

Running Head: CAFRITZ PUBLIC SAFETY NEEDS ASSESSMENT

Cafritz Mixed-Use Development Public Safety Needs Assessment

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Program Effectiveness and Evaluation

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Abstract

A comprehensive evaluation was conducted by a JHU evaluation team in the Town of Riverdale Park, Maryland on the current responsibilities of its Police Department to determine future resources that will be necessary to meet the public safety needs of the community, and in preparation for the Cafritz Property's Mixed-Use Development Project. This property is located on an undeveloped 35-acre parcel of land within the northwestern boundary of the Town of Riverdale Park, Maryland. The Cafritz Project is estimated to attract an additional 3000 residents, several new retail business establishments and each entity's respective visitors.

Introduction

The Town of Riverdale Park (Riverdale Park) is a small urban community located within Prince George's County, Maryland approximately two and a half miles from the District of Columbia (www.riverdaleparkmd.info). Riverdale Park rests between the neighboring jurisdictions of College Park, University Park and Hyattsville City. The town's population is comprised of approximately 7,000 residents with a total of 20 full-time police officers that serve the residents of Riverdale Park 24-hours a day. Of the full-time 20 police officers, 13 are assigned to routine patrol duties, i.e., area checks, traffic stops, suspicious subject stops, etc. in addition to responding to calls for service.

Located in the northwestern boundary of Riverdale Park is an undeveloped parcel of wooded land (See Appendix A). The Cafritz family owns this property, and they have been working since 2006 to develop it. Cafritz has recently signed a contract with Whole Foods Market, Inc. to develop the property and build a mixed-use community that will consist of a Whole Foods Market grocery store, other retail business establishments, and approximately 1000 multi-family and single-family residential units (See Appendix B). It is estimated that this development will bring an additional 3000 new residents to Riverdale Park, vastly increasing pedestrian and vehicular traffic.

The Town of Riverdale Park is preparing for this new development by examining what additional resources will be necessary to adequately address the increase in residential, business and daily visitor populations. Riverdale Park's Mayor, Vernon Archer, directed the Chief of Police, David C. Morris, to provide an estimate of additional resources/equipment needed by the Police Department and an estimate of cost to fund the additional officers.

In September of 2011, Chief Morris requested assistance from the Johns Hopkins University Public Safety Leadership Program in conducting a needs assessment and financial cost analysis.

Methodology

This evaluation included interviews with Chief Morris, his police commanders, and civilian employees of the Police Department (personal communications, November 4, November 18 and December 2, 2011).

As a part of this examination a manpower allocation/workload assessment was conducted that compared current staffing levels and buffer time with crime statistics and calls for service. There was also a cost analysis conducted to determine the cost to add additional officers and civilian staff.

Recommendations were prepared for submission to the Town Council. These recommendations are intended to assist the Council in making decisions in their preparation for the new development and population increases coming to Riverdale Park.

A Manpower Allocation/Workload Assessment formula recommended by the International Association of Chiefs of Police was used in this study to determine police officer needs based on actual calls for service and crimes committed. This formula calculates the total amount of time officers are available based upon the standard hours an officer works within a one-year time frame. Once this number is established, the amounts of time officers are physically away from patrol (annual leave, sick leave, comp time, training, military leave, etc.) are calculated and this is deducted from the standard available man hours. This time away from patrol is called “buffer time”. The resulting number is the time of “actual available hours”.

A second mathematical computation is then conducted on crime statistics. A numerical value is assigned to the different types of crimes and calls for police service. This is then added up and the result is the number of “officers needed” that is required to handle the calls for service. The actual available personnel are then subtracted from the “officers needed” and the resulting answer provides the Police Department with the total number of additional officers that are needed to adequately handle calls for service.

Results

The Manpower Allocation/Workload Assessment Study was conducted based on the previous year 2010. This study revealed that the Riverdale Park Police Department, in its current state, needs two additional police officers to adequately handle calls for service (See Appendix C).

A second Manpower Allocation/Workload Assessment Study was conducted based on the previous year 2010 evaluating both increased crime statistics and calls for service. The increased numbers represent projections of anticipated increases in crime and calls for service after the completion of the Cafritz Mixed-Use Development Project and the population increase (See Appendix D).

