



RICHLAND TOWNSHIP POLICE MANAGEMENT STUDY

OCTOBER 2019

**Governor's Center for
Local Government Services**
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Police Peer Consultant



FORWARD

This study of the Richland Township Police Department was initiated at the request of Richland Township in 2019. The introductory meeting was attended by Chief David A. Mettin, the Peer Consultant, Timothy Arnold, Township Supervisor and Chief Richard J. Ficco. Subsequently, the Consultant visited Richland Township on two occasions and during these visits, interviewed the Chief of Police and several of the police personnel. In addition, department records and police agency operations were reviewed. Lastly, the Consultant utilized written surveys to gather pertinent information from elected officials and officers in the department. The Consultant completed a physical inspection of the police facility, an analysis of the Uniform Crime Reports was completed and a review of the police department's budget was made.

While the Governor's Center for Local Government Services (GCLGS) of the Department of Community and Economic Development recognizes that there may be issues discussed in this report may be significant factors in collective bargaining, utilizing our recommendations for the sole purpose of labor negotiations conflicts with the intent of the study. The study's purpose is to improve the management of police services in the community for the benefit of its citizens. For either the governing body or the police labor organizations to use the work of the Governor's Center for Local Government Services to exclusively further its own self-interest is improper.

As mentioned, this study was conducted by Chief David A. Mettin under the GCLGS Police Management Peer-to-Peer Program. Chief Mettin has 32 years of Law Enforcement experience with 17 years as Chief of Police. He is a graduate of Temple University and St. Joseph's University, holding a Bachelor Degree in Criminal Justice and a Master's Degree in Public Safety Administration. He is a graduate of the 203rd Session of the FBI National Academy (2000) and a graduate of POSIT and POLEX. He is a member of the Pennsylvania Chiefs of Police Association and had served on the Executive Board for several years. He is a current member of the PCPA Legislative Committee and served as a past Chairman of the Training and Education Committee. Chief Mettin has served as President of the Bucks County Chiefs of Police Association, President of the Southeast Pennsylvania Chiefs of Police Association and has served on the International Chiefs of Police Association Private Sector Liaison Committee. He has instructed Act 120 training and Act 180 training through Temple University and is an instructor in Situational Leadership among other topics. Chief Mettin has spent 19 years teaching various Criminal Justice topics at the Bucks County Community College and teaches Leadership, Field Training and Motivational Techniques through the Bucks County Public Safety Training Center.

The Police Peer Consultant and the GCLGS would like to thank all of the Richland Township officials, staff and police officers who were interviewed for their excellent co-operation in completing this management review.

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INTRODUCTION AND BACKGROUND

At the beginning of this study, Richland Township was notified of the Consultant's intention to contact members of the Board of Supervisors and various police department personnel. The Chief of Police was interviewed at length and the Consultant met with police staff. Early in this study, an anonymous survey was created and distributed to police personnel and elected officials of the township with a request to have surveys completed and returned. The Consultant received no completed Elected Officials Surveys and seven (7) Employee Surveys. The Elected Officials Surveys asked the officials about the strengths and weaknesses of the police department, any improvements that they see could or should be made and the relationship between the officials and the department staff. The Employee survey asked about the strengths and weaknesses of the department, roles or duties that need to be approved upon, officers' understanding of their roles within the department, staffing and supervision and policies and procedures.

The basic purpose of this study was to provide a review of the police department, its daily operations and its overall effectiveness for Richland Township. During the aforementioned interviews and fact finding, the following issues, among others, were examined:

- **Budgeting and Expenses**
- **Police Staffing**
- **Police Facility**
- **Police Vehicles and Equipment**
- **General Equipment**
- **Police Computer Hardware and Software**
- **Technology**
- **Rules, Regulations, Policy and Procedures**
- **Mandatory and In-Service Training**
- **Advanced/Specialized Training**
- **Crime Statistics and Clearance Rates**
- **Departmental Leadership - Chain of Command**

EXECUTIVE SUMMARY OF RECOMMENDATIONS

BUDGET

While reviewing the current police budget, the Consultant was provided Comparative Income Statements and Profit and Loss Statements from 2016 through 2018. The Consultant also received additional documentation pertaining to Health Care, Pension and Payroll. Accounting for Police Expenses appears comprehensive and all inclusive of expenses attributable to the Department.

The current budget amounts for the officers currently employed appears to be appropriate, especially when compared to other municipalities in Bucks County. In 2018, the Richland Township Police Department operated under budget (98.1%).

STAFFING

There are a number of ways to calculate staffing. The calculations in this study were computed using both population and reported calls for service. Coupled with a review of the Uniform Crime Reports statistics for Richland Township, the results indicate that additional full-time officers should be hired to increase patrol presence and increase the efficiency and effectiveness of the department, especially during peak hours. It is also recommended that the full-time, non-sworn Administrative Staff be maintained to assist with the daily operation of headquarters, answering phones and completing daily tasks.

A new proposed organizational chart, depicting a four (4) squad format appears later in this report.

GENERAL OPERATIONS

The operation and effectiveness of the police department appears to be in good order. The Department has experienced a decrease in crime and arrests over the time period studied. The Consultant did note that while crime dropped by almost 25%, arrests declined by almost 48% over the same time period. With the good overall clearance rates over this time period, the Consultant is not concerned about this marked decline in arrests, as many issues can affect the solvability of crimes. The Consultant would recommend continuing to monitor Crime Rates, Clearance Rates and Arrest Percentages throughout the upcoming years.

ADMINISTRATIVE, TECHNICAL AND SUPPORT SERVICES

Records

The Department does have a computerized records management system (RMS). During the course of this study, it was found that this RMS software has been updated to the latest version available. All computer hardware (computers) appear to be in good order with all updates and service completed by an IT professional.

Officers appear to have ample computers to work from in the patrol room. No issues were noted by the Consultant concerning computer issues, hardware and/or software used by the Department.

Personnel Management

All police personnel files are kept in a file cabinet within the office of the Chief. The files are kept in a file drawer and appear to be securely kept. Files should be separated into "Medical" files, a file for disciplinary actions and a standard "personnel" file that contain miscellaneous standard paperwork. Currently, all records, except disciplinary records, are held in one file folder. The Consultant recommends that files be separated in to categories versus holding all personnel type paperwork together.

Policy Development

The Richland Township Police Department's current policy manual is adequate to guide officers in their daily duties. The Department is currently accredited through the Pennsylvania Chiefs of Police Association's Law Enforcement Accreditation Commission. Original accreditation for the Department was in December of 2016 with re-accreditation scheduled for year end 2019.

The Richland Township Police Policy Manual meets all of the criteria of a thorough, well crafted and maintained policy manual. It is the Consultant's recommendation that the Department continue to follow the PLEAC Standards and continue in its involvement in the PLEAC Program.

The Richland Township Police Department Policy Manual is provided to all officers in hard copy and an electronic version is stored on the in-house server. Officers review critical policies through Power DMS policy management software. It is recommended that policies dealing with high risk / high frequency activities be reviewed with each new hire and on an annual basis within the department. Officers then should be tested on the policies after review. This process verifies understanding and acts as proof of knowledge should officers violate the tested policy, but more importantly, guides their actions.

Patrol

The Department is currently made up of 15 full time, sworn officers and 1 new part time officer. Patrol Officers and Corporals work 12 hour, rotating shifts (each 28 days). Two (2) Sergeants work 8 hours shifts, Monday through Friday, along with the Detective, School Resource Officer and Chief of Police. One Sergeant is tasked with numerous Administrative functions, to include overseeing the evidence room, training and supervision of the patrol function. The Detective Sergeant oversees Criminal Investigations and the work of the Detective, as well as has evidence room duties. Two (2) Corporals oversee the patrol shifts.

Two Officers are routinely scheduled for the dayshift and nightshift rotations with a Corporal working a "cover-shift" from 2:00pm to 2:00am. After 2:00am, only two (2) Officers are available to respond to calls for service. In that the Sergeant and Detective Sergeant have administrative duties, two (2) dayshift officers may be tasked with being the sole providers of police visibility and patrol during the Monday – Friday dayshift hours (until 2:00pm). No Detective, Sergeant / Detective Sergeant work a weekend shift, leaving patrol officers and a Corporal for patrol duties.

The Command Staff/Leadership conduct no annual Performance Evaluations of their subordinate personnel. Evaluating performance helps insure that an agency's Mission, policies, procedures and memorandums are being effectively utilized and followed. The Consultant recommends that a performance evaluation policy be created to increase accountability and performance within the Department

Mandatory and In-Service Training

The Richland Township Police Department appears to be in compliance with the Municipal Police Officers Education and Training Commission's Act 180 Certification mandates. The Department has four (4) officers who have completed a Field training Officer's program and act to train new officers. Currently, a twelve (12) week Field Training is provided to the officers, however, there is no Field Training guideline memorialized in policy which dictates the daily, weekly or monthly activities that should be learned, experienced or evaluated. No written testing to insure understanding is contained in the Field Training Process. All new full time and part time officers, no matter their prior experience, should receive the same training with the same duration of time spent with a Field Training Officer.

The consultant recommends that a formal Field Training guideline be created to standardize each new officers' FTO training. It is also recommended that the new officers be tested in areas of high criticality and high frequency to insure that new officers are progressing appropriately through the program and understand what has been taught. Following these recommendations should provide better trained officers and lessen any future disciplinary and corrective actions within the department.

Police Facility

The police department currently operates out of an approximately 10,000 square foot building which is in the same campus as the Government Services Center and District Court. The exterior brick façade appears neat, clean and professional. The building was converted in 2004 from a library to the current police facility. The building is handicapped accessible. The Police Department, as it is presently configured, appears to be operationally effective for departmental functions.

After touring the entire facility, the Consultant noted and recommends the following:

The building houses three (3) large temporary holding cells. Each holding cell has a bench and usable facilities for the suspects. Each is monitored via video camera, but no audio is currently

available. The consultant recommends installing an audio recording component to the video system in the holding cell area.

