

MEMORANDUM

March 13, 2024

TO: Public Safety Committee

FROM: Susan J. Farag, Legislative Analyst

SUBJECT: Briefing: Police Staffing

PURPOSE: To receive an overview of the Police Department's staffing. No vote needed.

Those expected to attend the worksession include:

Chief Marcus Jones, Montgomery County Police Department (MCPD)
Assistant Chief Darren Francke, Management Services Bureau, MCPD
Assistant Chief Willie Parker-Loan, Patrol Services Bureau, MCPD

Staffing Summary

- The Department's sworn strength has dropped from 1,295 Officers in 2019 to 1,101 in 2024 – a loss of 194 Officers over the past five years.
 - There are 179 sworn vacancies now (14% vacancy rate).
 - There are also 137 professional staff vacancies (18% vacancy rate).
 - The 911 Emergency Communication Center (ECC) has 64 vacant positions (43% vacancy rate).
 - Vacancies have operational impacts: patrol overtime jumped 54% and priority response times increased more than 17% from 2019 to 2023.
 - Sworn Attrition slowed during 2023, but that may be as result of enhanced pension multipliers and other benefits that will be effective January 1, 2025.
 - This pension benefit change may also significantly increase sworn retirements in 2025.
 - Recent recruit classes have averaged 23 recruits each, which remains too low to address current attrition.
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Overview

The police staffing shortage is not new, it is national, and it persists. Departments struggle to adapt as they experience high numbers of retirements and resignations, and many younger members of the workforce are not choosing policing as a profession. While the County has made significant progress shifting certain responsibilities away from police, such as its robust expansion of mobile crisis outreach teams (MCOTs)¹ that respond and provide support and services for individuals experiencing behavioral health concerns, there will always been a need for Police Officers to respond to calls for service for crimes (particularly those of violence) and conduct professional criminal investigations.

Police departments are examining innovative ways to meet community safety needs. Not only are departments faced with shrinking numbers of sworn staff, but the nature of crime and disorder continues to change as well. For example, social media has fueled an auto theft trend² and has facilitated car meetups that take over entire streets and intersections. The internet also provides some individuals with an often-false sense of invisibility, who then call in bomb threats³ or swatting⁴ incidents, often from overseas. This region has unique challenges as well, with a growing number of protests and rallies that require event management such as traffic direction and crowd control, to threats against high-profile public officials⁵ that require investigation and protection. Some of these events require large police responses that further diminish available staff to respond to more typical calls for service. These changes require departments to do more with less, while providing flexibility to address emerging public safety needs.

Against this challenging and changing landscape, MCPD is experiencing its highest sworn vacancy rate in the past 10 years, with most attrition occurring after 2019. Overall, the Department has 194 fewer officers than it did that year, as filled positions have dropped from 1,295 to 1,101. The authorized sworn complement has also decreased since then, from 1,307 to 1,280. Today, the current vacancy rate is 14% and reflects 179 vacancies. The following charts show how the vacancy rate has increased since 2020.

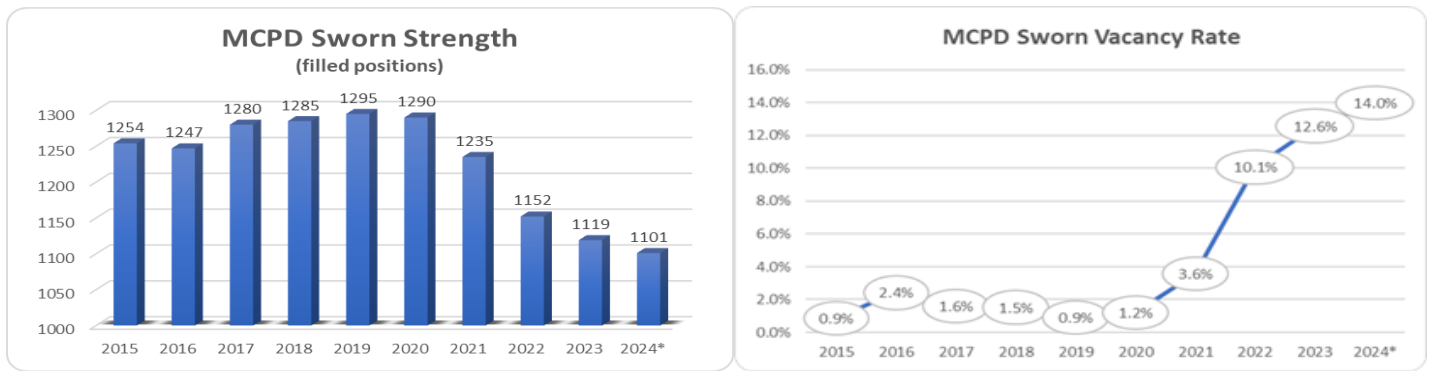
¹ [Briefing: Behavioral Health Crisis Response](#) (January 30, 2023)

² [The Kia Challenge, Explained](#), Vox (June 8, 2023)

³ [Fake But Disruptive Bomb Threats Plague Montgomery County Schools](#), Washington Post (October 25, 2023)

⁴ [Special counsel Jack Smith targeted with swatting call in late December: Sources](#), ABC News (January 24, 2024)

⁵ [Public Officials Face Surge of Threats Before 2024 Election](#), Time (January 25, 2024)

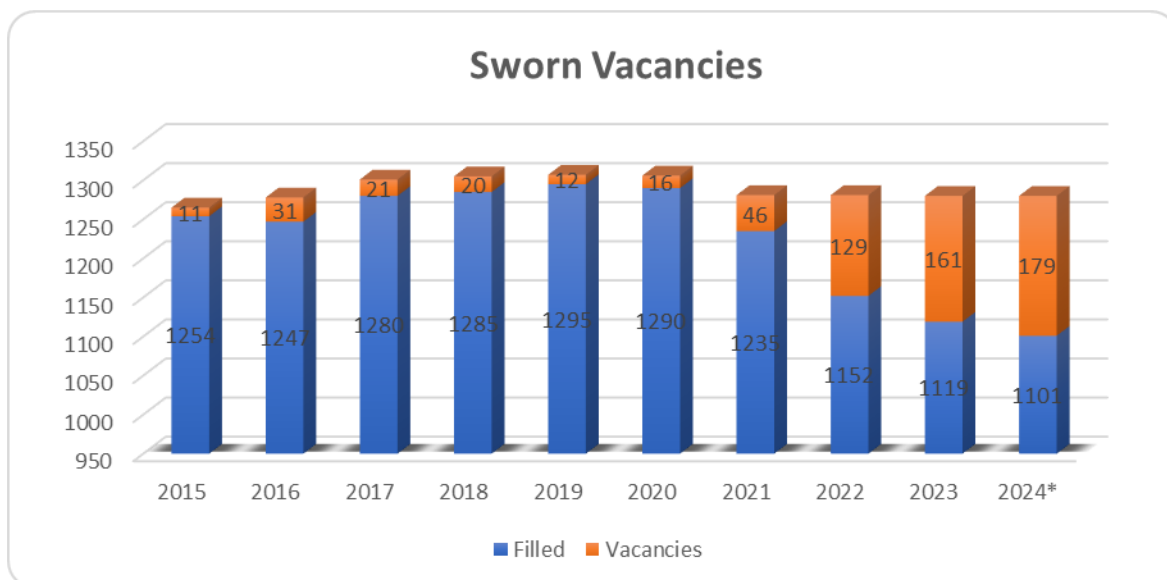


**as of March 1, 2024.*

Professional civilian positions have declined as well, with 137 vacancies out of the 779 authorized positions. Sixty-four of these vacancies are in the County’s 911 Emergency Communications Center (ECC), where hiring and retention of Public Safety Emergency Communication Specialists (PSECS) has been quite challenging.

Sworn Staffing

MCPD had its largest authorized sworn complement in 2019, with 1,307 positions, of which, just 12 were vacant. Over the past several years, 25 positions were cut and several others were civilianized. The current authorized sworn complement is 1,280, with 179 vacant.

