Report on the Police Department
Operational and Staffing Study

CONSHOHOCKEN, PENNSYLVANIA

FINAL REPORT

matrix#
consulting group

December 7, 2020

Table of Contents

1   Introduction and Executive Summary

The Matrix Consulting Group was retained by the Conshohocken Borough to conduct an operational and staffing assessment of the Police Department to assess the effectiveness, quality, efficiency, and staffing. The report, which follows, presents the results of the study.

1.   Background and Scope of the Study

This study was originally commissioned at the beginning of 2020 to provide an independent and objective assessment of the Police Department's staffing needs based on the work that staff in each police function was handling at appropriate levels of service and management. However, the study was conducted during a period of disruption, with the twin impacts of the Covid19 pandemic and the nascent economic recession and national calls for police and criminal justice reform. These twin impacts place a higher value on the efficiency as well as effectiveness of the Conshohocken Police Department and a more critical review of department procedures and policies.

The scope of the study was comprehensive with a focus on each function within the Conshohocken Police Department. The objectives of the study are as follows:

- **Current operations and services** for all functions within the Police Department, including analysis of workloads, service levels, staffing, scheduling and deployment.

- **Comparison of current services and service levels** to identify areas of improvement needed to achieve efficiencies.

- **Current staffing needs** for all functions to handle law enforcement workloads in the Borough based on a factual assessment of all operations.

- **Operations management** - examine current management techniques and identify opportunities for improvement based on best practices in policing.

In summary, this study is designed to ensure that the Conshohocken Police Department has appropriate and justifiable staffing levels at this time of crisis.

2.   Methodology Used to Conduct the Study

The project team utilized several approaches to fully understand the service environment and issues relevant to the study, including the following:

- **On-site interviews** with the leadership, supervisors, and many staff throughout the Police Department.

- **Data Collection** across every service area to enable extensive and objective analysis.

- **Iterative and Interactive Process** in which the project team first understood the current organization and service delivery system, identified issues, and assessed current staffing needs. Throughout the process, findings and interim deliverables were reviewed with the department and with Borough management.

The final report represents the culmination of this process, presenting the results of our analysis, including specific recommendations for the department on staffing, deployment, and other relevant issues.

3.   Key Themes Resulting from the Analysis of Staffing

This comprehensive analysis of the Conshohocken Police Department goes into great depth on workloads, operations, staffing and management. Among the 32 recommendations, recurring themes can be lost. Apparent, within the Conshohocken Police Department, are three:

- In the two major core service areas, patrol and investigations, staffing levels are within the recommended range to provide a high level of service.

- There is need to review key policies now and develop a process for keeping them current in the future.

- The Borough should regularly receive agreed upon performance metrics from the Police Department.

These issues are explored more fully in the body of this report.

2. Analysis of Department Administration

The Department Administration includes the Superintendent of Police, Executive Assistant, and a Clerk/Typist. The Superintendent of Police is in-charge of the day-to-day operations of the police department. The Superintendent of Police is supported by a Lieutenant (Currently Vacant) and four Patrol Sergeants.

1. Superintendent of Police

As mentioned above, the Superintendent of Police is in-charge of day-to-day operations and has 6 direct reports (not including the vacant Lieutenant Position) that consists of four Patrol Sergeants, the Executive Assistant and Clerk Typist. Other tasks and responsibilities of the position include:

- Goal Setting for the Department
- Mentoring, Coaching and Developing Subordinates
- Equipment Procurement
- Handles complaints and assigns complaint investigations
- Maintains all employee personnel files
- Writes and updates policies
- Procedures Compliance
- Setting and Tracking Performance Metrics
- Fleet
- Media/Public Relations
- Provides direction for patrol operations
- Assigns Tasks
- Attends meetings and community events on behalf of the Police department

Additionally, The Superintendent of Police is in charge of major incidents. With eight direct reports the Superintendent of Police is at the upper end of recommended span of control which is between four and eight depending on the complexity of police operations.

2. Lieutenant

The Conshohocken Police Department has a lieutenant position that is currently vacant. When the position was filled, the lieutenant had the following responsibilities:

- Providing leadership, management and direction over investigations and patrol.

- • Assigned and reviewed investigative cases.
- • Coordinated and planned special operations.
- • Incident commander for any special operations or events.
- • Performed routine administrative functions in the day-to-day management of the department and other assigned tasks at the direction of the Chief (Superintendent).
- • Attended Borough meetings and other meetings on behalf of the police department.
- • Served as acting chief in their absence

The tasks that were assigned to the lieutenant have been reassigned back to the superintendent of police and sergeants. Though the tasks are completed as needed, the impact of assigning some of the more time intensive tasks results in sergeants spending more time on administrative tasks in the office. Longer term projects can take even longer without a dedicated administrative position that lieutenant position provides.

3.   Administrative staff (Executive Assistant and Clerk Typist)

The administrative staff consists of two positions, the executive assistant and the clerk typist. Each position has unique tasks, but there is overlap in some areas such answering phone or greeting walk in visitors. The executive assistant has the following primary responsibilities:

- • Supports the department in all administrative functions.
- • Processes police reports (RMS).
- • Maintains data for monthly report to Borough Council.
- • Administers payroll, including all time earned or used, e.g., sick, leave, compensatory, etc.

The clerk typist has the following primary tasks:

- • Answers phone and handles walk-ins
- • Enters data in computer system, e.g., citations, parking tickets, officer daily logs.
- • Processes crash report requests
- • Prepares Right-To-Know-Law requests for review.
- • Opens and delivers business mail.

The following table indicates some of the work processes completed by administrative staff:

Reported Administrative Tasks 2019

Task	Number	Time per Task	Total
Incident Report Requests Fulfilled	101	10	16.8
Accident Requests Fulfilled	173	10	28.8
Finger Prints	40	10	6.7
Warnings Processed	588	5	49.0
Citations Processed	537	5	44.8
Non Traffic Citations Processed	81	5	6.8
Outgoing phone calls	45,765	2	1525.5
Incoming Calls	7,132	2	237.7
Parking Tickets Paid	4,599	5	383.3
Parking Tickets Processed	6,074	5	506.2
Total Activities	**65,090**	**N/A**	**2805.5**

Though there is no specific task time associated with each of these tasks, through interviews and previous studies, approximate task times were assigned per task to develop approximate workload hours. As the chart above indicates there are approximately 2,805 hours of tracked task related responsibilities which is not inclusive of all functions, tasks and projects that are conducted by administrative staff. This represents approximately 75% of assigned work hours (after leave and training hours). The administrative staff is near capacity with current tasks and duties, though there is some limited time available for other tasks or special projects.

The schedule for the executive assistant and clerk typist is Monday through Friday 8am to 4pm. Many police departments use staggered starting times for administrative staff to provide better customer service hours for the community and to provide lunch coverage. The CBPD should consider staggered shift starting times for administrative staff to improve customer service hours for the public.

Recommendation:

Fill current lieutenant vacancy.

Maintain current authorized staffing of one Executive Assistant and one Administrative Assistant.

Consider staggered starting time for administrative staff.

3. Analysis of Patrol

1.   Analysis of Patrol Workload

The following sections provide analysis of patrol workload and other issues relating to the effectiveness of field services.

(1)   CAD Analysis Methodology

Our project team has calculated the community-generated workload of the department by analyzing incident records in the computer aided dispatch (CAD) database, covering the period of January 1, 2019 through December 31, 2019.

For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions needed to be met:

• The incident must have been unique.
• The incident must have first been first created within the study year.
• The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.
• The incident must have been originally initiated by the community, as identified using the following methods:

  – The incident response must have had a time stamp unit for the unit being dispatched.
  – The incident type of the event must have sufficiently corresponded to a community-generated event. Call types that could be identified with a high level of certainty as being either self-initiated (e.g., traffic stops) or other kinds of activity generated by the department (e.g., directed patrol) have not been counted as community-generated calls for service.

• There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or time stamp for the call closure.

After filtering through the data using the methodology outlined above, remaining incidents

represent the community-generated calls for service handled by CBPD patrol units.

(2)   Calls for Service by Hour and Weekday

The following table displays the total number of calls for service handled by patrol units by each hour and day of the week:

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	31	6	12	15	20	14	29	127
1am	28	10	9	15	14	12	22	110
2am	27	11	13	8	13	10	23	105
3am	21	16	8	10	11	8	19	93
4am	8	14	8	5	10	9	11	65
5am	14	22	9	10	15	10	17	97
6am	11	21	23	20	22	25	17	139
7am	16	52	34	37	48	46	20	253
8am	22	49	31	29	58	43	37	269
9am	26	43	39	47	34	47	59	295
10am	31	59	39	55	34	44	49	311
11am	47	57	45	43	39	35	50	316
12pm	37	39	38	41	30	31	53	269
1pm	44	46	43	41	35	43	45	297
2pm	43	46	36	43	46	54	42	310
3pm	34	43	49	27	34	38	45	270
4pm	42	65	68	60	63	68	39	405
5pm	27	59	58	59	49	64	39	355
6pm	26	50	64	39	41	47	35	302
7pm	33	36	40	47	49	41	33	279
8pm	34	38	55	28	43	32	33	263
9pm	29	29	39	32	29	34	38	230
10pm	24	23	22	18	29	24	35	175
11pm	10	18	18	19	20	32	35	152
Total	665	852	800	748	786	811	825	5,487

Call for service activity is markedly higher on weekdays between 4pm and 6pm. Mornings universally feature low call volumes relative to the afternoon and evening hours. The following chart provides a distribution of calls by hour, aggregating the days of the week:

Calls for Service by Hour
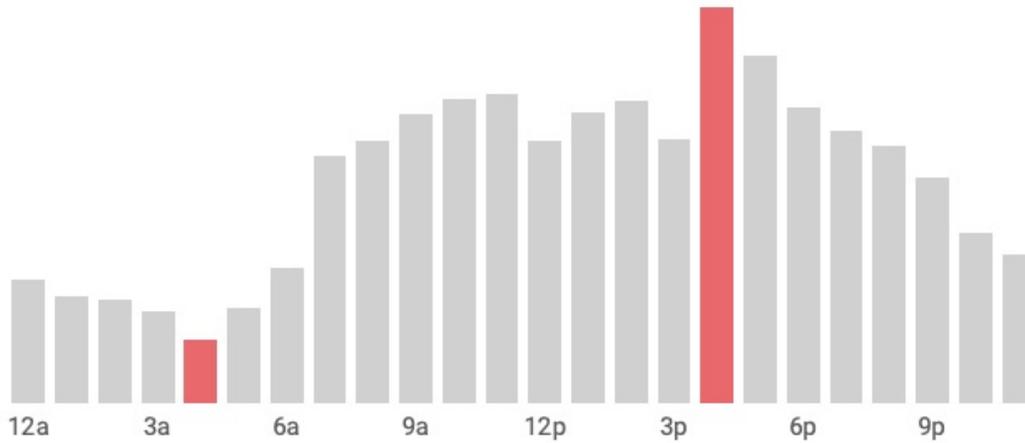
Call activity picks up sharply in the late afternoon, particularly from 3:00PM to 4:00PM. On most days, the increase represents about a 50% higher call volume compared to the preceding hours.

(3)   Calls for Service by Month

The following table displays calls for service totals by month, showing seasonal variation as a percentage difference from the quarterly average:

Calls for Service by Month		
Month	# of CFS	Seasonal +/-
Jan	434	
Feb	372	-9.5%
Mar	436	
Apr	439	
May	479	+8.8%
Jun	574	
Jul	501	
Aug	426	+0.7%
Sep	454	
Oct	415	
Nov	459	+0.0%
Dec	498	
Total	**5,487**	

Calls occur more often during the summer months than in any other quarter, although the difference is not significant. This is likely a reflection of Conshohocken's climate. In jurisdictions with more severe winters, there is often a 15-20% spread between call activity in winter and summer months.

(4)   Most Common Types of Calls for Service

The following table provides the ten most common incident categories of calls for service handled by patrol units over the last year, as well as the average call handling time (HT)[1] for each.

Most Common Call for Service Categories

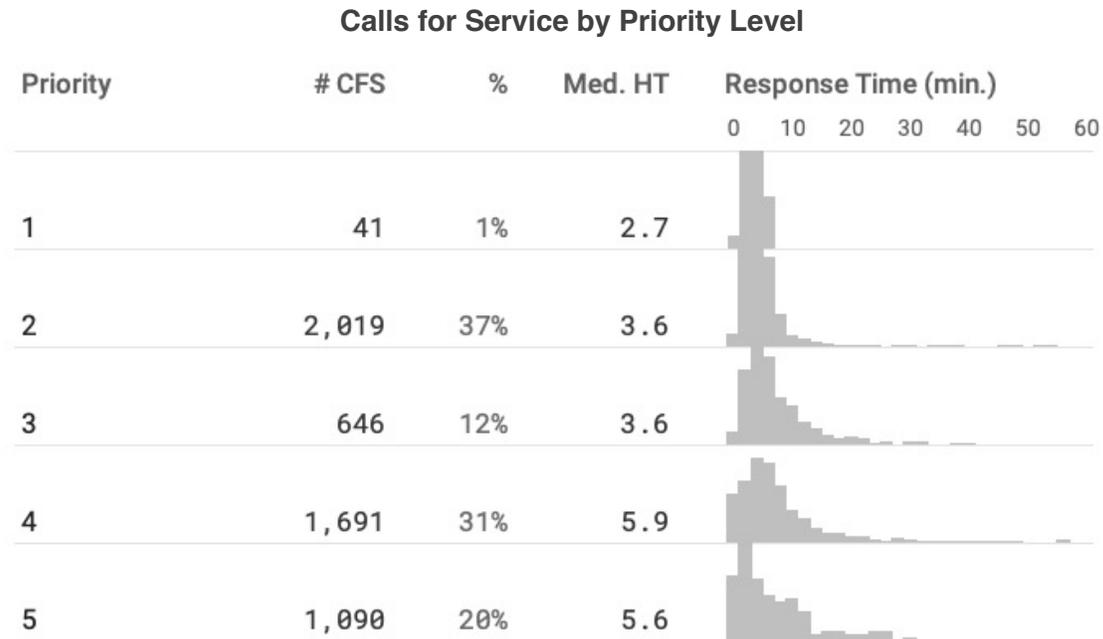| Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
CALL BY PHONE	1,002	41.0						
RETURN TO STATION	542	46.9						
MEET COMPLAINANT	298	37.4						
SECURITY ALARM	253	14.9						
POLICE INFORMATION	213	30.0						
POLICE INFO/ROAD CLOSURE	181	13.8						
SUSPICIOUS/PERSON	162	41.1						
IMPROPERLY PARKED VEHICLE	155	25.9						
FIRE ALARM	147	23.0						
DISTURBANCE	144	36.0						
All Other Types	2,390	34.6						
Total	**5,487**	**35.1**						

At 35.1 minutes per call for service, average handling time (labeled "HT") for primary units is the typical range we see for similar police departments. Some of the most significant contributors to this average are Call by phone (18% of calls), which average 41 minutes

---

[1] Handling time is defined as the total time in which a patrol unit was assigned to an incident. It is calculated as the difference between the recorded time-stamps the unit being dispatched and cleared from the incident.

each. In all, these top 10 call types represent about 56% of all calls for service in Conshohocken.

