

**Maryland General Assembly
Public Safety and Policing Workgroup**

AGENDA

**Tuesday, June 23, 2015
1:00 p.m.
Judiciary Hearing Room
Room 101, House Office Building
Annapolis, Maryland**

I. Call to Order

II. Presentations

- **Recruitment and Hiring Practices for Law Enforcement**

- **Department of State Police**
Maj. Laura Lu Herman and Lt. Elliott Cohen
- **Baltimore City Police**
Maj. Latonya Lewis
- **Montgomery County Sheriff's Office**
Lt. Col. Bruce Sherman
- **Prince George's County Police Department**
Deputy Chief G.G. Whittington
- **Hyattsville Police**
Chief Douglas K. Holland
- **Pokomoke City Police**
Chief Kelvin D. Sewell
- **Riverdale Park Police**
Chief David C. Morris

III. Future Plans

IV. Adjournment

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The background of the slide features a large, faded shield logo of the Baltimore Police Department. The word "BALTIMORE" is arched across the top, and "POLICE" is arched across the middle. The center of the shield contains a smaller shield with a cross, and a banner at the bottom.

General Assembly Public Safety and **Policing Workgroup:**

Baltimore Police Department Recruitment & Hiring Practices

Anthony W. Batts, Police Commissioner
Tom Moore, Chief Financial Officer
Major Latonya Lewis, Human Resources Section
Drew Vetter, Director of Government Affairs

What Are We Looking For In a Candidate?

Core Values/Personal Characteristics

Integrity, Accountability, Professionalism, Unity, Stewardship,
Courage, Dedication, Loyalty, Diversity



Baltimore City Demographics

- The Baltimore Police Department's primary function is to serve those who have made Baltimore their home, place of business, or entertainment destination. The Baltimore Police Department's recruitment strategy must be built on a strong foundation of understanding the City of Baltimore, its strengths, challenges, and opportunities.
- Baltimore, affectionately nicknamed "Charm City," is a city of strong neighborhoods, including 72 designated historic districts. Baltimore spans more than 92 square miles, and has a resident population of about 622,000 as of 2014.

*Source: U.S. Census Bureau <http://quickfacts.census.gov>

Baltimore City Demographics

For the purposes of this presentation, it is important to acknowledge the demographic breakdown, specifically race, of Baltimore as it pertains to our recruitment strategy to increase diversity within the Baltimore Police Department.

- Black 63.3%
- White 31.6%
- Hispanic 4.6%
- Asian 2.6%

Salary & Benefits

**CURRENT BENEFITS FOR ENTRY-LEVEL POLICE OFFICER:
as of July 1, 2014:**

**\$46,199 ANNUAL SALARY
(\$48,971 as of July 1, 2015)**

- Retirement Plan
- Deferred Compensation Plan
- Health Insurance
- Life Insurance
- Free Training and Uniforms
- Promotion Opportunities
- Paid vacation/holidays & sick leave
- Pay incentive for bachelor's degree
- Paid Court time
- Paid Overtime
- Annual Salary Increases
- Tuition Reimbursement

Minimum Qualifications

- 21 years of age
- United States Citizen
- Possess a High School Diploma or Equivalent
- Possess a Valid Driver's License
- Meet Prior Drug Use Standards
- Physically Fit to Perform the Duties of a Law Enforcement Officer
- Able to Successfully Complete a Background Investigation

Maryland Police Training Commission

- The Maryland Police Training Commission is responsible for setting minimum hiring standards as well as training objectives for all personnel hired by law enforcement agencies in Maryland.
- The Human Resources Section must adhere to their regulations regarding selection standards, certification, recertification, and drug screening.
- Although MPTC sets forth minimum hiring standards in the state, each individual agency has the right to implement more restrictive policies as long as they do not violate federal, state, or local laws.

Recruitment Strategy

- Goal: Hire 200 officers in 2015
 - 4 classes of 50 officers in 2015
- The Recruitment website, www.bpdrecruit.com attracts approximately 75% of all applicants.
 - Redesign to support online application, document upload, and registration for testing
 - New content to focus on diverse candidates including women

Recruitment Strategy

- Local Recruitment Efforts:
 - Faith-based community project, presence at city festivals/events, local media advertising (WERQ), increasing testing locations and frequency, focus on local community colleges and universities
 - Enhanced use of Social Media
 - College Recruiting at universities and community colleges, including career fair participation and targeted recruitment efforts
 - Military recruitment, including testing at military bases
 - Traditional media, including print placements, radio, and billboards and other signage

Efforts to Increase Diversity

- Women's Only Testing Event
- Presentations at Historically Black Colleges & Universities
- Presence at local large city festivals (Latino Festival, African American Heritage Festival, Baltimore Pride, etc.)
- City Residents Testing Only Event
- Eastside/Westside Church Testing Event (local)

The background of the slide features a large, semi-transparent shield logo of the Baltimore Police Department. The shield is purple with a gold border. At the top, the words "BALTIMORE" and "POLICE" are written in gold, arched letters. In the center is a detailed crest featuring a figure on horseback, a ship, and various heraldic symbols.

