

MEMORANDUM

February 8, 2023

TO: Public Safety Committee

FROM: Susan J. Farag, Legislative Analyst

SUBJECT: Briefing: Police Department Staffing (Including the Emergency Communications Center)

PURPOSE: Briefing – No Vote Expected

Today the Committee will receive a briefing on Police Department staffing. The briefing will examine the continued recruitment and retention challenges that the Department faces, as well as how those staffing shortages impact the provision of public safety services to the community. Those expected to attend include:

Chief Marcus Jones, Montgomery County Police Department (MCPD)
Assistant Chief Darren Francke, Management Services Bureau, MCPD
Cassandra Onley, Director of the Emergency Communications Center (ECC)
Captain Michael Pratt, Director of Personnel, MCPD

Staffing Summary

- *Resignations and retirements increased 64% in 2022.*
 - *The sworn vacancy rate is 10%, with 129 vacancies out of 1,281 authorized positions.*
 - *The civilian professional staff vacancy rate is 18%, with 136 vacancies out of 763 authorized positions.*
 - *More than 30% of sworn officers are eligible for some type of retirement.*
 - *The 911 Emergency Communication Center (ECC) has a 36% vacancy rate.*
 - *Recruitment applications have fallen 38% since 2017 and continues to lag behind staffing needs.*
 - *There are operational impacts in several areas due to understaffing.*
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Overview

The Committee has received regular updates on Police staffing and is well aware that while the Department's sworn staff has historically been lower than average for similarly-sized jurisdictions, Montgomery County continued to have relatively low crime rates. After taking substantial budget cuts during the great recession, Police staffing increased slowly over the past 10 years, from 1,159 authorized sworn positions in FY12 to a high of 1,306 in FY21. For FY23, MCPD has an authorized sworn complement of 1,281 officers. This number reflects 1.2 officers per 1,000 residents. It is significantly lower than the average 2.8 officers per capita reported for counties, and the 2.5 officers per capita reported for suburban areas. 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 almost 20 years.

Additionally, each police department's staffing needs are unique and must be tailored to deliver effective public safety services to its community. Community public safety needs can vary, both within a jurisdiction and over time. The ability to address this dynamic public safety landscape must also be factored into appropriate staffing levels and assignments. Police departments do have to maintain minimum staffing levels to not only respond to calls in a timely manner, but to also dedicate resources to preventing and solving crime.

Over the past three years, police departments have experienced additional pressures. In 2020, pandemic-related stress and the murder of George Floyd, along with subsequent calls for police reform, impacted police departments across the nation. While the struggle to recruit and retain qualified police officers is a national problem and it is not new, these challenges became meaningfully worse, and many police departments now face true staffing crises. According to a June 2021 Police Executive Research Forum (PERF) survey, police departments saw an 18% increase in resignations and a 45% increase in retirements.¹ This was particularly concerning in light of the increased violent crime that much of the nation has experienced since the pandemic began.² More recently, some of these challenges appear to have slowed. PERF's latest survey indicates that hiring seemed to "rebound in 2021 after falling sharply in 2020." Hirings increased 20.8% during 2021. However, increasing resignations and retirements continue to put pressure on overall officer staffing levels.³ Unfortunately, Montgomery County's crime rates continue to increase, with robberies and weapons offenses both above pre-pandemic levels.⁴ Where it appears some other regional departments are back to pre-pandemic hiring levels,⁵ MCPD is not.

Attrition

Historically, MCPD has had very low attrition rates, hovering between one and 1.5 officers per month (plus retirements). Over the past two years, this rate has rapidly increased to four officers per month (plus retirements). In calendar 2021, the Department lost 90 officers – from

¹ [PERF Survey on Police Workforce Trends](#), June 2021

² In 2020, the nation experienced its highest violent crime rate since 2010, and its highest homicide rate since 1997. See [FBI Crime Data Explorer](#).

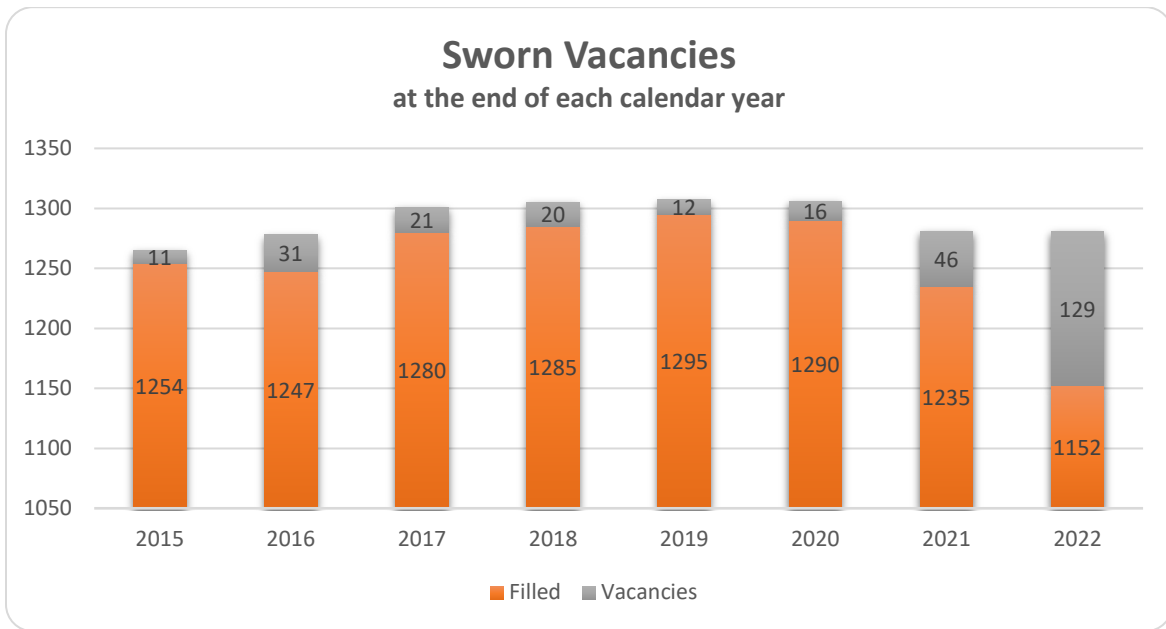
³ [PERF Survey on Police Workforce Trends](#), March 2022

⁴ [Crime Statistics Update and Violent Crime Trends](#), October 10, 2022.

⁵ See Frederick City Chief Lando's recent [post](#).

33 resignations, 55 retirements, one termination, and one death. In calendar 2022, that increased to 144, with 89 resignations and 55 retirements. MCPD’s sworn turnover rate increased from about 7% in 2021 to about 12% in 2022.

The Sworn Attrition Projection Chart on ©17 illustrates projected variances between the authorized complement and the ability to fill vacancies with recruit classes. *If the Department cannot improve hiring and retention rates, it faces a staffing shortage of up to 229 positions by the end of calendar 2025.*⁶



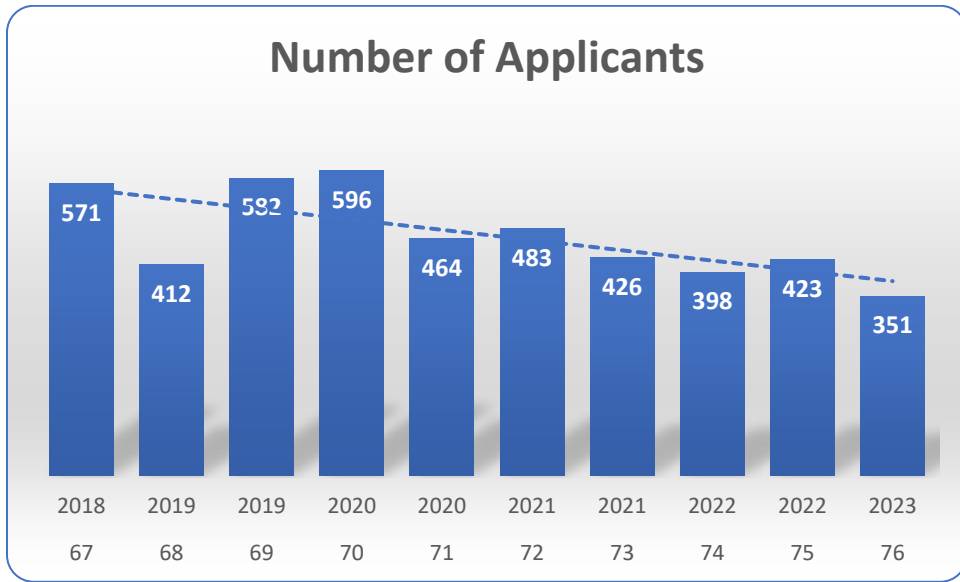
Vacancy rates are significant among nonsworn professional staff as well. The FY23 authorized professional staff is 763 positions, and of these, 136 (almost 18%) are currently vacant. Many of those vacancies are in the Emergency Communications Center, which is discussed in more detail below.

