



Salisbury (MD) Police Department
Assessment Report



2016

**Salisbury, Maryland PD
Assessment Report
December 5-7, 2016**

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A. Agency name, CEO and AM

Salisbury Police Department
699 W, Salisbury Parkway
Salisbury, Md. 21801

Barbara Duncan, Chief of Police
Captain Rich Kaiser, Accreditation Manager

B. Dates of the On-Site Assessment:

December 5-7, 2016

C. Assessment Team:

1. Team Leader: William Welch
Chief of Police (ret.)
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2. Team Member: Sergeant Haley Sequeira
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D. CALEA Program Manager and Type of On-site:

John Gregory

8th reaccreditation, D size (personnel: 91 sworn and 31 non-sworn). 5th Edition Law Enforcement Advanced Accreditation. The agency utilizes 5th Edition Law Enforcement Accreditation Tier 1. Power DMS software.

E. Community and Agency Profile:

1. Community Profile

Salisbury is the county seat of Wicomico County, Maryland and one of the largest cities on the Delmarva Peninsula. The city's 30,343 population swells to over 125,000 daily as visitors take advantage of the numerous academic, business, cultural and entertainment institutions that define the vibrant community.

Salisbury is the proud home of Salisbury University, a respected liberal arts college situated at the southern end of the city. The university, which has an enrollment of approximately 8,600 students, is an integral part of the community as an employer, purveyor of art and culture and resource for academic and professional development. The Wicomico County Board of Education also maintains a number of primary and secondary schools within the city, and partners closely with city leadership on issues affecting community youths.

Salisbury maintains a strong business community, bolstered by a well-planned retail and industrial area in the northern portion of the city. Strip malls and a large shopping center share highway frontage along Rt. 13 with numerous restaurants and specialty shops, while manufacturing and commercial entities occupy the periphery of this booming area. Peninsula Regional Medical Center, (PRMC) is situated in the heart of the city, offering world-class healthcare services ranging from emergency care to oncology, cardiology and a host of other specialties. PRMC is a major employer in the area, and its sprawling campus creates an impressive visual footprint on the center of the city.

Salisbury is governed by a strong mayor who is popularly elected to a four year term, with a five member council acting as the legislative body. Day-to-day administrative functions are the responsibility of the City Administrator. The current Mayor, Jake Day, has continued recent efforts to revitalize the Downtown community along Main Street and the surrounding area. Third Friday, First Saturday and a host of other regular downtown events have spawned significant business growth and investment over the last decade. The downtown area has also become home to a thriving arts community that offers a wide-range of cultural experiences.

The City of Salisbury is proud to maintain an award-winning zoo and several large parks and recreation areas. The Wicomico River runs through the heart of the city and offers both economic and recreational benefits to the community. Churches and faith-based institutions are abundant and actively engaged with the community in addressing important social issues.

The City of Salisbury recently adopted "The Comfortable Side of Coastal" as its motto, and city officials work diligently to ensure that the community remains an inviting and invigorating place for those who live, work, learn and play here every day.

2. Agency Profile

The police department is a full-service law enforcement agency divided into a common hierarchal structure of three divisions including administration, operations and investigations each directed by command staff level personnel consisting of a major, and two captains. The Police Chief Barbara Duncan is assisted by Assistant Chief David Meienschein who has immediate oversight of the three divisions. Patrol shifts and the accompanying sergeants work twelve-hour patrol shifts while a "station supervisor" typically a Lieutenant, oversees the shift from a command module with direct access to the public lobby. The agency has added a patrol shift that functions from 3PM to 3AM which provides an overlapping shift and the high visibility strategies desired by Chief Duncan while ensuring that there are always officers on duty.

The Salisbury Police operates from an impressive three-story complex that was completed in 1996 and provides all employees with security within a professional environment. The facility benefits from a sally port leading directly into a booking and holding area which is well designed for constant supervision. The arresting officers can complete the required paperwork while viewing prisoners from behind glass barriers. There are electronic access pads as well as secured exterior and interior doors; audio-visual monitoring equipment in multiple locations as well as a very functional roll-call room. Simply stated, the complex is impressive in its breath and accoutrements and demonstrates significant consideration for future growth.

3. Demographics

The demographic compositions of the service area and agency are 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	16,911	56%	10,400	70%	83	91%	8	9%	81	93%	8	9%
African-American	10,441	34%	4,050	27%	6	7%	1	1%	5	5%	1	1%
Hispanic	2128	7%	259	1%	0	1%	0	0%	0	2%	0	0
Other	863	3%	253	2%	1	1%	0	0%	1	0%	0	0
Total	30343	100	14962	100	91	100	9	10%	69	100%	9	10%

4. Future issues

There are a number of issues that are likely to present challenges to the Salisbury Police Department in the coming years. Many of these items represent national trends in law enforcement while others are more specific to SPD.

Recruitment and retention are two of the most challenging issues in law enforcement today. The Salisbury Police Department has undertaken significant recruiting efforts; however, attracting qualified candidates remains an elusive task. Endeavoring to recruit female and minority applicants to better reflect the community that they serve remains a priority, albeit a challenging one. Retaining experienced officers is critical to healthy organizational growth. Experienced officers afford leadership and mentoring that is crucial in training new employees, and tends to enhance the level of service provided to constituents. In addition, the expenses in training, equipment and lost productivity created by extraordinary attrition rates place an undue burden on the agency and community.

