

2/13/2024

# STRATEGIC PLAN

PRINCE GEORGE'S COUNTY  
POLICE ACCOUNTABILITY BOARD



PROLOGUE

## VISION

To build a strong collaborative relationship between the community of Prince George's County and its Law Enforcement Agencies (LEAs) by promoting accountability, transparency, and trust in the administration of justice.

## MISSION

To work with the community, Law Enforcement Agencies, and the Prince George's County government to improve transparency, accountability, and equity in policing.

## GUIDING PRINCIPLES

- Accountability
- Transparency
- Excellence
- Engagement

## **GOAL I: COLLABORATIVE RELATIONSHIP BETWEEN PAB AND LAW ENFORCEMENT**

### **Objectives**

1. Meet with Law Enforcement Agencies to gain a better understanding of policing and public safety issues and identify existing barriers and potential solutions to these issues.

### **Milestones**

- Hold, at a minimum, quarterly meetings with Law Enforcement Agency heads in each fiscal year.
- Attend at least two (2) meetings of the Prince George's County Police Chiefs' Association of Prince George's County (PGCPCA) in each fiscal year.
- Invite head of PGCPCA to at least one meeting with PAB in each fiscal year.
- Hold *Coffee Chats* with police chiefs at least quarterly each fiscal year.
- Invite Sheriff and Prince George's Police Chief to meet with the PAB at least one time each fiscal year.
- Solicit input from Law Enforcement Agencies in November in preparation for PAB's Annual Report.
- Solicit input from LEAs regarding PAB Recommendations and evidence-based Best Practices.

- Share PAB Findings and Recommendations with LEAs.
- Compile and keep records of impediments to achieving effective collaboration between the PAB and LEAs

## Measures

- Attend ninety percent (90%) of meetings referenced under Milestones.
  - Have a minimum of two (2) direct contacts annually with heads of every Law Enforcement Agency in Prince George's County.
  - Complete a minimum of one (1) Ride-Along per fiscal year.
2. Ensure transparency in all collaborations with Law Enforcement Agencies.

## Milestones

- Prepare synopsis of all meetings with LEAs.
- Post synopsis of all meetings with LEAs to the PAB's webpage.

## GOAL II: IMPROVE RESPONSIVENESS TO PUBLIC COMPLAINTS OF MISCONDUCT

### Objectives

1. Implement process for timely transmission and tracking of complaints from PAB to Law Enforcement Agencies.

### Milestones

- Forward complaints of police misconduct to the appropriate LEAs
- Track the number of days taken by LEAs to complete investigations of complaints.
- Provide staff reports to PAB Members on the status of all complaints received and forwarded to the investigating LEAs.
- Generate staff Investigatory Reports detailing the incident, investigation commencement date, and the date resolved.

## Measures

- Forward Complaints within three (3) business days of receipt by PAB.
  - Include Tracking Data in Annual Report.
  - Provide Status Reports to PAB members monthly.
  - Provide Investigatory Reports to PAB members monthly that, at a minimum, include incident details, investigation commencement date, and investigation resolution date.
2. Recommend and share evidence-based best practices regarding policies, systems, and procedures that support the efficient and effective disposition of public complaints of misconduct.

## Milestone

- Document Annually.

## Measure

- Include in Annual Report each fiscal year.
3. Identify areas of improvement for Law Enforcement Agencies and Prince George's County responsiveness to public complaints of misconduct.

## Milestone

- Document Annually

## Measure

- Include in Annual Report each fiscal year.
4. Create an integrated web-based platform that provides the community, policymakers, and other stakeholders access to a single database, complaint tracking system, and dashboard.

## Milestone

- Develop a user-friendly web-based platform that is integrated between Agencies Measure.

## Measure

- Complete not later than FY 26.
5. Utilize internal tracking system for complaints filed with the PAB from submission to resolution until the creation of a centralized complaint database system and dashboard.

## Milestone

- Develop staff generated spreadsheet to document tracking of complaints.

