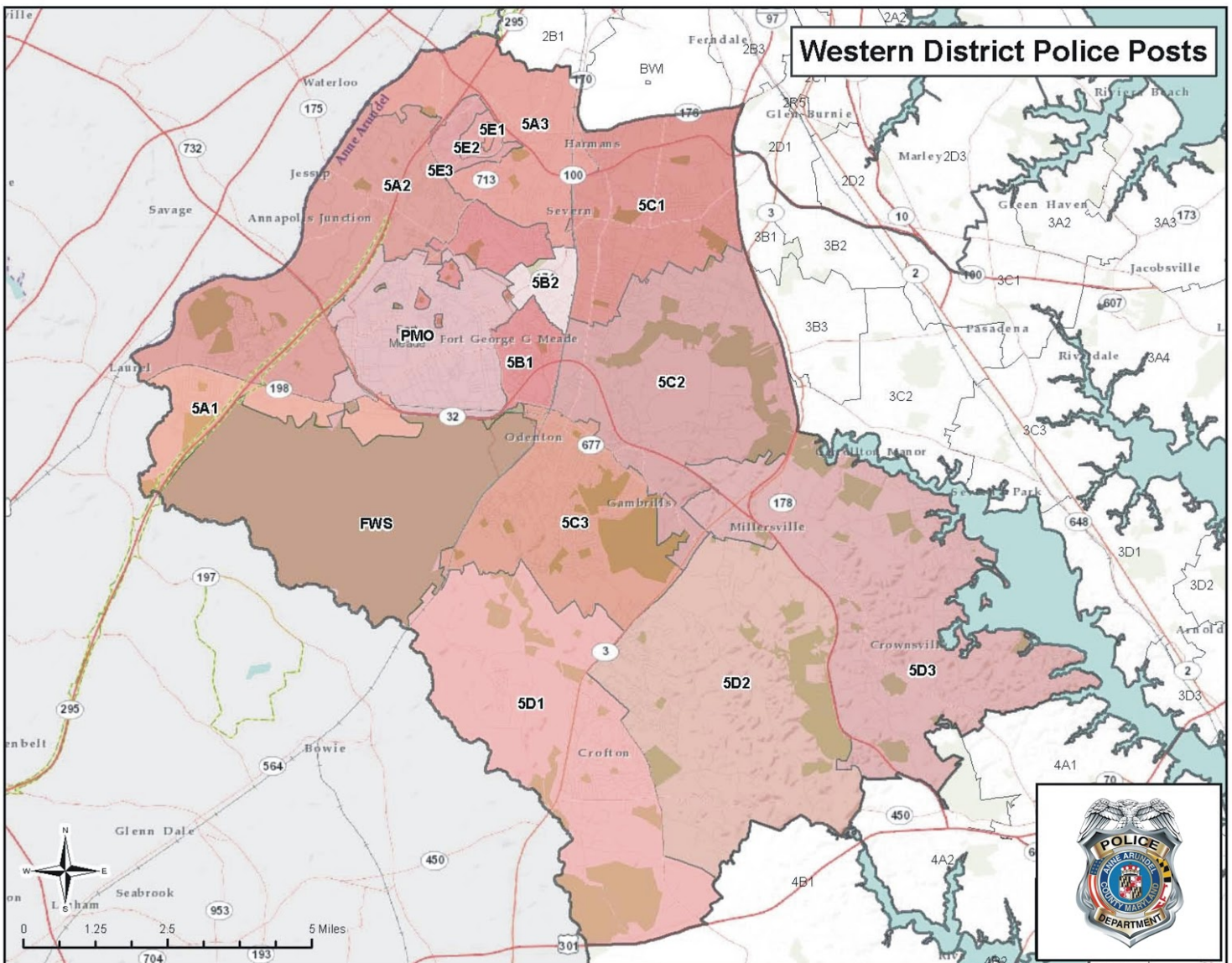
Commander
Captain Joseph Jordan



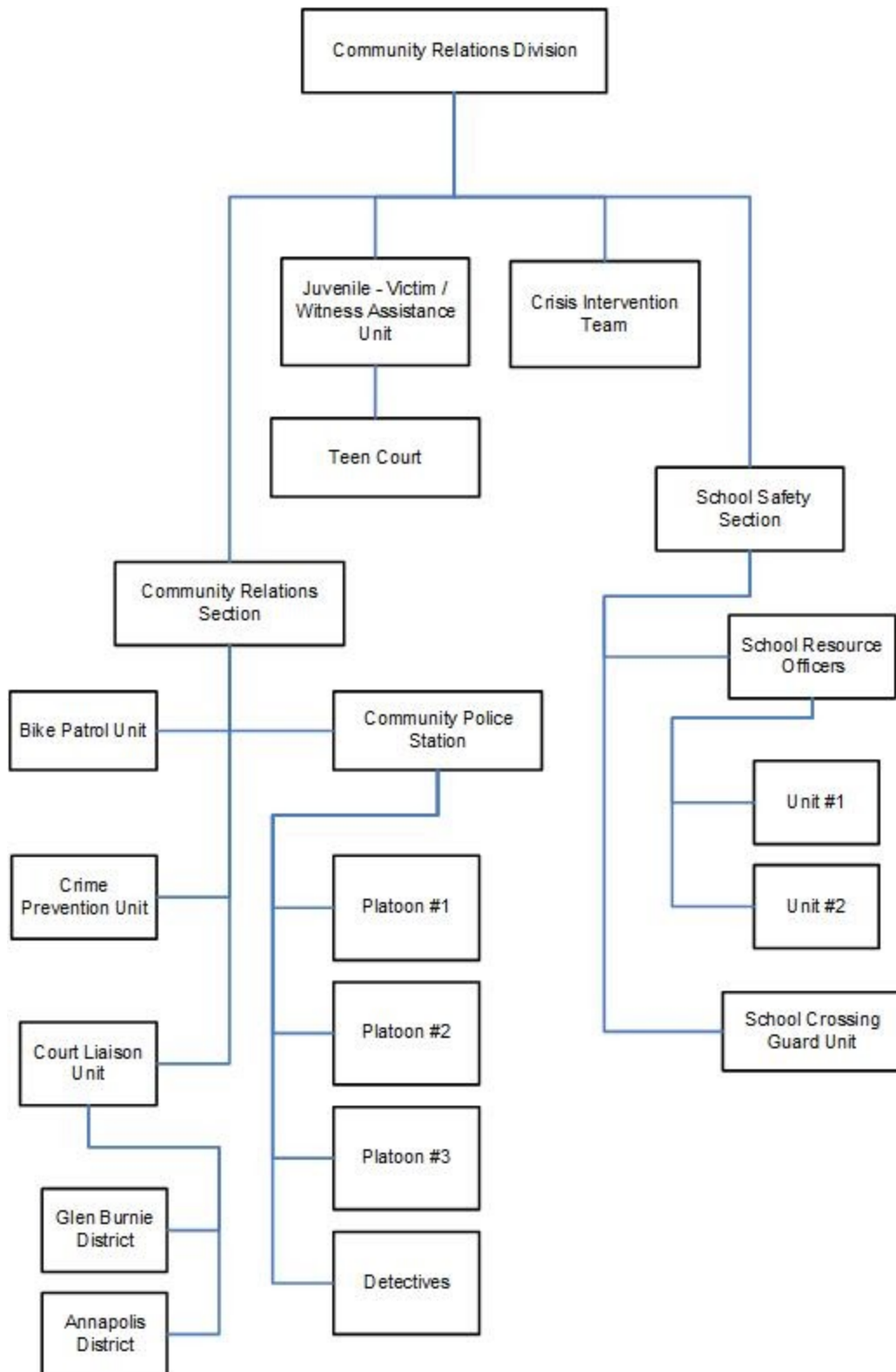
WESTERN DISTRICT



Commander
Captain Daniel Rodriguez



COMMUNITY RELATIONS DIVISION





*Commander
Community Relations Division
Captain Frederick Plitt*

Crisis Intervention Team & Peer Support Unit:

The Crisis Intervention Team (CIT) consists of a CIT trained police officer and licensed mental health clinician that specialize in the area of Mental Health Illness. The unit serves as the direct link between the Police Department and the Crisis Response System in working with members in the community that suffer from mental health illness.

The Peer Support Team consists of specially trained officers and civilians that are available to assist members of the department during traumatic incidents or if they need a peer to speak to confidentially. The team also assists in the areas of critical incident stress management and debriefings for the community or members of the department after a traumatic incident.

Juvenile/Victim Assistance Unit:

The Juvenile/Victim Assistance Unit provides services and addresses the needs of the crime victim. The unit provides liaison services to the Department of Juvenile Services and the State's Attorney's Office in all matters regarding the informal intake and handling of juvenile offenders. The unit advocates for the rights of victims and crime witnesses as needed.

The Unit is also responsible for staff supervision of all departmental juvenile operations pertaining to status and non-status offenders, including tracking repeat adjudicated juvenile offenders. The Juvenile - Victim/Witness Assistance Unit is also responsible for administering and coordinating the department's role in victim/witness assistance, and for analyzing the needs and available resources for victims and witnesses in Anne Arundel County.

Teen Court:

Teen Court is a diversionary sentencing alternative provided to first time, non-violent juvenile offenders.

COMMUNITY RELATIONS SECTION:

Crime Prevention Unit:

The Crime Prevention Unit provides support and subject matter expertise in the area of crime prevention and avoidance. It conducts crime avoidance surveys for businesses and residences, and oversees neighborhood watch programs. The Crime Prevention Unit also manages the Department's volunteer Reserve Officer program, the Volunteers in Police Service (VIPS) program, and the Office of the Chaplain. The Office of the Chaplain provides counseling and spiritual support to Department employees.

Bike Patrol Unit:

The Bike Patrol Unit provides a specialized response to enforcement operations and community issues.

