

AGENDA ITEM # 5
May 7, 2009

WORKSESSION

MEMORANDUM

May 5, 2009

TO: County Council

FROM: Linda McMillan, Senior Legislative Analyst 

SUBJECT: **Worksession: FY10 Recommended Operating Budget
Montgomery County Police Department**

Those expected for this worksession:

Chief J. Thomas Manger, Montgomery County Police Department
Assistant Chief Drew Tracy, MCPD Management Services Bureau
Assistant Chief Betsy Davis, MCPD Field Services
Assistant Chief Wayne Jerman, MCPD Investigative Services
Neil Shorb, MCPD Management and Services
Ed Piesen, Office of Management and Budget

Public Safety Committee Recommendation

The Public Safety Committee held worksessions on April 16th, April 22nd, and May 1st on the Police Department budget. The Committee recommends (3-0):

- **Placing \$316,160 on the reconciliation list to keep 24-hour public access to the 2nd (Bethesda) and 6th (Montgomery Village) District Stations.**
- **Abolishing four vacant Security Officer I positions for a savings of \$206,640. Eight currently vacant Security Officer positions will remain in the budget to be filled in FY10.**
- **Retaining one Police Officer position that would have been abolished in order to add a Police Officer to the Traffic Section to sign speed camera citations as required by recent changes to State law (currently citations are signed by a non-sworn police employee). Cost is \$113,160 and may be able to be covered with Speed Camera revenues.**

The Committee’s recommendation includes approval of the following changes as recommended by the County Executive. Please note that the abolishment of Police Officer positions will occur through attrition – no Police Officers will be abolished through a reduction in force (RIF). The Public Safety Committee did not make a recommendation regarding the \$237,000 recommended for expansion of the Personal Patrol Vehicle (PPV) program that is being reviewed by the MFP Committee as a part of compensation.

County Executive FY10 Recommended Changes to the Montgomery County Police Department	\$
Expand "Safe Speed" Speed Camera Enforcement Program from 30 to 60 fixed pole cameras. Includes the additional of a Sr Financial Specialist, 3 Traffic Enforcement Technicians, Principal Administrative Aide and Office Services Manager and \$4 million for operating expenses for new sites	5,821,090
Enhance Police Enforcement in High Incident Areas	250,000
Add Traffic/Pedestrian Safety Analyst	72,000
Provide for a January 2010 Recruit Class of 42 (No class will be held in July 2009. This amount is the change needed from the FY09 base budget for recruit classes)	36,210
Abolish 2 Non-Sworn Background Investigators, 2 Police Officer Background Investigators, 2 Police Officer Recruiters due to reduce number of recruit classes.	(622,020)
Abolish Part-time Field Training Coordinator (Police Officer)	(57,430)
Abolish Vacant Part-time Principal Administrative Aide in Family Crimes Division	(28,670)
Abolish a Sergeant (Police Officer) in Policy and Planning	(153,910)
Abolish a Vacant Program Manager I in Security Services	(87,750)
Abolish 3 positions in Technology Services Division: Vacant Information Technology Specialist, Filled Information Technology Technician, Police Officer	(314,080)
Abolish 6 Vacant Non-Sworn Positions: Program Manager in Crime Analysis, Program Specialist in Crime Analysis, Telephone Reporting Unit Aide, Administrative Specialist in Personnel, Full-time Office Services Coordinator in Records Unit, Part-Time Office Services Coordinator in Records	(370,050)
Add Investigator (Police Officer) to Pedophile Unit	43,240
Add costs for administration of Patrol Car Video Camera Program (cameras are being funded through grants)	100,000
Provide General Fund funding for Lieutenant paid for in FY09 by Grant Funds (second year of two year grant)	104,640

County Executive FY10 Recommended Changes to the Montgomery County Police Department	\$
Adjust Humane Society Contract (operation of County Animal Shelter)	188,700
Shift funding for Second Chance Wildlife Center from community grant to base budget (wildlife rehabilitation services)	25,000
Service Increments	1,505,920
Annualization of FY09 Service Increments	534,440
Retirement Adjustment	816,640
Group Insurance Adjustment	254,590
Annualization of FY09 Operating Expenses	84,680
Printing Charge Adjustment	23,110
Inter-office Mail Revenue Adjustment	8,510
Records Management Adjustment	(620)
Central Duplicating Deficit Recovery Charge	(20,760)
Motorpool Rate Adjustment	(16,990)
Mail Charges Adjustment	(18,730)
Miscellaneous Operating Expenses	(43,730)
Elimination of FY09 One-Time Items	(662,000)

Overview and Committee Discussion

The Recommended Budget for the Montgomery County Police Department is attached at ©1-10.
The 2008 Crime Statistic Update reviewed on March 19th is attached at © 39-61.

Overview

(in \$000's)	FY07 Actual	FY08 Actual	FY09 Approved	FY10 Recommended	% change FY09-FY10
Expenditures:					
General Fund	201,959	222,472	240,313	246,762	2.7%
Grant Fund	5,538	5,482	421	386	-8.3%
Total Expenditures	207,497	227,954	240,734	247,148	2.7%
Positions:					
Full-time	1,555	1,591	1,649	1,631	-1.1%
Part-time	200	205	203	202	-0.5%
Total Positions	1,755	1,796	1,852	1,833	-1.0%
Workyears	1733.1	1776.9	1817.1	1789	-1.5%

*FY09 includes the addition of 63 Security positions from Homeland Security.

Review of FY09 Reductions

While the overview shows that the number of positions increased in the Police Department from FY08 to FY09 this is the result of the transfer of 63 security positions that were previously in the Department of Homeland Security. Other than those positions, only three positions were added in FY09, a Management and Budget Specialist, a Security IT Specialist, and a Crossing Guard. While the Council did not agree to abolish 12 Community Policing Officers in the District Stations, it did concur with the Executive's recommendation to abolish 13 sworn and one non-sworn position as a part of the budget.

FY09 Reductions

Master Police Officer	PAL
Police Officer III	PAL
Police Officer III	PAL
Police Officer III	PAL
Captain	Central Community Services
Sergeant	Central Community Services
Police Officer III	Central Community Services
Police Officer III	Central Community Services
Police Officer III	Central Community Services
Program Specialist	Central Community Services
Police Officer III (PT)	Project Lifesaver
Police Officer III (PT)	Project Lifesaver
Police Officer III	Educational Facility Officer
Captain	Animal Services

Summary of Sworn Complement

From FY05 to FY08, the Council increased the size of the sworn complement by 89 officers in response to the Chief's staffing plan. In FY08, the sworn complement was 1,200. As noted, for FY09, fiscal constraints resulted in a reduction of 13 sworn positions. The following table shows that 13 sworn positions were reduced but in a slightly different manner than outlined in the budget. The Department's information shows an increase of three Sergeants and a decrease of four Master Police Officers. In addition, while the complement documentation

Sworn Staff:	FY08 Approved	FY09 Approved	FY10 Recommended
Chief	1	1	1
Assistant Chiefs	3	3	3
Captains	21	19	21
Lieutenants	33	33	32
Sergeants	134	136	139
Master Police Officers	75	71	67
Police Officer IIs	933	924	919
TOTAL	1200	1187	1182

shows a reduction of two Captains in FY09, one Captain was retained in the Animal Services Division and one Captain's position was used to head the new Traffic Division which was reorganized from the old Community Service Division. To offset this cost a Lieutenant position was abolished as was the non-sworn Animal Services Director position. These changes are already in place and are not described in the budget as new decisions or positions.

For FY10, the Executive is recommending the abolishment of seven sworn positions which will be discussed later in the packet. This will be partly offset by the addition of two Police Officers. The net change in sworn staff for FY10 would be one Sergeant and four Police Officer positions.

FY10 Adds:	
Police Officer III	Investigator - Pedophile Unit
Police Officer III	Traffic Section (Speed Cameras)
FY10 Reductions:	
Sergeant	Policy and Planning
Police Officer III	Background
Police Officer III	Background
Police Officer III	Recruiting
Police Officer III	Recruiting
Police Officer III	Field Training
Police Officer III	Technology

2008 Retirement Incentive Program

Sixteen non-sworn employees participated in the 2008 (to impact FY09) Retirement Incentive Program and five positions were abolished: one Security Officer 1, two Crossing Guards, and two Principal Administrative Aides. The budget document indicates that the Department will save \$522,060 in FY10 from the 2008 RIP.

FY09 Savings Plan and Current Vacancies/Overages

The Executive identified \$2,397,300 in savings in the Police Department as a part of the FY09 Savings Plan. The savings are to come from three sources: (1) lapsing non-sworn positions for a savings of \$1,873,260, (2) decreasing the January 2009 recruit class from 20 to 15 for savings of \$171,900, and (3) reducing miscellaneous operating expenses for a savings of \$352,140.

The second quarterly analysis provided to the Council in February indicated that the Police Department was projected to exceed its FY09 budget by \$1,379,840. However, overview information in the financial warehouse indicates that with about 70% of the fiscal year completed, the Department has expended just under 70% of its budget. The Department now expects to end the fiscal year within budget and may achieve most of the savings plan target.

The Department currently has 50 non-sworn vacancies. Nine of these positions are recommended for abolishment in FY10. An additional seven are ECC Communication Specialists which will be filled in July when there is an ECC class.

The Department currently has Police Officer III overages because the attrition rate has declined from about five per month to about two per month.

No Service Impact Reductions

The budget crosswalk identified the following additions and reductions in the section on changes with no service impact. They are spread throughout the Department. **The Public Safety Committee recommends approval.**

Identified Same Services Adjustments:	\$
Service Increments	1,505,920
Annualization of FY09 Service Increments	534,440
Retirement Adjustment	816,640
Group Insurance Adjustment	254,590
Annualization of FY09 Operating Expenses	84,680
Printing Charge Adjustment	23,110
Inter-office Mail Revenue Adjustment	8,510
Records Management Adjustment	(620)
Central Duplicating Deficit Recovery Charge	(20,760)
Motorpool Rate Adjustment	(16,990)
Mail Charges Adjustment	(18,730)
Miscellaneous Operating Expenses	(43,730)
Annualizations of FY09 Abolished Positions	(482,330)
Elimination of FY09 One-Time Items	(662,000)

FY10 County Executive Recommended Reductions

- | | |
|--|--------------------|
| 1. Provide for one recruit class of 42 in January 2010 (no July 2009 class) | \$ 36,210 |
| Abolish 2 Non-Sworn Background Investigators, | (\$622,020) |
| 2 Police Officer Background Investigators, and 2 Police Officer recruiters | |
| Abolish PT Field Training Officer Coordinator (Police Officer) | (\$ 57,430) |
| (Note: These are all filled positions.) | |

The FY09 original budget provided for a July 2008 recruit class of 25 and a recruit class of 20 in January 2009. The January 2009 class was reduced as a part of the FY09 Savings Plan. Because there is currently an overage of officers and the attrition rate has slowed dramatically, the County Executive is recommending holding only one class in January 2010. The Department has provided the following information on this recommendation.

In the past, the attrition rate for sworn personnel has been consistent at 5 per month. However, in FY09 attrition has slowed considerably due to two factors—the economic crisis and the institution of the DROP. Attrition current averages 2 per month, and because of the slowdown, we are currently at +4 for our sworn complement. Session 54 should graduate 15 POs in July 2009, which will be released to operate after completion of FTO in late October 2009. There are 18 personnel who have filed for disability retirement. We anticipate that our attrition rate will slightly increase in FY10 provided that the bottom is reached in the economic recession. Therefore, when Session 55 graduates are released after completion of FTO in late October 2010, we should be close to our full operational complement at that time. It should be noted that the slow down in attrition will have an adverse impact on our FY09 bottom line as the lapse assessed to the Department will not be achieved.

Because the Executive is recommending only one class in FY10 there is a reduced need for recruitment, background investigations, and field training. The Department has provided the following response regarding the proposed position reductions and the number of staff that remains available to handle background investigations:

There will be five sworn and four civilian employees available to conduct background investigations. In addition, the Corporal in the Unit also does background investigations, which is a sixth sworn for a total of ten. That number is based on the assumption that all positions identified to be cut in the budget have already been vacated. Two civilian background investigators recently took other jobs and their positions are vacant and will be abolished. Two sworn officers were also lost from the unit within the past few months. Their positions in backgrounds were never filled.

If these are recognized as the cuts for the Background Section that means the staff is reduced from fourteen to ten, or a reduction of about 30%. It also means each investigator will be responsible for approximately nine cases each, given the current workload. Earlier this year, not knowing what classes might be held in the next budget year, recruitment efforts were slowed and not as many Police Officer Candidates (POCs) were being processed. Currently there is more time to complete POC cases as there is not a class anticipated in July which gives the Unit more time to process applicants for next January. After the January 2010 class, if hiring again approaches normal levels with two classes per year, the number of cases will increase which will be more difficult to keep up with.

Similarly on the civilian side, with the exemption processes currently in place, far fewer civilian background investigations are being done now. If the exemption process is discontinued the number of civilian backgrounds to be conducted will increase as well. In addition, this year the Background Unit began conducting background investigations on volunteers and interns; this has increased the volume of work for Backgrounds. Finally, the Police Department took all of the Security Officers from Homeland Security last spring. Keeping those 60 positions filled will add to the work of the Background Unit as well. In summary, when operations return to normal it will be difficult for the Background Unit to provide the same level of service with 30% less staff support.

We anticipate that this position will need to be added back in FY11 due to the size of the Session 55 in January 2010.

The Public Safety Committee recommends approval of the recommendations regarding the recruit class for FY10.

The Council has received correspondence on behalf of several Korean American Associations voicing concern that the loss of the two recruiter positions will hinder the Department's availability to recruit in a way that continues to increase the diversity within the

Police Department. **The Committee discussed this issue with the Department. These positions are recommended for abolishment because there will be only one class. This does not necessarily mean that these Police Officers will leave the Department. The Department is committed to continuing to increase diversity in the Department and these Officers will continue to be resources and can be detailed to recruiting efforts when they are needed.**

2. Reduce front-desk public access hours at the Bethesda and Montgomery Village/Gaithersburg stations (abolish four filled Police Services Aides). (\$316,160)

The Executive is proposing that there be no public access to the 2nd District (Bethesda) and 6th District (Gaithersburg/Montgomery Village) between the hours of 1:00 a.m. and 6:00 a.m. The stations would not be closed, as Police Officers will continue to work from the stations as they do now. The Department feels that there would be minimal impact to the public. Four stations would continue to have 24-hour public access: the 1st District (Rockville, which is closest to the Central Processing Unit and the Court Commissioners), 3rd District (Silver Spring), and 4th District (Wheaton-Glenmont), and 5th District (Germantown).

The Committee was told that if this change is adopted, the Department will install emergency phones at the entrance to both of these stations that will be connected directly to the 911 call center.

Council staff suggested that if there is a need to find additional savings, this proposed reduction could be expanded to include all but the 1st District (Rockville) Station. The 1st District should remain open 24 hours per day because of its proximity to the Central Processing Unit and the Court Commissioners.

At its April 22nd worksession, Chief Manger told the Committee that while he believes the Department can function with limited hours at two stations, he does not believe it can go beyond this. The 2nd District Station was selected because people could either access the 1st District (Rockville) or 3rd District (Silver Spring) depending on where they are and people could use the 5th District (Germantown) in place of the 6th District Station. He provided the Committee with the information attached at © 11-16 regarding the duties of the District Stations Assistants.

At its May 1st worksession, the Committee recommended (3-0) that the Council not approve this reduction and recommends it be funded through the reconciliation list. Not only was the Committee concerned with the impacts based on the duties the Police Services Aides have and the reasons people may show up at a station in the very early morning hours, but the County has just begun a public education campaign regarding the Safe Havens law and police stations are an acceptable location to drop off a baby within 10 days of the baby's birth (see © 19). It was also noted that the MFP Committee is recommending against closing the Piney Branch satellite station (which is a drop-in facility) because of the concern voiced by members of the community about reduced visibility of a police presence.

3. Abolish a vacant PT Principal Administrative Aide – Family Crimes (\$28,670)

The Executive is recommending the abolishment of this position, which when filled, provides support to the Family Crimes Division. With this reduction, four support positions remain in the Division: an Executive Administrative Aide, two Principal Administrative Aides, and a part-time Office Services Coordinator. **The Committee recommends approval.**

4. Abolish a Sergeant in Policy and Planning (\$153,910)

The budget recommends the abolishment of a Sergeant position in the Policy and Planning Division. The personnel complement shows that in FY09, this division was authorized to have five positions: a Lieutenant, a Sergeant, two Police Officer IIIs, and a Program Manager. For FY10, the complement shows the reduction of a Lieutenant and a Sergeant but the addition of a Master Police Officer for a net change of one. The Department has provided the following information on the duties currently assigned to the Sergeant.

There is only one sergeant position in the Policy and Planning Division and that position supervises all aspects of the division's responsibilities. Some of these responsibilities include:

- Conduct long term projects that have department wide impact
- Policy development which includes developing department policies, procedures, regulations, and headquarters memos and ensuring that the policies and procedures meet accreditation standards.
- Develop and create interagency MOUs.
- Staff Inspections which includes inspecting each of the six district stations once a year as well as inspecting each of the department's other components on a minimum of a triennial basis. These inspections are required to ensure that proper administrative and operational controls and accreditation standards are in place and being observed.
- Accreditation. The accreditation section has its own civilian Accreditation manager, but no additional workers. The Policy and Planning Division Sergeant and the two Police Officer III's assigned to the division assist the accreditation manager in ensuring that the department maintains its nationally accredited status by complying with Commission on Accreditation for Law Enforcement Agencies (CALEA) standards.
- Maintaining the use of force database
- Maintaining the pursuit database
- Maintaining the department directives and forms on the intranet
- Preparing and facilitating bi-weekly Chief's staff meetings

In addition to the above duties, the sergeant in the Division also

- Serves as Deputy Director of the Division and handles all matters in the director's absence
- Supervises the two officers in the unit which includes:
 - monthly inspections of their equipment and attendance,
 - reviewing the bi-weekly time sheets
 - providing annual performance reviews

As a part of considering this recommendation, the Committee discussed the advantages and costs associated with CALEA accreditation and whether there would be savings if the County decided to no longer seek accreditation. At its April 22nd worksession, Chief Manger provided the information attached at © 20-32. Chief Manger

to the Committee that accreditation is a very useful tool to enhance accountability, especially in a large police department. The County is in mid-cycle of the current accreditation process and he urged the Committee not to make any changes until after the next accreditation site visit in 2010.

The Committee recommends approval of the abolishment of the Sergeant position. The Committee did not make any recommendations regarding accreditation.

5. Abolish Vacant Program Manager I Security (\$ 87,750)

In FY09, the Executive requested and the Council approved a Security IT Specialist to be responsible for enhancements and adjustments to the security card system. In addition, \$123,000 was approved to upgrade employee identification badges. This position, now classified as a Program Manager, is now recommended to be abolished.

This is the Security Services Systems Administrator. The position was created to oversee the administration of the security systems and card access control at over 240 County facilities. This includes issuance of access control cards to all County employees, installation, maintenance and operation of alarm and video surveillance systems, and making recommendations on the technical and functional aspects of systems software that support these functions.

The Committee recommends approval of the abolishment of this position. The Committee was told that there is a need to upgrade the identification badge system and that this project is currently underway.

The Committee also discussed Council staff's recommendation regarding vacant Security Officer positions and the comments from MCGEO regarding the security function. Council staff noted that 12 out of 55 combined Security Officer I, II, and Sergeant positions that are vacant and are to be lapsed until FY10 as a part of the FY09 Savings Plan. Expenditure data shows that there is a higher use of overtime in the Security Section than was included in the budget. After 18.4 pay periods, there was \$174,041 spent in overtime. Projected for the year, the cost of overtime would be \$246,870. This is almost three times the \$87,065 included in the budget. However, the additional \$159,805 in overtime is only equal to about three positions (assuming a cost of about \$55,000 per position.) **Council staff suggested that the Committee consider abolishing 4 of the vacant positions for a savings of \$206,640.**

Representatives from MCGEO told the Committee that the shift of County Security from the Homeland Security to the Police Department has worked very well. They also shared their concern about the high use of overtime because of the vacancies and their overall concern about the need for additional supervision in the Security Services Section. Much of the time of four Lieutenants are assigned to security for the County Executive and the Sergeant positions that could enhance supervision are vacant.

The Committee recommends the Council abolish four vacant Security Officer I positions for a savings of \$206,640 (\$51,660 each). This will leave six vacant Sergeant

positions and two Security Officer II positions that can be filled in FY10 which should increase supervision and decrease the use of overtime.

The Committee also asked the Department to review the recommendations from MCGEO regarding both Security Services and the Emergency Communications Center (© 33).

6. Abolish Vacant Info Technology Specialist, Filled Info Technology Technician, and Filled Police Officer positions in the Division of Technology (\$314,080)

The Technology Division oversees multiple databases and applications used throughout the Department. The Department believes it can function with fewer staff resources in this area. This will require that other staff take on additional responsibilities for applications used for field training, in the Animal Services Division, distance learning at the PSTA, and the desktop modernization program. After these reductions, the Department will have a complement of two Senior Technology Specialists, six Information Technology Specialists, and two Information Technology Technicians to serve the Department. **The Committee recommends approval.**

7. Abolish 6 Vacant Non-Sworn Positions (\$370,050)
Program Manager (Crime Analyst Supervisor)
Program Specialist (Crime Analyst)
Telephone Reporting Unit Aide
Administrative Specialist (Personnel)
Office Services Coordinator FT (Records)
Office Services Coordinator PT (Records)

The Executive is recommending the reduction of six vacant non-sworn positions. The following provides a description of each position's responsibilities.

A. Program Manager I (Director of Crime Analysis Section)

The Director of the Crime Analysis Section ensures that personnel assigned to the Crime Analysis Section use systematic and methodical approaches to data collection, analysis, and dissemination. He or she monitors staffing, manages or directs the management of leave and overtime requests, reviews and batches timesheets, resolves policy issues, rectifies hardware, software and office machine problems, establishes and modifies unit policy as needed. They must initiate innovative approaches to crime analysis and a commitment to crime reduction. They must be experienced with GIS products and ensure that their employees use effective crime analysis techniques for identifying suspects in difficult to unsolvable cases. They also must be effective problem solvers to oversee the integration of crime analysis into a larger realm of information sharing both within the agency and regionally as well as prepare the Section for technology upgrades and training. For example, the Director must be familiar with databases and IT tools to include at a minimum; SQL, Access and all common file formats. They support County-STAT and the police department's version of COMPSTAT.

