



**Chief of Police ..... Gerald Ladwig**

## Service Statement

In order to maintain Midland as a safe, quality community in which to work and live, the Police Department addresses the problems and concerns that negatively impact the community. We believe that providing police personnel with the education and equipment required to provide a proactive partnership with the community will result in a safer community with citizens who have an enhanced quality of life. The Police Department's emphasis is placed on being fair and unbiased and treating all persons with respect and dignity. The Police Department expects the highest possible degree of personal and professional integrity in the performance of duties. The Police Department's role in the community is to provide safety through the protection of persons, property and our environment. Employees are encouraged to utilize their knowledge of the community and their profession to identify public safety problems and quality of life issues. The Chief is charged with directing the police work of the city and is responsible for the enforcement of law and order. The Police Department strives to provide a high-quality, professional police service to the Midland community.

## Functions

### Administration

- Prepares and administers the department budget
- Coordinates and administers grants
- Directs the planning, organization, coordination and review of department operations
- Establishes, evaluates and reports on department goals
- Conducts internal and pre-employment investigations
- Develops, implements and evaluates department policies and procedures
- Works with the city manager and department heads on City plans and projects
- Liaison with law enforcement and community groups
- Manages Emergency Operations and Homeland Security functions
- Disseminates media information

### Investigations Unit

- Investigates reported crimes and suspected criminal activity
- Conducts undercover investigations and criminal surveillances
- Gathers, collates and disseminates information regarding criminal activity

- Administers criminal and narcotics forfeiture actions
- Provides specialized arson investigation
- Liaison with other law enforcement agencies
- Conducts investigations relative to child welfare
- Liaison with local, state and federal prosecutors and courts
- Stores, secures and disposes of all property
- Partners with local Child Protection Council
- Liaison with the Michigan State Police Computer Crimes Task Force

### Patrol Division

- Establishes working relationships with people in the community to facilitate quality policing and problem solving
- Operates motor, foot and bicycle patrol by uniformed officers for the general maintenance of law and order
- Provides immediate response to emergency situations and provides specialized law enforcement response to tactical situations
- Conducts preliminary investigation of crimes, enforcement of local ordinances, state law and any other law applicable within the city

## Functions (cont.)

- Traffic enforcement, investigation of traffic crashes, traffic education programs, respond to complaints of neighborhood traffic problems and coordination of school crossing guards
- Manages impounded vehicles

## Support Services

- Develops, schedules and presents department training
- Maintains records and processes FOIA, permit and license requests
- Coordinates and maintains management information systems, conducts research/planning
- Implements crime prevention programs
- Provides D.A.R.E. classroom instruction to 5th grade students

