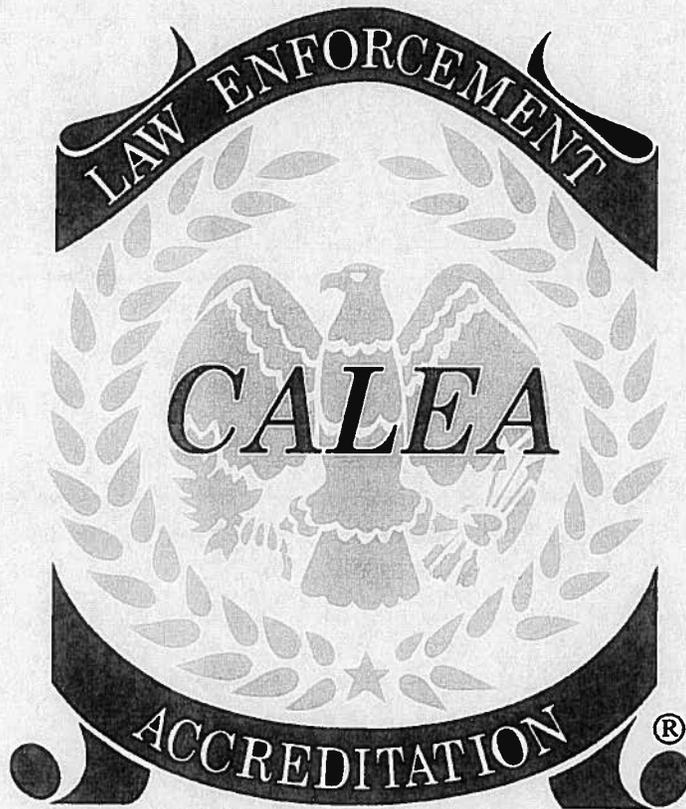


# CALEA



**Assessment Report for the  
Greenbelt (MD) Police Department**

**2012**

**Greenbelt Police Department  
Assessment Report  
March 2012**

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**A. Agency name, CEO and AM**

Greenbelt Police Department  
25 Crescent Road  
Greenbelt, MD 20770

James Craze, Chief of Police  
Lieutenant John Barrett, Accreditation Manager

**B. Dates of the On-Site Assessment:**

March 31 – April 3, 2012

**C. Assessment Team:**

1. Team Leader: Thomas E. Bennett  
Chief of Police  
Suffolk Police Department  
111 Henley Place  
Suffolk, VA 23434  
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2. Team Member: Leonard Hatcher  
Lieutenant  
Garner Police Department  
Post Office Box 446  
Garner, NC 27529  
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**D. CALEA Program Manager and Type of On-Site:**

Maya Mitchell, Program Manager

Second reaccreditation, B size agency (69 personnel authorized; 54 sworn and 15 non-sworn).

5<sup>th</sup> Edition Law Enforcement Accreditation, CACE-L software program.

**E. Community and Agency Profile:**

**1. Community profile**

The City of Greenbelt, Maryland, a suburb of Washington, D.C., is located in Prince George's County, Maryland. The City is situated approximately fourteen miles north of Washington, D.C., and approximately twenty-seven miles south of Baltimore, MD. The City is bisected by the major thoroughfares of the Baltimore-Washington Parkway and

the Capital Beltway. Greenbelt is one of the three greenbelt garden towns created by the Roosevelt Administration in 1935 under authority of the Emergency Relief Appropriation Act. As planned, Greenbelt was constructed as a self-contained city, complete with housing, businesses, schools, roads, recreational facilities, and its own local government.

The original, planned portion of Greenbelt still appears much as it was when first built. The land and buildings were offered for sale by the Federal government in 1952. At that time the citizens formed a cooperative to buy the homes. This cooperative still exists as Greenbelt Homes Incorporated, allowing residents to buy into the cooperative ownership of the homes. Other areas of the City outside of the original planned town have undergone development through the years resulting in a mix of apartments, condominium units, townhomes, and single-family homes which has allowed for an increasingly larger and more diverse population with a broader selection of housing choices. Throughout this, the community spirit and ideals of the original planned community are still upheld, with the original development serving as the heart of the City.

As set forth with the construction of the City, Greenbelt is a charter city operating under a City Manager/Council form of government. The City Council was recently enlarged from five members to seven members selected at large in an effort to broaden representation of the residents. Following the election, the elected council then chooses the Mayor and Mayor Pro Tem from among its ranks. Traditionally chosen as Mayor is the council member who received the highest number of votes during the election with the Mayor Pro Tem the person who had received the next highest vote count. The current Mayor is the Honorable Judith Davis. The Honorable Emmett Jordan is Mayor Pro Tem. The City has established a number of advisory boards which make recommendations to the City Council on matters such as youth, education, senior concerns, public safety, parks and recreation, recycling, and the arts. The City Manager is designated as the Director of Public Safety and oversees the day to day operations of the City.

## **2. Agency profile**

The Greenbelt Police Department was established on December 1, 1937 to serve the newly established City. The agency started with one officer under a director of public safety. By 1940, the officers began to issue "courtesy tickets" for traffic violations. The agency continued to grow as the city did. By the early 1960's there were six full-time officers providing 24-hour coverage. From its humble beginnings, the agency has developed into a full service agency with an allocated strength of sixty-nine personnel and an annual budget in excess of nine million dollars. The agency follows a traditional organizational structure with three major functional components: Administrative Services, Patrol, and Special Operations. Each of these divisions is under the direct control of a Division Supervisor with the rank of Captain. Additionally, an Administrative Assistant and a Lieutenant assigned to the Office of Professional Standards report

directly to the Chief of Police. The Office of Professional Standards includes the functions of Accreditation Manager as well as Internal Affairs among its duties.

### 3. Demographics

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

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	5,975	26.1	104,045	21.5	38	74.5	4	8	41	75.9	4	7
African-American	10,734	46.9	314,756	65.1	7	13.7	1	2	8	14.8	0	0
Hispanic	3,265	14.3	N/A	N/A	3	5.9	1	2	2	3.7	1	2
Other	2,937	12.8	64,748	13.4	3	5.9	0	0	3	5.6	0	0
Total	22,911	100	483,549	100	51	100	6	12	54	100	5	9

The available workforce numbers are the figures for Prince George's County. The City of Greenbelt is within Prince George's County and specific workforce numbers for Greenbelt could not be culled out. Available Hispanic workforce numbers were not available per Human Resources. The percentage of sworn Caucasian officers compared to the available workforce is over three times higher, and the African-American officer complement is over four times lower than the African-American available workforce. There has been little change when comparing the prior assessment of sworn officers to the current complement based on available workforce. One small change of note was the recent hiring of an African-American female officer.