The Director also plans and makes decisions to integrate strategic, tactical and administrative crime analysis. He or she works closely with the Chief of Police and senior executive staff to prepare data and products about crime trends. This information is often provided to the County Executive, the County Council and other high level managers. They must ensure that statistical data is accurate to submit to the

State for UCR calculations. The Director position would oversee 12 employees and must have superior writing and communications skills.

The Department told the Committee that they are recommending this reduction in part because they are reorganizing the way that crime analysis is supervised and that it has been shifted to sworn staff as a part of the overall supervision of crime analysis and intelligence. The Department is also hopeful that there will be some increase in crime analysis capacity from grant sources.

The Committee recommends approval of abolishing this position.

B. Program Specialist I (Crime Analyst)

Crime Analysts use available resources to identify and collect crime data; identify existing or developing crime patterns and series; and develop information leading to the identification and/or apprehension of those responsible for crime. They evaluate information from multiple sources and determine the importance of the data; draws inferences and assesses the relationship between numerous variables; and synthesizes information into a logical framework. Analysts must be able to use computers, productivity software (Microsoft Word, Access, Excel and PowerPoint) and analysis-specific applications (CRIMESOLV™ and ArcGIS GIS software), to manage data and develop useful products. They develop timely and informative products (alerts, bulletins, statistical summaries, charts/graphs and memoranda) relating to crime pattern/series/trends, suspect development, wanted subjects, arrests and case closures and meet regularly with representatives of the geographical assignment to discuss issues of current and anticipated concern.

The Committee recommends approval of abolishing this position.

C. Public Safety Reporting Aide I (Telephone Reporting Unit)

The Public Safety Reporting Aide receives requests for crime reporting assistance via computer aided dispatch (CAD) system and referral. The Aide contacts citizens/victims and conducts interviews to acquire the necessary information and details about the incident/event (occasionally sees citizens/victims who come to Headquarters to file reports) and redirects calls to Emergency Communications Center (ECC) as appropriate.

The Aide performs database queries and transactions and writes the appropriate incident/event and supplemental report forms, and provides social service agency referrals, as appropriate, uses databases to obtain information on motor vehicles, vehicle owners, drivers, missing persons, stolen and recovered vehicles, etc., registers sex offenders by explaining registration requirements to offender, processing paperwork, and taking fingerprints and digital photographs, performs NCIC validations by researching, investigating and writing reports. Responds to subpoenas and testifies in court, mails copies of reports to citizens for insurance purposes, answers Drug Tip Hotline, completes documents and relays information to proper authority/agency, distributes reports to stations and other supporting units/agencies, processes criminal arrest and related reports for the District Station. The Aide cooperates with other police jurisdictions to exchange information on stolen/recovered vehicles, property, tags, etc. Fingerprints citizens and completes fingerprint cards for immigration and naturalization and other purposes.

The Committee recommends approval of abolishing this position.

The Committee discussed this reduction and the importance of making sure there is sufficient staffing in the Telephone Reporting Unit as this is the way many citizens are asked to report crimes, such as larcenies and thefts from autos. The Department told the Committee that they are implementing an online reporting system so that persons needing to file a report do not need to wait to speak with a Telephone Reporting Aide. In addition, the Department has implemented a way for citizens to text tips to the Police Department. They have already received tips this way and find that while someone might not be willing to make a call, because it is obvious who they are calling, they are willing to send a text message.

D. Admin Specialist III (Telestaff)

This is a new position for the Personnel Division that will work with staff of the Telestaff company, staff of outside County agencies (DTS, GHR, Payroll) and department personnel from Technology, Mgmt & Budget, Training Academy and the Field Services Bureau to bring Telestaff and MCTime to the Police Department. The employee would maintain responsibility for the functional operation of the Telestaff scheduling operation, including access, user coordination, and data accuracy. Oversee and manage department personnel in the Telestaff database including entry of new personnel, purging of separated personnel, and editing contact and assignment data. Ensure quality control of data entered in the system providing feedback to management on utilization and validation issues through the management of the Personnel Division. Coordinate with the Montgomery County Office of Human Resources and Payroll Office of the Department of Finance to exchange information and resolve issues regarding scheduling data. Coordinate and trouble shoot issues regarding system and quality control issues with staff of the Technology Division.

The Committee recommends approval of abolishing this position.

E. Office Services Coordinator (Records)

The Evening OSC (an essential position—meaning this position works in a Unit that always must be fully staffed), as the lead worker, ensures that all requests for information either originating from Departmental employees in the performance of their duties or from other law enforcement agencies, be met. This employee must be very customer service oriented and be able to prioritize requests for information. They also must have an attention to detail since the law enforcement agency requesting this information in many cases is relying on the information to build probable cause, make arrests, seek search warrants of make tactical decision.

The Evening OSC also completes data tasks to include data entry to the juvenile database, expungement of that database, updating the card file photos, track attendance and leave requests, provide advice on training performance evaluation, provide criminal histories, track photos of arrestees, insurance request for information, supported Major Crimes Division for requests, conduct validations to ensure that current NCIC records are up to date and contain the most recent information.

The Committee recommends approval of abolishing this position.

F. Part-Time Office Services Coordinator – (Records)

Provides accurate, timely, and appropriate administrative support to the Information Support and Analysis Division Director and four Division supervisors and services/ assistance to co-workers, citizens, etc. and ensures sufficient follow-up/follow-through to resolve problem/request. Identifies opportunities for improved efficiency and productivity, plans, assigns, and reviews work and applies knowledge of departmental rules, regulations, procedures, and functions to work problems.

The Committee recommends approval of abolishing this position.

8. Overtime

No Dollar Change (-8.3WYs)

The County Executive is recommending no change to the general overtime budget for the Police Department. Based on a budget of \$10.293 million and an expected average cost of \$51.97 per overtime hour, the Department will have a budget that provides for 198,065 hours of overtime, or about 11,915 less than the actual hours used in FY08. The following table provides information on the use of overtime hours for FY05 through FY08. While many of the categories have remained relatively stable in terms of the hours used, it should be noted that there has been a dramatic and sustained reduction in the overtime hours used in the ECC as well as for call backs and holdovers. The County Executive is also recommending an additional \$250,000 in overtime for the Police Department as part of the pedestrian/traffic safety initiative.

MCPD Overtime Hours by Category						
	Admin	ASD	Comm Events	Comm Policing	ECC Related	Held Over/Call Back
FY05 Actual	24,520	220	3,270	4,490	69,910	43,740
FY06 Actual	19,405	220	2,500	4,220	41,490	26,820
FY07 Actual	16,150	280	3,640	6,110	39,190	32,810
FY08 Actual	17,400	300	3,060	4,040	33,340	21,890
	Investigate	Misc Duty	Prisoner Related	Special	Unknown	Court
FY05 Actual	26,360	4,140	6,770	9,980	5,930	69,910
FY06 Actual	19,860	2,630	7,140	11,970	5,920	73,570
FY07 Actual	21,410	3,870	7,250	11,790	7,600	75,580
FY08 Actual	22,150	4,650	7,370	12,450	8,550	74,780
	Total	Avg Cost per Hour				
FY05 Actual	231,730	\$ 41.05				
FY06 Actual	215,945	\$ 42.50				
FY07 Actual	225,680	\$ 44.52				
FY08 Actual	209,980	\$ 48.31				

The Committee recommends approval.

FY10 County Executive Recommended Additions

1. Expand Speed Camera Program	\$5,821,090
(includes addition of 6 positions)	
Police Enforcement in High Incident Areas	250,000
Traffic/Pedestrian Safety Analyst	72,000

A. Expand number of cameras and add six positions.

The County Executive's budget proposes that during FY10, the county's Speed Camera Enforcement Program will increase from 30 to 60 fixed pole cameras. The Department will continue to operate six mobile enforcement units. Attached at © 34-36 is listing of 62 current sites where there is enforcement either with a fixed pole or a mobile unit. It should be noted that these are the number of cameras operated by Montgomery County and do not include those in the cities of Rockville and Gaithersburg and the Town of Chevy Chase. Also, attached at © 37 is a brief on speeding statistics which is provided on the Montgomery County Police Department web site.

While the budget shows this expansion as a FY10 budget item, the expansion of cameras is already occurring during FY09. **The Executive is estimating that \$4.9 million in additional revenues will be received in FY09 and these are applied to the FY10 budget.** The Department has determined that to fully implement this effort six new positions will be needed: one Senior Financial Specialist, three Traffic Enforcement Technicians, one Principal Administrative Aide, and one Office Services Manager. These positions have already been created in the personnel system but are not yet filled. Currently, there are 25 personnel assigned to administer the program at an estimated cost of \$1.3 million. In FY10, there would be 31 positions at a cost of about \$1.73 million. The following table summarizes the costs and the revenues. More detailed information provided by the Office of Management and Budget is provided at © 15.

	FY09 Original Approved	FY10 Recommended*
Personnel Costs	\$1,297,610	\$1,733,091
Operating Expenses	\$5,970,500	\$11,289,110
Total Expenses	\$7,273,110	\$13,022,201
Total (Gross) Revenue	\$14,775,000	\$28,797,610
Net Revenues (may be applied to public/pedestrian safety uses)	\$7,501,890	\$15,775,409

*differs from © 15 because this table does not include \$72,000 for a traffic analyst

The County Executive has identified that these funds are providing for the Pedestrian Safety Initiative (reviewed by T&E), several additional costs in the Police Department, and

prevented reductions in six programs within the Police Department including the Educational Facilities Officers, the Central Gang Unit, the Alcohol Enforcement Unit, Family Crimes Division, Community Policing, and Traffic Division (see © 37).

B. Enhance Traffic Enforcement and add Traffic Analyst

The Police Department has provided the following description of these proposals.

The \$250,000 will be expended through overtime to be funded by the General Fund. The Traffic Analyst will be funded through both the General Fund and the Speed Camera revenues.

Following a "Road Audit" of those areas in the County that have been designated High Incident Areas (HIA's) due to the frequency of pedestrian and bicycle collisions with vehicular traffic, the County Government applies the three E's of Traffic Safety.

Engineering changes and principles are applied to these areas in hopes of increasing the safety of pedestrians and bicyclists and include but are not limited to design changes in pedestrian traffic, crosswalk and bus stop evaluation, vehicular traffic evaluations, infrastructure support for easy access to the surrounding community.

Education targets the high priority population to afford more safety conscious drivers and pedestrians. This phase highlight those changes made to the area and encourage compliance with those improvements made in these locations.

Enforcement encourages driver, pedestrian and bicyclist traffic to obey those rules of the road necessary to increase the safety in these areas. This phase will encourage voluntary compliance this speed limits, utilization of crosswalks and other safety features in the area to decrease the frequency of collisions.

The 6 District Motor Squads will be utilized to conduct enforcement efforts in these areas on a periodic basis and on an overtime status in order to maintain police services in all areas of the County during normal work hours. Statistics will be gathered and a baseline defined in order to accurately measure the success rates of this initiative. These units will address the entire area paying special attention to those items noted in the Road Audit.

The planning for this effort will seek to impact behavior and affect permanent and meaningful change in these specific areas of concern. Reporting models and data collection will be defined prior to the effort and will be updated and maintained throughout. A final report of each specific area will follow this phase containing an evaluation of the enforcement efforts and a best practices conclusion to be applied to future efforts.

The Committee recommends approval.

3. Add Investigator to the Pedophile Unit

\$43,240

The Department has provided the following information regarding the request to add one Police Officer III position to the Pedophile Unit. **The Committee recommends approval.**

The demands of the Sex Offender Registry Unit have significantly increased over the past year and will continue in the coming years. The purpose of the registry is two-fold: to track

and monitor sex offenders; and to notify the community when an offender moves into the county, with the goal of enhancing public safety. Currently, we have 301 registered sex offenders residing and working in the county. This number changes from month to month due to offenders moving in and out of the county. Under State law, offenders must register twice a year. When they fail to register or notify our agency of a change of address, a warrant is obtained for their arrest. So far this year, 23 warrants have been obtained for offenders failing to comply with the law. In addition to the registration and re-registration of offenders, other responsibilities include, distribution of flyers in the community, maintaining a data base, notifying schools and day care centers, attending multi agency meetings, and attend community meetings.

By July of 2009, Maryland must adopt a federal mandate that will require our agency to register each offender four times a year. These new laws will double our workload. The new law will also require our agency to meet with civic and community organizations where offenders reside. Listed below are some of duties and responsibilities of the Sex Offender Registry.

- Register sex offenders
- Attend meetings
- Maintain Montgomery County Sex Offender database
- Forward accurate data to Department of Public Safety and Correction Services
- Community notifications
- Obtain arrest warrants for offenders for failing to comply with Maryland law
- Serve warrants
- Conduct investigations
- Fingerprint/photograph offenders
- Testify in court
- Write reports
- Surveillance on "at risk" offenders
- Attend regional meetings with other agencies responsible for the registry
- Notify schools and Daycare Centers of offenders living in community

4. Patrol Car Video Camera Program

\$100,000

The County Executive is recommending \$100,000 to implement the video cameras in cars program. The cameras themselves will be funded through a Homeland Security grant. The Department is following policy guidelines from the International Association of Chiefs of Police (IACP). The Department has determined that this program can be implemented in a wireless environment. Information from these cameras can be held on servers along with other video evidence. The Executive has identified this \$100,000 as being funded from speed camera revenues.

The Committee recommends approval. Chief Manger told the Committee that the Department is looking to grants and other sources to purchase these cameras and that it will take probably two to three years to outfit all patrols cars with this technology. He feels that the program will be extremely beneficial for the Department and he is very pleased that this is finally moving forward.

5. Shift Exercise and Training Cost from Grant to General Fund for a Lieutenant \$104,640

The Executive’s budget recommends shifting the funding source for a Lieutenant that has been detailed to Homeland Security from grant funds to the General Fund. This same issue was raised in FY08. The following information was provided at that time on the duties of this position.

On June 27, 2006 (FY06) the Council approved a supplemental appropriation to fund a sworn officer to be detailed to the Homeland Security Department to coordinate exercise and training efforts. At the time, the Council was informed that the National Capital Region (NCR) had approved such a position for each of the participating jurisdictions to help ensure that responders have the same knowledge base across all disciplines, can operate seamlessly across jurisdictions, and receive training that complies with Homeland Security Presidential Directives 5 and 8. The memo that went to the Council with the supplemental request included information from the Homeland Security Department that “the position would be filled subject to the availability of grant funding. When grant funding is no longer available, the individual will be reassigned to a vacant position in the Police Department. The Committee recommended and the Council agreed that grant funds should continue to be assumed and that if the position is needed to support the NCR plan through COG then the local jurisdictions should advocate for continued funding through NCR.

The Committee was told that the grant is continuing; however, it is a two-year award that only covers about one year of cost. The award that was received for FY09 and FY10 was expended in FY09 and this is the remaining cost which it proposed to be covered by the General Fund. Council staff recommended that this issue be re-visited in FY11. The Committee recommends approval of the FY10 costs.

6. Adjust Humane Society Contract \$188,700
Second Chance Wildlife Center \$ 25,000

The County Executive is recommending \$1,558,730 for the contract for the operations of the Animal Shelter through the Humane Society Contract. In addition, one replacement van will be purchased. The county has had a long standing partnership with the Montgomery County Humane Society for the operation of the shelter, dispatch of calls, and response to call at certain times. The following table shows that since FY07 there has been no additional funding for this contract.

	FY03 Approved	FY04 Approved	FY05 Approved	FY06 Approved	FY07, FY08 and FY09 Approved	FY09 Recommended
Personnel	990,043	1,000,040	1,092,300	1,109,490	1,146,490	
Operating	221,050	273,980	292,980	325,540	300,540	
Capital	22,500	16,000	0	25,000	0	
TOTAL	1,266,593*	1,290,020*	1,385,280*	1,460,030*	1,447,030*	\$1,558,730**

*includes \$33,000 subcontract with Second Chance Wildlife Center

**Second Chance funds deleted – provided through a separate direct contract with Second Chance

The Humane Society has always dedicated some of its organization's funds to operations at the shelter. In the last couple of years there have been changes in the organization and the Humane Society can no longer continue to absorb increasing costs for staff, food, and other services. The Humane Society worked collaboratively with the Police Department and the Office of Management and Budget to review the projected cost of operations and to reach a reasonable increase for FY10. The Humane Society will still continue to support the shelter with funds from its organization and also works to take pressure of the county animal shelter by housing some adoptable animals at the Humane Society's shelter in Rockville. There is no specific split of the total cost at this time as this will be determined through the contract negotiation.

For the last several years, the County has provided operating support to the Second Chance Wildlife Center. The County is required to take certain wildlife to a licensed rehabilitation center and the location of Second Chance in the county reduces the burden on County staff to meet this requirement. The public also takes injured wildlife directly to Second Chance. In FY09, a total of \$58,000 was provided to Second Chance by passing through funds via the Humane Society contract and from a community grant. For FY10, the budget includes the same total amount of funding but moves it to one contract that will be administered through the Police Department.

The Committee recommends approval of both items.

MISSION STATEMENT

The mission of the Department of Police is to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of citizens. The Department is committed to working in partnership with the community to identify and resolve issues that impact public safety.

Community Policing Philosophy

Community Policing reflects the philosophical method and style of policing that the Department currently employs. It provides for countywide and site-specific efforts to address community public safety issues through community partnership and problem-solving strategies. These strategies have allowed the Department to establish programs to address community concerns as quickly as possible and to provide experience for the Department to draw from for problem resolution countywide.

BUDGET OVERVIEW

The total recommended FY10 Operating Budget for the Department of Police is \$247,148,060, an increase of \$6,414,440 or 2.7 percent from the FY09 Approved Budget of \$240,733,620. Personnel Costs comprise 81.8 percent of the budget for 1631 full-time positions and 202 part-time positions for 1789.0 workyears. Operating Expenses and Capital Outlay account for the remaining 18.2 percent of the FY10 budget.

County Government Reorganization

In FY09, the County Executive implemented a reorganization of Montgomery County Government designed to improve effectiveness, customer service, accessibility, and efficiency. As part of this reorganization, the responsibilities for security for County facilities were relocated from of the Office of Emergency Management and Homeland Security to the Department of Police. In the budget summary, FY08 actuals reflect the old organizational structure, while the FY09 budget, FY09 estimate, and FY10 budget figures reflect the new organizational structure.

LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ *A Responsive, Accountable County Government*
- ❖ *An Effective and Efficient Transportation Network*
- ❖ *Safe Streets and Secure Neighborhoods*

DEPARTMENT PERFORMANCE MEASURES

This table presents the department's headline measures or submeasures that relate to multiple programs including projections from FY09 through FY11. These estimates reflect funding based on the FY09 savings plan, the FY10 budget, and funding for comparable service levels in FY11.

Measure	Actual FY07	Actual FY08	Estimated FY09	Projected FY10	Projected FY11
Headline Measures					
Number of traffic collisions	26,000	26,500	26,100	25,900	25,900
Percentage of robbery cases closed	34	33	33	33	33
Percentage of rape cases closed	59	55	55	55	55
Percentage of homicide cases closed	83	83	83	84	84
Average 911 call response times (minutes): 1st District - Rockville	6.9	7.0	7.1	7.2	7.3
Average 911 call response times (minutes): 2nd District - Bethesda	5.1	5.2	5.3	5.4	5.4
Average 911 call response times (minutes): 3rd District - Silver Spring	4.7	4.7	4.8	4.9	5.0
Average 911 call response times (minutes): 4th District - Wheaton	4.8	4.9	5.0	5.1	5.2
Average 911 call response times (minutes): 5th District - Germantown	6.7	6.8	6.9	7.0	7.0
Average 911 call response times (minutes): 6th District - Montgomery Village	5.2	5.3	5.4	5.5	5.6

ACCOMPLISHMENTS AND INITIATIVES

- ❖ *Established Traffic Division to focus on traffic safety, pedestrian safety, and traffic enforcement matters. The Safe Speed program was expanded by 30 fixed automated speed enforcement cameras to enhance traffic safety at enforcement.*
- ❖ *Pooled Crime Lab in-house resources, as well as outsourcing capability funded by Federal grants to assist in reducing the backlog of DNA samples awaiting analysis, which resulted in "hits" to close open cases.*
- ❖ *Implemented second Police Community Action Team (PCAT) in the Special Operations Division.*
- ❖ *Established Central Gang Unit in the Special Investigations Division.*
- ❖ *Launched Cyber Safety Project in cooperation with MCPS and the State's Attorney office to educate staff, students, and parents about the danger of on-line predators.*
- ❖ *Created Crime Reports.com website to enable citizens to inquire via the internet where crimes have occurred in the County.*
- ❖ *Productivity Improvements*
 - *Implemented the use of robotics in the Crime Lab to accelerate the process of performing DNA analysis on forensic evidence.*
 - *Implemented a system to allow citizens to purchase vehicle collision reports on-line and pay by credit card.*

PROGRAM CONTACTS

Contact Neil Shorb of the Department of Police at 240.773.5237 or Edmond M. Piesen of the Office of Management and Budget at 240.777.2764 for more information regarding this department's operating budget.

PROGRAM DESCRIPTIONS

Office of the Chief

The Office of the Chief has the ultimate responsibility for the overall management, direction, planning, and coordination of all Department of Police programs and operations.

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	986,790	8.7
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-155,600	-1.0
FY10 CE Recommended	831,190	7.7

Organizational Support Services

This program within the Office of the Chief of Police provides those supervisory and support services that are used by major Bureaus of the Department including the Media Services Section and the Office of Internal Affairs.

The Media Services Section provides information to the public on matters of interest and safety by providing the news media with timely and accurate information.

The Internal Affairs Division investigates allegations of misconduct by Department employees and works to identify patterns of problematic behavior.

