

MEMORANDUM

January 27, 2022

TO: Public Safety Committee
FROM: Susan J. Farag, Legislative Analyst
SUBJECT: Briefing: Police Department Staffing
PURPOSE: Briefing – No Vote Expected

Today the Committee will receive a briefing on Police Department staffing. The briefing will examine the increased recruitment and retention challenges that the Department faces, as well as how those staffing shortages impact the provision of public safety services to the community. Those expected to attend include:

Chief Marcus Jones, Montgomery County Police Department (MCPD)
Assistant Chief Darren Francke, Management Services Bureau, MCPD
Captain David Smith, Director of Personnel, MCPD

Overview

The Committee has received regular updates on Police staffing and is well aware that while the Department's staff has historically been lower than the average for similarly-sized jurisdictions, Montgomery County continued to have relatively low crime rates. After taking significant budget cuts during the great recession, Police staffing increased slowly over the past 10 years, from 1,159 authorized sworn positions in FY12 to a high of 1,306 in FY21.

Over the past two years, much of this has changed. In 2020, pandemic-related stress and the murder of George Floyd, along subsequent calls for police reform, have impacted police departments across the nation. While the struggle to recruit and retain qualified police officers is not new, these challenges have gotten significantly worse, and many police departments now face true staffing crises. According to a June 2021 Police Executive Research Forum survey, police

departments have seen an 18% increase in resignations and a 45% increase in retirements.¹ This is particularly concerning in light of the increased violent crime that much of the nation has experienced since COVID.

As the Committee knows, a primary attrition driver is that much of the sworn work force has reached retirement eligibility after a large hiring push in the 1990s. Recent developments have amplified attrition rates, including pandemic-related illnesses, deaths, and resignations, as well as societal and political backlash against police.

For FY22, MCPD has an authorized sworn complement of 1,281 officers. This number reflects 1.2 officers per 1,000 residents. It is significantly lower than the average 2.8 officers per capita reported for counties, and the 2.5 officers per capita reported for suburban areas. While per capita staffing is just one measure of police department strength, it is important to note that MCPD's per capita staffing has remained about 1.2 for almost 20 years. Additionally, each police department's staffing needs are unique and must be tailored to deliver effective public safety services to its community. Community public safety needs can vary, both within a jurisdiction and over time. The ability to address this dynamic public safety landscape must also be factored into appropriate staffing levels and assignments. Police departments do have to maintain minimum staffing levels to not only respond to calls in a timely manner, but to also dedicate resources to preventing and solving crime.

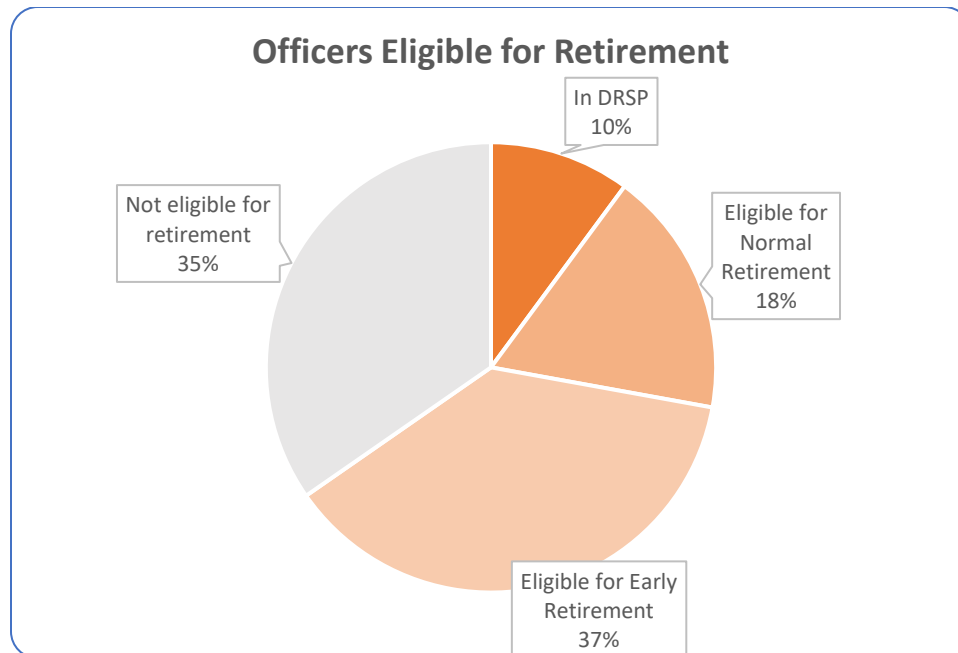
Attrition

Historically, MCPD has had very low attrition rates, hovering between one and 1.5 Officers per month (plus retirements). Over the past two years, this rate has rapidly increased to four officers per month (plus retirements). In calendar 2021 alone, the Department lost 90 of its 1,281 Officers – from 33 resignations, 55 retirements, one termination, and one death. This represents about a 7% turnover rate.

