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MARYLAND STATE POLICE
ROLE AND MISSION STUDY
UPDATE - JANUARY, 1994

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EXECUTIVE SUMMARY

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During the fiscal year 1993 legislative budget hearings, the Budget Committees expressed concerns with the current mission, organizational structure, and assignment of uniformed troopers within the Maryland State Police.

A role and mission study was completed and submitted in December 1992 to the Budget Committees of the Legislature. The Budget Committees supported the revised role and mission and requested an update on progress attained in 1993.

The State Police has significantly implemented the concepts, organizational restructuring, redirection of personnel, civilianization, criminal and traffic enforcement activities, and cooperative agreements with State and local agencies all of which were specified in the role and mission study.

The following are specific accomplishments:

- The completion of a Mutual Service Agreement with the Anne Arundel County Police Department defining police service responsibilities. All metropolitan counties now have service agreements which concentrate State Police resources on interstate and major State routes and interjurisdictional crime. Local calls for service are the responsibility of the local police departments.

A total of nine counties have entered into agreements and draft agreements or discussions are underway in all remaining counties of the State.

State Police manpower would remain at the local jurisdictions with the long term goal of focusing agency resources on major highways, interjurisdictional crime, specialized criminal investigation, investigative assistance to local departments, and on specialized forensic, tactical, training and support functions.

Each jurisdiction will continue to be evaluated with local leadership as to what level of police service is available, what level is required, and the local jurisdiction's ability to afford increased local enforcement.

- The percentage of law enforcement personnel assigned to direct law enforcement functions has increased from 87.6% to 88.9%. With the inclusion of the Aviation Division as a direct police service this percentage would increase to 94.6%.
- Twenty-seven police positions have been replaced by civilian positions or have been transferred to a direct service assignment without replacement. Another five to ten positions are scheduled for replacement by July 1, 1994.
- The Aviation Division has replaced three police

helicopter pilots with civilians and is in the process of establishing a civilian fixed-wing pilot classification.

- Police positions assigned to the BWI Airport have been redirected to the Field Operations Bureau. All police functions at BWI are being turned over to the Transportation Authority Police.
- Redirection of Airport positions has assisted in the staffing of the College Park Barrack, which has recently reopened.
- Reorganization as called for in the role and mission plan has been essentially completed. Major elements include:
 - The transfer of 126 positions in the Automotive Safety Enforcement Division and the Commercial Vehicle Enforcement Division to the Field Operations Bureau to better coordinate overall patrol enforcement activity under a single command.
 - Elimination of Maryland Port Administration and BWI Airport Divisions.
 - Assignment of 121 field criminal investigators under the central command of the Criminal Investigation Division.
- Cooperative efforts have been initiated with Natural Resources Police to share instructors, participate in drug task force activity, share procurement of supplies and equipment, and enhance officer safety by equipping Natural Resources Police vehicles with the Maryland State Police daily operating frequency within each patrol area.
- Criminal Law Enforcement initiatives involving Strike Forces, Safe Streets Initiatives, homicide training internships with the Baltimore City Police Department, Violent Fugitive Offender Task Force, Vehicle Theft Task Force, environmental crime investigations, computer crime and white collar crime, criminal intelligence gathering, Drug Enforcement Task Forces, specialized training, Operation Retake, and DNA forensic services have been initiated.
- Traffic Law Enforcement initiatives involving comprehensive traffic enforcement, interstate highway traffic management, commercial vehicle enforcement, specialized training accident reconstruction, advanced accident investigation, and driving while intoxicated/driving while under the influence enforcement have been initiated.

- Exploration into the feasibility of increased service delivery with upgraded helicopters and expanded hours of operation for the Southern Maryland and Central Eastern Shore regions of the State.

The Agency will continue to implement the long term goals of the role and mission study to refine service delivery, local/state relationships, and the effective provision of services to the citizens of Maryland.

BACKGROUND

BACKGROUND

During the fiscal year 1993 legislative budget hearings, the Budget Committees expressed concern with the current mission, organizational structure, and assignment of uniformed troopers within the Maryland State Police.

Joint Chairman's Report Committee Narrative called for a study by the Department of Public Safety and Correctional Services to redefine the direction and mission of the State Police. The study was to include:

1. A plan to increase the number of troopers providing direct law enforcement duty such as highway patrol and multi-jurisdictional drug enforcement.
2. The feasibility of the continued provision of local law enforcement duties in metropolitan and transitional counties.
3. The feasibility of consolidating functions and/or the entire mission of the Department of Natural Resources and Maryland Toll Facilities.
4. An examination of the future mission of the Aviation Division to include a review of dual mission (MED-EVAC & law enforcement) verses dedicated law enforcement resources and the use of civilian medical personnel.
5. A modified vehicle assignment policy to ensure that only troopers providing direct law enforcement functions such as road patrol and drug enforcement are assigned vehicles.

The role and mission study was submitted in December 1992 to the Budget Committees of the Legislature and was favorably received.

Committee Narrative in the 1993 Session Report of the Chairman of the Senate Budget and Taxation Committee and the House Appropriation Committee called for a status report on progress on the revised mission statement. The Budget Committees supported the revised role and mission and desired to monitor the progress made by the Agency in implementing the various objectives outlined in the report.

This update document to the original role and mission study presents a review of activities and events which occurred from December 1992 through December 1993 relating to the implementation and achievement of the role and mission study.

CRIMINAL LAW ENFORCEMENT

AREAS TARGETED FOR EMPHASIS

Criminal Law Enforcement

The Maryland State Police's December, 1992 Role and Mission Study targeted several criminal law enforcement areas for future emphasis. During 1993, the Maryland State Police initiated programs in the areas listed below.

Major/Violent Crimes Investigative Assistance

The amount of violent crime and the fear of violent crime are increasing and have had a dramatic adverse effect on the quality of life in Maryland. Communities and law enforcement officials must work together in order to have any significant impact on violent crime, especially during times of limited financial resources. In June, 1993, by Executive Order, Governor William Donald Schaefer created a strike force composed of members of the Maryland State Police who were assigned to high crime areas.

