

TRANSITION

TO

COMMUNITY

POLICING



STRATEGIC IMPLEMENTATION PLAN

Montgomery County, Maryland Department of Police



Montgomery County, Maryland

STRATEGIC IMPLEMENTATION PLAN

Department of Police

Colonel Clarence Edwards
Chief of Police
2350 Research Boulevard
Rockville, Maryland 20850

MEMORANDUM

TO: Mr. Neal Potter, County Executive

FROM: Colonel Clarence Edwards, Chief of Police

SUBJECT: Strategic Implementation Plan for Community Policing

DATE: August 16, 1993

It is with a tremendous amount of pride that I am presenting to you our strategic plan for the implementation of community policing. As you are aware, this plan represents the collaborative efforts of many dedicated county citizens as well as police department and other government employees. It truly represents our community's blueprint for the future of policing in Montgomery County.

This document is a multi-year plan and is incremental in design. It prescribes adaptability and continual evaluation as necessary ingredients for its success. More importantly, it provides our department with a clearly defined course to follow in order to achieve its aims. At the same time, this strategic plan makes allowances for the many changes that will undoubtedly occur with respect to technological advancements and demographic trends within our community.

Our plan for policing enjoins all of our department's resources to work in a united partnership with our citizens and other county and government agencies. We have welcomed the full participation and involvement of the citizens we serve in developing this process of dynamic change within our department. Our renewed focus will be on solving problems consistent with the community's expectations in addition to enforcing laws. To these aims, we accept the challenge of promoting cooperative partnerships between our employees and the citizens we serve.

I believe that, with this plan, we have chosen the right course to enable us to achieve policing excellence in Montgomery County. Full implementation of community policing will require active participation and a continued commitment from the County Government and from all of our employees. I am confident that, together, we can attain what we have envisioned and designed for our community.

Dedication

This publication is dedicated to the many men and women who contributed so much of their time and energy to recommend innovative improvements in the manner in which we deliver police services to our citizens. To all of you, our employees, concerned citizens, and members of various governmental agencies who have demonstrated your commitment to making Montgomery County a better community in which to live and work, we are profoundly grateful.

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A Time For Change

'There is no force so powerful as an idea whose time has come.'

— Everett Dirksen

The Montgomery County Department of Police has begun to implement philosophical changes in the way in which it conducts the business of policing. We have redefined our mission and have identified values to guide us in accomplishing our organizational goals. In so doing, our department has begun to develop a strategic plan for policing for the future. This plan calls for slow and careful growth in order to ensure long term success.

One of the fundamental tenets of community policing is that of working in partnership with the community and other governmental agencies. Other police departments that have successfully implemented community policing have experienced increased citizen satisfaction with their departments and increased morale among their employees. To these aims, we are really striving for policing excellence. We hope to attain these goals by developing and promoting a climate of cooperation and trust between our employees and the citizens they serve.

We have sought input from all segments of our community as well as from all levels within our department in developing our strategic plan. Citizens and police employees have mutually participated in this process of identifying crime related issues, recommending solutions, and establishing the framework to analyze the effectiveness of the solutions. Using this approach, the community will have a voice in setting law enforcement priorities and will gain a far better understanding of their police department's capabilities and limitations. Officers and department employees will benefit from the self-satisfaction received from their ability to make a "real difference" and to be creative and innovative in their efforts towards problem resolution. We believe that this process of involving those closest to, or most affected by crime problems is really what community policing is all about. After all, they are usually the ones best suited to identify the proper solutions.

Executive Summary

Community policing will not be a cure for all of society's ills. Nor will it completely improve every aspect of our police department. It is, however, a good point from which to begin to make improvements in the manner in which we provide police services to the community as well as the way we function as an organization. From this point, we must continually strive to find better ways to improve the process.

Adaptability will be a major key to the success of our implementation plan. We cannot accurately predict what our department will look like two years or five years from now because the success of this endeavor will depend on our ability to identify any necessary changes and restructure or refine our efforts whenever they fail to bring about the best results. Although this is a multi-year plan for implementation, it is also an ongoing evaluation and refinement process.

**"Our success will
require commitment
and patience from all
who are involved."**

We believe we have set a steady and prudent course for successfully accomplishing our goal of providing the highest quality of police services to the citizens of Montgomery County. Our success will require commitment and patience from all who are involved. It is essential that all participants in this process continue to work together to ensure that our implementation efforts are carefully crafted, engineered, implemented and continually evaluated. On behalf of the men and women of the Montgomery County Police Department and the many citizen members of our Community Policing Committees, I am proud to present our collaborative efforts for policing excellence in Montgomery County.



Colonel Clarence Edwards
Chief of Police

A Plan For The Future

*"Every society gets the kind of criminal it deserves. What is equally true is that every community gets the kind of law enforcement it insists on. **

— Robert F. Kennedy

Crime and social decay are paramount concerns facing every community in the nation. For years, the police have attempted to deal with the ever increasing demand for law enforcement services without corresponding increases in police resources. This has contributed to an environment in policing where we have become "incident driven" and primarily "reactive" in our approach to crime problems. New strategies and alternate resources must be developed if we hope to improve the quality and delivery of police services to the community.

One method is to combine proven, traditional styles of policing with new and innovative policing philosophies. As we begin to implement the philosophy of community policing and problem solving strategies, we must refocus our attention on the root causes of crime problems. Our primary concentration will shift from merely enforcing

laws to finding long term solutions to crime problems. This changing emphasis will encourage a more "proactive" approach to community crime concerns. Like many police agencies, the Montgomery County Police Department has performed admirably in keeping abreast of emerging crime problems confronting our citizens. In spite of our best efforts, however, crime problems continue to plague and cause deterioration in many of our neighborhoods.

This situation has led us to the reality that the police alone cannot adequately control the crime and societal problems which affect the quality of life in our communities. The police and the community must work together if we hope to see lasting success in our endeavors to restore safety and reduce the fear of crime in our neighborhoods.

Introduction

This partnership requires that law abiding citizens work together with the police department and County Government to identify and solve their own neighborhood problems. From the police perspective, this process must focus on effectiveness as well as efficiency, and it must encourage quality over quantity. Officers and department employees must be encouraged to use initiative and creative and innovative solutions to accomplish their policing objectives. This is not necessarily a novel approach to policing, since many officers have been practicing similar policing philosophies for years. What is new, however, is that police administrators and community members are now embracing and encouraging this philosophy of policing.

An important first step towards changing our philosophy of policing is to educate as many individuals as possible about the benefits that community policing has to offer to our department and our community. The more we involve the community as full partners in this process, the more we can insure their cooperation, continuing input and responsibility for its success. It is our belief that by working together to determine ways in which we can improve the quality of police services that our department has to offer, our employees, our community and our County Government will all benefit significantly.

"...this process must focus on effectiveness as well as efficiency, and it must encourage quality over quantity."

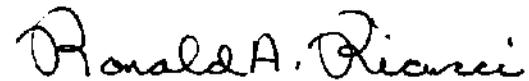
To insure successful implementation of community policing in Montgomery County, we felt that it was important to examine all aspects of our police department. To accomplish this arduous task, in January of 1992, Chief Edwards formed the Community Policing Steering Committee. This committee included sworn officers, civilian employees, representatives from other County departments and private citizens. It was tasked with the responsibility of coordinating the development of a well-structured strategic plan for policing.

In order to carefully craft such a plan, an additional eight working committees and three advisory committees were formed and have been working on the goals and objectives identified by the Steering Committee. This plan outlines and incorporates the diligent and dedicated efforts of the many individuals who participated in the strategic planning process. This committee process has allowed for full participation by employees and citizens alike, which goes to the core of community policing.

This plan is the first step in demonstrating our commitment to improving the quality of police services in Montgomery County. Maintaining that commitment will be the challenge for our elected officials and police leadership. Putting community policing into practice will be the primary challenge for our officers and employees as well as the citizens they serve.

Introduction

We believe that we have established a solid foundation from which we can best address the needs of our Community, our Department and our County Government. Flexibility will be an essential key to the success of this plan. It will require ongoing evaluation and provisions for orderly changes wherever necessary. This strategic transition plan allows us to begin our journey toward full implementation of community policing. On behalf of the many dedicated participants in this planning process, I am pleased to present Montgomery County's vision for policing in the 1990's and into the 21st century.



Ronald A. Ricucci

Captain Ronald A. Ricucci, Director
Office of Community Policing

"Without creative personalities able to think and judge independently, the upward development of society is as unthinkable as the development of the individual personality without the nourishing soil of the community."

— Albert Einstein



A New Direction

"An organization is a system, with a logic of its own, and all the weight of tradition and inertia. The deck is stacked in favor of the tried and proven way of doing things and against the taking of risks and striking out in new directions."

— J.D. Rockefeller III

The Montgomery County Department of Police is committed to the smooth transition to and successful implementation of community policing. Our department's commitment formally began in January, 1992, when Chief Edwards issued his "vision" for the department. This vision statement embodied the guiding principles which represented his personal vision for the future of our department.

Chief Edwards believed that for an organization to be successful, its leadership should establish a vision that reflects and illustrates its aims and its values. This vision for the future should provide purpose and meaningful direction for our department in the present. It represents our destiny, our ideals, and the goals for which we should constantly strive.

Vision Statement

The Montgomery County Police will provide the highest quality of police services by working in partnership with the community to improve the quality of life within Montgomery County, while at the same time maintaining respect for individual rights and human dignity. The Department recognizes the value and importance of its employees and will ensure that all employees are treated equitably and fairly. The Department is committed to providing its members with the quality of leadership, training, and equipment necessary to perform its mission.

In order to ensure input from all segments of our community as well as all levels within our department, in January, 1992, Chief Edwards formed the Community Policing Steering Committee. As its first task, this committee, comprised of sworn and non-sworn employees as well as members of the business community, civic associations, and other governmental agencies, rewrote the department's mission statement. It was written with the belief that the department should have a mission which is easily understood, but which clearly defines the purpose and direction of the organization for its members.

Mission Statement

We, the Montgomery County Department of Police, are committed to providing the highest quality of police services by empowering our members and the community to work in partnership with the goal of improving the quality of life within Montgomery County, while at the same time maintaining respect for individual rights and human dignity.

Transition to Community Policing

Chief Edwards and the Steering Committee further believed that it was of critical importance to identify values and goals for the department which mirror those of the community it serves. It was their belief that organizational values are necessary to provide guidance and direction to our department and to set standards for appropriate behavior from our employees. The identification of these organizational values represented the first set of formal values in our department's history.

Organizational Values

Partnership;

We are committed to working in partnership with the community and each other to identify and resolve issues which impact public safety.

Respect:

We are committed to respecting individual rights, human dignity, and the value of all members of the community and the department.

Integrity:

We are committed to nurturing the public trust by holding ourselves accountable to the highest standards of professionalism and ethics.

Dedication:

We are committed to providing the highest quality of professional law enforcement service to the community with the goal of enhancing the quality of life within Montgomery County.

Empowerment:

We are committed to empowering our members and the community to resolve problems by creating an environment that encourages solutions that address the needs of the community.

...pride in our community, pride in our department, pride in ourselves

Transition to Community Policing

The next major task facing the Steering Committee was to set goals for the department which were consistent with the philosophy of community policing and which would allow our organization to accomplish its newly defined mission.

