

BOROUGH OF PEAPACK & GLADSTONE POLICE STAFFING PRESENTATION



PEAPACK & GLADSTONE POLICE BRIEF SUMMARY OF INCIDENTS

- Responded to suicides and mental health crises
 - Dealt with weapons related incidents
 - Checked residences at early morning hours on burglar alarms
 - Had to make death notifications to relatives
 - Dealt with overdoses and medical trauma calls
 - Changed tires and light bulbs for our residents
 - Shoveled snow for elderly residents
 - Removed wild animals from homes
 - Carried groceries into residences; and,
 - Provided assistance to our residents in many other ways in their time of need
- “Always A Hand” - Motto



STAFFING HISTORY

- Prior to 1997 the Peapack & Gladstone Police Dept. was staffed with
 - 8 full-time officers; including the Chief of Police
 - Staffing study was conducted
- In 1999 the Peapack & Gladstone Police Dept. increased to 9 full time officers
 - Recommended after a study conducted in 1997
 - Staffing levels remained at 9 full-time officers from 1999 thru 2008
- In 2003 / 2004 Peapack & Gladstone had 11 Officers
 - 9 Full Time
 - 2 Class two Specials

STAFFING HISTORY

- In 2008 an officer left to seek other employment and was not replaced
 - PGPD was then staffed with 8 full-time Officers
- In 2009 an Officer Retired
 - Staffing dropped to 7 full-time officers and one (1) class two special
- 2012 brought the hiring of one (1) full-time officer
 - Staffing was now at 8 full-time
 - 1 part time (Class Two Officer)
- Peapack & Gladstone Police remained at 8 full-time officers until April 1, 2022
 - Due to the resignation of an officer staffing dropped to 7 full-time officers

STAFFING HISTORY

- Current staffing is 7 full-time officers and 1 part time class two officer
 - These numbers include the Chief of Police
- 30% reduction in staffing from our peak levels; 1999 to 2008
 - Crime has been on the rise
 - Severity of crimes has increased
- Peapack & Gladstone is currently hiring
 - In order to bring the department up to 8 officers
- There is a need to bring us back to our 2008 staffing of 9 officers,
 - **TO THE LEVEL OF 14 YEARS AGO**

BOROUGH OF PEAPACK & GLADSTONE DEMOGRAPHICS

- Located in Somerset County NJ
- 2020 Census Population: 2582
 - An increase of **1.98%** since the 2010 Census
- **Race and Ethnicity:**
 - 77% White, 4% Black, 3% Asian, 2% Two
 - 14% Hispanic (according to the 2020 Census)
 - Senior Citizens represent 20%
 - Persons under the age of 18 represented 29%

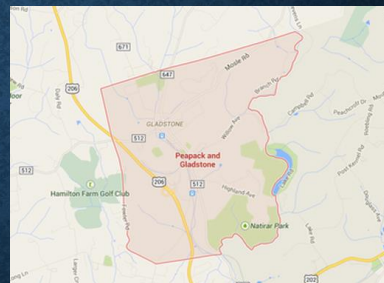
BOROUGH OF PEAPACK & GLADSTONE HOUSEHOLDS & HOUSING

- 829 Housing Units
 - 2.7 persons per household
 - None of which are public housing projects

- Median Value of a single-family home
 - \$727,400
 - Per capita income: \$72,374
 - Median household income: \$122,321

BOROUGH OF PEAPACK & GLADSTONE BACKGROUND

- Peapack & Gladstone:
 - 5.7 square miles
 - 25.45 miles of roadways
 - 19 miles maintained by the Borough
 - 5.1 miles by Somerset County
 - 2.3 miles of State Highway
 - Serviced by NJ Transit
 - Gladstone Branch of the Morris Essex Lines
 - Gladstone Train Station
 - Peapack Train Station



