



**City of Takoma Park, MD**

# **TASK FORCE TO REIMAGINE PUBLIC SAFETY**

## **REPORT JULY 2021**

**City of Takoma Park, Maryland**  
**Report of the Task Force on Reimagining Public Safety to Ensure Racial Justice**  
**Submitted to the City Council: July 9, 2021**

**Charge: The purpose of the Reimagining Public Safety Task Force is to develop recommendations that make Takoma Park a safer, more livable community for all residents, with an emphasis on addressing racial inequalities that exist in government and services evolving around public safety. This Task Force is our opportunity to bring new voices into the process as we take stock of what is working, what is not, and as we explore best practices in public safety.**

**Task Force Members**

Olajide Atoyebi  
Cedric Boatman  
Adam Braskich  
Sadie Arlene Cheston Harris  
Sawa Kamara  
Christina Morado  
Jumana Musa  
Kiminori Nakamura  
Emil Parker  
Ajmel Quereshi  
Michael Rubin  
Duane Scott  
Lauren Van Tol  
Xitlalli Velasquez

**Task Force Steering Committee**

Talisha Searcy, Councilmember, Ward 6  
Terry J. Seamens, Councilmember, Ward 4  
Kate Stewart, Mayor  
Suzanne Ludlow, City Manager  
Antonio DeVaul, Chief of Police  
Jessica Clarke, Deputy City Manager

**Engagement Consultants & Facilitators**

LINK Strategic Partners & Expectant Advisory

## TABLE OF CONTENTS

- I. Founding Resolution**
- II. Announcement of the Task Force**
- III. Introduction**
- IV. Task Force Structure & Support**
- V. Timeline**
- VI. Subcommittees**
- VII. Research and Resources**
  - a. **Data and Literature Review**
  - b. **Focus Groups**
  - c. **Subject Matter Experts**
- VIII. Stakeholder Engagement**
- IX. Recommendations**
- X. Next Steps**
- XI. Appendix**
  - a. Task Force Application
  - b. Application Rubric and Results
  - c. Task Force Member Bios
  - d. Stakeholder Interview Guide
  - e. Stakeholder Interview Summary
  - f. Community Ambassador Focus Group Guide
  - g. Community Ambassador Focus Group Summary
  - h. Police Department Focus Group Guide
  - i. Police Department Focus Group Summary
  - j. Business Walk Summary
  - k. Resources Shared with the Task Force
  - l. Public Comment Form
  - m. Public Comment Form Responses
  - n. Public Comments from Emails
  - o. Community Session and Task Force Meeting Agendas, Videos, Summaries, and Slides
  - p. Listening Session Graphics

## **FOUNDING RESOLUTION**

Introduced by: Councilmember Searcy

### **CITY OF TAKOMA PARK, MARYLAND RESOLUTION 2020-21**

#### **ESTABLISHING A TASK FORCE ON “REIMAGINING PUBLIC SAFETY TO ENSURE RACIAL JUSTICE”**

**WHEREAS**, the deaths of Breonna Taylor and George Floyd, along with many other Black and Brown people at the hands of the police, highlight the need for reform and a reimagining of public safety in our country; and

**WHEREAS**, the Takoma Park City Council embraces the great diversity in the City; and

**WHEREAS**, the City Council recognizes the history of racism in our country and community and how it has led to many current day disparities in education and job attainment, housing, and healthcare, as well as disproportionate and biased stops, citations, and incarceration rates for people of color; and

**WHEREAS**, the City Council passed Resolution No. 2017-28 committing the City Council to systematically and deliberately apply a racial equity lens in decision-making; and

**WHEREAS**, Resolution No. 2017-45 established the City Council’s goals and priorities for the Takoma Park Police Department including ensuring a culture of transparency, accountability, proactive communication, and responsiveness, both inside and outside of the City government; and

**WHEREAS**, the Takoma Park City Council wants to review and reform the City’s approach to public safety to ensure racial justice.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF TAKOMA PARK, MARYLAND THAT** the City Council will establish a Task Force to advise and provide recommendations on ways the City can reform public safety policies and procedures to ensure racial justice; and

**BE IT FURTHER RESOLVED THAT** the Task Force will make recommendations on:

- The City of Takoma Park’s policing and public safety policies and procedures, including reviewing disaggregated data on arrests, citations, and stops, to ensure that the City’s public safety approaches advance racial justice;
- Approaches to engage and empower residents, particularly groups who have been marginalized, in policing oversight and community policing practices;

- Alternative models to better address issues that are commonly correlated with police interaction, such as mental health, substance abuse, and other social service needs; and
- The reallocation of the City's budget necessary to fund the Task Force's recommendations; and

**BE IT FURTHER RESOLVED THAT** the Task Force will consist of up to 15 Council approved members; and

**BE IT FURTHER RESOLVED THAT** the Council will prioritize Task Force members from the following groups:

- Black and Brown residents or business owners that vary by income, education, sexual orientation, and gender identification
- Black and Brown youth
- Local experts in civil liberties, social justice, police reform
- A member from the resident committee, Police Chief's Advisory Board
- Mental health and other social service professionals
- Representatives from advocacy groups such as Casa De Maryland, NAACP, ACLU, MOCO Black Lives Matters, and Silver Spring Justice Coalition; and

**BE IT FURTHER RESOLVED THAT** the Task Force may include no more than three ex-officio Council approved members from the City of Takoma staff whose role is to collaborate with the Task Force as needed through a process driven by the Task Force members; and

**BE IT FURTHER RESOLVED THAT** ex-officio members will not be able to vote on Task Force recommendations but will be available to provide information that the Task Force needs to inform its decision-making. Ex-officio members' involvement and attendance at meetings will be determined by the Task Force members based on their needs and interests; and

**BE IT FURTHER RESOLVED THAT** the Council will appoint ex-officio members. However, ex-officio members may be changed once the Task Force is in place based on recommendations from the Task Force. The Council will prioritize initial ex-officio members from the City of Takoma staff in the following departments:

- Police Department
- Recreation Department
- Housing and Community Development; and

**BE IT FURTHER RESOLVED THAT** the City will obtain an external facilitator to guide the Task Force; and

**BE IT FURTHER RESOLVED THAT** the Task Force can decide how to organize itself including developing subgroups to address Task Force goals; and

**BE IT FURTHER RESOLVED THAT** the Task Force may request and collect external information to aid in its decision-making including community outreach; and

**BE IT FURTHER RESOLVED THAT** the Task Force must submit to the City Council interim reports as well as a final report with recommendations by June 4, 2021; and

**BE IT FURTHER RESOLVED THAT** the Task Force may be dissolved after the Task Force's final recommendations have been presented to the Council by June 30, 2021. However, the Council may choose to extend the Task Force until a later date.

Adopted by the Council of the City of Takoma Park, Maryland this 23rd day of September, 2020.

Attest:

Jessie Carpenter  
City Clerk

## PRESS ANNOUNCEMENT OF THE TASK FORCE

Takoma Park Seeking Reimagining Public Safety Task Force Applications

January 24, 2021 by *Source of the Spring* Staff

<https://www.sourceofthespring.com/takoma-park-news/takoma-park-seeks-reimagining-public-safety-task-force-applications/>

Accessed: June 16, 2021

The City of Takoma Park is seeking applications for its Reimagining Public Safety Task Force, which seeks to make recommendations “with an emphasis on addressing racial inequalities that exist in government and services evolving around public safety.”

*The purpose of the Reimagining Public Safety Task Force is to develop recommendations that make Takoma Park a safer, more livable community for all residents, with an emphasis on addressing racial inequalities that exist in government and services evolving around public safety. In light of what is happening in our country, we believe that as a city, it is our duty to take inventory of our public safety practices, with emphasis on the experiences of our Black and Brown communities. This Task Force is our opportunity to bring new voices into the process as we take stock of what is working, what is not, and as we explore best practices in public safety.*

*The City of Takoma Park is seeking the support of community members, non-profit leaders, local business owners, educators, etc. in Takoma Park who can help us make our community a safer and more livable city that serves all residents. The Task Force will be made up of 15 individuals sourced from our diverse community and approved by the City Council.*

*The Task Force will meet regularly throughout the months of February, March, April, and May to create a set of recommendations on Public Safety.*

Interested applicants are asked to complete an application by Friday, January 29. The City is planning to host an information session on Tuesday, January 26, 2021 at 6:30 pm for interested residents to learn more about the process and purpose of the Task Force.

## INTRODUCTION

Public safety can be a galvanizing force or a weight of failed aspirations. We in the City of Takoma Park in Maryland's Montgomery County, have chosen to reimagine public safety, and with it, our relationship to racial justice, economic justice, our community, and our City departments.

The City of Takoma Park, approximately 2.4 square miles in size, with approximately 17,725 residents, is a microcosm of the diversity in race, ethnicity, and languages spoken that is seen in much larger jurisdictions. The Takoma Park City Council aspires to embrace the great diversity of our city and seeks to create a better, more equitable future for all residents.

The history of racism in both the United States and in our community has led to existing disparities in education and job attainment, housing, and healthcare, as well as disproportionate and biased stops, citations, and incarceration rates for people of color. The City Council recognized this reality and took action, such as the passage of Resolution No. 2017-28 committing the City Council to systematically and deliberately apply a racial equity lens in decision-making; and Resolution No. 2017-45, which established the City Council's goals and priorities for the Takoma Park Police Department. These goals and priorities included ensuring a culture of transparency, accountability, proactive communication, and responsiveness, both inside and outside City government.

In order to further the commitment to ensuring racial justice, the City Council adopted Resolution 2020-21: Establishing a Task Force on "Reimagining Public Safety to Ensure Racial Justice," on September 23, 2020. The City Council established this task force to advise on, and provide recommendations on, the ways that Takoma Park can reconsider, potentially reform, and build on existing safety policies and procedures.

The purpose of the Reimagining Public Safety Task Force has been to develop recommendations that make Takoma Park a safer, more livable community for all residents, with an emphasis on addressing racial inequalities that exist in government and in services revolving around public safety. Public safety is broadly defined to include not only actions taken by private actors but state and state sanctioned violence and harm, as well. In light of what is happening in our country and its long and unfortunate history of racial and socio-economic discrimination, we believe that as a city, it is our duty to examine our public safety practices, with emphasis on the experiences of our Black and Brown residents. This Task Force has been our opportunity to bring new voices into the process as we took stock of what is working, what is not, and as we explore best practices in public safety.