The committee identified the goals of **empowerment, problem-solving, accountability, partnership, and organizational development** to facilitate our transition to community policing.

Specific objectives were determined as necessary to the successful attainment of these goals. Realizing the importance of establishing a platform which would ensure broad based input from both within and outside of our department, eight working committees and three advisory committees were formed. These committees were charged with the responsibility of developing strategies which would be supportive of the transition to community policing and which are responsive to our agency's goals.

In order to provide for an orderly transition process, in March, 1992, Chief Edwards formed the Office of Community Policing as a separate unit within the police department assigned to the Chief's office. This office has been the focal point for coordinating the activities of the various committees on which our employees and citizens serve and is responsible for the overall organization of our department's planning, implementation, and evaluation efforts.

Believing that the initial foundation had been laid, the next phase of the implementation process was to educate our employees and citizens about the promising aspects of community policing and to encourage their active participation. Advertisements were published in local newspapers, community forums were conducted in each of our police districts and open forums were conducted on a monthly basis for our employees. Eventually, over 250 committee members became actively involved in the community policing planning process in July, 1992, when the eight work committees were formed to begin the strategic planning process. Later, three additional advisory committees were formed to address specific issues which became evident during the process.

While this planning process was underway, the staff of the Office of Community Policing began conducting training for supervisors and field training officers on the community policing philosophy and problem oriented policing strategies. Briefings describing the department's efforts were also provided to every unit and shift within the department. In February, 1993, Chief Edwards hosted a three day retreat for the entire executive staff at which he outlined his vision for the future of our department and our transition to community policing.

Transition to Community Policing

Since that time, a considerable amount of time and creative energy has been devoted to our plan for policing in the future. Our mission has been translated into goals and objectives, and specific strategies have been identified to allow us to achieve and fulfill these aims. This entire process has now been recorded in the department's strategic plan so that others may understand and follow it.

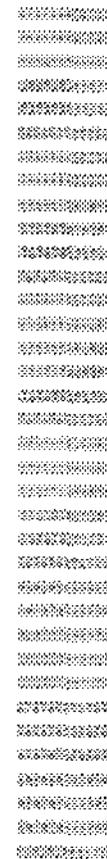
This process merely indicates the direction we believe our department should take at this time. In order to get there, our department's leadership must demonstrate their commitment to these aims by encouraging innovation, creativity, and initiative from our employees. Our leaders must enthusiastically communicate the department's vision and goals so that our members will follow with equal enthusiasm.

It is also important to remember that the strategies recommended in this plan must be carefully and constantly evaluated to ensure that our goals and objectives are being met. Adaptability is the capacity for an organization to anticipate change and to restructure itself to be better

able to provide the services needed as a result of change. As we begin our community policing implementation process, we must structure our organization so that it is able to not only anticipate changes in our society, but so that it also welcomes the challenges and opportunities that change provides. In order to implement our philosophical change in policing, we have identified five major goals and supportive objectives which we believe will be the cornerstone of quality policing in Montgomery County as we head into the 21st century.

In an effort to pursue and demonstrate the highest levels of law enforcement standards and professionalism within our department, we are currently undergoing an evaluation by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Montgomery County Police Department is seeking to attain accreditation when the commission holds its next meeting in July, 1993. In order to assist in this accreditation process, we have cited specific CALEA standards, wherever applicable, after the recommended strategies.

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"Our leaders must enthusiastically communicate the department's vision and goals so that our members will follow with equal enthusiasm."



Goals and Objectives

GOAL 1.0: EMPOWERMENT

Empowerment includes the delegation of the authority and responsibility necessary to identify and resolve those public safety related issues confronting our communities. Empowerment requires that all of the participants in this effort share the responsibility for its success or failure. Empowerment involves not only police employees, but also members of the community and local government.

Community policing recognizes that the community should have input into matters which affect its quality of life. An empowered community shares the responsibility to better itself and can assist the police in defining and prioritizing problem areas and designing and implementing strategies to reduce or eliminate these problems. Through this process a sense of partnership with the police is created and strengthened.

Police employees are empowered to analyze problems and design effective solutions. Most community problems can best be resolved by allowing individual beat officers the flexibility to solve the problem rather than just "clear the call." The resources of the agency must be focused on assisting their officers in problem resolution. In order to be successful, the active support and participation of the local government is essential.

Goals and Objectives

1.0 EMPOWERMENT
The process of delegating to the police and the community the responsibility for prioritizing concerns, decision making and distribution of resources.

Goal

Objectives

1.1
Decentralize department decision making to ensure that this process occurs at the lowest level possible.

1.2
Decentralize, where and when possible, the department in function and structure.

1.3
Increase community involvement in identifying and resolving issues which impact public safety.

1.4
Develop equitable recruiting practices within the department consistent with community characteristics and needs.

1.5
Develop equitable promotional practices and career opportunities within the department consistent with community characteristics and needs.

GOAL 2.0: PROBLEM SOLVING

Community policing emphasizes the need for a problem solving approach to reduce the incidence and the fear of crime. In many instances, it will be more effective and efficient to spend several hours (or even days) to thoroughly address and eliminate a problem than it will be to repeatedly dispatch cars to the same call day after day, week after week, month after month, and in some cases, year after year.

Problem solving requires that officers be allowed to not only try the safe and proven traditional solutions, but also new, imaginative, and even unorthodox solutions. Not all solutions will be successful, as with any solution there is the risk of failure.

Risk taking is a necessity in community policing. Problem solving requires that the department not only accept risk taking but encourage it. Employees should be commended for their successes and not chastised for their failures. A common axiom in community policing is "zero risk equals zero success."

2.0 PROBLEM SOLVING
The analysis of a recurring problem to determine its cause and to devise solutions to permanently eliminate it. Problem solving also includes implementing the chosen solution. Problem solving involves risk taking.

Goal

Objectives

2.1
Reduce fear of crime and conditions that contribute to crime and disorder through community policing strategies.

2.2
Reallocate individual and unit workloads to facilitate innovation and problem solving opportunities.

2.3
Establish a permanent planning unit to support and facilitate current and future departmental planning strategies.

2.4
Identify changes needed to existing laws and ordinances and propose new legislation to facilitate community policing strategies.

GOAL 3.0: ACCOUNTABILITY

All partners in community policing must realize that they share the responsibility for success or failure. The police are accountable for providing the proper organizational framework and support necessary to be successful. Police leadership must not only voice their support, but must demonstrate it by their deeds and actions. An accountable police agency is one that invites both its employees and the community to assist in defining community problems and suggesting and implementing the proper solutions.

Citizens are accountable and have a responsibility for participating in the process. The community must inform the police and elected officials of their priorities and expectations and then hold them accountable for their performance. Community policing cannot be successful without meaningful participation by the community.

Community policing is enhanced when the local government not only supports the philosophy but becomes an active participant in community problem solving. Many problems are beyond the capacity of the police to resolve and require the involvement of other governmental agencies. A committed government can contribute to a significant increase in the quality of life for its citizens.

GOAL 4.0: PARTNERSHIP

Community policing is a partnership between the police, the citizens, the business community, and the local government to work together to positively impact the quality of life in our communities. Those participating in this process are tasked with identifying crime related problems, determining their root causes, and then recommending and implementing strategies to permanently reduce or eliminate these problems.

When these partnerships can accomplish this, the benefits of community policing can be significant. The police benefit by having ended a constantly recurring problem. The citizens benefit from an improvement in their quality of life. Individual officers and citizens who participate in the process receive the self satisfaction which results from having addressed a difficult problem and having arrived at a workable solution.

We readily admit that the police, alone, cannot solve all that ails our society. However, by establishing cooperative partnerships, we can make better use of our limited resources while striving to be more responsive to the needs of the community.

Goals and Objectives

4.0 PARTNERSHIP
Community policing is a partnership between the police, other government agencies, the community, and the private sector to work together to define crime related problems, determine their root causes, and then implement solutions which will permanently reduce or eliminate these problems.

Goal

Objectives

4.1
Maximize the coordination, cooperation, and communication with governmental agencies, community service providers, and neighborhood and community groups.

4.2
Recognize and ensure that our diverse cultural, social, and economic communities are active participants within this partnership.

4.3
Develop a process for the identification of alternative service delivery where appropriate.

4.4
Establish adaptable strategies for responding to community concerns.

GOAL 5.0: ORGANIZATIONAL DEVELOPMENT

One of the most important elements essential to the successful implementation of community policing is that of organizational development. The organization's leadership must establish a climate where open communication, creative thought and risk taking are encouraged and rewarded. Every aspect of the organization should be examined and evaluated to ensure that it is in tune with the philosophy being embraced.

All members of the organization should be encouraged to participate in this process of self examination. The entire structure of the organization should be measured against its goals and objectives. Strategies should be recommended and implemented and they should be constantly evaluated to determine their effectiveness. Wherever necessary, they should be refined or improved.

Most importantly, for community policing to be a long term success, this process must be continual. As times and trends change, so must the organization. We must position ourselves to anticipate change while at the same time establish a built-in philosophy of adaptability for our department.

Goals and Objectives

5.0 ORGANIZATIONAL DEVELOPMENT

The departmental process of self-examination, planning, evolution and reevaluation designed to create an organization dedicated to the successful implementation and maintenance of community policing.

Goal

Objectives

5.1

Develop a leadership and command philosophy conducive to and supportive of all goals and objectives of the organization.

5.2

Define the organizational structure necessary for implementing community policing.

5.3

Identify and provide training for all personnel and the community to enable them to understand, implement and adapt to community policing.

5.4

Develop an environment where creativity, innovative thought, risk taking and communication are encouraged and rewarded, so as to improve the quality of work life for all employees.

5.5

Allow members greater participation in developing policies and procedures which will affect them in their work.

Goal 1.0: EMPOWERMENT

OBJECTIVE 1.1: DECENTRALIZE DEPARTMENT DECISION MAKING TO ENSURE THAT THIS PROCESS OCCURS AT THE LOWEST LEVEL POSSIBLE.

Employee Development Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.1.1 Create a two-tiered directive system. The first should deal with critical procedures which may not be deviated from. The second should explain policies which are to be used as flexible guidelines (S.O.P.'s). CALEA 12.2.1, 12.2.3	2	No	Planning Office of Staff Inspections
1.1.2 Develop and administer supervisory and management training which emphasizes delegation skills and reinforces the fact that <i>letting go of authority</i> is a positive goal. CALEA 23.3.6	1	Yes	Chief Bureau Chiefs Training
1.1.3 Ensure that employees and unit commanders have direct input into establishment of policies and procedures which directly affect their function/responsibilities. CALEA 12.2.2	.5	No	Chief Bureau Chiefs Planning

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
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1.1.4 Encourage supervisors/managers to take risks and recognize and commend employees who also take risks appropriately — even if they fail.