In determining the cumulative crime and calls for service, as a result of the anticipated population increase, the crime statistics and calls for service from the City of Hyattsville, the City of College Park, the Town of University Park and the Town of Riverdale Park were all reviewed. These statistics were made available via email communication with each of the respective police departments. What the JHU evaluation team discovered was that each of the police departments’ statistics were substantially different, and displayed very little similarities. From this the JHU evaluation team

determined that the projected increases should follow the history of Riverdale Park Police Department's crime statistics. In Riverdale Park, the per capita for crimes is 19; the per capita for calls for service is two. Using this number and applying it to the expected population growth of 3000 people, Riverdale Park should expect crime to rise accordingly. After applying this data to the second study, the data revealed that the Riverdale Park Police Department requires an additional nine police officers to adequately respond to all calls for service upon completion of the Cafritz Project.

Civilian Staffing

While conducting a site visit, the JHU evaluation team noted a staffing anomaly. The Riverdale Park Police Department is unique regarding their use of police officers to perform duties traditionally performed by civilian employees. This practice is contrary to what typically occurs within many public safety agencies, which employs its civilian personnel to perform administrative duties that a sworn police officer traditionally does not perform. In the absence of a civilian employee, i.e., use of sick leave, annual leave, etc., the Riverdale Park Police Department staffs the civilian position with a sworn police officer. This practice affects patrol staffing levels and response times due to the decrease of officers on the street further diminishing the level of service delivered to the community.

The Riverdale Park Police Department currently employs a total of four front-desk civilian employees tasked with managing the Police Department's radio communication operations (dispatch); which is also located in the Police Department lobby at the front desk. Only one civilian employee is assigned to work each shift: day shift, evening shift, and midnight shift respectively. The JHU evaluation team observed

the civilian employee assigned to work the day shift very busily, but diligently multitasking while performing the following duties:

- Dispatching calls for service
- Transcribing calls for service from a notepad to the computer
- Answering the telephone
- Responding to citizen complaints in the lobby
- Receiving payment for parking/moving violations
- Reviewing, logging and forwarding reports

Based on the results of the workload analysis, this minimal number of front-desk/dispatch civilian employees is substantially inadequate to safely and properly manage the communications section alone; considering the requirement of his/her attention to duty in such a critical position.

Front-desk civilian employees dispatch police officers 24-hours a day 7-days a week. However, the current front-desk/dispatch staffing allocates only four civilian employees to perform dispatching, customer service and administrative tasks; provided that the current staff does not take sick days, vacation days or otherwise be absent from their duties. Based on the analysis, the current front-desk/dispatch staffing and workload places extremely unrealistic, unsafe demands on these civilian employees and, in their absence, sworn police officers.

The Command Staff has recognized this practice and responds by reassigning sworn police officers into the duties of civilian employees at the front-desk/dispatch center whenever civilian employees are not present to perform their duties. While this does successfully supplement and bolster the front desk/dispatch area shortages, this

practice of insufficiency causes severe staffing shortages in police patrol coverage since police officers reassigned to the front-desk/dispatch center must come from the patrol division, which has the largest allotment of personnel in the agency.

The Johns Hopkins University Evaluation Group performed an onsite assessment of the Riverdale Park Police Department’s current employee status, which has revealed that the Department is in need of six administrative staff positions. Filling these positions will support an equitable distribution of work among the civilian employees and resolve the current deficiencies noted in the area of administrative responsibilities. To date, the Riverdale Park Police Department is utilizing patrol officers to serve in administrative capacities, which is not cost effective or efficient. These include: communications (dispatchers), assisting with records and code enforcement responsibilities. Specifically, one dispatcher has had the responsibility of serving as a dispatcher, answering telephones, taking in funds for unpaid notices of infractions, entering information in two separate databases, while serving as an office communications manager. Accomplishing the recommended staffing levels should allow for a higher level of operational and administrative efficiency throughout the Department.

