

# **POLICE STAFFING AND DEPARTMENT ASSESSMENT**

## **EAST FALLOWFIELD TOWNSHIP, CHESTER COUNTY**

APRIL 2022

**Governor's Center for  
Local Government Services**  
David Steffen  
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## **FORWARD**

This study of the East Fallowfield Township Police Department was initiated at the request of East Fallowfield Township in August 2021. The requisite agreement for this study was reviewed and executed on October 6, 2021, by Anne Weaver Morrow, Local Government Policy Specialist in the Governor's Center for Local Government Services, Department of Community and Economic Development, Scott M. Swichar, East Fallowfield Township Manager, and Chief David Steffen, Peer-to-Peer Consultant, Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

Subsequently, Chris Porter, Chief of Police and Scott Swichar the Township Manager were contacted to provide an introduction, and a brief explanation of the process within the COVID 19 restriction framework adhered to by Commonwealth agencies. In addition, department records and police agency operations were reviewed. Lastly, interviews were utilized to gather pertinent information from elected officials and officers in the police department.

A complete physical inspection of the police facility was done along with an analysis of the Uniform Crime Reports, and a review of the police department's budget.

A critical element of the assessment process were in-depth interviews of staff, patrol staff, and the Chief of Police. Additional interviews included the Township Manager, and other non-sworn staff.

While the Governor's Center for Local Government Services (GCLGS), Department of Community and Economic Development (DCED) recognizes that issues discussed in this report may be significant factors in collective bargaining, utilizing the 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 GCLGS to exclusively further its own self-interest is improper.

As mentioned, this study was conducted by Chief David E. Steffen in the GCLGS Police Management Peer-to-Peer Program. Chief Steffen has 42 years of Law Enforcement experience with 12 years as Chief of Police. He has attended the Harrisburg Area Community College, Penn State University, Elizabethtown College, advanced Police Executive Development programming, and is a graduate of the prestigious Northwestern University School of Police Staff and Command – Class 100. He is a member of the Pennsylvania Chiefs of Police Association and had served on the Executive Board for several years. He is the President of the Pennsylvania Chiefs of Police Association (PCPA) for 2021 to 2022. He is a current member and past Chairman of the PCPA Legislative Committee, is Chairman of the Training and Education Committee, and is a member of other various professional organizations. Chief Steffen has served as President of the Regional Police Chiefs Association and President of the Central Pennsylvania Chiefs of Police Association.

The Police Peer Consultant and the GCLGS would like to thank all the East Fallowfield Township officials, staff and police officers who were interviewed for their cooperation in completing this management review. The basic purpose of this study was to provide a review of the police department, its daily operations, and its overall effectiveness for East Fallowfield Township.

During the aforementioned interviews and fact finding, the following issues, among others, were reviewed:

- 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**

The review of the East Fallowfield Township Police Department (EFTPD) revealed deficiencies in several administrative and operational areas, which may potentially have an adverse effect on the organization. It is recommended that the organization seek solutions to ensure correction and consideration of these areas of concern. While the list of recommendations is contained within this executive summary as listed below, the determinations regarding acceptance of these recommendations for adoption and implementation is a decision resting within the Office of the local governing body, the Township Manager, and the Chief of Police in accordance with Pennsylvania Statutory guidelines.

# RECOMMENDATIONS

## **Current Police Organization**

- ✓ Immediately draft, publish, and adopt a strategic plan for the EFTPD
- ✓ The exploration and use of automated policy management platforms is strongly recommended to be pursued by the EFTPD
- ✓ Review efficacy of utilization of part-time patrol staff
- ✓ Enrollment in the Pennsylvania Law Enforcement Accreditation Commission (PLEAC) program to assure agency compliance with policy requirements.
- ✓ Develop and publish a current organizational chart
- ✓ Develop and publish a strategic plan

## **Agency Effectiveness**

- ✓ Draft and publish a strategic plan for the EFTPD that includes key performance indicators (KPI) that are measurable and transferable for effectiveness determinations and reporting
- ✓ Develop a KPI reporting format that is driven by the needs of the governing body for information for monthly, quarterly, and annual reporting
- ✓ Develop and implement a fleet management plan based on current best fleet practices including utilization of GPS and automated fleet tracking and generated vehicle maintenance and performance reporting.

## **Field Services (Patrol) Function**

- ✓ Obtain and integrate BWC and MVR systems to provide for officer safety, accountability, and transparency

## **Criminal Investigative (CID) Function**

- ✓ Focus on career development training for assignment of a temporary duty attachment for officer(s) to the detective unit as the demand for services may require.
- ✓ Increased evidence room security and storage requirements for high value or sensitive items

## **Support Services (Records) Function**

- ✓ Utilize portable AFIS identification thumb scanner

## **Fiscal Procedures and Police Expenditures**

- ✓ Increased reporting and budgetary responsibilities should be placed upon the Chief of Police in the development, revision and presentations of an annual budget.

- ✓ Encourage planning for capital projects
- ✓ Include sustainability in all fiscal process review and determinations.

**Internal Files, Administration of Discipline, Promotion, Selection and Hiring (Not RMS or Police Records)**

- ✓ Periodically review officer wellness programs available to agency members as part of the mandated CBA benefit agreement
- ✓ Develop and adhere to a formalized disciplinary policy and procedures

**Policy Management, Training and File Administration**

- ✓ The exploration and use of automated policy management platforms is strongly recommended to be pursued by the EFTPD
- ✓ Key or critical policy must be reviewed periodically, and proofs of review and member understanding should be made – the more critical the policy – the shorter the period between reviews.
- ✓ Establish a centralized training repository in addition to the individual officer training files. Periodic annual reporting requirements should apply. An annual training report should be published and maintained within the agency files.
- ✓ Evaluation of effectiveness and desirability of continued utilization of part-time staff

## VENUE

East Fallowfield Township is a township in Chester County, Pennsylvania, United States. The population was 7,626 at the 2020 census. In data provided by the Chester County Planning Commission the growth rank is 49th among 74 Chester County municipalities. The township mirrors the overall population change for Pennsylvania at 2.4%, but falls a full 5 percentage points off of the national United States growth change of 7.4 %

<b>Geography</b>	<b>2010 Population</b>	<b>2020 Population</b>	<b>2010-2020 Change</b>	<b>% 2010-2020 Change</b>
<i>United States</i>	<i>308,745,538.0</i>	<i>331,449,281</i>	<i>22,703,743</i>	<i>7.4</i>
<i>Pennsylvania</i>	<i>12,702,379</i>	<i>13,002,700</i>	<i>300,321</i>	<i>2.4</i>
<i>Chester County</i>	<i>498,886</i>	<i>534,413</i>	<i>35,527</i>	<i>7.1</i>
<i>East Fallowfield Twp.</i>	<i>7,449</i>	<i>7,626</i>	<i>177</i>	<i>2.4</i>

## HISTORY

East Fallowfield Township, like many townships in Pennsylvania, are a part of a larger land grant and subsequent partitioning of the land grant. Fallowfield is supposed to have been named in honor of Lancelot Fallowfield, of Great Strickland, in Westmoreland Co., England, who was one of the first purchasers of land from William Penn. John Salkeld, a noted Quaker preacher, who came from that part of England, bought the right of Lancelot Fallowfield, and took up land in that township in 1714, and may have suggested the name. In 1718 the name appears in the assessment with only three taxables,--Thomas Wooddell, George Lenard, Robert Holly. After this Sadsbury and Fallowfield formed one assessment until November 1728, when the boundaries were by order of court, viz: northward with East Sadsbury, eastward with the settled limits of Bradford, southward with Marlborough to the northeast corner of Penn's Manor, thence west 800 perches, and northwest to Octorara Creek, thence up the same to the line of Sadsbury.

February, 1731-2, petitions were addressed to the court for a division of the township by the north branch of Doe Run, now called Buck Run, and the request renewed seven years later, but it was not until 1743 that the matter was accomplished. At the time of this division, we find among the inhabitants of the eastern part the names of Blelock, Bentley, Dennis, Fleming, Filson, Hanna, Hayes, and Mode, and in the western part the names of Adams, Cochran, Moore, Parke, and Wilson. A part of West Marlborough was subsequently added to East Fallowfield. There was much difficulty about the line between West Fallowfield and the townships southward, and in 1748

it was run at different times and by different surveyors. In 1841, the line between West Fallowfield and Upper Oxford was run by order of court, with the view of ascertaining its exact location, which had become uncertain, and as the result a considerable strip of land, embracing some farms, which had theretofore been supposed to be in Upper Oxford, was found to be in West Fallowfield. The line between these townships is the northern line of William Penn, Jr.'s manor. In 1853, West Fallowfield, then the largest township in the county, was divided, and the eastern division called Highland Township, the western division, adjoining the Lancaster County line, retaining the old name. Highland Township thus intervenes between East Fallowfield and West Fallowfield, which is not the case with any other townships in the county bearing the same general name. The paper-mill of W. & A. Mode is located in this township, at Modena, on the west branch of the Brandywine, about two miles from Coatesville. The waterpower was first leased in 1742, by their great-grandfather, Alexander Mode, from Henry Hayes, but was used for more than fifty years to run saw-and fulling-mills. In 1810, William Mode, son of Alexander, laid the foundation of the main building of the present structure, and in 1812 his sons, Alexander, and William, commenced the manufacture of paper. The daily product of paper then was about 250 pounds, made sheet by sheet, air-dried and tub sized, requiring weeks, and sometimes months, to prepare it for market. The present firm on one occasion had paper made, dried, and cut into sheets in three hours after the rags were assorted. In 1839, William, the senior member of the old firm, died, and in 1840 the business was discontinued, the rag-room being turned into a cocoonery; but the explosion of the *multicaulis* bubble made this a short-lived experiment. In 1850, William and Alexander Mode, sons of William, remodeled the old building, added a large wing for the introduction of improved machinery, and have continued the business to the present time, increasing the daily product of the mill to 2,500 pounds. To do this, however, necessitated the addition of steam to the motive power. On Buck Run, in the same township, are six or seven other paper-mills, one of which, known as Rokeby Paper Mill, is said to be on the site of the first rolling-mill in this country. This mill was built by the present proprietor, J. B. Broomell, who established the paper manufacture at this place in 1866.

## **GEOGRAPHY**

East Fallowfield Township is located in Chester County and the U.S. State of Pennsylvania. Geomapping identifies the general location of the township by the following coordinates: 39°57'00"N 75°48'38"W

According to the [United States Census Bureau](#), the township has a total area of 15.7 square miles (41 km<sup>2</sup>), all of it land. Other data sources place the total land area of the municipality at a total of 15.61 sq mi (40.44 km<sup>2</sup>) with land constituting 15.51 sq mi (40.17 km<sup>2</sup>) and water covering 0.10 sq mi (0.27 km<sup>2</sup>) of the municipality.

## **DEMOGRAPHICS**

Every ten years the federal government conducts a "decennial" census in which each person in America is counted or "enumerated." On September 16, 2021, the U. S. Census Bureau released local level data from the 2020 Census, as detailed at the [Census Bureau's website](#). The Census Bureau posted this data at [data.census.gov](https://data.census.gov). Data from the 2020 release provides insight and

analysis for potential impacting trends affecting plans to meet existing and future community needs.

<b>Geography</b>	<b>2010 Hispanic or Latino</b>	<b>2010 % Hispanic or Latino</b>	<b>2020 Hispanic or Latino</b>	<b>2020 % Hispanic or Latino</b>	<b>Change 2010 to 2020</b>	<b>% Change 2010 to 2020</b>
<i>United States</i>	<i>50,477,594</i>	<i>16.3</i>	<i>62,080,044</i>	<i>18.7</i>	<i>11,602,450</i>	<i>23.0</i>
<i>Pennsylvania</i>	<i>719,660</i>	<i>5.7</i>	<i>1,049,615</i>	<i>8.1</i>	<i>329,955</i>	<i>45.8</i>
<i>Chester County</i>	<i>32,503</i>	<i>6.5</i>	<i>43,542</i>	<i>8.1</i>	<i>11,039</i>	<i>34.0</i>
<i>East Fallowfield Twp.</i>	<i>341</i>	<i>4.6</i>	<i>452</i>	<i>5.9</i>	<i>111</i>	<i>32.6</i>

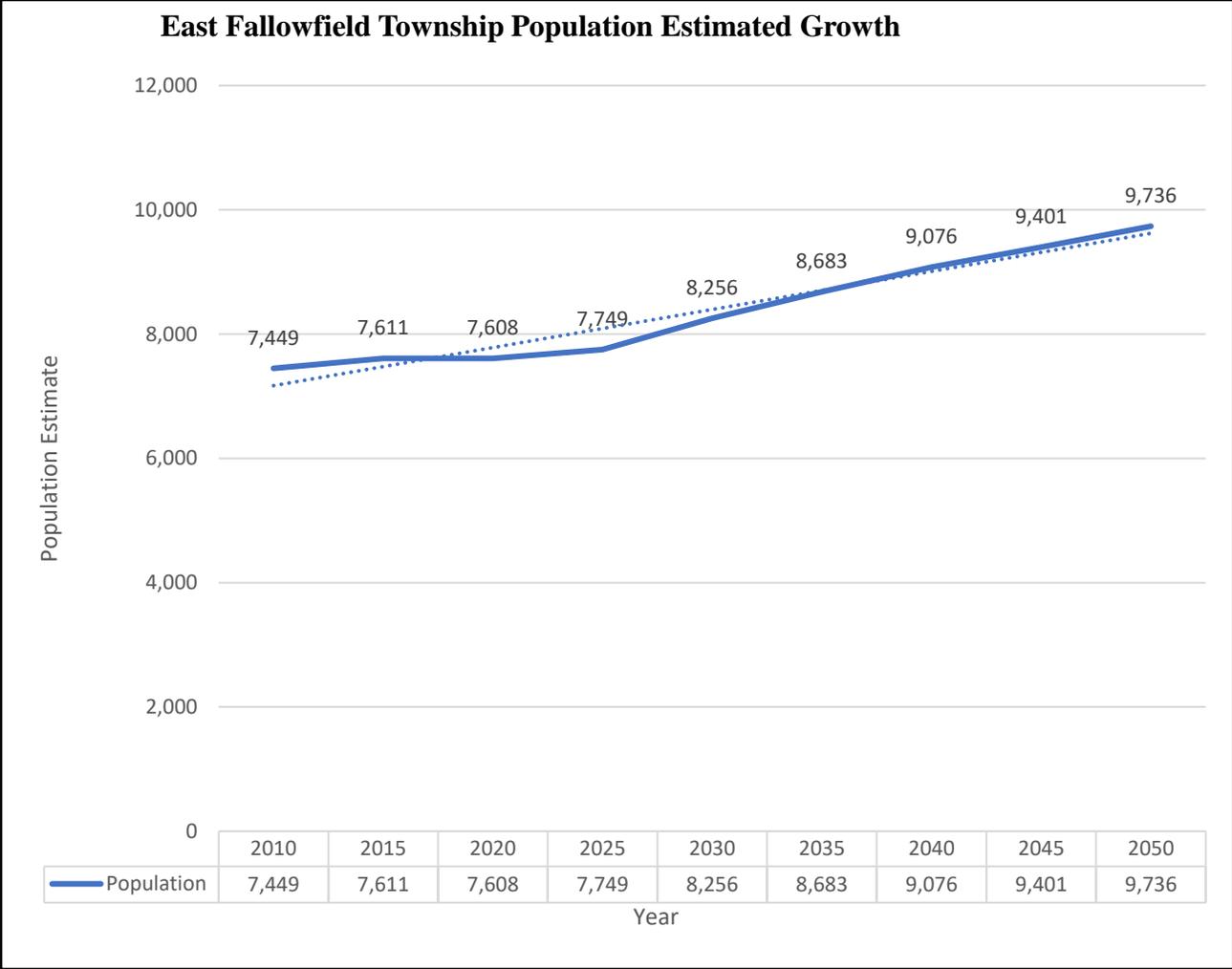
At the 2010 census, the township was 82.4% non-Hispanic White, 9.3% Black or African American, 0.1% Native American, 1.8% Asian, and 2.3% were two or more races. 4.6% of the population were of Hispanic or Latino ancestry. At the 2000 census there were 5,157 people, 1,801 households, and 1,458 families living in the township. The population density was 328.9 people per square mile (127.0/km<sup>2</sup>). There were 1,860 housing units at an average density of 118.6/sq mi (45.8/km<sup>2</sup>). The racial makeup of the township was 88.38% White, 9.13% African American, 0.14% Native American, 0.43% Asian, 0.12% Pacific Islander, 0.47% from other races, and 1.34% from two or more races. Hispanic or Latino of any race were 1.69%. There were 1,801 households, 37.3% had children under the age of 18 living with them, 69.1% were married couples living together, 7.4% had a female householder with no husband present, and 19.0% were non-families. 15.5% of households were made up of individuals, and 5.7% were one person aged 65 or older. The average household size was 2.82 and the average family size was 3.14. The age distribution was 27.7% under the age of 18, 6.5% from 18 to 24, 30.1% from 25 to 44, 25.0% from 45 to 64, and 10.8% 65 or older. The median age was 38 years. For every 100 females, there were 101.0 males. For every 100 females aged 18 and over, there were 97.2 males. The median household income was \$60,902 and the median family income was \$66,619. Males had a median income of \$42,731 versus \$30,545 for females. The per capita income for the township was \$25,376. About 2.2% of families and 3.8% of the population were below the poverty line, including 5.0% of those under age 18 and 6.8% of those age 65 or over. The data related to the growth of the municipality is put into further perspective by this chart providing a comparative analysis of the highest growth municipalities located in Chester County.