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	9,547,390	93.3
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-6,887,490	-73.7
FY10 CE Recommended	2,659,900	19.6

Notes: The decrease of expenditures and workyears is due to the elimination of the Community Services Division and the transfer of the School Crossing Guards to the Field Services Bureau, Traffic Division.

Field Services

The Field Services Bureau is responsible for providing direct police services to the public through the six police district stations. Personnel provide initial response to incidents in a timely manner, identify crime, traffic, and community hot spots, and work in partnership with residents to solve problems of mutual concern. This program provides specially trained units such as the District Court Liaison, District Traffic Section, Special Assignments Teams, Gang Prevention Unit, and Education Facilities Officer (EFO) Unit to support preventive methods of crime suppression through planning, education, and community involvement, and to actively pursue and apprehend those involved in serious and high-risk crimes. The Special Operations Division consists of specialized units including the Special Weapons and Tactical Team (SWAT), Canine Unit, Project Lifesaver, Police Activities League (PAL) and Volunteer Resources Section. The Traffic Division consists of Alcohol Enforcement Unit (AEU), Collision Reconstruction Unit (CRU), Chemical Test for Alcohol Unit, School Safety and Education Section, and the Automated Traffic Enforcement Unit (ATEU).

Program-Performance Measures	Actual FY07	Actual FY08	Estimated FY09	Projected FY10	Projected FY11
Number of traffic collisions	26,000	26,500	26,100	25,900	25,900
Average 911 call response times (minutes): 1st District - Rockville	6.9	7.0	7.1	7.2	7.3
Average 911 call response times (minutes): 2nd District - Bethesda	5.1	5.2	5.3	5.4	5.4
Average 911 call response times (minutes): 3rd District - Silver Spring	4.7	4.7	4.8	4.9	5.0
Average 911 call response times (minutes): 4th District - Wheaton	4.8	4.9	5.0	5.1	5.2
Average 911 call response times (minutes): 5th District - Germantown	6.7	6.8	6.9	7.0	7.0
Average 911 call response times (minutes): 6th District - Montgomery Village	5.2	5.3	5.4	5.5	5.6

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	128,020,090	1025.7
Enhance: Expand the County's Speed Cameras Program from 36 cameras to 66 cameras	5,821,090	6.0
Enhance: Countywide Police enforcement in high incident areas involving significant number of vehicles/pedestrians/bicycles	250,000	2.6
Increase Cost: Personal Patrol Vehicle (PPV) Program	237,000	0.0
Enhance: Traffic/Pedestrian Safety Data Analyst	72,000	1.0
Decrease Cost: Reduce front desk operating hours at the 2nd District Police Station (Silver Spring) and 6th District Police Station (Gaithersburg) by abolishing four Police Services Assistant positions	-316,160	-4.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	8,084,580	60.2
FY10 CE Recommended	142,168,600	1091.5

Notes: The increase in expenditures and workyears is due to the transfer of the School Crossing Guards from the Organizational Support Services and the establishment of the Traffic Division including the expansion of the Automated Traffic Enforcement Unit.

Investigative Services

Through the use of decentralized staff and centralized special units, this program provides for investigations leading to the apprehension of persons responsible for committing serious crimes in the County. The Bureau is comprised of four major Divisions:

- The Criminal Investigations Division consists of the Investigative Section comprised of six District investigative units, the Forensic Services Section, the Crime Laboratory, the Financial Crimes Section, the Central Auto Theft Unit, and the Career Criminal Unit.
- The Major Crimes Division includes the Homicide and Sex Section, the Robbery Section, the Warrant Control Unit, the Fugitive Unit, and the Victim Witness Assistance Section. The division investigates all homicides, adult rapes and sex offenses, aggravated assaults, police shootings, suicides and non-traffic related deaths, as well as all armed and unarmed robberies of banks and commercial establishments, residential robberies, carjacking, and kidnapping for ransom. The Warrant Control Section performs data entry and manages the service and closure of all arrest and bench warrants issued by the District Court, while the Fugitive Section is responsible for serving warrants by locating and arresting wanted persons in the County.
- The Special Investigations Division consists of two sections: the Criminal Enterprise Section and the Drug Enforcement Section. The Criminal Enterprise Section includes the Operational Support Unit, the Repeat Offender Unit, the Vice/Intelligence Unit, and the Gang Investigations Unit. The Drug Enforcement Section provides investigative capabilities in pharmaceuticals, asset forfeiture, and multi-level drug enforcement involving the participation of Federal, State, and local agencies.
- The Family Crimes Division consists of three sections: the Child Abuse/Sex Assault Section, the Family Outreach Section, and the Pedophile Section. The Division is responsible for investigating sex crimes against children, physical child abuse, missing children, and domestic violence; administering a diversion program for children who have become involved in the Juvenile Justice system; and referring children to the Department of Juvenile Justice.

Program Performance Measures	Actual FY07	Actual FY08	Estimated FY09	Projected FY10	Projected FY11
Percentage of robbery cases closed	34	33	33	33	33
Percentage of rape cases closed	59	55	55	55	55
Percentage of homicide cases closed	83	83	83	84	

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	36,352,730	299.4
Increase Cost: Add one Investigator in the Pedophile Unit-Sex Offender Registry	43,240	0.5
Decrease Cost: Abolish a vacant part-time Principal Administrative Aide position, Family Crimes Division	-28,670	-0.5
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	432,570	-2.7
FY10 CE Recommended	36,799,870	296.7

Management Services

The program under the direction of the Management Services Bureau provides management oversight to the Bureau's divisions, serves in an advisory function to the Chief, and implements performance accountability programs. In addition, the Bureau provides technical units to support police operations through various types of analysis, education, training, and maintenance of active and historical records and warrants.

The Bureau is comprised of the following major Divisions:

- The Technology Division plans, organizes, trains, and maintains computer, data, and wireless communication systems and applications; provides automation support; develops and implements the Department's Strategic Technology Plan; and manages Police Department participation in the Public Safety Communication System (PSCS) Program.
- The Information Support and Analysis Division (ISAD) is the clearinghouse for criminal histories, crime statistics, police reports, mug-shot photos, and warrants. The Division provides 24-hour, 7-day a week support to law enforcement agencies by assisting officers with research to identify suspects, obtain investigative reports and mug-shots, and centrally book arrested persons. The Division includes the Telephone Reporting Unit (TRU) which documents crime where on-scene response by a police officer is not necessary, and the Message Routing Center (MRC) which is responsible for the monitoring and dissemination of correspondence from outside law enforcement agencies. The Crime Analysis Section provides tactical analysis for specific and immediate crime problems and strategic analysis for the identification and projection of long-term crime trends.
- The Emergency Communications Center answers all 911 calls dialed in Montgomery County, as well as non-emergency police services calls. Calls are screened, redirected, and dispatched as necessary.
- The Policy and Planning Division oversees the operation of the Strategic Planning Section, Policy Development Unit, Staff Inspections Unit, and Accreditation Unit. The Strategic Planning Section provides long-term strategic planning support to the Chief of Police and coordinates the planning, implementation, training, and evaluation of the Department's philosophy of community policing. The Policy Development Unit develops and disseminates Department policies, procedures, regulations, and headquarters memoranda, and ensures that the policies and procedures meet accreditation standards. The Staff Inspections Unit conducts inspections and audits of Department units on a triennial schedule to ensure that proper administrative and operational controls and accreditation standards are in place and being observed. The Accreditation Section ensures that the Department maintains its nationally accredited status by providing guidance to the Policy Development and Staff Inspections units, thereby ensuring compliance with Commission on Accreditation for Law Enforcement Agencies (CALEA) standards.
- The Personnel Division handles recruitment and selection of police-specific job classes; provides technical assistance to the Chief of Police and Executive Staff on all personnel matters; coordinates the development and administration of all promotional examinations with the Office of Human Resources; and conducts pre-employment background investigations for all Police Department personnel.
- The Management and Budget Division is responsible for preparation and management of the Department's Operating and Capital Budgets; financial matters; fleet management; grants; facilities; supplies and equipment; contracts and procurement; the Abandoned Vehicles Section; and the False Alarm Reduction Section.
- The Training Division is responsible for the training and performance evaluation of police recruits, developing and providing in-service training, for sworn officers and civilian employees, as well as, the Police Explorer Program and the Citizens Academy.

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	57,013,950	304.9
Add: Police patrol car video camera program	100,000	0.0
Increase Cost: Provide for the January 2010 Recruit Class of 42 Police Officer Candidates	36,210	-2.2
Decrease Cost: Abolish a part-time Field Training Officer (FTO) Coordinator position	-57,430	-0.5
Decrease Cost: Abolish a Sergeant position, Policy & Planning Division	-153,910	-1.0
Decrease Cost: Abolish an Information Technology Specialist, an Information Technology Technician, and a Police Officer, Division of Technology	-314,080	-3.0
Decrease Cost: Abolish five full-time and one part-time vacant civilian positions	-370,050	-5.5
Decrease Cost: Abolish two civilian background investigators, two sworn Officers (background investigators) and two sworn Police Officers (recruiters), Division of Personnel	-622,020	-6.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	401,550	4.0
FY10 CE Recommended	56,034,220	290.7

Security of County Facilities

The Security Services Division, which is located in the Management Services Bureau, provides security staffing at various County facilities in order to prevent or mitigate disorder and/or disruption. The division focuses on County facility and personnel security, vulnerability analysis, and target hardening initiatives. The Security Services Division is also responsible for providing executive protection duties for the County Executive.

As the result of reorganization, the Division of Security Services will be transferred to the Department of Police from the Office of Emergency Management and Homeland Security. This will result in the creation of a new division in the Police Department.

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	4,992,610	62.7
Decrease Cost: Abolish a Program Manager I position in the Security Services Division	-87,750	-1.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-164,380	-0.8
FY10 CE Recommended	4,740,480	60.9

Animal Services

The Animal Services Division, which is located in the Management Services Bureau, provides protection from communicable diseases (rabies, salmonella, and psittacosis), physical injury from vicious or dangerous animals, and animal nuisance problems. Citizens are protected from the hazards posed by deer carcasses on County roads. Domestic animals are protected from physical injuries, disease, and starvation by impoundment when at large, and by correcting or preventing inhumane conditions under which they may be kept.

The Division also provides shelter and services to animals and birds which come into the County Animal Shelter. Animals are received on a 24-hour basis. These animals include stray, trapped, and unwanted animals, or injured wildlife. Wildlife are sent to licensed rehabilitators or euthanized. The program also maintains kennels; answers calls from the public (24-hour emergency phone service provided); administers a low-cost altering program; provides information to the public about wildlife problems; provides traps to the public when rabies is suspected; and provides for the disposal of animal carcasses at the Shelter.

Administratively, the Division provides advice to citizens over the phone; issues pet licenses and animal business licenses; responds to citizen complaints made by mail, phone, or in person; performs clerical functions for the Animal Matters Hearing Board, including receiving filings, scheduling hearings, drafting responses to citizen letters for the Chairman, and preparing orders; performs other administrative actions related to animal bites, rabies issues, and citizen complaints; and administers the contract with the Montgomery County Humane Society.

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	3,399,490	17.6
Increase Cost: Montgomery County Humane Society contract services for the animal shelter	188,700	0.0
Increase Cost: Montgomery County Humane Society contract services for the animal shelter - Second Chance Wildlife services	25,000	0.0
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-85,640	-1.0
FY10 CE Recommended	3,527,550	16.6

Grants

The Department of Police receives grant funding from a variety of Federal and State agencies. These grant funds augment or supplement many programs within the Department and across every Bureau. Examples of current Federal funding are: Justice Assistance Grant Program (BJA), DNA Enhancement Capacity and Backlog grants (NIJ), Homeland Security Equipment Program (HSEEP), Bulletproof Vest Partnership grants (BJA), and the High Intensity Drug Trafficking Area (HIDTA) grant. State grants such as Vehicle Theft Prevention Program, C-SAFE (GOCCP), Commercial Vehicle Inspection (SHA), and the School Bus Safety Program (SHA) are examples of on-going State-funded programs. The Management and Budget Office is responsible for the acquisition, implementation, monitoring, auditing, and closeout of all grants received by the Police Department.

FY10 Recommended Changes	Expenditures	WYs
FY09 Approved	420,570	4.8
Miscellaneous adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-34,320	0.5
FY10 CE Recommended	386,250	5.3

BUDGET SUMMARY

	Actual FY08	Budget FY09	Estimated FY09	Recommended FY10	% Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	127,487,035	135,950,570	136,212,220	136,284,180	0.2%
Employee Benefits	63,170,694	64,967,910	63,524,200	65,504,370	0.8%
County General Fund Personnel Costs	190,657,729	200,918,480	199,736,420	201,788,550	0.4%
Operating Expenses	31,814,513	39,394,570	38,629,750	44,929,260	14.0%
Capital Outlay	0	0	0	44,000	---
County General Fund Expenditures	222,472,242	240,313,050	238,366,170	246,761,810	2.7%
PERSONNEL					
Full-Time	1,589	1,646	1,646	1,628	-1.1
Part-Time	204	202	202	200	-1.0%
Workyears	1,774.1	1,812.3	1,812.3	1,783.7	-1.6%
REVENUES					
Police SERT: Inauguration Deployment	0	0	136,180	0	---
Alarm Renewal Fee	0	260,000	246,720	246,720	-5.1%
Animal Control Hearing Fee	0	1,000	0	0	---
Animal Control Business Licenses	10,870	6,000	5,010	5,010	-16.5%
Alarm User Registration Fees	445,293	420,000	202,110	202,110	-51.9%
Police Protection	13,569,439	13,487,000	13,379,000	13,494,105	0.1%
Carcass Disposal Fee	1,705	2,500	2,500	2,500	---
Breeder's Permit Fees	0	0	7,220	7,220	---
Charges to Municipalities	580	1,000	510	510	-49.0%
Alarm User Response Fees	383,587	540,000	488,470	488,470	-9.5%
Alarm Business Admin Fee	0	2,000	1,040	1,040	-48.0%
Abandoned Vehicle Flagging Fines	96,332	130,000	80,000	80,000	-38.5%
False Alarm Appeal Filing Fee	420	3,000	720	720	-76.0%
Euthanasia Fee	1,470	2,000	2,000	2,000	---
Photo Red Light Citations	4,332,698	6,300,000	3,825,620	3,724,420	-40.9%
Field Service Charge	13,727	20,000	12,550	12,550	-37.3%
Impoundment/Boarding Fee	44,838	50,000	39,580	39,580	-20.8%
Photo Red Light NSF Fee	1,480	0	0	0	---
Photo Red Light Late Fee	345,080	250,000	297,300	289,400	15.8%
Photo Red Light Flagging Release Fee	108,395	85,000	127,400	124,000	45.9%
Live Animal Trap Rental Fee	93	400	0	0	---
Abandoned Vehicle Auctions	1,334,441	1,300,000	964,780	964,780	-25.8%
Speed Camera - Late Payment Fees	703,546	300,000	304,800	309,680	3.2%
Speed Camera - NSF Fee	1,785	0	0	0	---
Speed Camera - Flagging Fees	61,506	75,000	245,070	245,070	226.8%
Sundry/Miscellaneous	-4,618	0	0	0	---
Speed Camera Citations	11,697,489	14,400,000	22,618,440	28,797,610	100.0%
Emergency Police Transport	37,125	55,000	0	0	---
Abandoned Vehicle Recovery and Storage Fees	315,644	440,000	340,000	340,000	-22.7%

	Actual FY08	Budget FY09	Estimated FY09	Recommended FY10	% Chg Bud/Rec
Police Civil Records Photocopy Fees	213,863	240,000	203,360	203,360	-15.3%
Citizen Fingerprint Services	188,856	220,000	169,890	169,890	-22.8%
ECC Tape Charge to Attorneys	0	6,000	0	0	---
Civil Citations - Police	70,438	48,000	48,000	48,000	---
Other Charges for Service	0	10,000	13,630	13,630	36.3%
Pet Animal Licenses	351,409	327,000	277,040	277,040	-15.3%
Burglar Alarm Licenses	78,439	75,000	67,030	67,030	-10.6%
Emergency 911: Police	6,038,608	7,508,000	6,849,290	6,849,290	-8.8%
RAFIS: PG	103,292	0	0	0	---
Federal Reimbursement: Police Protection	3,965	0	13,000	13,000	---
Information Requests - Records	0	2,500	6,400	6,400	156.0%
Miscellaneous State Reimbursement	26,260	10,000	0	0	---
County General Fund Revenues	40,578,055	46,576,400	50,974,660	57,025,135	22.4%
GRANT FUND MCG					
EXPENDITURES					
Salaries and Wages	629,647	320,400	797,120	292,040	-8.9%
Employee Benefits	165,557	67,050	87,530	83,990	25.3%
Grant Fund MCG Personnel Costs	795,204	387,450	884,650	376,030	-2.9%
Operating Expenses	4,377,035	33,120	2,423,360	10,220	-69.1%
Capital Outlay	309,568	0	130,200	0	---
Grant Fund MCG Expenditures	5,481,807	420,570	3,438,210	386,250	-8.2%
PERSONNEL					
Full-Time	2	3	3	3	---
Part-Time	1	1	1	2	100.0%
Workyears	2.8	4.8	4.8	5.3	10.4%
REVENUES					
DNA Enhancement (NIJ)	79,906	0	0	0	---
DNA Backlog (NIJ)	87,620	0	208,460	18,570	---
Auto Theft	0	226,630	191,520	205,000	-9.5%
MD Joint Terrorism Task Force SID/FBI	12,804	0	0	0	---
PAL-PALYEP Program	9,073	0	0	0	---
High Intensity Drug Trafficking Area (CAQT)	147,630	0	0	0	---
Hot Spots: Silver Spring	27,492	0	29,200	0	---
Hot Spots: Germantown	35,398	0	37,500	0	---
Hot Spots: Wheaton	136,291	148,630	172,480	126,580	-14.8%
Long Branch Weed and Feed	3,181	0	0	0	---
Safe Schools Healthy Kids	13,711	0	0	0	---
MD Highway Commercial Vehicle Inspection	37,855	0	47,000	0	---
Metro Alien Task Force	18,268	0	0	0	---
Vehicle Theft (VTEPP)	216,884	0	0	0	---
Homicide Investigations - LETS	1,770	0	0	0	---
Domestic Violence & Sexual Assault Trng	0	0	4,300	0	---
Decentralized Bike Unit	0	0	2,000	0	---
GOCCP Anti-Gang Initiative	32,147	0	0	0	---
Joint County Gang Prevention	295,608	0	0	0	---
MEMA BZPP	0	0	193,030	0	---
UASI Information Data Sharing	3,042,122	0	994,240	0	---
School Bus Safety Grant	12,341	0	35,460	0	---
SHA Equipment	0	0	20,840	0	---
State Homeland Security Grant	547,330	0	0	0	---
E-Citation Pilot	69,425	0	0	0	---
Regional Fugitive Task Force	12,964	0	0	0	---
Gun Violence Reduction	0	0	66,730	0	---
UASI Grant	0	0	967,800	0	---
Washington Metro Region Highway Safety Program	0	0	250,000	0	---
DOJ BYRNE JAG Federal 2006	523,054	0	73,760	0	---
Sex Offender Registry	40,910	0	39,040	0	---
COPS - RAFIS Upgrade	40,707	0	0	0	---
Solving Cold Cases with DNA Analysis	19,180	45,310	45,310	36,100	-20.3%
UASI Active Shooter	0	0	52,210	0	---
Grant Fund MCG Revenues	5,463,671	420,570	3,430,880	386,250	-8.2%
DEPARTMENT TOTALS					
Total Expenditures	227,954,049	240,733,620	241,804,380	247,148,060	2.7%
Total Full-Time Positions	1,591	1,649	1,649	1,631	-1.1%
Total Part-Time Positions	205	203	203	202	-0.5%

	Actual FY08	Budget FY09	Estimated FY09	Recommended FY10	% Chg Bud/Rec
Total Workyears	1,776.9	1,817.1	1,817.1	1,789.0	-1.5%
Total Revenues	46,041,726	46,996,970	54,405,540	57,411,385	22.2%

FY10 RECOMMENDED CHANGES

	Expenditures	WYs
COUNTY GENERAL FUND		
FY09 ORIGINAL APPROPRIATION	240,313,050	1812.3
Changes (with service impacts)		
Enhance: Expand the County's Speed Cameras Program from 36 cameras to 66 cameras [Field Services]	5,821,000	6.0
Enhance: Countywide Police enforcement in high incident areas involving significant number of vehicles/pedestrians/bicycles [Field Services]	250,000	2.6
Add: Police patrol car video camera program [Management Services]	100,000	0.0
Enhance: Traffic/Pedestrian Safety Data Analyst [Field Services]	72,000	1.0
Other Adjustments (with no service impacts)		
Increase Cost: Service Increment	1,505,920	0.0
Increase Cost: Retirement Adjustment	816,640	0.0
Increase Cost: Annualization of FY09 Service Increment	534,440	-0.5
Increase Cost: Group Insurance Adjustment	254,590	0.0
Increase Cost: Personal Patrol Vehicle (PPV) Program [Field Services]	237,000	0.0
Increase Cost: Montgomery County Humane Society contract services for the animal shelter [Animal Services]	188,700	0.0
Shift: Homeland Security - Exercise & Training Administrator (Lieutenant)	104,640	1.0
Increase Cost: Annualization of FY09 Operating Expenses	84,680	0.0
Increase Cost: Labor Contract - Other	59,710	0.0
Increase Cost: Add one Investigator in the Pedophile Unit-Sex Offender Registry [Investigative Services]	43,240	0.5
Increase Cost: Provide for the January 2010 Recruit Class of 42 Police Officer Candidates [Management Services]	36,210	-2.2
Increase Cost: Montgomery County Humane Society contract services for the animal shelter - Second Chance Wildlife services [Animal Services]	25,000	0.0
Increase Cost: Printing Charges Adjustment	23,110	0.0
Increase Cost: Inter-Office Mail Revenue Adjustment	8,510	0.0
Increase Cost: Executive Tow Regulations	570	0.0
Technical Adj: Miscellaneous Change for workyears	0	0.4
Technical Adj: Overtime workyears adjustment	0	-8.3
Decrease Cost: Records Management Adjustment	-620	0.0
Decrease Cost: Motor Pool Rate Adjustment	-16,990	0.0
Decrease Cost: Mail Charges Adjustment	-18,730	0.0
Decrease Cost: Central Duplicating Deficit Recovery Charge	-20,760	0.0
Decrease Cost: Abolish a vacant part-time Principal Administrative Aide position, Family Crimes Division [Investigative Services]	-28,670	-0.5
Decrease Cost: Miscellaneous operating expenses	-43,730	0.0
Decrease Cost: Abolish a part-time Field Training Officer (FTO) Coordinator position [Management Services]	-57,430	-0.5
Decrease Cost: Abolish a Program Manager I position in the Security Services Division [Security of County Facilities]	-87,750	-1.0
Decrease Cost: Abolish a Sergeant position, Policy & Planning Division [Management Services]	-153,910	-1.0
Decrease Cost: Abolish an Information Technology Specialist, an Information Technology Technician, and a Police Officer, Division of Technology [Management Services]	-314,080	-3.0
Decrease Cost: Reduce front desk operating hours at the 2nd District Police Station (Silver Spring) and 6th District Police Station (Gaithersburg) by abolishing four Police Services Assistant positions [Field Services]	-316,160	-4.0
Decrease Cost: Abolish five full-time and one part-time vacant civilian positions [Management Services]	-370,050	-5.5
Decrease Cost: Annualization of positions abolished in FY09	-482,330	-4.0
Decrease Cost: Retirement Incentive Program (RIP) Savings	-522,060	-3.6
Decrease Cost: Abolish two civilian background investigators, two sworn Officers (background investigators) and two sworn Police Officers (recruiters), Division of Personnel [Management Services]	-622,020	-6.0
Decrease Cost: Elimination of One-Time Items Approved in FY09	-662,000	0.0
FY10 RECOMMENDED:	246,761,810	1783.7