Financial Impact Analysis

	Police Officers	Administrative Personnel	Code Enforcement Officer	Detectives
Salary	\$43,500	\$35,000	\$37,500	\$43,500
Benefits	\$17,400	\$14,000	\$15,000	\$17,400
Equipment	\$10,367	N/A	\$5,000	\$10,367
Cell Phones	\$600	N/A	\$600	\$600
Total Per Year	\$71,867	\$49,000	\$58,100	\$71,867
Recommended #	9	5	1	2
Total	\$646,803	\$245,000	\$58,100	\$143,734
Grand Total				\$1,095,737

Discussion and Implications

The following is a breakdown of the recommendations for increased staffing levels:

Sworn Positions:

- Increase sworn patrol officer positions by nine officers, to be assigned to the patrol division, for a total of 22 officers in the patrol division.
- Increase the criminal investigator position by two officers. Riverdale Park Police Department currently has one full-time criminal investigator. The evaluation team recommended that Riverdale Park Police Department increase their investigative section positions to three officers, which will be comprised of one sergeant and two detectives. This would alleviate the current caseload and ensure that the Police Department adequately serves the Town of Riverdale Park.

Civilian Positions:

- Increase the civilian employee/dispatcher positions by three additional dispatchers. This would prevent sworn police officers from having to dispatch and spend time away from patrol duties. This will also free the communications supervisor to perform her administrative duties, i.e. preparing work schedule, overseeing the NCIC function, personnel evaluations, filing, records keeping, etc.
- Increase administrative staff positions by two civilian employees to be assigned to the records section. This would assist with records management and would be beneficial to the Department in terms of costs and resources.
- Increase the code enforcement positions by one code enforcement officer. After interviewing the Code Enforcement Division supervisor, the JHU evaluation team

determined that the impact of the proposed mixed-use development would place an undue burden upon the currently overwhelmed, understaffed employees. The JHU evaluation team determined that by adding one position to the Code Enforcement Division's administrative staff, many of the administrative duties would be alleviated.

By adding the proposed administrative and sworn personnel, the overall impact on the town of Riverdale Park and its Police Department would prove to be minimal, and its enforcement productive.

Conclusion

The members of the JHU evaluation team examined both historical and contemporary statistical data to assess the manpower and workload of the Riverdale Park Police Department. Although the Cafritz Project is an exciting economic move in the right direction for the Town of Riverdale Park and its residents, steps must be taken to ensure both the Town and its Police Department are able to adequately address the additional workload the Cafritz Project brings to Riverdale Park, Maryland.

This evaluation has demonstrated that there are important considerations that must be addressed in order for the Town to adequately absorb any future duties and responsibilities such as police calls for service, police communications, administrative duties, code enforcement, and the multitude of paperwork that will accompany the new workload. The burden of the paperwork that will be added to the duties of the already understaffed investigation, communication, records and code enforcement divisions of the Riverdale Park Police Department will more than likely result in an overload of duties

on the Town's employees. This issue will be especially compounded in the administrative section of the Police Department.

By using the proven and successful International Association of Chiefs of Police Manpower Workload Analysis model, the Riverdale Park Police Department is able to clearly demonstrate what would be needed to maximize the operational efficiency of a growing Police Department and community.

While allocation studies used for spending are not always an exact figure, the IACP formula provides a fair projection. This model is currently in use by numerous accredited law enforcement agencies including the Hyattsville City Police Department, the Takoma Park Police Department, the City of Salisbury Police Department and others. Its model has assisted many agencies in manpower allocation assessment, evaluation and resolution. The implementation of the evaluation team's recommendations would also ensure that the Riverdale Park Police Department would be sufficiently prepared to adequately handle any influx or increase of crime trends or patterns associated with the Cafritz Project without relying on neighboring jurisdictions that are typically immersed with their own calls for service. In the times of a downturn economy, this is more important than ever; local governments are repeatedly called upon to do more with less.

Additionally, adding the recommended amount of staffing will not only ease any anxieties the Town of Riverdale Park and its residents may have, but it will also put an end to the "rob Peter to pay Paul" tactics that the Police Department has had to employ to address the exorbitant workload.

In reviewing the workload analysis provided in Appendices C and D, it is clear that with the appropriate increases in staffing, the Police Department should handle the

new workload with fewer challenges. This will ensure that the current residents will not experience any reduction in the amount or quality of services they receive from the Town. This issue is of critical importance, as the current residents will be resistant to any new development in town if they are not confident that their needs to feel safe and secure in their homes and community will continue to be met.