## TASK FORCE STRUCTURE & SUPPORT

The Task Force was formed by the City Council, shepherded by a Steering Committee consisting of City staff with the support of LINK Strategic Partners and Expectant Advisory, and driven by the Task Force members themselves. LINK Strategic Partners is a national stakeholder engagement firm headquartered in Washington, D.C. LINK is noted for understanding and respecting the communities in which the firm operates – including Montgomery County – and for helping community-led groups create and apply the right tools and strategies to translate challenges into opportunities for hyperlocal success. Expectant Advisory is a strategic consulting firm headquartered in Rockville, MD. Expectant Advisory’s diverse array of leaders with deep expertise advises boards of directors and leaders interested in fostering a society and organizations where everyone belongs and has an equitable opportunity to thrive.

The Task Force was comprised of individuals from across Takoma Park. The application process for Task Force members was extensive and the selection process emphasized inclusivity. Engagement to solicit applications was broad, including through community organizations, personalized outreach, social media, word of mouth, City Council outreach, and more. Forty applications from all six of Takoma Park’s wards were received. The Steering Committee reviewed all applications, prioritizing them in accordance with the goals of Resolution 2020-21: Black and Brown residents or business owners that vary by income, education, sexual orientation, and gender identification; Black and Brown youth; local experts in civil liberties, social justice, and/or police reform; a member from the resident committee, Police Chief’s Advisory Board; mental health and other social service professionals; and representatives from advocacy groups such as Casa De Maryland, the National Association for the Advancement of Colored People ((NAACP), the American Civil Liberties Union (ACLU), MOCO Black Lives Matter, and Silver Spring Justice Coalition. Task Force applicants who were not selected to serve were asked to stay involved in the public process, and many of them joined the facilitation team for a very helpful focus group session specific to these community ambassadors.

The work of the Task Force was informed by the extensive input of community members, non-profit leaders, local business owners, educators, local and State Representatives, national public safety experts, advocates, Takoma Park staff, and more. This was a comprehensive and inclusive effort designed to make our community a safer, more equitable, and more livable city that serves all residents.

### ***Respect-based “Ground Rules”***

As the work of the Task Force began, members agreed upon set of “Ground Rules.” They are included here as indicators of the trust and confidence Task Force members, facilitators, and the Steering Committee placed in each other, and as a resource to readers of this report.

- *Enter with curiosity. When things get difficult, turn to wonder. It is okay to ask clarifying questions.*
- *It’s okay to disagree respectfully and openly, without being disagreeable.*
- *Mute your microphone, until you are about to speak.*
- *Use the raise hand feature or show hand in the camera when ready to speak.*

- *Use the chat as a space for gathering thoughts.*
- *Listen to understand, not to respond.*
- *Disagreement is encouraged, but being disagreeable (by behavior) is not.*
- *Stay mentally and physically present.*
- *Make it a brave space – fearlessly share ideas, ask questions, and contribute unconditionally.*
- *Respect each other’s thinking and value everyone’s contributions.*
- *Speak in “rough draft” – we are all learners.*
- *Bring your thoughtfulness to your responses by being concise so that others may have time to speak.*
- *Seek first to understand, then to be understood.*
- *Listen attentively to others...don’t interrupt.*
- *Attack the problem, not the person.*
- *We are all contributors to the entire process.*
- *Use “I” statements.*
- *Assume good intentions.*

The report of the Task Force will not be the end of this process of reimagining public safety, but the beginning of the next stage in work that will continue. Takoma Park officials have expressed the hope that all participants will continue to engage with the City Council and continue to be a resource for the recommendations that are presented. Additionally, multiple Task Force members have recommended that the Task Force continue to function in some capacity, including providing, in some cases, detailed recommendations regarding the future functioning of the Task Force.

Task Force meeting agendas, meeting summaries, meeting recordings, and PowerPoint presentations are available on the Takoma Park website at:

<https://takomaparkmd.gov/initiatives/project-directory/reimagining-public-safety/>

## TIMELINE

The Task Force met regularly virtually due to COVID-19 constraints, alternating between full Task Force and subcommittee meetings, throughout the months of March, April, May, June, and July 2021 to create a set of recommendations on Public Safety and to provide multiple opportunities for feedback from the broader community throughout the process. Midway through the process, and with the support of Council, the Task Force determined to extend their work for an additional month to ensure adequate time to review materials and provide recommendations.

The Task Force met from March 16 through July 8 for a total of 18 meetings, spanning over 40 hours of direct Task Force meeting time. Task Force members also spent dozens of hours reviewing extensive materials to inform their work. Additionally, three Community Listening Sessions were held throughout the process to solicit direct community feedback on the Task Force's work. On July 13, the Task Force will meet with The Takoma Park City Council for a working session.

### Task Force Meetings:

- 03/16/2021
- 03/23/2021
- 04/06/2021
- 04/20/2021
- 05/04/2021
- 05/18/2021
- 06/01/2021
- 06/15/2021
- 06/29/2021
- 07/06/2021
- 07/08/2021

### Sub-Committee Meetings:

- 03/30/2021
- 04/13/2021
- 04/27/2021
- 05/11/2021
- 05/25/2021
- 06/08/2021
- 06/22/2021

### Community Listening Sessions:

- 04/29/2021
- 05/26/2021
- 06/28/2021

### City Council Work Session

- 07/13/2021

## SUBCOMMITTEES

The Task Force worked at the subcommittee level to review and process extensive information from public feedback, subject matter experts, other reports, city data, and more. Three subcommittees were formed:

- Community Quality of Life;
- Alternative Methods and Responses; and
- Community Engagement and Transparency.

Each Task Force member indicated a rank order for which subcommittee they were interested in serving on. Nearly all members received their first-choice committee. Each committee was assigned a facilitator who worked with their group throughout the remainder of the process, and was given an opportunity to select a committee lead to help coordinate efforts. Although each subcommittee had a distinct charge, the Task Force recognized the interdependence between each aspect of the work. Accordingly, the subcommittees necessarily covered some of the same subject matters.

### *Community Quality of Life*

This subcommittee considered the intersection of public safety and quality of life issues, including housing, mental health, and more, as well as the implications for Takoma Park programs, policies, and budget.

#### **Committee Members:**

- **Sawa Kamara\***
- Duane Scott
- Ajmel Quereshi
- Emil Parker
- Christina Morado
- **Facilitator:** Jevin D. Hodge

### *Alternative Methods and Responses*

This subcommittee assessed Takoma Park's current policing practices for emergency and non-emergency calls, including calls related to mental health. Also, this subcommittee compared and contrasted new potential approaches and best practices that may apply to Takoma Park.

#### **Committee Members:**

- Michael Rubin
- Jide Atoyebi
- Sadie Cheston-Harris
- Cedric Boatman
- **Facilitator:** Cordell Carter II

## *Community Engagement and Transparency*

This subcommittee evaluated practices and policies related to sharing data and budget information among the public as well as efforts to engage community partners in public safety efforts. Additionally, this subcommittee reviewed existing efforts and considered new approaches to recruiting and retaining public safety professionals.

**Facilitator:** Jamal Holtz

**Committee Members:**

- **Lauren Van Tol\***
- Adam Braskich
- Jumana Musa
- Kiminori Nakamura
- **Facilitator:** Jamal Holtz

\*Indicates Task Force lead on the subcommittee.

## RESEARCH AND RESOURCES

The Task Force process included extensive research, data analysis, and a review of new and existing materials. Task Force members consumed and analyzed an impressive array of information as they drew on documents, stakeholder interviews, reports from focus groups, meetings with business owners, presentations from subject matter experts, and more. More than 600 pages of information formed the basis for initial discussions of what reimagining public safety would look like for Takoma Park. The full list of documents reviewed can be found in the Appendix, which should serve as a valuable resource for ongoing work on these topics.

An important consideration was identifying issues that are national in focus and those that relate to the residents of Takoma Park. The experiences of jurisdictions across the U.S. as reflected in their reports and designs for change contributed significantly to the Task Force members' conversations among themselves and with the wider community during public listening sessions.

Documents reviewed included those provided by the City and the reports of task forces from other jurisdictions, such as Tempe, AZ and Ithaca and Tompkins County, NY, and Montgomery and Prince George's Counties, that had gone through similar processes of reimagining public safety in their communities. Reports of findings by professional associations such as the National Association of Black Law Enforcement Executives, and county, state, and federal government agencies such as the President's Council on 21<sup>st</sup> Century Policing, were also part of the document review. A list of the documentary resources used may be found in the References section at the end of this report. The Table of Contents and Resources folders available to the Task Force members may be accessed in the Appendix of this report and on the project website.

Further research into the structure, governance, and financial management of Takoma Park itself was fostered through review of policies, procedures, and budgets provided on paper and through direct conversations with city officials. Subject matter experts from city agencies clarified their roles and responsibilities in presentations and Q&A sessions with the Task Force and the public in attendance. The complexities of managing the multiple programs that support accessibility to housing are only one part of the work performed by the Department of Housing and Community development, for example. The intricate network of funding sources that must be managed and accounted for to support the daily and ongoing functioning of Takoma Park was enlightening as well.

The Takoma Park Police Department – its role, responsibilities, policies, and procedures – were the focus of deep dives into the philosophy of policing in Takoma Park as well as statistics, individual and departmental performance, training, budget, and facilities. Task Force members reviewed documents relating to all of these aspects of the department's work. Emphasis was placed on reviewing and understanding the specific areas of traffic stops and arrest data. In multiple presentations, public safety data was presented and analyzed in detail. In addition to providing data sets directly to the Task Force, Antonio B. DeVaul, Chief of Police, and Dan Powers, Public Administration Specialist, provided an overview of the newly-developed data visualization system, an interactive map of incidents related to traffic stops broken out by type and year. Within the system, incidents are grouped by frequency and geography and viewers can

reach down to a set of descriptive information about a particular incident, including the date, and an anonymized identifier for the officer involved.

Subject Matter Experts (SMEs) were an important source of knowledge, expertise, and reports of lived experiences for the Task Force. Thought leaders in law, disability rights, criminal justice reform, all levels of government, policy development, and economic and business development met with the Task Force and the public for conversations regarding the challenges of reimagining public safety and identifying and implementing best practices for the future. A full list of the subject matter experts who participated may be found in the Appendix.



