

**Final Report on
Law Enforcement Services**

CITY OF COLLEGE PARK, MARYLAND



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1. INTRODUCTION AND EXECUTIVE SUMMARY

The Matrix Consulting Group was retained by the City of College Park to conduct an Analysis of Law Enforcement Services and Alternatives. Currently, the Prince George's County Police Department (PGCPD) provides the majority of law enforcement services to the City and is the primary responder to 911 calls for service. A portion of the County's property taxes collected in College Park is used to fund these services. During the current fiscal year, the County will collect approximately \$2.75 million within College Park to cover the costs for providing communication/dispatch and law enforcement services in the City. The University of Maryland Police Department provides some patrol, traffic and specialized services in the downtown area of the City adjacent to the University and on several streets connecting the College Park Metro stop and the campus of the University. The PGCPD and the University Police share jurisdiction in this area. However, the PGCPD is primarily responsible for responding to service calls and investigating crimes in the shared jurisdiction area. In addition, the Maryland-National Capital Park Police – Prince George's Division provides patrol and responds to emergency calls for 23 parks and recreation centers in College Park. The Maryland State Police Department provides limited service along Route 1, and the Metro Transit Police provide limited train and bus station service in the City.

In addition to the law enforcement services outlined above, the City initiated a contract law enforcement program in 2004 to provide supplemental patrol services via a Memorandum of Understanding (MOU) with Prince George's County to employ off-duty County Police Officers to work in the City on a secondary employment basis. The

program is designed to supplement, not replace, the marked-vehicle patrols deployed by the PGCPD in College Park. The Officers patrol in marked Prince George's County Police cars that have a City of College Park sign attached. The Officers are engaged in patrolling the City and enforcing moving traffic violations. On occasion, they may respond to emergency calls. However, the PGCPD handles most of the emergency calls in College Park. The City authorized \$500,000 in its FY 2007 and FY 2008 budgets for the supplemental patrols.

The purpose of this study is to analyze the current level of police service in the City and identify potential alternatives that would increase the level of police services Citywide. This study was conducted in three phases as outlined below.

- In Phase 1 the project team developed the base data of law enforcement services currently provided by the PGCPD, evaluated the efficiency and effectiveness of that service, and examined police service levels and costs in several neighboring communities.
- In Phase 2 the project team examined opportunities to improve the police service by (1) contracting for additional services from Prince George's County and (2) augmenting the program by which the City hires off-duty Police Officers to conduct patrols in the City.
- In Phase 3 the project team evaluated opportunities for service delivery alternatives with another service provider or through the creation of a municipal department.

The Matrix Consulting Group's project team used a wide variety of data collection and analytical techniques during this initial study phase, including the following.

- The project team interviewed the City Council on issues of relevance to this study, including service adequacy and responsiveness, as well as service alternatives.
- The project team used an intensive process of interviewing PGCPD staff in various law enforcement functions and collecting a wide variety of data designed to document workloads, costs and service levels.

- The project team developed a descriptive summary, or profile, of law enforcement services available to College Park citizens – reflecting organizational structure, staffing, workloads, service levels and programmatic objectives. This profile was reviewed with managers and staff.
- The project team compared workloads and service levels as well as the performance and management of the services provided by the Prince George’s County Police Department with the project team’s assessment technique called ‘best management practices’.
- The project team compared cost, staffing levels, as well as service delivery methods in neighboring cities of similar size to College Park that have municipal police departments (Bowie, Greenbelt, Hyattsville, Laurel and Takoma Park).
- The project team compiled information about police services and crime levels in several university communities, including Blacksburg, VA; Chapel Hill, NC; Charlottesville, VA; College Park, Maryland; Durham, NC; Morgantown, WV; Raleigh, NC; Salisbury, MD; and State College, PA.
- The project team obtained citizen input on law enforcement service delivery issues and alternatives through a series of focus groups with residents and business owners.

The project team reviewed the Descriptive Profile with members of the City’s project steering committee.

The next section of this chapter summarizes the major recommendations of this report. The recommendations are organized into three sections corresponding to the three phases of the study. However, the recommendations of Phase 3 are summarized first because they represent the major recommendations of the report.

1. SUMMARY OF PHASE 3 FINDINGS AND RECOMMENDATIONS

Chapters seven through 10 of this report represent Phase 3 of the study. Chapter 7 develops alternate proposals for the creation of a College Park Police Department or a College Park Patrol Force. The costs for these law enforcement organizations are listed in the table below. The Police Department would be a full-service agency while

the Patrol Force would receive investigative and other specialized services from the PGCPD. The capital costs below do not include the costs for land acquisition.

Law Enforcement Costs for a College Park Law Enforcement Agency

Law Enforcement Provider	Annual Operating Cost	Start-up Capital Costs
City Police Department	\$4.6 million	\$3.2 to \$4.3 Million
City Patrol Force	\$2.9 million	\$1.6 to \$1.8 Million

Chapter 8 of the study analyzes issues regarding contracting with the Prince George’s County Police Department for supplemental services. The average contract costs for a PGCPD Officer is \$141,444 annually. A force of six patrol officers would cost the City approximately \$848,664 annually. Chapter 9 of the study compares the costs and benefits of developing a full-service police department, a patrol force or contracting with the County for additional police services. Based on the costs and benefits Matrix recommends the actions summarized in the table below.

Phase 3 Recommendations

Law Enforcement Recommendation	Cost to College Park
Continue to work with the University of Maryland Police Department and the Prince Georges’ County Police Department to enhance the services they currently provide to the City.	No Cost
Implement a contract with the PGCPD for six patrol officers to provide 7-day coverage on the day and evening shifts (7AM to 11PM) daily.	Annual cost of \$848,664
Continue to hire off-duty PGCPD officers to fill-in for the contract officers when they are off duty for leave and to provide additional spot services based on perceived short term needs.	Annual cost of \$210,000 for 5,000 hours of service
Fund a position to manage the program, gather crime, service call, officer initiated activities (traffic tickets and field stops) and response time data from the PGCPD and the county Communications Center to monitor the impact of the funded police activities.	Annual cost of salary and benefits \$100,000 annually

Contracting with the Prince Georges County Police Department rather than creating a College Park Police Department or Patrol Force will provide the City with a

cost effective option for enhancing police services in the City. It represents the lowest cost option among the alternatives discussed in the report. By contracting with the County, the City will not need to acquire property for or construct a police facility.

Contracting with the County would:

- Provide higher levels of police patrol in the City.
- Reduce Patrol Officer response times to emergencies.
- Enable the PGCPD to address some local law enforcement needs.
- Ensure that backup from the County is available for major incidents.
- Provide routine supervision for all Officers working in the City

Furthermore, contracting with the County would continue to routinely provide access to specialized services (Drugs, gangs, tactical patrols, aviation, etc.) and facilitate the coordination and deployment of tactical riot control forces for major University of Maryland sporting events.

Chapter 10 of the report contains a transition plan that lays out the various tasks the City would need to accomplish to create either full-service police department or a patrol force.

2. SUMMARY OF PHASE 1 FINDINGS AND RECOMMENDATIONS

The following table provides a summary of the Phase 1 issues, findings, and/or recommendations:

PHASE 1 – Evaluation of Current Law Enforcement Services

Study Task	Issues/Findings/Recommendations
<p>Document Law Enforcement Issues as Perceived by Key “Stakeholders” in College Park.</p>	<ul style="list-style-type: none"> • The community has indicated substantial interest in comprehensively understanding their current law enforcement service operations and costs, and exploring opportunities for improvements. • Members of the City Council expressed an interest in better understanding the type, level and quality of services the City currently receives from the PGCPD.
<p>Document Current Law Enforcement Workload and Service Levels in the City of College Park.</p>	<ul style="list-style-type: none"> • The City receives police services from multiple agencies including the following: <ul style="list-style-type: none"> – Primary services are provided by the Prince Georges County Police Department. The Department always assigns two patrol cars to beats in the City daily around the clock but the units also respond to calls for service outside of the City (the beats cover more than just the City). The PGCPD provided 9,068 patrol services in 2006 in College Park – an average of 25 services daily. In addition, the Department assigns special Tactical Officers to the City on Thursday through Saturday nights in the Knox and Route 1 area and coordinates tactical operations in conjunction with major University sporting events that have, in the past, led to civil disturbances. The Department also provides the City with a broad range of services criminal investigation, drug enforcement, special tactical and aircraft services. – The University of Maryland Department of Public Safety shares jurisdiction with the PGCPD in the Knox and Route 1 neighborhoods (Old Town, Lord Calvert Manor), College Park Metro station and University of Maryland Research Park areas of the City. The UMPD conducts patrols in these areas and responds to some service calls. However, the PGCPD has primary police call and investigative responsibility in the City. These patrols are handled under the auspices of a joint service agreement – The Maryland-National Capital Park Police – Prince George’s Division conducts patrols and responds to incidents in the 23 parks and recreation centers in the City.

Study Task	Issues/Findings/Recommendations
<p>Document Current Law Enforcement Workload and Service Levels in the City of College Park</p> <p>Continued</p>	<ul style="list-style-type: none"> – Maryland State Police patrol the interstate and state highways in the City and provide support the County and University Police for major event task forces. A MSP barracks is located in the City. – Metro (WMATA) Police patrol the two Metro-rail stations and bus stops in the City. • The City contracts with off-duty Prince George’s County Police Officers to provide supplemental patrol services in the City. The Officers patrol in County Police cars that have a College Park Unit placard attached. The City budgeted 9000 hours of patrol time for these officers in FY2007 and FY 2008. • The City has active parking enforcement and code enforcement programs that place employees in the field who can act as eyes and ears for the various Police Departments serving the community. • The City benefits from the regionalization approach of the PGCPD, thus having access to a wide array of special services.
<p>Document Current Law Enforcement Personnel Levels in College Park and in Similar Jurisdictions</p>	<ul style="list-style-type: none"> • The number of police personnel (Uniform and civilian) in similar local communities averaged 2.7 per 1,000 population. • College Park has 1.1 PGCPD personnel per 1,000 population (Based on a population of 24,657 residents) not counting, the City contract officers, University of Maryland Officers and other agencies that patrol in the City. • The number of personnel per 1,000 population in College Park and the neighboring communities are listed below: <ul style="list-style-type: none"> – College Park – 1.1 personnel per 1,000 population – Bowie – 1.3 (Planned) – Hyattsville – 2.5 – Takoma Park – 3.0 – Greenbelt – 3.2 – Laurel – 3.9

Study Task	Issues/Findings/Recommendations
<p>Document Crime Levels in College Park and in Similar Jurisdictions</p>	<ul style="list-style-type: none"> • The number of Part I Crimes per 1,000 population in similar local communities averaged 50. • College Park had 40 Part I Crimes per 1,000 population in 2006. • The number of Part I Crimes per 1,000 population in College Park and the neighboring communities are listed below. <ul style="list-style-type: none"> – Bowie – 25 Part I Crimes per 1,000 population – College Park – 30 for total population and 46.4 for based on the non-student population – Takoma Park – 46 – Greenbelt - 59 – Hyattsville – 61 – Laurel – 70
<p>Profile of Law Enforcement Costs</p>	<ul style="list-style-type: none"> • The City and County spend approximately \$3.3 million annually (\$134.94 per capita) to provide law enforcement services in the City. The \$3.3 million includes \$500,000 the City budgets for police patrol services. • Neighboring cities of comparable size that have municipal police departments spend an average of \$330 per capita, 244% more than College Park as listed below: <ul style="list-style-type: none"> – Hyattsville - \$255 – Takoma Park - \$309 – Laurel - \$373 – Greenbelt - \$385 as described below: • The following points summarize law enforcement services in the City. <ul style="list-style-type: none"> – Prince George’s County Public Safety Communications <ul style="list-style-type: none"> – The County receives and processes all 911 calls from the City and dispatches the PGCPD to emergency and non-emergency calls. The cost for this service in FY 2007 is \$124,366 or per \$5.04 capita. – Prince George’s County Police Department – The Department provides a full range of law enforcement services in the City ranging from patrol to investigations to tactical operations and the support services needed to sustain a full-service law enforcement presence. The cost for this service in FY 2007 is \$2.63 million or \$106.69 per capita.

Study Task	Issues/Findings/Recommendations
<p>Profile of Law Enforcement Costs</p> <p>Continued</p>	<ul style="list-style-type: none"> – Contract Law Enforcement Program – The hiring of off-duty PGCPD Officers to provide supplemental patrol services. The cost of this service in FY 2007 and FY 2008 is budgeted at \$500,000 annually or \$20.27 per capita. The City spends \$369,000 on the program in FY 2007. – The University of Maryland Police Department provides patrol and special tactical services in a portion of College Park at no cost to the City.
<p>Develop an Evaluation of Law Enforcement Services Currently Provided to the City of College Park.</p>	<ul style="list-style-type: none"> • Although two Patrol Officers are assigned to College Park on each shift the PGCPD does not maintain high levels of beat integrity. Because of the level of workload in the County, Patrol Officers assigned to College Park are routinely dispatched to other areas within District 1 and Officers from other areas are dispatched into College Park. As a consequence, it is impossible to determine the amount of preventive patrol that occurs in College Park. The County is increasing the number of patrol officers in current and future years. This effort should improve response times and provide more time in assigned beats for preventive patrol. • The average hold time for calls awaiting dispatch in District 1 (10.4 minutes) and the average travel time (5.4 minutes) to priority and non-priority calls suggest that officers are frequently busy on other calls and out of their patrol beat when the County receives calls. • The PGCPD assigns tactical units to College Park to cover activities in the Downtown area of the City on Thursday, Friday and Saturday nights to suppress criminal activity. • The University of Maryland Police Department routinely patrols in the concurrent jurisdiction area in the Knox and Route 1 and College Park Metro stop areas. • The PGCPD, University of Maryland Police, Maryland-National Capitol Park Police and Maryland State Police deploy a large number of officers in anticipation of civil disturbances by students in conjunction with selected athletic events.

Study Task	Issues/Findings/Recommendations
Document citizen attitudes towards police services in the community.	<ul style="list-style-type: none"> • The top six issues identified in four citizen focus group meetings are listed below: <ul style="list-style-type: none"> – Lack of police visibility – Police response time is slow – There are not enough County Police in College Park – Police do not communicate with one another (County, University, Park, State) – Student parties are getting out of hand – Crimes involving guns

The project team finds that the City is receiving a mixed level of service. Routine patrol preventive services from the PGCPD are limited. However, both the PGCPD and the UMPD deploy specialized units in the downtown area of College Park on busy nights. In addition, the University of Maryland Police Department routinely patrols in the joint jurisdiction area of College Park. There are some opportunities to enhance service as identified above and discussed in the report. These changes will enhance the services provided by the PGCPD in a cost-effective and efficient manner.

3. SUMMARY OF PHASE 2 FINDINGS AND RECOMMENDATIONS

Chapter 6 of this report contains a discussion of ways in which the City and its primary law enforcement providers (Prince George’s County Police Department and the University of Maryland Police Department) could improve services in the City within the current method of providing law enforcement services. The Chapter contains recommendations for strengthening current services.

Phase 2 Recommendations – City Initiatives

City Initiatives	Cost to College Park
Engage the University of Maryland in discussions regarding how the University and its Police Department could better support the City in its efforts to maintain safe living conditions for students in off-campus housing.	No Cost
Engage the University of Maryland in discussions regarding how the UMPD can more proactively monitor and enforce the noise ordinance in the concurrent jurisdiction of the City as well as areas of the City with high concentrations of student residents and student parties	No Cost
Request that the University and the UMPD provide the City with statistics on the number of off-campus student parties investigated and the actions taken against students responsible for sponsoring the parties.	No Cost
Consider hiring a full-time police coordinator to direct and monitor the activities of the part-time Officers as well as the level of services that the PGCPD and the UMPD provide in the City	Approximately \$90,000 annually
Consider creating a position of Community Service Officer (CSO) to provide visible patrol activity in the City as a supplement to the PGCPD and Contract Officers. The CSO's would be analogous to the Auxiliary Officers deployed by the University of Maryland.	Annual cost of \$100,000 annually
Engage the PGCPD in discussions regarding taking responsibility for the day-to-day supervision of the City's Contract Police Officers.	No Cost
If the City is not able to hire the number of Contract Officers it deems appropriate enter into discussions with the PGCPD for the establishment of a formal contract for supplemental services.	Annual cost of \$141,000 per Officer
The City should enter into negotiations with the UMD regarding the deployment and monitoring of security cameras.	\$10,000 to install a camera. Annual monitoring cost of \$5,300 per camera.

Phase 2 Recommendations – Prince George's County Initiatives

PGCPD Initiatives	Cost to College Park
Request that the PGCPD provide the City with a methodology for tracking the amount of preventive patrol time that it provides to College Park and that it provide the City with a monthly accounting of the preventive patrol. Continue to lobby for growth of the PGCPD to provide a higher police resident ratio in order to improve response times and the amount of preventive patrol.	No Cost
Lobby for increased personnel at the County Public Safety Communications Department improve the response to 911 calls.	No Cost

Phase 2 Recommendations – Prince George’s County Initiatives (Continued)

PGCPD Initiatives	Cost to College Park
Engage in discussions with the PGCPD to establish a greater level of beat integrity for officers assigned to College Park, linked with the Department’s growth of its patrol force, in order to: <ul style="list-style-type: none"> • Increase the level of proactive patrol time in City Neighborhoods. • Reduce response times to citizen calls for non-emergency and emergency service. • Provide more aggressive traffic enforcement 	No Cost
Engage in discussions with the PGCPD regarding the assignment of additional beat officers in College Park when two rather than one squad of patrol officers is on duty in the B Sector of District 1.	No Cost
Enter into discussions with the PGCPD regarding how the Department might improve the Traffic Enforcement Index for the City. Request that the PGCPD provide the City with monthly Traffic enforcement Index data.	No Cost

Phase 2 Recommendations – University of Maryland Police Department Initiatives

UMPD Initiatives	Cost to College Park
Enter into discussions with the University regarding the development of an MOU that addresses off-campus housing standards of occupancy, the behavior of students while off campus, especially regarding underage alcohol consumption and student sponsored parties in residential neighborhoods.	No Cost
Enter into discussions with the University of Maryland regarding the development of criteria to identify areas of the City with a significant student population that could benefit from UMPD services.	No Cost
Request that the University provide the City with a written plan for reducing off-campus parties that involve the serving of alcohol to minors	No Cost
Request that the University provide the City with reports on the number of off-campus parties monitored for noise and alcohol violations. The University should provide the City with a report on the actions (campus discipline and arrests) taken against students who sponsor such parties in the City.	No Cost

2. SURVEY OF MUNICIPAL POLICE DEPARTMENTS

As part of the study the Matrix Consulting Group surveyed police departments in the area that serve cities with populations similar in size to College Park regarding the costs for services, staff levels, basic operating practices and crime. This information will serve as a context to understand general police practices in the area and to develop realistic scenarios for the development of law enforcement recommendations for College Park. The following police departments participated in the survey: Bowie, Greenbelt, Hyattsville, Laurel and Takoma Park.

1. SERVICE DELIVERY COSTS

The table, below, displays information about law enforcement costs in the comparative cities. The table compares the portion of the City budget used for law enforcement services and contains information about per capita costs and per staff costs for the survey departments.

Comparative Law Enforcement Costs

City	Population	City Budget	Police Costs	Police - % of City Budget	Per Capita Police	Cost per Staff
College Park	24,657	\$14,881,151*	\$3,327,309	23%	\$135	\$127,973
Greenbelt	21,456	\$21,574,400	\$8,256,000	38%	\$385	\$119,652
Hyattsville	14,733	\$9,538,455	\$4,585,790	48%	\$255	\$101,906
Laurel	19,960	\$20,720,367	\$7,443,045	36%	\$373	\$102,914
Takoma Park	17,299	\$17,727,094	\$7,443,045	30%	\$309	\$96,663
Average (Excludes College Park)	18,362	\$17,390,079	\$6,931,970	38%	\$331	\$105,284

*Includes the College Park City Budget (\$11,553,842) and the County tax differential collected in College Park by the County and used to support the County's Communication/dispatch and Police Department (\$3,327,309) services provided to College Park.

The following points summarize information about the data contained in the above table:

- The City/County Budget for College Park includes the total City Budget (\$11,553,842) plus the amount of the tax differential collected by the County to provide communication and police services in the City (\$3,327,309).
- The budget for the police departments and services in College Park include County law enforcement and communication/dispatch services and the City’s contract police program.
- The proportion of the City budget and County communications and police costs in College Park is 23% compared to an average of 38% in the comparable communities.
- Per capital costs averaged \$331 and ranged from a low of \$135 in College Park to a high of \$385 in Greenbelt.
- The cost per staff member averaged \$105,284 and ranged from a low of \$96,663 in Takoma Park to a high of \$127,973 in College Park.

The table, below, compares information about the major cost categories of the comparative departments:

Detailed Police Costs

City	Costs	Personnel	Percent Personnel	Operating	Percent Operating	Capital	Percent Capital
Greenbelt	\$8,256,000	\$6,365,100	77%	\$1,710,900	21%	\$180,000	2%
Hyattsville	\$4,675,550	\$3,834,635	82%	\$615,965	13%	\$224,950	5%
Laurel	\$7,443,045	\$6,832,609	92%	\$534,515	7%	\$75,921	1%
Takoma Park	\$5,351,534	\$4,609,284	86%	\$393,370	7%	\$344,880	6%
Average (Excludes College Park)	\$6,431,532	\$5,410,407	84%	\$813,688	13%	\$206,438	3%

The following points summarize information about the data contained in the above table:

- The major expense for all of the departments involved personnel costs. Personnel costs averaged 84% of the total police budgets. Personnel costs include wages and fringe benefits (Retirement, Social Security, health insurance).

- Operating expenses were the next largest portion of the budgets. They consumed an average of 13% of the budgets.
- Capital expenses represented the smallest portion of the police budgets. Capital consumed an average of 3% of the budgets of the surveyed departments. Major capital items included in the budgets are computers, communication and radio systems and vehicles. The County plans to upgrade its analog radio system to an 800 MHz system in the next two years. The upgrade will require the departments to replace their existing base station, car and mobile radios. None of the departments are currently involved in major construction projects that could add substantially to capital needs.

The next sub-section summarizes the information available about police officer wages in nearby municipal law enforcement agencies.

2. POLICE OFFICER WAGES

The study team conducted a salary survey of several area police departments. The survey included the following agencies: Bowie, Greenbelt, Hyattsville, Laurel, Prince George's County, Takoma Park and the University of Maryland. The table, below, summarizes the results of that survey. The detailed data from the survey data appears in Appendix 1 of this report.

Police Officer Wages by Rank

Position	Minimum	Midpoint	Maximum
Police Officer	\$39,264	\$45,028	\$52,166
Private First Class	\$42,648	\$55,489	\$66,129
Master Patrol Officer	\$41,396	\$53,824	\$66,231
Corporal	\$46,655	\$59,064	\$71,038
Sergeant	\$51,778	\$74,135	\$88,428
Lieutenant	\$60,070	\$75,486	\$90,403
Captain	\$64,060	\$79,745	\$94,520
Deputy Chief/Major	\$66,625	\$86,592	\$106,558

The following points summarize information about the salary data contained in the above table:

- Not all of the Departments have all of the above listed positions. Most distinguish between entry level Police Officers and Private First class officers or Master Police Officers. The larger Departments tend to have both Captains and Deputy Chiefs / Majors whereas the smaller departments do not have both positions.
- The Police Officer, Private First Class and Master Police Officers are non-supervisory positions.
- The Corporal position is generally a specialist position (crime analyst, investigator) and/or a fill-in supervisory position. Corporals usually fill in for first-line supervisors (Sergeants) as squad leaders.
- Sergeants and Lieutenants are first and second line supervisors. A sergeant usually leads a team of 4 to 8 personnel (i.e., Patrol or Investigative Squad) while a Lieutenant will be in charge of several squads.
- Captains, Majors, and Deputy Chiefs are in charge of multiple units. In some cases, they may be non-exempt employees who are not part of a collective bargaining unit and may not be eligible for overtime. The highest rank in the smaller departments, with the exception of the Police Chief, tends to be Captains while Prince George's County has Majors, Deputy Chiefs and Assistant Chiefs.
- Advancement through the various positions is based on testing, interviews and work experience. Movement through the minimum, mid and maximum points in a pay range is based primarily on seniority.
- The pay ranges overlap. For example, the midpoint and even the maximum for a lower pay range may be higher than the minimum pay for a higher range. Departments compensate for this by moving persons to a higher point on the scale when they are promoted so that a promotion does not result in a loss of pay for an individual.

The following sub-section provides a summary of employee retirement benefits found in nearby municipal law enforcement agencies.

3. DEPARTMENT RETIREMENT BENEFITS

Each of the Departments provides retirement benefits for their Police Officers. Retirement costs (Local retirement and Social Security) are major personnel expenditure for all of the Departments. The table, on the following page, outlines the costs and benefits of the various programs.

Police Department Pension Plans and Costs

Department	Plan	Employer Contribution	Employee Contribution	Defined Benefit	Social Security
Bowie	SRPS-LEOPS	Data Not Available	4.0%	2%/ year - 50% of salary at 25 years	7.6%
Greenbelt	SRPS-LEOPS	33.0%	4.0%	2%/ year - 50% of salary at 25 years	7.6%
Hyattsville	SRPS-LEOPS	32.0%	4.0%	2%/ year - 50% of salary at 25 years	7.6%
Laurel	City	35.0%	8.8%	2.5%/year - 50% of salary at 20 years	7.6%
PG County	County	40.9%	7% to 8%	3% X 20 years = 60% of salary at 20 years Max of 85% at 30 years	7.6%
PG Sheriff	County	40.9%	7% to 8%	2.5%/ year - 50% of salary at 20 years Max of 75% at 30 years	7.6%
Takoma Park	City	28.7%	7.0%	2%/ year - 50% of salary at 25 years	0.0%
University of MD	SRPS-LEOPS	40.6%	4.0%	2%/ year - 50% of salary at 25 years	7.6%

The following points summarize information from the table, above, about the pension plans:

- Four of the Departments participate in the State Retirement Pension System’s Law Enforcement Officers Pension System (SRPS-LEOPS). LEOPS calculates the annual costs for the program for individual departments based on actuarial data. Offices contribute 4% of their wages to the program annually. The departments’ contributions range from 32% for Hyattsville to 40.6% for the University of Maryland. Officers are eligible for retirement at 25 years of service at which point they receive 50% of the annual wages.
- Laurel and Takoma Park operate their own pension plans. The Officer contribution rates of 8% in Laurel and 7% in Takoma Park are higher than for the LEOPS program. The City of Laurel contributes 35% of wages annually while Takoma Park contributes 28.7%. Officers in Takoma Park are eligible for retirement at 25 years of service and receive 50% of the annual wages while Offices in Laurel can retire at 20 years and receive 50% of their annual wages.
- The Prince George’s County Police and Sheriff’s Departments participate in County Plans. Employees of both agencies are eligible for retirement with 20 years of service. The employee’s contribution ranges from 7% to 8% of their annual wages and the County’s contribution is 40.9%.

- All of the Departments, except Takoma Park, participate in Social Security.

The following section provides a summary of information describing the current staffing levels in the surveyed municipal police departments.

4. DEPARTMENT STAFFING LEVELS

The table, that follows, displays information about the staffing levels in the comparative departments. The data for all of the departments, except Bowie, represent current staff levels. Bowie is in the process of implementing its plan for its police department. Bowie currently has a total of 18 uniform officers and will not reach its authorized strength of 67 officers and civilians until 2011. In addition, all of the departments have their own dispatch operations whereas Bowie plans to continue to use the services of the Prince County Georges Communication Center. Most of the survey departments employ from five to seven civilian dispatchers.

Police Staffing Levels

City	Population	Officers	Civilians	Total	Staff Per 1,000 Pop
Bowie	50,269	56	11	67	1.3
College Park*	24,657	20	6	26	1.1
Hyattsville	18,000	34	11	45	2.5
Greenbelt	21,456	54	15	69	3.2
Takoma Park	17,299	41	11	52	3.0
Laurel	19,960	59	19	78	3.9
Average	24,729	45	12	57	2.5

- Staffing estimate is based on the PGCPD personnel and the City's contract officers.

The following points summarize information about the data contained in the above table:

- All of the departments employ a mix of Police Officers and civilian personnel. Most of the civilians are assigned to records and communication functions. It generally requires a minimum of five dispatchers to staff a communications center with one-person on-duty daily around the clock.

- On average across the departments 75% of the personnel are assigned to patrol in marked vehicles. It takes an average of five Officers to staff a single patrol beat daily around the clock.
- The number of personnel in College Park is an estimate based on the following factors:
 - Three full time equivalent (FTE) contract Prince George’s County Police Officers hired on overtime by the City.
 - Two Police Supervisors.
 - 10 PGCPD Officers assigned to the two beats in College Park daily around the clock. Two officers are always assigned to each shift daily.
 - Three PGCPD Tactical Officers assigned to College Park on weekend nights (Thursday – Saturday).
 - Two PGCPD Investigators assigned to investigate cases in College Park.
 - Three civilian Prince George’s County Dispatchers.
 - Three PGCPD civilian personnel assigned to administrative, fleet and records functions.
- The number of personnel per 1,000 population is used in the table to standardize the personnel levels in each City. The number of personnel averages 2.6 per 1,000 population and ranges from a low of 1.1 in College Park (Based on a total population of 24,657 residents) to 3.9 in Laurel.