(5)   Calls for Service by Priority Level

The following table displays call for service statistics by priority level, as well as the median response time (labeled "RT") and distribution of response times:

Calls for Service by Priority Level

Priority	# CFS	%	Med. HT	Response Time (min.)
				0 10 20 30 40 50 60
1	41	1%	2.7	
2	2,019	37%	3.6	
3	646	12%	3.6	
4	1,691	31%	5.9	
5	1,090	20%	5.6	

Overall, the median response time for priority 1 calls for service (Emergency, life threating) is approximately 2.7 minutes. The flatter the distribution of response times, the less likely it is for a call to be responded to within a certain timeframe. The vast majority of priority 1, 2 and 3 calls are responded to within 4 minutes. Priority levels 4 and 5 average response times are 7.6 minutes.

High performing departments with more resources typically try to achieve a call response time of under 5 minutes for priority 1 calls for service while a call response time of between 5 and 7 minutes is generally considered acceptable. The Conshohocken police department has a great response time for priority 1 -3 calls for service at under 4 minutes. For lower priority calls for service (priority 4 and 5) smaller departments typically try to arrive at these lower priority calls within 20 to 30 minutes. The Conshohocken police department has a great response time for priority 4 -5 calls for service at under 6 minutes.

2.   Analysis of Patrol Resource Needs

Analysis of the community-generated workload handled by patrol units is at the core of analyzing field staffing needs. Developing an understanding of where, when and what types of calls are received provides a detailed account of the service needs of the community; by measuring the time used in responding and handling these calls, the staffing requirements for meeting the community's service needs can then be determined.

To provide a high level of service, it is not enough for patrol units to function as call responders. Instead, officers must have sufficient time outside of community-driven workload to proactively address community issues, conduct problem-oriented policing and perform other self-directed engagement activities within the community. As a result, patrol staffing needs are calculated not only from a standpoint of the Boroughs of current resources to handle workloads, but also their ability to provide a certain level of service beyond responding to calls.

With this focus in mind, the following sections examine the process used by the project team to determine the patrol resource needs of the Conshohocken Police Department based on current workloads, staff availability, and service level objectives.

(1)   Overview of the Resource Needs Analysis

An objective and accurate assessment of patrol staffing requires analysis of the following three factors:

i.   The number of community-generated workload hours handled by patrol (Conshohocken and Sellersville).

ii.   The total number of hours that patrol is on-duty and able to handle those workloads, based on current staffing numbers and net availability factors (e.g., less leave, administrative time, etc.).

iii.   The remaining amount of time that patrol has to be proactive, which can also be referred to as "uncommitted" time.

This study defines the result of this process as patrol proactivity or the percentage of patrol officers' time in which they are available and on-duty that is not spent responding to community-generated calls for service. This calculation can also be expressed visually as an equation:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \text{\% Proactivity}$$

The result of this equation is the overall level of proactivity in patrol. This provides a model for the ability of patrol units to be proactive given current resources and community-generated workloads. There are some qualifications to this including the following:

- Optimal proactivity levels are a generalized target, and a single percentage should be applied to every agency. The actual needs of an individual department vary based on several factors, including:

  – Other resources the department has to proactively engage with the community and address issues such as a dedicated proactive unit.
  – Community expectations and ability to support a certain level of service.
  – Whether fluctuations in the workload levels throughout the day require additional or fewer resources to be staffed to provide adequate coverage.

- Sufficient proactivity at an overall level does not guarantee, based on workload patterns and deployment schedules that resources are sufficient throughout all times of the day and week.

Overall, given the size of the Borough, the resources available to the department – particularly the number and types of specialized units – the Conshohocken Police Department should generally target an overall proactivity level of at least 60% as an effective benchmark of patrol coverage. The higher proactive time factors in the need to have two officers available to respond to priority 1 calls for service 24 hours a day. To meet this demand there are typically more staff than needed on a per call basis after 11pm, but officer safety is also a consideration. Priority 1 calls for service typically require a 2-officer response.

(2)   Patrol Unit Staffing and Net Availability

Before determining availability and staffing needs, it is important to first review the current patrol staffing levels and deployment schedules.

Minimum staffing levels are set at 2 sworn. All patrol officers work a 12-hour shift schedule that corresponds with an 80-hour biweekly pay period, for a total of 2,080 scheduled hours per year. Each patrol officer gets 4 hours off "Kelly Day" every 2 weeks.

A two-week snapshot of the patrol schedule is shown in the following chart:

Illustrative Example of the Patrol Shift Schedule

Days
7am to 7pm
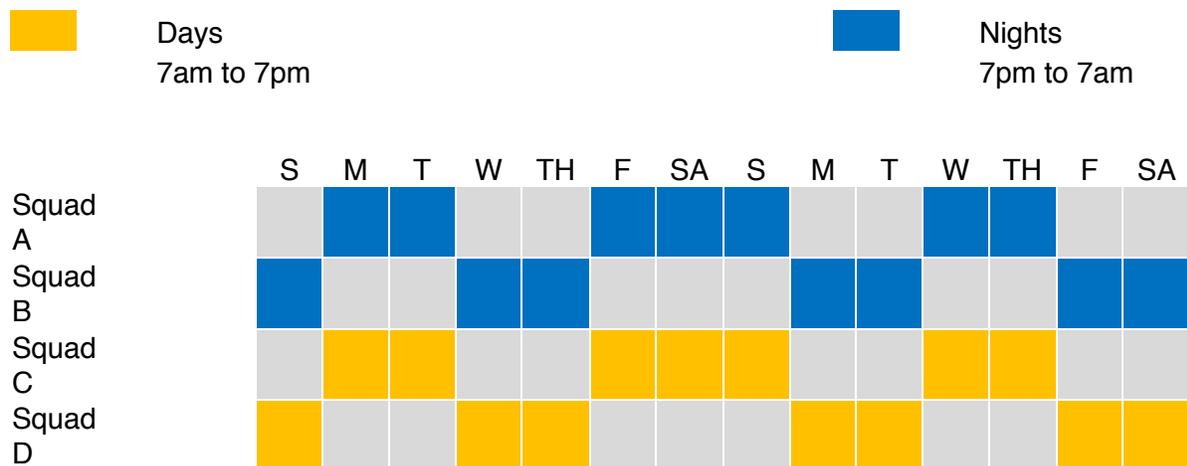
Nights
7pm to 7am

Day shifts work from 7am to 7pm, while night shifts work from 7pm to 7am. No overlap period is built into the schedule.

While the table provides the scheduled staffing levels, it does not reflect the numbers that are actually on-duty and available to work on at any given time. Out of the 2,080 hours per year that officers are scheduled to work in a year (excluding overtime), a large percentage is not actually spent on-duty and available in the field.

As a result, it is critical to understand the amount of time that officers are on leave – including vacation, sick, injury, military or any other type of leave – as well as any hours dedicated to on-duty court or training time, and all time spent on administrative tasks such as attending shift briefings. The impact of each of these factors is determined through a combination of calculations made from CBPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total net available hours of patrol officers or the time in which they are on-duty and available to complete workloads and other activities in the field.

The section below outlines this process in detail, describing how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol officers, without factoring in leave, training or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Even though a 12-hour shift schedule is followed, work hours are adjusted so that each officer is only working 80 regular (non-overtime) hours biweekly.

Base number: **2,080 scheduled work hours per year**

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from CBPD data: **424 hours of leave per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

Estimated: **20 hours of on-duty court time per year**

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime. This number was calculated using data provided to the project team by the department.

Calculated from CBPD data: **101 hours of on-duty training time per year**

Administrative Time (subtracted from total work hours per year)

The total number of hours per year spent completing administrative tasks while on-duty, including briefing, meal breaks and various other activities.

The number is calculated as an estimate by multiplying 90 minutes per shift, times the number of shifts actually worked by officers in a year, after factoring out the shifts that are not worked as a result of leave being taken.

Estimated: **207 hours of administrative time per year**

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training, court time, and administrative time.

Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,328 net available hours per officer

The following table summarizes this calculation process, displaying how each net factor contributes to the overall net availability of patrol officers:

Calculation of Patrol Unit Net Availability

Base Annual Work Hours		**2,080**
Total Leave Hours	–	424
On-Duty Training Hours	–	101
On-Duty Court Time Hours	–	20
Administrative Hours	–	207
Net Available Hours Per Officer	**=**	**1,328**
Number of Officer Positions	*x*	*16*
Total Net Available Hours	**=**	**21,248**

Overall, officers combine for 21,248 net available hours per year, representing the total

time in which they are on duty and able to respond to community-generated incidents and be proactive.

(3)　Overview of Call for Service Workload Factors

The previous chapter of the report examined various trends in patrol workload, including variations by time of day and of week, common incident types, as well as a number of other methods. This section advances this analysis, detailing the full extent of resource demands that these incidents create for responding patrol personnel.

Each call for service represents a certain amount of workload, much of which is not captured within the handling time of the primary unit. Some of these factors can be calculated directly from data provided by the department, while others must be estimated due to limitations in their measurability.

The following table outlines the factors that must be considered in order to capture the full scope of community-generated workload and provides an explanation of the process used to calculate each factor:

Factors Used to Calculate Total Patrol Workload

Number of Community-Generated Calls for Service

Data obtained from an export of RMS data covering a period of an entire year that has been analyzed and filtered in order to determine the number and characteristics of all community-generated activity handled by patrol officers.

The calculation process used to develop this number has been summarized in previous sections.

Calculated from CBPD data: **5,487 community-generated calls for service**

Primary Unit Handling Time (multiplied by the rate)

The time used by the primary unit to handle a community-generated call for service, including time spent traveling to the scene of the incident and the duration of on-scene time. For each incident, this number is calculated as the difference between 'call cleared' time stamp and the 'unit dispatched' time stamp.

In the experience of the project team, the average handling time is typically between 30 and 42 minutes in agencies where time spent writing reports and transporting/booking prisoners is *not* included within the recorded RMS data time stamps.

Calculated from CBPD data: **35.3 minutes of handling time per call for service**

Number of Backup Unit Responses

The total number of backup unit responses to community-generated calls for service. This number often varies based on the severity of the call, as well as the geographical density of the area being served.

This number can also be expressed as the *rate* of backup unit responses to calls for service, and is inclusive of any additional backup units beyond the first.

Calculated from CBPD data: **0.33 backup units per call for service**

Backup Unit Handling Time (multiplied by the rate)

The handling time for backup units responding to calls for service is calculated using the same process that was used for primary units, representing the time from the unit being dispatched to the unit clearing the call.

When RMS data lists unique time stamps for each unit on a call (rather than only for the first unit or overall for the call), the handling time is calculated individually. In this case, the RMS data only displayed time stamps for the first unit, and as a result, handling time for backup units was estimated at a rate of 75% of the primary unit's handling time on each individual call – a normative estimate based on the experience of the project team.

Because calls featuring backup unit responses tend to be more severe, and consequently often require higher workloads for personnel on-scene, the average backup unit handling time is slightly higher than 75% of the overall average for primary units. This is because the 75% is applied to each individual call, rather than the overall average.

Calculated and estimated from CBPD data: **26.5 minutes of handling time per backup unit**

Number of Reports Written

The total number of reports and other assignments relating to calls for service that have been completed by patrol units, estimated using CBPD where more than one report may be written per call. This includes any supporting work completed by backup units.

In this case, the number has been calculated from CBPD data. 2,181 reports in total were written, .40 reports per call.

Estimated/calculated from CBPD data: **.40 reports written per call for service**

Report Writing Time (multiplied by the report writing rate)

The average amount of time it takes to complete a report or other assignment in relation to a call for service. Without any data detailing this specifically, report writing time must be estimated based on the experience of the project team. It is assumed that 45 minutes are spent per written report, including the time spent by backup units on supporting work assignments.

Estimated: **45 minutes per report**

Total Workload Per Call for Service

The total time involved in handling a community-generated call for service, including the factors calculated for primary and backup unit handling time, report writing time and jail transport/booking time.

The product of multiplying this value by the calls for service totaled at each hour and day of the week is the number of hours of community-generated workload handled by patrol units – equating to approximately 5,667 total hours over the course of the year January 1, 2019 through December 31, 2019.

Calculated from previously listed factors: **62.0 total minutes of workload per call for service**

Each of the factors summarized in this section contribute to the overall picture of patrol workload – the total number of hours required for patrol units to handle community-generated calls for service, including primary and backup unit handling times, report writing time and jail transport time.

These factors are summarized in the following table:

Summary of CFS Workload Factors

	Value	%
Total Number of Calls for Service	**5,487**	57%
Avg. Primary Unit Handling Time (min.)	35.3	
Backup Units Per CFS	**0.33**	14%
Avg. Backup Unit Handling Time (min.)	26.5	
Reports Written Per CFS	**0.40**	29%
Time Per Report (min.)	45.0	
Avg. Workload Per Call (min.)	62.0	
Total Workload Hours	**5,667**	

Overall, each call represents an average workload of 62 minutes, including all time spent by the primary unit handling the call, the time spent by any backup units attached to the call, as well as any reports or other assignments completed in relation to the incident.

(4)   Calculation of Overall Patrol Proactivity

Using the results of the analysis of both patrol workloads and staff availability, it is now possible to determine the remaining time in which patrol units can function proactively. The result can then function as a barometer from which to gauge if the Borough's current resources can handle call workload demands, given the objectives for meeting a certain service level.

The following table details the calculation process used by the project team to determine overall proactivity levels – the proportion of time that patrol officers have available outside of handling community-generated workloads:

Calculation of Overall Patrol Proactivity

Total Patrol Net Available Hours		21,248
Total Patrol Workload Hours	−	5,667
Resulting # of Uncommitted Hours	**=**	**15,581**
Divided by total net available hours	÷	21,248
Overall Proactivity Level	**=**	**73.3%**

Overall, the patrol unit has 73.3% of net availability time after accounting for community generated workloads. Small departments generally have more proactive time due to the need to staff for officer safety when there are fewer calls, as the calls at night typically require a two-officer response. In smaller departments such as Conshohocken, most sergeants would respond as primary on calls when needed and are factored into the proactivity analysis.

