

# GAITHERSBURG POLICE ANNUAL REPORT



2007





## I. MESSAGE FROM THE CHIEF

It is with great honor that I assumed the position of Chief of Police of this outstanding organization. I would like to acknowledge and thank Mary Ann Viverette for both her numerous professional pioneering accomplishments including her tenure as the President of the International Association of Chiefs of Police, and her service as leader of this fine agency.

One of the many things that attracted me to this position was the outstanding reputation the Gaithersburg Police Department (GPD) has for community policing. With the support of the Mayor & City Council, the community, as well as the other City departments, our community policing philosophy focuses on problem-solving.

★★★

*Mayor*

**Sidney A. Katz**

*Council Vice President*

**Henry F. Marraffa, Jr.**

*Council Members*

**Jud Ashman**

**Cathy Drzyzgula**

**Michael A. Sesma**

**Ryan Spiegel**

*Acting City Manager*

**James D. Arnoult**

Officers work with affected communities to both identify problems and solutions. Recent examples include addressing the issues of: day laborers gathering in public areas other than the designated center; speeding in our residential neighborhoods; perception of safety in Olde Towne; youth concerns in Kentlands Square and Gaithersburg High School; and crime prevention via active Neighborhood and Business Watch groups.

In October 2007, GPD began implementation of a beat plan for patrol officers. This plan organized the City into two sections, with specific officers responsible for each area. The benefits include increased accountability and a sense of ownership for the officers, reduced response time, improved communication with our community, and better knowledge of patrol areas. It also provides more opportunities for business owners and residents to develop personal contact with their beat officer.

The number one complaint that our Department received in 2007 involved traffic violations. As such, GPD implemented speed cameras as part of our involvement with the "Safe Speed Montgomery" program. We also participated in state coordinated traffic safety initiatives which focused on drunk driving, speeding and seat belt violations. These actions have made our City a safer place.

I look forward to our next year working together to continue to make the City of Gaithersburg a safe place to live, work, learn, and play.

John A. King  
Chief of Police



## **II. MISSION, VALUES AND VISION**

### **OUR MISSION**

We are committed to protecting life and property, improving the quality of life for all people and protecting City interests.

We will accomplish this by:

- ★ Working with our community, City departments and other government agencies;
- ★ Developing and implementing proactive strategies;
- ★ Growing to keep pace with our community; and,
- ★ Maintaining a workplace which promotes equal employment opportunities, respects employees as individuals and fosters teamwork.

### **OUR VALUES**

We are committed to professionalism through:

- ★ Service – Providing quality service and protection to all people in an efficient and competent manner, tempered with courtesy, compassion and understanding;
- ★ Integrity – Upholding the public trust through honesty, consistent and forthright interaction with all people, fostering an atmosphere of mutual trust and cooperation; and,
- ★ Respect – Treating all persons with dignity and respect by promoting equality and fairness in upholding the constitutional rights of all people.

### **OUR VISION**

We will seek to function as a team with City departments, other government agencies and our community to provide innovative, effective and efficient service to improve the quality of life for all people.



## **III. HISTORY OF THE DEPARTMENT**

On April 1, 1963 a resolution creating the Gaithersburg Police Department was signed by Mayor Merton F. Duvall. This resolution specified a traffic unit to be created within the Department; however, such a unit was not formed until approximately 1983.

Chief David Marstiller was the first Chief of Police, although there are references to a “Town Marshall” in the minutes of Town Council Meetings prior to 1963. The town budget for FY64 included “police protection” salaries for the solitary officer amounting to \$4,000, and equipment purchases of \$500.

Over the years, there would be several chiefs of police; James Tassie, formerly of the Rockville City Police Department; Marson Johnson, who had been an officer in

Michigan; John F. DeVries and George Fusco, both of whom had retired from the Montgomery County Police Department (MCP) as Lieutenants; Mary Ann Viverette, who rose through the ranks at GPD; and the current Chief, John A. King, who retired from the Montgomery County Police Department as Assistant Chief of Police.

The Department grew from an authorized strength of three sworn officers and one civilian clerk in the early 1970's, when the City's population was 7,000, to its current complement of 52 sworn officers and four civilians. The majority of that growth occurred between 1986 to 1998 under the direction of Chief Viverette.