Recruitment

The Department continues to struggle to recruit enough qualified officers to address attrition. The budgeted recruit class size has not been met in years. Recent recruit classes have had about 15 recruits each. Given this is a regional challenge, there is further pressure because surrounding departments have been competing to get the best applicants from a very limited pool.

For MCPD, applications have dropped almost 38% since 2018. The Department has been working to increase recruitment through several initiatives. The approved FY23 Operating Budget included one new Police Officer position and one new Administrative Specialist position to assist with recruiting efforts. Both positions have been filled.

⁶ The outyear projections are based on current attrition experience. The Department updates its attrition projections every six months, so these figures may change.



Salaries: Much of the professional recruiting literature, as well as anecdotal experience, indicate that potential applicants are much more focused on salary than other benefits. Last year, MCPD advised that its starting salary was the second lowest in regional county departments, and third lowest in regional municipal departments. ELE4A’s preliminary audit report also recommended that the Executive consider “increasing the starting salary for entry-level police officers to become more competitive in the Washington Metropolitan area.”⁷ The approved FY23 Operating Budget provides up to a 13% salary increase for members. While this boosted MCPD to the middle of the pack in terms of regional County department salaries, the other police departments continue to increase their starting pay as well. Many have also added signing and retention bonuses.

Regional Starting Salaries 2023 ⁸		
County/City	Starting Rate	Signing Bonus
District of Columbia	\$66,419	20,000
Howard County	\$61,194	\$10,000
Baltimore County	\$60,686	\$10,000
Montgomery County	\$60,265	-
Baltimore City	\$60,146	\$5,000
Anne Arundel County	\$58,646	\$20,000
Prince George's County	\$57,889	\$10,000

⁷ See page 9 of the [Review of the Montgomery County, MD Police Department](#), ELE4A (June 30, 2021)

⁸ Accessed from respective department websites on February 5, 2023.

Municipal/Park Police Starting Salaries 2023 ⁹		
Municipality	Starting Rate	Signing Bonus
Chevy Chase Village	\$72,301	-
Takoma Park	\$62,871	-
Rockville	\$62,311	\$6,000
Gaithersburg	\$62,147	\$5,000
Montgomery County	\$60,265	-
Park Police	\$54,620	-
Sheriff	\$53,439	-

MCPD sworn officers have two salary schedules – one for FOP members (Police Officer I through Sergeant) and one for the Police Management Service (Lieutenant and Captain). The Chief and five Assistant Chiefs are appointed positions whose pay ranges are governed by the Executive Salary Schedule (please see FY23 salary schedules attached at ©18-21).

Council staff advises that having three different pay scales (one of which is subject to collective bargaining) makes salary modifications difficult, and cautions if salary increases are considered, they should be applicable to all three salary schedules to avoid salary compression. While an increased starting salary is necessary to help attract top talent, wage impacts on existing staff directly affect retention. Wage compression has many deleterious effects on existing staff, ranging from low employee morale, diminished trust in leadership, weakened employee engagement, and increased resignations – all of which hurt an organization as a whole and by extension, the delivery of services to the public.

Retention

Retaining Experienced Officers: Some departments are exploring the creation or expansion of Discontinued Retirement Service Plans (DRSPs). The Department’s current DRSP allows officers to file for participation and collect pension payments for up to three years. These funds are held in a separate account until the Officer separates from service. DRSP plans vary in design and can be tailored to be actuarially neutral in cost. Some common plan design elements that can be considered include: 1) delaying program eligibility; 2) eliminating cost of living adjustments during program participation; and 3) reducing the benefit percentage. Council staff does not have data specific to MCPD that reflect whether Officers are incentivized by the DRSP to stay employed past their retirement date. Council staff advises it would be helpful to further explore this option, because retaining experienced staff is crucial to navigating police reform and diminishing ranks.

Staffing Shortages and Operational Impact

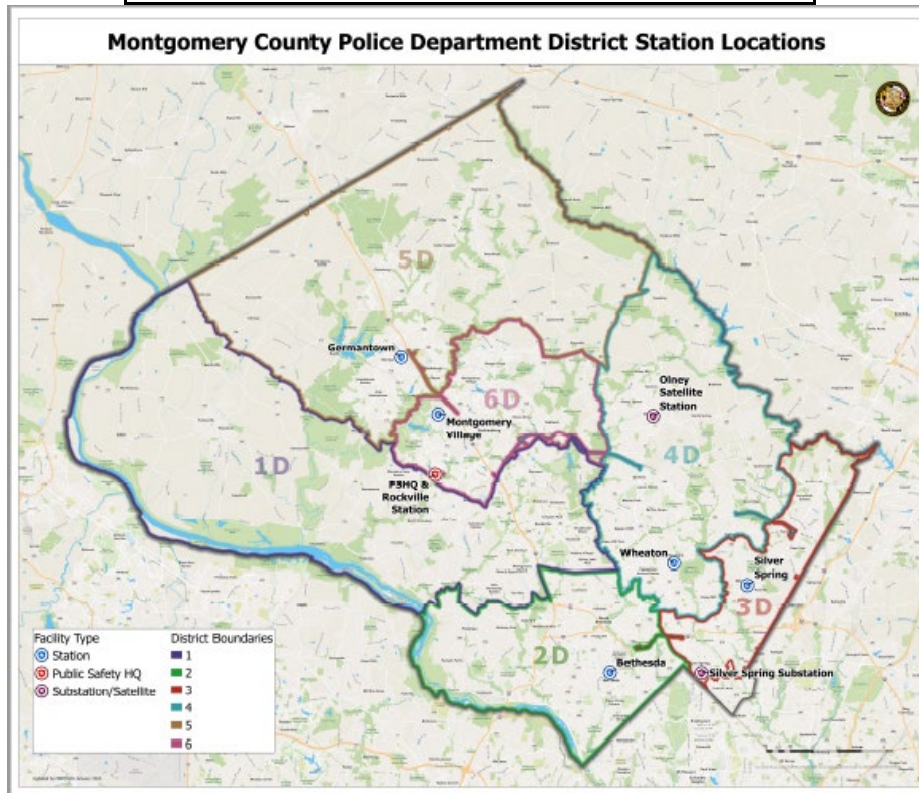
Police shortages have multiple detrimental effects, both on public safety delivery and on the officers themselves. Police must prioritize responding to calls for service, and in 2022, officers responded to more than 190,000 calls. The average response time did increase last year, from 8:36

⁹ Accessed from respective department websites on February 5, 2023.

minutes to 9:20. If calls increase to their pre-pandemic levels, officers will be stretched even thinner. They will have less time to spend on non-enforcement community engagement—a best practice for strengthening relationships with residents and businesses. Failure to build those relationships can contribute to a cycle of eroding trust, increasing crime, and fewer solved cases. Lack of staffing also places additional stress on the remaining officers, who are asked to work overtime, and when no one volunteers, they are increasingly placed on mandatory holdovers. Staff shortages could also exacerbate community concerns with police encounters. Relying too much on officer overtime use, for example, is associated with increased community complaints.

As sworn staffing decreases, a larger proportion of officers must be dedicated to patrol, which is the number one priority of any police department. The Department advises that appropriate patrol staffing is necessary for critical incident response, public safety, and officer safety. The following chart illustrates vacancy rates by police district station.

