

Unified Law Enforcement Work Group



Report

September, 2009

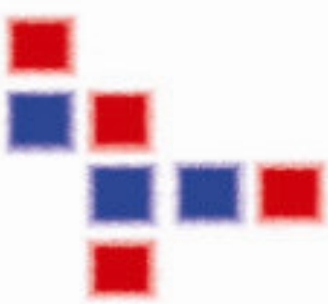
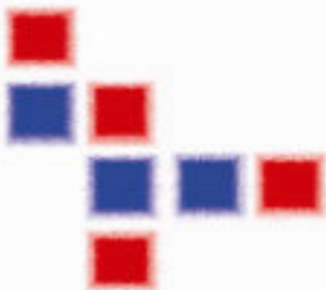


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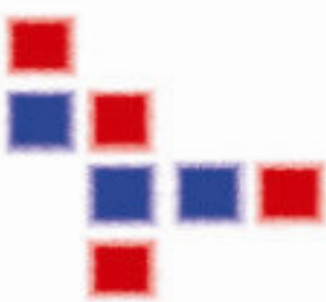
Background

The Unified Law Enforcement Work Group was convened in October, 2008 and charged with providing recommendations to develop a “blueprint” from which a Carroll County Police Department could be formed. The membership included the following individuals: Major Scott Yinger (Maryland State Police), Retired Lt. Dean Richardson (Maryland State Police), Major Thomas Long (Carroll County Sheriff’s Office), Chief Jeff Spaulding (Westminster Police Department), Andy Mays (Carroll County State’s Attorney Office) and John O’Neill, Deputy Director of Maryland Environmental Services. The group was chaired by Cindy Parr, Chief of Administrative Services for Carroll County.

Lt. Andrew Winner (Maryland State Police), Chief John Williams (Sykesville Police Department) and Chief Katherine Perez (Bowie Police Department) also participated in this process.

After ten months of study, the ULEWG has formulated their recommendations based on two phases of implementation – the first phase encompasses the steps deemed necessary to launch a Carroll County Police Department and the second phase describes the five year transitioning away from the Maryland State Police Resident Trooper Program.

The group is unanimous in their support of these recommendations and would like to officially submit them to the Carroll County Board of Commissioners for future consideration. The document, as presented, consists of an executive summary, the recommendations and a “notes” section to provide detailed background information as it relates to each recommendation. Finally, an appendix is attached for additional information related to timelines associated with each phase and the financial projections linked to the start-up of a new agency and the costs for each year of transition.



Committee Members

Cindy Parr – Chairperson
Carroll County Government

Major Scott Yinger
Maryland State Police

Major Thomas Long
Carroll County Sheriff's Office

Chief Jeff Spaulding
Westminster Police Department

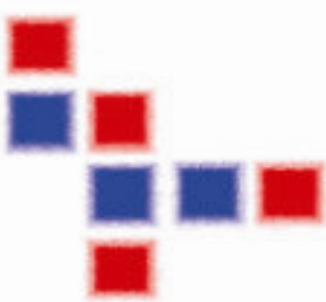
Andrew Mays
Carroll County State's Attorney Office

Lt. Dean Richardson
Retired – Maryland State Police

John O'Neill
Deputy Director of Maryland Environmental Services

Other Participants:

Lt. Andrew Winner, Maryland State Police
Chief John Williams, Sykesville Police Department
Chief Katherine Perez, Bowie Police Department
Deb Effingham, Carroll County Management and Budget
Scott Campbell, Carroll County Public Safety



Executive Summary

Since October of 2008, the Unified Law Enforcement Work Group (ULEWG) has met to research, discuss and formulate recommendations that would accomplish two specific charges ~ one, the establishment of a Carroll County Police Department and; two, the ultimate transitioning away from the Maryland State Police Resident Trooper Program. Eight specific items have been articulated to address both of these tasks. The recommendations address facilities, staffing, pay and benefits, use of current resources (personnel and financial), and communications.

It was realized by the work group early on that some decisions related to the possible establishment of a Carroll County Police Department would have to occur during the term of the current Board of County Commissioners. Those decisions were centered on identifying a facility that would house a police department. Based on a timeline, it was decided that during the year 2010, the County should move forward to renovate the Wheeler Building so it would be ready if a decision were made by the next Board of County Commissioners to move forward with a Carroll County Police Department. The work group concluded that if the facility is not used for a Carroll County Police Department, it would be used as additional space for current law enforcement to meet the needs of a growing Carroll County. This was deemed critical by Katherine Perez, Chief of the Bowie Police Department. Chief Perez was hired by the City of Bowie, Maryland and tasked with initiating a brand new police agency in September, 2006. To date, her agency is still awaiting the opening of a new building to accommodate approximately 55 law enforcement individuals. It was her strong suggestion that a police facility be available to house a new agency. Based on the discussions with Chief Perez, the ULEWG realized the critical timing involved with preparing a facility. It is our recommendation to urge the current Board of County Commissioners to consider renovating the Wheeler Building to accommodate future law enforcement needs.

From early on in the work group's discussions, there were two recurring themes regarding the future of law enforcement in Carroll County ~ the first being a competitive salary and benefits package and; second, a centralized communication operation and an integrated dispatch system. In the "Notes" section of this report, a table is included listing salaries and benefits offered by neighboring jurisdictions and agencies with similar missions.

The work group's recommendation to offer a competitive salary and benefits package to all sworn personnel was deemed a necessity as it would allow the County to attract and retain qualified police officer candidates. The ULEWG commended the Board of County Commissioners for their vote to expand retirement benefits to Carroll County law enforcement personnel as of October 1, 2009.

