



**pennsylvania**

GOVERNOR'S CENTER FOR  
LOCAL GOVERNMENT SERVICES

**CARROLL TOWNSHIP  
POLICE  
DEPARTMENT**

**MANAGEMENT STUDY**

GOVERNOR'S CENTER FOR LOCAL GOVERNMENTS SERVICES  
HOWARD E. DOUGHERTY, POLICE PEER TO PEER CONSULTANT

## FOREWORD

The study of the Carroll Township Police Department, York County, was initiated at the request of the Carroll Township Board of Supervisors. Howard E. Dougherty, Retired Chief of Police, West Shore Regional Police Department, Cumberland County, Pennsylvania conducted the management study. Chief Dougherty has been a Peer-to-Peer Management Consultant for the Pennsylvania Department of Community Affairs (DCA) and the Department of Community and Economic Development (DCED) since the inception of the program in 1988.

Chief Dougherty, acting as a peer-to-peer consultant, made several requests for information and conducted three on-site visits to the municipality for the purpose of gathering information and data.

On subsequent visits, interviews were conducted with the police department members, the borough manager, the Mayor and two borough council members.

The Governor's Center for Local Government Services (GCLGS) recognizes that many issues discussed in this report may be significant factors in collective bargaining. However, using the recommendations of the consultant and the department for the sole purpose of labor negotiation conflicts is not the intent of the study. The purpose of the study is to improve the management of police services for the citizens of Carroll Township. For the local governing body or any police organization to use the work of the consultant or the GCLGS to exclusively further its own interest is improper.

Chief Dougherty served 38 years in law enforcement. During his tenure, he served as Chief of Police for 34 of those years. He is a graduate of the Penn State POLEX and POSIT courses and the Pennsylvania Chiefs of Police Association's Command Institute I and Command Institute II. He was an active life member in the International Association of Chiefs of Police (IACP), the Pennsylvania Chiefs' of Police Association (PCPA) and the Central Pennsylvania Chiefs' Association. Chief Dougherty's background and educational experience are available to interested persons upon request to GCLGS.

Chief Dougherty and the GCLGS would like to thank all of the Carroll Township officials for their excellent cooperation in completing the management review.

## TABLE OF CONTENTS

<b><u>Subject</u></b>	<b><u>Page</u></b>
Foreword.....	i
Introduction and Background .....	1
Chart 1 Demographics.....	3
Executive Summary of Prioritized Recommendations.....	4
Current Organization and Staffing.....	7
Current Costs .....	8
Chart 2 Police Department Expenditures 2008 Through 2010 .....	8
Chart 3 General Fund/Police Department Budget Expenditures and Costs Per Resident Annually 2008 Through 2010 .....	8
Chart 4 Participating Community Cost Analysis 2008 Through 2010.....	8
Chart 5 Percentage of Cost Breakout 2008 Through 2010.....	9
Agency Effectiveness in Field Operations.....	10
Chart 6 2009 Uniform Crime Report Statistics .....	11
Patrol.....	13
Chart 7 Expenditures From 2008 Through 2010.....	13
Investigations .....	15
Policy Development.....	16
Administrative, Technical and Support Services .....	21
Personnel Management and Training .....	23
Facilities, Vehicles and Equipment.....	25
Chart 8 Patrol Vehicles.....	25
Proposed Organization and Staffing.....	26
Chart 9 Estimated Police Personnel Needs, Distribution and Hours of Service Based Upon Population .....	29
Chart 10 Estimated Police Personnel Needs, Distribution and Hours of Service Based Upon Reported Incidents.....	30
Chart 11 Comparison of Various Staffing Level Options.....	31
Governing Body and Police Relationship.....	33



## **INTRODUCTION AND BACKGROUND**

The request for the management study through the Governor's Center for Local Government Services was requested by the Board of Supervisors of Carroll Township. Carroll Township has five elected Supervisors.

Currently there are eleven (11) full-time police officers on the police department, a chief, two sergeants, one corporal and seven patrolmen. The Department also employs a full-time records clerk.

The police department is located in the Municipal Complex at 555 Chestnut Road, Dillsburg, PA 17019-9311. The facility is modern, handicapped accessible and very well maintained.

There appears to be an amicable relationship between the Police Chief, Township Manager and the Supervisors.

### **CARROLL TOWNSHIP**

Carroll Township is bounded by Cumberland County on the north, Monaghan Township on the east, Warrington Township on the south and Franklin Township on the west. It surrounds the Borough of Dillsburg and is located in the northern portion of York County.

As of the census of 2000, there were 4,715 people, 1,686 households, and 1,414 families residing in the township. The population density was 314.2 people per square mile. There were 1,733 housing units at an average density of 115.5/sq mi (44.6/km). The racial makeup of the township was 97.69% White, 0.40% African American, 0.06% Native American, 0.83% Asian, 0.04% Pacific Island, 0.17% from other races, and 0.81% from two or more races. Hispanic or Latino of any race were 0.78% of the population.

There were 1,686 households out of which 39.4% had children under the age of 18 living with them, 75.7% were married couples living together, 5.6% had a female householder with no husband present, and 16.1% were non-families. 13.3% of all households were made up of individuals and 5.6% had someone living alone who was 65 years of age or older. The average household size was 2.76 and the average family size was 3.01.

In the township the population was spread out with 26.4% under the age of 18, 5.6% from 18 to 24, 31.2% from 25 to 44, 25.8% from 45 to 64, and 11.0% who were 65 years of age or older. The median age was 38 years. For every 100 females there were 98.7 males. For every 100 females age 18 and over, there were 97.6 males.

The median income for a household in the township was \$54,273, and the median income for a family was \$56,023. Males had a median income of \$42,237 versus \$27,176 for females. The per capita income for the township was \$23,481. About 1.7% of families and 3.5% of the population were below the poverty line, including 4.3% of those under age 18 and 9.1% of those ages 65 or over.

As previously noted Carroll Township provides police protection for Monaghan Township and Dillsburg Borough. An analysis of these municipalities is as follows:

### **MONAGHAN TOWNSHIP**

The census of 2000 indicates, there were 2,137 people, 807 households, and 636 families residing in the Monaghan Township. The population density was 164.6 people per square mile. There were 881 housing units at an average density of 68.0/sq mi. The racial makeup of the township was 98.59% White, 0.38% African American, 0.09% Native American, 0.33% Asian, 0.19% from other races, and 0.42% from two or more races. Hispanic or Latino of any race were 1.08% of the population.

There were 807 households out of which 33.0% had children under the age of 18 living with them, 72.2% were married couples living together, 4.7% had a female householder with no husband present, and 20.9% were non-families. 16.6% of all households were made up of individuals and 4.6% had someone living alone who was 65 years of age or older. The average household size was 2.64 and the average family size was 2.98.

In the township the population was spread out with 24.5% under the age of 18, 5.5% from 18 to 24, 29.7% from 25 to 44, 30.4% from 45 to 64, and 9.8% who were 65 years of age or older. The median age was 40 years. For every 100 females there were 102.7 males. For every 100 females age 18 and over, there were 98.8 males.