## Department at a Glance

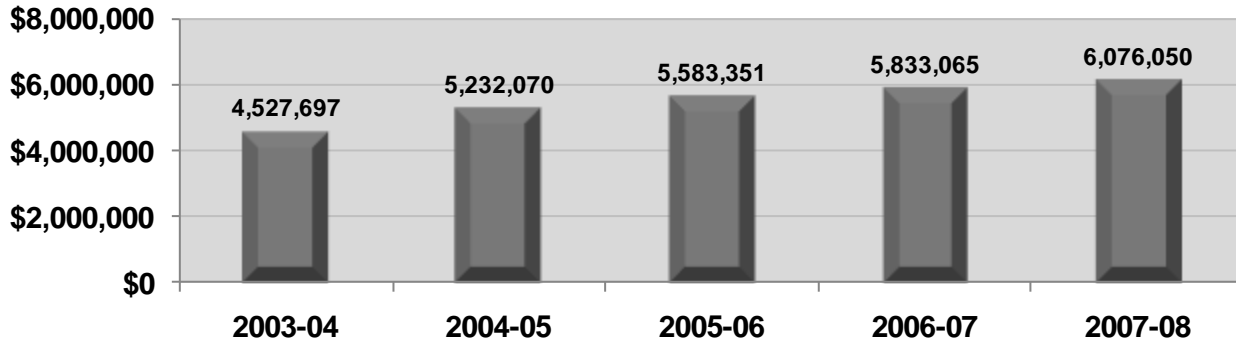
Funding Level Summary	2006-07 Actual	2007-08 Actual	Adjusted 2008-09 Budget	Estimated 2008-09 Budget	Adopted 2009-10 Budget	% of Change
Administration	\$ 1,116,991	\$ 1,158,418	\$ 1,351,843	\$ 1,225,399	\$ 1,271,106	3.7%
General Services	127,343	99,564	140,581	115,600	170,782	47.7%
Detective Bureau	497,936	520,320	667,657	664,145	668,869	0.7%
Patrol Bureau	4,007,685	4,214,947	5,377,413	5,403,507	5,423,771	0.4%
School Crossing Guard	83,110	82,801	87,050	82,358	86,550	5.1%
<b>Total Department</b>	<b>\$ 5,833,065</b>	<b>\$ 6,076,050</b>	<b>\$ 7,624,544</b>	<b>\$ 7,491,009</b>	<b>\$ 7,621,078</b>	<b>1.7%</b>
Personal Services	\$ 4,734,624	\$ 4,991,143	\$ 6,378,716	\$ 6,221,072	\$ 6,497,963	4.5%
Supplies	162,981	192,024	186,935	210,588	201,825	-4.2%
Other Services/Charges	865,607	888,075	951,893	949,439	921,290	-3.0%
Capital Outlay	69,853	4,808	107,000	109,910	-	-100.0%
<b>Total Department</b>	<b>\$ 5,833,065</b>	<b>\$ 6,076,050</b>	<b>\$ 7,624,544</b>	<b>\$ 7,491,009</b>	<b>\$ 7,621,078</b>	<b>1.7%</b>

## Personnel Summary

Full-Time	51	51	51	51	51
Regular Part-Time	16	16	16	16	16
<b>Total Department</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>	<b>67</b>

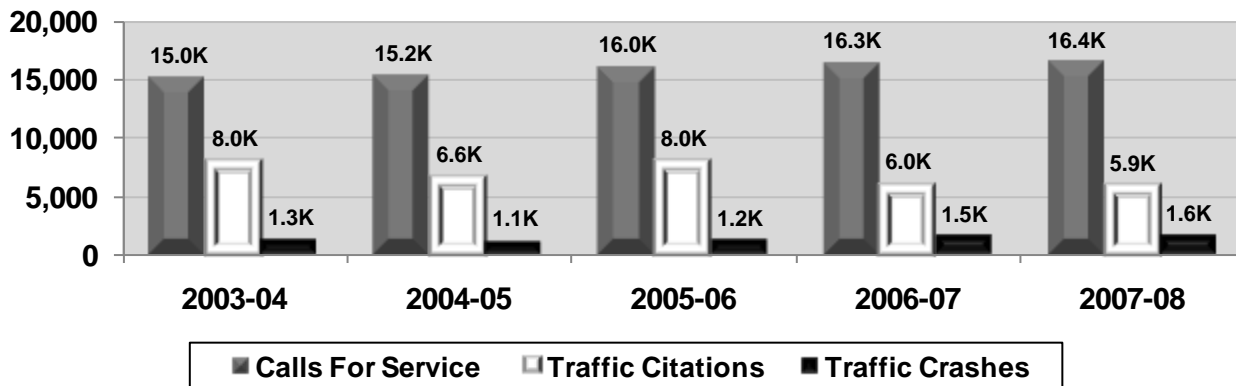
## Summary of Budget Changes

### 5-Year Operating Budget History



## Key Departmental Trends

### Complaint Activity



Our overall complaint activity has increased each year over the last five years. We do not expect this trend to change, in fact there is a possibility that with the current economy the complaint levels could rise at a larger rate.