Projected Losses through the Remainder of FY22: Based on recent experience, the Department now assumes a resignation rate of four officers per month and that 15 more officers will retire in FY22 from the Discontinued Retirement Service Plan (DRSP). The Sworn Attrition Projection Chart on ©5 illustrates projected variances between the authorized complement and the ability to fill vacancies with recruit classes. ***If the Department cannot improve hiring and retention rates, it faces a staffing shortage of up to 223 positions by the end of calendar 2025.***

Future Losses: Historically, the DRSP was a very helpful tool for projecting staffing needs. Recently, however, some officers are starting to retire without taking advantage of the DRSP benefit. Today, there are 125 officers in the DRSP, and they must leave within three years of their enrollment date. Additionally, there are 219 officers eligible for normal retirement and 463 officers eligible for early retirement. In total, the Department has 807 officers who could leave at any time with at least partial retirement benefits. That is 65% of the current sworn work force.

¹ [PERF Survey on Police Workforce Trends](#), June 2021



MCPD advises that based on recent exit interview data, there are a variety of reasons why officers are choosing to leave. These include:

- Fear of political persecution;
- Taking other law enforcement or federal jobs;
- Lack of support from elected officials;
- Personal reasons; and
- Inability to complete training at the Academy.

These reasons are quite similar to those given in other cities as police “no longer feel that they have the support of the public or of civilian officials.”² Exit interviews in Seattle, for example, showed the majority of those who left were tired of threats of layoffs, budget cuts, and the anti-police climate.³ While the MCPD exit interview does not explicitly state why MCPD officers are leaving for other law enforcement or federal jobs, national experience shows that the police shortage allows officers to transfer to departments in communities where officers perceive there is more political and community support. The Marshall Project, however, shows a different perspective, citing data from 2020 showing that few officers left their departments, primarily because they were financially tied to their current jobs.⁴ These attrition drivers should be examined in more detail so that Council can better address concerns. Whether officer perception of political backlash is true or not, if it is motivating resignations or early retirement, it should be better understood and ameliorated. Adequate police staffing is necessary to ensure County and State

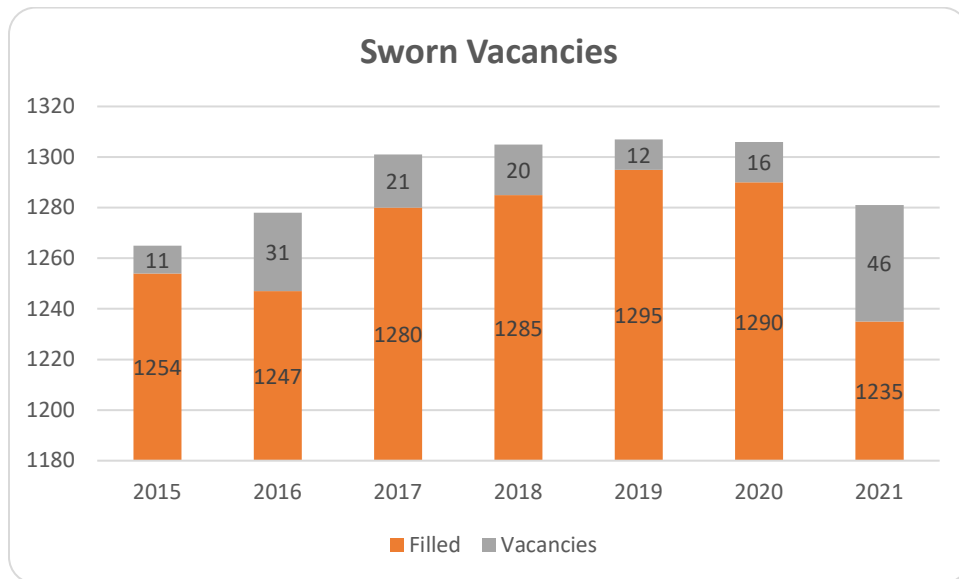
² [Why Cops Are Quitting: Police officers no longer feel that they have the public’s support](#), City Journal (July 13, 2021)

³ [Cops say low morale and department scrutiny are driving them away from the job](#), NPR (June 24, 2021)

⁴ [Police Say Demoralized Officers are Quitting in Droves, Labor Data Says No](#), The Marshall Project (September 1, 2021)

police reform goals are met, including effective community policing, sufficient supervisory oversight, and appropriate training. Staff shortages could also exacerbate community concerns with police encounters. Relying too much on officer overtime use, for example, is associated with increased community complaints. An internal audit of the King County, Washington Sheriff's Office found that working only one additional hour of overtime increased the use of force by that officer by 2.7%, and ethics violations by 3.1%.⁵

Vacancies: The current vacancy rate reflects higher attrition rates and the inability to recruit qualified applicants in sufficient numbers to replace lost officers. Vacancy rates are significant among nonsworn professional staff as well. The FY22 authorized professional staff is 731 positions, and of these, 107 (almost 15%) are currently vacant. Recent hiring freezes have exacerbated this vacancy rate as it has been difficult to get hiring exceptions approved. The elimination of 25 sworn officer positions in the FY22 Operating Budget somewhat skews the magnitude of the current vacancy rates, which would have been even higher if the authorized sworn complement had not been reduced.