Heroin and opiate abuse remains a growing national trend that has significantly affected Salisbury. All indications are that the public health and criminal issues surrounding this epidemic will continue to impact SPD and the community over the next decade or more. SPD must be committed to continuing to work with public health, criminal justice and community partners to address these issues in holistic and creative ways moving forward.

Funding will always be a concern in law enforcement, and the Salisbury Police Department in particular is subject to being impacted by economic and political shifts that affect the agency's budget. SPD has historically been successful in obtaining significant grant funds from state and federal entities. Should the availability of grant funding be reduced, it could potentially impact the ability to obtain equipment or to deploy extra human resources to combat crime trends. Above average attrition also has the potential to create substantial recruiting, training and equipment expenditures that deplete funds from other areas of the budget, to include enforcement and community policing efforts. In addition, SPD is similar to other agencies across the nation in facing the challenge of paying for data storage and other expenses related to the use of body cameras, in-car video and other technological advancements that have been mandated for use.

The City of Salisbury has a recent history of geographical expansion, and indications are that the municipality will continue to annex significant portions of land to include both commercial and residential areas. Maintaining adequate staffing, equipment and infrastructure to meet the needs created by this continued growth will present economic, tactical/operational and administrative challenges to SPD.

5. CEO biography

Salisbury City Police Chief Barbara Duncan began her career with the City of Salisbury, Maryland in November of 2010. The Salisbury Police Department is budgeted for 102 sworn and 33 civilian employees. Salisbury is unique in that the resident population is 30,343 however the daytime population rises to nearly 125,000 due to robust retail, commercial, and academic zones. She comes to Salisbury after having risen through the ranks over the course of nearly twenty-two years to become Chief of Police in the City of Mount Vernon, New York. In her capacity as Chief in Mt. Vernon she was responsible for the day to day operations of an urban municipal police force with a budgeted complement of 212 sworn and 40 civilian members of service. The Mt. Vernon Police Department was a New York State Accredited agency. Mt. Vernon was the third most densely populated municipality in the state of New York and is home to 75,000 residents within 4.2 square miles.

Throughout her law enforcement career Chief Duncan enjoyed assignments as a uniform and plain clothes patrol officer; a patrol squad supervisor; Personnel Officer; Commanding Officer of the Training Unit; Executive Officer of the Support Services Division and Commanding Officer of the Special Operations Division which included the administration of Internal Affairs and the coordination of Community Relations. Chief Duncan started her law enforcement career as a Seasonal Officer in Ocean City Maryland. She obtained her Bachelor of Science degree in Criminal Justice from Mercy College in 1988. In 1996 she secured her law degree from Pace University, School of Law. Chief Duncan graduated from the 210th Session of the Federal Bureau of Investigation's National Academy in 2002 and also graduated from the West Point Leadership and Command school as offered by the New Jersey Chiefs of Police Association in 2008. Chief Duncan successfully completed the State of Maryland's comparative compliance coursework for police as conducted by the Eastern Shore Criminal Justice Academy at Wor-Wic Community College in 2011. This will mark the third CALEA re-accreditation process Chief Duncan has participated in.

F. Public Information Activities:

Public notice and input are a corner stone 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.

Public Information Session

The Public Hearing was held at 6:00 pm, Monday March 14, 2016 at the City of Salisbury Fire Department Headquarters. Several community members and Agency personnel were on hand at the public hearing, two community members spoke in support of the agency being reaccredited.

1. Telephone Contacts

On Tuesday December 6, 2016, the assessors manned a dedicated phone line for public comment from 1:00 to 3:00 pm. Five phone calls were received during this time. All callers specifically commented on the partnership, professionalism and quality of service demonstrated by the agency and its employees.

3. Correspondence

One letter of support was received during the on- site assessment; the letter was from Chief Mark Sparks, University of Maryland, Baltimore County. The letter emphasized the professionalism and commitment to accreditation standards by the Salisbury Police Department.

4. Media Interest

The on-site team was provided with public media releases. The media releases offered an overview of the Commission on Accreditation for Law Enforcement Agencies, Inc.'s processes.

5. Public Information Material

The agency made its members and the general public aware of the upcoming on-site and the availability for public comment through agency memorandum and public hearing notices advertised through several media outlets within the county.

6. Community Outreach Contacts

Assessors spoke with various community members, retailers, restaurant employees, and business owners. All members of the community spoke favorably of the agency or had no opinion due to limited contact.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration.

The law enforcement role and authority of the agency are established in Maryland State Statutes, Salisbury City Ordinance and the agency's written directives. Officers have the authority to arrest, summons, warn or make referrals. The agency's directives provide employees guidance and direction in the performance of their duties. The organizational structure and chain-of-command are defined in both written directives and visual charting. All employees receive a copy of the organizational structure and the written directive that establishes duties, responsibilities, span of control, and authority of each component. The directives are provided to all employees

who acknowledge receipt by signing. All personnel are issued copies of the current directives during initial employee orientation, and are provided updates as directives are added, changed, purged, or rescinded.

Bias Based Profiling

The Salisbury Police Department has a directive that clearly prohibits employee encounters with the public on the basis of race, age, ethnicity, or gender. The Chief directs an annual review of department policy and complaints received from the public. A review of annual complaints from the public found that no complaints of bias based profiling had occurred over the last three years.