The following section provides a summary of key crime rate indicators.

5. PART I CRIMES

The table, on the following page, displays information about Part I Crime in the comparative Cities as well as for the Metropolitan Statistical areas in Maryland as reported to the FBI. Part I Crime includes crimes against persons (Homicide, rape, robbery and aggravated assault) and property crimes (Burglary, larceny, auto theft, arson). The table contains two crime rates calculations for College Park – one based on the total population and one based on the non-student population. The amount of

crime per 1,000 population averaged 50.0 and ranged from a low of 25.4 in Bowie to a high of 69.8 in Laurel. College Park, at 30, based on the total population was 40% below the average for the six cities and 30% below the average for the Metropolitan areas of the State. If students are excluded from the population of College Park the Part 1 Crime rate is 46.4. College Park averages 2.0 Part 1 Crimes daily.

Part 1 Crime in 2005* or 2006**

City	Population	Part 1 Crime	Per 1,000 population
Bowie**	50,269	1,130	25.4
College Park**	24,657	741	30.0
Hyattsville*	18,000	895	49.7
Greenbelt**	21,456	1,275	59.4
Laurel*	19,960	1,393	69.8
Takoma Park*	17,299	794	45.9
Municipal Average	24,729	1,102	50.0
Maryland Metropolitan Statistical Areas	5,307,587*	228,797	43.1

3. SURVEY OF UNIVERSITY POLICE DEPARTMENTS

As part of the study the Matrix Consulting Group also gathered information about several university police departments serving major universities similar to University of Maryland. Information was gathered from the FBI’s Uniform Crime Reporting system about the following universities: Duke University, North Carolina State University, Salisbury State University, University of Maryland, University of North Carolina, University of Virginia, University of West Virginia and Virginia Tech.

1. POLICE PERSONNEL IN THE UNIVERSITY CITIES

The table, below, displays information about the number of officers and civilians employed by the university police departments. The number of staff per 1,000 students, excluding Duke University, averaged 2.7 and ranged from a low of 1.5 at Pennsylvania State University to a high of 4.8 at the University of Virginia. The University of Maryland, at 2.9 staff per 1,000 students, is at the average.

University Police Department Staffing as Reported to the FBI

City	University	Students	Total Staff	Officers	Civilians	Staff / 1,000
Blacksburg	VA Tech	27,619	75	59	16	2.7
Chapel Hill	U of NC	26,878	72	48	24	2.7
Charlottesville	U of VA	23,341	113	53	60	4.8
College Park	U of MD	35,000	103	74	29	2.9
Durham	Duke	12,770	135	58	77	10.6
Morgantown	U of WV	25,255	56	47	9	2.2
Raleigh	NC State	29,957	55	45	10	1.8
Salisbury	Salisbury	6,942	20	16	4	2.9
State College	Penn State	41,289	61	45	16	1.5
Average		25,443	77	49	27	2.7

The table, below, displays information about the number of officers and civilians employed by the municipal police departments in university cities. The number of staff per 1,000 population averaged 2.6 and ranged from a low of 1.1 in College Park to a high of 4.1 in Salisbury, Maryland.

Municipal Police Department Staffing in University Cities

City	University	Population	Total Staff	Officers	Civilians	Staff per 1,000 Population
Blacksburg	VA Tech	40,066	75	59	16	1.9
Chapel Hill	U of NC	49,301	135	105	30	2.7
Charlottesville	U of VA	39,162	138	111	27	3.5
College Park	U of MD	24,657*	26	20	6	1.1
Durham	Duke	205,080	583	435	148	2.8
Morgantown	U of WVA	27,969	67	57	10	2.4
Raleigh	NC State	332,084	809	681	128	2.4
Salisbury	Salisbury	26,347	109	85	24	4.1
State College	Penn State	39,729	79	63	16	2.0
Average		87,155	225	180	45	2.6

* The non-student population of College Park is 11,788 residents.

2. PART 1 CRIME IN THE UNIVERSITY CITIES AND ON THE CAMPUSES

The table, on the following page, displays information about the amount of Part I crime in the Cities and on the University campuses for comparable university environments.

Part I Crime in the Cities and on the University Campuses

City	University	City			University		
		Population	Part I Crime	Per 1000 Population	Students	Part I crime	Per 1,000 students
Blacksburg	VA Tech	40,066	617	15	27,619	260	9
Chapel Hill	U of NC	49,301	2,299	47	26,878	475	18
Charlottesville	U of VA	39,162	2,478	63	23,341	348	15
College Park	U of MD	24,657*	741	30	35,000	865	25
Durham	Duke	205,080	13,514	66	12,770	702	55
Morgantown	U of WVA	27,969	1,139	41	25,255	250	10
Raleigh	NC State	332,084	12,528	38	29,957	429	14
Salisbury	Salisbury	26,347	2,991	114	6,942	129	19
State College	Penn State	39,729	916	23	41,289	574	14
Average		87,155	4,163	50	25,450	448	20

* The non-student population of College Park is 11,788 residents.

The following points summarize information about Part I crime rates contained in the above table.

- The number of Part I crimes in the university cities per 1,000 population averaged 50 and ranged from a low of 15 in Blacksburg, Virginia to a high of 114 in Salisbury, Maryland. College Park, at 30, was 40% below the average for the cities.
- The number of Part I crimes per 1,000 students on the university campuses averaged 20 and ranged from a low of 9 at Virginia Tech to a high of 55 at Duke. College Park, at 25, was 25% above the average for the universities.

The next chapter of this report contains an evaluation of law enforcement service needs in College Park.

4. EVALUATION OF SERVICE NEEDS

This chapter contains a detailed analysis of the service workload in College Park and the manner in which patrol and investigative resources are deployed to manage the workload. It identifies ways in which PGCPD could improve services in College Park to increase patrol levels and improve response times to emergency calls. This chapter includes analysis of the following:

- Emergency call workload and the deployment of police resources by work shifts, beats and functions.
- Estimate of the amount of patrol services the City receives and the resources needed to meet emergency and preventive patrol objectives.
- Recommendations regarding improved deployment of resources to College Park.

The information contained in previous chapters, as well as the attached Descriptive Profile provides the basis for the analysis in this chapter.

1. TEMPORAL AND GEOGRAPHIC PATTERNS OF SERVICE CALLS

This section of the report provides the project team's assessment of the City of College Park's current patrol services and needs. The analysis is based on review of 10,872 services provided by the PGCPD to College Park in 2006. The services analyzed include both citizen and officer initiated activities recorded by the Prince George's County Communications Center. Citizen initiated activities are initiated when a citizen requests service in person or by calling 911 or the non-emergency number (301-333-4000). Officer initiated activities are generated when a police officer takes action without being asked by a citizen. The table, below, lists the types of police services provided in College Park in 2006. 71% of the services were citizen initiated

and 29% were officer initiated. The most frequent services involved traffic incidents and tickets, encounters with suspicious autos, persons or premises, responses to vehicle accidents, calls to automatic alarms, responses to disorderly persons and calls regarding thefts.

Police Services in College Park in 2006*

Complaint/Service	Citizen	Officer	Complaint/Service	Citizen	Officer
Alarms, Automatic	758	0	Juveniles	43	0
Abuse	5	0	Lock Out	12	0
Vehicle Accident	956	0	Loitering	12	0
Animal	38	0	Missing Person	70	0
Assist Fire	63	0	Music, Noise	122	0
Assist Citizen	87	0	Open Door	9	0
Assault	157	0	Other	303	393
Barricade	1	0	Party	190	0
Bomb	5	0	Obscene Phone Call	17	0
Break and Enter	278	0	Property Damage, Vandalism	324	0
Car Jacking	6	0	Rape	9	0
Check Auto, Person, Premise	982	504	Robbery	73	0
Death	7	0	Shooting	4	0
Disorderly Person	747	0	Suspicious Person Stop	5	537
Dispute	87	0	Stolen Vehicle	218	0
Dispute, Domestic	201	0	Suicide	51	0
Dispute, Neighbor	29	0	Tampering	30	0
Driving Under the Influence	14	0	Theft, Shoplifting	648	0
Drugs	44	0	Threats	48	0
Field Observation/Stop	3	0	Traffic Stops	183	1,687
Fight	127	0	Trash	10	0
Lost/Found Property	217	0	Trespassing	20	0
Gunshot	41	0	Wires Down	13	0
911 Hang-up	193	0	Total	7,751	3,121
Hit and Run Accident	291	0	Percent	71%	29%

*Data is based on the dispatch records provided by the County Dispatch Center.

The exhibit, which follows, displays information about the number of citizen-initiated service calls by the time of the day. The time of day is an important factor in developing patrol schedules because of hourly fluctuation in the emergency workload. Police departments generally schedule more personnel to work during the busier periods of the day. However, the PGCPD assigns two patrol cars to College Park daily around the clock plus several cars (wild cars) that patrol and answer calls randomly in

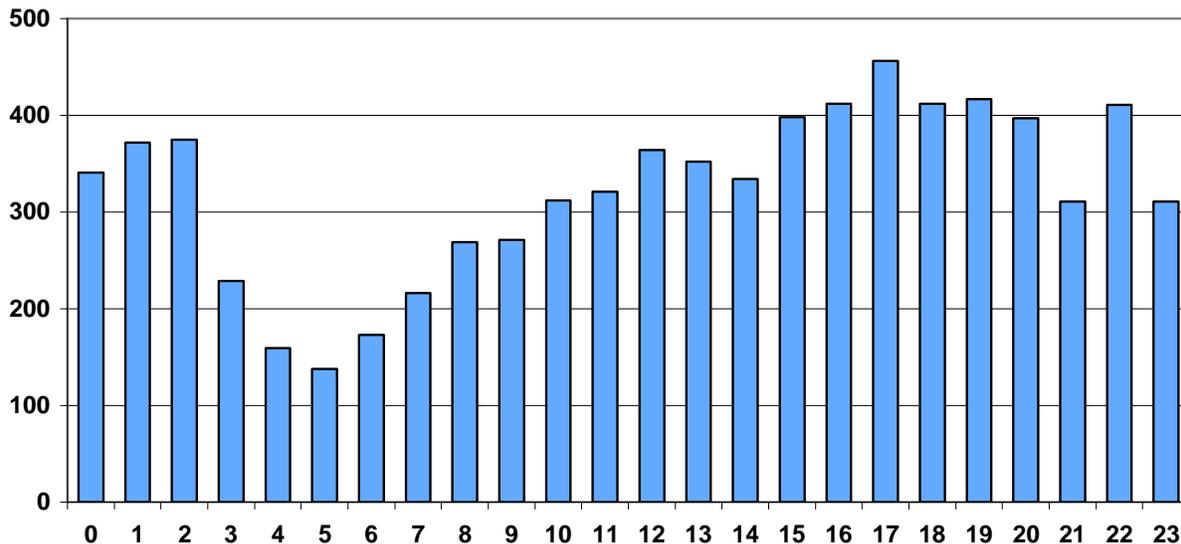
Sector B of District 1. The number of calls for service per hour per patrol car assigned averages 0.43 and ranges from a high of 0.56 at 7 PM to a low of 0.19 at 5 AM.

College Park – Citizen Initiated Calls for Service by Time of Day in 2006*

Hour	Calls Per Hour	Average Calls per Hour	Number of Units Scheduled	Calls per Unit
0000	341	0.93	2	0.47
0100	372	1.02	2	0.51
0200	375	1.03	2	0.51
0300	229	0.63	2	0.31
0400	159	0.44	2	0.22
0500	138	0.38	2	0.19
0600	173	0.47	2	0.24
0700	216	0.59	2	0.30
0800	269	0.74	2	0.37
0900	271	0.74	2	0.37
1000	312	0.85	2	0.43
1100	321	0.88	2	0.44
1200	364	1.00	2	0.50
1300	352	0.96	2	0.48
1400	334	0.92	2	0.46
1500	398	1.09	2	0.55
1600	412	1.13	2	0.56
1700	456	1.25	2	0.62
1800	412	1.13	2	0.56
1900	417	1.14	2	0.57
2000	397	1.09	2	0.54
2100	311	0.85	2	0.43
2200	411	1.13	2	0.56
2300	311	0.85	2	0.43
Average	315	0.86	2	0.43

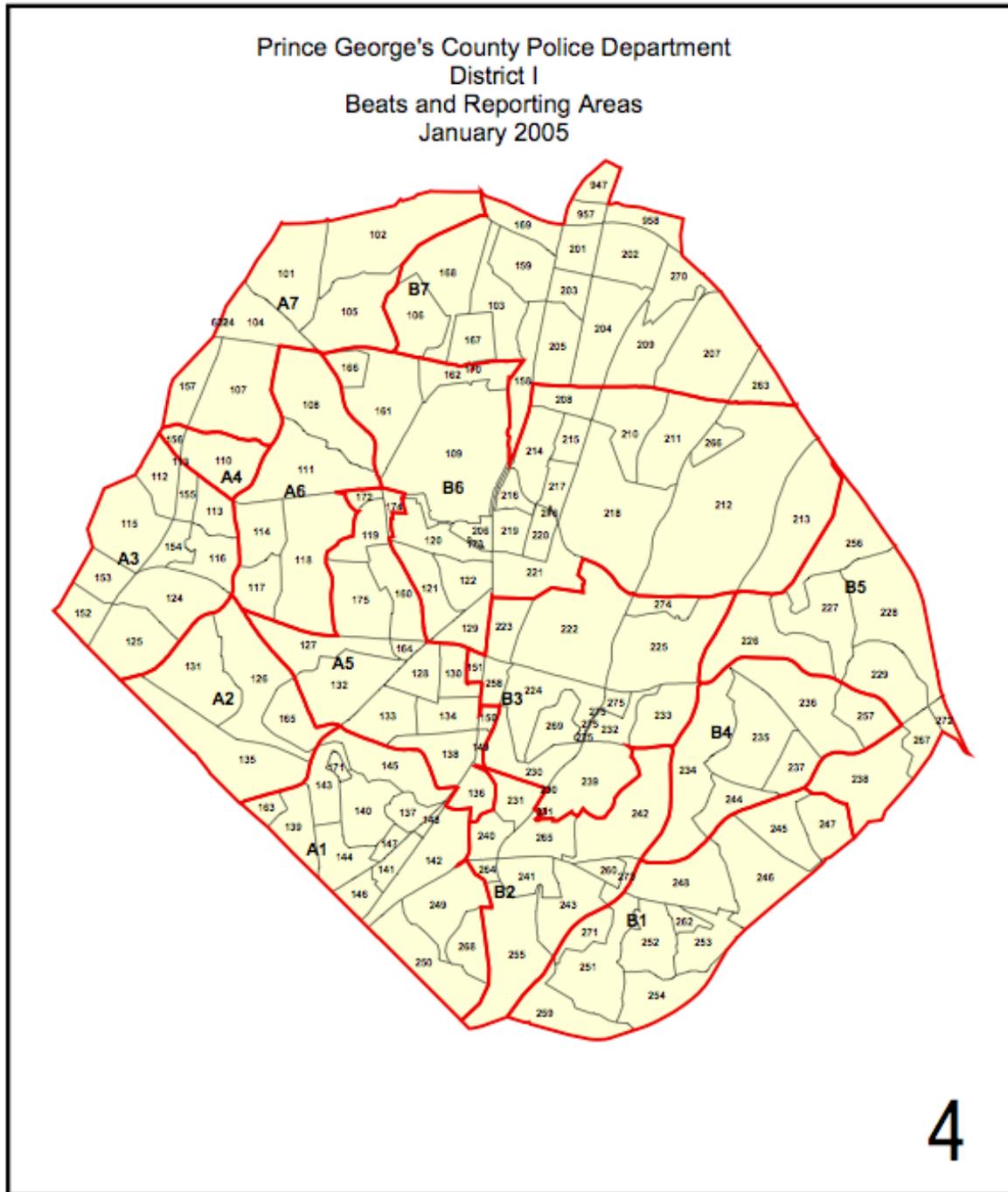
*Data are based on the dispatch records provided by the County Dispatch Center.

Number of Calls for Service By Time of Day in 2007



The study team analyzed the geographic pattern of patrol services using dispatch data based on the reporting districts that comprise the PGCPD Police District 1 patrol beats 6 and 7 in College Park and reporting district 938 which is part of Police District 6, and would not usually be assigned to a beat 6 or 7 car. It comprises the Ikea and Holiday Inn developments on Route 1 north of the Capital Beltway. The Map on the following page displays the boundaries of beats 6 and 7 and the reporting districts in each beat.

Reporting Districts in Patrol Beats 6 (South College Park) and 7 (North College Park)



DATE CREATED	December 1, 2005	Disclaimer The information contained on this page is NOT to be construed or used as a "legal descriptor". Prince George's County GIS does not provide any guarantee of accuracy or completeness regarding the map information. Any errors or omissions should be reported to the Prince George's County GIS. In no event will Prince George's County GIS be liable for any damages, including but not limited to loss of data, lost profits, business interruption, loss of business information or any other pecuniary loss that might arise from the use of this map or information it contains.	 The base map was compiled from aerial photography data acquired 2000. All mapping is referenced to the Maryland State Plane Coordinate System 1983 North American Horizontal datum and 1988 vertical datum in meters.
MAP TYPE	Unique Value		
CREATED BY	Carol Keeney		
SERIAL NO	IRM05265_District 1		

The table, below, provides information about the distribution of citizen and officer initiated calls among the reporting districts in College Park. 41.5% of the services occurred in beat 6, the southern half of College Park, while 54.5% occurred in beat 7, the northern half of College Park. Four percent of the activities occurred in District 6.

Distribution of Patrol Activities by Beat and Reporting District in 2006

Patrol Beat	Report District	Citizen Initiated Call	Officer Initiated Non-Traffic	Officer Initiated Traffic	Total Activities	% Of Activity
6 - South	162	209	11	23	243	2.5%
6 - South	206	787	62	310	1,159	12.0%
6 - South	208	288	8	40	336	3.5%
6 - South	214	586	28	56	670	6.9%
6 - South	215	161	14	9	184	1.9%
6 - South	217	53	3	3	59	0.6%
6 - South	218	293	4	139	436	4.5%
6 - South	219	550	55	7	612	6.3%
6 - South	220	177	6	144	327	3.4%
Beat 6 Subtotal		3,104	191	731	4,026	41.5%
7 - North	106	309	12	17	338	3.5%
7 - North	158	683	43	282	1,008	10.4%
7 - North	159	267	7	28	302	3.1%
7 - North	169	451	24	52	527	5.4%
7 - North	201	362	27	23	412	4.3%
7 - North	202	429	16	31	476	4.9%
7 - North	203	195	3	14	212	2.2%
7 - North	204	484	74	26	584	6.0%
7 - North	205	1,089	67	178	1,334	13.8%
7 - North	957	23	0	1	24	0.2%
7 - North	958	59	0	0	59	0.6%
Beat 7 Subtotal		4,351	4	652	5,276	54.5%
District 6	938	295	91	5	391	4.0%
Total		7,750	555	1,388	9,693	100.0%

The table, which follows, provides information about the various units that responded to College Park to provide service in 2006. The table notes the Police District and the sector within the district from which units provided service in College

Park. The PGCPD has six police districts, most of which have two sectors each composed of six to eight beats. College Park is in the B Sector of District 1 - Hyattsville. There are 7 Beats in the B Sector. The most notable aspect of the table is the fact that units assigned to beats 6 and 7 in College Park provides only a small part of the service provided to the City. The beat 6 patrol cars provided slightly less than 18% of the service while the beat 7 patrol cars provided slightly less than 17% of the service. Other beat cars, including wild cars (Included in the Sector B and Sector A cells on the table) provided the majority of the service in College Park, nearly 46%, from the B Sector. The data suggests that although two patrol cars are always assigned to College Park they are not always available for service in the City.

Police Units Responding to Calls in College Park Beats 6 and 7 in 2006

District/ Division	Primary Response Unit	# Of Calls	% Of Calls
District 1 - Hyattsville	Sector B	3,555	45.9%
District 1 - Hyattsville	Beat 6 – College Park	1,382	17.9%
District 1 - Hyattsville	Beat 7 – College Park	1,307	16.9%
District 1 - Hyattsville	Sector A	564	7.3%
District 6 - Beltsville	Sector C	288	3.7%
College Park Contract	B 50	261	3.4%
Off-duty Officer	Off Duty	212	2.7%
District 1 - Hyattsville	Tactical Operations	54	0.7%
Municipal Department		34	0.4%
Detectives		28	0.4%
Special Operations		13	0.2%
Sheriff		9	0.1%
Other		8	0.1%
Auto Theft Task force		4	0.1%
District 6 - Beltsville	Sector D	2	0.0%
District 3	Sector G	2	0.0%
Accident Reconstruction		2	0.0%
District 2 - Bowie	Sector E	1	0.0%
District 4 – Oxon Hill	Sector K	1	0.0%
Total		7,742	100.0%

The study team used data from the Communications Center to analyze which police units actually provide service in College Park since the beat 6 and 7 units are routinely dispatched out of the City. The table, which follows, summarizes that analysis.

Service Beats Into Which the Beat 6 and Beat 7 Units Responded (July – December 2006)

District	Sector	Service Beat	Beat 6	Beat 7	Total	% Of Total
1 - Hyattsville	A	All Beats	54	58	112	3%
1 - Hyattsville	B	Not Beats 6 or 7	1,316	994	2,310	58%
1 - Hyattsville	B	Beat 6	514	382	896	23%
1 - Hyattsville	B	Beat 7	283	310	593	15%
6 - Beltsville	C	All Beats	6	9	15	0%
6 - Beltsville	D	All Beats	0	3	3	0%
2 – Bowie	E	All Beats	5	1	6	0%
3	G	All Beats	7	3	10	0%
3	H	All Beats	3	1	4	0%
4 – Oxen Hill	K	All Beats	1	0	1	0%
Total			2,189	1,761	3,950	100%

The following points summarize information about where the beat 6 and 7 cars provided services in the second half of 2006. The beat 6 and 7 cars provided:

- 58% of their services in other beats in Sector B of District 1.
- 23% of their services in Beat 6.
- 15% of their services in Beat 7.
- 3% of their services in Sector A of District 1.

Analysis of these data about how units are dispatched to services suggests that the PGCPD College Park units are routinely dispatched to other areas of District 1 and that limited beat integrity exists. By beat integrity we mean the assignment of units so that they provide most of their service in the beat to which they are deployed. Beat integrity is intended to maintain preventive patrol time in a beat and to enable the beat officer to become intimately familiar with the beat, its population and its public safety

needs. Planned increases in County Police staffing should help maintain beat integrity, reduce response times and increase preventive patrol.

2. PATROL AND INVESTIGATIVE STAFFING NEEDS

This section of the report provides the project team’s assessment of the City of College Park’s field patrol and investigative staffing needs. The section first begins with background and methodological information regarding the concepts of proactive and reactive patrol time.

(1) Modern Field Patrol Forces Balance Responsiveness to Public Requests for Service with Providing Interactive and Proactive Policing.

The provision of field patrol services in municipal law enforcement agencies has come full circle in the United States in the past 10 – 15 years. “Old fashioned” law enforcement involved a police officer who walked a particular beat or neighborhood. This person knew many people in the area of responsibility and was in a position to know potential problems before they occurred. With the growth of the suburban and urban communities and rising expectations for the roles to be played by law enforcement officers the focus changed to one of responding quickly to a wide range of problems with less focus on the importance of proactive knowledge and service in an area.

Currently the focus of law enforcement throughout the country is on “community policing” – a return to the era of providing a wide range of services identified by citizens and a more “proactive” and “involved” law enforcement. Community policing has taken the form of countless initiatives throughout the United States in the past 10 – 15 years. The PGCPD disbanded its specialized community oriented policing program in 2006 and District 1 recently established a Community Activity Team that is addressing

chronic community needs. Future goals include incorporating a community oriented policing philosophy in all officer assignments. Adequate future staffing will be necessary to allow time in assigned beats for this to become effective.

The exhibit, below, provides a summary of the key elements found in modern and effective municipal law enforcement agency:

Characteristic	Comments
Reactive or Response Oriented Patrol Requirements	<ul style="list-style-type: none">• This is the primary mission of any law enforcement field patrol force. Responding to citizen requests (or calls) for service is the most critical element of successful patrol.• The Department should have clearly defined areas of responsibility and should have clearly defined back-up relationships defined for patrol.• The City and the Department should have clearly defined response policies in place – this includes: prioritization of calls, response time targets for each priority, back-up policies, supervisor on scene policies, etc.• This reactive workload should make up between 55% and 65% of each Officer's net available time per shift (on average). This includes the time to write reports, transport and book prisoners.

Characteristic	Comments
<p>Proactive or Interactive Patrol Requirements</p>	<ul style="list-style-type: none"> • Proactive enforcement addresses all other workloads, which are not in response to a citizen-generated complaint – traffic enforcement, proactive or directed patrol, bike and foot patrol, etc. • The Department should have clearly defined uses for available time – i.e., Officers should know what they are expected to do with time between calls for service – this may include preventive patrol in their area of responsibility, traffic enforcement and include directed patrol to respond to a series of complaints or problems. • The proactive element of field patrol should make up between 35% and 45% of each Officer's day (on average). • Research and experience has shown these to be appropriate bounds for proactive time for several reasons: <ul style="list-style-type: none"> - Less than 35% net proactive time available to Officers results in inefficient bundling of available time – i.e., time comes in intervals too short to be effectively utilized by law enforcement personnel. - Proactive time of more than 45% results in less than efficient use of community resources – it is difficult to effectively manage law enforcement personnel whose time is so heavily weighted towards the proactive. - Some exceptions to this latter concern are units, which are dedicated to handle certain types of activity – i.e., traffic enforcement units, housing area officers, etc. However, it should be noted that even in these examples the Officers assigned to these units are expected to respond to all calls for service when required and generally focus on responding to certain calls (i.e., traffic enforcement units respond to all accidents).
<p>Problem Identification and Resolution</p>	<ul style="list-style-type: none"> • Effective proactive patrol for municipal law enforcement requires the rapid identification of problems and issues, the development of an action plan to address each issue as it arises, implementation of the potential solution and then an after-action evaluation to determine whether the approach successfully addressed the issue. • This approach should be used on criminal, traffic and other quality of life problems that the Department can handle. • This requires the use of both formal and informal mechanisms for capturing and evaluating information. This process should be handled by a number of personnel – but supervisors should pay special attention.

Characteristic	Comments
<p>Management of Patrol Resources</p>	<ul style="list-style-type: none"> • Patrol supervisors and managers must take an active role in the effective management of patrol. This includes developing and utilizing management reports which accurately depict the activity, issues, etc. being handled by the field patrol units. • Resources must be geared to address actual workload and issues. This includes ensuring that patrol staffing is matched to workloads that patrol beats / zones are designed to provide even workload distribution. • This also includes the matching of resources to address issues in a more proactive manner. This may include shifting beats to free staff to handle special assignments, assigning targeted patrols to Officers, assigning traffic enforcement issues, etc. • Staffing should be related to providing effective field response to calls for service, provision of proactive activity and ensuring officer and citizen safety in the field. • Supervisors should be both a resource to field officers (in terms of advice, back-up, coverage, etc.) as well as field managers (handling basic administrative functions).
<p>Measurement of Success and Performance</p>	<ul style="list-style-type: none"> • Defined by use of data in managing and planning work. • Effective field patrol needs to be measured in multiple ways to ensure that the Department is being successful in handling their multiple missions. • Examples of effective performance measurement include: response time, time on scene, calls handled by person, back-up rate, traffic enforcement index (citations + warnings / injury + fatality accidents), etc. • Performance measures need to be compiled and tracked on a regular basis by supervisors to ensure that services are effective and efficient.

The exhibit, above, provides a compilation of the basic elements of an effective and modern field patrol force. The points below provide a summary of the key points to be taken from this matrix:

- Effective municipal law enforcement requires a field patrol force that is designed and managed to be flexible in providing both reactive and proactive response to law enforcement issues in the community.
- This requires that the Department balance personnel, resources and time to handle both of these types of law enforcement. Between 55% and 65% of the time in a community should be spent handling all of the elements of reactive patrol. The remaining 35 to 45% should be spent providing the proactive patrol or “community policing.”
- The 35% to 45% of the time which each Officer should have dedicated to proactive patrol needs to be structured and should not be approached in a

random way. Random patrol does not effectively address the issues facing any community – patrol should include efforts to address specific problems in pre-determined ways.

- Any effective proactive approach to patrol requires that information be managed formally and that a formal effort be put into evaluating that information for issues. In addition, attempts to address problems should be evaluated formally – this is to ensure that an approach has been effective.

These basic elements represent the essential ingredients of effective, efficient and modern municipal field law enforcement.

(2) The Matrix Consulting Group Takes an Analytical Approach to Evaluating Patrol Availability and Patrol Staffing.

The Matrix Consulting Group takes an analytical approach to determining the staffing level required in urbanized areas. Our approach is characterized by several key factors, which include the following:

- Staffing should be examined both in terms of the ability of current staff to provide for effective law enforcement services (i.e., proactive time available to do things to prevent crime and increase public perceptions of safety) as well as the time to handle the workload generated by the public (i.e., reactive time generated by calls for service).
- Public policy is made by selecting a level of proactive time that is deemed to be “appropriate” for the community. In the case of College Park, the project team recommends a target time that will enable field patrol officers to engage in a variety of targeted patrol activities.

