



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

## **Service Statement**

Our Staff has developed a strategic plan encompassing our Core Purpose, Core Values and Department Vision.

### **CORE PURPOSE**

- To Serve and Protect

### **CORE VALUES**

- Integrity:

The members of the Midland Police Department have the uncompromising courage to do what is right. There is a commitment to elevated standards of trust, responsibility and discipline. It includes earning the trust of community by service, fairness and impartiality. Integrity begins with department members treating each other with respect, dignity, and courtesy regardless of position or assignment. That treatment is reflected in our service to the community.

- Professionalism:

The Midland Police Department is proud of our profession and is dedicated to high standards of training, education and effectiveness. We take pride in what we do, who we are, and what we represent to our community. We build professionalism by creating an empowering environment, one that encourages teamwork. Each officer has a strong sense of personal responsibility, commitment to leadership and honor in the way our profession is lived. We will make it our personal responsibility to make sure we serve the people with pride and integrity.

- Service to Community:

We are committed to responding to the needs and requests of our community with compassion and sincerity. We value the opportunity to provide service in a manner, which is fair, courteous, responsive and efficient. An attitude of respect for the protection of the worth, dignity, and the rights of all we serve is the foundation of our department.

### **VISION:**

- A committed and respected TEAM of professionals recognized as the most highly trained, proactive, community-oriented law enforcement agency in Michigan.

## 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
- 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
- School Resource officers based out of the high schools, who provide a variety of enforcement and education functions at all Midland Public Schools

## Department at a Glance

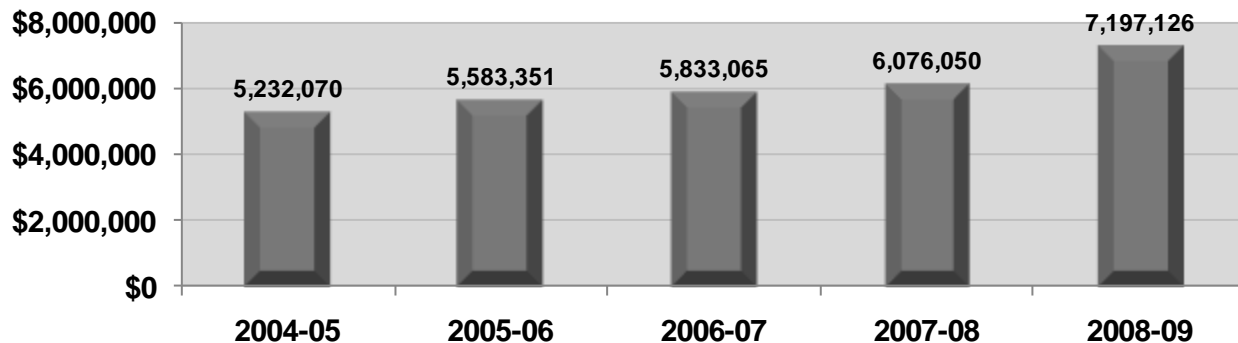
Funding Level Summary	2007-08 Actual	2008-09 Actual	Adjusted 2009-10 Budget	Estimated 2009-10 Budget	Adopted 2010-11 Budget	% of Change
Administration	\$ 1,158,418	\$ 1,158,673	\$ 1,307,039	\$ 1,285,470	\$ 1,357,282	5.6%
General Services	99,564	115,761	170,782	120,087	103,950	-13.4%
Detective Bureau	520,320	617,780	668,869	514,352	535,036	4.0%
Patrol Bureau	4,214,947	5,224,870	5,478,598	5,408,384	5,706,634	5.5%
School Crossing Guard	82,801	80,042	86,550	82,300	82,100	-0.2%
<b>Total Department</b>	<b>\$ 6,076,050</b>	<b>\$ 7,197,126</b>	<b>\$ 7,711,838</b>	<b>\$ 7,410,593</b>	<b>\$ 7,785,002</b>	<b>5.1%</b>
Personal Services	\$ 4,991,143	\$ 6,150,125	\$ 6,548,171	\$ 6,247,421	\$ 6,618,128	5.9%
Supplies	192,024	150,047	217,377	207,452	198,850	-4.1%
Other Services/Charges	888,075	888,494	946,290	955,720	968,024	1.3%
Capital Outlay	4,808	8,460	-	-	-	0.0%
<b>Total Department</b>	<b>\$ 6,076,050</b>	<b>\$ 7,197,126</b>	<b>\$ 7,711,838</b>	<b>\$ 7,410,593</b>	<b>\$ 7,785,002</b>	<b>5.1%</b>