	Expenditures	WYs
GRANT FUND MCG		
FY09 ORIGINAL APPROPRIATION	420,570	4.8
Changes (with service impacts)		
Add: DNA Lab Assistant	18,570	0.5
Reduce: DNA Cold Case	-7,940	0.0
Reduce: CSAFE Wheaton grant	-22,050	0.0
Reduce: Auto Theft (Vehicle Theft Enforcement & Prevention)	-22,900	0.0
FY10 RECOMMENDED:	386,250	5.3

PROGRAM SUMMARY

Program Name	FY09 Approved		FY10 Recommended	
	Expenditures	WYs	Expenditures	WYs
Office of the Chief	986,790	8.7	831,190	7.7
Organizational Support Services	9,547,390	93.3	2,659,900	19.6
Field Services	128,020,090	1025.7	142,168,600	1091.5
Investigative Services	36,352,730	299.4	36,799,870	296.7
Management Services	57,013,950	304.9	56,034,220	290.7
Security of County Facilities	4,992,610	62.7	4,740,480	60.9
Animal Services	3,399,490	17.6	3,527,550	16.6
Grants	420,570	4.8	386,250	5.3
Total	240,733,620	1817.1	247,148,060	1789.0

CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY09		FY10	
		Total\$	WYs	Total\$	WYs
COUNTY GENERAL FUND					
Parking District Services	Bethesda Parking District	102,440	1.2	110,630	1.2
Parking District Services	Silver Spring Parking District	102,440	1.2	110,630	1.2
Sheriff	Grant Fund MCG	105,240	1.0	0	0.0
Total		310,120	3.4	221,260	2.4

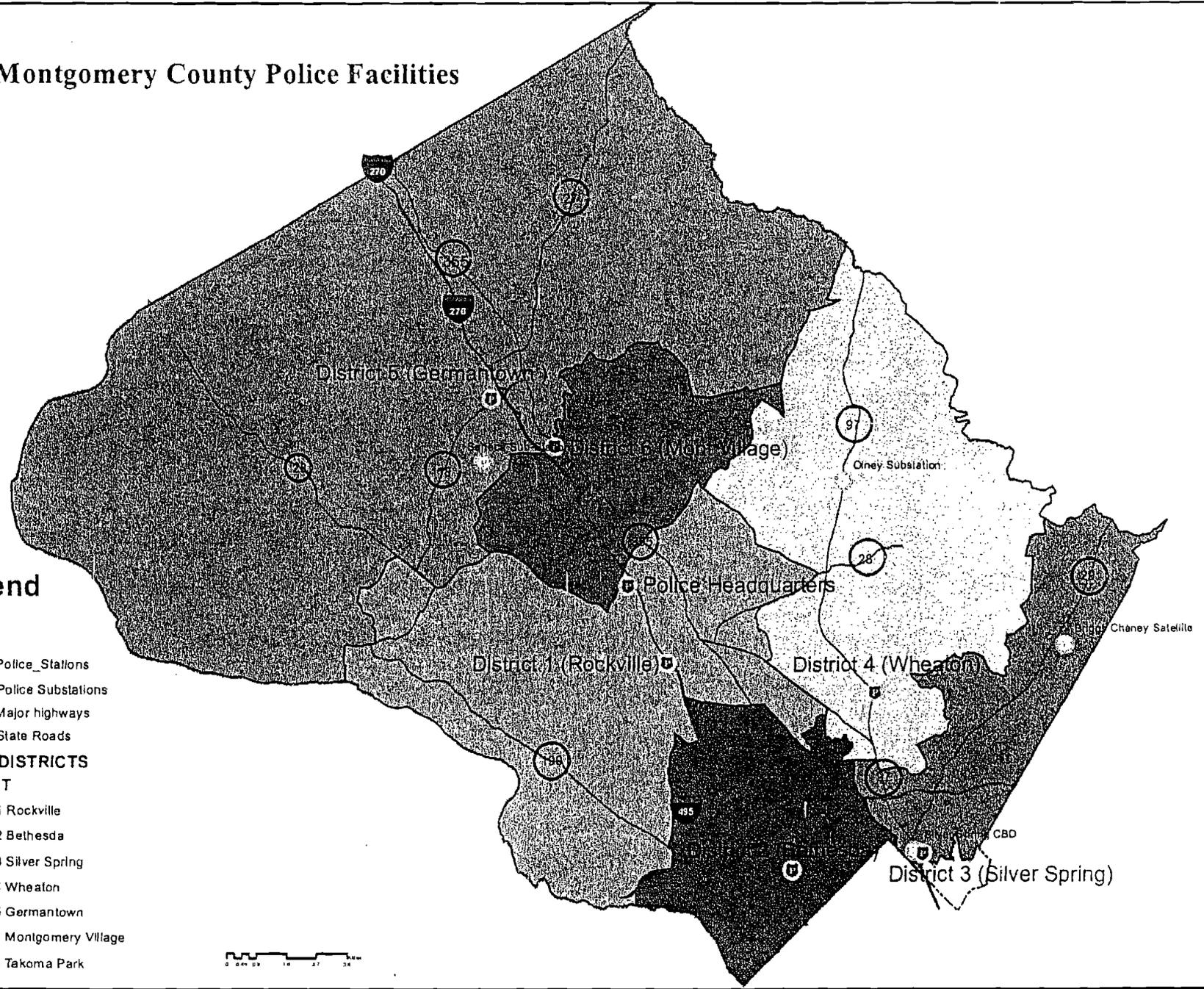
FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY10	FY11	FY12	FY13	FY14	FY15
This table is intended to present significant future fiscal impacts of the department's programs.						
COUNTY GENERAL FUND						
Expenditures						
FY10 Recommended	246,762	246,762	246,762	246,762	246,762	246,762
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY10	0	120	120	120	120	120
New positions in the FY10 budget are generally lapsed due to the time it takes a position to be created and filled. Therefore, the amounts above reflect annualization of these positions in the outyears.						
Elimination of One-Time Items Recommended in FY10	0	-44	-44	-44	-44	-44
Items recommended for one-time funding in FY10, including (two vans), will be eliminated from the base in the outyears.						
Labor Contracts	0	697	697	697	697	697
These figures represent the estimated cost of service increments and associated benefits.						
Subtotal Expenditures	246,762	247,535	247,535	247,535	247,535	247,535

Montgomery County Police Facilities

Legend

-  Police Stations
 -  Police Substations
 -  Major highways
 -  State Roads
- MCPD_DISTRICTS**
- DISTRICT**
-  1 Rockville
 -  2 Bethesda
 -  3 Silver Spring
 -  4 Wheaton
 -  5 Germantown
 -  6 Montgomery Village
 -  8 Takoma Park



Overall Overview of Midnight PSA Responsibilities

Police district stations are considered “safe havens” for citizens. They are thought to be open 24-hours a day, 7 days a week. In times of need, stress, and danger, citizens relate to police stations as a safe location to go to.

The PSA is always there, generally working alone in the police station, between the hours of 0100-0600 hours. The midnight PSA provides an invaluable service during the overnight hours when there are less police officers on the road. The presence of the PSA permits officers to stay on the road in lieu of performing various duties themselves. PSA's have numerous duties and responsibilities, the majority of which are centered around assisting patrol officers so the officers can remain on the street and reduce their out-of-service time. The PSA will also provide assistance to officers while in the station processing arrested individuals (DUI's, criminal citations, questioning, and juveniles).

Specific duties of midnight PSA's include:

- Responsible for providing emergency and routine assistance and information to citizens, police officers, and others, in both criminal and non-criminal situations;
- Assist victims of crime and accident victims in need of emergency care that walk into the station;
- Provides security for officers while in processing area while alone with prisoners. **(Key officer safety issue.)**
- PSA monitor the radio channel and provides assistance to field units during emergency situations;
- PSA's are utilized as emergency back-up during times of police radio systems failure—will dispatch calls and function as dispatch center;
- Key point of contact during weather related emergencies with respect to road closures and conditions;
- Performing clerical support work at the front desk in a Police District Station;
- Maintains contact with police officers, other law enforcement and public safety personnel from other jurisdictions, utility and towing companies, hospitals, financial institutions and other County departments/agencies to exchange information and thereby facilitate law enforcement and community policing;

- Public service/assistance is provided to the people who visit or call in to Police District Stations and requires the PSA to question/interview individuals. The nature of the questioning/interviewing can be detailed and lengthy, requiring the employee to use judgment in identifying the kind(s) of assistance needed and responding accordingly;
- Writing minor incidents reports, collecting fees and dispensing forms;
- Monitoring alarms (10 signals) and other surveillance equipment;
- Monitor adult and juvenile holding cells via camera and speakers placed in Operations Area;
- Monitor police station closed-circuit surveillance systems;
- Using computer systems to access criminal and motor vehicle information and records and relaying same to officers in the field. (i.e.-Officer arrives on the scene of an overturned vehicle with no one present. The PSA will make numerous calls to assist in determining the driver/occupant identity);
- Emergency after hours notifications to facilities/County Security due to building emergencies;
- Contacting tow companies and utility companies to give information on incident locations;
- Relaying emergency calls to the Emergency Communications Center;
- Call out district investigators when requested by field units;
- Log in all prisoner arrests when officers bring suspects into station for processing. (CALEA requirement and required by Department Directives);
- Tends to runaways, vulnerable adults until family members are able to respond to the station to retain custody;
- Monitors released processed prisoners (DUI) who are awaiting pickup;
- Will call multiple parents of juveniles when requested to do so by field units.
- Will run MVA checks on tags of vehicles that are present a large underage drinking calls—will provide information to officers that assist them in identifying and contacting of parents;
- Call hospitals and other agencies for lookout information on missing or wanted persons;
- Typing and filing.

There are numerous specific instances where a midnight PSA was critical in the successful outcome of an emergency:

- On June 27, 2006 at almost 1 a.m., after several days of torrential rain, engineers discovered that Lake Needwood dam was in danger of flooding a large area of Rockville, Aspen Hill and Garret Park. A mass evacuation was necessary, and so it was that officers and fire fighters were sent to go door to door and notify those immediately affected while the evening and midnight PSA's telephoned the other citizens who needed to be on alert in the same area of the danger.
- On January 14, 2009 at 2:15 a.m., officers responded to a home invasion burglary. The armed suspect robbed the homeowners and stole their car. The victims had only a partial tag number. The midnight PSA accessed the MVA computer and found the full tag number for officers while they circulated the area for the suspects. The suspects abandoned that car nearby and stole another car 45 minutes later. Again, the victim, calling 911 as the suspect was stealing the car, was unable to provide a tag number. The PSA accessed MVA and found the full tag number for the officers. If not for the PSA, an officer would either have to stop in mid-investigation to run the MVA request from the station or wait until later to run the request. Meanwhile, how many officers from adjacent jurisdictions could have seen the vehicle and been unaware that the occupant was armed and a violent felon? Time sensitive needs such as this are performed by the PSA(s) who has access to the various tools to aid the officers during the course of their job.
- On several occasions, during an E.R.T. or SWAT barricade situation, requests from the PSA's have been made by these officers to do a complete criminal history check on the suspect. The officers on the scene do not have access on their mobile computer terminals to request criminal histories. If the station is closed after 1 a.m., who is left to make the requests?
- During one particular incident, officers in Wheaton responded to a mentally disturbed individual who was fearful of the police. The midnight PSA ran a criminal history on the suspect only to discover a conviction for homicide and sentenced for a length of time in a mental hospital for the crime.
- Midnight PSA's have had numerous sick people come in during the middle of the night seeking medical help. Some were having heart attacks, one was an asthmatic who couldn't breathe another was having severe abdominal pain, this is just to name a few.

- Midnight PSA's assist victims of serious assaults. They have had people come in the middle of the night with stab wounds, their teeth knocked out, arms broken etc. The PSA notified fire rescue and had officers come in to assist victim.
- There have been numerous domestic violence situations in the lobby in the wee hours of the night. The PSA had to bring victims into the operations area to avoid further injury by the assailant.
- PSA's assist individuals involved in road rage incidents. There have been road rage fights in the lobby and in the parking lot. The PSA was alerted to incidents in the parking lot when the drivers laid on their horns.
- PSA Dombrowski was working the 4th District Station desk when four subjects walked into the station to report their friend had been shot in the arm in White Oak. They drove to the Wheaton police station. Why would they choose to pass at least two fire stations and an unknown number of payphones? Because they knew where this police station was located.
- Whom do citizens call in the middle of the night when it's not an emergency? Or when they don't know if it qualifies as an emergency? They call their local police station. Citizens need someone who can answer questions that may or may not be a police related issue. And they call at all hours of the day or night.
- They also walk into the police station at all hours of the day or night. Victims of domestic violence leave the danger of their homes to come to the safety of the police station to report the crime. Sometimes they aren't reporting the domestic violence, they want advice regarding their options. After hours, officers have transported victims of crimes to wait, in the safety of the lobby at the station, for a ride to pick them up because they can't afford a taxi and the buses have stopped running.

MONTGOMERY COUNTY GOVERNMENT Code No. 3501

ROCKVILLE, MARYLAND Grade 16

CLASS SPECIFICATION

POLICE SERVICES ASSISTANT

DEFINITION OF CLASS:

This is civilian support work assisting Police Officers and the public with criminal and non-criminal situations and performing clerical support work at the front desk in a Police District Station. Contacts are with Police Officers, other law enforcement and public safety personnel from other jurisdictions, utility and towing companies, hospitals, financial institutions and other County departments/agencies to exchange information and thereby facilitate law enforcement and community policing. Public service/assistance is provided to the people who visit or call in to Police District Stations and requires employees to question/interview individuals. The nature of the questioning/interviewing can be detailed and lengthy, requiring the employee to use judgement in identifying the kind(s) of assistance needed and responding accordingly.

An employee in this class is responsible for providing emergency and routine assistance and information to citizens, Police Officers and others, i.e., fingerprinting, writing minor incidents reports, collecting fees and dispensing forms; monitoring alarms and other surveillance equipment; using computer systems to access criminal and motor vehicle information and records and relaying same to officers in the field; contacting tow companies and utility companies to give information on incident locations; relaying emergency calls to the Emergency Communications Center; and typing and filing. The complexity of this class of work is derived from the variety and unpredictability of the problems presented and the intense, multi-tasking environment of a police station front desk. The impact of properly performed work supports the services to the public on police-related (and some non-police) matters and affects the reliability of the information used by law enforcement personnel in the performance of their work and/or used by citizens seeking service. The employee exercises independent judgment and effective communication skills (i.e., tact, resourcefulness, and restraint) when dealing with citizen requests or complaints. Work involves the independent performance of varied tasks carried out in accordance with clearly prescribed rules, policies and procedures. Significant deviations and very unusual situations not covered by guidelines (including past practice) are usually referred to the supervisor in person or by telephone or radio for instruction and resolution; however, the remote location of the operational (shift) supervisor or the absence of the administrative (first-level) supervisor and the context of the work (an immediate response is required) typically do not permit close supervision, and work is often not reviewed until it undergoes further processes. Seasoned judgement, within the bounds of well established community policing practices, is regularly required

to solve problems in sound ways accomplish the task(s) at hand while promoting good relationships with the citizenry or preventing or minimizing conflicts. Employees encounter abusive and hostile behavior from the public and arrested persons and require the observance of special safety precautions as a preventive measure. Employees regularly work rotating shifts including Saturdays, Sundays and Holidays.

EXAMPLES OF DUTIES: (Illustrative Only)

Responds to requests/inquires of citizens who walk in/call in to the Police District Station seeking emergency and routine information and assistance.

Explains police regulations, policies, procedures, etc., regarding arrest and/or traffic violations to the general public.

Accesses various computer systems to obtain information on motor vehicles, owners, drivers, and stolen and recovered property.

Fingerprints citizens for immigration, naturalization, adoption, liquor licenses, and various other purposes.

Processes criminal arrest and related reports for the District Station.

Maintains records of all parking tickets and traffic citations written and voided.

Dispatches tow trucks and utility companies to specified locations to aid requesting Police Officers.

May collect fines for unpaid traffic tickets and towing charges and releases impounded or booted vehicles to owners.

Registers citizen bicycles in accordance with County Ordinance provisions to facilitate ownership identification.

Collects fees for bicycle registration, fingerprinting services and accident reports.

Monitors bank alarms and other surveillance equipment located in the Station to detect possible illegal activity or danger.

Writes minor incident and related reports based on information provided by citizens who walk in/call in.

Types work schedules, notices, log/incident sheets, etc., to facilitate District Station communication efforts.

Takes and transmits business and personal messages for Police Officers in accordance with District Station policy and procedures.

Checks and catalogues recovered property for safe storage, release, or transfer to another location.

Operates photocopying equipment, calculator, computer terminals, and other office machinery to accomplish assigned duties and responsibilities.

Receives, updates, and files pertinent business information and locates reports for use by District Police Officers.

As assigned, helps train newly hired and reassigned employees in job tasks.

Performs clerical work and other related duties as required.

MINIMUM QUALIFICATIONS:

Experience: One (1) year of full-time post high school public contact work.

Education: Completion of high school.

Equivalency: An equivalent combination of education and experience may be substituted.

Knowledge, Skills and Abilities:

Knowledge of Police Department and District Station policies, procedures and practices concerning emergency communications, warrants, arrests, traffic violations, vehicle towing and storage, crime and accident reports and other matters to determine and take or explain course(s) of action.

Knowledge of County streets, alleys, neighborhoods and private properties and skill in reading street maps to respond to complaints and transmit information to others.

Knowledge of NCIC, MILES and CAD databases and manuals to access and provide authorized information to Police Officers or callers/visitors

Ability to effectively and tactfully communicate with people of diverse backgrounds and education levels face-to-face and by telephone.

Ability to describe objects, events and circumstances orally and in writing.

Ability to prepare routine reports, elementary statistical information, and brief, factual correspondence.

Ability to operate a computer, copier, fingerprinting, cash register and other equipment.

Ability to work with numbers and make mathematical calculations, including cashier-type computations.

Ability to maintain files and a filing system.

Ability to accurately interpret road maps and provide simple, clear directions.

Ability to work effectively under minimal direct supervision.

Ability and willingness to work rotating shift work, including weekends and Holidays.

Ability to attend meetings or perform other assignments at locations outside the office, if necessary.

PROBATIONARY PERIOD:

The probationary period must be 12 months for a full-time or part-time employee appointed to a merit system position, and 6 months for a promoted employee, during which time performance will be carefully evaluated. Continuation in this class will be contingent upon successful completion of the probationary period.

MEDICAL PROTOCOL: Core Exam

Class Established: March, 1966

Revised: July, 1969

July, 1974

February, 1980

July, 1985

May, 1986

July, 1990

Corrected: October, 1990

Revised: February, 1993 (M)

February 2001 (M)



MONTGOMERY COUNTY, MARYLAND

News Release

For Immediate Release: 4/21/2009

Leggett, Health and Child Welfare Officials Remind Residents About Safe Haven Law;
State Law Permits Birth Mother to Take Unharmed Newborn to Hospital or Police Station
Without Fear of Prosecution

County Executive Isiah Leggett today announced a public education campaign to remind residents about Maryland's Safe Haven Law (COMAR 07.02.27.01), which provides an alternative to abandoning an unwanted newborn. April is Child Abuse Prevention Month. Leggett made the announcement at Shady Grove Adventist Hospital and was joined by Adventist Healthcare's president William G. (Bill) Robertson, as well as Dr. Gaurov Dayal, Shady Grove's chief medical officer and a pediatrician, and County child welfare officials.

The Safe Haven law permits the birth mother or a responsible adult to take an unharmed newborn to a local hospital or a Montgomery County or Maryland State police station, within 10 days of a baby's birth without fear of criminal prosecution or civil liabilities.

"Not all women who get pregnant are prepared to raise a child," said Leggett. "The Safe Haven Law provides a safe and healthy alternative for mothers who may feel frightened, alone and unable to care for a child."

Flyers describing the law and providing a phone number for the County's child abuse and neglect hotline are being distributed this month to hospital emergency rooms, libraries, restaurants and other businesses throughout the community.

