

MEMORANDUM

February 22, 2021

TO: Public Safety Committee

FROM: Susan J. Farag, Legislative Analyst

SUBJECT: Briefing: Police Department Staffing

PURPOSE: Briefing – No Vote Expected

Today the Committee will receive a briefing on Police Department staffing. The Committee was last briefed on one aspect of staffing – recruitment – on September 26, 2019.¹ Today's briefing will examine the need to appropriately size the Police Department to provide public safety services to the community, and the recruitment and retention challenges they face to provide well-trained staff. Those expected to attend include:

Chief Marcus Jones, Montgomery County Police Department (MCPD)
Captain Nicholas Augustine, Personnel Director (MCPD)
Lieutenant Ian Clark, Management Services Bureau (MCPD)
Neil Shorb, Budget Director, MCPD

Overview

For the past several years, police departments around the nation have experienced difficulty recruiting and retaining qualified police officers. There are multiple reasons behind this trend, including a changing career landscape for younger generations, the retirement of many police hired in the 90s when crime was at its height, and more recently, the public examination of policing practices as unlawful use of force incidents permeate the news. There are calls for both safer policing and addressing historical racial inequities in police interactions with the public. Much of this national conversation has centered around the reduction of police department budgets (and therefore staffing), while simultaneously increasing taxpayer-funded community support services for mental health, housing, substance abuse, and other societal challenges that may disproportionally lead to police contact with the community.

¹ [9/26/19 Staff Report on Police Recruitment](#)

Over the past year, the County has engaged in multiple efforts to examine policing and make policing safer for all members of the community. The Council has created the Policing Advisory Commission, whose mission is to advise the Council on policing matters and recommend policies, programs, legislation, or regulations with regard to policing.² The Executive convened his Task Force to Reimagine Public Safety last summer, and it recently released its report detailing 87 recommendations to enhance public safety.³ Last year, the Board of Education directed the Superintendent to examine the School Resource Officer program (SRO), and final recommendations are expected in May.⁴ Additionally, the County Executive has retained Effective Law Enforcement for All (ELE4A) to conduct a comprehensive audit of the Police Department. Part of this audit will assess the size and structure of the department as it relates to efficiency of operations and community need.⁵ The consultant's preliminary findings are expected sometime this spring. And while it has not been discussed in detail, the Chief has a proposed reorganization plan for his department that would better align public safety service delivery to meet the County's goal of safe neighborhoods.

Several of these issues are currently before the Council, and several more are likely to be presented for Council review. The Council will soon review the Department's Recommended FY22 Operating Budget, which may include staffing cuts (including 27 sworn positions) first proposed in last summer's FY21 Savings Plan.⁶ This briefing is expected to provide an overview of MCPD sworn staffing as it relates to its current mission, common methods of determining appropriate law enforcement staffing, and ongoing challenges that the Department has experienced regarding recruitment (and more recently, retention). It will provide a foundation for understanding how to appropriately staff MCPD to best meet the County's goals of reducing racial inequities, providing safer policing, and maintaining high levels of public safety for the entire community.

Prior Reviews of MCPD Staffing

In 2004, a five-year staffing plan was proposed to increase staff by over 200 sworn officer and civilian positions. The Department felt these additional positions were needed to provide the highest quality of service to its residents. Eighty-nine sworn positions were added over the next three years, bringing the sworn complement to 1,200 in 2008. When the Recession forced cuts across all County services, MCPD lost 55 of those 89 sworn positions.

In 2011, CountyStat conducted a comprehensive review of police staffing, using internal workload benchmarks, regional comparisons, per capita staffing, and crime trends.⁷ CountyStat followed up with an additional performance review in 2013 to observe whether there were any

² [Policing Advisory Commission](#)

³ [Task Force to Reimagine Public Safety Recommendations Report, February 4, 2021](#)

⁴ [January 11 Board of Education Meeting, Findings and Recommendations](#)

⁵ [September 17, 2020 Staff Report, Scope of Work included at ©4](#)

⁶ [Staff Report on the FY21 Public Safety Savings Plan \(July 14, 2020\)](#)

⁷ [January 17, 2012 Staff Report with CountyStat Presentation Attached](#)

performance changes.⁸ CountyStat also maintains a current dashboard of various performance measures.⁹

MCPD subsequently proposed a new staffing plan, from FY13-15, that would add 120 new sworn positions over three years.¹⁰ The Department stated:

“If fully implemented, the plan will improve service delivery to meet the dynamic changes the County has experienced over the last decade and sets the foundation for the future requirements of the Department.” MCPD received an additional 106 sworn positions over those three years.

Since then, it is unclear if any formal workload analyses or staffing plans have been developed, although Chief Jones has a proposed departmental reorganization plan that would implement his vision of better delivering public safety services to meet community needs.

Common Methods Use to Determine Appropriate Staffing

Both police departments and the communities they serve vary widely, and there are multiple approaches to determining appropriate staffing and service delivery. Traditionally, police departments have used the following methods to determine their staffing needs:

- Per capita staffing;
- Authorized budgets;
- Crime trends;
- Minimum staffing; and
- Workload.

Each method has advantages and drawbacks; however, workload assessments help provide a more comprehensive look at community needs and how the department responds, and is generally the most favored method. As indicated in prior CountyStat reviews, performance benchmarks are tied to various aspects of workload measures, such as calls for service, crime rates, case closures, and response times. Authorized budgets are often the reality, particularly during the Recession and now with COVID-19 revenue reductions. Staffing that is driven by fiscal constraints is the least-favored method since it may not provide adequate staffing to meet community needs.

⁸ [CountyStat FY2013 Performance and Accountability Report \(Police Department\)](#)

⁹ [CountyStat Performance Dashboard \(Police Department\)](#)

¹⁰ *Police Staffing Initiative, FY2013 to FY2015* (March 15, 2012)

Racial Equity Initiatives and Appropriate Staffing

Historically, police departments have looked at crime trends and the number of police needed to prevent and reduce that crime.¹¹ More recently, communities are examining racial disparities in policing. Informed by President Obama’s Task Force on 21st Century Policing, police departments across the nation have examined their organization’s approach to crime prevention and reduction. The 21st Century Policing Task Force Report¹² identifies six pillars that departments should implement to “strengthen community policing and trust among law enforcement officers and the communities they serve.” These pillars stem from and expand on several policing goals and best practices:

- Procedural Justice
- Trust and Accountability
- Local Recruitment and Diversity of Sworn Staff
- Community Policing/Positive Non-Enforcement Contacts

Several departments that Council staff examined have built their racial equity and justice plans around the frameworks provided by the 21st Century Policing report. MCPD has formally reviewed its operations as they relate to the report’s recommendations, and generally found that it was already in compliance with most recommendations. It did incorporate some enhancements, including the agreement with an outside entity that reviews officer-involved deaths, implementing a bodyworn camera program, and enhancing its community policing initiatives.