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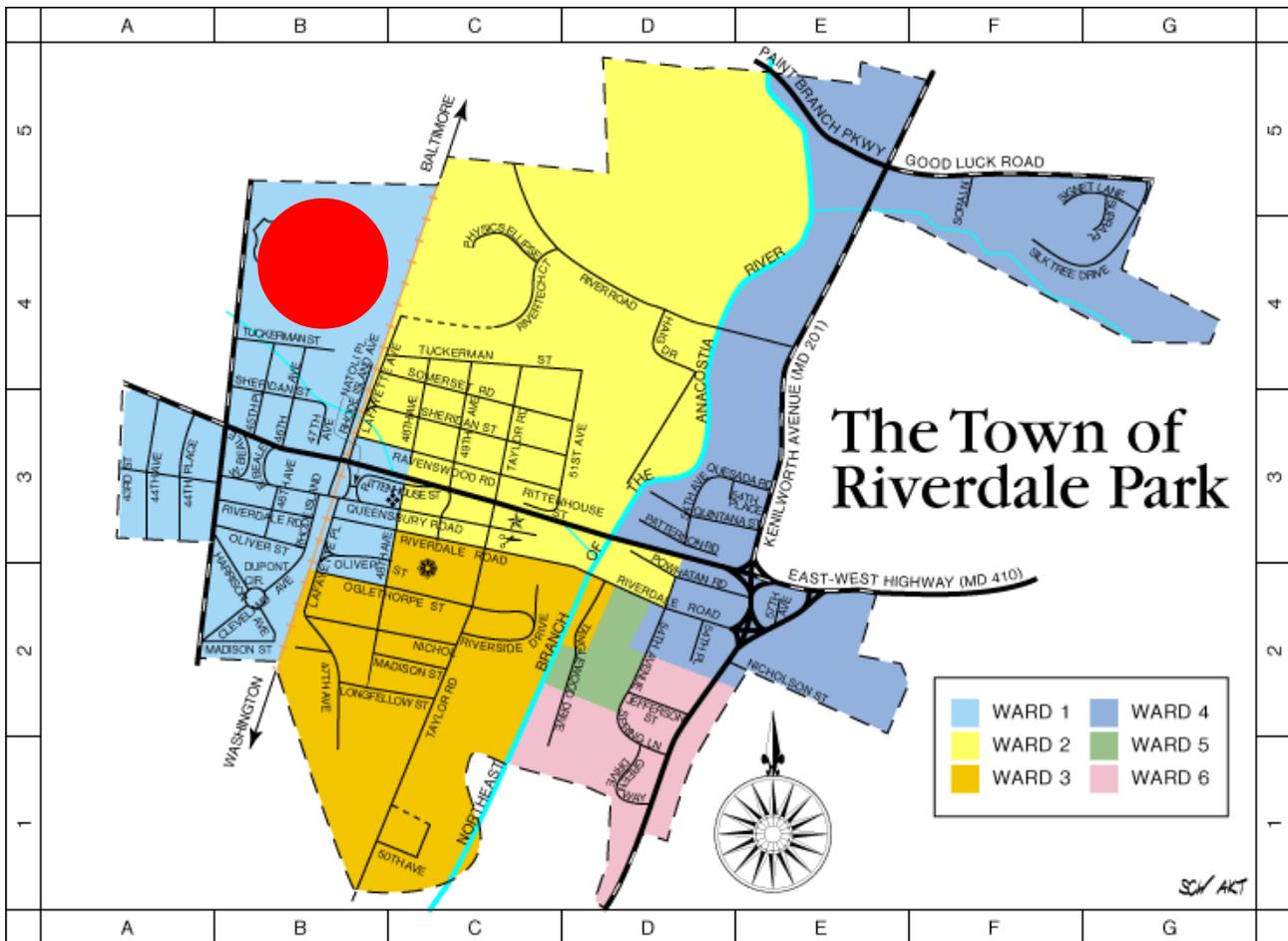
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Appendix A

The Town of Riverdale Park Map

The Cafritz Property's land for proposed Mixed-Use Development is located near the red area on the below map (B4).



Appendix B

Cafritz Property's Proposed Mixed-Use Development



Appendix C

Manpower Allocation and Distribution Workload Assessment – Analysis #1

Introduction

The Riverdale Park Police Department is attempting to determine the public safety resources that would be needed to assimilate a new mixed-use development project that is projected to increase the population of the Town of Riverdale by 3000 residents. This new development would include business and residential areas. This Manpower Allocation/Workload analysis study is being conducted to assist in this process. The year 2010 is being analyzed with actual numbers.