Court Liaison:

The Court Liaison is responsible for proper dissemination of subpoenas to the case officer (s) and proper coordination of court appearances. The Court Liaison works with the State Attorney's Office, Public Defender's office, private attorneys, judicial staff, and Clerk's office to assure that officers are available for court when needed and that they are notified of cancellations in a timely manner.

Arundel Mills Community Police Station:

The Community Relations Section provides enhanced uniformed patrol services in the Hanover area of the Western District. Patrol officers from the Community Relations Division staff the Community Police Office at Arundel Mills and provide supplemental patrols to the businesses and residential areas around the Arundel Mills Mall and Maryland Live Casino.

SCHOOL SAFETY SECTION:

The School Safety Section is responsible for school-related services, as well as the Teen Court Program.

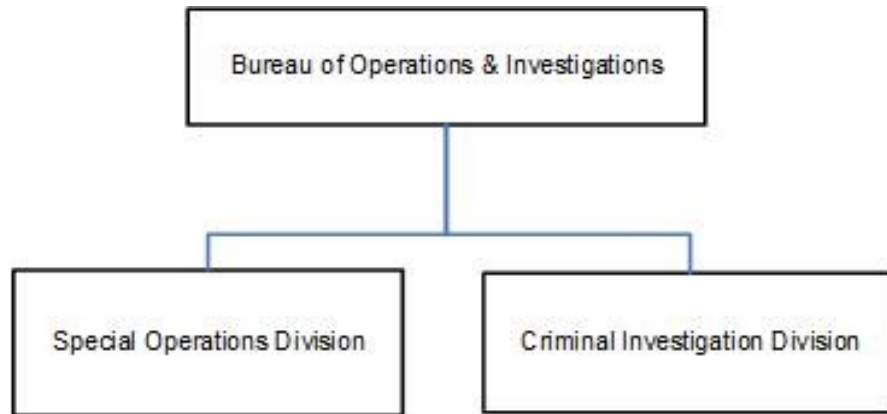
School Resource Unit:

The School Resource Unit administers the School Resource Officer program. This unit serves as the direct liaison with the Anne Arundel County Board of Education.

School Crossing Guard Unit:

The School Crossing Guard Unit supervises the County's school crossing guards, who provide manual traffic direction at intersections identified as hazardous school crossings, to ensure the safe passage of children.