## Measure

- Provide Spreadsheet to PAB members on a quarterly basis.
6. Develop Pilot Program for obtaining citizen feedback.

## Milestone

- Development Survey that can be provided on a web-based platform (e.g., mentimeter) and at community outreach activities.
- Develop methodology for testing and validating Survey.

## Measure

- Complete Pilot Program by FY24.

## GOAL III: IMPROVE POLICE ACCOUNTABILITY

### Objectives

1. Examine and recommend evidence-based best practices regarding changes to policies, operations, and practices that will help improve police accountability and transparency.

### Milestones

- Make recommendations based on findings and trends.
- Conduct review of ACC, LEA and AHB reports of police disciplinary outcomes to ascertain trends and commonalities.
- Conduct an annual review and analyze outcomes pre- and post-utilization of Disciplinary Matrix.

- Conduct analysis of policing, strategic policies, and practices to identify lessons, best practices, and systematic weaknesses in Prince George’s County policing.
- Request complaint process from all relevant LEAs and review agency-specific policies regarding community complaint submission process.
- Coordinate and collaborate with oversight counterparts in other jurisdictions.

## Measures

- Document and share findings from the review of evidence-based best policing practices and strategies and include in Annual Report.
- Recommend evidence-based and best policing practices to improve accountability and include in Annual Report.
- Review and analyze monthly ACC case dispositions to note trends.
- Analyze disposition trends based on the Disciplinary Matrix and include in Annual Report.
- Meet with at least one (1) oversight board from other jurisdictions annually to discuss common issues, oversight functions, community outreach, and other mutually agreed-upon items.
- Develop and implement a methodology for the random sampling of community complaints of LEAs.

## Milestones

- Review agency-specific policies regarding community complaint process submission.
- Request Complaint process from all Law Enforcement Agencies.

## Measures

- Review at least twelve (12) different agency-specific policies regarding community complaint process submission.
- Receive all requested Complain Process from LEAs.

2. Utilize technology to track and analyze data.

## Milestones

- Identify state-of-the-art tracking and analytic technology tools.
- Generate tracking and data analysis report.

## Measure

- Generate Tracking and Data Analysis Report quarterly.
3. Review and report on PAB Recommendations.

### Milestone

- Assess PAB recommendations and any subsequent conclusions related to improving police accountability.

### Measure

- Publish Annual Report not later than December 31<sup>st</sup> of each fiscal year.

## GOAL IV: PROMOTE TRANSPARENCY BY INFORMING THE PUBLIC ABOUT POLICING MATTERS AND KEEPING PUBLIC INFORMED ABOUT POLICING MATTERS

### Objectives

1. Provide opportunities for community members to observe and/or participate in PAB Meetings and Initiatives.

### Milestones

- Permit public attendance at all in-person PAB meetings.
- Stream all in-person and virtual meetings.
- Provide public comment period during all PAB meetings.

### Measures

- Document attendance at all public PAB meetings.
- Document use of streaming services and virtual attendance for all PAB public meetings.

- Document any public comments at all PAB meetings.
2. Provide ongoing information about policing matters to the community.

## Milestones

- Publish Annual Report that communicates policies and policy changes related to police conduct.
- Post Annual Report on PAB web page.
- Develop a template for all external communications.
- Host at least three (3) in-person community listening sessions to garner input from the community.
- Provide participants with feedback forms at listening sessions.
- Implement process for community input at each PAB meeting.
- Develop and implement an online community feedback process on PAB webpage

## Measures

- Publish Annual Report not later than December 31<sup>st</sup> of each fiscal year.
  - Establish a quarterly factsheet that addresses community comments, questions, concerns, etc. received over the previous three (3) months.
  - Track community input and feedback.
3. Document and communicate the PAB authorities, requirements, and activities.

## Milestones

- Create a project management document with an integrated annual timeline chart to capture all planned PAB objectives and responsibilities.
- Identify communication platforms to share progress with relevant stakeholders and establish a communication plan.
- Assign PAB members or sub-committees from the PAB to each of the respective tasks and activities.



