



Commission on Accreditation for
Law Enforcement Agencies, Inc.
13575 Heathcote Boulevard
Suite 320
Gainesville, Virginia 20155

Phone: (703) 352-4225
Fax: (703) 890-3126
E-mail: calea@calea.org
Website: www.calea.org

February 18, 2016

Mr. Edward Hargis
Chief of Police
Frederick Police Department
100 West Patrick Street
Frederick, MD 21701

Dear Chief Hargis:

CALEA Accreditation represents a commitment to professional excellence. The work of your organization toward attaining this internationally recognized credential is indicative of sound leadership, as well as practitioner support of adherence to standards.

The report accompanying this transmittal is provided only to the chief executive officer and represents observations and findings from the most recent standards-based review of the organization. It is important to review this document in its entirety with specific attention to any matter indicating compliance concerns, required policy/practice adjustments, or outcomes not reflective of the intent of standards. The Commission will use this document as the primary resource in considering your organization for accreditation. To that end, you or a qualified representative(s) should be prepared to address information contained in this report and respond to inquiries by Commissioners

The Frederick Police Department is scheduled for a Review Committee Hearing at the next Commission Conference in St. Louis, Missouri on April 2, 2016. While the Commission does not require your attendance at this hearing, your participation helps ensure a comprehensive understanding of issues impacting your agency's candidacy. An Awards Banquet for successful organizations will occur in the evening following the Review Committee Hearing.

CALEA is *The Gold Standard for Public Safety Agencies* and we are honored to have your organization participate in this highly regarded process.

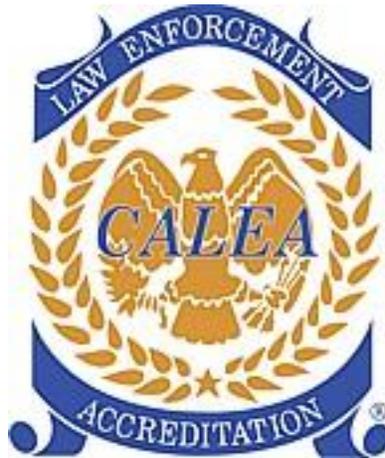
Sincerely,

A handwritten signature in black ink that reads "W. Craig Hartley, Jr." in a cursive script.

W. Craig Hartley, Jr.
Executive Director



**Frederick (MD) Police Department
Assessment Report**



2015

**Frederick, MD (US) Police Department
Assessment Report
December 2015**

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A. Agency name, CEO and AM

Frederick Police Department
100 West Patrick Street
Frederick, MD 21702

Edward G. Hargis, Chief of Police
Dana Kelly Accreditation Manager

B. Dates of the On-Site Assessment:

December 14-16, 2015

C. Assessment Team:

1. Team Leader: Stephen E. Walker
Chief of Police (retired)
Centerville Ohio Police Department

2. Team Member: Bradley Fraser
Captain
Shelby North Carolina Police Department

D. CALEA Program Manager and Type of On-site:

CALEA Regional Program Manager John Gregory

Initial Accreditation, C size (192 personnel; authorized 144 sworn and 48 non-sworn)
5th edition Law Enforcement Accreditation, Tier One Law Enforcement
The agency uses Power DMS.

E. Community and Agency Profile:

1. Community profile

The City of Frederick, founded in 1745, and incorporated as a municipal corporation in 1817, has a Strong Mayor-Council form of government. The Mayor and the Alderman work together to balance and pass the budget and establish legislation. The Mayor oversees the daily operations of the city departments. The mayor serves as the chief

executive officer (CEO) and the Board of Aldermen serves as the legislative body. The elections for these positions are held every four years. Frederick was often referred to as a bedroom community, known for its quality of life and affordable housing options. Today, Frederick has reinvented itself as an Urban Suburb and is referred to as a self sustaining city; meaning people can live, work, dine and play without ever leaving the area. The City of Frederick is well known in this region for its recreational, shopping and dining opportunities, education, healthcare, and diverse neighborhoods.

Frederick has about 75,000 residents and is less than an hour away from Washington, DC and Baltimore, MD. There are over 26,000 households with an average yearly income of \$81,314 and over 29.7% of households make over \$100,000.

It is a diverse multi-cultural community as is evidenced in the demographics table below. Along with Frederick's diversity in population, it is also diverse in industries and employers. They range from biosciences and advanced technology to high-tech manufacturing and professional services. The city is also home to Fort Detrick, which is the top employer with over 6,400 workers. Other notable employers among the over 3,400 businesses in The City of Frederick include; Frederick County Public Schools, Frederick Memorial Healthcare, Frederick County Government and Leidos BioMedical Research.

2. Agency profile

The Frederick City Police Department was established in 1858 and is a full service municipal police department operating under Chapter 17 of the City of Frederick Charter.

The police department is lead by a Chief of Police, with two Police Captains each serving as a Deputy Chief of Police. One Deputy Chief is assigned to command the Operational Services Bureau and the other is assigned to the Special Services Bureau.

The agency is divided into seven Divisions; Special Operations, Patrol Division one & two, Support Services, Professional Services, Criminal Investigations, and Information / Technology Services with each division being commanded by a Police Lieutenant. A Civilian manages the Fiscal Unit.

3. Demographics

The demographic composition of the service area and agency are represented in the following table:

Demographics Report

	Service Population	Available Workforce	Current Sworn	Current Female	Prior Assessment	Prior Assessment
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					Officers		Sworn Officers		Sworn Officers		Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	47065	63	28303	63	129	88	19	13	NA	NA	NA	NA
African-American	9265	12	5821	13	12	8	2	1	NA	NA	NA	NA
Hispanic	10639	14	6099	13	4	3	1	1	NA	NA	NA	NA
Other	8003	11	5004	11	1	1	1	1	NA	NA	NA	NA
Total	74972	100	45227	100	146	100	23	16	NA	NA	NA	NA

The agency works hard to maintain its workforce at or near the makeup of the community it serves, this area will be discussed in detail under selection and recruitment.

4. Future issues

The Frederick Police Department is experiencing significant turnover due to retirement. The majority of the upper management is experienced but new to their positions. This has made the need for succession planning important and immediate as well as training at all levels since many of the supervisory staff has little time in grade. The situation is complicated by the need to increase staffing due to an increase in population. Frederick is thriving, with its proximity to Washington, DC and Baltimore and government jobs, contract work, consulting and the increased service jobs and other positions associated with being in the national center of government. It is a desirable area to live and work. This increase in population has placed a strain on the community's budget at all levels of government. They are seeing a significant increase in law-enforcement calls for service as well as other governmental services. This has increased their need for personnel and equipment. The challenges of recruiting and retaining qualified personnel have also been problematic at times.

There are issues related to increased gang violence that are likely to continue into the future. This presents challenges in staffing, training, tracking offenders, analyzing incidents, and identifying needs to combat these issues. Successful inroads have been made, but need to continue. At the same time as the increase in gang activity, in 2014, the agency experienced a historical low in the yearly crime rate. Strategies have been implemented to maintain this low rate as well as decrease these numbers of incidents further. One highlight is that as population has increased, crime has decreased. Much of the decrease is attributed to increased technology utilized by both civilian and sworn staff, the addition of professionally trained civilian crime analysts, tracking offenders, and communication among staff.