A second analysis was performed on the year 2010 with additional numbers added to project the crime rate after the Cafritz Development Project is completed. The additional numbers are a projection based on historical crime per capita data from Riverdale Park Police Department. The component of the agency that is being studied is the police patrol division, which will receive the most impact from the Cafritz Development. It is hoped this study will assist the Mayor and Council in preparing the Town of Riverdale Park for the additional demands for service that will come with Cafritz development project.

Manpower Allocation & Distribution/Workload Assessment

Manpower Allocation and Distribution/Workload Assessment is a process whereby police departments analyze their needs for personnel based upon calls for police service versus leave usage, training and other times that officers are physically away from patrol duties. The Police Department made the decision to use a model formula

developed by the International Association of Chiefs of Police (IACP). This formula is currently in use by numerous accredited law enforcement agencies, including the Hyattsville City Police Department, the Takoma Park Police Department, the City of Salisbury Police Department and others. This formula is based on an eight-hour day, 40-hours a week, 2080-hours a year, for each employee. Manpower Allocation is defined as the determination of the overall numbers of personnel for a specified component or section within the agency.

The utilization of civilian employees is encouraged, where appropriate, and ensures that law enforcement officers are assigned to activities requiring law enforcement authority or expertise. Personnel alternatives are not intended as a substitute for law enforcement officers in those positions requiring law enforcement authority. Rather, personnel alternatives are intended to achieve the use of law enforcement officers in the appropriate configuration supported by civilian staff.

Basing the allocation of personnel on workload demands can have a significant influence on the efficiency and effectiveness of the agency. Using this approach should enable the agency to minimize the over or under staffing of personnel. The nature and number of tasks and their complexity, location, and time required for completion are some of the factors influencing workload demands. The process of allocating personnel to each organizational component also permits the agency to determine the overall number of personnel required to meet its needs and fulfill its objectives.

The allocation of personnel to the patrol component should, at a minimum, take into account the number of incidents handled by patrol personnel during the specified period; the average time required to handle an incident at the patrol level, calculation of

the percentage of time on the average that should be available to the patrol officer for handling incidents during a specified period, such as an eight-hour shift; and time lost through days off, holidays, and other leave, compared to total time required for each patrol assignment. Patrol personnel should be distributed in accordance with temporal and geographic distribution of incidents or in accordance with current community policing strategies.

Manpower Allocation

For the year 2010, the Town of Riverdale Park Police Department was authorized 26 positions. This is comprised of six civilian positions and 20 sworn officer positions. Actual strength is as follows: 20 sworn officers and six civilian employees. The total personnel allocation is as follows:

Sworn Police Officers:

- 4 Command Level Officers
- 4 Squad Commanders (assigned to uniformed street patrol)
- 9 Uniformed Street Officers below the rank of Sergeant
- 1 Investigation Division Commander (Sergeant)
- 1 Contract Police Officer (speed camera)
- 1 Community Policing Officer

Civilian Personnel:

- 1 Administrative Support Personnel
- 1 Records Supervisor
- 1 Communications Supervisor
- 3 Dispatchers

The breakdown of the Department’s sworn officer rank structure is as follows:

- 1 Chief of Police
- 1 Captain
- 2 Lieutenants
- 1 Detective Sergeant
- 4 Patrol Sergeants
- 5 Corporals
- 2 Private First Class Officers
- 4 Police Officers
- 20% Command Staff sworn officer (4 officers)
- 65% Patrol division sworn personnel (13 officers)
- 5% Criminal Investigator (1 officer)
- 10% Other special duty positions (Community policing and speed camera)

It should be noted that the total actual strength of sworn police officers is 20 officers; with actual strength of 13 personnel assigned to patrol. After subtracting “buffer time”, the “actual” strength is 11 officers. Buffer time is described as annual leave, sick leave, holidays, disability leave, military leave, compensation time, in-service training, light duty and/or any other times or circumstances that officers are physically away from patrol duty.