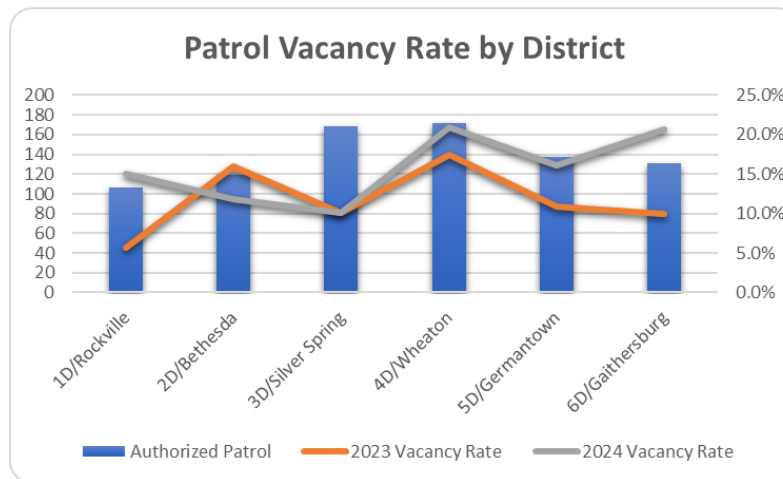


**as of March 1, 2024*

Patrol – Short Staffing, Response Times, and Overtime: Patrol is a police department’s highest priority. It is the first line of crime prevention and suppression, and current patrol strength is down about 22%, taking vacancies, light duty, and no duty assignments into account. Low staffing has resulted in both increased response times (both for priority and routine calls), as well as substantial increases in overtime use. Each varies by district.

Patrol Staffing								
As of February 6, 2024								
District	Authorized	Filled	% Filled	Vacant	No Duty	Light Duty	Available	% Available
1D	106	90	84.9%	16	6	8	76	71.7%
2D	120	105	87.5%	15	1	4	100	83.3%
3D	166	151	91.0%	15	4	3	144	86.7%
4D	169	136	80.5%	33	4	4	128	75.7%
5D	137	115	83.9%	22	4	6	105	76.6%
6D	130	104	80.0%	26	3	12	89	68.5%
Totals	828	701	84.7%	127	22	37	642	77.5%

*figures do not include Bureau Administrative positions.



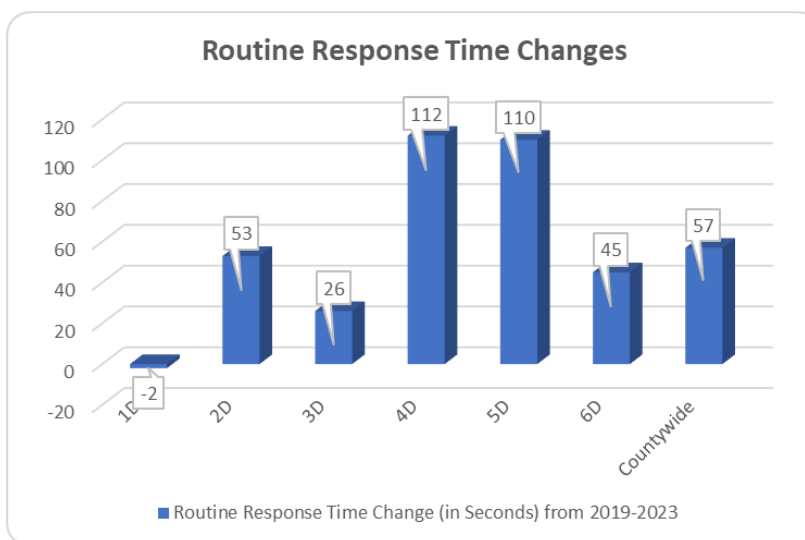
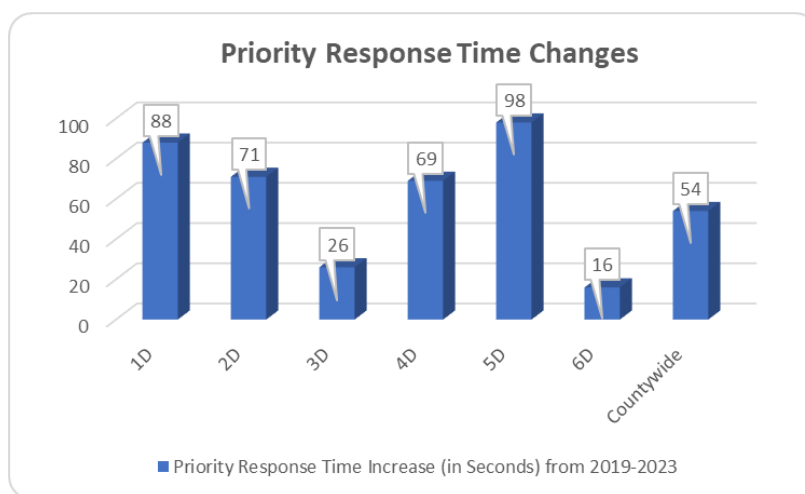
The six patrol districts vary by geography and population, as well as calls for service and crime rates.⁶ Overall, response times across the County have increased over the past several years. In past reports, response time data showed the County average. This year, the Department has provided a breakdown by priority response and routine response. The Department advises that most calls are routine and averaging them with priority calls may not give a realistic impression of how quickly police respond. The following chart shows 2019 (pre-COVID) and recent experience. 2019 also reflects the year the Department had its highest sworn staffing (with 1,295 officers).

District	2019		2022		2023	
	Priority	Routine	Priority	Routine	Priority	Routine
1D	5:27	13:16	6:20	16:21	6:55	13:14
2D	5:34	12:47	6:39	14:24	6:45	13:40
3D	4:37	12:59	4:56	12:43	5:03	13:25
4D	4:57	12:16	6:00	14:11	6:02	14:08
5D	6:00	11:57	6:46	12:42	7:38	13:47
6D	5:02	10:48	5:16	11:04	5:18	11:33
Countywide	5:11	12:21	5:52	13:36	6:05	13:18

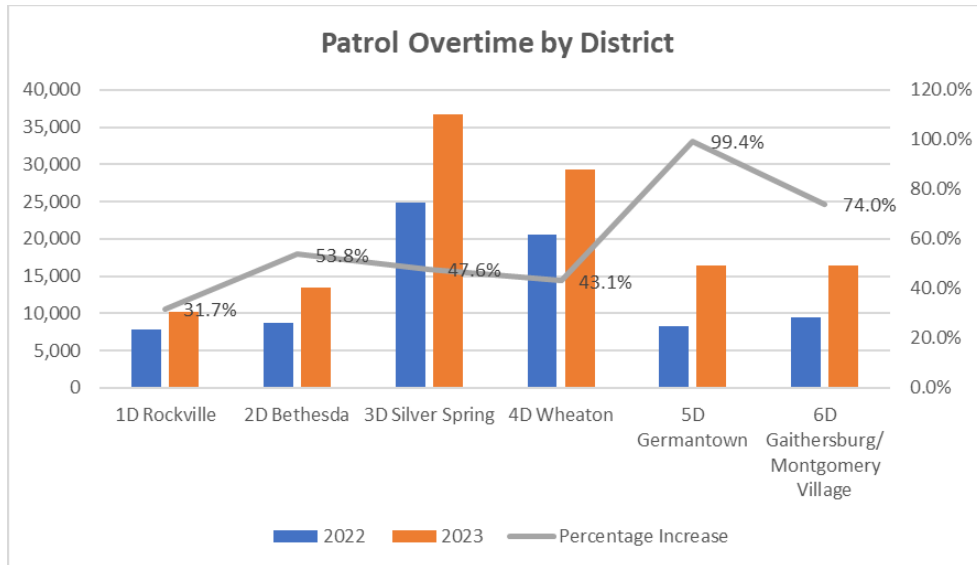
⁶ [Briefing: Crime Statistics](#) (February 5, 2024)

Countywide, average priority response times increased by 54 seconds from 2019 to 2023. Routine response times increased by 57 seconds. The districts with the largest increases in priority response times include 1D (88 seconds) and 5D (98 seconds). Typical staffing strength for 1D is the worst in the County, at just 76 Officers, or 28% down from its authorized 106 Officers. 5D's typical staffing strength is 105, or 24% down from its authorized 137 Officers. For routine responses, 4D and 5D saw the largest increases, and 2D actually saw a slight reduction in response times.

Response times are linked to case closure rates, and generally, the sooner police can get to the scene, the more likely they are to solve the crime.



Another visible impact of low staffing is the use of overtime. In 2022, the patrol districts worked 79,554 hours of overtime. In 2023, it jumped to 122,549 hours, a 54% increase across the County. Overtime usage spiked the most in 5D, where it doubled from the year before.



