



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



## Service Statement

### **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
- Develops, schedules and presents department training
- Coordinates and maintains management information systems, conducts research/planning

### 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
- Maintains records and processes FOIA, permit and license requests

- 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
- Manages impounded vehicles

### 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

## Department at a Glance

| Funding Level Summary   | 2008-09 Actual      | 2009-10 Actual      | Adjusted 2010-11 Budget | Estimated 2010-11 Budget | Adopted 2011-12 Budget | % of Change  |
|-------------------------|---------------------|---------------------|-------------------------|--------------------------|------------------------|--------------|
| Administration          | \$ 1,158,673        | \$ 1,237,542        | \$ 1,371,561            | \$ 1,404,194             | \$ 1,309,596           | -6.7%        |
| General Services        | 115,761             | 118,718             | 103,950                 | 104,712                  | 97,522                 | -6.9%        |
| Detective Bureau        | 617,780             | 513,781             | 535,036                 | 668,387                  | 673,387                | 0.7%         |
| Patrol Bureau           | 5,224,870           | 5,273,448           | 5,759,690               | 5,394,989                | 5,425,345              | 0.6%         |
| School Crossing Guard   | 80,042              | 77,871              | 82,100                  | 72,700                   | 68,401                 | -5.9%        |
| <b>Total Department</b> | <b>\$ 7,197,126</b> | <b>\$ 7,221,360</b> | <b>\$ 7,852,337</b>     | <b>\$ 7,644,982</b>      | <b>\$ 7,574,251</b>    | <b>-0.9%</b> |
| Personal Services       | \$ 6,150,125        | \$ 6,144,675        | \$ 6,661,184            | \$ 6,506,214             | \$ 6,444,846           | -0.9%        |
| Supplies                | 150,047             | 160,671             | 196,100                 | 198,830                  | 201,570                | 1.4%         |
| Other Services/Charges  | 888,494             | 916,014             | 985,053                 | 929,938                  | 927,835                | -0.2%        |
| Capital Outlay          | 8,460               | -                   | 10,000                  | 10,000                   | -                      | -100.0%      |
| <b>Total Department</b> | <b>\$ 7,197,126</b> | <b>\$ 7,221,360</b> | <b>\$ 7,852,337</b>     | <b>\$ 7,644,982</b>      | <b>\$ 7,574,251</b>    | <b>-0.9%</b> |

### Personnel Summary

|                         |           |           |           |           |           |
|-------------------------|-----------|-----------|-----------|-----------|-----------|
| Full-Time               | 51        | 51        | 50        | 50        | 50        |
| Regular Part-Time       | 16        | 17        | 14        | 14        | 14        |
| <b>Total Department</b> | <b>67</b> | <b>68</b> | <b>64</b> | <b>64</b> | <b>64</b> |