The following sections detail our specific approaches to calculating proactive time as well as the methodology the Matrix Consulting Group utilizes to calculate staffing requirements.

(3) Calculation of Proactive Time Includes Calls for Service and Accounts for Administrative Time, Use of Leave and Other Factors.

The Matrix Consulting Group has calculated proactive time in law enforcement agencies using a mixture of known data combined with a series of assumptions. The table below, provides a brief description of a *typical* basis for this calculation:

Factor	Basis
Calls for Service	Data
Call Handling Time	Data
Back-Up Frequency / Number of Units per Call	Estimated
Duration of Time on Scene by Back-Up	Estimated
Number of Reports	Data
Time to Complete a Report	Estimated
Number of Arrests	Data
Time to Complete an Arrest	Estimated
Available Time of Officers / Officers on Duty	Data

Using these data and estimates, the project team can then perform the calculation of proactive time for any discreet unit of time. The calculation that is performed to determine proactive time, then, is as follows:

$$\text{Proactive Time \%} = \frac{(\text{Total Available Time} - \text{Reactive Workload Time})}{(\text{Total Available Time})}$$

Where “Total Available Time” is defined as the number of officers actually available in a given hour times 60 minutes and the “Reactive Workload Time” is defined as the average Total Committed Time per Call for Service multiplied times the number of calls for service.

This approach provides managers and policy makers with an easily understood (and easy to calculate) measure of the capability of the patrol force for providing directed and proactive law enforcement (it is the time left over once calls for service have been handled).

The following table shows the various target percentages for patrol units engaging in proactive time, and provides brief description of each.

Target	Description
35%	<ul style="list-style-type: none"> • Minimal level that should be targeted. • Below this level, response time performance could be impacted, lower priority calls may have to be held or interrupted for higher priority calls. • Does not facilitate high levels of “community policing” activities beyond basic proactive efforts by field patrol units (this is not to exclude proactive units such as PSU and COP being involved in these activities and programs).
40%	<ul style="list-style-type: none"> • Allows for higher service levels that enable the patrol personnel to focus on proactive efforts. • At this level, patrol personnel can be frequently involved in targeted and directed “community policing” activities.
45%	<ul style="list-style-type: none"> • Extraordinarily high service level. • Patrol staff can be involved in a wide variety of “community policing” functions. • Need for specialized / dedicated “community policing” units is diminished as patrol personnel should have time for these efforts themselves.

This approach bypasses the potential trap of comparative staffing models associated with comparability of community and workload. This approach also provides a methodology that can easily keep pace with the growth that takes place in the area. Finally, this approach allows policy makers to determine what kind of law enforcement they want by selecting an appropriate proactive time target and then bases total staffing on a combination of the work that must be done with the work that is targeted. A recap of the model’s use and key analytical points shows that:

- The model makes specific provision for proactive time targets.
- The model can be used at any level of detail – i.e., staffing can be calculated in the aggregate or for specific times of day or for specific geographical areas.
- The model uses commonly available data points and assumptions:
 - Counts of calls and committed time on calls.
 - Gross and net officer availability times.

- Adjustments to committed time, including report writing and booking times.
- Adjustments in availability, e.g., duty time lost to administration or breaks.

The following section provides the results of this analysis.

(4) The Current Number of Regular PGCPD Officers Deployed in College Park is Insufficient for the City’s Needs.

Based on actual data and estimates made by the project team, the following table summarizes the patrol staffing needs for the City.

Activity	Workload Factor
1. COMMUNITY GENERATED WORKLOADS	
Calls for service (7,751 in 2006 + 1% growth in 2007)	7,825
Handling Time (28 minutes)	3,652 Hours
Back up Rate (40% of calls, based on 2006 data)	3,130 Calls
Handling Time for Back Up Units (3,130 Calls X 28 Minutes ÷ 60 Minutes)	1,460 Hours
Total Time for Back Up Unit CFS Handling	5,112 Hours
Number of Reports Written (Actual, based on 2006 data + 1% growth)	2,080 Reports
Total Time for Report Writing (estimated at 30 minutes)	1,040 Hours
Number of Bookings (Actual, based on 2006, + 1% growth)	123 Arrests
Time to Process Bookings (Estimated)	1 Hour
Total Time for Bookings	123 Hours
TOTAL TIME TO HANDLE COMMUNITY GENERATED WORKLOADS	6,275 Hours
2. TIME FOR PREVENTIVE PATROL AND OFFICER INITIATED ACTIVITY	
45% of Available Time (5,910 ÷ 55 X 45)	5,134 Hours
40% of Available Time (5,910 ÷ 60 X 40)	4,183 Hours
3. TOTAL TIME REQUIRED FOR REACTIVE AND PROACTIVE ACTIVITIES	
45% of Available Time (6,275 + 5,134)	11,409 Hours
40% of Available Time (6,275 + 4,183)	10,458 Hours
4. OFFICER AVAILABILITY	
Total hours scheduled (2,080)	2,080
Net hours lost for leave and training	280
Net hours lost on shift (meals / breaks / meetings / court)	312
Net hours worked each year	1,488

Activity	Workload Factor
5. OFFICERS REQUIRED TO HANDLE THE PATROL WORKLOAD	
45% of Available Time (11,409 ÷ 1,488)	7.7 Officers
40% of Available Time (10,458 ÷ 1,488)	7.0 Officers

As shown above, the total number of officers required to handle workload is approximately eight based on a growth rate of 1% in the workload indicators (i.e., calls for service, reports, arrests and bookings). At the present time, except for special assignment teams, the PGCPD assigns a Patrol Officer to each beat in the City around the clock daily. If the Officers remain in the City while they are on duty, this amounts to 17,521 patrol hours (2 Officers X 24 hours/day X 365 days), the equivalent of approximately 12 Patrol Officers. Based on the number of calls for service and the amount of time spent handling calls, the Officers assigned to the two beats in College Park have adequate time to handle citizen generated service calls, conduct preventive patrol, and engage in proactive activities. The current reactive or response oriented patrol time accounts for 36% of the assigned on duty time for the beat Officers in College Park. Based on this data, the PGCPD College Park units would be able to dedicate adequate amounts of time for both reactive and proactive activities if they were assigned exclusively to College Park. However, although adequate patrol resources are assigned to College Park, analysis of call response data indicate that the officers are routinely dispatched out of the City to handle calls in other beats, and are not always available in the City to meet the City’s proactive or interactive police needs. Increased future staffing for the PGCPD would allow the College Park Officers to spend more of their time in the City.

(5) There Are Opportunities to Reduce the Need / Costs for Additional Resources to Address Specialized Enforcement in the City.

As determined above, a sufficient number of patrol officer are assigned to the College Park beats to meet both the reactive workload demands of the City, as well as meet proactive time goals within the 40% and 45% range. However, the data suggest that the beat 6 and 7 officers spend a considerable amount of their time in other beats in Sector B. Because of slow response times to calls in the City (10 minutes for priority calls and 16.4 minutes for non-priority calls) and a perceived lack of patrol visibility, the City has executed an memorandum of understanding with the PGCPD so that it can hire off-duty officers to patrol in the City to address particular problems, including traffic enforcement on residential streets, visible patrol, parties, and vandalism. The City Allocated \$500,000 for approximately 9,900 supplemental, patrol hours annually for FY 2007 and FY 2008.

It should be determined whether and how the PGCPD could better re-direct the assignment of the beat 6 and 7 resources so that the units are more readily available in College Park to handle service calls and engage in proactive patrol activities rather than have the City allocate a half million dollars annually to supplemental services – essentially paying twice for service it should be receiving from the PGCPD. Potential opportunities to improve services in College Park include the following.

- Increasing staffing for patrol officers Countywide to reduce the need for out of assigned beat responses.
- Establishing a higher level of beat integrity for the College Park units such that they are not routinely dispatched to non-priority calls in other beats in District 1.
- Rework the squad overlap days (Day and Evening shifts, Wednesday through Saturday) so that they reflect daily changes in the workload.

- Routinely assign a wild car to College Park when squad overlaps occur and on-duty staff increases in order to create a third car in the City.

Patrol levels in the City should be continuously assessed (requiring ongoing Communication between the City and PGCPD) to ensure that law enforcement resources are being efficiently and effectively used in the City in order to improve services and enable the City to avoid unnecessary supplemental patrol costs.

(6) The Number of Investigative Staffing Is Sufficient to Meet the Needs of College Park.

The Investigations Section of the Operations Command conducts investigations of crimes and proactively targets high crime areas and violent street crime. The District 1 Investigations Section is staffed with 44 Police Officers and one civilian who conducts follow-up investigations on reported crime and proactively targets street robberies and high crime/disturbance areas in the District. Investigations includes:

- General Assignment Detectives – 16 Officers
- Robbery Suppression – 9 Officers
- Special Assignment Team– 13 Officers
- Pawn, auto theft, missing persons – 5 Officers

The General Investigators follow-up on reported property crimes and work both day and afternoon shifts. Sergeants routinely review cases in a weekly basis to ensure that they are investigated and completed in a timely manner. The Robbery Suppression and Specials Assignment squads target street crimes. It is not unusual for the Special Assignment Squad to work in College Park on weekends in conjunction with the University of Maryland Police Department's Strategic Enforcement Squad. The Department's Centralize Investigation Division (CID) investigates most homicide, 1st and

2nd degree sexual offenses including rape, commercial robbery and financial crimes.

The various investigative units are providing adequate services to College Park.

3. CONCLUSIONS

The analysis conducted in this section of the report has provided the project team with several key insights and conclusions with respect to the delivery of police services in College Park. These conclusions include:

- The PGCPD provides a base level of reactive and preventive patrol in College Park. In regard to emergency call response times and the beat integrity of the units assigned to College Park, the level of service falls short of the community's expectations and of the taxes paid by City residents to the County. This is apparently a result of historically inadequate staffing of PGCPD patrol beats to meet the needs of current levels of service demands
- The PGCPD provides an adequate level of investigative services through general investigators assigned to District 1, the countywide drug enforcement unit and through the Centralized Investigative Division of the Department.
- The PGCPD provides a high level of specialized and tactical services on an as needed basis in the Route 1 and Knox area and deploys significant resources in conjunction with the Maryland State Police and the Maryland-National Capital Park Police after selected athletic events at the University of Maryland.
- The report identified several opportunities the PGCPD could exercise to improve the deployment of patrol resources to College Park. The improvement opportunities involve preserving the beat integrity of units assigned to College Park and developing a plan to more efficiently deploy patrol squads. These changes could improve response times in the City and increase the amount of time available for proactive patrol.
- The report recognizes the deployment of the PGCPD's Special Enforcement Tactical unit. Further, redirecting patrol proactive time priorities, or redeploying personnel, may better address the special enforcement problems in the City. Using personnel in this manner could reduce the need for additional resources requested on an ad hoc basis, thus limiting the amount of costs for the City.

5. FOCUS GROUP SUMMARY

The Matrix Consulting Group help four focus group meetings with citizens to discuss their public safety concerns, two focus group meetings with business group and one focus group with University of Maryland students. A total of 30 citizens attended the four meetings and participated in the discussions. The meetings were held at 7 PM at the following locations:

- City Hall – Thursday, February 8, 2007
- Davis Hall – Friday, February 9, 2007
- Davis Hall – Wednesday, February 14, 2007
- City Hall – Thursday, February 15, 2007

The study team used a nominal group technique to gather feedback at the meetings. Each attendee was given an opportunity to participate in the process and to state their concerns. The concerns were recorded for all participants to see and at the end of the meeting the attendees voted on the concerns. The voting resulted in the priority list of concerns listed in the table, below:

Citizen Focus Group Meetings - Public Safety Concerns

Concern	Score
Lack of police visibility	35
Police response time is slow	28
There are not enough County Police in College Park	26
Police do not communicate with one another (County, University, Park, State)	23
Student parties are getting out of hand	22
Crimes involving guns	21
University has limited housing on campus and has pushed students into the City	18
Police do not follow up on minor crime	17
Street crimes – Cannot walk the streets at night	15
We don't have enough police in College Park	13
Lack of University response to address student disorder	13
Criminals come to City to victimize students – Residents are collateral damage	13
Fear of crime along Metro to University route	11
Roaming students are background for other crime and vandalism	9
Roaming groups of drunk students are not arrested for disturbing the peace	8
University needs to have a crime prevention program for students	6
City Council has not recognized the extent of the City's crime problem	5
Crime in North College Park is primarily on Route 1	5
Nuisance crimes are not followed up on by the Police	5
Some districts in the City have greater safety problems/needs than others	4
Police need to proactively arrest underage drinkers	4
It is rare to see police Officers patrolling	4
Code enforcement for rental housing is lax	4
Need to police major crime as well as minor disturbances	4
County Police have increased their service	3
Implement bike and foot patrols by Officers	3
Need a program to notify residents about new homeowners in the neighborhoods	3
Suspects run to Metro or jump in cars	2
Ensure cultural diversity in the police department	2
Prince George's Police will not enforce local ordinances	2
Crime around the Metro station	1
Contact City of Bowie about their police plans	1
Don't do any more police studies – Its time to act	1
Robbery of students waiting for busses	0
Students are careless drivers – They run stop signs	0
Contract police do not stay in College Park	0
University Police have been coordinating better with the County	0
A City Police Department should report to the City Manager	0
Police get freebies from WAWA and bars to keep them in the area	0
Residents feel intimidated in reporting party noise complaints	0
Need block safe houses for children and adults	0
City has budgeted money for police Officers but cannot spend it	0
City should issue neighborhood stickers to residents	0
Too many police agencies – Who do we call	0
Crime seems to becoming more serious	0

The study team held two focus group meetings with business groups in College Park – one representing the south group of merchants and one representing the north

group of merchants. Nine business representatives attended the meetings. The primary comments of the business participants are listed in the table below.

Business Focus Group Meetings - Public Safety Concerns

Concern
Lack of safe pedestrian crossings on Route 1 that divides the campus Pedestrian safety at Knox and Route 1 with cars making turns Limited police patrol and visibility in the Route 1 business strip north of the U of M. Lengthy police response times to E-911 calls for robberies, fights and disturbances. Car break-ins in business parking lots Deploy PGCPD tactical units to the north half of College Park. Consider using police auxiliaries, rather than police officers to provide visible patrols Deploy surveillance cameras and lighting in the community to improve safety Deploy PGCPD tactical units beyond Route 1 and Knox area to surrounding neighborhood.

The study team met and interviewed the Student Government Association President from the University of Maryland, the Student Government Association Liaison with the City and held a focus group session with various student government representatives. Nine students attended the focus group meeting. The primary comments of the student participants are listed in the table below.

Student Focus Group Meeting - Public Safety Concerns

Concern
Develop process/programs to improve the quality of interactions between students who live in the City and the residents.
Form a student/neighborhood association
Lack of visible patrols (PGCPD or UMPD) in the City beyond the Route 1 and Knox area
Need for more visible patrols in the residential neighborhoods
No bus service between the west exit of the College Park Metro and the campus
Students are more interested in street safety than a crack down on parties
Escort request response times are long
Lots of break-ins. Students cannot leave valuables in housing when not in school
Orient students on how to interact with their neighbors. Put the City's guide on-line

6. OPPORTUNITIES TO IMPROVE SERVICES

This section of the report discusses issues and recommendations regarding the provision of police services in the City. It focuses on four aspects of the current delivery system that are critical to public safety in the City. The four areas are:

- Management of public safety functions by the City.
- Delivery of law enforcement services by the Prince George’s County Police Department.
- Management of law enforcement services in the City by the University of Maryland Police Department.
- Positive aspect of the current service delivery system.

The following section addresses the project team’s analysis of the management issues involved with public safety in the City.

1. MANAGEMENT OF PUBLIC SAFETY SERVICES BY THE CITY COULD BE STRENGTHENED BY DEDICATING SENIOR STAFF RESOURCES.

The City has embarked on three major initiatives to improve public safety in the community. These include the following:

- Developing a rigorous code enforcement program to ensure that rental housing for students and other residents meet minimum quality and occupancy standards.
- Establishing a City noise ordinance and enforcing the ordinance by proactively monitoring parties and responding to citizen complaints.
- Implementing a contract program that employs off-duty PGCPD Police Officers to patrol in the City.

The table, which follows, identifies strengths and weaknesses of the City’s public safety initiatives.

College Park’s Public Safety Initiatives

Service Area	Positive Service Characteristic	Potential Issues
Rental Housing Inspections and code enforcement	<p>The Public Services Department manages the inspection program and has been successful in encouraging landlords to maintain minimum housing standards and occupancy levels.</p> <p>The City holds landlords responsible for the action of their tenants.</p>	<p>Except for the joint inspection of fraternities and sororities, the University of Maryland does not provide the City any support in the inspection or monitoring off-campus student housing.</p>
Noise ordinance management	<p>The Public Services Department deploys Code Enforcement Officers to monitor parties and to respond to citizen complaints.</p> <p>Contract Police Officers, UMPD and PGCPD Officers respond with the code officer as needed to complaints.</p>	<p>The UMPD does not proactively monitor and enforce the noise ordinance in either the concurrent jurisdiction of the City or areas of the City with high concentrations of student residents and student parties.</p>
Neighborhood Watch	<p>The City has approximately a dozen Neighborhood Watch Groups.</p> <p>The PGCPD provides office space for a volunteer coordinator at the District 1 headquarters</p>	<p>Neither the City nor the PGCPD have full-time staff to support the Neighborhood Watch Program.</p> <p>The City does not use Neighborhood Watch, students or other citizen volunteers to compile and analyze information about law enforcement and citizen safety issues in the community.</p>
Contract Police Program Management	<p>The City’s Public Services Director and a part-time Prince George’s County Police Lieutenant loosely oversee the Contract Offices. Recruitment of officers includes the selection of highly motivated personnel highly by their supervisors.</p>	<p>The City does not have a full time coordinator to direct and monitor the activities of the part-time Officers.</p> <p>The Part-time Officers do not have routine day-to-day field supervision, but are expected to follow-up on list of hot spots and complaints.</p>

Service Area	Positive Service Characteristic	Potential Issues
<p>Contract Police Program Staffing</p>	<p>The program seeks to guarantee that officers will be present in the City when they are on duty to conduct preventive patrol and traffic enforcement activities.</p> <p>The City has requested the State Police, County Sheriff and University of Maryland Police Departments to support the contract program by entering into MOU's that would enable their officers to work part-time in College Park.</p>	<p>The City was not able to staff all of the duty slots that it had budgeted in FY 2007.</p> <p>Officers select their patrol periods thus leaving some duty times vacant.</p> <p>The University of Maryland Police Department has turned down the City's request for an off-duty employment MOU.</p> <p>The State Police and the Sheriff have not responded formally to the City's MOU request but informal discussions had suggested that they are not likely to execute the requested MOU. Recent contact with the Sheriff indicates possible reconsideration</p>
<p>Contract Police Program Monitoring</p>	<p>The Public Services Administrative Assistant compiles a monthly report of significant activities and the number of traffic tickets issued.</p> <p>Officers fill out an activity log when they are on duty.</p> <p>The City has requested call for service information from the Prince George's County Communications Department about contract Officer activity.</p>	<p>The City does not have an automated mechanism for analyzing information about the activities of the Contract Officers.</p> <p>The City does not have resources to assigned to compile and analyze the activities listed on the Officer's daily logs.</p> <p>Data from the County's Communications Center and the District 1 Crime Analyst would enable the City to track public safety issues, but the City does not have full-time staff to monitor and assess this information.</p>

Recommendation: Engage the University of Maryland in discussions regarding how the University and its Police Department could better support the City in its efforts to maintain safe living conditions for students in off-campus housing. The discussions should include major off-campus dormitories, like University View, that house over 700 students. (No cost)

Recommendation: Engage the University of Maryland in discussions regarding how the UMPD can more proactively monitor and enforce the noise ordinance in the concurrent jurisdiction of the City as well as areas of the City with high concentrations of student residents and student parties. (No cost)

Recommendation: Request that the University and the UMPD provide the City with statistics on the number of off-campus student parties investigated and the actions taken against students responsible for sponsoring the parties. (No cost)

Recommendation: Consider hiring a full-time police coordinator to direct and monitor the activities of the part-time Officers as well as the level of services that the PGCPD and the UMPD provide in the City. (Approximate annual cost of less than \$100,000). The monitoring should include:

- **Sampling daily patrol activity of the PGCPD in the City to determine the level of Officer availability for proactive patrol.**
- **Monitoring response times to emergency calls in the City by the PGCPD.**
- **Reviewing the Officer logs CFS data from Dispatch for the Contract Police Officers**
- **Acting as the liaison and coordinator between the Neighborhood Watch Groups and the PGCPD and the UMPD.**

Recommendation: Consider creating a position of Community Service Officer (CSO) to provide visible patrol activity in the City as a supplement to the PGCPD and Contract Officers. The CSO's would be analogous to the Auxiliary Officers deployed by the University of Maryland. The CSO's would be unarmed civilian employees who patrol in marked vehicles and interact with community residents. They would be equipped with radios, cell phones and a camera to record activities and communicate with the PGCPD and the Contract Officers when they encounter public safety problems. They would follow up with citizens on code enforcement and public safety issues.

Recommendation: Consider recruiting citizen and student volunteers to compile and analyze information about the activities of the Contract Police Officers and analyze call for service, crime and traffic information provided by the County's Emergency Communications Center and the District 1 crime analyst and the UMPD. (No cost)

Recommendation: Engage the PGCPD in discussions regarding taking responsibility for the day-to-day supervision of the City's Contract Police Officers. (No cost). If the City is not able to hire the number of Contract Officers it deems appropriate enter into discussions with the PGCPD for the establishment of a formal contract for supplemental services. (Approximate annual cost of \$141,000 per patrol officer).

2. DELIVERY OF LAW ENFORCEMENT SERVICES IN COLLEGE PARK BY THE PRINCE GEORGE’S COUNTY POLICE DEPARTMENT

The PGCPD is responsible for the delivery of all police services in College Park. The services are paid for by a portion of the property taxes that citizens in College Park pay to the County. There is no contract between the City and the County regarding how these services will be provided or what level of service the County will provide to the City. Although the PGCPD District Commander discusses police services with City officials, the City has limited input to and limited information about the level of service it receives from the PGCPD. The exhibit, which follows, identifies the strengths and weaknesses of the law enforcement services the PGCPD provides to the City.

Prince George’s County Police Department Services Provided to College Park

Service Area	Positive Service Characteristic	Potential Issues
Service Monitoring	The commander of District 1 meets periodically with City Officials to discuss issues and is available as needed for discussions.	The City does not have any mechanism to monitor the extent to which patrol officers are actually working in College Park to provide proactive and preventive patrol services.
Patrol Performance Measures	Patrol Officers assigned to College Park have sufficient time to conduct proactive activities (within 40-45%). However, they may not be in their assigned beats in College Park for significant portions of their duty tours.	Patrol Officers are not responding to priority 1 calls for service in a timely manner. The average response time to Priority 1 calls is 10.1 minutes, which exceeds our response time benchmark of five minutes by 100%. Although two Patrol Officers are assigned to the beats in College Park around the clock, they are often assigned calls outside College Park, which detracts from their ability to provide proactive services in the Community.

Service Area	Positive Service Characteristic	Potential Issues
<p>Deployment of Patrol Cars</p> <ul style="list-style-type: none"> • Responding to calls for service. • Proactive and/or directive patrol. 	<p>Analysis shows that there are a sufficient number of patrol officers assigned to College Park to handle calls for service and conduct proactive patrols within best practice ranges.</p>	<p>Patrol units are not optimally deployed by the Department as follows:</p> <ul style="list-style-type: none"> • Two patrol squads are scheduled to work on the day and afternoon shifts one day each week. The schedule changes weekly such that the double squad days rotate Wednesday through Saturday. • The same number of patrol officers scheduled to work on the day and afternoon shifts in spite of the fact that the workload is 36% heavier on the afternoon shift. <p>The fact that Officers are routinely dispatched out of the City to other areas detracts from the time officers assigned to College Park are able to conduct preventive patrol activities in the City.</p> <p>Patrol officers may not be deployed in the most efficient and effective way possible based on call for service demands and the special proactive needs, which also may be affecting response times.</p>
<p>Community Policing</p>	<p>The District recently formed a 4-Officer Community Action Team that works 14 beats in District 1.</p> <p>The activities of the team and how it will operate in College Park has not been completely defined.</p>	<p>The Community Action Team may not have sufficient personnel to handle all of the special enforcement needs identified by the City.</p>
<p>Traffic Enforcement</p>	<p>PGCPD is not meeting the Traffic Enforcement Index in the City of 40 citations for every injury accident. The Department issued 5.3 citations per injury accident in 2006. The index is designed to measure the extent to which traffic safety issues are addressed. It is computed by dividing the number of injury accidents into the number of traffic citations.</p>	<p>District 1 Officers wrote 1,097 traffic tickets in College Park in 2006.</p> <p>In addition, the City's contract Officers wrote 619 tickets in 2006 and the UMPD conducts traffic enforcement activities in the City.</p>

Service Area	Positive Service Characteristic	Potential Issues
Traffic Investigations	The PGCPD has a centralized accident investigation/ reconstruction unit that operates in College Park as needed.	
General Investigations	<p>District 1 has two General Investigative squads staffed by 2 Sergeants and 14 Investigators that investigate burglaries, thefts, assaults, citizen robberies, and 3rd and 4th degree sexual offenses.</p> <p>Based on caseload benchmarks, detectives have appropriate caseloads to allow for effective handling of cases.</p> <p>The City also benefits from the work of the Central Investigations Division (CID) that investigates most homicide, 1st and 2nd degree sexual offenses including rape, commercial robbery and financial crimes.</p>	
Specialized Services	<p>District 1 has several specialized squads.</p> <ul style="list-style-type: none"> – The Robbery Suppression team staffed by 8 Investigators is deployed based on crime analysis of robbery incidents. – Two Special Assignment Team staffed by 7 Officers is deployed based on crime analysis and the potential for civil disturbances. The Team is deployed Wednesday through Saturday nights. It is frequently deployed in College Park when the university is in session. <p>The City benefits from the PGCPD’s coordination of the multi-agency (State Police, University of Maryland Police) approach to handling of civil disturbances.</p>	

Recommendation: Request that the PGCPD provide the City with a methodology for tracking the amount of preventive patrol time that it provides to College Park and that it provide the City with a monthly accounting of the preventive patrol hours in College Park. (No cost)

Recommendation: Engage in discussions with the PGCPD to establish a greater level of beat integrity for officers assigned to College Park in order to:

- **Increase the level of proactive patrol time.**
- **Reduce response times to citizen calls for service.**
- **Provide more aggressive traffic enforcement.**

Recommendation: Engage in discussions with the PGCPD regarding the assignment of additional beat officers, (Wild cars) in College Park and when two rather than one squad of patrol officers is on duty in the B Sector of District 1. This occurs one day each week, on rotating days between Wednesday through Saturday, on the day and evening shifts. (No cost)

Recommendation: Enter into discussions with the PGCPD regarding how the Department might improve the Traffic Enforcement Index for the City. Request that the PGCPD provide the City with monthly Traffic enforcement Index data. (No cost)

3. DELIVERY OF LAW ENFORCEMENT SERVICES IN COLLEGE PARK BY THE UNIVERSITY OF MARYLAND POLICE DEPARTMENT

The UMPD shares jurisdiction with the PGCPD in several areas of the City – the downtown business district in the vicinity of Route 1 and Knox Road, the Old Town and Lord Calvert Manor neighborhoods, the streets connecting the College Park Metro station to the University and the University’s Research Park in the extreme southeast section of the City. The University provides these services at its own expense. There is no contract or MOU between the City and the University regarding what law enforcement services and how the services will be provided in the City. The exhibit, which follows, identifies the strengths and weaknesses of the law enforcement services the UMPD provides to the City.