## Performance Objectives

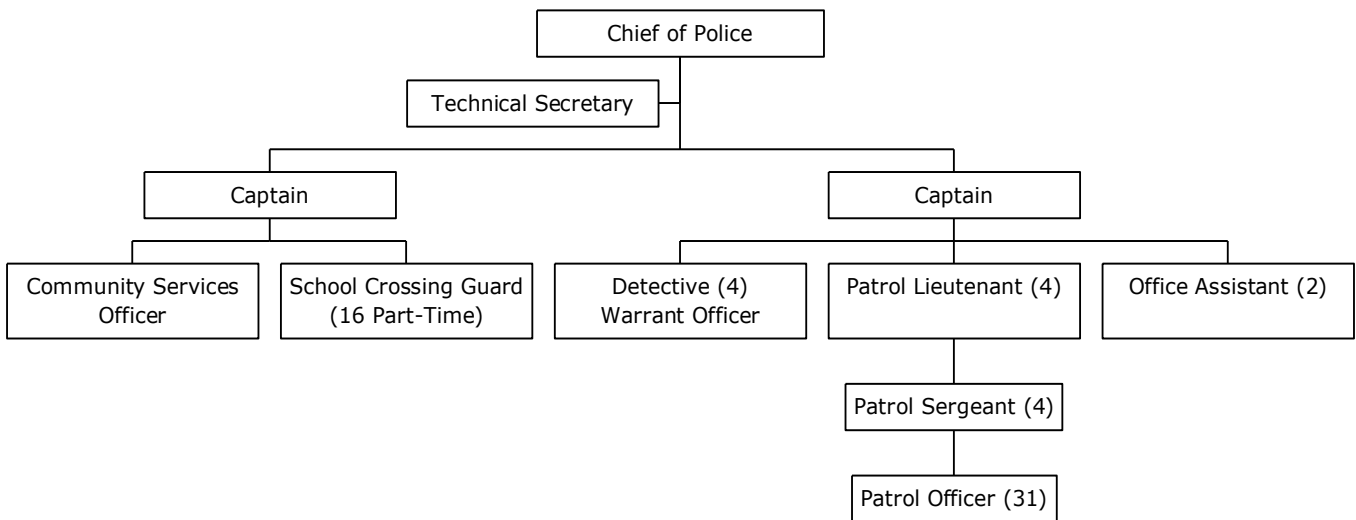
<b>Performance Indicators (OUTPUT)</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>% Change</b>
Murder	0	0	N/A
Negligent Manslaughter	0	0	N/A
Kidnapping	1	0	-100.0%
Kidnapping (Parental)	1	0	-100.0%
Sexual Assault	39	47	20.5%
Robbery	14	25	78.6%
Non-aggravated Assault	104	97	-6.7%
Aggravated Assault	35	41	17.1%
Intimidation/Stalking	6	16	166.7%
Arson	4	4	0.0%
Burglary – Forced Entry	129	99	-23.3%
Burglary – Non-forced Entry	28	23	-17.9%
Unlawful Entry (no intent)	5	7	40.0%
Larceny	664	617	-7.1%
Retail Fraud	163	173	6.1%
Stolen Vehicle	28	20	-28.6%
Forgery / Counterfeiting	25	29	16.0%
Fraud (excluding checks)	167	122	-26.9%
Check Offenses	11	36	227.3%
Embezzlement	27	27	0.0%
Damage to Property	276	258	-6.5%
Narcotics Violations	79	111	40.5%
Family - Abuse & Neglect	17	8	-52.9%
Driving Under Influence	116	129	11.2%
Minor in Possession of Alcohol	41	95	131.7%
Liquor License Establishment	0	4	N/A
Liquor Law Violations – Other	7	5	-28.6%
Weapons Offense	8	16	100.0%
Disorderly Conduct / Public Peace	111	82	-26.1%
Domestic Assaults	139	145	4.3%
Domestic Dispute - No assault	128	124	-3.1%
Loud Party	62	185	198.4%
<b>Total</b>	<b>2,435</b>	<b>2,545</b>	<b>4.5%</b>

The breakdown in our offenses numbers shows that even though there may have been a decrease in some areas, we are seeing an increase in some of our more violent crimes: robbery, sexual assault, stalking, and aggravated assault have all seen increases over the last year. We've also

