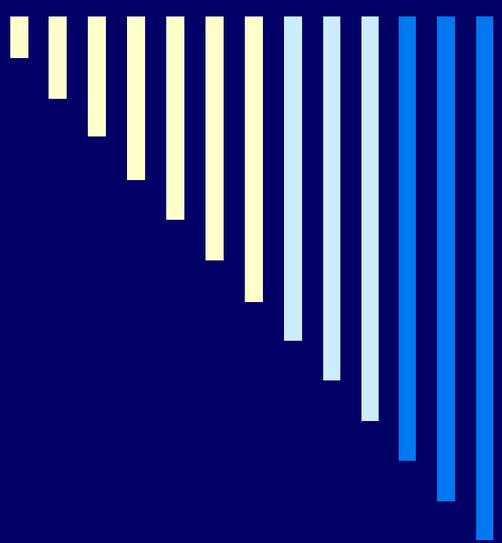


State of New Jersey
Department of Community Affairs
Division of Local Government
Services

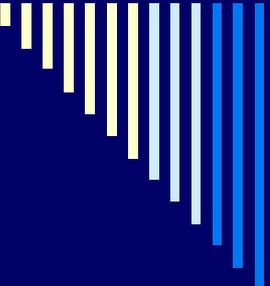




PRESENTATION

LAKE COMO POLICE DEPARTMENT DISSOLUTION ANALYSIS

Rick Richardella -Chief of Police (Retired)
Public Safety Management Improvement Specialist
New Jersey Department of Community Affairs
Division of Local Government Services

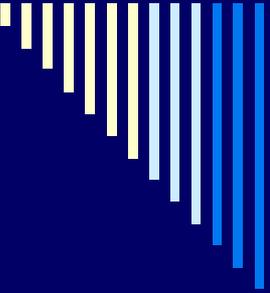


Police Professional Background

Rick Richardella

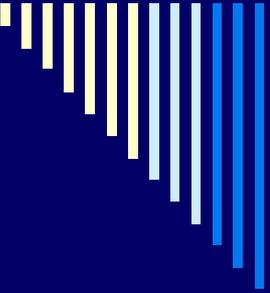
Almost 44 years of law enforcement experience:

- ❑ 26 as a local municipal police officer, 7 as Chief of Police.
- ❑ 16 years with the State of New Jersey, NJ Department of Community Affairs-Division of Local Government Services-Public Safety Liaison.
- ❑ 2 years as a “Subject Matter Expert” Consultant working with International City/County Management Association (ICMA) in Washington D.C.
- ❑ Completed the “Camden Metro-Police Initiative” forming the “Camden County Regional Police Department.



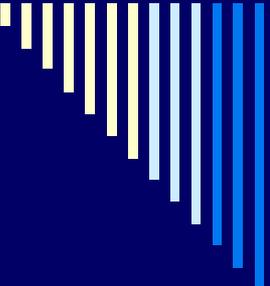
Myths for Patrol Officers- “More Police, Less Crime, Right? Wrong!”

- ❑ Some police administrators suggest there are national standards for the number of officers per thousand population. No such standards exist. The International Association of Chiefs of Police (IACP) states, “Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions”;
- ❑ **Perception of crime is a significant issue rather than the actual numbers reflected in these reports;**
- ❑ **“Quality of Life Issues”** and how they are addressed are more important than the actual crime rate to the community;



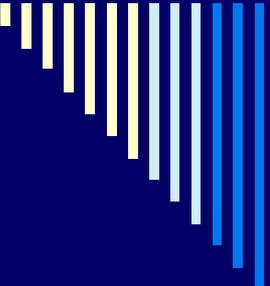
Purpose of this Presentation

- Provide a fair, consistent and judicious analysis that promotes efficiency, effectiveness, and performance for the welfare of all parties concerned, while exercising fiscal restraint;



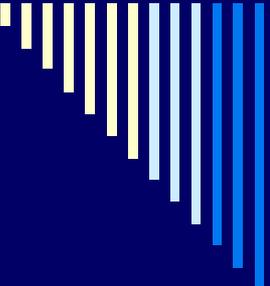
The Desired Outcome

- ❑ To propel the Boro of Lake Como into the 21st century by adopting innovative best-practices and fiscally-responsive solutions regarding police staffing levels;
- ❑ Provide relevant facts, examples , and recommendations of certain principles of organization that have been proven valid over time;
- ❑ DLGS recognizes there is **“no one right way”** nor do we suggest a **“one-size-fits-all”** approach to organize a Police Department;
- ❑ This presentation is the opinion of the presenter not intended to represent the opinion of the State of New Jersey, the Department of Community Affairs, or the Division of Local Government Services;



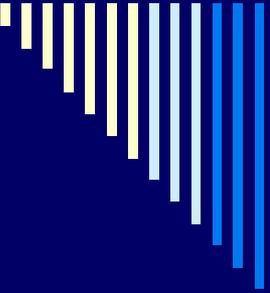
Facts-Recognizing the Boro's Fiscal Crisis