<b>Geography</b>	<b>2010 Population</b>	<b>2020 Population</b>	<b>2010-2020 Change</b>	<b>% 2010-2020 Change</b>
<i>West Vincent Twp.</i>	<i>4,567</i>	<i>6,668</i>	<i>2,101</i>	<i>46.0</i>
<i>East Brandywine Twp.</i>	<i>6,742</i>	<i>9,738</i>	<i>2,996</i>	<i>44.4</i>
<i>East Whiteland Twp.</i>	<i>10,650</i>	<i>13,917</i>	<i>3,267</i>	<i>30.7</i>
<i>South Coatesville Boro.</i>	<i>1,303</i>	<i>1,601</i>	<i>298</i>	<i>22.9</i>
<i>London Grove Twp.</i>	<i>7,475</i>	<i>8,797</i>	<i>1,322</i>	<i>17.7</i>
<i>Valley Twp.</i>	<i>6,794</i>	<i>7,985</i>	<i>1,191</i>	<i>17.5</i>
<i>West Bradford Twp.</i>	<i>12,223</i>	<i>14,316</i>	<i>2,093</i>	<i>17.1</i>
<i>East Pikeland Twp.</i>	<i>7,079</i>	<i>8,260</i>	<i>1,181</i>	<i>16.7</i>
<i>Sadsbury Twp.</i>	<i>3,570</i>	<i>4,125</i>	<i>555</i>	<i>15.5</i>
<i>Londonderry Twp.</i>	<i>2,149</i>	<i>2,476</i>	<i>327</i>	<i>15.2</i>
<i>Malvern Boro.</i>	<i>2,998</i>	<i>3,419</i>	<i>421</i>	<i>14.0</i>
<i>Phoenixville Boro.</i>	<i>16,440</i>	<i>18,602</i>	<i>2,162</i>	<i>13.2</i>
<i>Oxford Boro.</i>	<i>5,077</i>	<i>5,736</i>	<i>659</i>	<i>13.0</i>
<i>East Caln Twp.</i>	<i>4,838</i>	<i>5,384</i>	<i>546</i>	<i>11.3</i>
<i>Honey Brook Boro.</i>	<i>1,713</i>	<i>1,892</i>	<i>179</i>	<i>10.4</i>
<i>East Fallowfield Twp.</i>	<i>7,449</i>	<i>7,626</i>	<i>177</i>	<i>2.4</i>

Data from the 2020 release provides further insight and analysis for trends depicting the ratio of occupied and unoccupied buildings in the township.

<b>Geography</b>	<b>2010 Total</b>	<b>2010 Occupied</b>	<b>2020 Total</b>	<b>2020 Occupied</b>	<b>2010-2020 Change</b>	<b>% 2010-2020 Change</b>
<i>United States</i>	<i>131,704,954</i>	<i>116,716,467</i>	<i>140,498,736</i>	<i>126,817,580</i>	<i>8,793,782</i>	<i>6.7</i>
<i>Pennsylvania</i>	<i>5,567,315</i>	<i>5,018,904</i>	<i>5,742,828</i>	<i>5,210,598</i>	<i>175,513</i>	<i>3.2</i>
<i>Chester County</i>	<i>192,462</i>	<i>182,900</i>	<i>208,240</i>	<i>197,119</i>	<i>15,778</i>	<i>8.2</i>
<i>East Fallowfield Twp.</i>	<i>2,762</i>	<i>2,640</i>	<i>2,812</i>	<i>2,728</i>	<i>50</i>	<i>1.8</i>

<b>Geography</b>	<b>2010 Total</b>	<b>2010 Vacant</b>	<b>2020 Total</b>	<b>2020 Vacant</b>	<b>2010-2020 Change</b>	<b>% 2010-2020 Change</b>
<i>United States</i>	<i>131,704,954</i>	<i>14,988,478</i>	<i>140,498,736</i>	<i>13,681,156</i>	<i>8,793,782</i>	<i>6.7</i>
<i>Pennsylvania</i>	<i>5,567,315</i>	<i>548,411</i>	<i>5,742,828</i>	<i>532,230</i>	<i>175,513</i>	<i>3.2</i>
<i>Chester County</i>	<i>192,462</i>	<i>9,562</i>	<i>208,240</i>	<i>11,121</i>	<i>15,778</i>	<i>8.2</i>
<i>East Fallowfield Twp.</i>	<i>2,762</i>	<i>122</i>	<i>2,812</i>	<i>84</i>	<i>50</i>	<i>1.8</i>



**POLICE ORGANIZATION STRUCTURE**

East Fallowfield Township Police Department (EFTPD) provides 24-hour police service and has a compliment of seven (7) full-time sworn police officers. There are five (5) part-time police officers employed by the Township. The department employs one full-time clerk scheduled Monday through Friday, 8:00 A.M. to 4:00 P.M. or the standard business hours equivalency. The Chester County 911 Emergency Dispatch Center provides police emergency dispatch services for the Township and all related emergency and most non-emergency services dispatches. The EFTPD does not presently subcontract services beyond the agency primary jurisdiction.

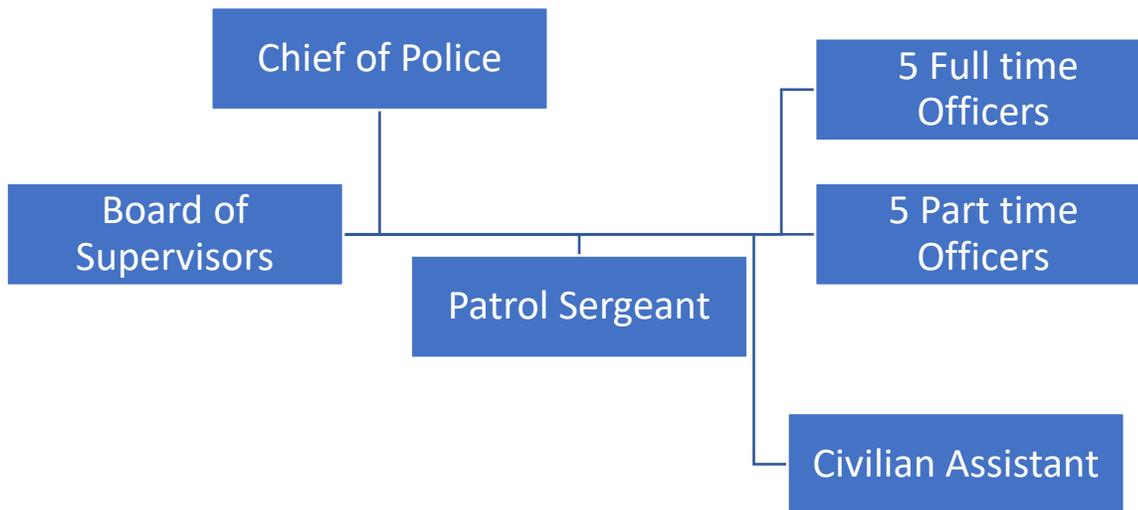
- 1- Chief
- 1 -Sergeants
- 5- Full-time Patrol Officers
- 5-Part-time Patrol Officers

3-Part-time Patrol Officers = Historical Average\*

1- Full-Time Clerk

The Police Chief oversees the daily operations of the police department and normally works Monday through Friday, daylight shift. Because of the size of the police department and the “manning requirements,” various specialization positions have not been created, but have been assigned to the various patrol personnel who have been trained in the needed specialization proficiencies.

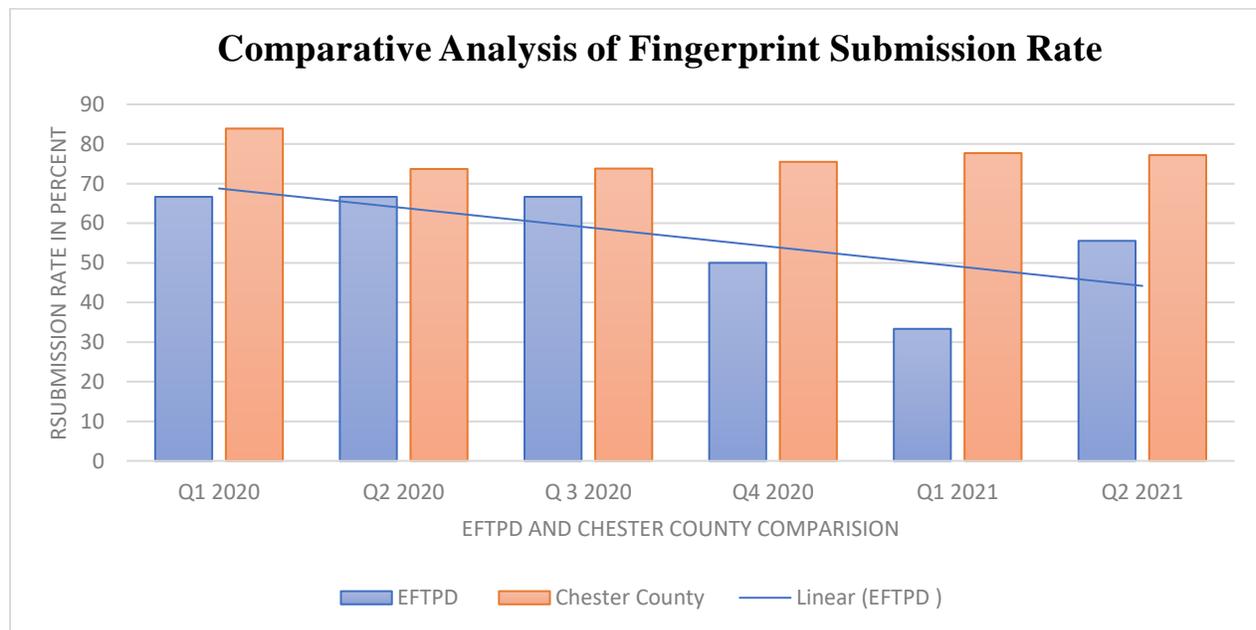
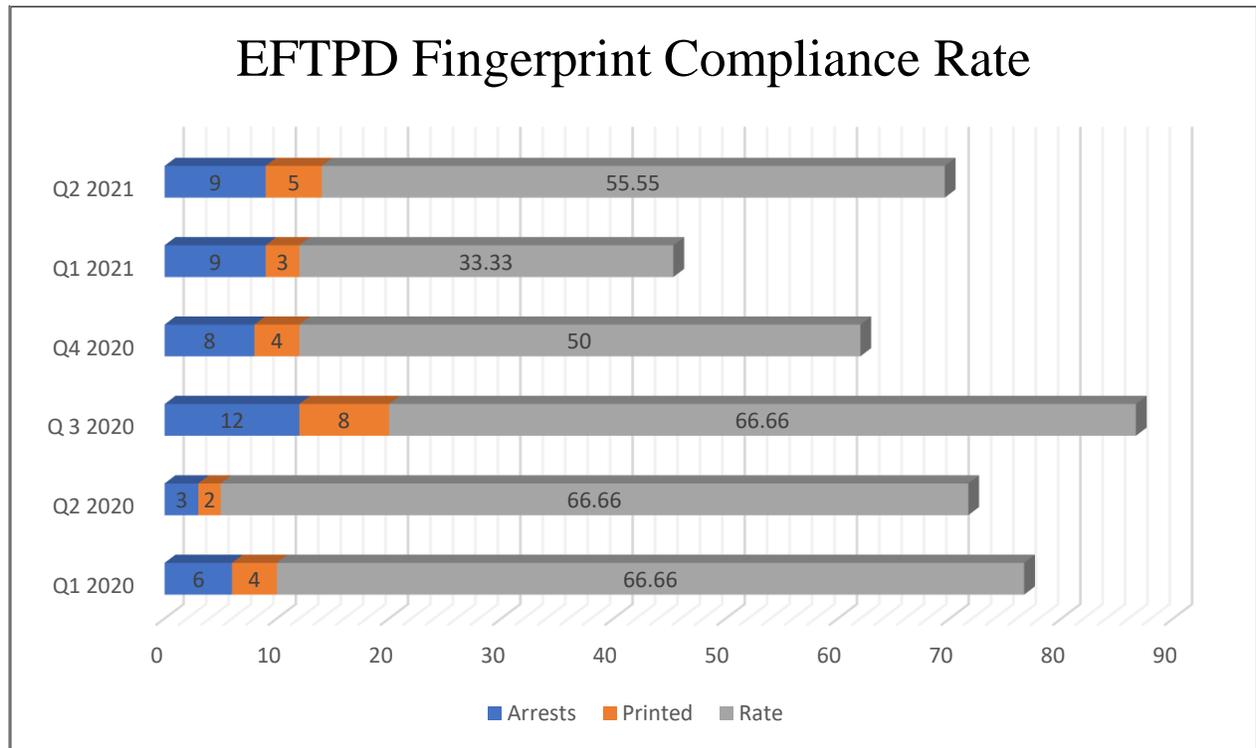
While the above outlines the structure of the police department, there is no “existing organizational chart” on file that depicts the personnel structure and functional assignments within the police department. As part of this reporting, the basic organizational chart has been drafted to depict the basic organizational structure of the agency. This graphic depiction does not include the oversight and function of the Township governing body and/or Township Manager in the structure as presented. In moving forward this should be added and adopted by the governing body to provide a clear depiction of the organizational structure as it relates to the municipality .



