

ORGANIZATIONAL STRUCTURE COMMITTEE REPORT



JUNE 1993

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Montgomery County, Maryland Department of Police

Office of Community Policing



ORGANIZATIONAL STRUCTURE COMMITTEE

OFFICE OF COMMUNITY POLICING

MEMBERS

NCJRS

SEP 16 1994

Captain Thomas D. Evans, Chair
Captain Robert F. McKenna, Co-Chair

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- Mr. John Bruce***
- Mr. Galo Correa***
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- Captain James H. Elkins***
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ORGANIZATIONAL STRUCTURE COMMITTEE REPORT

I. PRELUDE

The Organizational Structure Committee, under its present chair, co-chair, and membership met for the first time on October 20, 1992, thus becoming the latest committee to undertake its mission. This was due to a midstream change in committee leadership necessitated by work assignment considerations. Based on the series of meetings that followed this group came to a consensus, with alternative views when appropriate, as charged in the initial committee instructions prepared by Captain James Taylor. Subsequent to this Captain Evans came to an agreement on particular direction for this committee which met with the approval of Captain Ron Ricucci. The following information represents our initial agreements on the main responsibilities set forth for this committee. It is important to keep in mind that the philosophy of community policing is not going to be made or broken solely on the basis of its facilities or organizational structure. Our conclusions are based on the collective experience of our membership and deal with subjective issues that have no absolute right or wrong conclusions. In addition, consideration has been given to direction and advice provided by the Steering Committee with their more encompassing view of the entire process.

Definitions:

District Station - As now in use, a central location of police activity including 24 hour staffing and public access, arrest and detention facilities, investigative offices, etc.

Satellite Facility - A police location administratively connected to a district station with limited staffing and hours of operation based on need, and most likely without arrest and detention capabilities. This location could be county owned, leased, or donated.

Storefront - A police location administratively connected to a district station, with very limited and sporadic staffing basically designed to serve as a community contact point or message drop location for citizens and a report writing/telephone center for officers. The use of volunteers should be considered for staffing as appropriate at these facilities.

Temporary Tactical Facility - A facility which is either mobile or temporarily located in a fixed structure which is intended as an operational center in or near a locale experiencing a crime related problem or hosting a special event.

II. FACILITIES

The goal for this first responsibility was to determine police facilities which are used to provide direct access to the public in a community policing context. With this in mind, it was decided that some police facilities such as Headquarters and the Training Academy are used for management functions and therefore not necessarily an aspect which would fall within our review. After much discussion which tended to move into areas that other subcommittees were studying, we worked at staying focused on the aspect of "district stations," satellite facilities, or other police installations which would serve to meet the needs of a community policing philosophy. Each member reviewed a copy of an article entitled, "Designing Community Oriented Police Facilities" by George Thomas Miers. This article basically presents the premise that in a community policing context the user friendly aspects of a police facility in terms of the citizen and the officer are the most important points in terms of the basis for our analysis.

As our discussion moved into an analysis of our present facilities, it became apparent that there were several reasonable approaches to take and the group fell into some different mindsets. First of all, we could analyze the need for facilities as if none presently existed and we were starting from the beginning. On the other hand, some of the group believed that an analysis which began with our present structures was more realistic and less idealistic. This group ended up in the majority. Also, some committee members believed that it would be better to design a management structure prior to getting into facilities that would be used to house them. This "zero based" approach was seen as having merit by the group, however, the majority sided with an approach to this that would have a greater degree of acceptability by basing our efforts on the use (with modifications) of our present district facilities. The later recommendations for change in these facilities could be significant.

The group discussed the need for police facilities which were "user friendly" to the public as well as to the officers. Satellite facilities such as are now used, as well as short term leased space to allow for reasonably expedient relocation to areas where a direct police presence would be beneficial, were also discussed. The full time vs. part time staffing of these facilities ended in the consensus that each situation would dictate hours and staffing levels in addition to length of duration for the facilities' existence. The latter of course must be discussed with the realization that withdrawal from any satellite can be difficult from a public relations standpoint.

The number of distinct "district" facilities focused around discussions of a super station, a lesser number of stations, etc., but the group found merit in the present number of district stations that now exist. The notion of distinct districts having the "personality" of those they served was considered when we discussed the possible joining of two district stations. Another important issue to keep in mind throughout this portion of the report is that all of the satellite locations suggested are contingent upon the district commanders being allocated sufficient resources for staffing. Also, the Workload Analysis Committee may suggest boundary changes for various districts. However, after discussion with Lieutenant Cleveland it does not appear that those recommendations will cause any serious conflicts with this committee's ideas and priorities.