## STAKEHOLDER ENGAGEMENT

Community engagement activities have been an important part of the work of the Takoma Park Task Force on Reimagining Public Safety. These activities have taken place over the course of the Task Force's existence, beginning in early 2021. Outlined below are the activities and community participation to this date:

- Stakeholder interviews consisting of 14 individuals and including one-on-one interviews and focus group discussions. Interviewees included school principals, educators, residential managers, tenants in multi-family units, clergy, and community residents.
- A Business Walk at Takoma/Langley Crossroads, where Task Force members visited approximately 8 businesses and had discussions with owners and staff. Businesses included both professional offices and retail establishments.
- Focus Group discussions with 14 members of the Takoma Park Police Department from a diverse set of backgrounds and experiences and representing different functions within the department. Participants had been members of the department for periods ranging from approximately one year to 36 years and included retirees from the department.
- Focus Group discussions with 7 community ambassadors comprised of Takoma Park residents who had applied to participate in the Task Force but were not named to the Task Force. These ambassadors, racially and ethnically diverse and ranging in age from 36 to 72 years of age, participated in the focus group discussion and continued to be engaged and followed the work of the Task Force.
- Community Listening Sessions were held throughout the work of the Task Force. Attendee demographics were not collected. Session dates and attendance were:
  - April 29, 2021 – 50 registrants, 30 attendees
  - May 25, 2021 – 16 registrants, 13 attendees
  - June 28, 2021 – 9 registrants, 8 attendees
- As of July 2021, there will have been a total of 18 Task Force Meetings that were streamed and recorded. These meetings were between 1.5-3.5 hours in length and averaged approximately 25 attendees between Task Force Members and Steering Committee Members, with an average of approximately 2-5 members of the public watching in real-time. Attendee demographics were not collected.
- Task Force Meetings and Community Listening Sessions have all been recorded and posted for viewing post-meeting; there have been a total of 656 views across all recordings.
- Public Comments comprised of 41 individual submissions from the community via the Takoma Park city website and email, and 40 feedback comments made via the Chat function during meetings.



- Representatives from the Task Force toured the dispatch center at the police office at 7500 Maple Avenue in order to understand existing conditions and reasoning for upcoming renovations. The Task Force members who attended the tour reported out their feedback to the full Task Force.

Reports from these engagements were shared with the Task Force and can be found in the appendix of this report.

## RECOMMENDATIONS

Each subcommittee came up with a list of initial topics and recommendations, which were then discussed as a full Task Force. In addition to regular updates at all weekly public Task Force meetings, a “discussion draft” of the recommendations was presented for feedback at a Community Listening Session on June 28, 2021.

The Task Force sought to answer three questions:

- What are we trying to solve for?
- What solutions can we offer?
- How will implementation and evaluation recommendations be handled/monitored?

Some recommendations come from a belief that specific things can and should be done better, others build upon the many things that Takoma Park does well, while others come from a belief that Takoma Park can and should be “Best in Class” on these issues.

The recommendations below represent the best thinking of the Task Force, as a whole, as of the time of submission, informed by the resources they had access to, and constrained by the limitations of a time-bound process. In some cases, individual task force members may have considered even more transformative changes, but were not supported by all members of the Task Force. In the few instances where the Task Force did not find unanimity, a majority and minority view was provided to best inform future work on these issues.

These recommendations, 50 in total, are presented to the City Council proudly, in the hope that they drive real and lasting positive change.

In the coming weeks and months, the Council will review and work with City staff and members of the public to evaluate, discuss, and decide how to move forward with the recommendations. Ultimately, the effectiveness of these recommendations and the Task Force will turn not on the Task Force, but the willingness of the City Council to adopt these recommendations. If the City is unwilling to adopt all or most of these recommendations, serious questions should be asked as to the efficacy of the process, as well as the commitment of the City to racial and economic justice.

**[Recommendations begin on the next page.]**

**City of Takoma Park  
Task Force on Reimagining Public Safety to Ensure Racial Justice**

**Recommendations by Topic Area**

**Topic Areas**

- 1. Community-led Engagement/Oversight**
- 2. New Departments/Functions**
- 3. Communication**
- 4. Policing/Enforcement**
- 5. Education & Training**

## **COMMUNITY-LED ENGAGEMENT/OVERSIGHT**

**Goal: Given the compressed time frame for the Task Force to analyze data and develop recommendations, it is important to ensure a community standing committee monitors progress in implementing these recommendations and develops new recommendations after the review of future practices.**

### **1) Establish a permanent, civilian-staffed volunteer Takoma Park Public Safety Task Force:**

- a) The Task Force will help the City work through the evaluation and implementation of the recommendations below.
- b) Responsible for engaging with community residents and businesses to discuss their needs, issues, and concerns with respect to public safety. This should include the creation of accessible communication channels, possibly through the establishment of volunteer liaison positions to represent specific wards/neighborhoods and interest groups, such as multi-family housing units, business owners, youth, LGBTQ, individuals with disabilities, and individuals proficient in languages other than English.
- c) May also provide an annual report that cites its observations, questions, and analysis of public safety over the last 12 months, and/or provide quarterly updates to the City Council on these same matters.
- d) We recommend members of the committee be offered a stipend to ensure equitable representation from a cross-section of community members, particularly given the consistent level of effort required from the residents who participate, and that membership be proportional by population or level of police interaction.
- e) The Task Force should review police budget increases, review all police-related legislation being considered by the Montgomery County Council and the Maryland General Assembly and provide recommendations to the Mayor and City Council as to the City's and the TPPD's official position on the legislation, and participate in the creation of policies impacting City residents, including but not limited to use of force, use of police technology, and interaction with residents of differing physical and mental abilities, language abilities, and immigration status.
- f) The Task Force should have the authority to make recommendations on the resolution of department recruiting practices and department policies. For any recommendations that are declined, the City Manager and/or Police Chief would be required to provide their reasons in writing as well as lay out the alternative policy or course of action. All such exchanges should be available to the public.
- g) The proposed Task Force should also explore issues such as if it makes sense to buy into the Maryland state pension plan for local police officers and if that would help to relieve Takoma Park of that financial obligation going forward. Our group began to explore this issue but were not able to dig into it deeply in the allotted time.
- h) The Task Force should look at public safety broadly, beyond just policing issues, including items such as any changes to the City's apartment inspection guidelines, policies, or protocols.

## **NEW DEPARTMENTS/FUNCTIONS**

**Goal: Move non-policing functions and functions that are not tied to a violation of the criminal code outside of the police department, including providing funding to support alternatives to policing and support human services and mental health. Often police are called when other types of support may be needed. In short, do not have an armed officer respond to calls that don't require an armed officer.**

The organizational structure for these non-policing functions will need further development. It is possible they could be all part of one function/office or may live in different places outside of TPPD. Initial ideas include:

### **2) Create a Community Assistance Office and Community Safety Team**

- a) This office shall be primarily responsible for responding to requests for mental health support/emergencies, neighbor relations, addiction service referral, domestic violence relocation (when appropriate), referrals for social services, homelessness, etc.
- b) Incorporate additional new staff dedicated to serving as case managers and outreach specialists.
- c) As part of the Community Assistance Office, form and fund a **Community Safety Team** staffed by multiple mental health professionals who shall, among other things, respond to calls requiring mental health and substance abuse prevention services without police.
  - i) The team should work to identify community health providers to refer community members and families for wraparound support.
  - ii) The team will have the ability to refer disputes to the mediation center<sup>1</sup> and conflict resolution services.
- d) This new office can produce Resource Guides on mental health resources, substance abuse treatment and more, including information on community partners serving the Takoma Park community. The guides should be published online as well as in printed form.
- e) The Community Assistance Office/Community Safety Team will be separate from the police, but coordination will be made regarding emergencies when necessary (including potentially violent emergencies).
  - i) Accordingly, there should be continued investments made in enhanced TPPD training (such as Crisis Intervention Team (CIT) training)<sup>2</sup> and specialized models, such as co-responder models,<sup>3</sup> for when police are involved in non-enforcement related calls.
- f) Initial funding for the Community Safety Team and other items within this recommendation should be prioritized for American Rescue Plan Act (ARPA) funding. Once this pilot program is launched, the impact of the new department should be reviewed in consultation with the permanent Public Safety Task Force to determine its permanent funding structure, which may include reallocation of police budgets and/or other funding sources.

---

<sup>1</sup> <https://mdmediation.org/>

<sup>2</sup> <https://www.citinternational.org/>

<sup>3</sup> <https://bja.ojp.gov/program/pmhc>

## **2.1) Establish a Neighborhood Services Division in Takoma Park government that is separate from TPPD.**

- a) Responsible for functions such as parking violations, speed camera monitoring, red light camera operation, crossing guards, and code enforcement and assistance (with the goal being to not just identify violations but to provide resources to help correct them).
- b) Funding for these functions shall be redirected from TPPD to the new Neighborhood Services Division.
- c) Employees of the proposed Neighborhood Services Division shall not be assigned or allowed to carry firearms.
- d) Consider if this fits best as part of the proposed new Community Assistance Office.

**Goal: Ensure the staff who answer 911 calls are trained to deploy non-police resources when needed and that the public has a direct way to request a non-police response.**

## **3) Establish a 24-hour line and an online system where residents can request a non-armed-police response.**

- a) This line would allow Takoma Park residents to request the services of the Community Assistance Office/Community Safety Team/Neighborhood Services Division in a real-time basis without the need for calling 911. The response line should be able to provide residents with assistance to resolve crises including, connecting callers to government/community resources and services.
- b) The Task Force understands that the Montgomery County Crisis Center now offers a 24/7 hotline.<sup>4</sup> Additional research and coordination are needed on how this hotline would work with local Takoma Park efforts to enhance crisis response, but the goal is to ensure that Takoma Park residents have a 24/7 way to request a non-police-led response.
- c) It is likely that such a hotline may need to be initially created as a pilot program. If that is case, it is critical that data should be collected on calls for service to determine the feasibility of continuing with a 24/7 model.
- d) Improve the ease of filing and accessing reports online to reduce the need to call 911 and the involvement of armed police officers. Numerous cities and counties (e.g., Arlington, Washington, DC) have systems of online police reporting for non-emergency incidents, such as a minor car crash, larceny and theft from vehicle, and vandalism.

## **4) Train 911 dispatchers and establish protocols to refer mental health emergencies and other non-police calls to non-police resources.** As all 911 calls are initially answered outside of Takoma Park (usually at the County level),<sup>5</sup> it is essential that the routing of such calls allows for police and non-police responses as appropriate.

<sup>4</sup> Currently, referrals can be made to the Montgomery County 24-Hour Crisis Center. Full crisis assessments and treatment referrals are provided for all crises, both psychiatric and situational, and the center has four crisis beds. <https://www.montgomerycountymd.gov/HHS-Program/Program.aspx?id=BHCS/BHCS24hrcrisiscenter-p204.html>

<sup>5</sup> See 911 Flow Chart in appendix

- a) Train 911 dispatchers to refer callers to the Community Assistance Office and other resources and correct departments, and provide hours of availability, phone numbers, addresses, etc.