Patrol District Staffing 2023			
District	Authorized Patrol	Filled	Vacancy Rate
1D/Rockville	106	100	5.7%
2D/Bethesda	119	100	16.0%
3D/Silver Spring	168	151	10.1%
4D/Wheaton	172	142	17.4%
5D/Germantown	137	122	10.9%
6D/Gaithersburg	131	118	9.9%
Total:	833	733	12.0%



Prioritizing patrol may leave other specialized units with fewer staff. The Chief continues to work with other Police staff to assess specialized unit vacancies and determine which ones should and can be filled. Considering the increase in certain types violent crime, opiate overdoses, and bias incidents, the priority for specialized units includes those investigating crimes such as robbery, domestic violence, aggravated assaults, sex crimes, and homicides.

The following divisions and units are challenged by long-term staff shortages.

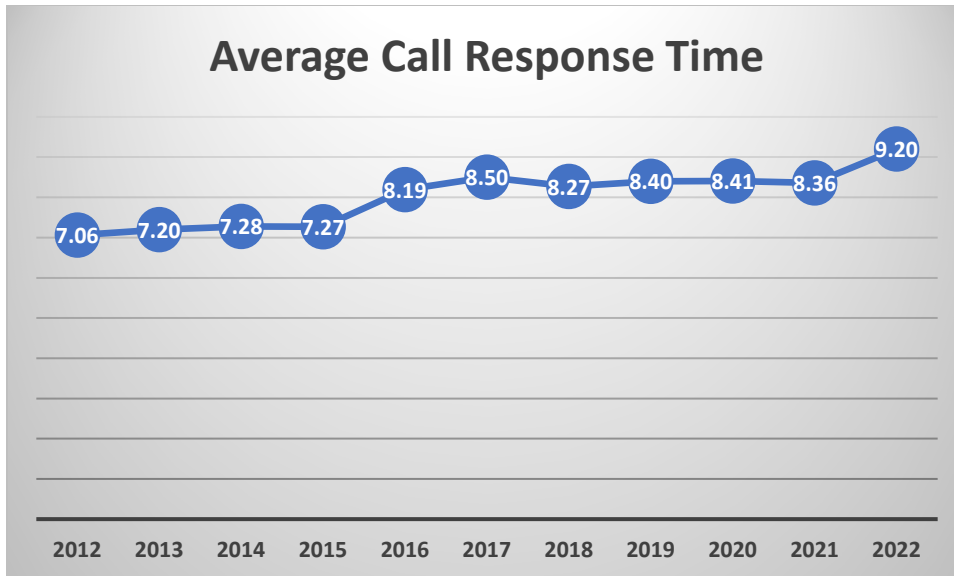
Emergency Communication Center (911): The ECC answers all 911 and police non-emergency service calls, dialed in Montgomery County. Over the past 10 years, the ECC has undergone a consolidation process that unified call taking and dispatch protocols and eliminated an extra call transfer step that used to add to call backlogs and increased response times. Originally split between Montgomery County Fire and Rescue Service (MCFRS) and the Police Department, all civilian staff were consolidated under MCPD in 2017. MCFRS maintains supervisory oversight of Fire Dispatch, and many of those dispatch positions are being staffed with career Firefighters. The Executive continues to work toward full civilianization through ongoing hiring and training initiatives.

Like other public safety positions, it has been difficult to recruit and retain qualified Public Safety Emergency Communication Specialists (PSECS). The ECC has 198 authorized positions, 65 of which are vacant (34% vacancy rate). Of these, 60 are PSECS. Other vacancies include one IT position, three administrative positions, and one PSECS Operations Manager.

Chronic understaffing has multiple negative impacts on operations including:

- Mandatory overtime;
- Employee morale;
- Combining police radio talk groups for longer hours;
- Longer wait times for 911 and non-emergency lines (there have been multiple complaints from the public); and
- Less supervisory oversight because supervisors fill call taking vacancies.

MCPD advises the current average call response time is 9:20, which is 44 seconds longer than last year's average. Most of that additional time, or 41 seconds, involved field unit travel time to the incident. The chart below illustrates how average call response times have changed over the past 10 years.



The Department has been exploring ways to improve recruitment and retention. In terms of recruitment, the Department advises that the application process is quite lengthy and cumbersome, and involves creating a profile on the County website, answering questions, and attaching a resume. MCPD has started an expedited hiring process which resulted in scheduling 346 applicants for testing. Unfortunately, 236 of these either withdrew their applications or did not show for the exam. Of the remaining 110 tested, 35 passed.

When addressing retention, MCPD has already made several significant changes to the profession, including the adoption of a classification series that allows for promotion based on additional training. The Department has also recognized the unique type of stress that PSECS face each day – managing callers in crisis, not knowing how the calls are resolved. To help address work-related stress, the Department added a social worker on site in FY21 to enhance mental health and wellbeing support for the employees.

The Department advises that many staff have expressed interest in a true pension benefit, and this may be something the Committee wishes to explore further. Chapter 349 of 2022¹⁰ makes changes to both the classification of 911 specialists (which includes the County’s PSECS) and removes the cap on local 911 fees that local jurisdictions may charge to cover actual ECC operating costs. The law requires local jurisdictions to classify 911 telecommunicators as first responders and compensate them in a manner that reflects their public safety role and is commensurate with the training, knowledge, and skills they possess. MCPD advises that the County will request an increase in the 911 fee. The Executive is also exploring hiring and retention bonuses.

Firearms Investigations Unit: This unit has five detectives, one Corporal, one Sergeant, and one Program Specialist who handles administrative tasks related to licensing. The unit also has one deputy Sheriff assigned, and has one vacancy.

¹⁰ [SB633/Chapter 349 of 2022](#), Public Safety - 9-1-1 Emergency Telephone System – Alterations

Drug Investigations Unit: This unit takes the lead on drug overdose investigations, and consists of one Sergeant, two Detectives, and four vacancies. Chief Jones has authorized the unit to fill two of the vacancies. The unit also has one Detective from Park Police assisted to it. It had one officer from Rockville City Police, but that individual was recalled due to their own staffing challenges.

In order to compensate for sworn staff shortages, *these two units have requested another intelligence analyst*, and advise that these types of crime analysts are force multipliers for investigators, doing much of the “behind-the-scenes data analysis to create leads and solve cases.” MCPD advises that these units currently have three crime analysts and one supervisor, but *their caseload would support hiring two additional analysts*.

Crime Scene Unit: This unit has had chronic understaffing since 2016. MCPD attributes staffing challenges to several reasons:

- Their Forensic Specialists are a Grade 20 and perform with similar subject matter expertise to the Grade 25 Forensic Scientists in Chemistry and Biology units;
- Staff perform rotating shift work along with on-call rotations;
- The job requirements mandate one year of experience, which may only be substituted with a master’s degree. Even though there are several high-quality undergraduate forensic science programs, college graduates with no experience cannot meet the job’s minimum requirements.
- *County job classifications do not provide sufficient flexibility to underfill certain forensic scientist positions long enough to meet minimum experience requirements, and there are no trainee classifications.* The County is not competitive with other laboratories that can hire desirable applicants both more quickly and for higher salaries.

Forensic Chemistry Unit: There are three Forensic Scientists, one Senior Forensic Scientist, one Administrative Specialist, and one Supervisor. The unit had a vacant Forensic Scientist position, which it donated to the Firearms Examination Unit to assist with the increase in firearms crimes. Staff shortages and turnover hinder lab analysis, particularly given the increased use of fentanyl and related opiates in the County. MCPD advises that while opiate abuse has made national headlines for years, it had historically been one of the least common drugs that the Forensic Chemistry Unit has had to analyze. Last year, however, almost one quarter of the cases contained fentanyl or another opiate. Due to staff shortages, only 60% of requested cases could be tested in 2022. *MCPD advises an additional position would help with case backlogs.*

To rectify recruitment and retention in the CSU, the Department conducted a study of laboratory positions, classification, and compensation. The Office of Human Resources (OHR) is currently reviewing it.

Firearms Examination Unit: This unit has two Examiners and one Supervisor. One sworn vacant Examiner position is in the process of being converted to a professional staff Examiner position. *The Department has requested an additional Examiner position in the FY24*

Operating Budget, and it is currently attempting to add a NIBIN¹¹ Technician position through grant funding. MCPD advises that the steady increase in firearms crimes has increased caseloads well beyond the ability of its two full time Examiners. A contractual Examiner was hired in 2022 and again this year to assist with the growing case backlog.