Ongoing

No

Chief
Bureau Chiefs



Goal 1.0: EMPOWERMENT

OBJECTIVE 1.2: DECENTRALIZE, WHERE AND WHEN POSSIBLE THE DEPARTMENT IN FUNCTION AND STRUCTURE. '

Organizational Structure Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.2.1 Provide for decentralization to the districts, the appropriate community services functions where practical. CALEA 16.1.2, 16.3.17	1	No	Field Svcs. Bureau
RECOMMEND CHANGES TO EXISTING POLICE FACILITIES AND RECOMMEND NEW FACILITIES TO ACCOMPLISH THE GOALS OF COMMUNITY POLICING.			
1.2.2 On a first priority basis, establish a satellite facility in the Route 29 corridor based on availability of staffing and facilities.	1-2	Yes	Chief Field Svcs. Bureau District Commander
1.2.3 On a second priority basis, establish a satellite facility in the Piney Branch Road/Flower Avenue region based on availability of staffing and facilities.	1-2	Yes	Chief Field Svcs. Bureau District Commander
1.2.4 On a third priority basis, establish a satellite facility in Olney based on availability of staffing and facilities.	2-3	Yes	Chief Field Svcs. Bureau District Commander

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.2.5 On a longer term basis, establish a satellite facility in White Oak based on availability of staffing and facilities.	2-3	Yes	Chief Field Svcs. Bureau District Commander
1.2.6 On a longer term basis, establish a satellite facility in the Rock Spring region based on availability of staffing and facilities.	3-4	Yes	Chief Field Svcs. Bureau District Commander
1.2.7 On a longer term basis, establish a satellite facility in the downtown Wheaton region based on availability of staffing and facilities.	3-4	Yes	Chief Field Svcs. Bureau District Commander
1.2.8 On a longer term basis, establish a satellite facility in the Twinbrook region based on availability of staffing and facilities.	3	Yes	Chief Field Svcs. Bureau District Commander Rockville City P.D.
1.2.9 As redistricting efforts progress, reevaluate the location of the Rockville District Station for a more suitable location based on availability of staffing and facilities.	2-5	Yes	Field Svcs. Bureau District Commander Planning Management & Budget Facilities
1.2.10 On a longer term basis, establish a satellite facility in the Damascus region based on availability of staffing and facilities.	4-5	Yes	Chief Field Svcs. Bureau District Commander

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
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1.2.11	On a longer term basis, establish a storefront facility in the Poolesville region based on availability of staffing and facilities.	3-5	Yes	Chief Field Svcs. Bureau District Commander
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PROVIDE A POLICY STATEMENT ON CIVILIANIZATION OF EXISTING AND FUTURE POSITIONS WITHIN THE DEPARTMENT.

1.2.12	Revise the current departmental directive to reflect a policy of civilianization that does not adversely affect the availability of temporary assignments for sworn personnel.	1	Yes	Management Svcs. Bureau Personnel Planning
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1.2.13	Provide a policy for priority placement of officers on light/limited duty to units which have lost personnel to injury/illness. CALEA 16.1.6	1	Yes	Chief Field Svcs. Bureau Management Svcs. Bureau Investigative Svcs. Bureau Personnel
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Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>1.2.14 Maintain an ad hoc committee to assess light/limited duty assignments with a rotation system designed to provide for placement equity. CALEA 16.1.6</p>	Ongoing	Yes	<p>Chief Management Svcs. Bureau Personnel</p>
<p>1.2.15 Provide a policy allowing for the contract use of retired law enforcement officers for background investigation duties. CALEA 32.3.3</p>	1-2	Yes	<p>Management Svcs. Bureau Personnel Planning</p>
<p>1.2.16 Review and/or conduct an updated job task analysts to determine if the Media Services Director should remain a sworn position. CALEA 16.6.1, 16.6.2,21.1.2</p>	1	Yes	<p>Chief Personnel</p>
<p>1.2.17 Review and/or conduct an updated job task analysis to determine if the Fleet Coordinator position should remain a sworn position. CALEA 16.6.1, 16.6.2,21.1.2</p>	1	Yes	<p>Management Svcs. Bureau Management & Budget Personnel</p>

Goal 1.0: EMPOWERMENT

OBJECTIVE 1.3: INCREASE COMMUNITY INVOLVEMENT IN IDENTIFYING AND RESOLVING ISSUES WHICH IMPACT PUBLIC SAFETY.

Media, Education, and Information Referral Committee Objective

	STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.3.1	Develop a logo/slogan that will represent the working relationship between the community, business, and government. CALEA 54.2.1	Completed	No	Media Committee
1.3.2	Display this logo/slogan on all county police cruisers, department letterhead, pins, and in police facilities.	.5	Yes	Management & Budget
1.3.3	Add the logo/slogan to the D.A.R.E. Program curriculum; add logo to rulers, book covers, and shirts that are provided to county children. CALEA 44.2.10	.5	Yes	Youth Svcs. Inves. Div.
1.3.4	Develop an educational introduction to community policing and add it to the D.A.R.E. Program. CALEA 44.2.10	.5	No	Youth Svcs. Inves. Div.

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>1.3.5 Develop media interest by providing examples of community policing successes and human interest stories involving the community. CALEA 54.1.1, 54.2.1, 54.2.8</p>	Immediate	No	Media Services
<p>1.3.6 Create a Speakers Bureau by utilizing trained officers and citizens to initiate a communications link to the community. CALEA 54.2.5</p>	Immediate	No	Office of Comm. Policing
<p>1.3.7 Provide established neighborhood watch groups and citizen associations with an overview of community policing and use of problem solving in the community. CALEA 54.2.1</p>	.5	No	Office of Comm. Policing Speakers Bureau
<p>1.3.8 Provide a newsletter for citizen groups at the district level, published on a regular basis. CALEA 54.2.3</p>	Ongoing	Yes	Field Svcs. Bureau District Commanders
<p>1.3.9 Utilize a local newspaper to reach a large section of our county by securing a regular column. CALEA 54.1.4</p>	.5	Yes	Media Services

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>1.3.10 Create a monthly cable television program to promote community policing. CALEA 54.1.4</p>	1	Yes	Media Services Office of Comm. Policing
<p>1.3.11 Provide one telephone number that utilizes a tree flow to provide information and referral service for county citizens.</p>	.5	Yes	Media Services Volunteer Services Office of Comm. Policing
<p>1.3.12 Develop an improved resource guide for the community. (Also identified under <i>Partnership 4.1.32.</i>) CALEA 4.1.5</p>	.5	Yes	Volunteer Services Office of Comm. Policing
<p>1.3.13 Provide a Citizens Academy at the PSTA to involve citizens in various topics. CALEA 54.2.3</p>	1	Yes	Training Office of Comm. Policing
<p>1.3.14 Provide reality tapes to the library system on various police topics. CALEA 54.2.3</p>	.5	Yes	Media Services Office of Comm. Policing
<p>1.3.15 Provide open forums to allow citizens to address problems and provide suggestions. CALEA 54.2.3</p>	.5	No	Field Svcs. Bureau District Commanders

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
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1.3.16 Develop a citizen complaint and commendation procedure pamphlet; review and/or update current complaint form.
CALEA26.1.3

.5

Yes

Office of Internal Affairs

1.3.17 Develop and disseminate information describing the geographic boundaries of each beat and identify key contact personnel in each beat.

1

Yes

Field Svcs. Bureau
Planning
District Commanders

Goal 1.0: EMPOWERMENT

OBJECTIVELY DEVELOP EQUITABLE RECRUITING PRACTICES WITHIN THE DEPARTMENT CONSISTENT WITH COMMUNITY CHARACTERISTICS AND NEEDS

Recruiting and Training Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>1.4.1 Include a community policing/problem solving question on oral interviews to allow applicants to exhibit their thought processes and level of compatability with community policing values. CALEA 32.1.5,32.1.5</p>	Completed	No	Personnel
<p>1.4.2 Amend the job description for the position of police officer to include community policing concepts and functions. CALEA 21.1.2</p>	Completed	No	Personnel
<p>1.4.3 Change the insert attached to the recruiting brochure to reflect the department's move into community policing. CALEA 31.6.1</p>	Completed	No	Personnel

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.4.4 Establish an agreement with an area college or university so that officers may achieve equivalency credits for completing Entry Level Training at the Police Academy. CALEA 33.1.9, 33.1.10	1-2	No	Management Svcs. Bureau Personnel Training
1.4.5 Issue the recruiters the newest equipment and technology available to our officers.	1	Yes	Management Svcs. Bureau Personnel Management & Budget
1.4.6 Reestablish a Police Service Officer (Cadet) Program. CALEA 16.5.1	2-3	Yes	Management Svcs. Bureau Personnel
1.4.7 Maintain the sixty college credit requirement for new applicants. CALEA21.1.1	Completed	No	Personnel

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.4.8 Extend the eligibility period for applicants. CALEA 32.2.2, 32.2.6	1	No	Chief Management Svcs. Bureau Personnel
1.4.9 Create an Applicant-Intern classification for interns. CALEA 31.3.4	1-3	Yes	Management Svcs. Bureau Personnel
1.4.10 Perform long distance recruiting only as needed. CALEA 31.3.3, 31.4.4, 31.5.2, 31.7.5	Immediate	No	Personnel
1.4.11 Evaluate in coordination with the County Attorney and County Personnel Office and, if possible, provide feedback to unsuccessful applicants. CALEA 31.7.4, 32.2.4, 32.2.5	Immediate	No	Personnel County Personnel County Attorney's Office
1.4.12 Establish a staggered rotation policy for recruiters. CALEA 31.1.4, 31.1.5, 31.1.6	2	No	Personnel
1.4.13 Make offers of employment on a more timely basis. CALEA 31.7.4	Immediate	No	Personnel

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>1.4.14 Review and update the recruiting plan as each class is filled and on an annual basis if no classes occur within a twelve month period. CALEA 31.1.3, 31.4.1,31.4.2</p>	1	No	<p>Chief Management Svcs. Bureau Personnel</p>
<p>1.4.15 Review the department's Affirmative Action Plan in response to agency service population and demographic changes. CALEA 31.5.1, 31.5.2, 31.5.3</p>	1	No	<p>Chief Management Svcs. Bureau Investigative Svcs. Bureau Field Svcs. Bureau Personnel</p>

Goal 1.0: EMPOWERMENT

OBJECTIVE 1.5: DEVELOP EQUITABLE PROMOTIONAL PRACTICES AND CAREER OPPORTUNITIES WITHIN THE DEPARTMENT CONSISTENT WITH COMMUNITY CHARACTERISTICS AND NEEDS.