There is currently a mechanical room next to the men's locker room which holds a gun cleaning table and supplies. In that contractors have accessibility to this area, the Consultant recommends that the door to the locker room either be secured or officers secure all equipment inside a locked locker.

To the rear of the facility is a small, non-secure parking lot for police vehicles. The consultant noted four (4) vehicles parked in non-marked spaces in the lot. The size of the lot may pose a hazard when officers need to quickly leave headquarters to respond to a priority call for service. In that the safety of officers and the protection of Township property is important, the Consultant recommends addressing the parking needs of the patrol vehicles.

Vehicles and Equipment

The Richland Township Police Department currently has a total of ten (10) vehicles in its fleet, all listed as "Good" (7) or "Fair" (3) condition. This ratio – 10 cars for 15 officers appears in line with standard acceptable practices, to maintain the efficiency of patrol. All vehicles appear to be properly and uniformly equipped and are in good condition. Officers in the department carry uniform weapons and leather gear.

The consultant believes that the Chief of Police and the Township have equipped the vehicles well and have officer safety at the forefront.

OVERVIEW OF RICHLAND TOWNSHIP

Richland Township is located in northern Bucks County, Pennsylvania surrounding the Borough of Quakertown (Est. 2017 Pop. 8,889) and Richlandtown Borough (Est. 2017 Pop. 1,325) and stretches 21 square miles. Bucks County is home to 628,341 residents (Penn State Census Estimates). The Borough of Doylestown is the County seat and is located approximately 16 miles southeast of Richland Township. The City of Philadelphia is approximately 45 miles from the Township with Allentown being the closest city, just 14 miles north from the Township. Richland Township shares a large portion of its western border with Milford Township and its eastern border with Haycock Township. Both Milford Township and Haycock Township rely solely on Pennsylvania State Police for police protection (as does Richlandtown Borough). The Township borders West Rockhill Township and East Rockhill Township to its south and Springfield Township to its north. Heavily travelled route 309, route 313 and route 663 travel through the Township, intersecting just outside the township border with Quakertown Borough. The Pennsylvania Turnpike interchange is located a short distance from the Township's western border. The Township has 26.73 total miles of state highway and 51.02 miles of local streets.

According to the 2010 United States Census, Richland Township's population was 13,052. The Penn State University Data Center noted the Borough's estimated 2017 population to have increased to 13,221. The largest percentage of the population falls under the category of "Older Adults". 37% of the residents are between 40 and 64 years of age. 24% of the population is between 0 years and 17 years of age. 20% of the population falls between 22 and 39 years of age, while 14% of the population are considered "Seniors" (65 years and older). The smallest percentage of population falls between 18 and 22 years of age (4.29%). The largest five year grouping of the population falls between 55 and 59 years of age. The median household income in Richland Township is listed at \$63,900 with 10.6% of the 18 to 64 year old population living below the poverty line.

Richland Township is led by a three person Board of Supervisors. A Police Peer Study of the Richland Township Police Department was completed by the Department of Community and Economic Development in 2008.

CURRENT COSTS OF POLICE SERVICES

According to financial figures provided by Richland Township for Total Operating Expenses, \$2,510,494 (98.2%) was expended for police operations in 2018 with a budgeted amount listed at \$2,556,642 (Comparative Income Statement). 2018 Non-Operating Expenses were budgeted at \$94,600 (Comparative Income Statement). Non-Operating Expenses totaled \$91,363 (96.6%). Combining the budgeted Operating Expenses and Non-Operating Expenses, the 2018 expenses for the Department were budgeted at \$2,651,242. Total Operating and Non-Operating Expenses for 2018 totaled total \$2,601,857 (98.1%).

Salary and Benefits account for 86.8% of the total Police Budget for 2018. 13.2% of the total Police Budget was allotted for Other Operating Expenses.

Public safety by its very nature is expensive. Personnel, specialized equipment and support services must be constantly available for a situation which hopefully will never arise. Government officials must keep in mind that unlike administrative, road department, or parks and recreation personnel, police department personnel are operational twenty-four hours a day, 365 days a year. Under normal conditions on any given day the police department completes three days to every one worked by other departments in the Township. Proper attention and funding needs to be given to accomplish the mission of the police department, provide adequate staffing and provide for and maintain proper equipment.

The below table provides various items of information regarding the Richland Township Police Department budget, relating to Cost Per Officer and Cost Per Capita.

Police Budget

Category	Richland Township
2018 Police Budget (Operating/Non Operating Expenses)	\$2,651,242
Population (2017 Est.)	13,221
Sworn Officers	15
Cost Per Officer	\$176,749.46
Cost Per Capita	\$200.53

In 2017, the Pennsylvania Department of Community and Economic Development collected data on municipalities in the state which employed their own police department. Data is found in the Municipal Annual Audit Financial Report as prepared by the Department of Community and Economic Development. The below chart lists Townships in Bucks County, Pennsylvania which responded to the survey and employ their own police department. Although the data collected is now 2 years old, the figures are can give a rough picture of the cost of policing in a township in Bucks County. Only the Operating Expense of the police departments were used in this comparison. Budgeted amounts were not noted to include insurance costs, pension costs and Capital Projects for the department.

Using this data, the “average” cost per capita for police service is \$219.03 for all other townships in Bucks County. Richland Township’s cost for police service is listed at \$122.15*. As with all studies, the data presented is only as good as the data collected from the local municipalities. All things being equal, the data indicates that Richland Township’s cost for policing per capita is well below the average cost for policing for Townships in Bucks County. Richland Township’s cost is the lowest per capita for any township which provides full time police service to its residents.

<u>Municipality</u>	<u>Population</u>	<u>Budget</u>	<u>Cost Per Capita</u>
Bedminster Township	6,574	\$1,330,308	\$202.36
Bensalem Township	60,427	\$25,102,191	\$415.41
Bristol Township	54,582	\$11,134,603	\$203.99
Buckingham Township	20,075	\$3,841,071	\$191.34
Doylestown Township	17,565	\$2,259,773	\$128.65
Falls Township	34,300	\$11,781,454	\$343.48
Hilltown Township	15,029	\$3,413,493	\$227.13
Lower Makefield Township	32,559	\$4,819,199	\$148.01
Lower Southampton Township	18,909	\$4,911,439	\$254.86
Middletown Township	45,436	\$11,953,946	\$263.09
New Britain Township	11,070	\$2,458,310	\$222.07
Newtown Township	19,299	\$4,697,964	\$243.43
Northampton Township	39,726	\$6,590,020	\$165.89
Plumstead Township	12,442	\$2,874,478	\$231.03
Solebury Township	8,692	\$1,881,347	\$216.45
**Springfield Township	5,035	\$501,621	\$99.63
**Tinicum Township	3,995	\$688,733	\$172.40
Upper Makefield Township	8,190	\$2,017,015	\$246.28
Upper Southampton Township	15,152	\$2,840,780	\$187.49
Warminster Township	32,682	\$7,288,286	\$223.01
Warrington Township	23,418	\$6,045,339	\$258.15
Warwick Township	14,437	\$2,520,632	\$174.60

Average **\$219.03**

Richland Township *13,221* *\$1,615,020* *\$122.15 (\$164.36)*

**Upon the Consultant's review of the 2017 Profit and Loss Statement, total Expenditures are listed at \$2,173,013. Total Cost per Capita = \$164.36*

**** Does Not Provide 24/7 Coverage**

BUDGET OVERVIEW

As is the case in many municipalities, the police department uses the largest portion of the township budget. In 2018, the total Township Expenditures for the Police Department totaled \$2,651,242. The “cost per officer” amount is \$176,749.46 and the “per capita” cost is \$200.53 for 2018. These costs include salary, benefits, equipment, training, cars, support staff, facility costs and so on. These costs for Richland Township appear in line with other similar police agencies in the County, while in 2017, besting the average cost per capita by over \$50 per resident.

STAFFING

In 2019, Richland Township has a compliment of 15 full-time police officers (Police Study Questionnaire). The Richland Township Police Department employs 2 full-time civilian staff persons (Administration / Secretary). The data supplied by the Chief of Police indicated that the Richland Township Police Department provided 26,354 hours of full-time officer, on-duty service to the community in 2018. On average, full-time personnel worked a total of 1,757 hours in 2018, taking on average, 242 hours of benefit time off (Kelly Time off not included).

DETERMINING STAFFING LEVELS

Many factors must be considered when deciding how many police officers are required to properly staff a police department. Factors such as population, population density, traffic, calls for service, crime rates, the effects of factors in neighboring municipalities, and budgetary limitations are all valid considerations. *Also, the service level desired by the community is a major factor that must be considered when determining these levels.* Many formulas are available for recommending police department staffing levels. Some are as simple as comparing the number of officers to the population ratio, while others are more complicated and require data oftentimes not available from normal record keeping functions.

It is important to keep in mind that none of these formulas are absolute, however they do provide a more reliable method than using averages or by simply guessing. They are merely guides and should not be accepted as anything more.

Per Thousand Comparison

The first and simplest method to determine how many police officers a municipality requires is to compare the ratio of police officers to 1,000 in population in other cities and towns. It does not consider workload, service area or non-crime related functions and activities mandated by

the jurisdiction so it is the least accurate of all methods. This comparison should be used only as reference and not as a basis for staffing decisions. Proper staffing requires insight into a series of statistics, a variety of facts and current data to obtain the proper operational level of the department.

The average of Officers per 1,000 population varies throughout the United States. Utilizing the nationwide average of 1.6 officers per 1,000 residents as a comparison, Richland Township would employ 21 officers. The “average” number of police officers per 1,000 population varies by region of the United States. In the Northeast Region, there is an average of 2.6 officers per 1,000 residents. For jurisdictions with a population between 10,000 – 24,999, 1.9 officers per 1,000 residents was found to be the average.

It may be useful for municipalities to look at other similarly sized communities to help determine policing staffing levels. Again, this method is the least accurate to determine proper staffing levels, but can give the municipality a general idea of staffing in these similar communities. The below staffing levels are used more as a comparison versus a recommendation for staffing levels in Richland Township.