Central Traffic Unit: When Chief Jones reorganized the Department in July 2021, he created a centralized traffic unit. It consists of two shifts, each with one Sergeant, one Corporal, and 11 Officers, for a total of 26 Officers. It replaced decentralized District Traffic Units, with eight members each, for a total of 48 Officers. The rationale for a centralized unit was to ensure enforcement was more data-driven, focused on high-injury network roads, and was more consistent across all districts. In addition, the CTU focuses on the violations that impact fatal collisions (speed, impaired driving, distracted driving, occupant safety, and pedestrian safety). Each District still has at least one Traffic Complaint Officer, that helps manage community complaints.

The net loss of Traffic Officers in FY22 included nine Officers that were absorbed into different parts of the budget-neutral reorganization, as well as eight Traffic Officers and one Collision Reconstruction Unit Officer who were cut in the FY22 Operating Budget.

In addition to data-driven traffic enforcement, the Central Traffic Unit officers conduct Vision Zero details, funeral and dignitary escorts. They also assist with recruit training to include ACRS Report writing and speed determination techniques, as well as monthly motorcycle training.

MCPD advises current staffing is not sufficient to provide traffic enforcement throughout the County each day. It also does not allow the unit to handle a traffic-related detail and traffic enforcement at the same time. While the unit is fully staffed at 26 Officers, the Department advises it will lose three Officers within the next year due to retirement.

Training Academy: Council staff is concerned whether staffing is sufficient at the Academy. The Academy often pulls patrol officers as “adjunct instructors,” which is becoming increasingly difficult given the patrol shortages on any given day. MCPD advises it is currently hiring a civilian Deputy Director of Academics. Council staff advises that increased use of civilian instructors may be helpful to meet staffing needs. The Department does have three retired law enforcement from other agencies who serve as firearms instructors. Since retirements are increasing regionally, it may be possible to hire additional recently-retired, well-qualified staff from other departments.

Other Staffing Initiatives: Last summer, the Council passed a special appropriation allocating ARPA funds to violence reduction efforts. Two of these initiatives fall under the Police Department, including a new Violent Crime Information Center (VCIC) that uses civilian crime analysts and assistive technology to provide real-time assistance in crime solving. The Department has two contract analysts working in the VCIC. There was a third one hired, but that person resigned. The Department has also used ARPA funds to pay for technology for the center, such as computers, monitors, and TVs. Future requests include funding four merit crime analysts in the operating budget and a supervisory position. The VCIC is also researching Real-Time Crime

¹¹ [National Integrated Ballistic Information Network](#)

Center management software. It has reviewed one vendor’s product, FUSUS, and will look at Motorola’s platform next. The Department has also applied for a federal Bureau of Justice Assistance grant (\$700,000) to provide staffing and technology to the Center to address increased firearms violence (see © 22-23).

Additionally, ARPA funds were allocated for community policing activities with youth, including three-on-three basketball leagues. The Department used \$65,000 for the December Futsal Long Branch Community Center program, spent on overtime and jerseys.

Discussion Issues

1. What recruitment efforts has the Department implemented recently to address dwindling numbers of applicants? What efforts would the Department like to implement?
2. How are lower staffing and increased violent crime prevention initiatives impacting overtime use?
3. To what extent is the Department looking at civilianization of certain functions so that sworn officers can be redeployed ease shortages?
4. MCPD advised that there is less supervisory capability at the ECC because supervisors are filling in as PSECS. Are there other areas of the department where supervision is strained?
4. The tragedy in Memphis highlights some potential issues with reducing minimum qualifications for hiring.¹² While it is important to examine standards to ensure that there are no unintended employment barriers, what is the Department doing to ensure it is hiring the right people for the job?
4. The Department has implemented all State and local police reform mandates. It is now moving on to consider a variety of recommendations made by the final ELE4A departmental audit. These recommendations may require additional staff and other resources to implement. Has the Department determined staffing and resource needs for FY24?

This staff report contains:

	<u>Circle #</u>
Police Response to Questions	1-16
Updated Attrition Chart	17
FY23 FOP Salary Schedule	18
FY23 Police Management Schedule	19
FY23 Executive Salary Schedule	20-21
Chief Jones’ Support Letter for the BJA Grant	22-23

¹² [Amid soaring crime, Memphis cops lowered the bar for hiring](#), Associated Press

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1. Do you have an organizational chart? I think that would be helpful for new Councilmembers. **See attached. The CRB Bureau is temporarily suspended and those divisions placed in other bureaus.**
2. Please provide authorized sworn complement, number of sworn vacancies, and a current attrition projection chart. **Authorized 1281 total sworn Positions**

Retention and Attrition - SWORN

Vacancy Report - December 2022

Sworn			
Title	Vacant		
Police Captain	1	Pooled: -1	Net: 0
Police Lieutenant	2	Pooled: -1	Net: 1
Police Sergeant	11	Pooled: -8	Net: 3
Master Police Officer	5	Pooled: -4	Net: 1
Police Officer III	121	Pooled: -2	Net: 119
Police Officer III(P)	5		
Sworn Count: 145			
Sworn Pooled: -16			
Sworn Net: 129			

Retention and Attrition – Professional Staff

Professional Staff Count: 136
Professional Staff Pooled: -12
Professional Staff Net: 124

- a. In the past, you had provided DRSP entry data by month for 2020 and 2021. Do you have that for calendar 2022?

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Sworn Officers entering DROP by year

Month	2020	2021	2022	Grand Total
Jan	1	3	3	7
Feb	1	6	2	9
Mar	3	5	3	11
Apr	3	1	2	6
May	3	4	3	10
Jun		6	4	10
Jul	7	3		10
Aug	3	6	3	12
Sep	12	6		18
Oct	12	1		13
Nov	7	2		9
Dec	7	4		11
Grand Total	59	47	20	126

b. You had also provided monthly attrition numbers broken down by resignation or retirement. Could you provide that for calendar 2022? *****Data Confirmed*****

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Month	Resignation	Retirement	Grand Total
2022	89	55	144
Jan	17	3	20
Feb	9	5	14
Mar	9	5	14
Apr	4	7	11
May	7	2	9
Jun	1	6	7
Jul	7	5	12
Aug	11	2	13
Sep	7	7	14
Oct	6	7	13
Nov	4	3	7
Dec	7	3	10
Grand Total	89	55	144

c. Please provide attrition numbers for police management (Lt. and above) over the past year.

- AC – 2 - Patil and Facciolo
- Captain – 2 - Rosario and Sullivan
- Lt – 2 - Kiernan and D’Albora
- Renauer and Dommel left in 2023. AC Augustine was a promotion.

3. Please provide the number of authorized professional positions, and number of vacancies.

a. 763 authorized 136 vacancies

4. Please provide an update on recruit classes (number to graduate in January, next scheduled class (date/numbers). 23 Montgomery County and 8 allied agencies.