The median income for a household in the township was \$57,440, and the median income for a family was \$63,098. Males had a median income of \$41,574 versus \$25,208 for females. The per capita income for the township was \$23,317. About .9% of families and 1.6% of the population were below the poverty line, including .6% of those under age 18 and 4.2% of those ages 65 or over.

### **DILLSBURG BOROUGH**

The census of 2000 indicates there were 2,063 people, 902 households, and 579 families residing in the Dillsburg Borough. The population density was 2006.7 people per square mile. There were 936 housing units at an average density of 1,180.0/sq mi. The racial makeup of the township was 97.19% White, 0.48% African American, 0.44% Native American, 1.21% Asian, 0.68% from other races, and 0.81% from two or more races. Hispanic or Latino of any race were 0.29% of the population.

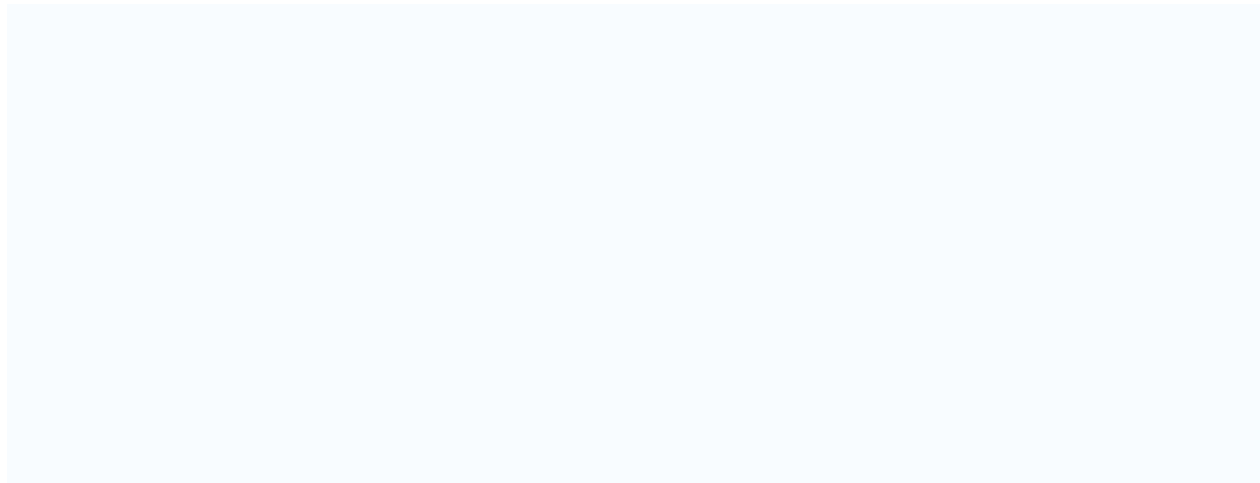
There were 902 households out of which 30.3% had children under the age of 18 living with them, 51.1% were married couples living together, 10.8% had a female householder with no husband present, and 35.7% were non-families. 31.8% of all households were made up of individuals and 14.7% had someone living alone who was 65 years of age or older. The average household size was 2.29 and the average family size was 2.89.

In the borough the population was spread out with 24.6% under the age of 18, 7.62% from 18 to 24, 22.2% from 25 to 44, 14.5% from 45 to 64, and 14.5% who were 65 years of age or older. The median age was 37 years. For every 100 females there were 87.2 males. For every 100 females age 18 and over, there were 81.2.6 males.

The median income for a household in the borough was \$37,530, and the median income for a family was \$40,797. Males had a median income of \$42,235 versus \$21,995 for females. The per capita income for the borough was \$19,801. About 7.5% of families and 6.3% of the population were below the poverty line, including 9.6% of those under age 18 and 6.4% of those ages 65 or over.

<b>Chart 1 Demographics Carroll Township, Monaghan Township and Dillsburg Borough</b>				
<b>Municipality</b>	<b>Population</b>	<b>Square Miles</b>	<b>Population Density</b>	<b>Road Miles</b>
<b>Carroll Township</b>	<b>4,715</b>	<b>15.0</b>	<b>314.2</b>	<b>56.66</b>
<b>Monaghan Township</b>	<b>2,132</b>	<b>12.9</b>	<b>164.6</b>	<b>59.44</b>
<b>Dillsburg Borough</b>	<b>2,060</b>	<b>.8</b>	<b>2,600.7</b>	<b>8.96</b>
<b>Total/Average</b>	<b>8,907</b>	<b>28.6</b>	<b>1026.5</b>	<b>125.06</b>

York County has an estimated population of 401,613. York County is located in the Susquehanna Valley, a large fertile agricultural region in South Central Pennsylvania. It was created on August 19, 1749, from part of Lancaster County and named either for the Duke of York, an early patron of the Penn family, or for the city and shire of York in England. Its county seat is the city of York.



## **EXECUTIVE SUMMARY OF PRIORITIZED RECOMMENDATIONS**

### **CURRENT ORGANIZATION AND STAFFING:**

- √ **Review the Township ordinance establishing the police department to insure it meets the current operation and needs.**
- √ **Employ a police department secretary to answer the telephone to meet with citizens when requesting information, provide them with information and direct them to the proper police services.**

### **CURRENT COSTS:**

- √ **Obtain copy of “Administering Police Services Manual”.**
- √ **The Chief of Police must work closely with the Township Supervisors and the Township Manager in the development of the budget and monitoring the budget document.**

### **AGENCY EFFECTIVENESS IN FIELD OPERATIONS:**

- √ **Continue to enter UCR statistics at the conclusion of each month.**
- √ **Train all officers in Uniform Crime Reporting.**
- √ **Continue follow-up investigations to maintain a satisfactory clearance rate.**
- √ **Establish a Crime Prevention and Community Policing Program.**
- √ **Initiate a Bicycle Patrol.**

### **PATROL:**

- √ **Monitor patrol schedule for maximum coverage.**
- √ **Patrol is the number one priority in policing.**
- √ **Patrol schedule a priority.**
- √ **Promote community policing through the use of the bike patrol.**
- √ **Monitor the quality of life issues in all three political subdivisions.**

### **INVESTIGATIONS:**

- √ **Enter reports as soon as possible after an incident occurs.**
- √ **Insure reports are complete prior to an officer is going off duty for several days.**

- √ **Officers are to turn in all original documents to be retained in office case file.**
- √ **Police Records System and UCR information should be current.**
- √ **Create a checklist of documents to be retained in the case file folder.**

**POLICY DEVELOPMENT:**

- √ **Review and update current Standard Operating Procedures and General Orders and place in the Pennsylvania Accreditation format.**

**ADMINISTRATIVE, TECHNICAL AND SUPPORT SERVICES:**

- √ **Maintain an open line of communications between Board of Supervisors, Township Manager and Police Chief.**