Below is a list of five (5) Second Class Townships in Bucks County which have a similar population as Richland Township.

<u>Township</u>	<u>Population</u>	<u>Full-Time Officers</u>	<u>Officer/1,000 Population</u>
Doylestown Township	17,565	20	1.14
Hilltown Township	15,029	17	1.13
New Britain Township	11,070	14	1.26
Plumstead Township	12,442	16	1.28
Warwick Township	14,437	18	1.25
<i>Average</i>	<i>14,108</i>	<i>17</i>	<i>1.20</i>
<i>Richland Township</i>	<i>13,221</i>	<i>15</i>	<i>1.13</i>

Using this method of comparison, Richland Township’s authorized staffing per 1,000 residents is slightly less as compared with other similarly sized Second Class Townships in Bucks County. To reach the “average” officer to 1,000 population ratio found in this example, Richland Township would need to employ 15.8 (16) officers.

International Association of Chiefs of Police Method

The International Association of Chiefs of Police (IACP) has developed a method for determining patrol force manpower needs based on the actual or estimated complaint or incident experience in the community. The Pennsylvania Governor's Center for Local Government Services has found the IACP method to be reliable in determining manpower needs. The method which follows, determines the required number of patrol officer positions and does not include supervisors, administrators, investigators or other specialists. It provides the basis from which a community can include any specific concerns such as a minimum response time, investigative needs, traffic enforcement concerns and so forth. This formula considers assumptions concerning police actions, time off provisions and "un-obligated" time on patrol. The IACP formula assumes that all calls, on average will take approximately 45 minutes to handle by the patrol officer. The formula also presumes that one third of an officer's time should be consumed by handling calls. Lastly, the formula uses 1,760 hours as the actual available time that officers are available for duty per year (as opposed to 2,080 hours), given vacation, sick and personal time as well as time in training and time needed for court. This formula relies on accurate data pertaining to calls for service and police activity as reported by the Department. Without this accurate data, calls for service can be generally estimated using the average of .55 calls (incidents) per 1,000. That is, for every 1,000 resident, 550 calls for service may be generated. The consultant has used both the total incidents reported as provided by Richland Township and the .55 calls per 1,000 population as a comparison.

CALCULATING PATROL STAFFING NEEDS

IACP Method

Step 1. Determine the number of complaints or incidents received and responded to in a year by the police department. Complaints and incidents include all forms of police activity when an officer responded and/or took an official action. It does not include situations where advice was given over the telephone, delivering messages, handling internal police department matters, etc. If the actual complaint or incident count is not available, an estimate may be used as outlined above. Again, sound estimates may be made based upon the assumption that, on the average in any community, 550 complaints or incidents will occur for every 1,000 residents, or .55 per resident. Calculations will be performed using actual calls for service and an estimate of calls for service based on population.

Step 2. Multiply the total complaints or incidents by 0.75 (45 minutes). It is generally accepted that 45 minutes is the average time necessary to handle a complaint or other incident.

Step 3. Multiply by three to add a buffer factor and time for preventive patrol. General experience has shown that about one-third of an officer's time should be spent handling requests for services. Other requirements for servicing police vehicles, personal relief, eating and supervision must be considered. Time for preventative patrol must also be taken into consideration. Multiplying by three makes up the unknowns.

Step 4. Divide the product by 2,920 - the number of hours necessary to staff one basic, one officer patrol unit for one year (365 days X 8 hours = 2,920).

General Breakdown of Unavailable Officer Hours

Factor	Annual Hours
Regular Days Off (104 / year) or (2 / week)	832
Vacation (15 / year)	120
Holidays & Personal Days (10/ year)	80
Court (5 / year)	40
Training (5 / year)	40
Sick / Injury Leave (5 / year)	40
Miscellaneous Leave (1 / year)	8
TOTAL	1,160

(2,920 Hours minus 1,160 Non-Available Hours = 1,760 Available Hours)

Step 5

Once the total available hours of the average patrol officer is established, the assignment/availability factor is determined by dividing the available hours into the yearly patrol unit requirement of 2,920 hours. This results in a factor of 1.66. In other words, it takes 1.66 police officers to staff each patrol unit required to police the community. This does not include administrators, supervisors, investigators, or other specialists, only patrol personnel. The following series of calculations was completed to obtain the recommended staffing level of full time sworn staff for the Richland Township Police Department, using actual calls for service and using the .55 calls per population estimate.

IACP Using Actual Incidents

Incidents/Citations/Warnings per Year - 2018	7,826
Multiplied by .75 (45 mins per call)	5,869.5
Multiplied by 3 (Buffer)	17,608.5
Divided by 2,920	6.03
Multiplied by 1.66	10.01 (10)
+A/S/I*	8

.55 Incidents per Capita (550 calls per 1,000 Population)

Population	13,221
IACP Avg. Incident per Capita	.55
Projected/Estimated Incidents per Year	7,271
Multiplied by .75 (45 mins per call)	5,453.25
Multiplied by 3 (Buffer)	16,359.75
Divided by 2,920	5.6
Multiplied by 1.66	9.3 (10)
+A/S/I*	8

* Chief of Police, Four Line Supervisors, Two Detectives, School Resource Officer

Using this formula, a total staffing recommendation of 18 sworn Officers is indicated.

Core Service Method

This formula has been used to estimate police department staffing levels by specifically factoring a combination of data including calls for service, road miles/patrol time, and follow up criminal investigation needs. The data used is similar to that used in the previous method but is calculated to ascertain an amount of weekly "Total Core Service Hours" that are then factored with the Assignment Availability Factor to determine the number of personnel needed to fulfill those hours of police service to the community.

<u>ANNUAL CALLS</u>	<u>CALLS PER WEEK</u>	<u>TIME PER CALL</u>	<u>SERVICE HOURS</u>
7,826 / 52 =	151	X .75 =	112.875

Patrol Factor (P Factor) - The road miles is divided by the patrol speed to estimate the amount of time necessary to complete one patrol (or driving on each mile of road). Patrol speed is usually estimated as approximately 35 MPH in rural or somewhat residential townships while 15 to 25 MPH is estimated for urbanized boroughs or city applications. It is practical to use 35 mph as an average patrol speed.

The Patrol Factor (the number of patrols on each road per shift) is determined by the type of community and patrol type required for the desired coverage. In general, townships of a rural or residential nature require a lower P Factor (usually 1-2) than an urbanized borough or city situation (usually 4-5). Richland Township's coverage area reflects a P Factor of 3.

21 shifts per week (noting the difference for 12 hours shifts is actually at 2 shifts per day – but same 24 hours period) a **3 P-Factor = 63**

<u>Road Miles</u>	<u>Speed</u>	<u>Patrol Time</u>	<u>#of Patrols</u>	<u>Patrol Hours</u>
77.75	/ 35	= 2.11	x 63	= 280.48

Criminal Investigation Hours - The annual crimes reported in the Uniform Crime Reporting System are used to calculate hours needed to investigate and address criminal activity in the community. Part I Offenses, which are generally perceived as the most serious offenses, require the most hours of investigation and are multiplied by a factor of ten. Part II Offenses, generally lesser in severity, are multiplied by a factor of two.

<u>Part I X 10</u>		<u>Part II</u>	=	<u>52 Weeks</u>	=	<u>Investigation Hours</u>
2,030	+	540		2,570 / 52		49.42

Total Core Service Hours - The calls, patrol, and criminal investigation figures are added together to provide a total service hours per week figure. This is the weekly personnel time required to provide police service to the community.

<u>CALLS HOURS</u>	+	<u>PATROL HOURS</u>	+	<u>INVEST HOURS</u>	=	<u>TOTAL HOURS WK</u>
112.875		280.48		49.42		442.775

<u>Core Service Hours</u>	/	<u>40 Hour Week</u>	=	<u>AAF</u>	X	<u>Operational Staff</u>
442.775		40		11.069		1.66 = 18.37 (19)

Therefore, as determined by the Core Service Hour Formula, *a recommended staffing level of 19 "operational" sworn police officers is indicated.*

Here, the recommended number of Operational Staff does not include mid-level managers/supervisors, School Resource Officers or the position of Chief of Police. However, the Sergeant position also encompasses duties of a patrol officer (responding to calls for service) and is included in the staffing level total of 19 for this study. It is recommended that additional positions include: Chief of Police, Two Detectives and a School Resource Officer, totaling 4 additional positions added to this total (23).

Findings

The Richland Township Police Department currently has an authorized staff of fifteen (15) full time sworn officers two (2) civilian staff. The Department currently has 15 full time officers employed.

When calculating staffing using the IACP formula, “available hours” per officer are generally found to be 1,760 hours per year. Richland Township full time officers were available, for 1,757 hours per year in 2018.

In total, 26,345 hours of normal on-duty service (no special overtime details or court time is figured into this calculation) was provided by the full time officers. On average per day, officers provided 72.18 hours of coverage. Keeping in mind that the Detective positions do not cover patrol duties (nor should they), the officer patrol coverage is lower.

No concerns were touched on at the initial meeting concerning staffing, however, surveys were provided to personnel of the department and the concern for the level of full time staffing was echoed in many surveys. Providing an adequate level of full time staffing will enhance administrative, investigative and patrol functions within the department. Given the above staffing formulas, the staffing concerns brought up in the surveys may be valid.

Comparison of Results

While each method resulted in a different recommended sworn staffing level, the results are surprisingly similar. The total sworn staff was determined by assuming that officers would be deployed and assigned as currently done in the department, working a twelve-hour shift and maintaining the same rank structure, that is; Chief, Sergeants, Corporals, Detectives, Officers.