### Personnel Summary

Full-Time	51	51	51	51	50
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>66</b>

## Summary of Budget Changes

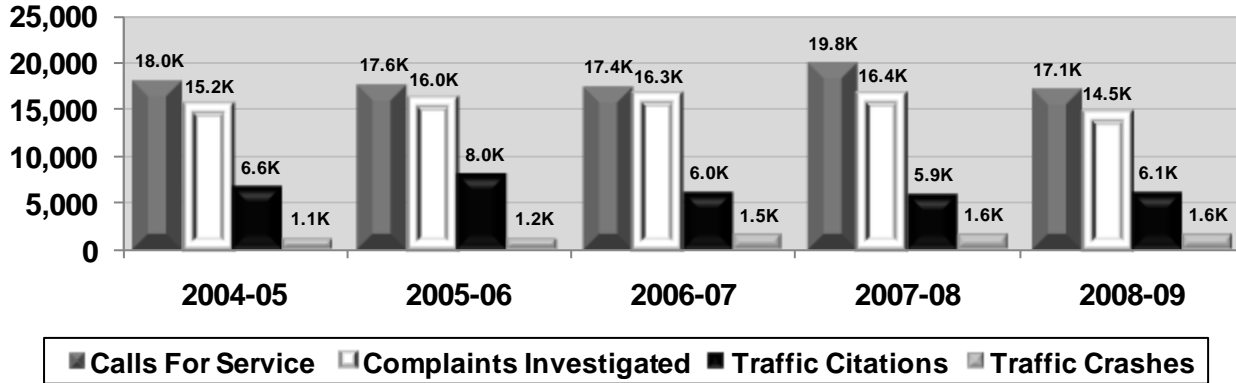
### 5-Year Operating Budget History



During the 2008-2009 retiree health contributions, were moved from the general fund to the ledger of each individual department. This accounting change reflects an increase to the police department budget of \$1,075,083.

## Key Departmental Trends

### Complaint Activity



We have begun marking the key trends with four indicators. The newest indicator is the call for service, which encompasses every citizen request to speak to an officer which is logged in the computer aided dispatch system; however, not all of these contacts require a police investigation. During this budget year we implemented a new records management system. Prior to the change in the records management system we began assigning our in house complaint numbers only to contacts requiring computer documentation and investigation. As a result, the complaints investigated bar is lower than previous years, but the calls for service remain relatively constant with exception of the previous year, where a large spike was noted. This use of our records management system has resulted in a more efficient system and has allowed more efficient allocation of our resources.