University of Maryland Police Services in the City

Service Area	Positive Service Characteristic	Potential Issues
<p>UMPD Joint Jurisdiction in the City</p>	<p>The University of Maryland Police Department has an MOU with the PGCPD for joint jurisdiction in a portion of the City.</p> <p>The UMPD provides patrol, traffic enforcement and special tactical services in the joint jurisdiction area.</p>	<p>The University of Maryland does not have an MOU or written directive with College Park concerning its law enforcement responsibilities in the City.</p> <p>Some areas of the City are home to a considerable number of students but the University has avoided, except for the joint jurisdiction area, security responsibility for these areas.</p> <p>The University of Maryland and the City do not have formal criteria for defining the areas of the City where the UMPD might, in the future, exercise joint jurisdiction.</p>
<p>UMPD police service in the City</p>	<p>Patrol officers from the University of Maryland patrol and provide traffic enforcement services in the joint jurisdiction area of the City.</p> <p>The University of Maryland Police Department's Strategic Enforcement Response Team (SERT) composed of six Officers works Wednesday through Saturday nights from 6 PM to 4 AM. The team splits its time between the campus and the concurrent jurisdiction area in the City</p> <p>SERT works closely with PGCPDs District 1's Special Assignment Team in the downtown area of College Park.</p>	<p>The University has driven a large number of organized events, where alcohol is available to of-age and underage students, off campus. Efforts by the UMPD to monitor off-campus student parties have been sporadic.</p> <p>The University does not provide the City with reports on the number of parties monitored and the actions (campus discipline and arrests) taken against students who organize student parties in the City.</p>

Service Area	Positive Service Characteristic	Potential Issues
<p>UMPD electronic security services in the City.</p>	<p>The UMPD operates an extensive camera monitoring and emergency phone system on campus.</p> <p>Video cameras have been expanded to cover the College Park Shopping Center in the joint jurisdiction.</p> <p>The University is installing, at City expense, emergency phones in the corridor between the College Park Metro stop and the University campus.</p>	<p>The University has the capacity to expand the video monitoring system to the City for a fee. However, extension of the video monitoring system to the City is hampered by lack of a fiber optics network.</p>

Recommendation: Enter into discussions with the University regarding the development of an MOU that addresses off-campus housing standards of occupancy, the behavior of students while off campus, especially regarding underage alcohol consumption and student sponsored parties in residential neighborhoods. (No cost)

Recommendation: Enter into discussions with the University of Maryland regarding the development of criteria to identify areas of the City with a significant student population that could benefit from UMPD services. (No cost)

Recommendation: Request that the University provide the City with a written plan for reducing off-campus parties that involve the serving of alcohol to minors. (No cost)

Recommendation: Request that the University provide the City with reports on the number of off-campus parties monitored for noise and alcohol violations. Furthermore, the University should provide the City with a report on the actions (campus discipline and arrests) taken against students who sponsor such parties in the City. (No cost)

Recommendation: Enter into discussions with the UMPD regarding the installation of video monitoring cameras in selected areas of the City. The discussion should include the development of a methodology for the placement of cameras. (Approximate annual cost for installation and monitoring of \$6,500 per camera.) Deployment will be limited by the availability of a fiber optics system in the City.

4. THERE ARE SEVERAL BENEFITS TO THE CITY REGARDING THE CURRENT LAW ENFORCEMENT STRUCTURE.

The following table describes aspects of the service delivery structure and its positive impact for the City:

Service	Positive Results for the City	Potential Issues
<p>The PGCPD routinely deploys its special enforcement teams (Tactical and street robbery) in College Park at night.</p>	<p>These teams enable the Department to assemble five to 10 officers in the City to handle crowds in the bar area of the City and to address large off-campus student parties.</p>	
<p>The UMPD routinely conducts patrols and traffic enforcement activities in the joint jurisdiction area of College Park.</p> <p>The City has installed emergency phones and has improved lighting in the corridor between the University and the College Park Metro stop.</p> <p>The UMPD has installed and monitors cameras at the College Park Shopping Center.</p> <p>The UMPD routinely deploys its Special Enforcement Response Team in College Park at night.</p> <p>The University of Maryland has made improvements to its bus routes and stops to improve public safety.</p>	<p>The patrols are designed to enhance student and citizen safety in the response area and to control student activities.</p> <p>The camera and phone systems are designed to prevent crime and increase the sense of public safety among citizens.</p>	<p>The University Maryland bus does not provide service from the west side of the College Park Metro station to the University.</p>
<p>The PGCPD coordinates the deployment of State Police, University of Maryland and Maryland Capital Park Police personnel after major college events that have produced civil disturbances in the past.</p> <p>Each agency is responsible for funding its participation in the deployments.</p>	<p>A major event may result in the deployment of as many as 150 to 300 Police Officers.</p> <p>Major deployments, usually in conjunction with athletic events, occur five to eight times annually.</p>	

Recommendation: The University of Maryland should implement a bus route from the west entrance to the College Park Metro Stop to the campus.

5. ELECTRONIC MONITORING COULD IMPROVE PUBLIC SAFETY IN THE CITY

Some municipalities have begun to experiment with the installation of security cameras in public locations including streets, open areas (i.e., parking lots, recreational fields, public housing) and buildings. The cameras generally have two primary goals. First is the active monitoring of locations to rapidly identify security and public safety problems to which security personnel or police can be dispatched. These cameras need to be actively monitored. In a typical set up, security personnel often located in a public safety dispatch center monitor video screens. The second goal is the collection of video data for review after an incident has occurred in an area. These cameras are not actively monitored. In both situations, however, the camera's video recordings are retained for a several weeks for investigative purposes.

The installation of a camera security system involves an assessment of security and technical issues. Some of these issues are listed below.

- Security Issues
 - What specific areas of the City present security risks (Crime, public disturbances, traffic) that would benefit from video surveillance?
 - What information will be used to assess the security risks in the City?
 - Who will identify the security risks in the City and evaluate the effectiveness of the cameras?
 - Which cameras will be monitored and which will be used only for investigative follow up?
 - How will the cameras camera information be communicated to law enforcement personnel?

- Technical Issues
 - How will the cameras interface with the monitoring/data collection location? Options include fiber optics and internet connected telephone air cards.
 - How will the cameras/phones be powered? Options include an electric connection or solar/battery power.
 - Will the cameras be operable 24 hours daily or only during daylight hours?
 - What area will the camera be able to cover? Are there any structures (buildings, trees) that will interfere with the camera's ability to record a targeted area?
 - What provisions need to be made to provide for the security of the cameras?
 - Are there any privacy issues related to the location of cameras in specific locations?

The University of Maryland has an elaborate camera system that has grown from 25 cameras in 1996 to nearly 400 cameras today and has the capacity of deploying up to 512 cameras. The University has installed one camera in the City (College Park Shopping Center). The UMPD's internal cost for camera services is listed below.

- Camera Installation - \$10,000 per camera.
- 24 X 7 camera monitoring and recording per camera - \$5,300 per year.
- 24 X 7 camera recording per camera - \$600 per year

Because the University's fiber optic infrastructure is limited to the main campus, the City would need to contract with an internet provider (e.g., Comcast, Verizon) to link its cameras to the University Police Department. The University, through a contract with the City, is in the process of installing Blue Light phones along the corridor from the College Park Metro Station to the University campus using solar and cell phone technology at a cost of approximately \$12,500 per phone. These phone stations will not

have cameras. The phones are connected to the UMPD Dispatch Center via a cell phone link.

Recommendation: The City should enter into discussions with the PGCPD and the UMPD regarding areas that could benefit from the location of cameras. The discussion should include:

- A crime and traffic analysis assessment of public safety issues in the City.
- The selection of several camera locations based on the crime/traffic analysis recommendations above that could be used for a field test of a camera system.
- The development of criteria for assessing the value of the field test cameras.

The City should enter into negotiations with the UMD regarding the deployment and monitoring of cameras selected for the field test.

7. CITY POLICE DEPARTMENT ALTERNATIVES

This chapter of the report evaluates several law enforcement service alternatives that College Park could implement to improve service levels. It is organized as follows:

- Overall Assumptions
- Creating a City Police Department
- Creating a limited City Patrol Force
- Creating a supplemental contract with the PGCPD for additional patrol services
- Recommended Course of Action
- Implementation Plan for creating a City Police Department or Patrol Force.

The following section identifies the primary assumptions made by the project team to serve as the basis for the analysis.

1. KEY ASSUMPTIONS

The following table provides the project team’s primary assumptions regarding the various organizational and operational aspects of the alternative law enforcement alternatives. These assumptions serve as the overall basis for analyzing the law enforcement organizational and operational structure and costs for the alternatives:

Police Department Assumptions and Requirements

Service Area	Assumptions and requirements
Overall Assumption	The City of College Park will receive a level of service and resources similar to what is currently provided by the PGCPD.
Joint Jurisdiction Responsibilities of the UMPD and the PGCPD	<p>The University of Maryland Police Department will continue to exercise concurrent jurisdiction in the City at not cost to the City.</p> <p>The PGCPD in conjunction with the University of Maryland Police, Maryland National-Capital Police and the Maryland State Police will be responsible for managing civil disturbances caused by University of Maryland students in College Park at not cost to the City.</p>

Service Area	Assumptions and requirements
Management Staffing	The Department will have a Police Chief, one Captain, two Lieutenants, six Sergeants and one civilian manager.
Patrol Staffing	The Department will have sufficient patrol units for the City based on the call for service workload and the ability to meet adequate proactive time goals. The Department will have a crime analyst to support field and investigative planning and operations.
Traffic Enforcement	The patrol division of the Department will handle traffic enforcement.
Special Enforcement	The City will execute a no-cost agreement with the County for special enforcement services (Tactical, narcotics, riot control, hostage, homicide and rape investigations, air support) supported by County tax payments.
Investigations	The Department will have a sufficient number of investigators to investigate crimes against property and assaults. Rape and homicide crimes will be handled primarily by the Prince George’s County Police Department.
Non-Sworn Supervision	The Department will have a civilian manager for records and technical services.
Training	The Department will contract with certified police academies for the provision of recruit training leading to Maryland certification as well as for specialized and in-service training. The Department will provide its own in-house orientation for new recruits and routine annual recertification training.
Dispatch	All communication and dispatch functions, base radio and computer equipment and software will be provided by the County’s Department of Public Safety Communications. The Department will provide its officers with car and portable radios.
Records / Information	The Department will have a sufficient number of records clerks for front counter duties, processing paperwork and data entry. The station will be open to the public during normal weekday and Saturday business hours.
Administrative / Technical Support	The Department will have will sufficient number of administrative and technical personnel (executive secretary, administrative assistant, information systems, analysts) based on the number of sworn personnel and necessary administrative work tasks.
Jail / Booking	All jail functions will continue to be operated through the County’s Department of Corrections at not direct cost to the City. Arrestees will be booked at the County’s Hyattsville holding facility. The Department will have a certified temporary holding facility for adult males and females and juveniles.
Other Programs and Services	Participation in special programs (drug enforcement, task forces, civil disturbance deployments) will be pursued with other law enforcement agencies.

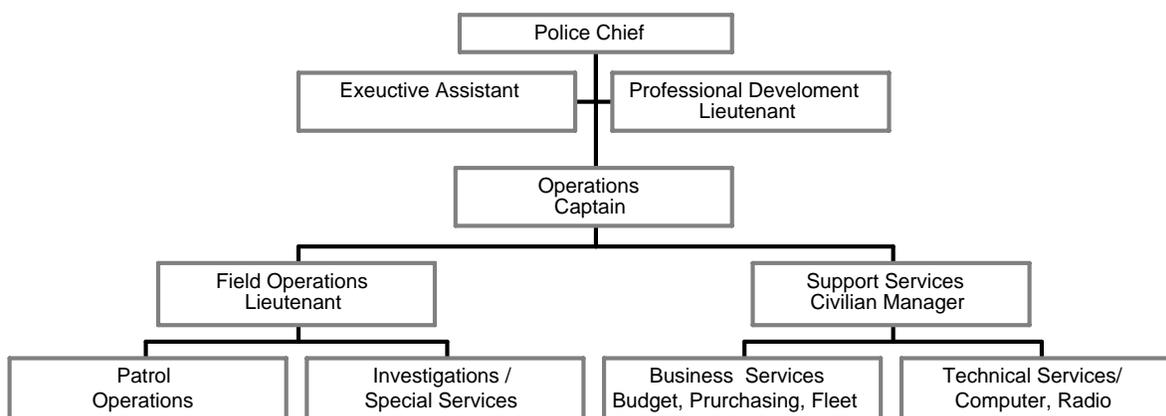
The objective is to duplicate or enhance the level of services currently provided by the PGCPD and to deploy sufficient management, supervisory and service delivery staff to meet the unique law enforcement workload requirement of the City.

2. ORGANIZATION AND STAFFING OF A FULL SERVICE CITY POLICE DEPARTMENT

This section of the report discusses the creation of an independent municipal police department in College Park. The recommended structure of the organization and the recommended staffing levels are based on the project team’s experience working with law enforcement agencies, comparative organizational and operational data from surrounding municipal police department, as well as an analysis of the unique law enforcement needs of the City.

The chart, below, displays an organization chart for a City Police Department followed by a detailed staffing table listing the various career and civilian positions needed to provide comprehensive law enforcement services in the City:

Organization of a Municipal Police Department



Proposed Table of Organization and Positions for a Police Department

Service Area	# Of Personnel	Staffing Approach / General Functions
Sworn Management Staffing	<ul style="list-style-type: none"> • 1 Police Chief • 1 Captain • 2 Lieutenants • 1 Civilian Manager • 1 Executive Assistant to the Chief 	<p>Based on comparative information from surrounding police departments and the particular needs of the City, the project team identified the primary areas for which sworn-staffing are necessary, including:</p> <ul style="list-style-type: none"> • Chief of the overall department. • A second in command Captain responsible for day-to-day operations. • 1 Lieutenant in Professional Development responsible for policy and procedure, training and internal affairs. • 1 Lieutenant responsible for Field Operations. • 1 Civilian Manager of Support Services.
Field Operations Patrol	<p>Patrol</p> <ul style="list-style-type: none"> • 5 Sergeants • 12 Police Officers • 1 Community Service Officer • 1 Administrative Assistant 	<p>Based on community generated calls for service identified in the staffing analysis section of this report, the City needs 5 Sergeants for supervision and 12 officers to handle both the reactive workload (i.e., calls for service), as well as the time requirements necessary for proactive duties (i.e., directive patrol, traffic enforcement).</p> <p>Deploy 8-hour shifts as follows – Three Officers assigned to midnights, four to days and five to evenings plus a sergeant on each shift. The goal is to deploy a minimum of three personnel on days and evenings and a minimum of two personnel on the night shift.</p> <p>The number of patrol Sergeants and Officers personnel needed is based on the number of duty slots that need to be filled and the number of hours Officers are available for duty. Analysis of Officer availability in the PGCPD indicates that Officers are available for approximately 1,500 hour annually out of the 2,080 they are scheduled to work. Thus it takes approximately 5.8 Officers (8,760 hours in the year ÷ 1,500 available hours) to staff one position (Sergeant or Patrol Officer) around the clock daily. This total of 16 positions would be made up of Sgts and Officers.</p> <p>The CSO position could be deployed in the field to handle lower priority calls (noise complaints) and other non-threatening community contacts.</p>
Field Operations Special Enforcement	<ul style="list-style-type: none"> • 2 Police Officers 	<p>Special enforcement officers to handle bar, party traffic activities in the downtown area of College Park in connection with the UMPD Special Enforcement Response Team. Deploy officers from 7PM to 3 AM.</p>

Proposed Table of Organization and Positions (Continued)

Service Area	# Of Personnel	Staffing Approach / General Functions
Investigations	<ul style="list-style-type: none"> • 1 Sergeant • 2 Detectives • 1 Civilian Crime Analyst • 1 Community Service Officer 	<p>Based on the number of Part I Crimes generated by the City (Average of 938 in 2005 and 2006) and the standard of 1 investigator per 400 Part I Crimes sand the fact that the PGCPD will handle major crimes against persons, the Department will need 2 detectives and 1 Community Service Officer to handle follow-up investigations for the City.</p> <p>The CSO position will follow-up on some lower priority cases and support the City's Neighborhood Watch Coordinators</p> <p>The crime analyst will be responsible for analyzing calls for service, crime and traffic patterns in the City to support strategic and tactical decisions.</p>
Dispatch	<ul style="list-style-type: none"> • Contract with the County 	<p>Contract with the County for communications dispatch services. The County Communications Center is the only Public Safety Answering Point in the County and all 911 calls flow through the Center.</p>
Support Services	<ul style="list-style-type: none"> • 1 Budget and Personnel Specialist • 1 Records Supervisor • 2 Records Clerks • 1 Radio, Computer Technician 	<p>One analyst for so support the Department's budget, finance, personnel, contracts and grants, procurement, fleet, personnel management needs.</p> <p>One records supervisor and 2 records technicians to manage records, process Department warrants, liaison with District Attorney to process/distribute subpoenas to officers, assist in the property / evidence room and provide fingerprinting services to the public</p> <p>Records staff to provide weekday service from 8:30 AM to 6:30 PM daily and from 8:30 to noon on Saturdays.</p>
TOTAL	<p>26 Officers 11 Civilians 37 Total Personnel</p>	

As shown, in the table above, the project team estimates a total staffing need of 37 personnel to provide adequately provide law enforcement services in the City.

3. ANNUAL PERSONNEL, OPERATING AND CAPITAL COSTS

This section of the report discusses the first year annual personnel, operating and capital costs for a department of 37 personnel as outlined in the previous section of the report. It assumes that capital has been expended to acquire the equipment and facilities needed to operate a police department. The start-up capital equipment and facility costs are discussed in a later section of the report. The final part of the section compares the estimated annual costs for College Park to the costs in neighboring communities and presents a five-year cost projection for the City's Department.

(1) Salaries and Wages

The project team collected detailed salary and budgetary information from the following police agencies in the area in order to develop realistic cost estimates:

- Bowie (50,269 residents)
- Greenbelt (21,456)
- Hyattsville (18,000)
- Laurel (19,960)
- Princes Georges County (846,123)
- Takoma Park (17,299)
- University of Maryland (36,000 students)

The table, on the next page, displays the estimated annual salary, based on the average mid-point of salaries for the comparable jurisdictions in Prince George's County, when applicable, for each personnel classification, the number of positions for the City of College Park, as well as the total salary for all positions required:

Police Department Salaries and Wages

Personnel Classification	Estimated Annual Salary	Number of Positions	Estimated Total Salaries
Police Chief	\$110,000	1	\$110,000
Captain	\$85,000	1	\$85,000
Lieutenant	\$75,000	2	\$150,000
Sergeant	\$65,000	6	\$390,000
Civilian Manager	\$65,000	1	\$65,000
Police Officer/Investigator	\$50,000	16	\$800,000
Dispatch	County Contract	0	\$0
Records Supervisor	\$40,000	1	\$40,000
Records Clerk	\$35,000	2	\$70,000
Budget/Personnel Tech	\$45,000	1	\$45,000
Crime Analyst	\$45,000	1	\$45,000
Computer/Radio Tech	\$45,000	1	\$45,000
Executive Assistant	\$40,000	1	\$40,000
Administrative Assistant	\$40,000	1	\$40,000
Community Service Officer	\$40,000	2	\$80,000
Total		37	\$2,005,000
Overtime	10% of wages		\$200,500
TOTAL			\$2,205,500

As shown in the table, above, the salary costs for a Department of 26 sworn officers and 11 civilians would be approximately \$2.2 million annually.

(2) Fringe Benefit Costs

The following table displays the estimated annual fringe benefit costs for retirement, FICA (Social Security and Medicare), health care, life insurance and worker’s compensation for the employees of the Police Department. We estimate that fringe benefits costs will amount to 71% of the Department’s total salaries and wages:

Police Department Fringe Benefit Costs

Benefit	Number of Personnel	Rate/ Annual Cost	Total Cost
Retirement			
Sworn	26	35%	\$590,975
Civilian	11	6.5%	\$33,605
FICA	37	7.65%	\$167,618
Health Insurance			
Single	9.25	\$4,000	\$37,000

Family	27.75	\$11,000	\$305,250
Dental Insurance			
Single	9.25	\$200	\$1,850
Family	27.75	\$600	\$16,650
Vision Insurance			
Single	9.25	\$155	\$1,434
Family	27.75	\$422	\$11,711
Life Insurance	37	1%	\$22,055
Workers Compensation			
Sworn	26	20%	\$337,700
Civilian	11	6.6%	\$34,122
Total			\$1,559,969
Percent of Wages			70.7%

The points, below, describe the factors used to develop the fringe benefit costs.

- The estimates are based on a department of 26 sworn and 11 civilian personnel.
- The retirement costs for the sworn personnel are based on the participation in the Maryland State retirement system for law enforcement officers (SRPS-LEOPS). Most of the municipal police department's in the County participate in this retirement program. The rate for civilian employees is based on the City's current defined contribution retirement plan.
- The health care and life insurance costs are based on the City's current contribution to the health care insurance costs for its employees. We have assumed that 25% of the employees will request single-person coverage and 75% will request family coverage.
- The worker's compensation cost for sworn personnel is based on rates in neighboring communities while the rate for civilian personnel is based on the City's current rate.

As shown in the table, above, the fringe benefit costs for a Department of 26 sworn officers and 11 civilians would total slightly less than \$1.66 million annually.

(3) Annual Operating Costs

The project team collected current budget information from the comparable cities (FY 2006-07) to estimate annual operating costs for a College Park Police Department.

The operating costs estimate is based on the percentage of personnel costs (wages

and fringe benefits) allocated to operating costs include provisions for office supplies, equipment/building maintenance and rentals, uniforms, membership dues, training, vehicle operating and maintenance, service contracts. The following table provides information about the operating budget percentages for the comparable departments:

Police Department Operating Expenses as a Percent of Personnel Costs

Operating Costs	Greenbelt	Hyattsville	Laurel	Takoma Park	Average
Percent of Personnel Costs	51%	16%	8%	9%	21%

The operating cost percentage for these cities ranged from 51% in the City of Greenbelt to 8% in the City of Laurel, for an average of 21%. Because of the large difference between operating costs in Greenbelt and the other cities we have reduced the estimated operating expenses from the 21% average to 15%. Annual capital costs for the department, displayed in the table below, are estimated to be \$564,820:

Police Department Annual Operating Budget

Expense Category	Rate	Total
Salary and Benefits	From Above	\$3,765,469
Operating Expenses @ 18% of Salary and Benefits	15%	\$564,820

(4) Annual Capital Costs

The project team collected current budget information from the comparable cities (FY 2006-07) to estimate annual capital costs for a College Park Police Department. The capital costs estimate is based on the percentage of personnel costs (wages and fringe benefits) allocated to capital costs include equipment and facilities. The table, on the next page, provides information about the annual capital budget percentages for the comparable departments:

Police Department Capital Expenses as a Percent of Personnel Costs

Operating Costs	Greenbelt	Hyattsville	Laurel	Takoma Park	Average
Percent of Personnel Costs	2.8%	5.9%	1.1%	7.4%	4.3%

The capital cost percentage for the comparable cities ranged from 1.1% in the City of Laurel to 7.4% in the City of Takoma Park, for an average of 4.3%. 4.3% of the salary and benefits budget yields a capital budget estimate of \$161,915.

Police Department Annual Capital Budget

Expense Category	Rate	Total
Salary and Benefits	From Above	\$3,765,469
Capital Expenses @ 4.3% of Salary and Benefits	4.3%	\$161,915

(5) Total Annual Budget for Law Enforcement

This section of the report summarizes the annual estimated budget for a College Park Police Department, compares the costs for the Department to costs in neighboring communities and projects the budget forward for a 5-year period. The table, below, summarizes the total costs for the Department for a full year of operation. It is based on the cost estimates from the previous section of the report as well as service contract with the County for 911 communication and dispatch services. The largest portions of the budget involve personnel expenses. Salaries/wages and fringe benefits account for 86% of the budget:

Annual Budget Estimate Based on a 26 Sworn Officers and 11 Civilians

Cost Factor	Amount	% Of Budget
Salaries and Wages	\$2,205,500	48%
Fringe benefits	\$1,559,969	34%
Operating Expenses	\$564,820	12%
Capital Expenses	\$161,915	4%
Communications/Dispatch	\$124,366	3%
TOTAL	\$4,616,570	100%

The table, below, projects the Police Department budget for a 5-year period. It assumes that costs will increase annually at the rate of 4%. The table also contains information about the per capita and per household costs for police services based on a department of 26 sworn officers and 11 civilians. It is noted that the current per capita costs for police services in College Park is \$136.

5-Year Budget Projection for a Police Department

Fiscal Year	Annual Increase	Total Budget	Population	Per Capita*	Households	Per Household
FY 2008	4%	\$4,616,570	25,000	\$185	6,250	\$738.65
FY 2009	4%	\$4,801,234	25,200	\$191	6,300	\$762.10
FY 2010	4%	\$4,993,283	25,400	\$197	6,350	\$786.34
FY 2011	4%	\$5,193,014	25,600	\$203	6,400	\$811.41
FY 2012	4%	\$5,400,735	25,800	\$209	6,450	\$837.32
FY 2013	4%	\$5,616,764	26,000	\$216	6,500	\$864.12

*Per capita costs are based on a population of 24,657 persons that includes students living on campus.

The table, on the next page, compares the current and proposed costs for police service in College Park to neighboring communities. It contains information about per capital costs as well as the costs per employee. The average is based on the neighboring communities and does not include College Park. The per capita costs in College Park for the current and proposed services are considerably less than the service costs in the neighboring communities because of the higher wages and fringe benefits of the Price George’s County Police Officers. The current and proposed costs per employee in College Park are considerably higher than costs in the neighboring communities.

Comparative Police Department Costs

City	Per Capita Costs	Per Employee Costs
College Park (Current)	\$136*	\$127,973
College Park (Proposed)	\$185*	\$124,772
Hyattsville	\$255	\$101,906
Takoma Park	\$309	\$96,663
Laurel	\$373	\$102,914
Greenbelt	\$385	\$119,652
Comparative City Average	\$331	\$105,284

*Per capita costs are based on a population of 24,657 persons that includes students living on campus

(6) Tax Implications of Creating a Police Department

Citizens of College Park are currently taxed by Prince George's County for police services. If the City created a Police Department the citizens of the City would receive a tax differential rebate from the County for the services provided locally – standard practice in the County - gradually implemented over a 3-year period. The table, below, traces how creation of a City Police Department will affect property owners. It compares the City and County tax burden for police services over a 6-year period:

Taxes Needed to Support Police Operations

Fiscal Year	City Taxes		County Public Safety Taxes		Total Taxes	
	City Police	Per Household	County Public Safety	Per Household	City and County	Per Household
FY 2008	\$4,616,571	\$738.65	\$2,512,201	\$401.95	\$7,128,772	\$1,140.60
FY 2009	\$4,801,234	\$762.10	\$2,612,689	\$414.71	\$7,413,923	\$1,176.81
FY 2010	\$4,993,283	\$786.34	\$1,737,504	\$273.62	\$6,730,787	\$1,059.97
FY 2011	\$5,193,015	\$811.41	\$951,207	\$148.63	\$6,144,221	\$960.03
FY 2012	\$5,400,735	\$837.32	\$132,597	\$20.56	\$5,533,332	\$857.88
FY 2013	\$5,616,765	\$864.12	\$137,901	\$21.22	\$5,754,665	\$885.33

*Per capita costs are based on a population of 24,657 persons that includes students living on campus

The following points summarize the information in the table above:

- The City and County cost/tax projections include a 4% annual cost increment for the cost of services.
- The table, on the next page, assumes that the City Police Department will receive Communication and Dispatch services from the County and that citizens will be eligible for a tax differential rebate from the County for Police Patrol, Support (Investigative), Administration and Debt Service. The 2008 tax differential rates for these services are listed in the table below. The tax differential rebate from the County is based on a 3-year rolling average.

2008 Tax Differential Rate

Service	Real Property Tax Rate	% Of Real Property Tax
Police Dispatch	0.72	4.5%
Police Patrol	10.92	68.5%
Police Support	3.21	20.1%
Police Administration	1.02	6.4%
Police Debt	0.08	0.5%
Total	15.95	100%

- Although the City will no longer be receiving County Police Services, taxpayers will not receive a full tax differential rebate for County police services for a period of three fiscal years.

The next section of the report discusses the start-up capital costs for creating a City police department.

4. START-UP CAPITAL COSTS FOR A CITY POLICE DEPARTMENT

The project team estimated the capital costs required to establish a City of College Park Police Department. These include costs associated with the following:

- Vehicles
- Communications / Records
- Personnel Equipment
- Office Equipment / Supplies
- Space Needs and Costs
- Total Capital Costs

These costs are based on the personnel requirements identified in this report, as well as cost estimates based on our experience in other jurisdictions.

(1) Vehicle Costs

This section estimates the unit requirements and costs associated with the purchase of vehicles for department personnel. The report provides two vehicle cost estimates. One based on the number of vehicles needed to properly equip department personnel and a second based on the creation of a take-home car for each officer. The latter is the general operating policy for the Prince George's County Police Department and most of the municipal Departments in the County. Take-home cars are an important compensation factor in hiring and retaining officers in the County. The following points highlight the assumptions made by the project team in determining the number of cars needed to implement a limited take-home car policy:

- Six unmarked vehicles - Chief, Captain, Professional Development Lieutenant, Detective Sergeant, two detectives and one pool car.
- One marked supervisor Vehicles - Patrol Lieutenant.
- Thirteen marked patrol vehicles - One marked vehicle for every two patrol supervisors, officers and CSO's. This equals eleven vehicles for the 22 patrol supervisors and officers, and one vehicle for the one CSO.
- Two spare marked vehicles - 10% of required vehicles is made to ensure a proper number of vehicles to cover preventive maintenance and repairs.
- Outfitting costs include light bars, lights, cages and radar.
- Costs are based on current vehicle purchase and outfitting requirements.

Based on these assumptions, the table on the next page displays information about the number of required units by type of vehicle, the unit purchase price, the

outfitting costs and the total cost for the vehicles. Separate tables are presented for a limited and total take-home car program:

Vehicle Acquisition and Outfitting Costs – Limited Take-home Car Policy

Vehicle	# Of Units	Vehicle	Outfitting	Total Cost
Marked	14	\$25,351	\$2,500	\$389,914
Unmarked	6	\$25,351	NA	\$152,106
Spares	2	\$15,000	\$1,000	\$32,000
Pick-Up	1	\$18,000	\$1,000	\$18,000
TOTAL	23			\$592,020

The table, below, itemizes the costs for implementing a total take-home car policy that assumes that each officer will have a vehicle:

Vehicle Acquisition and Outfitting Costs – Total Take-home Car Policy

Vehicle	# Of Units	Vehicle	Outfitting	Total Cost
Marked	18	\$25,351	\$2,500	\$584,871
Unmarked	8	\$25,351	NA	\$126,755
Spares	2	\$25,351	\$2,500	\$55,702
Pick-Up	1	\$18,000	\$1,000	\$18,000
TOTAL	29			\$777,828

The costs to purchase vehicles for the Department could range from \$592,020 for 23 vehicles in a limited take-home car policy to \$777,828 for 29 vehicles in a total take-home car policy, a difference of \$193,308. It is important to note that the maintenance, depreciation, and operating costs for a complete take home vehicle program are included in the operating budget estimates in a previous section of the report.