During the administration of Chief DeVries the City Police began to operate under its current system of dispatch through the Montgomery County Police. As a retired Montgomery County Police Lieutenant, DeVries was in a position to work with the County Police in a way which previously had not been possible.

While the Department sent an untrained officer to a police academy in 1971 that was not to occur again until 1990. During the interim 19 years, only experienced officers from other agencies were considered for employment with the Department.

The majority of the Gaithersburg Police Officers have come from other agencies. The experience of these officers comes from agencies such as MCP, Metropolitan Police in Washington, D.C., United States Secret Service, Montgomery County Sheriff's Office, Maryland National Capital Park Police, and Baltimore City, to name a few. This diversity in officer experience has resulted in an agency made up of highly-trained individuals with a variety of special abilities.



### RETIREMENT OF CHIEF MARY ANN VIVERETTE

After nearly 28 years with the Gaithersburg Police Department – and more than 20 years as Chief of Police – Mary Ann Viverette retired in May, 2007.

Viverette had a distinguished law enforcement career. She began as deputy sheriff with the Montgomery County Sheriff's Department before joining the Gaithersburg Police Department (which at the time had fewer than 10 officers) in 1979. In Gaithersburg, she became the Department's first female motorcycle officer and was the first woman in every rank she held. When she was appointed Gaithersburg Police Chief in 1986 she became the first female police chief in the State of Maryland.

Viverette also became active in the International Association of Chiefs of Police, the largest organization of Police Chiefs in the world. In 2005 she became the first female president in the Association's 100-year history.

During her time with the GPD she graduated from the 155th Session of the FBI National Academy and returned to school, receiving both Bachelors and Master's degrees from the University of Maryland.



**JOHN A. KING NAMED CITY'S NEW CHIEF OF POLICE**

The City's new Police Chief, John A. King, was sworn in at a Mayor and City Council meeting on June 4, 2007. Chief King previously held the position of Assistant Chief of the MCP, where he had been a member of the department in various capacities since 1981. He holds a Bachelor of Science in Criminal Justice from Marist College, a Master of Science in Criminal Justice from the University of Baltimore, and is a graduate of the 211th session of the FBI National Academy. He teaches community policing on a regular basis at the International Law Enforcement Academy in Budapest, Hungary, and in the fall of 2006 was selected by the State Department to assist the Romanian National Police with their transition to a more community-focused organization.

**IV. ACCREDITATION**

The Gaithersburg Police Department was accredited for the fifth time by the Commission on Accreditation for Law Enforcement Agencies (CALEA) at the Commission's annual meeting in Colorado Springs, Colorado on November 17, 2007. The Department was initially accredited in 1993, becoming the 258th law enforcement agency to attain CALEA-accredited status. CALEA standards reflect best practices in professional law enforcement, build trust with the community and increase accountability in the agency. A team of independent assessors recommended the GPD for reaccreditation earlier this year after determining that the Department had complied with all applicable CALEA standards.

During its annual meeting, the Commission formally recognized the Gaithersburg Police Department as a "Flagship Agency." This designation was earned as a result of "having continually demonstrated excellence in commitment to the CALEA accreditation process and a willingness to share with others its accreditation success."

**V. TRAINING**



The Gaithersburg Police Department is committed to continually improving and enhancing the skills, knowledge and abilities of all Department personnel. The Maryland Police and Correctional Training Commission requires that all sworn officers successfully complete at least 18 hours of in-service training each calendar year. Officers of the Gaithersburg Police Department exceed that requirement by attending specialized training classes, firearms and defensive tactics training. This is in addition to the Department's own in-service training, which covers legal issues including review of Department policies and procedures.



With grant money, the Gaithersburg Police Department purchased a firearms simulator system in 2007. The system allows trainers to run officers through scenarios where they can use all the tools they carry on the street to engage suspects. The system includes a large video projector and screen with weapons that are converted

for use with the system. The system uses converted handguns, tasers, pepper spray, and flashlights. These weapons hold lasers which, if used correctly, change the outcome of the scenario. The trainer can also adjust the scenario based on how an officer reacts to the situation. For example, if an officer is dealing with an armed suspect who is carrying a knife, and the officer does not give assertive verbal commands, the instructor can change the suspect response from one of compliance to attack. The system has a limited number of preloaded scenarios, but is equipped with software and a video camera to film additional scenarios.