Silver Spring District

The current facility is reasonably located on the fringe of the largest business district and provides ample access/parking for the public. Congestion is less than would be true if the station were located directly in the business district. The committee believes that the current central business district satellite is necessary and effective and would recommend the consideration of additional satellites in the Piney Branch/Flower Avenue and/or Piney Branch/University Boulevard corridor as well as one in the area of the White Oak Shopping Center. Both of these areas have developed unique characteristics with a mix of business and residential activity. An alternative committee view favored the Four Corners region for a main station facility site.

Bethesda District

The committee, after input from the Steering Committee, favors the retention of the current Bethesda Station location with a satellite located in the Rock Spring region. The current location in the heart of the business district is congested with at times inadequate parking facilities. However, this location seems to be favored by many involved in this process. This committee initially favored a change in the location of the main district station, but the apparent interest in maintaining the present location by the business community is a factor that needs to be taken seriously. A satellite in the Rock Spring region should satisfy some of the opposing access concerns.

Wheaton District

The current facility is adequately located providing reasonable access on the fringe of a mixed residential/commercial area with some room for expansion. Satellite facilities are favored for the Olney region as well as the Route 29/Castle Boulevard area. The business district near the Wheaton Plaza may also merit a satellite facility in the future although this location did not generate the unanimous response of the committee as did the first two. The anticipated completion of Metro near the current Glenmont main police facility was seen as a plus for its current location.

Rockville District

While the Workload Analysis Committee is undertaking a study of central processing, this committee would suggest that if adopted, the current Seven Locks Station be considered for such use. Aside from the current need for the Rockville District Station to be close to the Detention Center, there are no other advantages to its location from a community policing standpoint. It is inaccessible although somewhat improved by recent road construction. The committee favors a main Rockville District Station located in the area of Hungerford and Gude Drives for accessibility to a majority of the public being served. The current satellite in Lincoln Park could remain along with an additional satellite in Twinbrook. The Rockville City Police Station serves to fill a need in downtown Rockville, therefore the committee sees no need for an additional county facility in that area. If the current Headquarters facility was moved this location could serve as a Rockville District Station, although the building itself may be problematic. However, in light of redistricting efforts and the options being considered for central processing, the moving of this district station is not a priority and should be reevaluated as redistricting progresses.

Germantown District

The Germantown District Station is reasonably located and due to current construction it would not be reasonable to consider a change. The access and parking is adequate for Germantown proper but due to increasing populations and community character, the committee recommends the maintenance of a satellite facility in the 124/Emory Grove corridor as well as the Damascus (downtown) region. The Gaithersburg City Police facility fills this void in downtown Gaithersburg and the committee recommends an unmanned storefront facility in Poolesville that could be used for a point of contact or mail drop when an officer is in that area. A small donated location may be appropriate.

The committee discussed a number of related issues as follows:

Satellite facility policy should be looked at as a long term commitment when justified by demographic trends and available staffing. While sporadic buildup of problems may justify temporary police presence such as a command post or possibly a temporary tactical or satellite facility, the committee believes that the recommended satellite facility locations should be monitored closely. Experience has shown that problems quickly reoccur when the police leave and this tends to convey a message of "lack of commitment to the public being served". While this is certainly not our intent, we are all aware of the problems associated with perceptions. This does not mean that the exact location needs to be permanent, but the general location should remain consistent as needs continue. Leased space, donated space, trailers, etc. should be considered along with permanent buildings. Staffing levels and hours of operation should be based on an ongoing needs analysis as determined by the command staff of the district. This satellite facility utilization is supported by the previous study of 1990 conducted by the Lieutenant's Committee appointed by Chief Brooks.

Facility design in terms of a community policing philosophy is what this group restricted itself to. In essence, the area of a facility that is used by the public should be clean, friendly, and separate from areas used to convey prisoners. Obviously even the lobby area has security needs which must be addressed by a design professional, but committee members agreed that the public must feel welcomed when entering the facility. All of our district stations were used as examples where design, color and cleanliness changes could improve the initial public perception in the lobby area. The Silver Spring Station has significantly improved in this area with its renovation efforts, as have the other districts. There is still room for improvement, particularly in the four older districts. The importance of these issues is discussed in the article "Designing Community Oriented Police Facilities". Two points of interest worth noting are:

- Most persons visiting a police facility are not criminals; and,
- The environment of a district station not only gives an impression to the public but also sets the tone for the attitude of the officers.