Hiring Process

- Civil Service Exam
- Preliminary Questionnaire
- Physical Agility Test
- Written Personality Exam (IPI – Inwald Personality Inventory)
- Confidential Background Investigation
- Polygraph Examination
- Supervisory Review
- Conditional Offer of Employment
- Psychological & Medical Examinations
- Final Supervisory Review
- Hiring Decision and Appointment

The background of the slide features a large, semi-transparent shield logo of the Baltimore Police Department. The shield is gold with a blue center. The words "BALTIMORE" and "POLICE" are written in gold across the top. In the center is a red and white checkered pattern with a gold crown on top. Below the shield is a gold banner with the words "BALTIMORE" and "POLICE" in blue.

Hiring Standards

- Polygraph must indicate truthful responses
- Must have no prior criminal convictions
- Must pass physical examination requirements
- Psychological and/or psychiatric testing results must be acceptable to Chief Physician
- Urinalysis must indicate no illegal or misused drugs or other substances
- Background investigation must indicate good moral character, good work habits, and truthfulness

Illegal Substance Usage Policy

- The Baltimore Police Department accepts certain experimentation with illegal drug use as guided by MPTC standards:
 - No use of CDS within 3 years of application
 - Cannot have used marijuana more than 20 times total or 5 times since becoming 21 years old
 - Cocaine is an automatic permanent disqualifier*
 - Positive urinalysis for CDS prohibits hiring

*BPD Policy

BPD Demographics

- Residency:
 - 590 live in Baltimore City (21%)
 - 1852 live in surrounding MD Counties (68%)
 - 280 live out of state (10%)

The background of the slide features a large, semi-transparent shield logo of the Baltimore Police Department. The shield is purple with a gold border. At the top, the words "BALTIMORE" and "POLICE" are written in gold, arched letters. In the center is a white crest featuring a ship's anchor and a cross, with a banner at the bottom. The word "BALTIMORE" is also written in gold, arched letters across the top of the shield.

Hiring

- BPD hired **163** police officer trainees in 2014.
 - 35 have a military background
 - 105 have college degrees
 - 19 are from Baltimore City
 - 53 are from other Maryland Counties
 - 91 are from out-of-state
- Of 2,154 total candidates who applied, only 7.5% were hired.

A large, semi-transparent watermark of the Baltimore Police badge is centered in the background. The badge is shield-shaped with a gold border. At the top, the words "BALTIMORE" and "POLICE" are written in a gold, serif font. In the center is a detailed illustration of the Baltimore City Hall tower. The shield is divided into four quadrants by a cross, with each quadrant containing a different heraldic design: a red cross on a white field, a gold cross on a red field, a red cross on a white field, and a gold cross on a red field.

Attrition

- In 2014, the attrition for sworn officers was **223**.
 - service retirements
 - resignations
 - terminations
 - deaths

BPD Demographic Data

		Total Minority	Total Female	African American		Caucasian		Hispanic		Asian		Nat American
Sworn	Total			Male	Female	Male	Female	Male	Female	Male	Female	Male
Police Commissioner	1	1 100.0%		1 100.0%								
Deputy Commissioner	2	1 50.0%				2 100.0%						
Chief	2	2 100.0%		2 100.0%								
Lieutenant Colonel	5	3 60.0%	1 20.0%	2 40.0%		2 40.0%	1 20.0%					
Major	16	10 62.5%	3 18.8%	7 43.8%	2 12.5%	6 37.5%	1 6.3%					
Captain	17	8 47.1%	2 11.8%	6 35.3%	2 11.8%	9 52.9%						
Lieutenant	105	42 40.0%	13 12.4%	27 25.7%	7 6.7%	63 60.0%	6 5.7%	1 1.0%				1 1.0%
Sergeant	306	152 49.7%	51 16.7%	90 29.4%	41 13.4%	154 50.3%	10 3.3%	8 2.6%		3 1.0%		
Police Officer	2263	1218 53.8%	339 15.0%	654 28.9%	226 10.0%	1045 46.2%	96 4.2%	182 8.0%	15 0.7%	40 1.8%	2 0.1%	3 0.1%
Sworn Totals	2717	1437	409	789	278	1281	114	191	15	43	2	4
Sworn %		52.9%	15.1%	29.0%	10.2%	47.1%	4.2%	7.0%	0.6%	1.6%	0.1%	0.1%