The agency has a recruitment plan in place. This plan is reviewed on a quarterly and annual basis. During this assessment some changes were made in the plan. Due to the agency's stable workforce, few changes in its workforce composition is a reality. In the near future, significant retirements are expected and the agency will have the opportunity to have its workforce mirror that of the community.

#### Future Issues

One of the major issues facing the agency in the near future is locating and hiring new employees to fill projected vacancies. The agency faces no greater challenge than to recruit and retain quality individuals to serve in all facets of the organization. Competition for qualified people in the greater Washington Metropolitan Region is rigorous due to the higher pay and broader benefit packages federal, county and larger municipalities offer. This problem is exacerbated by the number of current employees who will become eligible for retirement: 37% of sworn personnel by the year 2016.

The agency has a number of officers who have entered into a deferred retirement (D.R.O.P.) program whereby the officer in effect retires at the conclusion of his or her twenty-fifth year of service, yet remains on the force for up to an additional five years. At the conclusion of this additional time the officer must retire. This program has allowed a number of officers to extend their service, keeping staffing levels stable. An unfortunate consequence of the program is that officers may elect to separate from service at any point during that time frame, providing little advance notice to allow for their replacements. It has also merely deferred a large turnover of personnel to a later date.

In an effort to reduce the projected staffing difficulties, the agency needs to maintain a viable recruitment effort by participating in job fairs, using technology by making applications available on-line, testing applicants at least quarterly and providing an incentive program for employees who successfully recruit new members. Current employees need to be retained by investing in their well-being and being receptive to their input, maintaining competitive salaries and benefits, and fostering mutual respect and support.

A second issue facing the Department is the question of how best to maintain service levels given the constraints brought about by the current economy. In order to maintain current services, fiscal responsibility must be enhanced to cope with more restrictive funding. Budgets must reflect the agency's ability to meet the needs of the community by providing quality law enforcement services while operating within acceptable budget limitations. Every effort should be placed on seeking grants to replace lost local funding. One avenue of approach is to seek a greater number of partnerships within the business community to share the costs of policing. The agency intends to build upon previous public/private partnerships that not only help fund operations but greatly reduce crime. By doing so, it may be possible to not only provide the current level of service, but to increase it through greater communication with and support from the community.

#### **4. CEO Biography**

Chief James R. Craze has 45 years experience in policing, of which 41 years have been served with the City of Greenbelt Police Department, where he was appointed Chief in 1986. Chief Craze was born and raised in Frostburg, Maryland. After graduating from high school, he enlisted in the United States Air Force in 1966, where he obtained the rank of Sergeant while serving as a canine handler in the Air Police. Following his honorable discharge from the USAF in 1970, Chief Craze attended college until he was hired by the City of Greenbelt in 1971. He graduated from the Prince George's County Police Academy in 1972. While working as a patrol supervisor, Chief Craze attended the University of Maryland full time, and was awarded a Bachelor of Science degree in Law Enforcement/Criminology in 1978.

After being promoted to the rank of Lieutenant in 1984, Chief Craze was designated as Patrol Commander. In 1986, he was selected to attend the 146<sup>th</sup> Session of the FBI National Academy. Immediately upon graduation from the FBINA, the position of police chief was vacated, and Chief Craze was appointed Acting Chief. Following a six-month national search, Chief Craze was appointed Chief of Police in February of 1987.

Chief Craze is Past President and Life Member of the Maryland Chiefs of Police Association, where he also serves on the Conference Committee and the Executive Committee. He is a Past President of the Prince George's County Police Chiefs Association, and Past Vice President of the Maryland Municipal League Police Executives Association. He is a former member of the Maryland Police Training Commission, and is the current Chair of the HIDTA Metropolitan Area Drug Task Force. He attended the 29<sup>th</sup> Session of the FBI Law Enforcement Executive Development course, and is an active member of the FBI National Academy Associates Maryland/Delaware Chapter, and the Law Enforcement Executive Development Association. Chief Craze is a Life Member of the IACP where he was honored to be elected Vice President At Large in November of 2011. He also serves as a member of the Board of Directors of the IACP Foundation. His previous experience with the organization includes serving in the position of Maryland's SACOP representative, as a member of the Executive Committee, the Financial Review Committee, and as a judge for the Webber Seavey Excellence in Policing Award Program. He has also served as a member of the Election Commission.

#### **F. Public Information Activities:**

Public notice and input is a cornerstone 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**

The Public Information Session was scheduled for 6:00 p.m. on Monday April 2, 2012, in the City of Greenbelt Council Chambers. The assessment team, members of the agency's accreditation team and agency executive staff arrived at 5:45 p.m. and stayed until 6:30 p.m. There were two speakers who were very positive concerning the service provided by the agency. These speakers were a Councilmember and the Mayor of Greenbelt. Numerous positive comments were presented regarding Chief Craze's leadership.

##### **b. Telephone Contacts**

A public call-in session was held from 1:00 p.m. until 3:00 p.m. on Monday, April 2, 2012. Six calls were received during this period. All callers offered complimentary remarks concerning the positive working relationship between

their agencies and the Greenbelt Police Department. They also were supportive of reaccreditation for the agency.

c. Correspondence

The assessment team received six correspondences regarding the reaccreditation effort of this agency. These letters were from a wide variety of regional law enforcement agencies and all contained numerous positive comments pertaining to the Greenbelt Police Department.

d. Media Interest

The team did not receive any formal media request. The team did interview several members of the press as noted in the Community Outreach section of this report.

e. Public Information Material

A review of the on-site material revealed that the agency took appropriate steps to publicize the on-site assessment. The public notice was distributed by the City Clerk's Office and posted in high traffic areas such as the City Hall building. A posting was observed by the assessment team when arriving for the public hearing. The agency made a media release to the major television outlets, print and radio media. In addition, internet postings were made on the city's website and the agency's web site.

f. Community Outreach Contacts

The assessment team interviewed approximately 21 agency personnel during the course of the on-site. All contacts were positive and members interviewed exhibited a high degree of enthusiasm and appreciation for accreditation.

The assessors also participated in three ride-alongs with agency personnel in all sections of Greenbelt. The assessors witnessed various operations within these areas and observed agency personnel in full uniform as prescribed by agency policies. Uniform personnel were carrying authorized equipment and wearing protective vests as mandated. Specialized equipment usage was observed during this operation.