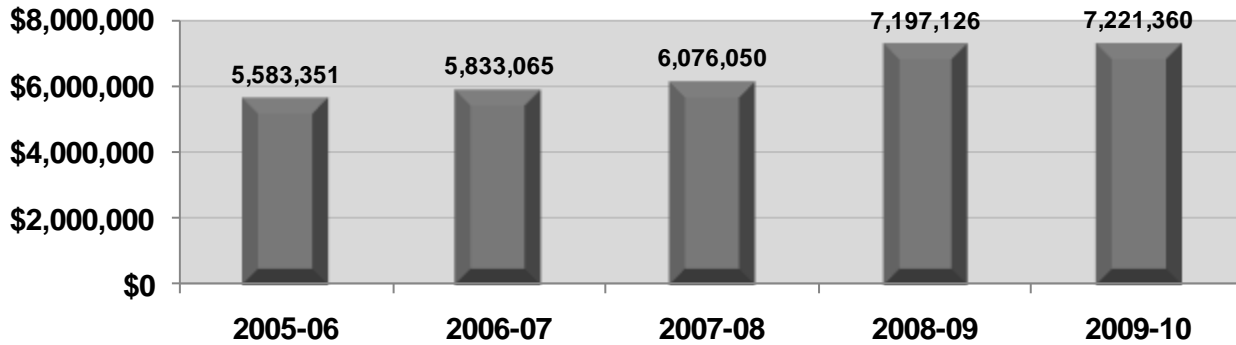
## Summary of Budget Changes

### Significant Notes – 2011-12 Budget Compared to 2010-11 Budget

We continue as part of our strategic plan to review the operations of the department. Along those lines we continue to align our staff to make the most efficient use of our resources. With the recent retirements of our patrol captain and a road sergeant we have made some changes in our command structure. We have reduced the number of captains from two to one. A lieutenant is now in charge of patrol, with a lieutenant in charge of investigations, and an administrative lieutenant. We are in the process of removing the lieutenants from day to day road patrol duties. Those supervision duties will be handled by the road patrol sergeants.

## Summary of Budget Changes (cont.)

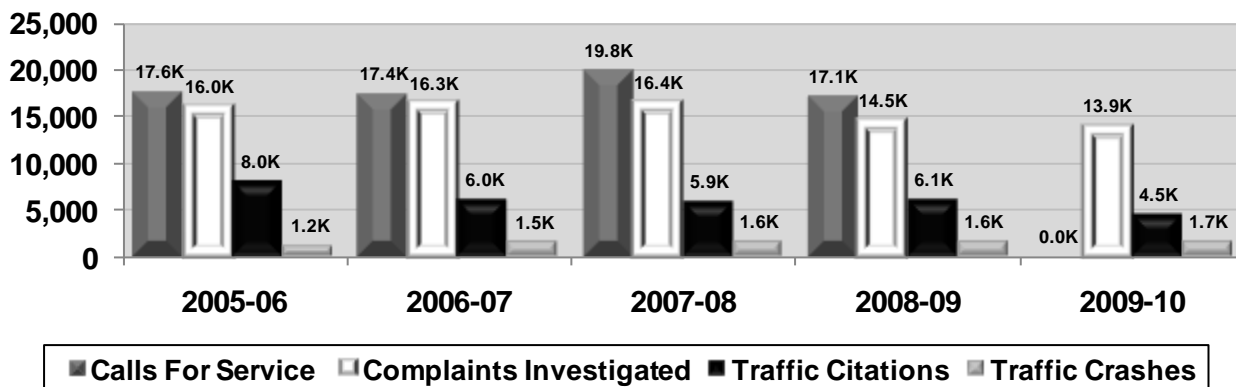
### 5-Year Operating Budget History



During 2008-09 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. Since that time the budget has remained relatively unchanged.

## Key Departmental Trends

### Complaint Activity



We had a lower number of calls for service this year and corresponding decrease in complaints investigated. Although the number of complaints investigated is a higher percentage of the total calls for service than the last few years. Our citations issued were lower as well, while our crash numbers rose slightly. A decrease in the calls for service and complaints are both positives for the community and may reflect department proactive efforts such as the School Resource Officer program, as well as the Special Operations Team.