## ARREST BOOKING AND SUSPECT IDENTIFICATION

The EFTPD utilizes off-site automated Live Scan Booking facilities operated by other police agencies or submits fingerprints from an inked fingerprint submission system. An analysis of data indicates the EFTPD currently has a fingerprint rate of offenders for well below generally accepted benchmark of 80% submission rate. This means that the required fingerprint submissions for persons subject to criminal arrest conducted by the EFTPD and requiring fingerprinting was

outside normal ranges for submission. The agency fails to currently employ a portable AFIS ID scanner to assist in immediate positive identification.



This mandate for print submission is established and required by law as provided in the **Cross References**. Section 9112 is referred to in section 6309 of Title 42 (Judiciary and Judicial Procedure). **§ 9112. Mandatory fingerprinting. (a) General rule.**--Fingerprints of all persons arrested for a felony, misdemeanor or summary offense which becomes a misdemeanor on a

second arrest after conviction of that summary offense, shall be taken by the arresting authority, and within 48 hours of the arrest, shall be forwarded to, and in a manner and such a form as provided by the central repository. This provides a key performance indicator that is a reliable and transferable performance measure for comparative analysis of the agency. The EFTPD has not met the benchmark of 80% for the period of data review as depicted in the charts above.

## **CRIME ANALYSIS**

The best measure of the presence or the absence of crime is the utilization of the Uniform Crime Report. This uniform method of submission of crime statistical reporting serves as the best tool available to criminal justice professionals for comparative analysis of crime across the Commonwealth. The Pennsylvania UCR Program serves as the state repository for the collection of crime statistics and its primary objective is to generate reliable information for use in law enforcement administration, operation, and management. The accuracy of the statistics depends primarily on the adherence of each contributor on established standards of reporting; therefore, it is the responsibility of each contributor to submit accurate data and to correct any data found to be submitted in error. It is important to note that participation in the program by law enforcement agencies is voluntary. The data provided in the following charts is from the most recent available PAUCRS data sets. Although not designed to be used to compare one agency against another, many police departments use the UCR's as a benchmarking process and compare their crime rate with that of other similar communities in their county and region. A high or low crime rate by itself is not a valid tool to measure the effectiveness of a police department, but it may be used to help determine the number of police officers needed in a community or where the department should focus more services. The FBI cites several factors that affect the crime rate in any municipality. These factors include:

- Population density and degree of urbanization
- Composition of population, including number of youth or elderly
- Economic conditions including median income and employment
- Cultural conditions including educational, religious, and recreational issues
- Family conditions
- Citizens attitudes toward crime
- Law Enforcement strength and operational capability
- Administrative and investigative emphasis of law enforcement
- Crime reporting practices of the citizenry and the police agency
- Regional transportation and highway systems

## Crime Rate

East Fallowfield Township enjoys a statistically low crime rate.

$$\left( \frac{\text{Number of Reported Crimes}}{\text{Population}} \right) \times 100,000 = \text{Crime Rate}$$

A crime rate describes the number of crimes reported to law enforcement agencies for every 100,000 persons within a population. A crime rate is calculated by **dividing the number of reported crimes by the total population**. The result is then multiplied by 100,000. Another way to look at this problem is to divide the bottom number of the original ratio by 1,000. Then, divide that number into the top number of the ratio. The quotient is the rate per 1,000. **2020 = 38/7626 = .00498295 X 100,000 = 498.295 / 1,000 = .4982 crimes per one thousand persons.**

Offenses and Clearances								
Offenses	2021			2020			% Difference ((A-D)/D) * 100	% Clearance Rate Difference ((C-F)/F) * 100
	Offense Count (A)	Clearances (B)	Clearance Rate (C)	Offense Count (D)	Clearances (E)	Clearance Rate (F)		
Murder and Nonnegligent Manslaughter	0	0	0.00	0	0	0.00	0.00	0.00
Manslaughter by Negligence	0	0	0.00	0	0	0.00	0.00	0.00
Rape	1	0	0.00	1	0	0.00	0.00	0.00
Robbery	0	0	0.00	0	0	0.00	0.00	0.00
Aggravated Assault	3	3	100.00	2	2	100.00	50.00	0.00
Other Assaults - Simple	8	7	87.50	6	6	100.00	33.33	-12.50
Burglary	4	0	0.00	3	0	0.00	33.33	0.00
Larceny - Theft	17	0	0.00	14	1	7.14	21.43	-100.00
Motor Vehicle Theft	5	1	20.00	0	0	0.00	0.00	0.00
Arson	0	0	0.00	0	0	0.00	0.00	0.00
Human Trafficking	0	0	0.00	0	0	0.00	0.00	0.00
<b>Total</b>	<b>38</b>	<b>11</b>	<b>28.95</b>	<b>26</b>	<b>9</b>	<b>34.62</b>	<b>46.15</b>	<b>-16.38</b>

The data reflects the arrest data submitted by the EFTPD for the period commencing on January 1, 2020 and ending on March 12, 2022. This includes data for serious as well as other grade of offenses.

Offense	Male	Female	Total
<b>Murder and Non-Negligent Homicide</b>	-	-	-
<b>Manslaughter by Negligence</b>	-	-	-
<b>Rape</b>	-	-	-
<b>Robbery</b>	-	-	-
<b>Aggravated Assault</b>	<b>6</b>	<b>1</b>	<b>7</b>

<b>Burglary</b>	-	-	-
<b>Larceny - Theft</b>	<b>1</b>	-	<b>1</b>
<b>Motor Vehicle Theft</b>	-	-	-
<b>Other Assaults</b>	<b>11</b>	<b>3</b>	<b>14</b>
<b>Arson</b>	-	-	-
<b>Forgery and Counterfeiting</b>	-	-	-
<b>Fraud</b>	-	-	-
<b>Embezzlement</b>	-	-	-
<b>Stolen Property; Buying, Receiving, Possessing</b>	-	-	-
<b>Vandalism</b>	-	-	-
<b>Weapons; Carrying, Possessing, etc.</b>	-	-	-
<b>Prostitution and Commercialized Vice</b>	-	-	-
<b>Sex Offenses (Except Rape and Prostitution)</b>	-	-	-
<b>Drug Abuse Violations</b>	<b>5</b>	<b>3</b>	<b>8</b>
<b>Gambling</b>	-	-	-
<b>Offenses Against The Family and Children</b>	-	-	-
<b>Driving Under The Influence</b>	<b>19</b>	<b>15</b>	<b>34</b>
<b>Liquor Laws</b>	-	-	-
<b>Drunkenness</b>	<b>1</b>	-	<b>1</b>
<b>Disorderly Conduct</b>	<b>25</b>	<b>8</b>	<b>33</b>
<b>Vagrancy</b>	-	-	-
<b>All Other Offenses (Except Traffic)</b>	<b>22</b>	<b>7</b>	<b>29</b>
<b>Curfew and Loitering Law Violations</b>	-	-	-
<b>Runaway</b>	-	-	-
<b>Human Trafficking/Commercial Sex Acts</b>	-	-	-
<b>Human Trafficking/Involuntary Servitude</b>	-	-	-
<b>Total</b>	<b>90</b>	<b>37</b>	<b>127</b>

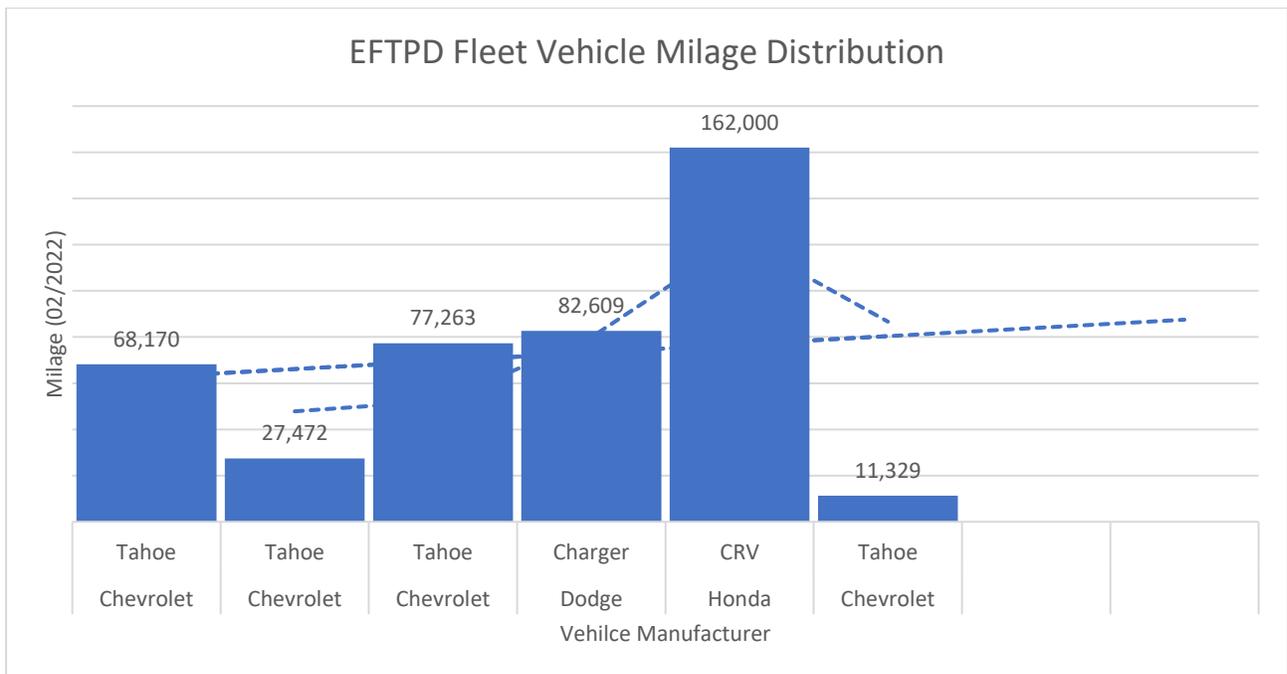
Benchmarking EFTPD performance comparing the percentages of violent and property crimes cleared by arrest or exceptional means in 2019. This mean figure is provided by the national UCR reporting results among violent crimes, the individual offenses and their respective clearance percentages are murder and non-negligent manslaughter, 61.4 percent; rape (revised definition), 32.9 percent; robbery, 30.5 percent; and aggravated assault, 52.3 percent. Of property crimes, the individual offenses and their respective clearance percentages are burglary, 14.1 percent; larceny-theft, 18.4 percent; and motor vehicle theft, 13.8 percent.

## **FLEET STATUS**

This chart depicts the fleet structure in place for the EFTPD as of January 2022. The agency utilizes a majority of marked vehicles within the patrol fleet. The fleet marking scheme incorporates a subdued marking with emergency warning systems that are commonly referred to as a slick top. The fleet scenario is one of mixed results, some of which are beyond the control of the agency. To

fully understand the fleet management scenario a wide array of factors must be considered. This includes costs of repair, expected life span, replacement cycles, availability of replacement vehicles, costs of upfitting, or transfer of existing equipment to new fleet vehicles. The adoption of a fleet replacement plan with KPI and measurable metrics is strongly advised to provide a cost containment measure, while maintaining high quality fleet vehicles with an anticipated safety margin for officers during their day-to-day patrol operations. Consideration should be given to utilization of hybrid police fleet vehicles in control of external fuel costs.

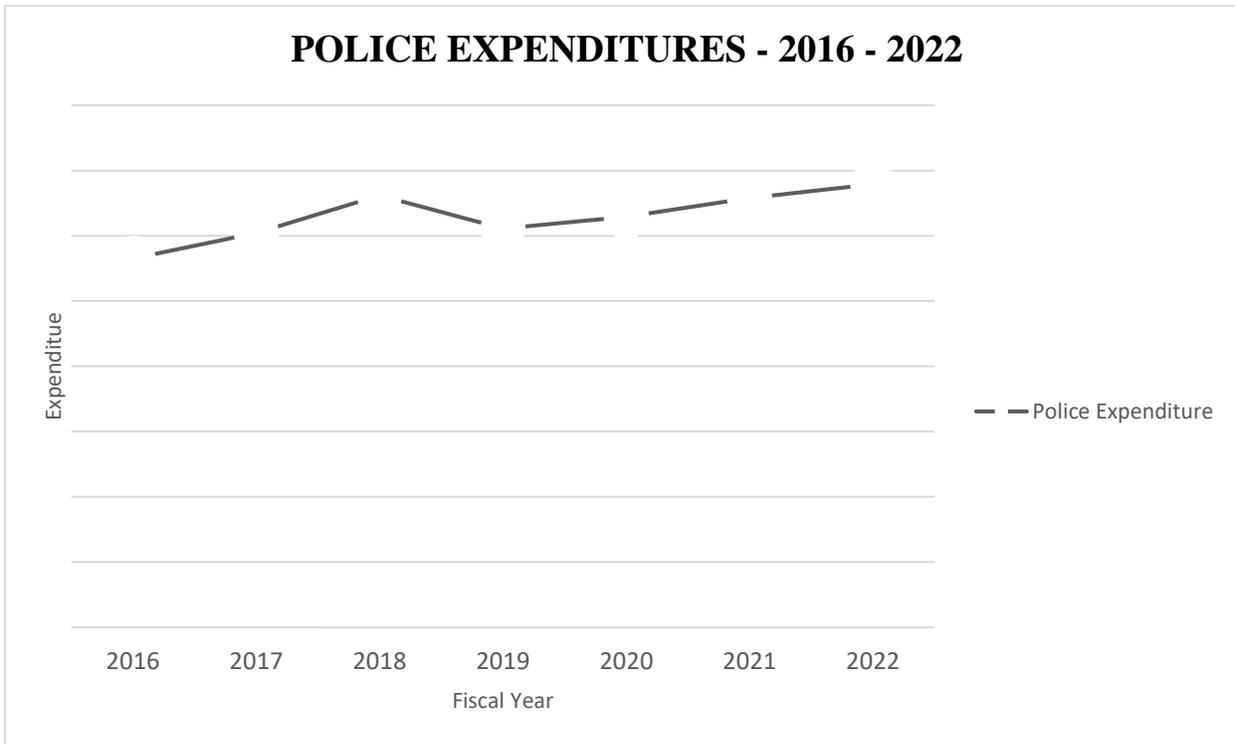
Agency Assigned Unit Identifier	Year	Make	Model	Marked	Unmarked	Mileage	Patrol	Administrative
4701	2018	Chevrolet	Tahoe	X		68,170	X	
4702	2019	Chevrolet	Tahoe	X		27,472	X	
4703	2017	Chevrolet	Tahoe	X		77,263	X	
4704	2014	Dodge	Charger	X		82,609	X	
4706	2007	Honda	CRV		X	162,000		X
4707	2019	Chevrolet	Tahoe		X	11,329	X	X

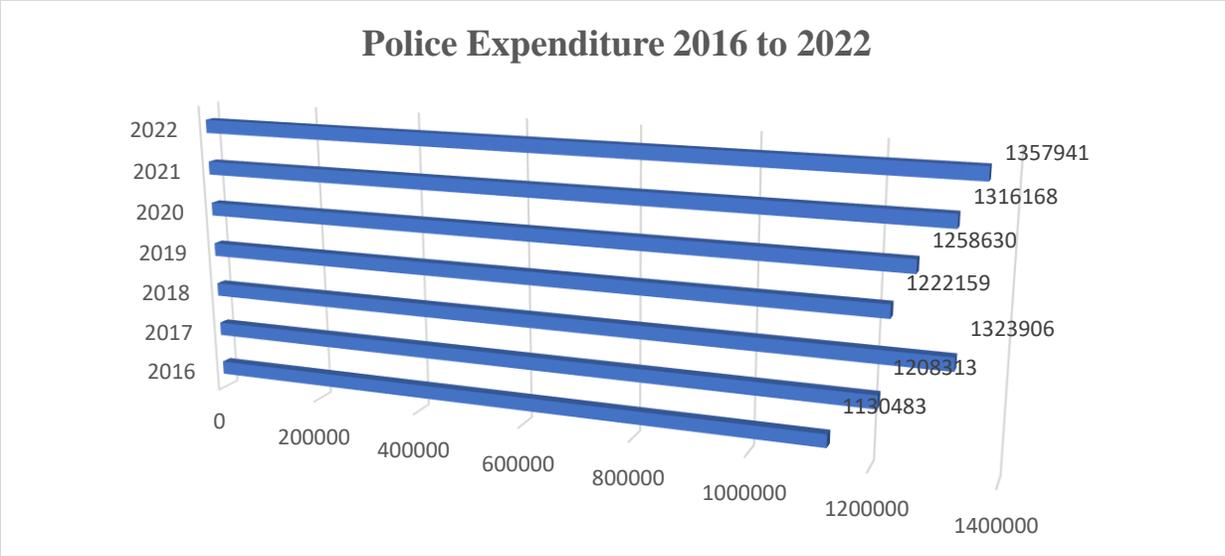


## COST & BUDGET ANALYSIS

A review of the current police budget included a comparative analysis of the year-end Statement of Receipts and Disbursements was completed. Additional documentation pertaining to payroll was also received. Accounting for those line item police expenses within the Township budget, the cost appears comprehensive and all-inclusive of expenses attributable to the police department. These expenditures are depicted in the following charts for the fiscal period of 2016 to 2022.