- Like so many NJ Municipalities today, Lake Como is currently facing and struggling with economic uncertainty;
- These financial challenges are affecting all aspects of municipal government regarding the levels of efficiency, effectiveness and performance;
- These aspects are particularly critical with public safety agencies since they often constitute the significant bulk of organizational expenses;
- Increases in local budgets caused by demand for essential services and non-discretionary spending;
- Taxpayers Concerns;



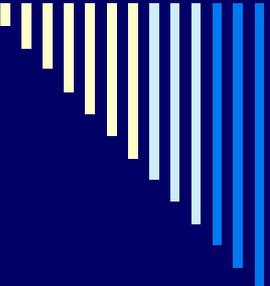
Additional Facts-

- ❑ Reduce the redundant layers of administration and bureaucracy;
- ❑ Receive savings and cost efficiencies, reducing the cost of police services almost a \$1,000,000;
- ❑ Give Lake Como the tools to operate within the 2% Cap;
- ❑ Eliminate “Day to Day” Crisis Management and Overtime issues within Lake Como Police Department;



Asbury Park Press Editorial -12/5/2015

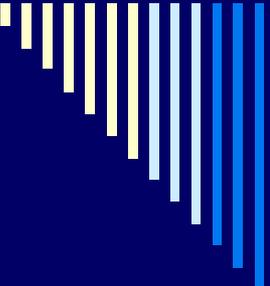
- ❑ Present Police Contract is unsustainable;
- ❑ Police Officers can receive up to 14% longevity towards their base salary(\$101,390+\$14,000= \$115,390);
- ❑ Overtime 5 Lake Como Officers received between \$12,396 to \$18,009 in overtime in 2014;
- ❑ Union received contractual raises in 2012, 2013 and 2014 for 2% each year+1.5% for 2015 (Total 7.75% when compounded)
- ❑ Officers receive overtime for working on “Holidays”;



Asbury Park Press 7-19-2015

“ARE WE BEING PAID WHAT WE ARE WORTH”

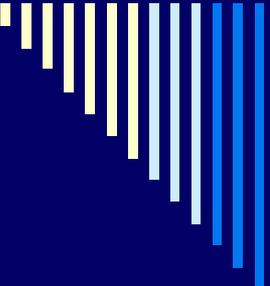
- ❑ \$101,390 Lake Como Police Officer (Top Base Pay);
- ❑ Perks-Longevity, College Incentive, 15 Sick Days a Year, that can accumulate with pay out \$15,000, up to 30 Vacation Days after 20 years, 3 personal days plus 2 additional personal days for NOT being sick annually;
- ❑ Add Fringe benefits-pension and health costs, worker comp, general liability insurance, gasoline, patrol units etc.;



Political Will **Team Building**

- ❑ For the purpose of this presentation, *“political will”* refers to the willingness of the elected and appointed decision makers to give serious consideration to proposals for significant change designed to adopt best practices despite potential resistance from certain special interest groups and criticism from political adversaries;

- ❑ While third party consultants can offer valuable assistance in conducting research and developing police dissolution models, there is no effective substitute for developing successful dissolution agreements that trumps the direct and personal involvement of the elected officials and other stake holders;

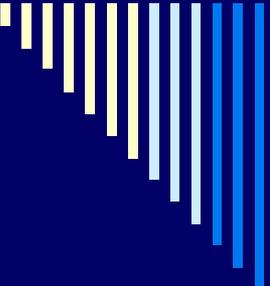


Are There Cultural Changes-Yes *Are These Impossible Challenges-No*

There can be legitimate issues and concerns that must be addressed to implement significant organizational changes .

Difficult issues could include, but not limited to;

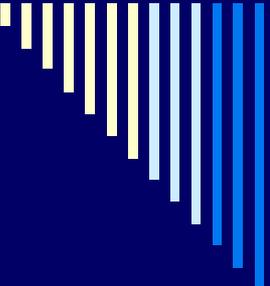
- Establishing new lines of authority;
- Legislative and Regulatory Compliance (i.e. labor laws, civil service regulations etc.);
- The impact on the community adjusting to a new or significantly modified police department;
- Working with the Union Officials;



Police Review Belmar/Lake Como Total Staffing 30 Officers

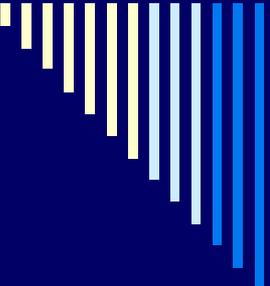
- **Lake Como** -according to NJSP Uniformed Crime Report has an authorized strength of **10** sworn. Population is **1,738** living in **.20** Square Mile at **\$1,900,000** (Includes **\$123,000** for SLEO's);

- **Belmar** -according to the NJSP Uniformed Crime Report has an authorized strength of **20** sworn officers and **2** non sworn (civilians). Population is **5,751** living in **1.0** Square Mile at **\$3,567,750;**



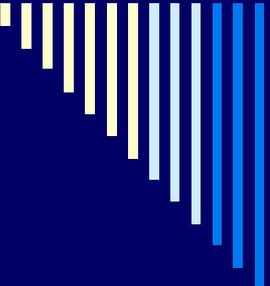
Accepted Police Standards / Practices Employed for Police Departments