No magic design is provided but a common sense eye to first impressions and working environment is essential to both public areas of the facilities as well as the areas that the officers work in. This would apply to both main district stations as well as satellites although satellite stations would have limited functions in terms of prisoner handling, etc. Wall color variation, pictures, lighting, etc. should be well planned to allow for variation within the facility based on the specific usage of each area.

The committee is concerned with the problems associated with the department's ability to "pull out" of an area once a substation has been placed, if and when it is appropriate. Lincoln Park is a good example of an area that, due to its size or proximity to existing facilities, would not have required a station but for crime related problems. This should be differentiated from a region that, due to growth and location, would merit a facility as the county's population expands. Satellites such as an unmanned storefront as is envisioned for Poolesville should also be differentiated from an "activity" driven opening because it does not draw from resources in a disproportionate manner. After discussion in consideration of these factors there was no clear consensus on how to withdraw from an activity driven "temporary" satellite even when the immediate crime problem has been alleviated and the citizens are advised in advance of this issue. The politics of this dilemma are a serious consideration anytime the department is considering a staffed substation that is based on crime problems and not on demographics. This realization may cause us to be very cautious in the future with such an undertaking and possibly direct us to alternative strategies when "temporary" or "entrenched" problems force us to make other considerations. Again, without additional personnel it will be difficult or impossible to staff satellite facilities except under exceptional circumstances when a reallocation may be possible. This, however, is currently unlikely. With this in mind, temporary tactical facilities should be preferred to satellites when the driving force is event activity as opposed to demographics.

All of the current district station buildings appear to have some limited capacity for an increase in personnel levels.

Prioritization

The committee was asked to prioritize its facility recommendations in terms of new district stations, relocation of existing stations, and satellite offices. It became obvious throughout this process that the redistricting analysis being done by Lieutenant Cleveland's committee is actually best able to provide direction for new district stations, if in fact they are needed at all. There are several areas of the county that have expressed a desire to be considered for a separate police district, but this committee strongly believes that in terms of prioritization redistricting studies have to answer this question in order to lend the deserved amount of scientific analysis to this issue. This fact is also true when looking at our district station relocation recommendations. This committee has submitted our findings to Lieutenant Cleveland in order to maintain consistency with our overlapping objectives and have found significant agreement. Therefore, our prioritization in terms of the overall recommendations in this report center on satellite facility locations. The Steering Committee can blend the findings of the Workload Analysis Committee with ours to determine long term major construction issues. The Steering Committee also had input into this prioritization.

1. ***Route 29 Corridor*** - Due to population, location, and activity, the committee believes this area to have the highest priority for a satellite facility.
2. ***Piney Branch and Flower area*** - This diverse community has a need for close police access, and the committee recommends considering a shared facility possibly with Maryland Park and Takoma Park if deemed appropriate by the Silver Spring District Commander.
3. ***Olney*** - Population growth and current access considerations merit greater police presence in this region.

The committee believes that the rest of our recommendations stand for the reasons stated earlier in the report, and to further list them in numerical order would simply be a process of splitting hairs. As stated earlier, staffing of the prioritized and other facilities is contingent on needed resources and the discretion of district commanders. A number of the additional recommendations may be accomplished with minimal financial resources such as donated space or grant funding, however, personnel considerations will remain the prime issue.

III. MANAGEMENT STRUCTURE

In an effort to define the roles of various levels of command within the police department, the Organizational Structure Committee had to first arrive at a basic management philosophy which would best serve the goals of community policing. In essence, what basic job responsibilities would enhance the street level officers' ability to effectively deal with issues he/she encounters and at the same time provide enhancements that would create the desire to deliver the best service possible. A reasonable theory that seems relevant here assumes that most people, in any walk of life, want to do what is expected of them at their job assignment. In order to build this scenario we decided to describe duties and assign responsibilities from the bottom up. The group believes that accountability that can be reasonably measured is essential, thereby making geographic responsibility assigned to a small defined group essential in any organizational analysis. A management philosophy that allows for a great degree of participatory decision making coupled with result accountability would go a long way towards having officers "buy in" to this program. These premises formed our collective listing of rank based responsibilities which are not all inclusive and which will overlap through a gray zone as circumstances necessitate. To implement or enhance our current "community policing" efforts requires everyone in the organization to know what he or she is expected to do. In this regard the Organizational Structure Committee agreed on the following responsibilities. Keep in mind that decentralization where and when possible is one of the basic responsibilities of this group that underlies our theories in this section as well as the rest dealing with organizational structure.