## Performance Objectives

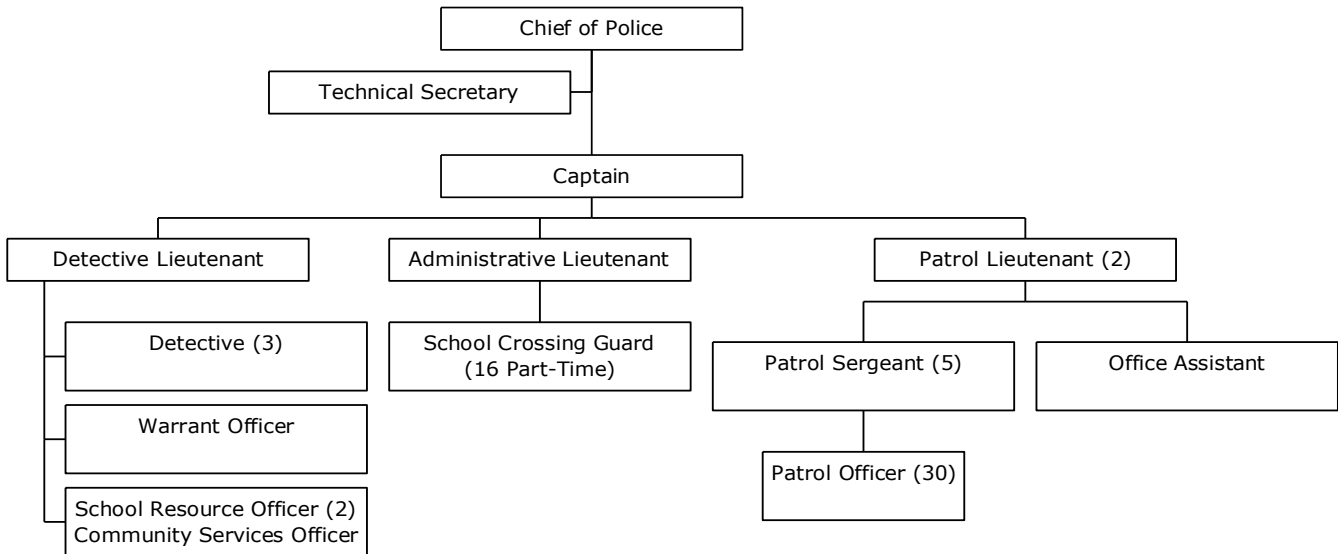
| <b>Performance Indicators (OUTPUT)</b> | <b>2008-09 Actual</b> | <b>2009-10 Actual</b> | <b>% Change</b> |
|--|-----------------------|-----------------------|-----------------|
| Murder                                 | 0                     | 1                     | N/A             |
| Negligent Manslaughter                 | 0                     | 0                     | N/A             |
| Kidnapping                             | 1                     | 0                     | -100.0%         |
| Kidnapping (Parental)                  | 0                     | 0                     | N/A             |
| Sexual Assault                         | 35                    | 48                    | 37.1%           |
| Robbery                                | 7                     | 5                     | -28.6%          |
| Non-aggravated Assault                 | 103                   | 211                   | 104.9%          |
| Aggravated Assault                     | 35                    | 32                    | -8.6%           |
| Intimidation/Stalking                  | 14                    | 4                     | -71.4%          |
| Arson                                  | 4                     | 6                     | 50.0%           |
| Burglary – Forced Entry                | 72                    | 89                    | 23.6%           |
| Burglary – Non-forced Entry            | 24                    | 29                    | 20.8%           |
| Unlawful Entry (no intent)             | 12                    | 21                    | 75.0%           |
| Larceny                                | 519                   | 638                   | 22.9%           |
| Retail Fraud                           | 157                   | 145                   | -7.6%           |
| Stolen Vehicle                         | 19                    | 26                    | 36.8%           |
| Forgery / Counterfeiting               | 13                    | 15                    | 15.4%           |
| Fraud (excluding checks)               | 96                    | 97                    | 1.0%            |
| Check Offenses                         | 11                    | 3                     | -72.7%          |
| Embezzlement                           | 18                    | 19                    | 5.6%            |
| Damage to Property                     | 266                   | 230                   | -13.5%          |
| Narcotics Violations                   | 92                    | 96                    | 4.3%            |
| Family - Abuse & Neglect               | 13                    | 20                    | 53.8%           |
| Driving Under Influence                | 111                   | 96                    | -13.5%          |
| Minor in Possession of Alcohol         | 76                    | 38                    | -50.0%          |
| Liquor License Establishment           | 2                     | 2                     | 0.0%            |
| Liquor Law Violations – Other          | 12                    | 29                    | 141.7%          |
| Weapons Offense                        | 11                    | 7                     | -36.4%          |
| Disorderly Conduct / Public Peace      | 91                    | 72                    | -20.9%          |
| Domestic Assaults                      | 127                   | 122                   | -3.9%           |
| Domestic Dispute - No assault          | 138                   | 141                   | 2.2%            |
| Loud Party                             | 183                   | 133                   | -27.3%          |
| <b>Total</b>                           | <b>2,262</b>          | <b>2,375</b>          | <b>5.0%</b>     |

Our reportable crimes saw an increase of five percent, with a raw number increase of one hundred and three complaints. The largest increases were seen in simple assault, and property theft crimes such as larceny and burglary. There was also a small increase in narcotics offenses.