Traffic Warnings and Citations – 2014

Race/Sex	Warnings	Citations	Total
Caucasian/Male	1172	483	1655
Caucasian/Female	998	431	1429
African-American/Male	1260	924	2184
African-American/Female	760	352	1112
Hispanic/Male	103	119	222
Hispanic/Female	53	32	85
Asian/Male	31	29	60
Asian/Female	35	5	40
OTHER	126	73	199
TOTAL	4538	2448	6986

Traffic Warnings and Citations – 2015

Race/Sex	Warnings	Citations	Total
Caucasian/Male	1161	660	1821
Caucasian/Female	1016	401	1417
African-American/Male	1303	625	1928
African-American/Female	797	362	1159
Hispanic/Male	132	113	245
Hispanic/Female	57	53	110
Asian/Male	50	23	73
Asian/Female	32	10	42
OTHER	134	48	182
TOTAL	4682	2295	6977

Traffic Warnings and Citations – 2016

Race/Sex	Warnings	Citations	Total
Caucasian/Male	1230	439	1669
Caucasian/Female	1043	280	1323
African-American/Male	1381	735	2116
African-American/Female	803	266	1069
Hispanic/Male	153	154	307
Hispanic/Female	85	17	102
Asian/Male	55	22	77
Asian/Female	41	6	47
OTHER	162	30	192
TOTAL	4953	1949	6902

- Totals include parking citations

Use of Force

The agency's written directive prohibits officers from using unnecessary force and dictates that only reasonable force relevant to the incident be utilized. The agency's written directives cover reporting of the discharge of firearms, requirements associated with an alleged injury as the result of an officer's actions, reporting use of force incidents, and procedure differences for lethal or non-lethal uses of force.

Directives list the types of lethal/less-than-lethal weapons and ammunition authorized for use by agency personnel. Less than lethal weapons carried by the agency include, ASP baton, OC (oleo-resin capsicum) and Taser. All personnel are trained on an annual basis.

Use of force is documented on a Force Report Form developed by the agency. The report is then processed through the chain of command for administrative review and approval. The Criminal Investigation Division Commander performs the annual analysis of all use of force incidents. The respective analyses provided as proofs of compliance looked at the type of force, assignments, officers involved, duty status, age, and other relevant factors.

Use of Force 1.3.13

	2014	2015	2016
Firearm	3	6	1
ECW	0	13	4
Baton	(*2)	1	1
OC	8 (*3)	6 (*!)	1
Weaponless	14	3	2
Total Uses of Force	27	29	7
Total Use of Force Arrests	19	17	5
Complaints	2	0	0
Custodial Arrests	2,562	2,158	1,599

The table above indicates that from 2014 to 2016, Use of force incidents have decreased from 27 to 7 incidents respectively. Also, during that time period the number of calls for service also decreased. During the three year period the percentage of arrests requiring a use of force has remained under 2%. All incidents were investigated and determined to be within the guidelines of General Orders and Maryland State Law.

Analyzation of use of force for 2015 contained several factors into account including the actions of the suspect, the officer and the totality of the circumstances. Some of the increases in force come from the climate of negativity supported by national news that often paints police as unreasonable and against "them." Sometimes known as the "Ferguson Affect," officers are dealing with subjects that spontaneously go on the offensive as soon as the officer approaches. This is backed up by independent video, audio or witnesses of various incidents during the last year.

The department continues to focus training on de-escalation of any potential hostile encounter. Officers are made aware of trends in the community, society and methods in use of force. Officers receive training on how to handle situations in such a manner to avoid the use of force if possible or at least minimize it. The department continues to look at each officer's actions during use of force reviews, and make a determination if training, in-house or external, is required or further action needs to be taken from a disciplinary stand point. Should an officer need additional training or should the agency need to modify its policy to correct an issue it will be specific to the problem cause.

Personnel Structure and Personnel Process (Chapters 21-35)

Grievances

Grievance procedures are governed City personnel directives and agency policy. The grievance process is designed to ensure equity and due process for the grievant. The agency had no grievances in the last three years.

Disciplinary

The Salisbury Police Department disciplinary system incorporates training, counseling, oral/written reprimands and punitive action. The agency uses a progressive discipline process to assure that the level of discipline administered, is appropriate to actions taken against the individual officer. The responsibility for imposing corrective actions and determining the appropriate level of action rest with supervisory personnel, rank determines to what level discipline can be issued and is governed by directives.

Internal investigations are conducted at different supervisory levels within the agency. The immediate supervisor investigates minor infractions of policy. As allegations become more serious, complex or criminal, the Internal Affairs Unit handles the investigation. Depending on the nature of the complaint, other law enforcement

agencies may be called to complete an independent investigation to ensure the integrity of the process and promote the public's trust of the review.

The agency policy is clear regarding to sexual harassment and appropriately addresses other forms of harassment. The policy provides options on reporting harassment to address instances where the person responsible for the harassment is in the chain of command. The agency's policy also provides direction on how to report these incidents, including outside agency and city resources.

The agency has had 15 suspensions, six terminations and no one resigned in lieu of termination over the last three years.

Personnel Actions			
	2014	2015	2016
Suspension	4	4	7
Demotion	0	0	0
Resign In Lieu of Termination	0	0	0
Termination	3	3	0
Other	6	6	11
Unfounded / Unable to prove	4	4	2
Total	17	17	20
Commendations	82	82	123

The agency recognizes employees who have performed duties over and above the expectation normally associated with day-to-day functions. The agency utilizes an Employee Recognition Program that identifies those employees for distinguished service, meritorious services, innovation, commendations, and unit awards.