POIII

The POIII as the basic service provider will respond to calls as assigned and deal with the issues in a manner designed to look at a long term solution when appropriate. Obviously many calls for service will justifiably require minimal action on the officer's part and those that pose a long term problem will often involve the officer being aware of and making the participants aware of resources in the community which are designed for their particular needs. Our committee likes the idea of a district station based resource coordinator that could greatly assist officers who are and will likely remain very pressed for time. The POIII's basic duties will remain quite similar but with an enhanced level of resource awareness and a desire to utilize and as appropriate coordinate those resources to lead to longer term solutions. This resource awareness should lead to a greater degree of contact with the various county government centers who appear eager to assist in this effort.

CORPORAL

The committee agrees that this position should be used as an assistant supervisor mainly due to the large span of control experienced at the patrol level. This would not preclude other duties but would set the tone for emphasis on supervisory duties as well as provide a valuable supervisory training ground.

SERGEANT

The sergeant's position should focus on facilitating the mission of his/her subordinates. This will not replace the traditional administrative functions but will include an additional charge as well as a brushing-up of one's knowledge of available resources. The traditional supervisory and leadership role will also remain paramount to this or any law enforcement organization.

LIEUTENANT

The committee had some definite ideas on the specific roles of lieutenants that may expand or clarify existing policy which varies from one facility to another. Specifically:

- Conduct all station level internal investigations that are not conducted by the Office of Internal Affairs
- Coordinate problems of all supervisors
- Assign community problems which have not been identified or addressed at a lower level
- Facilitate information flow in both directions
- Facilitate coordination and sharing of crime trend information
- Encourage independent problem solving ideas via first line supervisors

CAPTAIN

- Improve morale and interest of subordinates
- Obtain resources
- Department wide coordination of activities and problems
- Attend to political concerns within district
- Identify district wide problems
- Set standards for employee performance
- Set tone for working environment
- Facilitate officer/public relations

MAJOR

- Facilitate and coordinate resources for the respective bureau
- Deal with large scale political issues
- Sell the philosophy of the Chief of Police
- Implement Chief's mandates
- Develop overall policy

DEPUTY CHIEF

The duties of this position should be determined by the Chief of Police based on his needs at any particular time.

CIVILIAN POSITIONS

The civilians in the department form an integral function that often times goes unheralded. In order to maintain their support for this endeavor a concerted effort must be made at all levels of the organization to recognize their contributions. Through their various levels of supervision the same principles must apply as enumerated for the various sworn levels. In particular the civilian functions that have direct public contact will impact significantly on the overall success of this philosophical change. Issues such as telephone protocol have a significant impression on citizen contacts with our department.

IV. ORGANIZATIONAL STRUCTURE

The Organizational Structure Committee discussed the optimum way to organize our department with an eye towards utilizing management resources close to current levels as a reasonable short-term goal. We were not looking at operational staffing levels as that is the function of the Workload Analysis Committee. This group decided to design an organizational flow that would enhance the goals of community policing by:

- A. Providing reasonable accountability through function matching
- B. Connecting functions with the most inter-related missions
- C. Placing resources in the organizational reach when they're needed most from a command standpoint
- D. Providing for reasonable management span of control thus allowing for more accountability
- E. Decentralizing where practical as mandated by the Steering Committee

We decided to look at proposed organizational plans and refine them through time via a consensus based on our experience as well as a comparison of other organizations. Following this a management structure (rank) to complement the organization was discussed.