Retention Strategies

- 5 year training cost reimbursement contract (increased from 2 years)
- New Patrol Schedule
- Salary Increase
- Tuition Reimbursement
- Equipment Upgrades
- Training Opportunities
- Improved Technology

Available Workforce Demographics for Baltimore

Source: Md. Office of Workforce Information and Performance,
Dept. of Labor, Licensing and Regulation, 2011

*Summary: **66.1%** of employees in Baltimore City lived outside of the city;
53.8% of Baltimore City residents worked outside of the city.
Baltimore City and County combined populations were about **50.5%** white
and **43.4%** black.*

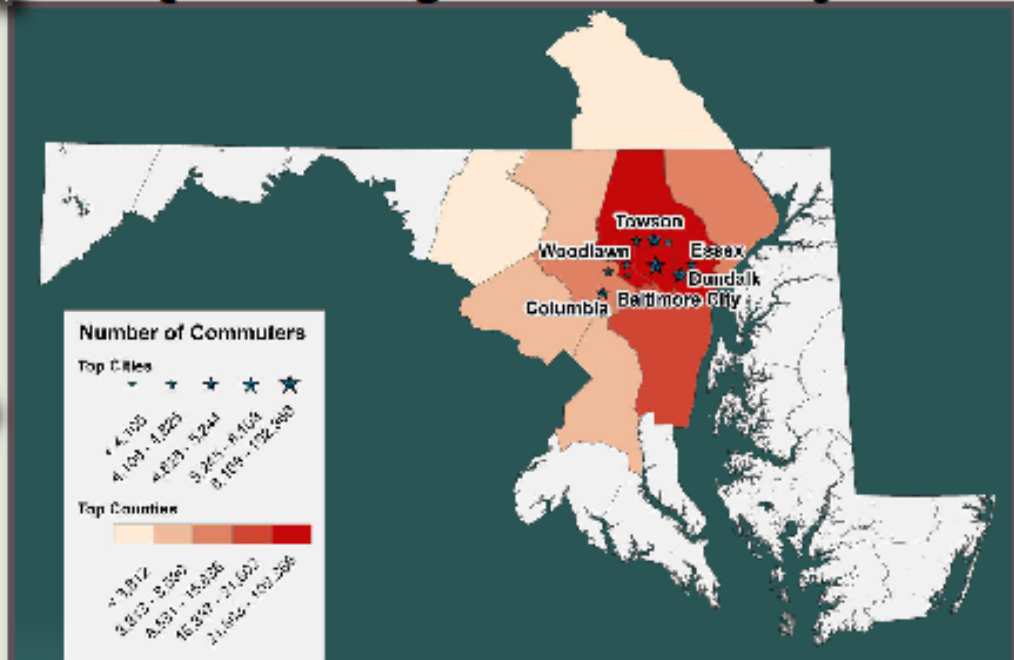
Commuting Patterns: Baltimore City Workforce Region



Office of Workforce Information and Performance
Division of Workforce Development and Adult Learning • Department of Labor, Licensing and Regulation



People Working in Baltimore City Live



Source: U.S. Census Bureau, Center for Economic Studies, OnTheMap (2011); Note: Based on primary job counts

Cities Workers in Baltimore City Live		
Baltimore City	102,366	33.9%
Dundalk	8,108	2.7%
Towson	6,834	2.3%
Columbia	5,244	1.7%
Ellicott City	4,825	1.6%

Counties Workers in Baltimore City Live		
Baltimore City	102,366	33.9%
Baltimore County	97,256	32.2%
Anne Arundel	21,602	7.2%
Howard	15,836	5.2%
Harford	14,216	4.7%

States Workers in Baltimore City Live		
Maryland	286,228	94.8%
Pennsylvania	6,308	2.1%
Virginia	3,059	1.0%
District of Columbia	1,771	0.6%
Delaware	1,126	0.4%

Baltimore City Workforce Demographics, 2011

- Workers in Baltimore City

- **301,928** workers worked in Baltimore City.
- **33.9%** lived in Baltimore City.
- **32.2%** lived in Baltimore County.
- **17.1%** lived in Anne Arundel, Howard and Harford Counties.
- **66.1% of workers did not live in the City.**

- Residents of Baltimore City

- **221,496** Baltimore City residents were employed in primary payroll jobs.
- **46.2%** (102,366) worked in Baltimore City
- **25.5 %** worked in Baltimore County
- **16.8%** worked in Anne Arundel, Howard and Montgomery counties.
- **53.8% did not work in the City.**