- ❑ New Jersey Division of Criminal Justice, Guide to Developing a Written Directive System, July 2001.
- ❑ New Jersey Division of Criminal Justice, Model Rules and Regulations, July 2001.
- ❑ New Jersey Division of Criminal Justice, Attorney General Guidelines
- ❑ The Field Operations Division of the International Association of Chief of Police [IACP], Washington D.C. 20036.
- ❑ Standards for Law enforcement Agencies, Commission on Accreditation for Law Enforcement Agencies (CALEA), Inc. Fairfax, Virginia 22030
- ❑ New Jersey Civil Service Commission;



Patrol Assessment Methodology

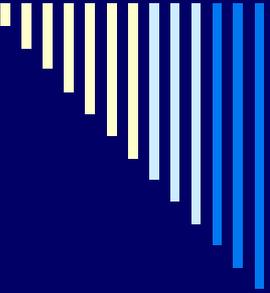
- ❑ The patrol assessment should be conducted through data collection and analysis, along with research including the review of New Jersey State Statutes, existing Civil Service Titles, Relevant Literature, Regulations and Comparisons to Nationally Accepted Police Standards and Practices for Police Organizations;
- ❑ There is a standardized approach to benchmark statistics through performance indicators such as, calls for service, response times, workload by time, officer availability, as valuable measurements regardless of departmental size;
- ❑ Over the years, this approach has been tried and tested;



International Association of Chiefs of Police Patrol Staffing Approach

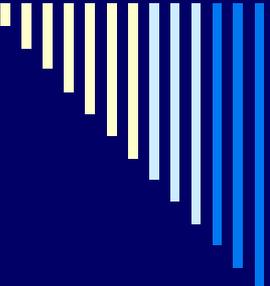
- The International Association of Chiefs of Police has developed a scientific approach to the distribution of patrol staffing levels. This approach to the allocation of patrol staffing is applied in this presentation and has found acceptance among the most progressive police agencies in the country.

- Although the system is not perfect, it is a much more effective tool than allocation methods based upon subjective evaluations of a particular situation or comparisons to other police agencies.



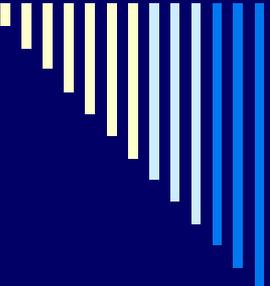
Patrol Officer's Availability

- How the patrol officer's availability number helps us to evaluate and build the staffing levels for the patrol force, and other Divisions within Police Department;



The Effects of the Calls for Service Data Analysis “Versus” How Often Police Officers Come to Work-Availability

- ❑ 2080 hours is the Nationally Accepted Industry Standard-(e.g. 8 hours a day-5 days a week-52 weeks=2,080 hours);
- ❑ Over the years DLGS has observed that most police officers in other police departments work between 1,700 to 1,800 hours after leave time is deducted such as vacation, sick, training etc;



Explanation on Calls For Service Using The Nationally Accepted Industry Standards IACP-Police Staffing Formula

There are accepted rules for utilization of time spent by a patrol officer;

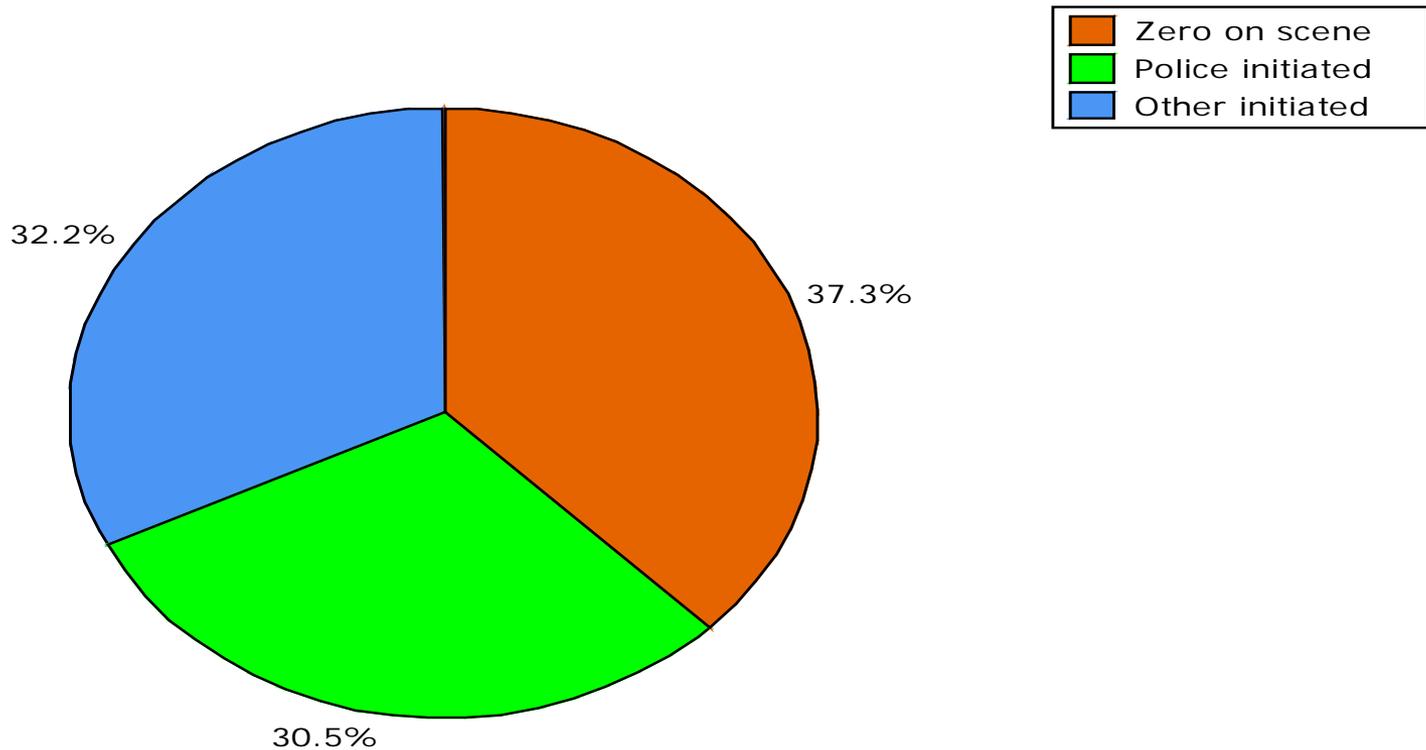
- One-third of this time is spent answering calls, which is considered obligated time.
- One-third of time is used for administrative responsibilities.
- One-third is “unobligated” time. Unobligated time is also known as preventive patrol, described as being “oriented toward the prevention of crimes and accidents, maintenance of public order, directed patrols and discovery of hazards and delinquency-causing situations” (CALEA).