The simultaneous process of initiating a new police department and transitioning away from the Resident Trooper Program will have an increased financial implication for approximately 5 years.

The recommended plan spans over a seven year period, identified in two phases.

In Phase One, the following is expected to occur:

- Hiring a Police Chief and Deputy Chief
- An administrative process to establish a police department
- Shift of deputies and administrative personnel from Sheriff's Office

In Phase Two, the following is expected to occur:

- Hiring of nine new recruits (or a number to be determined necessary) for the academy
- Training of recruits
- Reduction of the Resident Trooper Program

It is strongly recommended by the ULEWG that nine recruits (or number to be determined) are trained for a nine month period before the same number of Resident Troopers are reduced. With this plan, the County will have to double fund these nine positions for a five-year period. For example, at the end of year two, nine recruits will be hired and sent to training. Nine months

later they will be ready to serve as officers. Once they can serve as officers for the County, the Resident Trooper Program will be reduced by nine. The plan states that in years two through six, recruits will be hired and the reduction of the Resident Trooper Program will begin. The cost to double fund 45 officers (nine per year for five years) will be approximately \$2.7 million.

If the County can attract certified law enforcement officers and lateral hires from other policing agencies, then this cost would be reduced. It is important to note, however, once the transition is complete, the County is projected to break even from a cost perspective in year eight.

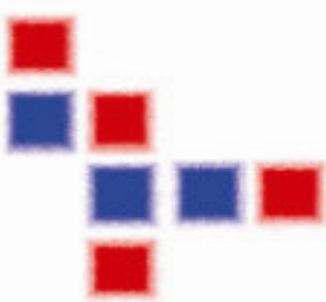
If the next Board of County Commissioners determines the need to proceed with a Carroll County Police Department, it is expected that an administrative process would be established to allow current sworn law enforcement officers to apply. Prior to this process, the Board of County Commissioners and the Sheriff would determine the number of sworn law enforcement officers and civilian personnel that are required to fulfill the mandated constitutional duties of the Carroll County Sheriff's Office.

Certainly, the importance must be placed on the County's desire to remain in accordance with its Adequate Public Facilities Ordinance for law enforcement. The staffing level threshold is 1.3 law enforcement officers per 1,000 residents. The Maryland State Police, the Carroll County Sheriff's Office and the municipal law enforcement agencies are the policing entities that currently maintain a 1.35 ratio. The maintenance of this staffing ratio is imperative for Carroll County to remain one of the safest counties in the State of Maryland.

The successful establishment of a new Carroll County Police Department will be largely dependent upon the vision and experience of the police chief. The ULEWG is strong in its recommendation to give the police chief the flexibility to create the structure and define the organization in his or her own vision. Chief Perez was very clear in her statements about the start-up of a new department. The general orders, mission, and guiding principles should be designed by the chief and deputy chief. New police agencies begin with a general departmental policy, but the implementation of organization and structure should be guided by the new police department's appointed Police Chief and his or her senior staff.

It should be noted that the first year of a start-up agency is a critical year. The transition between an existing law enforcement program and a new agency needs to be a fluid process. The hiring of new officers and lateral movement of current resources should coincide. In the “Notes” Section III, it describes a process whereby a new County Police Department will increase its agency by nine officers a year in years two through seven. This will be commensurate with the number of resident troopers that will transition out of Carroll County. This is an achievable goal as it takes approximately twelve months to recruit, select and train a police officer candidate.

In closing, it is important to state that we, the members of the Unified Law Enforcement Group, are unanimous in our recommendations to the Board of County Commissioners. We feel these recommendations are representative of a process that will lead to the successful transition away from the Maryland State Police Resident Trooper Program and the initiation of a new Carroll County Police Department.



Recommendations

1. In the event that the Board of Carroll County Commissioners decides to establish a Carroll County Police Department, two phases of implementation should be instituted. Phase One would be the establishment of a Carroll County Police Department and Phase Two would be the transitioning away from the Maryland State Police Resident Trooper Program. **It is the initial recommendation of this work group that the preliminary stages of development for a Carroll County Police Department begin in year 2010 with a decision to identify and renovate a facility which will be able to house a police agency. (Reference Rosser Report December 2004 and CALEA standards for building specifications).** This facility will be necessary with or without a Carroll County Police Department. The Sheriff's Office will ultimately need a facility to accommodate additional law enforcement personnel. Capital dollars exist in the budget to address this potential renovation.

2. **It is recommended that the current Board of County Commissioners continue to maintain current law enforcement staffing levels according to the Adequate Public Facilities Ordinance at a 1.3/1,000 ratio.** This is important so Carroll County can remain one of the safest jurisdictions in the state of Maryland.

3. The committee recognizes and commends the Board of County Commissioners for their enhanced retirement package offered to sworn officers. The offering of a competitive benefits package (salary and retirement) is a priority recommendation by the work group. This would be essential to attract and maintain well qualified law enforcement officers. **It is the recommendation of this group that the Board of County Commissioners continue to offer a competitive pay and benefits package.**

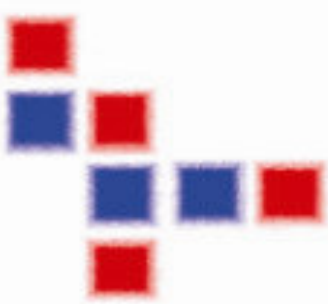
4. If the Board of County Commissioners determines the future of law enforcement will include a newly formed Carroll County Police Department, **it is recommended that an administrative process be developed to establish a police department. This process would include a specific hiring procedure (i.e. transfer of sheriff deputies and personnel) and the necessary certification through the Maryland Police and Correctional Training Commissions.** This process is required for any new hires and/or lateral transfers.