Because of national incidents adversely impacting law-enforcement community relations in Ferguson Missouri, Baltimore Maryland and other areas of the country, the agency is considering body cameras. They are evaluating the capital expenses involved as well as policy issues and the perception of both officers and the community in making this decision.

5. CEO biography

Mayor Randy McClement appointed Chief Edward G. Hargis as the Frederick City Chief of Police on July 30, 2015. Chief Hargis began his law enforcement career in 1982 as a civilian Police Dispatcher with the Cherry Hill, New Jersey Police Department. In 1986, Chief Hargis began working as a Police Officer with the Camden City Police Department in Camden, New Jersey and served in Uniform Patrol, Special Operations, and Criminal Investigations before being appointed as Chief of Police in January 2008. He also served concurrently as the Deputy Emergency Management Coordinator for the City of Camden for seven years. In January 2009, Chief Hargis was appointed as the Chief of Police of the Portsmouth, Virginia Police Department. During his tenure, he's focused on the implementation of several initiatives to reduce crime and improve the quality of life in the neighborhoods and commercial corridors.

Chief Hargis holds a Bachelor's Degree in Public Administration and a Master's Degree in Administrative Science from Fairleigh Dickinson University. He is a graduate of the FBI National Academy 207th Session and the FBI Law Enforcement Executive Development (LEEDS) Program. Chief Hargis has previously served as Chairman of the Hampton Roads Criminal Justice Training Academy (HRCJTA) Board of Directors; as well as the 2014 President of the Hampton Roads Association of Chiefs of Police. He has served as an Adjunct Professor at Tidewater Community College and is a member of the International Association of Chiefs of Police (IACP), Maryland Chiefs of Police Association and the Virginia Chiefs of Police Association.

F. Public Information Activities:

Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

Monday December 14, 2015 at 5:30 PM a well-publicized public hearing was held at the Frederick Municipal Office Annex, Conference Room C, 140 West Patrick Street, Frederick, MD 21701. There were nine individuals in attendance. One college professor from the region addressed the assessors. He was articulate in his support of the agency's quest for accreditation discussing their positive reputation in the region. He felt that the agency exceeds CALEA standards and recommended they be favorably reviewed in front of the commission.

b. Telephone Contacts

On Monday December 14, 2015 between the hours of 1:30 PM and 3:30 PM a non-recorded telephone line was made available for telephone contact with assessors. Two calls were received, one from the Annapolis Accreditation Manager who was supportive the agency's quest for accreditation stating that

he has a positive relationship with the agency and its accreditation manager. A citizen who has lived in Frederick for 15 years states that she always had positive accolades about the agency but states that recently a family member was arrested and she believes there were procedural and veracity issues with the investigation. She also spoke with the Chief of Police and her concerns were referred to Internal Affairs for investigation.

c. Correspondence

There were five written correspondence received regarding this agency. The correspondence were all very favorable and supporting the agency in their quest for accreditation. The correspondence was from the regional PAC, a Police Chief in the region, a University in the region, a citizen, and a member of the neighborhood advisory Council. All spoke of the agency's positive reputation and commitment to excellence for its citizenry.

d. Media Interest

There was no media interest during the onsite.

e. Public Information Material

The agency prepared a thorough and complete public information plan. The assessment was publicized on the agency's website and posted in all public areas of all the agency's facilities. There were media releases distributed to numerous print and electronic media outlets. There were also announcements made to various law enforcement associations throughout the state.

f. Community Outreach Contacts

The assessors used the opportunities presented and those created to interact with members of the agency, the local justice system, and the general community before, during and after the on-site visit. The common theme found across these community contacts was that this agency and its officers are service-oriented, professional and responsive to the community.

The Frederick Mayor, Randy McClement says the city is committed to the accreditation process, believes that it is an important program and validation of the agency and its practices, he states they are very excited that Chief Hargis has recently joined the agency. He states the city is proud of the agency and its accomplishments. Joseph Vince, Jr. who is retired from the Bureau of Alcohol, Tobacco and Firearms and is the current director of Criminal Justice Programs at St. Mary's University states that he has worked closely with this agency for more than 15 years. He states that the agency currently uses a data driven model that is been successful in reducing criminal activity in the community. He states that he has worked with the agency to develop plans for various contingencies including active shooter and terrorist situations. He believes they are an outstanding agency and recommends they be given accredited status. Angela

Spencer, Chair of the Humans Relations Commission states that she too has worked with the agency for several years. She states that she reviews the agency's recruitment plans and works with them in multiple areas related to ethnic diversity and the minority communities. She states that over the years she has seen a continuous improvement in the agency's practices and relationships with the community it serves. She also supports the agency in its quest for accreditation. Dr. Suzan Boisclair is the agency victim advocate. Dr. Boisclair began with the agency as a volunteer in their victims program, and approximately eighteen months ago transitioned into a newly created full-time position. Dr. Boisclair has her PhD in Human Services from Georgetown University. Dr. Boisclair assists with reviewing cases and following up with victims of crime to offer assistance with their needs. In addition, she is currently working with the agency in implementing a Critical Incident Stress Training (CIST) program. This program is expected to be fully implemented in 2016, and will offer peer support for agency employees.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

All agency personnel take and abide by an oath of office and code of ethics the agency has adopted from the law enforcement officer's code of ethics. The authority of all categories of sworn personnel in the agency is well defined in Maryland statutes. The agency's written directives give excellent guidance to officers on when and how to conduct field interviews including the difference between an interview and an interrogation. The directives also provide for the protection of the individual's constitutional rights when they are being interrogated. The same directives also ensure that citizens are afforded their right to counsel. The agency gives guidance to its personnel in its written directive system on all forms of warrantless search and seizure. The agency directs it's officers to conduct a pat-down, consent and other types of searches without warrants only when appropriate and in accordance with constitutional requirements, laws and departmental policies.

Agency directives give clear guidance and set forth procedures for any arrest made with or without a warrant and include preparing reports, fingerprinting and photographing. Agency directives differentiate between criminal and motor vehicle charges, juveniles and adults.

Agency directives prohibit the strip search of any individual for a traffic violation or a misdemeanor. Any strip search must be approved by a supervisor and must be conducted by a member of the same sex. Agency directives require that such searches only be conducted at police headquarters, central booking or in an area that cannot be observed by persons not involved in the search and is conducive to privacy. Additionally agency directors require that prisoners will not remain unclothed any longer than is necessary. Civilian employees are not permitted to conduct or assist with strip searches. Body cavity searches may only be conducted with a search warrant obtained prior to the body cavity search. Supervisors must approve all body cavity search

applications. The search may only be conducted by a licensed physician for a search of a body cavity other than the human mouth. When approving strip search applications supervisors must consider the type of crime for which the person has been arrested, the prisoner's age, prior arrest record if known, and circumstances of the arrest. Additionally there must be specific factors giving rise to the belief that the items sought are concealed somewhere on or in the prisoner's body.

The agency's written directive system clearly spells out the structure of the organization and all commensurate components. This directive is clear and the authority invested in all levels of command is equally clear. The agency directive system states that all responsibility is accompanied by commensurate authority. Each employee is accountable for the use of his or her delegated authority. The agency uses a group texting in order to notify all levels of command when there is a major incident or any incident wherein there is a heightened community interest. This notification includes the Chief of Police.