$$\frac{\text{Calls For Service} \times \text{Time Consumed for the CFS} \times 3}{\text{Police Officer Availability}}$$

This Formula Equals the Number of Police Officers

Blue Area of Pie Chart

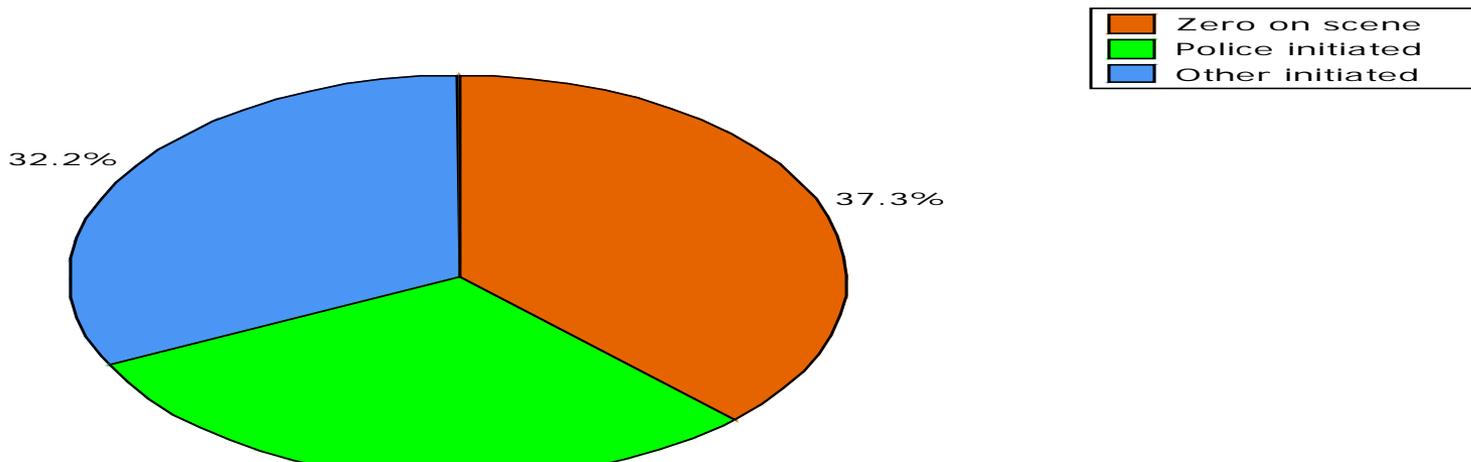
911 Initiated-Citizens Calls



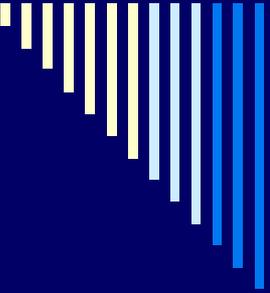
911-Calls for Service Breakdown Analysis by Importance



Present Calls For Service Data Analysis Regarding the 2 Municipalities Total Staffing- 30 Officers



Initiator	Lake Como	Belmar	Totals
911-Citizen Initiated Calls for Service	1,562*	7,988	9,550