A review of the last three years the agency has issued 287 commendations. The criteria for awarding commendations have remained consistent. The entire agency is responsible for reporting actions that rise to the level of recognition. Supervisors receive additional training in regards to evaluating exceptional performance.

Recruitment and Selection

The Salisbury workforce demographics are from the most recent census reports 70% Caucasian and 30% minority. The SPD is 91% Caucasian and 8% minority. The agency available workforce for women is 14% and the agency complement of women is 9%. The agency will continue to evaluate its recruitment and selection policies to insure it continues to have an agency that is representative of the population that it serves.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian/Male	44	7	16%	0.0012%
Caucasian/Female	8	5	63%	0.0010%
African-American/Male	10	1	1%	%
African-American/Female	1	0	0%	0.000%
Hispanic/Male	3	1	33%	0.0049%
Hispanic/Female	0	0	0	0.000%
Other	0	0	0	0.000%
Total	66	14	21%	0.0009%%

The agency does advertise on the city website, local print media, and officers attend job fairs and speak at various schools and community organizations and events. Recruitment efforts are a priority for the agency, they are now going out of state and sending officers to colleges as far away as New York trying to recruit minority candidates to better have the agency reflect the community it serves. Recruitment officers are trained on the agency recruitment needs and commitments, career opportunities, salaries, benefits, federal and state compliance guidelines including Equal Employment Opportunity.

The Salisbury Police Department's Standard Operating Procedure describes all elements of their selection process to include a background investigation, medical examination, polygraph and psychological examination. Proof that all elements of the selection process were administered and scored in a uniform manner could be found with the Human Resource Department for the city.

All sworn personnel are placed on probationary status for a period of two years from the date of employment and may be extended when appropriate. Probationary periods may be extended under certain conditions to include poor performance, remedial training, illness/injury or prolonged absence during the probationary period, such as military leave.

Training

All newly sworn officers shall successfully complete a certified basic law enforcement/police training course in accordance with requirements of the State of Maryland.

The standard length of the field training program is 12 weeks for new recruits. Officers hired with prior experience undergo at least a four week recruit training. The department may authorize a longer period of training depending upon the qualifications, experience and demonstrated ability of the probationary officer to satisfactorily perform

all essential job functions. However, the field training period may not be shorter the four weeks.

Field training consists of five phases to include, Orientation, Intermediate/Direct Field Training, Practical Application Field Training, Familiarization Tours and FTO/Supervisor's Observation.

Department personnel, both sworn and civilian are required to attend annual in-service training. The agency also identifies, in policy, a list of specialized assignments that require additional specialized training or certifications. All supervisors are trained in career development to assist in selecting training that will facilitate their career preferences and needs.

Promotions

The Chief of Police manages the promotional process. Both will have a role in the development of the measurement instruments that are used in determining the skills, knowledge, and abilities of employees for positions.

The promotional process is job related and non-discriminatory. The promotion eligibility roster is utilized for a period of one year; there is an option for officers to keep a final score for an additional year, unless the roster has been depleted of eligible candidates.

The selection process includes all elements that are specific to the job requirements, candidates are informed in writing, scored on relative job requirements. A one year probationary period is required of all sworn officers who are promoted.

The Chief of Police or his/her designee is responsible for overseeing the department's role in the promotional process.

Sworn Officer Promotions			
	2014	2015	2016
GENDER / RACE TESTED			
Caucasian/Male	23	20	0
Caucasian/Female	1	0	0
African-American/Male	1	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	13	14	0
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	9	3	2
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Law Enforcement Operations and Operations Support

The patrol division schedule rotates on a 12 hour shift, from 0800 hrs. to 2000 hrs., and 2000 hrs. to 0800 hrs. There are "Early Out" officers who work from 0700 hrs. to 1900 hrs. and 1900 hrs. to 0700 hrs. to ensure complete coverage during the regular shift change over. There is also a shift that covers 1500 hrs. to 0300 hrs. to accommodate busier times. The Salisbury Police Department operates with rotating shifts of two weeks on day shift patrol and two weeks on night shift patrol. Patrol squads operate on a 28 day duty schedule consisting of 7 day shifts, 7 night shifts and 14 days off.

The squad commander or supervisor conducts shift briefing prior to each tour of duty. It is paid duty time and is mandatory with the exception of officers assigned as early or overlapping units. Officers are notified during shift briefing of schedule or assignment changes for that day. They are also briefed regarding daily patrol activity, directed patrol activity, potential and actual police hazards, the status of wanted persons, etc. The agency has four (4) K9 teams available for use by the department. All K9 teams are trained by the Eastern Shore Criminal Justice Academy. Salisbury PD authorizes a

K9 to be used to apprehend an individual if the K9 handler has probable cause to believe that the individual has either committed or is about to commit a criminal offense. A K9 team can also be used in building searches, tracking and trailing criminal suspects or to locate evidence that has been abandoned, crowd control and drug detection

Salisbury PD policy allows for two different vehicle response levels to emergency calls for service. A Code II response can be activated for calls for service with actual or potential conditions where the expedited response and immediate action of an officer is likely to prevent or reduce injury, loss or damage of property and/or increase the probability of the apprehension of a suspect. During "CODE II" operation, vehicles do not exceed the speed limit by more than 20 miles per hour on undivided roadways and 30 miles per hour on roadways divided by a physical barrier. "CODE III" operation is reserved for those life and death emergencies in which the presence of an officer will actually save a life and where seconds would make a difference. It includes those instances where an officer has placed a call for expedited assistance, those instances where a life-threatening crime is in progress or has just occurred and other situations where an emergency response could prevent loss of life or serious injury. There is no speed limit cap or ceiling during "Code III" response. When vehicles are operated at Code III, notification to the Chief is required. Salisbury PD did not utilize Code III response during this re-accreditation period.