The agency's written directives give clear guidance in command protocol in the absence of the chief executive officer, exceptional situations, and situations involving personnel of different functions engaged in a single operation and in normal day-to-day agency operations.

Agency directive states that employees will obey all lawful orders of superiors, both verbal and written, whether received directly or conveyed by other personnel.

The agency has a clear value and mission statement, a written directive system that vest the agency's Chief of Police with the authority to issue and modify written directives. The agency's written directives state that personal orders, special orders and training orders will be issued by the Chief of Police or a member of the command staff. Additionally the written directive system states the supervisor can initiate a standard operating procedure however the final approver must be by a division commander or the Chief of Police. Agency directives clearly describe its written directive system. The written directive system contains direction for indexing, purging and reviewing written directives. Prior to implementation command personnel and employees review new procedures. The agency's procedures for dissemination and storage of the agency's written directive system indicates that the rules and regulations are available on the agency's shared network and through power DMS.

The agency maintains written goals and objectives that are updated every October. These goals and objectives are analyzed and updated by division commanders with the approval of the chief of police. The professional services division commander compiles all approved goals and objectives that are then reviewed with all personnel by their immediate supervisor. This review occurs in January of each calendar year.

The agency has a volunteer auxiliary program. Prior to assuming any authorized assignments or duties these volunteer auxiliaries receive 52 hours of specialized training. Additionally volunteers assigned to a non-uniform position must complete either

the aforementioned 52 hours of training or graduate from the agency's Citizen Police Academy.

The agency has four types of cash funds. A buy fund used by the drug enforcement unit and managed by a sergeant in the unit, information desk change fund used by the professional services division and maintained by a records specialist, an Explorer Post checking account maintained by the patrol operations division with the police officer assigned to the post being responsible for the fund and a gun stoppers account maintained by the patrol operations division with the manager of fiscal affairs being responsible for the account. Each of these funds are described in the agency's written directive system which provides clear direction for the intended use of the fund, accounting of the fund, who is authorized to disperse funds, what level of funds can be dispersed without the authority of the chief of police.

The agency's written directives state that all stored property of the agency will be maintained in a state of operational readiness. The directives clearly state who is responsible for the maintenance of equipment. The agency has a comprehensive inventory and inspection list. These inspection lists clearly state the location, condition and who is responsible for all agency and equipment.

Bias Based

The agency prohibits all forms of bias-based profiling. While the agency recognizes the legitimacy of criminal profiling it clearly states in its written directives that members of the department will not engage in biased based profiling. Members will not consider common traits of a group to establish reasonable suspicion nor probable cause except when the reported traits of specific suspects, based on credible, reliable and current information links the person to a specific crime. Officers may conduct field interviews to further ongoing investigations when their professional instinct, experience or training indicates that criminal activity requiring police intervention may be occurring. Officers will not use field interviews to harass citizens nor will citizen contacts be made on the basis of bias based profiling or other discriminatory practices. All sworn personnel receive initial bias based profiling training in the police academy and it is routinely followed up throughout their career. Annually the agency conducts a review of its bias based profiling activities. These activities include a list of any complaints, explanation of any remedial action taken, recommendation for training needs, list of any citizen complaints and recommendations for policy changes.

Traffic Warnings and Citations 2013

ace/Sex	Warnings	Citations	Total
Caucasian/Male	2016	3333	5349
Caucasian/Female	1686	2149	3835
African-American/Male	754	1551	2305
African-American/Female	532	717	1249
Hispanic/Male	294	697	991
Hispanic/Female	150	197	347

Asian/Male	99	120	219
Asian/Female	51	76	127
OTHER	112	151	263
TOTAL	5694	8991	14685

Traffic Warnings and Citations 2014

Race/Sex	Warnings	Citations	Total
Caucasian/Male	2235	3364	5599
Caucasian/Female	1961	2387	4348
African-American/Male	929	1620	2549
African-American/Female	634	790	1424
Hispanic/Male	418	850	1268
Hispanic/Female	186	236	422
Asian/Male	84	105	189
Asian/Female	46	49	95
OTHER	138	155	293
TOTAL	6631	9556	16187

Traffic Warnings and Citations Jan-Sept 2015

Race/Sex	Warnings	Citations	Total
Caucasian/Male	1737	2139	3876
Caucasian/Female	1578	1567	3145
African-American/Male	809	1283	2092
African-American/Female	540	549	1089
Hispanic/Male	361	655	1016
Hispanic/Female	149	161	310
Asian/Male	93	116	209
Asian/Female	50	47	97
OTHER	131	120	251
TOTAL	5448	6637	12085

This agency had a significant number of traffic interactions (42,957) during this cycle. The agency identifies citations and warnings in tracking its statistical data. The agency's overall data has remained consistent over this reporting cycle. Based upon direct field observation and documented review, traffic stops made by the Frederick Police Department are professionally made by experienced officers.

The agency has not been subject to litigation or external review (government or media) based upon allegations of bias based profiling. There were seven complaints regarding traffic citations during this reporting cycle. There were no sustained complaints of bias-based profiling during this reporting cycle. The policies and procedures pertaining to biased profiling are detailed and have not undergone any significant revision during this reporting cycle.

Biased Based Profiling Complaints

Complaints from:	2013	2014	2015
Traffic contacts	2	3	1
Field contacts	0	0	0
Asset Forfeiture	0	0	0

Use of Force

Agency directives require the personnel employ only the force that is reasonable and necessary to accomplish a lawful objective. Agency directives state an employee may use “deadly force” only when it is necessary to protect life or when it is the only effective means to apprehend an individual who poses a significant threat of death or serious bodily injury to officers or other citizens. During this reporting cycle there was one use of deadly force in an incident where a car had struck an officer intentionally and as the car was speeding away with the officer on the hood he drew and fired his weapon.

Officers are expressly forbidden to fire warning shots. Agency personnel have at their disposal and are trained for the use of a number of less than lethal weapons including but not limited to chemical agents, batons and other impact weapons and Tasers. In the event an officer uses force, the officer will seek medical attention for anyone claiming injury. Additionally if the officer used an impact weapon or a Taser they will seek medical attention for the individual.

The agency requires personnel to submit a written document regarding all incidents in which physical force has been used. Agency supervisors and command officers review all uses of force. The agency has comprehensive directives concerning the requirements of written reports, review of the reports and recommendations by supervisors and command staff.

The agency has comprehensive directives covering weapons and ammunition that is authorized both on and off duty for all personnel. Additionally there is a process for approval of off-duty weapons; procedure to remove unsafe weapon, for maintaining a record of all weapons and guidelines for the safe and proper storage of agency authorized firearms. Only agency personnel who have demonstrated a proficiency in the use of agency authorized weapons are permitted to carry such weapons. Certified weapons instructors monitor annual training on firearms proficiency and provide procedures for remedial training in the event an employee is unable to qualify with an authorized weapon before resuming their official duties.

The agency conducts an annual analysis of use of force to include all types of use of force, evaluation of the officer and suspects, types of crime etc.