BOROUGH OF PEAPACK & GLADSTONE POLICE SINGLE OFFICER STAFFING

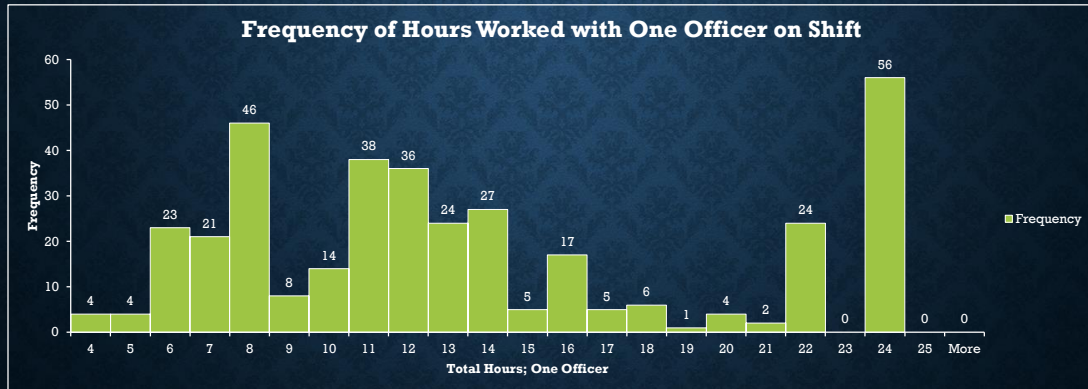
- 2021 Calendar Year (with 8 Officers)
 - January 1, 2021 thru December 31, 2021
 - 8760 hours in a year
 - 4986 hours an officer was alone
 - 56.91% of the time
 - Analysis of days where only one (1) officer was on duty
 - Data Set:
 - Date (Day, Month, Date, Year)
 - Hours an Officer was on duty alone
 - Total hours spent alone

DATA SET EXPLAINED DESCRIPTIVE STATISTICS

bins	Frequency
4	4
5	4
6	23
7	21
8	46
9	8
10	14
11	38
12	36
13	24
14	27
15	5
16	17
17	5
18	6
19	1
20	4
21	2
22	24
23	0
24	56
25	0
More	0

Total Hours	
Mean	13.66027397
Standard Error	0.317698544
Median	12
Mode	24
Standard Deviation	6.069622156
Sample Variance	36.84031311
Kurtosis	-0.952295551
Skewness	0.554516258
Range	20
Minimum	4
Maximum	24
Sum	4986
Count	365

SINGLE OFFICER STAFFING HISTOGRAM



THE FIVE STAFFING MODELS

- **Crime Trends**
 - More crime = more police
 - Less crime = less police
 - Incentives for poor performance
 - Ineffective and rarely used
- **Authorized/budgeted levels**
 - Predetermined level of staffing that fits the budget
 - "What can I afford"
 - Is not based on actual community needs
 - Staffing can become politicized or predicated on an artificial figure
 - Political decision making
- **Minimum-manning levels**
 - Determined by past practice, policy, supervisory judgement or all three
 - Public Safety / Officer Safety
 - Hard vs. Soft minimums

STAFFING MODELS, CONT.

- Per Capita Approach
 - Officers per 1000 approach

- Workload-based models
 - Least commonly used
 - Endorsed by IACP (International Association of Chiefs of Police)
 - Relies on actual levels of demand
 - Relies on an examination of calls for service
 - Results in a comprehensive assessment of workload
 - Most accurate and reliable predictor of police staffing levels

FBI – POLICE EMPLOYEE DATA TABLE #71 RATIO MODEL

- **2019 Crime in the United States Data**
 - Furnished by the Federal Bureau of Investigation
 - Reference populations under 10,000 residents
 - FBI data shows 3.9 officers per 1000 residents in the Northeastern United States

 - Borough of Peapack & Gladstone Population = 2582
 - Based on the FBI data on officers per 1000
 - $3.9 \times 2582 = 10.06$ officers
 - 9 Full Time, 1 Class Two Special Officer