” Employee Development Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.5.1 Contract a personnel consultant to validate our performance appraisal system and develop a valid promotional examination. CALEA 21.1.1, 21.2.3, 21.3.1	2-3	Yes	Management Svcs. Bureau Management & Budget
1.5.2 Develop a promotional structure in which the performance evaluation scores factor into promotional eligibility. CALEA 35.2.3	1	No	Management Svcs. Bureau Personnel
1.5.3 Provide training on how to compete in a promotional process. CALEA 34.1.6	1	Yes	Management Svcs. Bureau Personnel Training
1.5.4 Make appropriate changes to the Personnel Regulations to develop a mechanism wherein scores from promotional tests/processes are retained for up to two additional tests. CALEA 34.1.8	1	No	Chief Management Svcs. Bureau Personnel Management & Budget

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>1.5.5 Develop a promotional system wherein selection is made in rank order (absent affirmative action considerations) for all ranks through lieutenant. CALEA 34.1.7, 34.1.8</p>	1	No	Chief Management Svcs. Bureau Personnel
<p>1.5.6 Develop a "Promotional Potential Rating" for all ranks above corporal for inclusion in the performance appraisal form. CALEA 34.1.3</p>	1	No	Chief Management Svcs. Bureau Investigative Svcs. Bureau Field Svcs. Bureau Personnel
<p>1.5.7 Develop an improved, workable departmental affirmative action procedure which is equitable for promotional considerations. CALEA 34.1.4</p>	1	No	Chief Management Svcs. Bureau Investigative Svcs. Bureau Field Svcs. Bureau Personnel
<p>1.5.8 Perform a job task analysis to evaluate the need to create an appointed, non-merit deDuty chief position in addition to the merit lieutenant colonel position. (Also identified under <i>Organizational Development 5.2.2.</i>)</p>	2	Yes	Chief County Personnel Personnel
<p>1.5.9 Continue a career development system which requires a progressive commitment of the employee towards a career path. CALEA 23.1.1</p>	Ongoing	No	Management Svcs. Bureau Personnel

Goal 1.0: EMPOWERMENT

STRATEGES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>1.5.10 Develop an improved specialized assignment selection process which is fair and includes affirmative action goals. CALEA 16.3.3, 23.1.2</p>	Completed	No	<p>Chief Management Svcs. Bureau Personnel Field Svcs. Bureau Investigative Svcs. Bureau</p>
<p>1.5.11 Acquire additional staffing resources to ensure that all employees will have opportunities to fill temporary assignments.</p>	2	Yes	<p>Chief Management & Budget Management Svcs. Bureau Field Svcs. Bureau Investigative Svcs. Bureau</p>
<p>1.5.12 Create a Patrol Specialist designation to recognize expertise of veteran patrol officers. CALEA 21.1.2, 21.2.3, 21.3.1</p>	1	Yes	<p>Field Svcs. Bureau Management & Budget Employee Devel. Committee</p>
<p>1.5.13 Authorize a position audit for Police Service Aides and Police Technicians with the intention of creating upward mobility and career enhancement for those employees. CALEA 21.1.1, 21.2.3</p>	2	No	<p>Field Svcs. Bureau Management Svcs. Bureau Personnel</p>

Goal 1.0: EMPOWERMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.5.14 Request reestablishment of the previously authorized, but eliminated, District Administrative Assistant positions at the stations which will improve district operations as well as enhance career opportunities for non-sworn personnel.	2	Yes	Field Svcs. Bureau Management Svcs. Bureau Personnel
1.5.15 Expand the entry level training school for Police Technicians and Police Service Aides, to include training in technical job skills, community policing philosophy, and inter-personal communications. CALEA 33.7.1	1	Yes	Management Svcs. Bureau Training Field Svcs. Bureau
1.5.16 Encourage lateral, temporary assignments for non-sworn, uniformed employees, consistent with current staffing needs. CALEA 23.3.10	Immediate	No	Bureau Chiefs
1.5.17 Encourage voluntary, inter-district transfers of uniformed officers and create a mechanism to facilitate such transfers, consistent with current staffing needs. CALEA 23.3.10	Immediate	No	Field Svcs. Bureau Management Svcs. Bureau Personnel

Goal 2.0: PROBLEM SOLVING

OBJECTIVE 2.1: REDUCE THE FEAR OF CRIME AND CONDITIONS THAT CONTRIBUTE TO CRIME AND DISORDER THROUGH COMMUNITY POLICING STRATEGIES.

Operations Committee Objective

STRATEGIES	TIME FRAME Year	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
2.1.1 Institute a training program to train all members of the department in the concepts and philosophies of community policing. CALEA 33.6.2	Ongoing	Yes	Office of Comm. Policing Training ^j
2.1.2 Develop a training manual for problem solving techniques. CALEA 33.6.2	Completed	No	Field Svcs. Bureau Office of Comm. Policing Training
2.1.3 Assign beat officers the responsibility of identifying problems within their beat and developing plans to remedy the problem. CALEA 41.2.1, 41.2.5, 54.2.4, 54.2.5	Immediate	No	Field Svcs. Bureau District Commanders
2.1.4 Increase district crime analysts' interaction with beat officers by jointly identifying crime patterns or problem areas through analysis. CALEA 15.1.6	Ongoing	No	Field Svcs. Bureau Central Crime Analyst District Crime Analysts District Commanders

Goal 2.0: PROBLEM SOLVING

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
2.1.5 Expand and publicize the Neighborhood Watch Programs. CALEA 45.2.2	1-2	Yes	Field Svcs. Bureau District Commanders Community Svcs. Section District Comm. Svcs. Officer
2.1.6 Re-institute and publicize "Operation ID". CALEA 45.2.2	1-2	Yes	Field Svcs. Bureau District Commanders Crime Prevention Section District Comm. Svcs. Officer
2.1.7 Train patrol officers in specific skill areas of investigations and innovative investigative techniques. CALEA 33.6.2	1-2	Yes	Training Investigative Svcs. Bureau
2.1.8 Develop and maintain a Community Services Section within each district. This section will coordinate community meetings and serve as a liaison. CALEA 45.2.1	Completed	No	Field Svcs. Bureau District Commanders
2.1.9 Implement a training program to educate resident managers and rental property owners. CALEA 33.7.1	2-3	No	District Comm. Svcs. Officer

Goal 2.0: PROBLEM SOLVING

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
2.1.10 Utilize foot, bicycle, and scooter patrols in highly congested or high crime areas. CALEA 14.1.18	Ongoing	Yes	District Commanders
2.1.11 Institute a "Take .10" program where beat officers will walk or arrange to meet with community members for a short period of time each day. CALEA 54.2.3	1-2	No	District Commanders
2.1.12 Offer training to officers stressing the value and the benefits of providing quality service. CALEA 33.5.1	1-2	Yes	Office of Comm. Policing Training

Goal 2.0: PROBLEM SOLVING

OBJECTIVE 2.2: REALLOCATE INDIVIDUAL AND UNIT WORKLOADS TO FACILITATE INNOVATION AND PROBLEM SOLVING OPPORTUNITIES.

Workload Analysis Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>2.2.1 Expand the TRU (Telephone Reporting Unit) criteria, and increase coverage to include weekends, by adding four civilian personnel. CALEA 82.1.3</p>	<p>1</p>	<p>Yes</p>	<p>Management Svcs. Bureau Records Division</p>
<p>2.2.2 Increase the number of ECC (Emergency Communications Center) call takers in order to conduct more in-depth interviews of callers and re-route calls to other agencies for non-police type calls. CALEA 16.6.1</p>	<p>1-3</p>	<p>Yes</p>	<p>Management Svcs. Bureau ECC Personnel</p>
<p>2.2.3 Provide a full-time supervisor and two assistant supervisors dedicated to TRU. CALEA 11.3.1</p>	<p>1-2</p>	<p>Yes</p>	<p>Management Svcs. Bureau Personnel</p>
<p>2.2.4 Develop civilian positions to relieve first responders from routine duties not requiring sworn personnel. CALEA 16.6.1, 33.7.2</p>	<p>1-2</p>	<p>Yes</p>	<p>Management Svcs. Bureau Field Svcs. Bureau Personnel</p>

Goal 2.0: PROBLEM SOLVING

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>2.2.5 Create an Arrest Processing and Transport Unit. Those positions not requiring sworn personnel should be staffed by civilian positions. CALEA 16.6.1</p>	2-3	Yes	Field Svcs. Bureau Management & Budget Department of Corrections
<p>2.2.6 Train a staff, to include sworn and civilian personnel, for the Arrest Processing and Transport Unit. CALEA 72.1.3, 74.3.2</p>	2-3	Yes	Field Svcs. Bureau Management Svcs. Bureau Personnel
<p>2.2.7 Evaluate the Arrest Processing and Transport Unit annually to determine staffing levels and whether they should be designated as civilian positions. CALEA 16.2.2, 16.6.2</p>	2-3	No	Office of Staff Inspections
<p>2.2.8 Identify a facility to house the Arrest Processing and Transport Unit. CALEA 72.2.1</p>	1-2	Yes	Field Svcs. Bureau Management Svcs. Bureau Management & Budget
<p>2.2.9 Create a unit S.O.P. for the Arrest Processing and Transport Unit. CALEA 11.1.4, 21.1.1, 72.1.1</p>	1-2	No	Field Svcs, Bureau Office of Staff Inspections

Goal 2.0: PROBLEM SOLVING

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>2.2.10 Develop a unit of measure (weighted workload) to create a formula used to adjust boundaries of districts and beats within the district. The unit of measure will be based on the time spent by first responders, per type of call. The formula will include time used as status time and a relief factor of 1.27 work years. CALEA 16.1.3, 16.2.9</p>	Completed	No	Workload Analysis Comm.
<p>2.2.11 Revise district lines using weighted workload units to equally distribute work among the five district stations. (Taking into consideration the geographical size and adjusting the workload on an annual basis.) CALEA 16.2.5</p>	1	Yes	Field Svcs. Bureau Management Svcs. Bureau
<p>2.2.12 Create beats within districts based on weighted workload unit, community boundaries, geographic size and accessibility. CALEA 16.2.5</p>	1	Yes	Field Svcs. Bureau Management Svcs. Bureau
<p>2.2.13 Develop a system of incorporating community groups in planned district and beat realignments. CALEA 16.2.3, 54.2.1, 54.2.3</p>	1-2	No	Field Svcs. Bureau Management Svcs. Bureau

Goal 2.0: PROBLEM SOLVING

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>2.2.14 Create a beat plan to achieve 35% of beat officers' discretionary time utilized toward community policing goals. CALEA 16.2.5</p>	1-2	Yes	Field Svcs. Bureau Management Svcs. Bureau
<p>2.2.15 Evaluate the need to create a mid-county district encompassing Rockville City and Gaithersburg City to allow balancing the workloads of the districts more strategically. This is subject to change depending upon workload shifts in the county. CALEA 16.2.3</p>	3-5	Yes	Field Svcs. Bureau Management Svcs. Bureau
<p>2.2.16 Develop a comprehensive, computerized data retrieval system to continuously evaluate the current workload of districts and beats. The system should aid in redrawing district and beat boundaries. Recalculate the number of required beats to maintain the standard of 35% discretionary community policing time on an annual basis. CALEA 16.1.5</p>	1-3	Yes	Field Svcs. Bureau Management Svcs. Bureau
<p>2.2.17 Adjust distribution of personnel and number of beats annually and reassess quarterly. CALEA 16.1.4, 16.2.10</p>	Ongoing	Yes	Field Svcs. Bureau Management Svcs. Bureau

Goal 2.0: PROBLEM SOLVING

OBJECTIVE 2.3: ESTABLISH A PERMANENT PLANNING UNIT TO SUPPORT AND FACILITATE CURRENT AND FUTURE DEPARTMENTAL PLANNING STRATEGIES.

Organizational Structure Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
2.3.1 Staff the Planning Unit with sufficient personnel who possess the array of expertise required to implement the various recommendations of the Steering Committee and attach same to the proposed Office of the Administrative Deputy Chief. CALEA 14.1.1, 14.1.4	1-3	Yes	Chief Management Svcs. Bureau Management & Budget Planning Personnel

Goal 2.0: PROBLEM SOLVING

OBJECTIVE 2.4: IDENTIFY CHANGES NEEDED TO EXISTING LAWS AND ORDINANCES AND PROPOSE NEW LEGISLATION TO FACILITATE COMMUNITY POLICING STRATEGIES.