Use of Force

	2012	2013	2014
Firearm	50	62	50
ECW	10	12	7

Baton	8	1	0
OC	7	6	3
Weaponless	74	118	96
Total Uses of Force	149	199	156
Total Use of Force Arrests	100	128	117
Complaints	5	9	5
Total Agency Custodial Arrests	3507	3781	3949

The agency considers the drawing or pointing of a firearm or electronic control weapon to be a use of force. During this reporting cycle there was only one actual use of a firearm and electronic control weapons were used twice. Total uses of force exceed the total number of arrests in each year because of multiple officers using force on one arrest. There has been no litigation arising from allegations of excessive use of force and the policy and applicable procedures were not revised to conform to CALEA standards over this three-year period. The agency's detailed, stringent reporting requirements and robust weapons training coupled with the professionalism and confidence of the sworn staff serves the community well.

Personnel Structure and Personnel Process (Chapters 21-35)

The agency maintains current job descriptions covering all employees. These descriptions are made available to all personnel to the agency's common drive.

The agency has collective-bargaining agreements between the noncommissioned officers as well as commissioned officers. This collective bargaining agreement provides for a 22-year pension plan pension plan for sworn employees. The City provides a 25-year pension plan and a 30-year pension plan for non-sworn personnel. The agency has a comprehensive health insurance program, disability program, death benefits, a liability protection program and an educational benefits program.

The agency's written directives cover line of duty death including insurance benefits, funeral payments, assistance to survivors and other services to be given to agency personnel and their families following death or serious injury. Documentation in the file shows that an officer was severely injured when struck by a car in the line of duty and documents the steps taken to assist the officer and his family.

Written directives require that all agency personnel respond to requests courteously and immediately when a citizen asks to view their personal identification. All agency personnel including civilian staffs are provided police identification that includes their photograph. Agency directives also require employees give verbal identification over the telephone when requested.

The agency has a comprehensive written directive for military deployment designating an agency point of contact, human resources point of contact, out-processing including an exit interview with the CEO, storage of agency equipment during deployment and ensuring a process for communication with the deployed member and their family. Upon their return in-processing includes an interview with the CEO, initial and/or refresher training, weapons requalification and steps for reintegration as appropriate.

During this reporting cycle there have been no employees called to active duty beyond 180 days.

Agency employees must maintain sufficient mental and physical competency to perform the essential functions duties and responsibilities of their positions.

While the agency does permit employees to engage in extra duty employment it directs that they must first go through an approval process that is approved ultimately by the Chief of Police. The agency's directives state that they are responsible for complying with all of the agency's directives, rules and regulations and general orders during any secondary employment. The approval and review process is accomplished after an employee submits a form detailing the scope of employment. The Chief of Police or his designee may revoke or suspend an employee's approved request for secondary employment if the employment violates any provision of the general orders, it has negatively impacted their performance, the employee has significant use of sick leave in the prior calendar year or is found guilty of any significant violation of the general orders of the agency.

Grievances

The agency has a comprehensive written directive establishing a grievance procedure. The agency has multiple grievance procedures based on whether the aggrieved individual is sworn or non-sworn. Generally personnel may dispute or grieve any interpretation of the labor agreement, rules and regulations or other matters occurring in the workplace. The directive states that grievances should be resolved informally at the lowest possible level. In the event they are not resolved there are timelines establishing when an employee must file their grievance, how long the pertinent level of supervision or management has to respond and an appeals process to both the Chief of Police and the community's labor board. The directive states clearly that no member of the agency shall be penalized in any manner for filing a grievance. The directive also states that after they have exhausted the grievance procedure they may seek other legal remedies to their situation.

Formal Grievances

Grievances	2013	2014	2015 YTD
Number	1	0	2

Disciplinary

The agency has a comprehensive code of conduct, standards of employee conduct, police officer conduct, work performance, uniforms and appearance guidelines personnel guidelines and dress code. The agency prohibits all forms of workplace harassment. Personnel engaging in workplace harassment can be the subject of severe discipline. Employees are encouraged to put the offending party on notice that the behavior is unacceptable. Additionally employees are encouraged to file a complaint with their immediate supervisor or the next supervisor in the chain if their supervisor is involved. If the offending parties are at the highest levels of the agency the employee is encouraged to go to the city's Human Resources Department.

The agency believes effective discipline is essential to a well functioning organization. To this end, the agency prefers training as a function of discipline. It has procedures for the use of counseling, reprimands, loss of leave, suspension, fines, demotions in rank or grade and finally dismissal from the agency. In the event an employee disagrees with disciplinary actions taken against them, the agency has a comprehensive appeals process setting timelines for varying classes of employees including to whom they should make their appeal.

The agency has an early intervention plan to identify employees in need of assistance. This plan requires, as part of the annual performance evaluation and at other times as needed, the first line supervisor review employee files to determine if there are any patterns of possible inappropriate conduct or behavior. Additionally the system can be activated when an employee receives within a 24 month period; three or more disciplinary complaints, internal affairs investigations regardless of the final closure of the complaint, three or more citizens complaints of the same nature, disciplinary or performance regardless of the final closure of the complaint, three or more uses of force beyond empty hand control or any combination of three of the above. Agency directives require that pertinent events be properly documented such as use of force, vehicle pursuit reports, citizen complaints/internal investigations, performance evaluations, traffic accidents, inspections and tardiness and sick leave use. The agency conducts an annual evaluation of the system and directives clearly define the role of first and second level supervision. Agency directives provide for remedial action or training when necessary. The agency has a formal employee assistance program that may be activated to assist employees who have been identified in the early warning system.

Personnel Actions

	2013	2014	2015 (Jan-Sept)
Suspension	1	1	2
Demotion	0	1	0
Resign In Lieu of Termination	2	2	4
Termination	2	0	1
Other*	0	0	0
Total	6	4	7
Commendations	53	49	42
Additional Awards**	107	224	58

*Informal disciplines such as verbal reprimands and written notices are not tracked by the agency. ** Personnel have received Letters of Appreciation/Acknowledgement, Outside Performance Awards, and Service Awards not considered commendations.

Recruitment and Selection (Chapter 31 and 32)

The agency’s recruitment plan has been designed to ensure that the agency meets the ethnic, racial and gender workforce composition of the community. In its stated objectives the agency strives to attract and hire the most qualified applicants available. They actively seek qualified candidates from the varying minority groups who comprise

the community. The agency seeks to provide a realistic, nondiscriminatory, comprehensive selection and hiring processes in which all individuals desiring employment will be able to participate. The agency ensures that applicants understand the qualifications required for employment and that personnel involved in the recruiting process understand their duties and responsibilities as members of the agency. In its plan of action the agency uses the community and department websites for recruitment, they advertise in the media and use recruiting brochures, newspaper advertisements, photographic displays, public service announcements on both radio and cable television, Internet postings and public access bulletin boards. The department recruits at colleges, community activities and it liaises with community leaders. The agency maintains institutional contacts, attends job fairs and does military recruitment. The agency employ's recruiting officers who identify highly visible locations within minority communities where they conduct recruitment activities. The agency's personnel unit supervisor is responsible for the recruitment and administration of the recruitment plan. The agency does a complex annual analysis of its recruitment plan including its progress toward stated objectives and revises the plan as necessary. This plan includes not only an analysis of whom they are recruiting but also analysis of who is retiring and otherwise leaving the agency. It also includes studying other law enforcement agencies in the region to determine where it stands in regards to pay and benefits structure. This report is updated annually and is included in the agency's annual report to the Frederick County Human Relations Commission.