Salisbury PD does allow for officers to pursue a fleeing vehicle when the suspect exhibits the intention to avoid arrest by using a vehicle to flee apprehension for a serious felony that would normally require a full custodial arrest, and the suspect operating the vehicle refuses to stop at the direction of the officer, and the suspect, if allowed to flee, would present a danger to human life or cause serious injury. Any officer who participates in a pursuit immediately submits a written report to their Squad Commander.

All of the pertinent information regarding missing adult persons is gathered, disseminated and entered into the Crime Justice Information Center as well as the NCIC database. The agency does a good job in taking immediate action in attempting to locate missing persons.

The agency has very detailed guidelines for handling missing children, runaways, abandoned children and children who are found away from their guardians. The agency's policies are concurrent with state and federal guidelines as well as specific procedures for initiating an AMBER alert. All follow up investigations for missing children are assigned to the agency's Criminal Investigations Division.

The agency has guidelines in place for the recognition of persons suffering from mental illness and procedures for accessing available community health resources. Re-training was conducted for sworn and civilian members of the agency in early 2013 and through Power DMS in early 2016.

The agency employs in car and body worn cameras. The system utilized by the agency contains special data that is displayed on the video track and is embedded into the recording so the video cannot be altered in any way. The in car system automatically activates when emergency equipment turns on (lights,) the wireless transmitter is operating, when the vehicle speed reaches a pre-set range, or when manually activated by the operator. Body worn cameras are activated by uniformed officers prior to any contact with a person while in enforcement capacity. The IT division is responsible for training in the use of cameras and duplication of media upon request. Currently the IT division produces a weekly audit report of in-car camera data. The agency utilizes the language "a random selection of police vehicles," but does not identify a number or percentage of vehicles it will audit. The same issue lies in body worn camera footage. The agency has the Operations Division Commander conduct a semi-annual audit of body worn camera footage, however, it does not specify a quantity of footage. It appears the agency is only auditing videos that have been reviewed for other reasons (ie. an officer complaint, use of force incidents.)

The criminal investigation function provides 24-hour capabilities through an "on call" schedule. The Criminal Investigation Division, (CID) Commander reviews all reports to determine which ones will be assigned for follow-up based on solvability factors articulated in policy. The Salisbury Police Department uses a computerized case status control system which records the type of case, the case number, the date assigned and the investigator assigned. Once a case has been disposed of by arrest, suspension or other clearance, the written file, as well as computerized records, of that case are maintained by the Department for a period of ten years and then purged from the files.

The CID Commander is responsible for the department's intelligence function. It is the responsibility of the CID Commander to continually monitor the gathering of intelligence information in an effort to ensure that there is no indiscriminate collection or distribution of intelligence information and any information proven incorrect is be purged immediately. Annually, the CID Commander purges individual intelligence case files ten years old or older. The CID Commander maintains a separate, secure file in which current intelligence information and active case files pertaining to vice, organized crime, and intelligence activities is maintained. An annual review of procedures and processes as they relate to the collection, processing, and sharing of suspicious incidents and criminal intelligence relating to criminal and homeland security activities was completed in November of 2013, January 2015, and January 2016.

Investigators attend one or more of the Patrol Division weekly shift briefings. The purpose of such attendance is to enhance and improve investigator-patrol officer personal relationships and to increase the mutual exchange of information. It is the practice of the night detective to attend the patrol shift read-off held at 2000 hours.

The Salisbury PD currently has five interview and interrogation rooms. Two interview rooms are located in the Criminal Investigation Division located on the third floor of the building. Two are located in the front lobby area of the building and the Status

Offender Room, also located on the first floor, is available as a fifth interview room if needed. All officers are required to secure their weapon in gun lockers located in the squad room or criminal investigation division and personally maintain the key prior to conducting an interview or interrogation in the designated interview rooms. One officer shall be positioned outside of the designated interview room anytime an officer is conducting an interview. In the event that the officer conducting the interview needs assistance, he/she will summons assistance through verbal commands to the officer positioned outside of the designated view rooms. Interviewees are allowed access to restrooms, water, and/or comfort breaks.

Complaints relating to vice, drug, and organized crime activities are documented in writing and assigned for investigation when warranted. The CID Commander is responsible for the security of intelligence information and maintains the records in a separate, secure file while the case is active. The CID Commander maintains a written record of all information conveyed to and received from outside agencies.

The agency's budget provides for a confidential fund to support the purchase of contraband such as illegal drugs, alcohol, and stolen property in connection with official investigations. The account also allows for rental costs associated with vehicles used in covert operations and surveillance.

The Commander of CID is responsible for controlling the Department's surveillance and undercover equipment. The equipment is maintained in a secure area and any use of the equipment is entered in the Equipment Utilization Log maintained by the Criminal Investigation Division Commander along with the case number referring to the report concerning its use, maintained in the intelligence files. The CID Commander is responsible for ensuring that the use of the equipment is appropriate, legal, part of an approved plan and the officer using the equipment has been trained in its use and care.

Complaints relating to vice, drug, and organized crime activities are documented in writing and assigned for investigation when warranted. The CID Commander is responsible for the security of intelligence information and maintains the records in a separate, secure file while the case is active. The CID Commander maintains a written record of all information conveyed to and received from outside agencies.