"Providing care to infants whose parents make the very difficult and brave decision to turn them over to a safe haven during their early days of life is one example of how we improve the health of our community," said William G. "Bill" Robertson, president and CEO of Adventist HealthCare. "When a safe haven baby is brought to one of our hospitals, we are not only caring for the baby; we are also helping parents who have realized that they cannot adequately care for their child."

The mother or adult leaving the baby with authorities is not required to provide any information, although basic medical information about the child is helpful. If necessary, medical care will be provided to the child who will be placed in a licensed foster home while the legal process of adoption begins.

In the past year, six infants have been placed for adoption in Montgomery County's under the Safe Haven program. Several newborns were abandoned in the region during the past year.

"There are many families in Montgomery County who can provide warm, loving homes to children and who are ready to take infants," said Agnes Leshner, administrator for Child Welfare Services, part of the Department of Health and Human Services.

For more information, call Child Welfare Services at 240-777-4417. All calls are confidential.

CALEA Accreditation Points

- We currently do not have any grants that require CALEA accreditation.
- Being accredited requires not only that we implement and maintain specific policies, standards, and procedures; it requires that we prove we are performing and adhering to them. It is not enough to state we have a policy/practice, during an assessment it must be shown we adhere to it for each year the assessment period covers.
- CALEA currently has 462 standards that are reviewed.
- Our initial accreditation was in 1993; we were successfully re-accredited in 1998 (previously a 5-year cycle); 2001, 2004, and most recently in 2007.
- Our next on-site assessment will be in April, 2010.
- Annual continuation fee: \$5,730.
- The grants that are obtained regarding DNA testing require that our lab remain accredited through the American Society of Crime Laboratory Directors.

The CALEA Accreditation Program:

The Law Enforcement Accreditation Program was the first credentialing program established by CALEA after its founding. It was originally developed to address what was seen as a need to enhance law enforcement as a profession and to improve law enforcement. That mission continues today. The program is open to all types of law enforcement agencies, on an international basis. It provides a process to systematically conduct an internal review and assessment of the agencies' policies and procedures, and make adjustments wherever necessary to meet a body of internationally accepted standards.

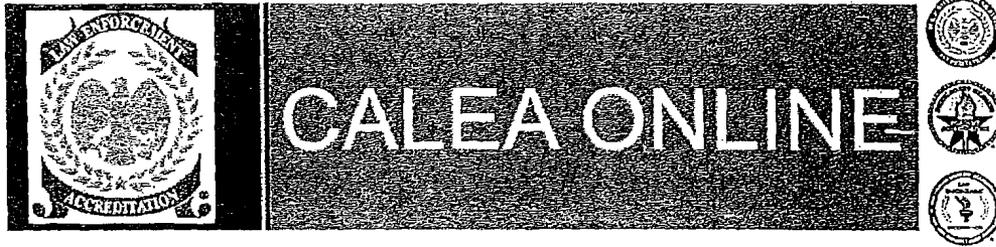
Since the first CALEA Accreditation Award was granted in 1984, the program has become the primary method for an agency to voluntarily demonstrate their commitment to excellence in law enforcement. The

standards upon which the Law Enforcement Accreditation Program is based reflect the current thinking and experience of law enforcement practitioners and researchers. Major law enforcement associations, leading educational and training institutions, governmental agencies, as well as law enforcement executives internationally, acknowledge CALEA's *Standards for Law Enforcement Agencies* and its Accreditation Program as benchmarks for today's law enforcement agency.

- CALEA Accreditation requires an agency to develop a comprehensive, well thought out, uniform set of *written directives*. This is one of the most successful methods for reaching administrative and operational goals, while also providing direction to personnel.
- CALEA Accreditation standards provide the necessary reports and analyses a CEO needs to make fact-based, informed *management decisions*.
- CALEA Accreditation requires a *preparedness program* be put in place – so an agency is ready to address natural or man-made unusual occurrences.
- CALEA Accreditation is a means for developing or improving upon an agency's *relationship with the community*.
- CALEA Accreditation strengthens an agency's *accountability*, both within the agency and the community, through a continuum of standards that clearly define authority, performance, and responsibilities.
- Being CALEA Accredited can limit an agency's *liability and risk exposure* because it demonstrates that internationally recognized standards for law enforcement have been met, as verified by a team of independent outside CALEA-trained assessors.
- CALEA Accreditation facilitates an agency's pursuit of *professional excellence*.

Benefits of CALEA Accreditation:

- **Greater accountability within the agency:**
CALEA Standards give the Chief Executive Officer a proven management system of written directives, sound training, clearly defined lines of authority, and routine reports that support decision-making and resource allocation.
- **Reduced risk and liability exposure:**
Many agencies report a reduction in their liability insurance costs and/or reimbursement of accreditation fees.
- **Stronger defense against civil lawsuits:**
Accredited agencies are better able to defend themselves against civil lawsuits. Also, many agencies report a decline in legal actions against them, once they become accredited.
- **Staunch support from government officials:**
Accreditation provides objective evidence of an agency's commitment to excellence in leadership, resource management, and service-delivery. Thus, government officials are more confident in the agency's ability to operate efficiently and meet community needs.
- **Increased community advocacy:**
Accreditation embodies the precepts of community-oriented policing. It creates a forum in which law enforcement agencies and citizens work together to prevent and control challenges confronting law enforcement and provides clear direction about community expectations.


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CASE #6 (Issue #64: May 1997)

Submitted by Lt. Richard Meier, Ridgewood, (New Jersey) Police Department and President of the New Jersey Police Accreditation Coalition

Many professional law enforcement executives are eager to provide examples of how being an internationally-accredited agency aided their agency. Part of the self-assessment phase of the accreditation process is used to formulate written directives, or establish policies and procedures for the men and women of the agency to use as a guide. These directives must be researched and constructed so that they can be followed easily, and comply with previously issued State and local law enforcement guidelines and laws.



Case in point: My agency came under fire recently by the news media for not reporting an alleged, aggravated, sexual assault on a female juvenile by a male adult and three male juveniles. Officers promptly investigated the complaint when it was received; the appropriate county law enforcement agency was called in per investigative guidelines; and complaints were signed and arrests immediately effected. Under our written "Public Information" procedure, which is based on state and county guidelines, our agency was not privileged to release information on this incident. All press releases would have to be issued by the investigating county agency. In addition, under our "Victim-Witness" procedures, we would not release the name of a sexual assault victim to the news media.

Approximately three weeks after the initial arrests, a newspaper reporter received information from an unknown source, and began a series of headline articles in the county newspaper inferring that our agency had deliberately withheld the story from the press. The reporter was not satisfied with the information he had received and decided to put it out to the Associated Press, which caused every news television station in this area to set up camp in our jurisdiction. After five days of taking "heat" from various media organizations, we showed the public that our Department had indeed followed our own accreditation-based guidelines, which included State and County procedures. On the sixth day, the county newspaper published a glowing biographical article on our chief, Louis Mader, and also indicated that he was a "by-the-book Chief." To quote my chief at a recent departmental meeting, "if someone's going to drop the ball, let it not be us."

By living up to a national accreditation standards established by CALEA, and complying with the standards on public information, our agency was able to withstand the heat and remain a professional law enforcement agency.

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CALEA ONLINE



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CASE #7 (Issue #65: September 1997)

Submitted by Chief Jim Murray, Peachtree City (Georgia) Police Department

Chief Jim Murray served 16 years with the Savannah (GA) Police Department before taking command of Peachtree City Police Department in 1989. (Peachtree City is a fast growing community south of Atlanta). Once on board, he immediately began the process of accreditation. Peachtree City Police Department was first accredited in 1992 and reaccredited in 1997.



The number one question I am asked, by both citizens and other law enforcement professionals regarding national accreditation, is how does having standards that have been approved by CALEA protect you in the event that you are sued in court. Any Chief of Police Officer who has been through a trial that attacks your polices and procedures will attest to the fact that being accredited will have a profound effect on the outcome of the trial.

Case in point: My agency was sued in federal court for an arrest that centered around a domestic disturbance which resulted in physical contact with the suspect. In the civil suit that was filed, the suspect attacked the following areas: Use of Force Arrest Procedures, Hiring and Retention, Handcuffing, Background Investigation, Training, Supervision, and Customs and Policy. This case was tried in front of a jury and the result was a finding for the officer. This verdict took a total of twenty minutes of deliberation. The jury stated that the high quality of the accredited policies and procedures of this department left no doubt in their minds that this department holds itself to the highest standards that are available to police departments today. This also holds true for the checks and balances that are required by CALEA standards to ensure compliance.

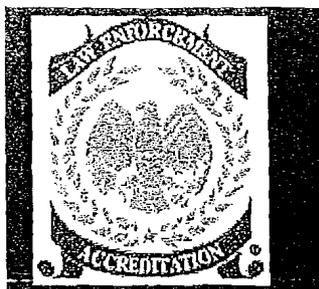
Many of the issues of this case were settled prior to trial by summary judgment based on evidence submitted during the pre-trial phase. The major portion of this evidence was the policies and procedures that had been approved by CALEA. The judge based each summary judgment that was issued on the quality of the procedures that were in place, and our ability to prove our compliance with the standards.

Accreditation Works! If you live the standards and apply them as they should be, you will have the same results if you face these issues in court.

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Case Number 22



*by Sergeant Larry N. Herbert, Accreditation Manager,
Colorado Springs (CO) Police Department*

A recent article in *American Police Beat* asked the question, "Want to sue the police?" "Suing police departments for damages has become big business. It's so big, in fact, that there's now a how-to-sue conference by and for lawyers taught at New York's Fordham Law School." This statement reminds us that we live in a very litigious society. As professionals, we must provide the highest standards of service possible while minimizing our liability exposure.

The Colorado Springs (CO) City Attorney's office has developed an approach that is used predominantly for Section 1983 violations of federal civil rights allegations. In such cases, past accreditation on-site team leaders have completed affidavits for various cases attesting that our agency meets internationally accepted and independently verified standards of performance for use as exhibits in motions to dismiss or motions for summary judgment. Mr. Shane White, a senior litigation attorney with the City Attorney's office, has noted that "this is a standard theory of defense that we argue when the City is a named defendant and it's alleged that the City has a custom, practice or policy of allowing violations of civil rights." Using this strategy, the City Attorney has been able to successfully make this argument many

times on behalf of the Colorado Springs Police Department since we were first accredited in July 1991. This has resulted in several lawsuits being dismissed from the court system and from further legal proceedings.

One such case stemmed from an officer involved shooting following a routine traffic stop. As part of his investigation the officer had asked the driver and a passenger to exit the suspect vehicle. The passenger then began to walk away from the area and was ordered to return. After the passenger continued to walk away, the officer attempted to escort him back to the vehicle for safety reasons when the passenger turned, pulled a gun, and threatened the officer. The officer then shot the passenger and was able to take him into custody and summon medical attention. During the subsequent lawsuit the plaintiffs alleged various constitutional violations including failure to train or properly supervise, along with excessive force. In the city's defense, affidavits from the CALEA team leader attesting to our compliance with the accreditation standards, our certificate of accreditation and our policies were all submitted in the motion to dismiss. In this case, the plaintiffs voluntarily requested that the case be dismissed prior to ever going to trial. This is just one of several examples of our success in using this particular technique as evidence that the department does in fact properly select, train, and supervise our employees.

The benefits of law enforcement accreditation™ are innumerable, but generally deal with every facet of operating and managing our department. Reduced liability exposure and lessening of financial awards against accredited law enforcement agencies demonstrate one of the more important, but less recognized areas, that make accreditation a worthwhile endeavor. The Intergovernmental Risk Management Agency (IRMA) concluded in its 1998 Police Accreditation Risk Study that accredited agencies experienced a 16% reduction in frequency and a 35% reduction in severity of financial awards against them when compared to non-accredited police departments during the five year period of time from 1993-1997. IRMA concludes, "this study provides quantitative evidence that police accreditation does in fact significantly impact a law enforcement agency's ability to prevent and reduce loss in the area of police professional liability."

Having been the department's accreditation manager for over 10 years, I concur with CALEA's position that we continually minimize our liability exposure by operating correctly. We have demonstrated that our policies and practices do not condone any form of misconduct or malfeasance. Because CALEA's standards prescribe *what* we should be addressing and not *how*, I believe that it is also compatible with our community oriented policing philosophy, ethical leadership initiatives, agency values, and the empowerment of our employees. By meeting the needs of our citizens in the most effective and efficient way possible through the CALEA process, we experience tremendous community support and continue to comply with legal requirements governing law enforcement agencies. Accreditation is an administrative tool that optimizes our performance, minimizes errors and omissions, and provides the framework to strive for excellence in policing.



Therefore, by establishing clearly defined guidelines, our policies and procedures bolster our accountability and enhance our legal defensibility in the civil litigation arena.

American Police Beat, December 1999, Volume VI, No. 10, article entitled, "Want to sue the police?"

² Police Accreditation Study (Risk Report dated May 11, 1998) by The Intergovernmental Risk Management Agency (IRMA), One Oak Brook Terrace, Suite 412, Oakbrook Terrace, Illinois 60181, (630) 932-4762.

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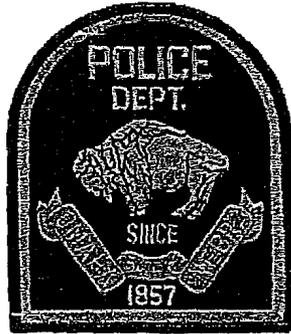
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Case Number 29



I have been involved with the CALEA accreditation process since 1989 as an assessor, Team Leader, and a CEO who has led three different agencies to initial accreditation, the most recent being the Omaha (NE) Police Department in March of 2001. The accreditation process is the best way to improve the performance of any law enforcement agency.

The self-assessment phase of the process gives an agency the chance to critically evaluate the performance of the agency as measured by the requirements of the applicable standards. Organizational change is most easily accomplished as a part of an accreditation process. When an agency pursues a goal as

prestigious as accreditation, normal resistance to change is diminished, and operational improvements occur more quickly.

Each of the agencies I guided to accreditation experienced a renewed commitment to public service. In one agency, accreditation standards led to increased diversity in the police workforce serving a multi-cultural college community. In another, auditing and inspection requirements prevented major disruptions in the property and evidence function. In my current position, police pursuit evaluations have led to a dramatic reduction of the number of vehicular pursuits and the savings of untold thousands of dollars in police cruiser repairs or replacement.

Throughout the nation, whether working as an assessor on an agency on-site, or managing my own agency's quest for accreditation, I continue to see an enormous improvement in the efficiency and productivity of law enforcement agencies who utilize the accreditation framework. The accreditation process works to make us all better public servants.

Chief Donald L. Carey

Omaha (NE) Police Department

Other agencies led by Chief Carey in their initial accreditation are the Blacksburg (VA) Police Department (1993) and the Independence (MO) Police Department (1996).



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Case Number 35

When I was appointed Accreditation Manager for the Jacksonville (FL) Sheriff's Office in 1991, I was faced with the same problems and concerns that face most agencies' processes. As I trained all of our employees in the accreditation process, I would inevitably be asked the same question, "What does accreditation do for me?" After only a few training sessions, I expanded the explanation of tangible benefits, and I developed a standard answer for money, "Accreditation may not directly put money in your pocket, but it won't take it out either!" As it turned out, it would take several years to prove that very point beyond a doubt.

In January 1998, one of our officers was involved in a police involved shooting resulting in the death of a middle aged woman who was said to have mental problems. The woman's family had sought injunctions against the woman to keep her away from their respective homes. The family cited fear for their lives as the premise for the injunctions. Subsequently, the woman went to a relative's home and the police were called to enforce the injunction. When the police arrived, the woman fled in her vehicle to avoid confronting the police. Officers followed the vehicle for a short distance, and it was evident that the woman's erratic driving and disregard for her own safety, and the safety of others, required police intervention. The woman became cornered in a small cul-de-sac, but instead of stopping, she began ramming a small truck occupied by a man and his young son. As officers approached the vehicle driven by the woman, she turned her vehicle and drove directly toward one officer who fired two shots in an attempt to avoid being run over. Both bullets struck the woman, and her life was lost. We could debate the merits of the shooting as the administrative review board did, but suffice it to say, the shooting was ruled improper. As one might expect in today's climate, a lawsuit (twenty million dollars) was filed in Federal Court by the woman's family on behalf of their loving sister for wrongful death.



The attorney for the plaintiff cited several reasons for the lawsuit, among them: failure of the Sheriff's Office to review its policies since 1993, failure to train officers in use of force and related policies, and failure to document training. Naturally, both sides postured with *experts* and ran the gambit of judicial parlor games. Our side wanted to avoid the perception of bias, so they opted for an expert from outside our agency. Our expert spent time with me, and I convinced him and our general counsel to use accreditation and the ample proofs of compliance as the primary defense against the claims of the plaintiff, particularly since we had been accredited in 1992, and



the plaintiff's claims began from 1993. It was agreed to do so, and both sides prepared for the court date. Unfortunately, for us, our expert was married and left for Hawaii on his honeymoon the same week as the trial, so a last minute change in plans was formulated, and I was asked to testify in place of the expert.

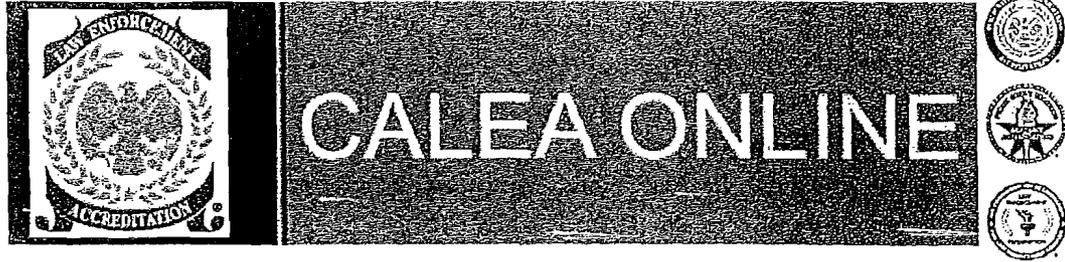
After explaining the accreditation process in court and detailing how our agency meets the requirements of the standards that directly refuted the plaintiff's claims, the case was sent to the jury, but not before the plaintiff offered a settlement of nine million dollars, which was refused. The jury, after a short deliberation, found for our agency and the plaintiff was awarded nothing, not even court costs, or attorney's fees. After the trial, the jurors cited accreditation and its requirements as the determining factor for their decision not to compensate the plaintiff.

So, remember when someone asks you, "What does accreditation do for me?" simply reply, "Accreditation may not directly put money in your pocket, but it won't take it out either!"

Sergeant R. W. "Buster" French, Jr., Staff Inspections/Accreditation
Jacksonville (FL) Sheriff's Office

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ACCREDITATION WORKS

Case Number 45



In August 2001, a mere eight months after the Muscatine (IA) Police Department's initial CALEA Accreditation, a lawsuit was filed in the State of Iowa District Court alleging that an employee, who had resigned earlier that year was, in fact, "*constructively discharged*." The lawsuit alleged, among other things, that the department engaged in a "quota system" regarding traffic citations and that it employed questionable policies regarding training, employee evaluations, promotions and records.

The department's legal counsel argued that the alleged allegations would be a violation of 42 U.S.C. § 1983, and the lawsuit was moved to the United States District Court for the Southern District of Iowa. This would have been a violation of the plaintiff's substantive due process rights, guaranteed by the Fourteenth Amendment to the United States Constitution and, under Iowa state law, a discharge in violation of public policy. The case then proceeded at the federal level.

As is the case in civil litigation, an enormous volume of paper began to shuffle back and forth between the police department and our legal counsel. One of the first things we provided was a complete copy of our policy and procedure manual, as well as a copy of the CALEA Standards Manual. Our attorney immediately realized that the largest part of the department's defense would be directly related to our written policies and procedures, and how they were applied throughout the agency.

Next came the customary interrogatories and depositions. I cannot count the number of times the word "accreditation" was used during both of these processes. I relied upon, and was questioned extensively on a number of areas relevant to CALEA Standards. Chapter 61-Traffic, Chapter 33-Training and Career Development, and Chapter 34-Promotion, played an important role in our agency's defense. According to our attorney, my answers to deposition questions, based on our agency's compliance with CALEA Standards, were influential in counteracting the allegations against the department. For example, because we were in compliance with the CALEA Standards dealing with training, as well as training records retention, we were able to present a chronological and easily-understood record of the entire field training process and to make available the written documentation related to all the different components of the process.

However, in my estimation, as well as our attorney's, Chapter 35-Performance Evaluation was perhaps the most critical in our defense of our remediation practices for sub-standard employee performance. One of the most important issues revolved around the manner in which employee evaluations are structured and conducted. The records we were able to provide regarding the evaluation process and the role of both the evaluator and employee were extremely valuable in order for the department to

show that the employee's deficiencies were identified, recorded, and discussed and remediation methods were suggested and agreed upon. During this entire process, it became very obvious that records maintenance, in all areas of operation, as required under CALEA Standards, was the most important aspect in this agency's defense of these allegations.

On March 11, 2003, more than two years after the suit was filed, the United States District Court for the Southern District of Iowa entered a summary judgment in favor of the Muscatine Police Department and the City of Muscatine, Iowa. The plaintiff appealed the decision to the United States Court of Appeals for the Eighth Circuit, and on March 18, 2004, it affirmed the District Court's grant of summary judgment to the City and the Police Department.

This entire episode illustrates clearly that "Accreditation Works." If this department had been involved in this exact situation prior to its entering into the accreditation process, there is no doubt in anyone's mind, including the department's attorneys, that the outcome could have been much different. The ability to call upon solid, reasonable, and nationally recognized standards is invaluable in situations such as this. Each time I was asked, "What criteria was used to formulate this policy?", the answer was always the same. "The criteria that is outlined by the standards established by the Commission on Accreditation for Law Enforcement Agencies."

It is my true belief that CALEA encourages good policing, not merely skills or particular techniques. Accreditation is an attitude. If properly reinforced and nurtured, this attitude instills, at every level of an organization, a desire for personal, as well as organizational excellence. Effective law enforcement service should be rooted in respect for individual rights, as well as citizen access to, and input in the manner in which their law enforcement agency delivers those services. Unfortunately, most law enforcement agencies have rarely managed themselves to practice the pluralism they preach. Accreditation is the way for well-managed police agencies to change that.