BUREAU OF OPERATIONS & INVESTIGATIONS



Commander
Bureau of Operations & Investigations
Major Ross Passman

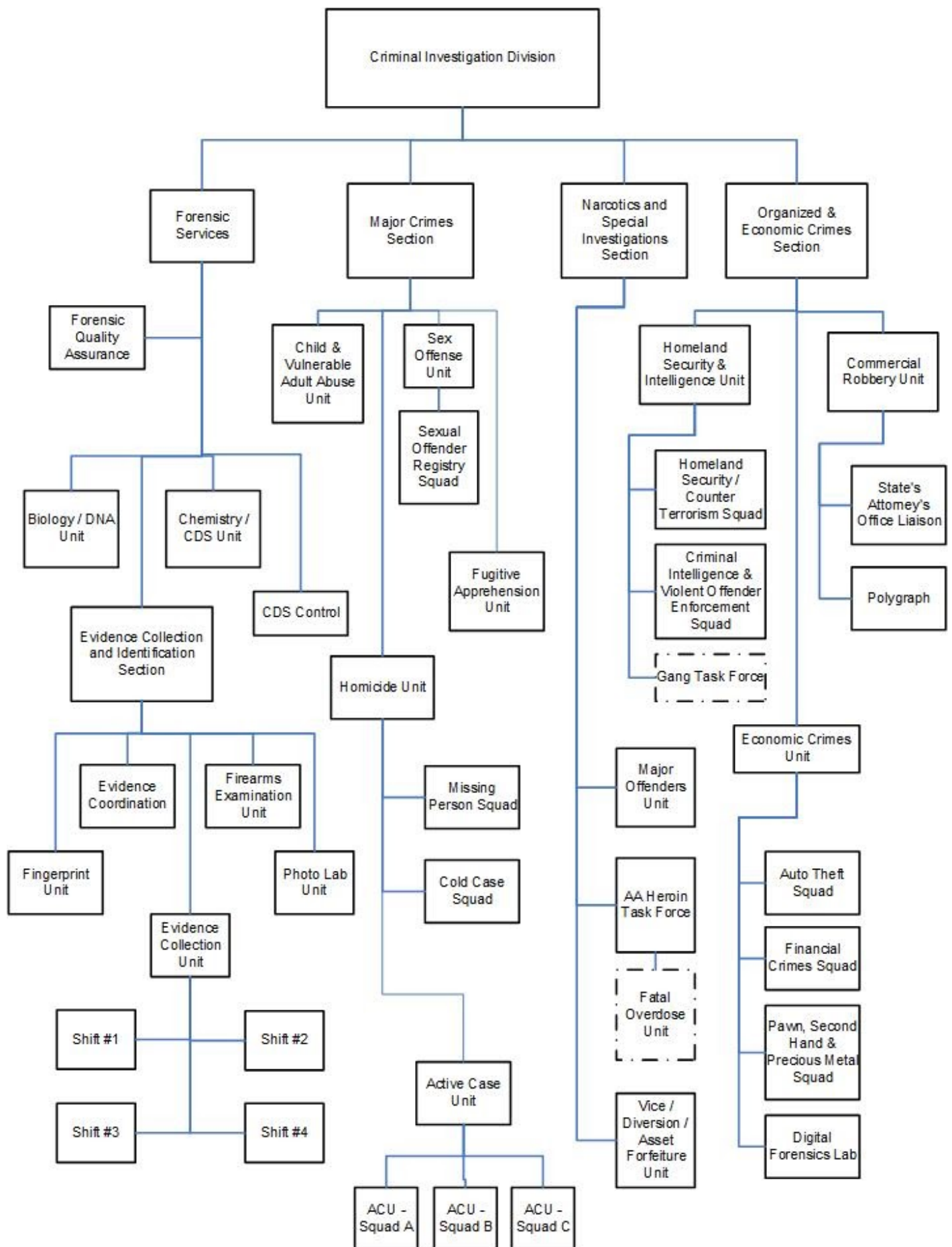
Special Operations Division

· [Division covered on following pages]

Criminal Investigation Division

· [Division covered on following pages]

CRIMINAL INVESTIGATION DIVISION





Commander
Criminal Investigation Division
Captain Kenneth Arbaugh

Forensic Services:

The Police Department's Forensic Services are overseen by a Forensic Services Director. There is a Quality Assurance/Quality Control Manager who ensures policies and procedures are up to date, and who oversees proficiency testing of forensic personnel.

The Police Department's Forensic disciplines include Crime Scene Investigation; Biology/DNA; Chemistry/Drug Identification; Friction Ridge/Fingerprint Identification; Firearms & Tool Mark Examination; and Digital Forensics (including forensic data extraction, forensic photography, video enhancement, and administration of the Department's mug shot system).

The Anne Arundel County Police Department has one of six Biology/DNA labs in the State of Maryland who collaborate with the Maryland State Police and FBI in statewide and national DNA databases (CODIS).

Major Crimes Section:

The Major Crimes Section is responsible for the follow-up investigation of homicides; kidnappings; uses of deadly force by law enforcement; in-custody deaths; rape; felony sex offenses; violations committed by registered sexual offenders; child and vulnerable adult abuse; and critical missing persons.

Organized & Economic Crimes Section:

The Organized and Economic Crimes Section is responsible for the investigation of organized auto theft related crime; major financial crimes; crimes and regulatory violations related to pawn, second hand, and precious metal dealers; robberies of businesses, banks, armored transportation vehicles; forensic examination of digital evidence; crimes committed by members of street & and outlaw motorcycle gangs and repeat offenders; threats against elected and appointed officials; homeland security threats; liaison with regional, state and federal intelligence entities; providing polygraph services; and for assisting the State's Attorney's Office with case enhancement

The Homeland Security and Intelligence Unit (within the Organized and Economic Crimes Section) is responsible for analyzing all crime related information in an effort to anticipate and prevent criminal activity; it serves as liaison to regional, state, and federal intelligence entities, to include the Maryland Coordination and Analysis Center (<http://www.mcac.maryland.gov/>), Joint Terrorism Task Forces- FBI (<https://www.fbi.gov/investigate/terrorism/joint-terrorism-task-forces>), and US Immigration and Customs Enforcement (<https://www.ice.gov/>).

The Unit investigates gang-related crimes committed by members of criminal street and outlaw motorcycle gangs.

It is responsible for maintaining a working relationship with schools, social services agencies, community based organizations, community supervision and other criminal justice organizations in a systematic approach to the prevention, intervention and suppression of criminal gang activity.