Government Coordination, Legal and Legislative Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
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INCREASE PATROL OFFICER EFFECTIVENESS IN THE COMMUNITY.

<p>2.4.1 Make recommendations to reduce officer time spent in court by decriminalizing non-incarcerable traffic and parking citations; modify to civil citations. CALEA 4.1.1, 5.1.3</p>	1-5	No	<p>Management & Budget County Attorney State's Attorney's Office Planning State Legislature</p>
<p>2.4.2 Evaluate/explore the advantages of ending patrol officer involvement with prisoners at time of release to the proposed Arrest Processing Unit. CALEA 16.1.3, 16.1.4, 16.2.2</p>	1	No	<p>Field Svcs. Bureau Management Svcs. Bureau State's Attorney's Office Planning</p>
<p>2.4.3 Explore the advantages of expanding categories of offenses which may be charged by citation in lieu of physical arrest and make appropriate recommendations. CALEA 1.2.3</p>	1-5	No	<p>County Attorney State's Attorney's Office Management Svcs. Bureau Planning Field Svcs. Bureau</p>

Goal 2.0: PROBLEM SOLVING

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
INCREASE EFFECTIVE USE OF PATROL OFFICERS' TIME IN THE COMMUNITY.			
<p>2.4.4 Minimize the impact of non-police calls on patrol officers by proper and timely referral and response by other agencies. CALEA 4.1.5</p>	Ongoing	No	Departmental Liaison Comm Field Svcs. Bureau Management Svcs. Bureau ECC Planning
<p>2.4.5 Continue communication between police, school system, and public agencies dealing with juveniles including, but not limited to, the Juvenile Services Administration. CALEA 44.1.5</p>	Ongoing	No	Departmental Liaison Comm Investigative Svcs. Bureau Youth Svcs. Inves. Div. Juvenile Svcs. Admin. Field Svcs. Bureau Planning
<p>2.4.6 Explore the feasibility of charging juveniles as adults for certain crimes such as felony drug and weapons charges. CALEA 44.2.4</p>	1-5	No	Management Svcs. Bureau State's Attorney's Office Juvenile Svcs. Admin. Planning
<p>2.4.7 Improve understanding and application of the Montgomery County Code by patrol officers to solve community problems.</p>	1-2	No	Field Svcs. Bureau Training Departmental Liaison Comm District Commanders
<p>2.4.8 Increase patrol officers' awareness of their role as an "early warning system" for potential community problems. CALEA 54.2.8</p>	1-2	No	Field Svcs. Bureau Training Departmental Liaison Comm District Commanders

Goal 2.0: PROBLEM SOLVING

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
PROVIDE QUICKER ACCESS TO LEGISLATIVE INFORMATION THROUGH BETTER DEPARTMENTAL PARTICIPATION IN THE LEGISLATIVE PROCESS AND BETTER COORDINATION OF GOVERNMENTAL ACTIVITIES.			
2.4.9 Designate and maintain a single departmental Government Affairs Coordinator.	Completed	Yes	Chief Office of Labor Relations
2.4.10 Update the Office of Intergovernmental Relations continuously regarding police legislative interests and needs.	1	No	Chief Office of Labor Relations
PROVIDE BETTER COMMUNITY SERVICES AND ACCESS TO ADDITIONAL SOURCES OF FUNDING THROUGH SELF-FUNDING SOURCES.			
2.4.11 Establish a single coordinator within the Planning and Policy Management Section to coordinate grants and outside funds. This person may be non-sworn or a contractor.	1	Yes	Management Svcs. Bureau Personnel Management & Budget
2.4.12 Undertake an evaluation of potential resources to determine availability and accessibility of sources of funds.	Ongoing	No	Management Svcs. Bureau Management & Budget
2.4.13 Develop and propose internal guidelines regarding solicitation and distribution of funding within the department.	1-2	No	Management & Budget Chief Bureau Chiefs District/Division Commanders
2.4.14 Establish a Police Foundation.	1-2	Yes	Chief Office of Comm. Policing Management & Budget County Attorney's Office

Goal 3.0: ACCOUNTABILITY

OBJECTIVE 3.1: ESTABLISH A MANAGEMENT STRUCTURE CONSISTENT WITH THE MISSION OF COMMUNITY POLICING.

Organizational Structure Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
3.1.1 Expand the department's management philosophy to provide for accountability and commensurate responsibility within the philosophy of community policing. CALEA 11.1.1	Completed	No	Chief Field Svcs. Bureau Management Svcs. Bureau Investigative Svcs. Bureau Planning
3.1.2 Review and redefine the responsibilities, roles, and expectations for each sworn rank and civilian position in a context that will enhance the accomplishment of the community policing mission. CALEA 11.1.4	1	No	Office of Comm. Policing Management Svcs. Bureau Investigative Svcs. Bureau Field Svcs. Bureau Personnel

Goal 3.0: ACCOUNTABILITY

OBJECTIVE 3.2: DEVELOP AND ENCOURAGE A MANAGEMENT STRUCTURE OF OPEN COMMUNICATION AT ALL LEVELS OF THE DEPARTMENT.

Employee Development Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
3.2.1 Create a policy wherein all supervisors are directed to hold frequent, regular meetings with all subordinates. CALEA 12.1.6	.5	No	Chief Field Svcs. Bureau Management Svcs. Bureau Investigative Svcs. Bureau
3.2.2 Encourage all employees to keep communications channels as informal as practicable.	1	No	Chief Bureau Chiefs
3.2.3 Ensure that news releases which deal with personnel issues and departmental policy are disseminated to the department prior to press release. CALEA 54.1.4	.5	No	Chief Media Services
3.2.4 Make better use of the video capability of the department for training and reinforcement of policy changes. CALEA 33.5.2	1	Yes	Training Office of Staff Inspections Planning

Goal 3.0: ACCOUNTABILITY

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>3.2.5 Continue regular publication of periodic newsletters and bulletins to keep employees informed about current personnel matters and policy discussions. CALEA 12.2.2</p>	<p>Ongoing</p>	<p>Yes</p>	<p>Media Services Office of Comm. Policing</p>
<p>3.2.6 Institute a firm policy which ensures that all communications reach their destination.</p>	<p>Ongoing</p>	<p>No</p>	<p>Chief Bureau Chiefs</p>

Goal 3.0: ACCOUNTABILITY

OBJECTIVE 3.3: DEVELOP A PERSONNEL APPRAISAL SYSTEM WITHIN THE DEPARTMENT CONSISTENT WITH THE MISSION OF COMMUNITY POLICING.

Employee Development Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
3.3.1 Develop a fair, user-friendly evaluation form with numerical scoring in each work category. CALEA 35.1.1, 35.1.3	1	No	Management Svcs. Bureau Personnel
3.3.2 Tie the revised performance appraisal to the promotional system. CALEA 35.2.3	1	No	Management Svcs. Bureau Personnel
3.3.3 Include the following factors in the performance appraisal form: <ul style="list-style-type: none"> • future work plan • employee career goals • training/temporary assignments • problem solving skills • commitment to the community CALEA 23.3.9, 35.3.2	1	No	Management Svcs. Bureau Personnel

Goal 3.0: ACCOUNTABILITY

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>3.3.4 Develop an improved, uniform, fair, and legal supervisor's log for use by all supervisors. CALEA 23.3.1, 35.1.4, 35.3.3</p>	.5	No	Office of Labor Relations
<p>3.3.5 Develop a rater's guide for supervisors, concurrent with the new forms. CALEA 35.1.2</p>	1	No	Personnel Office of Labor Relations
<p>3.3.6 Ensure that evaluation forms are consistent from unit to unit. CALEA 35.1.2, 35.1.7</p>	1	No	Personnel Office of Labor Relations Office of Staff Inspections
<p>3.3.7 Implement a policy to ensure that the Executive Staff review supervisors' logs quarterly for fairness and compliance with departmental standards.</p>	Immediate	No	Bureau Chiefs Office of Labor Relations Office of Staff Inspections

Goal 3.0: ACCOUNTABILITY

OBJECTIVE 3.4: DEVELOP A PROCESS WHEREBY THE COMMUNITY SHARES RESPONSIBILITY FOR THE RESOLUTION OF PROBLEMS WITHIN THEIR COMMUNITIES.

Operations Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
3.4.1 Increase the authorized strength of the police department based on annual review of workload and beat analysis. CALEA 17.1.5	1-5	Yes	Chief Management Svcs. Bureau Field Svcs. Bureau Investigative Svcs. Bureau Management & Budget
3.4.2 Implement permanent beat assignments for officers. CALEA 41.1.7, 41.1.8	Completed	No	Field Svcs. Bureau District Commanders
3.4.3 Encourage acceptance of community policing philosophy by officers and community members through training and education. CALEA 45.2.4	Ongoing	Yes	Training Office of Comm. Policing
3.4.4 Encourage the practice of non-traditional policing techniques by utilizing problem oriented policing procedures. CALEA 1.1.1	Ongoing	No	Field Svcs. Bureau District Commanders Office of Comm. Policing

Goal 3.0: ACCOUNTABILITY

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
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<p>3.4.5 Educate other government agencies, private agencies, and the general public about the benefits of community policing and working together in cooperative partnerships. CALEA 4.1.1, 4.1.2, 54.2.3</p>	<p>Ongoing</p>	<p>No</p>	<p>Office of Comm. Policing</p>
<p>3.4.6 Whenever feasible, open additional auxiliary police facilities in high crime areas. (Also identified under <i>Partnership 4.1.28.</i>) CALEA 16.1.3, 16.2.5</p>	<p>Ongoing</p>	<p>Yes</p>	<p>Field Svcs. Bureau Planning District Commanders H.O.C. Organizational Str. Comm.</p>

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
4 1 5 Conduct a job task analysis to evaluate the need for an information and referral specialist in the police department (to become part of an I&H team with designated I&R specialists in each agency). CALEA 4.5.1	1	Yes	Management & Budget Personnel Departmental Liaison Comm
4 1 6 Develop a network of points of contact in each department to achieve better coordination and identification of joint problems and strategies. CALEA 4.1.5	Completed	No	Chief Administrative Officer Department Heads Departmental Liaison Comm
4 1 7 Involve neighborhood groups in problem solving techniques. Define the community's role and responsibilities under the community policing philosophy. CALEA 45.2.1, 45.2.2	Ongoing	No	Office of Comm. Policing Field Svcs. Bureau District Commanders District Comm. Svcs. Officer
4 1 8 Study multi-lingual issues related to improved information and referral procedures. CALEA 45.1.4	Ongoing	No	Office of Comm. Policing Community Diversity Comm. Training
4 1.9 Provide fingerprint training for other county agencies to handle fingerprinting of their employees.	1	No	Volunteer Services

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
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MAXIMIZE COMMUNICATION AND COORDINATION WITH OTHER AGENCIES TO HELP ERADICATE CONDITIONS BREEDING CRIMINAL ACTIVITY.