On April 2, 2012 the team leader had the opportunity to interview Mr. Jim Guizy, retired City Manager and current reporter for the *Greenbelt News*. Mr. Guizy indicated he has seen the agency grow over the years to meet the needs of the community. He stated the agency has worked diligently and their efforts have resulted in widespread crime reduction.

Cindy Hennenger, editor for the *Greenbelt Patch* Newspaper, was interviewed and indicated the agency does an overall good job. She stated the agency could do a better job of getting more information out to the press on the weekends.

Mr. Reginald McNeill, Principal of Eleanor Roosevelt High School, spoke highly of the agency. He was pleased with the performance of his school resource officer. Mr. McNeill indicated when additional support is needed the agency quickly provides additional officers. Mr. McNeill also provided several examples of how the agency quickly and efficiently handled serious incidents that occurred adjacent to the school and always kept him informed.

On April 2, 2012, the team leader had the opportunity to interview the City Manager, Mr. Michael McLaughlin. Mr. McLaughlin indicated the agency was well respected in the region. He stated Chief Craze is an outstanding leader who has the strong support of Council and the Mayor. Mr. McLaughlin advised the agency is a leader within the city and the agency works well not only with the public, but also with other city departments.

Mr. Dan Hamlin, Pastor of Greenbelt Community Church was interviewed and spoke highly of the agency. He stated the agency is always there when the community is in need. Mr. Michael Repole, local restaurant owner, stated the agency was always supportive and available for help when needed.

## **G. Essential Services**

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

The Greenbelt Police Department is organized to provide efficient and effective delivery of law enforcement services to the citizens of its city. Clear levels of command and control have been established in the agency. As depicted on the agency's organizational chart, each employee is accountable to only one supervisor at a time. Employee responsibility is accompanied with commensurate authority and each employee is accountable for the use of delegated authority. In addition, policy is very clear governing acting authority status due to absences of key personnel.

The agency has a very detailed written directive governing officer discretion. Arrest and alternatives to arrest for juveniles are discussed in policy. Arrest procedures are clearly outlined for adults. The agency clearly outlines the authority to conduct searches and seizures. Specific direction is given for conducting all types of searches, including incident to arrest, the use of stop and frisk, vehicle searches and drug interdictions.

All sworn employees take and abide by an oath of office, swearing to uphold the laws of not only Maryland but also the United States. Ethical behavior is a priority with the

Chief and throughout the agency. Specific ethics training is provided to all employees. Officers display a high level of ethical behavior which is demonstrated through their professionalism and demeanor.

The City of Greenbelt Municipal Code clearly identifies the geographical boundaries of the city. Maps were observed in numerous agency facilities. Agency personnel were intimately familiar with the city boundaries as demonstrated during ride-a-longs. The agency's organizational structure is depicted graphically on an organizational chart that is periodically reviewed and updated as changes are made.

The State of Maryland has controlling legislation that governs mutual aid. This legislation authorizes mutual aid in times of emergency as long as duly adopted emergency plans are in place and followed. The agency has written agreements with neighboring law enforcement agencies to provide mutual aid, including in emergency situations.

Agency policy authorizes the Chief of Police, management, or first line supervisors to delegate authority to subordinates in order to perform specific assignments, duties and responsibilities. Policy also indicates that supervisory personnel are accountable for the activities of employees under their immediate control. The agency has an effective management system to ensure that time sensitive and recurring reports are completed within specified intervals.

The agency's organizational structure is depicted graphically on an organizational chart that is reviewed and updated as needed. The chart is accessible to all personnel. Personnel are required by police to follow the chain of command except in exigent circumstances. Organizational components are under the direct command of one supervisor, and members are only accountable to one supervisor at any given time.

The agency has adopted a comprehensive set of written directives covering authority of officers and civilian employees. The directives are written in a clear and concise format, leaving little or no room for misinterpretation or contradictions. Members receive specific direction on important life threatening subjects such as use of force, firing warning shots, use of lethal and non-lethal weapons, searches, strip searches, and arrest with and without warrants and the proper use of discretion when taking law enforcement action.

The agency's planning and research function is assigned to the Administrative Services Division and is the responsibility of that unit's Commander. The Administrative Services Division is responsible for research and development with regard to conducting research on specific issues as assigned. Assignments may be overseen and delegated to subject matter experts as needed. The Administrative Services Division Commander reports directly to the Chief of Police.

The agency maintains a current multi-year plan which articulates goals and objectives and a plan for achieving them. The plan also anticipates long-term problems of at least five years and suggests alternative solutions. The multi-year plan is the responsibility of the Chief of Police and includes long term goals, population trends and the impact, personnel levels, capital improvement needs and updating no less than once per year.

Coordination and administration of the agency's fiscal activities and budgetary control are the ultimate responsibility of the Chief of Police. To effectively manage the agency's fiscal responsibilities, the Chief of Police has designated the responsibility for the internal budget preparation and management to the Support Services Supervisor, under the oversight of the Administrative Services Division Commander. Each division commander prepares their budget request in accordance with the goals and objectives that have been established. The Chief of Police approves the final draft budget and then submits the proposed budget to the City Manager for approval. The agency's accounting system is monitored by the City's Department of Finance. The Department of Finance has an accounting system that includes approval of each account and can provide monthly status reports on each of the following: initial appropriations, balances at the beginning of the month, expenditures and encumbrances and the unencumbered balance of the budget at the end of each month.

### **Bias Based Profiling**

The Agency's Biased Based Enforcement Policy prohibits officers from targeting a group based on a belief that the group has a greater propensity to engage in criminal behavior based solely on a trait such as race, ethnic background, gender, sexual, religious, economic, age or any other identifiable trait. Policy dictates officers must focus only on a suspect's behavior. Officers receive training related to bias-based profiling issues.