## VI. HONOR GUARD

The Gaithersburg Police Department's Honor Guard, which is led by Sergeant Curtis Pettaway, was formed in 1996. Current members include: Sergeants Wagner, Pettaway, Quinlan, and Wilkes, Corporal Lumsden, and Officers Woodard, Hurtt, Lane, McCarthy, Bellard, and Bennett. Several of the members serving today are original members of the Honor Guard and have participated for the last 11 years in funerals, parades, ceremonies, and other functions approved by the Chief of Police.

In 2007 the Honor Guard took part in two of the City's annual events. The Honor Guard posted the colors at the State of the City Dinner in February and led the Annual Labor Day Parade in September. In addition, as in years past, the Honor Guard was a very active participant in National Peace Officers Memorial Day activities. On this very important day, members of the Gaithersburg Police Honor Guard escort the family members of officers killed in the line of duty. These family members come from all parts of the United States to attend memorial services held in Washington, D.C.



## VI. TRAFFIC ENFORCEMENT AND EDUCATION

During 2007 officers issued more than 6,082 traffic citations and 1,509 warnings. In addition, there were more than 1,710 traffic collisions in the City, with 321 resulting in injury and four in death. As in previous years, the two leading causes of these collisions were excessive speed and right-of-way violations. Enforcement activities also resulted in 322 arrests for alcohol-related traffic violations.

## VIII. RECRUITMENT, HIRING AND RETENTION

As with most law enforcement agencies, GPD fell below authorized staffing levels in 2007. In response to this situation, Chief King has made recruitment, hiring and retention one of the Department's highest administrative goals for 2008. It has started with a

complete review of how we attract qualified people, process and select applicants, and work to retain the good people we have working for the citizens of Gaithersburg.

Recognizing the importance of this issue, the Mayor and City Council made the GPD the top priority for the FY09 budget.

## **IX. COMMUNITY OUTREACH**

The Gaithersburg Police Department has several programs in place to assist and educate the citizens of Gaithersburg.

### **COPS IN SHOPS**

The Gaithersburg Police Department, the Gaithersburg Business Alliance, Montgomery County Police, and the Montgomery County Department of Liquor Control continued to collaborate on the Cops in Shops program. The program utilizes both plainclothes and uniformed officers, as well as citizens trained as “Extra Eyes,” to impact the problems of underage drinking and habitual drunkenness in Gaithersburg.

### **CHIEF’S ADVISORY COUNCIL**

The Chief’s Advisory Council was established by the Mayor and City Council to facilitate the flow of information between the community and the Department. Members of the Chief’s Advisory Council attend a monthly meeting to make suggestions, voice concerns and give important feedback to the Chief.



### **NATIONAL NIGHT OUT**

Held annually, the City’s National Night Out Against Crime observance takes place in August at various locations throughout the City. The event is designed to heighten crime and drug prevention awareness and strengthen neighborhood spirit and police-community relations. It also gives the various Neighborhood Watch organizations throughout the City an opportunity to recruit members.

### **POLICE REACHING OUT TO STUDENTS (PROS)**

Created and implemented by the Gaithersburg Police Department, this five-lesson delinquency prevention program began in January, 2003. Uniformed officers teach the program to fifth grade students at several schools in the City. The PROS program deals with topics such as the role of police in society, character, integrity and ethics, laws and rules, delinquency prevention, and harmful substances.

Other programs that are open to citizens include the Watch Your Car Program, the Ride-Along Program, as well as the Citizen Police Academy where participants learn about law enforcement techniques and practices, traffic collision investigation, patrol operations, drug enforcement, crime prevention, community policing, and other topics.

## X. AWARDS

The following personnel received Public Safety Awards from the Gaithersburg-Germantown Chamber of Commerce in 2007:



**Officer Jonathan Bennett – Chief’s Certificate of Appreciation** – Officer Bennett served as a member of the Holiday Task Force (a joint effort with MCP). The program’s goal is to make the streets of Montgomery County safer for the citizens by aggressively looking for DUIs in an effort to reduce the number of alcohol-related crashes during the busy holiday season. As Lieutenant Ronald G. Smith (MCP) said, “the 2006-2007 Holiday Task Force has been the most successful during my tenure in the Special Operations Division...they are a credit to their Departments.”