The agency's entry-level selection process has two primary stages; the pre-offer stage: application and prescreening, written testing, orientation, personal history questionnaire, panel interview, background investigation and polygraph examination. The post-offer stage includes physical fitness testing, psychological testing, medical examination and drug screening, selection committee review and final selection by the Chief of Police. The agency maintains comprehensive documents, which provide detailed guidance to all personnel involved in the selection process, and how each step is accomplished.

The agency uses specifically trained personnel to conduct background investigations on prospective candidates. These personnel use a comprehensive checklist that covers all aspects of the agency's background investigation process. Additionally the agency uses questionnaires for personal references and other people with whom background investigators have contact. The overall process includes but is not limited to verification of the candidate's qualifications, a review of their criminal history, and a verification of at least three personal references.

Prior to appointment to a probationary status the agency has a medical doctor complete a comprehensive physical establishing the general health on prospective candidates. This physical includes a certification that the prospective candidate can perform the essential functions of the job. Additionally, a licensed psychologist screens candidates to determine their psychological fitness to become a police officer.

The mayor and board of aldermen appoint successful candidates. Once appointed all police officer appointees serve a two-year probationary period prior to being granted permanent status.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	1378	16	1.16	63
Caucasian/Female	244	6	2.45	
African-American/Male	432	1	.23	13
African-American/Female	119	0	0	
Hispanic/Male	210	0	0	13
Hispanic/Female	42	0	0	
Other	98	0	0	11
Total	2523	23	3.84	100

The above information was collected from written applications. Population percentage based on current demographics report of available workforce.

Training

The agency operates an impressive regional police academy. This Academy provides in-service and initial training. The physical site includes a firing range, classrooms, locker rooms, armory and gymnasium. The regional FBI field office also uses this facility and provides significant funding. The agency requires lesson plans for all training courses conducted by the agency including a statement of performance and job related objectives, content of the training and specifications of the appropriate instructional techniques, a process for approval of the lesson plans which are, in this case, approved by the Department of Public Safety and Correctional Services for the Police and Correctional Training Commission and identifies any tests that are being used when appropriate in the process.

The agency recognizes that attendance and satisfactory completion of a training program is not a guarantee that the trained employee can perform satisfactorily. It deems that remedial training is not a disciplinary matter. Prior to recommending remedial training the agency makes every effort to determine the extent of the performance inadequacy and then schedules remedial training for the employee. Once scheduled the training is mandatory. In some circumstances the agency may allow counseling, or roll-call training as an alternative to remedial training. In extreme cases an employee may be removed from line duty until they have successfully completed remedial training.

The agency maintains records of all training classes including course content/lesson plans, name of agency attendees and performance of the individual attendees as measured by test if administered.

All sworn officers must complete a recruit-training program prior to assignment in any capacity in which the officers are allowed to carry a weapon or are in a position to make an arrest. New officers must complete a field-training program lasting approximately 14 weeks. Personnel assigned as field training officers (FTO) go through a selection process and must have two years minimum with the agency, have received a satisfactory or above performance evaluations, successfully complete the FTO training course and be the rank of officer or officer first class. FTOs report to specific supervisors and liaise with training academy staff. Recruit officers are evaluated on a weekly basis. The FTO's supervisor must approve these evaluations. All recruits are rotated through varying squads, shifts and districts as well as field training officers.

After completing their probationary period, all non-sworn personnel are evaluated each year on the anniversary date of their hiring, sworn personnel are evaluated on their date of birth. The employees meet with their respective supervisors who do a comprehensive counseling session on the results of the performance evaluation and establish levels of performance, rating criteria and goals for the new reporting period. Part of this counseling session also involves discussing the employee's desired career path and setting goals to assist them in obtaining their desires.

All sworn personnel are required to complete an annual retraining program which includes at a minimum legal updates and firearms. The agency mandates that all personnel receive a minimum of 18 hours in-service training annually.

All agency personnel receive information regarding the accreditation process when they are hired, going through the academy and prior to an on-site assessment. In this cycle a memorandum went to all agency personnel discussing the agency's upcoming on-site approximately six weeks before the on-site took place.

The agency maintains its own special response team. This team trains on a monthly basis. Much of this training is scenario based on potential events that may occur within the community.

Any time personnel are promoted or transferred within the agency they receive training for their new position.

Promotions

The agency directives clearly describe procedures used for every element of the promotional process for sworn personnel. The agency attempts to limit the effect of any single rater in the promotion process. The agency uses promotional potential evaluations to identify a candidate's professional knowledge, problem solving, interpersonal skills, administrative competence, operational performance, commitment and leadership. Written examinations are determined and coordinated by the commander of support services division. A written order announces the promotional process and gives the candidates at least six weeks prior to the date for the assessment center to obtain and review relevant material. The process also includes an oral examination board consisting of police officers of at least one rank above that for which

the process is being conducted and whose members are of other police departments. Candidates may appeal questions from the written examination process to the commander of the support services division. To be promoted to the rank of corporal candidates must be with the department for a minimum of two years. For promotion to other ranks the candidate must be with the department for at least one year and possess the rank immediately preceding the rank for which the promotional process is being conducted. The agency does not allow lateral entry directly into the promotional process. The commander of the support services division is responsible for the security of promotional materials. Candidates who are successful in the promotion process go into probationary status for six months.

PROMOTIONS – 2013-2015			
	2013	2014	2015
GENDER / RACE TESTED			
Caucasian/Male	5	36	0
Caucasian/Female	0	6	0
African-American/Male	0	2	0
African-American/Female	0	1	0
Hispanic/Male	0	1	0
Hispanic/Female	0	2	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	5	26	0
Caucasian/Female	0	5	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	15*	3	9
Caucasian/Female	1	0	1
African-American/Male	2	0	1
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

2013 The only promotion process conducted was for the rank of Lieutenant. All five candidates were promoted. *The remaining 2013 promotions were based on promotion processes that were conducted in 2012. No promotion processes will be conducted in 2015.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The agency has procedures for responding to both routine and emergency calls. Officers operate under Maryland state law as well as departmental directives. Officers are authorized to operate a departmental vehicle in an emergency manner when responding to an emergency call or when pursuing a suspected or actual violator of the law. Supervisors are authorized to override the decision of a vehicle operator and either require or prohibit such emergency operation. When vehicles being operated in an emergency manner the operating officer must use both emergency lights and siren in accordance with Maryland state law.

Agency directives give guidance to personnel specifying the circumstances and procedures for first responder notifications and the recall of personnel in emergency situations. These notifications include police, emergency medical services, firefighting services and other first responders as may be appropriate.

The agency has a police K-9 program and directives provide for use of the canine for area searches, article searches, building searches, dangerous controlled substance detection, crowd control and officer protection, explosives detection, suspect apprehensions and the tracking of suspects. The agency mandates that officers assigned to the K-9 unit have an overall performance rating of satisfactory or higher, can demonstrate to the commander of the unit that the officer has a dependable person who will care for the canine whenever the officer is unavailable for any reason to care for the animal. The officer must reside within a 25-mile radius of the agency, be in excellent health, and be willing to commit for a minimum of five years to the canine. The officer must be able to successfully complete psychological testing for suitability by the agency's psychologist.