**Goal: Support community programming and coordinate community engagement and ensure the City has the resources that it needs to support programs that improve quality of life.**

To support this goal, the Task Force identified additional staffing and personnel needs. These may be new positions/roles or reallocation of existing tasks, they may be housed in existing departments, and/or they may be part of the new offices/functions proposed above. These include:

- 5) A **City Resource Coordinator** to coordinate community activities, groups, and neighborhoods.
- 6) **Adding additional staff to the Takoma Park Housing and Community Development Department**, including a social worker who can respond to housing conditions and safety issues, landlord-tenant issues,<sup>6</sup> homelessness crisis situations, and issues such as evictions or nonviolent disputes between neighbors.
- 7) The **Victim-Witness Coordinator** position should be two roles (versus a combined role as it is currently). Whereas it can make sense for a Witness Coordinator to be housed within TPPD, a Victim's Advocate should be housed outside the Department (possibly in the proposed new Community Assistance Office).<sup>7</sup>

## **COMMUNICATIONS**

**Goal: Ensure the community has easy, reliable, clear, timely and accessible access to City information by improving and resourcing City-led communications:**

- 8) **Provide training and update protocols to ensure sensitivity, cultural competency, and fairness in official statements released by all City agencies.**
  - a) This may be best supported by a dedicated Public Information Officer for City communications.
- 9) **Improve the structure and content of City and Police department websites.** This should include but is not limited to:

---

<sup>6</sup> Working with the Takoma Park Commission on Landlord-Tenant Affairs

<https://takomaparkmd.gov/government/boards-commissions-and-committees/commission-on-landlord-tenant-affairs-colta/>

<sup>7</sup> The needs of victims and the needs of witnesses are distinct, so the Task Force suggests separating the victim advocate and witness coordinator roles into separate and distinct positions.



- a) Addressing cultural and language barriers, as well as hearing, vision, and speech difficulties. Currently, key information on the City and police department websites can appear in multiple languages. If literacy is a known concern, adding a function to listen to the websites with a web reader should be considered.
- b) Improving web navigation on the City's website. In addition, create individual web pages/URLs for agencies (e.g., [police.takomaparkmd.gov](http://police.takomaparkmd.gov), [recreation.takomaparkmd.gov](http://recreation.takomaparkmd.gov))
- c) Create an FAQ section about TPPD policies and practices. Most of the information that appears in the FAQ section may already exist in City websites, but often not visible or accessible behind linked documents, news, and announcements. This new section can address changes in policies (e.g., the use of force reporting), explain the training officers receive (e.g., implicit bias, mediation, opioid overdose prevention, the Active Bystandership for Law Enforcement project), statistical highlights, and clarifications of commonly held perceptions about what the police do and do not do (e.g., What percentage of the calls for service that the City receives each year are about crimes? What percentage of their time do officers spend responding to calls?), as well as fundamental questions about policing in the City (e.g., What is the department doing to address concentrations of serious crimes in certain pockets of the City?).

**10) Strengthen the existing methods of communication** (email, alert, social media, neighborhood platforms, etc.) **and explore new methods** to reach residents with limited Internet access (e.g., non-digital), with other information access difficulties (e.g., language barrier).

**Goal: Increased transparency and advance notice regarding the budgeting process for police funding.**

**11) Publicize via City website and social media any changes in funding for police in Takoma Park's annual budget at least 30 days before the budget is voted on** by the County Council. The Takoma Park Public Safety Task Force described above will be responsible for reviewing and providing a recommendation regarding any such increase.

**Goal: Increase transparency and awareness surrounding housing safety.**

**12) Ensure that the City publishes on their website all code violations in apartments in Takoma Park over the last calendar year.<sup>8</sup>**

---

<sup>8</sup> Housing code violations in Montgomery County can currently be viewed by searching by Address or Community on the county's Department of Housing and Community Affairs website: <https://apps.montgomerycountymd.gov/dhca-eproperty>. The Montgomery County code enforcement process can be viewed here: <http://www.montgomerycountymd.gov/dhca-code>.



**Goal: Increase transparency and awareness surrounding public safety data.**

**13) In recognition that the extensive public safety and policing data provided to the Task Force was of service to our work, and to promote ongoing transparency, we recommend that data provided be made public.**

- a) Such data should be updated on a continuous basis with a goal of reaching real-time updates.
- b) Ideally, data should be disaggregated by race, gender, age, and ward. Dispatch data should also be disaggregated by officer initiation versus community initiation, as well as by ward.
- c) Consider participating in the Police Data Initiative and making data available in formats similar to other participating agencies through open data portals (e.g., Baltimore, Montgomery County), allowing access to more complete crime, arrest, traffic, dispatch and call for service, and other public safety-related data through multiple methods of visualization (e.g., map, graphs) and downloading capabilities for systematic analysis.<sup>9</sup>
- d) To continue providing interactive maps and statistical presentations, efforts should be made to maintain expertise and related resources (e.g., funding, computer code).

**Goal: Educate around when calling 911 is most appropriate and when options of alternative hotlines, such as the Community Safety Team proposed elsewhere, should be used.**

**14) Both the members of the public who shared their thoughts and the police officers who participated in a focus group generally expressed their support for implementing either non-emergency call services or new call-taking and dispatching protocols to divert 911 calls to non-police services, if appropriate. If these initiatives are implemented, the City should promote community engagement and outreach to increase awareness (and the use) of a new number or process.**

**POLICING/ENFORCEMENT**

**Goal: Recruit and retain a quality police force by ensuring the mental health needs of officers are supported and resourced appropriately.**

**15) The Takoma Park City Council shall ensure that the police employee assistance program has appropriate funding to ensure that Takoma Park police officers are provided with access to confidential counseling, crisis intervention, stress management, and peer support services for police officers.**

**16) The Takoma Park City Council shall also pass a resolution stating that that the City of Takoma Park supports the right of all Takoma Park employees to have access to**

---

<sup>9</sup>Some models to explore: <https://www.baltimorepolice.org/crime-stats/open-data>,  
<https://data.montgomerycountymd.gov/Public-Safety/Police-Dispatched-Incidents/98cc-bc7d>

confidential mental health, stress management, and/or peer support services without fear of retaliation.

- 17) Explore the viability of rental housing subsidies and programs to ensure that officers can live in Takoma Park and become integrated into the community (which may also support officer retention).

**Goal: To ensure patrol staff focus policing resources on serious crime and deprioritize minor infractions.**

- 18) The TPPD shall use their discretion to end police traffic stops for low-level offenses. The proposed permanent Public Safety Task Force would work with TPPD to develop detailed guidance on what sorts of traffic offenses do or do not warrant a stop.

- 19) Provide clear communication of policing priorities: The TPPD Chief should continue to communicate to patrol staff that policing resources should be concentrated on serious criminal activities, with a focus on community engagement and investigating serious crimes.

**Goal: Require that officers obtain written and informed consent before searching a vehicle or residence to address the common scenario in which individuals are unable to distinguish where and when they may refuse an officer's request to search their property.**

- 20) An officer may not search a vehicle or a residence unless they have appropriate probable cause, or they obtain written, informed consent in a language with which the driver is familiar before they search a vehicle.

- a) For vehicle stops, the officer shall also document the race and ethnicity of each driver stopped, whether a search was conducted, and the basis for the search.

**Goal: Develop speed camera policies that appropriately balance the need for traffic safety and for assuring that civil fines do not unfairly burden those of limited financial means.**

- 21) Create a poverty exemption/fine reduction program for recipients of speed camera tickets, whereby if an individual's income falls below a certain amount (proposed to be 150% of the federal poverty limit), their fine for speeding tickets issued via speed camera is excused. Models for how this could look are included in the footnotes.<sup>10</sup>

- 22) The establishment of additional speed camera zones should be the subject of properly noticed public engagement and focused on areas with high rates of traffic accidents.

**Goal: Too often the people and businesses that are most likely to be the victims of crime are over-policed and under-policed at the same time, and we understand that addressing the over-policing concern alone is not a complete solution for public safety. Accordingly, we**

---

<sup>10</sup> Federal Poverty Line guidelines ([2021 Poverty Guidelines | ASPE \(hhs.gov\)](https://www.aspe.hhs.gov/poverty)) and a Detroit [Homeowners Property Tax Assistance Program \(HPTAP\) | City of Detroit \(detroitmi.gov\)](https://www.detroitmi.gov/homeowners-property-tax-assistance-program)

**must also foster community/police relationships, promote procedurally just policing,<sup>11</sup> and incentivize de-escalation.**

**23) Support community-oriented policing services, procedures, and partnerships:** In our conversations, some local area businesses suggested that increased police presence would help them in some way. We suggest that the TPPD check in with businesses to see if that is necessary in order to increase public safety. If so, we recommend bicycle or foot patrols. The City Council may want to consider procuring electric bicycles. The new permanent Public Safety Task Force and recommended community liaisons should facilitate the implementation.

**24) TPPD should continue practicing “guardian policing,” and to reinforce this, all officers should have annual de-escalation refreshers/training**

**25) Quantify instances where officers attempted to use and successfully used de-escalation techniques and create an award/bonus to incentivize de-escalation and crisis avoidance.**

**Goal: Increase accountability and transparency in policing.**

**26) Update the police department’s body-worn camera (BWC) policy to ensure accountability and transparency:**

- a) All BWCs must record 120 seconds of video prior to the officer pressing the “record” button and ensure that valuable video evidence is not lost due to officer delay in beginning the recordings.<sup>12</sup>
- b) Explore whether the BWC vendor (Axon) could offer a feature that would provide a short (15- to 30-second) period of pre-activation audio recording, to ensure that officers do not fail to record statements made at the beginning of resident encounters, which are often important in determining the legality of police conduct.<sup>13</sup>
- c) Within 10 days following any in-custody death, use of deadly force or use of less lethal force by a Takoma Park police officer, the department must release all body camera footage of the incident, unless the police department applies for and is granted an extension of time by the City Council, with input from the new public safety auditor recommended below. Extensions shall be authorized only to protect the integrity of ongoing criminal or internal investigations, and the rationales shall be made public.
- d) BWC’s must not be used with other biometric technologies such as facial recognition software, iris scans, etc.
- e) In all cases in which officers engage in reportable uses of force (as defined in G.O. 617(08)), before reviewing their BWC footage, they must submit a preliminary written

<sup>11</sup> [https://law.yale.edu/sites/default/files/area/center/justice/principles\\_of\\_procedurally\\_just\\_policing\\_report.pdf](https://law.yale.edu/sites/default/files/area/center/justice/principles_of_procedurally_just_policing_report.pdf)

<sup>12</sup> See <https://my.axon.com/s/article/Body-Camera-Settings> (“pre-event buffering time is configurable in 30 second increments for up to 120 seconds (two minutes)”).