**Corporal Dwight Lumsden and Officer Matt Bellard – Distinguished Service Award** – On a summer day in 2007, numerous Gaithersburg and Montgomery County officers responded to the area of West Diamond Avenue and Bureau Drive for a check the welfare call. A girl reported that her boyfriend was highly intoxicated and had wandered into a wooded area that contained uneven ground, gullies and a drainage pond. The complainant also advised that he suffered from diabetes. Given all these considerations, it was necessary for officers to begin physically searching the woods.



The subject was located in the bushes and officers advised him to come out, at which time he immediately became belligerent and stated he had a gun and would shoot any officer who approached. The officers took cover and maintained a perimeter. The suspect then announced he had a knife and was going to kill the officers. He approached Officer Bellard (and an MCP officer), brandishing a knife in an aggressive manner. While the MCP officer covered him, Officer Bellard used his taser in an attempt to gain control of the subject. It initially succeeded and officers moved in on the suspect, who was still holding the knife. However, the suspect was able to overcome the shock and began rising up while holding the knife.

Officer Bellard, thinking ahead, had reloaded his taser and as the officers cleared away, he again deployed it on the suspect and he again dropped. The MCP officer moved to recover the knife and control the suspect but, once again, the suspect shook off the effects and rose up holding the knife. Officer Bellard had no more cartridges and it appeared that deadly force would have to be utilized to prevent the suspect from stabbing the officers. It was at this point that Corporal Lumsden arrived on the scene and deployed his taser. After that shock to the suspect, Officer Bellard and the MCP officer were able to secure the suspect and recover the knife.

The teamwork and clear thinking in this incident prevented the use of deadly force by the responding officers against a violent and determined adversary. The use of deadly force is a decision not considered lightly. In this case, the officers went well beyond the point that such force could have reasonably been used and, as a result, the only injuries involved were minor ones the suspect received from the taser. The officers in this event acted with restraint, good judgment and clear thinking to resolve a potentially deadly situation.



**Elena Ingram, Community Outreach Specialist – Meritorious Conduct Award**

In 2006, the Gaithersburg Police Department made a decision to enhance our Community Services function with the addition of a civilian counterpart to the Community Service Sergeant. Ms. Ingram was hired for the position after an extensive interview process.

Once in the position, Ms. Ingram began making that office more efficient and user-friendly to both the members of the Police Department and the citizens of Gaithersburg. She has vastly enhanced the Department’s community outreach and program development (i.e., Citizen’s Police Academy, Chief’s Advisory Council, Neighborhood Watch, MCP 6th District, and various citizen’s and homeowner’s associations) as well as the crime analysis function and reporting. Ms. Ingram relates one-on-one with a diverse contingent of people to include both police officers and civilians. Her calm demeanor, knowledge and sincere desire to assist in problem solving are an asset to the Department. In addition, she is always willing to drop everything and assist the sworn or civilian staff with everything from translation assistance to answering the phones.



**Officer Joseph Marion – Distinguished Service Award**

– Officer Marion was recommended for this award due to the large number of quality felony arrests he had made over the past year. He accomplished this by being aggressive in his patrol tactics, aware of lookout information, and his willingness to look beyond the obvious.

One such example took place in January, 2007 when he spotted a vehicle that had just been broadcast via a lookout from Germantown. He attempted a stop, but the driver bailed out and fled on foot. Officer Marion pursued him and caught up, at which time the suspect violently resisted and Officer Marion subdued him with a taser and took him into custody.



**Sergeant Randy Rude – Distinguished Service Award**

– Sergeant Rude responded to a location for a suspicious vehicle. Once on scene, he surreptitiously approached the vehicle and found it unoccupied. He also observed the rear license plate was temporarily covered to render it unreadable. Sergeant Rude, through his experience, knew this is a method used by criminals to escape identification while they avoid the scene of a crime.