Agency procedures for investigation of missing adults include: obtaining a physical description, age race, sex, height, weight, DOB and clothing. Additionally a determination is made of their physical and mental condition, medications being taken, direction or mode of travel, vehicle description, destination or areas frequented, others in the company of the individual missing, date, time and location they were last seen, the relationship of the missing person to the person making the report, whether the subject has been missing on prior occasions, whether the individual has been recently involved in domestic incidents or suffers from emotional trauma or life crisis and what access they have to money or credit cards. The agency will disseminate this information with the issue of a local broadcast and regional teletypes as appropriate. If the subject is a critical or at risk missing person the agency will activate the Maryland Silver alert program. Similarly the agency has a comprehensive written directive covering missing children. This directive includes procedures for runaways, abandoned, abducted or other missing status. These directives include procedures for activation of the Amber Alert system and other public notification.

Agency guidelines provide for the recognition of persons suffering from mental illness. The agency has available a mobile crisis program which will respond and assist the police department in encounters with nonviolent persons suffering from mental illness. Additionally the county provides a mental health professional as a resource for the

police department. Agency personnel have received specific training in dealing with the mentally ill. This training occurs in the basic police academy and personnel receive mandatory in-service refresher training at least once every three years.

Agency directives require that all patrol vehicles are equipped with emergency lights, siren and public address system, exterior spotlight, alley and takedown lighting, a multichannel mobile radio transceiver and three outlet power supplies. These vehicles contain the following accessories: a fire extinguisher, first aid kit with blood-borne pathogen protective equipment and hand sanitizer, police crime scene tape, rechargeable flashlight and charger, toolkit and hobble strap.

The agency provides all sworn personnel with a protective vest that must be worn when personnel are engaged in preplanned, high-risk situations.

The agency deploys mobile vehicle cameras in their patrol vehicles to enhance officer safety, record investigative stops, when possible record the commission of a violation or crime, enhance the officer's ability to report the circumstances leading to a vehicle stop, to provide supplemental testimony in court and to enable the department to review the performance of its personnel during traffic stops. The system is automatically activated whenever an officer activates the emergency lights on the patrol vehicle. The officer may manually activate the system prior to turning on the overhead lights as and the system can be manually deactivated if the officer feels the recording is inappropriate or of no use. While criminal and administrative review of the videos in this agency are unusual the agency holds all videos not submitted for evidence for 60 days. The fleet maintenance coordinator assigned to the Patrol Commander's office is responsible for coordinating maintenance, repairs or modifications to the camera systems.

There are criminal and special investigation units within the agency that investigate criminal, vice, and drug related crimes. The agency's detectives are subject to call out at any time during their scheduled off-duty hours. The Criminal Investigation Division is responsible for the agency's criminal case status control system. The agency has five administrative designators to assign to a criminal case. These designators are; closed by arrest, closed investigation, open investigation, suspended investigation, and unfounded investigation. All investigative reports are maintained in electronic format in the ILeads Case Management module. Original documents maintained by the agency are submitted to the records section for storage. Investigators are authorized to maintain copies of investigative reports while the investigation is actively being investigated. The agency maintains a records retention and disposal schedule for all investigative information stored.

The Commanders of the Criminal Investigation Division, the Special Operations Division, and the Professional Services Division are responsible for intelligence gathered by the department. Policies are written to comply with applicable state laws and well as the Code of Federal Regulations Title 28, Part 23. The agency has conducted department-wide intelligence training for sworn personnel. In addition, all investigations personnel receive intelligence training when assigned to the unit.

Intelligence policies are reviewed annually and documentation of the reviews was provided for the previous three years.

The Drug Enforcement Unit (DEU) maintains a master informant log for all confidential informants. This file contains all the informant history information and is tracked by a CI number assigned to the informant. The DEU supervisor is responsible for approving informants for utilization once a background investigation is completed. The agency does not utilize juvenile informants.

The agency maintains three interview rooms for the purpose of conducting interviews of defendants, suspects, or potential suspects. One room is assigned to the patrol division and two rooms are assigned to the investigations division. These rooms have audio-video recording capabilities. To ensure the safety of officers, officers conducting interviews notify dispatch of the interview. All officers have an issued handheld radio with one-button emergency assist notification. Before an interview is started, subjects being interviewed are checked for weapons or any items that could be used as weapons. Only necessary items needed for the interview are permitted in the interview rooms.

The agency places a special emphasis on their juvenile engagement programs. The agency has an active Police Activities League (PAL) that is a 501(c)(3) organization that is governed through a community board. Programs in this league include annual summer camps, after school homework assistance programs and athletic activities. The PAL program has recently partnered with the Frederick Fire Department and local YMCA organization in developing programs for youth. In summer 2015, the agency conducted a summer youth academy where children ages 7 and up can learn about becoming a law enforcement officer. The agency conducts GREAT training for all fourth grade students attending school in the agency's jurisdiction. The agency actively serves on the Frederick County Juvenile Delinquency Prevention Policy Board, and publishes a Guide to Youth Resources in Frederick County on their website.

All agency members are vested with the responsibility of participating in and supporting the department's juvenile operations. Within the state of Maryland, a juvenile is defined as an individual under the age of eighteen. Juveniles sixteen years of age or older can be issued citations for traffic offenses. Agency policy clearly lays out the procedures for dealing with juvenile offenders and ensuring constitutional rights are protected. Comprehensive guidelines and considerations are included in policy relating to interviewing and interrogating a juvenile.

The agency has clear and concise procedures on conducting motorist stops. Officers are trained in conducting stops involving traffic law violators, unknown risks, and high risks. Agency policy defines what type of enforcement action should be taken during the course of conducting traffic enforcement. While officer discretion is allowed in certain cases, agency policy clearly defines the situations where an arrest should be made. As with most agencies, the issuance of a traffic citation is applicable for most violators. Verbal and written warnings are proper alternatives to use for minor violations that result

in little or no potential danger to the public. Officers are tasked with using sound professional judgment at all times when determining what level of enforcement to pursue. When a motorist is charged with a traffic violation, the officer is required to provide information to the violator on court appearance and the procedures for entering a plea and paying a fine.

The agency has procedures in place to assist highway motorists who have become stranded or are in need of mechanical assistance. Officers are directed to facilitate contacting a tow or mechanical service to assist. Officers are also authorized to provide transport to stranded individuals to a safe location. When an officer encounters an abandoned vehicle on a public road or public property, it can be immediately towed if causing a hazard or towed after 48 hours if not removed. In cases where officers encounter hazardous highway conditions, the officer is to secure the hazard and notify the proper authority to make the hazard safe. Officers are authorized to escort a vehicle to a medical facility under emergency circumstances after approval is obtained from a shift supervisor. No emergency escorts have occurred in the previous three years. The agency also conducts funeral escorts, dignitary escorts, and hazardous/unusual cargo escorts.

