

Presentation on the Police Department Study

City of Newburgh, New York



matrix #
consulting group

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Project Scope of Work

- ◆ An assessment of the current community relations of the Police Department.
- ◆ An assessment of the use of force, training, disciplinary practices and culture of the Police Department.
- ◆ Determining appropriate staffing levels in the Police Department given the existing workloads.
- ◆ Determining if resources are effectively managed in terms of deployment, scheduling, work planning and accountability systems.
- ◆ Determining if the Police Department is appropriately organized to effectively lead and manage the organization.



Project Scope of Work (2)

- ◆ Evaluation of the current call for service demand, officer initiated activity and the level of service provided.
- ◆ Evaluation of staffing, deployment and utilization of personnel.
- ◆ Evaluation of Departmental, operational and personnel management systems for effectiveness, efficiency, staffing and responsiveness to resident's needs.
- ◆ Identify opportunities to improve the delivery of services, policies and procedures.



Project Methodology

- ◆ Conducted interviews with managers, supervisors and line staff to obtain an understanding of operations, organization and management; also interviewed key City personnel.
- ◆ Collected comprehensive data for each Police Department function while interviews were being conducted. This data was summarized in a descriptive profile.
- ◆ Analyzed each Department function in terms of level of service objectives, workloads and operational management.
- ◆ Conducted an internal survey of full time employees and conducted two community focus groups to obtain input into the study.



Key Themes in the Final Report

- ◆ The Department's organizational structure is appropriate.
- ◆ The Police Department handles more calls for service than other cities with a similar size population and has one of the highest violent crime rates in New York.
- ◆ The Department is more reactive than proactive and it currently lacks a plan for the effective use of proactive time.
- ◆ Investigative efforts are generally effective.
- ◆ Participation in multi-jurisdictional task forces to address special enforcement needs in the City and region is appropriate.



Key Themes (2)

- ◆ The Department does not currently have a plan or process to consistently engage the community to determine their needs.
- ◆ Chief and managers need to lead the development of a strategic plan and organizational objectives to guide the Department; a critical component of this is the development of a plan to engage the community.
- ◆ Systems and processes need to be developed to monitor progress, performance and where improvements are needed regarding the established goals and tasks.
- ◆ The Chief needs to establish a clear system of responsibility and accountability for the accomplishment of goals and tasks.



Methodology to Determine Required Staffing Levels in Patrol

- ◆ All Patrol Officers' actual work hours for 2012 were used in the workload calculations (34 Officers in most months).
- ◆ The leave hours usage for Patrol personnel was obtained to determine the percent of time personnel are actually working.
- ◆ The average time required to handle the community generated calls and related work is approximately 50% of the total work hours (an estimated 15% of work is not captured by CAD).
 - ➔ Travel and on-scene time
 - ➔ Report writing and prisoner processing time
- ◆ The remaining 50% (or 35% including the un-captured work) was “proactive” time.



Patrol Staffing and Officer Workload Levels

- ◆ The Department has 52 of 74 sworn employees (70%) assigned to field services (Patrol Services and the Anti-Crime Unit).
- ◆ Line employee leave usage (508 hours for 2012), is very high compared to averages seen in other police department studies.
- ◆ Backfill OT is approximately 281 hours per officer.
- ◆ Officers handled 20,440 community generated calls for service in 2012.
- ◆ Officers initiated 4,769 incidents (e.g. traffic stops, foot patrols).
- ◆ The Department's response time to all calls for service is appropriate at 7.6 minutes average.



Patrol Staffing and Officer Workload Levels (2)

- ◆ The level of proactive time varies throughout the day, overall average is 49.8%.
- ◆ Higher proactive time during night hours is due to the low number of calls and the minimum staff needed for Officer safety.

Hours	Average Proactivity
0000 - 0400	64%
0400 - 0800	78%
0800 - 1200	36%
1200 - 1600	25%
1600 - 2000	37%
2000 - 2400	45%



Findings and Recommendations – Patrol Operations

- ◆ Maintain a staffing level of 40 Officers and 9 Sergeants on Patrol and make efforts to bring Patrol to full staffing by the end of 2014.
- ◆ Annually review the attrition rate of sworn personnel and plan to replace approximately 7 Officers annually if it remains near 9%.
- ◆ Reduce the average number of leave usage hours from 508 to 400 in the near term and long term to 350 hours or less.
- ◆ Develop a shift trade policy with reasonable guidelines and one that does not allow staff to work 16 hours (two 8 hour shifts).
- ◆ Establish a call “priority” system to classify the seriousness of incidents and a goal of responding to “Priority 1” (emergency) calls in 7 minutes 90% of the time (from receipt of call).



Findings and Recommendations – Investigations and Administration

- ◆ The number of general Detectives (7) is adequate to handle caseloads.
- ◆ Continue participating in the regional task forces.
- ◆ Expand the analytical team in NPD so that the Crime Analyst and Intelligence Officer are working more closely together.
- ◆ Formalize quarterly Property Room audits in policy and complete written documentation of each audit conducted.
- ◆ Add one Records Unit position (full time).



Findings and Recommendations – Department Management

- ◆ The Chief should lead the development of a formal strategic plan to establish goals for the Department, including:
 - Vision and plan for the near future and 3-5 years
 - Implement a Community Policing and Problem Solving (COPPS) policy, to identify community needs, meet them and report back
 - Responsibility and timeline for completing tasks
- ◆ Develop a system of data collection so that the response to meeting goals can be measured, including external reporting.
- ◆ The Department's personnel evaluation system needs to be re-designed.
- ◆ Seek and provide additional management training for supervisors and managers.



Findings and Recommendations – Department Management (2)

- ◆ The Chief should revise policy and process for Internal Affairs:
 - ➔ Assign a specific investigator, require a formal report on all cases
 - ➔ Notify the reporting party of initiation and the conclusion of the case
 - ➔ Implement a “disciplinary matrix” to help guide discipline
 - ➔ Eliminate the use of “command discipline” that allows vacation to be used in lieu of actual suspension
 - ➔ Provide an annual summary to employees, City Manager and City Council regarding the number, type and disposition of investigations, subject to state law.
- ◆ The Chief and command staff should meet regularly and also off-site once a year for a planning session.



Findings and Recommendations – Department Management (3)

- ◆ The command staff should formally meet every two months with the supervisors.
- ◆ The City should provide the necessary funding for repairs and maintenance to the police facility to eliminate water leaks, replace flooring, provide proper storage, etc.
- ◆ Make the police facility more “open” to the public: provide public parking in the front lot.
- ◆ Be more attentive and positive to people coming to HQ to conduct business (such as seeking more volunteers to provide assistance to the public at the front counter), improve the look and “feel” of the lobby.

