

Police Department Review for the Township of Harding

Analysis of Police Services



Blue Shield Consulting, LLC

May 14, 2013

Presentation

- I. Background
- II. Review Objectives
- III. Research Tasks
- IV. Analysis & Findings
- V. Recommendations

I. Review Background

Harding RFP & Blue Shield Consulting

- Harding Request for Proposal (“RFP”)
 - Harding issued an RFP for the review of the Harding Township Police Department (July 27, 2012)
 - Hired Blue Shield (Sept. 2012)
- Blue Shield Consulting LLC
 - Ted Ehrenburg (principal)
 - 28 years service Washington Twp., 11 as Chief
 - Provided police consulting services to 30+ towns
 - Township Administrator and Appropriate Authority for a 125 person Police Department

II. Review Objectives

Review Objectives

Township Committee asked Blue Shield to review the following related to the Police Department:

- Community relationships
- Budgetary / cost issues
- Staffing level
- Training level
- Rules and Regulations
- Policies and Procedures
- Organizational structure
- Shift model and options (current 12x4x4)
- Professional advancement for officers
- Input from First Aid Squad and Fire Departments

Review Objectives

- Build relationships through improved communications
- Leadership training & succession planning
- Assess relationship between township leadership and department
- Review union contract
- Use of special police officers
- Assess equipment and technology
- Identify potential efficiencies in organization
- Identify opportunities to use shared services
- Review detective function and options
- Present recommendations on the above with preliminary pros and cons

III. Research Tasks

Blue Shield Research Tasks

- Blue Shield performed its review with the full cooperation and assistance of Township and Police Department personnel
- In addition to researching and responding to the Review Objectives, Blue Shield also:
 - Interviewed the Township Committee, Township Administrator, OiC Giansanti, Patrolmen, Fire Department/First Aid Squad Leadership
 - Reviewed Rules & Regulations, Policies & Procedures
 - Conducted a 40 question Employee Satisfaction Survey
 - Accompanied officers on patrol
 - Compiled an inventory and assessment of department equipment, facilities, and firearms
 - Compiled Harding crime, traffic, & crash statistics

IV. Analysis and Findings

Summary of Findings

Item

- Facilities
- Equipment
- Crime Rate
- Rules and Regulations
- Staff Survey
- Staff Training/Development
- Leadership Development
- Staffing/Schedule/OT