4.1.10	Inform the County Council of goals and objectives of community policing.	Ongoing	No	Chief Office of Comm. Policing
4.1.11	Evaluate the possible use and role of other departments and facilities in community policing. CALEA 4.1.5	Ongoing	No	Office of Comm. Policing Departmental Liaison Comm District Commanders
4.1.12	Train the personnel of other County departments and local governments to recognize public safety concerns and report criminal behavior.	2	Yes	Office of Comm. Policing Departmental Liaison Comm
4.1.13	Train police personnel to recognize and report civil code violations and behaviors to appropriate departments and local governments. CALEA 4.1.5	2	Yes	Training Departmental Liaison Comm ^Office of Comm. Policing
4.1.14	Expand resource sharing with departments and local governments where feasible.	Ongoing	No	County Executive's Office Office of Comm. Policing County OMB Departmental Liaison Comm

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>4.1.15 Develop methods for communicating major neighborhood issues to the appropriate primary agency. CALEA 54.2.1,54.2.3</p>	Ongoing	No	Field Svcs. Bureau Management Svcs. Bureau Investigative Svcs. Bureau Office of Comm. Policing Departmental Liaison Comm
<p>4.1.16 Utilize the inter-departmental liaison members and agencies for problem solving efforts.</p>	Ongoing	No	Office of Comm. Policing Departmental Liaison Comm
<p>MAXIMIZE COMMUNICATION WITH AGENCIES THAT RESPOND TO PERSONS WHO CAUSE OR ARE AFFECTED BY ACTIVITY WHICH HAS A NEGATIVE IMPACT ON THE COMMUNITY.</p>			
<p>4.1.17 Identify, list, and establish liaison with social service providers, and government centers. CALEA 4.1.5</p>	1-2	No	Office of Comm. Policing Departmental Liaison Comm
<p>4.1.18 Identify, list, and establish liaison with public service providers (utilities, etc.)</p>	1-2	No	Utility Companies Office of Comm. Policing
<p>4.1.19 Evaluate possible rotation of employees through key public and social service agencies.</p>	2	Yes	Utility Companies Social Service Agencies Office of Comm. Policing
<p>4.1.20 Reevaluate the system for dealing with people or groups who cause chronic problems at the beat level, and develop useful procedures to resolve such problems. CALEA 45.2.1,54.2.9</p>	1-2	No	Field Svcs. Bureau District Commanders Civic Groups Chambers of Commerce

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>MAXIMIZE COMMUNICATION AND COORDINATION WITH NEIGHBORHOODS, COMMUNITY ORGANIZATIONS, BUSINESSES, AND PRIVATE SECURITY REPRESENTATIVES.</p>			
<p>4.1.21 Improve methods for the community or community organizations to effectively communicate problems to the appropriate police agency. CALEA 54.2.3</p>	1	No	<p>Public Information Office Media Committee Office of Comm. Policing Media Services Community Svcs. Section</p>
<p>4.1.22 Improve methods to actively monitor those community concerns not generally brought to the attention of the police. CALEA 54.2.9</p>	Ongoing	No	<p>Beat Officers Field Svcs. Bureau Investigative Svcs. Bureau Management Svcs. Bureau Community Svcs. Section</p>
<p>4.1.23 Improve methods for communicating information, concerns, responses, etc. from the police to other government agencies or targeted neighborhoods or neighborhood organizations. CALEA 45.2.1, 54.2.6</p>	1-3	No	<p>Field Svcs. Bureau District Commanders Beat Officers Office of Comm. Policing Community Svcs. Section</p>
<p>4.1.24 Develop alternative mediation methods for community problem solving.</p>	3-5	No	<p>State's Attorney's Office Office of Comm. Policing Field Svcs. Bureau Investigative Svcs. Bureau Community Diversity Comm</p>

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
4.1.25 Analyze feasibility of establishing a Police Athletic League as a test project.	2-3	Yes	Recreation Department Management Svcs. Bureau Training Police Explorers
4.1.26 Identify neighborhood and community resources and develop programs around this existing infrastructure. CALEA 45.2.1, 45.2.2, 54.2.3	1-2	No	Office of Comm. Policing Departmental Liaison Comm Volunteer Services District Commanders
4.1.27 Study the issues surrounding the use of private security where appropriate.	2	No	Police Legal Advisor Field Svcs. Bureau Investigative Svcs. Bureau Private Security Industry Private Communities County Attorney
4.1.28 Analyze the feasibility of additional auxiliary police facilities. (Also identified under <i>Accountability 3.4.6.</i>) CALEA 16.2.5	1-5	No	Field Svcs. Bureau Planning District Commanders H.O.C. Organizational Str. Comm.

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>4.1.29 Encourage the formation of neighborhood/business watches, patrols, and/or block captains. CALEA 45.2.2, 54.2.3</p>	1-3	No	<p>Field Svcs. Bureau Beat Officers Community Organizations Community Svcs. Section Chambers of Commerce</p>
<p>4.1.30 Develop methods of implementing empowerment for citizens, neighborhoods, communities, and community organizations. CALEA 54.2.3</p>	1	No	<p>Field Svcs. Bureau Beat Officers Community Organizations Community Svcs. Section Chambers of Commerce</p>
<p>4.1.31 Develop methods for objective evaluation of community policing programs as related to neighborhoods and communities. CALEA 54.2.8</p>	1	No	<p>Field Svcs. Bureau Beat Officers Community Organizations Community Svcs. Section Office of Comm. Policing</p>
<p>4.1.32 Develop a problem solving guide for citizens that allows for quick identification of services and resources, to include municipal, state, and park resources. Include key word index to improve user's ability to identify the correct resource. Distribute through real estate companies, public schools, etc. (Also identified under <i>Empowerment 1.3.12.</i>) CALEA 4.1.5</p>	.5	Yes	<p>Office of Comm. Policing Volunteer Services</p>

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>MAXIMIZE COMMUNICATION AND COORDINATION WITH THE CRIMINAL JUSTICE SYSTEM AND OTHER LAW ENFORCEMENT AGENCIES.</p>			
<p>4.1.33 Review memorandums of understanding with police agencies operating in Montgomery County to maximize flexibility with the ultimate goal of improving service to the citizens of Montgomery County. CALEA 2.1.2, 2.1.4, 4.1.2</p>	1	No	Planning
<p>4.1.34 Continue regular quarterly meetings of senior field services staff of all law enforcement agencies within the county to maximize communication and improve coordination of services. CALEA 4.1.2</p>	Ongoing	No	Chief
<p>4.1.35 Encourage formation of inter-agency operations to facilitate community policing strategies and provide training when necessary. CALEA 4.1.2</p>	1-3	Yes	Chief Office of Comm. Policing
<p>4.1.36 Encourage the development of alternative criminal justice system responses for low priority cases. CALEA 4.1.4, 5.1.3</p>	1-5	No	State's Attorney's Office Office of Comm. Policing Field Svcs. Bureau investigative Svcs. Bureau Community Diversity Comm.

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>4.1.37 Conduct periodic seminars for law enforcement officers and citizens on information resources and problem solving techniques.</p>	Ongoing	No	Office of Comm. Policing
<p>4.1.38 Continue quarterly meetings between court administrators and law enforcement agency representatives to inform courts of goals and activities of community policing and to develop strategies to maximize the efficiency of law enforcement and court resources. CALEA 4.1.1, 4.1.2, 5.1.2</p>	Ongoing	No	Chief Office of Comm. Policing
<p>4.1.39 Expand quarterly meetings among law enforcement agencies to maximize coordination on juvenile issues. Include Juvenile Court, Juvenile Services Administration, and the school administration. CALEA 4.1,4, 4.2.1</p>	Ongoing	No	Chief Investigative Svcs. Bureau Youth Svcs. Inves. Div.
<p>4.1.40 Assure that statistical and computer information systems allow for exchange of information among all criminal justice agencies within the county. CALEA 13.1.1</p>	2-5	Yes	Management Svcs. Bureau Management & Budget Technology Committee

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
4.1.41 Have Pre-Trial Services Unit, Pre-Release Center, and Detention Center inform appropriate police agencies of the release of arrestees/offenders. Continue a liaison between the Department of Corrections and police, agencies. CALEA 5.1.4	1-3	No	Field Svcs. Bureau Investigative Svcs. Bureau Departmental Liaison Comm

Goal 4.0: PARTNERSHIP

OBJECTIVE 4.2: RECOGNIZE AND ENSURE THAT OUR DIVERSE CULTURAL, SOCIAL, AND ECONOMIC COMMUNITIES ARE ACTIVE PARTICIPANTS WITHIN THIS PARTNERSHIP.

Advisory Committee for Community Diversity Objective

To better meet the department's commitment to serving all segments of our diverse community, the Advisory Committee for Community Diversity was established to represent the diverse needs and issues of the various minority communities within the county, as they directly relate to the Department of Police. This committee serves in an advisory capacity to the Community Policing Steering Committee and the Chief of Police. The committee will refer to the Community Policing Steering Committee those issues of importance which can best be addressed within the framework of the community policing philosophy.

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
4.2.1 Identify and provide training for all personnel to enable them to better understand, respect, and appreciate the many diverse cultures within the community. CALEA 54.2.3	1-2	Yes	Office of Comm. Policing Training
4.2.2 Increase the involvement of the various diverse cultures within the county in an effort to identify and resolve those significant issues which impact public safety. CALEA 54.2.1	Ongoing	No	Office of Comm. Policing

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Goal 4.0: PARTNERSHIP

OBJECTIVE 4.3: DEVELOP A PROCESS FOR THE IDENTIFICATION OF ALTERNATIVE SERVICE DELIVERY WHERE APPROPRIATE.

Workload Analysis Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONS&IUTY
<p>4.3.1 Provide training on interviewing techniques and the enhanced TRU (Telephone Reporting Unit) criteria to ECC (Emergency Communications Center) and TRU personnel within thirty days of inception. CALEA 33.6.3</p>	<p>1</p>	<p>Yes</p>	<p>Management Svcs. Bureau Records Division</p>
<p>4.3.2 Create a pilot program in TRU that generates reports automatically by computer; this would evaluate the benefit to other units in the department</p>	<p>1-2</p>	<p>Yes</p>	<p>Management Svcs. Bureau Records Division</p>
<p>4.3.3 Develop operational guidelines for TRU, ECC, patrol, and crime analysts to ensure that relevant report data is distributed in an expeditious manner. CALEA 82.1.8</p>	<p>1-2</p>	<p>No</p>	<p>Field Svcs. Bureau Management Svcs. Bureau Investigative Svcs. Bureau Management & Budget Records Division ECC Planning</p>

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>4.3.4 Review current TRU criteria to include just occurred calls, calls with limited suspect information, and larcenies regardless of dollar amount. Investigate the possibility of including threatening and annoying phone calls. CALEA 11.1.4</p>	1	No	<p>Management Svcs. Bureau Records Division TRU Planning Investigative Svcs. Bureau Field Svcs. Bureau</p>
<p>4.3.5 Evaluate existing criteria for response to calls for service.</p>	.5	No	Field Svcs. Bureau
<p>4.3.6 Provide more efficient use of police time by elimination and re-routing of non-emergency calls for service to appropriate government agencies. CALEA 4.1.5</p>	1-3	No	<p>Departmental Liaison Comm Management Svcs. Bureau ECC Planning</p>
<p>4.3.7 Provide ECC personnel with training on making referrals to other agencies and deferrals on non-police calls for service. CALEA 4.1.5, 33.6.3</p>	1	No	<p>Management Svcs. Bureau ECC Departmental Liaison Comm Training</p>
<p>4.3.8 Expand current ECC telephone system to handle voice message capabilities and add trunk lines to provide more expeditious service to callers.</p>	1-3	Yes	<p>Management Svcs. Bureau ECC Management & Budget</p>

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
4.3.9 Coordinate with government agencies and empower them to respond to and handle calls for service of non-police calls.	Ongoing	No	County Executive's Office Chief Administrative Officer
4.3.10 Revise current ECC unit S.O.P., to allow ECC personnel the discretion to defer or refer to other government agencies, non-police calls for service. CALEA 21.1.2	1	No	Management Svcs. Bureau ECC Planning
4.3.11 Continue to expand and update the list of government agencies to be used for referral of callers for non-police calls for service...	Ongoing	No	Office of Comm. Policing Management Svcs. Bureau Volunteer Services
4.3.12 Review current department policy referring to property damage accident investigation, to eliminate the requirement of writing non-personal injury accidents.	1-2	No	Chief Management Svcs. Bureau Field Svcs. Bureau Planning

Goal 4.0: PARTNERSHIP

OBJECTIVE 4.4: ESTABLISH ADAPTABLE STRATEGIES FOR RESPONDING TO COMMUNITY CONCERNS.