5. **It is recommended that, concurrent with the development of an administrative process, the Board of County Commissioners and the Sheriff determine the number of officers and administrative personnel that can be transferred from current resources (i.e. Sheriff's Office) for a newly formed Carroll County Police Department.**

6. **It is the recommendation of this work group that the Board of County Commissioners appoint a committee to conduct a search for a Police Chief.** This committee should include law enforcement professionals and civilian representation.

7. The Unified Law Enforcement Work Group recognized the need to transition out the Maryland State Police Resident Trooper Program simultaneous with the start-up of a Carroll County Police Department. **It is the recommendation of the work group that a goal be established to reduce the size of the Resident Trooper Program by nine (9) positions per year, thus transitioning away from the Resident Trooper Program over a five year period.**

8. The Unified Law Enforcement Work Group discussed at length the need for an integrated communication effort. While a recommendation is not forthcoming in this report, **the ULEWG strongly encourages pursuing the concept of centralizing and integrating police related communications and associated dispatch operations.**



Work Group Notes

The following “Notes” sections are included to provide further context to the final recommendations as they relate to a future Carroll County Police Department.

Section I – Facilities

Tom Rio, Director, General Services for Carroll County Government, gave a presentation on a potential facility (Wheeler Building) that could house a police department or serve as a facility for future law enforcement expansion.

Mr. Rio described the building as a three-level structure with exits on each level and adequate parking on each side of the building. The building totals 23,590 square feet. The lower level exceeds 5,000 square feet and the second and third levels are almost 9,000 square feet each. Mr. Rio stated that there were some issues that needed to be addressed regarding water and electricity. Mr. Rio entertained many questions from the work group regarding the adequacy and accessibility of this building and its viability as a potential structure to house law enforcement. It was noted that approximately \$2.3 million has been earmarked in the capital budget to renovate this building. (See Appendix A) If the Wheeler Building were to be designated as the police facility, it was strongly suggested that a “police” oriented architectural firm be consulted to ensure the building met the appropriate standards. Mr. Rio mentioned the Rosser Report, released in 2004, had addressed specific issues related to detention center and police service operations. Major Long cautioned that Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) standards should be taken into account when and if a decision is made to move forward with the building. Mr. Rio said that typically an architect with this specific background would be sought to lay out the building. There was some discussion that occurred related to the location of the facility. Concerns were expressed by Andy Mays regarding traffic issues. After some discussion, it was decided that the building’s proximity to the government structures (i.e. courthouses and detention center) made it a prime location for a police facility. The work group also discussed the potential for future satellite sites in the southern and northern sections of the County.

In our meeting with Chief Katherine Perez (Bowie Police Department), she stressed the importance of having a facility that was readily available. She found that one of her biggest drawbacks in the 2006 start-up of the Bowie Police Department was not having a facility. Three years later, she is still awaiting the opening of her building.

It is our recommendation that the current Board of County Commissioners initiate the process to begin renovations on the Wheeler Building as it will serve as a headquarters for a new Carroll County Police Department or a facility for expanded police services.

Section II – Maintain Threshold for Adequate Public Facilities Ordinance

The Adequate Public Facilities Ordinance (APFO) was adopted in the spring of 2004 to address changes to the County's concurrency management plan. In an effort to establish thresholds for adequacy, a ratio of 1.3 law enforcement officers per 1,000 residents was established. (See Appendix B) Carroll County has been diligent in funding the necessary law enforcement positions to maintain those threshold standards. The ULEWG strongly supports a continued effort to sustain this ratio to keep Carroll County one of the safest counties in the State of Maryland.

Section III – Sworn Law Enforcement Officer's Benefit Package

The ULEWG stressed the importance of a viable benefits package and compensation for sworn law enforcement personnel. The topic of benefits was a regular discussion point during the first several months.

Andy Mays presented a chart that described the surrounding police agencies' benefits packages for general consumption. The chart included Maryland State Police, Carroll County Sheriff's Office, LEOPS, Howard, Frederick, Montgomery, Baltimore counties and the cities of Taneytown, Sykesville and Westminster. For the purposes of this section, the Carroll County Government Human Resources Department updated a similar chart for informational purposes.

Ideally, a pay and benefits package for the Carroll County Police Department should strike a delicate balance between being able to attract and retain the very best possible professional law enforcement personnel but also be able to protect

the fiscal responsibility and solvency of the funding institution, Carroll County Government. Certainly a competitive salary and benefits package is necessary. Initially, due to the economic downturn, the fledgling department's benefit package should not be expected to be equal in every way to the surrounding jurisdictions. (See Appendix C)

As the future economic picture brightens, the package should be evaluated for competitiveness with departments of similar size and jurisdictions serving similar populations.

Carroll County is located within the Baltimore/Washington region and therefore recruits from the same pool of candidates as many larger police agencies. The ULEWG commends the Board of County Commissioners for their decision to expand the retirement benefits for law enforcement personnel. The new pension plan is described below.

Carroll County's proposed new pension plan for certified law enforcement officers currently employed by the Carroll County Sheriff's Office is to be effective October 1, 2009. This plan allows a non-reduced pension after 25 years of service, or at age 55 with at least 15 years of service.

The plan currently states that for employees whose service begins October 1, 2009 or later, the pension benefit would be determined as follows: First 15 years – 1.9% of Final Average Salary (FAS) per year; Years 16 – 25 (2.2% of FAS per year; Years 26 and higher – 2% of FAS per year. The maximum would be 60 % of FAS. For example, a certified officer hired by October 1, 2009 or later who retired after 25 years would receive 50.5% of FAS. (FAS = the average annualized base salary received by the officer during his three highest consecutive years).