Other Bureaus are impacted by vacancies as well: Authorized staffing and vacancies are shown in the chart below. Management Services Bureau is the most impacted by vacancies, with 24% of its positions unfilled. Most of the vacancies are telecommunicator positions in the 911 Emergency Communications Center.

Vacancies by Bureau				
Office of the Chief	Authorized	Vacant	% Vacant	
Sworn	21	0	0.0%	
Professional	9	1	11.1%	
<i>subtotal</i>	30	1	3.3%	
Field Services				
Sworn	138	10	7.2%	
Professional	267	21	7.9%	
<i>subtotal</i>	405	31	7.7%	
Investigative Services				
Sworn	238	39	16.4%	
Professional	81	12	14.8%	
<i>subtotal</i>	319	51	16.0%	
Management Services				
Sworn	50	3	6.0%	
Professional	375	99	26.4%	
<i>subtotal</i>	425	102	24.0%	
Patrol Services				
Sworn	833	127	15.2%	
Professional	47	4	8.5%	
<i>subtotal</i>	880	131	14.9%	
Total Sworn	1280	179	14.0%	
Total Professional	779	137	17.6%	
Department TOTAL	2059	316	15.3%	

Vacancies are driving overtime use, but there are also major events (like the County fair) that have increased the use of overtime in every bureau. Two bureaus, Field Services and Patrol, have already exceeded their annual overtime budgets. Unplanned events that have contributed to overtime include:

- Car rallies/meetups;
- Various types of political protests; and
- Supporting other regional partners in response to large scale events and protests (especially in DC).

FY24 Overtime			
Bureau	FY24 Budgeted	FY24 Spent YTD (through Jan 2024)	OT Spent in FY23 (through Jan 2023)
Office of the Chief	\$400,846	\$158,170	\$257,419
Field Services Bureau	\$1,489,262	\$1,700,432	\$1,145,480
Investigative Services Bureau	\$1,635,082	\$1,376,212	\$1,179,830
Management Services Bureau	\$2,423,320	\$1,680,328	\$1,400,147
Patrol Services Bureau	\$5,691,513	\$5,711,579	\$3,472,427
Total	\$11,640,023	\$10,626,721	\$7,455,303
<i>*has exceeded budgeted amount</i>			

While some overtime is necessary in any 24/7 public safety operation, too much reliance on overtime is associated with poorer outcomes. A growing body of research demonstrates associations between overtime high uses of force, more community complaints, and increased implicit bias.⁷

Sworn Attrition

Historically, MCPD has had very low attrition rates, hovering between one and 1.5 officers per month (plus retirements). Post-COVID, this rate rapidly increased to four officers per month (plus retirements). In calendar 2021, the Department lost 90 officers – from 33 resignations, 55 retirements, one termination, and one death. In calendar 2022, that increased to 144, with 89 resignations and 55 retirements. In 2021, the attrition rate was 7.3%. In 2022, it was 12%.

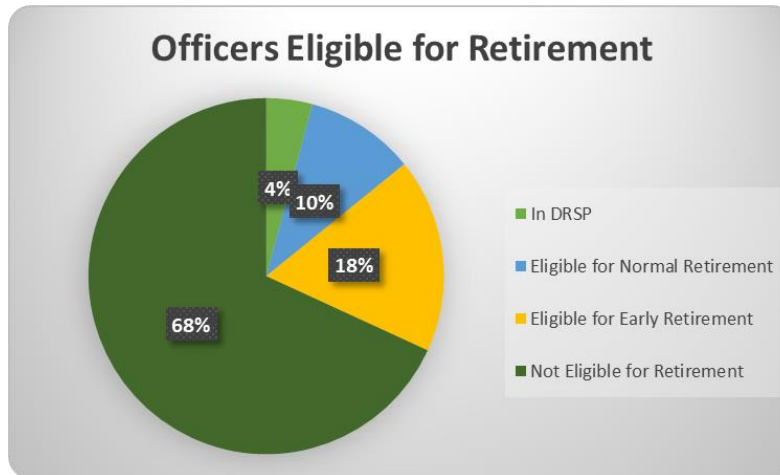
That rate slowed slightly in 2023. Last year, the Department lost 118 Officers to resignation and retirement. Recruit classes 75 (winter 2022) and 76 (summer 2023) added 38 new Officers, resulting in a net loss of 80 Officers. This dropped the filled sworn complement from 1,181 at the end of 2022 to its current staffing level of 1,101. The following chart shows attrition rates over the past few years, with projections for 2024 through June only.

⁷ [The Alarming Consequences of Police Working Overtime](#), *Governing* (2017)

Attrition Rate per Year				
	2021	2022	2023	2024*
Avg. # Filled Sworn	1235	1152	1119	1101
Retired/Resigned	90	144	118	30
Turnover Rate	7.3%	12.5%	10.5%	2.7%

*projected through June 2024.

As of March 1, 32% of sworn staff are eligible for some form of retirement.



Projecting attrition is an important part of planning, and the Discontinued Retirement Service Program (DRSP, also commonly known as the DROP), is a helpful tool. The DSRP allows an employee in a defined benefit retirement plan to continue to work and collect a pension benefit at the same time. Officers in the DRSP can work for up to three years before they must retire. The number of Officers entering the DRSP has slowed as well.

Officers Entering the DRSP						
Month	2020	2021	2022	2023	2024	Total
Jan	1	3	3			7
Feb	1	6	2		2	11
Mar	3	5	3		2	13
Apr	3	1	2			6
May	3	4	3			10
Jun		6	4	4		14
Jul	7	3		1		11
Aug	3	6	3	1		13
Sep	12	6				18
Oct	12	1		2		15
Nov	7	2				9
Dec	7	4				11
Total	59	47	20	8	4	138

This decline in DRSP enrollment, if it holds, may help the department stabilize sworn staffing, and additional focus and investment in recruiting should help. Last year, however, the

Council passed Bill 19-23,⁸ which codifies a pension change negotiated in the most recent FOP Collective Bargaining Agreement. Effective **January 1, 2025**, this change:

- pushes Social Security Integration from age 67 to 70 for police retirees, thereby allowing them to receive larger pension payments for three more years;
- changes DRSP eligibility from age 46 and 25 years of service to either:
 - Age 55 with 15 years of service; or
 - Any age with 25 years of service; and
- changes pension benefit multipliers from 2.5% for the first 36 years of service to 2.6% for the first 25 years of service and 2.4% for 26-34 years of service.

Pension Multipliers: Group F	
Former	Current
Years 1-25: 2.4% of AFE for each year of service	Years 1-25: 2.6% of AFE for each year of service
Years 26-36: 2.4% of AFE for each year of service	Years 26-34: 2.4% of AFE for each year of service
Benefit after 25 years: 60%	Benefit after 25 years: 65%
Maximum benefit: 86.4% after 36 years	Maximum benefit: 86.6% after 34 years

Council staff cautions this change may be the reason attrition and entry in to the DRSP have slowed for the past year, and it may have adverse impacts on staffing in 2025. These changes may encourage Officers to retire or enter the DRSP at 34 rather than 36 years of service. Not only would that reduce staff numbers, it may exacerbate the “brain drain” as more senior leadership and other subject matter experts leave.

The actuarial report provided to the Office of Labor Relations also assumed that Officers would delay retirement until after the January 1, 2025 effective date:

“For Group F, Scenario 4 (and combined scenario)

Because the proposal has an effective date of January 1, 2025, members may choose to delay retirement until after January 1, 2025 in order to receive a benefit (at a later age) based on a higher benefit accrual rate. Therefore, modified lower retirement rates were assumed for plan years ending June 30, 2023 and June 30, 2024, and modified higher retirement rates were assumed for plan year ending June 30, 2025.⁹”

The Department also advises that this may lead to:

“more people entering DRSP in the spring of 2025. Due to the number of Officers with 25 years of service and a favorable job market, it is possible that we will see a large number of Officers enter the DRSP. The Department is considering ways to gather information on what might actually occur.”