(2) Dispatch, Communications and Records Management

Communication/dispatch service currently costs the City \$124,663 annually. This covers all equipment, operating and staff expenses for emergency communication services provided by the County Communications Center. It does not include the costs

for in-car and portable radios used by Police and Community Service Officers. Each of the 26 Officers and two CSO's will need to be equipped with an in-car and portable radio if the take-home car policy is adopted. The table, below, itemizes the cost the City would incur to create its own police communications system. In order for the City to duplicate the county emergency communication services it would cost the City approximately \$791,000 to acquire the necessary base communication equipment and software and \$275,770 annually to staff the communications function to provide emergency dispatch services. In addition, it will cost the City approximately \$196,000 to equip the Officers and CSO's with in-car and portable radios:

Communications Center Equipment and Staffing Needs and Cost

Item	Approach	Cost
Communications Center consoles and furniture.	Two communications consoles with ergonomic furniture and console wiring.	\$124,000
Base Radio Station	Three channel base station including FCC license; digitized logging receiver; uninterrupted power supply system Modem Lease for MDLETS interface. Estimate includes provision for any repeater sites for coverage.	\$245,000
Computer Aided Dispatch	Includes hardware (dispatch center terminals, computer, and wiring); software license and training; separate uninterrupted power supply system for CAD computer; mobile data display modem; and an estimated two MDT satellite modem base stations.	\$350,000
Base Communications Equipment		\$781,000
In-car and Portable 800 MHz Radios	2 radios each (In-car and portable) for the 26 Officers and 2 CSO's @ \$3,500 per radio	\$196,000
Personnel – Wages and Salaries	Five dispatchers @ \$40,000 annual salary and 10% overtime allocation.	\$220,000
Fringe benefits	25% of wages	\$55,770
Total Personnel Costs		\$275,770

The table, on the next page, displays information about the estimated costs for the development of a records management system to record emergency dispatch information and police reports (general incidents, crimes, traffic warnings and tickets, arrests). The \$241,000 costs include hardware and software as well as an interface to the County’s communication/dispatch system to download service call information.

Record Management System Needs and Costs

Item	Cost
Records Management System (RMS) – Hardware and software	\$200,000
Interface to the County’s dispatch system	\$15,000
Open Filing System	\$6,000
Forms and Supplies	\$20,000
Total Records Management	\$241,000

Recommendation: The city should contract with the County communications Center for 911 emergency call and dispatch services because of the high cost of equipping and staffing an independent communications/dispatch center

(3) Uniforms and Personal Equipment

The following tables estimate the cost for personal equipment for sworn officers, non-sworn field personnel, and office personnel who would be uniformed (e.g. records personnel and communications):

Uniform and Personal Equipment for Sworn Personnel

Description	Cost
• Sidearm – 40 Caliber Glock, Model 22C, W/ Three Magazines (Trijicon Night Sites @ \$80.00 Not Included.	\$385
• Protective Vest	\$896
• Portable Radio, Lapel Microphone, Radio Belt Holder	\$2,500
• Flashlight – Streamlight, “Stinger”, 7 inches, W/ AC Charger, 15,000 Candlepower	\$85
• Uniforms General	\$2,398
Description	Cost
•• 2 Long Sleeve Shirts, Wash & Wear + Tie @ \$5.00 (\$49.00 ea.)	\$98
•• 2 Short Sleeve Shirts, Wash & Wear (45.00 ea.)	\$90
•• 2 Pants / Skirts, Wash & Wear, (\$60.00 ea)	\$120
•• 3 Department Polo Shirts (Summer Uniform) (\$25.00 ea.)	\$75
•• 2 Shorts (Summer Uniform) (\$22.00 ea.)	\$44
•• Jump Suit	\$52
•• Rain Jacket+ Pants, Gore-Tex – Black & yellow Reversible (\$176 + \$ 183.00)	\$358

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Description	Cost
•• Dress Jacket (Ike)	\$240
•• Dress Hat + Rain Cover	\$40
•• Helmet W/ Face Shield	\$166
•• Baseball Hat W/ Department Logo	\$23
•• Raid Jacket	\$40
•• Field Jacket	\$145
•• Holster	\$120
•• Baton Ring	\$7
•• Double Cuff Case	\$30
•• Ammo Pouch (2) (\$25.00 ea)	\$50
•• Duty Utility Belt	\$53
•• Uniform Pant Belt	\$25
•• Belt Tape Recorder Holder	\$38
•• Mace / Pepper Spray	\$15
•• Belt "Keepers", (3) (\$3.00 ea)	\$9
•• Badge Shield, Gold Plate	\$76
•• Name Bar	\$15
•• "O.C." Pepper Spray	\$50
•• Baton – 26"	\$40
•• Handcuffs, (2) - \$26.00 ea.	\$52
•• Boots – Rocky 911 Series	\$87
•• Gas Mask	\$175
•• Equipment Bag	\$50
•• Field Note Book	\$15
Total Cost For Department Supplied Uniform and Personal Equipment	\$6,264

Uniform and Personal Equipment for Non-Sworn Field Personnel

Description	Cost
• Protective Vest	\$896
• Portable Radio, Lapel Microphone, Radio Belt Holder	\$2,500
• Flashlight – Streamlight, "Stinger", 7 inches, W/ AC Charger, 15,000 Candlepower	\$85
• Uniforms General	\$1,335
•• 2 Long Sleeve Shirts, Wash & Wear + Tie @ \$5.00 (\$49.00 ea.)	\$98
•• 2 Short Sleeve Shirts, Wash & Wear (45.00 ea.)	\$90
•• 2 Pants / Skirts, Wash & Wear, (\$60.00 ea)	\$120
•• 3 Department Polo Shirts (Summer Uniform) (\$25.00 ea.)	\$75
•• 2 Shorts (Summer Uniform) (\$22.00 ea.)	\$44
•• Jump Suit	\$52
•• Rain Jacket+ Pants, Gore-Tex (\$176 + \$ 183.00)	\$358
•• Baseball Hat W/ Department Logo	\$23
•• Field Jacket	\$145
•• Duty Utility Belt	\$53
•• Uniform Pant Belt	\$25
•• Belt "Keepers", (3) (\$3.00 ea)	\$9
•• Badge Shield, Gold Plate	\$76
•• Name Bar	\$15
•• Boots – Rocky 911 Series	\$87
•• Equipment Bag	\$50
•• Field Note Book	\$15
Total Cost For Department Supplied Uniform and Personal Equipment	\$4,816

Uniform and Personal Equipment for Non-Sworn Station Personnel

Description	Cost
• Uniforms General	\$543
•• 2 Long Sleeve Shirts, Wash & Wear + Tie @ \$5.00 (\$49.00 ea.)	\$98
•• 2 Short Sleeve Shirts, Wash & Wear (45.00 ea.)	\$90
•• 2 Pants / Skirts, Wash & Wear, (\$60.00 ea)	\$120
•• 3 Department Polo Shirts (Summer Uniform) (\$25.00 ea.)	\$75
•• 2 Shorts (Summer Uniform) (\$22.00 ea.)	\$44
•• Uniform Pant Belt	\$25
•• Badge Shield, Gold Plate	\$76
•• Name Bar	\$15
Total Cost For Department Supplied Uniform and Personal Equipment	\$543

The table below itemizes the costs for providing Department personnel with uniforms and personal equipment. We estimate these costs at \$177,383 for 37 personnel:

Uniform and Personal Equipment Costs

Position Type	Number	Cost Per Position	Total
Sworn	26	\$6,264	\$162,864
CSO's	2	\$4,816	\$9,632
Non-sworn Office	9	\$543	\$4,887
TOTAL	37		\$177,383

(4) Office Equipment and Supplies

This section assumes that all desk personal computers, patrol lap tops, printers, and the like would be city owned. Based on the staffing plan provided in this of report, the project team's estimated needs for items are listed on the table on the next page.

Computer Equipment

Item	Equipment	Number
Server and Network computer System	Server and backup plus network system hardware and software.	1
Personal Computers	Four desktops or laptops for command personnel 24 rugged laptops for patrol officers, investigators and CSO's. Nine desktop computers for non-worn personnel.	37
Office Printers	Two personal printers (Chief and Captain). Four shared printers for the remaining staff.	6
Cell Phones	28 cell phones for the sworn personnel and the CSO's.	28
Mobile Printers	24 rugged portable for patrol officers, investigators and CSO's.	24
FAX System	FAX hardware and software.	3

The estimated acquisition costs for the computer equipment listed above is itemized in the table, below:

Computer Equipment Costs

Item	Units	Cost Per Unit	Total
Server and Network	1	\$50,000	\$50,000
Personal Computers & Software	13	\$3,600	\$46,800
Office Printers	6	\$2,500	\$15,000
Cell Phones	28	\$50	\$1,400
Laptops and Mobile Printers	24	\$7,500	\$180,000
FAX System	3	\$1,500	\$4,500
Total			\$243,200

Estimated cost per workstation and total costs are estimated in the next table for the “average” workstation required in a police department. The estimated number of workstations required is based on the following assumptions:

- Four workstations for the 16 shift patrol officers.
- Ten workstations for the remaining 10 sworn personnel.
- Eleven workstations for the 11 non-sworn personnel.

Police Department Work Stations

Item	Cost
Desk and Chair	\$675
Visitor Chair	150
Files	250
Phone	125
TOTAL / Work-Station	\$1,200
Number of Work Stations	25
TOTAL Cost	\$30,000

As shown above, the cost per workstation is \$1,200, multiplied by the estimated total number of workstations required, for a total workstation cost of \$30,000 – for a total office equipment and supplies cost of \$273,200.

(5) Space Needs and Costs

The table, on the next page, estimates the total square feet required for a City Police Department. The table breaks out the space requirements by personal or office space, support space and common areas:

Police Department Building Space Requirements

Type	Classification	Space Standard Square Feet	# of Units	Space Required
Personal Space	Police Chief	252	1	252
	Captain	168	1	168
	Lieutenant	140	2	280
	Sergeant	108	6	648
	Patrol Officer (14)	64	5	320
	Investigators	108	2	216
	Civilian Manager	108	1	108
	Records Manager	120	1	120
	Records Clerks	65	2	130
	Budget/Personnel Tech	108	1	108
	Crime Analyst	108	1	108
	Computer/Radio Tech	108	1	108
	Executive Assistant	108	1	108
	Administrative Assistant	64	1	64
	Community Service Officer	64	2	128
Support Areas	Property / Evidence Room	300	1	300
	Conference Room	120	1	120
	File Room	14	5	70
	Interview Room	100	1	100
	Holding Rooms	60	3	180
	Locker Room	9	37	333
	Photocopy / Supply Room	120	1	120
	Roll Call Room	500	1	500
	Storage	108	1	108
	Weight Room	280	1	280
Building Common Space	Employee Lounge	3	37	93
	Janitorial Closet	30	1	30
	Reception Area	20	2	100
	Rest Rooms	65	4	325
	Sub-Total			5,925
	Circulation @ 15%			889
	Mechanical Space @ 8%			474
	TOTAL			7,288
	Building Cost / Sq. Ft.			\$225.00
	TOTAL COST			\$1,639,744

As shown, in the table above, the project team estimates the space needs at 7,288 square feet. The total building costs are estimated to be slightly over \$1.6 million

based on an estimated all-inclusive price of \$225 per square foot. This includes the cost for the design and construction of the building. The building costs do not include the acquisition of land for a facility.

The table, below, estimates the number of parking spaces and the costs in developing parking spaces for the public and the Department's employees. The parking lot costs do not include the acquisition of land for the parking space:

Police Department Parking Space Requirement and Costs

Parking Space requirements	# of Spaces
Maximum Daily Attendance (20 personnel)	20
Average Visitation @ 15% of parking spaces	3
Handicapped Parking	2
Estimated Total of Parking Spaces	25
Estimated Development Cost / Space (including lighting, etc.)	\$700
Total Parking Lot Costs	\$17,500

Based on the building and parking space costs above, the total estimated amount is \$2,154,500.

(6) Total Capital Costs

Based on the cost estimates developed above, the following table summarizes the total capital costs for the establishment of a city police department. The difference between the high estimate and the low estimate are based on the following factors.

- The difference in vehicle costs are related to the use of a total or partial vehicle take-home car policy for uniform personnel.
- The difference in dispatch/communications costs are related to the decision to contract with the County for service or establish a City dispatch operation in the police department.

Police Department Capital Cost Summary

Capital Requirement	High Estimate	Low Estimate
Vehicles	\$777,828	\$592,000
Dispatch Communications	\$977,000	\$196,000
Records	\$241,000	\$234,100
Weapons, Uniforms	\$177,383	\$177,383
Office Equipment / Supplies	\$273,200	\$273,200
Building / Space Needs	\$1,639,744	\$1,639,744
Parking Lot	\$17,500	\$17,500
Total	\$4,103,655	\$3,129,927
5% Miscellaneous/Contingency	\$205,183	\$156,841
TOTAL Capital Cost	\$4,308,838	\$3,293,668

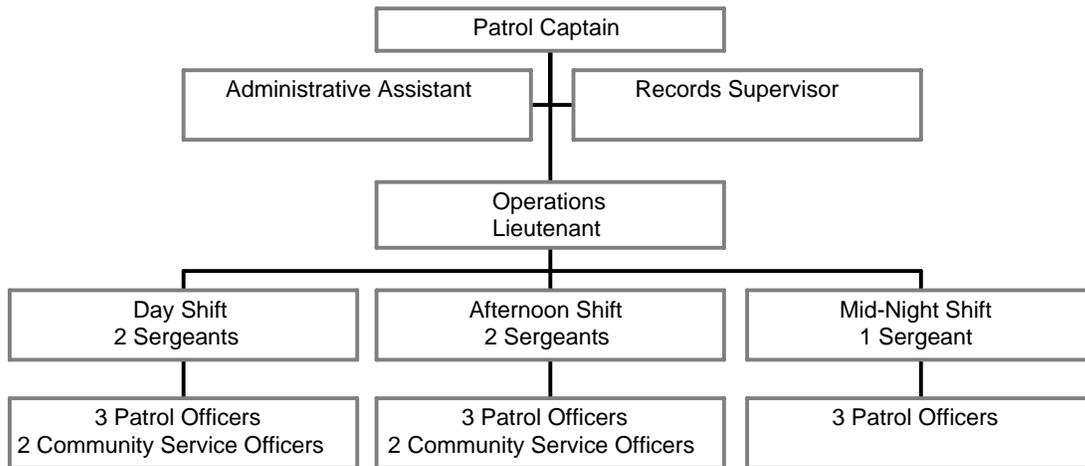
As shown above, the total costs for capital acquisition ranges from \$3,293,668 to \$4,308,838 to build a facility for and equip the department. If a police facility cannot be built at the current Public Works or Public Services locations the City will need to incur land acquisition costs.

The next section of the report discusses the creation of a limited police department for the City composed of a patrol force. All other police services in the City would be provided by the Prince George's County Police Department.

5. ORGANIZATION AND STAFFING OF A CITY PATROL FORCE

This section of the report discusses the creation of a municipal police patrol force in College Park. The chart, on the next page, displays an organization chart for a patrol force composed of sworn Police Officers and civilian Community Service Officers. The patrol force would provide basic patrol services and a high level of visible patrol and rely on the PGCPD for all other police services (Investigations, Specials Operations) and the County Communications Department for communication and dispatch services.

Organization of a Municipal Patrol Force



Proposed Table of Organization and Positions

Service Area	# of Personnel	Staffing Approach / General Functions
Management and Support Staffing	<ul style="list-style-type: none"> • 1 Police Captain • 1 Lieutenant • 1 Administrative Assistant • 1 Records Supervisor 	<ul style="list-style-type: none"> • Captain of the overall department. • A second in command Lieutenant responsible for day-to-day operations. • 1 Civilian Administrative Assistant. • 1 Records Supervisor to manage the Department's automated and manual records

As shown above, the project team estimates a total staffing need of 22 personnel to adequately provide patrol services in the City. The next section of the report discusses the anticipated operating costs for the patrol force outlined above.

6. ANNUAL PERSONNEL, OPERATING AND CAPITAL COSTS

This section of the report discusses the first year annual personnel, operating and capital costs for a department of 22 personnel as outlined in the previous section of the report. It assumes that capital has been expended to acquire the equipment and facilities needed to operate a police department. The start-up capital equipment and facility costs are discussed in a later section of the report. The final part of the section compares the estimated annual costs for College Park to the costs in neighboring communities and presents a five-year cost projection for the Patrol Force.

(1) Salaries and Wages

The table, below, displays the estimated annual salary, based on the average mid-point of salaries for the comparable jurisdictions in Prince George’s County, when applicable, for each personnel classification, the number of positions for the City of College Park, as well as the total salary for all positions required.

Patrol Force Salary and Wage Table

Personnel Classification	Estimated Annual Salary	Number of Positions	Estimated Total Salaries
Captain	\$85,000	1	\$85,000
Lieutenant	\$75,000	1	\$75,000
Sergeant	\$65,000	5	\$325,000
Police Officer	\$50,000	12	\$600,000
Dispatch	County Contract	0	\$0
Records Supervisor	\$40,000	1	\$40,000
Administrative Assistant	\$40,000	1	\$40,000
Community Service Officer	\$40,000	1	\$40,000
Subtotal		22	\$1,205,000
Overtime	10% of wages		\$120,500
TOTAL			\$1,325,500

As shown in the table, above, the salary costs for a Patrol Force of 19 sworn officers and 3 civilians would be slightly more than \$1.3 million annually.

(2) Fringe Benefit Costs

The table, on the next page, displays the estimated annual fringe benefit costs for retirement, FICA (Social Security and Medicare), health care, life insurance and worker’s compensation for the employees of the Patrol Force. We estimate that fringe benefits costs for the Force will amount to 76% of the organization’s total salaries and wages:

Patrol Force Fringe Benefit Costs

Benefit	Number of Personnel	Rate/ Annual Cost	Total Cost
Retirement			
Sworn	19	35%	\$417,725
Civilian	3	6.5%	\$8,580
FICA	22	7.65%	\$100,738
Health Insurance			
Single	5.5	\$4,000	\$22,000
Family	16.5	\$11,000	\$181,500
Dental Insurance			
Single	5.5	\$200	\$1,100
Family	16.5	\$600	\$9,900
Vision Insurance			
Single	5.5	\$155	\$853
Family	16.5	\$422	\$6,963
Life Insurance	22	1%	\$13,255
Workers Compensation			
Sworn	19	20%	\$238,700
Civilian	3	6.6%	\$8,712
TOTAL			\$1,010,026
Percent of Wages			76.2%

(3) Annual Operating Costs

The operating costs estimate is based on the percentage of personnel costs (wages and fringe benefits) allocated to operating costs include provisions for office supplies, equipment/building maintenance and rentals, uniforms, membership dues, training, vehicle operating and maintenance, service contracts:

Patrol Force Annual Operating Budget

Expense Category	Rate	Total
Salary and Benefits	From Above	\$2,335,526
Operating Expenses @ 15% of Salary and Benefits	15%	\$350,329

(4) Annual Capital Costs

The project team collected current budget information from the comparable cities (FY 2006-07) to estimate annual capital costs for a College Park Patrol Force. The capital costs estimate is based on the percentage of personnel costs (wages and fringe benefits) allocated to capital costs include equipment and facilities:

Patrol Force Annual Capital Budget

Expense Category	Rate	Total
Salary and Benefits	From Above	\$2,335,526
Capital Expenses @ 4.3% of Salary and Benefits	4.3%	\$100,428

(5) Total Annual Budget for a Patrol Force

This section of the report summarizes the annual estimated budget for a College Park Patrol Force and projects the budget forward for a 5-year period. The table, below, summarizes the total costs for the Department for a full year of operation. It is based on the cost estimates from the previous section of the report as well as service contract with the County for 911 communication and dispatch services. The largest

portions of the budget involve personnel expenses. Salaries/wages and fringe benefits account for 88% of the budget:

Annual Budget Estimate for a Patrol Force of 19 Sworn Officers and 3 Civilians

Cost Factor	Amount	% of Budget
Salaries and Wages	\$1,325,500	46%
Fringe benefits	\$1,010,026	35%
Operating Expenses	\$350,329	12%
Capital Expenses	\$100,428	3%
Communications/Dispatch	\$124,366	4%
Total	\$2,910,648	100%

The table, below, projects the Patrol Force budget for a 6-year period. It assumes that costs will increase annually at the rate of 4%. The table also contains information about the per capita and per household costs for police services based on a department of 16 sworn officers and 6 civilians. It is noted that the current per capita costs for police services in College Park is \$113:

5-Year Budget Projection for a Patrol Force

Fiscal Year	Annual Increase	Total Budget	Population	Per Capita*	Households	Per Household
FY 2008	4%	\$2,910,648	25,000	\$116	6,250	\$465.70
FY 2009	4%	\$3,027,074	25,200	\$120	6,300	\$480.49
FY 2010	4%	\$3,148,157	25,400	\$124	6,350	\$495.77
FY 2011	4%	\$3,274,083	25,600	\$128	6,400	\$511.58
FY 2012	4%	\$3,405,046	25,800	\$132	6,450	\$527.91
FY 2013	4%	\$3,541,248	26,000	\$136	6,500	\$544.81

*Per capita costs are based on a population of 24,657 persons that includes students living on campus

(6) Tax Implications of Creating a Patrol Force

Citizens of College Park are currently taxed by Prince George’s County for police service. If the City created a patrol force the citizens of the City would receive a tax differential rebate from the County for the patrol services provided by the City.

However, full recovery of the County tax differential is gradually implemented over a 3-year period. The table, on the net page, traces how creation of a City patrol force would affect property owners. It compares the City and County tax burden for City patrol and other County police services, including communications, over a 6-year period:

Taxes Needed to Support Police Operations

Fiscal Year	City Taxes		County Public Safety Taxes		Total Taxes	
	City Patrol	Per Household	County Public Safety	Per Household	City and County	Per Household
FY 2008	\$2,910,648	\$465.70	\$2,512,201	\$401.95	\$5,422,849	\$867.66
FY 2009	\$3,027,074	\$480.49	\$2,612,689	\$414.71	\$5,639,763	\$895.20
FY 2010	\$3,148,157	\$495.77	\$2,014,783	\$317.29	\$5,162,939	\$813.06
FY 2011	\$3,274,083	\$511.58	\$1,481,790	\$231.53	\$4,755,873	\$743.11
FY 2012	\$3,405,046	\$527.91	\$926,860	\$143.70	\$4,331,906	\$671.61
FY 2013	\$3,541,248	\$544.81	\$963,934	\$148.30	\$4,505,183	\$693.11

The following points summarize the information in the table above:

- The City and County cost/tax projections include a 4% annual cost increment for the cost of services.
- The table assumes that the City Patrol Force will provide its own patrol services for which citizens will be eligible for a tax differential rebate from the County. Communication and Dispatch, Police Support (Investigative), Administration and Debt services will continue to be provided by the County. The 2008 tax differential rates for Patrol services is listed in the table below. The tax differential rebate from the County is based on a 3-year rolling average:

2008 Tax Differential Rate

Service	Real Property Tax Rate	% Of Real Property Tax
Police Patrol	10.92	68.5%

- Although the City will no longer be receiving County Police Patrol, taxpayers will not receive a full tax differential rebate for County patrol services for a period of three fiscal years.

The next section of the report discusses the start-up capital costs for creating a City patrol force.

7. START-UP CAPITAL COSTS FOR A PATROL FORCE

The project team estimated the capital costs required to establish a City Patrol Force. These include costs associated with the following.

- Vehicles
- Communications / Records
- Personnel Equipment
- Office Equipment / Supplies
- Space Needs and Costs
- Total Capital Costs

These costs are based on the personnel requirements identified in this report, as well as cost estimates from other jurisdictions through project team experiences.

(1) Vehicle Costs

This section estimates the unit requirements and costs associated with the purchase of vehicles for patrol personnel. The report estimated vehicle costs based on the general need for vehicles to provide services and enable the creation of a take-home car for each officer. The latter is the general operating policy for the Prince George's County Police Department and most of the municipal Departments in the county. Take-home cars are an important compensation factor in hiring and retaining officers in the County. The following points highlight the assumptions made by the project team in determining the number of cars needed to implement a limited take-home car policy:

- Two unmarked vehicles – Captain and the Lieutenant.
- Eight marked patrol vehicles - One marked vehicle for every two patrol supervisors, officers and CSO's plus one spare car.

- Outfitting costs include light bars, lights, cages and radar.
- Costs are based on current vehicle purchase and outfitting requirements.

Based on these assumptions, the following table displays information about the number of required units by type of vehicle, the unit purchase price, the outfitting costs and the total cost for the vehicles. Separate tables are presented for a limited and total take-home car program:

Vehicle Acquisition and Outfitting Costs – Limited Take-home Car Policy

Vehicle	# Of Units	Vehicle	Outfitting	Total Cost
Marked	10	\$25,351	\$2,500	\$278,510
Unmarked	2	\$25,351	NA	\$50,702
TOTAL	12			\$329,212

The table, below, itemizes the costs for implementing a total take-home car policy that assumes that each officer will have a vehicle:

Vehicle Acquisition and Outfitting Costs – Total Take-home Car Policy

Vehicle	# of Units	Vehicle	Outfitting	Total Cost
Marked	18	\$25,351	\$2,500	\$501,318
Unmarked	2	\$25,351	NA	\$50,702
Spares	1	\$25,351	\$2,500	\$27,851
TOTAL	21			\$579,871

The costs to purchase vehicles for a Patrol Force could range from \$329,212 for 12 vehicles in a limited take-home car policy to \$579,871 for 21 vehicles in a total take-home car policy, a difference of \$250,659. It is important to note that the maintenance, depreciation, and operating costs for a complete take home vehicle program are included in the operating budget estimates in the previous section of the report.

(2) Dispatch, Communications and Records Management

Communication/dispatch service currently costs the City \$124,663 annually. This covers all equipment, operating and staff expenses for emergency communication services provided by the County Communications Center. It does not include the costs for in-car and portable radios used by Police and Community Service Officers. Each of the 17 Police Officers and CSO’s will need to be equipped with an in-car and portable radio if at take-home car policy is adopted. It will cost the City approximately \$59,500 to equip the Officers and CSO’s with in-car and portable radios:

Communications Equipment Costs

Item	Approach	Cost
In-car and Portable 800 MHz Radios	2 radios each (In-car and portable) for the 19 Officers and 1 CSO @ \$3,500 per radio	\$70,000

If the City deployed a Patrol Force, it would be necessary to use the PGCPD records system in order to integrate with the Police Department's operations.

(3) Uniforms and Personal Equipment

The table, below, estimates the cost for personal equipment for the sworn Police Officers and the Community Service Officers. The itemization of the individual equipment is contained in section 4.3 of this report. We estimate equipment costs of \$100,706 for 17 personnel:

Uniform and Personal Equipment Costs

Position Type	Number	Cost Per Position	Total
Sworn Officers	19	\$6,264	\$119,016
CSO's	1	\$4,816	\$4,816
TOTAL	20		\$123,832

(4) Office Equipment and Supplies

This section assumes that all desk personal computers, patrol lap tops, printers, and the like would be city owned. Based on the staffing plan provided in this of report, the project team’s estimated needs for items are as follows:

Computer Equipment

Item	Equipment	Number
Server and Network computer System	Server and backup plus network system hardware and software.	1
Personal Computers	Two desktops or laptops for command personnel 15 rugged laptops for Police Officers and Community Service Officers. Two desktop computers for non-worn personnel.	19
Office Printers	Two personal printers (Chief and Lieutenant). One shared printer for the remaining staff.	3
Cell Phones	17 cell phones for the sworn personnel and the CSO's.	28
Mobile Printers	15 rugged portable for Sergeants, Patrol Officers and CSO's.	15
FAX System	FAX hardware and software.	1

The estimated acquisition costs for the computer equipment listed above is itemized in the table below:

Computer Equipment Costs for a Patrol Force

Item	Units	Cost Per Unit	Total
Server and Network	1	\$50,000	\$50,000
Personal Computers & Software	4	\$3,600	\$14,400
Office Printer	1	\$2,500	\$2,500
Cell Phones	20	\$50	\$1,000
Laptops and Mobile Printers	18	\$7,500	\$135,000
FAX System	1	\$1,500	\$4,500
Total			\$207,350

Estimated cost per workstation and total costs are estimated in the next table for the “average” workstation required in a police department. The estimated number of workstations required is based on the following assumptions:

- Four workstations for the Captain, Lieutenant and Sergeants.
- Two workstations for the Patrol Officers and Community Service Officers.
- Two workstations for the two non-sworn personnel.