Graduation is March 9, 2023.

a. session 73 - 13 graduated

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- b. session 74 - 11 graduated
- c. session 75 - still in session and has 23 candidates left

Full Academy:

- a. session 76 - June 5th, 2023
- b. session 77 - January 29th, 2024
- c. session 78 - August 26th, 2024

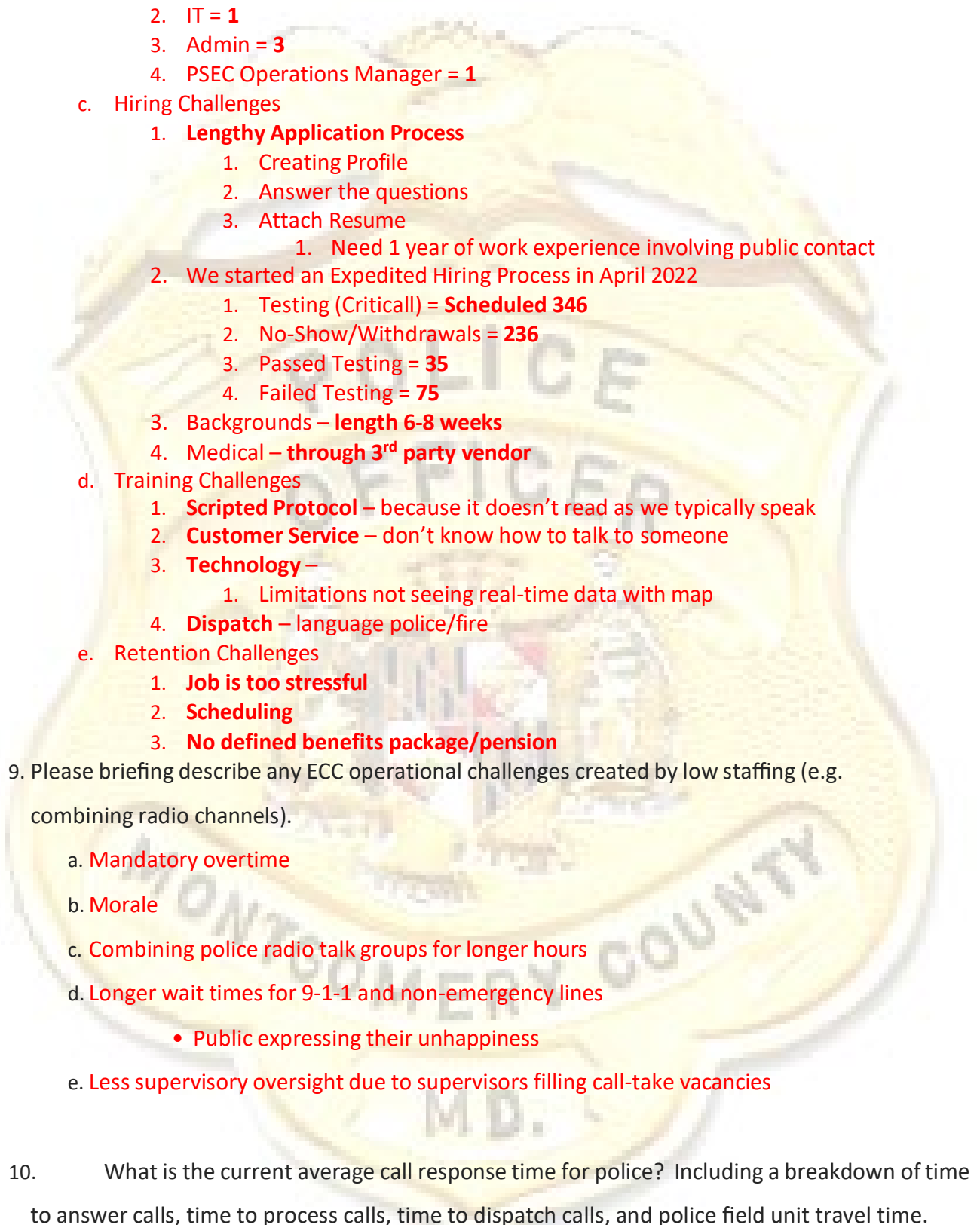
Lateral Academy:

- a. March 27th, 2023
- b. September 25th, 2023

5. Please provide number of applicants, number tested, number hired from Class 73 to present. **Waiting on this info.**
6. Has the Department developed any type of formal staffing plan? **In development**
7. Please provide an update on FY23 new positions.
 - a. 12 PSECSs (ECC) – **Testing**
 - b. IT Specialist I (ECC) – **Interviewing**
 - c. 2 Administrative Specialist II positions (ECC), - **Advertising**
 - d. 2 Sergeants to review BWC (Office of the Chief) - **Filled**
 - e. 1 Police Officer (Recruiting) - **Filled**
 - f. 1 Administrative Spec (Recruiting) - **Filled**
 - g. 2 professional staff to assist with MPIA requests – **One advertised/ other awaiting advertisement**
 - h. 1 IT Spec II to assist with MPIA redactions – **Advertising**
 - i. 2 part-time Crossing Guards – **One in medical and one in backgrounds**
8. Please provide an update on ECC staffing, including authorized positions, number of vacancies, hiring/training/retention challenges.
 - a. **Authorized Positions = 198**
 - b. **Number of Vacancies = 65**
 1. **PSECS = 60**

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2. IT = **1**
 3. Admin = **3**
 4. PSEC Operations Manager = **1**
 - c. Hiring Challenges
 1. **Lengthy Application Process**
 1. Creating Profile
 2. Answer the questions
 3. Attach Resume
 1. Need 1 year of work experience involving public contact
 2. We started an Expedited Hiring Process in April 2022
 1. Testing (Critical) = **Scheduled 346**
 2. No-Show/Withdrawals = **236**
 3. Passed Testing = **35**
 4. Failed Testing = **75**
 3. Backgrounds – **length 6-8 weeks**
 4. Medical – **through 3rd party vendor**
 - d. Training Challenges
 1. **Scripted Protocol** – because it doesn't read as we typically speak
 2. **Customer Service** – don't know how to talk to someone
 3. **Technology** –
 1. Limitations not seeing real-time data with map
 4. **Dispatch** – language police/fire
 - e. Retention Challenges
 1. **Job is too stressful**
 2. **Scheduling**
 3. **No defined benefits package/pension**
9. Please briefly describe any ECC operational challenges created by low staffing (e.g. combining radio channels).
- a. **Mandatory overtime**
 - b. **Morale**
 - c. **Combining police radio talk groups for longer hours**
 - d. **Longer wait times for 9-1-1 and non-emergency lines**
 - **Public expressing their unhappiness**
 - e. **Less supervisory oversight due to supervisors filling call-take vacancies**
10. What is the current average call response time for police? Including a breakdown of time to answer calls, time to process calls, time to dispatch calls, and police field unit travel time.

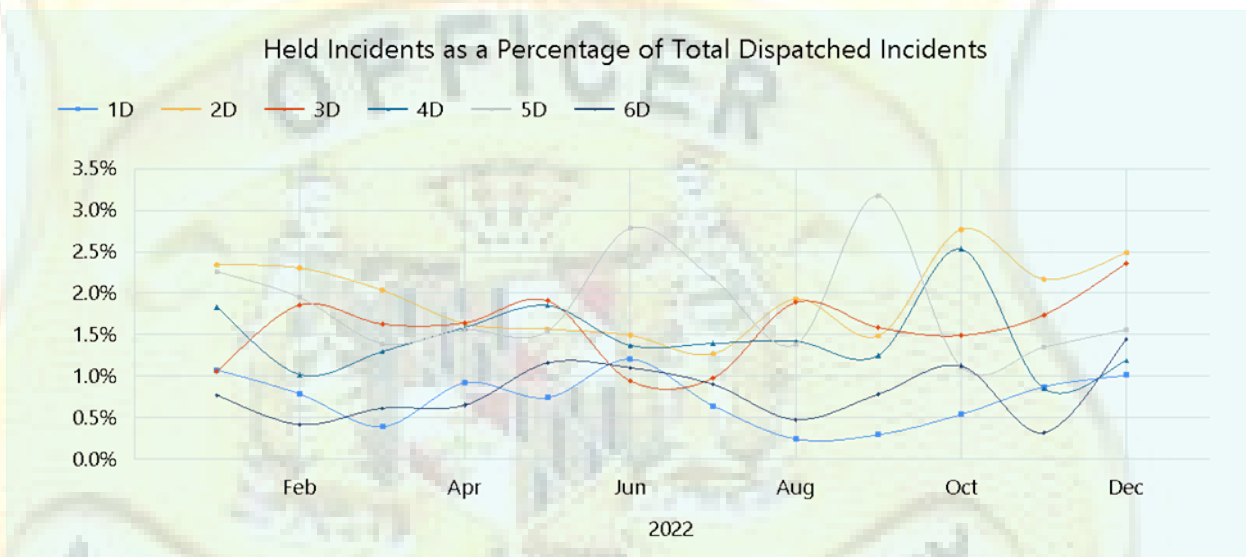
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Response Times for Emergency (Priority Response) Calls for Service	Countywide Time	Cumulative Total
1. Average Time to Answer 9-1-1 Calls	0:00:09	+05
2. Average Time for Call Taker to process a call and create CAD Incident	0:02:28	+01
3. Average Time for Dispatcher to dispatch CAD Incident	0:00:51	-03
4. Average Field Unit Travel Time to Incident	0:05:52	+41
5. Average Response Time	0:09:20	+44

11. Do you keep statistics on held calls and stacked calls?

a. **Held Incidents**



b. **Stacked Incidents** – unable to determine with no tracking mechanism in place. However, we do not routinely stack incidents.