Traffic Warnings and Citations

YEAR 1 - 2009	Traffic Warnings and Citations		
Race/Sex	Warnings	Citations	Total
Caucasian/Male	191	56	247
Caucasian/Female	116	35	151
African-American/Male	601	257	858
African-American/Female	399	103	502

Hispanic/Male	158	105	263
Hispanic/Female	45	23	68
Asian/Male	24	8	32
Asian/Female	8	10	18
OTHER	68	8	76
TOTAL	1610	605	2215

Year 2 - 2010	Traffic Warnings and Citations		
Race/Sex	Warnings	Citations	Total
Caucasian/Male	58	131	189
Caucasian/Female	98	33	131
African-American/Male	305	508	813
African-American/Female	317	151	468
Hispanic/Male	122	140	262
Hispanic/Female	41	23	64
Asian/Male	2	15	17
Asian/Female	9	2	11
OTHER	27	26	53
TOTAL	979	1029	2008

YEAR 3 - 2011	Traffic Warnings and Citations		
Race/Sex	Warnings	Citations	Total
Caucasian/Male	229	57	286
Caucasian/Female	159	22	181
African-American/Male	720	208	928
African-American/Female	480	99	579
Hispanic/Male	177	63	240
Hispanic/Female	72	17	89
Asian/Male	7	30	37
Asian/Female	21	3	24
OTHER	54	11	65
TOTAL	1919	510	2429

Although the population base of African Americans is only twice as high as Caucasians, the annual analysis of traffic data collected reflects a ratio of three or four to one in the number of warnings and citations issued to African Americans as compared to Caucasians. However, during this evaluation period, there was only one biased based policing complaint, which occurred in 2009. This complaint was found to be unsubstantiated. There were no lawsuits or serious incidents that occurred involving biased based policing and no changes in training or policy were required. This absence of biased based policing complaints, lawsuits and serious incidents suggests that although there is a significant disparity in the number of citations issued to different races, agency personnel are acting in "good faith."

Complaints From:	2009	2010	2011
Traffic Contacts	1	0	0
Field Contacts	0	0	0
Asset Forfeiture	0	0	0

Bias based complaints have remained consistent during the evaluation period. Only one complaint was generated in 2009 and no complaints were received in 2010 and 2011. There were no concerns noted with regard to any trends due to the lack of complaints during the evaluation period.

### Use of Force

The Greenbelt Police Department officers shall only use deadly force when the officer reasonably believes that the action is reasonable and necessary in defense of human life, including the officer's own life, or in defense of any person in imminent danger of serious physical injury or death. The agency requires a subject management and incident report be submitted by the involved officer if the officer discharges a firearm for any purpose other than training, recreation or the humane destruction of an animal. Offense reports must also be submitted if the officer takes an action that results in, or is alleged to have resulted in, injury or death of another person.

Use of Force

	2009	2010	2011
Firearm	0	0	0
Electronic Control Weapons	14	15	16
Baton	3	1	0
Oleoresin Capsicum	3	1	1
Weaponless	5	5	10
Total Types of Force	25	22	27
Total Use of Force Arrests	25	22	27
Complaints	3	3	3
Custodial Arrests	951	809	941

There were no firearms uses of force during the entire evaluation period. Electronic Control Weapon usage remained static for each year. Baton and OC usage declined slightly while weaponless force doubled in 2011 as compared to 2009 and 2010. Total uses of force increased only slightly as did arrests which were proportional to the slight increase in uses of force. It should be noted the agency's total use of force equals the total use of force arrest. While uses of force increased slightly, complaints remained steady at three for each year.

### Personnel Structure and Personnel Process (Chapters 21-35)

Agency and Human Resources personnel are jointly responsible for the agency's classification plan development and review. Human Resources gives final approval to any additions or updates. The classification plan includes class titles, essential functions, secondary functions, minimum qualifications, required knowledge, skills and abilities and any other requirements as deemed necessary. Job descriptions are made available for all agency personnel. Copies of job descriptions are available in the Office of the Chief of Police and at the City's Human Resources Department.

The City of Greenbelt establishes a management bargaining team to negotiate the police contract with the Fraternal Order of Police, Lodge #32. The City Manager selects team members which always include the Chief of Police. The agency is required to bargain in "good faith" with the recognized collective bargaining unit that represents the employees of the agency. Upon ratification of an agreement the agency's directives require signatures of all parties, the review of directives to amend, if necessary, and proper dissemination of the information to all employees.

Performance appraisals are completed annually on agency personnel. These appraisals are performed on sworn personnel from the rank of Police Officer to Division Commander. A copy of the evaluation scoring sheets is forwarded to the City's Human Resource Office for processing. Probationary officers are evaluated every quarter until permanent appointment. Officers wishing to appeal their performance evaluation must do so within 15 days. The supervisor performing the evaluation is required to meet with the employee to review the document and must specifically discuss the Performance Appraisal Scoring Sheet. Agency policy requires this discussion to include an explanation of the ratings and recommendations for improvements, noting strong points and thoroughly discussing expectations. The agency evaluation requires ratings in evaluation areas such as report-writing, time management, communications, punctuality, initiative, dependability, change, knowledge of law/policy, safety, quantity/quality of work, equipment usage, decision making and public relations.

The agency's Early Intervention Program requires mid-year and annual reviews. All personnel are reviewed for triggers such as use of force incidents, multiple Office of Professional Standards investigations, avoidable vehicle accidents, excessive sick leave usage and personal injury reports. The Office of Professional Standards generates a trigger list and notifies Division commanders via written correspondence. Division commanders conduct assessments and provide an analysis report which may contain suggested recommendations such as no existence of a problem, the need for training, referral to EAP, change of working environment or a performance plan. If recommendations are made, the employee's supervisor will review these recommendations with the employee and ensure that actions are followed through. Agency proofs indicate that mid-year and annual reviews are being conducted and assessment recommendations are being implemented and followed.

## **Grievances**

The agency's grievance procedures are defined by City Code, Maryland State Law and Article 17 of the collective bargaining agreement. Time limitations and four procedural steps are outlined and explained in some detail. The last step is a hearing by the Employee Relations Board. Employee rights such as access to personnel files and the legal removal of information are documented in the collective bargaining agreement. The Administrative Assistant to the Chief of Police is responsible for maintenance and control of grievance records.

Formal Grievances			
	2009	2010	2011
Number of Grievances	5	0	4

Grievances were consistent in 2009 and 2011. In 2010 there were no grievances filed. Of the five grievances filed in 2009, three were filed by different supervisors for the same issue (specialty position selection). These were resolved by the Chief of Police to the satisfaction of the grievants. There were four grievances filed in 2011. Three of these were pay or leave related and all three were ruled in the grievant's favor at the City Manager or Chief of Police level. The fourth grievance in 2011 is still pending. It is obvious that management is willing to correct situations brought to their attention. There are no consistent re-occurring patterns regarding grievances filed.

### Disciplinary

The agency has a lengthy code of conduct general order that addresses a wide variety of disciplinary infractions to include appearance infractions. Provisions are provided for employees to appeal certain disciplinary findings to the City Manager or his designee. Agency supervisors are encouraged to complement discipline with training as a positive and constructive means to improve employee productivity and effectiveness. The agency's termination policy requires that employees be provided an effective date of dismissal and final paycheck information. Agency policy requires all records of a disciplinary nature be maintained in a secure file by the Chief of Police until such time that they are expunged in accordance with legal guidelines.