- **Strike Forces** - These community policing projects, which involved State and local police and numerous support agencies attacked the problem of community deterioration by delivering a strong police presence to target communities, in a manner that swiftly and significantly reduced crime in these areas, while assisting residents in improving their quality of life. A Federal grant (Operation People) has been obtained to help support program costs.
- **Safe Streets Initiative** - A unit composed of agents and troopers from the U.S. Department of Alcohol, Tobacco, and Firearms, MSP, Baltimore City PD, and the Housing Authority Police of Baltimore City cooperated on major investigations. The majority of the cases have required surveillance and in some cases, wire taps. An investigation into the Jamaican Black Mafia led to several major arrests. During the first 9 months of 1993, the unit has made 112 arrests, seized quantities of controlled dangerous substances, 37 firearms and \$56,859 in currency.
- **Fifteen MSP investigators completed a Homicide Internship** with the Baltimore City Police Department Crimes Against Persons, Homicide Unit. Detectives from both agencies worked side by side for periods of 6 weeks, sharing investigative duties.

Violent Fugitive Offenders

- **The Maryland Joint Violent Crime Fugitive Task Force (MJVCFTF)** began operations in September, 1992. Four agencies contributed personnel to the task force. Its mission was to achieve maximum coordination and cooperation between participating law enforcement agencies to locate and apprehend violent fugitives.

As of November, 1993, out of 616 assigned cases, 300 fugitives have been arrested and 163 others have been located.

Vehicle Thefts

- The Agency has taken a number of steps to reduce the increasing numbers of violent and non-violent vehicle thefts. In cooperation with Federal and local law enforcement agencies, the MSP has coordinated two vehicle anti-theft task forces, one in the Baltimore area and the other in the Washington DC area. These task forces have targeted career car thieves and investigated major car dismantlers and replaters.
- Representatives of the Maryland State Police were named to the Governor's Vehicle Theft Task Force and provided this office with insight into successful anti-theft programs in other states. The Agency has helped to author proposed anti-theft legislation to be considered during the 1994 legislative session.
- The Uniform Crime Report has been modified to collect data on car-jacking.

Environmental Crimes

- Members of the Maryland State Police Environmental Crimes Unit presented training to police officers and environmental inspectors from various local and county law enforcement agencies. The ECU directed three other law enforcement agencies in a proactive initiative aimed at the solid waste problem in Maryland. This effort included surveillances designed to apprehend offenders who illegally dump solid waste.

Computer Crimes

- The Agency worked with the FBI and local law enforcement agencies on computer crimes including theft of telephone services, copyright violations and intrusion into a pharmacy computer. MSP is working towards tracking "illegal" computer bulletin boards, which are used as conduits for criminal information on stolen credit card numbers, telephone access numbers and pornography. The MSP Computer Crimes Unit works with allied personnel to recover computer data found on DOS and MacIntosh computers seized in search warrants or during criminal investigations. This unit also helps to set up databases for compiling and analyzing investigative leads and information.

White Collar Crimes

- During 1993 members of the MSP White Collar Crimes Unit investigated allegations of securities fraud, minority business fraud, theft, perjury and subornation of perjury, violations of the retail sales tax and income

tax laws, misappropriation by fiduciary, forgery, false entry into public record, conspiracy, and misconduct by public officials.

- The Insurance Fraud Unit, created by Executive Order in November, 1992, investigated 305 complaints alleging over \$5.3 million dollars of suspected insurance fraud. This Unit cooperates with insurers and law enforcement agencies in its investigations and prosecutions, operates an insurance fraud "Hot Line" for the reporting of fraudulent insurance acts, conducts public outreach and awareness programs on the costs of insurance fraud, and maintains data and statistics relating to insurance fraud.

Criminal Intelligence

- Crime Analysis - The responsibilities of the Analytical Section were expanded in 1993 to include this area. The crime analysts study the locations where crimes were committed and the times and dates when crimes occurred to discover patterns, series and investigative leads. This information is also used to support recommendations for resource allocations and patrol planning.
- Coal Miners' Strike - During the summer of 1993, several coal companies throughout Western Maryland and West Virginia were targeted by the United Mine Workers of America for a strike.

Covert investigators infiltrated locations that were frequented by miners in Garrett County, MD and Preston and Tucker Counties of West Virginia. The covert operation continued through the last week of August, 1993, and no incidents related to the UMWA strike were experienced.

- Ku Klux Klan - During 1993, the Criminal Intelligence Division cultivated reliable confidential informants that enabled Division personnel to positively identify key Klan members. Personnel also obtained advance knowledge of crosslightings which were aimed at terrorizing State Delegates. This permitted the MSP to have security measures in place well in advance of actual incidents. The Division was also able to give advance notice of Klan rallies, crosslightings and marches to local police departments in jurisdictions targeted for Klan activities.

Division personnel also sent intelligence reports to Delaware State Police and county police departments, which enabled them to make decisions regarding manpower requirements, traffic control, and security at Klan events.

- Maryland Center for Missing Children - The Missing Children Unit and the Missing and Exploited Children's Association co-hosted a conference which was attended by law enforcement and school personnel, child counselors and social workers. Topics discussed included runaways, parental kidnapping and stranger abductions. A second conference is planned for 1994.
- The Project Kid Care ID program was conducted at the 1993 Maryland State Fair, during which, approximately 1600 children were photographed and given ID booklets. If funding is available, this program will be repeated at the 1994 State Fair.

Drug Enforcement

- Drug trafficking crimes have intensified and are related to violent crimes which span multiple jurisdictions. Even though the agency has statewide enforcement powers, it was determined that a multi-jurisdictional enforcement effort was necessary. MSP obtained a unique Department of Justice grant to attack the problem. This grant is one of only ten of its kind in the U.S. Specifically, the grant funds are used for multi-jurisdictional drug related violent crimes investigations and enforcement between MSP and local agencies.

To further combat growing drug related violence, additional federal funds were obtained to increase urban "street sales" enforcement and prosecution and to use crime analysis to increase the operational effectiveness of law enforcement agencies. Together, these programs attack drug trafficking and provide prosecution of the offenders.