Finding

OK

OK

One of lowest in MC

Out of date

Discuss

Inadequate

Inadequate

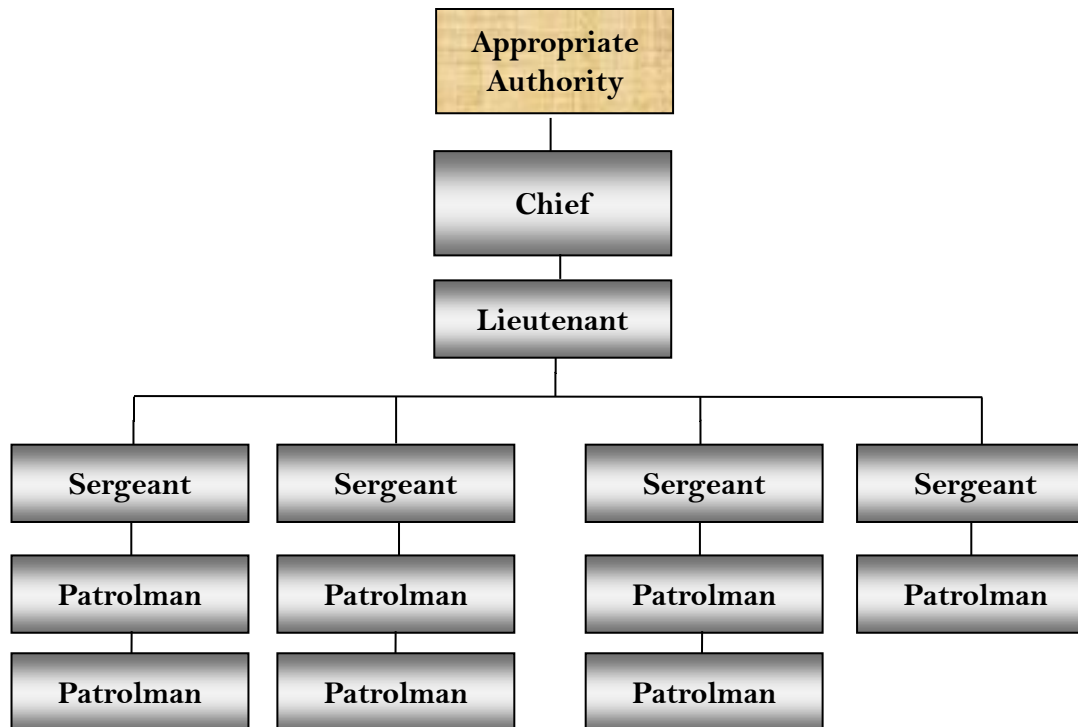
Discuss

Employee Survey

- Department Employee Satisfaction Survey
 - Conducted survey in Sept. 2012 of all sworn officers
 - 40 questions concerning:
 - job satisfaction, career development, morale, staffing, leadership, fatigue, organizational effectiveness, other
- Results & Takeaways
 - Strong support for the Department
 - Main concerns: lack of training, career development, and insufficient staffing

Original Organization

- Organization by Harding Ordinance 2-93



Schedule, Staffing, Overtime

- **Work Schedule**
 - Current: 12 hour schedule
 - 7AM/7PM, 4 days on, 4 days off. 2 sets of days, 2 sets of nights
- **Staffing**
 - 9 sworn officers (as of Nov. 2012)
- **Overtime**
 - 2010 (502 hrs.), 2011 (578 hrs.), 2012 (1,916 hrs.)
- **Off Duty Work**
 - 2011 (4,462 hrs. or 372 shifts)

Staffing Models

Staffing Model Comparisons

Model	Formula	Harding # officers
FBI Model	2.4 officers per 1,000	9.2
US Dept. of Justice Model	2.5 officers per 1,000	9.6
NJ - Bureau of Justice Ave.	2.3 officers per 1,000 ave. for NJ	8.8
NJSP – Morris County Ave.	2.1 officers per 1,000 ave. for MC	8.1
I.A.C.P. Model	Min of 8, Max of 10	8-10
2x24x7 On Duty Coverage	1x24x7 = 5.2 officers	10.4

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V. Recommendations

Blue Shield Recommendations

1. Patrol Staffing

- 2 officers on duty at all times
- Necessary to maintain first responder status, officer & community safety

2. Staffing Level

- 12 sworn officers
- 2 special officers

Blue Shield Recommendations

3. Leadership / Supervision

- Chief of Police and minimum of 2 Sergeants

4. Lieutenant

- Position not required

5. Corporals

- New rank (optional: not mandatory)
- Career development, leadership forecast
- Provides supervision for each patrol
- 2 to 4 could be implemented gradually