## Performance Objectives (cont.)

Currently our community is facing an increase in drug use both prescription and other controlled substances. The rise in the use of such drugs can result in increases of theft as well as assault, both of which show up in our report. Our department is taking a proactive role in these areas. We are active partners in the Dump Your Drugs program, and we have a special operations team working with BAYANET to help control the drug problem in our community. The reduction in reports for check offenses was due to a new procedure developed through the Prosecutor's Office, the amount of check offenses has almost been eliminated.

## Organizational Chart



| <b>Staff Summary</b>           | <b>Approved 2009-10</b> | <b>Approved 2010-11</b> | <b>Adopted 2011-12</b> |
|--------------------------------|-------------------------|-------------------------|------------------------|
| <u>Full-Time</u>               |                         |                         |                        |
| Chief of Police                | 1                       | 1                       | 1                      |
| Captain                        | 2                       | 2                       | 1                      |
| Administrative Lieutenant      | 0                       | 0                       | 1                      |
| Detective Lieutenant           | 0                       | 0                       | 1                      |
| Patrol Lieutenant              | 4                       | 4                       | 2                      |
| Patrol Sergeant                | 4                       | 4                       | 5                      |
| Detective                      | 4                       | 3                       | 3                      |
| Warrant Officer                | 1                       | 1                       | 1                      |
| BAYANET Officer                | 1                       | 1                       | 1                      |
| Community Services Officer     | 1                       | 1                       | 1                      |
| School Resource Officer        | 0                       | 2                       | 2                      |
| Special Operations Officer     | 2                       | 2                       | 2                      |
| Patrol Officer                 | 28                      | 27                      | 27                     |
| Technical Secretary            | 1                       | 1                       | 1                      |
| Office Assistant               | 2                       | 1                       | 1                      |
| <b>Total Full-Time</b>         | <b>51</b>               | <b>50</b>               | <b>50</b>              |
| <u>Regular Part-Time</u>       |                         |                         |                        |
| School Crossing Guard          | 17                      | 14                      | 14                     |
| <b>Total Regular Part-Time</b> | <b>17</b>               | <b>14</b>               | <b>14</b>              |
| <b>Department Total</b>        | <b>68</b>               | <b>64</b>               | <b>64</b>              |

Note: BAYANET, Community Services, School Resource and Special Operations Officers are all assigned from the sworn Patrol Officer classification.

2010 continues our department efforts to increase efficiency and to achieve more positive results through our department programs. The second step in our restructuring plan has been successful and achieved some of the results we anticipated. Our School Resource Officer program that began in 2009 continues to be very successful. These officers are building relationships with our local youth and they are also providing a valuable community policing resource to our school neighborhoods. Our Safe City Project which began in 2010 continues to grow reaching out to area businesses to offer retail fraud support and training. Our Special Operations Team continues to not only work at combating Midland drug issues, but also other crimes of significance in our community.

**OPERATIONS:**

Under the command of the Patrol Lieutenant, 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 Patrol 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 Patrol Division.

The Records Unit – under the supervision of the Patrol Lieutenant - 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.

Under the command of the Detective Lieutenant is the Investigations Unit. 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, and the SANE program at the Center for Women's Health.

The Detective Lieutenant also supervises Community Policing, School Liaison/D.A.R.E., Community Relations, Safe City Project, and crossing guards. The Detective Lieutenant also provides services such as LCC investigations and review of permits for special events and parties. The leadership of the Detective Lieutenant position has increased the efficiency and effectiveness of these programs.

## **LOGISTICS:**

The Captain and the Administrative Lieutenant have 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.

The training and safety needs of the department are implemented through this area. A department wide training plan is being established for all future training.

They serve as a liaison with Homeland Security working on emergency management planning and emergency management exercises.

The Logistics Division acquires and purchases all police equipment and technology, and administers the department's forfeiture accounts. They are actively involved with the Region 3 Homeland Security Consortium for security and equipment purchasing through Homeland Security Grants.

### **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.

Providing support for the mobile computers in our fleet, and the in-car DVR cameras; maintaining and our department Internet website, working on making what we provide more transparent; 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.