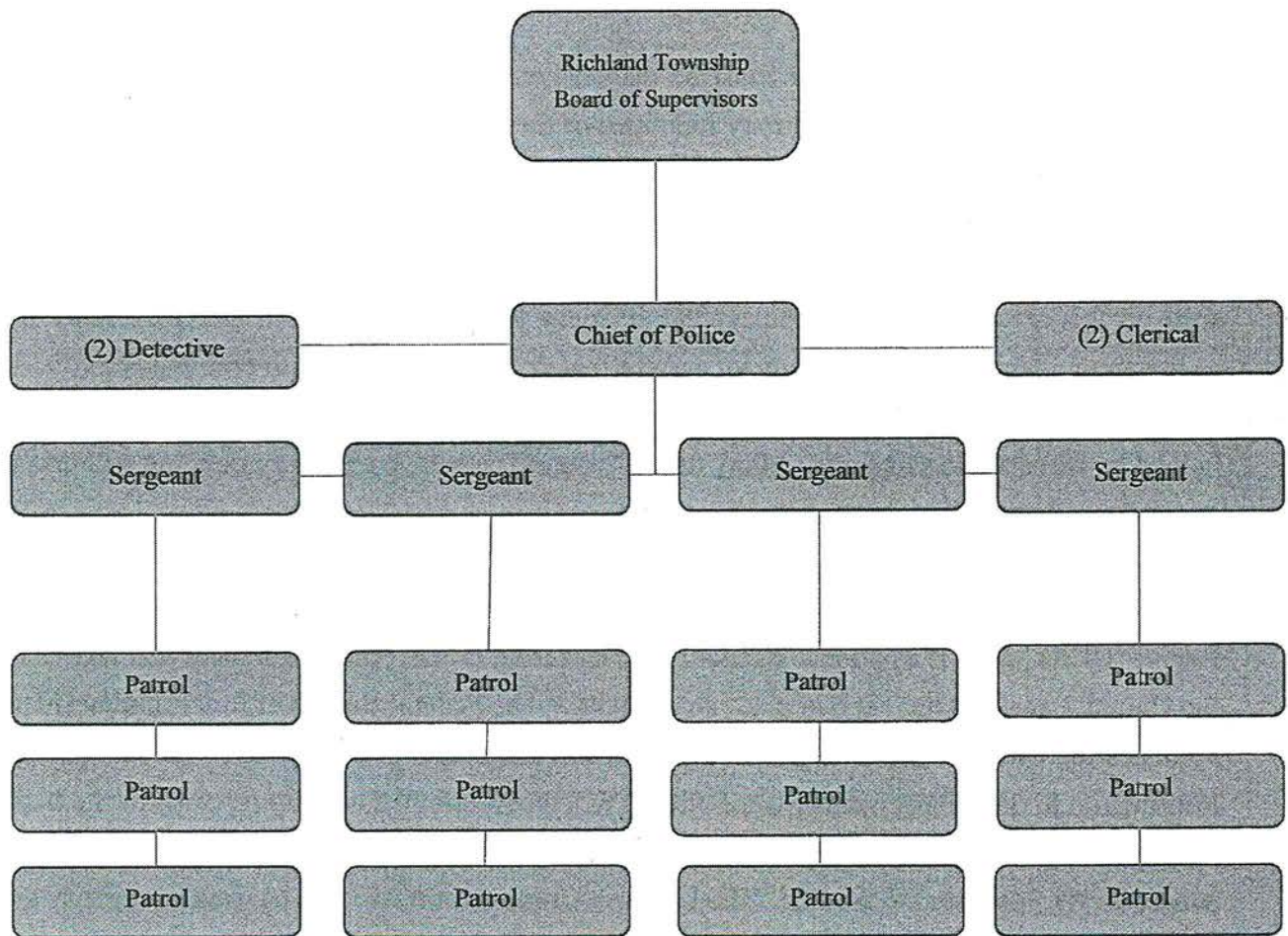
METHOD	SWORN OFFICERS
Bucks County - Similar Township Ofc. / Pop. Ratio (1.2)	16
1.6 Officer to 1000 Population Ratio (US)	21
IACP Reported Calls for Service (Actual)	19
IACP .55 Calls for Service per 1000 Population	18
Core Service Hours	23

Upon review of all the above data, the average of all formulas and ratios equals 19.4 total officers. In that three of the formulas do not consider Supervisors when handling Calls for Service (Chief/Sergeants/Corporals), the Consultant took this into account. In that the Sergeants

(4 recommended) would handle calls for service in addition to their Supervisory function, this is also taken into account. The Consultant recommends a 19-20 Officer staffing level for the Richland Township Police Department based on the above formulas.

This level of staffing allows for the proper staffing, supervision and specialization within the department. This level will also provide for the granting of scheduled leave time under the current collective bargaining agreement. A two to three patrol unit minimum deployment per shift provides a proper level of supervisory, management, and support personnel.

RICHLAND TOWNSHIP POLICE DEPARTMENT PROPOSED ORGANIZATIONAL CHART



OVERVIEW OF DEPARTMENTAL EFFECTIVENESS

Police Departments owe their existence to supporting the activities of the patrol officers. The adage, “patrol is the backbone of policing” still holds true in the 21st century. From the civilian staff through each rank to the Chief of Police, each member of the police department owes his or her existence to the efforts of the patrol officer. These combined and focused efforts are to provide services directed towards the achievement of public supported goals. Police departments are becoming more and more responsive to the needs of the community. Patrol officers have the ever increasing responsibility for the delivery of a myriad of services, from criminal justice and non-criminal justice, to new “Internet Crimes” to violent offenses, homelessness, terrorism, social issues, to the overwhelming opioid crisis. Each patrol officer is expected to not only respond to these issues, but to do so in an efficient and effective manner. The effectiveness of the department, its image, and relationship with the community will be directly related to its ability to achieve these public objectives.

Although the police administrator must be responsive to the needs of the community, he/she cannot lose sight of one of the primary functions of the organization. Sir Robert Peel, credited with establishing the first organized, professional police department, established 9 “Peelian Principals”; the first principal being “to prevent crime and disorder”. The effort to proactively “prevent” crime becomes difficult when only a small percentage of the Department's time is spent in this area, while a great percentage is spent providing services to the community by engaging in other activities and calls for service that are not associated with criminal activity. It is important to note that much of what a police officer does in his or her daily routine cannot be judged by measurable standards. Many times, “routine patrol”, community policing and crime prevention efforts cannot be quantified.

The most utilized measurement of police effectiveness in combatting crime is the Uniform Crime Report (UCR). This is a national standard for measuring crime, crime clearances and arrests in the United States and has been in place since 1930. The Federal Bureau of Investigation (FBI) regulates the Uniform Crime Reports. Pennsylvania municipal police agencies submit specific information to the Pennsylvania State Police (PSP) on all criminal activity reported to the local agency each month. This information is recorded by the Pennsylvania State Police and subsequently forwarded to the FBI. The Uniform Crime Report data can be used to quantify the amount of crimes in a given jurisdiction, the number of arrests and provides certain victim and offender demographic information. (<http://www.paucrs.pa.gov/UCR/ComMain.asp?SID=>)

Each year the Pennsylvania State Police publish an annual report entitled “Crime in Pennsylvania”. This report is a compilation of the monthly statistics reported by all reporting agencies in Pennsylvania. The Annual Report is typically two years behind the current reporting year. The UCR statistics used in this report have been taken from the Pennsylvania Uniform Crime Report web site which provides monthly reports of crimes and arrests.

The below chart lists Part I and Part II Offenses as they appear on the Pennsylvania Uniform Crime Report site.

<u>Part I Crime</u>	<u>2018 Uniform Crime Report Offenses</u>
Criminal Homicide	0
Forcible Rape	9
Robbery	5
Aggravated Assault	4
Burglary	28
Larceny - Theft	150
Motor Vehicle Theft	2
Arson	0
<u>Total Part I Offenses</u>	<u>198</u>

<u>Part II Crime</u>	<u>2018 Uniform Crime Report Offenses</u>
Other Assaults	23
Forgery	7
Fraud	24
Receiving Stolen Property	2
Vandalism	23
Weapons Offenses	2
Prostitution	0
Sex Offenses	11
Drug Abuse Violations	16
Gambling	0
Offenses Against the Family	3
Driving Under the Influence	7
Liquor Law Violations	0
Drunkenness	4
Disorderly Conduct	35
Vagrancy	3
All Other Offenses	92
<u>Total Part II Offenses</u>	<u>253</u>
 <u>Total Part I and Part II</u>	 <u>451</u>

Data collection and entry may be viewed as a mundane aspect of policing. Data collection, compilation and analysis however add to the efficiency and effectiveness of any Law Enforcement agency. By obtaining and storing data, officers and investigators are able to retrieve a great deal of information on suspects, witnesses, calls for service/crime trends, accident

information and demographic information on people to be used as intelligence information at a later time if needed. Calls for service are also used to justify the number of staff on duty at a given time, where to assign officers and help to determine what types of crimes are occurring in a given jurisdiction, zone or district.

The Index crime rate of a community is based on the number of "Part I" Index Crimes (criminal homicide, forcible rape, robbery, aggravated assault, burglary, theft, motor vehicle theft and arson) reported to the police as it relates to the population. There are eighteen additional classifications of crime that are known as Part II offenses. Again, these crimes are "reported crimes" and typically, many crimes go un-reported.

In order to compare the crime rates of communities of varying sizes (population) a standard formula is used. The base population figure of 100,000 is divided by the community's population. The results are then multiplied by the number of Part One offenses occurring in that year resulting in the crime rate for the community.