The attached Organizational Chart will show the consensus of this committee after a number of refinements. In addition to input from the Steering Committee, it is again important to note that the committee realizes there is no absolute right or wrong way to organize a police organization, and in the context of a community policing philosophy the department could possibly successfully implement this concept with few actual organizational changes. However, this product represents our ideas as to a better way to achieve these goals based on the premises outlined in A through E above. The following notes will attempt to explain the reasoning in some of the changes from our current structure:

- A. The committee favors two Deputy Chief positions that would divide the department into an Operations side and an Administrative side. This would allow for a lessening of the workload for the Chief as well as giving him the ability to specifically focus two top assistants on the day to day running of the organization, hopefully alleviating some of the load from the lieutenant colonel and the majors. The complexity of work for this top command staff has become more intricate and is likely to increase under community policing, thus the additional support in this area should be critical. Commensurate delegation of authority to match this responsibility must also be made at this and all levels of the department if people are expected to participate enthusiastically.
- B. The Office of Internal Affairs, Stress Management, and Staff Inspections should report directly to the Administrative Deputy Chief thus lessening the direct workload of the Chief and allowing for proper utilization of the new Deputy Chief's position. The Office of Community Policing can remain as a direct function of the Chief's Office for now, but should be periodically reevaluated for function and organizational placement as this strategy progresses. Internal Affairs should be headed by a captain.
- C. The department remains with three Bureaus as is now the practice, each headed by a major. Again, throughout the following keep in mind the A through E premises listed at the beginning of this section.
- D. The Field Services Bureau would retain some district level detectives in order to give the District Commanders a direct resource for certain types of investigation. This premise is also supported by the June, 1990 committee appointed by Chief Brooks. The particular numbers of officers and types of cases investigated at this level should be agreed upon by the majors of the Field Services and Investigative Services Bureaus. As is now the case, each district is headed by a captain.

The Duty Commander's Section could remain possibly with a third captain due to the difficulty of maintaining a year round shift with two persons and substitute lieutenants. Another alternative would be to have five lieutenants at each district, thus allowing for round the clock executive coverage on a more decentralized district level basis with district "doubling-up" when necessary. If the department chooses to keep captains as duty commanders, the district should be staffed by four lieutenants each due to the increased administrative workload.

Community Services functions should be accomplished at the district level where practical with some of the current officers assigned to these and crime prevention duties appropriately allocated to the district commanders. This, too, is supported in the 1990 study.

- E. The Investigative Services Bureau, headed by a major, is envisioned to have three divisions. The Major Crimes Division and the Special Investigations Division would be commanded by captains, and the Technical Services Division by a civilian.

The Technical Services Division does not appear to raise any particularly controversial issues as proposed here.

The Special Investigations Division, headed by a captain, is seen by the committee as having two significant components each headed by a lieutenant (Drug Enforcement, and Vice and Intelligence/ROS). The workload and responsibility due to the sensitive nature of these assignments justifies a high level of management and supervision.

- F. We recommend a captain to head the Training Division and a captain to head the Administrative Services Division due to its wide array of sworn/non-sworn functions. As is now the case, a civilian should head the Communications Division.

- G. These suggestions would result in the following ranks:

Deputy Chief (2)	Operations (1), Administrative Support (1)
Major (3)	FSB (1), ISB (1), MSB (1)
Captain (14)*	Districts (5), Chief's Office (1), Office of Internal Affairs (1), Criminal Investigations Division (1), Special Investigations Division (1), Administrative Services Division (1), Training Division (1), Duty Commander Section (3)*
Lieutenant (38)**	District Stations (25), SOD (1), General Assignment (1), Youth Section (1), Major Crimes (1), Drug Enforcement (1), Vice and Intelligence/Repeat Offender (1), Labor Relations (1), Staff Inspections (1), Court Liaison (1), Field Services Bureau Administration (1), Planning (1), Training(1), Records (1)

* or 11 if district lieutenant duty commander function is chosen

** or 33 if captain duty commanders are retained

{NOTE: Sergeants and below are not included as first line supervision; they are related more to staffing levels than command structure and is the area covered by the Workload Analysis Committee.}

H. The committee would like to make it clear that none of these recommendations are based on our belief that any particular work unit in the department has not performed properly. Our discussion and examination was intended to give our view of how some changes in structure may benefit the department, particularly from a community policing standpoint. If some or all of these suggestions were adopted a number of groups that have performed quite well could be moved organizationally.

I. Examination of Selected Organizations

Included in this report are a number of organizational charts supplied by the Office of Community Policing which depict police departments who in one stage or another are implementing a community policing plan. After review the most obvious conclusion is that there is no standard formula for this development in terms of being successful in community policing. The personality of each department and the constituency it serves will have a lot to do with the optimum structure. This at best will be subjective but, keeping in mind the basic philosophy of community policing and attempting to provide for accountability by placing department resources in the hands of those who need them the most, this committee agreed upon the aforementioned suggestions for restructuring. Some decentralization should help commanders tailor resources to fit the needs of their area of responsibility.