12. Has the Department explored increasing 911 fees to help create a true pension system for PSECs? Or any other targeted retention efforts?

- a. **Yes, a request will be made to increase the 911 fees**
- b. **Hiring and Retention Bonuses**

13. Please provide vacancies by District Station.

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District	Authorized	Vacancies
1D	106	6
2D	119	19
3D	168	17
4D	172	30
5D	137	15
6D	131	13

14. Please provide a brief update on police-related responsibilities under the ARPA special appropriation for violence reduction.

a. The VCIC including staffing and operational (technology in particular) needs. Status to date.

- We currently have 2 contract analysts working in the VCIC. We had a third, but that person resigned and we are still reviewing resumes for a replacement. Hiring has been difficult since the positions are contract. We have also used ARPA funds to pay for technology for the center (Computers, monitors, TV's, etc.).
- We will certainly need a reappropriation of the remainder of the approved funds for FY24.
- For the future, we would like to convert the 4 contract positions to FTE's, and add a supervisory position.
- Also, looking to get a RTTC management software. We are waiting for pricing on Motorola's platform, and have reviewed another called Fusus which is about \$100K a year.

b. Basketball league and any other youth-related violence prevention activities.

- This is the \$65k December Futsal Long Branch Community Center- overtime and jerseys. This is for violence prevention and In speaking with Sally Orsini (MCPD Grant Specialist) we can articulate what we will use it for so we can possibly use it for an after school mentor program being organized by a CEO and potentially the

Council Police Staffing Briefing

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summer program by Gutrick.

15. Please provide an overview of any staffing needs to address firearms-related crimes and overdose investigations.
 - a. We have 5 Detectives, 1 Cpl, 1 Sgt, and 1 Program Specialist who handles the admin tasks related to licensing, etc. We have one Deputy Sheriff assigned from the MCSO, with one vacancy.
 - b. The Drug Investigations Unit, which is the lead on Drug Overdoses, consists of one Sgt, two detectives, and 4 vacancies. Chief Jones has authorized us to fill two. We have one Detective from Park Police assigned to the unit. We had an officer from Rockville City, who was recalled due to their staffing issues.
 - c. For additional manpower, we have asked in the staffing plan for one more Intelligence Analyst (technically they are Crime Analysts). Even though it has been hard to hire sworn staff, we don't have the same issues with professional staff. Our Intelligence Analysts are a force multiplier for investigators, often doing a lot of the behind-the-scenes analysis of data to create leads and solve cases. We currently have 3 analysts plus a supervisor. We have the caseload on both the firearms side and the overdose side to actually take on two more analysts.
16. Please provide a brief update on any other divisions or units that have challenging vacancy rates.

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Bureau	Type	Authorized	Vacancies
OTC	Sworn	20	0
	Professional	5	1
FSB	Sworn	102	8
	Professional	263	21
ISB	Sworn	237	26
	Professional	78	10
MSB	Sworn	47	5
	Professional	363	101

- a. The Crime Scene Unit (CSU) has battled challenging vacancy rates since 2016 which was the last year the unit was fully staffed. A few reasons this has continued to be a problem are the following:
- Forensic Specialists in the unit are a Grade 20 and required to perform duties as an expert in their discipline alongside other units such as Chemistry and Biology where the Forensic Scientist in those units are a Grade 25
 - Rotating shift work along with on call rotations
 - Job requirement mandates one year of experience which is only substituted with a master's degree. There are several fantastic undergraduate forensic science programs and unfortunately, college graduates are not meeting the minimum requirements of the job.
 - Last year, the Forensic Specialist was posted with an underfill option which allowed candidates to remain in a probationary period for a year at a lower grade (16) to meet the one year of experience. This has been instrumental in hiring college graduates. Unfortunately, the underfill option is not available for other scientist positions due to the

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higher grades requiring more than one year of experience for the position.

- Recently, an examiner position in the Latent Print Unit (LPU) was posted and there was only one qualified candidate for the open position. Since we do not have a trainee position and can only hire individuals with experience, we are competing with laboratories in stealing their qualified examiners. Here is an example of how our salaries compete with PG County:

Position	PG County Salary	MoCo Salary
Latent Print Examiner	~\$50,598 - \$112,768	\$54,930 - \$89,653
Latent Print Examiner III (Senior Scientist)	~\$62,425 - \$143,996	\$60,093 - \$98,349
Firearms Examiner	~\$62,425 - \$143,996	\$65,786 - \$107,934

- As a result of our salaries being substantially lower on the higher end, we are struggling to recruit qualified examiners from other laboratories. The Latent Print Unit and Firearms Units are shown above but this would be the same scenario for other forensic disciplines. Many years ago, Montgomery County Police Crime Laboratory was at the top of the pay scales compared to the other laboratories within Maryland, but now laboratories have surpassed us which is evident with the severely limited pool of applicants. Biology posted two scientist positions last year and only ended up having two candidates to interview. Unfortunately, that ended with only one candidate being hired and the other position remained vacant and is being posted again.

b. In a recent written update, you mentioned a study on lab positions is underway to look at compensation to improve recruitment and retention. Has that been completed?

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- The study on lab positions was completed last year and apparently, it's currently being reviewed by OHR.
- The Forensic Chemistry Unit (FCU) is comprised of six (6) members, three (3) full-time Forensic Scientists, one (1) Senior Forensic Scientist, one (1) Administrative Specialist, and one (1) supervisor. There was a vacant Forensic Scientist position, which was donated to the Firearms Examination Unit to aid in tackling the increase in firearms crimes.
- The demands for forensic analysis of controlled dangerous substances (CDS) have fluctuated over the last several years due to redefining the legal definition of marijuana, the pandemic, as well as shifting policing and prosecutorial policies.
- What has been consistent over the last several years is the continued rise in fentanyl and related opiates in Montgomery County. Opiate abuse has made national headlines, and several years ago, it was one of the lowest percentages of the CDS analyzed in the Forensic Chemistry Unit. Last year, nearly a quarter (24%) of the cases contained fentanyl or another opiate (see Fentanyl/Opiate Information chart). This is discovered in the form of counterfeit tablets, most often disguised as oxycodone, powder, and capsules. There are no confirmatory tests outside of a laboratory for the detection of fentanyl, and oftentimes, it is at such low levels, it can evade field tests.
- Due to short staffing, not all the cases submitted to the FCU get analyzed (see Submission Information). For 2022, there was an increase in requests, resulting in only 59.8% of the cases requested to be tested. With an additional position, the number of cases analyzed will increase, as will the cases containing fentanyl and opiates.

Fentanyl/Opiate Information			
	2020	2021	2022

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Number of cases containing fentanyl/opiates	110	120	139
% of total cases containing fentanyl/opiates	18.06%	22.99%	24.09%
Number of Items containing fentanyl/opiates	250	318	472
% of total items containing fentanyl/opiates	8.47%	17.80%	20.98%
# of non-fatal overdoses	159	215	181
# of Fatal overdoses	80	98 (approximate)	75

- **As of January 23, 2023, there have been 22 non-fatal overdoses and 10 fatal overdoses**

Submission Information			
	2020	2021	2022
# of cases requested	817	531	965
# of cases analyzed	609	522	577
% of cases analyzed	74.5%	98.3%	59.8%

- The Firearms Examination Unit (FEU) is comprised of three (3) members, two (2) full-time Examiners, and one (1) supervisor. Currently, one (1) sworn full-time vacant Examiner position is in the process of being converted to a professional staff examiner position. An additional examiner position was requested in the FY24 budget request and currently attempting to add a NIBIN technician position through securing grant funds. As a result of the steady increase in gun crime, the caseload for FEU continues to grow well beyond the ability of two full-time examiners. A contract examiner was secured in 2022 and again this year to assist with tackling the growing backlog of casework.
 - (\$65,000 and then an additional \$60,000 for the contractor which equates to a total of ~625 hours for a total of \$125,000)
- Some background on FEU, all work conducted undergoes a verification process which entails 2 examiners physically examining the evidence and confirming agreement in the conclusions reached. This is an additional strain on resources especially when there are only 2 full-time examiners. For example, when one

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examiner is on leave, no reports can be released during that time frame due to the verification requirement not being met.