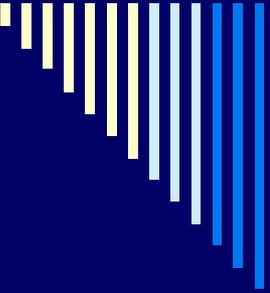


Data Analysis Calls For Service

- According to data supplied, the Lake Como Police Department responded to a total of **1,562*** calls for service;
- Civilian initiated calls for service from the computerized aided dispatch (CAD) entries were calculated;
- Detectives and self-initiated traffic stops, have been eliminated from these calculations;

Note-When all CFS are included in the formula, the factor of 2 should be utilized

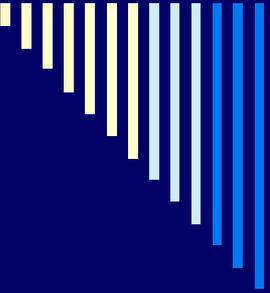
- The actual average call for service was calculated to be **30** minutes?
- The actual statewide average time a police officer comes to work annually is between 1700 to 1800 hours;



CFS Data Analysis versus Police Officer's Availability

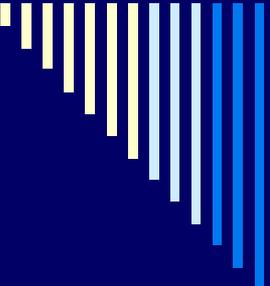
- Total CFS for Lake Como is 1,562*;
- DLGS estimates that the Police Officers spend an average of approximately 30* minutes or .50/100 on each call for service
- Average Police Officer Availability- 1,750 Hours Annually

****Note-Lake Como PD Unable to Provide
CFS Response Time or Time Spent on Calls***



IACP Formula For Actual Staffing Levels Based on the CFS Data Analysis

- Multiplying **1,562*** citizen initiated CFS by the time consumed per call of **30 minutes (.50) per call**, results in **781** hours of obligated time, which is directly spent on servicing calls;
- Multiply **781** (obligated time) by **3** results in **2,343** total hours per year in patrol officers' time. Divide **2,343** by **1,750 hours** (officer availability), the result indicates a minimum of **1.3** patrol officers;



Actual IACP Formula Inserting the Calculations

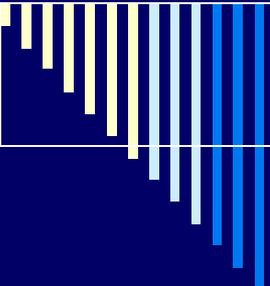
$$\frac{1,562^* \text{ (CFS)} \times 30 \text{ minutes} = .50 \text{ (Time Consumed CFS)} \times 3}{1,750 \text{ (Police Officer Availability)}}$$

$$\frac{2,343}{1,750}$$

Equals 1.33 Officers

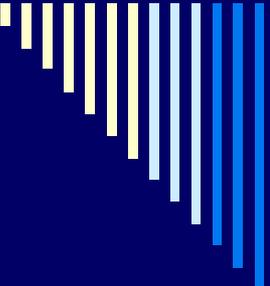
Lake Como Citizen Initiated Data Analysis

CFS	1,562*	Total Time	781	Patrol Time	2,343
Time Spent on Call	Multiplied by 0.50	Patrol Factor	3	Divided by the Officer Availability	1,750 hrs.
Total Time	781	Patrol Time	2,343	Officers	1.3



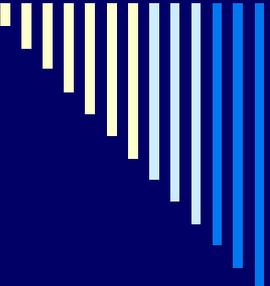
Calls for Service Cost Analysis

<i>CFS Initiator</i>	<i>Lake Como</i>	<i>Belmar</i>
<i>911-Initiated Calls For Service</i>	<i>1,562*</i>	<i>7,988</i>
<i>Budgeted Costs</i>	<i>\$1,900,000</i>	<i>\$3,657,750</i>
<i>Cost per CFS</i>	<i>\$1,216</i>	<i>\$457</i>



Investigations

- ❑ The criminal investigation function is vested with the responsibilities ordinarily associated with non-uniformed investigations and patrol activity.
- ❑ The investigators conduct follow-up on information gathered by the uniformed patrol force. The investigators should also be the point of contact, working closely with investigators from county, state, and federal agencies.
- ❑ Assigning cases to a single person as the principal investigator should be the typical circumstance with the consolidation. While assigning more than one person to a case is not precluded, the action is designed to place accountability for each case (CALEA).

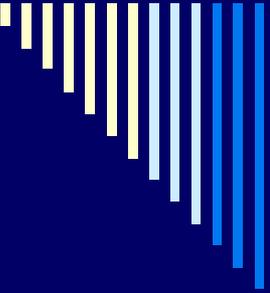


Analyzing the Crime Rate Of The 2 Municipalities-2014

- ❑ Traditional Uniform Crime Reporting (UCR) guidelines track nine “Index Crimes,” known also as Part One Crimes (e.g. murder, rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft and arson);
- ❑ These crimes are used to measure the extent, fluctuation, and distribution of crime in a geographic area;
- ❑ These Part One Crimes are most likely to be reported to the police and to occur with sufficient frequency.