As sworn staffing decreases, a larger proportion of officers must be dedicated to patrol, which is the number one priority of any police department. The Department advises that appropriate staffing is necessary for critical incident response, public safety, and officer safety. Shifting officers to patrol leaves other specialized units with fewer staff. The Chief continues to work with other Police staff to assess specialized unit vacancies and determine which ones should and can be filled. Considering the increase in violent crime, the priority for specialized units includes those investigating crimes such as robbery, domestic violence, aggravated assaults, sex crimes, and homicides.

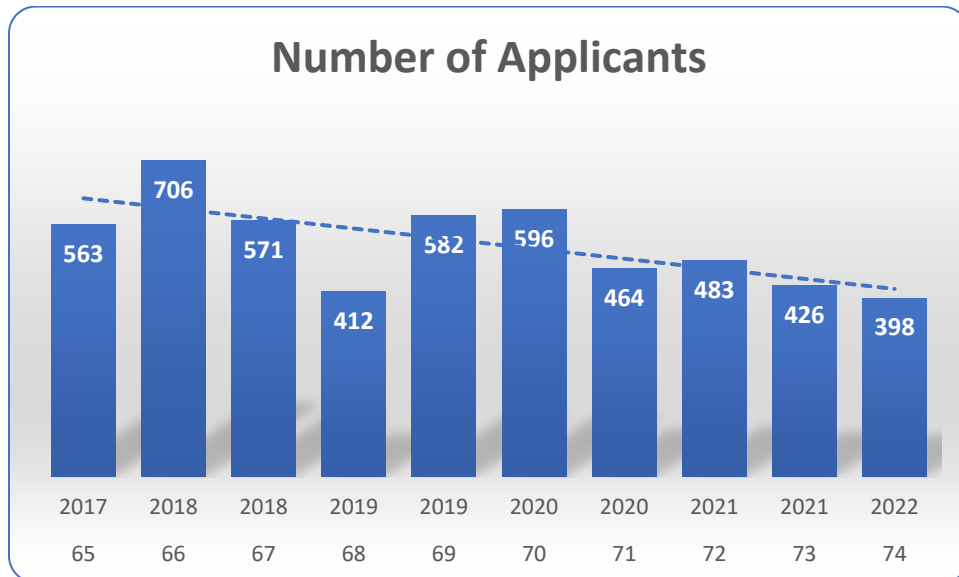
⁵ [The Alarming Consequences of Police Working Overtime](#), Governing Magazine, September 17, 2017.

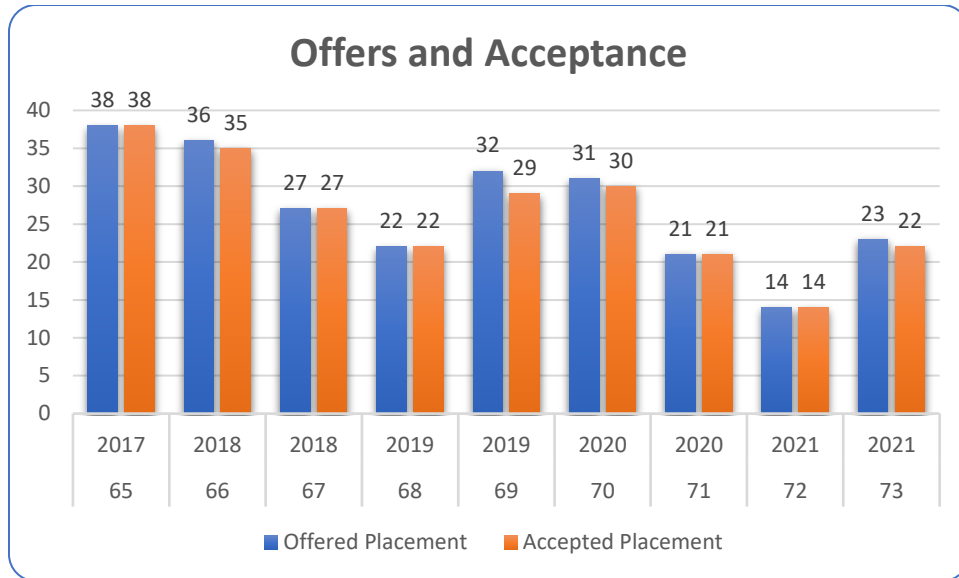
The Department is using overtime to meet these needs and it is not sustainable long-term. MCPD advises that if retention and recruitment challenges continue, it faces an “unprecedented staffing shortage in the next 24 months.”