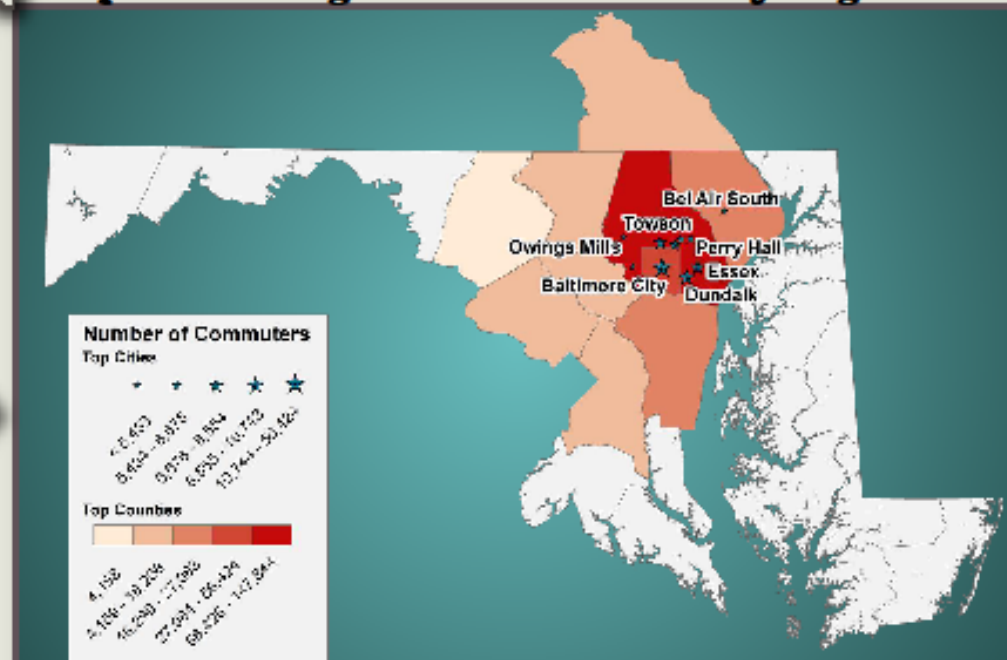
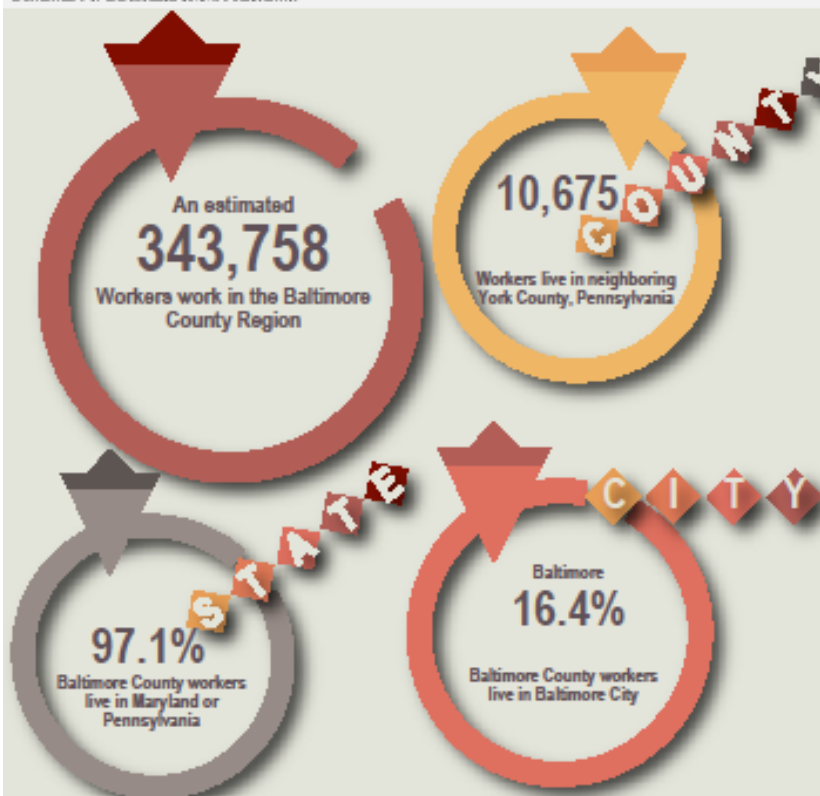
Commuting Patterns: Baltimore County Workforce Region