**PERSONNEL MANAGEMENT AND TRAINING:**

- √ **Review personnel files for uniformity.**
- √ **Insure the “oath of office”, personnel orders are contained in the personnel files.**
- √ **MPOETC certification, firearms certification, first aid certification, CPR certification, training certifications are maintained.**
- √ **Insure there are no medical and psychological evaluations or treatment information in the personnel files.**
- √ **Maintain the personnel files at the township office.**
- √ **Encourage officers to continue their education.**
- √ **Encourage officers to take advantage of available police in-service training.**
- √ **Review job descriptions and update when necessary.**

**FACILITY, VEHICLES AND EQUIPMENT:**

- √ **A vehicle replacement programs to replace the department three oldest vehicles.**

**PROPOSED ORGANIZATION AND STAFFING:**

- √ **Monitor the police scheduling closely to insure there is maximum coverage available.**

- √ **Add personnel, if necessary, to insure adequate coverage and offer safety.**
- √ **Continuously monitor the crime statistics to insure adequate patrol coverage.**

**GOVERNNG BODY – POLICE DEPARTMENT RELATIONSHIPS:**

- √ **Maintain a good working relationship between the Board of Supervisors, Township Manager and Police Chief.**
- √ **Maintain an open line of communications between the police chief and the Board of Supervisors.**
- √ **Continue to review and update job descriptions of all police department personnel.**

**REGIONALIZATION:**

- √ **Consider regionalization or contractual service if the opportunity presents itself.**

## **CURRENT ORGANIZATION AND STAFFING**

During the on-sight interviews, it was learned that the Carroll Township Police are dispatched through the York County 911 Center.

When I arrived at the Police Department for the initial interview with Chief Francis I went to the borough office and they contacted the police department as they have no secretarial staff for the police department.

The records clerk is responsible for the Uniform Crime Reporting, the PennDot Crash Reporting System and is the administrator of the department records management system. As a former police officer, he has held the position since 1973.

The police department has eleven full-time uniformed employees and one non-uniformed employee.

The Carroll Township Police and Carroll Township are in the fourth year of a collective bargaining agreement, which expires December 31, 2012.

### **RECOMMENDATIONS:**

- √ **Review the Township ordinance establishing the police department to insure it meets the current operation and needs.**
  
- √ **Employ a police department secretary to answer the telephone to meet with citizens when requesting information, provide them with information and direct them to the proper police services.**

## CURRENT COSTS

The review of the police expenditures for the years 2008, 2009 and 2010 was completed. Below are the actual expenditures for those years:

<b>Chart 2 Police Department Expenditures 2008 through 2010</b>		
<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>\$1,398,571</b>	<b>\$1,414,530</b>	<b>\$1,516,958</b>

<b>Chart 3 General Fund/Police Department Budget Expenditures and Costs Per Resident Annually 2008 through 2010</b>				
<b>Year</b>	<b>General Fund Budgeted Expenditures</b>	<b>General Fund Actual Police Expenditures</b>	<b>Percentage of the General Fund Budget</b>	<b>Annual Police Cost Per Resident Without Contracted Income</b>
<b>2008</b>	<b>\$2,781,303</b>	<b>\$1,397,571</b>	<b>50.3</b>	<b>\$225.10</b>
<b>2009</b>	<b>\$2,509,499</b>	<b>\$1,414,530</b>	<b>56.4</b>	<b>\$222.11</b>
<b>2010</b>	<b>72,516,128</b>	<b>\$1,516,958</b>	<b>60.3</b>	<b>\$240.52</b>

<b>Chart 4 Participating Community Cost Analysis 2008 through 2010</b>				
<b>Year</b>	<b>Carroll Township Cost</b>	<b>Monaghan Township Cost</b>	<b>Dillsburg Borough Costs</b>	<b>Total Costs</b>
<b>2008</b>	<b>\$1,061,331</b>	<b>\$143,685</b>	<b>\$193,555</b>	<b>\$1,397,571</b>
<b>2009</b>	<b>\$1,047,229</b>	<b>\$156,694</b>	<b>\$210,607</b>	<b>\$1,414,530</b>
<b>2010</b>	<b>\$1,134,045</b>	<b>\$162,542</b>	<b>\$220,371</b>	<b>\$1,516,958</b>

<b>Chart 5 Percentage of Cost Breakout 2008 through 2010</b>						
<b>Municipality</b>	<b>2008 Costs</b>	<b>% Costs</b>	<b>2009 Costs</b>	<b>% Costs</b>	<b>2010 Costs</b>	<b>% Costs</b>
<b>Carroll Township</b>	<b>\$1,061,331</b>	<b>76%</b>	<b>\$1,047,229</b>	<b>74%</b>	<b>\$1,134,045</b>	<b>75%</b>
<b>Monaghan Township</b>	<b>\$143,685</b>	<b>10%</b>	<b>\$156,694</b>	<b>11%</b>	<b>\$162,542</b>	<b>11%</b>
<b>Dillsburg Borough</b>	<b>\$193,555</b>	<b>14%</b>	<b>\$210,607</b>	<b>15%</b>	<b>\$220,371</b>	<b>14%</b>
<b>TOTAL</b>	<b>\$1,397,571</b>	<b>100%</b>	<b>\$1,414,530</b>	<b>100%</b>	<b>\$1,516,958</b>	<b>100%</b>

The Governor's Center for Local Government Services publishes a manual entitled "Administering Police Services in Small Communities" which is available on the web site [www.NewPA.com](http://www.NewPA.com). The manual provide information so that administrators have a set of guidelines on managing a police department.

**RECOMMENDATIONS:**

- √ **Obtain copy of "Administering Police Services in Small Communities".**
- √ **The Chief of Police must work closely with the Township Supervisors and the Township Manager in the development of the budget and monitoring the budget document.**

## AGENCY EFFECTIVENESS IN FIELD OPERATIONS

The effectiveness of a police agency is determined by many factors. Police officers and many administrators consider the primary function of the police department to be preventing and controlling crime. In reality, only a small part of the department’s time is spent in this area, while the majority of time is spent in providing services to the community and in other activities not associated with crime. It must be noted that *crime prevention is probably the most important responsibility of the police department and the major concern of local citizens.* Police agencies are often judged by their ability to cope with crime when it does occur. However, much of what a police officer does in daily routine cannot be judged by measurable standards.

There is a national standard for measuring crime in the United States which has been in place since 1930. This standard is known as the Uniform Crime Report (UCR) and is regulated by the Federal Bureau of Investigation (FBI). Approximately 16,000 law enforcement agencies, throughout the nation, contribute to the UCR. In Pennsylvania, municipal agencies, submit data to the Pennsylvania State Police (State Police) on all crimes reported to their agency each month. Reporting is now recorded on-line via the Internet. It is the only way the State Police will accept uniform crime information from a municipal agency (UCR.PSP.STATE.PA.US). The State Police forwards the information to the FBI. This information is the basis for determining crime trends in the state and the U.S. The results of these reports appear in the nation’s newspapers on a quarterly basis.

The basic system, which has been in existence for 76 years, is the only regulated method whereby law enforcement agencies can track the crime reported to their agency. The system is currently in the process of change; however that will not have any effect on this report. In March 2001, each municipality was provided the capability of entering data on-line through the Internet. It is no longer forwarded to local state police headquarters. The data can be entered, revised and updated at any time. The general public has access to this data by accessing the web site and entering the appropriate information.