Service as a certified officer that occurred prior to October 1, 2009 would count toward the eligibility requirement of the new plan. In determining the amount of the pension to be derived from that service, 30 % of such prior service would be calculated as shown above. The remaining 70 % of the prior service would be determined using the current "0.7% of FAS per year" multiplier.

County contributions to the 401(k) accounts of certified officers would end after October 1, 2009. However, officers would still be eligible to contribute to the 401(k) plan if they so desired. Upon retirement, officers with service that occurred prior to October 1, 2009 would have the option to purchase additional

benefit amounts, up to the amount they would have received had all of their service occurred after October 1, 2009. Amounts in an officer's 401(k) Plan could be used for this purpose.

Under the proposed plan, officers catastrophically injured on the job and unable to return to meaningful employment would be eligible for a monthly pension from the plan. The County's separate Long Term Disability policy will continue to provide coverage for officers who are unable to work due to health issues.

Section IV – Certification Process for Police Personnel

If the Board of County Commissioners decides to create a police agency, the Maryland Police and Correctional Training Commissions (MPCTC) would provide the necessary support to transition officers to a new agency. During the March 24, 2009 meeting of the ULEWG, then Executive Director Patrick Bradley of the MPCTC, explained certification as it relates to movement from one agency to another. Upon termination of employment as a Deputy Sheriff, an individual's certification as a police officer under the commission statute ceases and cannot be restored until he or she is hired by a police agency as defined by law. He also indicated that the MPCTC has developed a streamlined process of such transfers and would cooperate fully with the transition, even to the extent of deploying personnel on site at the County to process transfers. The process for recertification is governed by COMAR12.04.01.07 ff. The County must complete an Application For Certification (AFC) for each applicant for transfer. Upon completion of the AFC, the personnel would be subject to meeting a minimum of service training requirements for the previous or current year, recertification with their assigned weapon for the new agency and successfully meet the selection standards of the new department. There was some discussion regarding waivers for other requirements under section 12.04.01.08. There was no resolution since the transfer would be on a specific day and there would be no lapse in the time. For example, with new record checks and background investigations there would be a time issue. The ULEWG recommendation was to task the new Police Chief to facilitate an on-site process with MPCTC to complete the applicable categories for certification and recertification.

Section V – Administrative Process For Police Personnel

If the decision is made to move forward with a Carroll County Police Department, an administrative process would need to be established to hire, certify and process law enforcement officers and administrative (civilian) staff. This process would be managed by Carroll County Government's Human Resources Department. It is the opinion of the work group that the Board of County Commissioners and the Sheriff first meet to discuss and determine the number of Carroll County Sheriff's Office personnel that must remain to perform their constitutional mandates. Once that determination has been made, a process can be established to identify and laterally transfer the appropriate number of sworn law enforcement officers to form the foundation of a new Carroll County Police Department.

Section VI – Transition of the Maryland State Police Resident Trooper Program

At the present time, there are 45 resident troopers assigned to the Westminster Barrack. This is the largest Resident Trooper Program in the state and it has been in place for several decades. The Resident Trooper Program is the primary law enforcement function in Carroll County.

Carroll County pays 100 percent of the cost associated with the program, as well as a 27.69 percent fee for indirect costs associated with the program for FY '10. In FY'09, Carroll County paid the State total of \$ 5,840,208 for Resident Trooper services, of which \$ 1,366,324 related to indirect costs.

Once a Carroll County Police Department is established (completion of Phase One), the next major task will be to begin an orderly and efficient transition away from the Resident Trooper Program. In essence, what will occur will be a reduction in the number of Resident Troopers assigned to the County, while at the same time increasing the size of the Carroll County Police Department by a commensurate number of police officers. The recommendation of the ULEWG is that a goal be established to reduce the size of the Resident Trooper Program by nine (9) positions per year, thus eliminating the Resident Trooper Program over a five year period. This goal is believed to be both reasonable and achievable, given the realities of law enforcement recruitment, hiring and training processes and it shares the concurrence of the Maryland State Police

who will have to reassign the affected Resident Troopers to other postings around the State.

Several important factors must be considered when undertaking the proposed transition. First and foremost, the transition process cannot adversely affect the number of law enforcement officers available to handle calls for service in the County at any point during the transition. It currently takes approximately twelve (12) months to recruit, select and train a police officer candidate. During the entire period, the police officer candidates are in training (approximately 42 weeks total for the police academy and field training) they will be drawing salaries as County employees. The Resident Troopers who these officer candidates will ultimately replace must continue to provide law enforcement service in Carroll County until the police officer candidates have completed their training and can assume their positions in the field.

As a result, the County will have to bear the costs associated with both the police officer candidates and Resident Troopers for the entirety of the training period. This will occur throughout the proposed five-year transition period until all Resident Troopers have been replaced by County police officers. As an example in year one of the transition period, the County will need to continue to fund all 45 trooper positions (and the contracted indirect costs at that time). In addition to these costs, the County will also pay the salary and benefits associated with nine new County police officer positions. Only after the nine new County police officers have assumed their positions in the field can the nine Resident Trooper positions be reassigned, thus negating that cost to the County. Presuming the transition proceeds as planned, the County would be required to fund nine fewer Resident Trooper positions each year until all of the Resident Troopers have been reassigned to other postings around the State.