Work Stations for a Patrol Force

Item	Cost
Desk and Chair	\$675
Visitor Chair	\$150
Files	\$250
Phone	\$125
TOTAL / Work-Station	\$1,200
Number of Work Stations	8
TOTAL Cost	\$9,600

As shown above, the cost per workstation is \$1,200, multiplied by the estimated total number of workstations required, for a total workstation cost of \$9,600 – for a total office equipment and supplies cost of \$216,960.

(5) Space Needs and Costs

The table, on the next page, estimates the total square feet required for a City Patrol Force. The table breaks the space requirements out by personal or office space, support space and common areas.

Building Space Requirements for a Patrol Force

Type	Classification	Space Standard Square Feet	# of Units	Space Required
Personal Space	Captain	168	1	168
	Lieutenant	140	1	140
	Sergeant	80	5	400
	Patrol Officer	40	12	480
	Administrative Assistant	64	1	64
	Records Supervisor	120	1	120
	Community Service Officer	40	1	40
Support Areas	Property / Evidence Room	100	1	100
	Conference Room	100	1	100
	File Room	14	5	70
	Interview Room	100	1	100
	Locker Room	5	17	85
	Photocopy / Supply Room	120	1	120

Type	Classification	Space Standard Square Feet	# of Units	Space Required
	Roll Call Room	125	1	125
	Storage	108	1	108
	Weight Room	280	1	200
Building Common Space	Employee Lounge	2	19	38
	Janitorial Closet	30	1	30
	Reception Area	30	1	30
	Rest Rooms	65	4	260
	Sub-Total			2,778
	Circulation @ 15%			416.7
	Mechanical Space @ 8%			222.24
	TOTAL			3,417
	Building Cost / Sq. Ft.			\$225.00
	TOTAL COST			\$768,812

As shown, in the table above, the project team estimates the space needs at 3,417 square feet. The total building costs are estimated to be approximately \$768,812 based on an estimated all-inclusive price of \$225 per square foot. This includes the cost for the design and construction of the building. The building costs do not include the acquisition of land for a facility.

The table, on the next page, estimates the number of parking spaces and the costs for developing parking spaces for the public and the Patrol Force employees. The parking lot costs do not include the acquisition of land for the parking space:

Parking Space Requirement and Costs for a Patrol Force

Parking Space requirements	# of Spaces
Maximum Daily Attendance (8 personnel)	8
Average Visitation @ 15% of parking spaces	2
Handicapped Parking	2
Estimated Total of Parking Spaces	12
Estimated Development Cost / Space (including lighting, etc.)	\$700
Total Parking Lot Costs	\$8,400

Based on the building and parking space costs above, the total estimated facility construction costs are \$777,212.

(6) Total Capital Costs

Based on the cost estimates developed above, the following table summarizes the total capital costs for the establishment of a City Patrol Force. The difference between the high estimate and the low estimate are based on the following factors:

- The difference in vehicle costs are related to the use of a total or partial vehicle take-home car policy for uniform personnel.
- The difference in dispatch costs are related to the decision to contract with the County for service or establish a City dispatch operation in the police department.

Capital Cost Summary for a Patrol Force

Capital Requirement	High Estimate	Low Estimate
Vehicles	\$529,871	\$329,169
Dispatch Communications	\$70,000	\$70,000
Weapons, Uniforms	\$123,832	\$123,832
Office Equipment / Supplies	\$216,960	\$216,960
Building / Space Needs	\$768,812	\$768,812
Parking Lot	\$8,400	\$8,400
Total	\$1,717,875	\$1,517,173
5% Miscellaneous/Contingency	\$85,894	\$75,859
Total Capital Cost	\$1,803,769	\$1,593,032

The total costs for capital acquisition ranges from \$1,803,769 to \$1,593,032 to build a facility and equip the department. If a police facility cannot be built at the current Public Works or Public Services locations the City will incur land acquisition costs.

8. CONTRACTING WITH PRINCE GEORGE'S COUNTY FOR SUPPLEMENTAL POLICE SERVICES

Prince George's County has provided supplemental police services to municipalities in the County on a fee for personnel schedule based on the execution of a contract between the County and the municipality. The supplemental services are in addition to the PGCPD's standard level of service provided in the County and are not designed to replace current service levels. College Park participated in such a contract during the 1990's but terminated the agreement as the County increased its contract rates to fully recoup the cost of the services provided. The County currently provides contract services to Bowie that will be phased out in 2011. A copy of the contract between the County and the City of Bowie is attached to this document in Appendix 3.

The standard County contract contains the following key provisions:

- Contact Officers will be in the City except to attend Court regarding cases originating in College Park and to attend a maximum of 40 hours of in-service training annually.
- The County will provide additional officer[s] when the combined sick and injury leave of any one officer exceeds 15 days.
- The contract will in not way affect the regular services provided by the County. In the event this regular service is required to be enhanced as a result of population increase or general disturbances the regular course of increased services will be provided without cost or expense to the City.
- The Prince George's County Public Safety Communications Center will dispatch all emergency and non-emergency calls to the contract officers.

Contract Officers will perform preliminary crime investigations for breaking and entering, vandalism and auto theft and will be dispatched to motor vehicle accidents with injury to stabilize the situation until an on-duty officer arrives.

- Contract officers will not be dispatched to call outside the City limits. This provision shall not prevent contract officers from being dispatched to critical incidents outside the City where there is a risk of imminent, grievous bodily harm when a contract officer is the closest available unit.
- The services provided herein are deemed to be additional law enforcement functions to regular patrol protection provided by the County Police Department. These services will not in any manner supplant or replace regular patrol services provided by the County Police Department and will not be considered as services that would be subject to tax differential consideration.
- The Chief of Police of Prince George's County, in consultation with the City Manager of the City shall make all determinations in scheduling and designing the patrol of the contract officers.
- The standards of performance, the disciplining of officers and the control of the personnel providing services shall be in accordance with County practices.
- The County agrees that such services will include the enforcement of State statutes and County ordinances.
- The County shall furnish and supply all necessary lab or, supervision, equipment, vehicles, communication facilities, and supplies necessary to maintain the performance of services.
- The City agrees to provide the funds to purchase one police vehicle every four years this agreement is in existence.
- All persons employed shall be Count employees with all rights and privileges of the Merit Regulations and Personnel Law and not City employee shall be employed by the County. All personnel employed under the agreement shall be an agent of the County.
- Whenever an officer is enforcing as State law or County Ordinance, the County agrees to hold harmless and indemnify the City from any connected liability.
- This agreement shall not be construed to mean that the County shall under any circumstances enforce the ordinances and resolutions of the City with the exception of parking violations.
- The City shall not be required to pay or assume any liability for the payment of any salaries, wages or other compensation to any Count employee for injury, sickness arising out of his or her employment.

- The City shall designate a representative to act as a liaison between the City and the Chief of police in matters pertaining to operational policies or procedures of contract officers.
- The City shall pay the County for the cost of contract officers consistent with the actual costs incurred by the County for the contract officers. The table, below, itemizes the annual estimated cost for a single officer. Municipalities can contract for the number of offices they deem necessary.

Prince George’s County Contract Cost Estimate

Cost Factor	Detailed Items	Approximate Cost
Basic Salary	Wages for a work year of 2,080 hours (52, 40-hour weeks)	\$72,000
Fringe Benefits	Retirement Medical, dental and life insurance Worker’s compensation, Liability insurance	\$28,800
Contractual Costs	Clothing allowance, Holiday pay, shift differential, overtime, court time Annual, sick, discretionary and personal leave	\$20,400
Vehicle	Vehicle maintenance Gas and oil, flares, Insurance Radio maintenance	\$5,040
Indirect Costs	Indirect	\$15,204
Total Costs		\$141,444
Hourly Costs	Assigned hours (2,080) Hours available for street duty 78% of assigned hours (1,622 hours)	Assigned – \$68.00 Available – \$87.00

9. SERVICE DELIVERY OPTIONS COST BENEFIT SUMMARY

This section of the report compares the costs and benefits of five options for enhancing police services in College Park. The options range from continuing the current system of hiring off-duty police officers, to contacting directly with the county for supplemental police services to setting up either a College Patrol force or a full service College Park Police Department.

Recommendations: Based on the various costs and benefits involved we recommend that the City:

- **Continue to work with the University of Maryland Police Department and the Prince Georges' County Police Department to enhance the services they currently provide to the City. The phase II component of this report contains some specific recommendations on how this might be achieved.**
- **Implement a contract with the PGCPD for six patrol officers to provide 7-day coverage on the day and evening shifts (7AM to 11PM) daily. The cost for this service would be approximately \$850,000 annually (\$141,444 per officer).**
- **Continue to hire off-duty PGCPD officers to fill-in for the contract officers when they are off duty for leave and to provide additional spot services based on perceived short term needs. The costs for this program would be in the \$210,000 range for 5,000 hours of service annually at current rates of pay.**

The City should fund a position to manage the program as well as gather crime, service call, officer initiated activities (traffic tickets and field stops) and response time data from the PGCPD and the county Communications Center to monitor the impact of the funded police activities. The cost for this position would be approximately \$100,000 annually including benefits.

The total cost for the contract and overtime program outlined above would be approximately \$1,160,000 during the first year of operation.

Contracting with the Prince Georges County Police Department rather than creating a College Park Police Department or Patrol Force will provide the City with a cost effective option for enhancing police services in the City. It represents the lowest cost option among the alternatives discussed in the report. By contracting with the County, the City will not need to acquire property for or construct a police facility.

Contracting with the County would:

- Provide higher levels of police patrol in the City.
- Reduce Patrol Officer response times to emergencies.
- Enable the PGCPD to address some local law enforcement needs.
- Ensure that backup from the County is available for major incidents.
- Provide routine supervision for all Officers working in the City

Furthermore, contracting with the County would continue to routinely provide access to specialized services (Drugs, gangs, tactical patrols, aviation, etc.) and facilitate the coordination and deployment of tactical riot control forces for major University of Maryland sporting events.

Service Option Benefits, Issues and Costs

Service Option	Benefits	Issues	Costs
<p>1. Continue current program of hiring off-duty officers</p>	<ul style="list-style-type: none"> • Enables the City to supplement basic services provided by the PGCPD. • Enables the City to focus resources on local needs. • PGCPD assumes all liability for its off-duty officers. • Officers have access to all PGCPD facilities and services. • Provides improved response time to emergency calls. • Enables enhanced officer-initiated actions because officers are in the City. 	<ul style="list-style-type: none"> • The City has not been able to hire sufficient off-duty personnel to meet its staffing goal. • The City has not been able to fill all of its available duty slots. • Officers are not directly supervised while on off-duty assignments. • The City does not have a full-time person assigned to direct the program and monitor operations 	<ul style="list-style-type: none"> • Total costs were budgeted at \$500,000 for FY 07. However, actual expenditures will be approximately \$300,000. • Hourly costs of \$35 per on-duty hour for day work and \$50 per on-duty hour for night work. • The cost for a full year of patrol service ranges from \$72,800 for day work to \$104,000 for night work. • The County charges the City 35¢ per mile driven. • County assumes all capital costs. • Does not result in a public safety County tax differential rebate to citizens.
<p>2. Contract with the PGCPD for supplemental Patrol services</p>	<ul style="list-style-type: none"> • Enables the City to supplement the basic services provided by the PGCPD. • Enables the City to focus resources on local needs. • PGCPD assumes all liability for its off-duty officers. • Officers have access to all PGCPD facilities and services. • Provides improved response time to significant public safety calls • Enables enhanced officer-initiated actions because officers are in the City. 	<ul style="list-style-type: none"> • The PGCPD may not address all local and concerns and needs. • Because the PGCPD provides service for specific officers and does not back fill these positions for scheduled and unscheduled leave, some duty slots may not be staffed. • Supervision varies depending on whether a contract or off-duty officer is employed. • The City may not have a full-time person assigned to direct the program and monitor the program. 	<ul style="list-style-type: none"> • County cost estimate includes all direct and indirect costs including some capital costs. • Average hourly costs of approximately \$87 per on-duty hour based on a work year of 1,622 on-duty patrol hours. * Contract costs per hour (\$87) are higher than off-duty costs (\$35 to \$50) because the City does not pay any fringe benefits or indirect costs for the off-duty officers it employs. • Total costs will vary depending on the number of officers the City retains. • It will require approximately 5 officers to staff on duty slot 24-hour a day. • Does not result in any public safety County tax differential rebate to citizens.

Service Option Benefits, Issues and Costs (Continued)

Service Option	Benefits	Issues	Costs
<p>3. Combination of Options #1 and #2</p>	<ul style="list-style-type: none"> • Enables the City to use a mix of contract officers and off-duty officers to fulfill perceived minimum patrol needs. • Enables off duty officers to fill in for contract officers on leave. • Off-duty officers would be able to provide additional services during high demand periods. • Provides improved response time to emergency calls • Enables enhanced officer-initiated actions because officers are in the City. 	<ul style="list-style-type: none"> • Different supervisory control for contract and off-duty officers. • The City may not have a full-time person assigned to direct the program and monitor the program. 	<ul style="list-style-type: none"> • Costs would be a function of the number of officers the City contracts for from the County and the number of off-duty officers it employs. • Average hourly costs of \$35 per on-duty on days and \$50 on nights. • Average contract hour costs - \$87 per hour. • County assumes all capital costs. • Does not result in any public safety County tax differential rebate to citizens.
<p>4. Deploy a municipal patrol force and receive all other services (Investigations, special operations, communications) from Prince George’s County</p>	<ul style="list-style-type: none"> • Assign three patrol personnel on the midnight shift and six patrol personnel each to the day and evening shifts. • Acquire communications services from the County. • Enables the City to define the type and level of patrol services for its citizens. • Enable the City to control patrol operations and services to focus on local issues. • Provides improved response time to emergency calls • Enables enhanced officer-initiated actions because officers are in the City. 	<ul style="list-style-type: none"> • The Department will need to rely on the PGCPD for backup during major emergencies. • The department will need to rely heavily on the PGCPD, UMPD, State Police and Park Police for University of Maryland riot deployments. 	<ul style="list-style-type: none"> • Annual operating costs for the first year of operation for a 19-person patrol force (13 Officers and 6 civilians) would be approximately \$2.5 million. • Startup capital costs will range from \$1.4 to \$1.6 million. • Citizens would receive a public safety County tax differential rebate for patrol services.

Service Option Benefits, Issues and Costs (Continued)

Service Option	Benefits	Issues	Costs
<p>5. Deploy a full-service municipal police department and receive communication and dispatch services from Prince George’s County</p>	<ul style="list-style-type: none"> • Deploy a full-service police department that provides patrol, investigative, special operations and support personnel. • Acquire communications dispatch services from the County. • Enables the City to define the type and level of patrol services for its citizens. • Provides the City with the ability to control most police operations and services to focus on local issues. • Provides improved response time to significant public safety calls and enables enhanced officer-initiated actions because officers are in the City. 	<ul style="list-style-type: none"> • The Department may not have the resources and skills to provide specialized services (narcotics investigations, criminalistics, special operations, rape and homicide investigations). • The department will need to rely heavily on the PGCPD, UMPD, State Police and Park Police for University of Maryland riot deployments. 	<ul style="list-style-type: none"> • Annual operating costs for the first year of operation for a 37-person police Department (25 Officers and 11 civilians) would be approximately \$4.7 million. • Startup capital costs will range from \$3.1 to \$4.1 million. • Citizens would receive a public safety County tax differential rebate for patrol • Citizens would receive a public safety County tax differential rebate for patrol, support (Investigative) administrative and debt services.

10. POLICE DEPARTMENT AND/OR PATROL FORCE TRANSITION REQUIREMENTS

The exhibit, on the following pages list the various activities the City will need to engage in to create a Police Department or Patrol Force in timely and efficient manner. The exhibit lists the various tasks, identifies the responsible parties and estimates the dates by which the tasks should be completed.

Implementation Task Plan

Transition Requirement	Suggested Staff Responsible and Estimated Staff Time Required	Projected Calendar Schedule
<p>Develop a salary and benefit plan for sworn and non-sworn staff for the new Police Department/Patrol Force. Includes:</p> <ul style="list-style-type: none"> • Defining position classifications needed for sworn officers and civilian personnel. • Conducting necessary salary survey and analysis. • Setting salary levels for all identified sworn and non-sworn positions. • Defining and setting specifications and amounts for other pay. • Working with (SRPS-LEOPS) to identify retirement plan and other service options and costs; arranging for an actuarial valuation and cost estimate. • Prepare salary and benefit recommendation for the City Council and adopts a specific salary and plan for sworn staff. 	<p>City Manager oversight. Lead responsibility assigned to Personnel Officer. Analysis of and SRPS-LEOPS negotiation could be contracted to Human Resources Consultant.</p> <p>Estimate twenty person days required for analysis and recommendation development. If done by Human Resources consultant, estimate contract in \$13,000 - \$17,000 range.</p>	<p>Sixty calendar days for analysis and development of Council recommendation.</p> <p>Begin 24 months prior to projected start-up date.</p>
<p>Recruit Chief of Police or Patrol Captain. Includes executive search, interviews and selection process, and background investigation.</p> <p>Intent is to have the Chief/Captain on board at least 18 months prior to start-up date to direct recruiting and selection and other implementation activities as identified in the next sections of this matrix.</p>	<p>City Manager and Personnel Officer. Could include contract with executive recruitment firm. If done in-house, could require up to 20 person days for actual recruitment. If executive recruitment firm is used, cost projected in the \$15,000 - \$20,00 range for professional time and expense.</p>	<p>Sixty days for recruitment and selection and ninety days total to have new Chief on board.</p> <p>Begin 24 months prior to projected start-up date with Chief on staff 21 months prior to start-up.</p>

Implementation Task Plan (Continued)

Transition Requirement	Suggested Staff Responsible and Estimated Staff Time Required	Projected Calendar Schedule
<p>Recruit and select architect to plan, design, build and provide overall construction management. Includes:</p> <ul style="list-style-type: none"> • Preparation and distribution of RFP • Proposal evaluation • Selection • Execution of contract 	<p>City Manager assisted by appropriate City staff including Planning and Development Services.</p>	<p>Forty-five day selection process.</p> <p>Architect should begin work concurrent with start of the Police Chief coordinate planning for facility design and construction.</p>
<p>Recruit and Hire Key Command and Support Staff for the In-House Police Department.</p> <ul style="list-style-type: none"> • Captain (1) • Lieutenant for Patrol Operations (1) • Lieutenant for Administrative / Support Services (1) • Civilian Manager for Administrative Services (1) • Executive Secretary (1) 	<p>Completed by Chief/Captain with assistance of Recruiting/ Search firm and City Personnel Officer</p>	<p>Begin recruiting and selection 21 months prior to projected start-up date.</p> <p>Complete 17 months prior to project start-up date.</p>
<p>Develop staffing plan and proposed operating budget for the in-house Police Department.</p>	<p>Chief/Captain assisted by the Lieutenants.</p>	<p>Begin 17 months prior to start-up date and complete 14 months prior to start-up date.</p>
<p>Recruit and hire a budget specialist. Develop proposed capital budget. Includes communications system and equipment, if applicable; vehicle specifications; officer personal equipment specification; and other equipment and furnishing needs.</p>	<p>Chief/Captain assisted by Senior Police Officer, budget specialist, and civilian manager.</p>	<p>Begin 17 months prior to start-up date and complete 14 months prior to start-up date.</p>
<p>Develop final capital budget and equipment acquisition plan for the Department. Once finalized, manage acquisition process.</p>	<p>Senior Police Officer supported by other staff as necessary.</p>	<p>Develop acquisition plan and begin acquisition effort 14 months prior to start-up. Provide for sequential acquisition to support other efforts as necessary.</p>

Implementation Task Plan (Continued)

Transition Requirement	Suggested Staff Responsible and Estimated Staff Time Required	Projected Calendar Schedule
<p>Recruit and hire personnel specialist.</p> <p>Once on board, the personnel specialists would be responsible for developing a recruitment and selection plan for both sworn and non-sworn staff. Plan to include the following components:</p> <ul style="list-style-type: none"> • Time schedule by position classification. • Advertising and promotion plan. • Selection process including providing background investigations. 	<p>Chief/Captain assisted by the Lieutenant and the personnel specialist.</p> <p>Develop recruiting and selection program for sworn and non-sworn staff.</p>	<p>Begin recruitment and selection of the personnel specialist 17 months prior to start-up date and complete 14 months prior to start-up date.</p> <p>Two months allocated for development of recruitment and selection plan with completion 12 months prior to start-up date.</p>
<p>Develop training program for new staff including orientation and transition training for new officers and non-sworn staff.</p> <p>Develop an agreement with one of the local Maryland State certified training academies for recruit and in-service training.</p>	<p>Chief/Captain assisted by Senior Police Officer and Civilian Manager.</p>	<p>Thirteen months to prepare training and orientation program. Completed three months prior to start-up.</p>
<p>Develop, write, and prepare training on policies, procedures, and operating directives; coordinating review by City Attorney. This includes manuals, forms, and preparation of orientation and training in their use.</p>	<p>Chief/Captain assisted by the Senior Police Officer and the Civilian Manager.</p>	<p>Recruit and have on-board nine months prior to start-up. Policies and procedures completed 2 months prior to start-up.</p>
<p>Negotiate memoranda of understanding (MOU) with the Prince George's County Police Department, Prince George's County Communications Department, Maryland-National Capital Park Service, Maryland State Police and the University of Maryland Police Department.</p>	<p>Chief/Captain assisted by the Senior Police Officer.</p> <p>Draft and final MOUs to be reviewed and approved by the City Attorney and City Council.</p>	<p>Six months to prepare the MOUs.</p> <p>Completed three months prior to start-up</p>

Implementation Task Plan (Continued)

Transition Requirement	Suggested Staff Responsible and Estimated Staff Time Required	Projected Calendar Schedule
<p>Recruit and select Records Supervisor. Once on-board, the Records Supervisor would have the following responsibilities:</p> <ul style="list-style-type: none"> • Developing a training and orientation program for records personnel. • Working with the recruiting team to develop and implement a recruiting and selection program for records personnel. • Working with the Lieutenant to select and acquire an automated records management system. 	<p>Administrative / Support Services Lieutenant and City Personnel Staff to recruit the staff.</p> <p>Communications / Records Manager assisted by the Administrative / Support Services Lieutenant.</p>	<p>Recruitment completed and Communications Manager/Supervisor on board 12 months prior to start-up.</p> <p>Three months allocated to develop training and orientation plan and assist with dispatcher recruitment. Training program completed nine months prior to start-up.</p>
<p>Recruit Sergeants.</p> <p>The officer recruitment and training/orientation effort will be the most complicated. To make start-up of a new Department practical, a significant proportion of the officers recruited will need to be lateral transfers with previous academy training and on-the-job experience. Clearly, the City will benefit if it can attract trained police officers.</p> <p>The Sergeants that would come on board would have responsibility for:</p> <ul style="list-style-type: none"> • Assisting principal recruiting team with recruitment and selection including testing and background investigations. • Working with the PGCPD to become oriented on current operations, cases, and community issues. • Developing orientation program for new officers prior to service transition. • Conducting final orientation/training of new officers prior to service transition. • Just prior to start-up, coordinate service transition with their counterparts in the PGCPD operations. 	<p>Captain and Patrol Operations Lieutenant, assisted by management analysts and City Personnel officials.</p> <p>Sergeants, once on board, would have responsibility for the activities noted.</p>	<p>Have Sergeants on board six months prior to start-up to allow five months for transition planning and orientation development.</p>

Implementation Task Plan (Continued)

Transition Requirement	Suggested Staff Responsible and Estimated Staff Time Required	Projected Calendar Schedule
<p>Recruit and select officers. This is the most complicated portion of the transition with time and costs driven by the following:</p> <ul style="list-style-type: none"> • The number of acceptable “laterals” who could be attracted and would meet selection criteria. • The number of new officers who would have to be academy and FTO trained prior to assignment and deployment. <p>Those proportions cannot be predicted at this time. However, for the purposes of this transition analysis, we assume that 20% of the required officers would be trained laterals and the remaining 80% would need to be academy trained. As a result, transition planning assumes the following:</p> <ul style="list-style-type: none"> • Academy trained officers would need to complete the Academy by the time start-up occurs and would receive FTO training once the Department is in operation. • Laterals would receive training/orientation for a three week period prior to transition during an overlap period with the sheriff’s Department. • Academy trained officers would also participate in the training and orientation program. 	<p>Patrol Lieutenant and the Sergeants selected in the previous tasks.</p>	<p>All remaining sworn staff would be on board three weeks prior to start-up for orientation and transition training and implementation.</p>
<p>Recruit and hire Records Clerks and develop records processing and management system. This would include:</p> <ul style="list-style-type: none"> • Select and implement a records management system. • Develop a training program for records personnel. • Develop and acquire records forms. • Develop training materials and train the records personnel. <p>Bring records clerks on board and conduct training and orientation program.</p>	<p>Administrative Lieutenant and Communications / Records Manager assisted by City HR personnel.</p>	<p>Recruit and select Records Supervisor six months prior to start-up.</p> <p>Five months to develop records program and training and orientation program for new staff.</p> <p>Bring Records Clerks on board two weeks prior to start-up.</p>

APPENDIX 1 Police Officers Salary Survey

Police Officer			
Department	Minimum	Midpoint	Maximum
Bowie	\$40,000	\$50,000	\$60,000
Greenbelt	\$35,713	\$46,467	\$57,200
Hyattsville	\$36,360	\$38,201	\$40,135
Laurel	\$39,382	\$40,379	\$41,376
PG County	\$44,148	\$51,429	\$61,111
Takoma Park	\$39,981	\$43,689	\$53,175
U of MD	\$28,927	\$37,223	\$45,518
Average	\$39,264	\$45,028	\$52,166

Private First Class			
Department	Minimum	Midpoint	Maximum
Bowie	\$46,000	\$51,875	\$62,250
Hyattsville	\$38,905	\$52,927	\$60,485
Laurel	\$41,745	\$54,241	\$66,736
PG County	\$43,941	\$62,913	\$75,043
Takoma Park	\$43,979	\$48,057	\$58,493
U of MD	\$32,589	\$41,937	\$51,727
Average	\$42,648	\$55,489	\$66,129

Master Patrol Officer			
Department	Minimum	Midpoint	Maximum
Greenbelt	\$38,542	\$50,148	\$61,713
Laurel	\$44,250	\$57,499	\$70,748
U of MD	\$36,689	\$47,208	\$57,727
Average	\$41,396	\$53,824	\$66,231

Corporal			
Department	Minimum	Midpoint	Maximum
Bowie	\$51,000	\$63,750	\$76,500
Greenbelt	\$41,579	\$54,100	\$66,601
Hyattsville	\$42,796	\$52,927	\$60,485
Laurel	\$46,905	\$60,945	\$74,985
PG County	\$47,071	\$67,394	\$80,388
Takoma Park	\$50,576	\$55,266	\$67,266
Average	\$46,655	\$59,064	\$71,038

Sergeant			
Department	Minimum	Midpoint	Maximum
Bowie	\$58,000	\$72,500	\$87,000
Greenbelt	\$48,401	\$63,003	\$77,542
Hyattsville	\$49,215	\$60,864	\$69,555
Laurel	\$51,595	\$67,039	\$82,483
PG County	\$51,778	\$74,135	\$88,428
Takoma Park	\$58,163	\$63,556	\$77,356
U of MD	\$41,902	\$53,918	\$65,933
Average	\$52,859	\$66,850	\$80,394

Lieutenant			
Department	Minimum	Midpoint	Maximum
Bowie	\$66,000	\$82,500	\$99,000
Greenbelt	\$56,368	\$73,340	\$90,272
Hyattsville	\$54,137	\$66,951	\$76,512
PG County	\$56,956	\$81,548	\$97,271
Takoma Park	\$66,887	\$73,089	\$88,960
U of MD	\$60,000	\$63,275	\$66,550
Average	\$60,070	\$75,486	\$90,403

Captain			
Department	Minimum	Midpoint	Maximum
Greenbelt	\$60,819	\$79,144	\$97,406
Hyattsville	\$59,551	\$73,647	\$84,164
Laurel	\$58,819	\$76,425	\$94,031
Takoma Park	\$77,052	\$89,766	\$102,479
Univ of MD	\$66,550	\$76,230	\$85,910
Average	\$64,060	\$79,745	\$94,520

Deputy Chief/Major			
Department	Minimum	Midpoint	Maximum
Bowie	\$70,314	\$91,409	\$112,503
Laurel	\$62,936	\$81,775	\$100,613
U of MD	\$85,000		\$117,370
Average	\$66,625	\$86,592	\$106,558

APPENDIX 2

Descriptive Profile of Law Enforcement Services in College Park

This Appendix includes information about the current cost for police services for citizens, the organization and services provided by the various law enforcement agencies providing services in the City. The information in the Descriptive Profile was developed from interviews with City elected and appointed officials. Every member of the City Council as well as the University of Maryland student representative to the Council was interviewed. The study team interviewed the City Manager, Finance Director, Public Services Director, City Attorney and the City Clerk. The study team collected information from the following police agencies operating in the City:

- Prince George's County Police Department – District 1
- * University of Maryland Police Department
- Maryland-National Capital Park P.D. – Prince George's County Division
- Maryland State Police – College Park Barracks
- Bowie Police Department
- Prince George's County Sheriff Command staff and the Domestic Violence and School resource Units
- Prince George's County Public Schools – Security Division
- Metropolitan Transit Police Department
- Hyattsville Police Department

The Matrix Consulting Group project team toured the service area, observed police operations, reviewed documents, records and maps and collected data about the law enforcement services in the City. This profile is organized as follows:

- Demographics characteristics of the City
- History of police service in College Park
- Current public safety costs
- Supplemental contract law enforcement program
- Primary police service providers in College Park
- Other police service providers in College Park

The first section of the report provides a general description of the population characteristics of College Park.