Patrol Division Actual Man Hours

1.	Total Available Man-hours	<u>Days</u>	<u>Hours</u>
	13 Personnel x Eight-hours x 365-days	4,745	37,960
2.	Buffer Time		

Cafritz Mixed-Use Development Public Safety Needs Assessment 20

A.	Annual Leave, sick leave, holiday leave, disability leave and compensation time, and time that officers serve as front desk dispatchers away from patrol duties	303	2,423
B.	On-Duty Court Time (Average Three-hours per court date)	185	1,481
C.	Training	<u>99</u>	<u>792</u>
	Total Buffer Time:	587	4,696
1.	Total Available Man-Hours	4,745	37,960
2.	<u>Total Buffer Time</u>	<u>- 587</u>	<u>- 4,696</u>
	Actual Available Man-hours	4,158	33,264

To determine actual available personnel divide the ACTUAL Available Man-hours by 365 then divide by eight and the results are your Actual Available Personnel.

33,264

÷365

91

÷8

11

Actual Available Personnel (11)

Workload Assessment (Patrol Division Function)

Below is the assessment of patrol personnel needed based upon actual workload (reports taken, and calls for service) for the time period between January 1, 2010 and

December 31, 2010. Based upon the workload reported, the number of officers needed for last year was 20 officers. Actual patrol strength was approximately 20.

Calls for Service:

Offenses	Number of Calls	Time Needed	Time - Obligated Hours
Part I	372	3.0 hrs	1,116
Part II	2,510	1.5 hrs	3,765
Accident Reports	256	1.5 hrs	384
Other Calls for service	8,537	.5 hrs	<u>4,269</u>
Total Obligated Time.....			9,534
Total hours of patrol required for each hour of Obligated Time.....			<u>x 2.5</u>
Adjusted Total Obligated Time.....			23,835
Shift Time.....			<u>÷8</u>
			2,979

Days Worked Per Year:

365 days in a year	365
2080 hours in a year equals 260 days.....	<u>260</u>
Regular days off	105
Regular days off.....	105
Days off due to leave & training.....	29
Total days off.....	134
Days in a year.....	365
Total days off.....	134
Total days worked.....	231

To determine how many sworn police officers will be needed based upon workload, divide days needed by days worked.

Days needed.....	2,979
Days worked.....	÷ 231
Total Officers needed based upon workload.....	12.8
Total Officers needed (rounded to the nearest whole number)	13
Actual Available Personnel	<u>11</u>
Total officers needed to meet workload requirements	2

Summary

In summary, based on information presented in this study, the patrol section currently is in need of two additional police officers to function at optimal efficiency and effectiveness. However, it is important to note that as the crime statistics increase and decrease every year, therefore, so do the results of this formula. The determination of how many officers are needed to staff the Riverdale Park Police Department should not be based solely on this formula. Other factors such as crime prevention programs, the community’s desire to have increased visibility of patrol officers, the agency’s ability to function as a self sustaining agency, should all be considered.

Appendix D

Manpower Allocation and Distribution Workload Assessment – Analysis #2

Introduction

The Riverdale Park Police Department is attempting to determine the public safety resources that would be needed to assimilate into their town, a new mixed-use development known as the Cafritz Project, which is projected to increase the Town's population by 3000 residents. This new development would include business and residential communities. In response, this Manpower Allocation/Workload analysis is being conducted to assist in this process. The previous year 2010 is being analyzed with additional projected crime levels included that are anticipated after the development project is completed and new residents are in place.

The additional numbers are a projection based on historical crime per capita data from Riverdale Park Police Department. The component of the Riverdale Park Police Department that is specifically being studied is the police patrol division, which will receive the most impact from the Cafritz Project. It is hoped this study will assist the Mayor and Council in preparing the Town of Riverdale Park for the additional demands for service that will come with Cafritz development project.

Manpower Allocation & Distribution/Workload Assessment

Manpower Allocation and Distribution/Workload Assessment is a process whereby police departments analyze their needs for personnel based upon calls for police service versus leave usage, training and other times that officers are physically away from patrol duties. The Town of Riverdale's Police Department made the decision to use

the International Association of Chiefs of Police (IACP) model formula to calculate staffing needs. This formula is currently in use by numerous accredited law enforcement agencies, including the Hyattsville City Police Department, the Takoma Park Police Department, the City of Salisbury Police Department and others. This formula is based on an eight-hour day, 40-hours a week, 2080-hours a year for each employee. Manpower Allocation is defined as the determination of the overall numbers of personnel for a specified component or section, within the agency, which in this case will be the patrol division.