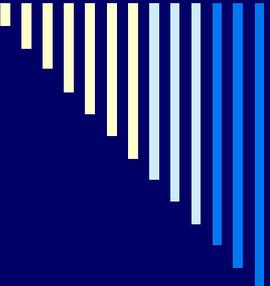
Lake Como Municipality.....	41 index crimes with	10-Police Officers
<u>Belmar Municipality.....</u>	<u>299 index crimes with</u>	<u>20-Police Officers</u>
Total Part One Crimes	340*	30-Police Officers

***95% of the crimes were classified as non-violent
(e.g. burglary, larceny, motor vehicle theft with no reported murder cases)**



Criminal Investigation Assessment Methodology

- ❑ Over the years of gathering statistical information, and while reviewing other police departments' benchmarks, DLGS found that the usual workload analysis for an investigator is based on **80 to 120** cases per investigator (detective) annually, based on the Part 1 crimes of the Uniform Crime Report.
- ❑ Under this procedure, the criminal investigation function can now be particularly goal-oriented, focusing on long-range planning, which assists the department in fully understanding the investigative workload. This will allow the police agency to identify the most productive methods for follow-up on investigations

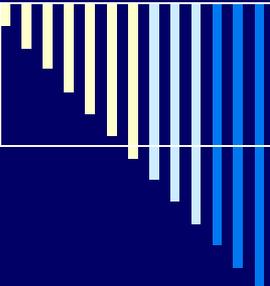


Investigators Formula Inserting the Calculations

- ❑ A total of **340** Part 1 Crimes Were Report to NJSP in 2014;
- ❑ Formula inserted by dividing the **340** crimes by 80 to 120 cases

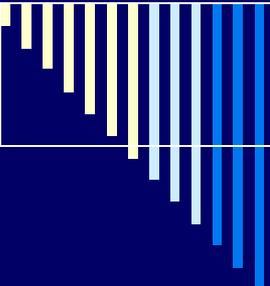
$$\frac{340}{80 \text{ to } 120 \text{ cases}}$$

- ❑ Range is 4.2 to 2.83 Investigators



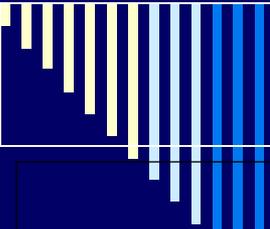
Crime Cost Analysis

CFS Initiator	Lake Como	Belmar
911-Initiated CFS	41	299
Costs	\$1,900,000	\$3,657,750
Cost per Crime	\$46,341	\$12,233



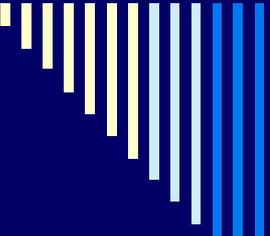
Resident's Share of Police Costs

<i>Lake Como</i>	<i>Lake Como Police Budget</i>	<i>Police Costs Per Resident</i>
<i>1,738 Residents</i>	<i>\$1,900,000</i>	<i>\$1,093</i>
<i>785 Households</i>	<i>\$1,900,000</i>	<i>\$2,420</i>



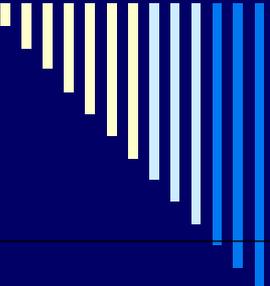
New Cost Analysis 2016

<i>Initiator</i>	<i>Old Lake Como Costs</i>	<i>Lake Como Contracted Services</i>
Crimes	41	41
Budgeted Costs	\$1,900,000	\$914,000+SLEO Cost of \$75,000 = \$989,000
Cost Per Crime	\$46,341	Reduced to \$24,121
911 Cost Per Call	\$1,216	Reduced to \$763
Present Belmar CFS Costs	-	\$457
Present Belmar Crime Costs	-	\$12,233



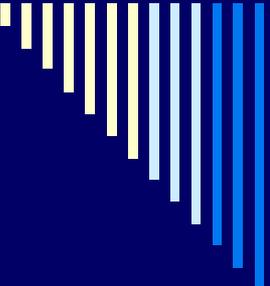
Lake Como's Advantages To Contract Police Services with Belmar

Advantage Categories	Lake Como	Belmar
Detective	None	4 Detectives
Community Policing	None	Yes
Part 1 Crime Costs	\$46,341	\$12,233
Calls For Service Costs	\$1,216	\$457
Understaffing	Yes	No
Present Police Costs	\$1,900,000	\$3,657,750



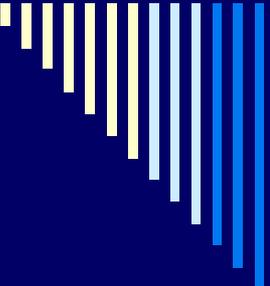
Actual Cost Savings to Boro

Lake Como Police Department	Present Table of Organization 10 Officers	Proposal Belmar Contract Police Services	Lake Como Proposed Savings
<i>Total Cost</i>	\$1,900,000	\$989,000	\$911,000
<i>Total Cost Savings For Lake Como Tax Paying Residents is Approximately 47.9% of Present Police Budget</i>			