Operations Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
4.4.1 Conduct interviews with representatives from various community groups. CALEA 54.2.1	Ongoing	No	District Commanders Community Svcs. Section
4.4.2 Attend community meetings and solicit views on problems, priorities, and solutions^ CALEA 54.2.9	Ongoing	No	District Commanders Community Svcs. Section
4.4.3 Hold department sponsored community meetings and present what the department can offer; solicit views on problems and priorities. CALEA 54.2.9	Ongoing	No	District Commanders Community Svcs. Section
4.4.4 Solicit community input into police operations that will directly relate to and affect community policing goals and objectives. CALEA 54.2.10	Ongoing	No	District Commanders Community Svcs. Section

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>4.4.5 Establish an advisory board comprised of members from various communities and groups along with members of district stations who will work together to evaluate and develop strategies and programs. CALEA 54.2.9</p>	Completed	No	District Commanders
<p>4.4.6 Develop departmental and community education programs to increase citizen participation in community policing. CALEA 33.7.1</p>	Ongoing	No	District Commanders Office of Comm. Policing
<p>4.4.7 Establish a liaison with the business community in each area. CALEA 54.2.9</p>	Ongoing	No	District Commanders
<p>4.4.8 Define the boundaries of communities within districts. CALEA 54.2.10</p>	Completed	No	District Commanders
<p>4.4.9 Identify or appoint spokespersons from the defined communities who can be consulted on occurrences and needs in the communities. CALEA 54.2.3</p>	1	No	District Commanders

Goal 4.0: PARTNERSHIP

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
4.4.10 Identify the needs and concerns of the community. CALEA 54.2.9	Ongoing	No	District Commanders
4.4.11 analyze concerns by the communities. CALEA 54.2.9	Ongoing	No	District Crime Analysts Community Svcs. Section
4.4.12 Identify specific strategies to deal with specific crime problems. CALEA 54.2.8	Ongoing	No	District Commanders
4.4.13 Revise strategies as required. CALEA 54.2.7	Ongoing	No	District Commanders

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

OBJECTIVE 5.1: DEVELOP A LEADERSHIP AND COMMAND PHILOSOPHY CONDUCTIVE TO AND SUPPORTIVE OF ALL GOALS AND OBJECTIVES OF THE ORGANIZATION.

Employee Development Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
<p>5.1.1 Establish mandatory management classes which deal with the following topics:</p> <ul style="list-style-type: none"> • Employee Empowerment • Active Listening • Risk Taking • Sensitivity <p>CALEA 23.3.5, 33.5.4, 33.6.2</p>	1	Yes	Training
<p>5.1.2 Ensure that accountability is demonstrated at all levels of the department.</p> <p>CALEA 11.4.1, 11.4.2, 12.1.3</p>	Immediate	No	Chief
<p>5.1.3 Stress through training, example, and reinforcing statements, that all employees are valued and appreciated for their contribution to the department's mission.</p> <p>CALEA 1.1.5</p>	Immediate	No	Chief Bureau Chiefs

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSISIUTY
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5.1.4 Establish a mechanism to ensure that channels exist for the free flow of suggestions, ideas, and constructive criticisms from employees at all levels. CALEA 1.1.2

Completed

No

Chief
Bureau Chiefs
Unit Commanders

5.1.5 Demonstrate, by example, that employees offering constructive criticism to their supervisors will suffer no retribution.

Immediate

No

Chief
Bureau Chiefs
Unit Commanders

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

OBJECTIVE 5.2: DEFINE THE ORGANIZATIONAL STRUCTURE NECESSARY FOR IMPLEMENTING COMMUNITY POLICING.

Organizational Structure Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
5.2.1 Revise the current departmental directive to detail the organizational lines of command commensurate with the agreed upon organizational philosophy. CALEA 11.1.2	1	No	Chief Management & Budget Planning
5.2.2 Conduct a job task analysis to evaluate the need for an additional deputy chief's position in order to divide the department into an operational and an administrative side. (Also identified under <i>Empowerment 1.5.8.</i>) CALEA 11.1.3	1-3	Yes	Chief Management & Budget Planning Personnel
5.2.3 Attach the Office of Internal Affairs, Stress Management, and Staff Inspections to the proposed Administrative Deputy Chiefs Office. CALEA 11.2.2	1-3	Yes	Chief
5.2.4 Evaluate the staffing of the Personnel Section to adequately handle the increased responsibilities required by community policing recommendations.	1-3	Yes	Management Svcs. Bureau Personnel

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
5.2.9 Conduct a job task analysis to evaluate the need for a captain's position to head the Training Division while retaining the current lieutenant's position as a deputy. CALEA 16.1.6, 16.2.1, 16.3.1, 21.1.2	1-3	Yes	Management Svcs. Bureau Personnel Management & Budget
5.2.10 Create an Administrative Services Division as displayed in the organizational chart attached to the Organizational Structure Committee report, and conduct a job task analysis to evaluate the need for a captain's position to head this function. CALEA 16.1.6, 16.2.1, 16.3.1, 21.1.2	1-3	Yes	Management Svcs. Bureau Personnel Management & Budget
5.2.11 Conduct a job task analysis to evaluate the need for a lieutenant's position to head the Fraud Section. CALEA 16.1.6, 16.2.1, 16.3.1, 21.1.2	1-3	Yes	Investigative Svcs. Bureau Personnel Management & Budget
5.2.12 Conduct a job task analysis to evaluate the need for a captain's position to head the Youth Services Investigative Division. CALEA 16.1.6, 16.2.1, 16.3.1, 21.1.2	1-3	Yes	Investigative Svcs. Bureau Personnel Management & Budget

Goal 5.0: ANNUAL DEVELOPMENT

OBJECTIVE 5.3: IDENTIFY AND PROVIDE TRAINING FOR ALL OFFICERS AND THE COMMUNITY TO ENABLE THEM TO IDENTIFY, IMPLEMENT, AND ADAPT TO COMMUNITY POLICING. Recruiting and Training Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
5.3.1 Provide training for sworn officers. Provide <i>Community Policing</i> training	1	Yes	Training Office of Comm. Policing District Commanders
5.3.2 Provide <i>Problem Oriented Policing (POP)</i> training (using the SARA Model).	Completed	Yes	Field Svcs. Bureau Office of Comm. Policing
5.3.3 Provide <i>Community Policing</i> training to Police Officer Candidates during Entry Level Training. CALEA 33.4.4	Ongoing	No	Training Office of Comm. Policing
5.3.4 Train managers, supervisors, and officers in their new roles. CALEA 33.6.2, 33.6.3	2-5	Yes	Training Office of Comm. Policing
5.3.5 Provide <i>Total Quality Management</i> training. CALEA 33.5.4	2-5	Yes	Training Office of Comm. Policing
5.3.6 Provide <i>Empowering Employees and the Community</i> training. CALEA 33.5.4	2-5	Yes	Training Office of Comm. Policing

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
5.3.15 Provide <i>Effective Business Writing and Public Speaking</i> training. CALEA 33.5.4	2-5	Yes	Training
5.3.16 Provide <i>Conflict Resolution through Effective Communications</i> training. CALEA 33.5.4	2-5	Yes	Training
5.3.17 Provide <i>Holding Effective Meetings</i> training. CALEA 33.5.4	2-5	Yes	Training
5.3.18 Provide <i>Organizational Development and Change</i> training. CALEA 33.5.4	2-5	Yes	Training
5.3.19 Provide <i>Performance Planning and Appraisal</i> training. CALEA 33.5.4	1-5	Yes	Training
5.3.20 Provide <i>County Demographics: Cultural Diversity</i> training. CALEA 33.5.4	1-5	Yes	Training Office of Comm. Policing

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
5.3.21 Provide <i>The Impact of ADA on Managing in Today's Environment</i> training. CALEA 33.5.4	2-5	Yes	Training
5.3.22 Provide <i>Communicating Services Across Cultural Lines</i> training. CALEA 33.5.4	2-5	Yes	Training Office of Comm. Policing
5.3.23 Provide <i>County Government Structure and Resources</i> training. CALEA 33.4.4	2-5	Yes	Training
Provide training for all civilian employees.			
5.3.24 Provide <i>Police Orientation</i> training. CALEA 33.5.1,33.7.1,33.7.3	1	Yes	Training Office of Comm. Policing
5.3.25 Provide <i>Community Policing</i> training.	1	Yes	Training Office of Comm. Policing
5.3.26 Provide <i>Conflict Resolution through Effective Communication</i> training.	2-5	Yes	Training
5.3.27 Provide <i>Cultural Diversity Training</i> .	2-5	Yes	Training

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
5.3.28 Provide <i>Basic Law</i> Training.	2-5	Yes	Training
5.3.29 Provide <i>Department/County Government Structure and Resources</i> training. CALEA 33.7.1, 33.5.5	2-5	Yes	Training
5.3.30 Provide <i>Stress Management</i> training.	2-5	Yes	Training
5.3.31 Provide <i>Alcohol/Drug Abuse in the Workplace</i> training. CALEA 33.5.5, 33.7.1	2-5	Yes	Training
5.3.32 Provide <i>Sexual Harassment in the Workplace</i> training. CALEA 33.5.5, 33.7.1	2-5	Yes	Training
5.3.33 Provide <i>Ethics</i> training. CALEA 33.5.5, 33.7.1	2-5	Yes	Training
5.3.34 Provide <i>First Aid and Safety in the Workplace</i> training.	2-5	Yes	Training
5.3.35 Provide <i>Total Quality Management</i> training to managers.	2-5	Yes	Training Office of Comm. Policing

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
5.3.36 Provide <i>Team Building</i> training to managers.	2-5	Yes	Training
5.3.37 Provide <i>Performance Planning and Appraisal</i> training to managers.	2-5	Yes	Training
5.3.38 Provide <i>The Impact of ADA</i> training to managers.	2-5	Yes	Training
5.3.39 Provide <i>Effective Counselling</i> training to managers.	2-5	Yes	Training
5.3.40 Provide <i>Sensitivity/Interpersonal Skills</i> training to managers.	2-5	Yes	Training
5.3.41 Provide <i>Managing the Difficult Employee</i> training to managers.	2-5	Yes	Training
Provide Training for the Community			
5.3.42 Provide training for the community via a formalized 50-60 hour program spanning several weeks and targeting interested segments of the population.	2-5	Yes	Training Office of Comm. Policing

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

OBJECTIVE 5.4: DEVELOP AN ENVIRONMENT WHERE CREATIVITY, INNOVATIVE THOUGHT, RISK TAKING, AND COMMUNICATION ARE ENCOURAGED AND REWARDED, SO AS TO IMPROVE THE QUALITY OF WORK LIFE FOR ALL EMPLOYEES. Employee Development Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
5.4.1 Create non-monetary rewards and devices (ribbons, pins, etc.) for employee recognition. CALEA 26.1.3	.5	Yes	Employee Devel. Committee Management Svcs. Bureau Management & Budget
5.4.2 Create group awards which would recognize outstanding efforts of teams rather than individuals.	.5	No	Employee Devel. Committee Management Svcs. Bureau Management & Budget
5.4.3 Encourage supervisors and managers to nominate employees more often for mini-awards of cash or annual leave. CALEA 26.1.3	.5	Yes	Chief Bureau Chiefs

Goal 5.0: ORGANIZATIONAL DEVELOPMENT

OBJECTIVE 5.5: ALLOW MEMBERS GREATER PARTICIPATION IN DEVELOPING POLICIES AND PROCEDURES WHICH WILL AFFECT THEM IN THEIR WORK.