- NIBIN technician---this position is ideal in that this individual would handle test fires, NIBIN entries and all evaluations of possible NIBIN leads (potential matches that must be reviewed within the NIBIN software). Instead of both examiners participating in this process, only one examiner would be needed along with the NIBIN technician to review and issues NIBIN leads. 49 NIBIN leads were issued in 2021 and 111 in 2022 so a 78% increase in workload.
- FYI, we are waiting to see if our candidate for the Senior Scientist position in FEU is accepts the job. If so, then she will be filling the Technical Leader role for the unit and assume full responsibility for all the technical procedures utilized by the unit. In the end, this individual is a fully qualified examiner and can aid with the backlog of cases. We have been trying to fill this position for over a year without success.

c. At the PAC public forum, MCPD spoke about the number of centralized traffic officers you have. I know that some were lost in the budget-neutral reorganization and some were lost in FY21 budget cuts. What is the current complement there? How many vacancies do you have? Is there a need for additional traffic officers? Either centralized, or for district Traffic Complaint Officers?

- The Central Traffic Unit was established in July of 2021. It involved the abolition of our 6 District Traffic Units consisting of 8 members each (Sgt; Cpl; and 6 officers) for a total of 48 officers devoted to traffic enforcement/details. The newly formed Central Traffic Unit consisted of two shifts consisting of a Sgt; Cpl; and 11 officers on each shift for a total of 26 officers. The Central Traffic Unit is tasked with traffic enforcement as well as all traffic related details to include funeral or dignitary escorts, Vision Zero Details, etc.
- Additionally, they are tasked with assisting with ACRS Report writing and pacing for the recruit classes as well as monthly motorcycle training. As such,

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the Central Traffic Unit would seek officers to expand the unit to allow them to better serve the traffic needs of the county. Our current compliment does not afford us the opportunity to provide traffic enforcement throughout the county daily. Nor does it allow us the ability to handle a traffic related detail as well as traffic enforcement at the same time. Currently we have a full complement of 26 officers. We will be losing up to 3 officers from the Central Traffic Unit within the next year due to retirement.

d. I know that Academy staffing remains challenging, just as pulling patrol officers as “adjunct instructors” is difficult since patrol may be short on any given day. Has there been any discussion about hiring retired officers (from other agencies), or other ways to hire civilians as appropriate?

- We are in the process of hiring a Deputy Director of Academics, the qualifications for the position are a terminal degree (PhD, EDD etc.). I believe there would need to be a change in county law to hire retired county employees (officers). We currently have 3 firearms instructors that are retired law enforcement from other agencies.

17. Please provide the number of MCPD CEO positions you have authorized, and how many are vacant? What has been the operational impact of having vacancies? **25 authorized. 0 vacancy**

18. During last year’s budget discussion, Council asked if the Executive would take a closer look at police management compensation to identify compression issues and related issues that may impede promotions and retention. Has this been examined? **Our Personnel Division is not aware of any official analysis.**

19. **What other staffing needs do you have? In the near-term and the longer-term.**

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MCPD Sworn Attrition Projection: December 2021-November 2024

- Assumptions: 1. Variance=comparison to sworn operating strength at a given point in time
 2. Non-DROP Attrition rate is increased to 4 per month
 3. DROP-early DROP departures are reflected to date
 4. POCs do not count in complement until they graduate from recruit school

		NonDROP	DROP	Total-month	Variance	Grad	Hire	Complement
	December	-4	-3	-7	-46.0			1281
2022	January	-4	-3	-7	-42.0	11	23	
	February	-4	-4	-8	-50.0			
	March	-4	-4	-8	-58.0			
	April	-4	-6	-10	-68.0			
	May	-4	0	-4	-72.0			
	June	-4	-5	-9	-81.0			
FY2023	July	-4	-4	-8	-76.0	13	22	
	August	-4	-2	-6	-82.0			
	September	-4	-5	-9	-91.0			
	October	-4	-6	-10	-101.0			
	November	-4	-2	-6	-107.0			
	December	-4	-2	-6	-113.0			
2023	January	-4	-6	-10	-123.0			
	February	-4	-2	-6	-129.0			
	March	-4	-1	-5	-114.0	20		
	April	-4	-2	-6	-120.0			
	May	-4	-2	-6	-126.0		28	
	June	-4	0	-4	-130.0			
FY2024	July	-4	-3	-7	-137.0			
	August	-4	-3	-7	-144.0			
	September	-4	-11	-15	-159.0			
	October	-4	-7	-11	-170.0			
	November	-4	-4	-8	-178.0			
	December	-4	-6	-10	-168.0	20		
2024	January	-4	-3	-7	-175.0		32	
	February	-4	-3	-7	-182.0			
	March	-4	-3	-7	-189.0			
	April	-4	-1	-5	-194.0			
	May	-4	-2	-6	-200.0			
	June	-4	-5	-9	-209.0			
FY2025	July	-4	-3	-7	-216.0			
	August	-4	-4	-8	-224.0			
	September	-4	-6	-10	-212.0	22		
	October	-4	0	-4	-216.0		34	
	November	-4	-2	-6	-222.0			
	December	-4	-1	-5	-227.0			
	January	-4	-3	-7	-234.0			
	February	-4	-2	-6	-240.0			
	March	-4	-2	-6	-246.0			
	April	-4	-1	-5	-251.0			
	May	-4	-3	-7	-258.0			
	June	-4	-3	-7	-239.0	26		

**MONTGOMERY COUNTY GOVERNMENT
POLICE BARGAINING UNIT UNIFORM SALARY SCHEDULE
FISCAL YEAR 2023
EFFECTIVE JULY 3, 2022
GWA: 3.5% INCREASE
15-YEAR LONGEVITY**

STEP	YEAR	PO I (P1*, P2*)	PO II (P3*)	PO III (P4*)	MPO (P5*)	SGT (A1*)
0	1	\$58,510	\$61,437	\$64,509	\$67,735	\$74,510
1	2	\$60,560	\$63,589	\$66,768	\$70,106	\$77,117
2	3	\$62,680	\$65,813	\$69,107	\$72,563	\$79,817
3	4	\$64,872	\$68,117	\$71,525	\$75,100	\$82,610
4	5	\$67,143	\$70,502	\$74,028	\$77,731	\$85,504
5	6	\$69,497	\$72,972	\$76,622	\$80,452	\$88,496
6	7	\$71,930	\$75,526	\$79,303	\$83,268	\$91,595
7	8	\$74,447	\$78,168	\$82,077	\$86,183	\$94,800
8	9	\$77,053	\$80,905	\$84,953	\$89,199	\$98,119
9	10	\$79,749	\$83,738	\$87,925	\$92,322	\$101,554
10	11	\$82,541	\$86,670	\$91,005	\$95,555	\$105,109
11	12	\$85,433	\$89,703	\$94,190	\$98,900	\$108,787
12	13	\$88,422	\$92,841	\$97,487	\$102,361	\$112,595
13	14	\$91,519	\$96,094	\$100,900	\$105,945	\$116,536
15 YEAR LONGEVITY (3.5%)	16+	\$94,722	\$99,457	\$104,432	\$109,653	\$120,615
17 YEAR LONGEVITY (3.5%)	18+	\$98,037	\$102,938	\$108,087	\$113,491	\$124,836
20 YEAR LONGEVITY (3.5%)	21+	\$101,469	\$106,541	\$111,870	\$117,463	\$129,206

* Class Plan Designation

**MONTGOMERY COUNTY GOVERNMENT
POLICE BARGAINING UNIT UNIFORM SALARY SCHEDULE
FISCAL YEAR 2023
EFFECTIVE JANUARY 1, 2023
GWA: 3.0% INCREASE**