Model Police Staffing 24 Officers-

<i>Police Department</i>	<i>Lake Como</i>	<i>Belmar</i>	<i>Total</i>	Proposed	Change
<i>Staffing</i>	10	20	30	24	-6



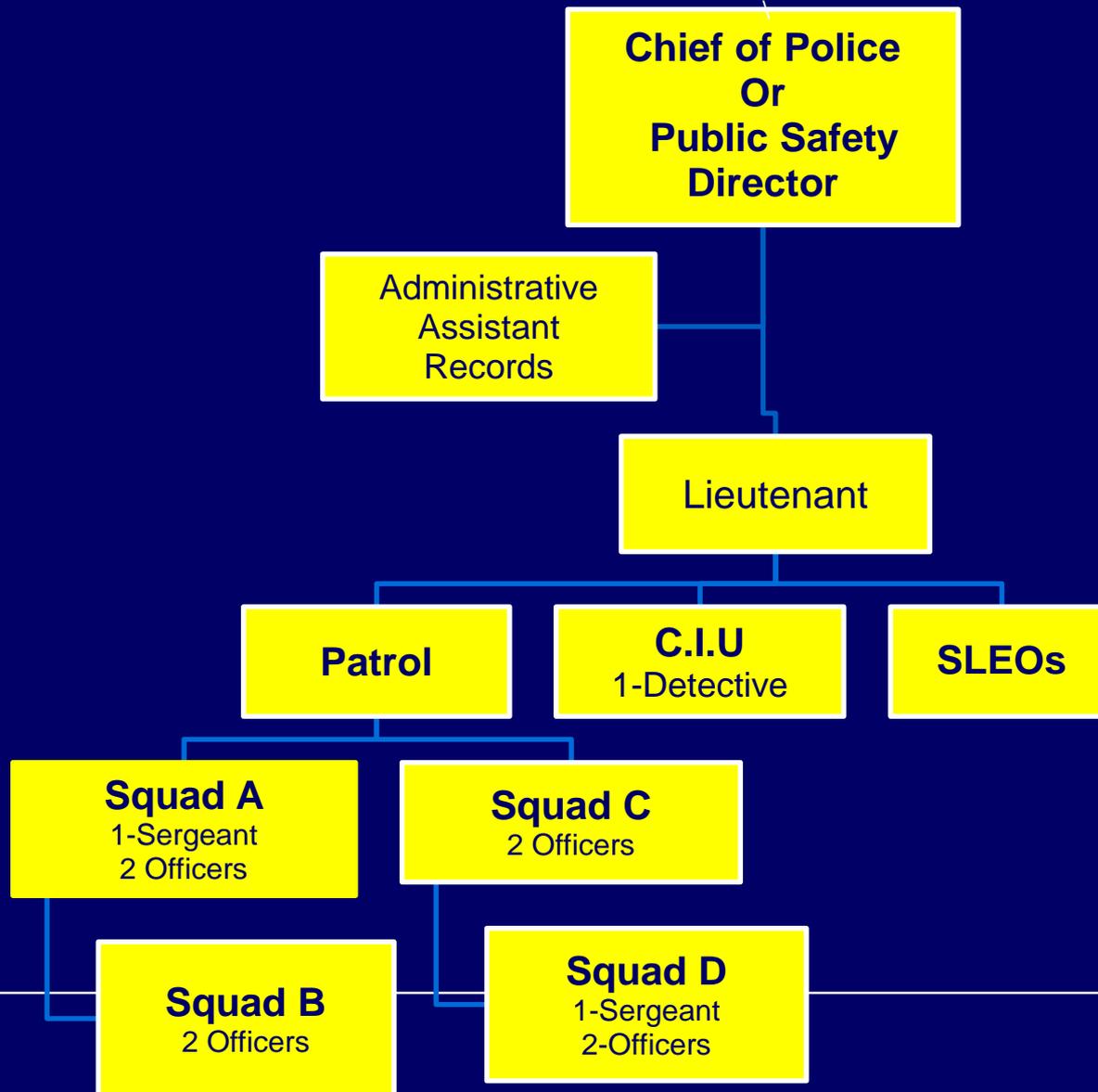
What 's The Actual Cost Of A New And Properly Staffed Lake Como Police Department

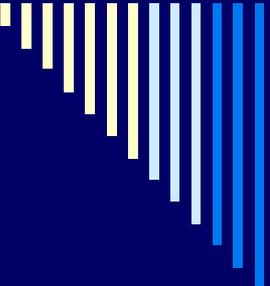
- ❑ 1-Chief of Police and or Public Safety Director;
- ❑ **1-Lieutenant;**
- ❑ 2 Sergeants;
- ❑ 8 Officers for Squads A,B,C,D(2 police officers each squad);
- ❑ 1-Detective
- ❑ **13 Total Sworn Officers**

- ❑ SLEO's* Costs (Non Sworn)
- ❑ 1-Administrative Assistant/Records Clerk Non-Sworn);