Employee Development Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
5.5.1 Expand affected employee participation in development of policies and procedures.	1	No	Management Svcs. Bureau Management & Budget
5.5.2 Issue a policy statement which acknowledges that employees should have major input in decisions affecting their jobs, whenever possible, in their areas of responsibility.	Immediate	No	Chief

TECHNOLOGY DEVELOPMENT

OBJECTIVE 1: IDENTIFY CURRENT AND EMERGING EQUIPMENT AND TECHNOLOGICAL NEEDS OF THE DEPARTMENTS VARIOUS FUNCTIONAL ENTITIES.

Technology Development Committee Objective

The use of modern equipment and technology is paramount to the successful delivery of services in any organization. In order to ensure a thorough and complete review of the equipment and technology utilized by the members of our department, the Technology Development Committee was established. The Technology Development Committee was responsible for the identification, evaluation, and recommendation of equipment and technology that would enhance the ability of the department to implement community policing, improve the delivery of current services to the community, and enhance the safety of police personnel. The following section outlines this committee's objectives and strategies for technology development.

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.1 Identify, evaluate, and recommend current and emerging equipment and technology that provides police department employees with productivity enhancing tools.	Ongoing	Yes	Management Svcs. Bureau Technology Committee Management & Budget DIST
1.2 Identify, evaluate, and recommend current and emerging equipment and technology that enhances and improves the delivery of current services to the community.	Ongoing	Yes	Management Svcs. Bureau Technology Committee Management & Budget DIST

TECHNOLOGY DEVELOPMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
1.3 Identify, evaluate, and recommend current and emerging equipment and technology that enhances the overall safety and welfare of the police employee and community members.	2	Yes	Management Svcs. Bureau Management & Budget Technology Committee DIST
1.4 Identify, recommend, and implement those pilot projects that will serve as the basis for the department's equipment and technology enhancement efforts.	.5	Yes	Management Svcs. Bureau Management & Budget Technology Committee DIST
1.5 Develop a comprehensive plan to ensure a systematic approach is employed for equipment and technology acquisition. CALEA 17.1.4, 17.1.5	2	No	Management Svcs. Bureau Management & Budget Technology Committee DIST
1.6 Develop acquisition timetables for equipment and technology recommendations to coincide with the county's budgetary process.	2	No	Management Svcs. Bureau Management & Budget Technology Committee DIST
1.7 Respond to identified equipment and technology concerns of the other subcommittees and those specifically tasked by the Steering Committee.	2	No	Management & Budget Technology Committee

TECHNOLOGY DEVELOPMENT

OBJECTIVE 2: ANALYZE ALL CURRENT INFORMATIONAL COMPUTER DATA SYSTEMS.

Technology Development Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
2.1 Identify and examine all existing data systems currently on-line within the criminal justice system and ensure their integration. CALEA 13.1.1	.5	No	Management & Budget Technology Committee
2.2 Identify and examine all anticipated mandated reporting systems currently under development at the State and Federal level.	.5	No	Management & Budget Technology Committee
2.3 Identify and examine all existing software programs currently under development and ensure their integration and compatability with overall department information management.	2	No	Management Svcs. Bureau Management & Budget Technology Committee
2.4 Identify and examine relevant software programs not currently utilized that would enhance our community policing efforts.	2	No	Management Svcs. Bureau Management & Budget Technology Committee

TECHNOLOGY DEVELOPMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
2.5 Identify, develop, or recommend software enhancements that would ensure and improve statistical analysis, information availability, and evaluation of community policing. CALEA 13.1.1	2	No	Office of Comm. Policing Management & Budget Technology Committee DIST
2.6 Identify, recommend, and implement those pilot projects that will serve as a basis for the department's equipment and technology enhancement efforts.	3	Yes	Management Svcs. Bureau Management & Budget Office of Comm. Policing Technology Committee DIST
2.7 Identify a methodology to ensure that a systematic integration of all informational systems is developed that will facilitate our community policing efforts.	2	No	Management Svcs. Bureau Management & Budget Office of Comm. Policing Technology Committee DIST

TECHNOLOGY DEVELOPMENT

OBJECTIVE 3: ANALYZE AND EVALUATE ALL EXISTING PUBLIC SAFETY COMMUNICATIONS SYSTEMS.

Technology Development Committee Objective

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
3.1 Review and evaluate the department's existing communication systems network. ^>			The Technology Development Committee will presently suspend all involvement in this area as a result of a County Request for Proposal for a Telecommunications Consultant Radio Communications master plan. Once a contract selection has been made, the Management & Budget Division will coordinate with the Department of Information Systems and Telecommunications (DIST) and the Technology Development Committee. The committee is prepared to work with the study team to ensure that the plan is consistent with the communications requirements for community policing.
3.2 Review and recommend current communications technology regarding system enhancements and/or replacement.			
3.3 Develop a comprehensive plan for short-term communications deficiencies.			
3.4 Evaluate existing communications technology for enhanced effectiveness of all public safety entities.			
3.5 Identify, recommend, and implement those pilot projects that will serve as the basis for the department's equipment and technology enhancement efforts.			

TECHNOLOGY DEVELOPMENT

STRATEGIES	TIME FRAME Years	FISCAL IMPACT	ASSIGNMENT OF RESPONSIBILITY
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3.6	Identify a methodology to ensure that a systematic integration of all communications systems is developed in order to facilitate our community policing efforts.	The Technology Development Committee will presently suspend all involvement in this area as a result of a County Request for Proposal for a Telecommunications Consultant Radio Communications master plan. Once a contract selection has been made, the Management & Budget Division will coordinate with the Department of Information Systems and Telecommunications (DIST) and the Technology Development Committee. The committee is prepared to work with the study team to ensure that the plan is consistent with the communications requirements for community policing.	Ongoing	Yes	Management Svcs. Bureau Field Svcs. Bureau Investigative Svcs. Bureau Office of Comm. Policing Management & Budget Technology Committee
3.7	Develop acquisition timetables for equipment and technology recommendations to coincide with the county's budgetary process.				
3.8	Respond to identified equipment and technology concerns of the other subcommittees and those specifically tasked by the Steering Committee.	Ongoing	Yes	Management Svcs. Bureau Field Svcs. Bureau Investigative Svcs. Bureau Office of Comm. Policing Management & Budget Technology Committee	

*"Always stand ready for inspection in spirit, in mind, in fortitude,
even in appearance, for the day that these are left to themselves
becomes the day of downfall."*

— *Baltasar Gracián*

What Does The Future Hold?

There are no problems we cannot solve together, and very few that we can solve by ourselves."

— Lyndon Baines Johnson

The true measurement of success in any police department can best be determined at the level of service delivery. Even the best of plans are of little value if they are not properly implemented and evaluated. The development of our strategic plan is only the first step on our journey to full implementation of community policing.

We now have a plan for policing which outlines specific strategies to allow us to reach our department's goals and objectives. This strategic plan was developed through the collective efforts of many individuals from all levels of our department and our community and it truly represents the framework which we have identified as necessary for quality policing. It is now incumbent upon each of us to put forth our very best efforts when implementing these strategies. After all, quality policing really begins and ends with the efforts of each individual.

As we begin implementing the strategies outlined in this plan, the various community policing committees will continue to work in their respective areas of assignment. Our aim is to measure and evaluate the success of these strategies relative to the attainment of our goals and to recommend any changes deemed necessary. We have conducted an internal evaluation of our efforts during this past year which was based on responses from those who served on the various committees. We plan to develop and conduct an annual external survey for the community to measure their perceptions about the quality of police services provided and the success of our implementation efforts.

A Final Thought

Up to this point, we have outlined the written formula required for the implementation of community policing. However, it will not be enough without the committed efforts of everyone involved. As individuals, we must take the initiative and make community policing a reality, rather than wait for someone else to lead the way. We must learn to police "smarter" by utilizing all of the resources available to us in the community. We must constantly strive to form cooperative partnerships with community members so that we can enhance our ability to resolve crime related problems.

For those among our ranks who may still be skeptical, we challenge you to get involved. See for yourselves the endless potential for affecting positive changes within our department and in the way we perform our jobs. Community policing is not soft on crime, nor does it inhibit

our ability to arrest those who break the laws. In many cases, community policing is tougher on crime and criminals because we are working with the added benefits of the community's resources, criminal intelligence, and support.

In law enforcement circles, community policing is viewed as a philosophy. It involves an acknowledgement of shared responsibility with the community, and it reflects our attitudes about the way we conduct the business of policing. Now is the time for us to embrace and reflect a new attitude. We have accomplished a great deal thus far, but there is yet much to be done. We call upon every citizen, every political leader, and every police employee to make a personal commitment to the success of community policing in Montgomery County.

**"Now is the time for us
to embrace and reflect a
new attitude."**

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ACKNOWLEDGEMENTS

SPECIAL ACKNOWLEDGEMENTS

Cover Design: Created by Bonnie Golian from a theme envisioned by Officer Rosemarie Borisow.

The Montgomery County Police Department and the Office of Community Policing would like to extend a special acknowledgement and our sincere appreciation to those who first pioneered our community policing efforts. Their labors and dedication to this endeavor laid the foundation upon which we were able to build and enrich.

*Captain James A. Taylor
Lieutenant John A. King
Lieutenant Palmer D. Wilson
Lieutenant Joseph R. Price
Sergeant David E. Bodie
Officer Carol E. Allen*

Finally, a great deal of time and energy went into the publication of this document. Many people contributed their valuable time, insight, expertise, and opinions which formed the basis for the content of this strategic plan. The next step was to take that information and organize it in a professional and easy to read manner. For that, a final expression of sincere appreciation is owed to Sergeant Bill O'Toole for his editorial assistance and to Office Services Manager Bonnie Golian for her creativity, tireless efforts, and generous commitment of time for the production, design, and layout of this publication.