Crime Statistics and Calls for Service

Year End Crime Stats

	2012	2013	2014	2015 (Jan-Sept)
Murder	0	1	1	2
Forcible Rape	26	7	18	16
Robbery	105	99	82	52
Aggravated Assault	249	222	187	204
Burglary	245	227	205	100
Larceny-Theft	1527	1504	1312	930
Motor Vehicle Theft	127	61	38	39
Arson	4	8	10	3

Since 2013, the City of Frederick has experienced a decrease in their part I crimes annually. The 2014 crime rates are at a historical low for the jurisdiction. This reduction in crime has occurred during a time when the population of the city has grown. The agency attributes this decrease in part due to technology advancements that has increased the level of crime analysis and communication within the agency.

Calls for Service

2013	2014	2015
85,444	102,088	99,798

With recent growth and annexation, the agency has seen an increase in their calls for service since entering self-assessment. In 2014, the agency experienced a seventeen percent increase in their total calls for service from the previous year.

Vehicle Pursuits

The agency's directives on vehicle pursuits are both judgmental and restrictive. Officers may only pursue when in the officer's judgment the immediate risk to the public for the suspect to remain at large is greater than if he were captured. Officers may pursue for felonies and misdemeanors when the officer has probable cause to arrest and does not know the identity of the suspect. An officer is prohibited from a pursuit when the sole reason for the traffic stop may be a payable violation. Officers may pursue fleeing motorcycles only for felonies. The agency directives clearly give guidance to the initiating officer, secondary unit responsibilities, specify restrictions pertinent to unmarked vehicles, assign dispatcher responsibilities, supervisor responsibilities and when it is appropriate to terminate a pursuit. When a pursuit is terminated the officer will immediately turn off all emergency equipment and abide immediately by all state traffic laws. The communication section will advise outside agencies of the vehicles description and last known direction of travel. Agency directives prohibit officers from engaging in any inter-agency pursuits without direct supervisory authorization.

PURSUIITS	2012	2013	2014
Total Pursuits	18	17	6
Terminated by agency	2	3	2
Policy Compliant	18	17	3
Policy Non-compliant	0	0	3
Accidents	4	3	1
Injuries: Officer	0	0	2
: Suspects	1	0	1
: Third Party	0	0	3
Reason Initiated:			
Traffic offense	12	13	3
Felony	6	4	3
Misdemeanor	0	0	0

A written report is required for each pursuit and each report must undergo an administrative review. Annually the agency conducts a documented analysis of pursuit reports and an annual review of pursuit policies and reporting procedures.

Agency personnel may use stop sticks when time and safety considerations make it feasible. The agency prohibits the use of stop sticks or other tire deflation devices on motorcycles or any vehicle with less than four wheels. A supervisor must coordinate the use of these devices and the deploying officer must be trained in their use. Additionally the pursuing officer must be notified and acknowledge that stop sticks will be used. Under no circumstances may the deploying officer enter the roadway to deploy or retrieve the stop stick. Anytime stop sticks are used personnel involved are required to submit written reports.

Critical Incidents, Special Operations and Homeland Security

The Department's all-hazards plan for response to unusual occurrences, including disasters, bomb threats, mass arrest incidents, and other civil disturbances adheres to the National Incident Management System (NIMS) that includes Incident Command System (ICS) protocols. The Department provides necessary police services to the citizens of Frederick consistent with the threat level advisories of the National Homeland Security Advisory System and in accordance with NIMS. The all-hazards plan is incorporated into both agency policy and a city emergency operations plan that is located on the city Intranet for viewing. Officers utilize the ICS and NIMS in emergency situations involving unusual occurrences.

In the spring of 2015, the agency experienced a school shooting incident that activated the agency's emergency response plans. The shooting occurred during an after-hours school sanctioned event on the local high school campus. Two students were injured as a result of the shooting. The agency received assistance from state and federal law enforcement partners during this incident. In addition, in April 2015 the agency drafted a contingency plan to provide resources to Baltimore, MD, during civil unrest in the city. During the onsite, the agency also deployed approximately 30 personnel to Baltimore to assist with possible upcoming civil unrest.

Annual trainings on the agency's response plan have included active shooter scenarios and mass drug dispensing drills with the local health department. The city maintains a contract with the Everbridge emergency notification service that allows for quick community notification of incidents within the community. The agency maintains liaison with the Maryland Coordination and Analysis Center and the National Counterterrorism Center for the exchange of homeland security information.

Internal Affairs and Complaints against employees

The Professional Services Commander is responsible for the internal affairs function and reports directly to the Chief of Police. Complaint investigations are very well documented, to include anonymous complaints. The Chief of Police makes the final disposition on all disciplinary matters. Complaints can be received in-person or by postal mail, email, telephone, or through the department's website. An individual tracking number is assigned to each complaint. Complaints are tracked through the Administrative Investigations Management (AIM) software. This is a software program recently purchased by the agency, and the agency is currently working to enter old IA case file information into the system. Prior to the implementation of this software, internal affairs information was maintained in Microsoft Excel format. Internal affairs information is kept separated and secured in a locked room within the Internal Affairs office. When a complaint is received, it is assigned to one of five category types. Serious allegations of wrongdoing or criminal conduct that could result in the demotion, termination, or prosecution of an employee are assigned to the Professional Services unit for investigation. Complaints involving the attitude or demeanor of an employee are referred to line level supervisors for investigation. All investigations must be completed within 120 days. Any extensions to these time limits require authorization of the Chief of Police. Once the final investigative report is completed and forwarded to the Chief of

Police, the Chief will make a determination of final disciplinary action. The agency follows state records retention guidelines for the disposition of records.

Complaints and Internal Affairs Investigations

External	2013	2014	2015 Jan – Dec.
Citizen Complaint	51	54	36
Sustained	21	16	12
Not Sustained	4	8	5
Unfounded	8	12	8
Exonerated	18	18	8
Internal			
Directed complaint	38	49	35
Sustained	28	38	27
Not Sustained	6	7	1
Unfounded	0	1	1
Exonerated	4	3	0

The total numbers of external complaints were consistent for 2013 and 2014. There was a decrease in external complaints for 2015 to-date. The agency experienced a spike in internal complaints in 2014. The total number of complaints (external and internal) for 2015 also reflects open complaints that have not been closed at the time of the assessment.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

The agency has clear directives regarding the search and transport of detainees. Agency vehicles are equipped with barriers to separate detainees from the operator of the vehicle. In addition, window barriers prevent detainees from damaging door windows. Door locks are modified to prevent escape. Agency directives require arrestees to be searched prior to any transport. In addition, if an arrestee is turned over to another officer, the receiving officers will again search the arrestee. All officers examine their vehicles at the beginning of their shift and prior to and after transporting any prisoner. Arrestees are taken to the county sheriff's office central booking for processing. Secured lockers are available at central booking for weapons (lethal/less-lethal). The transfer of custody is documented on applicable arrest/incident reports. A written incident report is completed documenting any detainee escapes. No escapes have occurred since the agency entered self-assessment. Directives require notifications to be made in cases where unusual security risks are present.

The temporary detention area of the agency consists of two detention cells, a processing room, and locked corridor area. All sworn personnel, during the academy and subsequent field training, receive training on temporary detention. Cells in the temporary detention area are typically utilized for short-term holding in conjunction with DUI processing. The processing room is set up for the processing of DUI offenses. The agency tracks the time a detainee is brought into and taken out of the facility, and if a meal was provided. Temporary detention cells are equipped with a toilet and sink for access to water and restroom facilities. The detention area is equipped with a fire sprinkler system. Evacuation plans are posted throughout the facility.