1. DEMOGRAPHIC CHARACTERISTICS OF THE CITY

College Park is very unique, demographically, because it is home to the University of Maryland. It has a population of approximately 25,000 residents per the 2000 census. As of August 2007, approximately 12,800 residents live on University owned property patrolled by the UMDPS-Police. The City has been growing at a moderate pace since 2000. The City has approximately 4,356 single-family residential units and 1,566 multi-family units. An additional 2,700 units of housing have been approved or are planned. Growth is expected to occur in the City north of the Beltway and in the vicinity of the City's two Metro stations. The table, below, presents census information about the City and Prince George's County.

Population Characteristics

Characteristic	City	County
Population	24,657	846,123
AGE: 15 - 19	24%	7%
Age: 20 - 24	29%	6%
Living in Group Quarters	35%	1.2%

The following points summarize our understanding of College Park's demographics:

- The City accounts for slightly less than 3% of the County's population.
- 53% of the population is 15 to 24 years old compared to a countywide average of 13%.
- 35% of the residents live in group-quarters compared to 1.2% of the County's population.

The large number of late teens and early 20 year olds, many living on their own for the first time in a college environment, creates a unique public safety challenge for the City and the law enforcement providers working in College Park. The mix of long time residents and college students is most evident in the neighborhoods in the vicinity of Route 1 and Knox Road. However, a large number of students are increasingly renting homes in areas of the City north of Paint Branch Creek (Lakeland and Berwyn) in increasing numbers.

2. HISTORY OF POLICE SERVICES IN COLLEGE PARK – 1969 to 2007

The City of College Park has traditionally received police services from the Prince George's County Police Department (PGCPD). In the past, it has contracted with the County for supplemental services, typically marked patrol cars, over and above the standard of service provided by the County. The City currently contracts with off-duty PGCPD Officers for such services. The following points summarize the manner in which the City has supplemented the basic services provided by the County:

- **1969 to 1974** - The City contracted with the Prince George's County Police Department for supplemental services. The City terminated the contract when the Department realigned its beat structure.

- **1987 to 1996** – The City initially contracted with the Prince George’s County Police Department in 1987 for two Officers at a cost of \$97,000 per year. Two additional Officers were added to the contract in 1989. In 1992 the contract price was increased to \$53,000 per officer or \$212,000 per year.
- **1996** - The City terminated the agreement with Prince George’s County in 1996 when the County proposed increasing the costs per officer from \$53,000 per year to \$92,000 per year. Total costs for four Officers would have been \$368,000.
- **April 2004 to Present** – The City instituted a Memorandum of Understanding (MOU) with Prince George’s County to employ off-duty County Police Officers to work in the City on an overtime basis. The overtime Officers supplement the two beat Officers assigned to College Park around the clock by the PGCPD on a daily basis. The City authorized \$500,000 in its FY 2007 budget for the supplemental patrols and spent approximately \$369,000.

The next section of the report discusses the costs for law enforcement services in the City.

3. CURRENT PUBLIC SAFETY COSTS

The table, below, displays information about the City’s budget for law enforcement services in FY 07. It includes expenditures from the City’s General Fund for the Contract Police Program and Neighborhood Watch and expenditures made by Prince George’s County to provide dispatch and police services in College Park.

College Park’s Public Safety Budget – FY 2007

Service	City	County	Total	% Of Costs
Contract Police	\$567,210	\$0	\$567,210	17.0%
Neighborhood Watch	\$5,050	\$0	\$5,050	0.2%
Police Dispatch	\$0	\$124,366	\$124,366	3.7%
Patrol	\$0	\$1,886,215	\$1,886,215	56.7%
Investigations	\$0	\$554,464	\$554,464	16.7%
Administration	\$0	\$176,185	\$176,185	5.3%
Debt	\$0	\$13,818	\$13,818	0.4%
Total	\$572,260	\$2,755,049	\$3,327,309	100%
% Of Costs	17%	83%	100%	
Per Capital Costs	\$23.21	\$111.73	\$134.94	

The following points summarize information about the City's FY 2007 expenditures for public safety:

- Eighty-three percent of the City's law enforcement costs are consumed by Prince George's County. The Prince George's County Communications Department provides police communication and dispatch services while the Police Department provides a full range of law enforcement services including administrative support and all of the activities needed to run a law enforcement agency.
- The County's expenditures for law enforcement services is based on the amount of taxable property in the City multiplied by the County's tax rate for law enforcement services. In FY 2007 the County's tax rate for communication and law enforcement services is 15.94¢ per \$100 of assessed value. Per capita costs for County law enforcement services will be \$111.73 in FY 07.
 - The largest item in the County budget is for patrol services. This includes the marked units the County deploys in patrols areas, which include College Park on a daily basis.
 - Investigations include detectives who follow up on reported crime in the City as well as specialized units (tactical, narcotics) that operate in the City on an as needed basis. Most of the tactical activity occurs in the Knox and Route 1 area where the County Police, in conjunction with the University of Maryland Police Department, routinely deploy personnel to respond to student activities.
 - Administrative services include all of the support structure needed to operate a police department. It includes records and computer systems, vehicle fleet, training and facilities.
- Seventeen percent of the City's law enforcement costs are consumed by the City's Department of Public Services for the Contract Police Program and Neighborhood Watch. Per capita costs for City services will be \$23.21 in FY 07.
 - The Contract Police Program is intended to provide the City with approximately 9,880 hours of police patrol services in FY 07. This amounts to approximately 14 hours of patrol daily, on average.
 - Neighborhood watch is staffed by volunteers and includes nine active watch groups scattered throughout the City. The City does not have any full-time staff resources dedicated to support the Neighborhood Watch Program.

If the City provided all of its own communication and law enforcement services its

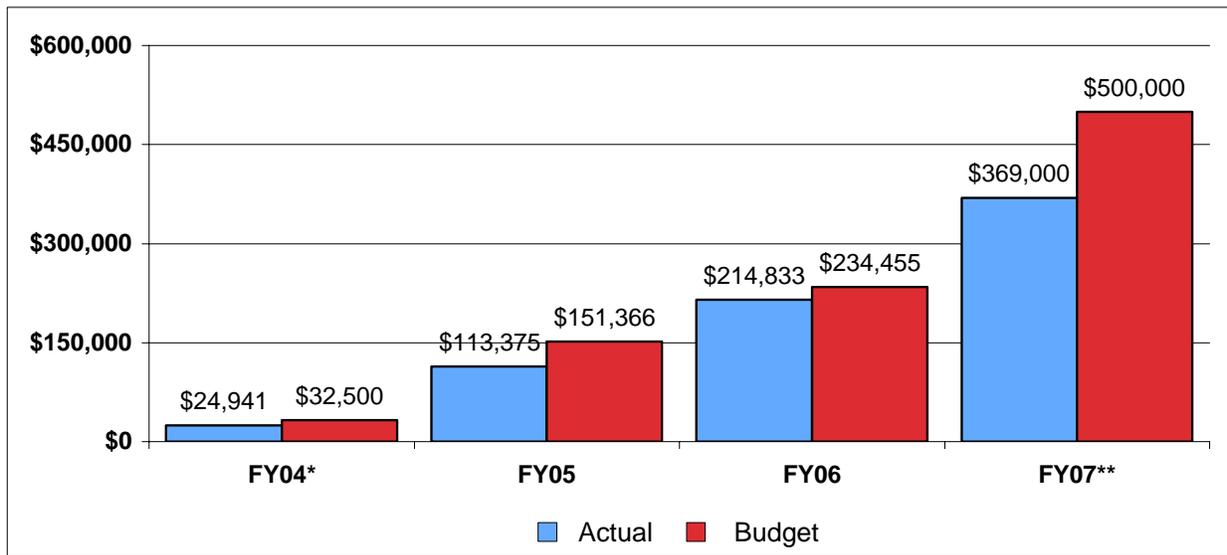
residents would receive a reduced tax from the County. The tax differential could amount to as much as \$2,755,049 using the 2007 budget figures. However, the tax differential from the County is based on a rolling 3-year average. As a result, if the City qualified for a tax differential by operating its own police department, it would take three years for its residents to receive the full differential. The residents would receive 1/3 of the tax differential (\$925,016 of \$2,755,049) the year after implementing a police department, 2/3 of the differential the second year and the full differential the third year.

4. SUPPLEMENTAL CONTRACT LAW ENFORCEMENT PROGRAM

The City instituted the contract program in April 2004 as a means by which to supplement, not replace, the marked-vehicle patrols that the PGCPD deploys in College Park. The program involves the hiring of off-duty Prince George's Police Officers to patrol in the City as described in a Memorandum of Understanding between the City and the PGCPD. The Officers patrol in marked Prince George's County Police cars that have a City of College Park sign attached. The Officers are engaged in patrolling the City and enforcing moving traffic violations. On occasion, they respond to emergency calls. However, most emergency calls are handled by the PGCPD units assigned to the beats covering College Park. The City pays the off-duty Officers for their services on an hourly basis at the rate of \$35.00 per hour for daytime assignments (6 AM to 10 PM) and \$50.00 per hour for night assignments (10 PM to 6 AM). In addition, the Officer who manages the program for the City, a Prince George's County Police Lieutenant, is paid \$40.00 per hour for recruiting and orienting the Officers. The City also reimburses the County 35¢ per mile for use of the patrol vehicles.

The graph, on the next page, traces the development of the contract program since its inception in 2004. It compares the amount of money budgeted to the amount of money expended. FY 07 is an estimate based on 9.25 months of data from the fiscal year that closes at the end of June 2007. The City increased the contract budget substantially in FY 07 but has encountered difficulties in getting PGCPD Officers to sign up for program. The City spends approximately \$369,000 of the budgeted \$500,000 in FY 2007. The City has memorandums pending with the Prince George's County Sheriff and the Maryland State Police that would allow it to hire off-duty Officers from these agencies. The University of Maryland Police Department has declined the City's request for its Officers to work overtime in the contract program – indicating that overtime demands from special events on campus would preclude them from taking on additional off-duty work. The other Departments have previously indicated that they are reluctant to approve the pending memorandums. The Sheriff recently indicated he might approve the hiring of Deputies as contract officers.

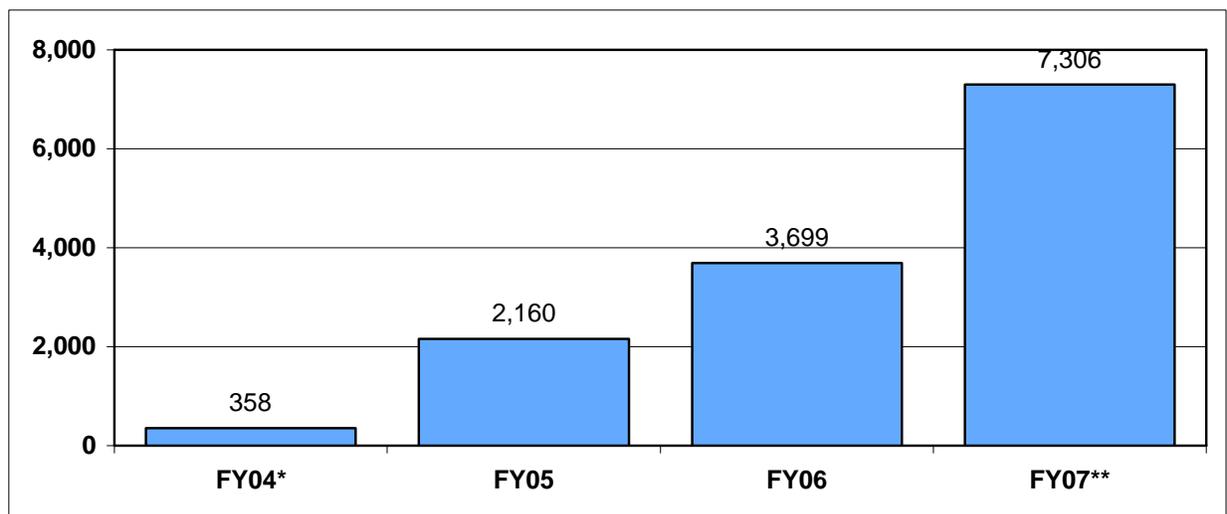
Budget and Expenditures for Contract Services – FY 04 – FY 07



*FY 04 – Partial fiscal year, April – June of 2004

The graph, below, presents information about the number of contract patrol hours. The amount of patrol has increased annually since the program’s inception in April 2004. The contract program delivered 140 hours of service weekly in FY 2007.

Contract Patrol Hours – FY 04 – FY 07



*Partial year – April – June 2004.

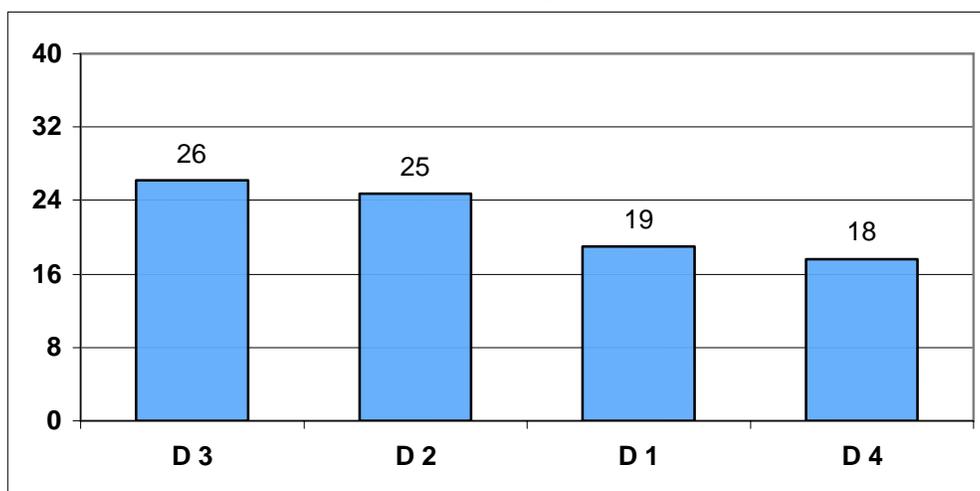
Although patrol hours are up substantially in FY 07, the number of hours actually provided is well below the number of budgeted hours. The City budgeted approximately 9,900 patrol hours (190 hours weekly) for the program in FY 07 as follows:

- Supervisor - 10 hours/week
- Day Shift (6 AM-10 PM) Officers - 68 hours/week
- Night Shift (10 PM- 6 AM) Officers - 112 hours/week

For comparative purposes, it's worth reviewing the amount of patrol the PGCPD provides in College Park. The County typically assigns two Patrol Officers to College Park around the clock daily. However, as noted in other sections of this report, the PGCPD Officers assigned to College Park are routinely called out of City to respond to calls in other areas of the County. Consequently, the actual level of patrol service in the City is less than the two officers assigned to College Park. The study team was not able to calculate the amount of time officers spend in College Park because the PGCPD does not collect this information. It should be noted that the PGCPD deploys additional Officers to College Park on an as needed basis and routinely deploys its tactical unit to College Park on Thursday, Friday and Saturday nights when the University is in session.

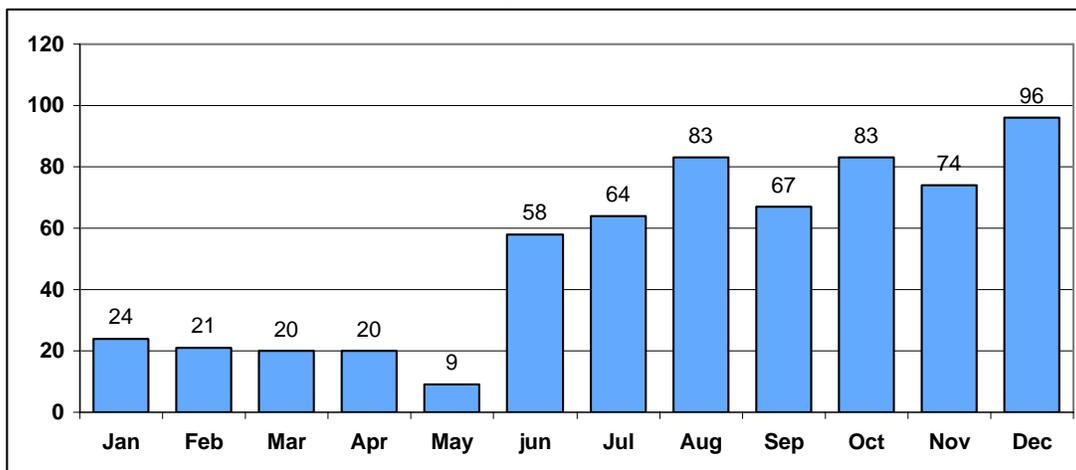
The graph, on the next page, summarizes the number of contract patrol hours provided in each of the City's four electoral. Districts 3 (Central) and 2 (South) received more patrol hours than Districts 1 (North) and 4 (West).

Weekly Contract Patrol Hours by Council District in 2006



The City requires officers to submit activity reports for each duty shift, but does not have an automated system to collect information about the activities of its contract Officers. Daily officer activity reports are used to summarize Patrol activities. However, the Public Safety administrative staff and the Lieutenant in charge of the Contract Program prepares a monthly report that lists significant activities and tabulates the number of traffic tickets (moving violations) issued by the Officers. The graph, which follows, tracks the number of tickets issued by month in 2006. The amount of traffic enforcement increased dramatically in June. The Officers issued 619 tickets with fines totaling \$68,810 in 2006. Fines from traffic tickets revert to the State of Maryland and not to College Park.

Traffic Tickets Issues by the Contract Officers in 2006



5. PRIMARY POLICE SERVICE PROVIDERS IN COLLEGE PARK

The primary police agencies serving the City are the Prince George's County Police Department, the University of Maryland Police Department, the Maryland-National Capital Park Police Department and the Maryland State Police. Most of the service is provided by the PGCPD. However, the other agencies patrol and take emergency calls in selected areas of the City and participate in specialized deployments designed to control student-generated and other activities.

(1) Prince George's County Police Department

The Prince George's County Police Department (PGCPD) is a full-service police agency. The City of College Park receives its primary law enforcement services from District 1 of the PGCPD. The most recently annexed area of the City (North of the Beltway and east of Route 1) is served by PGCPD District 6. The City has requested that this area be transferred to District 1. The Department polices the unincorporated areas of the County and some, but not all, of the municipalities in the County. The Department provides a full range of police services to three other municipalities (Brentwood, North Brentwood and Colmar Manor) in District 1 that do not have police

departments. The Department provides backup services to 12 other police departments¹ in the District that have their own police departments. Two of the District's patrol beats include College Park as part of their areas. The Department assigns a marked patrol car staffed with one officer around the clock to each beat. The area coverage of the beats is described below:

- Beat 6 covers the area of College Park south of Route 193 to its border with Riverdale Park. The University, University Park, Berwyn Heights and Greenbelt Park are also part of Beat 6. However, the PGCPD provides very little service to these areas because they have their own police departments.
- Beat 7 covers the area of College Park from its northern border with the Beltsville Agricultural Research Center (East of Route 1) to Route 193 on the south. Beat 7 extends, on the east, from the intersection of Route 103 and the beltway and, on the west, to the western border of the City and Adelphi Road. Although Beat 7 covers the City of Greenbelt, little service is provided there because it has its own police department.

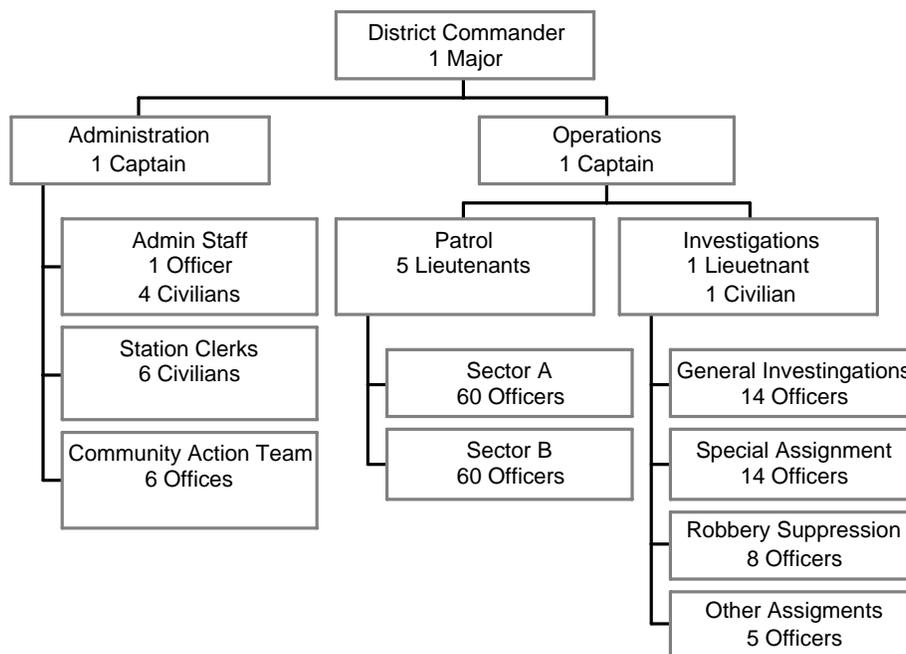
¹ Berwyn Heights, Bladensburg, Cheverly, Cottage City, Edmonston, Greenbelt, Hyattsville, Landover Hills, Mount rainier, New Carrollton, Riverdale Park and University Park.

The Geographic areas of Beats 6 and 7 are displayed on the map below:

QuickTime™ and a
decompressor
are needed to see this picture.

The exhibit, below, displays an organization chart for District 1 of the PGCPD. District 1 has an authorized strength of 171 Police Officers and 13 civilian staff members.

Organization of District 1 of the Prince George’s County Police Department



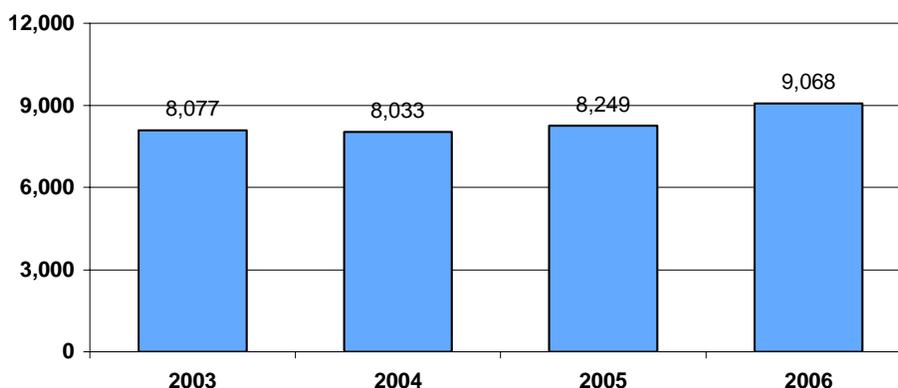
The following points summarize information about District 1 of the PGCPD:

- The Administrative Command is responsible for the administrative and Community Action team sections of the Division. A Captain oversees one Police Officer and 12 civilians.
- The Patrol Section of the Operations Command is responsible for uniform patrol in marked police cars throughout District 1. 125 Officers are assigned to Patrol. The District is divided into A and B sectors, each composed of 7 beats. A Sergeant manages each sector and a single officer is typically assigned to each beat. College Park, in the B sector, has been divided into two beats. Although two Officers are assigned to parts of College Park daily around the clock, they may be called out of the City to respond to emergency calls in other parts of District 1. Patrol Officers respond to emergency calls, provide traffic enforcement, conduct preliminary investigations of crimes and make arrests. Patrol Officers work 10-hour shifts covering the following time periods:
 - Day shift – 6:30 AM to 4:30 PM
 - Evenings – 3:30 PM to 1:30 AM
 - Midnights – 11:30 PM to 7:30 AM

- With the 10-hour schedule Offices work a 4-day week that creates an overlap when two patrol platoons are on duty at the same time. The overlap occurs one day weekly on the day and afternoon shifts.
- The Investigations Section of the Operations Command conducts follow-up investigations of crimes and proactively targets high crime areas and violent street crime. The Investigations Section is staffed with 41 Police Officers. The General Investigators follow-up on reported property crimes. The Robbery Suppression and Specials Assignment squads target street crimes. It is not unusual for the Special Assignment Squad to work in College Park on weekends in conjunction with the University of Maryland Police Department's Strategic Enforcement Squad. The "Other" Assignment Squad works auto theft, pawn, missing persons and conducts crime analysis.
- The Community Activity Team, staffed by six Officers, is responsible for coordinating with community groups about public safety issues. The District provides office space for two Neighborhood Watch Coordinators. One of the City's volunteer Neighborhood Watch Coordinators works from the District station.

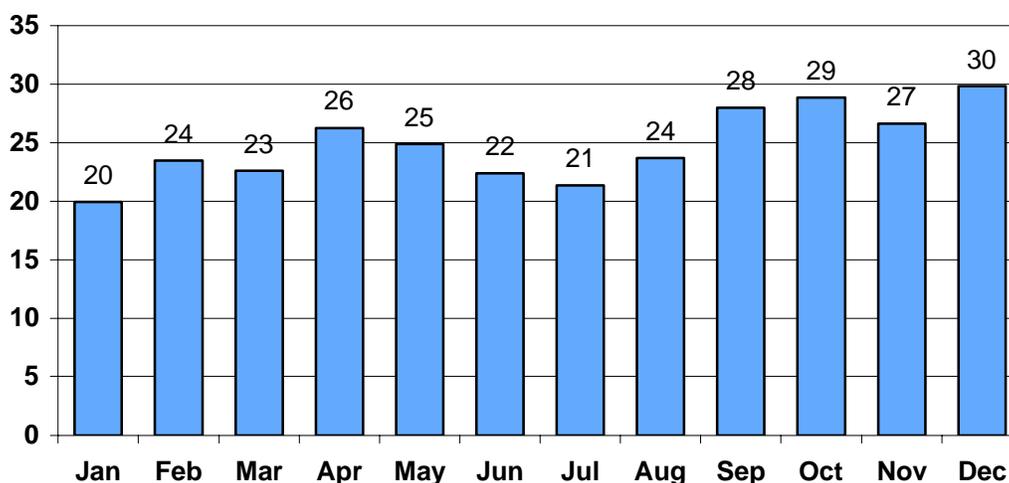
The table, below, displays information about the number of service calls the Prince George's County Police Department responded to within College Park during the past four years. Service calls are a common measure of law enforcement needs in a community. The Department responded to 9,068 service calls in 2006 - an average of 25 calls daily. The number of calls rose by 12% between 2003 and 2006:

College Park – Calls for Service, 2003 – 2006



The table, below, displays information about the number of service calls that occurred monthly in 2006. The number of calls has been standardized to the number of days in the month. There is some seasonal variation in the City’s service call workload in the City. The average number of calls for the six lowest months was 22 (Winter and summer) compared to an average of 28 for the four highest months (Fall) – a difference of 27%.

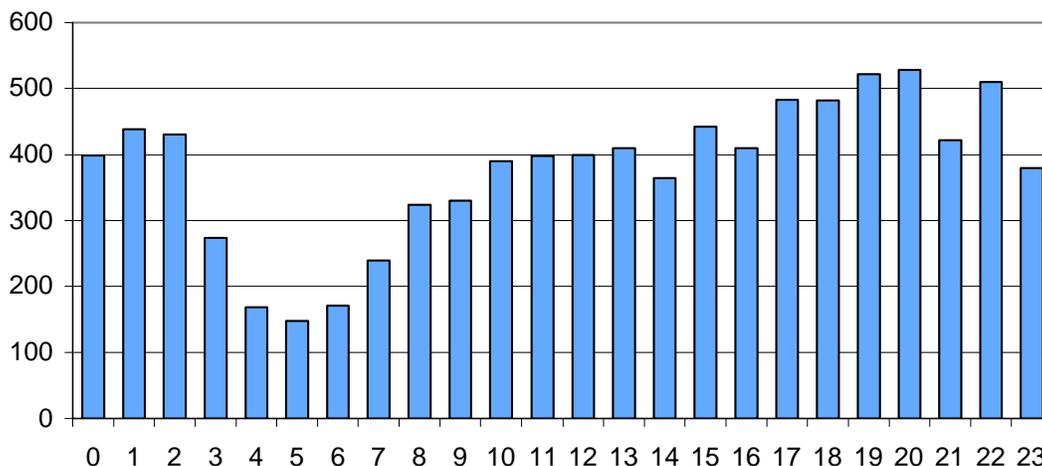
College Park – Monthly Calls for Service in 2006



The exhibit, which follows, displays information about the number of service calls by the time of the day. The time of day is an important factor in developing patrol schedules because of hourly fluctuation in the emergency workload. Police departments generally schedule more personnel to work during the busier periods of the day. The percentage of the workload for various time periods is listed in the points below.

- Midnights – 12AM to 8AM – 25% of the workload.
- Days – 8AM to 4PM – 34% of the workload.
- Evenings – 4PM to Midnight – 41% of the workload.