## Performance Objectives

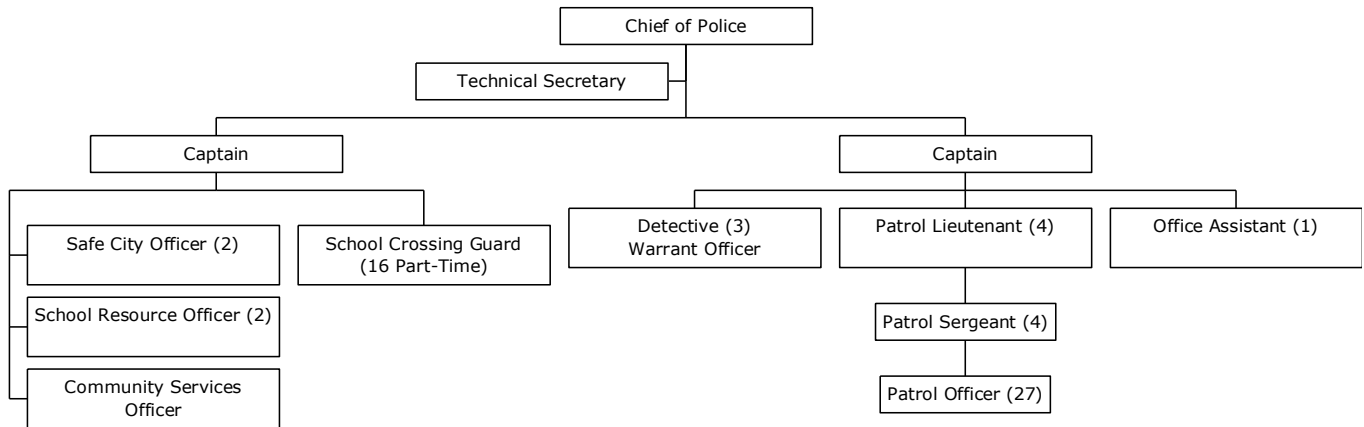
<b>Performance Indicators (OUTPUT)</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>% Change</b>
Murder	0	0	N/A
Negligent Manslaughter	0	0	N/A
Kidnapping	0	1	N/A
Kidnapping (Parental)	0	0	N/A
Sexual Assault	47	35	-25.5%
Robbery	25	7	-72.0%
Non-aggravated Assault	97	103	6.2%
Aggravated Assault	41	35	-14.6%
Intimidation/Stalking	16	14	-12.5%
Arson	4	4	0.0%
Burglary – Forced Entry	99	72	-27.3%
Burglary – Non-forced Entry	23	24	4.3%
Unlawful Entry (no intent)	7	12	71.4%
Larceny	617	519	-15.9%
Retail Fraud	173	157	-9.2%
Stolen Vehicle	20	19	-5.0%
Forgery / Counterfeiting	29	13	-55.2%
Fraud (excluding checks)	122	96	-21.3%
Check Offenses	36	11	-69.4%
Embezzlement	27	18	-33.3%
Damage to Property	258	266	3.1%
Narcotics Violations	111	92	-17.1%
Family - Abuse & Neglect	8	13	62.5%
Driving Under Influence	129	111	-14.0%
Minor in Possession of Alcohol	95	76	-20.0%
Liquor License Establishment	4	2	-50.0%
Liquor Law Violations – Other	5	12	140.0%
Weapons Offense	16	11	-31.3%
Disorderly Conduct / Public Peace	82	91	11.0%
Domestic Assaults	145	127	-12.4%
Domestic Dispute - No assault	124	138	11.3%
Loud Party	185	183	-1.1%
<b>Total</b>	<b>2,545</b>	<b>2,262</b>	<b>-11.1%</b>

Our reportable crimes overall saw a decrease of almost three hundred cases. We noted decreases in robberies, larcenies, weapons offenses and burglaries to name a few. We saw increases in areas such as domestic disputes, disorderly conduct, and destruction of property.

## Performance Objectives (cont.)

The reduction in reports for check offenses was due to a new procedure developed through the Prosecutor's Office. Our department is continuing to move forward with our crime prevention program which we anticipate will result in a further reduction of reportable crimes.

## Organizational Chart



<b>Staff Summary</b>	<b>Approved 2008-09</b>	<b>Approved 2009-10</b>	<b>Adopted 2010-11</b>
<u>Full-Time</u>			
Chief of Police	1	1	1
Deputy Chief of Police	1	0	0
Captain	0	2	2
Administrative Lieutenant	1	0	0
Detective Lieutenant	1	0	0
Patrol Lieutenant	4	4	4
Patrol Sergeant	4	4	4
Detective	3	4	3
Warrant Officer	1	1	1
Community Services Officer	1	1	1
Patrol Officer	31	31	32
Technical Secretary	1	1	1
Office Assistant	2	2	1
<b>Total Full-Time</b>	<b>51</b>	<b>51</b>	<b>50</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>66</b>

2009 has been an exciting year for the Midland Police Department. Our initial restructuring has been successful and achieved some of the results we anticipated. Two school resource officers began working with the Midland Public Schools in August of 2009. These officers are building relationships with our local youth and they are also providing a valuable community policing resource to our school neighborhoods. We have also begun the Safe City Project in 2010 with our Special Operations Team. This unit has seen some early success in combating our local drug issues. We continue to analyze the programming we provide and also our service delivery to the community.

Following is an outline of the 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 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., Safe City Project, 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.