- In 1993, the MSP Bureau of Drug Enforcement Training and Education Unit presented training on contemporary issues that govern law enforcement actions to 7,500 people, including MSP personnel, allied law enforcement personnel, business and community leaders, and school teachers and students. The unit presented thousands of hours of classroom instruction and, in addition, created programs designed to expose students to intense practical application of various aspects of law enforcement functions. A new training facility was opened in Woodensburg, MD. Course topics included drug investigation, electronic surveillance and asset forfeiture. The BDE publishes a catalog of the courses that it offers.
- The Maryland State Police continued its participation in a federally funded marijuana eradication program, in which aerial surveillance and local intelligence provided tips that led to the seizure of cultivated marijuana. Through October, 1993, 8,111 marijuana plants, 82 lbs. of bulk processed marijuana, 67 weapons

and \$1,853,396 in assets were seized through this program a total of 132 arrests have been made.

- Operation Retake - (Retake areas of violent crime - street by street) In a partnership with Baltimore City, MSP's Drug Enforcement Division was assigned to a geographic section of the city commonly known as the "Block," (the 400 block of East Baltimore Street) to investigate illegal drug and related activities. It was determined that bars and nightclubs in that area are sustained by the sale of watered down liquor, by permitting prostitution, and by the sale and use of illegal drugs by employees and customers. Although focused on illegal drugs, all criminal activities and regulatory violations that support the illegal drug trade were documented.

Drug Interdiction

- The Office of the Superintendent mandated a one day training seminar in interdiction and search and seizure techniques to all field and support personnel. The Field Operations Bureau trained 5 additional drug detection dogs in 1993, which increased the number of such dogs available to 23. During the first 10 months of 1993, there were 246 K-9 interdiction arrests, including individual seizures of 5 kilograms of heroin, 62 lbs. of marijuana and \$95,462 in suspected drug purchase money. The Field Operations Bureau also trained 2 additional drug detection teams for the Division of Corrections.
- The Southern and Western Regions initiated drug interdiction checkpoints, at which, aberrant driving behavior provided probable cause for further investigation and arrest. This was the first of such initiatives in Maryland and, to date, the resulting prosecutions have withstood judicial scrutiny.
- Interstate drug interdiction arrests by uniformed field personnel were emphasized by command staff throughout the year, resulting in the following arrest information:

1993*

No. interdiction arrests	1,306
Monies seized	\$1,125,134
Vehicles seized	153
Weapons seized	39

*first three quarters of 1993

Witness Security Service

- MSP continues to explore programs to provide temporary protective services to those witnesses who may fall victim to intimidation tactics. One difficulty in implementing such a program is the labor intensiveness of this service. It is hoped that a program can be developed during 1994.

State-Wide Training

- The Maryland State Police Training Division radically changed its in-service training regimen to better accommodate the needs of the field trooper. Routine tactical training in topics such as restraint techniques, defensive tactics, emergency care and bloodborne pathogens was decentralized bringing training to the field rather than bring personnel to Headquarters. This resulted in substantial savings in commuting time and lessened the manpower impact on field staffing levels.
- In the interests of disseminating current information throughout the field, Training Division published new court decisions on police related topics in a periodical called Legal Briefs. This is circulated among all of Maryland's police academies and noteworthy items from allied agencies are added as they are submitted. The Training Division also publishes a catalog of available courses.
- Training has been expanded to include contemporary topics of violent carjacking, aerial search techniques, N.C.I.C. issues and drug diversion. For the first time, in 1994, police communications operators will participate in the classroom portion of in-service training that is offered to troopers. It is anticipated in 1995 that all in-service training will be regionalized making the training function more customer oriented.
- Intra-departmental training continued to be a central theme in the MSP Training Agenda. In 1993 nearly half of the graduates of the two basic and two advanced criminal investigation courses came from allied agencies. The training director and assistant director maintain membership in the Maryland Police Training Directors Association and in the Council of Governments Committee and thus bring other contemporary topics to the training agenda. The Agency has also provided in-service training to the Department of General Services Police, the Mass Transit Police, and the Home Detention Supervisors of the Department of Corrections.
- During 1993, the State Tactical Assault Team Element (S.T.A.T.E.) provided training to 500-600 allied agency members on topics ranging from defensive tactics and

high risk warrant service to terrorism. MSP's S.T.A.T.E. training has been recognized for excellence by many federal and local agencies.

- The Maryland State Police continues to be the primary Maryland provider of training in chemical breath testing for alcohol related offenses. In 1993, the Agency trained some 750 breath test operators, 200 of whom were Agency members, in the new infrared breath testing technology. All counties should be using new breathalyzer equipment in 1994.
- The agency obtained Federal highway safety funds to host the Maryland Law Enforcement Management Training Program, in conjunction with Northwestern University. To maximize program funding, this ten week course was taught at MSP headquarters. Local jurisdictions represented one-half of the student complement.
- The Bureau of Drug Enforcement Training and Education Unit offered specialized training sessions, which have been presented around the State. Comprehensive drug programs have also been developed and implemented throughout the State. The unit was involved in the in-service programs given by the Eastern Shore Criminal Justice Center, WORWIC Tech. The most popular topics are drug interdiction, drugs in the workplace and drug identification.

Crime Laboratory Support

The MSP has implemented modern investigative programs which take advantage of the technological advances in forensic science.

- Forensic DNA testing has proven to be a valuable investigative tool for law enforcement, prosecution and defense. The MSP will be supporting legislation during the 1994 General Assembly Session to create a statewide DNA database repository within the agency. Victims and defendants alike will benefit from the availability of DNA profile information, which can assist in establishing through genetic testing the guilt or innocence of an accused.

While fingerprints are still the primary method of suspect identification, they are not always available at a crime scene. Other latent evidence such as blood, semen, saliva, tissue, etc., may as DNA technology expands, be as equally revealing as fingerprints.

The Federal Bureau of Investigation is in the process of establishing a national DNA database from which participating states may search for a potential DNA sample match. The creation of a DNA database repository within Maryland that is compatible with the national database will offer to local law enforcement the ability to go beyond conventional crime solving

techniques and establish Maryland as a national leader in forensic science.