Sergeant Rude investigated further, believing the subject may be in the process of robbing one of the businesses in the shopping center. As he went along the brick wall, which gave him no observation into any of the businesses, he was confronted by a subject who had just rounded the corner. The subject was startled by Sergeant Rude’s presence and dropped several items he was carrying, including currency and a hammer. The suspect ignored Sergeant Rude’s verbal order to stop and he attempted to flee. Believing the subject had just committed a crime, Sergeant Rude ran after him and then utilized his taser in an attempt to stop the suspect. The taser did not take effect, and the suspect turned and reached towards his waistline, where Sergeant Rude could see a bulge beneath his clothing. Sergeant Rude then fired one shot from his service pistol and disabled the suspect.

It was determined afterwards that the suspect had robbed a sandwich store at that location, stating he had a gun and brandishing the hammer. It also came to light that not

only did the suspect rob the store, he had spent significant time inside, terrorizing the employees and customers with the weapons and his irrational behavior. The suspect was well known to officers in the area, and was the recent target of an investigation of another crime spree in this same community, for which he was out on bond. Sergeant Rude effected the arrest while completely alone and attempted to do so with a minimum of force before he was compelled to use his firearm. The suspect, a career criminal, is now serving a significant prison sentence.



**Sergeant Rudy Wagner – Walter Milam Award** – Sergeant Wagner received special recognition through the Drawing the Line Community Recognition Awards for his contributions to reducing underage alcohol use and promoting the message that underage drinking is unhealthy, unlawful and unacceptable. Drawing the Line is a project of the Maryland Alcohol & Drug Abuse Administration, Montgomery County Health and Human Services, and Family Support Center.

The following personnel received an award from the City of Gaithersburg Employee Recognition Committee:



**Detective Shawn Eastman (Corporal)** was named the City's **Employee of the Quarter** for his hard work and tenacity in apprehending a violent criminal as well as the excellent work that he does on an ongoing basis. Corporal Eastman took the time to thoroughly investigate a series of cases in which a suspect had committed sexual assaults and robberies during the late summer and early fall of 2007. After many long hours of meticulous investigation, and with the support of the members of the Gaithersburg Police Department Investigative Section, Street Crimes Unit, and Patrol Officers, the suspect was identified, arrested, and indicted by the Grand Jury. This was a highly publicized case in the media, and through Corporal Eastman's efforts a violent offender was taken off the streets of Gaithersburg.

## XI. ORGANIZATIONAL STRUCTURE

The Gaithersburg Police Department is made up of three bureaus: Administrative, Operations and Special Operations.

### ADMINISTRATIVE BUREAU

The Administrative Bureau is responsible for the day-to-day operations of the administrative offices. Members of this team provide support to the Chief of Police, the Operations Bureau and the citizens of Gaithersburg. Personnel within the Administrative Bureau handle responsibilities such as records management, accreditation, policy research and development, cash management, report review, quality assurance, statistics, and data entry.

Located at 14 Fulks Corner Avenue near Olde Towne Gaithersburg, the administrative facilities are accessible from 8 a.m. to 9 p.m., seven days a week. Lobby services include fingerprinting, payment of parking citations, literature distribution, and providing copies of traffic collision reports.

### **OPERATIONS BUREAU**

The Operations Bureau is on patrol 24 hours a day, 365 days a year. The primary function of this Bureau is the protection of life and property through aggressive motorized, bicycle and foot patrols. This Bureau consists of six patrol shifts.

The patrol shifts are each assigned a permanent set of hours. Gaithersburg Police Officers are dispatched through the Montgomery County Police Communications Center in the same manner as Montgomery County Police Officers. Gaithersburg Officers are dispatched to all calls within the City when they are available to respond. If a City officer is not available, a Montgomery County officer is dispatched. In many cases both a City and County officer may respond to the same call. The Department enjoys an excellent relationship with its Montgomery County counterparts.

### **SPECIAL OPERATIONS BUREAU**

The Special Operations Bureau consists of the Community Services Office, the Street Crimes Unit, the K-9 Unit, and the Investigative Section. All of these specialized units work directly with the patrol officers to focus on crime patterns and areas of concern within the community. The Bureau added a second investigator, Corporal Shawn Eastman, in September 2006.