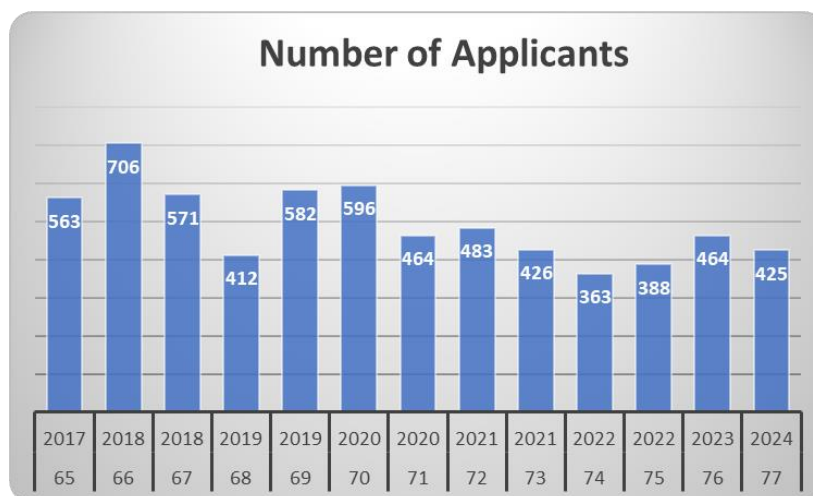
⁸ [Expedited Bill 19-23, Department of Police – Pension and DSRP Adjustments](#)

⁹ See [@41, GRS March 23, 2023 Memo](#)

Sworn Recruitment

Recent recruit classes are small but have remained relatively stable, dropping from a high of 38 in 2017 to an average of about 23 recruits each in the past five classes. The Department only held one recruit class in 2023, although it usually holds two. Even if the Department returns to two classes a year, recent class sizes are not sufficient to meet current attrition rates, much less build the force back to an optimal level.

The following chart shows historical application numbers. Current applications are down about 40% compared to 2018's Session 66 class, but they are up slightly from 2022's low of 363 applications.





The hiring rate has fluctuated from a high of 7.2% in 2022 to a low of 2.9% in 2021; however, that low was during COVID and is an anomaly. Over the past 12 classes (excluding Class 72), the average hiring rate has been about 5.3% of all applicants.

Recent Recruitment Initiatives: Over the past several years, the Department has made great strides to increase the recruitment of quality candidates. Their initiatives include:

- Increasing salaries to stay viable in a highly competitive region;
- Providing a \$20,000 signing bonus, also in line with many other police agencies in the region;
- Reorganizing the recruitment website and creating recruitment videos;
- Working with the Office of Human Resources to streamline the recruitment process;
- Increasing supervision and enrollment capacity in the Cadet program;¹⁰
- Focusing on the 30 X 30¹¹ initiative to have at least 30% female police officers by 2030; and
- Recently contracting with a law enforcement-focused recruitment agency that will assist with marketing, branding, and advertising for both Police Officer and ECC positions.

Salaries: The following charts reflect current hiring salaries, and bonuses where applicable, for MCPD and other agencies in the region.

Municipal/Park Police Starting Salaries 2024	
Municipality	Starting Rate
Chevy Chase Village	\$77,209
Rockville	\$65,121
Montgomery County	\$64,556
Takoma Park	\$64,128
Gaithersburg	\$63,390
Sheriff	\$61,290
Park Police	\$61,110

¹⁰ [MCPD Police Cadet Program](#)

¹¹ [30 X 30 Initiative – Women in Policing](#)

Regional Starting Salaries 2024				
County/City	Starting Rate	Signing Bonus	Lateral Bonus	Relocation Exp.
Baltimore County	\$65,545	\$10,000	\$15,000	
Howard County	\$60,593	\$10,000		\$5,000
Baltimore City	\$61,349	\$10,000		\$12,000
District of Columbia	\$66,419	\$25,000		
Montgomery County	\$64,556	\$20,000		
Anne Arundel County	\$62,160	\$20,000		
Prince George's County	\$59,915	\$10,000		

**accessed from respective department websites on 3/11/24.*

The County is relatively competitive with other jurisdictions, although different departments continue to enhance their compensation package, including various bonuses for new officers as well as lateral officers. Some provide relocation expenses, and some provide differentials based on educational attainment.

The Department has begun surveying applicants to measure whether the \$20,000 hiring bonus has been effective. Of the 229 applicants who completed the survey, over 80% indicated that the bonus had some positive impact.

The Department is in the process of finalizing a contract with a recruitment agency that will assist with website, marketing, and advertising. The Department has already created a series of recruitment videos available at its website. An example of one is included below.



30X30 Initiative: The department is also a signatory on the 30X30 initiative, to ensure that at least 30% of sworn Officers are women. Right now, about 21% of sworn Officers are women. This is up from 18% in 2017.

Cadet Program: The Department's cadet program was established in 2017 as a joint program with Montgomery College. It provides current college students with a paid opportunity to learn various aspects of policing. Cadets are assigned two semester rotations (Fall/Spring) per school year in various units, for a maximum of two years, and they generally work 20 hours per

week. Their work schedule is flexible so that they can prioritize their class schedule. Cadets participating in the program receive a salary of \$20.20 per hour.

In FY23, the Council added funding to expand the cadet program from 12 participants to 25. The current Cadet class has 18 participants, and the demographic breakdown is:

Police Cadet Class Demographics					
	Asian	Black	Hispanic	White	Total
Male	2	1	2	5	10
Female	3		4	1	8
Total	5	1	6	6	18

To date, 22 cadets have been accepted into the Academy. All but two graduated and are now MCPD Police Officers. The other two were injured, although one still works with the Department in a different capacity. The Department has advised that this program could be enhanced in several ways to attract and retain students interested in policing, including:

- Expanding the program to four years so students who are pursuing a Bachelor’s degree do not have to quit working;
- Provide health and other benefits in a manner similar to how crossing guards are compensated.

Public Safety Emergency Communication Specialist (PSECS) Attrition

Another critical function that is overseen by the Police Department is the 911 Emergency Communications Center (ECC). Call takers and dispatchers, collectively titled PSECS, are in short supply. Of the 150 authorized positions, 64 are vacant. The ECC has adapted by combining call channels for dispatch, but the short staffing impacts all aspects of operations, including training and quality control. The Department advises that the average time to answer calls in January 2024 was nine seconds and that NENA standards are 15 seconds. For calendar 2023, the average answer time was 10 seconds. In 2022, the Department hired nine PSECS. In 2023, it hired 11. So far in 2024, it has hired four.

Last year, the Council passed Bill 20-23E,¹² which codifies a collective bargaining agreement provision permitting ECC employees to shift to a pension retirement option. Anecdotally, many PSECS had expressed a high interest in a pension benefit, and the Department advises that it has seen a “meaningful reduction in the rate we were losing PSECS following the announcement of the contract agreement with a pension.”

¹² [Bill 20-23E, OPT/SLT Bargaining Units – Pension and Retirement Adjustments](#)

MCPD Program and Staffing Changes to Support Patrol

The Department has made several staffing changes to support patrol, including:

- shifting Officers away from primary responses in the cities of Rockville and Gaithersburg and redeploying those Officers to higher-need areas in the County;¹³
- moving the afternoon shift start time from 3pm to 2pm to better meet service demands;
- exploring a retired Officer program;
- assessing positions to civilianize;
- evaluating specialized position vacancies before filling them to prioritize Patrol strength;
- expanding its use of automated traffic enforcement under a new contract; and
- implementing several new innovative technology-based programs that assist patrol with responding to calls, freeing up patrol Officer time to respond to other calls, and solving crimes. Some of these new initiatives are discussed below.

Violent Crime Information Center (VCIC): This program began in 2022 from an ARPA grant that supported violent crime prevention and suppression. Initial funding was \$471,875, and it was meant to pay for civilian crime analysts who would conduct link analysis, track weapons data, and generate violent crime statistical reports for Command Staff. It included funding for supplies and training. Last year, the Council added \$200,000 to the FY24 budget to continue the VCIC's work. The Department advises that it initially sought to hire three to four contractual analysts, but it was only successful at hiring and fully training two. With just two analysts, the VCIC is open 40 hours a week. The two initial analysts left but the Department was able to bring on two new analysts who are retired Police Officers. Leveraging their subject matter expertise has increased the value of the VCIC.