- The DRUGFIRE database-driven firearms imaging system links firearms evidence collected in serial, gang, and drug-related shooting incidents via DRUGFIRE workstations in six regional forensic laboratories. These types of shootings, within a certain geographic area, are often perpetrated by the same individuals repetitively using the same firearms. These crimes may be linked by means of "firearms fingerprints." The DRUGFIRE system allows participating agencies to exploit this opportunity by overcoming the limitations of traditional firearms identification and investigative techniques.
- The MSP and Baltimore City Police Department developed an Evidence Technician Training Program designed to provide basic training in the area of crime scene processing. This program, which consists of 80 hours of classroom theory and mock crime scene exercises, was certified by the Maryland Police Training Commission. Twenty students from various agencies within the state participated in this training the first time it was offered.
- The Maryland Automated Fingerprint Identification System (MAFIS) is an automated process that converts ten print (inked cards) and latent prints (prints from scenes) into computer language. This system promises to improve the criminal offender apprehension rate by allowing MSP to compare unknown latent prints to ten print cards in the database file.

TRAFFIC LAW ENFORCEMENT

TRAFFIC LAW ENFORCEMENT

The role and mission statement speaks to dramatic increases in interstate highway usage citing Maryland's Interstates as among the most heavily travelled in the nation. Coupled with a growing state population and increasing numbers of registered vehicles, this usage has created commensurate increases in numbers of traffic incidents warranting police attention.

The Maryland State Police has addressed the workload through redirection of manpower and innovation in the delivery of quality traffic management services. Redirection of manpower is addressed in another section of this report but it is noteworthy that each metropolitan county with interstate highway jurisdiction has a written memorandum of understanding relegating interstate and major highway incident management and enforcement to the Maryland State Police. Local service calls in these counties are the primary responsibility of the county police.

The Role and Mission Statement emphasized traffic enforcement in several specific areas:

- **Comprehensive Traffic Enforcement**

Comprehensive traffic enforcement as a concept, promotes the notion of the trooper going beyond the initial traffic stop and checking further for criminal activity that might otherwise go undetected. During 1993 all troopers received specialized training in support of this concept. An eight hour segment of training discussed contemporary issues relating to probable cause, search and seizure, elements of supervision, decision making, drug interdiction, interrogation, case management, EEO issues, and case management.

Training designed to help the trooper identify stolen vehicles was offered by the auto theft unit at local barracks. The Drug Enforcement Bureau, provided training to detect drug couriers, and check drivers and passengers for NCIC wanted status. The "whole stop" concept was first emphasized through bureau level staff meetings and then promoted through aggressive training.

- **Interstate Highway Traffic Management**

In an effort to concentrate available resources and improve service to Maryland's highway users, the Maryland State Police has entered into or is in the process of entering into agreements with local jurisdictions regarding allocation of police resources. These agreements emphasize the Maryland State Police role in traffic enforcement on interstates and identified major routes. All four urban counties (Baltimore, Anne Arundel, Montgomery, and Prince George's), have agreements. A total of nine counties have entered into agreements with negotiations being

pursued in the remaining transitional and rural counties.

In an effort to improve the management of highway incidents on Maryland's Capital Beltway, an innovative team concept has been funded by the Maryland Department of Transportation. This program promotes cooperation between the road patrol trooper and commercial vehicle enforcement specialists and is described in further detail below. It is anticipated that MDOT will also fund an expansion of the program to include the Baltimore Beltway.

The Agency continues to be a supporter of the Chesapeake Highway Advisories Routing Traffic (C.H.A.R.T.) program which is funded by the Maryland Department of Transportation and operational on both metropolitan beltways. This system continues to provide up to the minute traffic data to interstate users regarding construction, congestion, weather, and roadway hazards. The State Highway Administration provides courtesy patrol vehicles for minor roadside assistance to disabled motorists at the request of troopers on patrol. This service assists drivers in distress and promotes highway safety by removing potential roadside hazards.

The Maryland State Police continues to take advantage of federal highway safety funds for enforcement of speed and alcohol related traffic offenses. These grants permit overtime funding for added patrols, increased enforcement and sobriety checkpoints.

● Commercial Vehicle Enforcement

The Commercial Vehicle Enforcement Division (CVED) of the Maryland State Police expanded its focus toward the educational and auditing aspects of its mission.

In the interest of promoting positive, constructive, customer oriented, educational programs, CVED has maintained excellent cooperative relations with organizations such as the Maryland Motor Truck Association, the Maryland Independent Truckers Association, The Maryland Towing and Recovery Association, the Maryland Bus Association, the Maryland Safety Council, the Washington D.C. Trucking Association, and the American Trucking Association. CVED has participated in 34 lectures/seminars promoting commercial vehicle safety and enforcement during the first nine months of calendar 1993. It is anticipated that the Division will complete fifty such assignments by year's end.

In cooperation with allied law enforcement, CVED has provided technical assistance and specialized training for over 300 law enforcement officers. Individuals at each barrack were specially trained in commercial

licensing, inspection procedures, and required recordkeeping as it applies to the commercial driver. The "whole traffic stop" concept was applied to commercial vehicles using the traffic stop as a basis for further investigation, inspection and enforcement of violations which might otherwise have gone undetected.

In response to recent high visibility freeway incidents involving commercial vehicles, the Agency initiated a special initiative on the Washington Beltway involving CVED personnel supplementing barrack road personnel. This initiative focused on unsafe vehicles and drivers who violate commercial vehicle laws and commit hazardous moving violations.

- **Accident Reconstruction**

The Maryland State Police continues its emphasis on innovation and training in the field of accident reconstruction. To date there are some 400 reconstructionists trained by the agency with nearly half representing allied agencies. The value of this program has prompted training requests from the District of Columbia, Virginia, West Virginia, and Delaware.

It is anticipated that in early 1994, full time crash reconstruction teams will be initiated on the Washington and Baltimore Beltways to increase the efficiency and speed of investigations into fatal and commercial vehicle crashes. Team effectiveness will be augmented with laptop computers and laser measuring devices, making the team concept a national model.

The agency has recently developed a comprehensive computer aided reconstruction drafting program for causation analysis. The crash data compiled by this program facilitates recommendations regarding human, vehicle, and roadway failures and is expected to be operational in early 1994.