## Measures

- Identify the appropriate audiences for updates related to PAB accomplishments by Q2 FY2024.
- Identify communication platforms that are available for sharing PAB progress and updates by Q3 FY2024.
- Sub-committees or project owners provide quarterly updates on objectives, requirements and activities which will also be reflected in the project management document.
- Provide updates to stakeholders through identified communication channels according to the communication plan schedule.

## GOAL V: EQUIP PAB BOARD, STAFF, AND CONSULTANTS WITH KNOWLEDGE, SKILLS, AND PROCESSES TO ACHIEVE MANDATES

### Objectives

1. Provide formalized training opportunities for PAB members, staff, and consultants as deemed necessary or as directed by the State, County, and/or Maryland Training and Standards Commission.

### Milestones

- Identify applicable training courses or learning opportunities for PAB members, staff, and/or consultants.
- After-Action reports generated by those attending the training to ensure members are aware of the salient information obtained by the attendees.

### Measure

A minimum of 75% of Board members attend training at least once per fiscal year.

2. Implement procedures for effective PAB operations.

### Milestone

- Adopt Rules of Procedure and include in the Strategic Plan.

## Measures

- Implement protocols and procedures by the Q3 of FY 24.

## GOAL VI. ENSURE ONGOING REVIEW, ANALYSIS, AND RECOMMENDATIONS REGARDING STATE AND COUNTY LEGISLATION

### Objective

Assess and recommend state and local legislation related to police accountability.

### Milestones

- Provide document that outlines state and county legislation and regulatory requirements related to police accountability.
- Develop a list of any recommendations based on the analysis of state or county legislation, and regulatory requirements related to police accountability.
- Conduct State Legislative Review each legislative session.
- Conduct County Legislative Review each legislative session.
- Propose Legislative and/or regulatory changes as deemed necessary by the Board

### Measures

- Document and report Review findings and Recommendations in the Annual Report each fiscal year.

## APPENDIX A Statutory Requirements

- Hold quarterly meetings with law enforcement agency heads and work with law enforcement agencies and local governments to improve police services;
- On (at least) a quarterly basis, review the disciplinary outcomes of matters submitted to the Board by the ACC Board;
- At least once a year on or before December 31, submit a report to the County Executive and County Council;
- Appoint two (2) civilian members to the Administrative Charging Committee;
- Appoint one or more civilian members to the AHB(s) in the County;
- Receive complaints of police misconduct filed by members of the public, and within three (3) business days from the date of receipt, forward complaints to the appropriate law enforcement agency for investigation;
- Maintain records and establish a record retention schedule in accordance with State law;
- Maintain confidentiality relating to all matters before the PAB; and
- Otherwise abide by all Federal, State and County laws, and develop rules of procedure not inconsistent with such laws.

**APPENDIX B**  
Enabling Legislation

Maryland Police Accountability Act of 2021

<https://mgaleg.maryland.gov/mgawebsite/Legislation/Details/hb0670/?ys=2021rs>

Prince George's County Police Accountability Act

<https://princegeorgescountymd.legistar.com/LegislationDetail.aspx?ID=5541126&GUID=1A793184-FC50-4C4D-9CCD-1CA5E45D787B&Options=ID|Text|&Search=cb-021-2022>

**Police Accountability Board**

Kelvin Davall, Chair  
Carlo Sanchez, Vice-Chair  
Shelia Bryant, Esq.  
Dr. Andrea Coleman  
Keenon James  
Daniel A. Jones  
Lafayette Melton  
Earl O’Neal  
Marsha Ridley  
Tamika Springs, Esq.  
Daniel Vergamini

**Staff**

L. Denise Hall, Program Administrator  
Tangi Allen, Program Associate  
Ashley Ritter, Administrative Aide

**General Counsel**

Marva Jo Camp Esq.