The agency has an established process for the recognition of valor, exceptional merit, Purple Heart, Unit Citation, Lifesaving and Employee of the Year. The agency's Commendation Board, which is composed of a cross-section of the agency, meets on an as needed basis to review award recommendations. The committee then makes final recommendations to the Chief of Police. Organized awards programs are hosted by the Police Chiefs' Association of Prince George's County on an annual basis to provide family members with the opportunity to celebrate achievements with loved ones.

Personnel Actions			
Action	2009	2010	2011
Suspension	0	1	0
Demotion	0	1	0
Resign in Lieu of Termination	1	1	0

Termination	0	0	0
Other	0	0	0
Total	1	3	0
Commendations	67	58	34

The agency had no personnel actions in 2011. In 2009 there was only one resignation in lieu of termination. The most active year with regard to personnel actions was 2010. There was one suspension, one demotion and one resignation in lieu of termination. Commendations reached a high of 67 in 2009 and have shown a consistent decline to a low of 34 in 2011. 2010 had three serious personnel actions. A review of the cases and discussions with Professional Standards staff indicate this particular year was an anomaly.

### Recruitment and Selection

Staff members involved in recruiting have received specialized training in different aspects of civilian recruiting and police recruiting from several different entities. The agency showed proof of an efficient application processing system including thorough follow-up with all applicants. The agency has an active recruiting plan involving community outreach, brochure and flyer distribution, direct advertising on the internet and job fairs. The annual analysis of the agency's recruiting plan revealed that the agency has been able to attract more minority candidates in the past few years than previously. However, its recruitment of women into sworn positions has not been very successful. As a result the agency has adjusted its recruiting objectives by replacing those that did not appear to be benefitting the process any longer.

The agency works in concert with the City Department of Human Resources for selection of all employees. The process consists of application, testing, physical agility testing, oral boards, background and selection committee review. Candidates are kept informed on their progress and standing in the selection process. All aspects of the testing process are validated as job related, useful and nondiscriminatory. Selection materials maintained by the agency are kept in a file cabinet in a fenced off and secured city office. Human Resources maintains custody of all documents. Background investigations are conducted by trained members of the agency's recruitment team. Polygraph tests are performed by trained and certified polygraph operators. Candidates are provided with a list of areas from which the polygraph questions are drawn. Psychological and physical fitness testing is completed on each candidate prior to appointment. The agency meets CALEA standards by having a six month probationary period for sworn personnel.

### Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	69	2	3%	21.5%

Caucasian/Female	15	0	0%	
African-American/Male	106	1	1%	65.1%
African-American/Female	32	0	0%	
Hispanic/Male	15	1	7%	N/A
Hispanic/Female	4	0	0%	
Other	7	0	0%	13.4%
Total	248	4	2%	100%

During this assessment period, the agency processed 248 police officer applications. Two Caucasians, one African American and one Hispanic were hired. When comparing to the workforce population, Caucasians are overrepresented and African Americans are underrepresented. While minorities are underrepresented in the agency workforce, the agency is committed to correcting this disparity. This is demonstrated by the hiring of two minorities during this evaluation period, which represents 50% of all sworn hiring.

### **Training**

Agency policy provides clear guidelines on the formation of a training committee tasked with evaluating and making suggested training recommendations to the command staff. Attendance of departmental training is mandatory and is treated in the same manner as reporting for normal duty assignments. All training courses conducted by the agency require job related objectives, content identification, testing types and an approval process of the lesson plans.

The field training program is 14 weeks for officers just completing the academy. For officers with prior experience who are hired laterally, the field training program is nine weeks in length. Both programs are divided into four phases in which the officer is rotated to each patrol shift. These phases may be shortened based on the officer's progression. The Field Training Program Coordinator has been designated by the agency to provide primary oversight to the program. A formal process is in place for the selection of field training officers. These officers receive specialized training and are required to document performance and conduct trainee evaluations.

Agency policy identifies which positions within the agency that require specialized training. The positions are identified and the recommended specialized training is noted. Positions within this agency that require specialized training include members of the emergency response unit, K-9 unit, public information officer, investigations, bike unit, school resource officer and accreditation manager.

### **Promotions**

The promotional process for the agency is the responsibility of the Administrative Services Division. The agency hires a consultant to conduct competitive promotional processes. Promotional announcements are posted on the agency's bulletin boards at least thirty days prior to the start date of the process. The announcements include all dates, times and elements of the process, eligibility requirements, a list of reading materials, description of the process and the closing date for application. The written test has job related questions and the consultant ensures the exams are non-discriminatory and do not have an adverse impact on any protected class.

At the completion of the process, an eligibility list is generated and is valid for a two year period. The agency posts this eligibility list utilizing a secure identifier to protect the privacy of each candidate. The agency reserves the right, but is not obligated to administer, additional promotional processes if vacancies exist and lists have been exhausted. If this does occur, a new eligibility period for that process will be announced. Officers selected for promotion shall serve a 12 month probationary period. This agency does not allow lateral entry at any level other than Police Officer and Chief of Police. Procedures for re-application are clearly identified in agency policy. Officers may file grievances in accordance with City Code regarding any aspect of the promotional process. Promotional files were found to be held in a secure environment at the agency as required

Sworn Officer Promotions  
 PROMOTIONS – 2009-2011

	2009	2010	2011
GENDER / RACE Tested			
Caucasian/Male	7	2	15
Caucasian/Female	0	1	2
African-American/Male	0	0	6
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other	1	0	3

Gender/Race Eligible after Testing			
Caucasian/Male	7	2	15
Caucasian/Female	0	1	2
African-American/Male	0	0	6
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other	1	0	3

GENDER/ RACE PROMOTED			
Caucasian/Male	7	1	5
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other	1	0	1

Of the candidates tested in 2009-2011, 100% were eligible for consideration after testing. Application numbers were consistent in 2009 and 2011. There was a significant decrease in applicants tested in 2010. This was due to the fact that only one position (Lieutenant) was advertised in 2010. There were no minority applicants for promotion in 2009-2010. In 2011, with the exception of one other, all promotions were of Caucasians. None of the six African American eligible candidates were promoted in 2011. The percentages of personnel promoted were not in alignment on a percentage basis with the available workforce.

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

The Agency provides 24-hour patrol coverage utilizing a triangle shift plan. Officers are currently working 8.5 hour shifts which provide overlap coverage. The officers work four days of first shift; off two days; four days of second shift, then they work a month of third shift. Each shift is supervised by a Sergeant and a Corporal. Each shift usually has six to eight officers assigned. This does not include additional personnel who are assigned to other units like traffic, Commander's squad, bike patrol, etc.