FULL-TIME LAW ENFORCEMENT OFFICERS REGION/GEOGRAPHIC DIVISION/POPULATION GROUP

region/geographic division		Total	Group I	Group II	Group III	Group IV	Group V	Group VI	Total	2019	County1	Total city	2019	Suburban Areas2
		(10,247 cities; population 196,900,226)	(85 cities, 250,000 and over; population 62,520,440)	(207 cities, 100,000 to 249,999; population 30,396,345)	(427 cities, 50,000 to 99,999; population 29,799,314)	(788 cities, 25,000 to 49,999; population 27,147,744)	(1,644 cities, 10,000 to 24,999; population 26,146,921)	(7,096 cities, under 10,000; population 20,889,462)	city agencies; population 91,457,371)	city agencies; population 13,247)	estimated (3,000 and county agencies; total agency population 288,357,597)	estimated (3,000 and county agencies; total agency population 288,357,597)	estimated (3,000 and county agencies; total agency population 288,357,597)	estimated (3,000 and county agencies; total agency population 288,357,597)
TOTAL	Number of officers	443,173	160,606	49,987	48,113	46,485	49,861	89,121	10,247	196,900,226	254,022	13,247	288,357,597	307,028
	Average number of officers per 1,000 inhabitants	2.3	2.6	1.6	1.6	1.7	1.9	4.2			2.8		2.5	
NORTHEAST	Number of officers	126,176	49,224	6,853	12,975	15,848	16,006	24,270	2,826	44,387,838				
	Average number of officers per 1,000 inhabitants	2.8	4.2	2.6	2	1.9	1.8	3.9						

OFFICERS PER 1000; THE PER CAPITA APPROACH; ADVANTAGES

- Community Oriented Policing Services (C.O.P.S)
 - The Per Capita Approach
 - The per capita method requires determining an optimum number of officers per person and then calculating the number of officers needed for the population of a jurisdiction (Orrick 2008)
- The per capita technique has several advantages, including its methodological simplicity and ease of interpretation. (Wilson & Weiss, 2014)
 - This metric's population data, such as census counts and estimations, is publicly available and updated on a regular basis. (Wilson & Weiss, 2014)
- Communities can compare themselves to peer organizations using per capita approaches that adjust for things like crime rates. (Edwards, 2011)

OFFICERS PER 1000; THE PER CAPITA APPROACH DISADVANTAGES

- The drawback of this approach is that it only considers the number of police officers required per population, not how officers spend their time, the quality of their efforts, or community conditions, needs, and expectations. (Wilson & Weiss, 2014)
- Agencies using the per capita method may risk a biased determination of their policing needs (Adams, Baer, Denmon, and Dettmansperger 2009; Campbell, Brann, and Williams 2003; Coleman 2010; Ervin 2007; Glendale Police Department 2009; Hale 1994; Hassell 2006; IACP 2004, 2007; Orrick 2008)
 - This is due to a number of factors. To begin with, there is no widely agreed standard for the optimal staffing rate.
 - Rather, the police rate varies greatly based on the size of the town, the location, the organization of the agency, and the type of agency. (Wilson & Weiss, 20014)

DISADVANTAGES; CONTINUED

- The intensity of workload by jurisdiction is not taken into consideration in per capita ratios. (Wilson & Weiss, 2014)
- Between communities of similar population sizes, crime levels and types can vary dramatically. (Wilson & Weiss, 2014)
- Per capita ratios do not account for changes in population features (such as seasonal fluctuations in tourist communities) or long-term trajectories of population increase and shrinkage. (Wilson & Weiss, 2014)
- The per capita technique ignores differences in enforcement style, service delivery, and criminal response (i.e., how police officers spend their time) (Wilson & Weiss, 2014)
- Staffing demands are not represented in per capita ratios because of differences in how agencies choose to patrol their jurisdictions.. (Wilson & Weiss, 2014)