The following chart shows this analysis at a more detailed level, providing proactivity levels in four-hour blocks throughout the week:

Proactivity by Hour and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	2.8	88%	89%	91%	92%	91%	94%	85%	90%
6am–10am	2.8	84%	68%	75%	80%	66%	70%	75%	74%
10am–2pm	2.8	69%	62%	66%	60%	68%	69%	57%	64%
2pm–6pm	2.8	71%	58%	56%	64%	64%	54%	68%	62%
6pm–10pm	2.8	73%	65%	54%	71%	61%	68%	72%	66%
10pm–2am	2.8	82%	89%	88%	84%	81%	84%	80%	84%
Overall	2.8	78%	72%	72%	75%	72%	73%	73%	**73%**

The lower proactivity during the afternoon and early evening hours is typical of most departments; however there is proactive time available throughout the rest of the day.

(5)   Analysis of Patrol Self-Initiated Activity

Self-initiated incidents which include traffic stops, proactive area checks, and other

common types of activity are generated by officers during uncommitted (proactive) time. As discussed in earlier sections, the project team separated out these incidents from those that were community-generated.

(5.1) Self-Initiated Activity by Hour and Weekday

The following table provides patrol self-initiated activity by hour and weekday:

Self-Initiated Incidents by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	17	8	8	8	14	12	23	90
1am	19	6	9	8	19	10	19	90
2am	10	4	17	12	6	5	12	66
3am	13	0	6	7	5	0	6	37
4am	1	4	3	2	0	0	0	10
5am	0	0	4	3	1	2	5	15
6am	0	4	2	0	0	1	0	7
7am	0	18	17	13	22	10	3	83
8am	4	42	83	60	54	53	10	306
9am	5	45	61	69	49	37	17	283
10am	8	37	51	47	35	38	19	235
11am	6	19	30	33	16	19	22	145
12pm	10	11	21	15	12	20	7	96
1pm	3	11	34	18	9	14	9	98
2pm	1	17	28	9	14	20	7	96
3pm	5	30	28	17	14	15	9	118
4pm	3	16	27	11	9	16	12	94
5pm	3	10	9	4	11	4	8	49
6pm	1	3	2	5	1	5	2	19
7pm	4	5	9	4	6	7	8	43
8pm	3	25	22	20	13	22	19	124
9pm	5	19	20	18	8	18	13	101
10pm	6	10	15	23	6	19	28	107
11pm	9	13	15	8	11	18	11	85
Total	136	357	521	414	335	365	269	2,397

Self-initiated activity exists in clearly delineated periods, increasing after 7:00am and falling after 11:00am. Self-Initiated activity is highest between 8am and 10am, which is a

peak commuter time. The low amount of self-initiated activity occurring after 11pm is indicative of the community as there is little pedestrian or vehicle activity after 11pm and therefore, there is less opportunity to be proactive.

(5.2)   Most Common Types of Self-Initiated Activity

The following table provides the most common incident types assigned to self-initiated activity.

Most Common Types of Self-Initiated Incidents

Incident Type	# CFS	HT	12a	4a	8a	12p	4p	8p
TRAFFIC STOP	1,208	15.3						
PUBLIC SERVICE	241	5.4						
POLICE INFO/ADMIN	182	76.4						
FOOT PATROL	124	25.0						
POLICE FOLLOW-UP	69	20.9						
TRAFFIC DETAIL/SCH CROSS	63	63.5						
PEDESTRIAN STOP	54	44.4						
WARRANT SERVICE	50	44.0						
TRAFFIC DETAIL	48	65.2						
POLICE INFORMATION	41	111.5						
All Other Types	317	52.8						
Total	**2,397**	**29.7**						

Traffic stops are by far the most common type of self-initiated activity, followed by "Follow up." The Conshohocken Police Department reported the following self-initiated activity for 2019:

Officer Citation/Warnings 2019

Equipment Violations	5
Moving Violations	537
Parking Violations (Excludes Parking Patrol)	188
Total Citations	**730**
Warnings	588
Verbal Warnings	243
Total Warnings	**831**
Total Warnings and Citations	**1,561**

The number of self-initiated activities reported indicate that officers are active in using some of their available proactive time; however, there is opportunity to use more proactive time on community outreach and other activities.

3.   Patrol Staffing Levels Required to Meet Service Level Objectives

CBPD currently has 12 officer and four sergeants' positions authorized in patrol. With the current number of officers, the department has an average of 73% proactivity. As noted earlier, sergeants are included in the proactivity calculations. In a small agency, such as Conshohocken, sergeants are expected to be involved in coverage and calls. The span of control in small departments cannot justify a pure supervisor position without call for service responsibilities. In Conshohocken all sergeants have collateral duties that also take time to coordinate and plan. With a minimum staffing of two sworn officers, there is ample coverage to handle calls for service, with rare occasions when a critical incident may occur that would require additional resources.

The CBPD has a vacant traffic safety officer position. This position added a dedicated traffic enforcement and education capability to the department. Traffic is a major concern of the Borough and this position helped to address some of the traffic issues; however, patrol has an overall average of 73% proactivity available to address traffic issues as well. There is currently sufficient capacity in patrol to address traffic issues.

There are additional public safety and livability concerns that can be addressed with the proactive time available to patrol officers. Sergeants should insure proactive time is directed toward public safety goals.

4.   SWAT/Negotiation Collateral Duties

The Conshohocken Police Department currently has three members on the multi-jurisdictional SWAT team and one member on the negotiation team. Multi-jurisdictional SWAT teams add a resource and capability than can assist agencies in providing a better response to critical incidents.   These teams typically have advanced training and specialized equipment to help mitigate threats. The benefit of a multi-jurisdictional team is the reduced cost of equipment, personnel, and training hours for each member department. To maintain current National Tactical Officers Association (NTOA) minimum standards, an officer must train 16 hours per month. Negotiators have less recommended training that is typically 8 hours a quarter or 32 hours a year.

Having members on each of these teams brings expertise and training to the department; however, in a smaller department regular training can increase overtime to cover for training absences. To reduce the need for any additional overtime the department should maintain the current limit of no more than three officers on the SWAT team and no more than one negotiator or four personnel in total at any time regardless of position.

5.   Crossing Guards

There are a total of 6 part time crossing guards assigned to perform crossing guard duties at various starting times dependent on anticipated pedestrian activity. Crossing guard locations/posts are intersections that were deemed most critical for providing safe pedestrian passage. When a crossing guard is unable to make their shift, parking patrol or CBPD will provide an officer, if available. This unit is adequately staffed.

Recommendations:

Maintain current staffing of 12 officers and 4 sergeants in patrol.

Sergeants should coordinate proactive time of officers so that they are more active in traffic enforcement or other livability issues.

Allow no more than a total of three personnel for SWAT or the Negotiator teams.

Do not fill the traffic safety position.

Maintain current crossing guard staff of 6.

4. Analysis of Detectives

The Detective Unit is responsible for the investigation of criminal activity within the Borough of Conshohocken. The unit is comprised of 2 Detectives who also have collateral duties. The detectives work on rotation with a day shift of 8am to 4pm and afternoon shift of 11am to 7pm providing coverage from 8am to 7pm Monday through Friday. The unit was supervised by a lieutenant, but with the current lieutenant vacancy, they are a direct report to the Superintendent of Police.

In reviewing investigative units, it is important to understand the amount of reported crime as this directly impacts potential caseloads. Most agencies report their crime statistics to the Federal Bureau of Investigation (FBI) for purposes of tracking crime nationally. There are two types of crimes reported to the FBI Part 1 and Part 2. Part 1 are the most serious types of violent and property crime. Part 1 crimes include: Homicide, Rape, Robbery, Aggravated Assault, Burglary, Larceny-Theft, Motor Vehicle Theft and Arson. Part 2 crimes include: Simple Assault, Forgery, Fraud, Vandalism Weapons Possession, Prostitution, D.U.I., Etc.

The following table shows the UCR reported Part 1 crime for the last 5 years (most recent data available).

	2014	2015	2016	2017	2018	
Violent Crime	**10**	**2**	**2**	**4**	**5**	
Criminal Homicide	0	0	1	0	0	
Rape	0	0	0	1	0	
Robbery	1	1	1	0	0	
Aggravated Assault	9	1	0	3	5	
Property crime	**125**	**83**	**102**	**70**	**88**	
Burglary	21	8	5	6	9	
Larceny-Theft	101	72	84	60	75	
Motor Vehicle Theft	3	3	13	4	4	
Arson	1	0	2	0	1	

Part I Crimes Per 1,000	11.6
5YR Violent Crime	▼ -50%
5YR Property Crime	▼ -30%

As can be seen by the preceding chart, violent crime and property crime has decreased over the last five years. Violent crime is down 50% and property crime is down 30% over the last five years. The following chart displays the same information graphically:
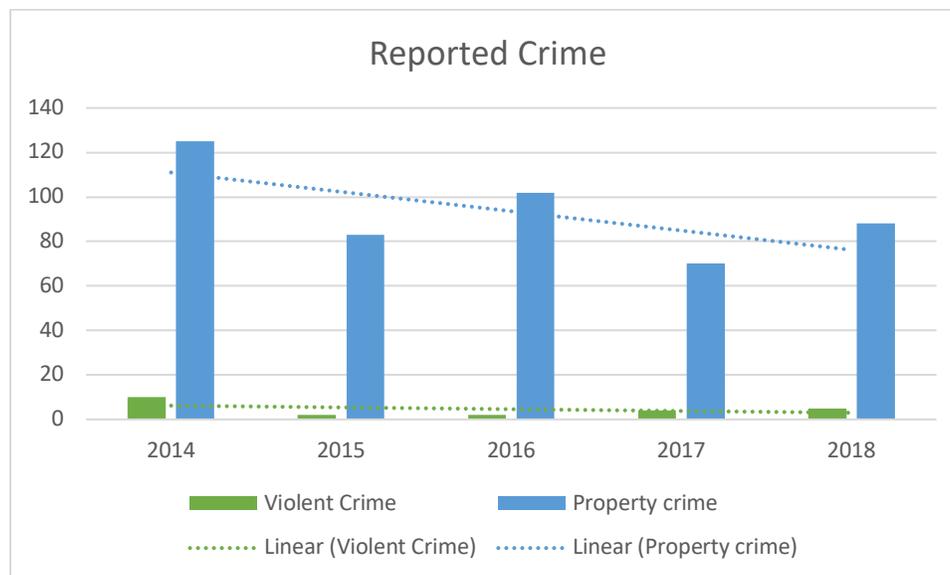
As the chart demonstrates property crime has decreased 30% in the last 5 years while violent crime has decreased 50% percent during the same period.

To complete the analysis of the investigations, caseload information provided by the department was used. The team utilized a caseload spreadsheet that covers crimes reported in 2019.   In 2019 there were a total of 72 cases assigned to detectives.

1.   Calculation of Detective Net Availability

In the following sections a caseload analysis for different investigative units is calculated before determining availability and staffing needs. It is important to first review the number of net available hours detectives are available to conduct investigations. To conduct this analysis, it is critical to understand the amount of time that detectives are on leave – including vacation, sick, injury, military or any other type of leave – as well as any hours dedicated to on-duty court or training time and all time spent on administrative tasks.

The impact of each of these factors is determined through a combination of calculations made from CBPD data and estimates based on the experience of the project team, which are then subtracted from the base number of annual work hours per position. The result represents the total **net available hours** of detectives and other positions, or the time in which they are on-duty and available to complete workloads and other activities in the

field. Net availability for detectives is different from patrol because of court and administrative responsibilities.

The section below outlines this process in detail and describes how each contributing factor is calculated:

Factors Used to Calculate Detective Net Availability

Work Hours Per Year

The total number of scheduled work hours for detectives, without factoring in leave, training or anything else that takes detectives away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,080 scheduled work hours per year**

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause detectives that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from CBPD data: **424 hours of leave per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each detective spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for detectives, the number of hours is estimated based on the experience of the project team.

Estimated: **30 hours of on-duty court time per year**

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

Without any data recording on-duty training time hours specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

Estimated: **101 hours of on-duty training time per year**

Administrative Time (subtracted from net available hours after leave, court and training hours deducted)

The total number of hours per year spent completing administrative tasks while on-duty, including staff meetings, returning phone calls, emails, and various other activities.

The number is calculated as an estimated 20% of net work hours after other deductions.

Estimated: **305 hours of administrative time per year**

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for detectives – the time in which they are available to work after accounting for all leave, on-duty training, court and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,344 net available hours per detective

The following table summarizes this calculation process, displaying how each net availability factor contributes to the overall net availability of detectives:

Calculation of Detectives Net Availability

Base Annual Work Hours		**2,080**
Total Leave Hours	–	424
On-Duty Training Hours	–	101
On-Duty Court Time Hours	–	40
Administrative Hours	–	336
Net Available Hours Per Detective	**=**	**1,344**

Overall, detectives have an average of 2,688 net available hours per year, representing the total time in which they are able to conduct investigations. These hours will be used in the following sections to analyze detective caseloads.

2.   Analysis of Detectives

To conduct the analysis of general crimes, four caseload models were developed because of the variance in caseload hours by investigation type: General Investigations, Fraud/ Forgery, Child Abuse and Sex Offenses.

(1)   Workload hours of General Crimes Cases

General crimes are typically much less complex and therefore require less investigative work. They also tend to have much lower solvability rates. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with investigating vehicle/property crimes:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Documents/Evidence	Review of Documents/Evidence	**1 hour** (Includes submission and report)	40%
Video/BWC	Review of video recovered from scene and BWC	**3 hours** (To review and write report)	30%
Social Media/Electronic	Warrants/Subpoenas	**4 hours** (Includes reviewing and report writing)	40%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Records/physical location			
Victim Statement	Victim Interview	**1 hour** (Includes report writing)	100%
Witnesses	Witness Interviews	**1 hour** (Includes report writing)	10%
Suspect	Suspect Interview	**1 hour** (Longer if lodged - Includes report writing)	30%
Total		11 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every property crime will have same amount of evidence or interviews conducted. Victim interviews in property crimes are rarely first-hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Less than 25% of reported property crimes are solved.

Using the above available work hours and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **4.3 hours** per solvable case.