Recruitment

The increased attrition rate is exacerbated by significant hiring challenges. The 2019 PERF report also indicates the number of applicants for police jobs has steadily declined over the past 10 years. This creates further recruiting pressure locally, because departments all over the region are now competing to get the best applicants from a very limited pool.

For MCPD, applications have dropped almost 30% since 2017. Offers of placement have dropped from about 6.7% of total applicants in 2017 to 5.4% in the last class of 2021.





Salaries: MCPD advises that its low starting salary makes it much less competitive with regional law enforcement agencies. MCPD’s starting salary is the second lowest in regional county departments, and third lowest in regional municipal departments. The preliminary audit report also recommends that the Executive considers “increasing the starting salary for entry-level police officers to become more competitive in the Washington Metropolitan area.”⁶

Regional Starting Salaries		
County/City	Starting Rate	Signing Bonus
Baltimore County	\$60,768	\$10,000
Howard County	\$60,593	
Baltimore City	\$60,320	
District of Columbia	\$60,100	
Anne Arundel County	\$55,825	\$5,000
Montgomery County	\$54,620	
Prince George's County	\$54,040	

⁶ See page 9 of the [Review of the Montgomery County, MD Police Department](#), ELE4A (June 30, 2021)

Municipal/Park Police Starting Salaries*	
Municipality	Starting Rate
Chevy Chase Village	\$69,181
Rockville	\$61,386
Takoma Park	\$58,346
Gaithersburg	\$55,104
Montgomery County	\$54,620
Park Police	\$52,076
Sheriff	\$51,755

*Data taken from municipal websites on 01/26/22.

Since this police shortage is national problem, several regional departments have recognized the need offer higher salaries and additional benefits to recruit high caliber applicants. There is a full list on © 3 of area departments that have increased salaries since June of 2021. This may put further pressure on MCPD, not only in terms of recruiting, but also as sworn officers see new opportunities to laterally transfer to nearby departments.

There are various ways to approach salary modifications. Some departments increase the entire salary schedule by a certain dollar amount or percentage Others add signing bonuses. Still others have differential pay that recognizes factors such as additional education.

MCPD sworn officers have two salary schedules – one for FOP members (Police Officer I through Sergeant) and the Police Management Service (Lieutenant and Captain). The Chief and five Assistant Chiefs are appointed positions whose pay ranges are governed by the Executive Salary Schedule (please see FY22 salary schedules attached at ©6-9).

Council staff recognizes that having three different pay scales (one of which is subject to collective bargaining) makes salary modifications difficult, but cautions if salary increases are considered, they should be applicable to all three salary schedules to avoid salary compression. While an increased starting salary is necessary to help attract top talent, wage impacts on existing staff directly affect retention. Wage compression has many deleterious effects on existing staff, ranging from low employee morale, diminished trust in leadership, weakened employee engagement, and increased resignations – all of which hurt an organization as a whole and by extension, the delivery of services to the public.

Salaries have to be sufficient enough to retain both satisfied and dissatisfied staff. As a general rule unhappy employees will resign and take another job for at least for a five percent raise.⁷ For illustrative purposes only, if Council provided a 10% increase to all sworn and Question A employees, expenditures would increase by about \$14.5 million.⁸ This 10% increase only moves MCPD’s starting salary up one step in the regional salary list, above Anne Arundel

⁷ [Recruitment, Retention, and Turnover of Law Enforcement Personnel](#), IACP

⁸ Assumes Police Officer III at FY22 budgeted salary of \$113,882.

County, and moves MCPD's starting salary up two steps in the municipal salary list, over Takoma Park and Gaithersburg.

Retaining Experienced Officers: Some departments are exploring the creation or expansion of DRSPs. The department's current DRSP allows officers to file for participation and collect pension payments for up to three years. These funds are held in a separate account until the Officer separates from service. DRSP design plans vary and can be tailored to be actuarially neutral in cost. Some common plan design elements that can be considered include: 1) delaying program eligibility; 2) eliminating cost of living adjustments during program participation; and 3) reducing the benefit percentage. Council staff does not have data specific to MCPD that reflect whether Officers are incentivized by the DRSP to stay employed past their retirement date. Council staff advises it would be helpful to further explore this option, because retaining experienced staff is crucial to navigating police reform and diminishing ranks.

Discussion Issues

1. What recruitment efforts has the Department implemented recently to address dwindling numbers of applicants? What efforts would the Department like to implement?
2. How has COVID continued to impact recruitment activities?
3. What are the most significant operational challenges the Department faces with low staffing? Both for sworn and nonsworn professional staff?
4. How is lower staffing and increased violent crime prevention initiatives impacting overtime use?
5. Is lower staffing impacting response times to calls for service?
6. Recent legislative mandates, both at the County and State levels, require additional staff and other resources to implement. Has the Department determined staffing and resource needs for FY23?