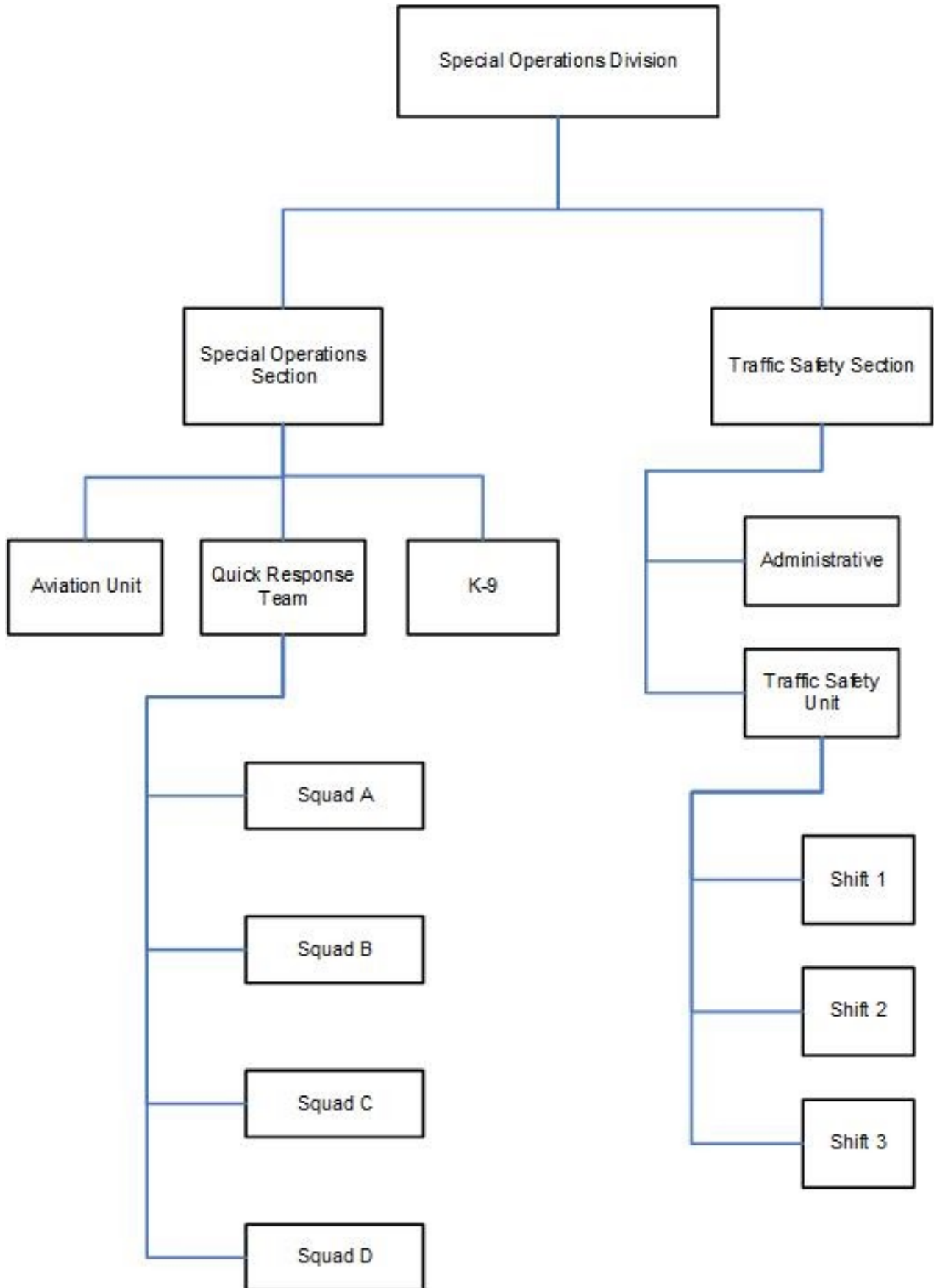
The Repeat Offender Proactive Enforcement (ROPE) program and the Violence Prevention Initiative (VPI) helps reduce existing gaps in services and foster collaboration and cooperation among partner agencies in Anne Arundel County and throughout Maryland. The VPI/ROPE Unit provides resources, proactive case management, model program development, enhanced prosecution and aims to reduce repeat offender recidivism. This is an essential component of the Department's overall crime reduction strategy.

Due to the increased activity of MS-13 gang members within Anne Arundel County, an MS-13 Task Force was established to anticipate and prevent related criminal activity.

Narcotics and Special Enforcement Section:

The Narcotics and Special Investigation Section is responsible for the investigation of major drug trafficking organizations (including a task force focused exclusively on heroin/opioid trafficking); the investigation of fatal opioid related overdoses; prescription drug diversion; vice crimes (including human trafficking, prostitution and illegal gambling); fugitive apprehension (including out of state extraditions); asset forfeiture related to drug offenses; and theft of metal and other related materials.

SPECIAL OPERATIONS DIVISION





Commander
Special Operations Division
Captain Thomas Kohlman

Special Operations Section:

Quick Response Team (QRT):

QRT provides operational and tactical support to the Patrol Division. Major responsibilities include handling hostage/barricade situations, high risk felony arrests, entering and stabilizing raid locations, woodland suspect searches, tactical responses to WMD/Hazmat and maritime incidents.

Aviation Unit:

The Aviation Unit provides air support for operational activities, including surveillance, traffic enforcement, and pursuit of fleeing offenders. The unit also provides aerial support for various other County, State and Federal agencies.

K-9 Unit:

The responsibility of the K-9 Unit is to provide line support to components within the department with highly mobile, specially trained police dogs. The unit provides canine support for high risk building/area searches, narcotic and explosives searches, and searches for missing persons.

Traffic Safety Section:

The Traffic Safety Section coordinates or oversees traffic-related services including the department's radar enforcement programs, chemical test for alcohol program, and traffic control during parades, and other major events. Traffic Safety investigates all fatal motor vehicle traffic accidents.