<sup>13</sup> See Vivian Hung, et al., Body Worn Camera Technologies, *National Institute of Justice*, Nov. 2016, at Section 3.3.10, available at <https://www.ojp.gov/pdffiles1/nij/grants/250382.pdf> (“Some BWC systems may have the ability to enable or disable audio capture during pre-event recording because of concerns that private conversations among the officers may be included.”).

report describing the force that was used and explaining their justification for it. The officers may then review the BWC footage and submit a supplemental report.<sup>14</sup>

- f) Body camera policies should be updated regularly every two years with input from the community (including the proposed new Task Force and police auditor(s)).

**Goal: In accordance with national best practices and to ensure Takoma Park residents experience maximum transparency and understanding around the policing process, provide for resident (non-police) oversight of TPPD to ensure that its policies and practices are fair, lawful, unbiased, and evidence based.**

**27) Create a public safety auditor,**<sup>15</sup> consisting of: 1) A single individual employed by the City, not under the control of TPPD, whose responsibilities may or may not extend beyond police-auditing functions; or 2) A subcommittee of the permanent Public Safety Task Force, consisting of volunteer civilians with relevant professional expertise that would make their work and findings as transparent to, and driven by, the public as possible.

- a) This would include coordinating community input around police policies, training, and practices, and ensuring that the outcomes of all evaluations are made public in a timely and transparent manner. The Communications section of this report contains recommendations about improving public engagement and input.
- b) The auditor(s) would work closely with the Police Accountability Board (PAC) and the Administrative Charging Committee (ACC) at the county level while providing additional oversight at the city level by reviewing TPPD internal investigations, receiving internally generated complaints, identifying broad patterns of resident complaints, and conducting evaluations of police policies, training, and practices.
- c) The auditor(s) would oversee TPPD's investigation of complaints against police officers. Under HB670, resident complaints against TPPD officers will be submitted to the county PAB, investigated by TPPD, reviewed for charging decisions by the ACC, and if necessary, adjudicated by trial boards that include civilian members. Once complaints are fully resolved, the auditor(s) would be given access to all materials in TPPD's internal investigative file, including body-worn camera footage. This will allow the auditor(s) to: (1) review the sufficiency and impartiality of the investigation conducted by TPPD, and (2) identify areas where improvements to TPPD practices may be needed, even if no formal misconduct was found.
- d) The auditor(s) would be available to receive confidential complaints from TPPD officers. The auditor(s) would serve as an avenue for TPPD officers and civilian employees to lodge complaints or concerns about general TPPD practices or specific instances of misconduct when they are uncomfortable raising those issues within their chains of command. The auditor(s) would then be entitled to request and receive any relevant materials in TPPD's possession to evaluate the complaint. To the extent an internal

<sup>14</sup> See Attachment #\_, Letter from Professor Seth Stoughton to D.C. City Council, October 15, 2020, explaining the rationale for this approach.

<sup>15</sup> De Angelis, Joseph, Richard Rosenthal, and Brian Buchner. 2016. Civilian oversight of law enforcement: Assessing the evidence, at 29-32.

[https://d3n8a8pro7vhmx.cloudfront.net/nacole/pages/161/attachments/original/1481727974/NACOLE\\_Accessing\\_theEvidence\\_Final.pdf?1481727974](https://d3n8a8pro7vhmx.cloudfront.net/nacole/pages/161/attachments/original/1481727974/NACOLE_Accessing_theEvidence_Final.pdf?1481727974).

complaint involves possible criminal activity, the auditor(s) would consult with the chief of police and the Montgomery County State's Attorney's Office to determine whether an independent criminal investigation is warranted.

- e) The auditor(s) would track patterns of complaints and broader systemic issues within TPPD. Apart from reviewing the investigations into individual complaints, the auditor(s) would track resident complaints in the aggregate and identify patterns of alleged misconduct that might require greater scrutiny. The auditor(s) would also receive resident complaints about general TPPD practices (as opposed to specific instances of alleged misconduct) and would develop any appropriate policy recommendations for delivery to the chief of police and the City Council.
- f) The auditor(s) would serve as a liaison to other City departments on matters of public safety. The auditor(s) would assist the city manager in ensuring that TPPD and other City departments were coordinating effectively in delivering all aspects of public safety (e.g., working with TPPD and Public Works to ensure sufficient street lighting in areas where it is needed for crime prevention).
- g) The auditor(s) would review TPPD policies and recruiting practices.
- h) The auditor(s) would review any specific incidents involving TPPD that generate widespread community concern, including at the request of City Council.
  - i) This should include the May 2020 incident involving defendant David Dixon.
  - ii) Defendant David Dixon is currently charged with two counts of murder in relation to an April 2021 shooting. He is also charged with felony assault and firearm charges in relation to a May 2020 incident. Both crimes occurred at the Takoma Overlook Condominiums.
  - iii) The charges relating to the May 2020 incident are based on video evidence that Dixon pointed a long gun at an unarmed woman in the lobby of the Takoma Overlook building. Although TPPD responded to the location at the time and spoke with Dixon and the victim, officers did not discover that this assault had occurred. TPPD states that it became aware of the crime in April 2021, when an unidentified source provided the media with surveillance footage of the May 2020 assault.<sup>16</sup>
  - iv) Upon conclusion of defendant Dixon's criminal cases, or sooner if practicable, the auditor(s) would be given all materials related to the May 2020 investigation, including police reports and body-worn camera footage, and would undertake a review to determine whether TPPD failed to follow any policies or best practices in not discovering the assault. The auditor(s) would then issue a written, public report recommending any appropriate changes to TPPD training, policies, or practices.<sup>17</sup>

<sup>16</sup> <https://wjla.com/news/local/pentagon-officer-charged-in-deadly-takoma-park-shooting-now-charged-in-may-2020-assault>.

<sup>17</sup> The Task Force understands that TPPD is currently undertaking an internal review of the May 2020 incident and plans to have an outside police agency review its findings. None of the conclusions from those reviews were available to the Task Force at the time it submitted its final report. Once those findings are released, the permanent Public Safety Task Force should consider whether any modifications to this recommendation are appropriate.



**Goal: Coordinate police response across the multiple jurisdictions that operate in and around Takoma Park to improve police responses and ensure Takoma Park's innovative and community-driven approaches are recognized and modeled by others who operate here.**

**28) Continue efforts to create and/or strengthen mutual agreement/MOU** [Memorandum of Understanding] with MPD [DC Metropolitan Police Department], PGPD [Prince George's County Police Department], and MCPD [Montgomery County Police Department].

**29) Review and update cross-jurisdictional coordination protocols for incidents and encourage joint training** on said protocols to ensure everything functions and makes sense (run throughs).

**Goal: Evaluate the proper use (if any) of new policing technology, including a reevaluation of any current technologies already in use, given privacy concerns.**

**30) The Task Force was unified in their agreement that emergent and rapidly changing policing technologies are an important issue deserving of additional study and public input.** This should be a focus of the proposed ongoing Task Force and involve public engagement and transparency.

The Task Force also shares the following views on license plate readers (LPRs), which are currently in use by TPPD:

**31) A majority of Task Force members recommend eliminating all funding for the current use of and the purchase of additional LPR technology.** As civil rights groups around the country have repeatedly noted, LPR technologies raise serious privacy concerns without a legitimate police interest sufficient to counterbalance the intrusion on privacy. Takoma Park only adopted this technology within the last seven years and did so at that time over significant opposition from the ACLU of Maryland. Given the potential privacy intrusions, it remains unclear whether this technology is really necessary to prevent crime in Takoma Park and should be eliminated.

**32) A minority of Task Force members recommend that the City Council request information from TPPD about how LPRs have been employed and the investigative value that they provide** and then weigh any benefits against the privacy concerns articulated in the majority recommendation. If it is determined that LPRs should continue to be used, clear rules on their usage should be established, including but not limited to requirements regarding the cause required to use the data, and limitations on sharing such data with other departments, along with reporting requirements to ensure it is used in an even-handed way.

**Goal: Limit or eliminate the use of police canines to prevent unreasonable uses of force and investigative tactics.**

The Task Force was unified in their agreement that this was an important issue, but had differing views on the proposed solution:

**33) A majority of the Task Force recommends eliminating all funding for the use of canines** by the Takoma Park Police Department and the retirement of the single canine currently employed.

**34) A minority of the Task Force supports future canine use for tracking and detection purposes,** but not for use against individuals (e.g., biting and holding) and in the context of vehicle sniffs only when reasonable cause exists.

**Goal: Evaluate the need for proposed renovations to the Takoma Park Police Department Space, and if this is the best use for these funds (approx. \$800k) in a “reimagined” public safety environment.**

The Task Force was unified in their agreement that this was an important issue, especially in the context of reimagining public safety and our proposed shifting of functions away from TPPD, but had differing views on the proposed solution:

**35) A majority of the Task Force recommends reevaluating plans for funding for the construction of a new dispatch area and additional spaces for TPPD,** as significant portions of the dispatch responsibility will be shifted to non-police officials, or alternatively, redirect the funding for a secure, private dispatch area with the necessary technological capabilities outside of the physical confines of the Police Department. If anything, the Task Force recommends a new plan envisioning a smaller construction project in light of our proposed shifting of functions away from TPPD.

**36) A minority of the Task Force recommends proceeding with the budgeted improvements given the subpar conditions of the current space,** which have led to concerns regarding victim privacy and staff recruitment and retention. However, it is recommended that ARPA funds be used where possible, that these renovations be done in a way that allow for non-police office/meeting space use in the future, and that continued efforts be made to shift funding from “enforcement” to “assistance.”

**Goal: Increase transparency of investigations into complaints against police officers.**

**37) Post reports online documenting investigations into resident complaints filed against police officers.**

- a) Pursuant to Maryland House Bill (HB) 183, expected to take effect in July 2022, the police department should adopt a policy that it will proactively disclose police records of any complaints made against officers and related investigations into police misconduct. Such records, under SB178, (Anton’s Law) will no longer be deemed confidential “personnel records” under the Maryland Public Information Act (MPIA).
- b) Under HB183, the police department may proactively post such records on its government website without waiting for a resident to file an MPIA request.
- c) The proactive disclosure policy should be subject to limited exceptions and limitations:

- i) In accordance with the MPIA, the department must redact sensitive information from otherwise disclosable documents before posting them online, such as dates of birth, social security numbers, personal financial records, and medical information.<sup>18</sup> Officers' names should not be redacted once SB178 ("Anton's Law") takes effect.
- ii) In cases of resident complaints, the identity of the complainant should be redacted to avoid discouraging residents from making complaints out of concern for their privacy.
- iii) The police department may delay public disclosure of such records until its own internal investigation is completed, but the documents should be posted no later 30 days after the conclusion of the investigation.