¹¹ [An Analysis of Police Department Staffing, How Many Officers Do You Really Need? ICMA Center for Public Safety Management](#)

¹² [Final Report on the President’s Task Force on 21st Century Policing](#) (May 2015)

MCPD Staffing

The following chart provides an overview of staffing and budgeting for the past 16 fiscal years.

| Historical Sworn Police Complement | | | | | |
|------------------------------------|-----------------------------------|--------------------------------|--------------------------------|-----------------------|------------------------------|
| | Approved Budgeted Positions | # Change from Prior Year | % Change from Prior Year | County Population* | Sworn Per 1,000 Residents |
| FY05 | 1,111 | - | - | 919,954 | 1.21 |
| FY06 | 1,140 | 29 | 2.61% | 927,514 | 1.23 |
| FY07 | 1,162 | 22 | 1.93% | 933,349 | 1.24 |
| FY08 | 1,200 | 38 | 3.27% | 939,547 | 1.28 |
| FY09 | 1,175 | -25 | -2.08% | 951,934 | 1.23 |
| FY10 | 1,169 | -6 | -0.51% | 968,702 | 1.21 |
| FY11 | 1,145 | -24 | -2.05% | 976,203 | 1.17 |
| FY12 | 1,159 | 14 | 1.22% | 989,794 | 1.17 |
| FY13 | 1,202 | 43 | 3.71% | 1,004,709 | 1.20 |
| FY14 | 1,237 | 35 | 2.91% | 1,016,677 | 1.22 |
| FY15 | 1,265 | 28 | 2.26% | 1,030,447 | 1.23 |
| FY16 | 1,265 | 0 | 0.00% | 1,040,116 | 1.22 |
| FY17 | 1,278 | 13 | 1.03% | 1,043,863 | 1.22 |
| FY18 | 1,301 | 23 | 1.80% | 1,058,810 | 1.23 |
| FY19 | 1,305 | 4 | 0.31% | 1,052,567 | 1.24 |
| FY20 | 1,307 | 2 | 0.15% | 1,050,688 | 1.24 |
| FY21 | 1,306 | -1 | -0.08% | 1,050,688 | 1.24 |
| Change FY05-FY21 | 195 | | 17.55% | 130,734 | |

In 2019, county agencies averaged 2.8 officers per 1,000 residents, and suburban jurisdictions averaged 2.5.¹³ While per capita staffing is just one measure of police department strength, it is important to note that MCPD's per capita staffing has remained about 1.2 for the past 16 years.

As previously stated, a per capita measure cannot be used alone to determine appropriate staffing. Other elements factor in, including geography, calls for service, and crime trends. For comparative purposes, this chart includes different measures of police staffing between Fairfax County Police and MCPD.

¹³ [Full Time Law Enforcement Officers, Crime in the U.S., FBI](#)

| Comparison to Fairfax County Police Department | | | |
|--|---------------|----------------|---------------|
| | MCPD | FCPD | Difference |
| Sworn Staff | 1,306 | 1,520 | -214 |
| Total Staff | 2,041 | 1,834 | 207 |
| Square Miles | 507 | 406 | 101 |
| Population | 1,050,688 | 1,147,532 | -96,844 |
| Officers per Capita | 1.24 | 1.32 | -0.08 |
| Stations | 6 | 8 | -2 |
| Calls for Service | 523,529 | 491,682 | 31,847 |
| Calls per Sworn | 401 | 323 | 77 |
| Response Times | 8:40 | 6:30 | 2:10 |
| Starting Salary | \$52,500 | \$57,365 | -\$4,865 |
| Budget | \$281,446,640 | \$297,370,154* | -\$15,923,514 |
| Dept. Cost per Capita | \$267.87 | \$259.14 | \$8.73 |

*FY20 budget including employee benefits, which are generally budgeted separately.
Its Emergency Communications Center is not included in Police Budget.

MCPD has more total staffing, but fewer sworn officers to provide services in a larger geographical area, but it may also reflect more efficient use of non-sworn staff. MCPD also handles more calls for service each year. Response times vary as well, and as the Committee has discussed before, MCPD response times have been increasing, although this is largely due to call processing times in the Emergency Communication Center and not travel time to the scene.

It would be helpful to understand whether the Department feels it is appropriately staffed to meet public safety needs, or whether more staff is required. Additionally, given the changing landscape created by police reform efforts, what will be necessary to deliver different and/or improved services to the community?

Patrol Staffing

Patrol staffing is the face of policing to most community members and provides one of the best opportunities for engaging in positive nonenforcement activities. The ICMA applies the Rule of 60 to patrol staffing to determine appropriate levels for a particular department.¹⁴ The Rule of 60 states that approximately 60% of a department's sworn complement should be assigned to the patrol function, and approximately 60% of a patrol officer's time should be spent responding to calls. This allows more time for officers to proactively engage with community members to help address their needs.

¹⁴ [ICMA Analysis of Police Department Staffing](#)

The following chart shows current Patrol Services Bureau staffing.

| Authorized Patrol Staffing by District -2021 | | | | | | | | |
|--|---------------|------------|----------------------------|-----------|-----------|-----------|-----------|------------|
| District | Region | Patrol | Patrol/Station Supervision | DCAT | Traffic | SRO | SAT | Total |
| 1D | Rockville | 84 | 12 | 6 | 9 | 6 | 8 | 125 |
| 2D | Bethesda | 94 | 14 | 7 | 8 | 3 | 8 | 134 |
| 3D | Silver Spring | 127 | 26 | 7 | 8 | 3 | 8 | 179 |
| 4D | Wheaton | 134 | 23 | 7 | 8 | 6 | 8 | 186 |
| 5D | Germantown | 102 | 17 | 7 | 6 | 4 | 8 | 144 |
| 6D | Gaithersburg | 98 | 17 | 7 | 7 | 1 | 8 | 138 |
| HQ | | | 11 | | | | | 11 |
| Duty Cmdr. | | | 2 | | | | | 2 |
| Total: | | 639 | 122 | 41 | 46 | 23 | 48 | 919 |

About 49% of the sworn complement is dedicated to regular patrol. This percentage does not include special teams like DCAT or Traffic, which can also be mobilized to address particular community needs. It would be helpful for the Committee to understand whether this means patrol is understaffed, and if so, what impact is that having on responding to calls for service and being able to help problem-solve in the community.

In FY19, the Committee discussed its concerns about vacancies in the Third District. At that time, there were 10 vacancies in 3D, and a total of 23 vacancies in Patrol. For the entire Department, there were 38 total sworn vacancies at the time, reflecting the highest vacancy rate of 3% that year. Today, there are 70 vacancies out of the 1,306 authorized positions, or 5%. Of those, 20 are in Patrol in the District Stations. Twelve of those 20 reflect the FY21 loss of District Community Action Teams (DCAT) in 1D (Rockville) and 2D (Bethesda).

| FY19 Patrol Staffing | | | | FY21 Patrol Staffing | | | |
|----------------------|------------|-----------|--|----------------------|------------|-----------|--|
| District | Complement | Vacancies | | District | Complement | Vacancies | |
| 1D | 125 | 3 | | 1D | 125 | 4 | |
| 2D | 134 | 2 | | 2D | 134 | 6 | |
| 3D | 184 | 10 | | 3D | 179 | 5 | |
| 4D | 184 | 1 | | 4D | 186 | 4 | |
| 5D | 145 | 1 | | 5D | 144 | 1 | |
| 6D | 140 | 5 | | 6D | 138 | 0 | |

The current vacancy rate for non-sworn staff is 110 out of 795, or 13.8%.