STEP	YEAR	PO I (P1*, P2*)	PO II (P3*)	PO III (P4*)	MPO (P5*)	SGT (A1*)
0	1	\$60,265	\$63,280	\$66,444	\$69,767	\$76,745
1	2	\$62,377	\$65,497	\$68,771	\$72,209	\$79,431
2	3	\$64,560	\$67,787	\$71,180	\$74,740	\$82,212
3	4	\$66,818	\$70,161	\$73,671	\$77,353	\$85,088
4	5	\$69,157	\$72,617	\$76,249	\$80,063	\$88,069
5	6	\$71,582	\$75,161	\$78,921	\$82,866	\$91,151
6	7	\$74,088	\$77,792	\$81,682	\$85,766	\$94,343
7	8	\$76,680	\$80,513	\$84,539	\$88,768	\$97,644
8	9	\$79,365	\$83,332	\$87,502	\$91,875	\$101,063
9	10	\$82,141	\$86,250	\$90,563	\$95,092	\$104,601
10	11	\$85,017	\$89,270	\$93,735	\$98,422	\$108,262
11	12	\$87,996	\$92,394	\$97,016	\$101,867	\$112,051
12	13	\$91,075	\$95,626	\$100,412	\$105,432	\$115,973
13	14	\$94,265	\$98,977	\$103,927	\$109,123	\$120,032
15 YEAR LONGEVITY (3.5%)	16+	\$97,564	\$102,441	\$107,564	\$112,943	\$124,233
17 YEAR LONGEVITY (3.5%)	18+	\$100,979	\$106,026	\$111,329	\$116,896	\$128,581
20 YEAR LONGEVITY (3.5%)	21+	\$104,513	\$109,737	\$115,226	\$120,987	\$133,082

**MONTGOMERY COUNTY GOVERNMENT
 POLICE LEADERSHIP SERVICE SALARY SCHEDULE
 FISCAL YEAR 2023
 EFFECTIVE JULY 3, 2022
 GWA: 3.5% INCREASE**

PAY BAND	PLS RANK	MINIMUM	MIDPOINT	CONTROL POINT	MAXIMUM
A2	POLICE LIEUTENANT	\$84,940	\$119,374	\$146,921	\$153,808
A3	POLICE CAPTAIN	\$98,585	\$138,064	\$169,648	\$177,544

**MONTGOMERY COUNTY GOVERNMENT
 POLICE LEADERSHIP SERVICE SALARY SCHEDULE
 FISCAL YEAR 2023
 EFFECTIVE JANUARY 1, 2023
 GWA: 3.0% INCREASE**

PAY BAND	PLS RANK	MINIMUM	MIDPOINT	CONTROL POINT	MAXIMUM
A2	POLICE LIEUTENANT	\$87,488	\$122,955	\$151,329	\$158,422
A3	POLICE CAPTAIN	\$101,543	\$142,206	\$174,737	\$182,870



EXECUTIVE SALARY SCHEDULE

FISCAL YEAR 2023

EFFECTIVE JULY 3, 2022

Executive Salary Schedule

	MINIMUM	MIDPOINT	MAXIMUM
EX3	\$118,420	\$159,867	\$201,315
EX2	\$130,262	\$175,854	\$221,446
EX1	\$143,288	\$193,439	\$243,589
EX0	\$171,946	\$232,127	\$292,308

As provided for in the Montgomery County Code, Section 1A-104, the County Executive may exceed the salary schedule for an individual employee, subject to Council approval, if the Executive finds that it is necessary to attract or retain a senior leader for a specific position.

Salary Schedule Adjustments

No FY23 GWA

Executive Salary Scales and Positions

EX0 – EXECUTIVE SALARY SCALE

Position Title

Chief Administrative Officer

EX2 – EXECUTIVE SALARY SCALE

Position Title

Assistant Chief Administrative Officers

EX1 – EXECUTIVE SALARY SCALE

Position Title

Director Office of Consumer Protection
Director Department of Correction and Rehabilitation
County Attorney
Director Department of Environmental Protection
Director Department of Finance
Fire Chief, Fire/Rescue Service
Director Department of General Services
Director Department of Health and Human Services
Director Department of Housing and Community Affairs
Director Office of Human Resources
Director Office of Intergovernmental Relations
Director Department of Liquor Control
Director Office of Management and Budget
Director Department of Permitting Services
Director Department of Police
Director Office of Procurement
Director Office of Public Information
Director Department of Public Libraries
Director Department of Recreation
Director Department of Technology Services
Director Department of Transportation
Director Office of Racial Equity and Social Justice

EX3 – EXECUTIVE SALARY SCALE

Position Title

Special Assistants to County Executive
Special Projects Manager, Office of the CAO
Development Ombudsman, Office of the CAO
Director Criminal Justice Coordinating Commission, Office of the CAO
Division Chief MCFRS Volunteer Services
Chief Aging and Disability Services, HHS
Chief Children Youth and Family Services, HHS
Chief Special Needs Housing, HHS
Chief Behavioral Health and Crisis Services, HHS
Chief Operating Officer, HHS
County Health Officer
Assistant Chiefs of Police, POL
Director Office of Community Partnerships
Director Regional Services Centers
Transportation Policy Officer, DOT
Deputy Director of Operations, DOT
Deputy Director, DGS
Deputy Director, DHCA
Deputy Director, OMB
Chief Broadband Officer, DTS
Chief Data Officer, DTS
Chief Digital Officer, DTS
Chief Labor Relations Officer, OLR



DEPARTMENT OF POLICE

Marc Elrich
County Executive

Marcus G. Jones
Chief of Police

January 30, 2023

Honorable Merrick B. Garland
Attorney General
United States Department of Justice
950 Pennsylvania Ave NW
Washington, DC 20530-0001

Dear Attorney General Garland,

As the Chief Executive of the applicant law enforcement agency, I am writing to express and offer my strong support for the Montgomery County Police Department's (MCPD) application for the Bureau of Justice Assistance's (BJA) announcement 0-BJA-2023-171486, FY2023 Local Law Enforcement Crime Gun Intelligence Center (CGIC) Integration Initiative to address the increase in firearm related violent crime in Montgomery County, Maryland.

This grant initiative aims to enhance the ability of law enforcement agencies to trace and track the flow of illegal firearms and to identify and arrest those who use firearms to commit crimes. The project will enable the MCPD to standardize data collection, facilitate improved intelligence sharing and investigation coordination among local, state, and federal agencies. This will reduce time spent on follow-up investigations and lead to successful prosecutions and sentence enhancements for those arrested for firearm related violent crimes.

Through outreach efforts, the MCPD will strengthen existing relationships between the community and law enforcement to prevent violent crime and develop a safer community. Agencies partnering with MCPD for this opportunity include: The Maryland-National Capital Park Police-Montgomery County Division, the MCPD Forensic Crime Laboratory, the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), the State's Attorney's Office - Montgomery County, Maryland, the US Attorney's Office, The University of Maryland, local county community groups including the Greater Silver Spring Chamber of Commerce, the National Institute of Standards and Technology (NIST) and the Maryland Department of Public Safety & Correctional Services - Division of Parole & Probation.

Chief J. Thomas Manger Public Safety Headquarters - 100 Edison Park Drive Gaithersburg, Maryland 20878
www.montgomerycountymd.gov - www.mymcpnews.com - ChiefMCPD@montgomerycountymd.gov



The MCPD is prepared to support this endeavor through the efforts of multiple units, including the MCPD Forensic Crime Lab, the Patrol Services Bureau district stations, the Special Investigations Division, the Firearm Investigation Unit, the Planning and Crime Analysis Sections and the Management and Budget Division.

I believe that this initiative is critical for reducing gun violence and making Montgomery County safer. It will allow law enforcement to quickly and effectively trace firearms used in crimes, which will help identify and apprehend criminals who use guns to commit crimes. Additionally, it will help to identify the sources of illegal firearms and disrupt the flow of these weapons to criminals.

This initiative has the potential to save lives and it is a step in the right direction towards reducing gun violence in Montgomery County.

Thank you for your consideration. Should you have any questions or need further information, please do not hesitate to contact me.

Sincerely,

Marcus G. Jones
Chief of Police
MJ:BT