## **EDUCATION & TRAINING**

**Goal: Crime is often not a product of individual choice but societal and structural deficiencies including the lack of sufficient educational, employment, and social programs and opportunities. Increasing access to after school, job training, and mentorship programs seeks to address the true root causes of crime.**

**38) Invest in an increased number of scholarships for after school and weekend programs for children in Takoma Park.**

**39) Invest in additional scholarships for job training programs for Takoma residents who are un- or underemployed or who are reentering the community after release from incarceration.**

**40) Create a Takoma Park mentorship program.** High school students who are residents of Takoma Park would be offered the opportunity to pair with residents and/or business owners in order to expose students to new opportunities and realities and expose both mentors and students to new cultural backgrounds and frames of reference.

The Task Force was unified in the above scholarship and mentorship recommendations. There were some differences regarding the proposed funding stream for these programs.

**41) A majority of Task Force members recommend the funding of the above scholarships should be accomplished through reallocation of any TPPD funding** that happens if/when non-police responsibilities and functions are shifted away from TPPD, and other sources, if needed, and that the evaluation of these funding streams should be a focus of the proposed permanent Task Force.

**42) A minority of Task Force members believe that determining the specific source of the funding is not of primary importance to for these recommendations, and that they should be invested in from any available resources,** while also agreeing that that the evaluation of funding streams should be a focus of the proposed Task Force.

---

<sup>18</sup> See Maryland Public Information Act Manual (15th ed., November 2020) at 3-19 to 3-31, available at <https://www.marylandattorneygeneral.gov/OpenGov%20Documents/Chapter3.pdf>.



**Goal: Existing research shows that school resource officers (SROs) disproportionately discipline Black and Brown students, contribute to a school-to-prison pipeline, and often drain resources that could be devoted to more counselors and social workers.<sup>19</sup>**

**43) The Takoma Park City Council should pass a resolution reinforcing that Takoma Park continues to support not having Montgomery County School Police/Resource Officers (SROs) in public schools located in Takoma Park.**

- a) The resolution is an opportunity to go “on record” regarding our local beliefs around this important regional and national issue, and should call for SROs to be replaced with school counselors, specify that SROs should not be effectively replaced by other police officers whose assignments are geographically tied to schools and/or who are specifically tasked to respond to incidents in schools, include a commitment for schools to adopt a restorative justice approach to resolving student discipline,<sup>20</sup> and call for the elimination of racial disparities in school discipline and an end to the school-to-prison pipeline.
- b) A copy of the resolution should go to the Montgomery County Executive, and all members of the Montgomery County Council.

**Goal: Students should know their rights when interacting with police, particularly as students may not be aware that they may refuse certain demands for information.**

**44) Establish funding for Know Your Rights/Street Law training for all students enrolled in any school in Takoma Park.** The training should be consistent with relevant Maryland and/or Montgomery County Education standards, and groups such as the ACLU of Maryland should be consulted during the process of developing the training curriculum.

**Goal: We recognize that historically speaking there has been a transfer of youth of color from the education system to the criminal justice system. To eliminate that pipeline, we recommend the additional training resources:**

**45) Advocate to Montgomery County that school administrators and teachers receive training/increased training regarding the unequal distribution of discipline and lack of praise regarding students of color.**

**46) Create grants for Takoma Park teachers to encourage attendance of teacher-specific training** on topics such as: cultural competency, implicit bias, mindfulness and its impact on lowering implicit bias,<sup>21</sup> empathy and empathic communication training, the history of the disproportionate way discipline is handed out in the school system, the correlation between over-disciplining of students and low graduation rates/poor school performance, the over-eagerness to classify students as having a learning disability/move students into special education and out of general education classrooms, etc.

<sup>19</sup> See, for example, <https://journals.sagepub.com/doi/10.1177/0011128721999346>

<sup>20</sup> <https://www.idra.org/resource-center/strategies-restorative-student-discipline-podcast-episode-179/>

<sup>21</sup> [https://greatergood.berkeley.edu/article/item/four\\_ways\\_teachers\\_can\\_reduce\\_implicit\\_bias](https://greatergood.berkeley.edu/article/item/four_ways_teachers_can_reduce_implicit_bias)

**Goal: Collect data to ensure that the Educational and Training suggestions are bearing fruit.**

**47) Takoma Park shall request disaggregated data on public schools from MCPS (discipline, tardies given, suspensions), and use that to determine if community engagement suggestions are working or need to be adjusted.** The recommended permanent Public Safety Task Force can help with this evaluation.

**Goal: Promote and create cultural competency and anti-racism in Takoma Park.**

**48) Offer courses that allow Takoma Park residents and staff to:** learn about the breadth of identities in Takoma Park, enhance cultural competency and anti-racism practices, explore the cultural diversity of Takoma Park through fostering conversations and team building scenarios, and provide communities with divergent backgrounds a vehicle to explore their commonalities and shared humanity.

## **OTHER ITEMS**

Near the end of our time together, Task Force members formulated two additional recommendations. Given their addition later in the process we did not get the chance to fully explore them together as a group. But, they are important issues and are included here for additional study and action. The Task Force was unified in support for including #49, with majority in support of #50 and minority opposed to it based a need for more information.

**Goal: Prohibit the militarization of civilian law enforcement agencies and prevent the excessive use of force by police.**

**49) The Takoma Park Police Department does not currently participate in the federal 1033 program or other federal programs that transfer military equipment to civilian law enforcement agencies, or otherwise purchase military equipment for use. The Task Force recommends that the Department continue to follow this prohibition.**

**Goal: The Council should review practices related to the use of civil asset forfeiture.**

**50) The council should review practices related to the use of civil asset forfeiture** with a goal of prohibiting its use by TPPD. Given the limited time the Task Force had to explore this issue, it should also be the subject of further review by the proposed new Task Force.

## NEXT STEPS

The important work begun by the Task Force on Reimagining Public Safety does not end with the publishing of the report and recommendations. In the days ahead, Task Force members will meet with the Takoma Park City Council to dig deep into the recommendations and what they mean for the residents of the city and for its future. The very nature of the recommendations and their potential impact will sort the recommendations into priorities and time frames for action. As the City Council and Task Force members meet and begin to lay out a plan of action, they will be building on the collected work done over the course of the Task Force meetings and the foundation laid by the research, reading, and data analysis that informed that work.

A key element of the recommendations and implementation of them will be the establishment of an ongoing body working with the City Council to monitor and evaluate progress in implementation of the recommendations. Central to monitoring and evaluating progress of implementation will be the recognition and ordering of priorities, short- and long-term goals, and ease of implementation: Which recommendations are most urgent and most immediately actionable? Existing structures, systems, policies, procedures, and programs can form the basis for ones that are adapted, created, or recreated.

As the report and recommendations are published, Takoma Park finds itself at the intersection of multiple opportunities. A new City Manager will take office at the same time as federal funding through ARPA becomes available. The confluence of new ideas, new leadership, and new funding makes reimagining how things are done part of a dynamic new chapter in the lives of the City and its residents. This is the moment when resources and the will to act are needed to address the most urgent and immediately actionable goals recommended by the Task Force.

The City of Takoma Park has taken action, first in adopting Resolution 2020-21, then in convening the Task Force on Reimagining Public Safety to Ensure Racial Justice. The City, the members of the Task Force, and the residents have courageously begun a conversation about building a city that is a safer, more livable community for all residents and a better, more equitable future for all residents.

## APPENDIX

### Takoma Park Public Safety Task Force Recommendations Report Appendix Materials

#### *Task Force Application*

- [Application](#)
- [Application Evaluation Rubric and Summary of Applicants](#)

#### *Task Force Bios*

Below are bios for each Task Force member, as submitted by the members themselves.

*Olajide Atoyebi* [no bio]

*Cedric Boatman* [no bio]

*Adam Braskich*

Adam Braskich has been a federal prosecutor with the U.S. Attorney's Office for the District of Columbia since 2018. In this role, he currently investigates and prosecutes violent felonies and works closely with detectives and officers from the Metropolitan Police Department. In previous assignments, Adam has handled misdemeanors, felony gun and drug cases, and criminal appeals. Prior to joining the Department of Justice, Adam was an attorney at a private law firm where he represented a wide range of clients including criminal defendants and plaintiffs in civil rights cases. Adam began his career in the Baltimore Police Department, where he was a patrol officer from 2008-2011. He is a graduate of the University of Maryland and Harvard Law School and is a resident of Ward 6. Adam joined the task force to help implement real, observable changes in the way law enforcement is conducted in Takoma Park. He envisions reforms that are informed by evidence and best practices in the field and that will guide officers toward the sorts of fair, constructive policing that our most vulnerable communities need and deserve.

*Sadie Arlene Cheston Harris*

Sadie Arlene Cheston Harris is a lifelong resident of Takoma Park, MD and a first-year student and Morehead-Cain Scholar at the University of North Carolina at Chapel Hill. At Carolina, she has been working to establish both an advisory board to the campus police department and a separate counselor dispatch unit for mental health calls. Her research has centered around cities that have implemented a range of alternative policing measures. Through her work, she has developed a relationship with the UNC Police Chief and others in the department and assisted in interviews for both Officer and Telecommunicator positions.

As part of the Takoma Park Public Safety Task Force, Sadie plans to focus on alternatives to traditional Policing; specifically, she hopes to empower youth and Black and Brown people who understandably have a tumultuous relationship with policing by providing easy access to Task Force information and updates, as well as anonymous online feedback forms that can then be incorporated into the Task Force's recommendations. Throughout her time on the Task Force, she will inform her decisions based on both advice from existing activist groups and collected data.

#### *Sawa Kamara*

Ms. Kamara has lived in Takoma Park for a year. She served on the TPSS food co-op. Recently, she ran for Ward 5 City Council. Professionally, she works as a Community Health Worker and is studying Public Policy. Ms. Kamara served as President of the Takoma Branch Civic Association and is passionate about community and civic engagement, social issues and addressing public safety. Contact: sawakamara@gmail.com

#### *Christina Morado*

Christina is a big idea creator who focuses on the process versus the result and the one that is willing to let ideas evolve over time and is also brave enough to hack them and shift course when the need arises. Born in southeastern Michigan to an African American father and a White mother, both educators, she grew up border-crossing racial, cultural, and class divides. Early in her career, Christina worked in youth development in Latin America where she learned Spanish. A product of Teachers College at Columbia University and New Leaders for New Schools, she currently serves as a senior instructional leader at a bilingual kinder – grade 8 school managing instruction, program design, and talent. Her leadership supports shrinking the 'opportunity gap' without teaching to the test. Most importantly, almost all of her middle school students report "I like my school" on district surveys and every teen has at least one strong relationship with a caring adult. In her spare time, Christina enjoys reading, walking with her dog, Finnegan Nigel Lamont, starting sewing projects, baking, and biking.

