


To: Board of Managers
CC: Shana Davis-Cook, Village Manager
From: John M. Fitzgerald, Chief of Police 
Date: February 18, 2015
Subject: Recommendations from the Public Safety Committee Related to the FY16 Budget

On Tuesday, February 17, 2015 the Public Safety Committee (PSC) met to discuss issues related to the proposed FY16 Public Safety budget. Specifically, they reviewed the Police Department's proposals to 1) **end our contract with CALEA, the accreditation organization, and 2) add one patrol officer to fully staff the revised patrol schedule.**

The Commission on Accreditation of Law Enforcement Agencies (CALEA)

At Tuesday evening's meeting, I explained my experience with CALEA since my appointment as Chief of Police in October, 2011. In short, while the Police Department has implemented several new policies and initiatives in the most recent three years, none of them have come as a result of our relationship with CALEA.

I told the PSC members that I am a member of several professional organizations¹ which I value highly, and my association with them enables me—and in turn the department—to stay abreast of and learn about case law, new statutory law, emerging technology, smart policies, risk management techniques, and the like. I view these organizations as ones which help me in understanding and adjusting to the ever-changing world of police work. In contrast, I view CALEA as an exercise that is not helpful. In sum, I do not see our continued relationship with CALEA as one that has value for the Police Department.

I explained my intention to replace CALEA with a more meaningful Professional Compliance and Audit (PCA) function which will be added to the Public Safety Coordinator's duties. In performing the PCA function, the Public Safety Coordinator will continually review our policies and procedures as well as our compliance with them, she will regularly report to me with her findings, and the Department will make adjustments/corrections as needed. The PCA function is a wide-ranging quality control function that will assure our adherence to our policies. Additionally, the Public Safety Coordinator will establish a list of the analytical reports that are currently required annually under CALEA, and we will continue to do those analyses so that we will maintain a practice of self-review that parallels that of CALEA.

I added that I will be generating a written general order that will memorialize the Professional Compliance and Audit function and process, and I will make sure that Village Counsel is aware of all of the above. I also noted that when we end our relationship with CALEA, we will no longer receive the \$400/year discount on our municipal liability insurance.

The Public Safety Committee voted unanimously to support the proposal to terminate our contract with CALEA.

New Schedule and Additional Police Officer Position

I explained to the PSC that, currently, our 7 patrol officers work a combination of 8- and 9-hour days across 3 shifts. The day shift is 6am-2pm, the evening shift is 2pm-10pm, and the night shift is 10pm-6am. With 3 officers sharing night shift coverage, we are able to schedule 2 officers overnight every night. The day and evening shifts are staffed by 2 officers each, and as a result, the majority of the time they work alone. There are several negatives to officers working alone:

¹ The Maryland Legal Advisors Group, the International Association of Chiefs of Police, the Police Executive Research Forum, the Maryland Chiefs of Police Association (to include his work on MCPA's legislative committee), the Maryland Association of Police Planners, and the Montgomery County Criminal Justice Coordinating Commission.

- Officers are forced to work without a backup officer readily available. As a safety standard in policing, many calls/events require two officers. This is sound risk management policy. Traffic stops, alarm calls, domestic disputes, suspicious persons, open door calls are just a few examples of the many types of calls that warrant a two-officer dispatch. When an officer is scheduled to work a solo shift in the Village, a backup unit is not always readily available during the week, and is virtually never available on weekends. Although County units can certainly be dispatched in support of Village officers, their response time is much longer and it may be delayed depending upon the number and severity of calls that are ongoing at the time of the request for backup.
- When an officer is tied up on a call for service or other incident (warrant service, DUI, collision investigation, theft report, alarm, etc.), there is often no available Village police officer to respond to any other event. By way of example, if an officer makes an arrest and takes the suspect to the processing center in Rockville, the Village can be without a police officer for several hours.
- When house check numbers are high (summertime and holiday season), an officer working by themselves must spend the majority of her/his work shift completing house checks; there is little time left to provide any other public safety service. The 100+ absent households receive almost all of the police officer's attention, while the remaining residents and motorists get very little of it.
- When an officer who is scheduled to work a solo shift calls in sick, we have to scramble to find another officer to come in—typically in an overtime status—and cover the shift.
- Whenever an officer takes a vacation from the day or evening shift, we must pull one of the officers off of the midnight shift to cover. That means that officers working the midnight shift work alone during such vacation periods—undercutting the preferred 2-officer coverage at night when thefts typically occur.