This staff report contains:
Police Response to Questions
Updated Attrition Chart
FY22 FOP Salary Schedule
Police Management Schedule
Executive Salary Schedule

Circle #
1-4
5
6
7
8-9

Questions:

1. Please provide authorized sworn complement and professional staff numbers.
 - a. 1281 Sworn / 731 Professional Staff
2. Please provide the number of vacancies in each, with some historical context if you have it.
 - a. **12/31/2021 = 46 Vacant Sworn / 107 Vacant Professional Staff**
 - b. **12/31/2020 = 16 Vacant Sworn / 86 Vacant Professional Staff**
 - c. **12/31/2019 = 12 Vacant Sworn / 109 Vacant Professional Staff**
 - d. **12/31/2018 = 20 Vacant Sworn / 124 Vacant Professional Staff**
 - e. **12/31/2017 = 21 Vacant Sworn / 109 Vacant Professional Staff**
 - f. **12/31/2016 = 31 Vacant Sworn / 92 Vacant Professional Staff**
 - g. **12/31/2015 = 11 Vacant Sworn / 73 Vacant Professional Staff**
3. What are your current attrition levels? Both resignations and retirements.
 - a. **2021 Resignations = 33**
 - b. **2021 Retirements = 55**
 - c. **2021 Termination = 1**
 - d. **2021 Death = 1**
4. What are optimal staffing levels? **Because of differing deployments, the optimal levels changes across beats, sectors, and districts. Ideally a workload analysis is needed to determine staffing needs based on workload. Chief Jones has directed that a new workload analysis should be completed considering national, state, and local police changes. We are still analyzing workload in a post COVID, post George Floyd environment. Historically the department has been very lean at 1.2 officers per 1000 residents. The average for the Northeast according to FBI statistics is 2.6 officers per 1000 residents. However, averages do not give the full story which is why a full workload analysis is needed.**
5. Where are your biggest staffing concerns? (e.g. must prioritize patrol so specialized units suffer?) **Patrol is the number one priority due to response to critical incidents, public safety, and officer safety. Chief Jones is having regular meetings to assess specialized unit vacancies and determine if they should be filled. The priority for specialized units are those investigating violent crimes such as robbery, domestic violence, aggravated assaults, sex crimes, and homicides. For now, we are getting by on using overtime in patrol to help fill needs but that is not sustainable. As our attrition continues at a heightened pace, and the inability to hire due to non-competitive starting salaries compounds, the department will face unprecedented shortages in the next 24 months.**
6. Please provide recruit class information over the past 5 years:
 - a. Number of applications
 - i. **Session 74 = 398 applications**
 - ii. **Session 73 = 426 applications**
 - iii. **Session 72 = 483 applications**
 - iv. **Session 71 = 464 applications**
 - v. **Session 70 = 596 applications**
 - vi. **Session 69 = 582 applications**
 - vii. **Session 68 = 412 applications**
 - viii. **Session 67 = 571 applications**
 - ix. **Session 66 = 706 applications**
 - x. **Session 65 = 563 applications**
 - b. Number of individuals who tested.

- i. **Session 74 = Data analysis in progress**
 - ii. **Session 73 = 196 Written / 129 Oral Board / 85 PFAT**
 - iii. **Session 72 = 271 Written / 152 Oral Board / 99 PFAT**
 - iv. **Session 71 = 195 Written / 110 Oral Board / 89 PFAT**
 - v. **Session 70 = 158 Written / 118 Oral Board / 112 PFAT**
 - vi. **Session 69 = 186 Written / 139 Oral Board / 137 PFAT**
 - vii. **Session 68 = 116 Written / 108 Oral Board / 97 PFAT**
 - viii. **Session 67 = 178 Written / 155 Oral Board / 146 PFAT**
 - ix. **Session 66 = 208 Written / 196 Oral Board / 192 PFAT**
 - x. **Session 65 = 245 Written / 213 Oral Board / 200 PFAT**
- c. **Number who failed background check.**
 - i. **Session 74 = Data Analysis in progress**
 - ii. **Session 73 = 43 Failed Background / 5 Failed Polygraph**
 - iii. **Session 72 = 45 Failed Background / 11 Failed Polygraph**
 - iv. **Session 71 = 43 Failed Background / 6 Failed Polygraph**
 - v. **Session 70 = 47 Failed Background / 1 Failed Polygraph**
 - vi. **Session 69 = 65 Failed Background / 0 Failed Polygraph**
 - vii. **Session 68 = 40 Failed Background / 1 Failed Polygraph**
 - viii. **Session 67 = 56 Failed Background / 12 Failed Polygraph**
 - ix. **Session 66 = 132 Failed Background / 1 Failed Polygraph**
 - x. **Session 65 = 112 Failed Background / 11 Failed Polygraph**
- d. **Number who were offered placement.**
 - i. **Session 74 = Data Analysis in progress**
 - ii. **Session 73 = 23 Offered**
 - iii. **Session 72 = 14 Offered**
 - iv. **Session 71 = 21 Offered**
 - v. **Session 70 = 31 Offered**
 - vi. **Session 69 = 32 Offered**
 - vii. **Session 68 = 22 Offered**
 - viii. **Session 67 = 27 Offered**
 - ix. **Session 66 = 36 Offered**
 - x. **Session 65 = 38 Offered**
- e. **Number who actually accepted.**
 - i. **Session 74 = Data Analysis in progress**
 - ii. **Session 73 = 22 Accepted**
 - iii. **Session 72 = 14 Accepted**
 - iv. **Session 71 = 21 Accepted**
 - v. **Session 70 = 30 Accepted**
 - vi. **Session 69 = 29 Accepted**
 - vii. **Session 68 = 22 Accepted**
 - viii. **Session 67 = 27 Accepted**
 - ix. **Session 66 = 35 Accepted**
 - x. **Session 65 = 38 Accepted**
- f. **Number who washed out during the academy.**
 - i. **Researching this data**
- g. **Number who washed out during Field Training.**
 - i. **Researching this data**