Crimes are classified as Part I Offenses, and are referred to as index crimes (serious). There is another classification known as Part II offenses, which are less serious in nature. Part I crimes consist of murder, rape, robbery, aggravated assaults (which are referred to as predatory crimes), burglary, theft, auto theft and arson. There are an additional eighteen Part II offenses.

A municipality can calculate its crime rate based on the number of Part I Offenses reported to its police department in relation to its population. A common denominator of 100,000 populations is used, divided by the current population 8,907 which equals 11.227 multiplied by the number of serious crimes occurring in one year (114 in 2009) results in a crime rate of 1,279.9.

<b>100,000 Divided By Current Population</b>	<b>Multiplied By Number of Serious Crimes Reported in a Year</b>	<b>= Crime Rate</b>
--	--	---------------------

All of the crime statistics are calculated on a monthly basis and submitted to the Pennsylvania State Police on-line. Any citizen can obtain this information by accessing the Pennsylvania State Police website.

The following is the Uniform Crime Report breakdown for Carroll Township, Monaghan Township and Dillsburg Borough for 2009, York County and the Commonwealth of Pennsylvania for 2009:

<b>Chart 6 2009 Uniform Crime Report Statistics York County</b>							
<b>Municipality</b>	<b>Part I Offenses Reported</b>	<b>Part I Offenses Cleared</b>	<b>Clearance Percentage</b>	<b>Crime Rate</b>	<b>Part II Offenses Reported</b>	<b>Part II Offenses Cleared</b>	<b>Clearance Percentage</b>
<b>Carroll Township</b>	<b>114</b>	<b>37</b>	<b>32.5</b>	<b>1,279.9</b>	<b>296</b>	<b>257</b>	<b>86.8</b>
<b>York County</b>	<b>9,989</b>	<b>3,386</b>	<b>33.9</b>	<b>2,345.3</b>	<b>21,954</b>	<b>15,532</b>	<b>70.7</b>
<b>Pennsylvania</b>	<b>325,776</b>	<b>101,982</b>	<b>31.3</b>	<b>2,619.9</b>	<b>629,839</b>	<b>384,735</b>	<b>61.6</b>

The crime information can be entered at any time. It is best to submit the information as soon as possible for an accurate up-to-date account of crime in the community. A check was made on-line in September 2008 for the month of June 2009 to compare the monthly statistics submitted to the Pennsylvania State Police. The information has been submitted in accordance to the submission regulations.

Another way of checking the crime rate in the community is to check the “clearance rate.” “Clearance rate” refers to the number of crimes that were solved. Crimes can be solved in two ways. The first is the most obvious and that is by an actual arrest. When one arrest is made for a particular crime, regardless how many offenders committed the crime, the crime can be “cleared” from the books. It does not mean that the police are going to stop looking for additional offenders.

The second way to clear a crime is by “exceptional means”. “Exceptional Means” refers to something that would prevent the police from making an actual arrest. An example would be a murder/suicide. The suspect in this type of a case cannot be arrested since they are deceased. Sometimes there are less serious crimes committed and the victim does not want to testify, or the suspect may be a family member and the family does not want to prosecute. If the police have identified the suspect and some technicality prevents them from making an actual arrest, the crime can be cleared by exceptional means.

Nationally, clearance rates for Part I offenses are usually 20% to 25%. Clearance rates for Part II offenses are generally over 50% since police catch many defendants driving under the influence, being disorderly or being charged with underage drinking.

For the year 2009 the state-wide clearance rate was 31.3% for Part I offenses and 61.6% for Part II offenses. York County's clearance rate for Part I offenses was 33.9% and 70.7% for Part II offenses.

There is a category of police activities referred to as non-incidents, which are not counted for determining patrol-staffing needs. These activities should be accounted for on a log sheet, but not counted as an incident in the computer system. An example of such activities include but are not limited to the following: routine traffic stops, delivering mail or messages, district court stops, checking business, house checks, running errands, servicing vehicles or equipment, conducting follow up investigations related to previously reported incidents, community relations and performing in-station tasks.

Police can be effective in many other ways such crime prevention and community policing efforts by making security checks on business establishments, vacation residences, vacant properties and other types of community policing activities. Crime prevention programs and community policing programs are excellent ways in which officers can interact with members of the public.

It would be recommended a bicycle patrol be established and the police vehicles have a bicycle rack installed on the back so officers can transport the bicycle, park the patrol vehicle in various locations and ride the bicycle. Bicycle patrols are an excellent way to interact with the public.

Public attitude and opinion are excellent ways to gauge police effectiveness in the community. The borough should consider sending out a questionnaire to the community asking that public services (police, fire and EMS) be rated (adequate/non-adequate/no opinion). This is an excellent source for obtaining citizen input on the effectiveness of the public service agencies.

The Department has two officers assigned to the York County Drug Task Force, five officers assigned to the South Central Pennsylvania Terrorism Task Force and three trained DARE officers. A Sergeant is also the Township Emergency Management Director.

### **RECOMMENDATIONS:**

- √ **Continue to enter UCR statistics at the conclusion of each month.**
- √ **Train all officers in Uniform Crime Reporting.**
- √ **Continue follow-up investigations to maintain a satisfactory clearance rate.**
- √ **Establish a Crime Prevention and Community Policing Program.**
- √ **Initiate a Bicycle Patrol.**

## PATROL

Carroll Township, Monaghan Township and Dillsburg Borough are located in the northern portion of York County. Geographically, the police department covers an area of 28.6 square miles. There are 125.06 miles of local and state roadways.

All three communities have several small businesses and some light industry. The townships have large agricultural areas. The majority of the borough is developed, therefore leaving few options of increasing revenues, except through taxes.

<b>Chart 7</b>			
<b>Expenditures from 2008 through 2010</b>			
<b>Police Department</b>			
<b>Year</b>	<b>Expenditures</b>	<b>Dollar Increase Over Previous Year</b>	<b>Percentage Difference</b>
<b>2008</b>	<b>\$1,397,571</b>	<b>+\$89,978</b>	<b>6.88</b>
<b>2009</b>	<b>\$1,414,530</b>	<b>+\$16,959</b>	<b>1.21</b>
<b>2010</b>	<b>\$1,516,958</b>	<b>+\$102,428</b>	<b>7.24</b>

Patrol is the backbone of any police department. The patrol schedule must take priority over other specialized positions. The schedule has three shifts and provides the communities with adequate police patrol.

The police department has a Standard Operating Procedure and General Orders; however they're in manual form. The format should be placed in digital form and in the format of the Pennsylvania Accreditation Commission.

The patrol function involves more than just responding to incidents or complaints. There is a preventative foot and vehicle patrol, business and residential security checks and above all, adequate back-up support for on-duty police officers. Preventative patrol is part of crime prevention.

When patrol officers are performing aggressive patrol, it becomes a crime prevention deterrent. Citizens see vehicles being constantly stopped and those who have criminal activity in mind think twice before coming into a community in which officers are aggressively stopping vehicles while enforcing vehicle code violations.