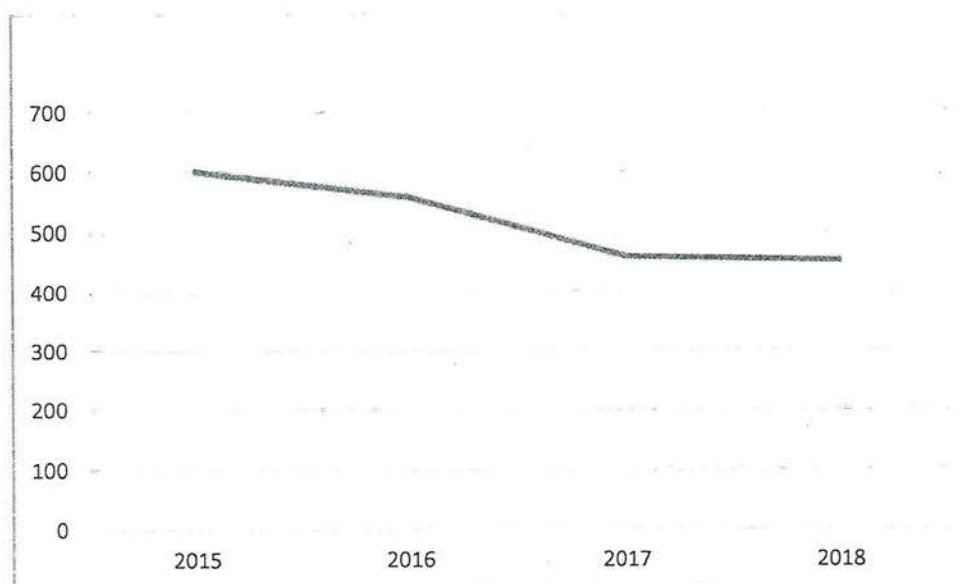
100,000 / Population x Part One Offenses = Crime Rate

The Richland Township Police Department does file required Uniform Crime Reports on a monthly basis with the Pennsylvania State Police. Using 2018 Uniform Crime Report figures (as official record), the Richland Township Police Department reported one hundred and ninety eight Actual Part I Offenses (Index Crimes). Using the formula explained above and the available crime statistics, the 2018 crime rate for Richland Township (Part I Offenses) was 1,497 crimes per 100,000 residents. In 2017, the department reported two hundred and twenty six (226) Actual Part I crimes and the resulting crime rate was 1,709 per 100,000 residents.

The below charts reflect actual Part I and Part II Crimes reported to the Richland Township Police Department and subsequent arrests from 2015 through 2018 using the Uniform Crime Report Data from the UCR website posted by the Pennsylvania State Police. Arrest rates can also help determine the effectiveness of a police agency.

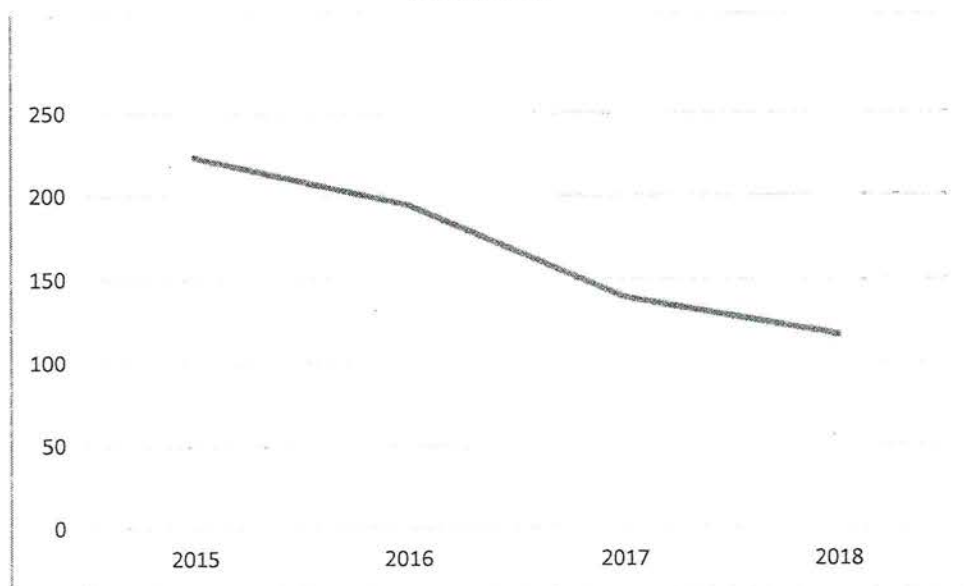
Reported Crimes

2015-2018



Arrests

2015-2018



Another way of determining the effectiveness of a police agency is its clearance rate. A clearance for a specific crime is recorded when an arrest is made or when the incident is cleared by exceptional means. "Clearing" an incident by exceptional means indicates the suspect may now be deceased or the witnesses are unwilling to testify. "Unfounded" means there is no evidence to support the complaint. Accuracy of clearance data is incumbent on the agency reporting it to

the Pennsylvania State Police. The following tables show the Part I and Part II clearance rates for the Commonwealth of Pennsylvania, Bucks County and for the Richland Township Police Department for the year 2015 -2018.

2015

PART I CRIMES REPORTED/CLEARED, CLEARANCE RATE

	Part I Crimes	Part I Crimes Cleared	Part I Clearance %	Part I Crime Rate per 100,000
Statewide	272,906	87,942	32.2%	2,131.7
Bucks County	10,315	3,115	30.2%	1,651.4
Richland Township	318	149	46.9%	2,425.07

2015

PART II CRIMES REPORTED/CLEARED, CLEARANCE RATE

	Part II Crimes	Part II Crimes Cleared	Part II Clearance %	Part II Crime Rate per 100,000
Statewide	571,709	338,355	59.2%	4,465.6
Bucks County	19,215	10,192	53.0%	3,076.2
Richland Township	282	116	41.1%	2,150.5

2016

PART I CRIMES REPORTED/CLEARED, CLEARANCE RATE

	Part I Crimes	Part I Crimes Cleared	Part I Clearance %	Part I Crime Rate
Statewide	263,855	82,361	31.2%	2,063.9
Bucks County	9,594	3,081	32.1%	1,538.1
Richland Township	268	127	47.4%	2,034.0

2016

PART II CRIMES REPORTED/CLEARED, CLEARANCE RATE

	Part II Crimes	Part II Crimes Cleared	Part II Clearance %	Part II Crime Rate per 100,000
Statewide	551,846	310,594	56.3%	4,316.6
Bucks County	19,688	11,373	57.8%	3,156.4
Richland Township	289	146	50.5%	2,193

2017

PART I CRIMES REPORTED/CLEARED, CLEARANCE RATE

	Part I Crimes	Part I Crimes Cleared	Part I Clearance %	Part I Crime Rate per 100,000
Statewide	251,791	78,526	31.2%	1,966.3
Bucks County	8,941	2,693	30.1%	1,431.4
Richland Township	226	89	39.4%	1,708.8

2017

PART II CRIMES REPORTED/CLEARED, CLEARANCE RATE

	2016 Part II Crimes	Part II Crimes Cleared	Part II Clearance %	Part II Crime Rate per 100,000
Statewide	547,515	304,367	55.6%	4,275.6
Bucks County	19,899	11,043	55.5%	3,185
Richland Township	232	105	45.3%	1,754.25

2018

PART I CRIMES REPORTED/CLEARED, CLEARANCE RATE

	Part I Crimes	Part I Crimes Cleared	Part I Clearance %	Part I Crime Rate per 100,000
Statewide	230,886	71,323	30.9%	Not Reported
Bucks County	7,361	2,055	27.9%	Not Reported
Richland Township	198	67	33.83%	N/A

* 2018 Uniform Crime Annual Report has not been published at this time

2018

PART II CRIMES REPORTED/CLEARED, CLEARANCE RATE

	Part II Crimes	Part II Crimes Cleared	Part II Clearance %	Part II Crime Rate per 100,000
Statewide	520,991	287,871	55.3%	Not Reported
Bucks County	17,530	9,914	56.55%	Not Reported
Richland Township	253	131	51.77%	N/A

* 2018 Uniform Crime Annual Report has not been published at this time

In reviewing all relevant crime statistics, the findings show that Richland Township has a similar crime rate for serious crimes when compared to those throughout the state and Bucks County with similar Clearance Percentages each year. Although the Crime Rate and Clearance Rates fluctuate, the Consultant sees no issues with the Richland Township Police Department's capability in solving Part I and Part II Crimes. In fact, Richland Township Police typically have a higher Clearance Rate for Part I Crimes than the State and Bucks County from the time studied (2015 – 2018). At this time, the Department appears to be working efficiently and effectively to solve crimes which occur in its jurisdiction.

Several Employee Surveys indicated that improvement could be made within the Department with assigning Detectives cases and Detectives assisting patrol officers with the more in-depth investigations. While patrol officers should be held to task for taking the initial reports of crimes

in the community, the more in-depth cases should be investigated by a Detective as this would permit patrol officers to continue with their duties.

At this time, cases are reviewed by the Detective Sergeant for additional case management. Along with the Detective Sergeant, the Detective is on duty Monday through Friday dayshift (as is the Chief of Police and Sergeant).

From 2015 - 2018, there was a decline in the overall crime in Richland Township which corresponds to a decline in the overall arrests. Overall, offenses have dropped 24.8% however, overall arrests have decreased by 47.98% in the same time period. With the overall clearance rates over this time period, the Consultant is not concerned about this marked decline as many issues can affect the solvability of crimes, but would recommend continuing to monitor Crime Rates, Clearance Rates and Arrest Percentages throughout the upcoming years.

ADMINISTRATIVE, TECHNICAL AND SUPPORT SERVICES

Since patrol visibility and response is generally considered the most important function for any municipal police department, and the focal point of all police activities, it follows that all other police services should be supportive of or supplemental to these operations. To be visible, officers should spend a vast majority of their time on patrol.

Currently, two (2) full time civilians staff headquarters. In that Richland Township provides 24/7 police service, citizens should feel that when they come in to the police department during "normal business hours", staff should be available to address administrative issues, such as; picking up accident reports, filing complaints or asking for general advice. Currently, if no officer is at headquarters, complainants needing assistance can come in to the department during normal business hours for assistance. Simple administrative functions are then completed by the police civilian staff while sworn officers are available to complete more critical duties. It is recommended that two (2) clerical staff be retained to assist in the daily functions of the office, complete filing and case documentation, to take phone calls and assist walk-ins who need assistance. This function increases the efficiency of the officers on patrol and has a positive impact on the entire police operation.