Blue Shield Recommendations

6. Special Officers

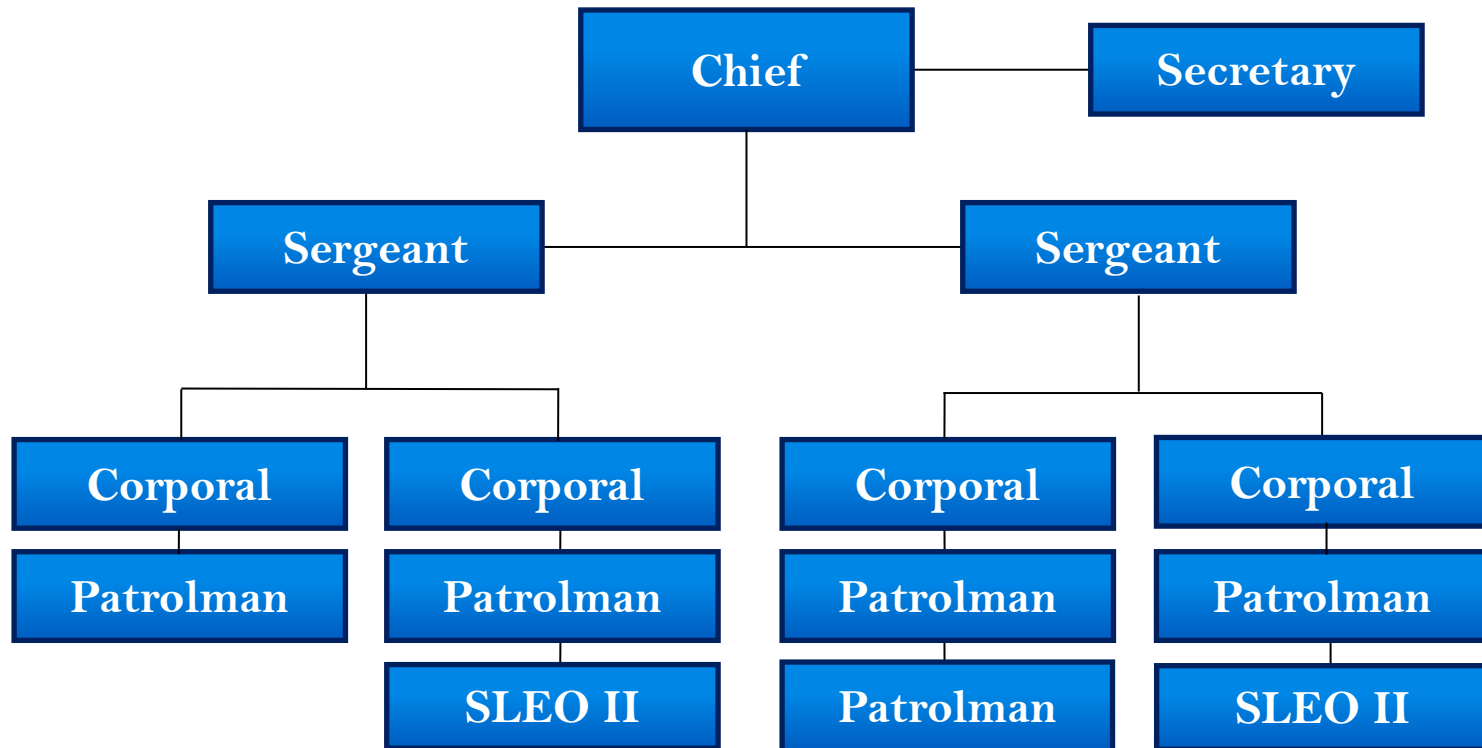
- 2 SLEO Class 2 Special Officers
- Provides staffing flexibility
- Used to fill schedule gaps due to illness, training, emergencies, etc.
- Part-time, paid only if used
- Can't replace a full time officer

7. Detective Function

- Basic responsibilities of officers to investigate crime
- Full-time detective rank not needed
- Train several officers to fulfill detective function
- Provides staff flexibility
- Promotes professional development of officers

Blue Shield Recommendations

Recommended Department Organization



Blue Shield Recommendations

8. Eleven vs. Twelve Officers

- 11 sworn officers required for 2x24x7
- 12th officer recommended to maintain backup coverage
- 11 officers total may be sufficient if main recommendations implemented

9. Policies & Procedures

- Key component for operational integrity and professionalism
- Current policies must be updated promptly
- CALEA conformance but not accreditation

Blue Shield Recommendations

10. Schedule

- Implement Pittman Schedule
 - 12 hr. hybrid, 7AM/7PM, 3 days max, off alternating weekends
- More efficient coverage
- Better quality of life for officers
- More availability for training & callouts

11. Leadership Development

- Leadership is key to a successful department
- Promote OiC Giansanti to Chief or Acting Chief
- Provide advanced training course as requested
- Provide staff succession training & development

Blue Shield Recommendations

12. Staff Training & Development

- Invest in staff training (responsive to survey)
- Recruiting & Hiring

13. Handling Citizen Complaints

- Create teamwork & enhanced communication between Town & Chief
- Develop & formalize Public Safety Committee (PSC) in compliance with State Law
 - PSC vs. Citizens' review committee

Blue Shield Recommendations

14. Shared Services

– Basic Options

- Joint Meeting
- Consolidation of Services
- Shared Services
- Contracted Services

– Recommendations

- Developing options for shared services was not in scope for this study
- Future Outlook

Recruiting Plan Summary

- Recruitment Plan – includes:
 - Implement leadership promotion plan
 - Develop/implement hiring policies
 - Update/revise Harding Township promotional process
 - Contact NJSACOP
 - Advertise
 - Hiring process – interviews, psychological exam, background checks, medical exam
 - Hire and swear in
 - Field training period
 - Probationary period

Thank You