Office of Workforce Information and Performance
Division of Workforce Development and Adult Learning • Department of Labor, Licensing and Regulation



People Working in Baltimore County Region Live



Source: U.S. Census Bureau, Center for Economic Studies, OnTheMap (2011); Note: Based on primary job counts

Cities Workers in Baltimore County Live		
Baltimore City	56,424	16.4%
Dundalk	10,743	3.1%
Towson	8,554	2.5%
Essex	7,555	2.2%
Parkville	6,675	1.9%

Counties Workers in Baltimore County Live		
Baltimore County	147,844	43.0%
Baltimore City	56,424	16.4%
Harford	27,083	7.9%
Anne Arundel	19,087	5.6%
Carroll	16,298	4.7%

States Workers in Baltimore County Live		
Maryland	319,327	92.9%
Pennsylvania	14,472	4.2%
Virginia	3,125	0.9%
District of Columbia	1,501	0.4%
Delaware	1,462	0.4%

Baltimore County Workforce Demographics, 2011

• Workers in Baltimore County

- **343,758** workers worked in Baltimore County.
- **43.0%** lived in Baltimore County.
- **16.4%** lived in Baltimore City.
- **18.2%** lived in Harford, Anne Arundel and Carroll Counties.
- **57.0% of workers did not live in Baltimore County.**

• Baltimore County Residents

- **361,923** Baltimore County residents were employed in primary payroll jobs.
- **40.8%** (147,844) worked in Baltimore County.
- **26.9 %** worked in Baltimore City
- **17.8%** worked in Anne Arundel, Howard and Montgomery counties.
- **59.2% did not work in Baltimore County.**

Baltimore City and County Combined Population

	US Census 2010					
	Population	%	Population	%	Population	%
	Baltimore City		Baltimore County		Combined	
RACE						
One Race	608,006	97.9	785,745	97.6	1,393,751	
White	183,830	29.6	520,185	64.6	704,015	50.5%
Black or African American	395,781	63.7	209,738	26.1	605,519	43.4%

Baltimore Workforce and Population, 2011

- **Demographics**

- The combined demographics of Baltimore City and Baltimore County residents were **50.5%** white and **43.4%** black.

- **Analysis**

- The majority of workers in Baltimore City in 2011 were closely distributed between residents of Baltimore City (**33.9%**) and Baltimore County (**32.2%**).
- The combined population of Baltimore City and County in 2010 was closely distributed between white (**50.5%**) and black (**43.4%**)
- **The available workforce for employers in Baltimore City in 2010 was closely distributed between white and black.**

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**Maryland General Assembly
Public Safety and Policing Workgroup Presentation**

**PRINCE GEORGE'S COUNTY
POLICE**

JUNE 23, 2015 *DEPUTY CHIEF GEVONIA WHITTINGTON*

Census Bureau Quick Stats

Prince George' County

Population, 2014	904,430
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Population, 2013	894,199
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State of Maryland

Population, 2014	5,976,407
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Population, 2013	5,938,737
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Demographics