- **Advanced Accident Investigation**

The agency has applied for and received federal funding for enhancement of training and equipment in advanced accident investigation and traffic homicide investigation. Historically, the agency has provided AAI training to allied agencies at no cost and will be able to continue this function with federal funding.

- **DWI/DUI Enforcement**

Cooperation was exhibited between the Maryland State Police and allied agencies in the Agency's sobriety checkpoint, drug recognition, and field sobriety testing training programs in 1993.

Checkpoints: The agency participated in 16 sobriety checkpoint operations in 1993. This is the greatest number of checkpoints in any given year since 1988. To date, these operations have included members from the Harford Co, St. Mary's, and Calvert County Sheriffs' Offices. Federal funding was used in part for equipment and salaries and is available for similar use in 1994.

Commercial Vehicle Checkpoints: The MSP Commercial Vehicle Enforcement Division (CVED) slated 10 checkpoints to be implemented during the December holiday season targeting impaired commercial drivers.

Drug Recognition Expert Training (DRE): DRE training was provided in 1993 for MSP, Md Capital Police, Baltimore City PD, and Baltimore County PD personnel. A DRE instructor's class is slated for completion in 1994 for the same departments.

Standardized Field Sobriety Testing (SFST): SFST was conducted by the Agency for 201 sworn personnel representing 20 police agencies. Thirty percent of those personnel trained were State Troopers. A SFST instructor's course trained 22 instructors representing 13 agencies.

REDIRECTION OF RESOURCES

REDIRECTION OF RESOURCES

The State Police has attempted to address the changing service needs in Maryland counties through the implementation of local service agreements which were aimed at reducing duplication of effort and which defined respective responsibilities within a jurisdiction. In general, these agreements reduced State Police responsibility for local calls for service and/or defined geographic areas of patrol, criminal, or accident investigation.

Metropolitan county agreements have essentially redirected local policing to those jurisdictions' local departments. With the recent signing of an agreement in Anne Arundel County, all metropolitan counties now have service agreements.

Transitional and rural areas present an entirely different set of implementation problems. Transitional, and particularly rural counties, may need the MSP to continue to handle local calls for service so as not to overload local resources. Each transitional and rural jurisdiction will continue to be evaluated with local leadership as to what level of police service is available, what level is required, and the local jurisdiction's ability to afford increased local enforcement.

The first mutual service agreement was formulated in Montgomery County in 1980. As population, traffic, crime, and requests for police services grew, so did the need for agreements in other counties relegating police functions to local law enforcement as resources permitted. To date, there are nine active county agreements. Others are in draft review or under discussion in the remaining counties as illustrated in the following table.

These service agreements will be reviewed on an annual basis and establish the baseline for defining future service delivery by the State Police and local jurisdictions. Modifications and redefinition of service delivery will be undertaken consistent with State and local fiscal resources and the overall direction outlined in the Maryland State Police Role and Mission Statement.

STATUS OF POLICE SERVICE AGREEMENTS BY COUNTY
as of December 10, 1993

Anne Arundel County		Signed 11/93
Allegany County	Drafted	Discussions continuing with Regional Major and Sheriff
Baltimore County		Signed 6/80
Calvert County	Drafted	In Calvert County for review by Sheriff
Caroline County	Drafted	In Caroline County for review by Sheriff
Carroll County	Discussion	Current agreement between sheriff and Barrack Commander, being reviewed by the Agency
Cecil County	Drafted	Currently being discussed with Sheriff, anticipated signature in early 1994
Charles County	Discussion	FOB & Sheriff exchanging dialogue
Dorchester County	Drafted	In Dorchester County for review by Sheriff
Frederick County		Signed 9/91
Garrett County	Drafted	Currently being discussed with Sheriff
Harford County		Signed 8/91
Howard County		Signed 3/89
Kent County		Signed 11/93
Montgomery County		Signed 1-80
Prince George's Co.	Drafted	In PG County for signature - revision of long standing agreement anticipated in early 1994
Queen Anne County		Signed 4/93
Somerset County	Drafted	In Somerset County for review by Sheriff
St. Mary's County	Planned	Dialogue anticipated - near future
Talbot County	Drafted	In Talbot County for review by Sheriff
Washington County	Drafted	Being reviewed by Legal Counsel
Wicomico County	Discussion	Discussions continue between Regional Major and Sheriff
Worcester County		Signed 3/93

**DIRECT SERVICE POLICE
PERSONNEL**

DIRECT SERVICE POLICE PERSONNEL

The Maryland State Police is committed to maximize the number of police personnel providing direct law enforcement service to the people of Maryland.

Police personnel providing direct law enforcement have been increased through four major strategies:

1. Internal reorganization
2. Civilianization
3. Transfer or elimination of functions.
4. Maximum utilization of budget resources.

Additional longer term strategies involve the restructuring of the provision of local police service and the growth in specialized inter-jurisdictional investigative resources.

Personnel Assignment

The Budget Committees have expressed concern that the State Police maximize the number of uniformed troopers that perform direct law enforcement functions.

Direct law enforcement activities include highway patrol, drug enforcement, criminal investigation, criminal intelligence, evidence collection, protective services, and specialized commercial vehicle enforcement and activities.

Chart 1 illustrates that the percentage of law enforcement personnel assigned to direct law enforcement functions has increased from 87.6% to 88.9% of total authorized positions from FY 1993 to FY 1994.

The State Police percentage of direct service and support personnel is consistent with the 1990 Bureau of Justice Statistics National Survey of Law Enforcement Agencies. This study determined that in departments with 100 or more sworn officers, about 88% of full-time officers were engaged in field operations providing direct services such as patrol, response to incidents, investigations, and specialized operations.

Arguably the Aviation Division, with 95 sworn personnel, could be construed to perform a direct police function. Including this Division as a direct police service function increases the direct police service percentage to 94.6%.