(2)   Workload hours of Financial Crimes Cases

Forgery/fraud (Financial Crimes) have different workload hours than general crimes cases. Financial crimes are exceedingly difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence belongs to financial institutions and detectives must wait for them to comply with legal requests for information before they can proceed, and this can take weeks to months depending on the type and amount of data requested. They also tend to have much lower solvability rates (approximately 50% less solvable than person crimes). These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence. The following chart details processes and times associated with investigating financial crimes:

Common Evidence /Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**1 hour** (Includes Inspecting and writing report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	5%
Cell Phone	Cell Phone Download	**3 hours** (To review and write report)	10%
Video/BWC	Review of video recovered from scene and BWC	**4 hours** (To review and write report)	50%
Social Media/Electronic Records/physical location	Warrants/Subpoenas/Document review	**20 hours** (Includes reviewing and report writing)	100%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	30%
Victim Statement	Victim Interview	**1 hour** (Includes report writing)	100%
Witnesses	Witness Interviews	**1 hour** (Includes report writing)	10%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	20%
Total		37 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every crime will have the same amount of evidence or interviews conducted. Victim interviews in financial crimes are rarely first-hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.), if available. Less than 25% of reported financial crimes are solved.

Using the above available work hours and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately **24 hours** per solvable case.

(2.3)   Workload hours of Sex Offense and Child Abuse Cases

Sex assault, child abuse and internet crimes against children are very complex cases that are treated more seriously by the judicial system; they tend to have less witnesses, thus requiring more time in interviews and recovery and processing of evidence than other person crimes. The following chart describes approximate investigative times for sex crimes:

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**3 hours** (Includes submission and report)	30%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	50%
Cell Phones	Cell Phone Downloads	**3 hours** (Some phones take much longer)	50%
Video	Review of video recovered from scene and BWC	**2 hours** (To review and write report)	100%
Social Media/Electronic Records/physical location	Warrants/Subpoenas	**10 hours** (Includes reviewing and report writing)	90%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	50%
Sex Assault Kit	Sex Assault Exam	**3 hours** (Done by Hospital Staff, but a detective is required to be present at hospital and requires submission to lab)	90%
Victim Statement	Victim Interview	**4 hours** Interviews are recorded (Includes report writing)	100%
Witnesses	Witness Interviews	**2 hours** (Includes report writing)	50%
Suspect	Suspect Interview	**4 hours** (Longer if lodged - Includes report writing)	40%
Total		36 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every sex assault case will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.), if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately **25.2 hours** per solvable case.

Runaway cases vary in caseload hours depending on circumstances of the runaway (endangered or chronic). However, all cases require some investigation and entry into a data base and follow up 30 days after entry, if still missing. A typical runaway is approximately four hours of investigative time, including follow up, social media searches, attempt to contact friends/witnesses and entry into database.

The following table shows the caseload information for detectives:

General Detective Case Load

Case Type	# of Cases Assigned	Investigative Hours Each	Hours X Number of Cases
General Crime	47	4.3	202
Fraud/Forgery Embezzlement	17	24	408
Sex Offense	3	25.2	75
Child Abuse	7	25.2	176
TOTAL	72	N/A	861

As the table indicates, the caseload represents approximately 861 caseload hours per year.

As mentioned above there are two detectives assigned to work these cases. Using the previous calculation of net available caseload hours and total caseload, the number of detectives needed to investigate the caseload can be determined:

Total Caseload Hours		861
Divided by total net available hours for one detective (1,344)	÷	1,344
Number of Detectives Needed	**=**	**.64**

As the chart indicates, the recommended caseload hours assigned represents approximately .64 detective positions and there are two detectives assigned. The resulting caseload is much less than the hours per detective available; however, this is only a portion of their job responsibilities. Detectives have significant other duties including maintaining property/evidence, conducting background checks, and assisting patrol officers with cases, even if not assigned to the case. They also assist with walk in community questions.

With additional duties there is enough work for more than one detective, however there is capacity to do more cases or assign additional tasks with current personnel. With additional capacity available detectives could be assigned to assist patrol when there are staffing shortages to reduce overtime, or they could be given extra tasks. Additionally, many of the cases that are assigned to detectives could also be handled by patrol officers as they are generally lower-level crimes, however even if this is done there is still a need for more than one detective with current caseload and additional tasks.

Recommendation:

Assign detectives additional tasks or occasionally use them to cover shifts to reduce overtime.

Maintain current staffing of two detectives.

5. Analysis of Parking Enforcement

Parking Enforcement is comprised of three part time Parking Enforcement Officers who are responsible for enforcement of adopted parking ordinances. The parking enforcement officers are assigned to a 0900 to 1400 shift and two officers between 1600 and 2100 hours. Parking enforcement officers are primarily tasked with ensuring compliance with parking time limits, maintaining Borough parking meters, collection of parking fees and administering the Park Mobile (Parking App) program for the approximately 150 metered parking spaces. Ancillary duties include serving as a backup school crossing guard and provide administrative support for the Police Department.

The use of part time employees provides the Borough flexibility by utilizing staff in ancillary duties, such as providing relief for the school crossing guards and administrative assistance. Moreover, it allows parking enforcement operations during the busiest times in the late afternoon and early evening. Proactive enforcement of parking codes ensures compliance with adopted policies and provides parking space turnover to ensure parking is available throughout the day. Finally, enforcement and application of parking fees encourages parking space turnover and provides a positive fiscal benefit for the Borough, along with the businesses that utilize public parking for their customers.

The current approach is effective at providing adequate coverage for parking enforcement and provides some flexibility to provide relief coverage when parking and other staff are absent. An immediate recommended change would be to modify the schedule of one of the afternoon officers to provide coverage between 1400 and 1600 hours (this is also the busiest time of the day for patrol officers as well). Currently, a coverage gap exists during this time period and the likelihood of violations is greater during this time than between 1900 and 2100 hours. Especially during the fall and winter. Shifting the schedule will provide for 12 consecutive hours of coverage versus two, 5-hour blocks of coverage.

There is over $700 million in planned development and already approved building permits which will result in increased demand for parking, especially in the Borough core. This will create the need for additional parking enforcement capacity. This may also increase the need for parking patrol oversight which is currently accomplished as a collateral duty of a sergeant that works a different schedule than the parking patrol officers. In the next one to three years an added parking enforcement supervisor should be added. This should be a working supervisor that spends at least 70% of their time in the field and 30% on administrative tasks. The added capacity can increase enforcement in high violation areas and can assist with parking related tasks for community events. The supervisor

should be a direct report to the superintendent of police or their designee (lieutenant or sergeant).

As an additional option to reduce the workload for parking enforcement officers and to enhance the services provided to the public, the Borough may consider replacing parking meters for individual spaces with kiosks that are one or two per block. Kiosks should provide cash, card, and mobile/contactless payment options without the user having to use the Park Mobile app. This reduces the number of collection points for staff, reduce the number of meters that are maintained, and provide additional payment options for the public. Furthermore, if the Borough decides to increase the number of paid parking spaces in the Borough, it would require less equipment to be installed than traditional meters. One or two parking kiosks per block is the prevailing practice for paid public parking in municipalities in the United States.   **This needs to be expanded or eliminated. This comes with a very high cost unless they have a business improvement district to cover these costs.**

Recommendation:

Add a full-time parking enforcement supervisor in the next one to three years.

Maintain the 3 part-time Parking Enforcement Officer positions.

Modify staff's schedule to provide continuous coverage between 0900 and 2100 hours.

Consider replacing individual parking meters with kiosks that are installed on each block that provides cash, card and mobile/contactless payment options.

6. Analysis of Fleet

There are a total of 14 vehicles assigned to the Police Department that includes command, detectives, patrol, parking and SWAT vehicles. Additionally, there is an undercover vehicle that is assigned to Detectives, but is not included in this analysis due to the sensitive nature of this vehicle. The following table presents relevant vehicle information assigned to the police department:

Police Vehicles Assigned

Assignment	Year	Mileage	Age	Annual Mileage
Command	2014	27,491	6	4,582
Command	2015	36,544	5	7,309
Detectives	2016	9,100	4	2,275
Parking	2008	85,040	12	7,087
Parking	2012	47,792	8	5,974
Patrol	2018	19,006	2	9,503
Patrol	2018	13,528	2	6,764
Patrol	2015	35,574	5	7,115
Patrol	2013	65,139	7	9,306
Patrol (Traffic)	2011	59,516	9	6,613
Patrol	2015	56,410	5	11,282
Patrol	2019	35,562	1	35,562
Patrol	2016	35,410	4	8,853
SWAT	2014	20,374	6	3,396
Average	**2016**	**39,035**	**5**	**8,973**

The overall average age of the fleet is five years and the average mileage is 39,035 per vehicle.

Part of any effective fleet management plan is the proper replacement of vehicles as they age. For law enforcement agencies, vehicles may transition from front line patrol vehicles to less intensive usages such as assigned to detectives or specialty units as they increase in age or have maintenance issues. There are several best practices related to the replacement cycle for law enforcement vehicles:

- Patrol vehicles (pool) should be replaced every 3 to 5 years of age or 100,000 miles. However, due to the smaller geographic coverage areas in Conshohocken, this can be extended to 5 to 7 years of age or 100,000 miles.

- Non-patrol vehicles (administrative, detectives, parking, etc.) should be replaced every 7 years or over 125,000 miles to maximize resale value.

The most important vehicles in a Police Department are the vehicles assigned to the Patrol unit. Patrol vehicles accumulate mileage at higher rates than vehicles assigned to other functional areas in a Police Department. Subsequently, patrol vehicles generally incur higher maintenance cost due to their increased usage, increased idling and are driven harder and more frequently than other vehicles. Therefore, it is important to have an effective replacement program for patrol vehicles.

A total of eight vehicles are assigned to Patrol, including one vehicle assigned to Traffic. The average vehicle assigned to Patrol is four years old, with 40,000 miles. It is noted that the newest Patrol vehicle is an outlier, because it is a 2019 model and has 35,500 miles. There are only two patrol vehicles that are seven years of age or greater. The traffic patrol vehicle is 9 years old, and one patrol vehicle is 7 years old. The traffic patrol vehicle should be replaced, and the 7-year-old patrol vehicle should be transitioned to reserve status or sold. For the most part, Conshohocken has been proactive in replacing their front-line patrol vehicles. This is noted in the 2020 capital budget with a line item dedicated to replacing two or three vehicles.

Command staff and detective vehicles are between four and six years of age and should be replaced at proper intervals to maximize the cost recovery associated with selling of the vehicles. Selling at appropriate times will also minimize the maintenance cost associated with maintaining an older vehicle. Alternatively, due to the low mileage of the Detective vehicle, this vehicle could be replaced in the future with patrol vehicles that are aging out. This may reduce future capital expenditure related to replacement of the detective vehicle.

Parking has two small sport utility vehicles that are 8 and 12 years old respectively. The 12-year-old vehicle should be replaced with a new model. This will reduce the maintenance cost associated with the vehicle, improve the fuel efficiency of the vehicle and provide a new vehicle that includes better safety features. Due to the nature of parking staff, the Borough should consider either a hybrid or electric vehicle to reduce emissions.

The overall age of the Police Department fleet is well within appropriate age levels and mileage with the exception of three vehicles that are greater than seven years of age. The 2008 parking vehicle and traffic patrol vehicle should be replaced. The rest of the fleet should be replaced at appropriate age levels (seven years of age).

Recommendation:

Replace the traffic patrol vehicle with a newer model patrol vehicle.

Replace the 2008 parking vehicle with a newer model and consider either a hybrid or electric model.

Replace police vehicles at seven-year intervals to maximize return on investment.

7. Analysis of Operations and Management

Fundamental to a successful modern police department is the operations and management of the resources and staff allotted to community safety. Operations and management cover several aspects of a police department to determine the efficiency of the department. Though no one attribute can determine whether a department is functioning to full efficiency, there are several areas in a department that can be examined to determine how well the department is functioning. The project reviewed several operational areas of the police department and compared them to industry standards or standards we have learned through our 400+ law enforcement related studies. Indications of how well a police department is functioning can be assessed by reviewing the following functions, operations and management areas:

- **Policies and Procedures** – Do policies cover all relevant aspects of policing? Are policies up to date? Are policies easy to understand and can the standards they set be attained?

- **Training** – Is everyone meeting minimum training standards? Is training updated for new issues in policing? Is training equally shared among employees? Is career development training included?

- **Internal Affairs/Professional Standards –** Are complaints thoroughly investigated? Does the department conduct internal complaints? Are use of force, pursuits and other incidents reviewed?

- **Resource Management** – Does the department carefully track finances? Does the department partner with other agencies where appropriate to save costs? Does the department seek alternative funding sources that are available? Are controllable costs such as overtime managed?

- **Effective use of Technology –** Is the department up to date on the use of technology. Is there technology that could be utilized to improve department performance?

- **Performance Management** – Does the department have benchmarks or goals for performance that tie directly to operations?

- **Community Engagement** – Does the department conduct community engagement and outreach? Is the approach multi-faceted to reach different population groups within the Borough? Is Community Engagement part of the Organizational Culture?

1 | Policies and Procedures

In reviewing department policies, the project team examined the clarity of the policy to see if it matched current best practice and that it applied aspects of the pillars of 21st Century Policing. The project team also looked for missing policies that are used by other departments. Department policies are important for number of reasons:

- Policies set the tone for a professional organization.
- They give employees a reference for what is expected.
- Policies can limit liability for a department if they are current and best practice.
- In general employees can only be held accountable for policies that exist.

The project team reviewed the most recent version of the policy manual which was provided to the project team. The policies covered the most important aspects of policing and were current and met best practices.

1. Code of Conduct

The following provides an analysis under the guidelines of six pillars of the 21st Century Commission on Policing Report.

The 21st Century Police Commission Report states that "Law enforcement culture should embrace a guardian—rather than a warrior—mindset to build trust and legitimacy both within agencies and with the public." Trust and legitimacy are derived from the day to day interactions of individual members and the overarching philosophy and administrative conduct of an organization.

The principle of building trust and legitimacy is evident in the Code of Conduct of CBPD members. The Code of Conduct speaks in plain terms that "My fundamental duty is to serve." It further speaks to the importance of a member's conduct in private life as it has an impact on maintaining trust.

Trust and legitimacy are enhanced when an agency recognizes their role beyond that of merely enforcing laws. This policy directive is a profound enactment of the principle of

trust and legitimacy and is foundational to the operational practices of the Conshohocken Police Department.