Bucks County Dispatch Center

The Bucks County Emergency 911 Center, located in Ivyland PA, receives emergency calls and dispatches for the Richland Township Police Department along with other municipal police departments in the county. The County center appears to provide all of the call and radio services required by the department.

There is no phone line in the department's waiting area or exterior entrance to link walk-in complainants after hours to the County 911 Center. Should a resident or complainant come to the police station and no officer is there, people needing assistance cannot pick up a phone and be connected directly to the County 911 Center. Citizens are required to dial the County Communications through their own phone, if available. A phone with a direct link to the County 911 Center is recommended for the exterior entrance of the police headquarters.

Records Management System

The Richland Township Police Department does have a computerized records management system (RMS). The Department currently uses CODY RMS. This system appears to be operating well within the department and is noted by the Consultant as one of the top systems utilized by police agencies in the Commonwealth. Headquartered in Pottstown Pennsylvania, CODY has over 40 years of RMS experience and is a stable system to complete all police related record keeping/records management services.

Officers have up to date desk top computers to use during the course of the shift. Currently, there are five (5) desk top units in the patrol room for use by officers. In that the job of an officer is depending more and more on technology and the access to information, it is critical to have up to date technology, constant internet access, email access and current computer hardware to meet their needs. The Richland Township Police Department has up to date technology, a dedicated server room and contracted I.T. staff who are tasked to keep the technology running properly.

Currently, officers do not have the capability of entering reports/data into the records management system from the patrol vehicles. The Department does have a system of case/incident approval as mandated by the Chief of Police through the Chain of Command. Reports are reviewed by and given final approval then submitted to the Civilian Office Staff for filing.

Personnel Management

Personnel management generally includes the following functions: salaries, benefits and working conditions, recruitment/selection and promotion, performance evaluations, training and education, personnel records, and disciplinary action. These functions in and of themselves are complicated and are ongoing. They become increasingly more complex due to the influences of externally imposed regulations, labor contracts and State and Federal laws.

The Chief of Police is normally the individual primarily responsible for the day to day personnel management. Salaries, benefits and at times, specific working conditions are outside the direct control of the Chief of Police. This is not to say that they do not impact on his ability to manage the department. The results of negotiations may result in infringing upon the Chief's ability to manage. Contractual items in the bargaining agreement may deal with scheduling, minimum staffing, benefit time off and scheduling of overtime.

The Richland Township Board of Supervisors are responsible for oversight of the Chief of Police, ensuring that he/she has the abilities, experience, knowledge and training to effectively lead and manage the department. The Richland Township Chief of Police appears to have all of these abilities. Continued effort must be maintained by the Township to providing the Chief with the opportunities to grow and fully develop in this position. Continuing education and training opportunities should be afforded to Chief. Programs such as Penn State's POSIT, POLEX, the FBI National Academy, and various other FBI sponsored training programs are some of the opportunities that may be explored if the Chief has not attended these in the past. Training programs and conferences sponsored by the Pennsylvania Chiefs Association and the International Association of Chiefs of Police (IACP) should also be considered. The Board of Supervisors should provide all necessary support and assistance for the Chief to better train, equip, supervise and manage all police personnel. The Chief should also be permitted and encouraged to continue attending meetings of the Bucks County Chiefs of Police Association, the Southeast Chiefs of Police Association, the Pennsylvania Chiefs of Police Association and the International Chiefs of Police Association. Membership in these organizations allow the Chief to network with other Chiefs of Police, gain experience from their experiences and receive information on current issues, best practices and upcoming training events. Allowing the Chief to attend the trainings and engage himself in these organizations will benefit the Chief, the Township and the Department as a whole.

Personnel files are maintained by the Chief of Police. Files are located in a secured file cabinet in the Chief's office. Files should be separated into "Medical" files, a file for disciplinary actions and a standard "personnel" file that contain miscellaneous standard paperwork. Currently, all records, except disciplinary records, are held in one file folder. Individual files were not examined, but should contain specific information on each individual employee. Listed below are the specific items that should appear in the personnel files.

- Employment Application
- Pre-employment background investigation
- New employee reviews and evaluations
- Training records, certifications and special skills
- Awards and commendations
- Disciplinary actions
- Physical/Psychological exam reports and other medical records.

Richland Township currently uses the Bucks County Consortium Police Testing process for entry level written/physical agility testing to hire new officers. Written and physical agility testing is recommended by the Municipal Police Officers Education and Training Commission. The current full-time and part-time officer hiring procedure is memorialized in a current written policy (1.5.1). After the completion of the physical and written testing, 10 candidates are scheduled for interviews with the Command Staff of the Department along with members of the Community Police Board. Scores are tallied from the Command Staff only, but input is taken from the members of the Board. A second oral interview is conducted with the top candidates, then a thorough background investigation is completed.

POLICY DEVELOPMENT

The Richland Township Police Department does have a Rules and Regulations Manual (Department Policies) in effect at this time. The current manual consists of comprehensive policies which follow the Pennsylvania Chiefs of Police Association, Pennsylvania Law Enforcement Accreditation Commission Standards. The Richland Township Police Department completed the Accreditation process in December of 2016 and remains accredited to this date. Re-Accreditation is set for year end 2019.

Benefits of the PLEAC Accreditation are:

- Establishes a credible framework for evaluating agency practices and procedures
- Reduces agency risk and exposure to lawsuits
- Decreases some liability insurance expenditures
- Improves law enforcement – community relations
- Increases employee input, interaction and confidence in the agency
- Enlarges the outlook and viewpoints of managers, officers and employees
- Identifies and highlights the capabilities and competence of the agency
- Furnishes a solid foundation for the agency to build upon for further progress
- Provides reliable methods to improve essential management procedures
- Extends agency accountability to the public and elected officials
- Enhances planning and innovative activities by all agency personnel
- Develops improved methods for providing services to the community
- Encourages problem-solving activities within the agency
(PCPA PLEAC Website)

The structure of the policies manual should follow a logical sequence. The sequence should include a Mission Statement, Table of Contents, the organizational structure/chain of command, job descriptions of those individuals the policies are drafted to assist, rules of conduct, establishment of a departmental directive system and policy and procedures.

The manual should contain, at a minimum, the materials and policies listed below.

- Mission Statement
- Table of Contents
- Chain of Command
- Job Descriptions
- Rules of Conduct
- Fiscal Management

- Records Management
- Uniform, Appearance and Mandatory Vest Wear
- Use of Deadly Force & Non-Deadly Force
- Use of Firearms/Firearms Proficiency/Security
- Use of Issued Weapons and Devices (batons, shotguns, etc.)
- Search and Seizure
- Domestic Violence
- Ethnic Violence
- Outside Employment
- Departmental Training /Career Development
- Infectious Disease (rabies, hepatitis, aids, etc.)
- Arrest Procedures
- Holding Cells / Prisoner Transport
- Investigation Procedures
- Juvenile Procedures
- Evidence and Property Control
- Emergency Operation of Police Vehicles
- Vehicular Pursuits
- Vehicle Inventory & Searches
- Citizen Complaints against Officers
- Internal Investigations
- Operation of Video / Body Cameras
- Pennsylvania Legal Mandates

Current policies listed in the Richland Township Police Department Policy Manual are as follows:

- | | |
|-------|------------------------------------|
| 1.1.1 | Oath of Office |
| 1.2.1 | Statutory Requirements |
| 1.2.2 | In-Custody Requirements |
| 1.2.3 | Search and Seizure Without Warrant |
| 1.2.4 | Physical Arrests |
| 1.2.5 | Strip-Body Cavity Searches |
| 1.3.1 | Response to Resistance Continuum |
| 1.3.2 | Use of Deadly Force |
| 1.3.3 | Special Prohibitions – Exceptions |

1.3.4	Use of Authorized Less Lethal Weapons
1.3.5	Medical Attention after Response to Resistance
1.3.6	Written Reports and Investigations Required
1.3.7	Reassignment after Response to Resistance
1.3.8	Weapons and Ammunition
1.3.9	Weapons Proficiency Qualifications
1.3.10	Annual In-Service Training
1.3.11	Taser Electronic Control Device
1.4.1	Command Protocol and Procedures
1.4.2	Obedying any Lawful Order of Superior
1.4.3	Requiring an Agency Directives Policy
1.4.4	Release and Storage of Directives
1.5.1	Selection and Hiring Standards
1.5.5	Non-Sworn Training
1.6.1	Cash Funds
1.7.1	Extra Duty Employment
1.8.1	Code of Conduct
1.8.2	Sexual and Improper Harassment
1.8.3	Bias Based Policing
1.9.1	Selection – Background
1.9.2	Selection – Medical Examination
1.9.3	Selection – Psychological Examination
1.10.1	Training Records
1.10.2	Agency Class Records
1.10.3	Recruit Training
1.10.4	Field Training
1.10.5	In-Service Training
1.10.6	Special In-Service Training
2.1.1	Routine and Emergency Call Response
2.1.3	Protective Soft Body Armor
2.1.4	Wearing Bullet Resistant Vests
2.2.1	Unusual Occurrences
2.2.2	Tactical Team Activation
2.2.3	Mass Arrests Plan
2.3.1	Internal Affairs – Administration
2.3.2	Internal Affairs – Training