Chart 1

MSP Sworn Position Staffing Chart

	FY 94 Authorized Positions	Direct Service Function	Support Function
GENERAL FUND			
Superintendent's Office	3	1	2
Staff Inspection	3		3
Employee Relations	1		1
Public Affairs	1		1
Planning & Research	7		7
Criminal Intelligence	15	15	
Field Operations Bureau	3	1	2
Field Operations	885	885	
Special Operations Bureau	6	4	2
Crime Lab	25	25	
Criminal Investigation	170	170	
Licensing	10		10
Aviation	95		95
Executive Protection	28	28	
Security Services	5	5	
Services Bureau	4		4
Internal Affairs	6	6	
Communications Services	14	6	8
Quartermaster	3		3
Motor Vehicle	3		3
Personnel Management	7		7
Training	13		13
Drug Enforcement Bureau	5	1	4
Drug Enforcement	98	98	
Support Services	21	21	
Total General Fund	1431	1266	165

Chart 1 Continued

	FY 94 Authorized Positions	Direct Service Function	Support Function
SPECIAL/REIMBURSABLE FUNDS			
Gas Tax Unit	1	1	
Total Spec/Re Funds	1	1	0
SPECIAL FUNDS			
JFK Highway	48	48	
Resident Trooper	56	56	
Automobile Safety	42	22	20
Commercial Vehicle	84	84	
Total Special Funds	230	210	20
Agency Total	1662	1477	185

Percent Enforcement = 88.9%

Percent Support = 11.1%

Note: Position Data - FY 95 Budget Submission.

CIVILIANIZATION

CIVILIANIZATION

The Maryland State Police has continued its strong commitment to using civilian employees in place of police officers when based on sound management principles; the availability of appropriate civilian job classifications and eligibility pools; and practical reassignment of police personnel.

Chart 2 documents those police positions which have been replaced by civilian positions or have been transferred to a direct service assignment without replacement. Twenty-seven positions have been reassigned with another five to ten positions in the Automotive Safety Enforcement Division scheduled for civilian replacement by July 1, 1994. In addition, a civilian fixed wing pilot position classification is being created which will allow for civilianization of a fixed wing pilot position in early 1994.

The agency is committed to an aggressive civilianization program, however, civilianization has been impeded by the restrictive fiscal environment of the last several years. The agency continues to hold vacant police and civilian positions to meet turnover requirements, and in fiscal years 1992 through 1994 has lost 167 positions (88 police, 79 civilian) through executive cost containment and legislative action. Recruitment of qualified civilians continues to be a problem in some technical areas. In some instances limited eligibles appear on the Department of Personnel lists (i.e., Radio Technician).

Chart 2

CIVILIANIZED POSITIONS 1993

	Number of Positions	Rank	Fund Type	Notes
Superintendent's Staff				
Legal Counsel	1	F/Sgt.	General	Transferred to Field - Replaced by AG
Staff Inspections	1	Sergeant	General	Transferred to Field - Replaced by Civilian
Planning & Research	1	F/Sgt.	General	Replaced by Civilian
	1	Corporal	General	Transferred not Replaced
Public Affairs Unit	1	F/Sgt.	General	Transferred to Field - Not replaced
	1	Corporal	General	Transferred to Criminal Intel. - Not Replaced
<hr/>				
Special Operations Bureau				
Automotive Safety	10 5 - 10	TFC's TFC's	Special Special	Replaced by Transportation Inspectors Scheduled to be Replaced by Transportation Inspectors by 7/1/94
Aviation Division	2	Sergeants	Spec/Gen	Replaced by Civilian Pilots
	1	TFC	Spec/Gen	Replaced by Civilian Pilot
Crime Laboratory	1	Sergeant	General	Composit Artist Transferred to Criminal Investigation - Replaced by Computer

Chart 2

Continued

Services Bureau

Motor Vehicle Division	1	Sergeant	General	Replaced by Civilian Position
Personnel Management	1	TFC	General	Transferred - Replaced by Civilian Position
Supply Division	1	TFC	General	Armorer - To be Replaced by Civilian 1/1/94
Electronic Services Division	1	Corporal	General	Replaced by Civilian Technician
	1	Sergeant	General	Replaced by Civilian Technician
Drug Enforcement Division	2	Sergeants	General	Administrative Police Positions Replaced by Federally Funded Civilians. Police Moved to Direct Drug Enforcement Activities.

TOTAL

32 - 37

REDIRECTION OF PERSONNEL

REDIRECTION OF PERSONNEL

In addition to civilianization efforts, the agency has redirected positions to increase field operations personnel. Chart 3 depicts completed 1993 actions in this area.

The Automotive Safety Enforcement Division and the Commercial Vehicle Enforcement Division have been organizationally transferred from the Special Operations Bureau to the Field Operations Bureau. The troopers in these programs continue to perform their primary functions involving truck size, weight and vehicle safety enforcement, and are more closely coordinated in the overall enforcement efforts of the patrol force. Personnel have been integrated into field operations.

Airport Division positions have been reassigned to field positions and have assisted in staffing the reopening of the College Park Barrack.

Special holiday patrol activities continue with administrative and support positions supplementing field personnel on certain high traffic volume holidays such as Labor Day and Thanksgiving Day.

Transfers of personnel are now made, to the extent possible, with the goal of minimizing travel distances. This conserves gasoline, travel time, and improve call-out response time.

Chart 3

REDIRECTED POSITIONS 1993

	Number of Positions	Rank	Former Location	Redirected Location	
Special Operations Bureau					
Auto Safety Enforcement	42	All Ranks	Special Operations	Field	Completed 2/93
Commercial Vehicle Enforcement	84	All Ranks	Special Operations	Field	Completed 2/93
Airport Division	14	All Ranks	Special Operations	Field	Completed 1/94
	11	Airport Troopers	Special Operations	Md Trans. Auth Police	Completed 1/94
Md. Port Administration	1	Major	Special Operations	Licensing	Completed 6/93
TOTAL	<u>152</u>				

INTERNAL REORGANIZATION

INTERNAL REORGANIZATION

The reorganization to streamline command structures and improve efficiency which was proposed in the Role and Mission Statement has been essentially completed.

