

# Police Department Review for the Township of Harding

Analysis of Police Services



Blue Shield Consulting, LLC

May 14, 2013

# Presentation

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

# I. Review Background

# Harding RFP & Blue Shield Consulting

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- Harding Request for Proposal (“RFP”)
  - Harding issued an RFP for the review of the Police Depart (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

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Township Committee asked Blue Shield to review:

- Community relationship
- 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

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- Build relationships through improved communications
- Leadership training & succession planning
- Assess relationship township leadership and department
- Review union contract
- Use of special police officers
- Assess equipment and technology
- Identify 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

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- 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/Develop.
- Leadership Develop.
- Staffing/Schedule/OT

## Finding

**OK**

**OK**

**One of lowest in MC**

**Out of date**

Discuss

**Inadequate**

**Inadequate**

Discuss

# Survey

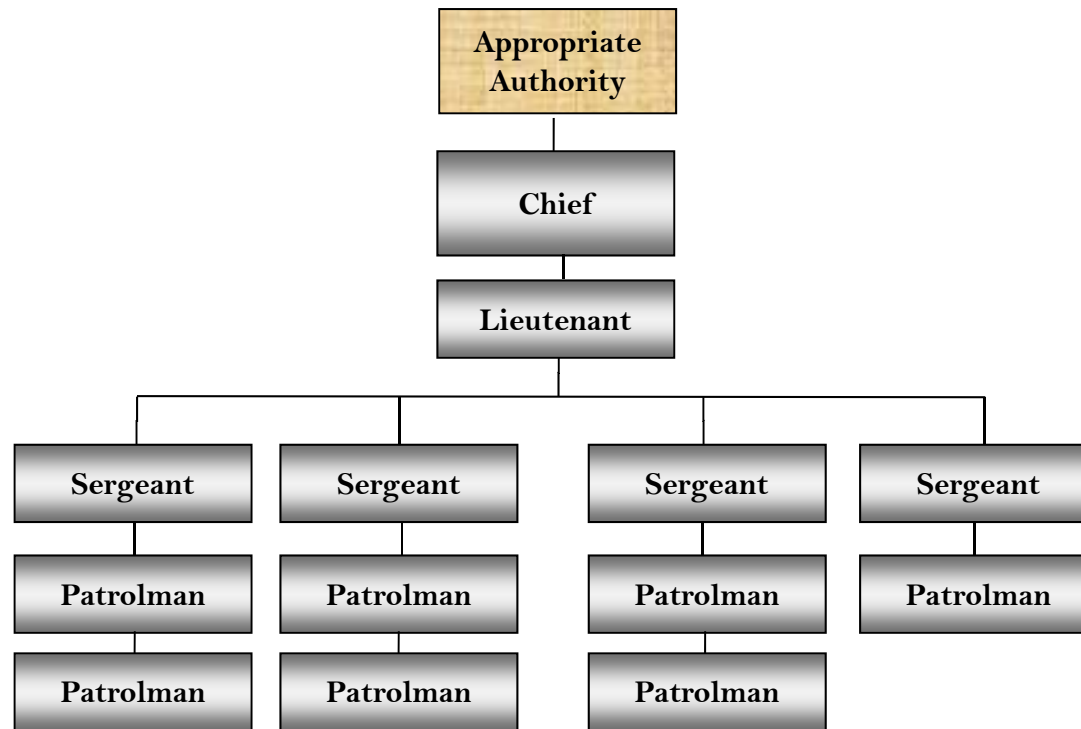
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- Police Dept. Employee Satisfaction Survey
  - Conducted survey in Sept. 2012 of all sworn officers
  - 40 questions concerning:
    - job satisfaction, career development, morale, staffing, leadership, fatigue, organizational effectiveness, other.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

# Original Organization

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- Organization by Harding Ordinance 2-93



# Schedule, Staffing, Overtime

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- **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

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## 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

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## 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

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## 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