2.3.3	Internal Affairs - Records
2.4.1	Traffic Enforcement
2.4.2	Mobile Video Recorder System
2.5.1	Transport Operations – Searches
2.5.2	Transport Operations – Vehicle Searches
2.5.3	Transport Operations – Outside Facilities
2.5.4	Transport Operations – Escape
2.5.5	Transport Operations – Risk
2.5.6	Transport Operations – Restraining Devices
2.5.7	Transport Operations – Sick-Injured
2.5.8	Transport Operations – Medical Facilities
2.7.1	Recording Legal Process
2.7.2	Recording Attempted Service
2.7.3	Service of Civil Process
2.7.4	Seizure of Real-Personal Property
2.7.5	Execution of Criminal Process
2.7.6	Execution of Arrest Warrants
2.7.7	Civil Process Property Accountability
2.7.8	Mental Health
2.9.1	Line-Ups, Show-Ups and Photo Arrays
3.1.1	Cell Block – Training
3.1.2	Cell Block – Minimum Conditions
3.1.3	Fire Alarm and Smoke Detection
3.1.4	Posted Emergency Evacuation Plan
3.1.5	Firearm Handling and Security
3.1.6	Security Check Prior to Use
3.1.7	Monitoring Tools and Culinary
3.1.8	Emergency Alert System
3.1.9	Detaining Search Procedures
3.1.10	Detainee Property Secured
3.1.11	Booking
3.1.12	Detainee Sex and Age Segregated
3.1.13	Detainee Under Influence or Violent
3.1.15	Positive ID Prior to Release
3.1.16	Documentation of Returned Property
3.1.17	Medical Assistance Policy

3.1.18	First Aid Kits Available
3.1.20	Controlling Medication
3.1.21	Supervision of Detainees by Staff
3.1.22	Audio-Electronic Surveillance – Privacy
3.1.23	Procedures for Visitors in Cell
3.2.1	Directive for Use
3.2.2	Minimum Physical Conditions
3.2.3	Secured to Immovable Object
3.2.4	Fire Prevention – Evacuation
3.2.5	Security Concerns
3.2.6	Temporary Holding Training
3.3.1	Required 24 Hour Two Way Radio
3.4.1	Uniform Field Reporting System
3.5.1	Qualified Personnel Available 24 Hours
3.5.2	Documentation of Evidence Custody
3.6.1	Receiving Property and Evidence, Status
3.6.2	Property-Evidence Stored in Secured Areas
3.6.3	After Hours Storage
3.6.4	Access to Storage Areas
3.6.6	Inspections, Inventories and Audits
3.7.1	Physical Fitness, Wellness Program Policy
4.1.1	Accident and Accident Reports
4.2.1	Motor Vehicle Pursuit Policy
4.2.2	Vehicle Stopping Techniques
4.2.3	Pursuit of Motor Vehicles – Reports
4.3.1	Missing Children
4.4.1	Mandatory Fingerprinting
4.5.1	Pennsylvania Crime Victims Act
4.6.1	Pennsylvania Child Protective Services Law
4.7.1	PA Juvenile Act – Law Enforcement Records
4.7.2	Temporary Detention of Juveniles
4.8.1	Sexually Violent Predators
4.9.1	PA Municipal Police Officers Education and Training Act
4.10.1	Domestic Violence
4.11.1	Open Records Policy
4.12.1	Uniform Crime Reporting

4.13.1	Protection of Victims of Sexual Violence or Intimidation
4.14.1	Sexual Assault Testing and Evidence Collection
5.1.1	Vehicle Towing and Abandoned Vehicles
5.1.2	Chaplin Policy
5.1.3	Staffing Requirements
5.1.4	Commendations, Awards, Ceremonies
5.1.5	Financial Disclosure
5.1.6	Dissemination of Information
5.1.7	Notification of Chief of Police
5.1.8	Vacation Requests
5.1.9	Computer Use
5.1.10	Expungements
5.1.11	Job Specifications and Duties
5.1.12	Violation of Rules
5.1.13	Identification
5.1.14	Reporting for Duty
5.1.15	Photographic Notation and Pricing
5.1.16	Unsatisfactory Performance, Inefficiency and Neglect
5.1.17	Abuse of Position
5.1.18	Leaving Duty Tour, Post or Assignment
5.1.19	Illness or Injury
5.1.20	Intervention
5.1.21	Alcoholic Beverages and Drugs
5.1.22	Truthfulness
5.1.23	Citizen Observation Program
5.1.24	Radio Procedures
5.1.25	Operating Vehicles
5.1.26	Accountability of Citations
5.1.27	Use of Department Equipment
5.1.28	Communicable Diseases
5.1.29	Mourning Bands
5.1.30	DNA Collection
5.1.31	Locker Room Security
5.1.32	Narcan Administration
5.2.1	Damage to Township Property
5.2.2	External Applications Access Policy

The Richland Township Police Policy Manual meets all of the criteria of a thorough, well crafted and maintained policy manual. It is the Consultant's recommendation that the Department continue to follow the PLEAC Standards and continue in its involvement in the PLEAC Program.

Although a policy manual cannot guide or cover every action of a police department and its officers, the manual should be broad enough in scope and content to guide officers and staff in a majority of their duties. The manual should provide a solid framework for high frequency and high risk incidents. The manual assures that the goals and objectives of the community and the police department are clearly defined and understood and that procedures dealing with police problems will be consistently applied. Employees must know what is and is not acceptable behavior before they can be held accountable for their actions, otherwise discipline cannot be properly administered.

The Richland Township Police Department Policy Manual is provided to all officers in hard copy and an electronic version is stored on the in-house server. Officers review critical policies through Power DMS policy management software. It is recommended that policies dealing with high risk / high frequency activities be reviewed with each new hire and on an annual basis within the department. Officers then should be tested on the policies after review. Any officer who does not fully understand a policy should then be provided guidance as to the proper procedure relative to the policy. This process verifies understanding and acts as proof of knowledge should officers violate the tested policy, but more importantly, guides their actions.

PATROL

The functions of any police agency include preventing crime, controlling traffic, protecting life and property and keeping the peace. The efforts of the entire organization are focused on these functions, but the primary responsibility rests with the patrol force.

As stated earlier, this department is currently made up of 15 full time, sworn officers and 1 new part time officer. Patrol Officers and Corporals work 12 hour, rotating shifts (each 28 days). Two (2) Sergeants work 8 hours shifts, Monday through Friday, along with the Detective, School Resource Officer and Chief of Police. One Sergeant is tasked with numerous Administrative functions, to include overseeing the evidence room, training and supervision of the patrol

function. The Detective Sergeant oversees Criminal Investigations and the work of the Detective, as well as has evidence room duties. Two (2) Corporals oversee the patrol shifts.

Two Officers are routinely scheduled for the dayshift and nightshift rotations with a Corporal working a "cover-shift" from 2:00pm to 2:00am. After 2:00am, only two (2) Officers are available to respond to calls for service. In that the Sergeant and Detective Sergeant have administrative duties, two (2) dayshift officers may be tasked with being the sole providers of police visibility and patrol during the Monday – Friday dayshift hours (until 2:00pm). No Detective, Sergeant / Detective Sergeant work a weekend shift, leaving patrol officers and a Corporal for patrol duties.

Officers have oversight of their criminal investigations with the Detective Sergeant approving all criminal investigative reports. Many "non-criminal" reports are handwritten by officers, then forwarded through the Chain of Command to be entered into the Records Management System (CODY) by the civilian staff. Officers type their criminal offense reports at headquarters. At this time, there is no access for officers to type reports in the patrol vehicles. This "module" in CODY is placed in the 2020 Budget. It is recommended by the Consultant that this expenditure be approved as allowing officers access to enter report while remaining on patrol enhances their visibility, efficiency and effectiveness.

The Command Staff/Leadership conduct no annual Performance Evaluations of their subordinate personnel. Evaluating performance helps insure that an agency's Mission, policies, procedures and memorandums are being effectively utilized and followed. The performance evaluation process also allows for supervisors to set goals for their personnel and allows for feedback from personnel as to the direction of their career path. Clear and mutually acceptable goals can be created, expectations of the supervisor can be discussed and an overall performance improvement plan can be created. Without personnel knowing "how" they are doing, they may not know that they are not performing up to standards. This formalized appraisal can benefit both the Department as well as the individual whose performance is being evaluated. The Consultant recommends that a performance evaluation policy be created to increase accountability and performance within the Department.

MANDATORY AND IN-SERVICE TRAINING

Act 120, the Mandatory Training Act requires that municipal police officers receive a specific amount of training prior to being permitted to enforce the law in the Commonwealth of Pennsylvania. The Act mandates that nine hundred and nineteen (919) hours of training must be completed in order to receive state certification. This training provides the recruit with knowledge of the Pennsylvania Crimes Code, Criminal Procedures, Vehicle Code and some basic skills. In addition, the Act also requires annual recertification.

Each year the Municipal Police Officer's Education and Training Commission (MPOETC), the governing body of the Act, specifies the number of hours and the course content that will make up the annual recertification training. The Richland Township Police Department conforms to these annual-training requirements.

State recertification also requires annual firearms qualification and maintenance of current certification in CPR and First-Aid. The responsibility for conforming to these three requirements falls on the municipality. Failure to comply with any of these standards can result in the officer losing his/her police powers. The Richland Township Police Department also adheres to these certification requirements.

MPOETC also provides mandates and guidelines for testing and hiring procedures. MPOETC strongly recommends that the following activities be included in the testing procedures for new police officers:

- An employment application (The application must conform to the standards of the Americans with Disabilities Act. The application should also include a list of the essential job functions and/or a job description of the position being tested to assure that it conforms to ADA)
- A written test
- An agility test (job related)
- Oral Interviews/Exam

In addition, the following processes are mandated prior to the issuance of a MPOETC Certification number. It is important to note that the three items listed below must also be completed when hiring an individual who is already state certified.

- Background investigation

- Physical examination
- Psychological examination
- *NOTE: Under the ADA no medical information can be requested until a conditional offer of employment has been made.*

Listed below are the items that **must be completed prior to certification**. This list is a summary of the requirements. The actual rules and regulations should be reviewed to insure compliance.

- Be 18 years of age or older.
- Possess a high school diploma or GED.
- Be a US citizen.
- Be free from convictions of disqualifying criminal offenses.
- Be personally examined by a PA licensed physician and by a PA licensed psychologist.
- Be subject to a thorough background investigation.
- A criminal history check.
- A Credit history check.
- Personal interviews conducted with at least three people.
- Interview the applicant's employers, if any for the past five years.
- Check for a valid driver's license
- Successful completion of a basic police training course (Act 120)

These rules and regulations place an increased responsibility on the municipality to insure the hiring of qualified candidates. This increased responsibility may result in an increase in cost related to the hiring of new employees due to the time invested in completing these required tasks and cost of testing. Failure to comply with these requirements may also result in serious repercussions for the municipality. The Consultant noted that the Richland Township Police Department complies with MPOETC hiring recommendations.