The agency's communication center provides enhanced 9-1-1 services to the residents of Frederick on a 24/7 basis. The agency's communication center is located in the Frederick County Emergency Communications Center. Typically, Frederick County 9-1-1 personnel initially answer incoming 9-1-1 calls. Law enforcement related calls for the city of Frederick are then transferred to agency telecommunicators for processing. The agency has the ability to answer 9-1-1 calls directly if county personnel are busy. The center has procedures in place to separate emergency from non-emergency calls. The communications center is secure and access is limited to communications center personnel or agency personnel working in an official capacity through a key card access system. The communications center records calls for service into their computer aided dispatch system. The agency incorporates GIS mapping into their CAD system. Radio and phone recordings are stored and back-up data is kept for one year.

Communications personnel have access to resources and information including on-duty personnel, employee contact information, on-duty rosters, and jurisdictional maps. The agency has current FCC regulatory licenses for operation. The agency maintains TDD equipment in working order for hearing impaired individuals. Continuous two-way communication between officers and the communication center is available through handheld and mobile radios. Communications staff has access to immediate playback of recorded telephone and radio conversations. Misdirected emergency calls are routed to the appropriate agency through a one-touch transfer system. Communications personnel are authorized to provide first aid over the phone. The training and certification of personnel in Emergency Medical Dispatch is maintained through the International Academics of Emergency Dispatch (IAED), and guidelines are available at each dispatch workstation.

The Records Unit is responsible for maintaining the agency's central records database. The files are maintained in a secure manner and only authorized and designated personnel are allowed access to records. Records are available to employee's 24-hours a day. Dissemination of department records to the public or any other governmental authority is in accordance with applicable state and federal laws, and local ordinances. The agency juvenile records are maintained separately from incident and accident reports in a secure location within the Central Records.

The agency's Criminal Investigation Unit has trained civilian crime scene technicians available 24-hours a day to respond to and process crime scenes. An on-call schedule is published within the agency, and is available in the communications center. Personnel assigned to crime scene investigations have access to a crime scene vehicle stocked with crime scene processing equipment. The agency's accident investigation team is available 24-hours a day to respond to traffic crashes, upon request. Officers assigned to these positions receive extensive in-service training in investigating these incidents.

First responding officers are responsible for protecting and preserving crime scenes and physical evidence. In addition, they gather and preserve all evidentiary facts and material that may prove or disprove that a criminal offense has been committed and who committed it. Officers have access to equipment and supplies to protect, process, and preserve physical evidence in the field. The agency also has detailed guidelines on the collection and packaging of evidence in the field. All officers processing any crime scene, including traffic fatalities, complete an incident report or supplemental report detailing their actions and observations, as well as any evidence recovered.

The agency utilizes the Maryland State Police Crime Laboratory in Pikesville to process evidence. The crime scene unit is responsible for submitting evidence to the lab for processing. The initial investigating officer is responsible for making the request for examination. Evidence sent to the lab is placed into a secure bag and heat-pressed to ensure integrity. Lab results are provided in writing from the state lab.

Property and Evidence

The agency's property/evidence facilities are extremely well organized. The agency requires that all property and evidence to be logged in the property and evidence control room no later than the end of the officer's shift. Agency policies describe how officers will label and package evidence and record how it was seized. The agency maintains multiple-sized lockers in police headquarters and a secured fenced in area to temporarily secure items of evidence. The agency currently has approximately 30,000 pieces of evidence stored in its evidence facility. The agency utilizes the Tracker Evidence records management system to track, inventory, and barcode evidence. This system was implemented in 2013. This system is web-based, and is accessible to officers working in the field. Since the implementation of the system, the agency has been working to conduct a complete inventory of the evidence room. Officers have access to query evidence stored in the evidence room with this system. During the assessment, assessors observed packaging and labeling supplies that are available to officers in the temporary evidence storage area. Sensitive items are stored separately from general evidence behind double locks. Anyone entering into the secured evidence area completes a sign-in sheet. The agency utilizes narcotic training aids for the agency's canine program. Evidence turned over for training purposes is secured in a vault in the Drug Enforcement Unit. The evidence is controlled through a written log.

Narcotics turned over for training purposes were well documented and court-ordered dispositions were in the file.

All inspections and audits required were completed during this assessment cycle. In 2014, due to the retirement of crime scene unit supervisor Wendy Martyak, a complete inventory of high-risk items was completed. During this audit, six pieces of evidence were unable to be located. This is less than a half percent margin of error. A review of the missing items was conducted, and it is suspected these items were destroyed and not properly logged. During the agency tour, assessors observed the evidence room well kept and neatly organized. Assessors observed multiple items of evidence that were properly labeled and stored in their assigned evidence bin. The agency utilizes Propertyroom.com for the destruction of evidence once a case is adjudicated.

H. Standards Issues

This section provides specific information on standards found to be in compliance after on-site “adjustments” were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had one standard with minor issues.

1.3.8 *A written directive requires that any employee, whose action(s) or use of force in an official capacity results in death or serious physical injury, be removed from line-duty assignment, pending an administrative review. (M)*

ISSUE: The agency directive only covered sworn personnel.

AGENCY ACTION: The directive was modified to include all personnel.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

“This section does not apply.”

J. Future Performance / Review Issues

“This section does not apply.”

K. Table: Standards Summary:

TOTAL

Mandatory (M) Compliance	164
Other-Than-Mandatory Compliance	0
Standards Issues	0
Waiver	0
(O) Elect 20%	0
Not Applicable	25
TOTAL	189

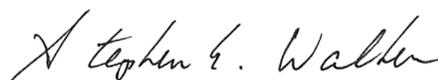
L. Summary:

The assessment team conducted a comprehensive review of standards and found the agency to be in compliance with all applicable standards. There was one file placed in Standards Issues and there were no returned for additional proof of compliance. This is their initial assessment. There were no standards requiring a status change. All annual reports, audits, and analysis were completed on time and were well prepared. These documents provide the Frederick Police Department management staff with useful information for addressing the needs of the community.

The agency's public hearing, community outreach contacts, ride-along and observations of the Frederick Police Department personnel's interactions with the community, make it obvious that this is a community policing style agency. This agency is respected by its citizens and enjoys a positive relationship with the community that it serves. The Frederick Police Department maintains a citizen's survey that was finalized shortly after the on-site visit. With the survey instrument the public can comment on the performance of the department and of officers, rate the level of safety in the community, and recommend improvements. Of the 273 surveys that were completed 42.49% indicated the agency is very good, 39.56% say they are excellent and 13.92%, as average and only 4.03% believe the agency is below average or poor.

The Frederick Police Department is a full service agency, which uses Problem Solving techniques, a Data Driven Model and Community Policing to address crime and public safety issues facing the jurisdiction. The agency uses appropriate equipment and technology to support its operational challenges. The agency has a Criminal Investigation Section, which focuses on major crime, and specialized investigations. Criminal Intelligence and Crime Analysis supply information to all operational functions. Crime Prevention is a function of all aspects of the patrol and criminal investigation function. Many officers in this department consider CALEA the foundation of the agency and the younger officers accept it as best practice guidelines.

Stephen E. Walker



Team Leader