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The agency actively participates in and organizes recreational and educational youth events in an effort to prevent delinquent behavior. Events include, Cops and Reading Program, Stop the Violence Drug Awareness, Career Day, Back to School Events, Chief for a Day, and other numerous mentoring activities. All personnel of this department have responsibilities for and are familiar with juvenile operations and procedures and their support. All members of the Salisbury Police Department cooperate with Wicomico County Department of Juvenile Services and support activities.

The agency encourages review and comment by other elements of the juvenile justice system in the development of the agency's policies and procedures relating to juveniles. Specifically, in 2015, the Salisbury Police Department proposed a City Ordinance involving a "Curfew for Minors". This was initiated based on feedback from residents and affected agencies. The curfew, supported by juvenile crime and arrest statistics, would have changed the way officers would interact with juvenile offenders during specified times. The proposed curfew encouraged discussion and review of the current policies and procedures as well as prompting positive change. Ultimately the ordinance was not passed.

When dealing with juvenile offenders, officers are expected to use the least coercive among reasonable alternatives, consistent with preserving public safety, order, and individual liberty. Salisbury PD policy allows for officers to warn and release juveniles to a parent, they can also issue a Maryland Uniform Citation Summons for juveniles 16 years and older as long as copy is mailed to the parent, in specified instances.

A child may be taken into custody when the child is alleged to be in need of services, an officer has probable cause to believe the child has committed an offense which if done by an adult could be a felony, or an officer has probable cause to believe the child is a runaway. Regardless of the reason the child is taken into custody Salisbury officers do not hold a juvenile longer than six hours in the holding cell area and a parent or guardian is required to be contacted.

When questioning a juvenile in custody, the same rules and procedures used for an adult is followed. Juveniles are entitled to the full Miranda Warnings and those rights are explained in the presence of parents, guardian or counsel, not just routinely read. An interrogation of the juvenile is conducted in the presence of the parent, guardian, or custodian of the child.

Vehicle Pursuits

In 2014 agency employees engaged in six pursuits, in 2015 and 2016 there were three pursuits each year. In 2014 a pursuit analysis was completed for the 2013 data. This analysis encompassed a review of pursuit policies and reporting procedures. The same was done for 2014 and 2015 data. A new electronic reporting document was implemented in 2013 to capture data and according to the agency, this form has been beneficial for review and analysis of reports. According to the data provided by the

agency one pursuit in 2016 was found to be out of compliance with policy, however, the analysis of 2016 data was not complete as of this date and therefore it was not addressed during this on-site.

Salisbury PD only authorizes a roadblock in the case of a "cordon type" (marked/checked area in which all vehicles are stopped for proper identification and the non-suspect vehicle is permitted to continue.) Forcible stopping is only permitted by use of the "Terminator" (a tire deflation device.) The tire deflation device is authorized by the department on stationary vehicles and moving vehicles traveling no more than 25 MPH.

Vehicle Pursuits 41.2.3

PURSUIITS	2013	2014	2015
Total Pursuits	4	1	7
Policy Compliant	4	1	6
Policy Non-compliant	0	0	1
Accidents	0	1	2
Injuries (officer/suspect/third party)	0	1	1
Traffic offense	4	0	3
Felony	0	0	2
Misdemeanor	0	1	2

Year End Crime Statistics

Crime by Type:	2014	2015	2016
Murder	0	3	1
Rape	14	22	8
Robbery	70	103	65
Aggravated Assault	179	161	127
Burglary	307	261	185
Larceny-Theft	1479	1489	1054
Motor Vehicle Theft	47	45	56
Arson	14	7	7
Calls For Service	49,485	49,997	61,865
Total, Major Crimes	2,110	2,191	1,503

Critical Incidents, Special Operations and Homeland Security

The Chief of Police is responsible for planning, directing, and coordinating all activities of the Department. The Operations Commander is responsible for the functional area of police operations dealing with critical, special, or emergency situations. However, the Chief of Police may delegate the planning for response to unusual occurrences to individuals with subject matter knowledge, who will submit all plans to the Chief for review. The Chief then reviews and approves the written procedures prior to their adoption.

The Salisbury Police Department has an All-Hazards Plan covering specifics such as VIP security, Special Events, Hostage and Barricaded Persons, Homeland Security, CBRN, Bomb Threats, and active threats. The plan follows the Federal Emergency Management Incident Command System. Parts of the plan were utilized and implemented during a bomb threat to the city mall in 2014 and a planned protest in 2015. Annually, all affected agency personnel receive training on the All Hazards Plan. During this re-accreditation cycle the agency completed numerous training exercises to include, active shooter training, a Point of Distribution Drill with the County Health Department in 2014, civil disturbance training in 2015, and a Local Emergency Management Planning Committee Petroleum Exercise Training in 2016.

The Salisbury PD maintains a relationship with Federal, State and Local agencies for the purpose of reviving and disseminating intelligence information, including terrorist activity. The agency is part of an information sharing network through the Eastern Shore Information Center (ESIC) which collects and distributes bulletins and alerts through email. The network collects and distributes this information in an expeditious manner to affected law enforcement groups encompassing multiple jurisdictions.

Internal Affairs and Complaints Against Employees

The Salisbury Police Department accepts and investigates complaints including anonymous complaints, against its employees of alleged misconduct and based upon its findings exonerates the innocent, establishes the guilt of wrongdoers and justly determines disciplinary action with promptness.