- ❑ **COSTS-13 sworn +Administrative Assistant + SLEO's =\$2,400,000**

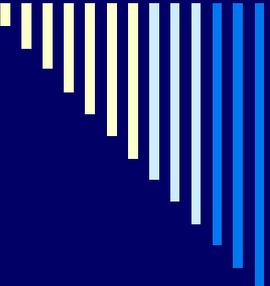
Proposed Model Table of Organization





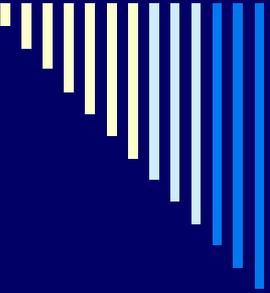
NJSP Uniformed Crime Report Lake Como Statistical Information

- NJSP reports that Monmouth County has **2.3** police officers per 1,000 residents;
- Therefore the formula of **2.3** police officers is multiplied by **1,738** population or the combination of officers versus the population for the municipality it should have **3.9** police officers?



The Referendum Tax Issue Versus New Properly Staffed Police Department

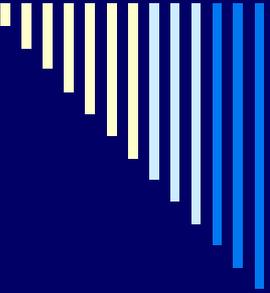
- If the Boro were to accept the suggested police contracted service the budget will be reduced by 47.9%, or **\$911,000**, or according to the **tax assessor; reduce the taxes by 24 cents;;**
- For Example-A home assessed in Lake Como at \$400,000, taxes would increase by 24 cents:



There Is No Magic Wand

- ❑ There is no magic wand or secret formula regarding the dissolution of the Lake Como Police Department;
- ❑ The guidelines provided in this presentation reflect a police dissolution study model;
- ❑ Municipalities can visualize the potential of the dissolutions in their respective jurisdiction and a foundation with which to begin the process;
- ❑ Remember to Build a Good Model:

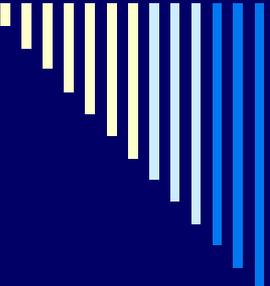
**Communication
Cooperation
Creativity**



There Is No Magic Wand

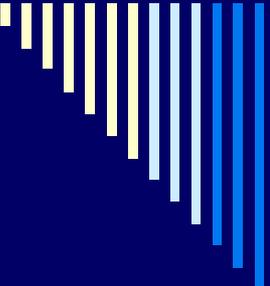
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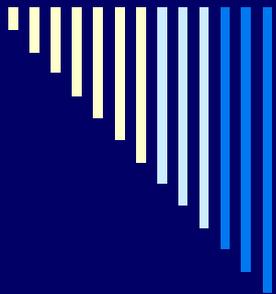
Dissolution Of Police Services Requires Continuous Evaluation and Modifications

- ❑ Set realistic, measurable goals;
- ❑ Problem solving method to identify and correct deficiencies;
- ❑ It will require making tough choices and difficult decisions affecting services, personnel and budgets;
- ❑ Courage to face potential fall-out on “*political careers*” to do what is best for the community;



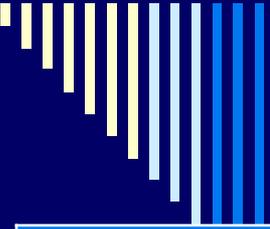
This is NOT Police Shared Service

- ❑ This practice is regarded as a Dissolution of Police Services;
- ❑ This practice is regarded as “Contracted Police Service”;
- ❑ The Dissolution of the Lake Como Police Department is NOT a Police Shared Service;



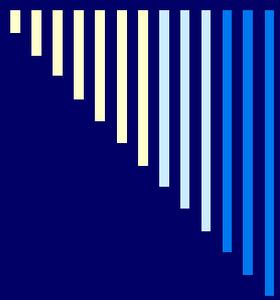
WHAT'S NEXT

- ❑ Form a “Working Group”;
- ❑ “Working Group” should consist of the following;
 - Mayor and 2 Council Members-
 - Belmar Chief of Police -
 - Lake Como CFO-Business Administrator-
 - DCA-DLGS
- ❑ Meet twice a month for the first 6 months to discuss outstanding issues and concerns;
- ❑ Create Smaller “Working Group” meeting once month as a general practice;



2016 VS 2018

	2015 Adopted Budget	2016 (Referendum)	2018 (Belmar Contract)
Tax Rate	.714	1.001	.539
Local Taxes (Amt To Be Raised)	\$2,651,193.04	\$3,750,553.38	\$2,021,135.34
Taxes \$400,000 home	\$2,857.79	\$4003.35	\$2157.37
Difference		Plus \$1,145.56	Minus \$700.42



THANK YOU

QUESTIONS AND ANSWER

RICK RICHARDELLA-CHIEF OF POLICE (RETIRED)
PUBLIC SAFETY MANAGEMENT SPECIALIST
NEW JERSEY DEPARTMENT OF COMMUNITY AFFAIRS
DIVISION OF LOCAL GOVERNMENT SERVICES

OFFICE-609-292-6602
RICHARD.RICHARDELLA@DCA.NJ.GOV