Year	Police Expenditure	Type
2016	\$ 1,130,483.00	Actual
2017	\$ 1,208,313.00	Actual
2018	\$ 1,323,906.00	Actual
2019	\$ 1,222,159.00	Actual
2020	\$ 1,258,630.00	Actual
2021	\$ 1,316,168.00	Budgeted
2022	\$ 1,357,941.00	Budgeted



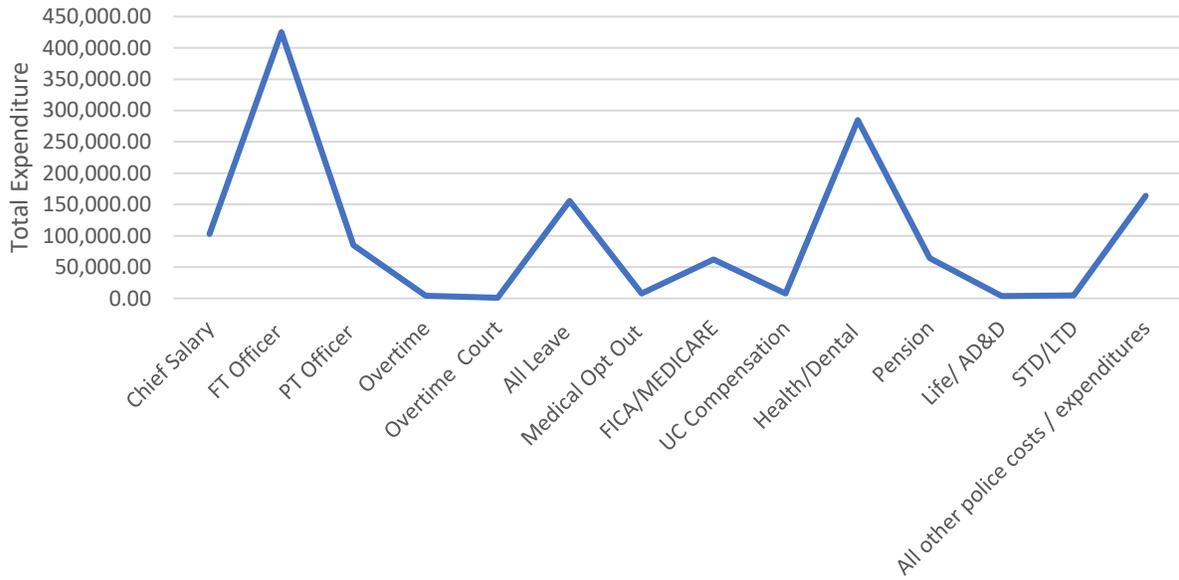


The “cost per officer” amount for 2022 was calculated to be \$142,941.15\* and the “per capita” cost was calculated to be \$178.06. The current budget amounts for the officers currently employed appear to be appropriate but are in fact deceptive. This will be addressed in this report after calculation of “hidden costs”. (\* Calculated using 7 FT officers + 2.5 FT equiveillances)

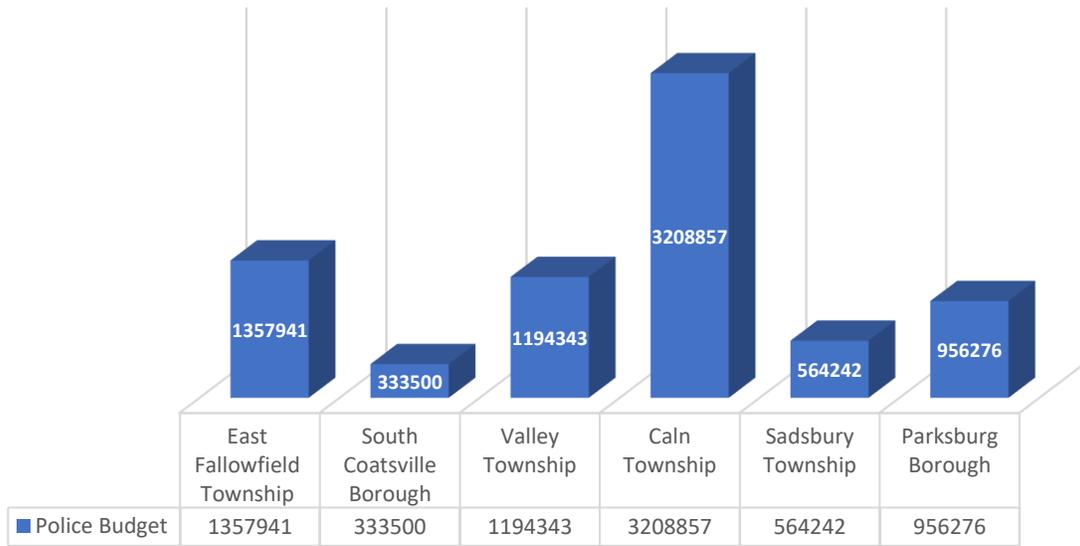
According to final 2021 financial figures (budget vs. actual) provided by Fallowfield Township for Actual Total Operating Expenses, \$1,373,513.87 was expended for Police Operations in 2021 with a budgeted amount listed at \$1,316,168.45 (+4.0 %). Salary and Benefits account for 88.07% of the total Police Budget for 2021. 11.93 % or \$ 163,886.70 of the total Police Budget was allotted for Other Operating Expenses. The 2021 budget allocated \$64,075.00 for “Pension – State Aid” – 410.197 however, over \$64,290.00 was spent. Capital Purchases and Capital Purchases vehicle were a zero-based expenditure. At years’ end, East Fallowfield Township was overbudget for police services by \$57,345.40

An area of caution was noted in the budget analysis focused on the Capital Purchases and Capital Purchases vehicle which showed a zero-based expenditure. This is reflected in the increase in maintenance costs as comparison to the line item 410.374. This increase from a 2020-line item of \$11,489.80 to the 2021 cost of \$18,110.09 or a 63.44 % increase in overall costs. Police fleets are always an area of considerable expense and are by the very nature of the line item are depreciable over time. While understandable as a seldom used cost savings measure, it is one to be avoided if practical. A far better strategy would be to adopt a viable fleet management plan in moving forward.

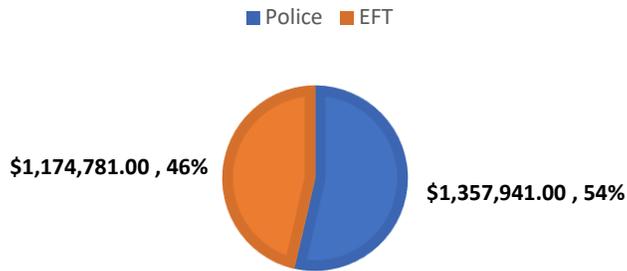
### EFTPD Cost Distribution 2021 Year End Budget Actual



### POLICE BUDGET COMPARISONS CHESTER COUNTY (LOCAL)



## POLICE BUDGET COMPARISON TO ENTIRE EAST FALLOWFIELD TOWNSHIP BUDGET



East Fallowfield Township is a Second-Class Township and is led by a five-person Board of Supervisors. There are 73 municipalities, consisting of 1 city, 15 boroughs, and 57 townships. All of the townships are Townships of the 2nd Class except Caln, which is a Township of the 1st Class. The Class of a township is determined by the State based on established criteria.

Tax rates listed for East Fallowfield Township: As of January 1, 2018, the Township's real estate property tax was increased from 1.25 mills to 3.00 mills. The Township will receive 2.00 mills. The remainder 1.00 mills will be split as follows: 0.56 mills to the Fire Companies and 0.44 to EMS. To read about the 2018 real estate millage increase, as of January 1, 2016, the Township's real estate property tax was increased from zero mills to 1.25 mills. Property owners in the Township currently pay real estate property taxes only to Chester County and to the Coatesville Area School District (CASD). The local 1% tax is divided evenly between East Fallowfield Township and Coatesville Area School District.

### PERSONNEL MANAGEMENT

The Chief of Police serves in a command, administrative, and a patrol function with a first line supervisor holding the rank of Sergeant. This individual is also vested with various administrative, and supervisory duties within the department. These duties are in addition to the Sergeant's patrol responsibilities and within the scope of generally accepted task ownership and delegations within an agency the size of the EFTPD. Personnel management generally includes the following functions: salaries, benefits and working conditions, recruitment/selection and promotion, performance evaluations, training, 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 in a department the size of the EFTPD is normally the individual primarily responsible for the day-to-day personnel management. It should be noted within the EFTPD there was a significant amount of this tasking handled by the patrol sergeant and administrative assistant. Contractual items in the bargaining agreement may deal with scheduling, minimum staffing, benefit time off and scheduling of overtime. Personnel files are maintained by the Township Administrative Office with certain personnel files securely maintained by the Chief of Police.

There is a current “Hiring Policy” outlining the hiring practices for both full-time and part-time police officers within the agency police manual. It is recommended that a Policy be drafted to include procedures for the compliance with newly enacted legislation governing the mandated minimum requirements for agency administrators, members, and criteria associated with obligations and considerations within the framework of Act 57 and Act 59 of 2020.

## **MANDATORY AND OPTIONAL 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 Law Enforcement 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 EFTPD 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 EFTPD adheres to these certification requirements.

## **LABOR RELATIONS**

The relationship existing between the rank-and-file members of the, EFTPD and the Office of the Chief of Police is apparently not only functional but very good under the current situation. Efforts from all quarters should continue to foster and maintain a mutually cooperative approach to solution finding. There is no record of findings of unfair labor practices identified in a search for such records utilizing web-based search resources.

## **POLICE FACILITY OVERVIEW**

The EFTPD police facility is located at 475 Doe Run Road in a separate facility from the East Fallowfield Township Office Complex located at 2264 Strasburg Road, both locations are within the limits of East Fallowfield Township. Many times, the first and only contact a resident has with municipal government is meeting a police officer, seeing a police car, or conducting business at the departmental headquarters. First perceptions are frequently the most lasting. A clean uniform, well-groomed officer, clean car, and a professional police headquarters always is desirable. Subsequently, what is seen often becomes the citizens perception of the entirety of local 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. In the best light possible this is an area of general agreement among the

staff of a minimally adequate and marginally acceptable current situation, with need for planning and improvements to meet future needs. A repeated theme was that of the development of a new township municipal campus at some point in the future. In the event such a plan is adopted, consideration should be provided to demands of an accredited agency and with input from a well written agency strategic plan for 5, 10, and 20-year forecasting of needs.

The police department currently operates out of a single-story building designed and utilized as a private residence and repurposed to become a police facility. The building interior and exterior appears adequate. Presenting a neat, clean, if dated, work environment, with adequate free public parking for visitors to the facility.

The Police Department building, as it is presently configured meets basic operationally driven needs for most departmental functions but does present several deficiencies as far as environmental expectations for a modern police facility. Suffice it to say there is a cramped feeling to the facility and a lack of space is an ongoing concern and a limiting factor in the life of the agency.

The police headquarters consists of:

- ✓ Chief of Police Office
- ✓ Interior Reception – Common Area (patrol and booking activities)
- ✓ Patrol Room – Common Area (patrol and booking activities)
- ✓ Evidence Room -Common Area (patrol and booking activities)
- ✓ Processing Room – Common Area (patrol and booking activities)
- ✓ One Common Area (patrol and booking activities)- (1) Interview Room
- ✓ Female Locker Room
- ✓ Male Locker Room
- ✓ Employee Lounge – Multipurpose area

Several deficiencies were identified including the following areas of concern:

- ✓ Upon entry to the facility there is no limiting physical barriers (exception 3 feet high swinging door) between the point of entry to all agency staff located in the reception area or the patrol room.
- ✓ No interview room was identified with embedded capability to digitally capture interviews with both audio and video
- ✓ Processing area and detention area contained no technology to digitally capture audio/video activity within the defined area.
- ✓ Concerns always arise in the areas of the holding cells, detention areas and evidence storage rooms. Both of these areas tend to be a high liability area within the department. Not only do the policies and procedures surrounding these areas need to be in place and specifically followed, but the security and safety of each area needs to be ensured. Evidence room interior should have leveled areas of security for high value items, recommend both alarm and interior digital image capture for this high-risk area.
- ✓ Proper policy and measures should be in place regarding the use of the holding cells or detention areas, specifically pertaining to the sight and sound separation of juveniles and adults, issues dealing with sick or injured prisoners and the proper in-person monitoring of each detainee recommend both alarm and interior digital image capture for this high-risk area.
- ✓ Space and close quarters are an obstacle to operational efficiencies for agency members

## **EVIDENCE STORAGE, CONTROL, & MANAGEMENT**

The EFTPD evidence facility is not only small but is only minimally effective. This storage room includes a process for the temporary storage of evidence until such time as it is logged in to the evidence room by the evidence custodian. This area of evaluation while organized and well attended to by the EFTPD evidence custodian, would *not* meet the standards associated with the PLEAC accreditation process surrounding evidence management and storage. The evidence room must be secure and monitored via video camera, this under ideal circumstances includes the access and interior areas of the room. The external building utilized for evidence storage is an area of acute concern for both security and integrity related issues. This is an area of necessity for change or replacement. Evidence should be logged in an organized manner. The EFTPD does not currently utilize a bar code scanner to facilitate inventory and evidence control. This is a high value recommendation for a fast-track agency remedy since the CODY RMS system utilized by the EFTPD has an evidence control module with bar code and handheld scanner interface. This can be remedied with a minimal expense, and training.