2.   Internal Investigations

The review found the policy on internal investigations served to advance public trust and legitimacy in its stated intent but could be enhanced operationally. The policy states that:

The integrity of The Conshohocken Borough Police Department depends on the personal integrity and discipline of all Department members. To a large degree, the public image of this Department is determined by the professional response of the Department to allegations of misconduct against it or its members. The Department must thoroughly and professionally investigate all citizen complaints and allegations of misfeasance, malfeasance and nonfeasance by Department members.

The policy outlines the intent of the department to conduct thorough and professional investigations of complaints. This is the proper tone for internal investigations and is a prevailing practice of police departments.

3.   Policy and Oversight

Pillar two of the 21st Century Police Report emphasizes that policing policies should reflect community values. It goes on to state that policies should be clear and comprehensive regarding use of force, de-escalation training, mass demonstration, searches, racial profiling, performance measures and a number of other critical areas aligned with maintaining public trust. As part of this project the policies of the department were reviewed.

The project team found that the Conshohocken Borough Police Department's policies covered most important areas of police operations and accountability, though we notated that some were out of date or conflict with prevailing practices. The policy manual lacked some significant policies on biased based policing, crisis intervention and crowd control. Some policies were poorly worded, or elements of the policies were covered in separate areas/policies. Some of the issues we noted are the following:

- **CBPD policies** all have an issue date of and effective date, but not a review date. All polices should be reviewed either annually or bi-annually to make sure they are still applicable and do not conflict with changes in law, best practice or operational

changes. It was also noted that all policies are signed under the authority of the former chief and are approximately 7 years old.

- **General Order 1.1.7 covering general appearance** regulates tattoos, but makes exceptions for employees after December 1st, 2013. The policy as written allows employees to have visible tattoos (with restrictions) if hired after December 1st, 2013, but not if hired before. Generally working conditions or restrictions should apply to all department members equally.

- **Use of Force Policy 1.3.**1 is comprehensive; however, it places the use of O/C spray at the same level as empty hand control techniques and below the level of impact weapons. Though this is appropriate there is nothing in this section of the policy that states what actions would dictate which level of force. It is mentioned under an earlier section that refers officers to Title 18 of the Pennsylvania Statute; however, it should be part of this policy as well.

- **General Order Less Lethal Force 1.3.4** does articulate some language for when force is justified; however, the language used is outdated and does not comport to current training standards. Under section III A it states "The need not retreat or desist from efforts to make a lawful arrest because of resistance or threatened resistance to the arrest." This sentence is poorly constructed and seems to imply that de-escalation does not need to be attempted. Though officers in Pennsylvania do not have to retreat, the policy would potentially justify an unwise tactic, e.g. under the language of the policy an officer would be justified in not retreating when outnumbered. The policy does not consider that de-escalation would potentially be a better tactic or waiting for more resources before attempting to make an arrest.

- **General Order 1.3.6 Use of Force Reporting** requires reporting on use of force which is the prevailing practice; however, it does not require a supervisor to respond to the scene which is the prevailing practice. Supervisors should respond to the scene of all reportable use of force to document the incident, including taking photographs of the scene, the subject and to interview any witnesses. This is important for two reasons: it allows the supervisor to be better informed on the actual use of force incident and it ensures statements and digital evidence are secured. It also provides a more independent review of the facts leading to the use of force.

Overall, the policies covered most of the important areas but are poorly laid out and some policies need important revisions. The department has recently purchased DIMS software to upload policies which will enable active training and tracking of policy changes. This will be a long process as it is a collateral duty for sergeants.

Many departments are seeking accreditation to make sure their policies are up to date and are best practice. Pennsylvania has the Pennsylvania Law Enforcement Accreditation Commission (PLEAC) which requires policies and procedures that meet the highest standards for law enforcement in Pennsylvania. To become PLEAC accredited, the department would have to make changes to policies. However, the commission assists in this by providing policy recommendations and examples. PLEAC certification takes personnel time to accomplish, but only costs $1,000 annually.

Recommendations:

Review all policies to insure they are still applicable to current operations. This should be completed under the direction of the Superintend ant of police.

Update or create use of force, crowd control and bias-based policing policies.

Put a review date on polices so that they are routinely reviewed.

Policies should be under the authority of the current Superintendent of Police. The department should seek PLEAC accreditation.

2 | Training

Education and training are critical to the day-to-day competence of every member of a police agency and thereby serves to enhance public trust and legitimacy. It is critical that every member of a police agency possess the highest standard of initial training and ongoing opportunities for career long development.

Applicants to CBPD must possess a certificate of basic training issued by the Municipal Police Officers Education and Training Commission of Pennsylvania prior to employment. Applicants outside of the state must have certification in accordance with the Peace Officer Standards and Training Commission.

The project team concluded that the initial training qualifications of CBPD are of a high quality. Training records show that CBPD members availed themselves of an average 60 hours of training in 2019 (Not including tactical team and negotiator training).

At a minimum, every CBPD officer receives 28 hours of in-service training annually.

This training consists of the following:

1.   12 hours spring qualification on handgun, shotgun, patrol rifle, back-up firearms.

2.   16 hours of state mandatory training.

The combined total average of 60 hours of training sets CBPD members above an industry average of approximately 25 hours. We did note that a couple of officers were below 40 hours of annual training, which is a minimum benchmark for some departments.

Though total training hours are sufficient, specific training outside of state mandated training is not coordinated. Officers choose courses to attend on their own which are then sent through the chain of command for approval. Allowing some flexibility in allowing officers to choose courses that are of interest to them is good; however, this also impacts consistency of training throughout the department. For example, if two different officers attend use of force training from two different sources, they may be taught different techniques for the same situation and neither of which may be within department policy. The department does have a policy that training curricula will be reviewed by the training committee, but this does not ensure consistent training is delivered. This could present a liability to the department/Borough. Additionally, by not having an organized training plan, the department cannot target training to current trends or needs.

A coordinated training plan would allow the department to identify department training needs using data (use of force issues, driving, etc.) and current issues (procedural justice, de-escalation, and crisis intervention). The department does have a training committee that is established by General Order 1.7.1; however, developing an annual training plan is not one of the stated objectives of the general order.

The department should develop a training plan to address current training needs and then implement that plan so that training is coordinated for at least 8 hours of the 40 hours annually. This should be in addition to the state mandated training hours so that 16 hours are chosen by the state, at least 8 hours are chosen by the department in a coordinated

plan, 12 hours are required qualifications and any additional training is selected by the officer with approval of the chain of command.

There was no non-sworn training listed in the training data provided to the project team. Though most non-sworn positions do not require annual training to meet certification requirements, it should be part of the overall training plan for the department.

Recommendations:

Implement a minimum training of 40 hours for every sworn member.

Develop and coordinate a training plan.

Develop a training plan for non-sworn employees.

3 | Professional Standards/Internal Affairs

Accountability for police is a leading concern among the communities that police serve. Today more than ever communities are demanding thorough, professional and complete investigations of any complaint. Furthermore, they expect police departments to consistently review police actions internally regardless of whether a complaint is made to ensure policies and procedures are correctly followed. Internal accountability helps reduce liability and increases the professionalism of police. To conduct a review of the internal affairs process the project team requested a copy of all complaints investigated in 2019. There were no complaints reported for the year. Though a smaller department would expect few complaints if the department is well trained and supervised, it is surprising (in a positive way) that there were no complaints in 2019.

Recommendation:

Maintain current policy of investigating all complaints received.

4 | Resource Management

The effective use of current resources is critical to police operations and community support. In reviewing the use of resources, the project team not only reviewed the use of Borough provided resources but also how the department seeks to reduce costs through

partnerships and seeking additional resources that may be provided through grant opportunities.

1.   Police Budget

Police department budgets consist of mostly fixed or recurring costs that department administration has little control over such as salaries, facilities and vehicle maintenance or replacement. One area of the budget that can be most controlled by administrative action is overtime. Overtime can occur when there is a late call for service, to cover patrol shifts (personnel shortage), as part of a collective bargaining agreement or to address crime issues through directed missions on overtime.

The following table shows overtime hours used by type in 2019:

Overtime Category	Hours	Percentage
Shift Coverage	1930	55%
Training	486	14%
Investigation	308.5	9%
Special Events	226.25	6%
Court	63.5	2%
Administrative	115.5	3%
Traffic safety	208.75	6%
County Special Forces	162	5%
Total	**3,500.5**	**100%**

The table above indicates the majority (55%) of overtime is used to cover patrol shifts while very little is used on other categories. The total budgeted expenditures for overtime in 2019 was $140,000 from a police budget of $5,067,636 or approximately 2.7%. This

is a conservative use of overtime in comparison to the overall budget. Typically, police departments budget/spend between 5% and 15% on overtime.

Overtime can have a significant impact on police budgets, which in turn can impact the Borough budget and other departments. Though some overtime cannot be avoided such as court, late calls or emergencies, other overtime can be controlled through policies and sound fiscal practices. Examples of policies and practices that can reduce overtime include:

• Allowing non-priority reports to be written on the next shift.

• Allowing non-priority calls that occur near the end of shift to hold until the next shift is on duty.

• Planning training on days when more staff is available

• Limiting the number of personnel that can be on vacation or training concurrently.

• Using administrative or investigative personnel on overtime in lieu of hiring.

• Setting minimum staffing at a level to handle expected/average calls for service.

In our interviews with CBPD staff we found that most of these policies or practices were in place.

2.   Financial Tracking and Control

To manage financial resources, it is important for police departments to track expenses, overtime expenditures and grants. In our interviews and request for documents, the project team was provided with up-to-date thoroughly documented expenditures and use of overtime. The department was able to provide the exact number of hours each officer spent on overtime by category, the number of hours reimbursed by traffic grants and the number of hours spent on training. The number of hours of backfilled personnel shortages by shift and the percentage of time the shifts needed additional personnel to meet staffing needs. The project team learned that before training is approved, the department reviews financial impacts including staffing and potential overtime to determine if the training should be approved.

The department has good internal financial controls and tracks expenses effectively.

3. Cost Sharing Partnerships

There are several special teams and special equipment in police departments that are expensive, but are necessary. These include Drug Task Forces, SWAT, Accident Reconstruction, Crisis Negotiators, Training and Crowd Control Teams. Smaller departments do not have the resources to fulfill these needs on their own and they are not needed on a daily basis/weekly or monthly basis, however they are still necessary to meet the demands of the community.

To meet the demands without putting an undue burden on any one department, many police agencies form teams, partnerships or share equipment to reduce costs. The Conshohocken Borough Police Department is involved in several of these cost sharing partnerships.

The Conshohocken Borough Police Department is involved in the following partnerships or cost sharing activities:

- Montgomery County Dispatch/CAD/RMS
- Montgomery County Drug Task Force
- Montgomery County SWAT (Negotiations as well)

The department is able to provide additional police services to the community with limited cost by their involvement in these partnerships or services. These partnerships and services are a benefit to the community and the police department has been progressive in seeking these opportunities to provide additional services to the community.

5 | Effective Use of Technology

The effective use of technology can increase the efficiency of a department and eliminate waste and redundancy. To conduct the analysis of technology the project team during interviews specifically asked about technology and then surveyed current technology in many functions. The department is using the following technology:

- In car camera
- Regionalized Records Management System (RMS)
- Regionalized Computer Aided Dispatch (CAD) System
- Cameras (from police department building)

- Live scan
- Power DMS
- Electrical Control Devices (Taser)
- Narcan
- Mobile Digital Computers (in car computer)
- Automated External Defibrillator Electrical (AED)
- Edmunds – Govtech Software for administrative functions (accounts payable)
- Parkmobile- Parking software
- Infoshare- Online reporting software

The police department has and is using some of the most up to date policing technology, including its recent launch of online reporting. Two areas where there could be an improvement in the use of technology would be body worn cameras and public area cameras.

The department does use in car camera systems; however, in car cameras have limitations for recording officer/community members that may be out of viewing range for the camera. Body worn cameras go where the officer is located so there is a higher likelihood that both the relevant audio and video will be captured.

Public area cameras can be used to provide video evidence in high traffic areas or along busy corridors such as Fayette St., Elm St., Washington St or near large public parking areas. Public area cameras have been proven to lower crime and they are very useful in solving of crimes if they occur.

Recommendation:

Consider equipping officers with body worn cameras. Depending on the model and program body worn cameras cost approximately $65 per month per officer including data storage.

Consider installing public area cameras to reduce crime and to improve investigation outcomes in high traffic areas. Cameras cost approximately $2,000 per location depending on type of camera, available electrical connections and Wi-Fi or hard-wired options.

6 | Performance Metrics/Management

High performing police departments have a well-defined mission statement with goals to achieve the mission and regularly measure their success toward achieving those goals.

1.   Mission Statement

The Conshohocken Borough Police Department has a mission statement that states:

The mission of the Conshohocken Police Department, through a community partnership, is to improve quality of life and to provide a sense of safety and security for residents and visitors. We, as a police department, promote dignity, respect and professionalism by recognizing our duty and obligation to maintain order, enforce the laws and protect individual rights without impunity, on a fair and equal basis. Our commitment to excellence not only extends to the community, but to the officers and employees of this department who have dedicated themselves to the profession of policing. The department's highest priority is providing excellent service to the public.

The mission statement is laudable for its commitment to promote dignity and respect and its commitment to provide excellent service.

The police department's strategy focuses on three main areas; police service, public safety, and training. There are several goals the department is working toward:

- To reduce (part 1 and part 2 offenses)
- To enhance the sense of safety and security in public places
- To use authority judiciously, fairly, and ethically
- To improve police and community relations

Though the department goals are generally good as they call for specific goals, they don't follow all of a SMART goal outline: Simple, Measurable, Attainable/Action oriented, Relevant/Realistic and Time bound. Having specific goals that can be achieved can help the department to focus its efforts instead of just responding to calls for service. These goals should also be aligned with specific performance metrics.

2.   Performance Metrics

To achieve any mission a department must be able measure their performance toward achieving the mission or goal. During the course of our interviews, the project team was informed that the monthly reports consist of counts of activities, but there are no performance measures mentioned. In our review we noted the monthly report provides information, but no context. Though a police department's primary responsibility is to respond to calls for service, proactive time should be used in support of meeting the goals of a department and community. Examples of performance measures are:

- Crash or speeding reductions at high crash locations on Fayette St.
- Number of pedestrian safety events/missions (to reduce pedestrian-vehicle collisions).
- Community outreach objectives (Social Media Followers, Events).
- Proactive time spent in neighborhoods or hours of bike patrol along Elm St.

Ideally these performance metrics should be developed from both internal and external partners so that there is "buy in" or support. If the department's goals are developed without external input, the goals of the department may not align with the priorities of the council or community.