As noted earlier, the APFO for Carroll County establishes a threshold requirement of 1.3 law enforcement officers per 1,000 residents in the County. As a result, the County will need to continue to hire police officer candidates to address attrition caused by retirement, termination and resignation which will occur during the transition period. Additional positions will also be required to keep pace with population growth and maintain the 1.3/1,000 ration. Current estimates indicate that five (5) additional law enforcement positions will be required in Carroll County by FY '15 to keep pace with anticipated population growth and maintain the APFO ratio. These 5 positions would include any police officers added by the municipal police agencies in the County during this period. (See Appendix B)

Section VII – Key Thoughts Related to ULEWG Discussions

The timeline and recommendations made by the ULEWG are intended to provide the newly appointed Chief guidance based upon local issues, policies and knowledge. (See Appendix D) These recommendations are designed to allow a flexible framework for the chief to operate within based upon best practices from his/her experiences for which he/she was selected in order to meet the needs of the citizenry and the expectations of the Board of County Commissioners. Under this course of action, the Board of County Commissioners can hold the Police Chief accountable for the progress and performance of the newly formed Carroll County Police Department.

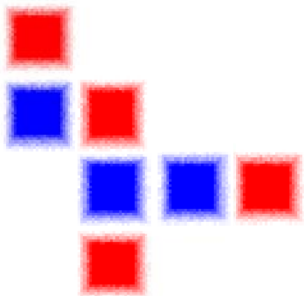
As the salary and benefits package for police officers in Carroll County continues to become more competitive and an appropriately designed police facility is readied for occupation, the Board of County Commissioners must select a Chief they feel is most qualified to lead Carroll County in its law enforcement efforts. In close proximity to hiring the Police Chief, the Board of County Commissioners must be prepared to allow the Chief to hire a Deputy Chief to assist in the development of the organizational structure, policies, and procedures for the new agency.

A key to the success of the new Carroll County Police Department will be the cooperation of the Sheriff in identifying personnel and positions to assist with the administrative processes to facilitate this effort. Guidance and support from Carroll County's Human Resources Department, Technology Services and other support services will be vital to the effectiveness of this quest. This logistical support will also be important in the design and procurement of new logos, uniforms, vehicle equipment, office sundries and other necessary tangible items.

Law enforcement personnel will be identified from the Carroll County Sheriff's Office for employment with the new police agency and transferred after the necessary pre-employment protocol, as required by the MPCTC. A recruitment effort for police officers will need to continue at an urgent rate, not only to maintain the APFO ratio of 1.3 officers per 1,000 residents, but to also allow the current allotment of Maryland State Police funding to be transitioned to the new police agency. This transition will need to be deliberate and well planned to ensure public safety is not compromised.

It is also recommended by the work group that the current configuration of patrol/beat sectors, which has been agreed upon by the Carroll County Sheriff's Office and the Maryland State Police, remain in place. This configuration has proven to be an effective management tool based upon historical call for service data. The continued use of the established patrol/beat sectors will provide for a consistent record of police service allowing for a future assessment and analysis by the new Police Chief that may lead to modifications to ensure the citizenry's needs continue to be met.

In conclusion, the ULEWG discussed costs associated with the year to year process necessary to transition from the Maryland State Resident Trooper Program to a Carroll County Police Department. A summary of costs highlighting years one through eight has also been included for informational purposes. (See Appendix E) While the transition will be complete in year seven, the break even point of the transition is projected to occur in year eight.



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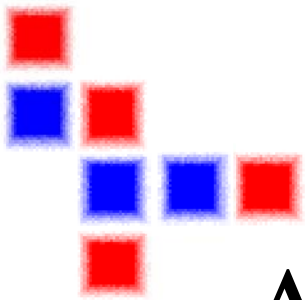
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Location: Carroll County Cluster
 Carroll County Submarket
 Carroll County
 Westminster, MD 21157

Building Type: Retail/Auto Dealership
 Bldg Status: Built 1953

Building Size: 26,040 SF
 Typical Floor Size: 8,680 SF
 Stories: 3
 Land Area: 1.53 AC