V. PLANNING UNIT

An initial parameter of this subcommittee states, "Establish a permanent Planning Unit to support and facilitate current and future departmental planning strategies". Obviously this committee has no power to establish anything but only to recommend. After the initial work of the subcommittees is completed the refinement of agreed upon strategies and their implementation will be guided by the Office of Community Policing via the Steering Committee. Once this is underway and moving in a direction that is understood by all levels of the department, this long term mission of planning should be directed by the Research and Planning Section personnel. This may require additional personnel or a redirection for this unit, but any future departmental changes should reflect the community policing philosophy. The Office of Community Policing and all the committees involved utilize civilian and police personnel on a part time volunteer basis. This was the best approach to ensure a wide array of involvement and expertise. The full time unit already established in the department should carry the torch once direction is agreed upon. This unit should include the variety of expertise needed for policy, personnel, facilities, and equipment issues to be professionally addressed. Through a process of continual input from all levels of the department via surveys, etc., the community policing concept could be kept moving in a direction that utilizes all the modern participatory management philosophies now being adopted nationwide in law enforcement, particularly those advocating continuous attempts at improvement.

VI. CIVILIANIZATION

As a supplemental topic, the Organizational Structure Committee was asked to meet to formulate a general policy on civilianization. While in the context of a community policing subcommittee we did not have the expertise of the research companies contracted to examine this issue, we did attempt to formulate some general common sense principles in regard to this issue.

The group generally agrees with the concept of civilianization in the department in that some selected technical positions are better served by individuals who are specifically trained for those positions, probably cost the county less in terms of compensation, and will likely provide more continuity than an officer subject to transfer for promotion or a variety of other reasons. The department will, however, need to maintain a reasonable number of positions that can be filled (hopefully temporarily) by officers on limited or light duty. Obviously these should be the positions that do not require technical expertise unlikely to be possessed by a temporarily assigned individual. This is not only a humanitarian and practical management tool, but is a policy that to some yet undetermined degree will be required by the Americans with Disabilities Act.

The generally accepted criteria for selecting positions to civilianize include consideration for the category of individuals that one will supervise (if any), the need to make arrests, the need for management development for sworn officers and, sometimes neglected, the credibility issue particularly as it relates to training assignments. None of these issues are new and this committee found our current basic policy to be reasonable with the following considerations that we believe should be addressed by policy makers involved in the implementation of civilianization issues:

- Civilianization policies should not adversely affect the department's current practice of allowing temporary assignments for interested personnel as appropriate.
- Implementation timetables should be flexible so as to avoid unfair treatment of sworn officers who may be senior in the department and hold long term tenure in positions targeted for civilianization.
- Units losing officers to light/limited duty should be given priority consideration for the use of that individual when appropriate.
- An ad hoc committee should meet periodically to assess light/limited duty positions and those persons holding those positions. Long term assignment in certain positions may merit a different approach to that individual's disability and may be denying an opportunity to another injured or ill officer. A rotation of some positions in this category may be appropriate.

- The committee recommends the consideration of greater TRU staffing with limited/light duty personnel.
- After looking at the attached civilianization plan provided by Marie LaRocca, the committee favored not civilianizing the Media Sergeant position for credibility reasons and consideration at some time for civilianizing school safety, background investigations, and fleet coordinator keeping in mind the transitional considerations listed. The use of retired officers for background investigations was also found to have merit.



Montgomery County Government

Bethesda-Chevy Chase
Citizens Advisory Board

March 15, 1993

Captain Thomas D. Evans, Chairman
Organizational Structure Committee
Office of Community Policing
2350 Research Boulevard
Rockville, Maryland 20850

Dear Captain Evans:

The members of the Bethesda-Chevy Chase Citizens Advisory Board recently learned that the draft report of the Organizational Structure Committee recommends relocating the Bethesda District Police Station to a location out of the Bethesda central business district. The draft report further states that there is sentiment in the business community for maintaining the station at its current site.

The Advisory Board members want to reiterate our earlier position on support for maintaining the Bethesda station in the central business district. This is the sentiment of both the residential and the business representatives on the Board.

It is also our understanding that the Master Plan on Community Policing will soon be completed and that one element of the plan may be a re-drawing of police district boundaries. If that turns out to be the case, then it seems that any decision regarding the re-location of the station would have to take the new boundaries into account.