After completion of their ACT 120, new officers should complete a comprehensive Field Training Program within the department. This training should be conducted by an experienced officer who has completed a Field Training Officer training program as offered by various training centers and universities. Penn State University frequently offers training in this area.

The in-house Field Training Program should educate the new officers in policies and procedures, laws and ordinances, knowledge of the community, patrol practices and officer safety. The quality of this training has long term effects on the quality of the officers' work for years to

come. The department should ensure that each new officer is given the best opportunity to succeed in the program. Formal reviews should be completed daily, reviewed with the probationary officer and provided to the squad Corporal, Sergeant and Chief of Police. Any issues in performance should be corrected and noted in these reviews.

The Department has four (4) officers who have completed a Field training Officer's program and act to train new officers. Currently, a twelve (12) week Field Training is provided to the officers, however, there is no Field Training guideline memorialized in policy which dictates the daily, weekly or monthly activities that should be learned, experiences or evaluated. No written testing to insure understanding is contained in the Field Training Process. All new full time and part time officers, no matter their prior experience, should receive the same training with the same duration of time spent with a Field Training Officer.

The consultant recommends that a formal Field Training guideline be created to standardize each new officers' FTO training. It is also recommended that the new officers be tested in areas of high criticality and high frequency to insure that new officers are progressing appropriately through the program and understand what has been taught. Full time and part time officers should receive the same content, quality and duration (hours) of Field Training. Following these recommendations should provide better trained officers, recognition of the Field Training Officers and lessen any disciplinary and corrective actions within the department.

POLICE FACILITY

Many times the first and only contact a resident has with municipal government is in the police facility. What is seen often becomes their perception of the community's government. Additionally, the facility and environment in which employees' function affects their attitude and subsequent performance. A clean, pleasant and adequately equipped facility reflects a positive atmosphere of good government and may result in improved performance and higher levels of productivity.

The police department currently operates out of an approximately 10,000 square foot building which is in the same campus as the Government Services Center and District Court. The exterior brick façade appears neat, clean and professional. The building was converted in 2004 from a library to the current police facility. The building is handicapped accessible and has two (2) designated "Meet Up" parking spots monitored by a video camera where citizens can complete

physical transactions from on-line sales. The Police Department, as it is presently configured, appears to be operationally effective for departmental functions.

The lobby looks into the police secretary's office area. Here, the secretary can greet citizens who come in and provide information and reports. From the main vestibule, citizens can also gain access to a public meeting room which can be used for a fee. The meeting room is equipped with a projection system, screen and ample seating with tables. This area can be utilized without affecting the interior operations of the department and is secured from the interior operations. The room has ample electrical outlets and phone jacks so that it may be used as a Command Post, if needed.

There is a common area with workstations used as the patrol room for the officers. Five computer stations are in this area for officers to use for completing reports. This room appears to be of ample size for on duty personnel. All workstations and accessories appear to be in excellent condition. Critical areas of the building are monitored by video cameras throughout. Two (2) juvenile holding rooms sit immediately next to the patrol room.

The building houses three (3) large temporary holding cells. Each holding cell has a bench and usable facilities for the suspects. Each is monitored via video camera, but no audio is currently available. The consultant recommends installing an audio recording component to the video system in the holding cell area. Two observation/interview room sit across from the holding cells and are video monitored as well. A separate exit for prisoners has been designated so that prisoners and / or citizens arriving to pick up a prisoner need to walk through the entire building to get to the cell area. The prisoner exit is located to the rear of the building and increases the security and safety for the officers and prisoners. Adjacent to the temporary holding cells is a large "processing" area. Officers use this area to process citizens who require "non-criminal" fingerprinting. An ample sized Evidence Processing area is off of the temporary holding cell area. All officers have access to the Evidence Processing area. Officers can store evidence temporarily in the temporary evidence storage lockers located outside of the main evidence area.

A large evidence area with external exhaust sits just beyond the Evidence Processing room and is secured by a separate coded key pad and alarm. There is restricted access to this area. Narcotics, guns, jewelry and cash are properly separated and stored. Hazardous/combustible materials are stored in a secure bin outside of the building. Larger, "bulk" items are securely stored in the large garage bay at the building. The Richland Township Police Department utilizes BODE Technology to process DNA evidence.

The department has a large room which holds various pieces of workout equipment. Officers are permitted to workout a half hour per shift, providing that they work out a half hour on their own time, as approved by the Chief of Police. A large men's locker room sits just off of the workout area. No women's locker room was noted. The men's locker room holds sixteen (16) lockers (double wide), a shower and is ADA compliant. The Consultant observed body armor, boots and miscellaneous "police gear" unsecured inside the locker room. The door to the locker room was open.

There is currently a mechanical room next to the men's locker room which holds a gun cleaning table and supplies. In that contractors have accessibility to this area, the Consultant recommends that the door to the locker room either be secured or officers secure all equipment inside a locked locker.

The department has an armory used to store weapons and ammunition. This room is monitored via camera and is access by a secure door keypad lock.

The Detective has a large office which has room for files and a small conference table. The Chief's office as well as the Detective/Corporals office are all of a size to adequately house all personnel assigned.

To the rear of the facility is a small, non-secure parking lot for police vehicles. The consultant noted four (4) vehicles parked in non-marked spaces in the lot. The size of the lot may pose a hazard when officers need to quickly leave headquarters to respond to a priority call for service. In that the safety of officers and the protection of Township property is important, the Consultant recommends addressing the parking needs of the patrol vehicles.

VEHICLES AND RELATED EQUIPMENT

Because a patrol vehicle provides many services and functions, it is one of the most important pieces of equipment purchased by the department. The Richland Township Police Department currently has a total of ten (10) vehicles in its fleet, all listed as “Good” (7) or “Fair” (3) condition. This ratio – 10 cars for 15 officers appears in line with standard acceptable practices, to maintain the efficiency of patrol. Typically, it is recommended to replace 20% - 25% of the patrol fleet every year, “turning over” the entire fleet every 4 to 5 years.

Year	Make	Model	*Mileage	Condition
2003	Ford	Crown Victoria	99,841	Fair
2006	Dodge	Charger	107,124	Fair
2010	Chevrolet	Tahoe	87,406	Good
2010	Chevrolet	Tahoe	103,210	Fair
2013	Chevrolet	Tahoe	75,816	Good
2014	Chevrolet	Tahoe	70,931	Good
2015	Ford	Interceptor SUV	48,831	Good
2016	Ford	Interceptor SUV	43,867	Good
2017	Ford	Interceptor SUV	15,445	Good
2017	Chevrolet	Tahoe	15,191	Good

* Mileage – 2018 Year End

Upon general inspection and speaking with the Chief of Police, it appears that all of the patrol vehicles are equipped with required emergency lighting, sirens, radios and laptop computers. All vehicles viewed appeared in good condition, clean and orderly inside. Despite the age of several vehicles in the fleet, no vehicle was listed as being in “poor” condition or having overly high mileage. This is a credit to Richland Township as it is important to keep fleet management a priority.

All cars carry the same equipment and appear to be set up in the same fashion. The consultant believes that the Chief of Police and the Township have equipped the vehicles well and have officer safety at the forefront. No issues were noted concerning police department vehicles.

Officers within the department carry the same make and caliber duty weapons. All officers have their own patrol rifle as opposed to a “pool” of rifles shared among officers. Officers wear the

exterior carrier for their bullet resistant vests. Leather gear and holsters appear well cared for among the officers observed. All other duty related equipment appears to be in order.

CONCLUSION

This study was begun at the request of the Richland Township Board of Supervisors. Several conditions have been highlighted and recommendations have subsequently been made in anticipation of resolving any areas of concern. These concerns are not the responsibility of any one person and may take some time to address. The recommendations are made to help improve the performance of the department as a whole, limit exposure to liability and to improve the service provided to the residents of the Township. At times, individuals may look upon this type of study as being critical and become offended or defensive of their organization. Although these sentiments are understandable, they may inhibit the changes that are necessary to improve the organization. It is important that everyone involved keep an open mind, not only about the organization as a whole, but the role they play and the impact they have on that organization and the community they have all sworn to serve and protect.

Many surveys that were received indicated that one of the strengths of the department is the quality of officers in the department, quality of equipment used in the operation of the department and the interaction and support from the community. The Consultant noted no issues that would dispute these claims as all of the officers who returned surveys and officers that were observed appeared to have "buy in" to the Richland Township Police Department. All equipment appeared in good order, kept in the appropriate location and utilized by officers on duty. No issues of community distrust was heard during this study.

A vast majority of the Employee Surveys were returned noting that "staffing" should be improved. Noting that, the Consultant conducted several variations of staffing studies, noting that staffing could be improved within the Department. Due to the volume of Calls for Service, it is recommended that staffing of the Department be increased. In this case, increasing the patrol force should lead to a more effective Department.

Several recommendations have been made throughout the course of this study. These recommendations range from minor improvements to the police facility to providing additional personnel. In a department this size, the majority of these recommendations center on one central

theme, maintaining the overall efficiency of the department. The Consultant is fully aware of the economic impact of these recommendations and the limitations that the impact causes.

The Richland Township Board of Supervisors and the Richland Township Police Department is commended for initiating this study and allowing the Consultant access to the department. The Consultant noted no emergent issues facing the Department which needed to be immediately addressed. Overall, the Consultant believes that the Department is well run, officers are provided a professional atmosphere in which to work and officers complete their duties in a professional and respectful manner. The Department appears to be operating in a financially responsible manner. Lastly, the Department should be commended for obtaining and maintaining the PLEAC Accreditation. The hard work by the officers and staff involved is shown in the overall operation of the Department.

NOTES