By developing a performance management system, the Department will have a clear method for reporting to the Borough Council progress toward established goals and objectives and the level of performance as compared to performance objectives established and approved by the Council. Ongoing reporting of progress toward goals or meeting performance metrics would be useful to align the department and council toward the achievement of the same performance goals.

As mentioned above the police department monthly report supplied to the council is more of a count of activities and does not show performance measures or attempt to track improvement in reduction of crime, case clearance rates, crashes or other performance measures. To be more useful to decision makers, the department should include performance measures that show the department's progress toward or achievement of goals or performance measures. The council and Borough Manager should be included in discussions about what performance measures should be tracked so that the police department and the Borough Manager and the Council are involved in achieving the performance measures.

3.   External Communication and Transparency

In addition to social media (discussed in another section), the department should produce annual reports and other information that can be accessed from the police department web page. Annual reports such as Internal Affair complaints received, investigated and outcomes can help provide the community with transparency. Additional topics such as annual use of force reports and the posting of department policies, can assist in educating the public about the department. Having no complaints in the last three years would be very good information to share with the community, especially with recent developments in policing.

4.   Intelligence led Policing

Intelligence led policing (ILP) is the concept of using data to drive the use of police resources. This can be done to reduce crime or to lower crash rates or traffic issues. To be effective, the data has to be thoroughly examined to determine where police intervention strategies may be effective at reducing harm. With limited budgets and resources, it makes sense to deploy police resources where they can be most effective e.g. if there are two parks in the Borough, but only one experiences vandalism or other issues, you want the police to spend more time and effort on the park that is experiencing more issues. ILP is not limited to just enforcement, it can include community outreach, education and the use of other non-law enforcement partners.

In the example of the park above ILP strategies could include:

- Increased patrol during the hours when more crimes or issues occur (determined by examination of data).

- Establishment of a community park watch by residences that have a direct view of the park or by frequent park users.

- Coordination with Department of Recreation Services and Parks to see if maintenance or other environmental changes can be made to reduce issues. Repair or increase lighting, changing when sprinklers are activated, or coordinating on timing of park programing.

These are just simple examples that can be incorporated in ILP.

It is evident from our interviews that CBDP uses knowledge and experience to make resource decisions. Though using knowledge and experience is useful in making deployment decisions, the use of data can enhance the effectiveness of the use of resource. General Order 1.1.2 directs sergeants to use statistical analysis to make the most effective use of personnel, but it doesn't spell out how it is to be done or by what standard.

One widely accepted ILP program is the use of Data-Driven Approaches to Crime and Traffic Safety (DDACTS), a law enforcement operational model supported by a partnership among the Department of Transportation's National Highway Traffic Safety Administration and two agencies of the Department of Justice: the Bureau of Justice Assistance and the National Institute of Justice. DDACTS integrates location-based crime and traffic crash data to determine the most effective methods for deploying law enforcement and other resources.

Recommendations:

The department should work with the Borough Manager and Council to set performance measures or annual goals using the SMART approach and report on their progress toward those goals.

The department should adopt ILP or DDACTS to determine police resource deployment strategies.

Post a link to annual reports on the police web page.

7 | Community Engagement

Community engagement and outreach is an area where the Conshohocken Borough Police Department excels. The need for police departments to connect with the community they serve has never been more important than it is today.

1. Social Media

One way departments connect is through the use of social media. The project team reviewed six months of media posts for the police department and found the department Facebook page was active with 38 posts over the last 6 months or an average of 5 posts a month. To achieve followers and to be able to stay relevant in social media, police departments must post frequently. The most frequent posts on the Facebook account

were positive posts or positive image for the police department. There were a significant number of posts regarding public events or notifications regarding police related activities.

The department currently has 4,037 Facebook followers, which represents approximately 50% of the population of Conshohocken Borough. This is a very high level of social media penetration.   Additionally the department has over 1,201 followers on twitter. The Conshohocken's police department posts are mostly informative and positive, this is a best practice. Departments that post only crime related incidents or activities can make the community feel less safe than they actually are.

2.   Community Involvement Activities

The Conshohocken Borough is involved in creating and attending public activities. Some of those activities are:

- Loaned SWAT Officers for demonstrations for area "Cop Camps"
- Maintained an information booth and "touch a truck" at Borough sponsored "Fun Fest" community day
- Conducted Drug Take Back
- Conducted Active Shooter training to groups or businesses (5 classes in 2019)
- Offered Hands only CPR class to the community
- Conducted a presentation about Crimes targeting the elderly at the community center
- Sponsored a 5K race to benefit the ALS Association
- Conducted the Annual School Bike Rodeo
- Summer Day Camp visit and display
- Routine visits to Elementary School
- Elementary School "end of School year visit and bike giveaway"
- Sponsored a soap box car in annual July 4th Soap Box Derby Race
- Department sponsored Community Shred Event
- Conducted display at National Night Out event
- Attended Annual Tree Lighting and Menorah lighting events
- "No Shave November"
- Thanksgiving meal giveaway (40 meals to the needy)
- Annual" Shop with a Cop"
- Annual Christmas toy drive and giveaway (300 needy kids received gifts)

In addition to these activities, the department sends officers to other Borough related events and has a strong working relationship with other law enforcement agencies in the

region. The Conshohocken Borough Police Department is very involved in the community as evidenced by the number of social media followers and the number of events they are involved with on an annual basis; though it was mentioned during the course of interviews that some community events such as La Parranda have been missed. To reduce the possibility that the police department misses a community event, an updated calendar should be kept for community events whether they are officially sanctioned or not.

One issue that was raised during our onsite interviews was the tinted windows in patrol vehicles. Though this may seem like a minor concern, it is clear from our interviews that it is concern as community members cannot make eye contact with officers while they are on patrol due to window tinting. Window tinting also makes it difficult for other drivers and pedestrians to observe if a police officer sees them at four way stop or at other times when eye contact would be helpful or further allow non-verbal communication to occur. The feeling from more than one interviewee was that tinted windows made officers seem like "Robocops" and made them unapproachable.

It our interviews with police personnel regarding window tinting, it was mentioned that this was an officer safety issue - the idea that tinted windows made it more difficult to target officers sitting in vehicles since it would make it harder to see them.

Though there is some truth to the officer safety argument, the little safety gained and very low likelihood of occurrence, does not outweigh the negative community engagement aspect of window tinting of patrol vehicles. It also does not outweigh the real safety issue of being able to make eye contact with pedestrians and other drivers who need to know that the operator of the police vehicle sees them before crossing an intersection.

Window tinting on detective vehicles or other vehicles used for surveillance is appropriate because window tinting can help officers avoid detection.

Recommendations:

An updated calendar should be kept for community events whether they are officially sanctioned or not.

Remove window tinting from patrol vehicles.

8. Comparative Analysis

To conduct a comparative analysis of police services in Conshohocken, five Boroughs/Townships were compared by crime rate per thousand community members and police services as percentage of overall budget. These data points were established as a point of reference only as other factors can impact both crime and budget policy decisions that each community may make regardless of actual crime. The communities chosen for comparative analysis were provided by the Borough and were chosen based on proximity to Conshohocken and previous comparisons for collective bargaining. The Boroughs/Townships included are: Ambler, Bridgeport, Plymouth and Whitemarsh.

1. Crime Rate per Thousand Community Members

Crime rate per thousand community members gives an overall indication of safety. To analyze crime rate, the Federal Bureau of Investigations Uniform Crime Reporting data from 2018 (most recent data available) was used. The number of reported crimes is then compared by population.

(1) Violent Crime per Thousand

Violent crime is the more serious crime which includes, homicide, rape and felonious assault. The following chart shows the violent crime rate per thousand population:
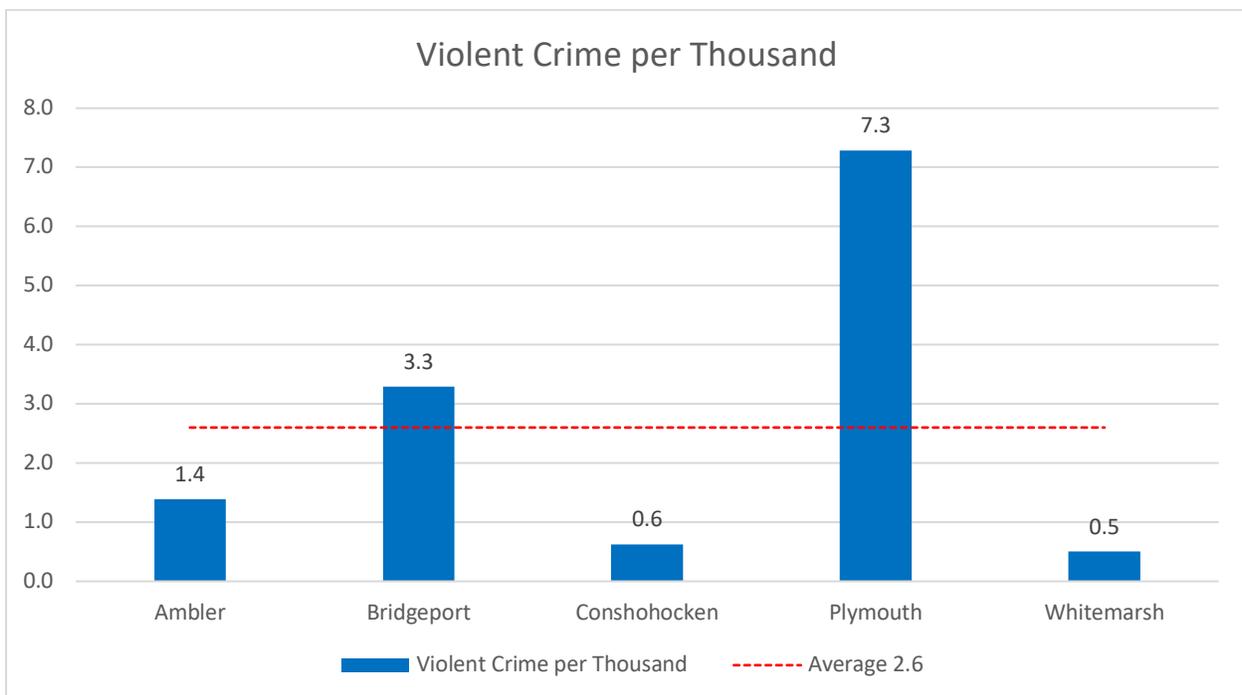
As the chart indicates the average violent crime rate per thousand is 2.6 among comparative communities. Conshohocken has a very low violent crime rate overall and is among the safer communities compared with only Whitemarsh Township having a lower violent crime rate.

(2)   Property Crime per Thousand

Property crime includes burglary, theft, auto theft and arson. The following chart shows the property crime rate per thousand population:
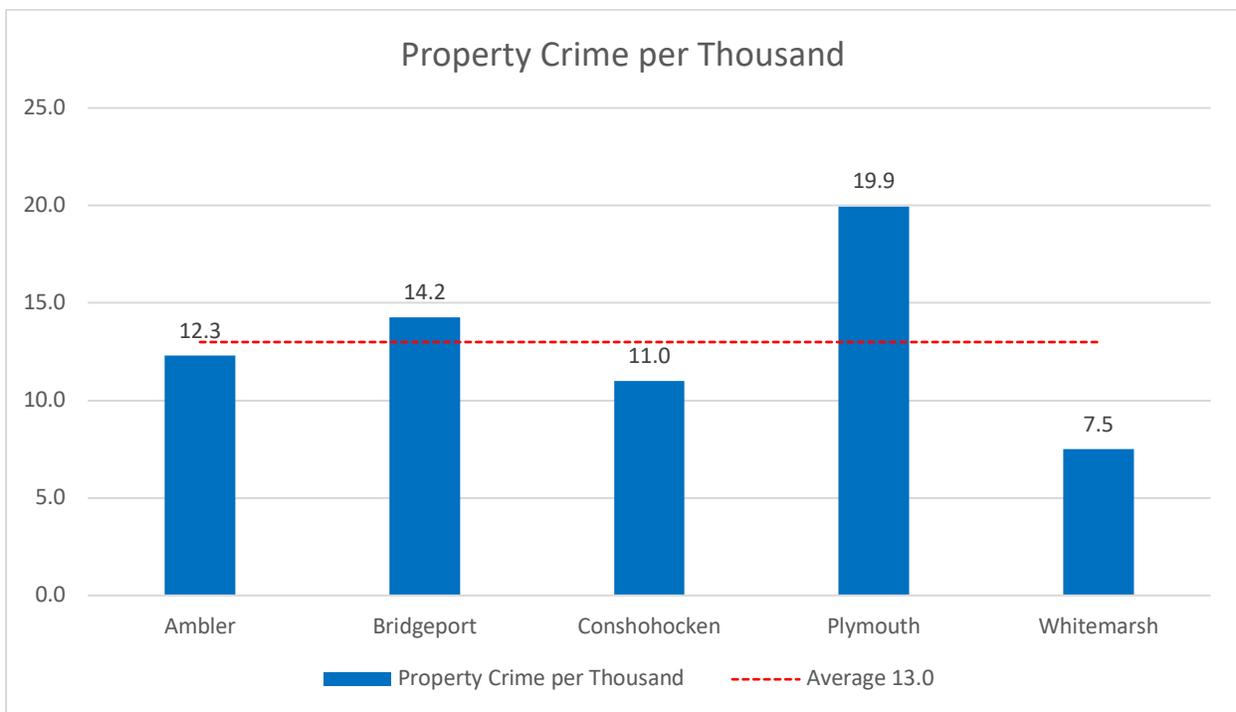
As the chart indicates the average property crime rate per thousand is 13.0 among comparative communities. Conshohocken has a low property crime rate overall and is among the safer communities compared.

2.   Percentage of Budgets Spent on Police Departments

A comparative analyses of police budgets was conducted to determine the percentage of operating funds that each Borough/township spent on police operations. There are several important limitations to this analysis:

- The number and size of other departments/services provided by each Borough/township can impact the amount of operating funds available for police services.

- The service level and number of services provided by each department can vary.

- Borough/Township expenditure priorities can vary greatly by community.

- Some budgets are more detailed than others so each operating budget may not account for all police expenditures.

To make the comparison of operating budgets among townships, the project team removed some functions from budgets, if other Boroughs or townships did not have a similar unit or function e.g. only Whitemarsh Township had a dispatch center, so the operating budget for dispatch was removed from the police budget. Similarly, some police departments did not have parking enforcement or school crossing guards as part of their operating budgets, so these were removed from all Boroughs/townships. It should also be noted police revenues from fines, parking fees, fingerprint services, and grants or operating a 911 center were not factored into calculations.