With the police department covers 28.6 square miles in size the patrols are not working designated patrol zones. The department has the following fleet of vehicles:

Good patrol practices can be measured by other means such as looking around the municipalities and seeing if the following exists; abandoned vehicles on the roadways for lengthy periods of time, hazardous conditions that go unreported, teenagers constantly loitering in certain areas,

illegal parking continues in certain areas, attention given to missing traffic signs or traffic congestion and street lights out for extended periods.

Although these conditions are not criminal in nature, they can result in residential discontent and need to be addressed as soon as practical. Sometimes these problems are referred to as “quality of life issues” and cause unrest in various neighborhoods. These issues do not appear to be problematic.

Since the police are usually the only municipal department that operates other than the normal daylight hours they are fortunate they have avoided providing non-police tasks since it deters from patrol. The following are just some examples of non-police tasks that officers are requested to perform; raising and lowering the municipal flags each day, picking up and delivering mail to officials, opening municipal buildings for the scheduled use, turning lights on and off on municipal property, escorting officials to various meetings or events, securing all municipal property at the end of the work day and transporting municipal officials to various locations. These are typical non-police functions that deter from the patrol function.

#### **RECOMMENDATIONS:**

- √ **Monitor patrol schedule for maximum coverage.**
- √ **Patrol is the number one priority in policing.**
- √ **Patrol schedule a priority.**
- √ **Promote community policing through the use of the bike patrol.**
- √ **Monitor the quality of life issues in all three political subdivisions.**

## INVESTIGATIONS

The Carroll Township Police Department does not have an established investigative unit. However I would like to make the following recommendations:

### **RECOMMENDATIONS:**

- √ **Enter reports as soon as possible after an incident occurs.**
- √ **Insure reports are complete prior to an officer is going off duty for several days.**
- √ **Officers are to turn in all original documents to be retained in office case file.**
- √ **Police Records System and UCR information should be current.**
- √ **Create a checklist of documents to be retained in the case file folder.**

## POLICY DEVELOPMENT

As stated prior the police department has Standard Operating Procedures and General Orders; however they're in manual form. The format should be placed in digital form and in the format of the Pennsylvania Accreditation Commission.

It is recommended the following policies be reviewed or developed for the Carroll Township Police Department:

- √ Law Enforcement Agency Role. The purpose of this general order is to establish the Oath of Office to be used for sworn members of the department.
- √ Legal Authority Defined. The purpose of this general order is to provide members with guidelines on the legally mandated authority vested in sworn agency personnel.
- √ Interviews and Interrogations. The purpose of this general order is to provide members with legally sound procedures for conducting custodial interrogations.
- √ Search and Seizure. The purpose of this general order is to establish guidelines and procedures which members must follow when conducting searches and seizures without a warrant.
- √ Arrest Procedures. The purpose of this general order is to define the authority of officers to arrest, and the mechanism for making arrests with and without a warrant.
- √ Use of Force. The purpose of this general order is to provide members with guidelines on the use of deadly and non-deadly force.
- √ Use of Deadly Force. The purpose of this general order is to provide members with guidelines on the use of deadly force.
- √ Display and Discharge of Firearms. The purpose of this general order is to provide members with guidelines on display and discharge of firearms.
- √ Use of Lethal Force. The purpose of this general order is to provide members with guidelines on the use of authorized less lethal weapons by sworn members.
- √ Use of Force Reporting. It is the purpose of this general order to provide members with guidelines for reporting Use of Force.
- √ Department Response to Use of Force Incidents. The purpose of this general order is to provide members with guidelines on the departmental response in Use of Force incidents.

- √ Authorized Weapons and Ammunition. The purpose of this general order is to establish guidelines for the types of weapons and ammunition authorized for sworn members of the Police Department.
- √ Demonstrating Proficiency with Weapons. It is the purpose of this general order to provide sworn members with guidelines associated with the qualification requirements related to agency-authorized firearms and less lethal weapons.
- √ Strip and Body Searches. The purpose of this general order is to provide members with guidelines on strip and body cavity searches.
- √ Post Use of Force Medical Aid. The purpose of this general order is to provide members with guidelines for the rendering of medical aid after the use of deadly and non-deadly force.
- √ Annual Proficiency Training. The purpose of this general order is to provide members with guidelines on the required annual proficiency training.
- √ Command Protocol. The purpose of this general order is to designate the order or precedence for command authority within the Police Department during the absence of the Commanding Officer.
- √ Obedience to Orders. The purpose of this general order is to provide members with guidelines on obedience to orders.
- √ Written Directive System. The purpose of this general order is to establish a method to provide for the orderly conception, development and implementation of policies, procedures, rules and regulations and orders by which operations of the police department are guided.
- √ Dissemination and Storage of Written Directives. The purpose of this general order is to provide members with guidelines for the orderly dissemination and storage of written directives and orders by which operations of the police department are guided.
- √ Allocation and Distribution of Personnel and Personnel Alternatives. The purpose of this general order is to establish this Department's hiring criteria for sworn officers, established training procedures for part-time officers and provides in-service training requirements for part-time officers,
- √ Extra Duty Employment. The purpose of this general order is to provide members with guidelines on the department's Extra-Duty Employment (reimbursable overtime) Programs.
- √ Code of Conduct. The purpose of this general order is to provide members with guidelines for the use of the Code of Conduct of the Police

- √ Discrimination and Sexual Harassment. The purpose of this policy is to maintain a healthy work environment in which all individuals are treated with respect and dignity and to provide procedures for reporting, investigating and resolving complaints of harassment and discrimination. Federal law provides for the protection of classes of persons based on race, color, sex, religion, age, disability and national origin. Not protected by federal law but also protected by this policy are persons based on their sexual orientation.
- √ Administrative Practices and Procedures. The purpose of this general order is to provide members with guidelines on selection process background investigations.
- √ Medical Examination. The purpose of this general order is to provide members with guidelines on selection process medical examinations.
- √ Psychological Fitness and Emotional Stability. The purpose of this general order is to provide members with guidelines on selection process background investigations.
- √ Training Records. The purpose of this general order is to organize and administrate the department's training component which is responsible and responsive to the operational task requirements of the department and the employees. Attention will be directed to those areas of learning which will develop employees' knowledge, skills, and abilities as they relate to their job task responsibilities. Documentation of training activities will be maintained, and requirements for developmental and remedial training will be monitored and implemented in accordance with the procedural elements of this policy.
- √ Entry Level Training. The purpose of this general order is to provide members with guidelines on entry level training.
- √ Emergency Response Procedures. The purpose of this general order is to establish responding procedures to include use of emergency vehicular warning devices.
- √ Protective Vests/Pre-Planned, High Risk Situations. The purpose of this general order is to provide law enforcement officers with guidelines for protective vest use during pre-planned high-risk situations.
- √ Citizens Complaints. The purpose of this general order is to describe procedures for handling complaints against department members, investigating complaints, and disposition of complaints.
- √ Traffic Enforcement Procedures. The purpose of this general order is to provide members with guidelines on taking enforcement action incidental to motor vehicle code violations.