Narcotics, cash, and weapons should be held separately and secured within the evidence room. An exterior exhaust fan/ventilation system should be installed evidence room. Without proper air flow and clean air exchange, officers and police personnel could be exposed to potential environmental risks such as airborne toxic fumes, mold, particles, dust, and other contaminants, as well as the unpleasant odor of anything brought into the evidence area. Periodic inspections for process should be completed regularly. The Evidence Custodian should ensure that all evidence is being recorded properly by the submitting officers on the proper forms, ensure that the area is secure and in neat order and make sure that all evidence is packaged correctly when submitted to temporary evidence.

## **STUDY METHODOLOGY**

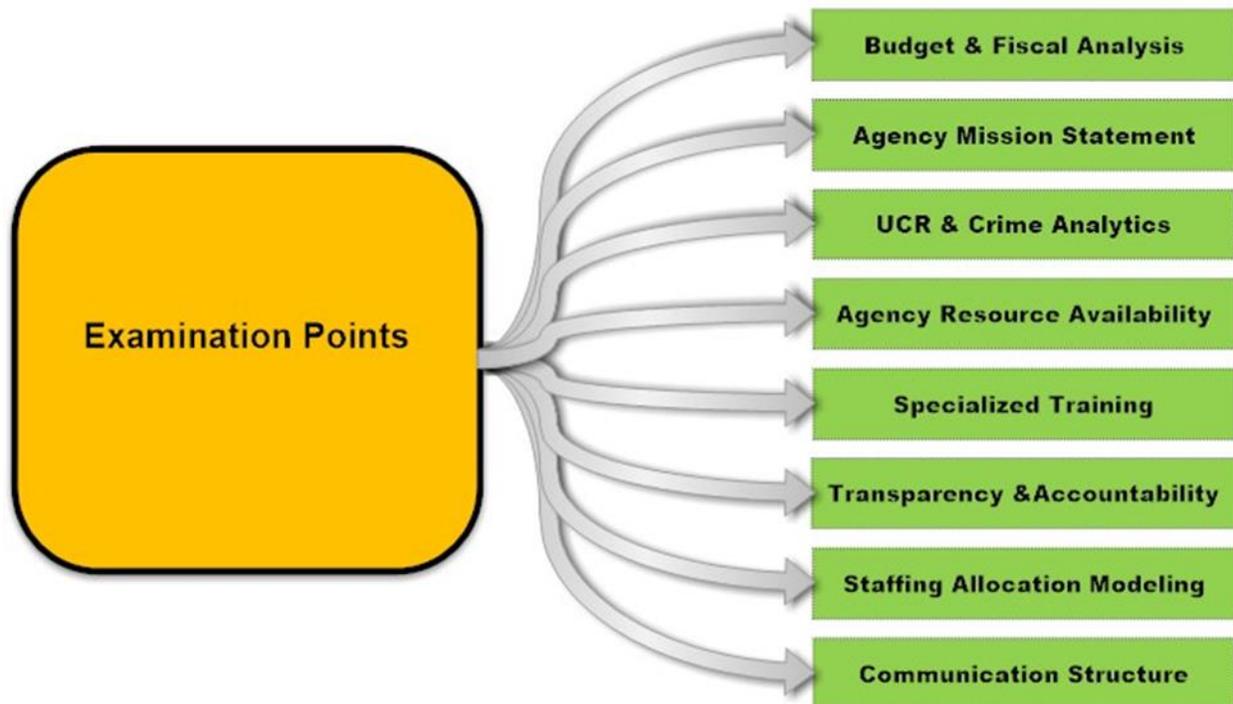
At the beginning of this study, East Fallowfield Township was contacted, and subsequent interviews followed of the Township Manager, Police Chief, and various police department personnel. The Chief of Police and Sergeants were also interviewed on multiple occasions during the study.

1. The purpose in this review provides a basis for the following key metrics for study analysis:
  - ✓ What challenges may exist within the agency in the framework of understanding the public and internal agency perceptions and expectations of the demands placed upon the leadership and members of the police department?
  - ✓ Establishing understanding of the governing body pertaining to the police department on an administrative and operational level.
  - ✓ Establishment of and providing suggestions for clear communication channels between the police department leadership and the members of the governing body, and township administration.

2. Critical policy review for the police department was conducted.
3. Fiscal analysis and comparative analytics with neighboring communities.
4. An in-depth interview of the first line supervisory staff, patrol staff, and the Chief of Police.

## KEY BASIC UNDERSTANDING

This study reviewed and examined several areas that impact on police activities, demand for resources, and the EFTPD response. A major area of influence in the demand for services is population and population growth, secondary to this is population density, and the amount of reported crime. Delivery of police services is a complex and dynamic undertaking, simply put police service delivery has a variety of appearances, tone, consumer awareness, and sensitivity of public need and desired outcomes. This means that in addition to basic services a strong police cultural match between the police department and the community must exist to provide for and assure expected service delivery. This relationship also must extend to the relationship between the police department and the governing body of the municipality. To assure the EFTPD provides a comprehensive analysis, consideration will include the elements included in the graphic below.



## **POLICE STAFFING**

In general, there is a belief by the police command and supervisory staff that the municipality must expand the police agency authorized strength to support the capability to provide for the minimal staffing requirement of two-officers 24/7/365 as established by the agency on an informal basis. The dominant staff perception is that the utilization of part-time officers is a tool to provide adequate patrol staff for shift coverage. This anecdotal belief is not supported by data to justify such an expansion. This does not mean that the belief is not founded by what is considered the “officer safety” consideration. This will be subject to in depth review in the staffing analysis of this study.

## **POLICE COMPUTER HARDWARE, SOFTWARE, AND TECHNOLOGY**

The agency is utilizing current technology as provided within a framework that includes provision and upgrades of county provided equipment to the EFTPD for mobile computer terminals (MCT) fleet installation at little or no cost to the municipality. The agency also purchases and provides hardware and software for utilization within the headquarters facility. These workstations while currently adequate are overdue for a replacement or upgrade. There is an area of workflow design that requires attention to eliminate redundancy and increase agency effectiveness. Currently the officers cannot report remotely. This means the officers must return to the police station to enter necessary reporting. There is also the issue of disparate systems that are not communicating to populate reports. There is a remedy that appears to be available by simply communicating with key stakeholders to acquire the technology to enter reports from their police vehicles through the CODY Records Management System (CODY). Populating of data fields directly by the WEBCAD to RMS and TRACS reporting. The existing framework for CODY will support these upgrades and eliminate the need for duplicated efforts by the patrol officer. Doing so will further increase the operational efficiency of officers while having officers remaining on patrol and visible in their patrol vehicles in lieu of returning to headquarters to complete police reports. Another area of concern centered over the absence of mobile video recorder (MVR) systems, and lack of application of GPS capabilities for agency equipment. This feature increases officer safety and both agency transparency and accountability and is considered a best practice in modern police agencies regardless of size.

## **DISCIPLINE, AGENCY RULES, REGULATIONS, POLICY, AND PROCEDURES**

This review posed no areas of concern in the discipline category as it relates to imposition of arbitrary and unwarranted or undocumented discipline. There are areas of deficiency in the other areas specified within this reporting concerning written directives and agency policy formulation.

## **MANDATORY AND IN-SERVICE TRAINING**

Agency compliance is generally agreed to on this narrow and specific area of evaluation.

## **ADVANCED/SPECIALIZED TRAINING**

Agency compliance is somewhat agreed to by agency members on this narrow and specific area of evaluation, with the caveat that acceptance and scheduling for desired training is subject to cost and staffing limitations.

## **POLICE DEPARTMENT BUDGET**

This is an area where there is a belief that the municipality while having a capital reserve, currently adequately funds police department initiatives on an adequate basis, but funding to provide for expanded services and capabilities is tenuous.

## **COMMUNITY ENGAGEMENT, CRIME STATISTICS AND CLEARANCE RATES**

There is a majority opinion that the agency has wide community support and does a good job in the suppression and clearance of crime. This is a widely expressed positively held sentiment of agency members.

## **POLICY ACCESS, STORAGE, AND REVIEW**

*This is a focal point of an existing critical weakness of the EAST FALLOWFIELD TOWNSHIP POLICE DEPARTMENT.* The process of policy development, roll out, update, and review is structurally deficient on several levels. This will be discussed in detail in subsequent portions of this reporting. In the past, there was the utilization of simple, direct, policy by police administrators utilizing a notebook or similar bound copy of agency procedures or directives. Simply put, times have changed.

Progressive and high functioning police agencies are incorporating policy management solutions sharing similar features – the ability to store, organize, distribute, and track policies. This allows the agency to advance policy management to another level, providing for key advantages in the policy and procedural process including:

- ✓ Remote policy access
- ✓ Ability to review and draft policy
- ✓ Distribution of policy
- ✓ Electronic memorialization of member receipt of policy
- ✓ Capability to measure understanding (tests, quizzes, Q&A, FAQ)
- ✓ Electronic memorialization of member understanding of policy (MOU)
- ✓ Retention of archived policy directives
- ✓ Tracking and scheduling of policy review function
- ✓ Promotes overall access to policy for agency member guidance
- ✓ Eliminates missing pages, policy updates, and potential failures
- ✓ Requires trackable member login and indication of understandings
- ✓ Promotes advancement of agency accreditation

- ✓ Promotes agency policy adherence
- ✓ Requires affirmative acts by agency members to demonstrate policy receipt and understanding
- ✓ Provides a trackable trail for defense of misconduct or liability claims
- ✓ Many police administrators or CEO's claim that the utilization of policy management solutions provides a buffer against outdated policies, untraceable policies, and ability to provide proof of claims of policy misunderstanding. The utilization of this policy scheme also assists in the reduction of training and overtime, and greatly assists in the overall agency assessment function.

### **Advantages of Effective Policy Design, Formulation, and Implementation**

The current environment involving public scrutiny of the police demands the modern high functioning police agency incorporate essential core values and essential policy elements including:

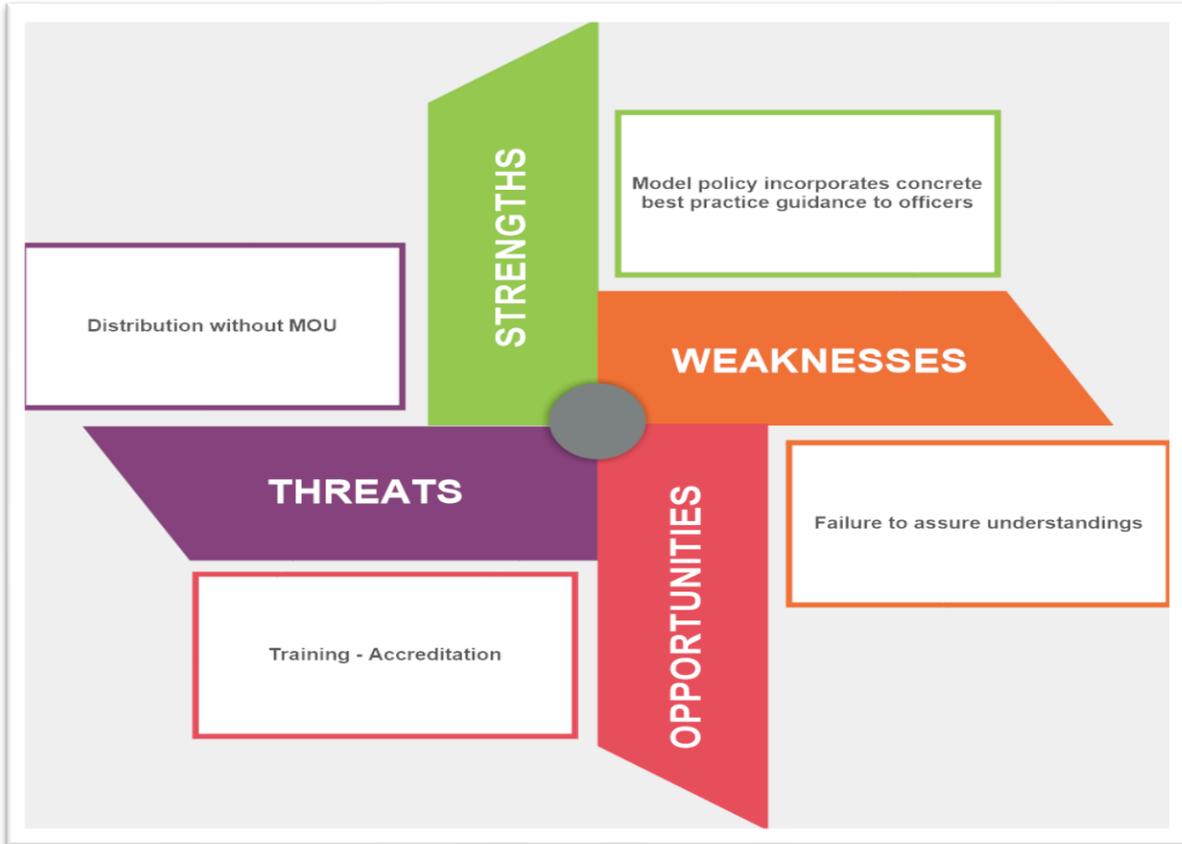
- ✓ Transparency
- ✓ Accountability
- ✓ Clear and easy to access communication between the agency and the members of the public
- ✓ Expectations of public access to agency policy guidance

The modern professional police department is driven by written directives or policy design and accountability. This process is not a simple matter of "write it – send it and file it". In fact, if that is the process currently in place within any police agency it is more likely to be better without guidance because limited or poorly understood directives prompts more questions than answers and provides limited value to the organization.

Policy is formulated by analyzing objectives and determining through research those principles which will best guide the Department in achieving its objectives. Policy is based upon police ethics and experience, the desires of the community, and the mandate of the law. A frequent practice of police agencies and police executives is to adhere to adoption of a suggested model policy and modification of the policy to meet the needs of the agency. This practice has both strengths and weaknesses. Model Policy provides officers with concrete guidance and directives by describing the way actions, tasks, and operations are to be performed.

The premise underlying the drafting of a manual is to provide guidance and direction to employees of the organization. It 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 passage of a new law or a recently rendered court decision can necessitate the revision of policies procedures, rules, or regulations. This ever-changing environment mandates that procedures should also be developed that require an annual review of policies, procedures, rules, and regulations in an effort to stay current. The structure of the manual should follow a logical sequence. The sequence should include a mission statement, table of contents, the organizational structure, job descriptions of those individuals the policies are drafted to assist, chain of command, rules of conduct and policy and procedure. Policy provides generalized direction or a goal which is being sought. Procedures are step-by-step guidelines or a course of

action that provides more specific direction on how to achieve compliance with policy. Policy and procedure complement one another. This model policy also clearly illustrates considerations for agencies to consider when developing their own policies on a topic. A simple SWOT chart depicts this process.