Gary R. Coderoni, Chief of Police
Muscatine (IA) Police Department

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From April 13, 2009 memo to PS Chair Andrews
from UFCW Local 1994 (MCGEO)

Department of Police

- Eliminate use of issuing uniforms to probationary employees at ECC until achieve merit status.
- Eliminate pre-scheduled mandatory overtime at ECC.
- Eliminate interoffice mail run on weekends from ECC – can wait until Monday.
- Review current crossing guard posts for needs.
- Employees in training at ECC no additional compensation for language differential until achieve permanent status – not allowed to use until they have been released.
- Abolish 3 Lieutenant positions in Security/unfreeze sergeant positions that have been created.
- Animal services – have court days on work days to avoid OT.
- Security – eliminate mobile patrol on second and third shift on weekend.
- Security – eliminate 7300 Calhoun Place, Dennis Ave, Up County Government Center (2nd floor), East County Regional Services Center (3rd shift), Public Safety Training Academy, 1301 Piccard Drive (2nd and 4th floor) (staffed by contractors and reduce contract security budget 380 hours or more per week).



Department of Police

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Montgomery County police along with

Automated Traffic Enforcement -- Helping Save Lives

[Link to Interactive Map of Traffic Enforcement Sites](#)

Below are sites for the Montgomery County Government traffic enforcement activities. The areas listed below include fixed pole enforcement speed unit sites and mobile speed enforcement unit sites. All locations are subject to change and schedule will vary on mobile enforcement sites.

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Speed Stats
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Locations
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FAQ
Useful Links
Contact Us
E-Payment

DISTRICT 1

- ◆ Bells Mill Road
- ◆ Darnestown Road
- ◆ Dufief Mill Road
- ◆ Gainsborough Road
- ◆ Glen Road
- ◆ Glen Mill Road
- ◆ Oaklyn Drive
- ◆ Quince Orchard Road
- ◆ Randolph Road
- ◆ River Road
- ◆ Seven Locks Road
- ◆ Sorrel Avenue
- ◆ Stonebridge View Drive
- ◆ Travilah Road
- ◆ Tuckerman Lane

❖ Montgomery County speed enforcement sites are sites that are in the District 1 and are outside the corporate limits of Rockville City. For a list of speed enforcement sites within the City of Rockville please click on the following link.

[Rockville City link to speed website](#)

DISTRICT 2

- ◆ Brookville Road (Chevy Chase)
- ◆ Cedar Lane

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- ◆ Democracy Boulevard
- ◆ East-West Highway
- ◆ Grosvenor Lane
- ◆ Plyers Mill Road
- ◆ Sangamore Avenue
- ◆ Seven Locks Road
- ◆ Strathmore Avenue
- ◆ Tilden Lane
- ◆ Wilson Lane

- ❖ Montgomery County speed enforcement sites are sites that are in the District 2 and are outside the corporate limits of Chevy Chase View. For a list of speed enforcement sites within Chevy Chase View please click on the following link.

[Chevy Chase View link to speed website](#)

DISTRICT 3

- ◆ Brookville Road (Silver Spring)
- ◆ Calverton Boulevard
- ◆ Dale Drive
- ◆ Piney Branch Road
- ◆ Powder Mill Road
- ◆ Seminary Road
- ◆ Wayne Avenue

DISTRICT 4

- ◆ Arcola Avenue
- ◆ Aspen Hill Road
- ◆ Bell Pre Road
- ◆ Bonifant Road
- ◆ Briggs Chaney Road
- ◆ Cashell Road
- ◆ Georgia Avenue
- ◆ Hines Road
- ◆ Kemp Mill Road
- ◆ Olney Sandy Spring Road
- ◆ Parkland Drive
- ◆ Plyers Mill Road
- ◆ Randolph Road
- ◆ Russett Road

DISTRICT 5

- ◆ Barnesville Road
- ◆ Darnestown Road
- ◆ Fisher Avenue
- ◆ Germantown Road

- ◆ Montgomery Village Avenue
- ◆ Richter Farm Road
- ◆ Ridge Road
- ◆ Ridge Road
- ◆ Schaeffer Road
- ◆ Wisteria Drive
- ◆ Woodfield Road

DISTRICT 6

- ◆ Apple Ridge Road
 - ◆ Centerway Road
 - ◆ Montgomery Village Avenue
 - ◆ Quince Orchard Road
- ❖ Montgomery County speed enforcement sites are sites that are in the District 6 and are outside the corporate limits of Gaithersburg City. For a list of speed enforcement sites within the City of Gaithersburg please click on the following link.
- [Gaithersburg City link to speed website](#)

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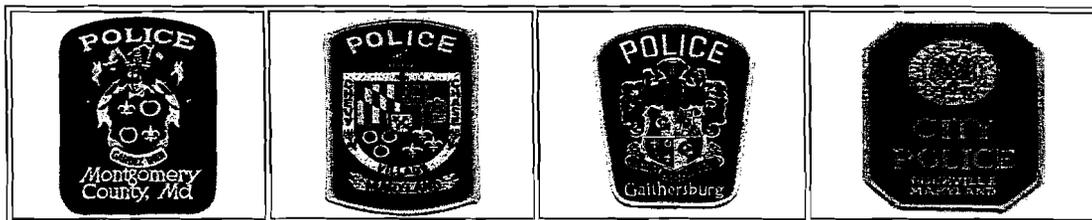
[Montgomery County](#) [Chevy Chase Village](#) [City of Gaithersburg](#) [City of Rockville](#)

Automated Traffic Enforcement -- Helping Save Lives

Speeding Statistics

- In 2005, 214 people were killed in speeding-related crashes in Maryland, with at least 16 occurring in Montgomery County.
- Speeding-related crashes accounted for 35% of all 2005 Maryland traffic fatalities. The public costs of these crashes total over \$732 million.
- According to the National Study Center at the University of Maryland, more drivers were cited for speeding in Montgomery County in 2004 than any other type of traffic violation (36% of all traffic violations).
- A recent Montgomery County poll conducted by the Insurance Institute for Highway Safety found that 74% of respondents believe speeding is a problem on residential streets and 59% favored the use of speed cameras.
- Speeding is one of the most prevalent factors contributing to motor vehicle crashes, which are the leading cause of death for every age from 3 through 33.
- In 2005, 86% of U.S. speeding-related fatalities occurred on roads that were not interstate highways.

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**ATTACHMENT #2
SPEED CAMERAS PROGRAM FY09 - FY10**

Cameras	Existing	Expansion	Total
Fixed	30	30	60
Mobile	6	0	6
Total	36	30	66

Personnel	Position	Wys
FY09	25	23.4
FY10	32	30.4
Increase	7	7.0

Summary Oper. Budget	FY09	FY09 Expansion	FY09 + Expansion	Total FY10	Total Unprogrammed Available Net Revenue	FY10 Increase
Personnel Cost	\$ 1,297,610	\$ 59,113	\$ 1,356,724	\$ 1,805,091		\$ 507,480
Oper. Expenses	\$ 5,975,500	\$ 2,794,620	\$ 8,740,120	\$ 11,289,110		\$ 5,313,610
Capital Outlay	\$ -	\$ 75,600	\$ 75,600	\$ -		\$ -
Total Oper. Exp.	\$ 7,273,110	\$ 2,929,333	\$10,172,444	\$ 13,094,201		\$ 5,821,090
Summary Revenue	Total FY09	Expansion	Total FY09 + Expansion	Total FY09 + Expansion		
Gross Speed Camera Revenues	\$14,775,000	\$ 7,843,440	\$22,618,440	\$ 28,797,610		
Net Revenue (Oper. Expenses Less Gross Revenues)	\$ 7,501,890	\$ 4,914,107	\$12,445,996	\$ 15,703,409		
Less Existing Net Revenues	\$ (7,501,890)	\$ -	\$ (7,501,890)	\$ (7,501,890)		
Unprogrammed Available Net Revenue	\$ (0)	\$ 4,914,107		\$ 8,201,519	\$ 13,115,626	

ALLOCATION OF TOTAL UNPROGRAMMED AVAILABLE NET REVENUE

		Sworn Position	Civilian Positions
Pedestrian Safety Initiative: FY10 Expansion	\$ 4,160,490	0	2
Traffic Analyst	\$ 72,000	0	1
Planning for implementation of Video cameras in cars	\$ 100,000	0	2
MCPD: Compensation Adjustments (Increments, Retirement, Group Insurance)	\$ 3,111,590	0	0
Recruit Class Expansion	\$ 36,210	0	0
Personal Patrol Vehicle Expansion	\$ 237,000	0	0
Humane Society Contract Increase	\$ 188,700	0	0
Additional Investigator: Sex Offender Unit (Jan. Recruit Class)	\$ 43,240	1	0
Subtotal	\$ 7,949,230	1	5
Restore MCPC Positions (in order of Chief's priorities)			
15 Education Facilities Officers (EFOs)	\$ 1,941,900	15	0
SID - Central Gang Unit	\$ 565,810	5	0
Alcohol Enforcement Unit	\$ 736,630	6	0
Family Crimes Division Positions	\$ 451,260	3	1
Community Policing Officers	\$ 1,357,930	12	
Traffic Division	\$ 243,240	2	0
Subtotal	\$ 5,296,770	43	1
TOTAL	\$ 13,246,000	44	6
Remaining Balance Speed Camera Net Revenue	\$ (130,374)		

Note: Funding overage by general fund revenues

MEMORANDUM

March 17, 2009

TO: Public Safety Committee

FROM: Linda McMillan, Senior Legislative Analyst *LMM*

SUBJECT: **Update - 2008 Crime Statistics**

Montgomery County Police Chief Manger will be present at this session to provide the Committee with an update on the 2008 crime statistics for the Montgomery County. Chief Manger has provided a report attached at © 1-21 which includes a report on Gang Activity (© 16) and a report from the Crime Analysis Section (© 18-21).

Some highlights from the report:

- Overall crime increased 1.4% from 2007 to 2008 with Part 1 crime increasing 5.3% and Part 2 crime decreasing (0.8%).
- The number of homicides, while relatively small for a jurisdiction the size of Montgomery County, increased from 19 to 21, or 10.5%. Information at © 18 indicates that 11 victims knew or were related to their killer(s) and 7 died as the result of a robbery.
- Rapes increased by 1.6%. Information provided at © 19 indicates that almost 78% of victims previously knew or were related to the offender and in 36% of incidents drugs and/or alcohol were used beforehand.
- Robbery was basically unchanged from 2007 to 2008 (increasing by only 0.4%) after an increasing trend that goes back to 1999 (© 4). Information at © 19 indicates that about 1/3 of these robberies were "pack" robberies.

- Burglary increased by 1.5%. Residential burglaries increased by just under 3%. About ¼ of these burglaries were to an unsecured home (unlocked or open door or window). The report notes (© 19) that one defendant is suspected in as many as 100 residential burglaries. This is less than the entire increase for the year.
- Commercial burglaries decreased by 1.1%.
- Auto theft decreased by (9.1%). This accomplishment, which is a result of the ongoing work of the Auto Theft Unit, is highlighted in the overview at © 2.
- Larcenies increased by 8.5%. The report notes (© 21) that in 2007 there were 960 GPS units stolen and that this increased to 2,438 GPS units stolen in 2008, a 154% increase.
- The report highlights the work of the Police Community Action Teams (PCAT) at © 14-15.
- A report on gang activity in the county is included at © 16. The report shows that the overall number of gang incidents declined from 2007 to 2008 after increasing from 2005 to 2006 and 2006 to 2007. Within these overall numbers it should be noted that there were substantial increases in the numbers of robberies and burglaries.
- The Chief's report discusses the varying trends throughout the county (© 9). The following table provides a summary of the percentage increase/decrease in incidents from 2007 to 2008 by district.

	Part 1 Crime	Part 2 Crime	Total Crime
1 st District	3.9%	(0.9%)	0.7%
2 nd District	2.2%	(1.6%)	0.2%
3 rd District	2.3%	0.9%	1.4%
4 th District	8.6%	(1.4%)	1.9%
5 th District	10.1%	0.02%	3.0%
6 th District	6.8%	(1.8%)	1.2%

f:\mcmillan\police\police2009\2008 crime stat update mar 19 ps.doc

Crime in Montgomery County, Maryland

2008

Montgomery County Department of Police

**J. Thomas Manger
Chief of Police**



March 19, 2009

Overview

Overall, crime went up 1.4% last year (when compared to 2007.) During each year, my staff and I do an in-depth analysis on our crime numbers in an effort to quickly identify trends and react to them. It is a never ending process. Our analysis of the 2008 crime stats reveals some good news and some areas for improvement. Our largest increase came in the Larceny category. This includes shopliftings, thefts from vehicles, etc. Larcenies were up 8.5% in 2008. On a more positive note, Robberies stayed relatively steady in 2008, up less than 1%. With the steady increase of robberies between 1999 and 2006, I am encouraged that the numbers have stayed flat over the past two years. One of the bright spots in our crime statistics is a 9.1% reduction in stolen cars. The detectives in our Auto Theft Section are doing a great job at making arrests and reducing the number of vehicle thefts. Locking your car doors and not keeping an ignition key in an unattended vehicle are still the best theft prevention. By any measure, Montgomery County continues to enjoy a very low crime rate. A complete look at our 2008 crime numbers is included in this report.

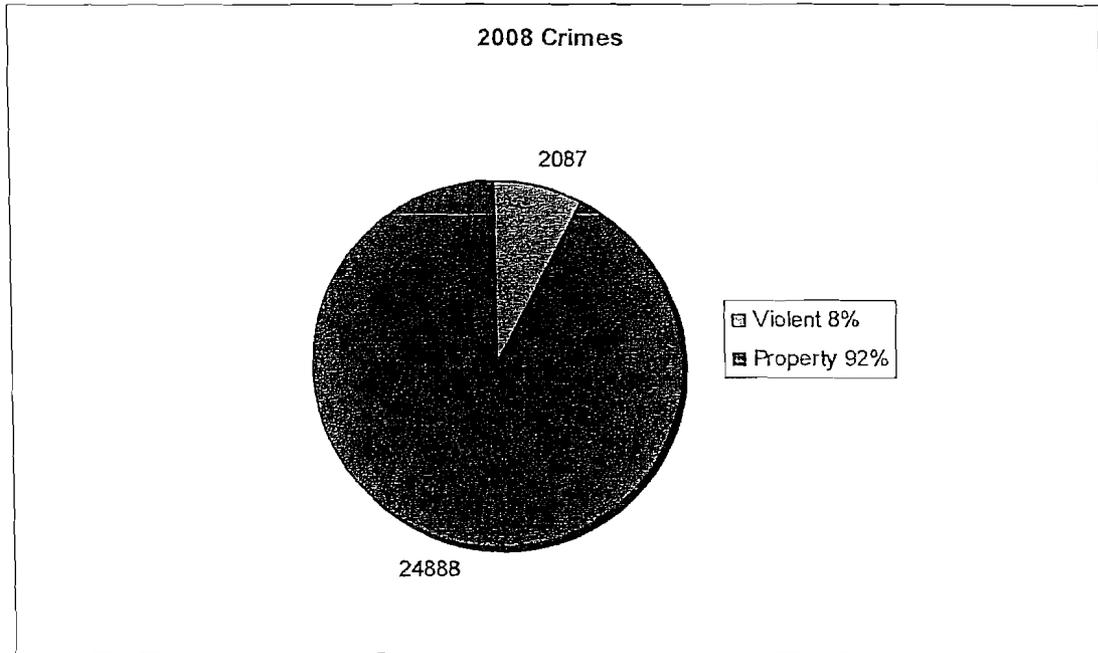
Crime	2007	2008	% difference
Murder	19	21	10.5
Rape	129	131	1.6
Robbery	1096	1100	0.4
Aggravated Assault	815	835	2.5
Burglary	3551	3603	1.5
Larceny	17536	19027	8.5
Auto Theft	2483	2258	-9.1

Reported Crime

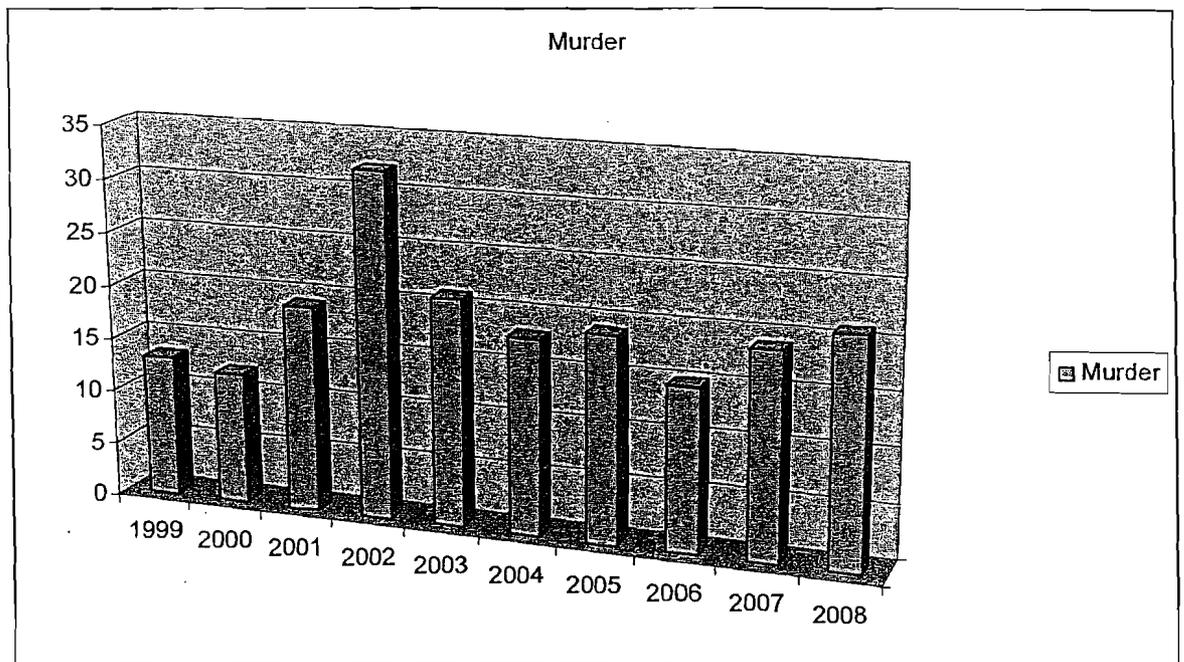
Larceny continues to be the largest percentage of crime, with auto theft and burglary the next two largest categories. The crimes, although non-violent, do have an impact on the perception of safety within the community. Although we did experience a 1.4% increase in crime, this could be attributed to the current difficult economic circumstances and a projected population growth of 1.1% per year. We are, however, constantly working on prevention education to thwart these crimes of opportunity.

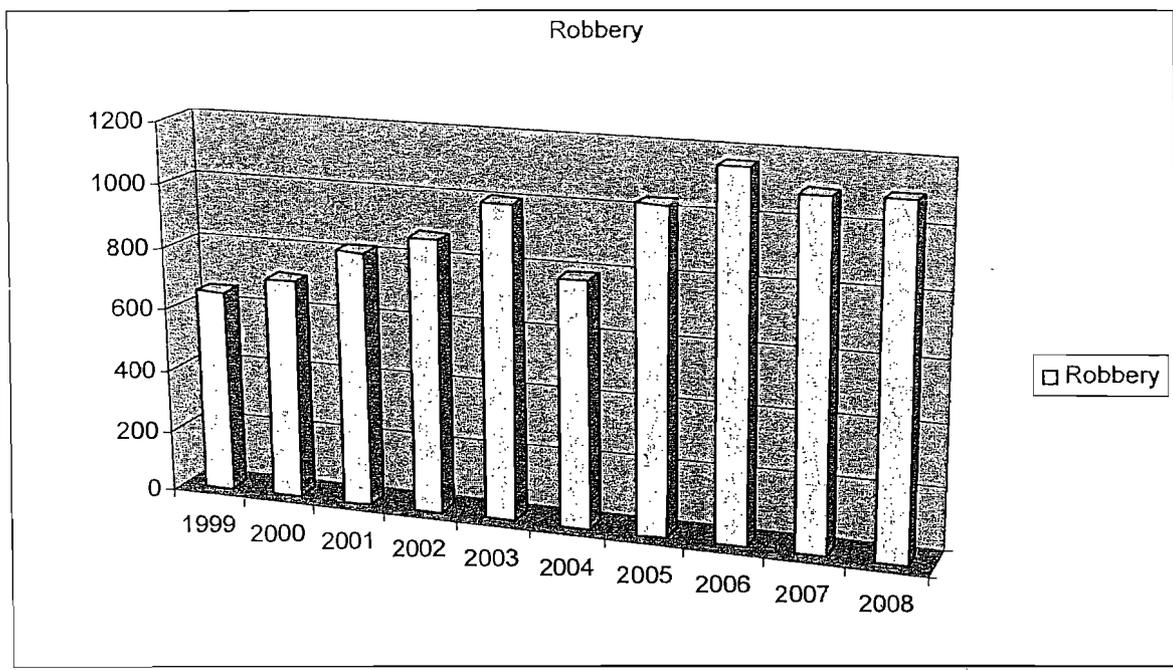
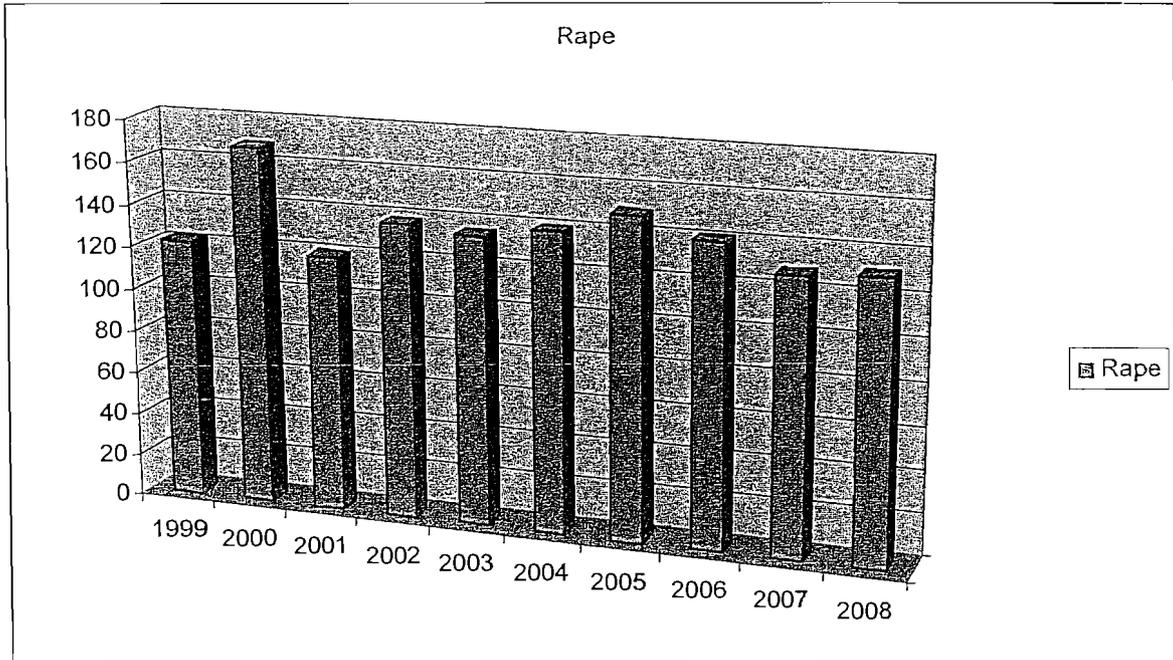
Crime Charts