Census County 2013

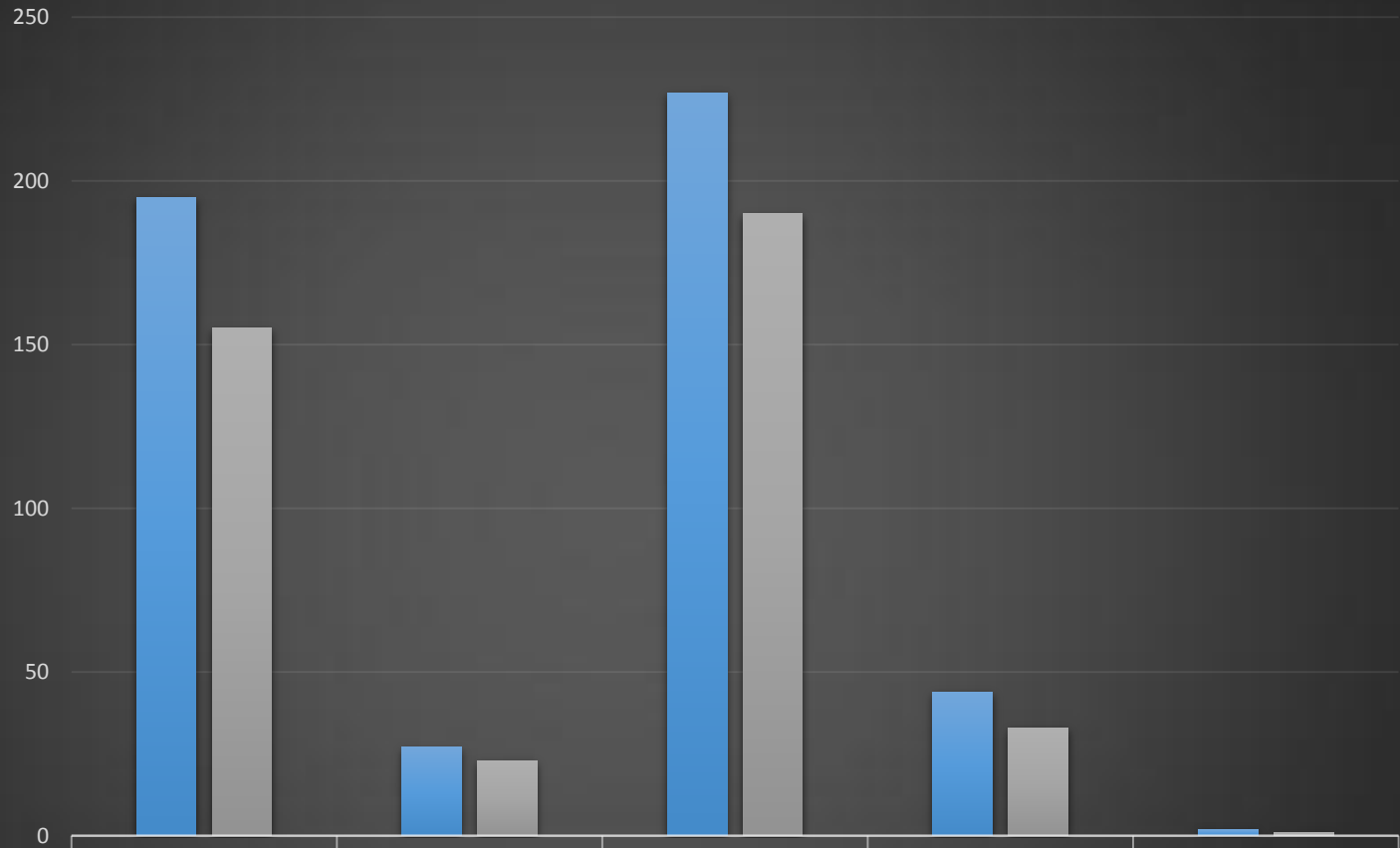
White	26.6%
Black or African American	65.1%
Am. Indian, Alaska Indian	1.0%
Asian	4.5%
Hispanic or Latino	16.2%
N. Hawaiian, Pacific Islander	0.2%
Two or More Races	2.6%
White alone, not Hispanic or Latino	14.5%

Police Department

White	44.8%	767
African American	43.0%	735
Native American	0.2%	3
Asian	3.7%	64
Hispanic	8.3%	142
TOTAL(s)	100%	1711

Total Police Academy Demographics

August 2010- YTD



Started	195	27	227	44	2
Graduated	155	23	190	33	1

Started Graduated

Sworn County Residency



Recruiting Strategies

☐ Job Fairs

- Brick and Mortar
- Virtual

☐ Career Days

☐ College Visits

- Shuttles/Tours of our facilities

☐ Social Media

☐ Read Publications

☐ Online Publications

☐ Radio Ads

☐ Variable Message Boards

☐ Employee Referral Incentive Program - \$500.00

☐ Cold Recruiting

- Malls, shopping centers, office buildings, etc.

☐ Young Adult Citizens' Police Academy

Hiring Process

Step 1 – Applicant
Physical Requirement
Test

Step 2 – Written Exam

Step 3 – Initial Interview

Step 3B – Background
Investigation

Step 4 – Polygraph

Step 5 – Oral Board

Step 6 – Psychological
Exam

Step 7 – Medical Exam

Step 8 – Certification &
Case File Forwarded for
Selection/Non-Selection

The selection process can take approximately 6 months, however, the process can take 9 to 12 months from the time of initial application to the start of the Academy class.

The normal training process for an academy class is thirty-two (32) to thirty-four (34) weeks. After graduation, officers are required to work sixty (60) days in the Field Officer Training Program (FTO).

Cost to Train Officers

	<u>1st Year</u>	<u>2nd Year</u>
Annual Salary (as of 12/15/13)	\$46,610	\$93,220
Fringe Benefits @ 62% (FY16)	\$28,898	\$57,796
Field Training Officer Pay cost	\$ 3,600	\$ 3,600 one-time
Initial Equipment/Uniform Issue cost	\$ 3,200	\$ 3,200 one-time
Printing of Training Modules	\$ 50	\$ 50 one-time cost
Ammunition for Training cost	\$ 1,000	\$ 1,000 one-time
Simunition Training Supplies	\$ 200	\$ 200 one-time cost
Weapon	\$ 355	\$ 355 one-time cost
Equipped vehicle including radio mobile video camera and mobile data computer	\$52,000	\$52,000
TOTAL	\$135,914	\$211,421 ****

*** Does not include the costs for the expenses associated with the medical and psychiatric exams, inoculations, background investigation, credit checks or instructors' salaries.