Effective February 14, 2007 Corporal Rudy Wagner was promoted to Sergeant and assigned to the Special Operations Bureau.



### **Community Services Office**

The Community Services Office consists of the Community Services Officer (CSO), Sergeant Wagner, and the Community Outreach Specialist (COS), Elena Ingram. The office is responsible for coordinating community outreach efforts and establishing and maintaining communication with Homeowners' Associations, Neighborhood Watch groups, and other civic organizations. The Community Services Office is also responsible for the crime analysis function and the public information function within the Department. The goal is to ensure that information is relayed to the public via the Crime Summary Web Page and the local media in a timely fashion.

### **Street Crimes Unit**

The Street Crimes Unit, formed in December 2003 with City and County Officers, was created to deal with specific types of crimes in designated areas. This unit made more than 130 arrests in 2007, with the majority relating to illegal drug violations. The mission of this unit is to focus on areas that have higher-than-average crime issues (burglaries, auto theft, drug sales). The Street Crimes Unit works closely with the Montgomery County Police Narcotics and Special Assignment Teams.

### **K-9 Buddie**

In 2007, Buddie, along with his handler Corporal Chad Eastman, received 80 hours of training from Montgomery County Police K-9 Unit, and conducted 57 searches in and for the Gaithersburg and Montgomery County Police Departments. The efforts of the



Department’s K-9 resulted in 12 arrests and two vehicle seizures. The above statistics in which Buddie established probable cause for arrest is overshadowed on the many more cases in which the K-9 team located additional concealed narcotics which may have otherwise gone undetected. These additional ‘finds’ led to the placing of additional charges against defendants.

Buddie and Corporal Eastman were certified with the United States Police Canine Association (USPCA) at the narcotics detector trials held at the USPCA Region 3 Certifications in March 2007. This was their second straight year for certification. Buddie appeared at many public demonstrations including the Damascus Children’s Center, the PROS program, and several other venues.

This will be Buddie’s last year as the Department’s narcotics dog, as he will be “retiring” in January 2008 so that the K-9 program could be changed to encompass a full-service dog. Corporal Eastman and Buddie are assigned to the Street Crimes Unit.

**Investigative Section**

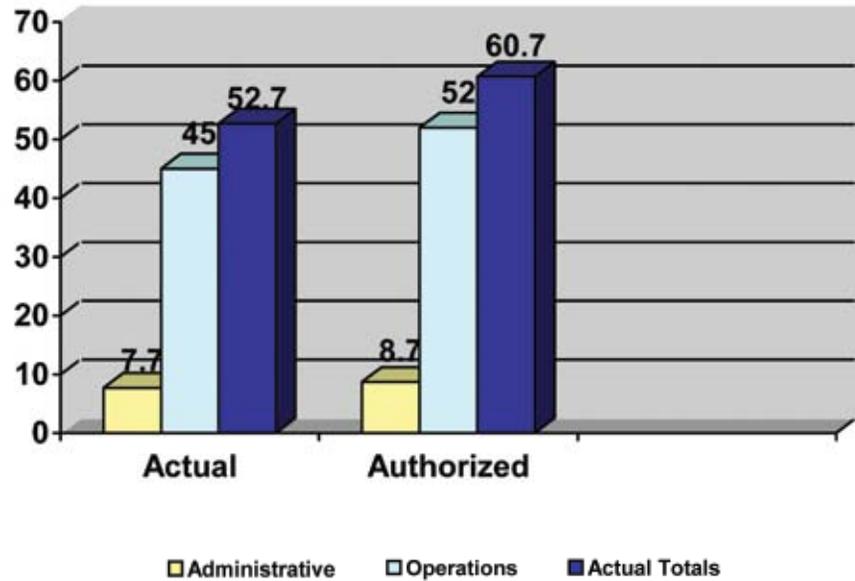
The Investigative Section handled 69 felony criminal cases resulting in 33 arrests in 2007, with a case closure rate of 74 percent. In addition to ongoing criminal investigations and intelligence work, the Investigative Section is also responsible for providing background investigations of all new City Police Officer applicants, conducting internal affairs investigations, and administering Computer Voice Stress Analyzer Examinations.