LOCATIONS AND PHONE NUMBERS

Police Headquarters 8495 Veterans Highway Millersville, Maryland 21108 410-222-8050	Training Academy 3737 Elmer F. Hagner Lane Davidsonville, Maryland 21035 410-222-1950
Northern District 939 Hammonds Lane Brooklyn Park, Maryland 21225 410-222-6135	Crime Prevention Unit 410-222-0042
Eastern District 204 Pasadena Road Pasadena, Maryland 21122 410-222-6145	K-9 Facility 8315 Grover Road Millersville, MD 21108
Western District 8273 Telegraph Road Odenton, Maryland 21113 410-222-6155	Animal Care & Control 411 Maxwell Frye Road Millersville, Maryland 21108 4410-222-8900
Southern District 35 Stepney's Lane Edgewater, Maryland 21037 410-222-1961	Criminal Investigation Division 8666 Veterans Highway Millersville, Maryland 21108 410-222-3566 410-222-0042



21st CENTURY POLICING

The President's Task Force on 21st Century Policing created a report "... to strengthen community policing and trust among law enforcement officers and the communities they serve."

US Department of Justice - Office of Community Oriented Policing Services. Final Report of The President's Task Force on 21st Century Policing. May 2015.

Online: https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

Below is a legend, a categorical listing taken from the above report, with a status for each item that is applicable to police departments, followed by REMARKS related to several of the recommendations.

STATUS	EXPLANATION
Not-Applicable to AAPD	The recommendation in the report is not directed at police departments.
Compliant	The Anne Arundel County Police Department follows the recommendation.
Partially Compliant	The Department partially follows the recommendation.
Not Implemented	The Department is not able to implement the recommendation.

ITEM	STATUS	RECOMMENDATION
	Not-Applicable to AAPD	0.1 Overarching Recommendation: The President should support and provide funding for the creation of a National Crime and Justice Task Force to review and evaluate all components of the criminal justice system for the purpose of making recommendations to the country on comprehensive criminal justice reform.
	Not-Applicable to AAPD	0.2 Overarching Recommendation: The President should promote programs that take a comprehensive and inclusive look at community-based initiatives that address the core issues of poverty, education, health, and safety.
		PILLAR 1 . BUILDING TRUST & LEGITIMACY
1	Compliant	1.1 Recommendation: Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.
2	Compliant	1.2 Recommendation: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.
	Not-Applicable to AAPD	1.2.1 Action Item: The US Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.
3	Compliant	1.3 Recommendation: Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.
4	Partially Compliant	1.3.1 Action Item: To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.
5	Compliant	1.3.2 Action Item: When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

6	Compliant	1.4 Recommendation: Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.
7	Compliant	1.4.1 Action Item: In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.
8	Compliant	1.4.2 Action Item: Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.
9	Compliant	1.5 Recommendation: Law enforcement agencies should proactively promote public trust by initiating positive nonenforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.
10	Partially Compliant	1.5.1 Action Item: In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.
11	Compliant	1.5.2 Action Item: Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.
12	Compliant	1.5.3 Action Item: Law enforcement agencies should create opportunities in schools and communities for positive nonenforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.
13	Compliant	1.5.4 Action Item: Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort. Law enforcement agencies
14	Compliant	1.6 Recommendation: Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.
15	Compliant	1.6.1 Action Item: Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.
16	Not Implemented	1.7 Recommendation: Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust
	Not-Applicable to AAPD	1.7.1 Action Item: The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.
17	Compliant	1.8 Recommendation: Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.
	Not-Applicable to AAPD	1.8.1 Action Item: The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.
	Not-Applicable to AAPD	1.8.2 Action Item: The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.
	Not-Applicable to AAPD	1.8.3 Action Item: Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.
	Not-Applicable to AAPD	1.8.4 Action Item: Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsiveness.

18	Compliant	1.8.5 Action Item: Law enforcement agencies should be encouraged to explore more flexible staffing models.
19	Compliant	1.9 Recommendation: Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.
20	Compliant	1.9.1 Action Item: Decouple federal immigration enforcement from routine local policing for civil enforcement and non serious crime.
21	Compliant	1.9.2 Action Item: Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.
	Not-Applicable to AAPD	1.9.3 Action Item: The US Department of Justice should not include civil immigration information in the FBI's National Crime Information Center database.
		PILLAR 2 . POLICY & OVERSIGHT
22	Compliant	2.1 Recommendation: Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.
	Not-Applicable to AAPD	2.1.1 Action Item: The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.
23	Compliant	2.2 Recommendation: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.
24	Compliant	2.2.1 Action Item: Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.
25	Not Implemented	2.2.2 Action Item: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.
	Not-Applicable to AAPD	2.2.3 Action Item: The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.
26	Compliant	2.2.4 Action Item: Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.
27	Not Implemented	2.2.5 Action Item: Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.
28	Compliant	2.2.6 Action Item: Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.
29	Compliant	2.3 Recommendation: Law enforcement agencies are encouraged to implement nonpunitive peer review of critical incidents separate from criminal and administrative investigations.
30	Compliant	2.4 Recommendation: Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.
31	Compliant	2.5 Recommendation: All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

	Not-Applicable to AAPD	2.5.1 Action Item: The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.
32	Compliant	2.6 Recommendation: Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.
	Not-Applicable to AAPD	2.6.1 Action Item: The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.
33	Compliant	2.7 Recommendation: Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.
34	Compliant	2.7.1 Action Item: Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.
	Not-Applicable to AAPD	2.7.2 Action Item: The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.
	Not-Applicable to AAPD	2.8 Recommendation: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.
	Not-Applicable to AAPD	2.8.1 Action Item: The US Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.
	Not-Applicable to AAPD	2.8.2 Action Item: The US Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.
35	Compliant	2.9 Recommendation: Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.
36	Compliant	2.10 Recommendation: Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.
37	Compliant	2.11 Recommendation: Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.
38	Compliant	2.11.1 Action Item: One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.
39	Compliant	2.12 Recommendation: Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.