Attrition Data

Attrition Rate: Average 7 per month

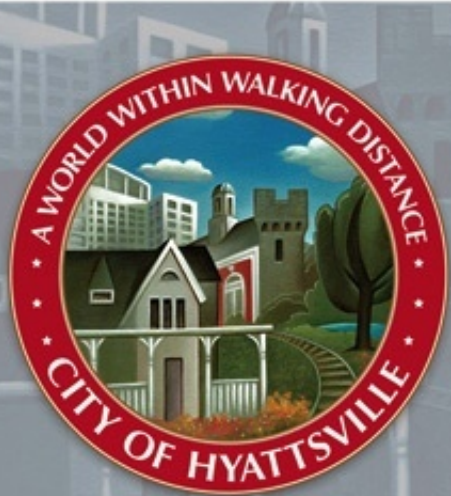
Average 80 per year

Sworn Personnel Eligible to Retire

Sworn Personnel Eligible to Retire, FY 2015 - FY 2018		
Timeframe	# of Sworn Personnel Eligible to Retire	# of Sworn Personnel Eligible to Retire (cumulative)
By June 30, 2015	252	252
By June 30, 2016	44	296
By June 30, 2017	56	352
By June 30, 2018	117	469
TOTAL FY 2015-FY 2018	469	469

Thank you

QUESTIONS?



CITY OF HYATTSVILLE

Police Recruitment & Hiring Practices

**Maryland General Assembly
Public Safety and Policing Workgroup**

June 23, 2015

Maryland Municipal Police Departments

- There are approximately 161 Police Agencies in Maryland
- Including the Baltimore City Police Department
 - There are 78 Municipal Police Departments in Maryland
 - Municipal Police Departments range in size from 1 officer to 2,749 officers
 - Represent 4,546 of Maryland's total of 16,909 officers
- Not Including the Baltimore City Police Department
 - There are 77 Municipal Police Departments
 - Municipal Police Departments range in size from 1 officer to 145 officers
 - Represent 1,797 of Maryland's total of 16,909 officers
- All Maryland police agencies, regardless of size or function must meet the same minimum selection standards established under the Code of Maryland Regulations (COMAR).



City of Hyattsville

Police Recruitment & Hiring Standards

■ City of Hyattsville

- 42 Police Officers
- Population 18,000
- 3 Square Miles
- 1 Mile from D.C. Border

■ Mandatory Minimum Standards

- Hyattsville City Police General Orders
- City of Hyattsville Personnel Manual
- Maryland Police Training Commission
- COMAR

■ Voluntary Standards

- Commission on Accreditation for Law Enforcement Agencies, Inc.
- Chapter 31 Recruitment – 9 Standards
- Chapter 32 Selection – 17 Standards



Hyattsville City Police Recruitment

■ Focus on Websites

- City of Hyattsville www.hyattsville.org
- PoliceOne www.PoliceOne.com
- Maryland Municipal League www.mdmunicipal.org
- International Public Municipal Association www.IPMA.org
- International Association of Chiefs of Police www.theiacp.org
- NAACP Prince George's County www.naacppg.org
- National Minority Update www.nationalminorityupdate.com

■ No newspapers or regional job fairs

- The target audience focuses on the internet
- Generally not competitive with larger County, State and Federal agencies
- Do use City cable TV and attend Prince George's Community College Police Academy job fair

■ Advertise as an equal opportunity employer urging minorities, females and bi-lingual persons apply.

- Use minority, female and bi-lingual officers in recruitment and testing processes
- Depend heavily on own officers to act as recruiters
- Focus on recruiting. Do not lower legitimate job related standards or mandate hard quotas for any gender, racial or ethnic group.



Hyattsville City Police Selection Process

- Basic Selection Process Steps
 - Initial application
 - Written Test
 - Physical Agility Test
 - Peer Oral Review Board
 - Extensive Background Investigation
 - Physical Examination/Drug Screen
 - Polygraph Examination
 - Psychological Examination
 - Final Oral Review Board with Police Chief, Commanders & H.R. Director
- Average Selection Process is 3-6 Months per Applicant
- Use Local Certified Police Academies for Entry Level Training
 - Average approximately 6 months
 - Followed by Field Training for a minimum of 420 hours



Recruitment and Hiring

Summary

- All Municipal, County, State and Federal agencies are competing for the same qualified applicants
- Proximity to Washington DC and many Federal Agencies adds further competition for qualified applicants
- There are great differences in the size and function of Maryland police agencies and also in their method of operation based on geographical location (urban, suburban, rural)
- All Maryland police agencies must meet Statewide legal minimum standards, but must retain some flexibility to meet local needs.