The following organizational changes have occurred:

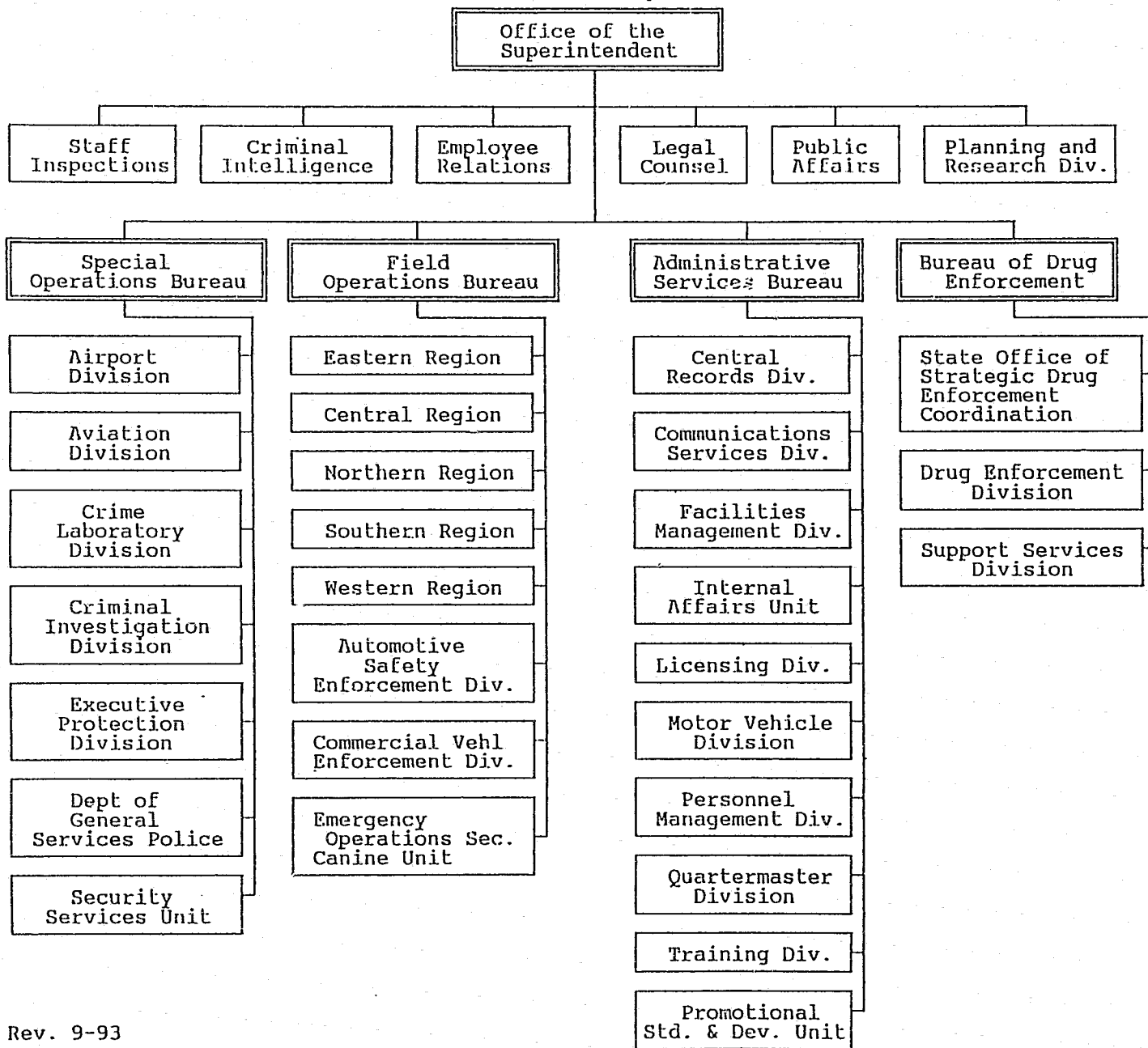
- Electronic Services and Tele-Communications Divisions were combined into the Communications Services Division with the reduction of one Captain position.
- Maryland Port administration Unit was eliminated with five personnel redirected.
- Internal Affairs Unit was moved from Office of the Superintendent to Administrative Services Bureau.
- Automotive Safety Enforcement Division and Commercial Vehicle Enforcement Division were moved to Field Operations Bureau from Special Operations Bureau to better coordinate overall patrol and enforcement activity under a single command (126 positions).
- Special Traffic Enforcement Unit and Crime Prevention Unit was eliminated from Field Operations Bureau staff. Twenty positions reassigned to general field patrol functions.
- Motorcycle Unit was placed under Regional Major in command of Field Operations Bureau Central Region (beltways).
- Criminal investigators previously assigned to individual barracks were placed under the central command of the Criminal Investigation Division as precursor of separate Bureau of Criminal Investigation Division (121 positions).
- Licensing Division was transferred from Special Operations Bureau to Administrative Services Bureau and expanded with additional staff positions to address increased workload.
- Division of Correction Investigative Unit was merged with Criminal Investigation Division to combine investigative resources and command.
- Strategic Program Development Section and State Office of Strategic Drug enforcement Coordination were combined within the Bureau of Drug Enforcement.

Longer range organizational issues which have been accomplished include:

- Essential withdrawal of Maryland State Police personnel from Baltimore Washington International Airport. Twenty positions redirected in FY 1993, remaining fourteen troopers transferred to Field Operations duties in January 1994, and all remaining Airport Troopers placed under operational control of Maryland Transportation Authority Police. Formal transfer of Airport Troopers to Maryland Transportation Authority Police to occur July 1, 1994.
- Police personnel transferred from Airport assisted in the staffing of the reopening of the College Park Barrack previously closed due to cost containment measures. The barrack reopened in January 1994, and will be a full service facility for the Washington Beltway.
- Field Operations Bureau activities have been restructured through cooperative service agreements (Memoranda of Understanding) to reflect greater emphasis of State Police activity on major State and National traffic routes with increased local police involvement on local routes and local calls for service.
- While dedicated law enforcement aviation assets independent of MED-EVAC services have not been attained, additional multiple mission helicopters are being sought to upgrade quality and hours of service in the Southern Maryland and Central Eastern Shore areas.

The current agency organizational chart follows.

Maryland State Police Organizational Chart



AVIATION DIVISION

AVIATION DIVISION

The Maryland State Police remains committed to the provision of combined mission services (MED-EVAC, search/rescue, and law enforcement). The agency continues to provide on-scene and interhospital medical transports from the eight currently operating MED-EVAC bases (Baltimore, Andrews, Cumberland, Frederick, Salisbury, Centreville, Southern Maryland, and Norwood-Montgomery County).