Policy and Planning

While this briefing focuses primarily on sworn staff, professional non-sworn policy and planning staff are critical to the Department's ability to provide data related to trust and accountability measures. The Department had two civilian planners who helped analyze data and

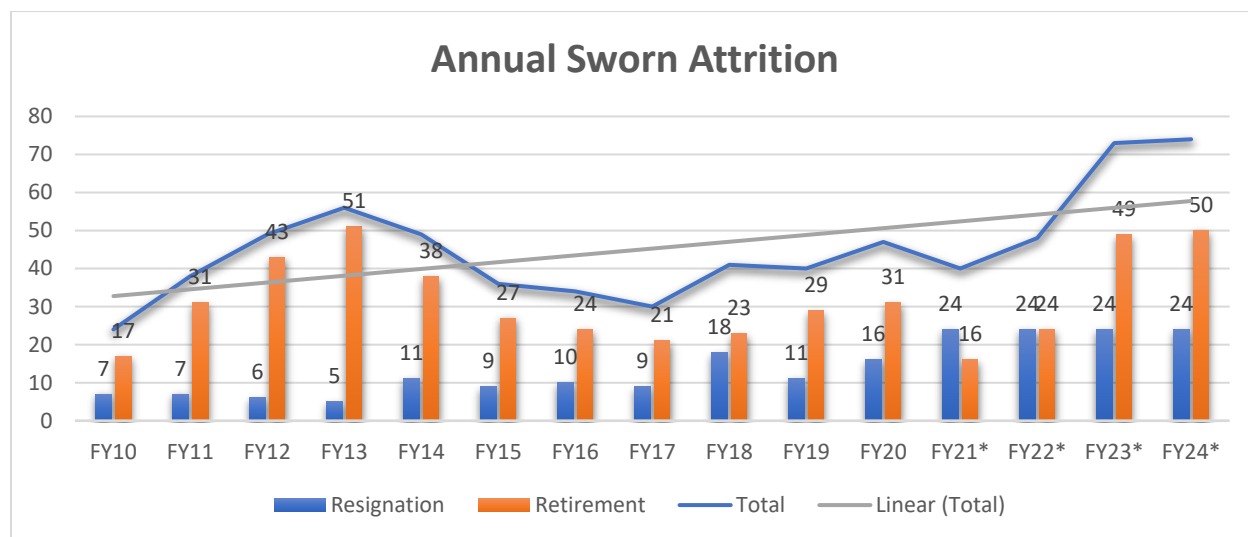
generate various reports. The planners also handled outside requests for specific data. Both incumbents left the Department last year, although one is back on contract. The other position is vacant and has been lapsed in order to meet the FY21 Savings Plan target. The Fiscal Impact Statement for Bill 45-20, which would require the Department to collect and report specified data sets, advises that two new positions would be needed to handle the workload, including a Program Specialist II for about \$95,000 and a Senior IT Specialist position for about \$125,000. In addition, a vacant (lapsed) IT Supervisor position would also have to be filled.

This function is expected to be placed under the new Civilian Assistant Chief position. It would be helpful for the Committee to understand the timeline for creating this bureau and its proposed structure.

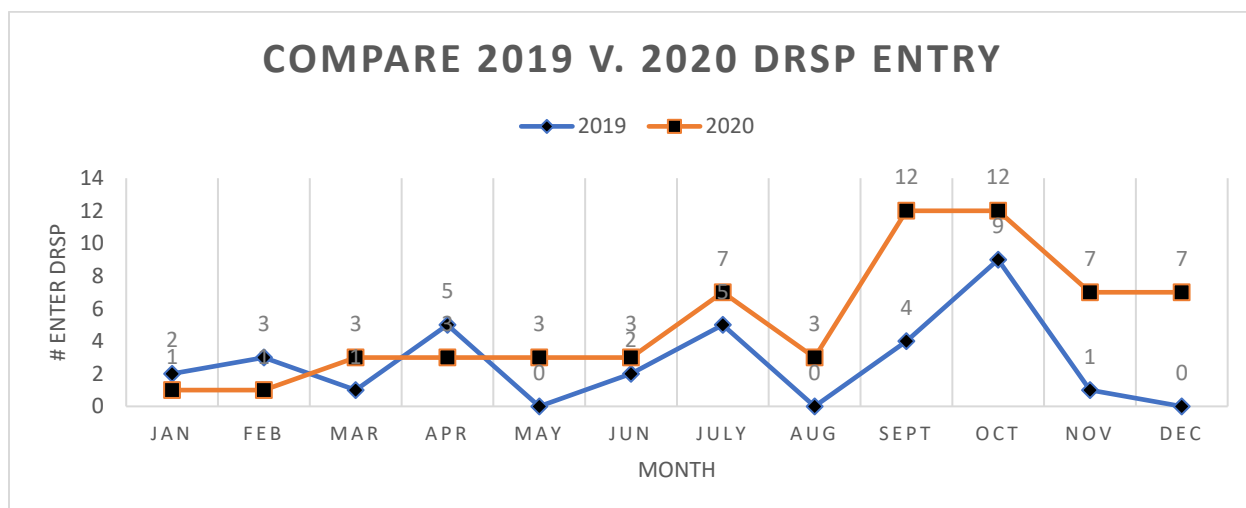
Retention Challenges

Once the appropriate staffing size and composition has been determined, retention is the next factor that impacts service delivery. Not only does retention maintain force strength, but it maintains experienced, knowledgeable officers who can help guide new officers through challenging situations.

The chart below shows the number of officers lost each year to resignation and retirement. The Department has long been experiencing an upward trend in attrition that is increasingly difficult to keep up with through recruitment.



Historically, retirement planning has been fairly predictable with the help of the Discontinued Retirement Service Plan (DRSP). Officers are financially incentivized to enter the DRSP up to three years before retirement. That has made their actual departures easier to forecast. The Department has noticed an increase in the number of officers who have registered for the DRSP since COVID. In 2019, 32 officers entered the DRSP. In 2020, it almost doubled, with 62 officers entering the DRSP.



There also has been concern that the COVID differential provided to front-line workers acted as a financial incentive to stay with the Department during a very challenging year, and that the Department may see a significant increase in resignations now that it has ended.

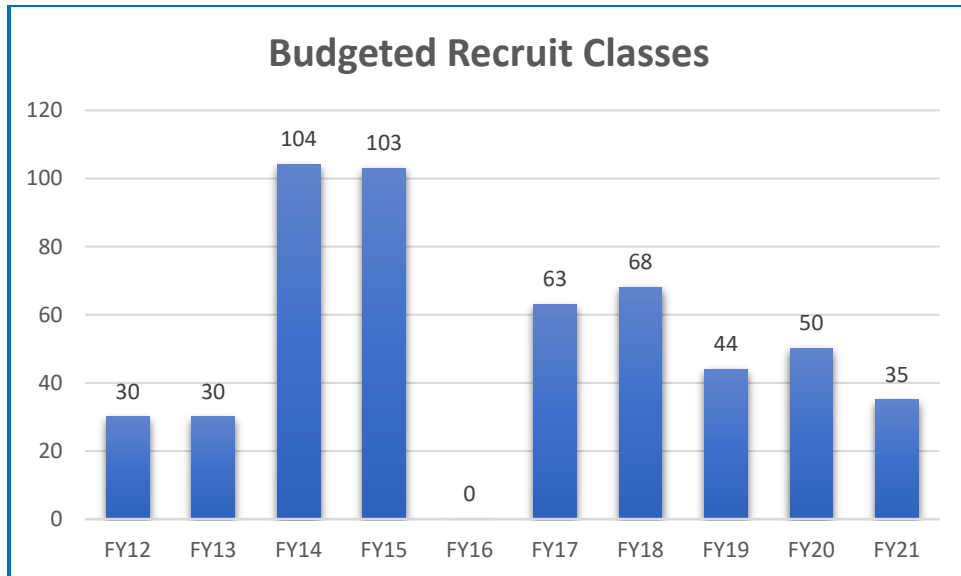
Recruitment Challenges

According to the International Association of Chiefs of Police (IACP) report on the recruitment crisis,¹⁵ recruitment challenges are widespread and impact police departments of all sizes and locations. There is no one single cause for these challenges, and the report identifies generational differences, hiring process challenges, and the public image of law enforcement as the primary hurdles for effectively recruiting high quality officers. The attendant consequences of failing to maintain adequate staffing include longer response times to calls for service, lower case closure rates, and officer burnout, which can erode the quality of the services that are provided.