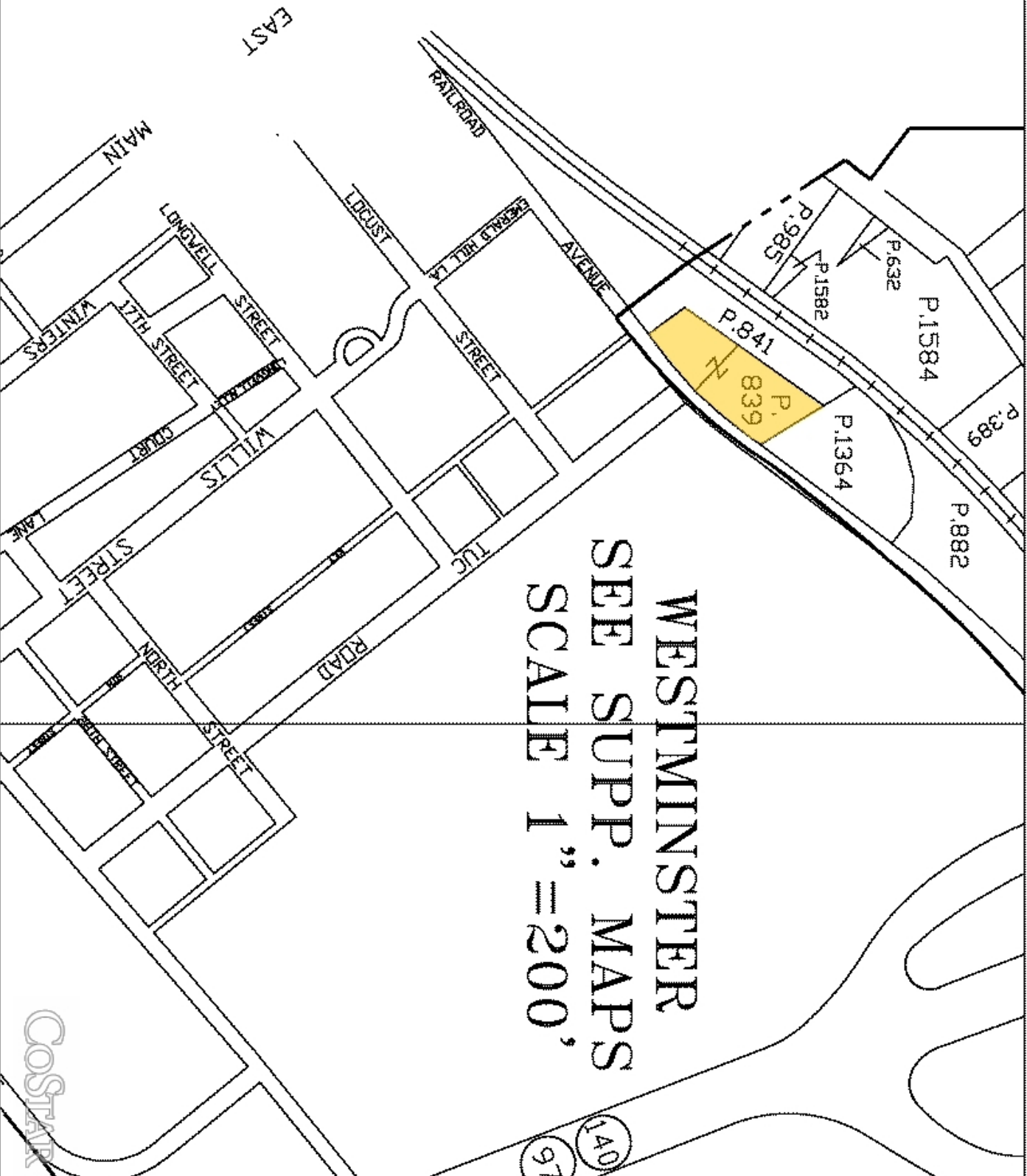
Landlord Rep: -
 Developer: -
 Management: -
 Recorded Owner: County Commissioners of Carroll County
 Parcel Number: 07-029292

Total Avail: -
 % Leased: 100%
 Total Spaces Avail: 0
 Smallest Space: 0 SF
 Bldg Vacant: -

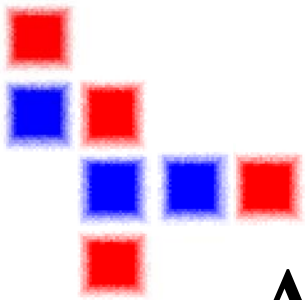
Street Frontage: 150 feet on Railroad Ave
 Parking: 76 Surface Spaces are available

Building Notes

Budget Amount (Government Office Building)	\$4,500,000
Acquisition of Building	\$1,961,000
Roof Repairs	\$ 105,000
Remaining balance for renovation	\$2,434,000



WESTMINSTER
SEE SUPP. MAPS
SCALE 1" = 200'



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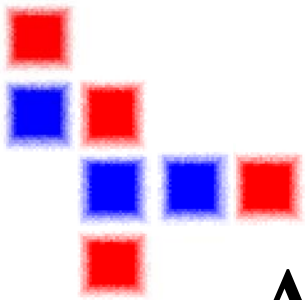
**Required Certified Officers to Meet Adequate Public Facilities Ordinance (APFO) 1.3/1,000
Based on BMC Round 7-B Population Growth ¹**

	FY 09 ²	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
MSP ³	85	83	83	83	83	83	83
CCSO	71	71	71	71	71	71	71
Taneytown	12	12	12	12	12	12	12
Sykesville	8	8	8	8	8	8	8
Manchester	6	6	6	6	6	6	6
Westminster	45	45	45	45	45	45	45
Hampstead	9	9	9	9	9	9	9
New Windsor	0	0	0	0	0	0	0
Union Bridge	0	0	0	0	0	0	0
Mt Airy	0	0	0	0	0	0	0
Cumulative Additional Officers Needed		0	0	0	1	3	5
Total	236	234	234	234	235	237	239
County Population	174,909	175,500	177,120	178,740	180,360	181,980	183,600
Officers per 1,000	1.35	1.33	1.32	1.31	1.30	1.30	1.30
Annual Additional Officers Needed		0	0	0	1	2	2

¹ Source: Cooperative Forecasts, Baltimore Metropolitan Council. Approved July 28, 2009.

² Authorized positions as of June, 2009.

³ Due to fluctuation in MSP counts, an average number of 83 officers is used for forecasting purposes.