**CURRENT STAFFING BY POSITION**

Position	Authorized	Actual
Police Chief	1	1
Captain	1	1
Lieutenant	2	2
Emergency Management Coordinator	1	0
Sergeant	8	9
Corporal	10	9
Police Officer III	6	9
Police Officer II	9	10
Police Officer I	15	4
Community Outreach Specialist	1	1
Administrative Support Supervisor	1	1
Administrative Assistant II	1	1
Employment Agreement	1	1
Part-Time Personnel	3.7	3.7
<b>TOTAL</b>	<b>60.7</b>	<b>52.7</b>

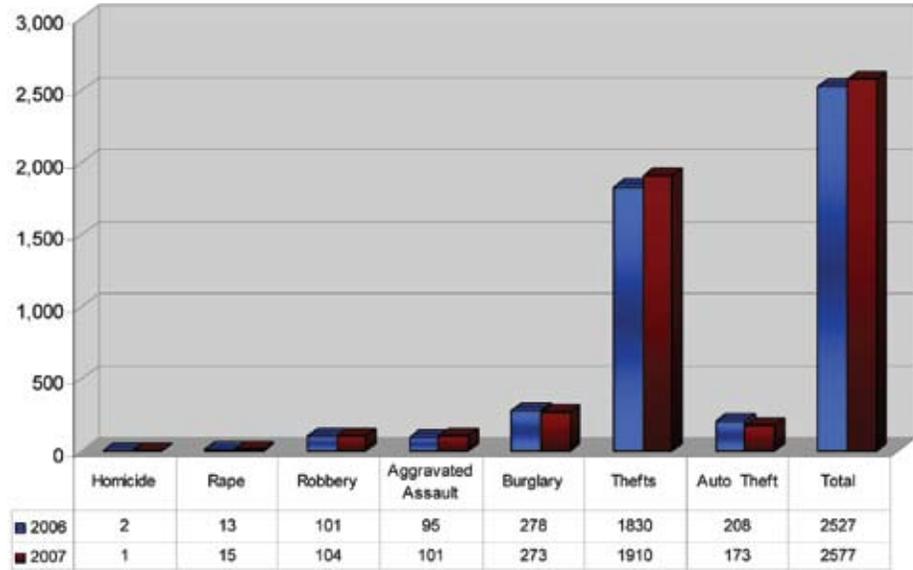
## XI. ORGANIZATIONAL STRUCTURE (CONTINUED)

### CURRENT STAFFING BY LEVELS



## XII. STATISTICS

Calls for Service	33,506
Traffic Citations	6,082
Adult Arrests	623
Juveniles Taken Into Custody	116



\* The Department has noted that the crime data for 2007 is close to the 2006 totals. This is not an error. It is interesting to note that although the end-of-the-year totals are nearly the same, the breakdown of crimes by individual month show differences. For example, in 2006 the robberies peaked during November and December, while in 2007 they peaked during July and August.

**INTERNAL AFFAIRS**

The Department investigates all complaints made against its members. During 2007, there were 12 occasions when a member’s conduct was questioned, four of which resulted in a formal internal affairs investigation. After initial investigations were conducted, the remaining eight instances did not merit formal investigations.

Member Status	Offense	Investigation Result
Police Officer	Excessive Force	Sustained
Police Officer	False Statement	Unsustained
Police Officer	Conduct Unbecoming of an Officer	Sustained
Police Officer	False Arrest	Unsustained

### **XIII. LOOKING TO THE FUTURE**

As the Department looks forward, we see an exciting time in the history of the Gaithersburg Police Department. Some of the new initiatives for 2008 include:

- ★ The addition of an Emergency Manager
- ★ The formation of a Traffic Squad
- ★ The addition of two police officers
- ★ A reorganization of internal position and tasks
- ★ Implementation of the in-car camera system
- ★ Implementation of the speed camera program
- ★ Exploration of crime prevention surveillance cameras
- ★ Introduction of a full-service K-9 team
- ★ Formation of the Gaithersburg Police Foundation
- ★ Focus on our “recruitment, hiring and retention” issues
- ★ Facility improvements
- ★ Increased career development
- ★ Additional professional training opportunities
- ★ Development of our beat plan