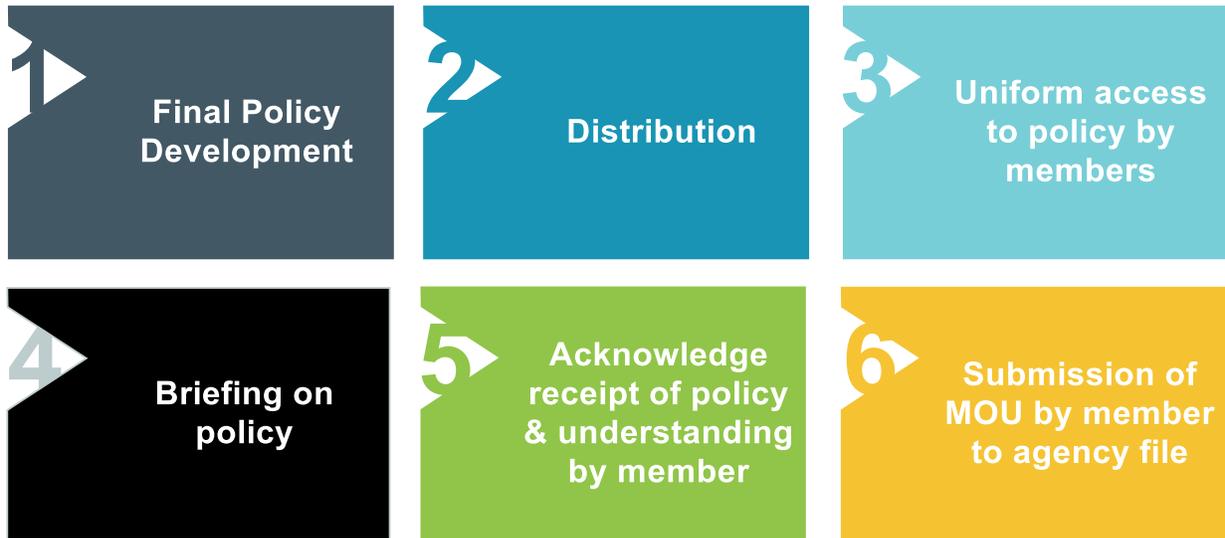
Simply put, there is an essential requirement for policy to be drafted in a manner that clearly communicates, at a minimum, the following elements:

1. Purpose
2. Policy
3. Procedures
4. Other necessary guidance
5. Effective Date
6. Review date or revision date
7. Authority

### **Policy Implementation**

Effective policy formulation is the first step in the development of a system that provides the agency with several valuable outcomes. It is essential that the policy process does not end at this

developmental stage. Key to effectiveness of the leadership of the agency is the means not only to transmit new and existing policy but to assure member understanding of the policy. This means that the policy process must have well defined and adhered to procedural safeguards to assure the policy is not only provided to the members of the agency, but the agency members were provided an opportunity to receive, acknowledge receipt, demonstrate understanding, and memorialize receipt of the policy directive.



No matter how well authored or well-intended any policy, procedure or written directive may be, the agency leadership and supervisory chain must explain, demonstrate the need for understanding, and most importantly attain general agency member acceptance of the directive or procedure.

In the current state, the EFTPD does not sufficiently adhere to many of these critical requirements for success of policy implementation. The review process concluded that the following areas of emphasis should be developed on a timely basis:

- ✓ Development and adherence to a process related to policy review and update – *In the current scheme there is an indefensible period from issuance of policy and dates when the policy was reviewed or revised.*
- ✓ Increased competency of command and first line supervisors to brief officers on new policy directives and establishment of a requirement for periodic review of critical or key policy directives.
- ✓ The EFTPD lacks a viable structure for update and storage of the most current generation of the agency policy directive in a singular remote access point or via electronic media. This process provides a trackable mechanism for issuance and receipt and a memorandum of understanding of the directive in a singular easy to access media. This process allows for increased accountability and agency functionality and provides essential protection to the agency and the agency members.
- ✓ Assurance of remote or near real time access by agency members to the agency policy guide that is current, complete, and easily accessible.

- ✓ Increased communication on all agency levels concerning policy directives and questions or concerns surrounding the directives.

The following key areas of *critical structural policy failure* within EFTPD were identified and are illustrated in the charts contained on the following pages:

Issue	Recommended Solution
<b>Individual policy title section fails to incorporate a <i>current</i> review date by agency administrator or policy manager.</b>	Edit and revise to include a current review date
<b>Individual policy title section fails to incorporate a <i>current</i> revision date by agency administrator or policy manager.</b>	Edit and revise to include a current revision date
<b>Process fails to incorporate any meaningful measure of understanding post distribution.</b>	There should be a measure of understanding for critical understandings of high-risk policy or directives issued by the agency to the agency member. This process provides a trackable mechanism for issuance and receipt and understanding of the directive. This process allows for increased accountability and agency functionality and provides essential protection to the agency and the agency members.
<b>Process fails to incorporate periodic review of key or high-risk policy directives.</b>	There should be periodic review and emphasis of understanding for critical understandings of high-risk policy or directives issued by the agency to the agency member. This process provides a trackable mechanism for issuance, receipt, and understanding of the directive. This process allows for increased accountability and agency functionality and provides essential protection to the agency and the agency members.
<b>The agency lacks a viable structure for update and storage of the most current generation of the agency policy directive in a singular easy to access media</b>	There should be a structure for update and storage of the most current generation of the agency policy. This process provides a trackable mechanism for issuance and receipt and a memorandum of understanding of the directive in a singular easy to access media. This process allows for increased accountability and agency functionality and provides essential protection to the agency and the agency members.

**Overall Agency Policy Review – Highlights Indicate Most Current Policy Review Date**

Area of Policy Directive Application	Directive exists	Directive does not exist	Directive development is in process	Date of Issuance Mo/Year xx/xxxx	Date of last review Mo/Year xx/xxxx	Not Applicable to the agency
Law Enforcement Agency Role Oath of Office, LE Code of Ethics	X			01/2002	01/2014	
Limits of Authority	X			01/2002	01/2014	
Legal Requirements for In-Custody Procedures	X				01/2014	
Procedures - Search and Seizure w/out warrant	X			01/2002	01/2014	
Physical Arrest with or w/out a warrant	x			01/2002	01/2014	
Procedures - Strip and Body Cavity Searches	X			01/2002	01/2014	
Procedures to follow related to Search and Seizure	X			01/2002	01/2014	
Guidelines for execution of Search warrant	X			01/2002	01/2014	
Use of Force	X			01/2002	01/2014	
Use of Force – Visual Matrix or Framework	X			01/2002	01/2014	
Use of Deadly Force Overcome Resist	X			01/2002	01/2014	
Prohibited Use of Weapons - Approved Weapons	X			01/2002	01/2014	
Use of Authorized Less Lethal Weapons	X			01/2002	01/2014	
Medical Attention Required following UOF	X			01/2002	01/2014	
Written Reports and Investigations	X			01/2002	01/2014	

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
Removal of Personnel - Pending Admin	X			01/2002	01/2014	
Approved Weapons and Ammunition Use of Force Training	X			01/2002	01/2014	
Demonstrate Proficiency Firearms Qualifications	X			01/2002	01/2014	
Training Less Lethal Training	X			01/2002	01/2014	
De-escalation	X			01/2002	01/2014	
Officer involved Shooting, in custody death	X			01/2002	01/2014	
Post Shooting Personnel	X			01/2002	01/2014	
Establishment of Command Protocol	X			01/2002	01/2014	
Obedience to Superior Officers	X			01/2002	01/2014	
Written Directive policy System	X			01/2002	01/2014	
Procedure - Release & Storage of Agency Directives	X			01/2002	01/2014	
A Police Mission and Values Statement	X			01/2002	01/2014	
Agency accreditation guidelines		X				
Selection and Standards for Hiring	X			01/2002	01/2014	
Basic Training	X			01/2002	01/2014	
Part time Officers	X			01/2002	01/2014	
Training Requirements	X			01/2002	01/2014	
Training for Non-Sworn Personnel	X			01/2002	01/2014	

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
Fiscal Management and Agency Owned Property	X			01/2002	01/2014	
Assignments	X			01/2002	01/2014	
Compensation, Benefits, Work Conditions	X			01/2002	01/2014	
Code of Conduct	X			01/2002	01/2014	
Prohibition of Harassment	X			01/2002	01/2014	
Biased Based Policing	X			01/2002	01/2014	
Duty in Intervene		X				
Pre-Employment and Hiring Background Invest	X			01/2002	01/2014	
Pre-Employment Physical Exam / Drug Screen	X			01/2002	01/2014	
FTO Policy - Written Directive / FTO Attachment / Forms Training	X			01/2002	01/2014	
Pre-Employment Psychological Exam	X			01/2002	01/2014	
Agency Compliance with Title 57 ACT		X				
Training Records - All Employees Firearms Qualifications	X				01/2014	
Training Records - Certain Records	X			01/2002	01/2014	
Training Records - Recruit Training	X			01/2002	01/2014	
Recruit Training - FTO Program	X			01/2002	01/2014	
FTO Phase Report	X			01/2002	01/2014	
FTO Checklist	X			01/2002	01/2014	
FTO Critique	X			01/2002	01/2014	
Mandatory Training - MPOETC	X			01/2002	01/2014	

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
First Aid	X			01/2002	01/2014	
Supervision of Detainees	X			01/2002	01/2014	
Cell Monitoring System Security Procedures		X				
Visitation of Detainee		X				
Specialized Training Bike Patrol In-Service						X
Patrol Operations - Emergency & Non-emergency Response list	X			01/2002	01/2014	
Body Armor - Use and availability	X			01/2002	01/2014	
Body Armor - special details	X			01/2002	01/2014	
Unusual Occurrences	X			01/2002	01/2014	
Unusual Occurrences - Emergency preparedness Winter Protocol for PW		X				
SERT - tactical team access SERT MARTIX		X				
Mass Arrests / Civil Disturbance Procedures	X			01/2002	01/2014	
Internal Affairs	X			01/2002	01/2014	
IA - Admin and Operations Procedures A- Citizen Complaint Form	X			01/2002	01/2014	
IA - Time Limits and Training of Personnel B - Admin Tracking Form	X			01/2002	01/2014	
IA - Employee Notification and	X			01/2002	01/2014	

Area of Policy Directive Application	Directive exists	Directive does not exist	Directive development is in process	Date of Issuance Mo/Year xx/xxxx	Date of last review Mo/Year xx/xxxx	Not Applicable to the agency
Rights C - Citizen response letter						
Procedures to follow related to traffic enforcement	X			01/2002	01/2014	
MVR / BWC Policy Equipment Service report	X			04/2018	09/2021	
ALPR Policy						X
Unmanned Ariel Vehicle - Drone Policy						X
Illegally parked vehicle on private property	X			01/2002	01/2014	
Abandon Vehicles	X			01/2002	01/2014	
Procedure for Suspended or Revoked DL and Registration DL- State Form	X			01/2002	01/2014	
Parking tickets - securing compliance	X			01/2002	01/2014	
Procedure - Seizure of vehicle in association with drugs - Asset Seizure form – Written Directive		X				
Handling and Transport of Prisoners COVID)		X				
Search of Prisoner prior to transport Prisoner Transport Report Form	X			01/2002	01/2014	
Search of Police Patrol Unit Patrol Log or Notation	X			01/2002	01/2014	
Necessary Action by Officers Prisoner monitoring Report		X				

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
Escape of prisoner	X			01/2002	01/2014	
Unusual Security Risk	X			01/2002	01/2014	
Restraint Devices Agency Authorized	X			01/2002	01/2014	
Special Prisoner Transport Situations	X			01/2002	01/2014	
Medical Facilities – Custodial Procedures	X			01/2002	01/2014	
Hospital Based Prisoners Prisoner Monitoring Report Form		X				
Prisoners’ child or Children Duties of the agency	X			01/2002	01/2014	
Agency Role in Providing Court Security						X
Agency Role in Providing Court Security						X
Minimal of One Communication Device	X			01/2002	01/2014	
Duress Alarm Systems N/A for NLCRPD	X			01/2002	01/2014	
Procedures Related to Legal Process Due Diligence Report		X				
Record of Execution of Warrant Service	X			01/2002	01/2014	
Due Diligence		X				
Service of Civil Process		X				
Service of Civil arrest - seizure of property		X				

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
Execution of Criminal Process		X				
Execution of Arrest Warrants	X			01/2002	01/2014	
Accountability of Seized Property - civil	X			01/2002	01/2014	
Mental Health Crisis Response In Service Training	X			01/2002	01/2014	
NARCAN Policy		X				
Agency Guidelines for Witness ID - line-ups / show ups - Guidance and Notification		X				
Confidence Statement for ID		X				
Investigative Checklist for ID		X				
Organization, Admin, Mgt of Holding Cells		X				
Administration and Management Form - Cell log		X				
Physical Plant Supervisor Inspection	X			01/2002	01/2014	
Safety and Sanitation - Fire inspection Fire Inspection report		X				
Safety and Sanitation - Evacuation Fire Inspection report		X				
Security and Control - firearms Cell log		X				
Security and Control - Searches cells Cell log		X				

Area of Policy Directive Application	Directive exists	Directive does not exist	Directive development is in process	Date of Issuance Mo/Year xx/xxxx	Date of last review Mo/Year xx/xxxx	Not Applicable to the agency
Security and Control - cell equipment		X				
Security and Control - Access for responder		X				
Detainee Processing - Searches detainee Cell log	X			01/2002	01/2014	
Detainee Processing - Storage of property Cell log - Property report	X			01/2002	01/2014	
Detainee Processing - Intake forms Cell		X				
Detainee Processing - separation of detainees		X				
Detainee Processing - Detainee under influence	X			01/2002	01/2014	
Detainee Processing - Property transfer Cell log - property report		X				
Medical and Health care - Assistance Cell log		X				
Medical and Health care - First aid kits Supervisor Inspection report		X				
Medical and Health care - Medications Cell log		X				
Supervision of Detainees - Observation Cell log		X				

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
Supervision of Detainees - Cameras		X				
Supervision of Detainees - Visitors N/A		X				
Temporary Detention and Holding	X			01/2002	01/2014	
Temporary Detention - Admin Detainee Log		X				
Temporary Detention - Min Physical Conditions		X				
Temporary Detention - Secure to fixed objects	X			01/2002	01/2014	
Temporary Detention - Fire Prevention, evac Fire Inspection report		X				
Temporary Detention - Security	X			01/2002	01/2014	
Temporary Detention - Training FTO checklist		X				
Dispatch Requirements	X			01/2002	01/2014	
Mandatory Dispatch Requirements	X			01/2002	01/2014	
First Aid and Life Saving Instructions	X			01/2002	01/2014	
Retention of Recordings	X			01/2002	01/2014	
Alternate power source						
Agency Requirements of Death in Custody	X			01/2002	01/2014	

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
Mandated PCCD - BJA Death Report						
Records Management and Field Reporting	X			01/2002	01/2014	
Collections and Preservation of Evidence	X			01/2002	01/2014	
Collection and preservation of evidence - persons	X			01/2002	01/2014	
Collection and preservation of evidence - handling	X			01/2002	01/2014	
Procedures: Evidence technicians for certain scenes	X			01/2002	01/2014	
DNA Collection and Preservation	X			01/2002	01/2014	
Evidence and Storage	X			01/2002	01/2014	
Property and Evidence - Admin and Operations	X			01/2002	01/2014	
Evidence Storage Facilities	X			01/2002	01/2014	
Temporary Secure Storage of Evid and Prop	X			01/2002	01/2014	
Access to Secured Storage Areas Evidence Control	X			01/2002	01/2014	
Prop and Evid - Records of Property	X			01/2002	01/2014	
Prop and Evid - Reports and Inspections Attachment: Inspection form	X			01/2002	01/2014	
Fitness and Wellness	X			01/2002	01/2014	