The agency is equipped with various special purpose vehicles including, Patrol Bicycles, Tactical Van, Crime Scene Investigation Unit and Armored Personnel Carrier (APC). The agency has officers assigned to bike patrol. The bicycles are adequately equipped with supplies needed for officers to perform their patrol duties. The bicycles provide greater access to the greenway and the massive apartment complexes within their jurisdiction.

The Armored Personnel Carrier (APC) was acquired in 2000 from federal surplus and is assigned to the Emergency Response Team (ERT). One of the vehicle's first deployments was at the Pentagon in 2001 just after the terrorist attack on September 11. The APC was also deployed in Louisiana after Hurricane Katrina. The fact that the vehicle is amphibious, and can reach speeds up to 70 MPH on land made it optimal for this deployment. It also has tremendous public relations benefits. The vehicle is a huge hit with children when on display at special events.

The agency currently has three (3) police canines. Four positions are allotted, but there is a current vacancy. Canine handlers attend extensive training of about three months. The canines are trained in general patrol use with some having extended training in narcotic detection. The canines are housed at the handler's residence.

The agency has mobile data terminals. These terminals are connected to their CAD system which allows officers to view the current call comments and review a call history for any location. Officers can also check licenses and registrations if they have completed the certification required. The mobile data terminal also provides the officer's vehicle location. This is helpful to supervisors when setting up a perimeter or trying to locate a unit when there is no response by radio. The agency does not have any in-car video systems.

The Criminal Investigations Unit has a total of six officers assigned. There are four criminal investigators, but one is assigned full-time to an HIDTA Task Force. The two remaining officers are crime scene technicians and evidence custodians. Each investigator handles approximately twelve active cases at any one time. No one in the unit specializes; therefore, any investigator may be assigned a forgery, burglary, rape or homicide case. Investigators are assigned all felonies and some misdemeanors, depending on their nature and if they require immediate attention. Case assignment is based on geography. Each Investigator is assigned a section of town (consistent with the patrol beats). The only exception to this is when the investigator is serving on-call. If the on-call investigator responds to a crime, he/she is assigned that case regardless of where it occurred. The agency does not handle any confidential informants. All informants are handled through the HIDTA Task Force in accordance with their policies.

The agency has two full-time School Resource Officers (SRO) allotted; however, there is a current vacancy for one SRO. MPO John Rodgers serves as the current SRO and is assigned to Roosevelt High School which has a population that exceeds 2500 students. Given this large population, MPO Rodgers stays quite busy. MPO Rodgers also conducted an SRO presentation at the 2011 Spring CALEA Conference in Bethesda, Maryland. The vacant SRO position rotates among the other schools within the city. According to Reginald McNeill, Principal of Eleanor Roosevelt High, the school enjoys a great relationship with both the SRO and the agency.

MPO Kelly Lawson is the Crime Prevention Officer and also serves as the agency's PIO. She is responsible for distributing news releases about incidents that the agency

responds to. She also produces a weekly *Crime Blotter* that provides a synopsis of police activity that week. She is in contact with local media on a regular basis. The agency provides local media with lists of incidents and further information when received. She does most of the on-camera interviews for the agency and has a good working relationship with the media. The local newspaper is the *Greenbelt News Review*, and recently there has been an additional local media outlet known as the *Greenbelt Patch* which is an internet based news media. MPO Lawson also has a good relationship with the television media that serves Greenbelt. They assist the agency by running news stories that assist in investigations or cover events that provide positive public relations.

Although traffic enforcement is a fundamental responsibility of all patrol personnel, MPO Scott Yankow is the agency's traffic unit coordinator. He serves as the liaison to the State Highway Department, and provides them statistical data related to collisions and traffic enforcement. The agency has a couple of handheld radar and LIDAR units which they issue to patrol officers. Officers are also allowed to purchase their own radars, providing they meet the agency's standards.

### **Crime Statistics and Calls for Service**

The agency faces many of the same overall crime issues that urban police agencies throughout the country have to deal with, just on a smaller scale. Violent crime, as a result of drugs, contributes to crime in the City of Greenbelt. In addition, there is some bleed over from the Prince George's County that affects crime within Greenbelt. The agency is effective at evaluating crime trends, utilizing their version of intelligence-led policing to develop strategies for addressing crime concerns.

Crime Statistics

	2009	2010	2011
Murder	0	3	0
Forcible Rape	8	11	5
Robbery	127	106	90
Aggravated Assault	60	66	35
Burglary	212	221	254
Larceny-Theft	823	761	449
Motor Vehicle Theft	166	133	114
Arson	0	0	0

As reflected in the table above, most of the part one offenses have declined during this evaluation period. The only exception is burglary, which steadily increased each year. This burglary increase mirrors the national trend which many attribute to the decline in the economy. There are no arsons reported, as they are reported and investigated by the Prince George's County Fire Department (PGFD). As provided for in Maryland State Law, PGFD investigators have full law enforcement authority and are empowered to investigate, make arrests, and prosecute arson cases.

**Calls for Service**

<b>Call for Service Type</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Rape	n/a	n/a	9
Robberies	n/a	n/a	78
Assaults	n/a	n/a	237
Breaking or Entering	n/a	n/a	352
Larcenies	n/a	n/a	816
Motor Vehicle Thefts	n/a	n/a	335
Disorderly	n/a	n/a	166
Traffic (includes accidents)	n/a	n/a	2292
Vandalisms	n/a	n/a	399
Alarms	n/a	n/a	822
Total of above calls	n/a	n/a	5497
Total all calls	47,708	47,313	29,024

The agency converted to a computer aided dispatch system (CADS) in 2011. Prior to 2011, calls for service (CFS) were tracked manually on paper. Call classifications were not kept for 2009 and 2010, only totals. When CADS was implemented the agency was able to retain the types of calls. In addition, CADS only attributed one CFS per incident. This was not the case in 2009 and 2010. If three officers went to the same call it was counted as three calls during this time frame. This explains why the total CFS in 2009 and 2010 are much higher than 2011. The next on-site will have three true years of CADS information and this will give the opportunity for a more accurate evaluation of CFS information.

**Vehicle Pursuits**

Vehicle pursuits are limited to certain felonious crimes which are clearly defined in the agency's written directives. Unmarked units are permitted to initiate a pursuit, but must allow a marked unit to take the lead as soon as they become involved. The directives provide clear guidance on the roles and responsibilities for all of the units involved in the pursuit, the supervisor, and telecommunicator. The only type of force stopping permitted by the agency is the use of spike strips to deflate the tires. A pursuit review committee conducts an analysis of all pursuits.