In 2023, the VCIC supported departmental investigations in 171 incidents, including two homicides, 35 robberies, and 16 serious assaults. VCIC provides camera support to patrol Officers. It has six portable trailer cameras at locations throughout the County. The VCIC can also access County security camera feeds as well as County-owned traffic cameras. Staff in the VCIC monitor radio calls for service and reviews camera streams in the area around the call, looking for possible suspects. The VCIC also works with investigative units to review cameras for possible suspects.¹⁴ Additionally, it provides investigative support with database checks, suspect information, and premise histories. Several notable incidents where the VCIC assisted Officers include:

- A carjacking in 4D where suspects had bailed out and run. VICIC analysts were able to find the suspects on camera and assist Officers to their location. Two of the three suspects were taken into custody.
- A robbery in 3D where VCIC analysts were able to find a person matching the suspect's description in a nearby parking lot. VICI analysts were able to direct Officers to the suspect's location, and she had some of the robbery items in their possession.
- A shooting in 4D where Officers located an adult male suffering from a gunshot wound. The Duty Commander contacted the VCIC, which provided intelligence on the victim's

¹³ [Police Redeployment – Cities of Gaithersburg and Rockville](#) (February 14, 2024)

¹⁴ [MCPD-Violent Crime Information Center Helps to Identify Burglary Suspect](#), February 26, 2024

son, who had a recent shooting and handgun arrest. This information aided the Officers in streamlining their approach to the call, and ultimately determined the son was the suspect in his father's shooting.

Drone as First Responder Pilot Project:¹⁵ This project was new in the fall of 2023, initially located in Downtown Silver Spring, although a second site has opened in Wheaton. The DFR pilot is staffed by Officers who volunteer to assist with the program in addition to their other duties. The Department has six trained DFR Pilots and 12 DFR Air Support Officers. The program currently operates between 12pm and 10pm, weather permitting. In November and December 2023, the DFR program assisted patrol with locating 27 suspects involved in various incidents.¹⁶ It was also able to cancel patrol from responding to 22 calls for service, which freed up a total of 40 Officers to respond to other calls or activities. Recently, Governor Moore toured the DFR site, where Officers discussed how the DFR has been helpful solving crimes in progress, but also how the program has helped prevent unnecessary police contact when the drone pilot can determine that no police response is required for a particular incident.¹⁷

Behavioral Assessment and Analysis Unit: This unit falls under the Crisis Response Support Section, which oversees the BAAU and the Crisis Intervention Team (CIT) program. While the CIT unit responds to crisis calls involving individuals who are an immediate threat to themselves or others, the BAAU functions primarily as an investigative and follow-up unit. It conducts threat assessments at Montgomery County Public Schools (MCPS), investigates threats against public officials, and oversees the autism/IDD/Alzheimer's/dementia team. The BAAU ensures information about appropriate CIT cases is forwarded to the Department of Health and Human Services for case management, and it assists HHS as needed. The Officers who provide support for individuals with autism/IDD/Alzheimer's/dementia conducted 600 case follow-ups last year and they are on target to conduct closer to 1,000 this year. In addition to providing more successful outcomes for individuals with behavioral health needs, and who come into contact with law enforcement (often repeatedly), this unit is meant to provide more targeted support to individuals with more complex needs, thus freeing up patrol Officer time to respond to other, more typical calls.

Forensics Lab Grant to Assist with Opioid and Firearms Investigations: While this initiative does not directly assist patrol, it does help expedite investigations into opioid and firearms cases, both of which are often deadly. This \$500,000 grant¹⁸ provides the forensic crime lab with essential equipment including a mass spectrometer, a high-capacity virtual microscopy scanner with analysis software and pays for a contractual firearms/toolmark examiner. These investments may help close cases more quickly and potentially reduce certain types of crime.

¹⁵ [Drone as First Responder Pilot Project Dashboard](#)

¹⁶ [MCPD Drone as First Responder in Action: Assists Officers in Apprehending Two Theft Suspects; Drone Footage Released](#) (January 10, 2024)

¹⁷ [County police tout success of drone program during Moore's visit](#) MoCo360 (March 11, 2024)

¹⁸ [Montgomery County Police Department Receives \\$499,993 Federal Grant to Help Combat Opioid and Firearm Crimes](#) (February 2024)

Status of New Positions/Civilianization

Many police departments have turned to civilianizing certain functions that have historically been performed by sworn Officers. The Department has five Bureaus, one of which is the Community Resources Bureau overseen by a Civilian Assistant Chief. That position has been vacant for the past two years, and the Community Engagement function has been shifted to Field Services Bureau while the Policy and Planning function has been shifted to the Management Services Bureau. The Department advertised for the Civilian Assistant Chief position last fall but the position is currently on hold under an agreement with the Executive.

Additionally, the approved FY24 Operating Budget contains several new positions that civilianize historically sworn functions, such as the three new civilian firearms instructors. The Department has interviewed candidates and they are currently undergoing background investigations. The budget also added a civilian Wellness position. That candidate is currently in background investigations as well. The Department has also tried to hire a Civilian Curriculum Developer for the Public Safety Training Academy. One candidate was selected but then withdrew from the process. The Department has now re-advertised the position for a third time seeking qualified applicants.

State Initiatives

Senate Bill 48,¹⁹ if passed, would permit an individual who is a permanent legal resident of the United States, and either an honorably discharged veteran or current member of the military to become a certified police officer. Currently, an individual must either be a citizen or have pending approval of citizenship to be a certified law enforcement officer. This bill would expand eligibility and could help increase diversity and language proficiency among police departments.

The Maryland Police Training and Standards Commission is also studying whether to relax hiring standards that prohibit applicant use of cannabis for three years before applying to be a sworn Police Officer.²⁰

Moving Forward

The Department is aware that staffing in 2025 may reach critical lows. Prior attrition estimates projected 258 vacancies by May 2025.²¹ The Department has advised that calculating projections at that far in advance has been wrong in the past, and now it has given attrition projections through the next recruit class graduation. These current attrition projections through June 2025 estimate that another 22 Officers will resign or retire, leaving a 201 Officer vacancy. The Department is conducting a workload analysis and developing real staffing numbers for each patrol district. The Department is also considering several more initiatives to address potentially significant shortages next year, including:

¹⁹ [SB 48 Maryland Police Training and Standards Commission - Police Officer Certification - Eligibility](#)

²⁰ [Maryland rules on past marijuana use may hurt police recruiting, chief says](#) NBC 4 (January 11, 2024)

²¹ [Police FY24 Operating Budget](#) (April 20, 2023)

- Holding more specialized vacancy announcements across the Department;
- Expanding Telephone Reporting Unit eligible calls;
- Putting an online reporting system in place;
- Examining calls for service to see what, if any, can be routed to other County agencies;
- Re-examining the deployment models in the patrol districts;
- Deploying certain specialized units to support patrol response;
- Moving additional Officers in response to workload in different districts; and
- Using part-time hiring of retired Officers to backfill support roles.

The Department's recruit classes are not large enough to address attrition, and since it takes up to 18 months to hire and train applicants to become Officers, the Department will not be able to address any critical shortages in 2025 through recruitment. That does not mean the Department should stop prioritizing innovative ways to increase recruitment, but it is necessary to truly understand what resources the Department currently has, how those resources are allocated, and how they must be reallocated to meet next year's challenges. The Committee may wish to ask when the Department's workload analysis will be complete, and what it shows. Further, a formal staffing plan would be helpful to better understand what the Department's minimal staffing requirements are to meet public safety needs, both now and if it faces a critical shortage in 2025 and beyond. It would be helpful to include a comprehensive analysis of what departmental functions could be civilianized, where additional technology may assist operations, and determine how different deployment models (such as geo-based deployment in higher-crime areas) may function as force multipliers.

Given the changing safety landscape, with increasingly complex incidents that require the Department to quickly mobilize staff-heavy responses, it is imperative that the Department have a plan moving forward that both sufficiently meets community needs while also providing the flexibility needed to address novel and often larger-scale critical incidents. Such a plan would assist policy makers with a clearer roadmap for necessary investments in the Department.

This staff report contains

Council staff questions to Department
Department responses

©

1-4

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2024 Police Staffing Questions:

Summary of recruitment and retention trends

1. For the end of calendar 2023, please provide the authorized sworn complement, number of sworn vacancies, and a current attrition projection chart.
 - a. Please provide DRSP entry data by month for calendar 2022 and 2023. If you have projections for 2024, please provide those too.
 - b. Please provide monthly attrition numbers broken down by resignation or retirement for calendar 2022 and 2023. If you have projections for 2024, please provide those too.
 - c. Please provide attrition numbers of Police Management (Lt. and above) for calendar 2022 and 2023.
2. Please provide the number of authorized professional civilian positions, and the number of vacancies.
 - a. As a subset, please identify authorized staffing levels and vacancy numbers for the ECC for calendar 2022 and 2023.
3. Please provide an update on the past four recruit classes (by calendar year).
 - a. How many applied for each class?
 - b. How many tested?
 - c. How many hired?
 - d. How many washed out?
4. What is your projected enrollment for the next class?
5. Please update vacancies by Bureau.