It is important to note that utilization of civilian employees is encouraged where appropriate, and ensures that law enforcement officers are assigned to activities requiring law enforcement authority or expertise and not wasted on duties that could be performed by non-sworn civilian employees. Personnel alternatives are not intended as a substitute for law enforcement officers in those positions requiring law enforcement authority. Rather, personnel alternatives are intended to achieve the use of law enforcement officers in the most appropriate configuration and then supported by civilian staff.

Basing the allocation of personnel on workload demands can have a significant influence on the efficiency and effectiveness of the agency. Using this approach should enable the agency to minimize the over or understaffing of personnel. The nature and number of tasks and their complexity, location, and time required for completion are some of the factors influencing workload demands. The process of allocating personnel to each organizational component also permits the agency to determine the overall number of personnel required to meet its needs and fulfill its objectives.

The allocation of personnel to the patrol component should, at a minimum, take

into account the number of incidents handled by patrol personnel during the specified period; the average time required to handle an incident at the patrol level, calculation of the percentage of time on the average that should be available to the patrol officer for handling incidents during a specified period, such as a specified shift; and time lost through days off, holidays, and other leave, compared to total time required for each patrol assignment.

During this study, there was one staffing anomaly noted that needs to be addressed. The Riverdale Park Police Department is unique in its current practices regarding the use of police officers to perform duties normally carried out by civilians. This is opposite of what occurs in many policing agencies; many utilize civilian personnel to perform duties that a sworn police officer normally would not perform, but Riverdale Park does the opposite.

The Riverdale Park Police Department currently has four front-desk civilian employees/dispatchers for their radio communications operations (dispatch). Four employees is substantially inadequate to handle the staffing needs of the dispatch section. The front-desk civilians dispatch police officers 24-hours a day 7-days a week. However, the current schedule requires just four front-desk civilian employees to perform dispatching and other duties, providing that the current staff does not take sick days, vacation days or otherwise be absent from their duties. This is an unrealistic demand to place on the front-desk civilian employees/dispatchers or any staff.

The Command staff has recognized this unrealistic tactic and responds by reassigning police officers into the duties of civilian dispatchers in the front-desk/dispatching center when dispatchers are not present to perform their duties. While

this does successfully supplement and bolster the front-desk/dispatch section shortages, this “rob Peter to pay Paul” tactic causes severe staffing shortages in police patrol coverage since police officers reassigned to communications must come from the patrol division, which has the largest allotment of personnel in the agency.

During this evaluation, the civilian communications supervisor and the records section supervisor were interviewed regarding their duties and staffing needs.

Communications Supervisor

The communications supervisor was queried on her duties and responsibilities. The tasks that she performs and is responsible for are too numerous. All of these duties are performed during her regular shift of dispatching; answering the telephone, receiving calls for service, and tending to people that enter the building requiring service. There is not a time when she can focus on her administrative duties away from the communications console and telephones. With all of these tasks to perform, it becomes extremely difficult to be very efficient in administrative duties when her primary concern is the safety of the officers in which she is dispatching and monitoring. This also seems to be an unrealistic expectation of the supervisor and of all the dispatchers who all have many collateral duties. The most logical solution to address the current system is increasing staffing levels in the front-desk/dispatch section.

Records Section Supervisor

The records section supervisor was also queried on her duties. Like the communications supervisor, she too has many duties and responsibilities. She is responsible for the Department’s Uniform Crime Reporting duties, entering all police reports into the records management section and overseeing the entire records function

with no support staff. However, there is a civilian staff member that was hired to administrate the automated enforcement section. This person is routinely “borrowed” by the records supervisor to assist her with her abundant workload.

This shortage of civilian employees must be addressed, and staffing should be increased in the front-desk/dispatch section to eliminate the use of sworn police officers in the capacity of dispatchers. This must be accomplished before the needs of the Cafritz Project’s public safety needs are addressed.

Finally, it should be noted that while this is a valuable waste of sworn police officer resources that could be in the community preventing crime, it is even more important to note that salaries for sworn positions are considerably higher than that of civilian employees. Relying on the data from this analysis, the JHU evaluation team recommended that the allotment of civilian employees/dispatchers be increased by two to three positions.