40	Compliant	2.13 Recommendation: Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.
	Not-Applicable to AAPD	2.13.1 Action Item: The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the Police Public Contact Survey.
	Not-Applicable to AAPD	2.13.2 Action Item: The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.
	Not-Applicable to AAPD	2.13.3 Action Item: The US Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.
	Not-Applicable to AAPD	2.14 Recommendation: The US Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.
	Not-Applicable to AAPD	2.15 Recommendation: The US Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.
		PILLAR 3 . TECHNOLOGY & SOCIAL MEDIA
	Not-Applicable to AAPD	3.1 Recommendation: The US Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.
	Not-Applicable to AAPD	3.1.1 Action Item: The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.
	Not-Applicable to AAPD	3.1.2 Action Item: As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.
41	Compliant	3.1.3 Action Item: Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.
42	Compliant	3.2 Recommendation: The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.
43	Partially Compliant	3.2.1 Action Item: Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.
44	Compliant	3.2.2 Action Item: Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.
45	Compliant	3.2.3 Action Item: Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

	Not-Applicable to AAPD	3.3 Recommendation: The US Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement
	Not-Applicable to AAPD	3.3.1 Action Item: As part of the process for developing best practices, the US Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.
	Not-Applicable to AAPD	3.3.2 Action Item: The US Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.
46	In Progress	3.3.3 Action Item: Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.
	Not-Applicable to AAPD	3.4 Recommendation: Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.
47	Compliant	3.5 Recommendation: Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.
	Not-Applicable to AAPD	3.6 Recommendation: The Federal Government should support the development of new "less than lethal" technology to help control combative suspects.
	Not-Applicable to AAPD	3.6.1 Action Item: Relevant federal agencies, including the US Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, constitutionality, and officer safety.
	Not-Applicable to AAPD	3.7 Recommendation: The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.
		PILLAR 4 . COMMUNITY POLICING & CRIME REDUCTION
48	Compliant	4.1 Recommendation: Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety
49	Compliant	4.1.1 Action Item: Law enforcement agencies should consider adopting preferences for seeking "least harm" resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.
50	Compliant	4.2 Recommendation: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.
51	Compliant	4.2.1 Action Item: Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.
52	Compliant	4.2.2 Action Item: Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.
	Not-Applicable to AAPD	4.2.3 Action Item: The US Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.
53	Compliant	4.3 Recommendation: Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.
	Not-Applicable to AAPD	4.3.1 Action Item: The US Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.

	Not-Applicable to AAPD	4.3.2 Action Item: Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.
	Not-Applicable to AAPD	4.3.3 Action Item: Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.
	Not-Applicable to AAPD	4.4 Recommendation: Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.
54	Compliant	4.4.1 Action Item: Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.
55	Compliant	4.4.2 Action Item: Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.
56	Compliant	4.5 Recommendation: Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.
57	Compliant	4.5.1 Action Item: Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.
58	Compliant	4.5.2 Action Item: Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.
59	Compliant	4.5.3 Action Item: Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.
60	Compliant	4.5.4 Action Item: Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.
	Not-Applicable to AAPD	4.6 Recommendation: Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.
	Not-Applicable to AAPD	4.6.1 Action Item: Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.
61	Compliant	4.6.2 Action Item: In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.
62	Compliant	4.6.3 Action Item: Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.
63	Compliant	4.6.4 Action Item: Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.
64	Compliant	4.6.5 Action Item: Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

65	Compliant	4.6.6 Action Item: Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.
66	Compliant	4.6.7 Action Item: Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.
67	Compliant	4.6.8 Action Item: Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.
	Not-Applicable to AAPD	4.6.9 Action Item: The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.
	Not-Applicable to AAPD	4.7 Recommendation: Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.
68	Compliant	4.7.1 Action Item: Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.
	Not-Applicable to AAPD	4.7.2 Action Item: Communities should develop community- and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.
PILLAR 5 . TRAINING & EDUCATION		
	Not-Applicable to AAPD	5.1 Recommendation: The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.
	Not-Applicable to AAPD	5.1.1 Action Item: The training innovation hubs should develop replicable model programs that use adult-based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.
	Not-Applicable to AAPD	5.1.2 Action Item: The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.
	Not-Applicable to AAPD	5.1.3 Action Item: The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).
69	Compliant	5.2 Recommendation: Law enforcement agencies should engage community members in the training process.
	Not-Applicable to AAPD	5.2.1 Action Item: The US Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.
70	Compliant	5.3 Recommendation: Law enforcement agencies should provide leadership training to all personnel throughout their careers.
	Not-Applicable to AAPD	5.3.1 Action Item: Recognizing that strong, capable leadership is required to create cultural transformation, the US Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.
	Not-Applicable to AAPD	5.3.2 Action Item: The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.