Supervisors receiving alleged complaints record the same on the "Complaint against Salisbury Police Department Personnel" form and forward it to the Chief of Police. The Chief of Police reviews those complaints and forwards those complaints requiring an investigation to the IA Commander for proper tracking. The complaint will then be assigned to the appropriate supervisor for investigation or maintained by the IA Commander for investigation.

The agency utilizes IA Trak for Internal Affairs Records Management. The agency only holds five licenses and the electronic program requires a unique User Name and Password for authorized persons. Hard copy files are maintained in locked file cabinets in the CID Records Room. The Administrative Lieutenant is the IA Commander and is responsible for the department's IA function and may designate personnel (Supervisors and or Squad Commanders) to investigate internal affairs complaints. The Administrative Lieutenant has the authority to report directly to the Chief of Police.

Procedures for registering complaints are made available to the community through the department's community relations program, the department website, social media, and through the distribution of the Compliments and Complaints pamphlets.

Complaints and Internal Affairs Investigations

External	2014	2015	2016
Citizen Complaint	7	4	2
Sustained	1	1	0
Not Sustained	3	1	0
Unfounded	1	0	1
Exonerated	2	1	1
Withdrawn	0	1	0
Internal			
Directed complaint	10	1	3
Sustained	7	1	0
Not Sustained	1	0	0
Unfounded	0	0	1
Still Active	0	0	2

Victim/Witness Assistance

All SPD personnel receive initial and annual in-service training on victim/witness services, and are tasked with having the information available for review if needed.

The Communications Division maintains a social services information list which is available through the dispatch center, via phone, 24 hours a day. This list contains over numerous community services organizations, to include agencies that provide temporary and/or permanent housing, adult education agencies, and other types of non-governmental and faith based service agencies.

Detainee and Court Related Activities; Auxiliary and Technical Services

Immediately after a person has been placed under arrest and physically taken into custody; a thorough search is made of that person, and the person is handcuffed properly. Officers are required to personally search each arrestee to be transported.

All officers inspect their respective patrol units at the beginning of their shift to ensure that all equipment assigned to their unit is available, in good condition, and that the vehicle is ready to be placed in service. The inspection will include a check for weapons and/or contraband. Any transporting officer(s) will search the vehicle prior to and after each prisoner transport to ensure that no weapons, contraband, and other items are available to, or discarded by the detainee.

In the event a detainee escapes while being transported, or while in the holding area or detention cell, the officer(s) involved submits a written report to the Chief of Police as soon as he returns to the Department explaining the circumstances of the escape. The agency had no incidents of escaped prisoners during this re-accreditation period.

The agency has four temporary holding cells accessible through a sally port. The detention cell is designed to house Salisbury Police Department detainees for processing and interview/interrogation only. The Salisbury Police Department does not accept detainees from other agencies unless in an emergency and for processing only. Adult detainees are not held longer than six hours.

All detainees brought to Salisbury PD holding cells are documented on a Detention Cell Log/Personal Property Inventory Form listing the reason, date and time in and out of the facility. Officers who bring in detainees are required to secure their firearm in lock boxes prior to entering the holding cells. Meals are not provided in the holding cells. The squad room was designed with windows facing the four temporary detention cells which provide visual monitoring by the arresting officer(s) and all other officers present in the squad room. There are also video cameras and live feed is monitored in the communications center. Members of the opposite sex and/or juveniles in custody are detained separately in detention cells.

Communications

Salisbury Police Department's 911 calls and emergency TTY calls are answered by the central 911 center operated by the county. The county then determines jurisdiction and routes calls for service to the appropriate agency's dispatch center. The agency also publishes a non-emergency number that is answered in their communications center 24 hours a day. Salisbury PD officers are all assigned individual portable radios for inclusion on their duty belt to ensure officers have continuous two way communication capability.

All calls for service, including officer initiated calls for service, are recorded in their RMS/CAD computer system. Each officer is assigned an identification number when they are hired by the agency. The ID number does not change and is used on all court documents and police reports. This same number uniquely identifies the officer to communications and their name automatically displays on the radio console work area when communicating with dispatch. Communications personnel have immediate access to a roster of all personnel available, a phone number for every agency member, visual maps detailing the service area, and tactical dispatching plans. During times of emergency operations or mutual aid calls a cross patch can be used to allow SPD officers to conduct radio transmissions with officers from other agencies. In an emergency, officers may request immediate assistance by activating their duress button on their hand held radio. An alarm alerts communication personnel and additional officers will be dispatched to assist.

The agency maintains a 24 continuous recording system of radio and telephone transmissions. The system does allow for immediate playback, if necessary, for law enforcement purposes only. The recorded information is stored for 120 days and is automatically deleted on day 121. The information is stored on the server located within

the police department inside a secure IT server room. The walls run from ground to roof with no ceiling access. If authorized personnel access the recordings, they are "read only" and cannot be altered or manipulated.

Access to communications is limited to authorized personnel through electronic key card entry. The agency has an alternate source of electrical power in the form of a generator to ensure continued operation of emergency communication equipment in the event of failure of the primary power source. The generator is inspected and tested weekly by an employee of the agency. Annually, a private company is contracted for maintenance and the generator was tested under full load in late May or early June of 2014, 2015 and 2016.