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## 6. Special Officers

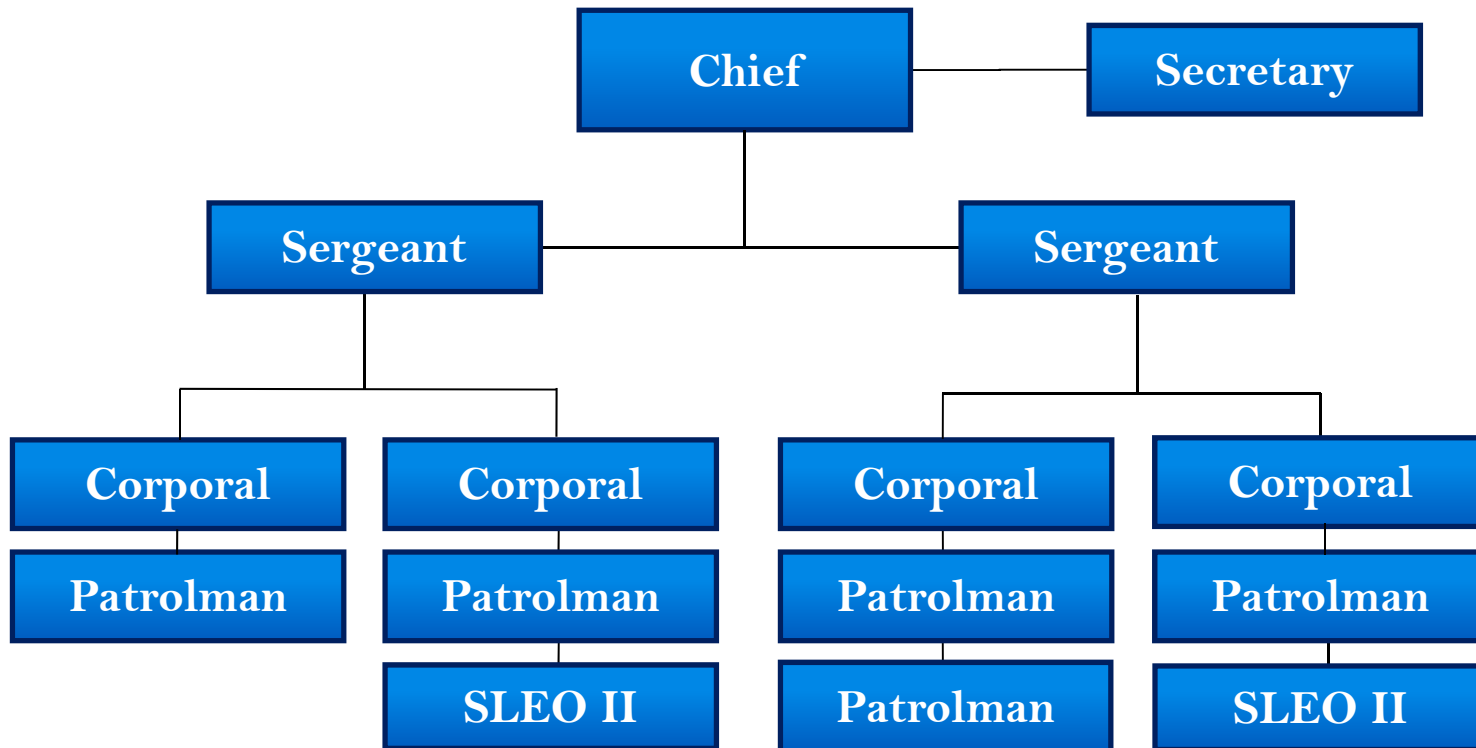
- 2 SLEO Class 2 Special Officers
- Provides staffing flexibility
- Used to fill schedule gaps due to illness, training, emergencies, etc.
- Part-time, paid only if used
- Can't replace a full time officer

## 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

# Recommended Organization

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# Blue Shield Recommendations

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## 8. Eleven vs. Twelve Officers

- 11 sworn officers required for 2x24x7
- 12<sup>th</sup> 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

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## 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

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## 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

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## 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

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- 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