**Vehicle Pursuits**

<b>PURSUIITS</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
Total Pursuits	1	2	10
Terminated by Agency	0	0	1
Policy Compliant	1	2	6
Policy Non-compliant	0	0	4

Accidents	0	1	4
Injuries (officer/suspect/third party)	0	0	3
Traffic offense	0	0	5
Felony	1	2	4
Misdemeanor	0	0	1

Vehicle Pursuits significantly increased in 2011 to (10) ten as compared to 2010 with (2) two pursuits, and 2009 having (1) one pursuit. The pursuit review committee attributes this to an increased emphasis on traffic enforcement, thereby providing officers with more opportunity for pursuits to occur.

### **Critical Incidents, Special Operations and Homeland Security**

The agency has a tactical team. The Emergency Response Unit (ERU) consists of a maximum of twelve officers who serve part-time on the team. Most of the members serve in the patrol division on full-time basis. They routinely train as a team and are subject to be called out and respond to incidents as needed. The agency also has hostage negotiators. Members who successfully complete the selection process, serve in this function on a part-time basis. They conduct training and are subject to be called out.

The agency has comprehensive actions plans for all special events such as the annual 4<sup>th</sup> of July celebration. The agency has well written directives related to critical incidents and the establishment of the Incident Command System (ICS). Each year the agency conducts training on the "All Hazard" Plan. The following types of "All Hazard" training were conducted during the past evaluation period: School Violence, Pandemic TTX, CBRN Guidelines, Bomb Threats, Emergency Operations Plan, Active Shooter Response, Weather Related Emergencies, Perimeters and Building Approaches.

### **Internal Affairs and Complaints against Employees**

Lt. John Barrett with the Office of Professional Standards reports directly to the Chief of Police. This person is responsible for conducting internal affairs investigations for allegations of a serious nature. Minor complaints and performance issues can be investigated by the employee's supervisor. The agency has information available to the public on the complaint process. A brochure is located in the lobby of the police station.

All complaints are thoroughly investigated, even those received anonymously. Citizens are periodically updated during the investigation and contacted at the conclusion. Each case is required to have a disposition before it is considered closed. These dispositions include Exonerated, Sustained, Not Sustained, Unfounded, or Administratively Closed. Administratively Closed is when the investigation is completed and non-disciplinary actions such as training and counseling are provided. The Administrative Assistant to

the Chief of Police prepares the annual statistical summaries of complaints. This report provides the number of complaints received, the type received (such as policy violation, courtesy, misconduct, traffic collisions, unnecessary force and excessive force) and the disposition of each complaint. This report is made available to the public via their website. Anyone can select the Internal Affairs from the agency's webpage and review this annual analysis.

Complaints and Internal Affairs Investigations

External	2009	2010	2011
Citizen Complaint	22	18	24
Sustained	2	5	7
Not Sustained	13	5	5
Unfounded	2	4	4
Exonerated	4	4	5
Internal			
Directed complaint	22	17	17
Sustained	5	11	3
Not Sustained	0	0	0
Unfounded	0	0	0
Exonerated	16	6	14
PENDING	0	0	0

The number of external and internal complaints filed with the agency remained static throughout the evaluation period. Clearances of external complaints reveal sustained and unfounded complaints to be rising. Not Sustained clearances have dropped by over 50%. Internal complaints revealed a sustained spike in 2010. A substantial decrease in exonerated clearances was noted in 2010. Unfounded and not sustained clearances remained static.

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

The agency's role in prisoner transport is limited to transport from on-scene arrest to the police station and from police station to a 24 hour detention facility. The Maryland Department of Corrections handles all transports once the prisoner has been placed in a detention center. Patrol vehicles used primarily for transport are equipped with safety barriers and modified rear-compartment which prohibits door from being open from the interior of the vehicle. The agency has clearly written directives related to searching, securing and transporting prisoners. The agency requires officers to complete an Intake/Status Report on each prisoner transported. This form is unique in that it provides written documentation on many standards that the agency usually has little to no written proofs for. Some of these are mental status, suicidal risk, escape risk, impaired, was prisoner searched, were handcuffs checked and double locked, was prisoner seat belted in vehicle, was vehicle area searched before and after transport,

was transport interrupted, was officer's weapon secured in lock box, plus many others. This form made it easy for the agency to show compliance without having to search through narratives of incident reports or have the assessors show compliance through officer interviews.

The agency's facility has a total of six temporary holding cells. Four are located adjacent to each other and two in another area which are separated by sight and sound that are used for females and/or juveniles. Each cell has a camera that monitors activity of the prisoner. The camera is positioned to allow privacy for prisoner when using the bathroom. Although the agency has these cells, they are seldom used. There is a 24 detention facility within eight miles of the police station. Generally prisoners are taken to this location because they can be processed, appear before the commissioner for bond/pre-trial release, and detained all at one facility. Currently the agency has closed two of the four cells due to camera issues. Because the rooms are rarely used, there has not been an immediate need to repair them. The two remaining cells along with the two used for juveniles and females provide more than enough temporary detention. Although the standard only requires personnel charged with monitoring temporarily detained individuals every three years, the agency conducted training in 2009 and 2011, and new hires were trained after being appointed.

Each officer who transports a prisoner is required to complete an Intake/Status Report. This reports documents when prisoners were searched, if they stripped search, allowed phone calls, provided meals, allowed visitors, plus it maintains a log of all interactions with prisoners including testing, processing, half-hour physical checks, and any other activity up to the release from custody. In addition to this form a supervisor must complete a prisoner processing area checklist. The checklist ensures that all cells are clean and equipment is working properly. Between each half hour physical check, prisoners are monitored by communications personnel via video system. The communications area is equipped with two large wall mounted monitors. Each monitors holds up to twenty frames per monitor. However, once a prisoner is in the cell the communications personnel can select that cell and the full screen will be that one cell. In May of 2010 the agency had an in-custody death and requested an investigation by the Maryland State Police. It was determined that the prisoner died of natural causes and there was no wrong doing found on the part of any agency member. As part of their investigation the agency processing policy and procedures were reviewed. No changes were recommended as a result of the investigation.

The service of criminal and civil processes is the responsibility of the Prince George County Sheriff's Office. The agency does not hold warrants or wanted person files. Although the agency does not maintain warrants, it has clear directives related to the service of warrants. Officers will arrest and serve warrants when it is determined they are in contact with a person who has outstanding warrants. Only sworn personnel can serve a warrant.