7. Do you know specific reasons people are leaving? (LEO position elsewhere, different career, retirement, other?)
 - a. **In a review of exit interview data, we find a variety of responses to this question. Some of the reasons that have been provided are**
 - i. **Fear of political prosecution**
 - ii. **Taking other law enforcement / federal jobs**
 - iii. **Lack of support from elected officials**
 - iv. **Personal Reasons**
 - v. **Inability to complete training at the PSTA**
8. What are the main challenges to recruitment and retention?
 - a. **Decreasing number of applicants**
 - b. **Decreasing number of standout applicants (applicants with exemplary work history, education, other law enforcement experience)**
 - c. **Montgomery County has higher requirements for applicants (60 college credits) yet is not competitive regionally in terms of salary.**
 - d. **One of the lowest starting salaries in the region**
 - e. **Notable statements (or absence of statements when appropriate) regarding police related issues that indicate a consistent lack of support for the department.**
 - f. **Need for more recruiters to meet the difficulty of hiring in this environment.**
9. Do you have information on salaries in the municipalities and surrounding jurisdictions?

	Starting Rate	Signing Bonus
Baltimore County	\$60,768	\$10,000
Howard County	\$60,593	-
Baltimore City	\$60,320	-
District of Columbia*	\$60,199	-
Anne Arundel County*	\$55,825	\$5,000
Montgomery County*	\$54,620	-
Prince George's County*	\$54,040	-

10. I know of the following departments that have increased pay: State Troopers, Baltimore City, Village of Chevy Chase. Are there any others locally?
 - a. **The following agencies note a salary increase between June 21 and January 22 based on a review of website information posted**
 - i. **Wicomico County Sherriff. Queen Anne's County Sherriff, Washington County Sherriff, Worchester County Sherriff. Bowie Police, Frederick County Sherriff, Laurel Police, Harford County Sherriff, St Mary's County Sherriff, University of Maryland Police. Hyattsville Police. MD State Police, Airport Authority Police, Anne Arundel County Police, Baltimore City Police, Baltimore County Police, Arlington County Police, Takoma Park Police, DC Metro Transit Police, Howard County Police.**
11. Do you have information on who is providing signing bonuses? **Our direct competitors for candidates that are offering bonuses are Baltimore County and Anne Arundel County**
12. Are there opportunities to aggressively recruit laterals? Or is our salary structure a barrier?
 - a. **MCPD does not currently utilize comparative compliance training for out of state lateral officers but this could be an option to increase lateral recruits.**
 - b. **MCPD does not currently have a hiring bonus for lateral officers outside of starting lateral officers at a higher rate of pay. A hiring bonus could further help attract lateral officers**
 - c. **Depending on where the officers are from, there can be opportunity but the uncertainty of todays climate makes it difficult.**

13. How many officers are eligible for retirement today?
 - a. **219 Officers are eligible for normal retirement**
 - b. **463 Officers are eligible for early retirement**
 - c. **125 Officer are in DSRP currently**
14. Do you have data on how many officers have entered the DRSP at their normal retirement date? i.e. how many officers have historically extended their service because of the DRSP?
 - a. **There are a total of 125 Officers in Drop as of 12/31/2021. The median time of service for those officers participating in drop is 287 years. To identify the number of participants who entered DSRP at their normal retirement would require a 1-1 review of the 125 participants.**
 - b. **There is no data to say how many officers have extended their service because of DSRP, as this data could only be gleaned via interviews with the affected officers.**
15. Do you have information on the average salary of an officer who enters the DRSP? And the average county retirement contribution that would end once they enter the DRSP?
 - a. **Researching this data.**
16. I have an average cost of \$125,282 for a Police Officer III. For FY22. Is that what you are still using?
 - a. **Researching this data.**