## Performance Objectives (cont.)

seen a significant increase in narcotics violations. Our department is actively reviewing these types of complaints to develop programming that will enable us to proactively address these crimes. We are currently partnering with other community groups on such projects as "Operation Medicine Cabinet." We will continue to be proactive and aggressively work to lower crime numbers like these in Midland.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2007-08</b>	<b>Approved 2008-09</b>	<b>Adopted 2009-10</b>
<u>Full-Time</u>			
Chief of Police	1	1	1
Deputy Chief of Police	1	1	0
Captain	0	0	2
Administrative Lieutenant	1	1	0
Detective Lieutenant	1	1	0
Patrol Lieutenant	4	4	4
Patrol Sergeant	4	4	4
Detective	3	3	4
Warrant Officer	1	1	1
Community Services Officer	1	1	1
Patrol Officer	31	31	31
Technical Secretary	1	1	1
Office Assistant	2	2	2
<b>Total Full-Time</b>	<b>51</b>	<b>51</b>	<b>51</b>
<u>Regular Part-Time</u>			
School Crossing Guard	16	16	16
<b>Total Regular Part-Time</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>Department Total</b>	<b>67</b>	<b>67</b>	<b>67</b>

With the hiring of a new police chief on February 15, 2009, our department has made some changes in administration. The restructure will result in one less supervisor, allowing our department one more detective assigned to the Investigations Unit. This will provide us with greater flexibility for future programs. These changes will result in a lower cost to the overall budget, and will allow us to be more effective, which in turn will result in an increase in the efficiency of our operations.

Following is an outline of the proposed new structure of the department into two categories: operations and logistics.

**OPERATIONS:**

*Captain:*

This position has been given the mandate of increasing the efficiency, training and overall cooperation of the units within the Operations Division.

The Patrol Division by virtue of its size and scope is the frontline in protecting the lives and property of Midland’s residents and handles over 15,000 complaints for service a year. The men and women of this division are responsible for implementing the bulk of our policing strategy and are the staff most visible to the community.

The Operations Division includes the following units and responsibilities: patrol, traffic safety, parking enforcement, field training officers, firearms and training, car seat specialists, and crash investigation and reconstruction - these are some of the duties within Operations.

The Investigations Unit also falls under the control of Operations. The purpose of the Investigations Unit is to provide comprehensive investigations of felony crimes; to organize major case investigations with the Prosecutor’s Office, City Attorney, State and Federal agencies; to coordinate activities with the court system through the use of our warrant officer, to coordinate narcotics investigations with BAYANET; to accept, log, store and recycle police property in our

evidence room. The Investigations Unit also assists in the annual City of Midland auction held each May. The unit also assisted in the creation of the Child Assessment Center.

The Records Unit - under Operations - has the responsibility to provide police records to the community, law enforcement personnel, the Prosecuting Attorney's Office, City Attorney and other providers of legal services in order to increase efficiency and provide good customer service. It also collects vital crime data to provide the general public and the various components of the criminal justice system, by archiving reports, and gathering crime statistics, traffic citation information, processing requests for permits, and other materials. These tasks are accomplished through communication such as the telephone, computer, fax, written and spoken media, and the physical delivery of the needed material.

## **LOGISTICS:**

### *Captain:*

This position has been given the mandate of acquiring new technology for the department and implementing our strategic plan through standardized procedures. The position also will pursue CALEA certification for our department.

The basic function of Logistics is to provide essential resources to police operations. This is accomplished through the deployment and acquisition of personnel and equipment. By structuring the department in this manner, police can effectively respond to emergency and disaster incidents.

This division is comprised of: Community Policing, School Liaison/D.A.R.E., Community Relations, S.W.A.T., and crossing guards. It also provides services such as LCC investigations and review of permits for special events and parties.

The Logistics Division acquires and purchases all police equipment and technology, and administers the department's forfeiture accounts.

### Financial and Technical Support:

This division provides budgetary, financial, technical, and analytical support services to police personnel in order to reduce the crime rate, increase case clearance rates, and increase staff efficiency. This is accomplished by providing timely, accurate, relevant, and accessible data, services, and analysis by:

Providing support for the mobile computers in our fleet, and the in-car DVR cameras; maintaining and keeping current our department Internet website; providing support for software applications, law enforcement software and connectivity; researching, analyzing, and compiling data to improve police response to fluctuations in crime, increase case clearance rates and support efficient deployment of police resources; providing administrative and strategic analysis related to long-term problems such as alcohol and drug impact, community defined crime concerns, juvenile recidivism, and neighborhood disorder issues.

Over the last year, this unit has purchased our in-car camera system, our records management system, and our S.W.A.T. vehicle through Federal grants with no cost to the City general fund.