As noted earlier, the Department has undergone at least two workload analyses and developed staffing plans to best provide public safety needs to a growing and increasingly diverse community. Appropriate staffing also needs to be flexible enough to rapidly address changing crime trends. The Committee has been briefed on a variety of different crime trends over the past several years, from a spate of flash mobs, to increased gang activity/homicides, to the County's current experience during COVID where homicides have increased. Car jackings also seem to be an emerging concern.

The following chart shows the number of authorized recruit classes over the past nine fiscal years. These numbers reflect budgeted recruit class size and do not reflect failure to fill all seats or subsequent wash outs. The only year to reflect Savings Plan actions is FY21.

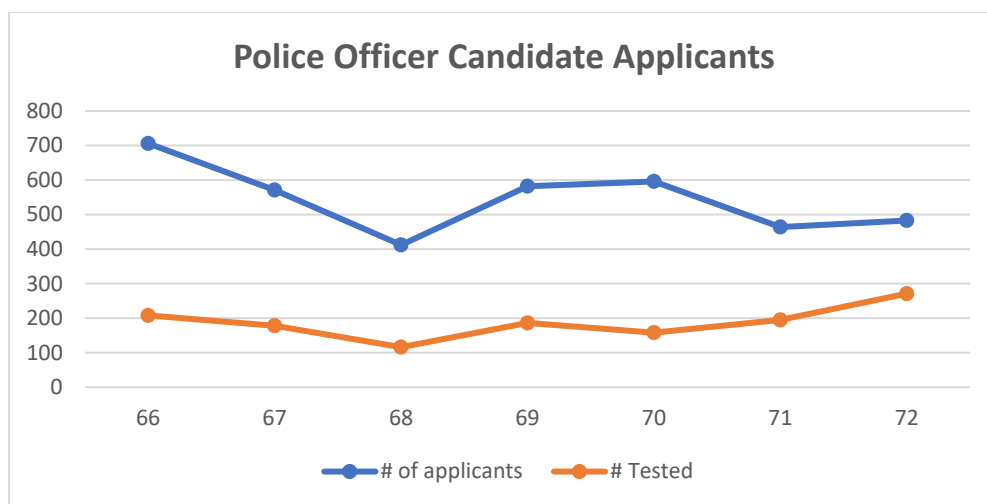
¹⁵ [The State of Recruitment, a Crisis for Law Enforcement \(IACP\)](#)



Even when appropriately-sized classes can be funded, it has become increasingly difficult to recruit. The following charts show the downward trend of applications over the past several years. One positive trend is that there is a higher percentage of applicants who continue through the hiring process.

Recruitment for Police Officer Candidate

| Session # | Start Date | # of Applicants | # Tested | % Tested |
|-----------|------------|-----------------|----------|----------|
| 66 | 01/22/2018 | 706 | 208 | 29.4% |
| 67 | 08/20/2018 | 571 | 178 | 31.1% |
| 68 | 01/22/2019 | 412 | 116 | 28.1% |
| 69 | 08/19/2019 | 582 | 186 | 31.9% |
| 70 | 01/21/2020 | 596 | 158 | 26.5% |
| 71 | 07/20/2020 | 464 | 195 | 42.0% |
| 72 | 01/19/2021 | 483 | 271 | 56.1% |

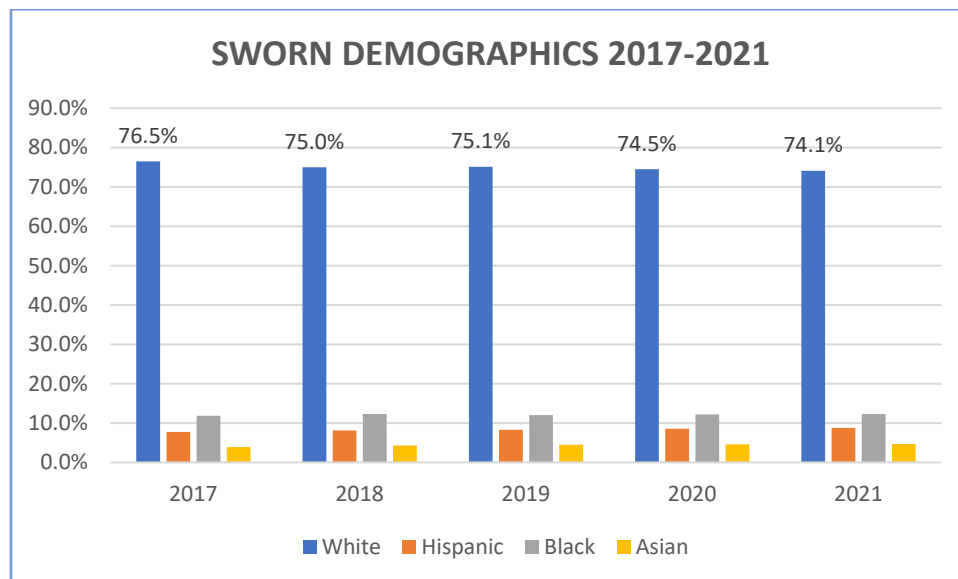


Increasing Diversity

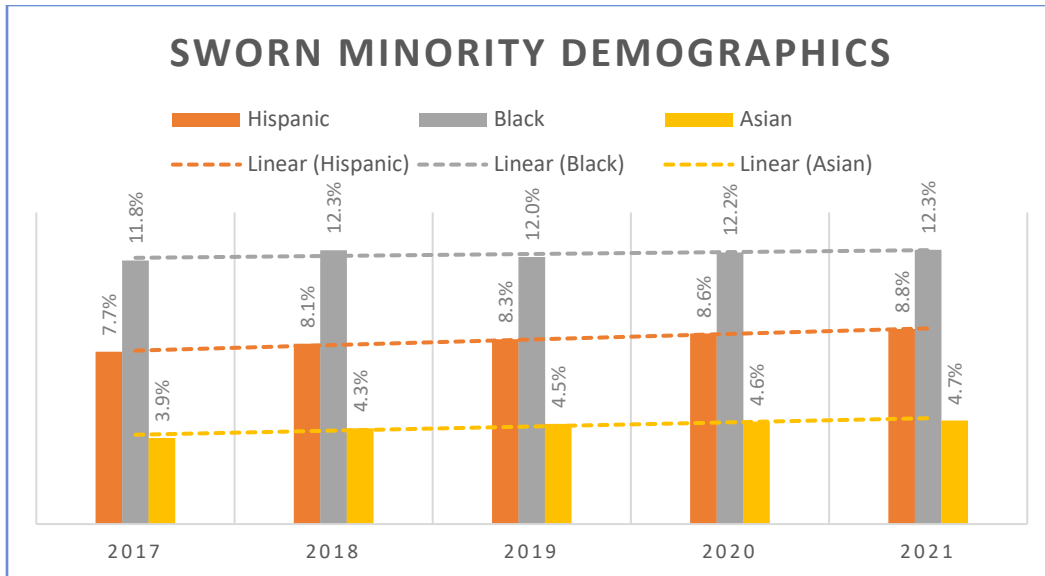
Over the past several years, MCPD has made some headway in hiring a more diverse sworn complement. Last summer's class was the most diverse class ever and very closely matched the racial and ethnic demographics of the County. The current class is less diverse, but there are only 14 recruits.