Records

Physical access to the department's records division is restricted by electronic key pad access. Access to computer records is restricted by password log-in and user rights. Passwords automatically expire every 42 days and therefore are forced to be changed and reset by the employee. Squad commanders can gain access to the Records Department after hours if necessary because of an emergency. Only records clerks can release records to the public and in most cases after a written Information Act request is made and the city's legal department has authorized it's release. All juvenile records are kept separate from adult records and they are never released unless ordered by a judge. Juvenile records, after reaching adult age, are sealed and filed with adult records. When ordered by the court juvenile records are expunged.

The agency maintains its central records system on its own servers within the police department inside a locked room within the secure Records Department. Each of the main servers has an external hard drive attached to it which stores daily back-ups of the data. In addition, each of the servers utilizes a fiber link to the Salisbury Fire Department where daily back-ups are stored securely off-site. Upon hire, each employee signs a "Computer Security and Access Application" acknowledging they understand and agree to comply with the department's policies regarding computer usage.

The Salisbury Police Department issues traffic citations (called E-Tix) through Maryland State software titled, "Delta Plus". The paper citations are maintained by the police department on a limited basis and are only used as a backup to the electronic software. The paper Maryland Uniform Citation Books are maintained by the Quartermaster. Accountability of the citations occurs by signing them out in the appropriate book accompanied by a supervisor's signature.

Property and Evidence

The agency requires all property to be logged into agency records and placed into a

locker before the officer ends his/her tour of duty. All property recovered or received requires a property form describing each item and a written report detailing the circumstances by which the property came into the agency's possession. All in-custody and evidentiary property is stored within designated, secure areas with access limited to authorized personnel. Firearms, narcotics, and money are stored separately. Temporary storage lockers are provided for officers and an exterior storage bay for larger items. The storage bay has a keyed access and once evidence is placed inside, the key is immediately turned into the Property Section.

The Salisbury PD does not utilize explosives for training purposes. Weapons seized or forfeited for training aids must be approved by the Chief of Police and then accounted for by the Quartermasters Office. In 2016 Salisbury PD revised their policy on training aids in regards to narcotics. This policy revision was completed to allow the K9 unit to train with seized narcotics after a request to convert them to agency property was submitted through the chain of command and approved by the Chief. The narcotics would then become the property and responsibility of the K9 handler. The K9 handler would be responsible for maintaining, securing, and auditing the narcotics. However, during this reaccreditation cycle, there have been no requests to convert narcotics or firearms to training aids.

The agency is currently in the middle of converting to a computerized barcode system of property and evidence tracking. As of now, the agency utilizes their Computer Information System (CIS) to log all property received by the agency. These records indicate the status of the property and can be queried by type of property, date or case number.

An annual audit of the property and evidence room was completed in 2016 with 111 total items audited; in 2015, 127 items were audited and; in 2014, 154 items were audited. The audits were completed by a supervisor not connected to the function and included high liability items. An annual unannounced inspection was completed every year as well as a semi-annual inspection of the room to determine adherence to the procedures.

There are over 200,000 items of property and evidence on hand. The agency is converting to a barcoding system, which will help with organization, however it will not alleviate the number of items in the room. The clerks also suggested officers were encouraged to collect "everything" for evidence when in reality a picture or documentation in a report may suffice. While in the room she completed a 10 item unannounced compliance audit. All items were found to be in their proper location either in the room or properly documented in the computer system. Six of the items were high liability items. Two of the items were documented as "sent to lab" and they were not on scene.

The agency completed all of its required audit's and inspections and did document a change in its Evidence Custodian during the assessment period. The necessary audit was completed per Appendix I by the outgoing and incoming Evidence Custodian and training was completed as necessary.

H. Standards Issues 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 two standards for which on-site adjustments were made.

11.2.2 Each organizational component is under the direct command of only one supervisor. (M)

Issue: Directive contained language such as the word normally; this did not address what happens when situations were not normal.

Agency Response: Language added to the policy to address when and who was in charge in all circumstances.

41.2.7 Requires documented entry level training of agency personnel: (M)

Issue: Entry level training occurred for sworn employees upon hire, however, no civilian employee received entry level training. Policy did not require entry level training as well.

Agency Response: Policy was updated on-site to include the word "civilian" in their mandatory training policy. There was no need for training to occur on-site because all civilian employees had already been trained during the "re-training" in 2016.

I. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation. This is a LE1, therefore this section is non-applicable.

J. Future Performance / Review Issues

N/A

K. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>169</u>
Other-Than-Mandatory Compliance	<u>0</u>
Standard Issues	<u>0</u>
Waiver	<u>0</u>
(O) Elect 20%	<u>0</u>
Not Applicable	<u>20</u>
 TOTAL	 <u>189</u>

L. Summary:

This was the SPD's 9th reaccreditation and the agency was fully prepared for the on-site assessment. The agency was found to be in compliance with all applicable standards. The assessment team returned seven files for additional proofs of compliance that were already in possession of the agency.

All of the comments received by the assessment team concerning the agency were positive. Each commenter stressed the agency's cooperation, professionalism and caring approach to public safety issues.

Chief Barbara Duncan and members of the command staff, and agency employees were available to answer questions regarding the facilities, equipment or assignments of staff. Employees described agency operations and answered the assessors' questions relating to specific CALEA standards. The assessment team found everyone in the organization to be professional, knowledgeable and willing to provide the assessors with any information or material needed.

Attending the Summary review was the City Manager, Julia Glanz and Mayor Jake Day. I also interviewed Senator Jim Mathais after the Summary review; he was extremely supportive of the agency and supported their re-accreditation.

William E. Welch
Team Leader