MCPD Sworn Attrition Projection: December 2021-November 2024

- Assumptions:
1. Variance=comparison to sworn operating strength at a given point in time
 2. Non-DROP Attrition rate is increased to 4 per month
 3. DROP-early DROP departures are reflected to date
 4. POCs do not count in complement until they graduate from recruit school
 5. POC classes assume a 80% retention rate at graduation
 6. Includes latest info for summer FY22 graduation and winter FY22 enrollment
 7. Assumes running two POC classes in FY23, FY24, and FY25 with 22 POCs

		NonDROP	DROP	Total-month	Variance	Grad	Hire	Complement
	December	-4	-3	-7	-67.0			1281
2022	January	-4	-1	-5	-59.0	13	23	
	February	-4	-3	-7	-66.0			
	March	-4	-1	-5	-71.0			
	April	-4	-5	-9	-80.0			
	May	-4		-4	-84.0			
	June	-4	-2	-6	-90.0			
FY2023	July	-4	-4	-8	-80.0	18	22	
	August	-4		-4	-84.0			
	September	-4	-3	-7	-91.0			
	October	-4	-7	-11	-102.0			
	November	-4	-1	-5	-107.0			
	December	-4		-4	-111.0			
2023	January	-4		-4	-98.0	17	22	
	February	-4		-4	-102.0			
	March	-4	-2	-6	-108.0			
	April	-4	-3	-7	-115.0			
	May	-4	-3	-7	-122.0			
	June	-4		-4	-126.0			
FY2024	July	-4	-4	-8	-117.0	17	22	
	August	-4	-3	-7	-124.0			
	September	-4	-12	-16	-140.0			
	October	-4	-8	-12	-152.0			
	November	-4	-7	-11	-163.0			
	December	-4	-6	-10	-173.0			
2024	January	-4	-3	-7	-163.0	17	22	
	February	-4	-4	-8	-171.0			
	March	-4	-5	-9	-180.0			
	April	-4	-1	-5	-185.0			
	May	-4	-4	-8	-193.0			
	June	-4	-6	-10	-203.0			
FY2025	July	-4	-3	-7	-193.0	17	22	
	August	-4	-5	-9	-202.0			
	September	-4	-6	-10	-212.0			
	October	-4	-1	-5	-217.0			
	November	-4	-2	-6	-223.0			

**MONTGOMERY COUNTY GOVERNMENT
POLICE BARGAINING UNIT UNIFORM SALARY SCHEDULE
FISCAL YEAR 2022
EFFECTIVE JULY 1, 2021**

STEP	YEAR	PO I	PO II	PO III	MPO	SGT
0	1	\$53,288	\$55,953	\$58,751	\$61,689	\$67,860
1	2	\$55,154	\$57,913	\$60,809	\$63,849	\$70,234
2	3	\$57,085	\$59,939	\$62,938	\$66,086	\$72,692
3	4	\$59,082	\$62,037	\$65,141	\$68,397	\$75,236
4	5	\$61,151	\$64,209	\$67,420	\$70,793	\$77,872
5	6	\$63,293	\$66,458	\$69,782	\$73,271	\$80,597
6	7	\$65,509	\$68,785	\$72,224	\$75,836	\$83,420
7	8	\$67,802	\$71,191	\$74,752	\$78,491	\$86,339
8	9	\$70,176	\$73,684	\$77,370	\$81,238	\$89,361
9	10	\$72,631	\$76,263	\$80,077	\$84,082	\$92,490
10	11	\$75,174	\$78,934	\$82,882	\$87,026	\$95,727
11	12	\$77,808	\$81,696	\$85,783	\$90,072	\$99,077
12	13	\$80,530	\$84,555	\$88,785	\$93,225	\$102,545
13	14	\$83,350	\$87,517	\$91,894	\$96,489	\$106,134
14	15	\$86,267	\$90,582	\$95,112	\$99,865	\$109,849
16 YEAR LONGEVITY (3.5%)	17+	\$89,286	\$93,752	\$98,440	\$103,360	\$113,694
20 YEAR LONGEVITY (3.5%)	21+	\$92,411	\$97,033	\$101,886	\$106,978	\$117,673

**MONTGOMERY COUNTY GOVERNMENT
POLICE BARGAINING UNIT UNIFORM SALARY SCHEDULE
FISCAL YEAR 2022
EFFECTIVE JANUARY 2, 2022
GWA: 2.50% INCREASE**