| Recent Recruit Class Demographics | | |
|-----------------------------------|----------|------------------|
| | Class 71 | Current Class 72 |
| White | 47.60% | 71.42% |
| Hispanic | 19.00% | 21.43% |
| Black | 23.80% | 7.14% |
| Asian | 9.50% | 0.00% |
| Other | 0% | 0% |
| | | |
| Male | 71.40% | 71.42% |
| Female | 28.60% | 28.54% |

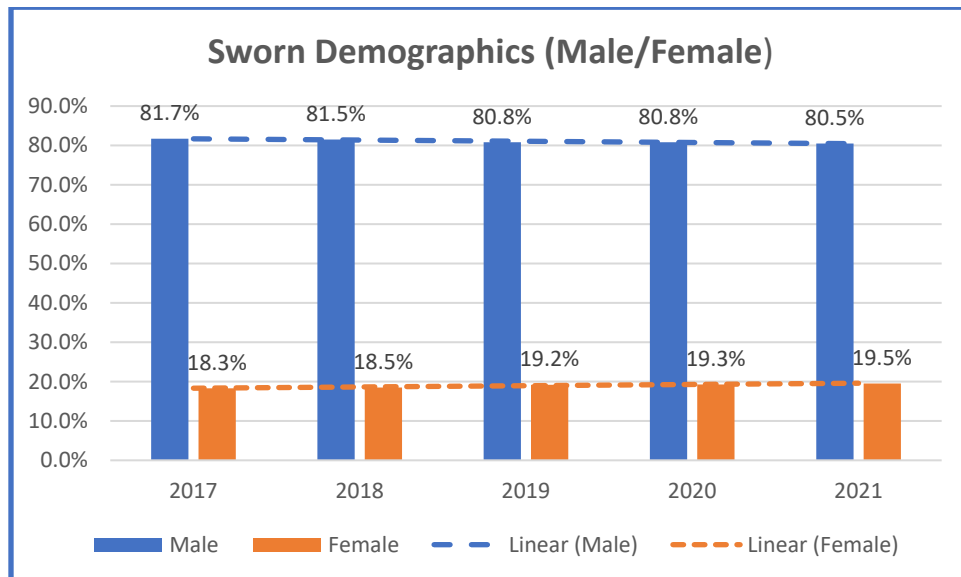
Overall sworn demographics continue to be predominantly white, but demographics have changed slightly over the past five years, from a total of 76.5% white officers to 74.1%, with minor increases in all other categories. While diverse recruitment is up, it is unknown how increasing retirements and resignations are impacting overall diversity.



The next chart illustrates the increasing trend of more officers of color.



Over the past five years, the Department has made some progress increasing the percentage of female officers as well.



Recruitment Efforts

According to the Department, MCPD continues to recruit diverse applicants through various avenues. Much of its recruiting is conducted through career fairs at higher education institutes to include historically black colleges and universities (HBCUs), private and public schools, and institutions with significant criminal justice programs (John Jay in NY). Recruiters attend law enforcement specific career fairs, host in-house ‘Ask a Recruiter’ events via Zoom, and utilize advertisements through a variety of different platforms.

To ensure recruiters are reaching diverse demographics, all events are posted on Department social media sites (i.e., Facebook, Instagram, Twitter, NextDoor, Handshake) and recruiters mention these events when inquiries from potential applicants are received by e-mail or phone. Additionally, MCPD advertises on the Maryland Workforce Exchange, Monster.com, and several other job listing sites. MCPD has run several recruiting campaigns on social media to include *Women in Law Enforcement Wednesdays*, *Money Talks Mondays*, and started a new slogan of “*Are You Ready to be the Change.*”

All recruiting materials and campaigns highlight a diverse workforce. MCPD has a user-friendly website, where potential applicants can get information on salary, benefits, application process, and reach out to a recruiter. Recently, the Department has hosted and attended events that are specific to reaching out to underrepresented communities, for example attending La Jefa radio programs. Recruiters partner with MCPD Community Engagement Division, providing them with recruitment information, literature, and attend community events within diverse neighborhoods in Montgomery County.

MCPD continues to have great success in recruiting diverse applicants from our feeder programs such as the MCPD Cadet program. Out of the 10 recruits in Session 72, two are prior MCPD cadets and both are Spanish-speaking minorities.

MCPD has also recently added signage to one of its marked vehicles in an effort to advertise more locally.



COVID Impact on Recruiting

While COVID-19 has presented challenges, the Recruitment Section has been able to adapt due to innovative programs that were in motion prior to the pandemic. MCPD normally attends between 70-80 career and internship fairs in person a year. COVID-19 changed these events to virtual events. While the Department has lost the opportunity to meet some of its candidates face to face, it has still been able to recruit at all the events it would have attended in person.

MCPD began offering online testing to applicants, just before the pandemic, in November 2019. MCPD began offering the online test as an option for out-of-state applicants, specifically those in the military overseas. Once the pandemic shut down the ability to test in-person, all applicants were instructed to test remotely.

After becoming familiar with video conferencing, MCPD quickly moved all interviews to a virtual platform. A procedure was established on the method to conduct virtual interviews to remain consistent and fair to all applicants.

Now, there is no in-person contact with the applicant until they successfully pass the first two steps of the hiring process. MCPD first meets the applicant in-person at the Physical Fitness Agility Test (PFAT), which is limited to eight applicants per session and follows all CDC COVID-19 guidelines. Due to the limited ability to host large gatherings, MCPD had to create multiple sessions a day and week to safely accommodate the number of applicants.

The 2000 report on the *Evaluation of Minority Recruitment Process* recommended additional recruitment staff. The Committee should understand whether recruitment staff is sufficient to actively engage a wide range of potential applicants.

Local Recruitment

While diversity in recruitment is critical, recruiting local candidates may be even more helpful to help build trust with the community. Officers who live here have a heightened personal interest in maintaining public safety in their own neighborhoods. And because of that, it is believed they can often better engage and connect with residents. MCPD's starting salary is a challenge for local recruiting, particularly since Montgomery County has a fairly high cost of living. MCPD's starting salary is one of the lowest in the region, and this is not new. According to the 2000 *Evaluation of Minority Recruitment Process* report, MCPD provided a mid-range starting salary compared to 11 surrounding jurisdictions. A salary survey that year also indicated that the salary after graduation was 17th among 26 other jurisdictions studied. The current salary schedule is provided below.