	Not-Applicable to AAPD	5.3.3 Action Item: The US Department of Justice should support and encourage cross-discipline leadership training.
	Not-Applicable to AAPD	5.4 Recommendation: The US Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.
	Not-Applicable to AAPD	5.5 Recommendation: The US Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.
	Not-Applicable to AAPD	5.6 Recommendation: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.
	Not-Applicable to AAPD	5.6.1 Action Item: Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.
	Not-Applicable to AAPD	5.7 Recommendation: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.
	Not-Applicable to AAPD	5.8 Recommendation: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.
	Not-Applicable to AAPD	5.9 Recommendation: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.
71	Compliant	5.9.1 Action Item: Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.
72	Compliant	5.9.2 Action Item: Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.
	Not-Applicable to AAPD	5.10 Recommendation: POSTs should require both basic recruit and in-service training on policing in a democratic society.
	Not-Applicable to AAPD	5.11 Recommendation: The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.
	Not-Applicable to AAPD	5.11.1 Action Item: The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.
	Not-Applicable to AAPD	5.12 Recommendation: The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.
	Not-Applicable to AAPD	5.13 Recommendation: The US Department of Justice should support the development and implementation of improved Field Training Officer programs.
	Not-Applicable to AAPD	5.13.1 Action Item: The US Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.
	Not-Applicable to AAPD	5.13.2 Action Item: The US Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.
		PILLAR 6 OFFICER WELLNESS & SAFETY
	Not-Applicable to AAPD	6.1 Recommendation: The US Department of Justice should enhance and further promote its multifaceted officer safety and wellness initiative.

	Not-Applicable to AAPD	6.1.1 Action Item: Congress should establish and fund a national “Blue Alert” warning system.
	Not-Applicable to AAPD	6.1.2 Action Item: The US Department of Justice, in partnership with the US Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.
	Not-Applicable to AAPD	6.1.3 Action Item: The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.
	Not-Applicable to AAPD	6.1.4 Action Item: Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability
	Not-Applicable to AAPD	6.1.5 Action Item: Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti-ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related mental illness, including but not limited to post-traumatic stress disorder (PTSD).
73	Compliant	6.2 Recommendation: Law enforcement agencies should promote safety and wellness at every level of the organization.
	Not-Applicable to AAPD	6.2.1 Action Item: Though the Federal Government can support many of the programs and best practices identified by the US Department of Justice initiative described in recommendation 6.1, the ultimate responsibility lies with each agency.
	Not-Applicable to AAPD	6.3 Recommendation: The US Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.
	Not-Applicable to AAPD	6.3.1 Action Item: The US Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24–48-hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).
74	Compliant	6.4 Recommendation: Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.
	Not-Applicable to AAPD	6.4.1 Action Item: Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.
	Not-Applicable to AAPD	6.4.2 Action Item: Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.
	Not-Applicable to AAPD	6.5 Recommendation: The US Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”
75	Compliant	6.6 Recommendation: Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.
	Not-Applicable to AAPD	6.7 Recommendation: Congress should develop and enact peer review error management legislation.
	Not-Applicable to AAPD	6.8 Recommendation: The US Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.
		IMPLEMENTATION
	Not-Applicable to AAPD	7.1 Recommendation: The President should direct all federal law enforcement agencies to review the recommendations made by the Task Force on 21st Century Policing and, to the extent practicable, to adopt those that can be implemented at the federal level.
	Not-Applicable to AAPD	7.2 Recommendation: The US Department of Justice should explore public-private partnership opportunities, starting by convening a meeting with local, regional, and national foundations to discuss the proposals for reform described in this report and seeking their engagement and support in advancing implementation of these recommendations.

Not-Applicable to AAPD 7.3 Recommendation: The US Department of Justice should charge its Office of Community Oriented Policing Services (COPS Office) with assisting the law enforcement field in addressing current and future challenges.

The below section provides remarks for recommendations: “Not Implemented” and several “Not-Applicable to AAPD”:

STATUS	RECOMMENDATION	REMARKS
Not Implemented	1.7 Recommendation: Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust	Pending completion and implementation of 1.7.1 by Federal Government 1.7.1 Action Item: The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.
Not Implemented	2.2.2 Action Item: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.	There are no external agreements with outside agencies at this time.
Not Implemented	2.2.5 Action Item: Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.	Policy change pending
Not-Applicable to AAPD	5.6 Recommendation: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.	The Maryland Police Training Commission is the "POST" entity in Maryland. The recommendations are not directed at the Police Department, they are directed at the Maryland Police Training Commission; however, the Anne Arundel County Police Department complies with these recommendations.
Not-Applicable to AAPD	5.7 Recommendation: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.	
Not-Applicable to AAPD	5.8 Recommendation: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.	
Not-Applicable to AAPD	5.9 Recommendation: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.	
Not-Applicable to AAPD	5.10 Recommendation: POSTs should require both basic recruit and in-service training on policing in a democratic society.	