We look forward to continuing discussion on this issue.

Sincerely,

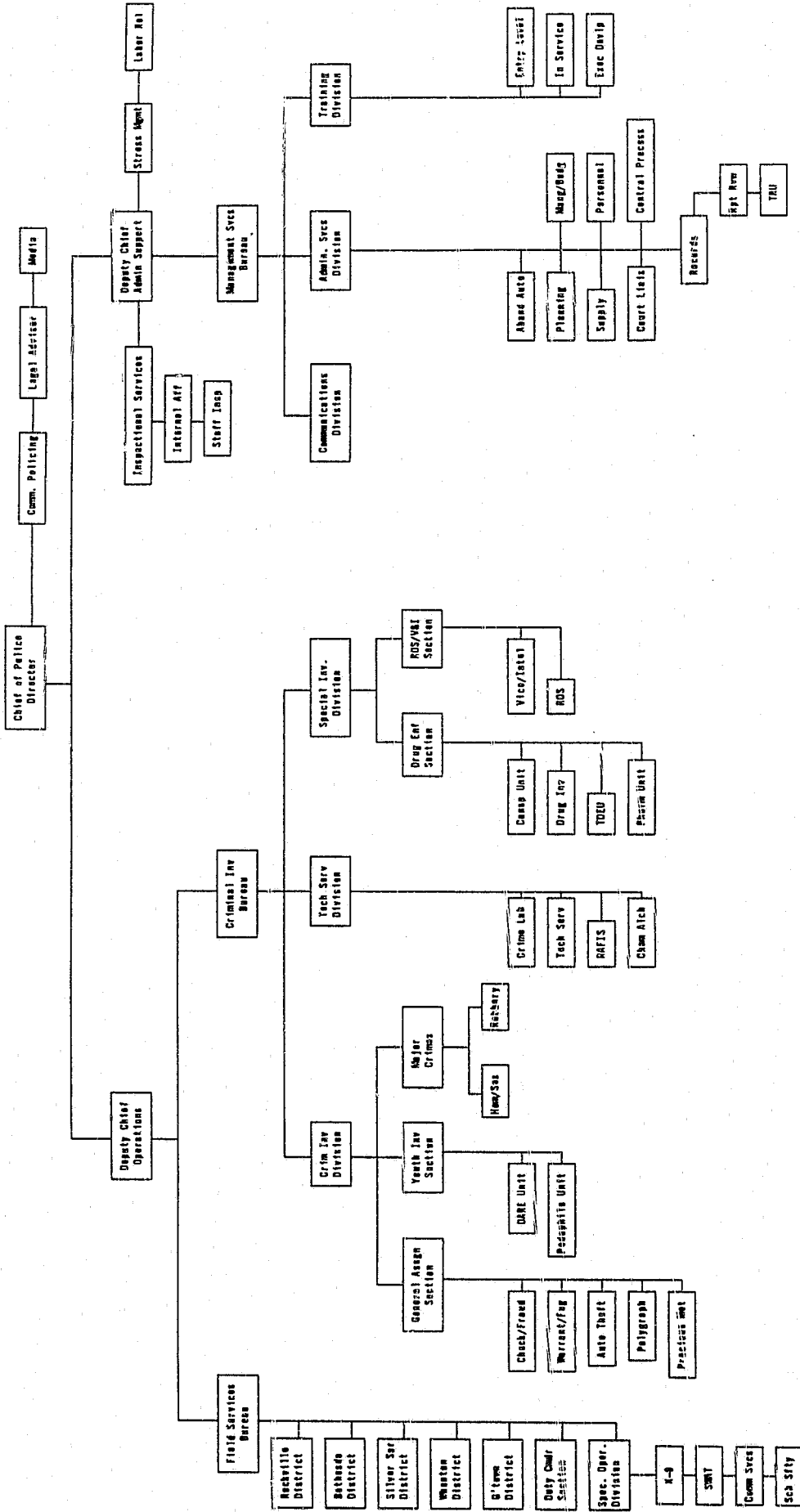
Robert R. Harris
Robert R. Harris
Chairman

RRH/gl

2636/C/TT

Bethesda-Chevy Chase Center

7815 Woodmont Avenue, Bethesda, Maryland 20814, 301/986-1190, TTY 986-1191



Not all sub-groups of major units are included in this chart
This does not reflect any recommendations for elimination.