MONTGOMERY COUNTY GOVERNMENT
POLICE BARGAINING UNIT UNIFORM SALARY SCHEDULE
FISCAL YEAR 2021
EFFECTIVE JULY 1, 2020
NO GWA INCREASE

| STEP | YEAR | PO I | PO II | PO III | MPO | SGT |
|--------------------------------|------|----------|----------|-----------|-----------|-----------|
| 0 | 1 | \$52,500 | \$55,126 | \$57,883 | \$60,777 | \$66,857 |
| 1 | 2 | \$54,339 | \$57,057 | \$59,910 | \$62,905 | \$69,196 |
| 2 | 3 | \$56,241 | \$59,053 | \$62,008 | \$65,109 | \$71,618 |
| 3 | 4 | \$58,209 | \$61,120 | \$64,178 | \$67,386 | \$74,124 |
| 4 | 5 | \$60,247 | \$63,260 | \$66,424 | \$69,747 | \$76,721 |
| 5 | 6 | \$62,358 | \$65,476 | \$68,751 | \$72,188 | \$79,406 |
| 6 | 7 | \$64,541 | \$67,768 | \$71,157 | \$74,715 | \$82,187 |
| 7 | 8 | \$66,800 | \$70,139 | \$73,647 | \$77,331 | \$85,063 |
| 8 | 9 | \$69,139 | \$72,595 | \$76,227 | \$80,037 | \$88,040 |
| 9 | 10 | \$71,558 | \$75,136 | \$78,894 | \$82,839 | \$91,123 |
| 10 | 11 | \$74,063 | \$77,767 | \$81,657 | \$85,740 | \$94,312 |
| 11 | 12 | \$76,658 | \$80,489 | \$84,515 | \$88,741 | \$97,613 |
| 12 | 13 | \$79,340 | \$83,305 | \$87,473 | \$91,847 | \$101,030 |
| 13 | 14 | \$82,118 | \$86,224 | \$90,536 | \$95,063 | \$104,566 |
| 14 | 15 | \$84,992 | \$89,243 | \$93,706 | \$98,389 | \$108,226 |
| 16 YEAR LONGEVITY (3.5%) | 17+ | \$87,967 | \$92,367 | \$96,986 | \$101,833 | \$112,014 |
| 20 YEAR LONGEVITY (3.5%) | 21+ | \$91,046 | \$95,599 | \$100,380 | \$105,397 | \$115,934 |

Moving Forward

The Police Chief has a proposed reorganization plan that reflects his vision for better serving the community. It has been delayed due to Police Reform efforts. It would be helpful to understand the timeline for implementation and whether any proposed policy or budgetary changes by the Executive will impact it. The Committee should also be aware of the following as it moves into review of any proposed reform efforts:

- How racial equity goals, as well as trust and accountability reforms, will impact staffing and service delivery.
- Whether the Departmental audit will provide a full workload analysis as it relates to the County's stated public safety goals.
- What impact will the COVID differential have in retention efforts. The differential was used to calculate retirement, and may incentivize earlier retirement.
- To what extent does understaffing impact the ability to proactively strengthen community relations through positive nonenforcement engagements.

The Committee may want to explore other ways to strengthen recruitment and retention through such policies as the Property Tax Credit for Public Safety Officers,¹⁶ providing up to \$2,500 in property tax relief for first responders who live in the County.

Other opportunities for attracting local residents to the profession include the cadet program, which offers 20 hours of paid employment each week for certain individuals enrolled in college. This program provides employment for up to two years. There has been some discussion about increasing the eligibility period for more than two years.

Retention enhancements could include ensuring the Police Leadership Service salary schedule is appropriately adjusted to avoid salary compression with those in the bargaining uniform salary schedule. There have been some incidents where Lieutenants and Captains are earning less than the sworn staff they supervise. The COVID differential provided to FOP members significantly exacerbated this issue, since management level staff did not receive differential pay.

**MONTGOMERY COUNTY GOVERNMENT
POLICE LEADERSHIP SERVICE SALARY SCHEDULE
FISCAL YEAR 2021
EFFECTIVE JULY 1, 2020
NO GWA INCREASE**

| PAY BAND | PLS RANK | MINIMUM | MIDPOINT | CONTROL POINT | MAXIMUM |
|----------|-------------------|----------|-----------|---------------|-----------|
| A2 | POLICE LIEUTENANT | \$79,196 | \$111,973 | \$138,196 | \$144,751 |
| A3 | POLICE CAPTAIN | \$92,185 | \$129,765 | \$159,829 | \$167,345 |

FY21 Notes:

1) No service increment

It would also be helpful to understand if police reform efforts have examined appropriate supervision levels and other staff-based accountability enhancements. For example, would more first-line supervisory sergeant positions help ensure consistent professional police work among patrol officers? Would additional review of bodyworn cameras be helpful? Is additional staffing needed in the Internal Affairs Division?

This staff report contains:

Police Department Response to Questions

“We must restore the community pipeline

to the D.C. police department,” Washington Post (02/05/21)

Circle #

1-5

6-7

¹⁶ [Chapter 118 of 2017](#)

Montgomery County Department of Police
Public Safety Committee- Police Staffing
February 25, 2021 0930

Authorized Positions (Q1 a,b)

| Sworn | Professional Staff |
|-------|--------------------|
| 1306 | 735 |

Sworn Attrition Projection December 2020-November 2023 (Q1 c)

- Assumptions:**
1. Variance=comparison to sworn operating strength at a given point in time
 2. Non-DRSP Attrition rate= 2/month
 3. DRSP participants remain for the 3 years-early departures are captured to date
 4. POCs do not count in complement until they graduate from academy
 5. POC classes assume an 80% retention at graduation
 6. Assumes 27 sworn abolishments in FY22 per target reduction submission
 7. Assumes 2 POC classes in FY22 as loaded in base budget

| | | Normal | DROP | Total-month | Variance | Hire | Graduate | Complement |
|---------------|-----------|--------|------|-------------|----------|------|----------|-------------|
| FY2021 | December | -2 | -4 | -6 | -38.0 | | | 1306 |
| 2021 | January | -2 | -4 | -6 | -26.0 | 14 | 18 | |
| | February | -2 | -1 | -3 | -29.0 | | | |
| | March | -2 | | -2 | -31.0 | | | |
| | April | -2 | -1 | -3 | -34.0 | | | |
| | May | -2 | -1 | -3 | -37.0 | | | |
| | June | -2 | -1 | -3 | -40.0 | | | |
| FY2022 | July | -2 | -2 | -4 | -6.0 | 22 | 11 | 1279 |
| | August | -2 | -1 | -3 | -9.0 | | | |
| | September | -2 | -1 | -3 | -12.0 | | | |
| | October | -2 | -2 | -4 | -16.0 | | | |
| | November | -2 | -3 | -5 | -21.0 | | | |
| | December | -2 | -3 | -5 | -26.0 | | | |
| 2022 | January | -2 | -1 | -3 | -11.0 | 22 | 18 | |
| | February | -2 | -3 | -5 | -16.0 | | | |
| | March | -2 | -1 | -3 | -19.0 | | | |
| | April | -2 | -5 | -7 | -26.0 | | | |
| | May | -2 | | -2 | -28.0 | | | |
| | June | -2 | -2 | -4 | -32.0 | | | |
| FY2023 | July | -2 | -4 | -6 | -16.0 | TBD | 18 | |
| | August | -2 | | -2 | -18.0 | | | |
| | September | -2 | -4 | -6 | -24.0 | | | |
| | October | -2 | -9 | -11 | -35.0 | | | |
| | November | -2 | -1 | -3 | -38.0 | | | |
| | December | -2 | | -2 | -40.0 | | | |
| 2023 | January | -2 | | -2 | -42.0 | TBD | TBD | |
| | February | -2 | -1 | -3 | -45.0 | | | |
| | March | -2 | -2 | -4 | -49.0 | | | |
| | April | -2 | -3 | -5 | -54.0 | | | |
| | May | -2 | -3 | -5 | -59.0 | | | |