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
PA Legal Mandate - Crash Reports	X			01/2002	01/2014	
Procedures: Related to handling firearms ref Act 79		X				
PA mandates: PURSUITS PSP Pursuit Report	X			01/2002	01/2014	
PA Mandates: Missing Children	X			01/2002	01/2014	
PA Mandate: Missing Persons with Alzheimer's Disease	X			01/2002	01/2014	
PA Mandate: Fingerprinting	X			01/2002	01/2014	
PA Mandate: Victim Notification Victim Notification FTO	X			01/2002	01/2014	
PA Mandate: PA Child Protective Services CY5 /	X			01/2002	01/2014	
PA Mandate: PA Children Safe Haven Child Acceptance form	X			01/2002	01/2014	
PA Mandate: Juvenile Act Appendix A	X			01/2002	01/2014	
PA Mandate: Juvenile custody and offenders Juvenile Miranda	X			01/2002	01/2014	
PA Mandate: Sexually violent	X			01/2002	01/2014	
PA Mandate: MOPETC Certification	X			01/2002	01/2014	
Domestic Violence & Investigations A -	X			01/2002	01/2014	

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
Lethality Screening form						
Police Response - Strangulation Assessment		x				
Police Response - firearms - Act 79		X				
Preliminary Investigations	X			01/2002	01/2014	
On scene Procedures without arrest		X				
Required Arrests in DV cases	X			01/2002	01/2014	
Seizure of Weapons	X			01/2002	01/2014	
Victim Rights notification	X			01/2002	01/2014	
PFA	X			01/2002	01/2014	
PA mandates: Duties of LE to comply with PFA Act	X			01/2002	01/2014	
Enforcement of PFA	X			01/2002	01/2014	
Notice of Arrest	X			01/2002	01/2014	
Required reports	X			01/2002	01/2014	
Required Training	X			01/2002	01/2014	
PA Mandates: Right to Know Compliance Assignment to RTK	X			01/2002	01/2014	
Unified Crime Reporting (UCR)	X			01/2002	01/2014	
PSVI - Protection of Sexual Victims A- PSVI Bench Card	X			01/2002	01/2014	
Sexual Assault Kits and reporting (SAK) A - Storage conditions	X			01/2002	01/2014	

Area of Policy Directive Application	Directive exists	Directive does not exist	Directive development is in process	Date of Issuance Mo/Year xx/xxxx	Date of last review Mo/Year xx/xxxx	Not Applicable to the agency
Mental health Eval (PTSD)	X			01/2002	01/2014	
PATROL FLEET AND OPERATIONS Fleet list	X			01/2002	01/2014	
Standards for marked / unmarked vehicles		X				
Personally assigned agency vehicles	X			01/2002	01/2014	
FLEET inspections, maintenance, and admin	X			01/2002	01/2014	
Vehicle Restraint Systems	X			01/2002	01/2014	
Spill monitoring and containment	X			01/2002	01/2014	
Emergency warning devices	X			01/2002	01/2014	
FLEET MDT		X				
Accidents involving FLEET vehicles	X			01/2002	01/2014	
Procedures associated with 'buy money'		X				
Procedures associated with film / developing ARCHIVED - no longer in use		X				
OPEN		X				
OPEN		X				
Procedures: Use and storage of Riot Gear		X				
Procedures: Handling of Canines During LE Encounters	X			01/2002	01/2014	
Procedures: Relationships with		X				

<b>Area of Policy Directive Application</b>	<b>Directive exists</b>	<b>Directive does not exist</b>	<b>Directive development is in process</b>	<b>Date of Issuance Mo/Year xx/xxxx</b>	<b>Date of last review Mo/Year xx/xxxx</b>	<b>Not Applicable to the agency</b>
Community Responders						
Procedures: Investigation of Sex Offenses	X			01/2002	01/2014	
Procedures: Arrest and detainment of juveniles	X			01/2002	01/2014	
Procedures: Investigation of Hate Crime(s)	X			01/2002	01/2014	
Procedures: MEDIA relations	X			01/2002	01/2014	
Procedures: Two-Way Radio Communications	X			01/2002	01/2014	
CID - Human trafficking		X				
Procedures: related to case management (timelines)		X				
Procedures: Eradication of Domestic Cannabis PSP Eradication Form		X				
Procedures: Communicable Disease Policy F Infectious Exp Form	X			01/2002	01/2014	
Procedures: Suspicious package / powders	X			01/2002	01/2014	
Procedures: Mandatory Protocol Notifications	X			01/2002	01/2014	
Procedures: Employment of a Patrol Strategy		X				
Uniforms and Appearance	X			01/2002	01/2014	

Area of Policy Directive Application	Directive exists	Directive does not exist	Directive development is in process	Date of Issuance Mo/Year xx/xxxx	Date of last review Mo/Year xx/xxxx	Not Applicable to the agency
Procedures: Service-connected injury, Illness, Sick time		X				
Employee Exit Interview		X				
Procedures: Handling Vehicle Lock Out Calls Veh Lock-out Form	X			01/2002	01/2014	

It is important to understand that policy must not only exist but must be current. This is due to the everchanging legal, liability, professional, and fiscal landscape and the demands of statutory reporting requirements for mandated data capture and reporting. In the lists of policy as provided to and completed by the Office of the Chief there clearly defined policy, most of which was issued between 2000 and 2003. The issue is that the absolute majority of policy was not subject to timely review or update, most of the last identified updates were provided during calendar year 2014. This is a glaring defect in adherence to best practices and potentially has negative impacts in litigation or other actions against the agency.

## CRITICAL POLICY REVIEW

As a part of the study, a review of what randomly selected policy was completed. A review was made of the EFTPD policy related to the Use of Force (UOF) by Law Enforcement. To provide a comparative analysis to the current best practices; the comparison incorporated the existing and most current Pennsylvania Law Enforcement Accreditation Commission Standards. It became a focal point typical of, and emblematic of all the failures experienced within the EFTPD as an organization. Both line officers were interviewed and first line supervisory staff concerning the implementation of key EFTPD policy elements.

This should not be entirely unexpected since the policy manual that all officers were using as an operating baseline is dated in several key areas. This failure is owned by the agency executive and in a much smaller part by the supervisory staff. **Nonetheless, this requires immediate remedial action to assure best practice standards are met by agency members.**

During the policy review process several key policy directives were requested and provided by the Chief of Police or his designee. These selections were intended to be a representative sampling of the existing EFTPD agency distributed policy guidance. As the process of EFTPD directive and policy review continued, numerous areas of concern were identified to assure that the policies withstood scrutiny and adherence to what was written and what reality within the agency really presented.

To provide the best example of failure in this arena of evaluation, one must simply examine the EFTPD Use of Force (UOF) policy. This policy was last reviewed in 2014 and had references to equipment no longer employed by the agency. This is essential equipment (impact weapons, CED devices, police handguns, shotguns, and patrol rifles) that is not only policy critical but serves as the first line of defense against claims of excessive force, failure to train, and other due process related actions. The key identified takeaway here is that since policy issuance between 2000 and 2003, there has been both limited and ineffective policy update or revision, and virtually no tracking of outcomes. Suffice it to say that this particular agency policy requires intensive updates, adoption of a structure that provides immediate and verifiable distribution, and the ability to capture specific metrics related to the measure of understanding by the agency member. An updated list of agency authorized weapons and training associated with those weapons should also be developed and maintained as a part of the policy directive.

This failure mirrored itself in the reference to the agency field training program, neither a policy or field training plan or KPI metrics were able to be produced or reviewed. It was concluded by staff, none was ever drafted or adopted. This becomes especially problematic in the selection, training, and use of part-time officers and the framework of policy design.

## **STAFFING EVALUATION METRICS**

To facilitate this study, we would focus upon the objectives defined within the agency strategic plan for fiscal 2016 thru 2021 and compare the measurable outcomes to other agencies or models and to the stated objectives of the organization. The objectives, had they been in place and provided, would have been submitted as part of the EFTPD strategic plan in fiscal 2016 for utilization thru 2021. Areas of usual study emphasis are workload, outcomes, and comparative data analysis for the EFTPD, for determinations of existing and future staffing needs. Since the EFTPD lacks a strategic plan, these specific performance metrics were not available for comparative analysis for determinations as to attaining agency goals or objectives.

## **TYPICAL APPROACHES TO STAFFING ALLOCATION**

Traditionally, there have been four basic approaches to determining workforce levels: per capita, minimum staffing, authorized level, and workload based. Each differs in its assumptions, ease of calculation, usefulness, validity, and efficiency. A fifth approach, based on officer coverage, can help determine staffing needs in communities with low call volumes.

### **The Per Capita Approach**

Many police agencies have used their resident population to estimate the number of officers a community needs. The *per capita* method compares the number of officers with the population of a jurisdiction. To determine an optimum number of officers per population—that is, an optimum officer rate—an agency may compare its rate to that of other regional jurisdictions or to peer agencies of a similar size. Although it is difficult to determine the historical origin of, or justification for, the per capita method, it is clear that substantial variations exist among police departments. Advantages of the per capita approach include its methodological simplicity and ease

of interpretation. The population data required to calculate this metric, such as census figures and estimates that are readily available and regularly updated. Per capita methods that control for factors, such as crime rates, can permit communities to compare themselves with peer organizations. The disadvantage of this method is that it addresses only the relative quantity of police officers per population and not how officers spend their time; the quality of their efforts; or community conditions, needs, and expectations. Similarly, the per capita approach cannot guide agencies on how to deploy their officers. Agencies using the per capita method may risk a biased determination of their policing needs. There are several reasons for this. First, a generally accepted benchmark for the optimum-staffing rate does not exist. Rather, there is considerable variation in the police rate depending on community size, region, and agency structure and type. For example, it is generally known that police rates are substantially higher in the northeastern than in the western regions of the United States. When comparing individual jurisdictions, it is not uncommon for similar communities to have per capita rates that are substantially different. Given the disadvantages noted above as well as others, experts have strongly advised against using population rates for police staffing. *The IACP warns, "Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions. . . .Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data."*

### **The Minimum Staffing Approach**

The *minimum staffing* approach requires police supervisors and command staff to estimate a sufficient number of patrol officers that must be deployed at any one time to maintain officer safety and provide an adequate level of protection to the public. The use of minimum staffing approach is common and is generally reinforced through organizational policy and practice and collective bargaining agreements. There are two principal reasons a jurisdiction may use a minimum staffing approach. First, policy makers in many communities believe a minimum number of officers are needed to ensure public safety. This may be particularly common in small communities where there are relatively few citizen-generated demands for police service, yet residents expect a minimum number of officers to be on duty at all times. Second, police officers themselves may insist (often through collective bargaining) that a minimum number of officers be on duty at all times. In some communities, the minimum staffing level is established by ordinance. There are no objective standards for setting the minimum staffing level. Agencies may consider population, call load, crime rate, and other variables when establishing a minimum staffing level. Yet many agencies may determine the minimum necessary staff level by *perceived* need without any factual basis in workload, presence of officers, response time, immediate availability, distance to travel, shift schedule, or other performance criteria. This may result in deploying too few officers when workload is high and too many officers when it is low. To be sure, the minimum staffing level is often higher than what would be warranted by the agency workload.

### **The Authorized Level Approach**

The *authorized level* approach uses budget allocations to specify a number of officers that may be allocated. Although the authorized level may be determined through a formal staffing assessment, it is often driven by resource availability and political decision making. The authorized level does not typically reflect any identifiable criteria such as demand for service, community expectations,

or efficiency analyses, but may instead reflect an incremental budgeting process. Because the authorized level is often derived independently of workload considerations, an agency may be able to meet workforce demand with fewer officers than authorized.

### **The Workload-based Approach**

A more comprehensive attempt to determining appropriate workforce levels considers actual police workload. *Workload-based* approaches derive staffing indicators from demand for service. What differentiates this approach is the requirement to systematically analyze and determine staffing needs based upon actual workload demand while accounting for service-style preferences and other agency features and characteristics. Unfortunately, there is no universally accepted standard method for conducting a workload-based assessment. Defining and measuring work varies by agency.

### **The Coverage-based Approach**

While workload-based staffing methodologies are well suited to medium and large agencies, they do not work as well with smaller agencies. Based on the workload analysis, an agency may appear to have excess capacity assigned to patrol and appears to maintain a minimum staffing level that is too high. Communities with a relatively low call volume can consider making a subjective judgment about the appropriate level of policing required for deterrence and rapid response and to ensure officer safety. Of course, there are typically varied views about these objectives. One of the strongest factors in this decision is officer safety. Some communities may believe that it is essential that there are enough officers on duty to ensure that there is enough capacity to effectively back up officers when necessary. While this is a critical staffing objective, agencies addressing this goal should carefully examine such factors as the frequency of calls that require backup, the necessity for officers to leave the jurisdiction (e.g., to transport a prisoner) and the availability of assistance from neighboring agencies. Another important factor is response time. Interestingly, research suggests that as few as 5% of police calls for service requires a rapid response, and yet most police departments are organized and staffed to respond as if every call required a rapid response. The long distances required for response to calls tend to challenge most agencies that provide services in rural areas. Most citizens understand this, and thus, they have more modest expectations about response time. It is important to consider that, in general, rural communities have lower rates of crime and higher levels of social control. The EFTPD does not face this challenge under normal operational conditions due to the small 15.61 square milage for the geographic area of the agency.

## **STAFFING IMPACTING FACTORS**

An evaluation of the EFTPD data as it currently presents requires that the reader consider several factors of import to the outcome of any data related to the understanding of staffing. In addition, to the factors considered in the above paragraphs and those that will follow related to the calculations on staffing levels. The reader must fully consider those influences that constitute both internal and external organizational impacts on the amount of time an officer is available for patrol.

These are defined in this report as:

- ✓ Internal factors
- ✓ External factors
- ✓ Population considerations
- ✓ Performance factors
- ✓ Other impacting factors from all sources

Some of these internal influences/factors (agency controlled) are provided in the list below:

- 12-hour schedule requirement – CBA restricted
- Starting and ending time(s) for the 12-hour shift
- Current 12-hour shift has built in overtime hazards for extensions of shift
- Current platoon-based schedule
- Total time off inherent in the 12-hour schedule – CBA restricted
- Participation levels in non-primary jurisdictional law enforcement efforts/teams
- Specialized assignments
- Training assignments – short-term (40-hour blocks or less)
- Training assignments – long-term (40-hour blocks or more)

Some of these external influences/factors (beyond agency control) are provided in the list below:

- Injury off-duty related time-off
- Injury on-duty related time-off
- Discipline related time-off pending further adjudication
- Separation from the agency on a voluntary basis
- Retirements
- Use of sick leave for cause
- Mandated training requirements
- Increased reporting of certain offense categories due to mandated reporting and investigation requirements

Population considerations may include:

- Population size
- Population density
- Socio-economic influences
- Other characteristics not listed
- Commuter impacts vs. Resident Needs
- Population shifts based upon time of day, day or week, or seasonal influences

Performance factors are those factors and determinations that are established by agency and municipal leadership. These are defined key performance metrics and may include:

- Response time expectations
- Crime rate
- Patrol intervals
- Officer to citizen ratios
- Others not listed

Impacting factors are simply those things that we just simply cannot predict or control but must deal with either unexpectedly or with some limited predictability – in short what we never saw coming – but are going to handle as best we can. Examples include:

- Weather impacts
- Increased complex crimes or high impact events (homicides, large scale gatherings, or other similar unplanned or planned events)
- Good luck
- Bad luck

Simply stated – it is a necessity to examine the position currently inhabited by the community to control both cost and risk, allowing determination as to what areas or factors under EFTPD agency control should be adjusted to optimize outcomes. With both these internal and external factors in mind, please consider the information presented in the charts in the pages that follow. A requirement of the FLSA is the calculation of a “Kelly day” which is the offset of overtime requirements under the Act. This normally means that an officer is provided a day off over the period to meet the FLSA requirements – this translates into an additional 9 days or 108 hours of “off” days. This reduces the workdays scheduled to a total of 173 days per year, or a total 2,080 hours per year of scheduled work for patrol availability.