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

6. Please update this chart for Police District vacancies.

	Authorized	Filled	Vacant Positions	No Duty	Light Duty	Limited Duty	Available
PSB Admin	5	5	0	0	0	0	5
1st	106	96	10	4	7	0	85
2nd	119	96	23	3	3	0	90
3rd	167	149	18	3	4	1	141
4th	171	133	38	2	3	0	128
5th	137	116	24	3	5	0	108
6th	130	105	25	2	8	0	95
Totals	835	700	135	17	30	1	652

7. Many SMEs are reaching retirement age. What is your succession planning to ensure expertise is shared and enhanced.
8. What recent recruitment enhancements have you made?

Status of New Positions:

1. Have these positions from the FY23 budget been filled?

Recommended FY23	Approved	FY23	Filled
15 PSECSS	✓	\$720,241	
2 Sgts. To Review BWC Footage	✓	\$177,948	✓
1 Police Officer, 1 Admin. Spec. Recruiting	✓	\$177,819	✓
2 Civilians, MPIA Requests	✓	\$168,323	
1 IT Spec II to Redact BWC recordings	✓	\$80,782	
2 Crossing Guards	✓	\$42,875	✓
Approved Total:		\$1,367,988	

2. Which of these positions from the FY24 budget have been filled?

Recommended FY24	Approved	FY23	Filled
4 Crossing Guards	✓	\$82,504	
Program Manager III Officer Wellness	✓	\$92,939	
3 Civilian Firearms Instructors	✓	\$233,573	
3 Civilian Firearms Instructors		\$233,573	
Civilian Curriculum Developer		\$77,858	
Approved Total:		\$409,016	

3. It is my understanding that the Department has advertised to fill the following positions. What is the current status of each?:
 - a. Civilian Assistant Chief
 - b. Civilian Curriculum Developer at the Academy

Recent Staffing Initiatives

The Department has implemented several staffing initiatives over the past three years to better deliver public safety services. These include a departmental reorganization, which went into effect July 1, 2021, as well as some civilianization and IT initiatives. Please briefly describe the impact these changes have had:

1. Establishing a Central Traffic Division:
 - a. How many positions/vacancies?
 - b. How many total Departmental traffic stops for calendar 2021, 2022, and 2023?
 - c. Of these, how many were performed by Central Traffic?
2. Adding 15 PSECSS to the Emergency Communication Center to shift Uniform Firefighters back to the field. Have any of these positions been hired?
3. Several salary increases for sworn officers and a \$20,000 signing bonus. Have these changes had any discernable effect on either recruitment or retention?
4. New pension benefit for PSECSS and other staff at the ECC. Has this change had any discernible effect yet on recruitment or retention?

5. Civilianization of certain positions.
 - a. Civilianize 1 Sergeant from the Evidence Unit
 - b. Civilianize 1 Sergeant (Background Section Supervisor)
 - c. Three civilian firearms instructors
6. Increased Automated Traffic Enforcement
 - a. What are the terms of the new contracts?
 - b. How many cameras have been added?
 - c. How many more will be added over 2024?
7. Established CIT pilot program to enhance police response when needed for Level Two Response under the Common Triage and Dispatch Protocol for Behavioral Health Crisis.
 - a. Has the pilot helped free up other patrol officer time to attend to non-behavioral related calls for service?
8. Violent Crime Information Center (VCIC): Please describe current staffing and data/examples of how VCIC has assisted with calls for service/investigations.
9. Drone as First Responder (DFR): Please describe current staffing and data/examples of how the DFR has assisted with calls for service/diverted need for patrol unit.
10. Last fall, the Department shifted patrol from handling priority calls in Gaithersburg and Rockville, shifting three officers to 2D and three to 4D, where need was the greatest. Additionally, it shifted six officers from Gaithersburg City to other higher call volume areas of the 6th District. What has been the impact on that change?
11. Last fall, the Department modified evening shifts by an hour (?) to better staff times of day that often have more calls. What impact, if any, has this had on staffing and response times?
12. Last fall, the Department permitted overtime requests across bureaus. How has this impacted the voluntary use of overtime?
13. [Expedited Bill 19-23](#), Department of Police – Pension and DRSP Adjustments
 - a. Pushes Social Security Integration from age 67 to 70 for police retirees, thereby allowing them to receive larger pension payments for three more years.
 - b. Changes DRSP eligibility from age 46 and 25 years of service to either:
 - i. Age 55 with 15 years of service;
 - ii. Any age with 25 years of service.
 - c. Changes pension benefit multipliers
 - i. Was 2.4% for first 36 years of service;
 - ii. Now 2.6% for first 25 years of service and 2.4% for 26-34 years of service.

Council staff has heard anecdotally that this pension change may encourage officers to leave or enter the DRSP at 34 years rather than 36 years. If an officer started their career at age 21, the maximum benefit accrues at age 55 and may result in the loss of some senior leadership and other SMEs. Has this scenario been considered when estimating future retirements?

14. Please list any other staffing initiatives you have implemented to address efficiency and effectiveness considering current and projected staffing shortages.

Impact of high vacancy rate

1. One concern about low staffing is its impact on supervision.
 - a. What is the supervisory ratio of Sgts. to officers on patrol? How has that changed over the years?
 - b. Last year's staffing discussion noted that some ECC supervisors are handling calls because of short staffing. Is this still occurring? What type of impact is that having on supervision/quality assurance?
 - c. What number/percentage of Corporals, Sgts., and Lieutenants took the respective Sgt., Lieutenant, and Captain tests last year? What were the numbers/percentages the year before?
 - d. According to a Fairfax County Police Staffing study, consultants recommended a 15% differential between Corporal and Sgt. to incentivize officers to take leadership positions. And recommended 27th differential between Sgt. and Lieutenant. What are your differentials now and how has the department used salaries to incentivize supervisory career progression?
 - e. Two years ago, the Council asked the Executive to reexamine police leadership pay scales to eliminate salary compression. Has this been done?
 - f. If there is not sufficient supervisory staff in patrol, what is being done to incentivize highly-trained Captains to seek and remain at District Commander positions? These Captain/Commander positions have the largest span of managerial control.
2. What is the FY24 overtime budget by Bureau, Division, and Patrol District? How does it compare to last year?
 - a. What % of overtime is voluntary?
 - b. What % of overtime is mandatory hold?
3. What is the average time before the ECC answers a 911 call? How has this changed from last year?
4. What is the impact on training from high vacancies?

Planning for the next several years

1. In preparation for last year's discussion about staffing, I asked whether there was a formal staffing plan. At the time, the Department responded that it was in development. Has it been completed? Could you provide a copy?
2. If there is no staffing plan, what are your current and near-future operational priorities, and how do you plan to support those with limited staff?
3. How do you envision fulfilling your operational priorities given the projected staff vacancies of 260 (?) in FY2025?
4. Response times have increased over the past several years as the number of available officers has declined.
 - a. What is the current average response time? How much of this is field unit travel time?
 - b. What are the average response times by District?
 - c. Is there a formal plan in place to prioritize filling patrol positions over positions in other bureaus? If so, what does that look like? And what is the impact on support services?

5. What other operational changes has the department considered to address short staffing? Has the department examined modifying district boundaries to make calls for service more even?

Funding

1. Last year, the department planned to seek an amendment to the 911 fee structure, so that it could increase the fee and support pension benefits and other ECC incentives. Has the Department done? If so, what is the current fee and total revenue for FY24?
2. What state and federal grant opportunities support staffing?

2024 Police Staffing Answers:

Summary of Recruitment and Retention Trends

1. 1280 authorized, 169 vacancies (this number does not include POC's still on the Oracle roster as they are not sworn yet)

- a. 2022-2024 DRSP Data Entry

2022	20
Jan	3
Feb	2
Mar	3
Apr	2
May	3
Jun	4
Aug	3
2023	8
Jun	4
Jul	1
Aug	1
Oct	2
2024	4
Feb	2
Mar	2
Grand Total	32

- b. The attrition models used prior to CY 2024 varied from what actually occurred. Accordingly, we have an updated attrition chart that began in January 2024. We will update the chart at the beginning of each rookie class as the actual data will be more useful in predictions.