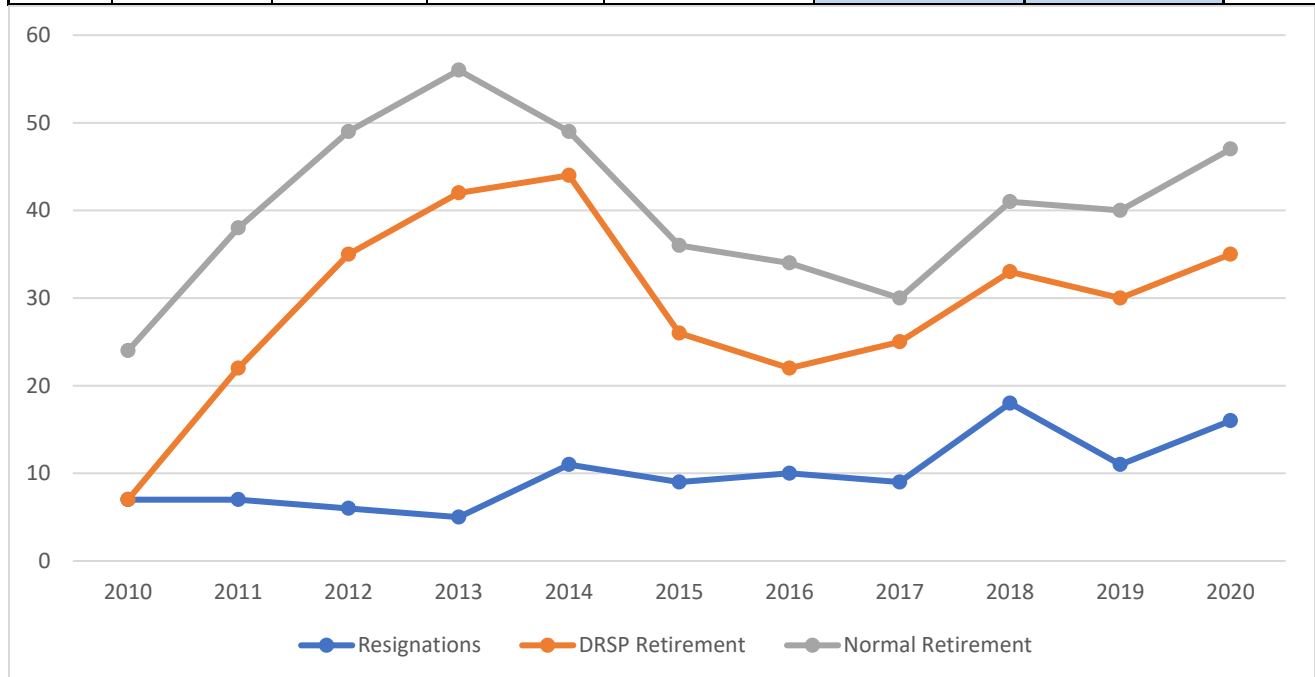
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| | | | | | | | |
|---------------|-----------|----|-----|-----|--------|------------|------------|
| | June | -2 | | -2 | -61.0 | | |
| FY2024 | July | -2 | -7 | -9 | -70.0 | TBD | TBD |
| | August | -2 | -3 | -5 | -75.0 | | |
| | September | -2 | -12 | -14 | -89.0 | | |
| | October | -2 | -11 | -13 | -102.0 | | |
| | November | -2 | -7 | -9 | -111.0 | | |

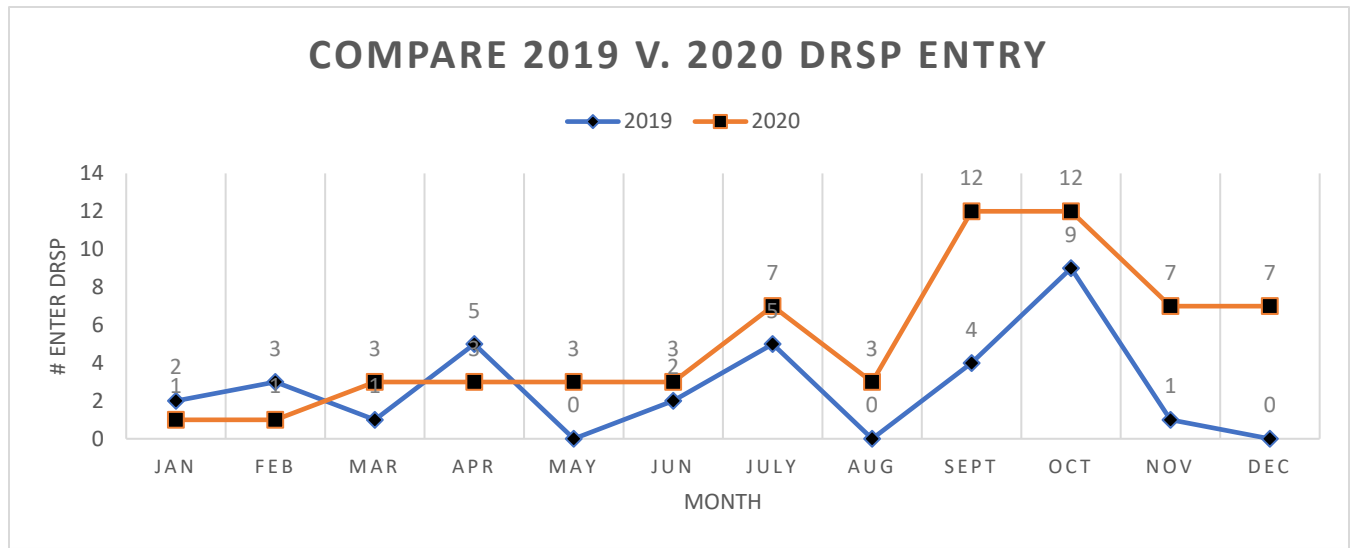
Sworn Resignations/Retirements (Q1 C i,ii,iii)

(2010-2020)

| Year | DRSP Exit | Early Exit | Total DRSP | Normal Retirements | Total Retirements | Total Resignations | TOTAL LOSS |
|------|-----------|------------|------------|--------------------|-------------------|--------------------|------------|
| 2010 | 0 | 0 | 0 | 17 | 17 | 7 | 24 |
| 2011 | 14 | 1 | 15 | 16 | 31 | 7 | 38 |
| 2012 | 28 | 1 | 29 | 14 | 43 | 6 | 49 |
| 2013 | 33 | 4 | 37 | 14 | 51 | 5 | 56 |
| 2014 | 33 | 0 | 33 | 5 | 38 | 11 | 49 |
| 2015 | 16 | 1 | 17 | 10 | 27 | 9 | 36 |
| 2016 | 5 | 7 | 12 | 12 | 24 | 10 | 34 |
| 2017 | 10 | 6 | 16 | 5 | 21 | 9 | 30 |
| 2018 | 11 | 4 | 15 | 8 | 23 | 18 | 41 |
| 2019 | 13 | 6 | 19 | 10 | 29 | 11 | 40 |
| 2020 | 11 | 8 | 19 | 12 | 31 | 16 | 47 |



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| | |
|-------------|-------------|
| 2019 | 2020 |
| 32 | 62 |

VACANCY LIST (Q1 d)

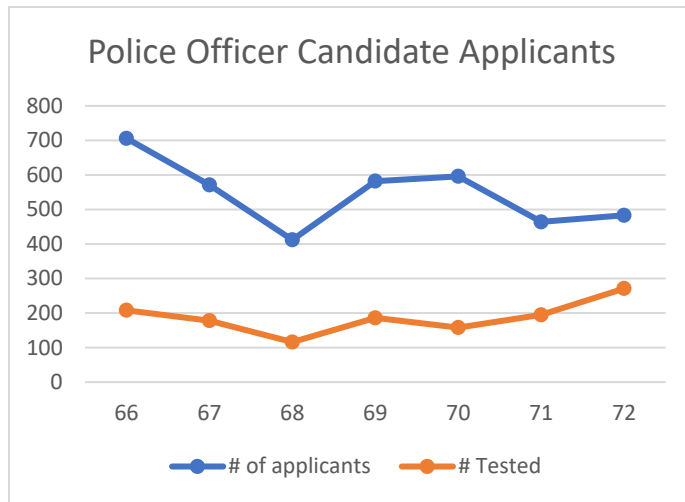
**See attachment **

HIRING NEEDS (Q1 e)

Recruitment for Police Officer Candidate (Q3 a)

| Session # | Start Date | # of Applicants | # Tested | % Tested |
|-----------|------------|-----------------|----------|----------|
| 66 | 01/22/2018 | 706 | 208 | 29.4% |
| 67 | 08/20/2018 | 571 | 178 | 31.1% |
| 68 | 01/22/2019 | 412 | 116 | 28.1% |
| 69 | 08/19/2019 | 582 | 186 | 31.9% |
| 70 | 01/21/2020 | 596 | 158 | 26.5% |
| 71 | 07/20/2020 | 464 | 195 | 42.0% |
| 72 | 01/19/2021 | 483 | 271 | 56.1% |

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Goal is to have a smaller gap between comparison lines which would indicate a higher percentage of those that applied continued into the hiring process pass the initial application.