There are three clerks and one administrative assistant assigned to the Records Unit. In November 2010, the agency went with its first electronic records management system (RMS). The agency has adjusted well and they are implementing the field reporting phase later this month. Currently the officers submit hand written reports to their supervisor. The supervisor reviews the report and submits it to the division commander. After being reviewed by the division commander it is sent to records where the clerk will enter the data into the RMS system.

The Greenbelt Police Department operates a 24 hour city-wide central dispatch center which provides police dispatching services for the City of Greenbelt. The communication center is secured on the first floor of the police headquarters building. There is a UPS system next door to the dispatch center to provide continuous power to the center should the power be disrupted. There is also a very large generator incorporated into the building which is capable of providing emergency power to the entire building. This generator is located in the basement of headquarters. This area is controlled by locks and access is limited.

All 911 calls placed in Greenbelt are sent to the Prince George County 911 Center. Fire/medic calls are dispatched by Prince George directly to Greenbelt Fire/Rescue. Police calls are forwarded to Greenbelt 911 Center for dispatch to Greenbelt Police. Greenbelt also had a direct dial number to their 911 Center that is advertised to Greenbelt citizens for direct immediate contact. The Greenbelt Dispatch Center was recently renovated. In addition to all new dispatch equipment, the center received its first CAD System, and a new 700 MHz radio system was installed. The center has three 911 lines and four non-emergency lines. Generally there is one call-taker and one dispatcher on duty at all times. All telephone and radio traffic is recorded.

The agency has two crime scene technicians. They are on call every other week and available for 24 hour response. They attend specialized training related to evidence collection and crime processing. The agency also has five accident reconstructionists who serve on-call and are available for 24-hour response to serious accidents. The agency provides equipment and supplies to each person assigned to process a crime scene or traffic collision. The agency also has a large utility truck known as the Crime Scene Unit. It has lighting, evidence collection supplies, equipment and other items needed to process and collect evidence in the field. This unit is used mainly at serious crimes scenes or at scenes where lighting is needed in order to properly process and collect evidence. The agency has two drying cabinets (for wet/blood stained clothing), a latent print processing tank, and latent print processing supplies. The agency is also equipped with HD video cameras and Digital SLR cameras for any photography and videography needs. Evidence requiring further forensic testing such as DNA or ballistic comparison is submitted to the Maryland State Police Forensic Sciences Division. Their laboratory is accredited through the American Society of Crime Laboratory Directors.

### **Property and Evidence**

The agency separates the evidence storage from in-custody property storage. The two Crime Scene Technicians serve as evidence custodians, and are the only ones who have access to the evidence storage area. Evidence storage areas fall under the Criminal Investigation Unit (CIU). The CIU Sergeant inspects the evidence facility semi-annually to ensure the area is clean and the custodians are following agency policy and protocol.

The property section is managed by the Records Unit. All records unit personnel have access to property storage area. This allows property to be returned to owners more easily. The storage area is inspected by the records unit supervisor. Michelle Moo-Yong serves as the primary custodian of this property which is usually found property or property that is not going to be used in court. The only exception is when found property is money, firearms, or drugs. These items will be stored in evidence given the value and/or sensitive nature.

#### **H. Applied Discretion Compliance Discussion:**

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 in applied discretion.

*43.1.4 If the agency possesses, or has access to, surveillance and undercover equipment, a written directive establishes a system for its authorization, distribution, and use.*

**Problem:** agency personnel, specifically their drug task force officer, has access to surveillance and undercover equipment. While the agency itself does not have any of this type of equipment, its task force officer does have access to task force equipment of this type. The agency did not have a written directive in place as required.

**Agency Action:** the agency created a written directive on April 2, 2012, that specifically governs the authorization, distribution and use of surveillance and undercover equipment.

#### **I. Standards Noncompliance Discussion:**

The agency did not have any standards in noncompliance.

#### **J. 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.

The agency was in compliance with 92 % of applicable other-than mandatory (O) standards.

**K. Future Performance / Review Issues**

This section does not apply.

**L. Table: Standards Summary:**

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>287</u>
(M) Noncompliance	<u>0</u>
Waiver	<u>0</u>
Other-Than-Mandatory Compliance	<u>77</u>
(O) Noncompliance	<u>0</u>
(O) Elect 20%	<u>6</u>
Not Applicable	<u>110</u>
 TOTAL (Equals number of published standards)	 <u>480</u>

**M. Summary:**

Agency files were found to be well organized and documentation was appropriate. Assessors had two file maintenances that required additional proofs already in the agency's possession. This was five less than the seven files returned during the last on-site. The agency had one file placed in Applied Discretion, which is one less than the two listed during last assessment.

Lt John Barrett, the agency accreditation manager, was well prepared and worked closely with the assessment team during the on-site. The working relationship between the on-site team and the agency staff was outstanding. All agency members went out of their way to ensure the on-site team had everything they needed. It was obvious to the on-site team that the agency was committed to the accreditation process through the leadership of Chief James Craze. All annual reports and other time sensitive documentation were completed on time.

The agency conducted a mock assessment on October 21, 2011 at the Greenbelt Police Department Headquarters Building. Seven individual's participated in this mock. Of the seven, one was a CALEA Team Leader, two were CALEA Assessors, and six were accreditation managers at their respective agencies.

The assessors reviewed all standards during off-site and on-site review. There were no panels conducted during the on-site to review standards. In excess of 30 individuals

were interviewed by the assessment team during the on-site. These individuals included agency employees, citizens, county administrative officials and other community representatives. All were very complimentary of the agency and supportive of Chief Craze and the agency. The ride-alongs, facility tours and file reviews were very well organized, which afforded the team ample opportunity to examine the inner workings of the agency and the effects of accreditation.

The Greenbelt Police Department is an organization that displays a high level of law enforcement professionalism. It was obvious to the assessment team that this professionalism starts with the strong leadership exhibited by Chief James Craze. Chief Craze, his command staff and all sworn and civilian members of the department are well trained and are dedicated to their job responsibilities and to the community in which they serve. The agency's operations and programs are well managed. Employees take pride in their agency and are well versed in the agency's accreditation efforts. Under the leadership of Chief Craze, the agency has met and is well prepared to continue to meet the standards of accreditation.

It is the unanimous opinion of the on-site team that the Greenbelt Police Department has met the spirit and intent of the standards promulgated by the Commission. The Assessment Team recommends that the Greenbelt Police Department be re-accredited when reviewed by the Commission. It is understood that the findings of the assessment team are only a recommendation to the Commission. It should be noted that the Commission will make the final accreditation decision, and specific recommendations by the assessment team may be modified or not accepted.

Respectfully Submitted,

Thomas E. Bennett  
Team Leader