- √ Roadblocks. The purpose of this general order is to provide members with guidelines on roadblocks.
- √ Prisoner Searching and Transportation. The purpose of this general order is to provide guidelines for transporting persons in the custody of law enforcement officers of this agency between points of arrest and initial booking.
- √ Prisoner Restraint Requirements. The purpose of this general order is to provide police officers with guidelines on restraining devices used to transport persons in custody.
- √ Legal Process. The purpose of this general order is to establish guidelines for police officers executing the criminal process in accordance with the Pennsylvania Rules of Criminal Procedure and certain aspects of the civil process.
- √ Holding Cells. The purpose of this general order is to provide standards for holding cells which are used for the temporary detention of prisoners waiting processing and arraignment. These holding cell areas are specifically used to securely house prisoners within the location of the law enforcement agency.
- √ Temporary Holding Area. The purpose of this general order is to establish guidelines for the temporary detention of detainees. This order meets all current laws for the temporary detention of male, female and juvenile detainees. It provides for the safety of the officers and the detainees.
- √ Police Report System. The purpose of this general order is to provide members with guidelines on the Police Report System.
- √ Motor Vehicle Pursuit Reporting. The purpose of this general order is to provide members with guidelines on Motor Vehicle Pursuit Reporting.
- √ Mandatory Fingerprint Requirements. The purpose of this general order is to provide members with guidelines on mandatory fingerprinting requirements.
- √ Right to Know Act. The purpose of this general order is to establish guidelines necessary to comply with the Pennsylvania Right to Know Act.
- √ Pennsylvania Juvenile Act. Juveniles require unique considerations pursuant to State law. The purpose of this general order is to provide guidelines of the Act and procedures regarding the custody of delinquent or dependent juveniles.
- √ Protection From Abuse Act. The purpose of this general order is to provide police personnel with guidelines on the Pennsylvania Protection from Abuse Act. This general order will outline procedures for officers to assist victims of abuse in obtaining shelter, counseling, and a protection

from abuse order. It will guide officers in the proper procedures when affecting an arrest for a protection from abuse violation.

- √ Sexual Violent Predator Community Notification. The purpose of this general order is to provide members with guidelines on the Pennsylvania Sexually Violent Predator Community Notification.
- √ Child Protection Services Law. The purpose of this general order is to provide members with guidelines on the Pennsylvania Child Protective Services Law.
- √ Pennsylvania Crime Victims Act. The purpose of this general order is to provide members with guidelines on the Pennsylvania Crime Victims Act.

**RECOMMENDATIONS:**

- √ **Review and update current Standard Operating Procedures and General Orders and place in the Pennsylvania Accreditation format.**

## **ADMINISTRATIVE, TECHNICAL AND SUPPORT SERVICES**

The role of an elected official in providing municipal police service is a most important one. It is the elected official, acting in concert with the majority of other members of the governing body, who decides the level of service and basic policing policy of the community.

The elected officials decide how much money will be spent and how it will be spent. They decide how many officers will be employed, the organizational structure of the police department, the amount of equipment available to the department and the number and types of patrol vehicles. They also decide on salary ranges and fringe benefits (subject to collective bargaining) of employees, the hours of work, and the nature of work and general policies governing police operations. In effect, the governing body sets the parameters for police service and in normal cases the police chief works within those guidelines to manage the police department.

Defining where the responsibility of the governing body ends and those of the police chief begin is often an issue in many communities in Pennsylvania. When the elected official becomes involved on an individual basis with the internal functions of the police department, they or the governing body may be accused of “political interference”. On the other hand, when a complete “hands off” attitude is taken, the governing body may be accused of not caring about the police or being “anti-police”.

Generally, the police chief is given the responsibility to oversee the operation of the police department. Elected officials should not become involved on an individual basis in the daily operations of the police department. This does not mean that, as a body, the elected officials cannot require accountability from the police department for what is done, how it is done, why it is done and where it is done. This means the relationship of the governing body and the police department runs more smoothly when this basic rule is followed. There is also little opportunity to “play politics”.

Playing politics in police departments is commonplace. It is also a two-headed coin. The elected official uses the police department in various ways to satisfy some individual desire or commitment. Likewise, police officers have used elected officials to attain personal goals, such as promotions, special assignments, special training or to forestall disciplinary action. Avoiding one-on-one relationships on the part of the elected officials and dealing with the person in charge of the police department as a body does much to strengthen the chain of command and place responsibility and accountability for police department operations where it should be, with a chief of police.

Some communities use police or public safety committees to strengthen ties between the elected governing body and the police department and to assure the soundness of the decision making process. Such committees are composed of elected members of the governing body who possess the authority given to them by the entire board or council. Normally, the control of finances is a major function of the committee. The committee may also function as a “sounding board” for proposals from the police department relating to changes in areas such as operational procedures

or personnel changes. If the committee supports the proposal, it may play the role of advocate and actually end up selling the idea to the entire governing body.

Police/Public Safety Committees serve a useful purpose in some communities while they are a deterrent to effective police department administration in others. The major difference between successful and non-successful committees depends upon clearly defining its role, functions, and responsibilities. The committee should not be permitted to assume what its duties and functions are without guidelines from the governing body. The authority to supervise the police should not be given to committee members individually or as a group and the philosophy under which it should operate should be to strengthen the flow of communication and understanding between those elected and police officials responsible to the community for effective police service.

The police chief should work closely with the township manager to develop, implement and monitor the budget approved by the Board of Supervisors.

The Board of Supervisors, Township Manager and Police Chief need to maintain an open line of communications. The police and elected officials seem to have a good working relationship at this time and good communications will continue to maintain that status.

The police department records system is computerized and appears to function well. They also have laptops in the patrol vehicles with their records system and they can access JNET, CLEAN and NCIC through the York County 911 Center.

**RECOMMENDATION:**

- √ **Maintain an open line of communications between Board of Supervisors, Township Manager and Police Chief.**

## PERSONNEL MANAGEMENT AND TRAINING

The Township conducts their recruitment and selection in accordance with the 2nd Class Township Code. They comply with established Municipal Officer's Education and Training Commission (MPOETC) regulations with background investigations, physical and psychological examinations and certification. The Township also complies with the Fair Labor Standards Act and the Heart and Lung Act.

Written job descriptions are provided for police personnel. The job descriptions are updated as needed. The department has written rules and regulations.

Morale is important in a police department. Currently the moral of the department is at a high level. Recognition of officers is very important. The officers of the Carroll Township Police Department don't have an official recognition program. It is recommended a program be instituted on an annual basis, when warranted, to recognize personnel for outstanding performance.

The Police Department Personnel Files are secured. This writer didn't review the Personnel Files, however was assured by Chief Francis the files were up to date and in order.

One of the main goals of maintaining personnel files is uniformity.

Medical or psychological information should not be contained in personnel files. The standard MPOETC form indicating that the applicant is fit for duty both medically and psychologically is usually contained in the application for certification. However, any other information relating to the physical or mental well being should be maintained in a separate file. The same for worker's compensation claims.