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC CPSM

- Police departments frequently refer to "recommended officers per 1,000 population" or a "National Standard" for manning, as well as comparisons to other cities. There are no such guidelines. (CPSM, 2014)
 - There are no "recommended officer numbers per thousand" either.
 - Making comparisons with other communities is also pointless.
 - Officers per 1,000 ratios are widely used to compare departments, however they are of little value because they do not reveal how officers are deployed. (McGlinchy, 2021)
- A statistical ratio of officers per thousand was routinely gathered (and published) by federal agencies, as well as organizations interested in performance monitoring, such as ICMA, in the 1950s. (CPSM, 2014)
 - The Center for Public Safety Management does not recommend or consider this a valid standard for measuring staffing for any demographic.

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

- ICMA Center for Public Safety Management White Paper
 - "Finally, and least frequently, staffing decisions are based on real workload." This method, which is based on actual levels of demand for police services and matches that demand with the supply of police resources, is strongly endorsed by the ICMA."
- "As a result, the department has a complete assessment of workload based on both calls for service and other long-term operational commitments."
 - "But nonetheless offers the most accurate and reliable predictor of police staffing levels"

CPSM EXPLANATION OF RATIO STAFFING

- "Ready-made, generally applicable patrol personnel guidelines do not exist," according to the International Association of Chiefs of Police (IACP). Officers-per-thousand-population ratios, for example, are completely improper as a foundation for staffing decisions." (IACP)
- Calls for Service & Workload:
 - Calls for service are a figure that represents the incidents that have been reported.
 - Workload is a time measurement that records the amount of time it takes police officers to respond to calls for service from start to finish.
- The amount of time required to execute proactive police actions (such as directed patrol, community policing, and targeted traffic enforcement) is examined in order to provide the town with a useful tool for determining acceptable costing allocation models. (CPSM, 2014)

- Simple doesn't mean ideal
 - (Using a ratio to staff police) is right up there with defunding the police in terms of foolish ideas. According to John Eck, Professor of criminal justice at University of Cincinnati.
 - We must ask ourselves, "What will it take for us, in this community, to achieve our public safety goals?" (Campbell, Brann, & Williams, 2004)
 - For Example:
 - Bicycle Safety at Summer Rec.
 - Attendance at Community Events



BOROUGH OF PEAPACK & GLADSTONE POLICE DEPARTMENT



Current Staffing 7 Officers

- 1 Chief of Police
- 1 Sergeant
- 2 Corporals / Patrol
- 1 Detective / Patrol
- 2 Patrol Officer
- 1 Class 2 Special Police Officer
- 1 Civilian Administrative Assistant

Officers per 1000

- Officers to Population X 1000
 - $7 / 2500 = 0.0028$
 - 0.0028×1000
 - 2.8 Officers per 1000 Residents

BOROUGH OF PEAPACK & GLADSTONE POLICE DEPARTMENT

8 Officer Staffing

- 1 Chief of Police
- 1 Sergeant
- 2 Corporals / Patrol
- 2 Detectives / Patrol
- 2 Patrol Officers
- 1 Class 2 Special Police Officer
- 1 Civilian Administrative Assistant

Officers per 1000

- Officers to Population X 1000
 - $8 / 2500 = 0.0032$
 - 0.0032×1000
 - 3.2 Officers per 1000 Residents

BOROUGH OF PEAPACK & GLADSTONE POLICE DEPARTMENT

9 Officer Staffing

- 1 Chief of Police
- 1 Sergeant
- 2 Corporals / Patrol
- 2 Detectives / Patrol
- 3 Patrol Officers
- 1 Class 2 Special Police Officer
- 1 Civilian Administrative Assistant
 - Note: Supervisors and Detectives patrol and respond to calls

Officers per 1000

- Officers to Population X 1000
 - $9 / 2500 = 0.0036$
 - 0.0036×1000
 - 3.6 Officers per 1000 Residents