#### *Jumana Musa* [no bio]

#### *Kiminori Nakamura*

Kiminori Nakamura, Ph.D. is Assistant Research Professor of Criminology and Criminal Justice at the University of Maryland, College Park. He brings over 15 years of experience and expertise in criminal justice research to the Task Force to provide a research and data-driven perspective, and to seek to impartially represent the experiences of community members and institutions. He has engaged in research collaboration with various criminal justice agencies, and uses administrative data to inform policy. His work has been supported by U.S. Department of Justice, state and local governments, and foundations, and appeared in leading criminology and criminal justice journals. He received his B.A. in Criminology, Law and Society from University of California, Irvine, and his Ph.D. in Public Policy and Management from Carnegie Mellon University.

### *Emil Parker*

Emil Parker has been a resident of Takoma Park since 1996. He is a member of Takoma Park Mobilization, focusing on policing reform and immigration issues, and the Silver Spring Justice Coalition. He has held health and human services policy positions at the federal, state, and local levels and also worked for the Children's Defense Fund. He is currently a health care consultant.

### *Ajmel Quereshi*

Ajmel Quereshi has committed his life to create a world in which "public safety" includes all individuals regardless of race or socioeconomic background. He currently serves as Senior Counsel at LDF, where he maintains a diverse caseload spearheading LDF's work in the areas of education and economic justice, among others. In 2019, Ajmel led LDF's efforts in a case on behalf of a class of school children in Baltimore who have been denied a constitutionally adequate education.

Before joining LDF, Ajmel worked as Staff Counsel at the American Civil Liberties Union's National Prison Project, where he litigated complex class action claims involving the United States' most inhumane correctional facilities. Before joining NPP, Ajmel directed the Immigrants' Rights Project at the ACLU of Maryland. In that capacity, he argued before Maryland's highest court and regularly testified before the Maryland legislature. He currently serves on the ACLU of Maryland's Board of Directors.

Ajmel frequently speaks with the media, having been interviewed by the Washington Post, the Los Angeles Times, and National Public Radio, among many others. Ajmel's editorial writings have appeared in the Baltimore Sun and the Milwaukee Journal Sentinel; he has published articles in several legal journals; and his cases have been featured by the New York Times and the Daily Show with Jon Stewart, among others. In 2010, the Maryland Daily Record named him one of the top legal professionals in Maryland under 40 and the American Immigration Lawyers Association's DC Chapter recognized him for his work in legislative advocacy.

### *Michael Rubin*

Michael Rubin, a resident of Ward 2 in Takoma Park has served as Managing Director at IMPACT Silver Spring since 2014. His role at IMPACT, whose mission is to build racial and economic equity in the county, involves overseeing operations and providing technical assistance to immigrant cooperatives and small businesses. Michael also represents IMPACT on the Silver Spring Justice Coalition. He is active in Jews United for Justice, Progressive Neighbors and serves as Board Treasurer for Crossroads Community Food Network and CHI Centers. Michael has been active in racial justice work for many years and has been a participant in multiple anti-racism trainings, caucus spaces, and actions for over 25 years.

His motivation for serving on the Reimagining Public Safety Task Force is his understanding that policing has historically been and currently is a key enforcer of the structural racism prevalent in our institutions and society, and that his community of Takoma Park is well situated



(in its politics, its diversity, and its size) to be a leader in experimenting with new models of public safety and can serve as a role model for the county at large.

He defines success in this effort as after analysis of our policing data, community input, and work being done in other jurisdictions, the Task Force returns a set of recommendations that start us down the path to both reimagine policing and actually implement changes that increase equity and actualize a more just, humane and equitable vision for public safety in our community.

#### *Duane Scott*

Duane N. Scott is resident of Ward 6 in Takoma Park. He is currently an attorney with the with the U.S. Department of Education, Office for Civil Rights on the Program Legal Group where he works on developing policy and providing guidance to schools on their responsibilities to comply with civil rights laws that prohibit discrimination based on disability. Prior to his work with the Program Legal Group, Mr. Scott worked as an attorney in the Office for Civil Rights in the U.S. Department of Education where he was responsible for the enforcement of civil rights laws that prohibit discrimination on the basis of race, color, national origin, sex, disability and age. Mr. Scott previously served as a Public Defender in the Juvenile Division of the Maryland Office of the Public defender where he represented youth in court hearings and at school discipline matters. Mr. Scott also served as an attorney with the Maryland Disability Law Center, where he advocated on behalf of students with disabilities at individual education program meetings and disciplinary hearings. Prior to his legal career, Mr. Scott worked as a school counselor. Mr. Scott is a graduate of the University of Maryland School of Law. He also holds a Master of Science Degree in Counseling Psychology from Northwestern University and a Bachelor of Science from Howard University.

#### *Lauren Van Tol*

Lauren Van Tol (she/her/hers) works in admissions at Lowell School, a progressive school in Washington, DC, and holds her B.A. in Afro-American Studies and Human Development from Howard University. She also has a certificate in Admission & Enrollment Management from the Association of Independent School Admission Professionals and an AMI Montessori Orientation certificate in Elementary (6-12) from the Montessori Institute of North Texas. She is currently pursuing an M.A. in Contemporary Communication from Notre Dame of Maryland University.

Lauren volunteers as the NAACP Parents' Council Representative for the Piney Branch Elementary School PTA and is the room parent for her son's 5<sup>th</sup> grade class. She enjoys connecting with the community as administrator for the Takoma Park Buy Nothing Group and a moderator for the Takoma Park Facebook Group. An enthusiastic gardener, Lauren especially enjoys indoor houseplants and keeping her Little Free Library well-stocked. She lives in Takoma Park, MD, Ward 1, with her husband Jesse, son Emerson, and Yorkipoo Elliot.

Lauren is excited to collaborate with the Task Force to discuss how institutionalized racism impacts public safety and brainstorm potential reforms and suggestions around policies and programs that impact communities of color, and examine how mental health issues can be holistically approached.

*Xitlalli Velasquez* [no bio] (left the Task Force midway through due to a move)

*Leon Crowell* was selected for the Task Force and did not participate due to personal reasons.

### ***Stakeholder Interview Guides and Reports***

All reports are compiled on the [project website here](#).

- Stakeholder Interview Guide
- Stakeholder Interview Summary
- Police Focus Group Guide
- Police Focus Group Summary
- Ambassador Focus Group Guide
- Ambassador Focus Group Summary
- Business Walk Summary

### ***Research for the Task Force***

City of Takoma Park | Reimagining Public Safety Task Force  
Public Resource Folder  
Table of Contents

#### *City of Takoma Park Documents*

**[-City of Takoma Park Community Survey Presentation.pdf](#)**

*Survey results of Takoma Park residents across a multitude of factors rated their community as equal to or higher than the benchmarks given. Full survey results included.*

**[-COVID-19 Impact in Takoma Park Factsheet 061520 Final.pdf](#)**

*The data makes the case for Takoma Park to be considered a “high-need” area with eligibility for CARES funding and other types of state, federal, and county direct aid for COVID-19 response and recovery.*

**[-Final FY21 Adopted Budget.pdf](#)**

*The document shares the City of Takoma Park adopted priorities and budget. Detailed police related information begins on page 125.*

**[-FINAL Takoma Park Housing Economic Data Analysis Oct2017.pdf](#)**

*The report is a comprehensive examination of the housing market and economy across multiple geographic, demographic, and socioeconomic dimensions.*

**[-Takoma Park Focus Group Report 2018-11-09-Final.pdf](#)**

*The study was designed to enable a deeper understanding of the opinions of African immigrants and Spanish-speaking residents.*



[-Takoma Park Report of Results 2019 \(2019-03-04\).pdf](#)

*This is the full narrative report which undergirds the presentation noted above related to resident perceptions.*

[-Takoma Park Strategic Plan Final 10-15-17 DRAFT.pdf](#)

*This is the Housing and Economic Development Plan, designed to create a higher quality of life for current and future residents of Takoma Park.*

Please Note: The Task Force was provided additional information based on specific questions and recommendations. The responses to those questions are posted on the project website.

*Takoma Park Police Department Documents*

[-#8CANTWAIT – a campaign to bring immediate change to police departments.](#)

*This program is built on three pillars: 1) immediate harm reduction; 2) comprehensive community safety; and 3) abolition. It recommends the adoption of eight policies: 1) ban chokeholds and strangle holds; 2) require de-escalation; 3) require warning before shooting; 4) require exhausting all alternatives before shooting; 5) duty to intervene; 7) ban shooting at moving vehicles; 7) require use of force continuum; and 8) require comprehensive reporting.*

[-2020 Annual Report Final.pdf](#)

*TPPD data across 12 dimensions and 34 focus areas.*

[-2020 PI Utility Mini-brochure2 lr.pdf](#)

*Ford Police Interceptor Utility vehicle description: the first-ever pursuit rated hybrid police utility.*

[-Chief DeVaul Messages to Community.docx](#)

*A list of posts from Chief DeVaul's blog on the Takoma Park city website. These messages touch on various community issues; furthermore, these posts demonstrate the level of communication and transparency citizens expect to see from their policing officials.*

[-Council Questions June 26, 2020.docx](#)

*A Q&A session with Chief DeVaul covering the full range of TPPD policies and procedures.*

[-MSP TestResultsCombinedMY2020\\_666841\\_7\(1\).pdf](#)

*Police vehicle evaluations by the Michigan State Police Precision Driving Unit.*

[-TPPD Hiring Process.pdf](#)

*A memorandum describing the current (2021) process for hiring a police officer.*

[-TPPD Training 2019 2020.pdf](#)

*A summary of formal training provided in 2019 (40+ topics) and 2020 (20+ topics), which was affected by the pandemic's effect on training opportunities.*

[-Use of Force Continuum](#)

[-Use of Force Incidents Reporting](#)

*External Resources-Task Forces*

[-ArlingtonPolicePracticeGroup.Report.Subcommittee..Final .02.15.21.pdf](#)

*This report groups recommendations into Immediate (< 1 year); Short Term (1-2 years); and Long Term (> 2 years).*

[-CAHOOTS \(Crisis Assistance Helping Out On The Streets\) Eugene, Oregon.pdf](#)

*CAHOOTS is a mental health crisis intervention program in Eugene, Oregon. Since 1989, they have responded to Eugene's non-violent mental health 911 calls.*

[-Council on Criminal Justice Launches Task Force to Advance Fair, Effective Policing.pdf](#)

*Diverse panel of civil rights and law enforcement leaders with funding from leading philanthropists will identify evidence-based strategies to reduce police use of force, improve accountability.*

[-External Resources Documents Links.docx](#)

*Links to the documents in this table of contents.*

[-Montgomery County, Maryland 2021 Reimagining Public Safety Task Force Recommendations Report.pdf](#)