STEP	YEAR	PO I	PO II	PO III	MPO	SGT
0	1	\$54,620	\$57,352	\$60,220	\$63,231	\$69,556
1	2	\$56,533	\$59,361	\$62,329	\$65,445	\$71,990
2	3	\$58,512	\$61,437	\$64,512	\$67,738	\$74,510
3	4	\$60,559	\$63,588	\$66,769	\$70,107	\$77,117
4	5	\$62,679	\$65,814	\$69,106	\$72,563	\$79,819
5	6	\$64,876	\$68,120	\$71,527	\$75,103	\$82,612
6	7	\$67,147	\$70,504	\$74,030	\$77,732	\$85,505
7	8	\$69,497	\$72,971	\$76,620	\$80,453	\$88,497
8	9	\$71,930	\$75,526	\$79,305	\$83,268	\$91,595
9	10	\$74,447	\$78,170	\$82,079	\$86,184	\$94,802
10	11	\$77,053	\$80,907	\$84,954	\$89,202	\$98,120
11	12	\$79,753	\$83,739	\$87,927	\$92,324	\$101,554
12	13	\$82,543	\$86,668	\$91,005	\$95,555	\$105,109
13	14	\$85,434	\$89,705	\$94,191	\$98,901	\$108,788
14	15	\$88,424	\$92,846	\$97,489	\$102,361	\$112,596
16 YEAR LONGEVITY (3.5%)	17+	\$91,518	\$96,096	\$100,902	\$105,944	\$116,536
20 YEAR LONGEVITY (3.5%)	21+	\$94,722	\$99,459	\$104,433	\$109,652	\$120,615

FY22 Notes:

1) Starting salary for Police Officer Candidate is \$54,620.

**MONTGOMERY COUNTY GOVERNMENT
 POLICE LEADERSHIP SERVICE SALARY SCHEDULE
 FISCAL YEAR 2022
 EFFECTIVE JULY 1, 2021**

PAY BAND	PLS RANK	MINIMUM	MIDPOINT	CONTROL POINT	MAXIMUM
A2	POLICE LIEUTENANT	\$80,384	\$113,653	\$140,269	\$146,923
A3	POLICE CAPTAIN	\$93,567	\$131,711	\$162,227	\$169,856

**MONTGOMERY COUNTY GOVERNMENT
 POLICE LEADERSHIP SERVICE SALARY SCHEDULE
 FISCAL YEAR 2022
 EFFECTIVE JUNE 19, 2022
 GWA: \$1,684 INCREASE**

PAY BAND	PLS RANK	MINIMUM	MIDPOINT	CONTROL POINT	MAXIMUM
A2	POLICE LIEUTENANT	\$82,068	\$115,337	\$141,953	\$148,607
A3	POLICE CAPTAIN	\$95,251	\$133,395	\$163,911	\$171,540



EXECUTIVE SALARY SCHEDULE

FISCAL YEAR 2022

EFFECTIVE JULY 1, 2021

Executive Salary Schedule

	MINIMUM	MIDPOINT	MAXIMUM
EXE3	\$118,420	\$159,867	\$201,315
EXE2	\$130,262	\$175,854	\$221,446
EXE1	\$143,288	\$193,439	\$243,589
EXE0	\$171,946	\$232,127	\$292,308

As provided for in the Montgomery County Code, Section 1A-104, the County Executive may exceed the salary schedule for an individual employee, subject to Council approval, if the Executive finds that it is necessary to attract or retain a senior leader for a specific position.

Salary Schedule Adjustments

Includes the 1.5% general wage adjustment (GWA) **effective June 20, 2021**

No FY22 GWA

Executive Salary Scales and Positions

EXE0 – EXECUTIVE SALARY SCALE

Position Title

Chief Administrative Officer

EXE2 – EXECUTIVE SALARY SCALE

Position Title

Assistant Chief Administrative Officers

EXE1 – EXECUTIVE SALARY SCALE

Position Title

Director Office of Consumer Protection
Director Department of Correction and Rehabilitation
County Attorney
Director Department of Environmental Protection
Director Department of Finance
Fire Chief, Fire/Rescue Service
Director Department of General Services
Director Department of Health and Human Services
Director Department of Housing and Community Affairs
Director Office of Human Resources
Director Office of Intergovernmental Relations
Director Department of Liquor Control
Director Office of Management and Budget
Director Department of Permitting Services
Director Department of Police
Director Office of Procurement
Director Office of Public Information
Director Department of Public Libraries
Director Department of Recreation
Director Department of Technology Services
Director Department of Transportation
Director Office of Racial Equity and Social Justice

EXE3 – EXECUTIVE SALARY SCALE

Position Title

Special Assistants to County Executive
Special Projects Manager, Office of the CAO
Development Ombudsman, Office of the CAO
Director Criminal Justice Coordinating Commission, Office of the CAO
Division Chief MCFRS Volunteer Services
Chief Aging and Disability Services, HHS
Chief Children Youth and Family Services, HHS
Chief Special Needs Housing, HHS
Chief Behavioral Health and Crisis Services, HHS
Chief Operating Officer, HHS
County Health Officer
Assistant Chiefs of Police, POL
Director Office of Community Partnerships
Director Regional Services Centers
Transportation Policy Officer, DOT
Deputy Director of Operations, DOT
Deputy Director, DGS
Deputy Director, DHCA
Deputy Director, OMB
Chief Broadband Officer, DTS
Chief Data Officer, DTS
Chief Digital Officer, DTS
Chief Labor Relations Officer, OLR