Using a graphic representation, I showed the PSC that with our current schedule configuration, in order to schedule 2 officers every day on the day and evening shifts, we would need to hire 2 additional officers so that the staffing on those 2 shifts would be comparable to that of midnights. Adding 2 additional officers was out of the question, so I set out to draft a completely new patrol schedule with the goal of reducing the number of times officers would be scheduled to work alone. The plan was simple: to find a way to improve our coverage by deploying our officers differently.

I showed the PSC that, through a combination of 10- and 12-hour shifts, I was able to draft a schedule that reduced by 68% the number of times an officer would be scheduled to work a shift alone. Interestingly, this schedule-writing exercise produced a bit of a surprise: with the addition of only one officer, we could schedule 2 officers *all the time* (every day, around the clock). What was once only achievable by hiring 2 new officers is now—with the new schedule—achievable by adding only 1 new officer.

I explained to the members of the PSC that, when I began this schedule exercise, increasing staffing had not entered my mind. Once it was apparent that we could dramatically improve our staffing depth throughout the year with the addition of only 1 person, I felt compelled to propose it.

I reminded the PSC members that, prior to 2009 when the state law was changed to require that a sworn officer must approve speed camera citations, a non-sworn employee was approving citations and we had a complement of 8 patrol officers. To satisfy the requirements of the statute, then-Corporal Eric Tiedemann was reassigned from patrol to his position as SafeSpeed program manager. If it were not for the change in the statute, we would have 8 officers assigned to patrol today. The addition of 1 more patrol officer would return us to the pre-2009 patrol staffing level. It stands to reason that this proposed additional position be contingent upon the existence of the SafeSpeed program. If our automated speed enforcement program ceases to exist for any reason, we would eliminate the added position because Sgt. Tiedemann would then return to patrol duties.

Tuesday evening's Public Safety Committee meeting was attended by six committee members (the chair and 5 others). **Four members voted in favor of hiring an additional police officer, and two members abstained** (the abstentions were based on concern about the budgetary impact and other possible uses of funding for the additional officer).

The total first-year cost of hiring an additional police officer is shown on the attached sheet.

Cost of Hiring an Additional Police Officer

(January, 2015)

Continuing costs:

Salary	51,938		
FICA	3,973		
Health			
Single*	3510		
Married*		7044	
Family*			9501
Life	180		
Disability	600		
Workers' Comp.	2,800		
Estimated Total Continuing Costs:	63,001	66,535	68,992

*Cost of health insurance is age-dependent; we assumed a 27-year-old new hire in this example

One-time costs:

Badge	82
Ballcap	16
Knit Cap	13
Name Tag	12
Duty Belt	57
Inner Belt	38
Magazine Pouch	45
OC Case	27
Handcuff Case	33
Flashlight	130
Flashlight Holder	10
Gun Holster	80
Belt Keepers	16
OC Spray	15
Handcuffs	65
ASP Baton	75
ASP Holder	31
Tourniquet	51
Tourniquet Holder	44
5 Long Sleeve Shirts	380
5 Short Sleeve Shirts	335
5 Pants	453
Goretex Jacket	310
Rain Coat	120
Traffic Vest	73
Portable Radio & accessories	5500
Estimated Total One-Time Costs:	8,011

Estimated total year one costs:	71,012	74,546	77,003
	Single	Married	Family