(1)   Police Operating Budgets

The following budget comparisons are based on these considerations:

Police Operating Budget as a Portion of Overall Borough / Township Operating Budget

Borough/Township	Percentage
Ambler	51%
Bridgeport	26%
Conshohocken	41%
Plymouth	33%
Whitemarsh	25%

Legend: ■ Pecentage of Budget   ------ Average 35%
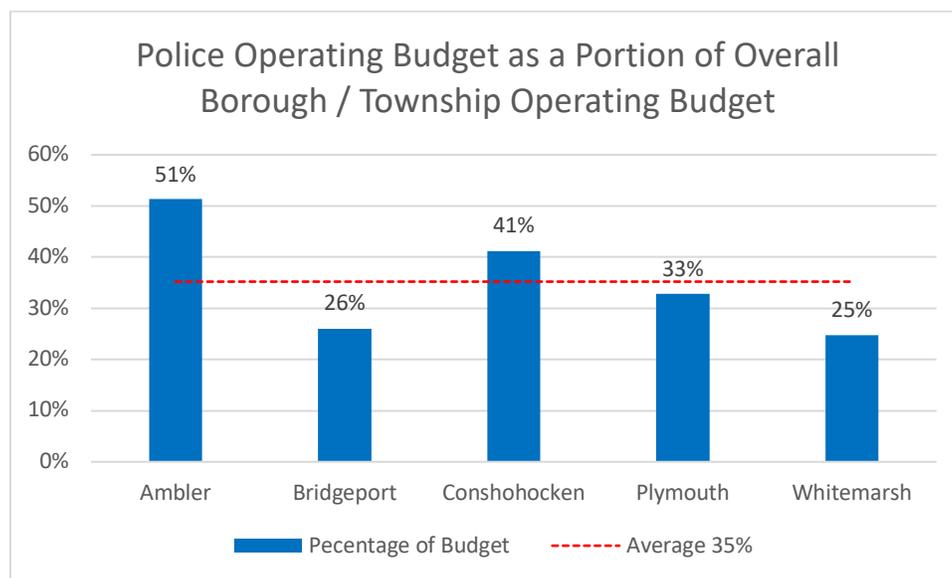
As the chart indicates the operating budget for the Conshohocken Police Department equals approximately 41% of the total operating budget for the Borough. This slightly above the average of 35% for all Boroughs/townships. Through hundreds of studies, the project team has noted that police budgets have a large variance from as little as 0%(law enforcement provided by state police) to over 70%. The biggest impact on the variance is the size and cost of other services provided by the municipality.

(2)   Police Overtime Budgets

A comparative analyses of police overtime budgets was conducted to determine the percentage of operating funds that each Borough/township spends on police overtime. There are some important limitations to this analysis:

•   Not all Boroughs/townships have a line item in their budget noting overtime expenditures.

•   The number of late calls, number of community events, off duty court appearances and minimum staffing can be handled differently depending on collective bargaining agreements, size of a department and available resources.

To make the overtime expenditures comparison, the project team used the same data used to compare overall police expenditures. It should be noted that using this method changes the percentage previously reported for Conshohocken as some functions were removed to make the comparisons more equitable. The following table shows the overtime budget as a percent of the approximate overall operating budget:

Overtime as a percent of budget
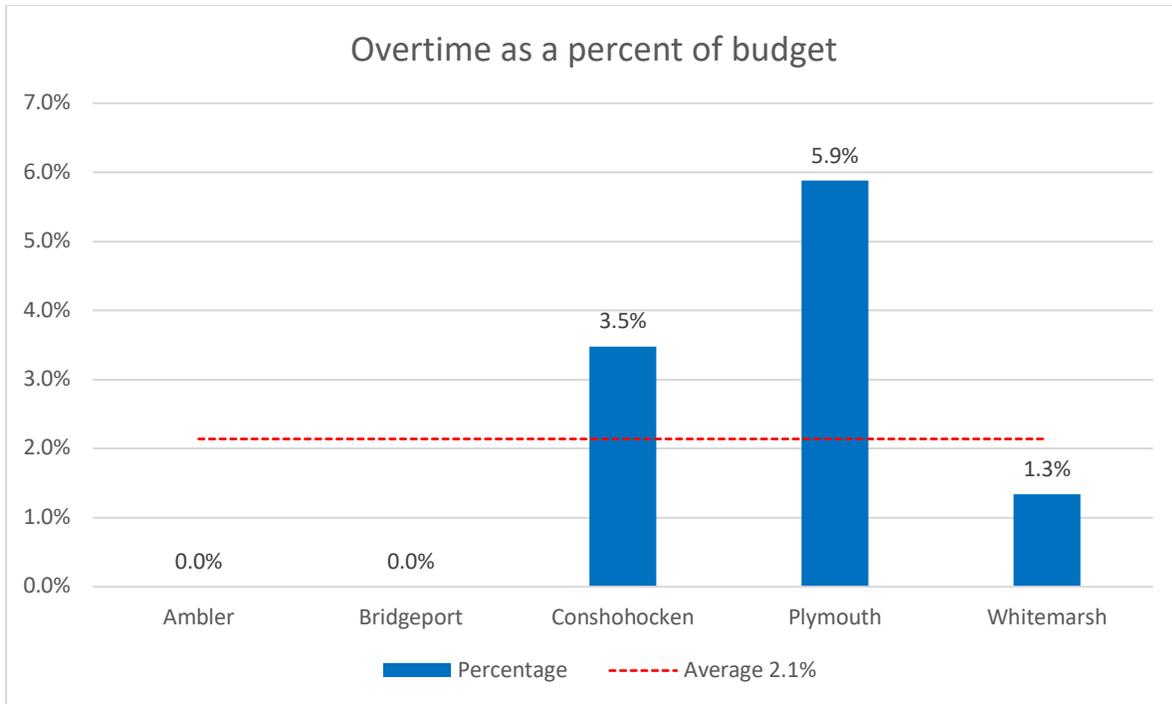
As the chart indicates Conshohocken's overtime budget represents approximately 3.5% of the total operating budget. It is important to note that two Boroughs did not report police overtime expenditures. As noted in a previous section overtime expenditures of between 5% and 15% are common.
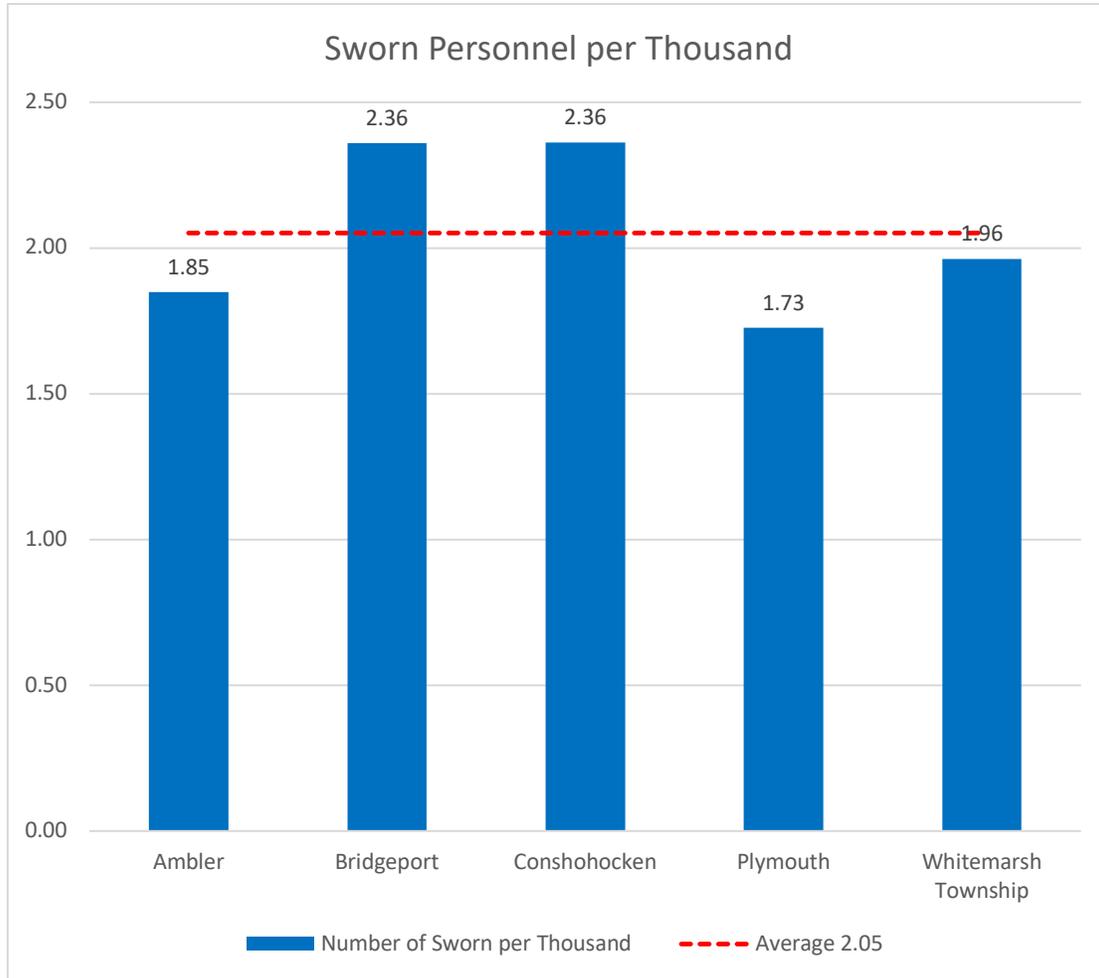
(3)   Sworn Personnel per Thousand

A comparative analysis of sworn personnel was conducted to determine the number of sworn personnel per thousand community members. Some important limitations to this analysis:

•   Some Boroughs/townships use part-time officers with a variance in the number of hours worked per month.

•   The size of a Borough/township can affect the minimum number of personnel to staff a 24-hour operation which results in higher sworn officers per thousand, even if there is no corresponding call load (typically on night shift).

To make the comparison, the project team used employment data reported to the Department of Justice, information provided by Borough and budget documents. It should be noted for departments using part time officers, they were counted as a half time position. This can skew the result of the analysis if some part time officers in one Borough

work 20 or less hours per week, while in another, they typically work more than 25 or more hours. The following table shows the overtime for approximate sworn personnel per thousand:

As the chart indicates Conshohocken's sworn personnel per thousand population is 2.36 which is slightly above the average. The Borough of Conshohocken sworn personnel per thousand population is within the normative range of sworn personnel per thousand in comparison to similar size communities studied in the past. The sworn personnel per thousand population will decrease with the already approved 1,200 residential housing units within the next one to two years, even with the recommended increase of one sworn position.

9. Summary of Recommendations

The following table provides a comprehensive list of the recommendations in the report:

Department Administration

Fill the current lieutenant position

Maintain current authorized staffing of one Executive Assistant and one Administrative Assistant.

Consider staggered starting time for administrative staff.

Patrol

Maintain current staffing of 12 officers and 4 sergeants in patrol.

Sergeants should coordinate proactive time of officers so that they are more active in traffic enforcement or other livability issues.

Allow no more than a total of four personnel to SWAT or the Negotiator teams.

Do not fill the traffic safety position.

Maintain current crossing guard staff of 6.

Detectives

Maintain current staffing of two detectives.

Assign detectives additional tasks or occasionally use them to cover shifts to reduce overtime.

Parking Patrol

Add a full-time parking enforcement supervisor in the next one to three years.

Maintain the 3 part-time Parking Enforcement Officer positions.

Augment staff's schedule to provide continuous coverage between 0900 and 2100 hours.

Consider replacing individual parking meters with kiosks that are installed on each block that provides cash, card, and mobile/contactless payment options.

Fleet

Replace the traffic patrol vehicle with a newer model patrol vehicle.

Replace the 2008 parking vehicle with a newer model and consider either a hybrid or electric model.

Replace police vehicles at seven-year intervals to maximize return on investment.

Operations and Management

Review all policies to insure they are still applicable to current operations.

Update or create use of force, crowd control and bias based policing policies.

Put a review date on polices so that they are routinely reviewed.

Policies should be under the authority of the current Superintendent of Police.

The department should seek PLEAC accreditation.

Training

Implement a minimum training of 40 hours for every sworn member.

Develop and coordinate a training plan.

Develop a training plan for non-sworn employees.

Professional standards/Internal Affairs

Maintain the current policy of investigating all complaints received.

Performance Metrics/Management

The department should work with the Borough Manager and Council to set performance measures or annual goals using the SMART approach and report on their progress toward those goals.

The department should adopt ILP or DDACTS to determine police resource deployment strategies.

Post a link to annual reports on the police web page.

Use of Technology

Consider equipping officers with body worn cameras.

Consider installing public area cameras.

Community Engagement

An updated calendar should be kept for community events whether they are officially sanctioned or not.

Remove window tinting from patrol vehicles.

▊ **Appendix – Descriptive Profile**

1. Introduction

The Conshohocken Police Department provides law enforcement services to the Borough of Conshohocken. This document provides a description or "profile" of the organization of the Borough of Conshohocken Police Department and the major tasks and responsibilities of the various work groups within the Department.   This profile is descriptive only, it does not contain analysis of operations or recommendations (these will be provided in the 'final report').

Data contained in the profile were developed based on the work conducted by the project team to date, including:
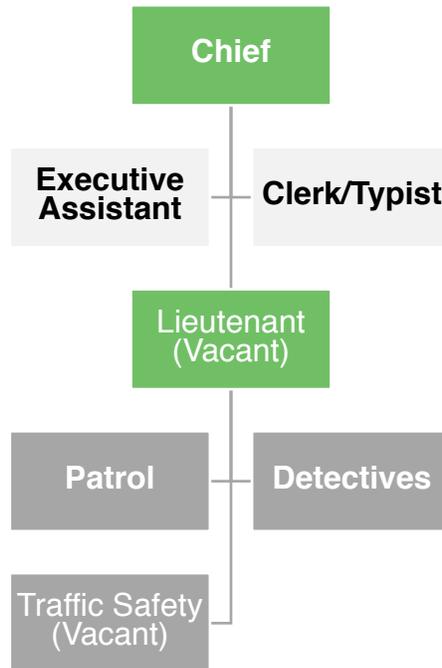
- Interviews with management and supervisory staff in the Police Department.
- Collection of various data describing organization and staffing patterns, workloads and service levels, etc. Our data collection efforts continue.
- Review of various documents and reports which the CPD has forwarded to the project team.