Personnel files should contain much of the same content. The following documents are typically contained in an officer's personnel file:

- A. Copy of resume and or application
- B. Copies of background information
- C. Copies of letters from Civil Service or Borough Council (if applicable)
- D. Copies of council, supervisor's or commissioner's meeting regarding their appointment
- E. Copy of the oath of office
- F. Copy of personnel order pertaining to appointment
- G. Copy of fingerprint card
- H. Photograph
- I. Copy of MPOETC certification
- J. Copies of training certificates (unless filed separately in training file)
- K. Copy of medical approval (not actual diagnosis)
- L. Copy of psychological approval (not actual diagnosis)
- M. Copies of commendations
- N. Copies of letters of appreciation

- O. Copies of letters of discipline
- P. Attendance information (unless filed separately)
- Q. Evaluation (performance) information

Some departments maintain separate files on training information such as firearm qualification, first aid, CPR, AED, OC spray and TASER. If a subpoena is issued for training it is not necessary to expose the entire personnel file.

The police department will begin evaluations of its personnel in 2010. Personnel evaluations are helpful in continuing each employee on his or her career path.

The officers have the proper certifications and attend the annual mandatory MPOETC recertification's each year. It is highly recommended the department take greater advantage of police training provided by MPOETC.

### **RECOMMENDATIONS:**

- √ **Review personnel files for uniformity.**
- √ **Insure the "oath of office", personnel orders are contained in the personnel files.**
- √ **Insure MPOETC certification, firearms certification, first aid certification, CPR certification, training certifications are maintained.**
- √ **Insure there are no medical and psychological evaluations or treatment information in the personnel files.**
- √ **Maintain the personnel files at the township office.**
- √ **Encourage officers to continue their education.**
- √ **Encourage officers to take advantage of available police in-service training.**
- √ **Review job descriptions and update when necessary.**

## FACILITIES, VEHICLES AND EQUIPMENT

The facility is located in the municipal complex and is modern and has adequate space to conduct department functions with easy access to the public. The department office equipment is modern and well maintained.

<b>Chart 8 Patrol Vehicles</b>			
<b>Type Vehicle</b>	<b>Year</b>	<b>Mileage</b>	<b>Condition</b>
<b>Ford Crown Vic</b>	<b>2008</b>	<b>75,000</b>	<b>Fair</b>
<b>Ford Explorer</b>	<b>2008</b>	<b>65,000</b>	<b>Fair</b>
<b>Ford Explorer</b>	<b>2008</b>	<b>75,000</b>	<b>Fair</b>
<b>Ford Crown Vic</b>	<b>2006</b>	<b>110,000</b>	<b>Fair</b>
<b>Ford Crown Vic</b>	<b>2005</b>	<b>128,000</b>	<b>Fair</b>
<b>Jeep Cherokee</b>	<b>1998</b>	<b>75,000</b>	<b>Bad</b>

The department fleet of vehicle is beginning to age with the lowest mileage at 65,000. A vehicle replacement schedule should be developed to replace the three oldest vehicles.

The department has two police vehicles in fair to excellent condition. The mileage ranges from 16,000 on the 2007 Dodge Charger to 71,000 on the 2003 Crown Victoria. Both vehicles have the availability of mobile data terminals. The borough has a program for replacement of patrol vehicles. There were no maintenance program records available for inspection.

The borough is exploring the purchasing new duty weapons that will be standardized. The general uniform and equipment are adequate. Each officer is required to qualify with his or her duty weapon in accordance with the regulations established by MPOETC.

Body armor is worn by officers of the department.

### **RECOMMENDATION:**

- √ **A vehicle replacement program to replace the departments three oldest vehicles.**

## PROPOSED ORGANIZATION AND STAFFING

Staffing a police department can be somewhat of a problem. Although many small police departments in the Commonwealth use a combination of full time and part time personnel in their ranks. Carroll Township only uses full-time police personnel.

Many years ago a consultant with Pennsylvania Department of Community Affairs conducted a study of a small police department and wrote that “like fire protection, a visible effective police department is considered by most of the public as essential.” He also acknowledged that police protection is one of the most, if not the most, expensive service provided by local governments. This is due to the fact that police departments are in many communities the only government entity that operates 24-hours-a-day, 7-days-a-week, 365 days-a-year.

Policing has changed many times since Sir Robert Peel established the Metropolitan Police Department in 1829. However, in Peel’s guidelines he proposed a pro-active approach or crime prevention. Crime prevention programs were very popular in the late 1960’s through the mid 1980’s. The federal government funded many crime prevention programs in the 60’s and 70’s; however, when the federal money was used up, crime prevention became the burden of local police agencies. Many cannot afford to provide an extra service. Crime prevention can be integrated with aggressive, preventative patrol tactics.

The law enforcement function takes place when legal sanctions are imposed upon individuals who deprive others of life and property.

Police personnel needs are determined by workload. The workload of a police department is determined by the number of incidents reported to police with adequate time allowed for preventive patrol and handling the other administrative tasks associated with municipal policing. It is necessary that appropriate staffing levels be established in advance of making any decisions about whether consolidation of police services is practical. Once staffing levels are established, it is then possible to determine approximately how much it will cost each community to become a part of a regional police effort, as well as how much service it should expect from the department.

The International Association of Chiefs of Police (IACP) developed a formula to determine police personnel needs. The Regional Police Study Committee used this formula to determine staffing levels. The formula has been used and applied extensively throughout the Commonwealth by the Governor’s Center for Local Government Services and found to be reliable. However, like most situations where an overall standard is used to determine a factor, it is subject to error and should not be considered infallible.

The IACP formula is based on the assumption that it takes an officer forty-five (45) minutes to handle the average call for service. It also assumes that one third of a police officer's time should be utilized handling calls for service. Finally, the formula takes into consideration the amount of time the officer is actually available for duty. On average once the total of all forms of time off are computed (vacation, training, holidays, sick leave, court time, personal days and emergency days) an officer is actually available for duty approximately 1760 hours a year.

The calculation determines only the manpower needs for officers "on the street" handling calls, and does not include administrators, supervisors, or specialists. It is extremely important that the number of incidents reported in the survey be accurate. If accuracy cannot be assured, then an estimate of the incident level can be determined by applying the standard that approximately 550 incidents should occur for every 1,000 residents in the community, or .55 per person. The IACP formula is summarized as follows:

Formula for determining patrol force manpower needs:

**Step 1:** Determine the number of complaints or incidents received and responded to by the police department. Complaints and incidents include all forms of police activity where an officer responded and/or took an official action. Incidents do not include situations where advice was given over the telephone, delivering messages or handling internal police department matters. If an actual complaint or incident figure is not available because the community does not have a police department, records are not accessible or are unreliable, an estimate may be used.

**Step 2:** Multiply the total complaints or incidents by 0.75 (45 minutes). It is generally conceded that 45 minutes is the average time required to handle a complaint or incident.