Civilianization of pilot positions has continued consistent with the ability to recruit sufficient numbers of civilian pilots and the requirement that at least one crew member at any time would be a sworn officer. Three police pilot positions were filled with civilians in calendar year 1993.

The agency has employed a ten hour, four day shift schedule to more effectively provide coverage at some operating sections.

House Bill 1222 of the 1993 Legislative Session created an Emergency Medical Services Board which has broad responsibilities for the governance of the State Emergency Medical System. Section 2 of the Bill states, "The State Emergency Medical Services Board, in conjunction with the Maryland State Police and other interested parties shall:

(a) study the feasibility and desirability of obtaining reimbursement for the medical services provided during aeromedical transports;

(b) develop protocols that define the clinical situations appropriate for interhospital transfer by the State Police; and

(c) study whether all emergency aeromedical transports should be staffed by physicians, nurses, and paramedic teams."

The agency will work with the Emergency Medical Services Board to complete these tasks.

Until such time as alternate resources are available to provide interhospital transports and new clinical transport protocols are established, the Aviation Division will continue to provide interhospital helicopter transport services as requested by the Maryland Emergency Medical Services System.

In 1992 the Governor's Commission on Emergency Medical Services cited the efficient and effective use of expensive resources in the performance of multiple missions. The agency agrees that given the limited fiscal resources of the State and the success of the combined mission strategy, the Division will continue to operate in a multiple mission mode.

**COOPERATIVE EFFORTS WITH
DEPARTMENT OF
NATURAL RESOURCES POLICE**

COOPERATIVE EFFORTS WITH DEPARTMENT OF NATURAL RESOURCES POLICE

The December 1992 Maryland State Police Role and Mission Study and the Final Report of the Governor's Commission on Efficiency and Economy in Government issued in January 1993, concurred that Maryland State Police (MSP) and the Department of Natural Resources Police (NRP) should remain as independent entities due to their distinct and separate missions. During the 1993 session, legislation was introduced to effect a consolidation of the NRP with the MSP. Among other factors, concerns relating to the low level of potential cost savings and the possible negative impact on Department of Natural Resources policy development and enforcement led to the withdrawal of the bill (House Bill 133).

The General Assembly, MSP, and NRP all support more efficient use of State law enforcement resources. A separate written plan which identified areas for improved coordination has been submitted to the House Appropriations Committee.

Major points of this plan included:

- 1) Mutual instructor support and co-teaching in each agency's training academy. The instructor exchange program will facilitate an understanding of each agency's capabilities and provide more diverse experience in the areas of drug enforcement, officer survival, physical training, water survival, criminal and natural resources law.
- 2) Continuation of a formal letter of understanding outlining cooperative drug enforcement efforts and participation in multi-agency drug task forces throughout the State.
- 3) Central dispatch from SYSCOM, at the Maryland Institute for Emergency Medical Services, of DNRP aircraft for emergency calls. SYSCOM is the central dispatch and tracking center for all MSP helicopter operations and will be able to integrate NRP and MSP aviation operations on a coordinated state-wide basis. Aviation personnel of NRP have and will continue to participate in MSP training classes when appropriate.
- 4) Shared procurement and quantity purchase of common use supplies and equipment.
- 5) Equipping of NRP vehicles and vessels with the MSP daily operating radio frequency within each respective patrol area. This will enhance officer safety and improve inter-agency communication. MSP will assist in programming of radios, provide technical assistance and labor for repair and maintenance of NRP mobile radios in certain areas of the State.

The MSP and the NRP will continue to explore areas of mutual cost savings and increased efficiency particularly in the area of sharing of aviation assets, maintenance, and training.

VEHICLES

VEHICLES

One of the most important tools provided a State trooper is the patrol car. It offers mobility, safety, a communications life line, office space, equipment storage, and community visibility and promotes the public image of the Agency. The Agency continues the policy of assigning all police personnel a vehicle, subject to availability. The vehicles are used to commute to and from duty assignments, while on-duty, and for limited off-duty travel. Emphasis is placed on assigning the lowest mileage cars to field operations and other direct service personnel at the rank of Sergeant or below.

Vehicles are rotated to even mileage distribution to control maintenance costs and maximize useful life span. This policy enables the MSP to maintain optimal state-wide service while maximizing agency vehicle resources. Unfortunately, due to fiscal constraints, the Agency has not been able to purchase as many replacement cars as it needs and maintenance costs for the aging fleet have increased dramatically in recent years. The maintenance costs for FY 1992 and 1993 have risen approximately 65% over the FY 1989 through FY 1991 average level. By Fiscal Year 1995, it is estimated that despite continued regular rotation, approximately 400 road patrol vehicles will have been driven in excess of 100,000 miles. The Agency will continue to provide the best possible vehicles to direct service police employees.

From July through November 1993, the limited off-duty use of off-duty use of police vehicles allowed off-duty troopers to handle 3794 incidents. Of these incidents, 51 were serious Part I incidents such as robbery, rape, or burglary, 209 were Part II incidents such as drug and sex offenses, and 3534 were Part III incidents such as unattended/disabled vehicle/or motor vehicle accidents. In addition, 1266 citations, 1539 warnings, and 78 safety equipment repair orders were issued. A total of 151 criminal/juvenile apprehensions and 220 criminal assists were made. Off-duty troopers performed an equivalent of approximately \$47,000 worth of incidental work, with operating costs of \$45,000 for the vehicles.

The field testing of mid-sized front-wheel-drive police vehicles continues, without firm conclusions as to their suitability for general patrol usage. Concerns have been expressed about their interior room and ability to contain required equipment. In addition, as mileage increases, data on increased maintenance costs due to worn or damaged front-wheel-drive components is being gathered. It is anticipated that within the next year, firm data on this issue should be available and more concrete conclusions may be drawn about the suitability of these cars for patrol use. The suitability of these vehicles for administrative use has been demonstrated.

The Maryland State Police remains open to all suggestions for increased fleet management efficiency which provide for the retention of adequate vehicle resources to accomplish its State-wide service mission.