This descriptive profile does not attempt to recapitulate all organizational and operational facets of the Police Department.   For example, duties and responsibilities and tasks performed are not at the job description level. Rather, the profile reflects a high level summary of our understanding of the organization, which is foundational for issues identification and analysis as part of the study. The structure of this descriptive profile is as follows:

- Generalized services provided for key CPD functional areas.
- Authorized staffing levels by functional area, along with current staffing levels.
- Functional organizational charts showing organizational structure.
- Staff schedule for positions that require minimal staffing levels.

This profile will be reviewed for accuracy and completeness by CPD command staff. Once finalized it will serve as a factual basis for the project team's understanding of the CPD organization, staffing, and operations. The following is an organizational chart of the CPD by major function, more detailed organizational charts will be provided in individual sections.

Conshohocken Borough Police Department Organizational Chart

```
                    ┌──────────┐
                    │  Chief   │
                    └──────────┘
              ┌──────────┐ ┌──────────────┐
              │Executive │ │ Clerk/Typist │
              │Assistant │ │              │
              └──────────┘ └──────────────┘
                    ┌──────────────┐
                    │  Lieutenant  │
                    │  (Vacant)    │
                    └──────────────┘
              ┌──────────┐ ┌──────────────┐
              │  Patrol  │ │  Detectives  │
              └──────────┘ └──────────────┘
              ┌──────────────┐
              │Traffic Safety│
              │  (Vacant)    │
              └──────────────┘
```

2. Chief's Office/Administration

The Chief's Office provides overall direction, guidance and leadership for the Department. The Chief has responsibility for every area of the organization and ensures that all employees perform their jobs in accordance with the overall mission of the Department and in accordance to the established values. Administration is comprised of the Chief, the Lieutenant (currently vacant), the Executive Assistant and the Clerk/Typist.

(1)   Staffing and Unit Descriptions

The following table provides the major tasks completed by the Chief, Executive Assistant and Clerk/Typist.

| Unit/Division	Curr.	Auth.	Position	Unit Description
Chief's Office	1	1	Superintendent of Police	• Provides the overall leadership, management, direction and administration of the Department. • Sets department priorities. • Reviews and approves policies and procedures, goals and objectives for the department. • Performs routine administrative functions in the day to day management of the Department. • Reviews IAs investigations and makes/ approves recommended findings. • Attends community events on behalf of the Department and Borough. • Part of the Borough leadership team.
	0	1	Lieutenant	• Reports to the Chief. • Provides the overall leadership, management and direction over investigations and patrol. • Assigns and reviews investigative cases. • Coordinates and plans and special operations. • Incident commander for any special operations or events. • Performs routine administrative functions in the day to day management of the department and other assigned tasks at the direction of the Chief (Superintendent). • Attended Borough meetings and other meetings on behalf of the police department. • Serves as acting chief in their absence.
	1	1	Executive Assistant	• Reports to the Chief. • Supports the department in all administrative functions. • The Executive Assistant works 8:00 am to 4:00 pm. • Processes all police reports (RMS). • Maintains data for monthly report to Borough Council. • Administers payroll, including all time earned or used, e.g., sick, leave, compensatory.

Unit/Division	Curr.	Auth.	Position	Unit Description
	1	1	Clerk/Typist	• Reports to Chief. • Assists the Executive Assistant in all administrative functions. • The Clerk/Typist works 8:00 am to 4:00 pm. • Answers phone and handles walk-ins • Enters data in computer system, e.g., citations, parking tickets, officer daily logs, etc. • Processes crash report requests • Prepares Right-To-Know-Law requests for review. • Opens and delivers business mail.

3. Patrol

Patrol is made up of four patrol squads with officers and sergeants assigned to one of four squads that rotate from day shift (7am to 7pm) to night shift (7pm to 7am) every two weeks. Schedules rotate days off from week to week in continual pattern. A 4-hour "Kelly" time is subtracted so the scheduled work year is 2,080 hours. Each patrol squad is supervised by a sergeant.

(1) Organization

The following chart outlines the organization of the Patrol:
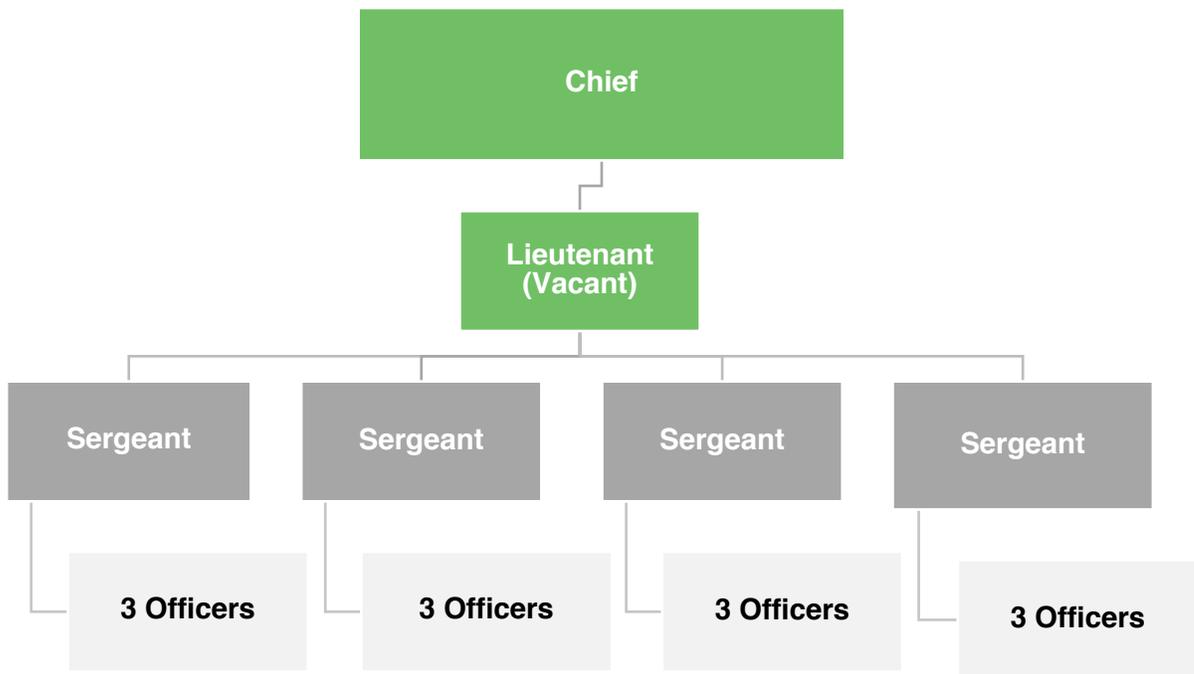
(2) Staffing and Unit Descriptions

The following table provides current filled and authorized staffing positions for the Field Operations Bureau. It is important to note that current, or 'actual', position totals include those on temporary or light duty, or are suspended.

Unit/Division	Curr.	Auth.	Position	Unit Description
Patrol Squad A	1	1	Sergeant	• Squad A is comprised of 1 sergeant and 3 officers.
	3	3	Officers	• Sergeants function as first-line supervisors, and are responsible for providing direction and priorities for the use of proactive time in the field. • Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed. • Patrol officers and sergeants investigate minor crimes and complete crash investigations. • Sergeants and Officers have collateral duties.
Patrol Squad B	1	1	Sergeant	• Squad B is comprised of 1 sergeant and 3 officers.
	3	3	Officer	• Sergeants function as first-line supervisors, and are responsible for providing direction and priorities for the use of proactive time in the field. • Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed. • Patrol officers and sergeants investigate minor crimes and complete crash investigations. • Sergeants and Officers have collateral duties.
Patrol Squad C	1	1	Sergeant	• Squad C is comprised of 1 sergeant and 3 officers.
	3	3	Officer	• Sergeants function as first-line supervisors, and are responsible for providing direction and priorities for the use of proactive time in the field. • Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed. • Patrol officers and sergeants investigate minor crimes and complete crash investigations. • Sergeants and Officers have collateral duties.
Patrol Squad D	1	1	Sergeant	• Squad D is comprised of 1 sergeant and 3 officers.
	3	3	Officer	• Sergeants function as first-line supervisors, and are responsible for providing direction and priorities for the use of proactive time in the field. • Patrol officers and sergeants respond to emergency incidents and other calls for service, completing reports as needed.

Unit/Division	Curr.	Auth.	Position	Unit Description
				• Patrol officers and sergeants investigate minor crimes and complete crash investigations. • Sergeants and Officers have collateral duties.
School Crossing Guards	6	6	School Crossing Guards (Part time positions)	• School crossing guards are supervised by a patrol sergeant as a collateral duty. • School crossing guards are assigned to 6 specific locations to assist with the safe crossing of streets for parents and students. • The positions are part time on a split shift, morning and afternoons.

(3)   Patrol Shift Schedule

All patrol officers work a 12-hour shift schedule with a "Kelly" day that corresponds with an 80-hour biweekly pay period, for a total of 2,080 scheduled hours per year. Each squad rotates from nights to days every two weeks. Minimum staffing is 3 sworn personnel. A two-week snapshot of the patrol schedule is shown in the following chart:

Illustrative Example of the Patrol Shift Schedule (Squads are identified by the last name of the supervising sergeant, however for this illustration A-D was used)
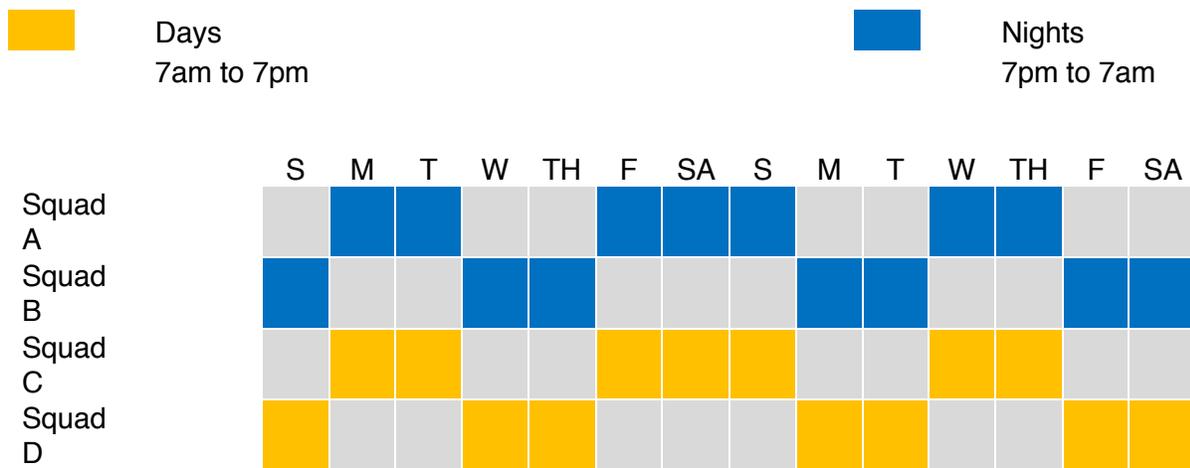
Day shifts work from 7am to 7pm, while night shifts work from 7pm to 7am.

(4)   Patrol Zones

Patrol officers deploy in a geographic system that comprises two zones: Zone 1 is east of Fayette Street and Zone 2 is west of Fayette Street.

(5)   School Crossing Guards

The School Crossing guards are responsible for assisting students and parents crossing streets on their way to and from school. The unit is comprised of 6 part time guards. The crossing guards are under the chain of command of the chief, but day to day supervision is the responsibility of patrols sergeants with one sergeant assigned as overall command.

4.   Detectives

1. Detectives Overview

The Detective Unit is responsible for the investigation of criminal activity within the Borough of Conshohocken. The unit is comprised of 2 Detectives who also have collateral duties. The unit was supervised by a lieutenant, however with the current lieutenant vacancy, they are a direct report to the Superintendent of Police.

The following chart outlines the overall organization of Detectives.
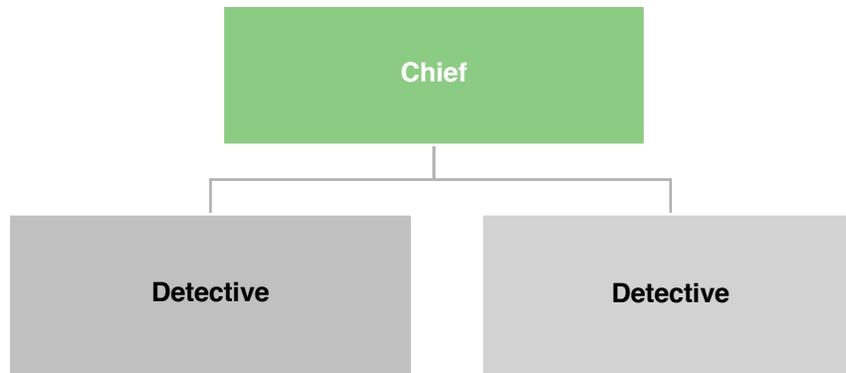
(1)   Staffing and Unit Descriptions

The following table provides the personnel and major tasks of the Detective Unit.

Unit/Division	Curr.	Auth.	Position	Unit Description
Detectives	2	2	Detectives	• Detectives conduct follow up on all reported crime that is not fully investigated by patrol officers and cases that are too complex for patrol. • Detectives work a day shift and afternoon shift which rotates every other week. Day shift is 8am to 4pm and afternoon shift is 11am to 7pm. Detectives work Monday through Friday 5-8s. • Detectives conduct interviews, write warrants and prepare cases for prosecution. • Detectives oversees crime scene management by ensuring all CPD protocols are followed, e.g. crime scene security and preservation, evidence processing, and victim/witness interviews. • Detectives are on call and get called out for very serious crimes. • Handle serious injury crashes.

5. Parking Officers

(1) Overview

The parking officers enforce 16 Borough parking ordinances, collect money from parking meters and serve as back up for crossing guards when they are absent. The unit also manages Park Mobile (Parking App) and enforcement of parking through the application. The unit is comprised of 3 part time guards and they are supervised by a patrol sergeant as a collateral duty.

(2) Staffing and Unit Descriptions

The following table provides current filled and authorized staffing positions for the parking enforcement officers.

Unit/Division	Curr.	Auth.	Position	Unit Description
Parking Patrol	3	3	Parking Enforcement Officers (Part time positions)	• Parking Patrol is supervised by a patrol sergeant. • Enforce parking ordinances. • Parking enforcement work a day shift and afternoon shift. One Parking Enforcement Officer works 9am to 2pm while two work 4pm to 9pm. • They collect money from meters, perform routine maintenance, (replace batteries and lenses). • Serve as back up for school crossing guards. • They also cover for administrative staff, answer phones and take minor incident reports.