Manpower Allocation

For the year 2010, the Town of Riverdale Park Police Department was authorized a total of 25 positions. This total is comprised of six civilian positions and 20 sworn positions. Actual strength is as follows: 20 sworn police officers and six civilian employees. The total personnel allocation is as follows:

Sworn Officers:

- 4 Command Level Officers
- 4 Squad Commanders (assigned to uniformed street patrol)
- 9 Uniformed Street Officers below the rank of Sergeant
- 1 Investigation Division Commander (Sergeant)

- 1 Contract Police Officer (speed camera)
- 1 Community Policing Officer

Civilian Personnel:

- 1 Administrative Support Personnel
- 1 Records Supervisor
- 1 Communications Supervisor
- 3 Front Desk Employees/Dispatchers

The breakdown of the Department's sworn officer rank structure is as follows:

- 1 Chief
- 1 Captain
- 2 Lieutenants
- 1 Detective Sergeant
- 4 Patrol Sergeants
- 5 Corporals
- 2 Private First Class Officers
- 4 Police Officers
- 20% Command Staff sworn officer (4 officers)
- 65% Patrol division sworn personnel (13 officers)
- 5% Criminal Investigator (1 officer)
- 10% Other special duty positions (Community policing and speed camera)

It should be noted that the total actual strength is 20 personnel; with an actual strength of 13 personnel in patrol. After subtracting "buffer time", the "actual" available

personnel is 11 officers. Buffer time is described as annual leave, sick leave, holidays, disability leave, military leave, compensation time, in-service training, light duty and/or any other time or circumstances that officers are physically away from patrol duty.

Patrol Division Actual Man Hours

1.	Total Available Man-hours	<u>Days</u>	<u>Hours</u>
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2.	Buffer Time		
A.	Annual Leave, sick leave, holiday leave, disability leave and compensation time, and time that officers serve as front desk dispatchers away from patrol duties	303	2,423
B.	On Duty Court Time (Average 3 hours per court date)	185	1,481
C.	Training	<u>99</u>	<u>792</u>
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1.	Total Available Man-Hours	4,745	37,960
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33,264

÷365

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÷8

11

Actual Available Personnel (11)

Workload Assessment (Patrol Division Function)

Below is the assessment of patrol personnel needed based upon actual workload (reports taken, and calls for service) for the time period between January 1, 2010 and December 31, 2010. Based upon the workload reported, the number of sworn police officers needed for last year was 20 sworn officers. Actual patrol strength was approximately 20.

Calls For Service:

Offenses	Number of Calls	Time Needed	Time - Obligated Hours
Part I	525	3.0 hrs	1,575
Part II	3,539	1.5 hrs	5,309
Accident Reports	256	1.5 hrs	384
Other Calls for service	14,923	.5 hrs	7,462
Total Obligated Time.....			14,730
Total hours of patrol required for each hour of Obligated Time.....			<u>x 2.5</u>
Adjusted Total Obligated Time.....			36,825
Shift Time.....			<u>÷8</u>

Days needed: 4,603

Days Worked Per Year:

365 days in a year	365
2080 hours in a year equals 260 days.....	<u>260</u>
Regular days off	105
Regular days off.....	105
Days off due to leave & training*.....	29
*(The maximum number of days a person can take annual leave and sick leave – based on the amount of leave they accrue annually with required training days added in)	
Total days off.....	134
Days in a year.....	365
Total days off.....	134
Total days worked.....	231

To determine how many officers will be needed based upon workload, divide days needed by days worked.

Days needed.....	4,603
Days worked.....	÷ 231
Total Officers needed based upon workload.....	19.9
Total Officers needed (rounded to the nearest whole number)	20
Actual Available Personnel	<u>11</u>
Total officers needed to meet workload requirements	9

Summary

In summary, based on the information presented in this analysis, the patrol division is currently in need of nine additional sworn police officer positions to function

at optimal efficiency and effectiveness. However, it is important to note that as the crime statistics increase and decrease every year, so too do the results of this formula. The determination of how many officers are needed to staff the Riverdale Park Police Department should not be based solely on this formula. Other factors such as crime prevention programs, the community's desire to have increased visibility of patrol officers and the Department's ability to operate as a self-sustaining law enforcement provider should all be considered.