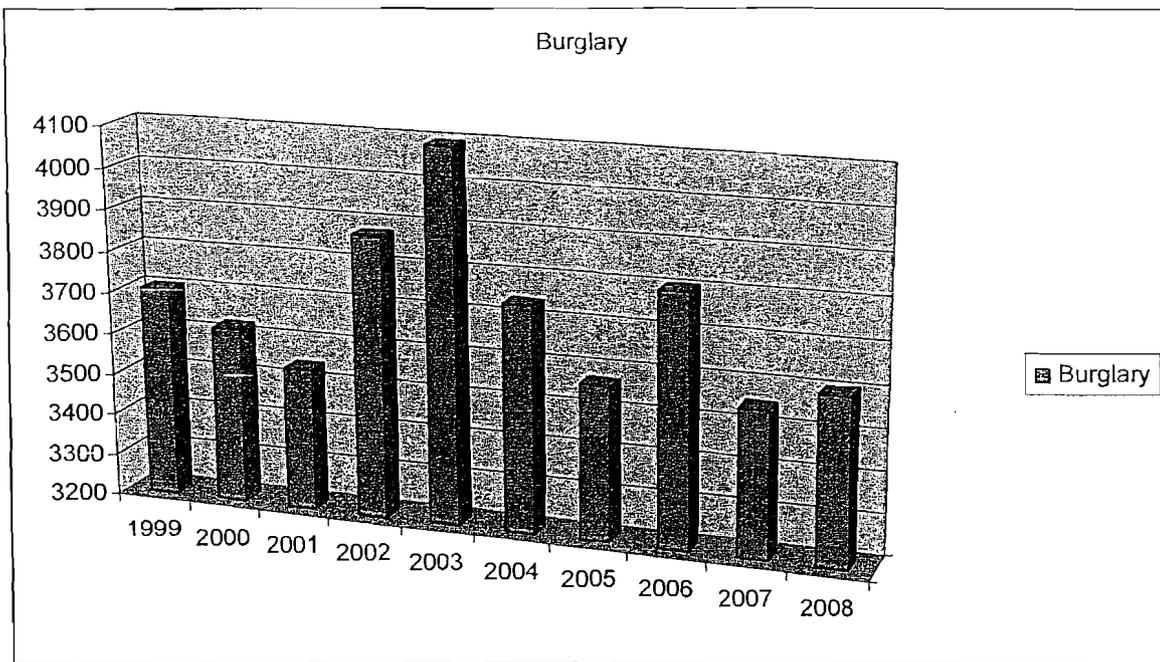
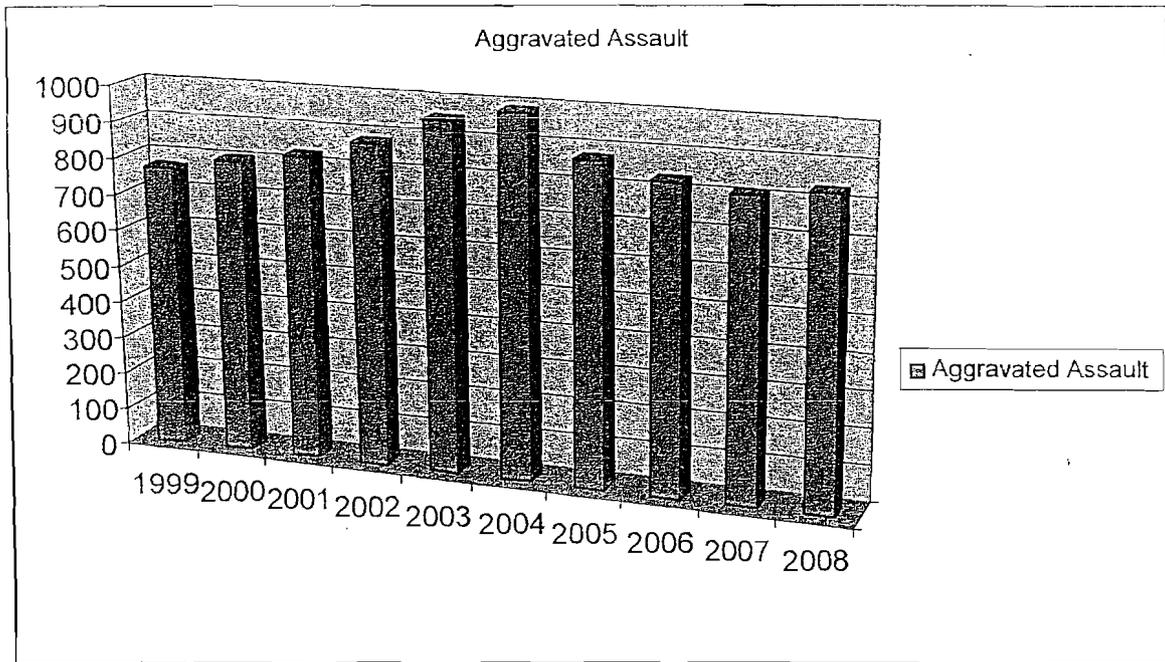
The following chart compares the total of violent versus property crime for 2008 reinforcing the relative safety of our community.

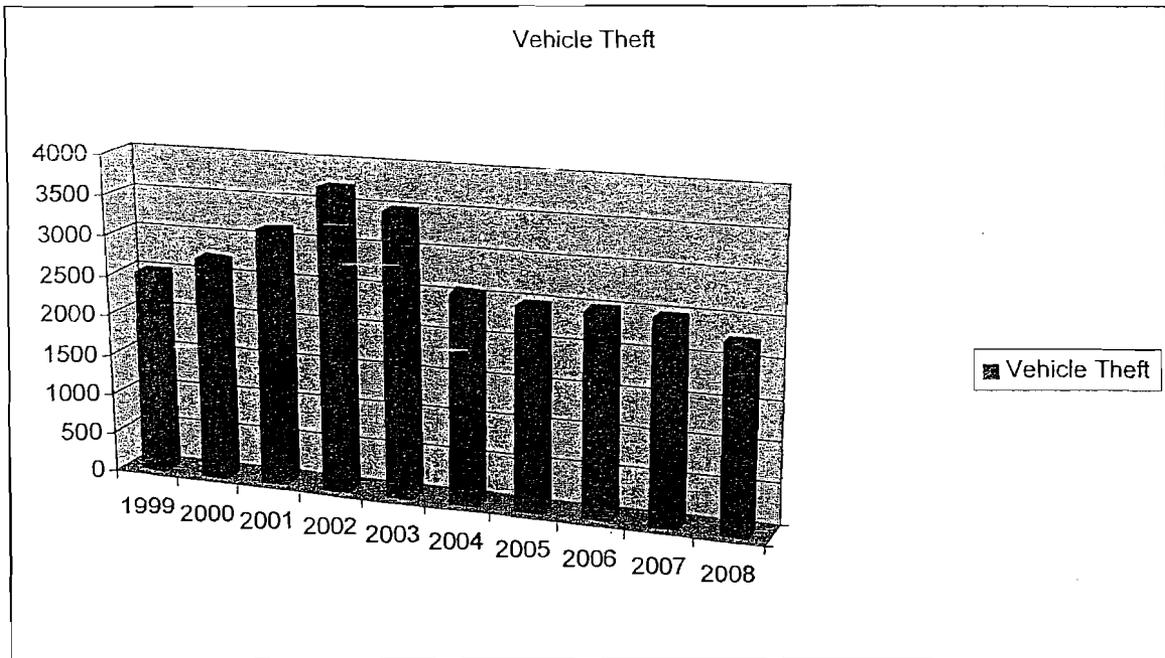
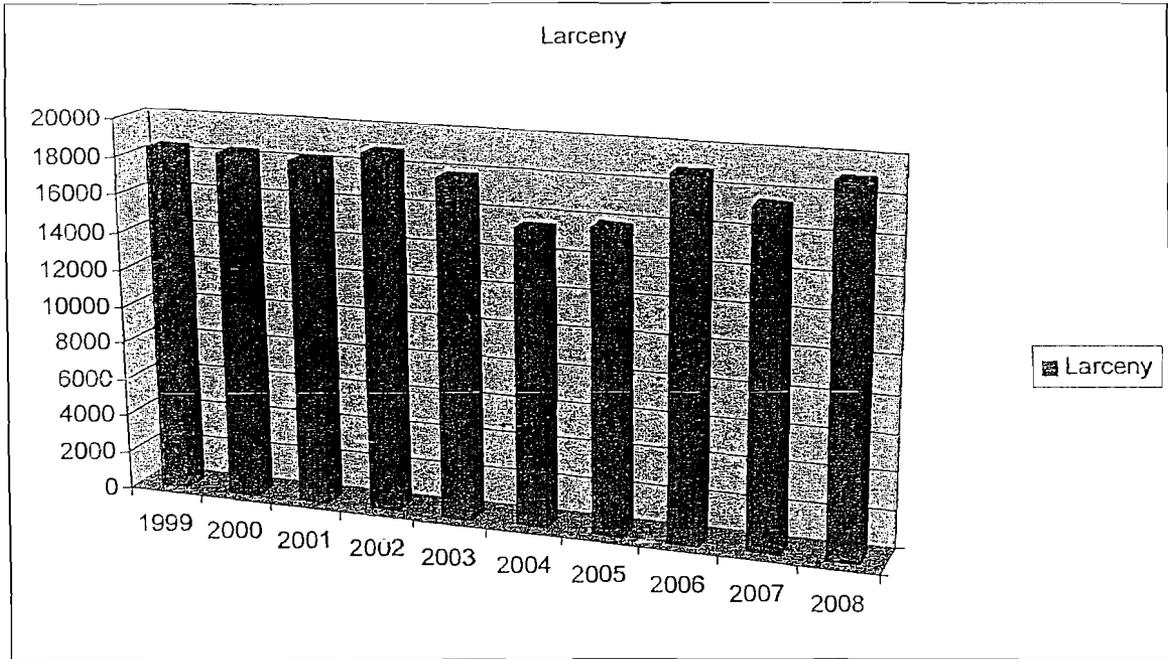


To help illustrate trends in Part I offenses we have included the following charts.









Clearance Rates

Although reported crime is an important statistic for any community, the closure of these crimes can have an even bigger impact on how safe the members of the community feel. Employees from every assignment are constantly working on arresting individuals for criminal activity. Often these arrests take place at the time of the crime and other incidents require tireless hours of investigation. These statistics illustrate the effectiveness of our efforts. Without the assistance from the community and our outreach efforts, many of these closures could not have been made.

Clearance Rates

	2007 Cases Cleared	2008 Cases Cleared	2007 % Cleared	2008 % Cleared
Murder	16	15	84.4%	71.4%
Rape	53	58	55.0%	48.9%
Robbery	451	507	33.0%	30.3%
Aggravated Assault	392	368	56.9%	52.0%
Burglary	604	604	23.8%	20.1%
Larceny	1736	1983	16.6%	15.7%
Auto Theft	304	267	11.2%	15.4%

Police District Information

Our six police districts have been working closely with community organizations in an effort to prevent criminal activity and many of these efforts have been productive. Larceny continues to be our highest reported crime in all districts. Many of these larcenies have been theft from autos. Our crime prevention officers along with our media services division have been working to educate the community not to leave valuables in their car and to lock their car. The 3rd and 4th districts had the largest increase in robberies; more than a third were "street robberies" involving three or more suspects. To give a better "snapshot" of crime in the districts, these statistics include part II crimes.

Part II crimes are;

- Minor Assaults
- Arson
- Vandalism
- Weapons
- Drugs
- Family Offenses
- Juvenile Offenses
- Disorderly Conduct

Crime Statistics by District

2008 -2007

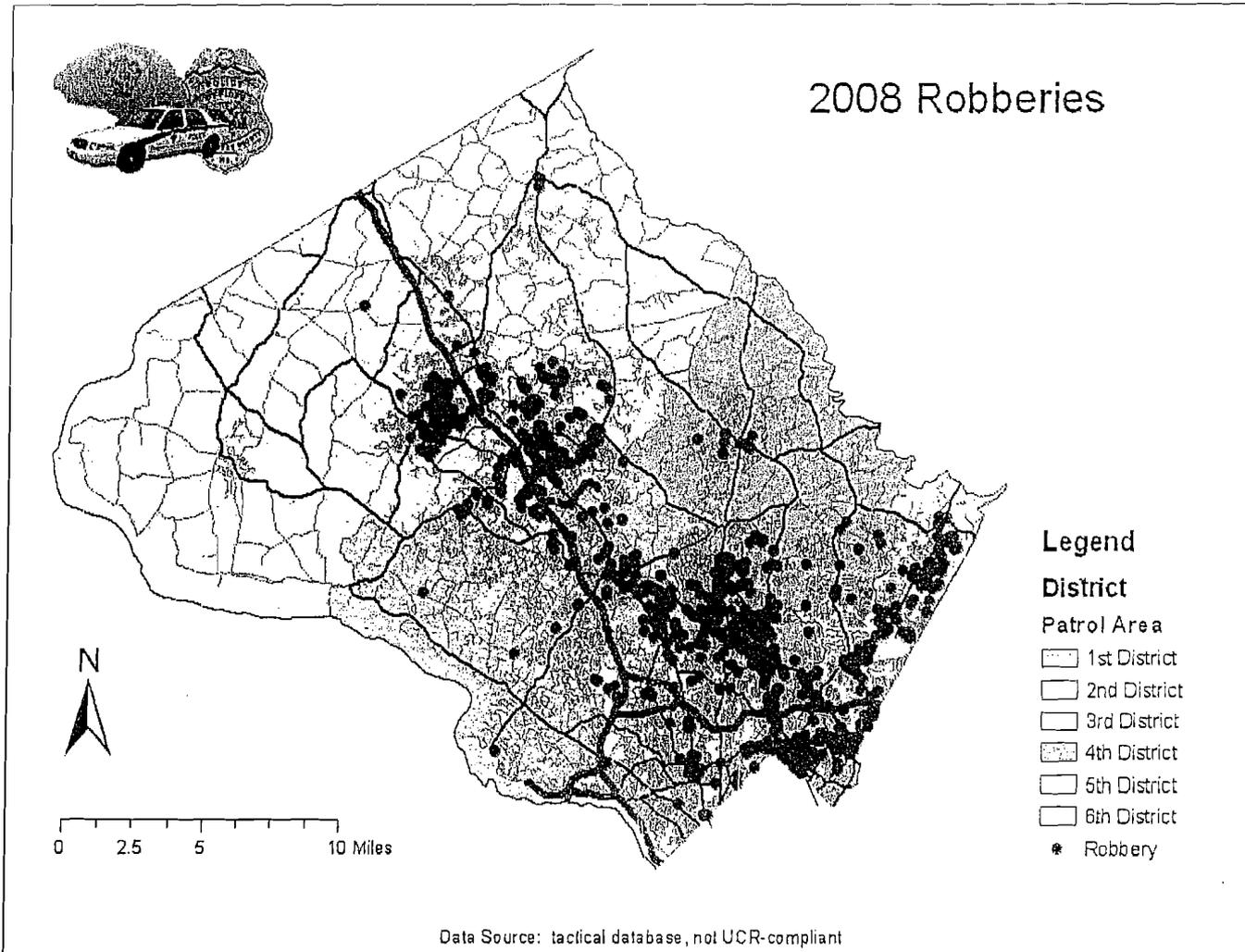
	1st District			2nd District			3rd District			4th District			5th District			6th District		
	2008	2007	%	2008	2007	%	2008	2007	%	2008	2007	%	2008	2007	%	2008	2007	%
Murder	2	2	0.0%	1	1	0.0%	5	3	66.7%	6	5	20.0%	3	7	-57.1%	4	1	300.0%
Rape	14	20	-30.0%	16	9	77.8%	30	30	0.0%	25	22	13.6%	15	19	-21.1%	31	29	6.9%
Robbery	101	132	-23.5%	72	72	0.0%	377	345	9.3%	286	243	17.7%	89	110	-19.1%	175	194	-9.8%
Agg. Assault	80	95	-15.8%	59	57	3.5%	219	214	2.3%	192	195	-1.5%	91	71	28.2%	194	183	6.0%
Burglary	575	525	9.5%	485	449	8.0%	867	913	-5.0%	741	730	1.5%	392	339	15.6%	543	595	-8.7%
Larceny	2,741	2,549	7.5%	3,343	3,267	2.3%	3,887	3,568	8.9%	3,435	3,080	11.5%	2,027	1,826	11.0%	3,594	3,246	10.7%
Auto Theft	179	229	-21.8%	235	267	12.0%	774	949	18.4%	511	511	0.0%	193	181	6.6%	366	346	5.8%
Part I	3,692	3,552	3.9%	4,211	4,122	2.2%	6,159	6,022	2.3%	5,196	4,786	8.6%	2,810	2,553	10.1%	4,907	4,594	6.8%
Part II	7,309	7,374	-0.9%	4,498	4,573	-1.6%	9,879	9,795	0.9%	9,446	9,583	-1.4%	6,109	6,108	0.02%	8,277	8,429	-1.8%
Total Crime	11,001	10,926	0.7%	8,709	8,695	0.2%	16,038	15,817	1.4%	14,642	14,369	1.9%	8,919	8,661	3.0%	13,184	13,023	1.2%

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Crime Patterns

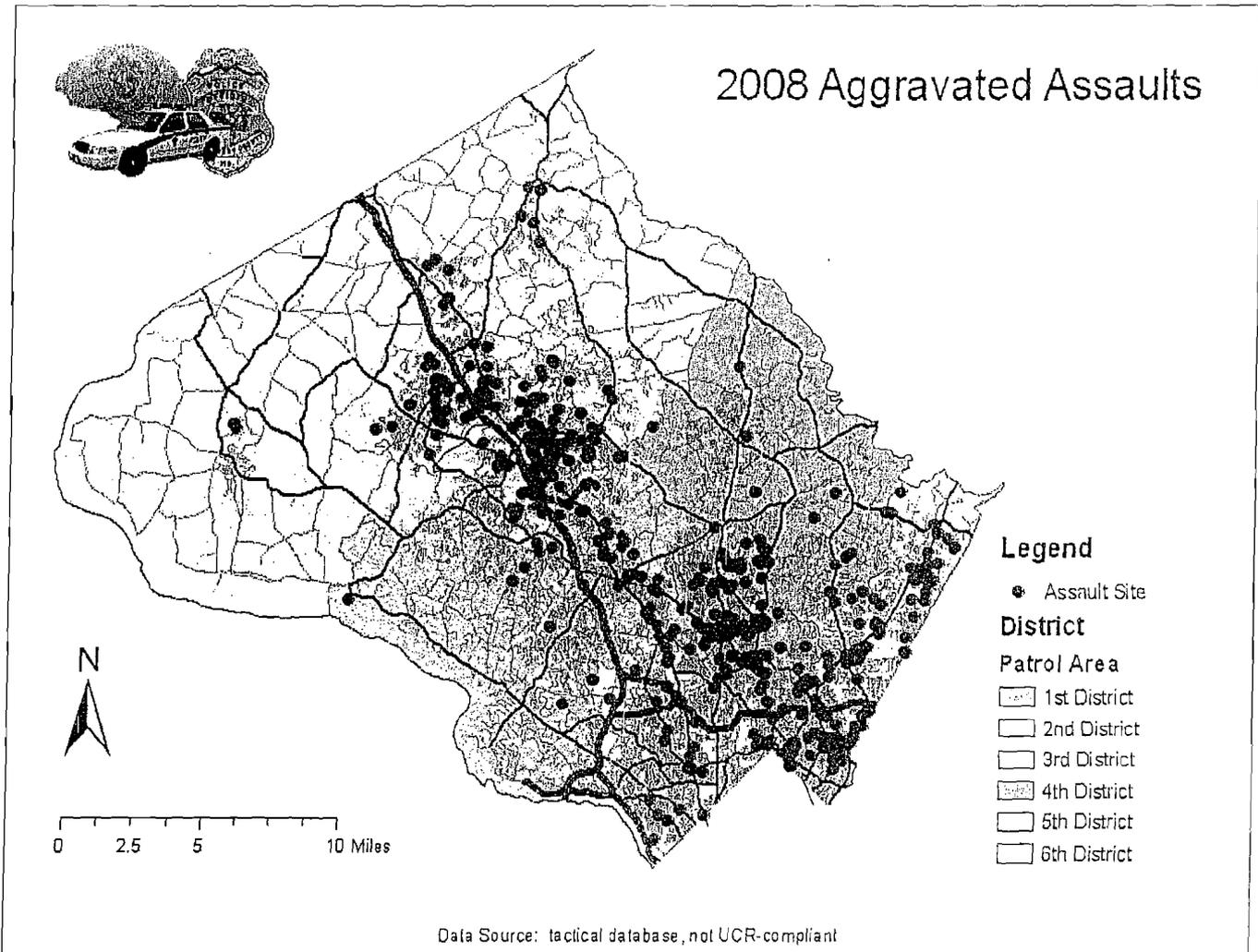
Some crimes show a clear geographic pattern. The Central Business Districts of Silver Spring and Wheaton have a disproportionate number of robberies and aggravated assaults. Consequently, the Route 29 corridor in Silver Spring is another area of concern. The District Commanders have all developed plans to reduce criminal activity in their respective districts. The CBD's and the Rt. 29 corridor all receive a planned multi-faceted response. With extensive crime analysis in hand, shift/beat teams are briefed on the time of day most crimes occur as well as day of week and location. The PCAT team is deployed during high crime periods and SAT Teams work in a covert capacity to make arrests in targeted areas. Our Crime Analysis Section prepares crime alerts daily to inform officers of specific trends in their area of assignment. Daily briefings and bi-weekly MCP Stat meetings allow every member of the department to be aware of trends and to give them a voice in developing a structured response to the trend. These briefings also help identify seasonal trends before they occur and a response can be prepared in advance. Prevention is an important factor in our response and our Community Services Officers work with patrol and PCAT to distribute educational materials to assist with their prevention efforts. Community prosecution is another facet in our response to crime patterns. MCP officers also work closely with the municipal police departments in Montgomery County. When county-wide task forces are created to prevent specific crimes, all local jurisdictions are encouraged to participate. The State's Attorney's Office has assigned community prosecutors to assist with removing identified "career" criminals from the communities they prey on.