#### **Data Driven Evaluation of Police Staffing & Service Needs –**

Police personnel needs are determined by workload. The workload of a police department is determined by the number of incidents reported to or discovered by police with adequate time allowed for preventative patrol and handling the other administrative tasks associated with municipal policing. The formula used to determine police personnel needs was developed by the International Association of Chiefs of Police (IACP). The formula has been used and applied extensively throughout the Commonwealth and generally found to be reliable. However, like most situations where an overall standard is applied to a unique and specific set of circumstances, it is subject to error and should not be considered infallible. The IACP formula is applied on the assumption that 45 minutes is the average time necessary to handle the average police incident. Serious crimes, especially those involving an arrest or prolonged investigation, take considerably longer and minor incidents may take much less time to resolve; but 45 minutes has been found to be a reliable average. It is recommended that only one third of an officer’s duty time be taken up with the response to incidents. An officer needs time to handle equipment service, court appearances, and administrative duties as well as conduct his or her preventative patrols to help ensure the safety and well-being of the community. The formula adds a buffer factor to account for these needs. It should be noted that an officer in a small department needs more administrative time since they are usually responsible for more record-keeping tasks than their counterparts in a larger department who have more support staff. In addition, the formula recognizes that each officer is available for duty only 1,702 hours per year when regular days off, vacations, holidays, sick leave, training time, and court time are all considered. When applied, the calculations derived from the IACP formula only determines the number of officers needed to handle calls and incidents and does not include administrators, police supervisors, detectives, or other required specialists.

## **DETERMINING PATROL FORCE MANPOWER NEEDS**

The following is a step-by-step description of the IACP formula with the applicable EFTPD numeric values applied, which follows the formula's description to arrive at its projected numbers. To provide for a variation of the staffing an analysis utilizing an 8-hour and a 12-hour shift basis was completed for review.

**Eight Hour Shift Duration Step 1** - Determine the number of complaints or incidents received and responded to by the police departments. Complaints or incidents include all forms of police activity where an officer responded and/or took official action. Incidents do not include situations where advice was given over the telephone, delivering messages, handling internal police matters, etc. In most cases a report will be written, coded, assigned an incident number, and then entered into a computer by an officer or clerk after an incident is completed. The EFTPD reported a total of 2,315 incidents for 2021.

**Step 2** - Multiply the total number of incidents by .75 (45 minutes). It is generally conceded that 45 minutes is the average time required to handle an incident.

$$(2,315) \times (.75) = 1,736.25$$

**Step 3** - Multiply by 3 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 on handling requests for service. Other requirements include servicing police vehicles and equipment, personal relief, eating, and administrative duties must be taken into consideration. Time must also be allotted for preventative patrol.

$$(1,736.25) \times (3) = 5,208.75$$

**Step 4** - Divide the product by 2,920 - the total number of hours necessary to staff one basic one officer patrol unit for one year (365 X 8 hours = 2,920). The result of applying the IACP formula establishes the number of patrol units necessary to police the community (not the number of officers, but the number of units). To provide a practical determination, the number of officers required to staff each patrol unit, the assignment/availability factor must be determined. This is accomplished by determining how many hours the average patrol officer is not available for duty on the street and subtracting that time from the patrol unit hours of (2,920 - 1,160 = 1,760) Available Hours.

$$(2,920 - 1,160 = 1,760) \text{ Available Hours.}$$

**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 relief factor. In other words, it takes 1.6 police officers to staff each patrol unit required to police the community. In the metrics applied to this study the calculation of available hours for the EFTPD was based at 1,760 hours annually per officer. This figure was arrived at utilizing an analysis of the CBA and from other police agency median availability for agencies using an 8-hour shift.

$$(5,208.75 / 1,760) = 2.95 \times 1.6 = 4.73 \text{ total staffing for shift coverage}$$

**Twelve Hour Shift Duration - Step 1** - Determine the number of complaints or incidents received and responded to by the police departments. Complaints or incidents include all forms of police activity where an officer responded and/or took official action. Incidents do not include situations where advice was given over the telephone, delivering messages, handling internal police matters, etc. In most cases a report will be written, coded, assigned an incident number, and then entered into a computer by an officer or clerk after an incident is completed. The EFTPD reported a total of 2,315 incidents for 2021.

**Step 2** - Multiply the total number of incidents by .75 (45 minutes). It is generally conceded that 45 minutes is the average time required to handle an incident.

$$(2,315) \times (.75) = 1,736.25$$

**Step 3** - Multiply by 3 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 on handling requests for service. Other requirements include servicing police vehicles and equipment, personal relief, eating, and administrative duties must be taken into consideration. Time must also be allotted for preventative patrol.

$$(1,736.25) \times (3) = 5208.75$$

**Step 4** - Divide the product by 4,380 - the total number of hours necessary to staff one basic one officer patrol unit for one year (365 X 12 hours = 4,380 ). The result of applying the IACP formula establishes the number of patrol units necessary to police the community (not the number of officers, but the number of units). To provide a practical determination, the number of officers required to staff each patrol unit, the assignment/availability factor must be determined. This is accomplished by determining how many hours the average patrol officer is not available for duty on the street and subtracting that time from the patrol unit hours of (4,380 – 2,704 = 1,604) Available Hours.

$$(4,380 - 2,704 = 1,676) \text{ Available Hours.}$$

**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 4380 hours. This results in a relief factor. In other words, it takes 2.6 police officers to staff each patrol unit required to police the community. In the metrics applied to this study the calculation of available hours for the EFTPD was based at 1,676 hours annually per officer. This figure was arrived at utilizing an analysis of the CBA and from other police agency median availability for agencies using a 12-hour shift.

$$(4,380/1,676) = 2.6 \times 2 = 5.22 \text{ total staffing for shift coverage}$$

## STAFFING RECOMMENDATIONS & OUTCOMES

There are several approaches to estimating an agency’s staffing allocation, each with its own advantages and disadvantages. From an efficiency standpoint that is, the perspective of optimizing resources to best complete the work of the EFTPD and accomplish its objectives the preferred method is one that specifically considers workload, performance objectives, and work schedules. Because many small agencies such as the EFTPD utilize a coverage-based model for staffing they often have significant amounts of officer discretionary time. That is indeed the situation facing the EFTPD. In fact, the number of reported incidents appears to be relatively high based upon formulas established for police workload measures, especially taking into consideration a low reported UCR crime rate.

The chart below depicts the actual incident count from the EFTPD RMS systems for fiscal 2020 and 2021 used to identify agency workload projections.

Year	Month	Calls		Year	Month	Calls
2020	Jan	188		2021	Jan	159
2020	Feb	159		2021	Feb	156
2020	Mar	161		2021	Mar	196
2020	Apr	155		2021	Apr	155
2020	May	225		2021	May	215
2020	Jun	256		2021	Jun	223
2020	Jul	205		2021	Jul	237
2020	Aug	224		2021	Aug	177
2020	Sep	214		2021	Sep	220
2020	Oct	208		2021	Oct	195
2020	Nov	183		2021	Nov	173
2020	Dec	180		2021	Dec	209
<b>2020</b>	<b>Total</b>	<b>2,358</b>		<b>2021</b>	<b>Total</b>	<b>2,315</b>

A range of 4.73 to 5.22 emerges as the basic allocation need, this number is calculated upon the data provided in agency EFTPD reporting. This is a baseline only and does not provide for more than one officer staffing per shift. The data analysis indicates that the agency should have 8 officers for sufficient staffing utilizing the twelve-hour shift. Current staffing levels include 7 full-time officers and 5 part-time officers or a full-time equivalent of 2.5 based upon a twenty-hour work week. Thus, the existing staffing level appears adequate to support existing operational demands. Based upon this study, the following measures should be considered as recommendations for implementation by the EFTPD to address identified agency staffing concerns:

- ✓ Establishment of reporting requirements that are reflective of actual agency workload
- ✓ Review and evaluation of reporting to actual staffing levels to determine appropriate capture of essential workflow and outcomes

- ✓ Review the utilization of the part-time sworn police officer based upon a cost benefit analysis
- ✓ Identify impacts of part-time sworn officers on the CBA and resultant outcomes
- ✓ Review and further consideration of part-time sworn officer employed by the EFTPD for Field Training requirements
- ✓ Development and utilization of selected key performance metrics to measure agency behavior
- ✓ Establish desired staffing metrics for 2022 and beyond in accordance with the development of an agency strategic plan
- ✓ Monitor and adjust schedule as the situation demands
- ✓ Evaluate and monitor municipal resource distribution trends and outcomes
- ✓ Adjust municipal resource distributions, as necessary
- ✓ Continue to evaluate and monitor change-based outcomes for operational and fiscal effectiveness

## **AGENCY INTERNAL, EXTERNAL INFLUENCES, & MORALE**

There is no written and formally adopted agency strategic plan, providing annual or quarterly reporting on the agency progress towards meeting the stated plan objectives. The non-existence of stated performance metrics and clearly defined agency expectations or objectives is a critical flaw. This creates a nearly insurmountable barrier to past, present, and future agency performance for becoming a highly effective agency. The agency lacks a formal organizational chart depicting agency structure. In a small agency such as the EFTPD Chiefs and first line supervisors must be both a “street officer” and have administrative responsibilities as well. This must be clearly understood and supported by all key agency stakeholders to accomplish agency goals.

While there appears to be no critical lack of internal communication and adherence to the chain of command, efforts should persist to assure elimination of any such barriers to facilitate clear transmission of orders, policy, and special assignments. This same recommendation applies to the entire agency both in upward and downward communication flows.

## **GENERAL DETERMINATIONS & FINDINGS**

This study provides several key takeaways that merit further consideration by the governing body in future planning and analysis of decisions affecting the future of the EAST FALLOWFIELD TOWNSHIP POLICE DEPARTMENT.

1. The Chief of Police must immediately engage in updating key administrative deficiencies with policy review and revision or update. Glaring areas of critical defect are present on critical policy areas. As illustrated in previous pages of this reporting, the lack of timely review is a clear and present exposure to agency risk management.
2. A performance improvement plan for this issue with a timeline for completion is strongly advised to be adopted between key stakeholders.

3. Internal communication between Office of the Chief and the Office of the Township Manager must improve and include regularly scheduled meetings to assure elimination of any such barriers to facilitate clear transmission of orders, policy, and objectives.
4. The agency lacks sufficient planning on a strategic level for establishment of key performance metrics and objectives, creating a vague, indiscernible, and dimly lit pathway for overall agency success and performance.
5. There was strong inference that there is a void in direct communication between the Office of the Chief of Police and staff. This was unable to be directly attributed to a single factor, but more of a combination of lack of access and lack of a timely response to questions or needs.
6. The Chief of Police should be provided a clear performance improvement plan for appropriate utilization of time. The examination of the agency call volume and administrative performance would indicate that there is sufficient time available for the administrative tasking, however, these tasks are certainly not reflected in examination of either documents or processes.
7. A review of overtime costs was conducted. There appears to be a variation between causes depending upon who is providing the response. The Chief of Police has attributed it to Court Time and appearances; the Sergeant in charge of the schedule has attributed it to the staffing of shifts. When asked to what degree the costs for shift coverage dominated that line item, he reported these costs to be within the 90th percentile > . This appears to be a viable consideration in light of the relatively low number of citations and arrests by the agency. The inability of the Chief of Police to provide the exact cause of the overtime should be corrected by a review of overall agency profit/loss statement on a regular basis.
8. When asked for emergency operation or response plans (EMA) or other advanced planning, there was no awareness, access, or production of this type of basic planning document.
9. There was repeated anecdotal conversation with the Chief of Police that there is a projected expansion of housing areas within the municipality, that was immediately followed by the stated desire to expand police staffing to meet the anticipated needs associated with population growth. This simply is not supported by the census data and growth projections for the county as provided in the most recent census.
10. Policy structure, distribution, access, and storage must be addressed, and the agency should consider a complete review of the policy guide with a focus on review, timely revision, accountability towards adherence to stated directives and processes. The EFTPD should strive to become an accredited agency within a reasonable timeline. The EFTPD currently has the infrastructure and skill sets needed internally to achieve both of these objectives.

11. The agency has level of above average morale.
12. Agency internal culture is strongly driven by the influences of a team or family-based strategy.
13. While the EFTPD presents itself as a functional operational agency and officers maintain a reasonable approach to police service delivery, there is a general impression held by agency members that the agency is both challenged by technology and headquarters space limitations.
14. The agency is working 12-hour shifts with a large variation of a small amount of obligated time vs. a majority of unobligated time. In essence, there is little call volume and a large amount of unobligated time.
15. Continued implementation of risk reduction measures, such as GPS fleet tracking, Body Worn Cameras (BWC), Mobile Vehicle Recorders (MVR) systems, and other technology-based measures should be adopted as best practices.
16. The EFTPD is not critically understaffed.
17. The Chief of Police indicated that one of his goals was to establish a full-time criminal investigation position. The Chief indicated this was based upon the number of emergent child abuse investigations and the time obligations associated with these types of cases. This was not supported in UCR reporting data sets.
18. Based upon the workload and formulary calculations, there is a very limited justification to add a dedicated criminal investigative officer position. In times of need, the use of a trained officer on a temporary assignment should be adopted as a best practice. This strategy should be applied for in the immediate future.
19. The agency is somewhat cost effective. When generally accepted measures are applied, the cost per capita is generally within the range of costs incurred by other communities.
20. Consideration of the fiscal relationship and sustainability of police costs must be a focal point of future planning and sustainability.
21. Consideration should be given to a feasibility study of potential merger or contracting police services from a surrounding municipality.
22. Consideration should be given to a formally sanctioned study on the feasibility of development of a regional police agency to provide primary police services to the municipality.

23. Fiscal sustainability of the EFTPD is dependent upon a limited population base and a high per capita cost for borough residents. The EIT tax is the primary revenue source for supporting police activities. The structure of this tax is currently stable but may become subject to change in the face of pandemic related outcomes.
24. The EFTPD has a minimal social media footprint. Expansion of this should be considered to provide for greater public understanding, transparency, and accountability by the EFTPD.

## **CONCLUSION**

This study was commissioned to identify areas of agency strengths and weaknesses and resulted in a series of recommendations to improve the police department. Some of the discussion points and areas of suggestion have been shared, adopted, and are in the process of being applied by the Police Chief or his designee.

During the review, all agency members were cooperative and embraced the opportunity for input of the existing agency strengths and challenges. Agency interviews were meaningful with unfiltered responses by the members. The value of the interactive interviews cannot be discounted, especially when viewed in each respondent's perspective.

The interview process clearly depicts EFTPD as an agency dedicated to professional and organizational growth. All agency members expressed a desire to do the best for the community they serve.

Communication of expectations from management must always be framed in proportion to the size of an agency. The EFTPD enjoys the benefits of a small agency. While many of the overall police management techniques of large police organizations are transferable to smaller agencies, others must be applied in a thoughtful and deliberate manner to the small agency. This also applies to the modern police agency requirements for effective policy design. Large or small, the agency requires an effective policy guide to assure adherence to best practices.