Our current attrition prediction for FY2024:

		Non-DROP*	DROP	Total-month	Variance
2024	February	-3	-3	-6	-179.0
	March	-3	-3	-6	-185.0
	April	-3	-1	-4	-189.0
	May	-3	-1	-4	-193.0
	June	-3	-5	-8	-201.0

- c. All police management positions are currently filled.
2. 779 authorized, 137 vacancies
 - a. For PSECS positions only:

2022: 150 authorized, 61 vacancies

2023: 150 authorized, 64 vacancies

3. Recruitment Update

	Session 74 January 2022	Session 75 August 2022	Session 76 June 2023	Session 77 January 2024
Number of Applicants	363	388	464	425
Number Tested	177	180	185	200
Number Hired	17	28	23	23
Number Washed Out	295	289	363	321

4. Session 77 – began January 29, 2024, with 22 new recruits and 1 recycled recruit

5. Updated Bureau Vacancies

Bureau	Type	Authorized	Vacancies
OTC	Sworn	21	0
	Professional	9	1
FSB	Sworn	102	8
	Professional	267	21
ISB	Sworn	238	39
	Professional	81	12
MSB	Sworn	47	3
	Professional	371	98
CRB	Sworn	39	2
	Professional	4	1

6. Updated District Vacancies

	Authorized	Filled	Vacant Positions	No Duty	Light Duty	Limited Duty	Available
PSB Admin	5	5	0				5
1st	106	90	16	6	8		76
2nd	120	105	15	1	4		100
3rd	166	151	15	4	3		144
4th	169	136	33	4	4		128
5th	137	115	22	4	6		105
6th	130	104	26	3	12		89
Totals	833	706	127	22	37	0	647

7. We have temporary assignments to help with career opportunities and advancements. We follow established rules for filling position vacancies per CBA and policy. We are exploring hiring retired officers, which is another avenue for retaining SMEs. Those part-time employees can pass their knowledge to younger officers when vacancies are filled.

8. Finalizing contract with Epic Recruiting which is a law enforcement-focused recruiting agency that will assist with marketing/branding/advertising for our police officer candidate and ECC applicants. The agency will help our department generate qualified applicants to apply on our

recruiting website using videos, photography, online campaigns, and other creative initiatives. The agency has been very successful with generating applications and thus filling academy seats for other DMV police departments.

30 X 30 campaign – The Department's ultimate goal is to increase the representation of women in police recruit classes to 30% by 2030, and to ensure police policies and culture intentionally support the success of qualified women officers throughout their careers. The 30x30 Initiative is based on the importance of achieving at least 30% representation to empower a group to influence an organization’s culture. This 30% threshold is where change begins to happen. In signing onto the 30x30 pledge, we as an agency agreed to report on their efforts to identify and address the obstacles that women officers face in recruitment and throughout their careers.

Status of New Positions:

1. PSECS positions:

CY2022 – hired 9;

CY2023 – hired 11;

CY2024 to date – hired 4

Unfortunately for the 15 PSECSS positions, it’s not as easy as saying those positions numbers are filled or aren’t filled. When we lose PSECSS employees, we re-use those particular position numbers (previous employees) so a portion of the above-referenced 15 new numbers isn’t “filled” but that doesn’t mean we haven’t been hiring PSECSS employees.

Both MPIA positions and IT Specialists have been filled.

2. **FY23, MCP hired 20 CG’s to fill the positions created through attrition and the 2 “new” positions; also during FY23 12 CG’s retired/resigned.

**So far in FY24, MCP has hired 8 CG’s to fill the 4 newly created positions plus 4 additional positions due to attrition; YTD FY24 8 CG’s have retired/resigned.

Total School Crossing Guard Staffing as of 1/30/2024:

Budgeted Positions:	183 (does not include 3 “emergency” positions that are left vacant)
Currently Filled:	175
Vacant Positions:	8 (will be 10 as of 2/1/24 due to 2 resignations pending)

4 crossing guards – Similar to PSECSS - not as easy as saying those positions numbers are filled. When we lose crossing guards, we re-use those position numbers(previous employee numbers) so the exact position number from the 4 new spots may not be “filled” but we are constantly hiring crossing guards.

PMII Wellness – Interviews complete, the selected person is currently in background investigations.

3 civilian firearms instructors – Interviews completed, the selected persons are currently in background investigations.

Civilian Curriculum Director – See below.... 3rd attempt advertising the spot to find well-qualified applicants – We are also advertising in different locations as well.

3. Civilian Assistant Chief position was announced, but the process is currently on hold with the agreement with CE.

Civilian Curriculum Developer at the Academy candidate was selected and then afterward they withdrew from the process. The Department has now re-advertised the position a 3rd time seeking qualified applicants.

Recent Staffing Initiatives:

1. Establishing a Central Traffic Division
 - a. CTU is approved for 26 total positions (2 SGT's, 2 CPL's, and 22 Officers) Currently CTU has 22 filled positions with 1 vacant CPL and 3 vacant Officer positions: a PVA for the officers' positions is scheduled to be announced in 2/24. The CPL position is currently vacant due to there not be any interested "motorcycle qualified" applicants. A motor school is planned for this FY to increase applicant pool.
 - b. 2021: 36,459
2022: 35,955
2023: 40,123
 - c. 2021: 9,370 (CTU established 7/5/2021)
2022: 13,886 (39% of total stops)
2023: 15,331 (38% of total stops)
2. Yes, the new hires starting in CY2022 are being trained in fire dispatch. Out of the CY2022, 1 person has attained fire dispatch status; the remaining trainees are still in training. We are experiencing longer training periods to acquire the fire dispatch skill for optimal independence.
3. Overall, it has nothing to do with retention. The bonus of \$20,000 is consistent with the marketplace in the Washington D.C area. If the department were not offering a hiring bonus we would be at a competitive disadvantage with other agencies as we work to fill many vacancies from a small candidate pool. The hiring bonus does not have an effect on our retention. It does have an effect on other agencies retention as we have offered the bonus to lateral and comparative compliance officers. It should be noted that the most recent collective bargaining agreement between FOP Lodge 35 and the county includes a \$1500 retention bonus as a result of the agreement to a hiring bonus.

For the first time we have begun surveying our applicants to measure the 20k hiring bonus effectiveness with the below results: "Using a scale from 1 to 5 where 1 means No Impact at All and 5 means Extremely Impactful, please indicate how big of an impact the \$20,000 hiring bonus had on your decision to apply with the Montgomery County Department of Police"? Of the 229 applicants that completed the survey, over 80% indicated some positive impact.

17.9% (41) responded 1, No Impact at All

19.6% (45) responded 2
26.6% (61) responded 3
11.7% (27) responded 4
24.1% (55) responded 5, Extremely Impactful

4. We are unable to determine if this has had a discernible effect on hiring yet. There are several factors, credited for actual years of service and ability to purchase time using deferred compensation monies, in the legislation that need to be improved upon for the full positive impact we are expecting for retention. The department has seen a meaningful reduction in the rate we were losing PSECSS following the announcement of the contract agreement with pension.
5. Civilianization of certain positions
 - a. Filled
 - b. Filled
 - c. Interviews completed; the selected persons are currently in background investigations.
6. Increased Automated Traffic Enforcement
 - a. Current contract is a five-year term, ending on 03/31/2026 with an option for a five year extension.
 - b. 2022:
94 Speed Cameras
6 Speed Vans
51 Red-Light Cameras
2023:
104 Speed Cameras
6 Speed Vans
51 Red-Light Cameras
 - c. 2024:
114 Speed Cameras
6 Speed Vans
66 Red-Light Cameras

2025 & 2026:
10 additional Speed Cameras each year
5 additional red-light cameras each year
Totals at end of current contract:
134 Speed Cameras (38 fixed/96 portable)
6 Speed Vans
76 Red-Light Cameras
7. Yes, the pilot program went from only being operational in the third and fourth districts to all six districts over the summer. The CIT officers work, on average, 400 hours of calls-for-service and/or follow-up since changing to this model in August 2023

Looking to combine the CIT program with HHS at Crisis Center in 2024 (co-locate)

Established the Behavioral Assessment and Administrative Unit (BAAU) in 2023. BAAU currently handle threat assessments at MCPS, public officials, and high-needs individuals; Crimesolvers program; Montgomery County Police Sports League (just started); and works with HHS to ensure case management follow-up by appropriate entities

8. Although the intent was to hire three to four contract analysts, the department was only successful at hiring and fully training two. With only two analysts, the center was only able to be open 40 hours a week. The two initial analysts eventually moved on to other opportunities. We were successful in bringing on two new analysts who are retired police officers. This has increased the value of VCIC even more to the patrol officers and to the investigators.