MINIMUM VIABLE POLICE DEPARTMENT SIZE

The Local Unit Alignment

Reorganization and Consolidation Commission (LUARCC)

Staffing Model

SELF SUFFICIENT POLICE STAFFING ON DUTY OFFICERS

- Self Sufficient:
 - One that does not rely on assistance from resources external to the municipality
 - Maintains 24/7 coverage
 - 2 full time sworn law enforcement officers
 - Available for response and backup
 - Accounting for two models:
 - 12 Hours Shifts
 - 8 Hour Shifts
 - Figuring in Vacation, Sick Leave, Personal Time, Kelly Time and Training
 - 120 hours Vacation, 43 hours Sick, 36 hours Personal, 104 hours Kelly, 84 hours Mandatory Training

CALCULATION OF MINIMAL NUMBER OF SWORN LAW ENFORCEMENT OFFICERS

Calculation of Minimal Number of Sworn Officers			
		12 Hour Shifts	8 Hour Shifts
	Number of hours of scheduled work (365 / 2 * 12)	2190	2080
Minus			
	Vacation	120	120
	Sick Leave	43	43
	Personal	36	36
	Kelly	104	
	Mandatory Training	54	54
	Total Availability	1833	1827
	Annual Number of Hours for Coverage (365 days * 24 hours * 2 Officers)	17520	17040
	Divided by availability		
	Total number of officers needed for 24 / 7 coverage	9.558101473	9.326765189

SHIFT RELIEF FACTOR

Shift Relief Factor		
Category	Time off (hours)	
Vacation Leave	120	
Sick Leave	43	
Personal Time Off	36	
Kelly Time Off	104	
Mandatory Training	54	
7 days off in each 14 day period	2184	7 days off * 12 hr. shifts* 26wk
Total Time Unavailable	2541	
365 x shift length (12 hours) / (365 x shift length - total time off)		
$365 \times 12 / (365 \times 12 - 4380)$		
$4380 / (4380 - 2541)$		
$4380 / 1839$		
2.4		
This means that 2.4 officers must be assigned to a shift to ensure one is working on a given day.		
9.6 Officers		

WORKLOAD MODEL INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE

- Determine the number of complaints or incidents reported; “2021”
 - 10,827
- Multiply the total complaints / incidents by 0.75 (45 minutes)
 - 8120.25
- Multiply by 3 (preventative patrol, meals, reports, training, supervision)
 - 24,360.75
- Divide the product by 4380 hours (total number of hrs. to staff one patrol unit per year)
 - $24360 / 4380$
 - 5.56 represents the number of one officer patrol elements to handle 10,827 incidents

IACP MODEL, CONT.

- Of the 4380 hours required to staff one patrol element
 - A patrol officer is not available 1833 hours a year or IS available for 2547 hrs./ year
- To determine how many officers are necessary to staff one patrol element:
 - 4380 hrs. / 2547 of available officer hours
 - Results in a product of 1.72.
 - Meaning; 1.72 patrol officers are required for each of the 5.56 patrol elements necessary to police Peapack & Gladstone (not including the chief)
 - $5.56 \times 1.72 = 9.56$ patrol officers

2019; COMPLAINTS / INCIDENTS

- Determine the number of complaints or incidents reported; “2021”
 - 11,005
- Multiply the total complaints / incidents by 0.75 (45 minutes)
 - 8253.75
- Multiply by 3 (preventative patrol, meals, reports, training, supervision)
 - 24,761.25
- Divide the product by 4380 hours (total number of hrs. to staff one patrol unit per year)
 - $24761 / 4380$
 - 5.65 represents the number of one officer patrol elements to handle 10,827 incidents

2019 COMPLAINTS / INCIDENTS CONT.

- Of the 4380 hours required to staff one patrol element
 - A patrol officer is not available 1833 hours a year or IS available for 2547 hrs./ year
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QUESTIONS???