College Park – Calls for Service by Time of Day in 2006



The table, which follows, displays information about the type and disposition of service calls in College Park in 2006.

College Park – Disposition of Service Calls in 2006

Incident Type	No Response	No Report	Report	Arrest	Total
Accident	0	349	272	6	522
Alarm (Intrusion)	16	576	0	0	592
Area Check	0	295	0	0	295
Assault	0	1	39	17	57
Auto Impound	0	0	24	0	24
Auto Stolen/Recovered	0	0	244	2	246
Breaking and Entering	0	0	147	4	151
Domestic Dispute	0	157	7	5	169
Field Observation	0	220	27	6	253
Juvenile	0	0	7	3	10
Other	0	3,102	780	38	3,923
Robbery	0	0	49	5	54
Sex Offense	0	0	6	1	7
Theft	0	0	454	2	456
Traffic, No Ticket	0	1,070	0	0	1,070
Traffic Ticket	0	0	1,097	0	1,097
Traffic Arrest	0	0	0	33	33
Gone on Arrival	706	0	0	0	706
Warrant Hit	0	0	0	0	39
Total	722	5,770	3,156	122	9,809
Percent	7%	59%	32%	1%	

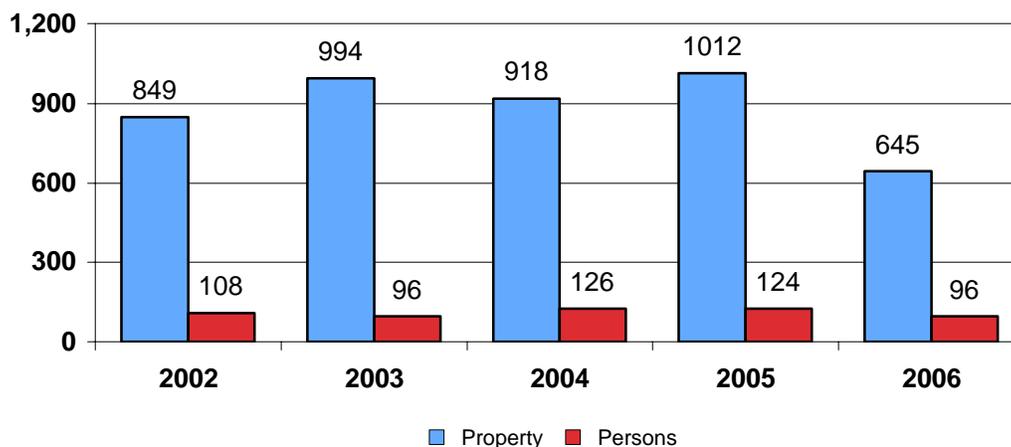
The following points summarize information about police incidents in College Park in 2006.

- Five types of incidents accounted for 79% of the activities.
 - Other or unclassified activities accounted for 3,923 incidents – 39% of the incidents.
 - Traffic related activities accounted for 2,200 incidents – 22% of the incidents. Officers issued 1,097 traffic tickets.
 - Complainants were gone when responding units arrived on the scene of 706 incidents - 7% of the incidents.
 - Automatic intrusion alarms accounted for 592 incidents - 6% of the total.
 - Traffic accidents accounted for 522 incidents - 5% of the total
- 32% of the incidents resulted in the filing of a report and 1% of the incidents resulted in an arrest.

Not reflected in the service call statistics discussed above is the extent to which the PGCPD coordinates the deployment of law enforcement resources to major University sporting events that, in the past, have resulted in public disturbances by students in the City. A typical deployment for a targeted event would include approximately 80 Officers from the PGCPD, 50 Officers from the University of Maryland Police Department, 60 Troopers from the State Police and 30 Officers and horses from the Maryland National Capital Park Police. Most of these personnel are deployed on an overtime basis paid for by the individual agencies. During the past year there were approximately six major deployments.

The table, on the next page, provides information about the amount of crime in College Park reported by the PGCPD to the FBI for the past five years:

College Park - Reported Crime, 2002 – 2006



The following points summarize information about reported crime in College Park.

- Part I Crimes includes crimes against persons (Murder, rape, robbery, and aggravated assault) and crimes against property (Burglary, larceny, auto theft, and arson). The City had 741 Part I Crimes in 2006. The total number of Part I Crimes decreased by 22% between 2002 and 2006.
- A common way to standardize Part I crime is to calculate the number of crimes per 1,000 population. The City, based on a population of 24,657 residents, has a Part I Crime rate of rate of 30 crimes per 1,000 population. A Part I crime was committed, on average, every 11.7 hours in the City.
- The vast majority of Part I Crime (87%) in the City in 2006 were property crimes rather than violent crimes against persons.

The exhibit, on the following page, displays detailed information about the types of crimes that were committed in College Park in 2006. Larceny or the theft of goods accounted for nearly 54% of the crime in the City. Auto theft was the second most common crime in the City.

College Park Part 1 Crime in 2006

Type of Crime	Crime Detail	Number	% Of Crime
Crime Against Persons	Homicide	0	Negligible
	Rape	5	0.7%
	Robbery	53	7.1%
	Assault	38	5.1%
Crimes Against Property	Burglary	108	14.6%
	Theft	402	54.3%
	Auto Theft	135	18.2%
Total		741	100%

The table below based on District 1 data and not FBI data, displays detailed information about the robberies and burglaries that were committed in College Park in 2006. 56% of these crimes were residential in nature while 24% were commercial.

Types of Robbery and Burglary in College Park in 2006

Type of Crime	Robbery	Burglary	% Of Crime
Commercial	13	38	24%
Residential	6	111	56%
Citizen	34	Not Applicable	16%
Car Jacking / Other	3	5	4%
Total	56	154	210

A common measure of police performance is the amount of time it takes to get an officer on-scene to an emergency incident. The table below provides dispatch, travel, and on-scene time information for emergency calls in PGCPD District 1. The analysis is based on a total of 3.8 million calls processed by the dispatch center for District 1 in 2006. The Department classified 9.4% of the 3.8 million calls as priority calls and 90.6% as non-priority calls.

Incident Response and Handling Time in 2006

Time Interval	Priority Calls	Non-Priority Calls
Dispatch Hold time	4.4 Minutes	10.5 Minutes
Travel Time	5.6 Minutes	5.9 Minutes
Total Response Time	10 Minutes	16.4 Minutes
On-Scene Time	82.9 Minutes	27.3 Minutes

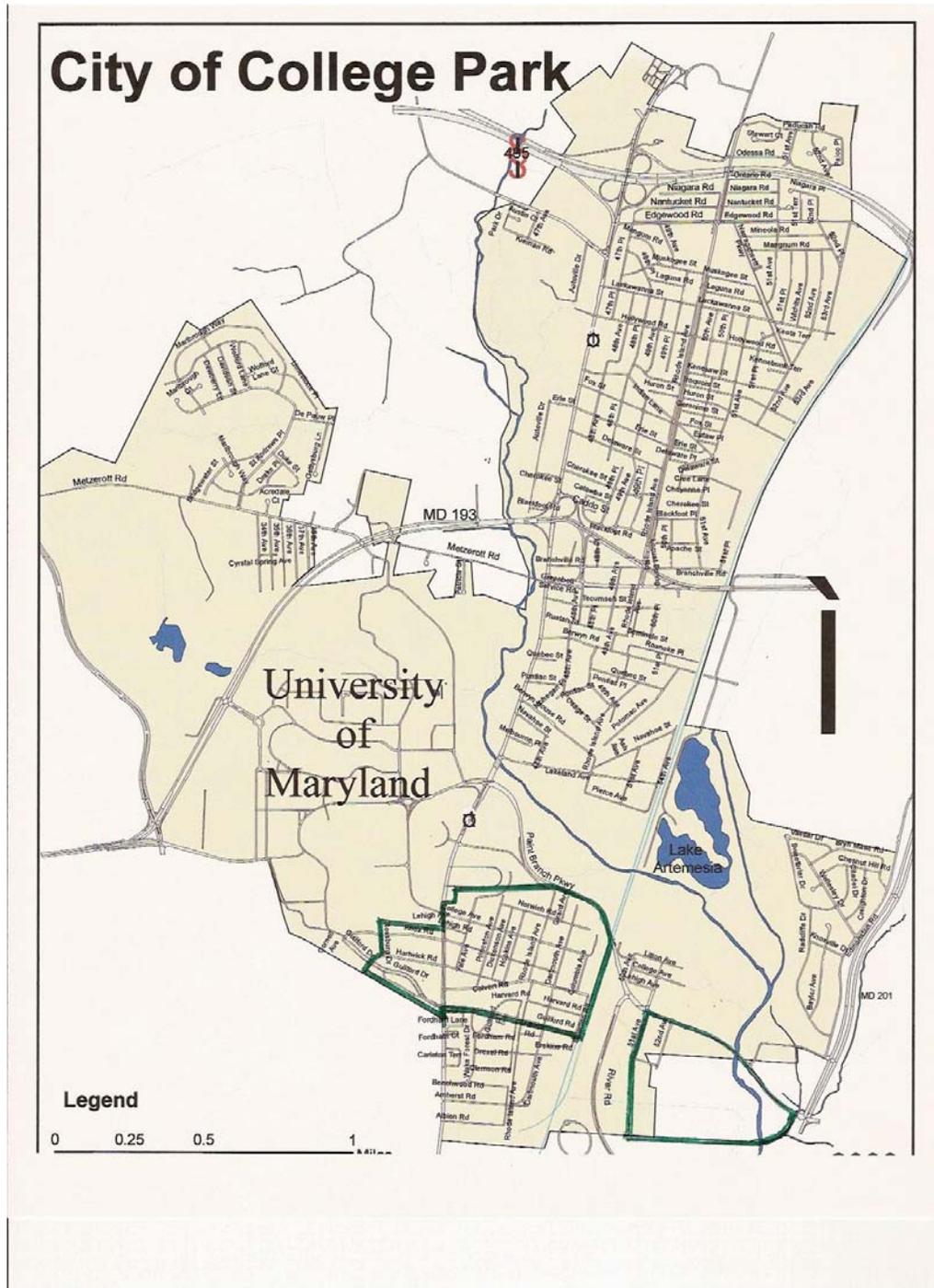
The following points summarize information about response times to emergency calls in District 1.

- **Dispatch Hold Time** – This represents the amount of time dispatchers take to process a call, identify an available unit and dispatch the unit. The Department distinguishes between priority and non-priority calls. Priority calls are dispatched much faster than non-priority calls. However, the hold time for both priority and non-priority calls is long when compared to national trends.
- **Travel Time** – This is the time needed for an officer to reach the scene of an incident after being dispatched. Travel time is largely a function of the distance that needs to be traveled, the road network and traffic conditions. The travel time for both priority and non-priority calls are nearly the same.
- **On-Scene Time** – This is the amount of time Officers spend on scene with complainants investigating an incident and preparing a report. Officers spend considerably more time on priority calls than they do on non-priority calls.

(2) University of Maryland Police Department

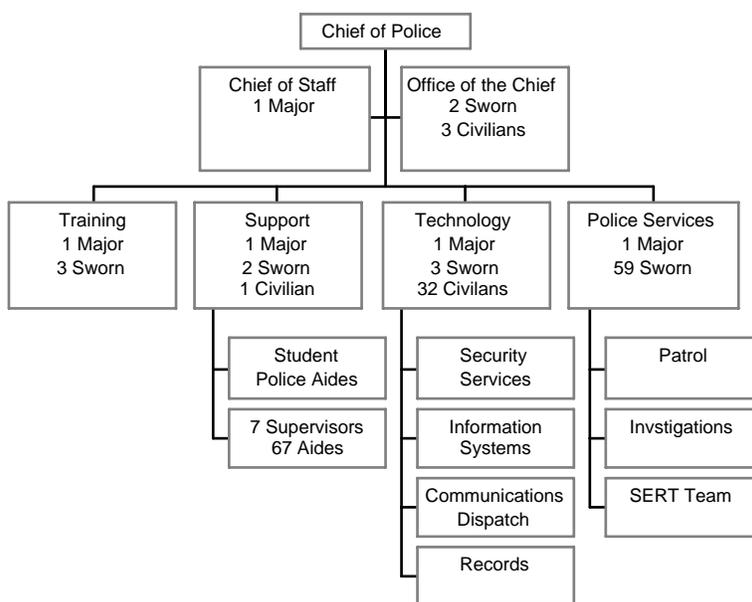
The University of Maryland Police Department (UMPD) is a full-service police agency. It has a budget of \$7.5 million for FY 2007. The Department serves 35,000 students, 12,769 of whom live on University owned property within the City limits of College Park. The Department has jurisdiction on the University's main campus and a Research Park being developed in the southeast corner of College Park. The Department shares a concurrent jurisdiction, through written agreement, with the Prince George's County Police Department for a section of the City of College Park where a large number of students reside and along the streets connecting the College Park Metro stop to the campus. A map of the concurrent jurisdiction area appears on the next page. The two areas of the concurrent jurisdiction are outlined in red. The area of Route 1 and Knox Road includes the downtown business area of College Park while the concurrent area on the southeast border of the City with Riverdale Park includes the University's Technology Park.

Area of Concurrent Jurisdiction between the Prince George's County Police
and the University of Maryland Police Departments



The exhibit, below, displays an organization chart for the University of Maryland Police Department. The UMPD currently has a total staff of 111 personnel, including 75 sworn Officers and 16 civilians. The Department has an authorized strength of 99 Officers but 24 positions are not filled for the following reasons: 10 Officers are in the recruit academy, 8 Officers will be hired on July 1st and 6 positions are vacant as of March 1, 2007. In addition, the Department has 73 Student Police Aides and 75 Auxiliary Officers. The Chief of Police reports to the Administrative Vice President of the University.

Organization of the University of Maryland Police Department



The following points summarize information about the UMPD:

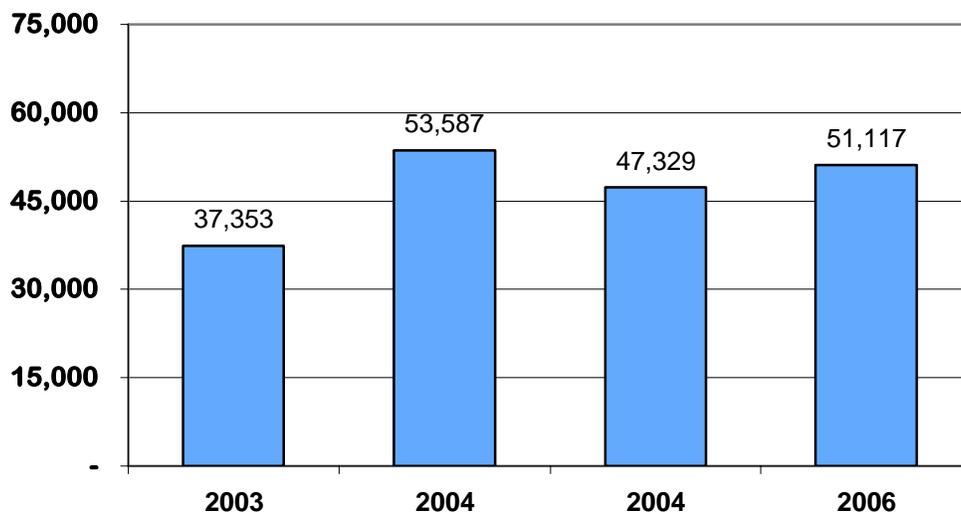
- The Training Bureau is staffed by four sworn personnel. It is responsible for the training of new recruits and the annual in-service training of all employees including Student Police Aides.

- The Support Services Bureau is staffed by three sworn personnel and one civilian. It is responsible for logistics, fleet and facilities management and the Police Auxiliary Program that oversees the Student Police Aides.
 - The Technology Bureau is staffed by four sworn personnel and 35 civilians. It is responsible for several major programs including:
 - Building Security provides security service on all campus buildings and the Research Park. The University has installed an extensive camera and emergency phone system to monitor the campus and its buildings. The system can support up to 512 cameras. The cameras, phone system (Blue Light Phones) and additional street lighting cover the corridor from the College Park Metro Station to the University as well as the vicinity of Route 1 and Knox Road in the College Park Shopping Center. The Department continuously monitors the cameras and emergency phones.
 - Communications/Dispatch provides emergency communications services for the Police Department. 911 calls are transferred to the Department's Dispatchers from Prince George's County.
 - The Police Services Bureau is staffed by 60 sworn personnel. It is responsible for several major programs including:
 - 46 Officers are assigned to uniform patrol. They typically are assigned to marked cars and patrol the campus as well as the areas of the City in which the Department shares concurrent jurisdiction with the Prince George's County Police Department. The patrol Officers are not assigned to specific beats but are free to patrol the campus and the concurrent jurisdiction area of the City. Patrol Officers, upon request, will respond with the City's Code and Noise Enforcement Officers to problems. Uniform Patrol provides 24-hour coverage. Officers work 10-hour shifts covering the following time periods:
 - Day shift – 7 AM to 5 PM
 - Evenings – 3 PM to 1 AM (Sunday – Wednesday)
4:30 PM to 2:30 AM (Thursday – Saturday)
 - Midnights – 10 PM to 8 AM
- With the 10-hour schedule Offices work four days a week that creates an overlap when two patrol platoons are on duty at the same time. The overlap days are scheduled as follows:
- Day shift – Mondays

- Evenings – Friday Night
- Midnights – Thursday Night
- Four Officers are assigned to criminal investigations. They conduct follow-up investigations of reported crime on the campus. Crimes that occur in the concurrent jurisdiction area of the City are followed-up by the Prince George’s County Police Department.
- The Strategic Enforcement Response Team (SERT) composed of six Officers works in uniform and in plain clothes on Wednesday through Saturday nights from 6 PM to 4 AM. They split their time between the campus and the concurrent jurisdiction area in the City.

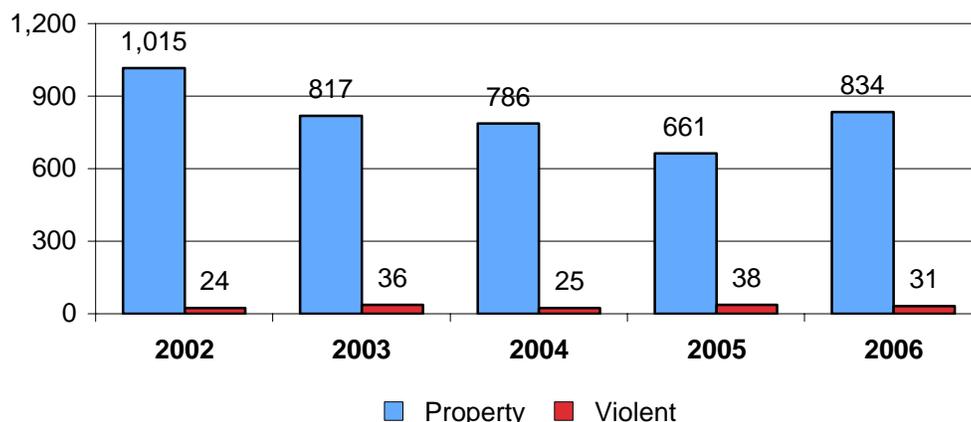
The table, below, displays information about the number of service calls the University of Maryland Police Department responded to during the past four years. Service calls are a common measure of law enforcement needs in a community. The Department responded to 51,117 service calls in 2006 - an average of 140 calls daily.

University of Maryland – Calls for Service, 2003 – 2006



The table, on the next page, provides information about the amount of crime reported by the University of Maryland Police Department to the FBI for the past five years.

University of Maryland - Reported Crime, 2002 – 2006



The following points summarize information about reported crime at the University of Maryland:

- Part I Crimes includes crimes against persons (Murder, rape, robbery, and aggravated assault) and crimes against property (Burglary, larceny, auto theft, and arson). The total number of Part I Crimes dropped by 17% between 2002 and 2006.
- A common way to standardize Part I crime is to calculate the number of crimes per 1,000 population. The University, based on a population of 35,000 students, has a Part I Crime rate of rate of 25 crimes per 1,000 population.
- The vast majority of Part I Crime (96%) at the University involves property crimes rather than violent crimes against persons.

In addition to the service call and crime information reported above, the University of Maryland Police Department engaged in the following activities.

- Made 6,757 traffic stops. 71% of the stops were in the concurrent jurisdiction that the UMPD shares with the County.
- Arrested 505 suspects for various crimes.
- Wrote 291 incident reports in the concurrent jurisdiction.

(3) Maryland-National Capital Park Police – Prince George’s Division

The Maryland-National Capital Park Police – Prince George’s Division is a full-service police agency. It has a budget of \$11.3 million for FY 2007. The Department

polices more than 100 parks in Prince George’s County. It has a sister Division that polices parks in Montgomery County. The Department has a close working relationship with the Prince George’s County Police Department. All Park Patrol Officers are issued a PGCPD compatible portable radio that allows them to monitor and operate on PGCPD radio channels as needed.

The Department provides service to the parks and recreation centers in College Park listed in the table below.

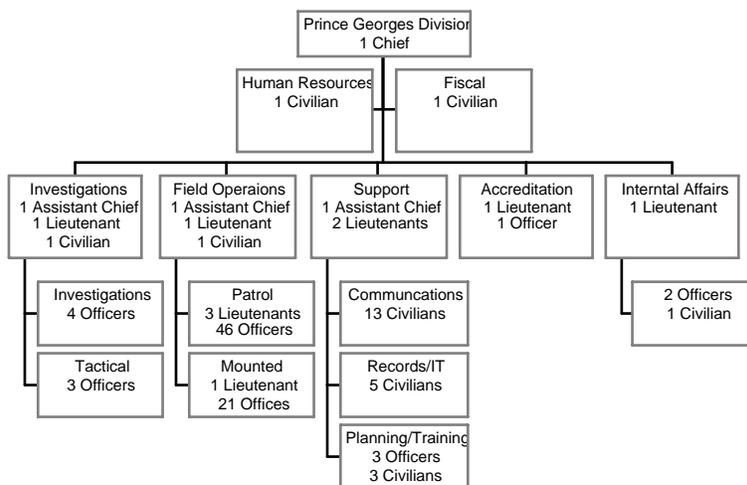
Maryland-National Capital Park Facilities in College Park

Park	Park
Acredale Community Park	Indian Creek Trail (Sweetbriar)
Berwyn Neighborhood Playground	Indian Creek Stream Valley Park - N79
Cherry Hill Neighborhood Park	Junior Tennis Championship Center - S65
Cherry Hill Road Community Park	Lake Artemesia
College Park Airport	Lakeland Neighborhood Park - S60
College Park Community Center Park	Little Paint Branch SVP - M78
College Park Aviation Museum	Ninety-Fourth Aero Squadron Rest. - S63
College Park Woods Neighborhood Park	Paint Branch Golf Complex - N92
College Park Youth Services Center	Paint Branch Parkway Park - N64
Ellen E. Linson Aquatic Facility	Paint Branch SVP III - M81
Herbert W. Wells Ice Skating Center	Sunnyside Neighborhood Park – M19
Hollywood Community Park	

The exhibit, on the next page, displays an organization chart for the Maryland-National Capital Park Police – Prince George’s Division. The Department currently has a total staff of 108 personnel, including 82 sworn Officers and 26 civilians. The Department has an authorized strength of 95 Officers but 13 positions are currently vacant and have been vacant for several years. The Department has not been able to operate at its authorized strength for several years because of difficulty in hiring and retaining personnel. Some area police departments offer better salary and benefit packages. For example, Officers in some department can retire with fewer years of

service (e.g. 20 years of service versus 25 years of service) and or receive a higher percentage of their salary upon retirement (e.g. 60% versus 50%).

Organization of the Maryland-National Capital Park Police – Prince George’s Division



The following points summarize information about the Maryland-National Capital Park Police – Prince George’s Division.

- Investigations is staffed by detectives who investigate crimes committed in the parks. The Division has several Officers who can be deployed tactically to target crime problems.
- The Field Operations Division is the largest component of the organization the part of the organizations that College Park Citizens most frequently come into contact. Patrol and Mounted (Officers on horses) units operate in the parks on a daily basis. The Mounted Officers are an integral part of the periodic task forces assembled to control activities after major athletic events at the University. The task force is deployed for both home and away games that are likely to generate student street activities.
- The Support Services Division is staffed primarily by civilians who are responsible for communications/dispatch, records and the Department’s information systems. In addition, offices assigned to the Division engage in planning, research and training activities.

The table, on the next page, provides information about the types of service calls the Department responded to in College Park. The Department responded to 539 calls in 2006 – approximately 1.5 calls daily. The largest number of calls involved checks of

occupied and unoccupied vehicles (36%), followed by burglar alarms (12%) traffic problems (9%) and suspicious suspects (7%).

Maryland-National Capital Park Police Service Calls in College Park - 2006

Service	Number	Percent
Alcohol	4	0.7%
Animal	6	1.1%
Armed Suspect	2	0.4%
Assault	4	0.7%
Assist Citizen	21	3.9%
Assist Police	8	1.5%
Burglar Alarm	65	12.1%
Burglary Open Door	4	0.7%
Fire/Hazard/EMS	7	1.3%
Investigate Vehicle Occupied	101	18.7%
Investigate Vehicle Unoccupied	96	17.8%
Juvenile Complaint	5	0.9%
Lost/Found	6	1.1%
Loud Party	12	2.2%
Motor Cycle Complaint	14	2.6%
Motor Vehicle Theft	3	0.6%
Other	18	3.3%
Park Rule Violation	9	1.7%
Parking Violation	19	3.5%
Robbery	2	0.4%
Suspicious suspect	38	7.1%
Theft	21	3.9%
Traffic Problem	47	8.7%
Vandalism	20	3.7%
Vehicle Accident	3	0.6%
Weapons	2	0.4%
Workplace Violence	2	0.4%
Total	539	100.0%

(4) Maryland State Police

The Maryland State Police has a barracks in College Park just outside the Capital Beltway, east of Route 1. The station has a total complement of 30 uniform

personnel and four civilians. The station generally deploys four Troopers around the clock daily but may drop down to a minimum of two troopers on a shift. The State Police are responsible for patrol and traffic duties on the highways listed below.

- Route 1 – District of Columbia line through College Park to the Howard County line.
- Route 50 – District of Columbia line to the Anne Arundel County Line
- Route 95 – From Route 495 north to the Howard County line.
- Route 495 – 1 miles west of Route 1 to Route 50.

The next section of the reports discusses several other law enforcement programs that provide limited service in college Park.

6. OTHER POLICE SERVICE PROVIDERS THAT OPERATE IN COLLEGE PARK

The Metropolitan Washington Transportation Authority Police Department, the Prince George's County Sheriff and the Prince George's County School District provide some specialized and limited law enforcement services in the City.

(1) Metropolitan Washington Transportation Authority

The Metropolitan Washington Transportation Authority Police Department is a full-service police agency that has jurisdiction for Metro facilities, the Metro rail right-of-way and the areas around bus stops (150 feet circumference). It has an authorized strength of 423 Police Officers serving Metro facilities in Montgomery and Prince George's Counties, Maryland and the Cities of Alexandria and Arlington and Fairfax County in Virginia. The Department has an MOU to operate in Prince George's County. However, the Prince George's County Police Department patrols the bus stops and bus routes in the County. One radio car Officer is generally assigned to patrol the Metro

Bus routes from Fort Totten to Greenbelt, Maryland daily. This unit serves College Park.

Most of the Department's Police personnel are assigned to ride the Metro trains and patrol the platforms. Each Metro station has a kiosk from which the station manager can monitor cameras in the stations and parking facilities. The table, below, summarizes the level of criminal activity in and around the College Park and Greenbelt Metro stations serving College Park as reported to the FBI by the Metro Police Department.

Crime and Criminal Activity Reported by Metro in 2006

Station	Crimes Against Persons	Crimes Against Property	Other Incidents	Total Incidents
College Park Station	0	34	11	45
College Park Parking	0	32	6	38
Greenbelt Station	1	32	41	74
Greenbelt Parking	3	27	23	53
Total	4	125	81	172

(2) Public School Security

Security in the public schools is provided by a mix of Prince George's School District employees and the Prince George's County Sheriff. School Security is confined to the school grounds and buildings. The School District calls either the Prince George's County Police Department or the local municipal Police Department where the school is located for emergency service on an incident-by-incident basis. The following points outline the current public school security program.

- **Elementary Schools** – The County does not have any on-site security in its elementary schools. The School District has regional investigators assigned to several schools. The Paint Branch Elementary and Hollywood Elementary schools are located in College Park.
- **Middle Schools** – The School District assigns one or two non-sworn Security Assistants to its 29 middle schools. The staff level in a school is dependent on

the size and security profile of the school. There are no middle schools in College Park.

- **High Schools** – The School District has 66 Sworn Law Enforcement Officers and 22 Sheriffs Deputies. These personnel are assigned to the District's 22 high schools. There are no high schools in College Park.

(3) Prince George's County Sheriff's Domestic Violence Unit

The Domestic Violence Unit is responsible for serving all domestic violence court orders throughout the County and provides emergency first responder service to emergency incidents. The unit is staffed with a total of 42 Deputy Sheriffs and 22 Civilians. The first responder program, initiated in April 2006, currently operates in District 3 and will be expanded to all of the County's Police Districts by 2010. Deputies assigned to this program respond to domestic violence calls. The Sheriff staffs the District 3 first responder program with two Deputies around the clock daily. College Park is not in District 3 and is not currently served by this program.