In 2023, the VCIC was able to support 171 incidents, including 2 homicides, 35 robberies, and 16 serious assaults. The primary way that the VCIC was able to support operations was through camera support. The department has 6 portable trailer cameras at locations throughout the county. Additionally, the VCIC was able to access the county security camera feeds, as well as county-owned traffic cameras. As standard practice, the VCIC monitored radio calls for service and would review camera streams in the area around the call, looking for possible suspects. Additionally, the VCIC was called upon many times by investigative units to review cameras for possible suspects. Another utilization of the VCIC was investigative support, where officers would contact the center for assistance with database checks, suspect information, or premises histories.

Success story:

https://www2.montgomerycountymd.gov/mcgportalapps/Press_Detail_Pol.aspx?Item_ID=44815

4D Carjacking: Officers responded to a bailout in 4D, where a carjacked vehicle from the District of Columbia had wrecked and the suspects bailed out. VCIC analysts were able to find the suspects on camera, and route responding officers to locations where the suspects were hiding. Due to the information passed along by the VCIC, two of the three suspects were taken into custody by patrol.

3D Robbery: Officers responded to a strong-armed robbery in 3D. VCIC analysts were able to find a person matching the suspects in a parking lot nearby. VCIC analysts were able to direct responding officers to the location of the suspect, who was found to have some of the robbery proceeds on their person.

4D Shooting: Officers responded to a shooting in the 4th District. Officers located an adult male in his 50s in the residence suffering from a gunshot to his midsection. The victim advised he was seated at his computer when bullets were shot into his residence striking him. Officers located eight .40 caliber shell casings in the yard next to the victim's residence, multiple bullet holes on the outside of the garage, and 2 bullet holes in the neighbor's residence on the other side of the victim's residence. The Duty Commander immediately contacted the VCIC, and they provided intelligence on the victim's son documenting a recent shooting and handgun arrest. This information led officers to realize that the suspect was likely the victim's son and allowed officers to be much more streamlined in their approach to the call.

9. The MCPD DFR is currently staffed by officers who volunteer to assist with the program in addition to their other duties. There are no full time DFR staff. We have 6 trained DFR Pilots and 12 DFR Air Support Officers (ASO is like a co-pilot and assists the DFR pilot). The DFR is currently operating between the hours of 12PM and 10PM weather permitting.

In November and December 2023 statistics show that the DTSS DFR (Site 1) responded to 159 Calls for Service with an average response time of 1 min and 20 seconds. The DFR assists with calls for service in a few different ways, but arriving on the scene first is one of them. The DFR arrived first on the scene of a call 76% of the time during this period. The DFR has assisted patrol with situational awareness, information for better decision making, and information to allow for better tactics and safety. The DFR has assisted patrol with locating 27 suspects/subjects involved in incidents. The DFR was able to cancel patrol from responding to 22 calls for service which allowed a total of 40 officers to be freed up for other calls or activities.

10. Too early to make a determination on its impact.
11. Unable to determine the impact since the change happened in January 2024.
12. It has not had a significant impact.
13. Bill 19-23:

Potential for more people entering DRSP in the spring of 2025. Due to the number of officers with 25 years of service and a favorable job market, it is possible that we will see a large number of officers enter the DRSP. The department is considering ways to gather information on what might actually occur.

14. Retired officer program

Continuing to consider positions to civilianize to have more officers available for responding and investigating.

All specialized position vacancies are carefully evaluated before decisions are made to fill them to protect PSB.

Working towards building an online reporting program.

Taking advantage of advanced technology to work as a force multiplier, not replacement, to support officers.

Impact of High Vacancy Rate:

1. Impact of low staffing on supervision
 - a. Over the course of 2023, the Sergeant to patrol officer ratio was between 6.3 and 6.8. In 2020, the Sergeant to patrol officer ratio was about 8.1.
 - b. Unfortunately, yes. Several phone calls can be diverted to other services to include 311, the Crisis Center, or the Office of Animal Services if all services were 365/24/7, and if automated services such as online reporting were implemented, the hope less calls for service would come into 9-1-1.
It is diverting the supervision of personnel and real-time quality assurance of call handling and dispatch services.
 - c. Promotional tests are given every two years, so we only have one set of results here

Rank Tested For	Number Who Took Exam	Percentage of Eligible
Captain	13	43%

Lieutenant	24	20%
Sergeant	83	12%

d. PO3 → Corporal 5%

Corporal → Sergeant 5%

PO3 → Sergeant 10%

Sergeant → Lieutenant 15%

Lieutenant → Captain 15%

e. Not yet. CE's office continues to examine this issue.

f. Not an issue, due to the fact that there are sufficient supervisory staff (sergeants) in patrol. This is not an issue at this time. Most of the current Commanders have been in their positions for multiple years. In the recent years, no Commander has turned down the position when Chief of Police has offered it.

2.

Bureau/Division / District	FY24 Budgeted OT	FY24 OT Spent YTD (Through Jan 2024)	OT Spend Last Year Same Period
Office of the Chief	400,846	158,170	257,419
PSB	5,691,513	5,711,579	3,472,427
FSB	1,489,262	1,700,432	1,145,480
MSB	2,423,320	1,680,328	1,400,147
ISB	1,635,082	1,376,212	1,179,830
All Bureaus	11,640,023	10,625,723	7,455,305

a. This data is not separately captured

b. This data is not separately captured

3. January 2024 data shows answer times of 9 seconds. It should be noted the answer times were changed to 15 seconds according to NENA Standards Section 2.2.1 NENA 01-002 (ymaws.com). For CY2023, the average answer times was 10 seconds.

4. Every hour in training is an hour where an officer is not at their primary assignment. So if there are already fewer officers at primary assignments, then the effect of officers attending training is compounded. It means that we have fewer officers to pull into adjunct roles. Another important element to consider is the impact of mandated legal and policy changes on training. Every major policy or legal change requires massive, wholesale training effort. That, again, takes officers away from the street and away from their primary assignment (where there are fewer officers to begin with).

ECC skill training must be conducted on the employee's day off in an overtime status.

Planning for the Next Several Years:

1. No, ongoing efforts. We are forced to focus on current attrition concerns over long-term planning.
2. Our goal is to maintain our ability to respond to critical incidents. Secondly, we look at different ways to divert nonpriority police calls to different response models (i.e. CIT, Telephone Reporting Unit, Online Reporting, etc.) and to other county agencies as appropriate.
3. Our first goal is to do everything in our power to ensure that number does not become a reality. We have several positive initiatives that we believe will impact this number in a positive way. Unfortunately, we have only experienced incremental changes from our efforts. In light of that we are planning for how to meet the challenge. Every aspect is being looked at, to include:
 - a. Expansion of held specialized PVAs across the department
 - b. Expanding TRU eligible calls
 - c. Putting an online reporting system in place
 - d. Examining calls for service to see what, if any calls can be routed to other county agencies
 - e. Re-examining the deployment models in our districts for efficiency
 - f. Deploying certain specialized units to support patrol response
 - g. Moving additional officers in response to workload in different districts
 - h. Using the part time hiring of retired officers to backfill support roles
4. Response Times
 - a. The data shows that certain districts have slightly longer travel times due to geographic size and road miles. This is accounted for in workload analysis.

District	Priority	Routine
1D	6:55	13:14
2D	6:45	13:40
3D	5:03	13:25
4D	6:02	14:08
5D	7:38	13:47
6D	5:18	11:33
Countywide	6:05	13:18

- b. See above chart
 - c. See above chart
5. The modification of district boundaries does not change the balance of calls in an operationally efficient manner. Changing boundaries is at least a six-month process that involves numerous work hours, community engagement, multiple database changes, mapping changes, and associated costs. There is a time for evaluating district boundaries that is more strategic, but this staffing issue is not the appropriate time.
The department is instead conducting workload analysis and developing real staffing numbers for each district. The movement of officers to other districts is allowed by contract and has been done previously. Additionally, the data is used to guide the placement of officers following their graduation from the field training program.

Funding:

1. It is being submitted but we are mindful of impacts on our residents.
The current county fee is 75 cents. The total revenue for FY23 was \$12,114,179.26. Due to restructuring of the 9-1-1 Board, disbursements for FY24 have not been provided.
2. State and Federal grant funding opportunities may exist to support training the 9-1-1 staff, but not fund their salaries, pensions, etc.