The crimes of Robbery, Aggravated Assault, Burglary, and Thefts from Autos, are illustrated in plot maps. These maps help give our Commanders a clear picture of where crime is occurring. They also help identify homeowner's associations or community groups that have a stake what occurs in their neighborhood.

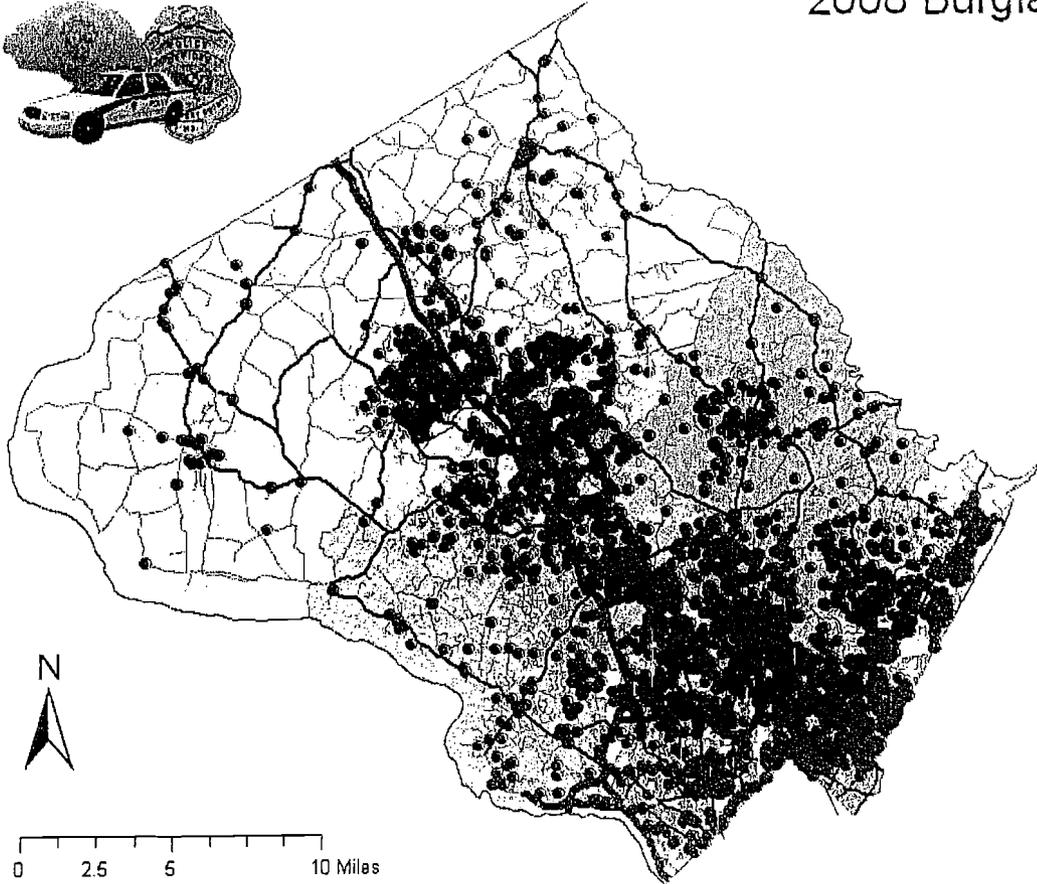


Map by: mal, Crime Analysis Section

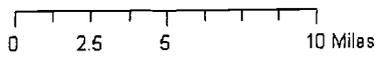
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2008 Burglary Sites



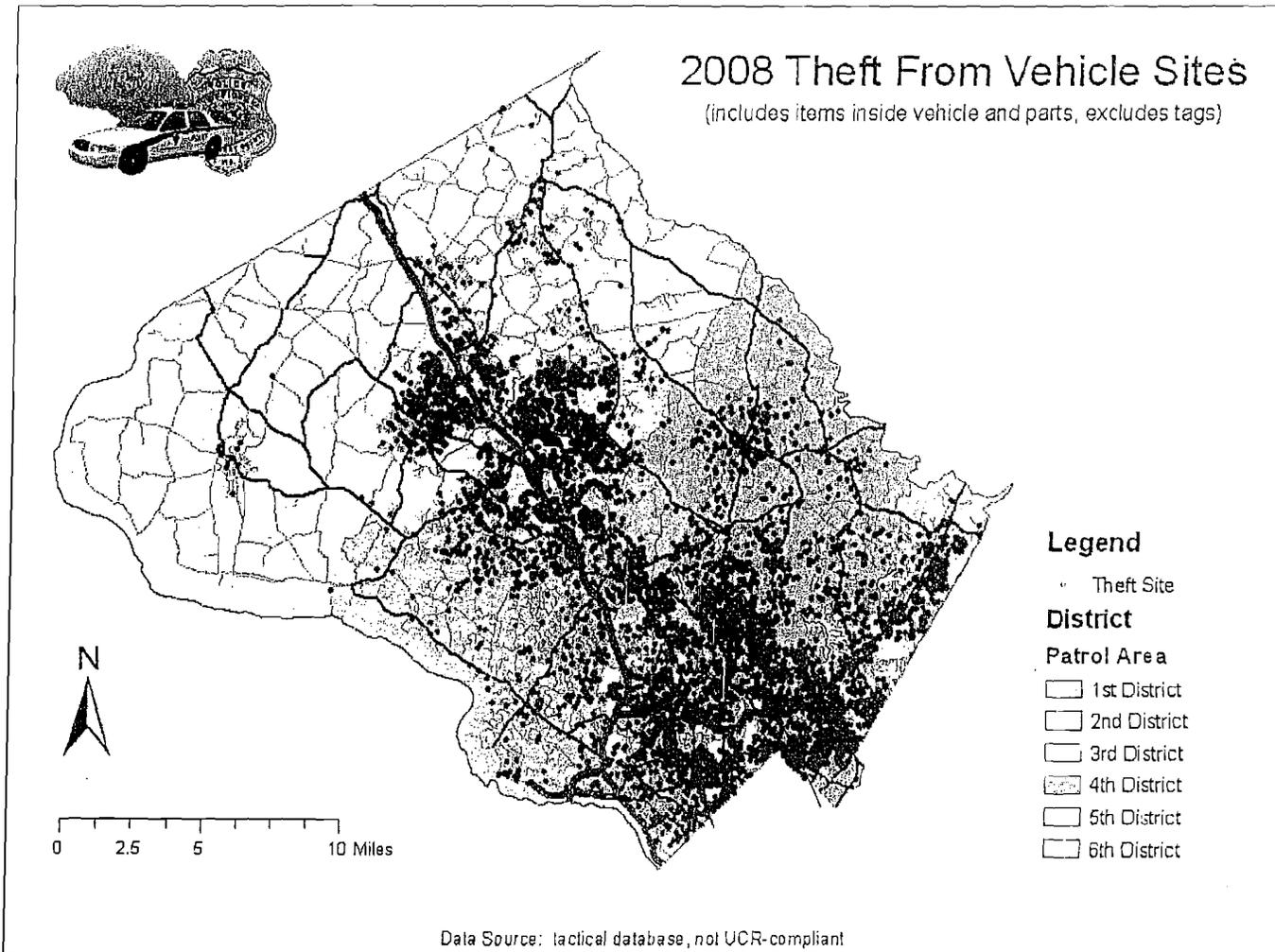
- Legend**
- Commercial / School
 - Residential
- District**
- Patrol Area**
- 1st District
 - 2nd District
 - 3rd District
 - ▨ 4th District
 - 5th District
 - 6th District



Data Source: tactical database, not UCR-compliant

Crime Analysis Section

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Crime Analysis Section

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Police Community Action Team

PCAT was deployed in each of the six police districts in 2008. They worked on issues as varied as street robberies to traffic complaints. Their attendance at community meetings gives them a first hand look at what is important to the people living in specific neighborhoods. PCAT can then tailor their response to the priorities established by the community. As a result of these deployments they were able to make an impact of crime in those neighborhoods. Here a few examples of their work for 2008.

- 1st District street robbery initiative in April, made ten arrests in three day period for various offenses, including possession of hereon and another for distribution of marijuana
- 2nd District marijuana growing operation uncovered. In October PCAT officers made a traffic stop and several packaged drugs and a pellet gun in the vehicle. A search warrant of the driver's residence revealed a large marijuana growing operation and evidence of an extensive illegal drug business.
- Firearms were recovered on six traffic stops in 2008. One of those arrested also had an outstanding warrant for armed robbery in Prince Georges County.
- 3rd District CBD disorderly conduct and drug arrests. Citizen complaints were investigated and multiple arrests were made after criminal conduct was observed.
- While assigned to the MC Fair the team observed known gang members in the parking lot outside of the fair. Several arrests for violations such as drugs, open alcohol, stolen license plates, and open warrants were made
- The 5th District was experiencing numerous vandalisms to property. PCAT was able to work with patrol officers and identify the offenders. Arrests were made and 27 vandalism reports were closed with \$33,000.00 in property damaged.

In 2008 PCAT deployments yielded:

- 413 arrests
- 13 weapons arrests
- 5 gun arrests
- 8 other dangerous deadly weapon arrests including- Nunchuks, a machete, and pellet guns.
- 407 Field Interview and photos

PCAT is continuing to make community contacts in the neighborhoods in which they were deployed. Each PCAT officer is assigned 1-2 beats throughout the county and maintains constant contact with community leaders. PCAT has received several neighborhood complaints in reference to drug houses, disorderly conduct and nuisance concerns. PCAT has addressed them promptly, professionally and with much success - most have resulted in arrests for CDS.

PCAT was assigned to several locations for specific problems or events, they include:

- July 2008 Gang shooting/stabbing in Gaithersburg near Lake Forest Mall.
- July 4th fireworks detail
- August 2008 MC Fair
- October 2008 Elderly victim residential robbery/homicide detail.
- November 2008 3D robbery detail
- December 2008 Holiday Shopping Detail

This chart displays an average three months of statistics for PCAT.

2008

	July	August	September	Total
CITATIONS	25	40	125	190
WARNINGS	36	43	117	196
EROS	1	5	16	22
DUI ARRESTS	1	0	5	6
VEHICLE STOPS	215	212	255	682
FIELD INTERVIEWS (FI)	32	33	50	115
CALLS HANDLED	16	19	53	88
GUNS/Weapons RECOVERED	1	1 BUTTERFLY KNIFE 1 HAND GUN IN VEH	1	4
ALCOHOL CITATIONS	2	8	7	17
CRIMINAL CITATIONS	7	10	15	32
WARRANTS SERVED	2	11	4	17
ARRESTS (CPU & JUV)	11	12	36	59
MONEY SEIZED	\$5,843.00		\$2,282.00	\$8,125.00
TOTAL ARRESTS	22 + 1 DUI	43	63 + 5 DUIs	134

Gang Activity

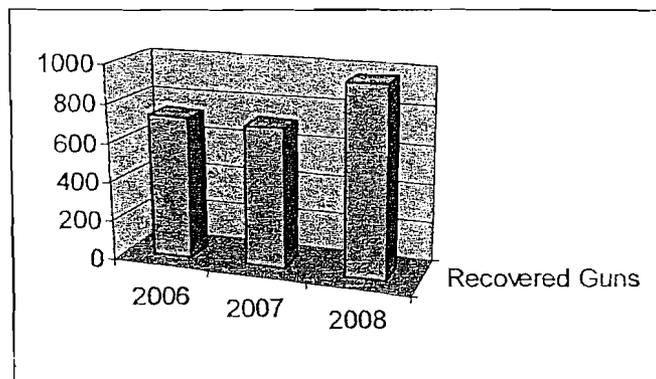
Our Gang investigators were very busy in 2008. Although overall gang related crime was down for 2008, burglaries and robberies were up significantly. Drug offenses and disorderly conduct also saw increases. Gang related graffiti incidents are down after a peak in 2007. One significant example of the effectiveness of our gang officers was the aggravated assault at Westfield Wheaton Plaza in December. Officers were able to identify the suspects in the shooting quickly as a result of their gang member data base. Without the gang officers and their vast intelligence base this case may not have been closed so quickly.

Reported Crime Type Gang Intel Database	2008 Gang Incidents	2007 Gang Incidents	2006 Gang Incidents	2005 Gang Incidents
Alcohol/DWI	6	7	5	4
Arson	2	0	1	2
Assault	60	107	49	65
Auto Theft	15	12	9	9
Burglary	22	7	26	11
CDS Offense	61	56	32	34
Disorderly Conduct	19	13	18	9
False Statement	2	2	1	0
Harassment	1	1	0	1
Homicide	3*	0	4	2
Kidnapping	1	0	0	0
Larceny	17	18	11	20
Rape	2	5	2	3
Robbery	50	31	32	21
Robbery/Carjacking	1	3	1	1
Sex Assault	1	3	0	0
Threats	8	6	8	9
Trespassing	10	9	10	6
Vandalism	41	53	23	17
Vandalism/Graffiti	81	130	99	79
Weapons Offense	37	44	32	36
Witness Intimidation	2	2	0	1
<i>Total</i>	442	507	363	330

* Incident listed as a homicide in 3rd quarter 2008 was an attempt.

Firearms Section

The Montgomery County Police Firearms Task Force works cooperatively with the ATF and all regional task forces in the metropolitan area, to include Prince Georges County Maryland State Police and MPD. These investigators are extremely well trained in the laws relative to firearms and employ innovative strategies to identify individuals illegally in possession of firearms. They review Circuit Court findings to identify newly convicted felons and cross check that against our database of people who had previously legally registered guns. They check ammunition logs at the area gun shops to see who has purchased ammunition and check the criminal history of any purchasers to ensure they are not prohibited. They respond directly to any call in which a gun is used or displayed, to ensure a successful investigation.



Alcohol Enforcement Section

The Alcohol Enforcement Section has been working with the Department of Liquor Control to reduce underage alcohol consumption at all liquor dispensary locations. Along with DLC personnel, AES has been able to inspect every alcohol licensed establishment over the past few years. Their efforts in "Drawing the Line" have been directed towards reducing the senseless deaths of our youth and driving under the influence. Working with MCFRS and School staff AES has completed several "Every 15 Minutes" programs at county high schools. AES has seasonal enforcement campaigns throughout the year. The Prom Initiative in late spring and the Holiday Task Force in December/January are their two largest efforts to reduce DWI's.

Citations	2007	2008
Juvenile Alcohol	476	413
Adult Alcohol	741	717
Furnishing Alcohol	80	98
Fake ID	18	12
DUI	336	422

2008 END OF YEAR COMMENTS REGARDING REPORTED CRIME

Prepared by: Angie Lindsay, 3/04/08, CAS # 09-197

Data Source: UCR figures. Note that detailed anecdotal data is from the tactical database (which is not UCR-compliant), percentages are rounded to the tenth.

Homicide: 21 in 2007 vs. 19 in 2007, + 10.5%

- 21 victims were killed at a total of 20 scenes
- 2 homicides were recorded in 2008, but the deaths likely occurred in 2007 (Bowman children found in Charles County)
- 7 victims died the result of a robbery

District	CR#	Name	Date
W	08-070522	MEIZELL, LILA AGRESS	11/26/2008
B	08-052507	HAVENSTEIN, MARY FRANCIS	9/4/2008
M	08-021097	HARVEY, LINDSAY MARIE	4/15/2008
W	08-004677	FATO, GENNARO	1/23/2008
M	08-032825	WANG, LONGYUAN	5/6/2008
S	08-030644	VILLATORE, JORGE	5/27/2008
W	08-009575	LACAYO, GERALD	2/16/2008

- 11 victims knew or were related to their killer(s) – 52.4% this includes:
 - 7 victims killed by an acquaintance
 - 2 victims killed by a parent (mother)
 - 2 victims killed by an ex-boyfriend
 - 8 victims were killed by strangers (to include 5 the result of robberies)
 - 2 victims' killers remain unknown
- 8 victims were killed by a firearm (38.1%); 5 by cutting/stabbing (23.8%)

Rape: 131 in 2008 vs. 129 in 2007, +1.6%

Note: during calendar year 2008 five reports from previous years were ruled as “unfounded” and these cases were subtracted from our running count for the year. Since it is not possible to arbitrarily exclude five actual cases from year-end analysis, the below information reflects a total of 136 cases still open or closed by arrest or exception at year’s end, and not the 131 published per UCR recording guidelines. Therefore, percentages only are used.

- 82.4% were completed rapes, 17.6% were attempts
- 12.5% of recorded cases actually occurred prior to 2008
- 36.0% of incidents were known to have involved drug and/or alcohol use beforehand
- 77.9% of victims previously knew or were related to the offender; 22.1% report a stranger as offender (to include 5.9% of the overall total where victims had just met the suspect and willingly accompanied him elsewhere, such as accepted a ride or went home with).

Suspect relationship table:

Acquaintance/otherwise known	51.5%
Stranger	22.1%
Boyfriend	11.0%
Ex-Boyfriend	5.9%
Husband	5.1%
Other Relative	3.7%
Brother/Step-Brother	0.7%
<i>Total:</i>	<i>100%</i>

Robbery: 1,100 in 2008 vs.1,096 in 2007, +0.4%

- Commercial robberies were down 16.1%
- Non-commercial robberies showed an increase from 947 in 2007 to 975 in 2008 (+ 3.0%).
 - Just more than one-third of “street robberies” were “pack” robberies, involving three or more suspects (290 incidents out of 825 cleared 03x1, 03x7 or 03x8 from a tactical database, which is not UCR-compliant).



Aggravated Assault: 835 in 2008 vs. 815 in 2007, +2.5%

Note: assault *victims* are counted, not incidents; so any aggravated assault with a cross-complaint made will be counted more than once.

Victims:

- 39.0% of these assaults were domestic in nature (326)
- 3.5% of these assaults had police officers as victims (29)

Means:

- 72.0% involved the display or use of a weapon (601 total)
 - gun – 11.5% (96)
 - knife – 39.0% (325)
 - other weapon – 21.6% (180)
 - strong-arm – 234 (28.0%)

Burglary: 3,603 in 2008 vs. 3,551 in 2007, +1.5%

Residential: 2,623 in 2008 vs. 2,550 in 2007, +2.87%

- 25.4% were to unsecured homes (unlocked or open window/door)
- 9.1% were of a shed or garage only
- 4.7% were to a vacant home

Of note: one defendant, Shane Green, is suspected of as many as 100 residential burglaries in the 3rd and 4th per WIS – which exceeds the increase in 73 events noted all year in the county.

Commercial: 904 in 2008 vs. 914 in 2007, -1.1%

- Approximately half were general retail establishments, to include beer & wine stores, convenience stores, service stations, dry cleaners, etc.
- office buildings were the second most popular targets, followed closely by restaurants

Larceny: 19,207 in 2008 vs. 17,536 in 2007, +8.5%

- Shoplifting, thefts from buildings and 'all other' showed minimal change.
- Thefts from vehicle or of vehicle parts showed a significant increase, up to 10,602 in 2008 vs. 9,047 in 2007 (+17.2%)
 - In our tactical database we do not capture tag thefts and the data source is usually cited as "preliminary info". For 2008 we entered 8459 non-tag thefts from vehicles, of which 1817 were known to have been left unlocked or with an open window; this equates to

21.2% of these non-tag thefts captured in the database. If we add in ones where the method of entry is not known or apparent (another 597 – which often means likely unlocked but can't really verify that), we go to 28.5% of the non-tag thefts being no force likely.

- Thefts from vehicles are driven by available technology; years ago it was stereos being taken, then CD players & big speakers, assorted vehicle parts, misc. items inside (clothes, gym equipment, etc.). With the increase in availability of personal technology, we saw numbers rise when more and more people had cell phones, laptops, and now the popular GPS units *being left in cars for convenience*. Our tactical database “preliminarily” shows 960 GPS units taken in 2007, but 2438 in 2008 - + 154.0 % !
- There are many ways now to convert stolen items to cash than typical, regulated, pawn shops, with Craig's list, E-bay, etc.
- Detectives have had burglars tell them that they are also now stealing from cars as the risk is not as great for apprehension or for sentence if caught, and the haul pretty profitable.

Auto Theft: 2,258 in 2008 vs. 2,483 in 2007, -9.1%

- The percentage of cases closed is up from 2007 to 2008, but the total arrests are down.

All Part 1: 26,975 in 2008 vs. 25,629 in 2007, +5.3%

All Part 2: 45,518 in 2008 vs. 45,862 in 2007, -0.8%

Total Crime: 72,493 in 2008 vs. 71,491 in 2007, +1.4%