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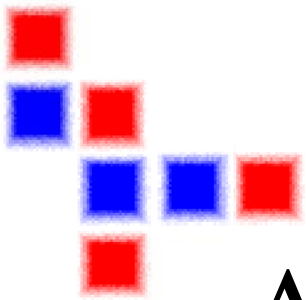
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	Probationer Officer Minimum Salary	Longevity Increments	# Years to Full Retirement	Military Service Credit	Pension Contribution by Officers	Years of Service Multiplier	DROP Plan	Under Collective Bargaining	# of Active Certified Officers Positions
Baltimore Co Police	\$45,783	Longevity steps at 10,11,13,15,17,19,22,24 and 29 years of service	*10 Years/Age 60 or *25 Years/Any Age	Maximum of 4 years	7.00%	2.5% (years 1 - 20) and 2.0% (years 20 - 25) and 3.0% (years over 25)	Only for employees hired prior to July 2007	Yes	1911
Carroll Co Sheriff	\$37,378	None	15 years/Age 55 or 25 years/Any Age	Maximum of 5 years	8.00%	1.9% (years 1 - 15) and 2.2% (years 16 - 25) and 2.0% (years over 25) maximum benefit 60%	No	No	71
Frederick City Police	\$42,340	None	Officers are vested after 10 years and would be eligible for reduced pension	Maximum of 3 years	8.00%		No	Yes	145
Frederick Co Sheriff	\$41,145	None	20 years	Maximum of 5 years	8.00%	2.50%	No	Yes	173
Hampstead	\$36,500	None	At least 25 years or service or a age 50	Maximum of 5 years	4.00%	2.00% - maximum benefit 60%	Maximum of 5 years	No	10
Harford County Sheriff	\$40,206	None	25 years	Maximum of 5 years	4.00%	2.00%	Maximum of 5 years	No	292
Howard Co Police	\$45,926		20 years	Maximum of 5 years	11.90%	2.50%	Yes	Yes	450
Manchester Police									
Montgomery Co Police	\$46,972	Longevity increment at 20 years	*15 Years/Age 55 or *25 Years/Any Age	May purchase up to 4 years active duty service at full actuarial cost	4.75%	2.4% reduced to 1.65% at SS Normal Retirement Age	Need 25 years of creditable service to be eligible	Yes	1196

	Probationer Officer Minimum Salary	Longevity Increments	# Years to Full Retirement	Military Service Credit	Pension Contribution by Officers	Years of Service Multiplier	DROP Plan	Under Collective Bargaining	# of Active Certified Officers Positions
Maryland State Police	\$40,989	No longer do longevity increments	22 years	Maximum of 5 years	8.00%	2.55%	Maximum of 4 years	Yes	1569
Sykesville Police	\$37,599	Longevity bonus every 5 years	25 years	No	3.00%	2.00% Pension Enhancement still pending	No	No	8
Taneytown Police	\$33,000	None	25 years	Maximum of 5 years	4.00%	2.00%	3 to 5 years	No	12
Westminster Police	\$34,923	Longevity bonus at years 17 through 23	Either age 50 or 25 years of eligible service	After 10 years of creditable service are eligible for 5 years military service credit	4.00%	2% (capped at 60%)	Maximum of 5 years	No	45
Baltimore Co Sheriff	\$37,707		*10 Years/Age 67 or *25 Years/Any Age	Maximum of 4 years	0.07	2.5% (years 1 - 20) and 2.0% (years in excess of 20)	Only for employees hired prior to July 2007	Yes	
Howard Co Sheriff									
Montgomery Co Sheriff	\$43,642	Longevity increment at 21 years	*15 Years/Age 55 or *25 Years/Age 46	May purchase up to 4 years active duty service at full actuarial cost	0.0475	2.4% reduced to 1.65% at SS Normal Retirement Age	No	Yes	144



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Unified Law Enforcement Workgroup

Recommended Carroll County

Police Transition Timeline

Year 1

Recommendations to the BCC:

- Identification of a facility and assignment of a person with law enforcement background to help in the design of the renovation to ensure it complies with police standards. Recommendation is made to act now or it will delay the transition of a police force.
- Recommend maintaining Sheriff's staffing levels to meet APFO by adding certified officers annually to keep up with population.
- Recommend the County create a competitive salary scale and retirement package prior to the transition/recruitment to be effective with the beginning of the new police force.
- Recommend the new Board of County Commissioners decide the future of policing in Carroll County.
- BCC and Sheriff determine what positions (PINs – Personal Identification Numbers) will be transitioned to the Carroll County Police Force and what positions remain with the Carroll County Sheriff's Office.
- Recommend a search committee is established for a Chief of Police.
- New Police Chief appointed.
- Police Chief to select and hire Deputy Chief
- Development of administrative policies and procedures for the transition. This will require legal counsel and human resource support.
- With the aid of Administrative staff from the CCSO and the County (or with new hires) the team will:
 - Adopt new or modify existing Policies and Procedures
 - Implement transition of officers, administration, cars, logos, forms, etc
- Police Chief to design the organizational/command structure of the new County Police department.

Year 2

- Hire 9 recruits to go to the academy to be ready for the street the following fiscal year.
- Start training for the transfer of certified officers from the CCSO.
 - MPTC transition requirements, firearms, polygraph, and new policies and procedures
- County Police Force goes live by bringing over certified officers from the CCSO.

Year 3

- Year 2 academy recruits ready for the street
- Resident Trooper Program reduced by 9 officers.
- Hire 9 recruits to go to the academy to be ready for the street for following fiscal year

Year 4

- Year 3 academy recruits ready for the street
- Resident Trooper Program reduced by 9 officers.
- Hire 9 recruits to go to the academy to be ready for the street for following fiscal year

Year 5

- Year 4 academy recruits ready for the street
- Resident Trooper Program reduced by 9 officers.
- Hire 9 recruits to go to the academy to be ready for the street for following fiscal year

Year 6

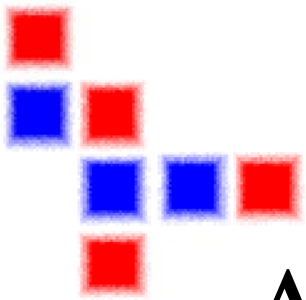
- Year 5 academy recruits ready for the street
- Resident Trooper Program reduced by 9 officers.
- Hire 9 recruits to go to the academy to be ready for the street for following fiscal year

Year 7

- Year 6 academy recruits ready for the street
- Resident Trooper Program reduced by 9 officers
- Transition completed.

Year 8

- Break-even projected to occur in Year 8.