Commissions on Accreditation for Law Enforcement Agencies (CALEA) - Maryland Accredited Agencies

TOTAL AGENCIES IN SELF ASSESSMENT: 7

Program Type: Law Enforcement Accreditation : 7

Agency Type: Municipal Law Enforcement Agency 4

The 6 agencies listed below except UPPD were just re-accredited.

Agency Name	Location	Staff Size
<u>Aberdeen Police Department</u>	Aberdeen, MD	49
<u>Frederick Police Department</u>	Frederick, MD	185
<u>Hagerstown Department of Police</u>	Hagerstown, MD	122
<u>University Park Police Department</u>	University Park, MD	8

Agency Type: Sheriff's Department of Office 1

Not accredited yet

Agency Name	Location	Staff Size
<u>Howard County Sheriff's Office</u>	Columbia, MD	75

Agency Type: County/Regional Law Enforcement Agency 1

Agency Name	Location	Staff Size
<u>Prince George's County Police Department</u>	Palmer Park, MD	2302

Agency Type: University/College Law Enforcement Agency 1

Agency Name	Location	Staff Size
<u>Univ. of Maryland Baltimore County Police Department</u>	Baltimore, MD	42

[Search Agencies](#)

TOTAL AGENCIES AWARDED: 28

Program Type: Law Enforcement Accreditation : 28

Agency Type: Municipal Law Enforcement Agency : 8

Agency Name	Location	Staff Size
<u>Annapolis Police Department</u>	Annapolis, MD	150
<u>Chevy Chase Village Police Department</u>	Chevy Chase, MD	18
<u>Cumberland Police Department</u>	Cumberland, MD	64
<u>Gaithersburg Police Department</u>	Gaithersburg, MD	65
<u>Greenbelt Police Department</u>	Greenbelt, MD	70
<u>Hyattsville City Police Department</u>	Hyattsville, MD	52
<u>Rockville City Police Department</u>	Rockville, MD	92
<u>Salisbury Police Department</u>	Salisbury, MD	122

Agency Type: Sheriff's Department of Office : 8

Agency Name	Location	Staff Size
<u>Carroll County Sheriff's Office</u>	Westminster, MD	99
<u>Charles County Sheriff's Office</u>	LaPlata, MD	446
<u>Frederick County Sheriff's Office</u>	Frederick, MD	234
<u>Kent County Sheriff's Office</u>	Chestertown, MD	28
<u>Montgomery County Sheriff's Office</u>	Rockville, MD	180
<u>Queen Anne's County Sheriff's Office</u>	Centreville, MD	61
<u>St. Mary's County Sheriff's Office</u>	Leonardtown, MD	188
<u>Washington County Sheriff's Office</u>	Hagerstown, MD	114

Agency Type: County/Regional Law Enforcement Agency : 4

Agency Name	Location	Staff Size
<u>Anne Arundel County Police Department</u>	Millersville, MD	921
<u>Baltimore County Police Department</u>	Towson, MD	2529
<u>Howard County Department of Police</u>	Ellicott City, MD	665
<u>Montgomery County Department of Police</u>	Gaithersburg, MD	1862

Agency Type: State Police : 1

Agency Name	Location	Staff Size
<u>Maryland State Police</u>	Pikesville, MD	2375

Agency Type: University/College Law Enforcement Agency : 5

Agency Name	Location	Staff Size
<u>Salisbury University Police Department</u>	Salisbury, MD	34
<u>Towson University Police</u>	Towson, MD	55
<u>Univ. of Baltimore Police Department</u>	Baltimore, MD	35
<u>Univ. of Maryland Department of Public Safety</u>	College Park, MD	127
<u>Univ. of Maryland, Baltimore Police Force</u>	Baltimore, MD	167

Agency Type: Transportation : 1

Agency Name	Location	Staff Size
<u>Maryland Transportation Authority Police Force</u>	Baltimore, MD	667

Agency Type: Special Law Enforcement : 1

Agency Name	Location	Staff Size
<u>Maryland National Capital Park Police-PG Co. Div.</u>	Riverdale, MD	151

Provided by: Chief Douglas K. Holland - Hyattsville City Police Dept.