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

**Step 4:** Divide the product by 2,920, the total number of hours necessary to staff one basic patrol unit for one year (365 days X 8 hours = 2,920). The result of applying the IACP formula establishes the number of patrol elements necessary to police the community (not the number of officers, but the number of patrol elements).

To determine the number of officers required to staff each patrol element, the assignment/availability factor must be determined. This is accomplished by determining how many hours each year the average police officer is not available for duty on the street and subtracting that time from the patrol element hours of 2,920. Summarized below is the calculation to determine the assignment/availability factor.

FACTOR	ANNUAL MAN HOURS AWAY FROM DUTY
Regular Days Off (2 days per week)	832
Vacation (15 days per year)	120
Holidays (10 days per year)	80
Court Days (5 days per year)	40
Sick and Injury (10 days per year)	80
Miscellaneous Leave (1 day per year)	8
<b>Total</b>	<b>1,160</b>
(2,920 hours - 1,160 Non-Available Hours = 1,760 Available Hours)	

Once the total available hours of the average patrol officer is established, the assignment/availability factor is determined by dividing the available hours into the patrol element requirement of 2,920 hours. This results in a factor of 1.7. In other words, it takes 1.7 police officers to staff each patrol element required to police the community. This does not include administrators, supervisors, or specialists. This calculates only the number of patrol personnel necessary.

Once the patrol force manpower is established, as outlined above, a factor of one supervisor or support person, per four police officers, is added to the equation. This determines how many police officers including supervisory/support personnel (full-time equivalency) is needed for the regional police department based on the criteria established. By taking the amount of officers needed times 1,760 we determine the amount of hours that are needed. A percent of the total is then calculated by calculating the hours of service needed in each of the municipalities.

To demonstrate the application of the IACP manpower formula to the study committee members, the following Charts represent three different methods in determining manpower needs:

- Chart 9: Population
- Chart 10: Incidents

Chart 11 represent a comparison chart of the three staffing methods explained above.

Again, it should be noted that these formulas only address “patrol manpower needs” and not ranking or specialized officers and, should not be considered an absolute but, a “gage” in determining police manpower needs.

**CHART 9**  
**CARROLL TOWNSHIP POLICE DEPARTMENT MANAGEMENT STUDY**  
**ESTIMATED POLICE PERSONNEL NEEDS, DISTRIBUTION AND HOURS OF SERVICE**  
**BASED UPON POPULATION (IACP FORMULA)**

<b>Municipality</b>	<b>Population Times 0.55</b>	<b>Step 1 Times 0.75</b>	<b>Step 2 Times 3</b>	<b>Step 3 Divided by 2,920</b>	<b>Step 4 Times 1.7</b>	<b>Plus Supervisory &amp; Support Component</b>	<b>Total</b>	<b>Hours of Service</b>
<b>Carroll Township</b>	4,715	1,945	4,485	1.5	2.55	1	2.55	6,248.0
<b>Monaghan Township</b>	2,132	880	2,640	.88	1.49	1	2.49	4,382.4
<b>Dillsburg Borough</b>	2,060	850	2,550	.86	1.46	1	2.46	4,329.6
<b>Total/Average</b>	8,907	1,225	3,225	1.08	5.5	3	8.5	14,960

**CHART 10**  
**CARROLL TOWNSHIP POLICE DEPARTMENT MANAGEMENT STUDY**  
**ESTIMATED POLICE PERSONNEL NEEDS, DISTRIBUTION AND HOURS OF SERVICE**  
**BASED UPON REPORTED INCIDENTS IN 2010**

<b>Municipality</b>	<b>Reported Incidents</b>	<b>Step 1 Times 0.75</b>	<b>Step 2 Times 3</b>	<b>Step 3 Divided by 2,920</b>	<b>Step 4 Times 1.7</b>	<b>Plus Supervisory &amp; Support Component</b>	<b>Total</b>	<b>Hours of Service</b>
<b>Carroll Township</b>	<b>2,659</b>	<b>1,995</b>	<b>5,982</b>	<b>1.28</b>	<b>2.05</b>	<b>2</b>	<b>4.05</b>	<b>7,128</b>
<b>Monaghan Township</b>	<b>636</b>	<b>477</b>	<b>1,431</b>	<b>.49</b>	<b>.83</b>	<b>1</b>	<b>1.83</b>	<b>3,221</b>
<b>Dillsburg Borough</b>	<b>1,237</b>	<b>928</b>	<b>2,784</b>	<b>.95</b>	<b>1.62</b>	<b>1</b>	<b>2.62</b>	<b>4,611</b>
<b>Total/Average</b>	<b>4,532</b>	<b>1,133</b>	<b>3,399</b>	<b>2.72</b>	<b>4.5</b>	<b>4</b>	<b>8.5</b>	<b>14,960</b>

**CHART 11**  
**CARROLL TOWNSHIP POLICE DEPARTMENT MANAGEMENT STUDY**  
**COMPARISON OF VARIOUS STAFFING LEVEL OPTIONS**

<b>Municipality</b>	<b>Staffing Based on Population</b>	<b>Hours of Service</b>	<b>Staffing Based on Incidents</b>	<b>Hours of Service</b>	<b>Current Staffing</b>	<b>Current Hours of Service</b>
<b>Carroll Township Police Department</b>	<b>8.4</b>	<b>14,960</b>	<b>8.5</b>	<b>14,960</b>	<b>11</b>	<b>19,360</b>
<b>Total/Average</b>	<b>8.4</b>	<b>14,960</b>	<b>8.5</b>	<b>14,960</b>	<b>11</b>	<b>19,360</b>

The problem with minimal staffing or understaffing is when an officer makes an arrest; it removes the officer from the patrol function for a substantial amount of time. The defendant is transported to headquarters and processed (booking). Arrested persons who have committed misdemeanor or felony crimes must be fingerprinted and photographed. The officer must prepare a criminal complaint and complete the affidavit of probable cause. The officer must then detain the prisoner at the police department until the District Judge can be located for arraignment or transfer the prisoner to the York County Prison. This all takes time.

**RECOMMENDATIONS:**

- √ **Monitor the police scheduling closely to insure there is maximum coverage available.**
- √ **Add personnel, if necessary, to insure adequate coverage and offer safety.**
- √ **Continuously monitor the crime statistics to insure adequate patrol coverage.**

## **GOVERNING BODY AND POLICE RELATIONSHIP**

The police department, the Board of Supervisors and police have a close working relationship. The police chief and township manager appear to have relationship where they work together to accomplish goals and objectives. It is recommended the new police chief continue with a close relationship and develop a harmonious working relationship that will guide the elected and appointed officials toward providing the best possible public service to the Township.

It is very important for the police chief and Board of Supervisors to keep an open line of communication so there is no misunderstanding. The chief of police is the liaisons between the police and the Board of Supervisors. The chief of police and the manager have established a professional relationship in the day-to-day workings of municipal government.

### **RECOMMENDATIONS:**

- √ **Maintain a good working relationship between the Board of Supervisors, Township Manager and Police Chief.**
- √ **Maintain an open line of communications between the police chief and the Board of Supervisors.**
- √ **Continue to review and update job descriptions of all police department personnel.**