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Unified Law Enforcement Workgroup Estimated Transitional Costs by Year

Transitional Cost by Year:

Year 1

- Salary, fringe, and fuel for ½ year for Chief of Police and Deputy Chief of \$164,450
- One-time costs for car, uniform, communication, and safety equipment of \$112,600
- Contingency of \$27,700
- Total year one new costs of \$304,750

Year 2

- Salary and fringe for second ½ year for Chief of Police and Deputy Chief of \$160,920
- Salary and fringe for 9 new recruits (3/4 of a year) of \$474,420
- Fuel for 9 recruits (3 months) of \$9,000
- One-time costs for recruits of \$432,000
- One-time costs for County Police set-up \$300,000
- Contingency of \$156,150
- Salary, fringe and one-time costs for 2 new technical/admin support of \$140,500
- Total second year new costs of \$1,672,990
- Total cost for year 2 of \$1,853,870

Year 3

- Salary and Fringe for 9 new recruits (3/4 of a year) of \$498,140
- Fuel for 9 recruits (3 months) of \$9,000
- One-time costs for recruits of \$432,000
- Contingency of \$113,220
- Salary, fringe and one-time costs for 2 new technical/admin support of \$147,025
- Reduction of Resident Trooper Program of 9 officers (\$1,423,960)
- Total third year new costs/(savings) of (\$224,575)
- Total cost for year 3 of \$1,110,060

Year 4

- Salary and Fringe for 9 new recruits (3/4 of a year) of \$523,050
- Fuel for 9 recruits (3 months) of \$9,000
- One-time costs for recruits of \$432,000
- Contingency of \$116,540
- Salary, fringe and one-time costs for 2 new technical/admin support of \$153,880
- Reduction of Resident Trooper Program of 9 officers (\$1,495,160)
- Total fourth year new costs/(savings) of (\$260,690)
- Total cost for year 4 of \$639,830

Year 5

- Salary and Fringe for 9 recruits (3/4 of a year) of \$549,200
- Fuel for 9 recruits (3 months) of \$9,000
- One-time costs for recruits of \$432,000
- Contingency of \$120,030
- Salary, fringe and one-time costs for 2 new technical/admin support of \$161,070
- Reduction of Resident Trooper Program of 9 officers (\$1,569,910)
- Total fifth year new costs/(savings) of (\$298,610)
- Total cost for year 5 of \$114,060

Year 6

- Salary and Fringe for 9 recruits (3/4 of a year) of \$576,660
- Fuel for 9 recruits (3 months) of \$9,000
- One-time costs for recruits of \$432,000
- Contingency of \$123,690
- Reduction of Resident Trooper Program of 9 officers (\$1,648,410)
- Total sixth year new costs/(savings) of (\$507,060)
- Total costs/(savings) for year 6 of (\$640,060)

Year 7

- Reduction of Resident Trooper Program of 9 officers (\$1,730,830)
- Total seventh year new costs/(savings) of (\$1,730,830)
- Total costs/(savings) for year 7 of (\$2,036,700)

Summary of Transitional Costs:

Transition Year	Cumulative		
	Expense to County Police	Reduction of RTP	Net Cost/ (Savings)
1	304,750	0	304,750
2	1,853,870	0	1,853,870
3	2,534,020	1,423,960	1,110,060
4	3,630,140	2,990,310	639,830
5	4,823,800	4,709,740	114,060
6	5,953,570	6,593,630	(640,060)
7	6,617,450	8,654,150	(2,036,700)

Assumptions for the Analysis:

Analysis was developed based on assumptions made in FY 09

Phase I

- Hire a Chief of Police
- Hire a Deputy Chief
- Nine recruits hired 9 months before we reduce the same number of Resident Troopers and before we go live with a police force.

Phase II

- Recruit 9 officers per year for a five year period. This assumes all are new recruits.
- All recruits go to the academy for a 6 month period and on the road training for a 3 month period before reducing Resident Trooper Program.
- Transition Sheriff’s Deputies to the County Police
- Resident Trooper Program reduced by nine per year for a period of five years

On-Going Costs:

- Chief of Police hired at \$120K (Year 1)
- Deputy Chief brought in at \$90K (Year 1)
- Salary is based on a DFC starting salary of \$40,748 escalated 5% per year
- On-going salary increase of 5% per year
- Fringe benefits and payroll taxes at 49% of salary
- Annual Operating expense of Fuel/Maintenance/training at \$8.2K escalated at 5% per year
- 8 Technical/Administrative Staff added at a rate of 2 per year in Years 2, 3, 4, and 5 at \$45K per year with fringe benefits at 45% of salary.
- Indirect costs of the Resident Trooper Program remain at the current rate of 30.82% of direct costs

- In addition to the one-time cost of vehicle, a replacement cost of \$8K per year per officer is included
- 10% contingency on all on-going operating expenses after the full transition

One-time Costs per new Officer:

- Fully equipped vehicle at \$32K
- Uniform at \$2.5K
- Radio (mobile) at \$3.7K
- ITS equipment at \$7K (MDT)
- Safety Equipment at \$2.8K (gun, body armor, baton, etc)
- Transition of CCSO at \$300K
- 10% contingency added to the total cost of each year of transition

One-time costs for Technical/Administrative:

- \$5K per employee for computer equipment and office furniture

Not included in the Analysis:

- Any reimbursement from the Resident Trooper Program for remaining useful life of vehicles.
- Any lateral movements from the RTP or other policing agencies that would not require nine months training (would not require double funding).
- A command structure for road patrol other than DFC equivalents for new hires. Contingency has been added for higher ranks.
- Identification of positions for 8 new Technical/Administrative staff. Committee has identified the need for additional dispatchers for the Office of Public Safety.