*Montgomery County's recommendations report from five focus groups across the following range of issues: 1) community needs; 2) budget and structure; 3) police department programs; 4) alternatives to police and jail; 5) health, social services, and crisis response system.*

[-National Organization of Black Law Enforcement Executives \(NOBLE\) Report of the Reimagining Public Safety Task Force.pdf](#)

*Recommendations fall into two large categories: 1) recommendations to all stakeholders in general for the process to reimagine public safety; and 2) recommendations to all stakeholders in general for substantively reimagining public safety.*

[-Prince George's County, Maryland, Police Reform Work Group.pdf](#)

*Recommendations fall into the following categories: 1) community engagement and quality services; 2) employee recruitment and retention; 3) financial management; 4) independent oversight, compliance and integrity; and 5) internal policies and county regulations.*

[-Public Safety Reimagined in Ithaca and Tompkins County, New York.pdf](#)

*This effort by city and county resulted in recommendations for the city only; for the city and county; and for the county only. The focus is on alternatives to law enforcement for crisis intervention and health and human services delivery.*

[-Tempe, Arizona Public Safety Advisory Task Force.pdf](#)

*This effort focused on workforce, wellness, and culture, and looked at: 1) recruiting and developing an inclusive and engaged workforce; 2) supporting mental health and wellness; and 3) modernizing discipline and accountability.*

[-The President's Task Force on 21<sup>st</sup> Century Policing.pdf](#)

*Task Force recommendations, each with action items, are organized around six main topic areas or pillars: 1) building trust and legitimacy; 2) policy and oversight; 3) technology and social media; 4) community policing and crime reduction; 5) officer training and education; and 6) officer safety and wellness.*

*Subject Matter Experts*

The Task Force requested and was able to hear from:

**April 6**

- Antonio B. DeVaul, Chief of Police, Takoma Park
- Dan Powers, Public Administration Specialist, Takoma Park

**April 27**

- Talisha Searcy, Councilmember Ward 6, Takoma Park
- Kate Stewart, Mayor, Takoma Park
- Suzanne Ludlow, City Manager, Takoma Park
- Jessica Clarke, Deputy City Manager, Takoma Park
- Grayce Wiggins, Manager, Housing & Community Development, Takoma Park
- Dan Frishkorn, Captain, Police Department, Takoma Park

**May 4**

- Antonio B. DeVaul, Chief of Police, Takoma Park
- Suzanne Ludlow, City Manager, Takoma Park

**May 18**

- Claudia Tolson, Police Department Victim/Witness Coordinator, Takoma Park

**May 25**

- Dara Baldwin, Director of National Policy, Center for Disability Rights
- Bernice Mireku-North, The North Law Group, Co-Chair, Montgomery County Task Force
- Marc Mauer, Senior Advisor at The Sentencing Project, Co-Chair, Montgomery County Task Force
- Donna Wright, Communications Specialist, Takoma Park

- Andrew Powell, Deputy Chief and Internal Affairs Representative, Takoma Park Police Department

#### **June 1**

- David Moon, Maryland House of Delegates Representing District 20
- Ann Ciekot, Lobbyist, City of Takoma Park

#### **June 8**

- Kayleigh Gunnoud, Executive Director, Takoma/Langley Crossroads Development Authority

#### **June 15**

- Christy E. Lopez, Georgetown Law Professor from Practice; previously Co-chair DC Police Reform Commission, Deputy Chief in the Department of Justice Civil Rights Division
- Fernando Morena, School Counselor, Montgomery County Public Schools
- Dr. Judith L. Mounty, Clinical Social Worker, Private Practice
- Robert Weinstock, Director, Public and Media Relations, Gallaudet University
- Dr. Patrick Boudreault, Manager, Knowledge Translation Center, Gallaudet University
- Laura O'Connor Barclay, Executive Director, Old Takoma Business Association; written remarks were read by co-facilitator Jamal Holtz.
- Co-facilitator Michael Akin also shared a link to The Council on Criminal Justice's Task Force on Policing on behalf of Roy L. Austin, previously Deputy Assistant Attorney General in the Department of Justice's Civil Rights Division from 2010 to 2014, and Deputy Assistant to the President for the Office of Urban Affairs, Justice and Opportunity.

#### *Public Comments*

Public Comment Form: <https://takomaparkmd.gov/initiatives/project-directory/reimagining-public-safety/>

[Comments Received via website](#)

[Comments Received via email](#)

#### *Community Listening Sessions, Task Force, and Subcommittee Meetings*

Note: Each bullet point below includes a clickable link.

#### *July 8, 2021*

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Recorded Session](#)

July 6, 2021

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Recorded Session](#)

June 29, 2021

- [Agenda](#)
- [Meeting Minutes for All](#)

June 28, 2021 – Community Listening Session

- [Recorded Session](#)
- [Recommendations Discussion Draft](#)
- [Meeting Minutes for All](#)
- [Slide Presentation](#)

June 22, 2021

- [Agenda](#)
- [Recorded Session](#)
- [Slide Presentation](#)
- [Meeting Minutes for All](#)

June 15, 2021

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Slide Presentation](#)
- [Recorded Session](#)

June 8, 2021

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Slide Presentation](#)
- [Recorded Sessions](#)

June 1, 2021

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Recorded Session](#)

May 26, 2021 – Community Listening Session

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Recorded Session](#)

May 25, 2021

- [Agenda](#)
- [Meeting Minutes for All](#)

- [Slide Presentation](#)
- [Recorded Session](#)

*May 18, 2021*

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Slide Presentation](#)
- [Recorded Session](#)

*May 11, 2021*

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Slide Presentation](#)

*May 4, 2021*

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Slide Presentation](#)
- [Recorded Session](#)

*April 29, 2021 – Community Listening Session*

- [Recorded Session](#)
- [Slide Presentation](#)

*April 27, 2021*

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Slide Presentation](#)
- [Recorded Meeting](#)

*April 20, 2021*

- [Agenda](#)
- [Meeting Minutes for All](#)
- [Slide Presentation](#)

*April 13, 2021*

- [Agenda](#)
- [Slide Presentation](#)
- [Meeting for All](#)

*April 6, 2021*

- [Meeting Minutes for All](#)
- [Agenda](#)
- [Slide Presentation](#)

*March 30, 2021*

- Recorded Meeting  
Part 1 – <https://youtu.be/fLfus1yxQE0>  
Part 2 – <https://youtu.be/mRnWYLVl1Ac>
- [Agenda](#)
- [Meeting Minutes for All](#)

*March 23, 2021*

- [Meeting Minutes for All](#)
- [Agenda](#)
- [Meeting Minutes](#)
- Slide Deck:
  - [City Government Overview](#)
  - [Housing and Public Safety](#)
  - [Recreation and Public Safety](#)

*March 16, 2021*

- [Meeting Minutes for All](#)
- [Agenda](#)
- [Meeting Minutes](#)
- [Slide Presentation](#)

*Community Listening Sessions*



## Task Force to Reimagine Public Safety

City of Takoma Park, MD

### Community Listening Session

The City's Task Force to Reimagine Public Safety will host a community listening session on **Thursday, April 29, 2021 at 5:30 pm** for our residents to give feedback to Task Force members on issues related to Public Safety. If you have any questions, please feel free to reach out to Jessica Clarke, Deputy City Manager ([JessicaC@takomaparkmd.gov](mailto:JessicaC@takomaparkmd.gov)).

**To register for this event, visit [bit.ly/takomapublicsafety](https://bit.ly/takomapublicsafety) (case sensitive)**





# Task Force to Reimagine Public Safety

City of Takoma Park, MD

## Community Listening Session

The City's Task Force to Reimagine Public Safety will host a community listening session on Monday, May 24, 2021 at 6:30 pm for our residents to give feedback to Task Force members on issues related to Public Safety. If you have any questions, please feel free to reach out to Jessica Clarke, Deputy City Manager ([JessicaC@takomaparkmd.gov](mailto:JessicaC@takomaparkmd.gov)).

To register for this event, visit [bit.ly/takomapublicsafety2](https://bit.ly/takomapublicsafety2) (case sensitive)



# Task Force to Reimagine Public Safety

City of Takoma Park, MD

## Community Listening Session

The City's Task Force to Reimagine Public Safety will host a community listening session on Monday, June 28, 2021 at 6:30 pm for our residents to give feedback to Task Force members on draft recommendations on issues related to Public Safety.

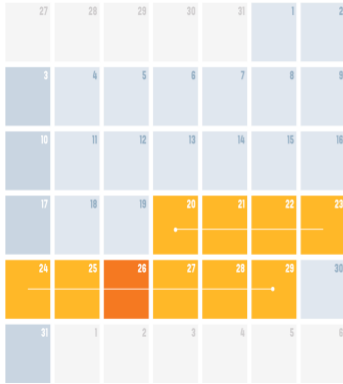
If you have any questions, please feel free to reach out to Jessica Clarke, Deputy City Manager ([JessicaC@takomaparkmd.gov](mailto:JessicaC@takomaparkmd.gov)).

To register for this event, visit [bit.ly/takomarps3](https://bit.ly/takomarps3) (case sensitive)

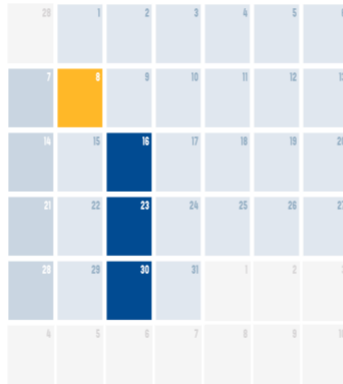


## Timeline

JANUARY



MARCH



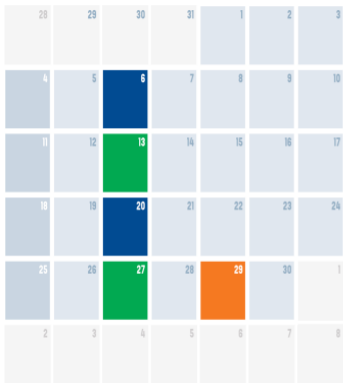
● Process/Administrative

● Task Force Meetings

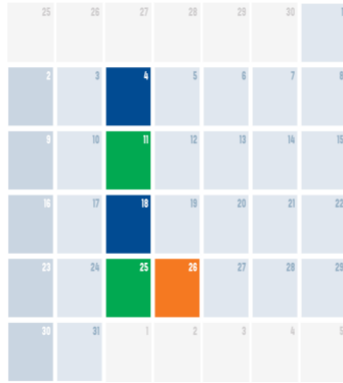
● Subcommittee Meetings

● Community Meetings

APRIL



MAY



JUNE