Recruitment of diverse candidates (Q3B)

MCPD continues to recruit diverse applicants over various avenues. Much of our recruiting is conducted through career fairs at higher education institutes to include historically black colleges and universities (HBCUs), private and public schools, and institutions with significant criminal justice programs (John Jay in NY). Recruiters attend law enforcement specific career fairs, host in-house ‘Ask a Recruiter’ events via Zoom and utilize advertisements through a variety of different platforms.

To ensure we are reaching diverse demographics, all our events are posted on our social media sites (i.e. Facebook, Instagram, Twitter, NextDoor, Handshake) and recruiters mention these events when inquiries from potential applicants are received by e-mail or phone. Additionally, MCPD advertises on the Maryland Workforce Exchange, Monster.com, and several other job listing sites. We have run several recruiting campaigns on social media to include Women in Law Enforcement Wednesday's, Money Talks Monday's, and started a new slogan of “Are You Ready to be the Change”.

All recruiting materials and campaigns highlight a diverse workforce. MCPD has a user-friendly website, where potential applicants can get information on salary, benefits, application process, and reach out to a recruiter.

Recently, we have hosted and attended events that are specific to reaching out to underrepresented communities, for example attending La Jefa radio programs. Recruiters partner with MCPD Community Engagement Division, providing them with recruitment information, literature, and attend community events within diverse neighborhoods in Montgomery County. MCPD continues to have great success in recruiting diverse applicants from our feeder programs such as the MCPD Cadet program. Out of the 10 recruits in Session 72, two are prior MCPD cadets and both are Spanish-speaking minorities.

COVID affect on Recruitment (Q3C)

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While COVID-19 has presented challenges, the Recruitment Section has been able to adapt due to innovative programs that were in motion prior to the pandemic. MCPD normally attends between 70- 80 career and internship fairs in person a year, COVID-19 changed the dynamic whereas these events are held virtually. While we have lost the opportunity to meet some of our candidates face to face, we have still been able to recruit at all the events we would have attended in person.

MCPD began offering online testing to applicants, just before the pandemic, in November 2019. MCPD began offering the online test as an option for out of state applicants, specifically those in the military overseas. Once the pandemic shut down the ability to test in-person, all applicants were instructed to test remotely.

After becoming familiar with video conferencing, MCPD quickly moved all interviews to a virtual platform. A procedure was established on the method to conduct virtual interviews to remain consistent and fair to all applicants.

Now, there is no in-person contact with the applicant until they successful pass the first two steps of the hiring process. MCPD first meets the applicant in-person at the Physical Fitness Agility Test (PFAT) which is limited to 8 applicants per session and follows all CDC COVID-19 guidelines. Due to the limited ability to host large gatherings, MCPD had to create multiple sessions a day and week to safely accommodate the number of applicants.

FY21 Savings Plan affect on Operations (Q4)

DSRP Projection (Q5)

** Refer to “Sworn Attrition Projection December 2020-November 2023” in response to Question 1(c) **

Department Reorganization (Q6)

Staffing to address crime trends (Q7)

Opinion: We must restore the community pipeline to the D.C. police department

Opinion by **Ronald L. Moten**

Feb. 5, 2021 at 9:00 a.m. EST



Ronald L. Moten is a D.C.-based anti-violence activist and co-founder of Don't Mute DC.

For a more than two decades I've said that former D.C. police chief Charles H. Ramsey, now a frequent guest expert on talk shows, made one mistake that would affect people of color and the effectiveness of the police department in our community for some time to come. As reported in The Post in June 1998, Ramsey changed the educational criteria for new police officers even though previous chiefs with great honors didn't. When he changed the requirement from a high school diploma or equivalency to a college degree, he effectively and severely reduced the number of new officers in the pipeline from the community.

I was critical of this policy from the beginning because I knew from personal experience that police officers recruited from our own communities have the most empathy and cultural competence to implement true community-based policing. Ramsey's decision was based on real concerns, but better vetting procedures and training would have addressed those issues without reducing recruitment from our neighborhoods. Having a police force without a connection to our community creates a disconnect that can be counterproductive to the spirit of community policing.

Fortunately, D.C. still produces quality people the likes of acting D.C. police chief Robert Contee III. His emotional speech about being nominated for D.C. police chief touched our hearts. He shared his journey from growing up in D.C. during the crack epidemic and watching a parent use drugs to being nominated to be the police chief of a major metropolitan city. Just a few weeks later, he led some of D.C.'s finest in defending our Capitol and protecting our democracy.

Many of us know from being in the streets that there were racist cops in the D.C. police and other law enforcement agencies around the country. The Post has reported on a D.C. officer wearing a white-supremacist symbol.

This is why I was devastated and so angry when our D.C. Council bowed to pressure to kill additional funding for the MPD Cadet Corps. The program was to be expanded to Anacostia High School, which sits in a part of D.C. that has grown to distrust the police. The proposed expansion would have given a real opportunity to more than 200 young adults in a city with one of the biggest wealth and employment disparities. Graduates of the cadet program, which is mostly made up of minorities, tend to stay with the D.C. police. They serve and protect their own community and help today's youths make it out of situations that they barely did. These young adults become police officers who bring their personal experiences, love of the community and connections to youths who are experiencing trauma.

I differ on these issues with some of my friends at Black Lives Matter DC and on our D.C. Council, all of whom I respect. I have tried to explain to them and many of the young people I work with in the Don't Mute DC movement that

respect. I have tried to explain to them and many of the young people I work with in the [DON'T MUTE DC movement](#) that this is about strategy and assessing the big picture. We must work together if we want to solve the problem of institutionalized racism that much of America has denied for far too long.

It's time to have some hard conversations on these issues and implement the solutions with real action. We must restore the community pipeline to our police departments and other first responders and challenge the institutionalized racism that has penetrated them for too long. The cadet program did just that.

We must be relentless about eliminating policies and opportunities that give racist people permission to inflict pain on people of color and corrupt the institutions that are supposed to govern and protect us. We can't do this with knee-jerk responses. Only a well-thought-out strategy will address these entrenched problems.

We have the right to be angry, but we should not be destructive.

Read more:

[Phil Mendelson: D.C. police need help in combating gun use](#)

[The Post's View: It's time for D.C. to end police body-cam censorship once and for all](#)

[Colbert I. King: The D.C. police chief's departure should inspire a look at all aspects of public safety](#)

[Brienne K. Nadeau: End stop and frisk in D.C.](#)
